

ONE-PAGE INFORMATION - KAIZEN No.11

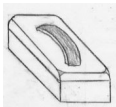
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■ Quality Management in Service Industry

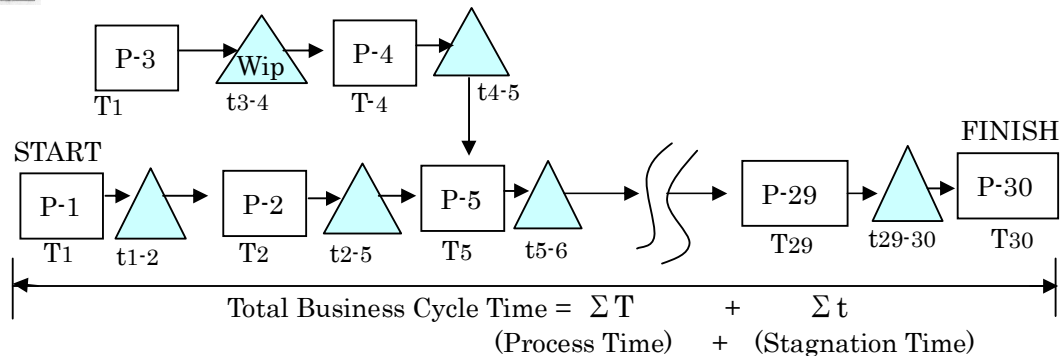
JUSE (Japan Union of Scientists and Engineers) , one of the most influential non-profit organization to promote TQM in Japan, has shifted its emphasis from manufacturing industry to non-manufacturing industry because there are much more rooms to be improved in the service industry.

Take the food industry for example, the competition for survival becomes more severe and tighter than before in Japan. The decisive success factors are Quality (Customer Satisfaction), Cost & Service. In the latest JUSE journal “ Quality Management”, a rapidly growing chain-restaurant company “ Monte Rosa” was featured as one of the best-practiced service industry. This restaurant company, established in 1983 in Tokyo, has an annual sales of US\$ 1,2 billion with more than 1,000 restaurants a cross Japan and with 22,537 employees (Out of which 20,285 employees are part-time workers) .

The most important thing is how to train employees. Mr. Ohgami, the founder and CEO, goes everyday incognito to Gemba or each restaurant and across the country takes meals to observe in detail how the guests are treated by his employees. He receives an average of 60,000 “ Customers’ voice” or customer response letters per month which he uses to improve the company management performance.



— KAIZEN TOOL BOX #7---Business Process Analysis —



When you are to improve business, you must carry-out “Business Process Analysis” to find the followings.

1. Duplication of process to straighten the business process
2. Bottle neck process and how to eliminate it (this is the essence of “TOC”)
3. Total business cycle time and how to reduce it.

Example :

The Government Office of Kerman Province, Iran, successfully reduced the days of certifications for a new business application from 33 days to 19 days as the result of business process analysis in 5 day Kaizen workshop held in September 2002.