Challenges and prospects of implementing change management tools: Kaizen (The case of Wonji and Kadisco Chemical Industries)

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ABSTRACT

This study investigated the challenges and prospects of implementing change management tools focusing on kaizen due to the fact that continuous improvement process is part of every manufacturing company in today’s consolidated competition. The kaizen philosophy is considered a viable tool in these organizations to improve organizational performance and this study explored challenges and prospects of kaizen implementation in Wonji sugar factory and Kadisco chemical factory. The major conclusions of the study were that the top management’s commitment, kaizen training, development and communication of clear and specific goals and objectives about kaizen, interdisciplinary kaizen team formation, roles played by different kaizen participants including team leader, team member, and consultant and process owner were moderate and therefore hinders the successful implementation of Kaizen philosophy in Wonji and Kadisco Chemical Industries. Therefore, continuous achievement of improvement at all levels requires that ongoing training position be maintained and improved further. Top management’s involvement should be maintained throughout the implementation processes and kaizen team formation should be undertaken in such a way that it inculcates every one from each and possible field of specializations so that it opens a room for viewing a single problem from different perspectives to ensure global optimization.

Keywords: Kaizen, Continuous improvement, Top management commitment, Process owner, leaders and consultants.

1. INTRODUCTION

Rajesh G. et.al (2012) stated that improving customer service, making operation faster, more operation and reduction in costs are challenges faced by manufacturers today. To meet these challenges many companies are searching to improve their ability to compete globally. Wastage during production process is rapidly growing day by day in industries. This is because of change in taste of the customer. This will lead to increase in production costs. There are different techniques of waste reduction and performance enhancement like Just In Time (JIT), Total Quality Management (TQM), Total Productive Maintenance (TPM), Kaizen etc. Kaizen is Japanese technique for “improvement”, or “change for the better” refers to philosophy or practices that focus upon continuous improvement of processes in manufacturing, engineering and business management. Kaizen is a Japanese word that has become common in many western companies. Rajesh also stipulated the term kaizen comes from Gemba kaizen meaning ‘Continuous Improvement’ (CI). Continuous Improvement is one of the core strategies for excellence in production, and is considered vital in today’s competitive environment (Dean and Robinson, 1991). It calls for endless effort for improvement involving everyone in the organization (Malik and YeZhuang, 2006). According to Phan Chi A et.al. (2015) kaizen involves everyone in the organization and largely depends on cross-functional teams that can be empowered to challenge the status and commit to better quality and improve productivity. The government of Ethiopia has set a goal of reaching middle-income status by 2025. But it will be impossible to achieve this on the back of traditional farming. So Ethiopia is pursuing a "growth and transformation plan", to expand manufacturing employment and help rural communities diversify their livelihoods. In just
about three years, the Japanese philosophy for better changes and continuous improvements, kaizen has spread across most manufacturing industries in Ethiopia. At earlier time, kaizen started being tested and implemented as a pilot project in some 30 organizations. Out of those, one-third was recognized for achieving better results. Among those, three companies: Kadisco Chemical Industry and Wonji Sugar Factor, received excellence awards for best implementation of kaizen and seven companies received recognition certificates for achievements. With this background, the interest is, therefore, to highlight, the challenges and opportunities of implementing one of the change management tool, kaizen. Specifically, the research intends to find out challenges and opportunities in Ethiopian manufacturing industry.

1.2 STATEMENT OF THE PROBLEMS
The challenge of globalization has magnified the economy of most of the developed and developing nations. Globalization has created new complexities in every industry and thus requires new strategies and unique approaches. Kaizen approach helped many firms all across the globe to achieve better operational excellence and improve their productivity. At the end of 2012, Ethiopian Kaizen Institute (EKI) awarded three private companies namely Zenith Gebseshet Ethiopia Ltd, Maru Metal Industries and Kadisco Chemical Industries, as best models in implementing kaizen. These companies have registered 30–50% production increment after applying kaizen (Tewodros W., 2013). However, lack of understanding of the philosophy of kaizen is a major challenge Ethiopia faces today due to minimal commitment of top management, insufficient provision of kaizen related training, kaizen team formation regardless of interdisciplinary nature and these problems are also true for the two sample companies. Low commitment, low participation and weak concern to the issues are some of the constraints in implementing the newly introduced approach, at least in the short run. Low and inappropriate incentives, hostile working environment, and the subsequent low morale are obstacles in implementing kaizen.

1.3. RESEARCH QUESTIONS
Based on the above stated problems the researchers tries to raise the following basic research questions that must be answered:
1) What is the level of top management commitment for rapid implementation of kaizen in Kadisco Chemical Industry and Wonji Sugar Factory?
2) Is there intensive training program for facilitators who assess phase, the event, and for the participants and workers for kaizen implementation in Kadisco Chemical Industry and Wonji Sugar Factory?
3) Are there specific goals and objectives with a clear mandate in Kadisco Chemical Industry and Wonji Sugar Factory?
4) How far multi-disciplinary team exists to sustain the kaizen implementation in Kadisco Chemical Industry and Wonji Sugar Factory?
5) How far the participants (process owner, team leader and co-leader and Kaizen consultant) are playing their role in Kadisco Chemical Industry and Wonji Sugar Factory?
6) What are the opportunities of kaizen implementation in manufacturing organizations in Kadisco Chemical Industry and Wonji Sugar Factory?
7) What are the strategies of reducing the challenges of kaizen implementation in Kadisco Chemical Industry and Wonji Sugar Factory?

1.4. SPECIFIC OBJECTIVES
1) To investigate the level of top management commitment for rapid implementation of kaizen in Kadisco Chemical Industry and Wonji Sugar Factory
2) To know whether intensive training programs are needed for facilitators who assess phase, the event, and the follow-up of the implementation of kaizen in Kadisco Chemical Industry and Wonji Sugar Factory
3) To understand if there are specific goals and objectives with a clear mandate in Kadisco Chemical
industry and wonji sugar factor

4) To identify the existence of multi-disciplinary team to sustain the kaizen implementation in Kadisco Chemical Industry and Wonji Sugar Factory
5) To indicate the roles of the participants; process owner, team leader and co-leader and Kaizen consultant in Kadisco Chemical Industry and Wonji Sugar Factory
6) To identify the opportunities of implementing kaizen in manufacturing organization in Kadisco Chemical Industry and Wonji Sugar Factory
7) To forward some strategies to reduce the challenges of implementing kaizen Kadisco Chemical Industry and Wonji Sugar Factory

1.5 SIGNIFICANCE OF THE STUDY
As a developing country, Ethiopian suffers from limitation of publications about change management tools research in general. This study contributes to the further development of knowledge in change management tools particularly on kaizen and provides a basis for further research in Ethiopia. This paper aims to add a series of valuable insights and findings into the extent of the use of the kaizen approach in Ethiopia.

2. LITERATURE REVIEW
2.1. DEFINITION OF KAIZEN
Kaizen is a Japanese word, which has meaning of “change for the better”. In Japan, “kaizen” is used for the actions of making situation, products, or services better for meeting needs and expectations of customers. Kaizen is a process of continuous quality improvement by means of a non-stop process to uplift the standard of your work environment and services contents to the obtainable best condition and maintain it as user-friendly and convenient as possible. Kaizen has to be practiced by all categories of staff including the management team. Kaizen is an approach developed in manufacturing sector in Japan around 1960’s to improve the productivity. Imagine a factory manufacturing vehicles (implementation guidelines for 5s-kaizen-TQM approaches in Tanzania, 2013). As it had been stated in the work of Masaaki (2007) cited by Mariusz B. and Justyna S. (2011) Word KAIZEN comes from Japanese words KAI (change) and ZEN (good). Kaizen is the most important conception of Japanese management and the key of Japanese companies’ success. It means improvement in every level of the company. Masaaki Imai explains Kaizen as: “The essence of Kaizen is simple and straight forward: Kaizen means improvement involving everyone, including both managers and workers.

2.2 Basic Factors For Successful Implementation Of The Kaizen
1. Top Management Commitment
All authors agree that the top common thing of cultural enablers for the implementation of organizational changes is that the change is lead by top management. Only the top management can show how important the change is, make people believe in the change and positively influence the company culture. According to Schiffer and Michael (2003) where management got involved, and even participated in the reorganization of the shop floor, was a huge success. This does not contradict the participative management theory; this management involvement showed the importance of the change and lowered the barriers between management and workforce. The success of kaizen is also depending on the company culture and the leadership styles; both can only be positively influenced and lead by Top Management. According to (Wiley, 1999, p.5) as cited by Schiffer and Michael (2003) Kaizen cannot be successful without strong support from the top. Samuel M. (2012) also mentioned that management offer support by organizing the employees to carry out the organizational plans in quality standards.

2. Kaizen Training
In order to implement kaizen successfully, this organizational change should be managed properly by educating employee and communicating about the change and by participation and involvement of staff in the process. According to Blunt and Jones (1992), many organizational change efforts fail
because their effects on the human sub-system are not properly managed. But management should make the change as easy as possible for employees. It is continually expanding its capacity to create its future and an organization that facilitates the learning of its members and continuously transform itself (Senge 1990). D.A. Olaniyan and Lucas. B. Ojo in the Year (2008) cited by Shakila P. (n.d) had done their research on the topic “Staff Training and Development: A vital tool for organizational effectiveness” and reviewed staff training and development. The author said the need for improved productivity has become universally accepted and that it depends on efficient and effective training is not less apparent. It has further become necessary in view of advancement in the modern world to invest in training. Thus the role played by staff training and development can no longer be over-emphasized. Staff training and development are based on the premise that staff skills need to be improved for organizations to grow. Training is a systematic development of knowledge, skills and attitudes required by employees to perform adequately on a given task or job. According to Tetsushi S.et.al. (2011) a good starting point for productivity improvement is to recognize that there are value adding operations and non-value adding operations. It is easy to imagine that the small workshop has excessive inventories of finished products and work in progress, which is not value adding obviously.

3. Kaizen As Cross Functional Team and Team Process
According to Samuel M. (2012) Kaizen helps build teamwork. Teamwork is an action performed by a team towards a common goal. A team consists of more than one person, each of whom typically has different responsibilities. A team also includes seven common elements: common purpose; interdependence; clear roles and contributions; satisfaction from mutual working; mutual and individual accountability; realization of synergies; and empowerment. According to Imran A.(2011) Kaizen is viewed as team process. A team of individuals is selected from a range of functional disciplines, with a core of members from the area attacked, the real people who do the work. These are often the true experts who can, with real management support, make change stick. In addition to the above idea Phan Chi A et.al.(2015) described about kaizen and said it involves everyone in the organization and largely depends on cross-functional teams that can be empowered to challenge the status and commit to better quality and improve productivity. Kaizen involves bottom-up decision-making and practices an employee-driven management style that heavily emphasizes teamwork.

4. Defining Kaizen Objectives concisely
Objectives or goals describe something that has to be accomplished. Objectives setting that result in an agreement on what the role holder has to achieve is an important part of the performance management processes of defining and managing expectations and forms the point of reference for performance reviews (Armstrong, 2009).

5. Participant Roles and Responsibilities in Kaizen
1. Team Sensei/Facilitator
A “teacher” one who has gone before, encourage the teams to think and challenge them, provide suggestions and direction, answer questions and give advice but does not necessarily provide the solutions and mentor the team leaders.

2. Team Sponsor
Work with the team leader and team champion to develop the project team charter, attend pre-event meeting with facilitator to review the project charter, communicate expectations, and set the direction for the team and attend lean overview training/kick-off on first day of event.

3. Team Champion
Work with the sponsor and team leader to develop the project team charter and identify team members who will add value to the project, attend pre-event meeting with facilitator to review project charter and other pre-event meetings with the team as scheduled, attend lean overview training/kick-off on first day of event, participate with team every day during the event or visit periodically to offer support and provide input as appropriate.
4. Team Leader
Work with the sponsor and team champion to develop the project team charter and identify team members who will add value to the project, attend pre-event meeting with facilitator and team to review project charter and schedule other pre-event meetings with the team as needed, gather the needed materials and do preliminary analyses in preparation for the review with the champion’s assistance, offer to serve as a member of future lean teams, educate self and others about lean principles, practices, and team results.

5. Team Member
Attend pre-event meeting with facilitator to review project charter and other pre-event meetings as scheduled by the team leader; participate in the event and follow-up meetings for the duration of the project implementation.

3. METHODOLOGY
Descriptive research type and source of data particularly primary and secondary were used for this study. Quantitative and qualitative study through questionnaire, interview and focus group discussion was conducted in June 2015 among the employees of Wonji sugar factory and Kadisco chemical Industry. Random sampling technique was used to select sample respondents. Data was collected from 133 respondents and analyzed by using descriptive statistics like measure of central tendency (mean) and measure of variation (standard deviation).

RELIABILITY ANALYSIS
The reliability tests as measured by Cronbach alpha are performed for the items of the relevant variables, and are presented in Table 3.1 Cronbach alpha with a value of 0.7 or above is considered adequate in measuring the internal consistency of an instrument. Since all alpha values are found to be above the threshold point of 0.7, reliabilities of the measurement instruments are considered adequate.

<table>
<thead>
<tr>
<th>No</th>
<th>Reliability</th>
<th>Items</th>
<th>Cronbach Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Top level management commitment</td>
<td>6</td>
<td>.831</td>
</tr>
<tr>
<td>2</td>
<td>Kaizen training</td>
<td>7</td>
<td>.702</td>
</tr>
<tr>
<td>3</td>
<td>Clarity of goals and objectives</td>
<td>8</td>
<td>.739</td>
</tr>
<tr>
<td>4</td>
<td>Multi-disciplinary team formation</td>
<td>7</td>
<td>.919</td>
</tr>
<tr>
<td>5</td>
<td>Roles of the kaizen participants</td>
<td>16</td>
<td>.897</td>
</tr>
<tr>
<td>6</td>
<td>Opportunities for implementation</td>
<td>9</td>
<td>.889</td>
</tr>
</tbody>
</table>

4.1. RESULTS

Socio-Demographic Characteristics
Total of participants were 133 employees, their age ranged from 21 to 59 years. 60(45.1%) of the employees were 31-40 years old and the majority were male 98 (73.7%). More than eighty of employees were Degree and Diploma holders 112 (84%).

Challenges and Prospect Aspects Kaizen Implementation
The result of the study showed that respondents have moderately recognized the commitment of top management with a group mean score of 3.015.

Table 4.1: Discussion on Training for Kaizen Implementation. N=133

<table>
<thead>
<tr>
<th>Variables</th>
<th>(SDA+DA)%</th>
<th>Neutral%</th>
<th>(A+SA)%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision of training prior to Kaizen events on Participative Management</td>
<td>45.1</td>
<td>15</td>
<td>39.9</td>
</tr>
<tr>
<td>Provision of pre-training prior to Kaizen events on Change Management</td>
<td>35.4</td>
<td>18</td>
<td>46.6</td>
</tr>
</tbody>
</table>
Provision of training in Five “s” before and during kaizen implementation | 30.9 | 20.3 | 48.8 |
Provision of training on Kaizen pledge before and during kaizen implementation | 24.9 | 24.1 | 51 |
Provision of training on Reduction of rejects before and during kaizen implementation | 50.4 | 13.5 | 36.1 |
Provision of training on Reduction of waste (muda) before and during kaizen implementation | 49.7 | 9 | 41.3 |
Provision of training on labeling of all Tools before and during kaizen implementation | 62.4 | 1.5 | 36.1 |

Significant portion of respondents gave (SDA+DA) and Neutral as their response regarding provision of training prior to kaizen events on participative management (45%, 1.15%), provision of pre-training prior to kaizen events on change management (35.4%, 18%), provision of training in five “s” before and during kaizen implementation (30.9%, 20.3%), provision of training on kaizen pledge before and during kaizen implementation (24.9%, 24.1%), provision of training on reduction of rejects before and during kaizen implementation (50.4%, 13.5%), provision of training in reduction of waste (Muda) before and during kaizen implementation (49.7%, 9%) and provision of training on labeling of all tools before and during kaizen implementation (62.4%, 1.5%). All the outlined variable needs due attention.

Table 4.2: Discussion on Goals and Objectives for Kaizen Implementation. N=133

<table>
<thead>
<tr>
<th>Variables</th>
<th>(SDA+DA)%</th>
<th>Neutral%</th>
<th>(A+SA)%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduction of cycle time and operations constraint were clearly communicated</td>
<td>9.8</td>
<td>18.8</td>
<td>71.4</td>
</tr>
<tr>
<td>Reduction of minute per unit production was objectively stated</td>
<td>11.3</td>
<td>21.8</td>
<td>66.9</td>
</tr>
<tr>
<td>Customer focus goals were narrowly defined and clearly stated</td>
<td>12.1</td>
<td>15</td>
<td>72.9</td>
</tr>
<tr>
<td>Quality goals were narrowly defined and clearly stated</td>
<td>5.3</td>
<td>27.1</td>
<td>67.7</td>
</tr>
<tr>
<td>Secured place of work were narrowly defined and clearly stated</td>
<td>54.1</td>
<td>12.8</td>
<td>33.1</td>
</tr>
<tr>
<td>The extent of setup time reduction is clearly stated and communicated</td>
<td>62.4</td>
<td>11.3</td>
<td>26.3</td>
</tr>
<tr>
<td>Workflow pattern guidelines were developed and communicated</td>
<td>9.8</td>
<td>19.5</td>
<td>70.7</td>
</tr>
<tr>
<td>Clearly stated that improvements would be verified and documented</td>
<td>10.6</td>
<td>18.8</td>
<td>70.6</td>
</tr>
</tbody>
</table>

The finding from the study as revealed in the table showed lack of sufficient communication between the employee and the top management body regarding agreement of performance objective specifically on reduction of cycle time and operations constraint 9.8% (SDA+DA) while 18.8% Neutral, reduction of minute per unit production 11.3% (SDA+DA) while 21.8% Neutral, customer focus goals 12.1% (SDA+DA) while 15% Neutral, quality goals 5.3% (SDA+DA) while 27.1% Neutral, secured place of work 54.1% (SDA+DA) while 12.8% Neutral and the extent of setup time reduction 62.4% (SDA+DA) while 11.3% Neutral.

Table 4.3: Descriptive Statistics on Roles of the participants in Kaizen implementation

<table>
<thead>
<tr>
<th>Roles of the participants in Kaizen implementation</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process Owner</td>
<td>The time they spend with the Kaizen team</td>
<td>133</td>
<td>3.23</td>
</tr>
</tbody>
</table>
Their commitment in Sustaining of a Kaizen event 133 3.20 1.033
Their responsible for the continuous success of improvements 133 3.68 .866

Team Leader
Keep the team focused and on-track 133 3.09 1.026
All the answers to all the problems will come from within 133 3.08 1.237
Leader and members time is dedicated to the Kaizen event 133 3.02 1.011

outside consultant
There was outside consultant with previous Kaizen experience 133 2.60 1.094
Consultant helped to get up the learning curve fast 133 2.96 1.040
Guide and mentor to the Team Leader and Coordinator 133 2.75 1.090
Adds Lean expertise as needed to ensure a successful result 133 2.79 .954

Team members
They bring process improvement ideas 133 3.29 1.153
They forward problems and their solutions by using Kaizen board at work place 133 3.23 .950
They Make it a rule to perform a given work according to Standard 133 2.29 1.486
Make big cleaning day 133 3.25 1.055
Make slogan 133 3.30 1.108
Five S month 133 3.14 1.109

Valid N (listwise) 133

The result of the study showed that respondents have moderately recognized the role of process owners, consultants, team leaders and team members in Kaizen implementation with the a group mean score of 3.37, 2.78, 3.06 and 3.08 respectively.

Table-4.4: Descriptive statistics on Multi-disciplinary team for Kaizen implementation and sustaining

<table>
<thead>
<tr>
<th>Multi-disciplinary team</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production Department</td>
<td>133</td>
<td>3.59</td>
<td>.993</td>
</tr>
<tr>
<td>Repair and maintenance Section</td>
<td>133</td>
<td>3.50</td>
<td>1.020</td>
</tr>
<tr>
<td>Store Section</td>
<td>133</td>
<td>3.47</td>
<td>1.191</td>
</tr>
<tr>
<td>Procurement Section</td>
<td>133</td>
<td>3.32</td>
<td>1.118</td>
</tr>
<tr>
<td>Finance Department</td>
<td>133</td>
<td>3.23</td>
<td>1.077</td>
</tr>
<tr>
<td>Personnel Department</td>
<td>133</td>
<td>3.15</td>
<td>1.215</td>
</tr>
<tr>
<td>Marketing Department</td>
<td>133</td>
<td>3.08</td>
<td>1.087</td>
</tr>
</tbody>
</table>

  Group Mean 3.33

The finding revealed the formation of kaizen team was recognized moderately with the group mean of 3.33 in both sample manufacturing industries.
Simplicity to understand and implement, less employee resistance to accept the new concept of kaizen philosophy, continuous improvement nature of kaizen philosophy, government policy support and non resource intensively nature of kaizen were identified through the study as favourable conditions for better accomplishment of kaizen project in sample manufacturing industries.
4.2. DISCUSSION

The aim of this study was to investigate the following research questions; what is the level of top management commitment for rapid implementation of kaizen in Kadisco Chemical Industry and Wonji Sugar Factory? Is there intensive training program for facilitators who assess phase, the event, and for the participants and workers for kaizen implementation in Kadisco Chemical Industry and Wonji Sugar Factory? Are there specific goals and objectives with a clear mandate in Kadisco Chemical Industry and Wonji Sugar Factory? How far multi-disciplinary team exists to sustain the kaizen implementation in Kadisco Chemical Industry and Wonji Sugar Factory? How far the participants (process owner, team leader and co-leader and Kaizen consultant) are playing their role in Kadisco Chemical Industry and Wonji Sugar Factory? What are the opportunities of kaizen implementation in manufacturing organizations in Kadisco Chemical Industry and Wonji Sugar Factory? What are the strategies of reducing the challenges of kaizen implementation in Kadisco Chemical Industry and Wonji Sugar Factory?

The analysis of data were mixed and done both qualitatively and quantitatively, and the drawbacks of this analysis are based on the fact that the questionnaires were administered during the work time. The analysis was done by calculating the percentage, mean, standard deviation and verbal narration of responses given by respondents. Due to globalized nature of manufacturing activities, the arena of competition and competitiveness calls for different improvement management tools. Based on the above findings this study provides support for the explanation of factors leading to unsuccessful implementation of kaizen philosophy. In this section some deliberations have been put forward as a guideline to the kaizen consultants, for policy makers and manufacturing industries so that in future they can change their implementation approach to avoid the future failure of kaizen implementation in manufacturing organizations.

Lack of sufficient top management commitment: The result of the study showed that respondents have moderately recognized the commitment of top management with a group mean score of 3.015. One of the most important factors for successful implementation of Kaizen philosophy in manufacturing industry is top management commitment of the organizations. According to (Wiley, 1999, p.5) as cited by Schiffer and Michael (2003) Kaizen cannot be successful without strong support from the top. Thus it is recommended to avoid insufficient and poor commitment of top management that leads to the failure of kaizen implementation process in manufacturing industries.

Lack of comprehensive and sufficient training: It is imperative that whoever initiates the process has a good understanding of Kaizen concept and theory, and can communicate this clearly to all leadership and followers up to the front line workers. Every worker need to understand this concept and be prepared to educate others in the facility. The key to successful implementation hinges on clearly communicating to everyone in the facility their respective role(s) in achieving specific performance measures and gaining organization-wide support and commitment. Implementation training is vital to introduce implement the new kaizen philosophy. Moreover, to keep the system dynamic Kaizen needs learning and growth. Learning organization is an organization that will truly excel in the future and that discovers how to tap people's commitment and capacity to learn at all levels in an organization. The opposite leads to implementation failure one because of the insufficient and non comprehensive training programs.

Lack of specific goals and objectives with clear mandate: Secured place of work and extent of set up time reduction were found to be more serious areas to be given more attention. The finding from interview and focus group discussion also showed lack of sufficient meeting arrangement to discuss about the issues. There were problems on developing SMART objectives and there were no sufficient participatory environment that permits employees to discuss on strategic objectives and strategic goals. There were inadequate determination of individuals and coordination of team members as a result the performance goals are not compatible with the existing situations. Effective communication is critical to kaizen implementation. Promotion of project team members and the advertisement of the project progress to the rest of organizations depend on proper and effective communication (Wee, 2000). Thus lack of proper communication of goals and
objectives with clear mandate leads to confusion and misunderstanding for the successful implementation process and thus leads to failure, hence should be avoided.

**Lack of sufficient participation of process owner, team leader and co-leader and Kaizen consultant to play their role for proper kaizen implementation:** The result of the study showed that respondents have moderately recognized the role of process owners, consultants, team leaders and team members in Kaizen implementation with the a group mean score of 3.37, 2.78, 3.06 and 3.08 respectively.

Proper and effective role of process owners, team leaders, co-leaders and consultants can be regarded as one of the most important issues towards successful implementation of Kaizen philosophy. The responsibility of process owners is to spend adequate time with the Kaizen team; they are committed in Sustaining of a Kaizen event and responsible for the continuous success of improvements. The responsibility of team leader is to keep the team focused and on-track and dedicate their time to kaizen event. The responsibility of team member is to forward problems and their solutions by using Kaizen board at work place, Make it a rule to perform a given work according to standard, make big cleaning day, make slogan and introduce five S months. The responsibility of the consultants is to help to get up the learning curve fast, guide and mentor to the team leader and coordinator and adds lean expertise as needed to ensure a successful result. Thus it is sure that poor process owners, team leaders, co-leaders and consultant’s effectiveness would lead to failure in kaizen implementation.

5.1. CONCLUSION

The goal of this study is to examine the Challenges and prospects of implementing change management tools: Kaizen in focus (The case of Wonji and Kadisco Chemical Industries.) For this purpose, the researchers consider Wonji and Kadisco Chemical Industries examined the level of different factors hindering successful implementation of kaizen philosophy. The results regarding top management commitment, training, development and communication of clear and specific goals and objectives, interdisciplinary team formation, roles played by different kaizen participants including team leader, team member, and consultant and process owner are moderate and therefore hinders to some extent the successful implementation of Kaizen philosophy in Wonji and Kadisco Chemical Industries.

5.2. RECOMMENDATION

- Top management needs to understand the importance of the kaizen initiative and then needs to fully support it. Truly continuous improvement requires that management’s commitment is truly continuous. Furthermore, top management involvement should be maintained throughout the implementation processes.
- It is recommended that when strategic objectives formulated, when setting standards, goals and objectives all the employee should have to be actively involved in the formulation process and the management of the manufacturing industries should have to share the goals, objectives and standards down to the shop floor so that acceptability of the system and successful implementation of any change program will be achieved. Due attentions must be given by management body of the industries to ensure secured place of work and the extent of setup time reduction should be clearly stated and communicated
- It is furthermore recommended that all employees should have to be given comprehensive and sufficient training program on how to successfully implement kaizen philosophy, specifically provision of training on participative management, change management, provision of training in five “s”, kaizen pledge, and reduction of rejects, reduction of waste and (muda) labeling of all tools.
- Continuous achievement of improvement at all levels requires that ongoing training position be maintained forever. A key aspect of ongoing improvement is thus ongoing training throughout the organization.
- There should be sufficient participation of process owners, team leaders and co-leaders and Kaizen consultant for proper kaizen implementation and these participants must be in a position to clearly
identify their own roles, responsibilities and duties and must also work in partnership with one another. The management of the organization is expected to create conducive working environment for these kaizen participants so that they can fully fulfill their purpose from kaizen perspective.

The kaizen team formation should be undertaken in such a way that it inculcates every one from each and possible field of specializations so that it opens a room for viewing a single problem from different perspectives to ensure global optimization.

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