

ONE-PAGE INFORMATION - KAIZEN No.1

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■ Kaizen in Service Industry

Robert Cole, a famous Japanologist at University of Chicago, once disclosed to US managers at a public seminar that only less than 30% of Japanese manufacturing companies are implementing Kaizen in its real sense of the word as the corporate policy.

He is right. Those companies without Kaizen are now experiencing great difficulties in the current economic down trend.

Among others, people are now complaining about the following three kinds of institutions in Japan for inefficient, bureaucratic and anachronistic business behaviors which flared up the public criticism.

They are hospitals, government offices (national & local) and schools.

Over the past few years, some hospitals and local government offices are picking up Kaizen to satisfy their customers.

Today, big nation-wide newspapers, magazines and TV stations are reporting a lot of Kaizen examples made by those institutions.

For example, Nerima Hospital in Tokyo has recently started their MQI (Medical Quality Improvement) program in an effort to dramatically improve medical services to the patients.

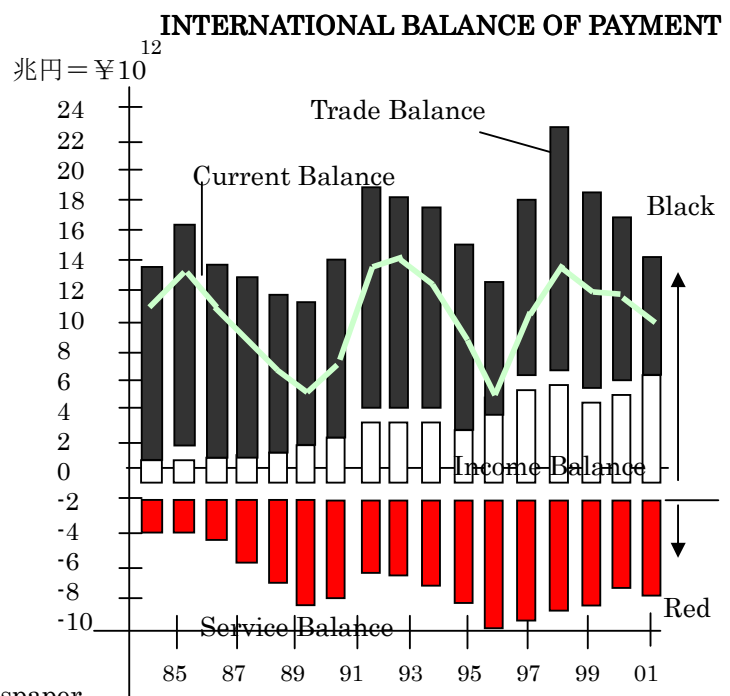
Also at the municipal government level, Japanese citizens are enjoying higher quality of services such as welfare, education & training and information.

At those institutions, TQM, Quality Circles and Kaizen methodologies are being used.

■ Japan is Undergoing a Great Structural Change of Economic System

Please look at the left graph.

Over the past few years, Japanese export surplus trade balance has decreased substantially while the income balance increased. This indicates that Japan receives more money from its capital investment in overseas rather than from the export of manufactured goods. Also Japanese are spending a lot of money for overseas trips.



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