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“A STUDY OF KAIZEN-GOLDEN RULES FOR IMPROVEMENT” IN “MILLENNIUM MOTORS – SANGLI”

Mrs. Priya Nikhil Patil



INTRODUCTION TO KAIZEN

“Survival of fittest” is the rule of nature. Only those can survive which changes themselves according to surroundings. This biological rule is also applicable to organization. Organization those are improving themselves and making competent with global market can only survive. This process of improvement is not revolutionary. It is continues and ongoing process which covers wider areas of business.

KAIZEN

It is an Japanese term. It is made up of two words.

“KAI” and “ZEN”

KAI means ‘Change’

ZEN means ‘Good’.

Kaizen means good change or Kaizen means Continuous Improvement involving everybody in the organization from the managers down to the workers.

Continuous improvement

Continuous improvement is a business philosophy. The concept was popularizes in Japan where it is known as Kaizen.

Company Profile of Millennium Honda

Millennium motors established in the year 2002 by its founder Mr. Suresh A. Patil and Managing Director Mr. Nikhil S. Patil. It is a dealership of Honda Motor company Japan, (world’s number one motor cycle manufacturing company) Millennium Motors is one of the dealership of Honda Motor cycle and scooter India Pvt. Ltd for sangli district. Millennium Motors is engaged in selling 2 wheelers and providing after sale service to customers through his 4’5’ set up i.e. sales, service, spares, safety.

The Kaizen Challenge

KAIZEN strategy is the single most important concept of Japanese Management – the key to Japanese competitive success. KAIZEN means improvement. In the context, KAIZEN means ongoing improvement involving everyone- Top Management Managers and workers. In Japan, Man systems have been developed to make management and workers KAIZEN conscious.

KAIZEN is everybody’s business. The KAIZEN concept is crucial to understanding the differences between the Japanese and Western approaches to management.

Many Japanese Management practices succeed simply because they are good management practice. This success has little to do with cultural factors. The distinction is not one of nationality. It is one of mentality.

Since, KAIZEN starts with the recognition that any corporation has problems, KAIZEN solves problems by establishing a corporate culture in which everyone can freely admit these problems. Problems can be both unfunctional and cross functional. KAIZEN strategy has enabled Japanese Management to take a systematic and collaborative to cross-functional problem-solving.

KAIZEN is a customer-driven strategy for improvement. In KAIZEN, it is assumed that all activates should eventually lead to increased customer satisfaction.

The essence of KAIZEN is simple and straightforward. The KAIZEN philosophy assumes that our way of life - be it our working life, our social life, or our home life – deserved to be constantly improved. The essence of most “uniquely Japanese” management practices – be they productivity improvement. TQC (Total Quality Control) circles, or labor relations – can be reduced to one word: KAIZEN.

The KAIZEN Umbrella

The implications of TQC or CWQC (Company-Wide Quality Control) in Japan have been that these concepts have helped Japanese companies generate a process-oriented way of thinking and developed strategies that assure continuous improvement involving people at all levels of the organizational hierarchy. The message of KAIZEN strategy is that not a day should go by without some kind of improvement being made somewhere in the company.

OBJECTIVES OF THE STUDY

The aim of any project undertaken is to provide an aid to management. There are various objectives were outlined, some of which can be referred to as-

1. To study the Kaizen concept.
2. To study steps involved in implementation of Kaizen.
3. To find out the benefits of Kaizen to the workers, managers and ultimately for organization.
4. To find out the participation of the employees in the Kaizen system and commitment in their work.

METHODOLOGY

The complete study of Kaizen and the various factor responsible for it involves a detailed and a research over a long period of time. The study was done in two parts,

1. Field Work
2. Desk Work

I. Universe of the Study

The universe consists of 50 workers including management and staff member working at Millennium Motors here for the purpose of study.

II. Data Collection and statistical tools to be used-

a) Primary Data

Primary data are those data which are original for the first time for a specific purpose-They are collected directly from the people to whom the enquiry is related for my subject, I have discussed whit Chairman, Managing Director, concerned persons in the company and Blue collar workers. Then I have discussed points such as nature of Kaizen system, effectiveness, implementation, types of Kaizen actually carried out, attitude of management and employees about Kaizen system.

b) Secondary Data

When an Investigator uses data, which have already been collected by others such data are called Secondary Data. Such data are collected and analyzed by someone and then used by researcher. The more

information about company was collected through company profile, files and reports maintained by organization and from other records.

III. Analysis and Interpretation

The collected data is coded, saturated and analyzed with the help of necessary statistical methods, diagrams and graphs.

**Table No 1
Kaizen Application**

Workers	Satisfied	Non Satisfied	Total
Workers	30(60%)	20(40%)	50
Supervisors	20(40%)	30(60%)	50
Women- other	35(70%)	15(30%)	50
Managers	45(90%)	05(10%)	50

Source – Data collection

As per the above table, it shows that use of this kaizen acceptable and also benefited to the organization for quality improvement. As this selected sample, 30 workers that is 60% are satisfied and 20(40%) are not satisfied. Whereas 35(70%) women employee are satisfied. Top level managers are 90% followed this system.

FINDINGS-

- 1) 60% of the respondents are satisfied with existing work environment where as 40% of them is unsatisfied.
- 2) 40% of the respondents are unsatisfied with Superiors and management relation & 40% of the respondents are satisfied with superiors & management have good relationship with superiors and management.
- 3) It is observed that, 49% Kaizen are good category
23% Kaizen are very good category
5% Kaizen are excellent category
And less Kaizen are in the poor & fair category such at 8% & 15%
- 4) 70% of respondent gave positive reply that Kaizen should improve where s 20% and 10% of respondent said Kaizen should be deteriorated & vanish.
- 5) 90% of the respondent recommended the dealership to their friends, relatives & other where, 10% of their respondent had not recommended to other.

CONCLUSION & SUGGESTIONS

Kaizen leads to improve quality and greater productivity. It helps management to become more attentive to customer needs and build a system that takes customer requirements into account. Kaizen is humanistic approach, because it expects everybody indeed, everybody to participate in it. It is based on the belief that every human being can contribute to improving his workplace, where he spends one-third of his life. Kaizen makes business more competitive and Portable. The Kaizen strategy strives to give undivided attention to both process and result. The introduction of a Kaizen strategy calls for both top-down and bottom-up approaches.

The Kaizen concept is valid not only in Japan but also in other countries is based on my observation that all people have an instinctive desire to improve themselves.

Kaizen strategy is widely applicable in such non business sector as government services, schools and other institution and that it would be useful even in the controlled – economy countries. This institution may lack the profit motive, but the Kaizen concept remains a valid criterion for checking process.

The overall study of Kaizen implementation during focused period resulted in following suggestions.

1. Management may keep customer’s satisfactions needs as a theme for developing.

2. Management may keep requirement in mind in developing training and educational training programs for the introduction of Kaizen concepts.
3. Every employee from department participates in building the new system.
4. Kaizen of fair and poor category should be reviewed and Re-implemented.
5. The area where less numbers of Kaizen implemented should be focused.

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