**Prioritising the enablers for the successful implementation of Kaizen in China: a Fuzzy AHP study**

Jie Ma1, Zhibin Lin1\*, Chi Keung Lau1

1Newcastle Business School,

Northumbria University,

Newcastle upon Tyne NE1 8ST

United Kingdom

\*corresponding author: zhibin.lin@northumbria.ac.uk

Please cite:

Ma, J. Lin, Z. and Lau, C.K. (forthcoming) Prioritising the enablers for the successful implementation of Kaizen in China: a Fuzzy AHP study, *International Journal of Quality & Reliability Management*. In Press. doi: 10.1108/IJQRM-12-2015-0173.

**Abstract**

Purpose – The main purpose of this study is to develop a better understanding of how Sino-Japanese joint ventures implemented the three Japanese improvement methods, i.e. Kaizen, Kaikaku and Kaizen Blitz. The specific objectives of this study are: (a) to identify the key enablers for the three improvement methods; and (b) to identify the most selected improvement method.

Design/methodology/approach – This study employs fuzzy analytic hierarchy process to pairwise-compare the three improvement methods. The data are collected from 28 industry experts from Sino-Japanese joint ventures. The study then adopts extent analysis approach for pairwise comparisons and extent analysis to obtain synthetic extent values for priority weights.

Findings – The results of the study indicate that Personnel (humanware) factor enablers are the most important factor for Kaizen, whilst Software factor enablers (essential rules, policies and institutional arrangements) weight second and Hardware factor enablers (physical, measurable hard facts or resources) weight last. The study also reviews that Kaizen is the most selected improvement method among the three.

Research limitations/limitations – The sample of this study is limited to Sino-Japanese ventures in Guangzhou, China. This study only identifies the key improvement enablers based on interviews with shop floor managers and improvement experts.

Practical implications –Practical implications are also threefold: (a) the improvement implementations should be based on factors such as regular training, incentives for motivations and shop-floor management; (b) improvement methods are transferable and standard operations may only have small effects on collecting improvement ideas; and (c) Kaizen is the appropriate method to support long-term and process-oriented improvements.

Originality/value –This study is the first to specifically pairwise-compare the three Japanese improvement methods and to identify priorities of their key enablers in Sino-Japanese joint ventures.

**Keywords:** Kaizen; AHP; Fuzzy; Decision support; China.

**Paper type:** Research paper

# Introduction

Kaizen (Imai, 1986) is one of its foundations to support other lean tools and processes (Womack, Jones, & Roos, 1990). However, like other Japanese production management systems, Kaizen is complex, inter-related and context-dependent (García, Maldonado, Alvarado, & Rivera, 2014; Taylor & Taylor, 2008). Many existing studies have agreed that adopting and implementing Kaizen is not always straightforward (Aoki, 2008; Brunet & New, 2003; Caffyn, 1999) and particularly hard to sustain in the long term (Bessant, Caffyn, Gilbert, Harding, & Webb, 1994). In addition, Kaizen is thought to be underpinned by the unique Japanese culture (Hong, Snell, & Easterby-Smith, 2006; Liker & Hoseus, 2008; Recht & Wilderom, 1998), and thus companies outside Japan could face difficulties when selecting the appropriate supporting tools and techniques (Bessant et al., 1994) and would need more time to adopt and implement this improvement method (Hines, Holweg, & Rich, 2004). In addition, two other improvement methods are recently becoming more popular, Kaizen blitz (or Kaizen events) and Kaikaku(Radical changes) (Bicheno, 2001; Browning & Heath, 2009; Done, Voss, & Rytter, 2011; Wiljeana J. Glover, Jennifer A. Farris, & Eileen M. Van Aken, 2014; Glover, Liu, Farris, & Van Aken, 2013; Radnor, Holweg, & Waring, 2012; Santos, Wysk, & Torres, 2014). These methods differ in terms of the time scale for implementation and whether the improvement is continuous or one-off, and have different enablers for their implementation (Fryer, Antony, & Douglas, 2007; García et al., 2014).

Both lean production and these improvement methods were introduced into China in the early 1980s by foreign manufacturing companies (Huang & Liu, 2005; Taj, 2008), particularly those from Japan (Aoki, 2008; Hong, Easterby‐Smith, & Snell, 2006; Lee, 1996). Over the following two decades, many Sino-international automotive joint ventures were established. Since the 2000s, China has been the world’s leading automotive producer in term of volume and one of the world’s most popular automotive outsourcing destinations. Many major Japanese car assemblers and their parts suppliers have established joint ventures in China (Calantone & Zhao, 2001) and many of them have successfully transferred the advanced production technology, management knowledge and improvement skills to the Chinese ventures (Aoki, 2008; Shang & Pheng, 2013; Suárez-Barraza & Smith, 2014). Nevertheless, the direct transfer of Japanese Kaizen practice to China may encounter difficulties (Hong, Snell, et al., 2006). The Sino-Japan joint ventures may be affected by the Chinese cultural and constitutional settings (see Zhang & Goffin, 1999) and might have some different priorities for the key enablers of Kaizen or localised enablers to adopt and implement improvements (Aoki, 2008). As stated by Aoki (2008), there is still a large gap in the literature in terms of how Kaizen activities are organised in countries outside Japan.

This study thus aimed to develop a better understanding of how Sino-Japan joint ventures have adopted and implemented the three types of improvement methods, i.e. Kaizen, Kaikaku and Kaizen blitz. The specific objectives of this study are:

1. to identify priorities of the key enablers for successful implementation of the three improvement methods based on the proposed model; and
2. to identify the most selected improvement method.

The study was conducted based upon a series interview of 28 industry experts from four Sino-Japanese automotive joint ventures. The data were collected based on a nine-point pairwise-comparison scale. The priorities of the key enablers were decided by a fuzzy Analytic Hierarchy Process using triangular fuzzy numbers. This study has three theoretical contributions: a) developing a generic hierarchy model for prioritising the key enablers for improvement implementations; b) revealing a set of key enablers unique to Chinese context; and c) indicating that Kaizen is the most selected method among the three improvement alternatives. The findings should fulfil the needs of both academics and practitioners in the existing body of knowledge. They should provide some useful guidelines and methods that can be used by companies based outside of Japan to adopt and implement Kaizen.

The paper is organised as follows: section 2 reviews the literature on the three improvement methods and the key enablers of improvement. Sections 3 presents the research methodologies. Section 4 explains the steps involved in data collection, analysis and results. Finally, in Section 5 the conclusions and recommendations for future research are presented.

# Literature review

## 2.1 The three improvement methods: Kaizen, Kaikaku and Kaizen blitz

In recent years, adopting and implementing improvements for long-term and sustainable outcomes have received considerable attention in the literature (Done et al., 2011; Radnor et al., 2012; Shang & Pheng, 2013; Singh & Singh, 2015; Van Aken, Farris, Glover, & Letens, 2010). Improvement method selection is a multi-criteria problem, as there are many different enablers (Fryer et al., 2007; Fryer, Ogden, & Anthony, 2013; García, Rivera, & Iniesta, 2013), enablers (Bateman, 2005; Bessant, Caffyn, & Gallagher, 2001; Caffyn, 1999) or essential criteria (Kaye & Anderson, 1999) to support improvement implementations. Depending on different time scape for implementation and whether the improvement is continuous or one-off, the improvement methods can be categorised into three types: Kaizen, Kaikaku and Kaizen blitz.

Kaizen is a process-oriented improvement method. It focuses on the course of the implementation and aims to produce cumulative results from an incremental change process. It is a “never ending” (Bond, 1999, p320) “on-going improvement” (Imai, 1986, p3) “of a cumulative character” (Marin-Garcia, del Val, & Martin, 2008, p57) and with a “top-down…and…bottom-up” framework (Bessant & Francis, 1999, p1109). It instils in everyone within the organisation (Terziovski & Sohal, 2000) a sense of responsibility for implementing improvements on a continuous basis (Monden, 1983), such as habitually providing both personal suggestions (Imai, 1986) and implementing group-based improvement activities (Handyside, 1997). Therefore, Kaizen is “not of the breakthrough variety, but incremental in nature” (Bessant & Caffyn, 1997, p10). It is “an organisational-wide process of focused and sustained incremental innovation” (Bessant & Francis, 1999, p1106); or “a habitual way of life in the organisation” (Handyside, 1997, p14) to develop and implement all sorts of improvement ideas in a constant manner (Chartered Quality Institute, 2011). Management approval is only needed for large improvement ideas, whilst small changes can be implemented without the prior approval of management (Crocker, Chiu, & Charney, 1984). Intrinsic psychological rewards (e.g., self-motivation) are commonly used to boost participation (Brunet & New, 2003; Máire Kerrin, 1999).

The discontinuous improvement, on the other hand, is called innovation or Kaikaku in Japanese. It is a results-oriented method and characterised by its ‘one-off’ but innovative results. The implementation of the Kaikaku is different from Kaizen (Imai, 1986). The Kaikaku methods (Bodek, 2004) generally emphasise breakthrough improvement ideas for dramatic alterations (Hines et al., 2004) and radical changes (Bhuiyan & Baghel, 2005). It requires significant investment in capital (Terziovski & Sohal, 2000), new technologies or equipment (Nihon HR Kyōkai, 1995, pp., p8) and can take a long time (Sayer & Williams, 2012) to generate “a large and fundamental change of policy, practice, or awareness” (Bodek, 2004, pix). Handyside (1997, p16) indicated that Kaikaku is “usually characterised by revolutionary new processes, advanced technologies and high capital investment”. These non-gradual methods do not necessarily sustain long-term improvements and achieve long-term targets (Imai, 1986).

Kaizen blitz (Laraia, Moody, & Hall, 1999), Kaizen event (Doolen, Worley, Van Aken, & Farris, 2003), or Kaizen burst (Liker & Meier, 2006) are short-term (e.g., 3-5 days) improvement methods (Graban & Swartz, 2012; Natale, Uppal, & Wang, 2014). They are generally based on the ideas or proposals of managers, technicians or consultants (Bodek, 2002; Marin-Garcia et al., 2008) rather than involving all staff members of a company (Terziovski & Sohal, 2000). This cross-functional team usually focuses on large improvements on few targeted areas (Bessant et al., 2001; Farris, Van Aken, Doolen, & Worley, 2009). Most of this types of improvement ideas are not implemented by the proposers (Nihon HR Kyōkai, 1995). Thus, extrinsic rewards (e.g., financial incentives) are necessary to stimulate participation (Yasuda, 1989), but they are commonly associated with the final improvement outcomes (Imai, 1986). Thus, this type of improvement methods could suffer from low participation and low acceptance rates (Hull, Azumi, & Wharton, 1988).

## 2.2 Key enablers for implementing continuous improvement

Various versions of key enablers or critical successful factors (CSFs) for continuous improvement have been identified (e.g. Fryer et al., 2007; García et al., 2014; Handyside, 1997; Kaye & Anderson, 1999). For instance, Handyside (1997) highlighted the importance of shop floor management, employee involvement, and teamwork. Fryer et al. (2007) identified six key enablers for adopting Kaizen in manufacturing organisations: strong and committed leadership from senior management team; communication; learning and training; quality culture; customer management; and quality data.

According to Lillrank and Kano (1989), the critical factors for improvement implementations can be grouped into three categories: Hardware, Software, and Personnel (Humanware).

### 2.2.1 The hardware factors

The Hardware factors provide improvement implementations with appropriate and enough measureable hard facts (Lillrank & Kano, 1989). These involve all the physical support (i.e., *technology* and *machinery*), extra labour (i.e., *Kaizen experts*) and financial budgets (i.e., *monetary investment*). Installing high *technology* is always accepted in the workplace to create radical changes in Kaizen event (Brunet & New, 2003; Doolen, Van Aken, Farris, Worley, & Huwe, 2008). This is associated with the use of new *machinery* to offer better production facilities in order to meet higher requirements (Wiljeana J. Glover, Jennifer A Farris, & Eileen M Van Aken, 2014). In addition, hiring project-based improvement *experts* and outside lean *consultants* to coach and intervene the improvement implementations are sometimes promoted at the beginning of the Kaizen journey (Alstrup, 2000; Bateman & Rich, 2003). *Monetary investment* therefore, is needed to provide financial support and use as an important form of extrinsic rewards to motivate and facilitate improvement participations (Maire Kerrin & Oliver, 2002; Ma, 2014).

### 2.2.2 The software factors

The Software factors embraces a wide range of shop floor rules, routines, procedures, policies and institutional arrangements for improvement implementations (Lillrank & Kano, 1989). Ma (2014) advocates that the shop floor is considered one of the most important areas within an organisation. On the shop floor, *Standard operation procedure* is a key activity for creating effective work flow and improving product quality (Liker, 2004). It also supports many *shop floor management* tools and techniques (e.g.,5S, visual management, waste removal, etc.) to form the foundation of continuous improvement (Bateman, 2005). These tools and techniques are commonly used together to search for shop floor problems, identify the root causes of variations (Hines, Found, Griffiths, & Harrison, 2008) and increase shop floor performance (Letmathe, Schweitzer, & Zielinski, 2012). Once the root causes of the problems are accurately detected, an effective *improvement system* is needed to collect all scales (i.e., either in a group based or individually) improvement suggestions/ideas (Marin-Garcia & Poveda, 2010). The environment to collect group based improvement suggestions/ideas is strengthened by an *open communication network* (Dorfman et al., 1997). This network can benefit the two-way (top-down and bottom-up) information sharing (Choi & Liker, 1995) and promote freedom and originality for suggestions dissemination (Phan, Abdallah, & Matsui, 2011; Takeuchi, Osono, & Shimizu, 2008). In addition, organisations concentrating on training and learning (Fryer et al., 2007), such as the regular *on-/off-the-job training* and *job rotation/relocation* schemes can benefit the development of individual suggestions/ideas (Kumar, Kumar, de Grosbois, & Choisne, 2009; Vinodh & Chintha, 2011). Employees can constantly acquire new skills and raise awareness of making improvement suggestions (Ariga, Kurosawa, Ohtake, Sasaki, & Yamane, 2013). *Incentive rewards* can also be used to motivate employees to regularly participate in improvement and develop both large and small suggestions (Govindarajulu & Daily, 2004). Review and feedback should be given to the suggestions in a timely manner (Chin, Pun, Xu, & Chan, 2002). It is argued that an effective *benchmarking/feedback system* is a thrust of long-term improvement implementations (Bond, 1999; Çiçek, Köksal, & Özdemirel, 2005). Furthermore, the *improvement* *culture* is also an essential factor (Marin-Garcia & Poveda, 2010; Shortell et al., 1995; Singh & Singh, 2015). As Fryer et al. (2007) stress, a quality culture with an ambition to accumulate habitual changes can create support for continuous improvement.

### 2.2.3 The personnel factors

The personnel factors include all human resources (Lillrank & Kano, 1989), as continuous improvement requires a high value on of humanware’s involvement and participation (Bessant et al., 1994). *Top managers* have the senior strategic roles of leadership, direction setting and provide appropriate commitments to support improvement implementations (Kaye & Anderson, 1999). *Middle managers* are in a key position in relation to the line managers and shop floor personnel to act as an intermediary for maturation of ‘strong worker mentality’ and to repopularise and resimplify the quality theory for improvement after the initial contribution made by the top management (Savolainen, 1999). *Line managers* are the auxiliary personnel who play an important role in supervising large improvement processes. They also motivate, collect, review, and small implement ideas (Montabon, 2005). *Shop floor personnel* is responsible for work-related improvement ideas (Aoki, 2008). As suggested by Marin-Garcia et al. (2008), those ideas should be developed based on their hands-on knowledge to resolve local problems within their immediate working area. The participation of the rest of the humanware (i.e., *non-production personnel*) is also critical to support improvement implementations. It is argued that *non-production personnel* can also provide valuable suggestions if they actively involve in improvement activities (Terziovski & Sohal, 2000).

The key enablers for improvement implementations may change over time (e.g. Farris et al., 2009; Fryer et al., 2007; García et al., 2014; Handyside, 1997; Kaye & Anderson, 1999) and may vary for different organisations, countries or cultures (Brotherton & Shaw, 1996). In particular, although some factors (e.g. management commitment and regular training for employees) were universally cited as being critical (Aoki, 2008; García et al., 2014), whilst some other key factors were rather neglected or. For instance, shop floor management has been described as the beginning of Kaizen journey to contain many practices (e.g. 5S practice, visual management, standard operations and waste removal) for improvement (Bateman & Brander, 2000; Handyside, 1997; Hirano, 1996), but less attention has been paid in some studies (Bessant et al., 1994; Caffyn, 1999; Fryer et al., 2007). Moreover, in Japan, there is a strong emphasis on teamwork or groupism for Kaizen, but this building block has not been considered in the studies by Fryer et al. (2007) and Kaye and Anderson (1999).

# Methodology

## 3.1 The fuzzy analytical hierarch process

Improvement method selection is complicated and it is multi-criteria decision problem. The fuzzy analytical hierarchy process (FAHP) is an effective procedure to solve complex decision making problems (Buckley, 1985), using experts’ experience and tacit knowledge (Saaty, 1994). It is based on Saaty’s (1980) original analytical hierarchy process (AHP), but offers better abilities to decompose and evaluate multiple criteria when handling uncertainty due to imprecision or vagueness in decision making process. The FAHP uses fuzzy ratios (Zadeh, 1965), rather than the AHP’s crisp nine-point scale (Buckley, 1985), to make pairwise comparisons and reduce bias (Van Laarhoven & Pedrycz, 1983). The fuzzy ratios consist of a set of objects with a continuum of grades of values to represent vague data. Chang’s (1992) Triangular Fuzzy Number (TFN) set *M̃* (see Figure 1) can be used to respectively indicate the smallest possible value (parameter *l*), the most promising value (parameter *m*), and the largest possible value (parameter *u*) in a fuzzy event (Demirel, Demirel, & Kahraman, 2008; Kahraman, Demirel, Demirel, & Ateş, 2008).

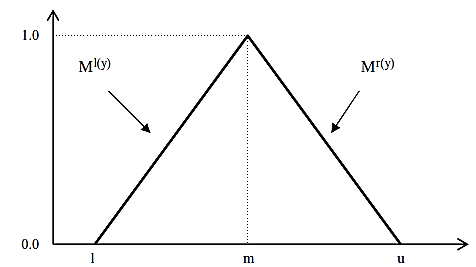


Figure A Triangular Fuzzy Number, M̃ (Kahraman et al., 2008, pp 93)

Each TFN set has the following linear presentations *(1)*:

|  |  |  |
| --- | --- | --- |
|  |  | *(1)* |

Each TFN set can be given by its corresponding left and right representation of each degree of membership as *(2)*:

|  |  |  |
| --- | --- | --- |
|  |  | *(2)* |

## 3.2 The extent analysis method of fuzzy analytical hierarch

This study adopts Chang’s (1992) extent analysis approach. This approach uses TFN for pairwise comparisons and extent analysis method to obtain synthetic extent values for priority weights. It is one of the most commonly used approaches for FAHP solutions and relatively easier than many other FAHP approaches (e.g., Buckley, 1985; Cheng, 1997; Stam, Sun, & Haines, 1996; Weck, Klocke, Schell, & Rüenauver, 1997). Following Chang (1992, 1996), let be an object set and be a goal set. Each object is then taken and extent analysis can be used for each goal respectively. Therefore, the above TFN set would be obtained as *(3)* where all are TFNs:

|  |  |  |  |
| --- | --- | --- | --- |
|  |  |  | *(3)* |

Chang’s (1992, 1996) extend analysis approach has 4 steps:

**Step 1,** let be values of extent analysis of the object for m goals, and the value of fuzzy synthetic extent *S* with respect to the -th object is defined as *(4)*:

|  |  |  |
| --- | --- | --- |
|  |  | *(4)* |

To obtain the fuzzy addition operation of *m* extent analysis is performed as *(5)*:

|  |  |  |
| --- | --- | --- |
|  |  | () |

To obtain, the fuzzy addition operation of is performed as *(6)* and *(7)*:

|  |  |  |
| --- | --- | --- |
|  |  | () |

Thus:

|  |  |  |
| --- | --- | --- |
|  |  | () |

**Step 2,** to compare each of the *S* -th object. The degree of possibility of is defined as *(8)*.

|  |  |  |
| --- | --- | --- |
|  |  | () |

It can be equivalently expressed as *(9)*:

|  |  |  |
| --- | --- | --- |
|  |  | () |

Where *d* is the ordinate of the highest intersection point between and (see Figure 2). and is compared based on the values of and .

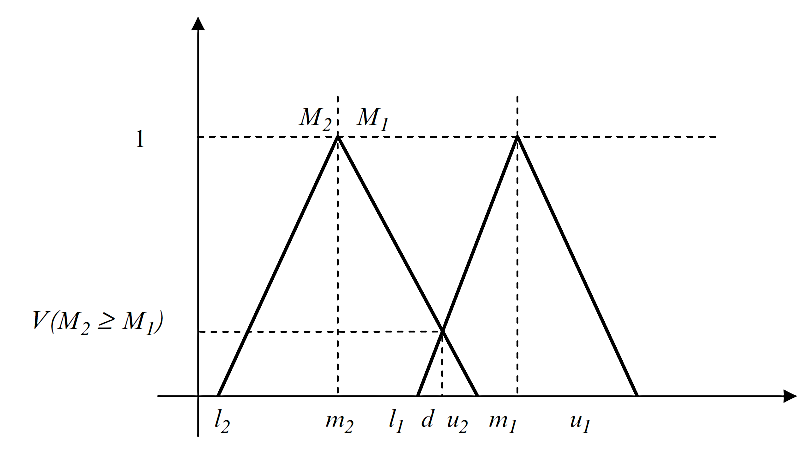


Figure the intersection between M1 and M2 (Demirel et al., 2008, pp72)

**Step 3,** the degree of possibility for a convex fuzzy number to be greater than *k* convex fuzzy numbers can be defined *(10)*, *(11)* and *(12)*:

|  |  |  |
| --- | --- | --- |
|  |  | () |

Assume that

|  |  |  |
| --- | --- | --- |
|  |  | () |

For. Then the weight vector is given by

|  |  |  |
| --- | --- | --- |
|  |  | () |

where are elements.

**Step 4**, after normalisation, the normalised weight vector is defined as *(13)*:

|  |  |  |
| --- | --- | --- |
|  |  | () |

where is a non-fuzzy number to give priority weights of an attribute or an alternative over other.

## 3.3 Application of fuzzy AHP on improvement method selection problem

Considering the three types of improvement methods advocated and the critical factors consolidated from literature, the improvement method selection problem is decomposed into a model of hierarchical structure. The model has three levels for the goal (Figure 3). It has three main success factors (1 – 3 in level 1), 17 sub-factors (1.1 – 1.4, 2.1 – 2.8 and 3.1 – 3.5 in level 2) and three improvement methods (A – C in level 3).

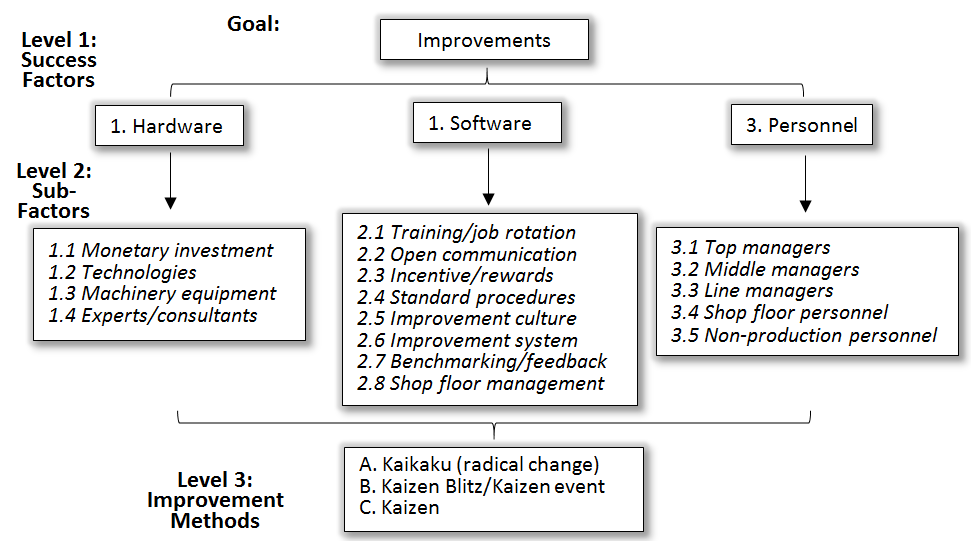


Figure Hierarchy process tree model

In order to suit the study objectives, series of interview meetings were conducted in 2010, 28 shop floor management and improvement experts were selected from four Sino-Japanese automotive complies (car assemblers C1 – C4 with employee number of over 2000) in Guangzhou, China. They were invited to attend personal interview meetings to collect their professional opinions.

Table distribution of expert groups in meetings

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Expert groups | C1 | C2 | C3 | C4 | *Total No. of participants* |
| Managerial representatives | 1 | 1 | 1 | 0 | *3* |
| Line supervisor representatives | 1 | 2 | 3 | 2 | *8* |
| Shop floor representatives | 4 | 4 | 3 | 6 | *17* |
| *Total* |  |  |  |  | *28* |
|  | | | | | |

A set of pretested linguistic variables were used in the meetings for the purpose of pairwise comparisons (Saaty, 2000). The linguistic variables are converted to TFN (Table 2).

Table The triangular fuzzy numbers

|  |  |
| --- | --- |
| **Definition** | **Fuzzy AHP Scale** |
| Equally preferred | (1, 1, 1) |
| Weakly preferred | (2/3, 1, 3/2) |
| Fairly strongly preferred | (3/2, 2, 5/2) |
| Very strongly preferred | (5/2, 3, 7/2) |
| Absolutely preferred | (7/2, 4, 9/2) |

Thirdly, the Chang’s (1992, 1996) four-step extend analysis approach was followed to 1) calculate the priority weights for all factors and sub-factors; 2) compute the global priority weights to choose the best improvement methods; and finally 3) the priority weights of the improvement methods with respect to the main attributes.

# Results

The level 1 success factors: hardware, software and personnel on improvement method selections are compared in Table 3.

Table Evaluation of main attributes with respect to improvement

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **1. Hardware** | **2. Software** | **3. Personnel** |  |
| **1. Hardware** | (1, 1, 1) | (2/3, 1, 3/2) | (2/7, 1/3, 2/5) |  |
| **2. Software** | (2/3, 1, 3/2) | (1, 1, 1) | (3/2, 2, 5/2) |  |
| **3. Personnel** | (5/2, 3, 7/2) | (2/5, 1/2, 2/3) | (1, 1, 1) |  |

The level 2 sub-factors on improvement are compared in Table 4 - Table 6.

Table Evaluation of sub-factors of hardware factors

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | ***1.1*** | ***1.2*** | ***1.3*** | ***1.4*** |
| ***1.1*** | (1, 1, 1) | (2/5, 1/2, 2/3) | (2/3, 1, 3/2) | (1, 1, 1) |
| ***1.2*** | (3/2, 2, 5/2) | (1, 1, 1) | (2/3, 1, 3/2) | (3/2, 2, 5/2) |
| ***1.3*** | (2/3, 1, 3/2) | (2/3, 1, 3/2) | (1, 1, 1) | (2/3, 1, 3/2) |
| ***1.4*** | (1, 1, 1) | (2/5, 1/2, 2/3) | (2/3, 1, 3/2) | (1, 1, 1) |

Table Evaluation of sub-factors of software factors

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | ***2.1*** | ***2.2*** | ***2.3*** | ***2.4*** | ***2.5*** | ***2.6*** | ***2.7*** | ***2.8*** |
| ***2.1*** | (1, 1, 1) | (2/3, 1, 3/2) | (2/3, 1, 3/2) | (3/2, 2, 5/2) | (3/2, 2, 5/2) | (2/3, 1, 3/2) | (2/3, 1, 3/2) | (2/3, 1, 3/2) |
| ***2.2*** | (2/3, 1, 3/2) | (1, 1, 1) | (2/5, 1/2, 2/3) | (2/3, 1, 3/2) | (2/3, 1, 3/2) | (1, 1, 1) | (1, 1, 1) | (2/5, 1/2, 2/3) |
| ***2.3*** | (2/3, 1, 3/2) | (3/2, 2, 5/2) | (1, 1, 1) | (5/2, 3, 7/2) | (3/2, 2, 5/2) | (3/2, 2, 5/2) | (3/2, 2, 5/2) | (2/3, 1, 3/2) |
| ***2.4*** | (2/5, 1/2, 2/3) | (2/3, 1, 3/2) | (2/7, 1/3, 2/5) | (1, 1, 1) | (1, 1, 1) | (2/3, 1, 3/2) | (2/3, 1, 3/2) | (2/7, 1/3, 2/5) |
| ***2.5*** | (2/5, 1/2, 2/3) | (2/3, 1, 3/2) | (2/5, 1/2, 2/3) | (1, 1, 1) | (1, 1, 1) | (1, 1, 1) | (2/3, 1, 3/2) | (2/7, 1/3, 2/5) |
| ***2.6*** | (2/3, 1, 3/2) | (1, 1, 1) | (2/5, 1/2, 2/3) | (2/3, 1, 3/2) | (1, 1, 1) | (1, 1, 1) | (1, 1, 1) | (2/5, 1/2, 2/3) |
| ***2.7*** | (2/3, 1, 3/2) | (1, 1, 1) | (2/5, 1/2, 2/3) | (2/3, 1, 3/2) | (2/3, 1, 3/2) | (1, 1, 1) | (1, 1, 1) | (2/5, 1/2, 2/3) |
| ***2.8*** | (2/3, 1, 3/2) | (3/2, 2, 5/2) | (2/3, 1, 3/2) | (5/2, 3, 7/2) | (5/2, 3, 7/2) | (3/2, 2, 5/2) | (3/2, 2, 5/2) | (1, 1, 1) |

Table Evaluation of sub-factors of personnel factors

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | ***3.1*** | ***3.2*** | ***3.3*** | ***3.4*** | ***3.5*** |
| ***3.1*** | (1, 1, 1) | (3/2, 2, 5/2) | (2/3, 1, 3/2) | (1, 1, 1) | (3/2, 2, 5/2) |
| ***3.2*** | (2/5, 1/2, 2/3) | (1, 1, 1) | (2/7, 1/3, 2/5) | (2/3, 1, 3/2) | (1, 1, 1) |
| ***3.3*** | (2/3, 1, 3/2) | (5/2, 3, 7/2) | (1, 1, 1) | (2/3, 1, 3/2) | (3/2, 2, 5/2) |
| ***3.4*** | (1, 1, 1) | (2/3, 1, 3/2) | (2/3, 1, 3/2) | (1, 1, 1) | (2/3, 1, 3/2) |
| ***3.5*** | (2/5, 1/2, 2/3) | (1, 1, 1) | (2/5, 1/2, 2/3) | (2/3, 1, 3/2) | (1, 1, 1) |

The level 3 improvement alternatives with respect to relevant sub-factors are compared in Table 7 - Table 23

Table Evaluation of the improvement methods with respect to warehouse/shop floor

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **a. Kaikaku** | **b. Kaizen Blitz** | **c. Kaizen** |  |
| **a. Kaikaku** | (1, 1, 1) | (3/2, 2, 5/2) | (5/2, 3, 7/2) |  |
| **b. Kaizen Blitz** | (2/5, 1/2, 2/3) | (1, 1, 1) | (2/3, 1, 3/2) |  |
| **c. Kaizen** | (2/7, 1/3, 2/5) | (2/3, 1, 3/2) | (1, 1, 1) |  |

Table Evaluation of the improvement methods with respect to technologies

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **a. Kaikaku** | **b. Kaizen Blitz** | **c. Kaizen** | |
| **a. Kaikaku** | (1, 1, 1) | (3/2, 2, 5/2) | (2/3, 1, 3/2) |  |
| **b. Kaizen Blitz** | (2/5, 1/2, 2/3) | (1, 1, 1) | (2/3, 1, 3/2) |  |
| **c. Kaizen** | (2/3, 1, 3/2) | (2/3, 1, 3/2) | (1, 1, 1) |  |

Table Evaluation of the improvement methods with respect to machinery equipment

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **a. Kaikaku** | **b. Kaizen Blitz** | **c. Kaizen** |  |
| **a. Kaikaku** | (1, 1, 1) | (2/3, 1, 3/2) | (5/2, 3, 7/2) |  |
| **b. Kaizen Blitz** | (2/3, 1, 3/2) | (1, 1, 1) | (3/2, 2, 5/2) |  |
| **c. Kaizen** | (2/7, 1/3, 2/5) | (2/5, 1/2, 2/3) | (1, 1, 1) |  |

Table 1.4 Evaluation of the improvement methods with respect to labour

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **a. Kaikaku** | **b. Kaizen Blitz** | **c. Kaizen** |  |
| **a. Kaikaku** | (1, 1, 1) | (2/5, 1/2, 2/3) | (3/2, 2, 5/2) |  |
| **b. Kaizen Blitz** | (3/2, 2, 5/2) | (1, 1, 1) | (7/2, 4, 9/2) |  |
| **c. Kaizen** | (2/5, 1/2, 2/3) | (2/9, 1/4, 2/7) | (1, 1, 1) |  |

Table Evaluation of the improvement methods with respect to training/job rotation

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **a. Kaikaku** | **b. Kaizen Blitz** | **c. Kaizen** |  |
| **a. Kaikaku** | (1, 1, 1) | (2/3, 1, 3/2) | (2/3, 1, 3/2) |  |
| **b. Kaizen Blitz** | (2/3, 1, 3/2) | (1, 1, 1) | (1, 1, 1) |  |
| **c. Kaizen** | (2/3, 1, 3/2) | (1, 1, 1) | (1, 1, 1) |  |

Table Evaluation of the improvement methods with respect to open communication

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **a. Kaikaku** | **b. Kaizen Blitz** | **c. Kaizen** |  |
| **a. Kaikaku** | (1, 1, 1) | (2/3, 1, 3/2) | (2/7, 1/3, 2/5) |  |
| **b. Kaizen Blitz** | (2/3, 1, 3/2) | (1, 1, 1) | (2/5, 1/2, 2/3) |  |
| **c. Kaizen** | (5/2, 3, 7/2) | (3/2, 2, 5/2) | (1, 1, 1) |  |

Table Evaluation of the improvement methods with respect to incentive/rewards

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **a. Kaikaku** | **b. Kaizen Blitz** | **c. Kaizen** |  |
| **a. Kaikaku** | (1, 1, 1) | (2/3, 1, 3/2) | (3/2, 2, 5/2) |  |
| **b. Kaizen Blitz** | (2/3, 1, 3/2) | (1, 1, 1) | (2/3, 1, 3/2) |  |
| **c. Kaizen** | (2/5, 1/2, 2/3) | (2/3, 1, 3/2) | (1, 1, 1) |  |

Table Evaluation of the improvement methods with respect to standard procedures

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **a. Kaikaku** | **b. Kaizen Blitz** | **c. Kaizen** |  |
| **a. Kaikaku** | (1, 1, 1) | (2/3, 1, 3/2) | (2/7, 1/3, 2/5) |  |
| **b. Kaizen Blitz** | (2/3, 1, 3/2) | (1, 1, 1) | (2/3, 1, 3/2) |  |
| **c. Kaizen** | (5/2, 3, 7/2) | (2/3, 1, 3/2) | (1, 1, 1) |  |

Table Evaluation of the improvement methods with respect to improvement culture

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **a. Kaikaku** | **b. Kaizen Blitz** | **c. Kaizen** |  |
| **a. Kaikaku** | (1, 1, 1) | (2/3, 1, 3/2) | (2/9, 1/4, 2/7) |  |
| **b. Kaizen Blitz** | (2/3, 1, 3/2) | (1, 1, 1) | (2/7, 1/3, 2/5) |  |
| **c. Kaizen** | (7/2, 4, 9/2) | (5/2, 3, 7/2) | (1, 1, 1) |  |

Table Evaluation of the improvement methods with respect to improvement system

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **a. Kaikaku** | **b. Kaizen Blitz** | **c. Kaizen** |  |
| **a. Kaikaku** | (1, 1, 1) | (2/5, 1/2, 2/3) | (2/9, 1/4, 2/7) |  |
| **b. Kaizen Blitz** | (3/2, 2, 5/2) | (1, 1, 1) | (2/3, 1, 3/2) |  |
| **c. Kaizen** | (7/2, 4, 9/2) | (2/3, 1, 3/2) | (1, 1, 1) |  |

Table Evaluation of the improvement methods with respect to benchmarking/feedback

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **a. Kaikaku** | **b. Kaizen Blitz** | **c. Kaizen** |  |
| **a. Kaikaku** | (1, 1, 1) | (2/5, 1/2, 2/3) | (2/9, 1/4, 2/7) |  |
| **b. Kaizen Blitz** | (3/2, 2, 5/2) | (1, 1, 1) | (2/3, 1, 3/2) |  |
| **c. Kaizen** | (7/2, 4, 9/2) | (2/3, 1, 3/2) | (1, 1, 1) |  |

Table Evaluation of the improvement methods with respect to shop floor management

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **a. Kaikaku** | **b. Kaizen Blitz** | **c. Kaizen** |  |
| **a. Kaikaku** | (1, 1, 1) | (2/5, 1/2, 2/3) | (2/9, 1/4, 2/7) |  |
| **b. Kaizen Blitz** | (3/2, 2, 5/2) | (1, 1, 1) | (2/3, 1, 3/2) |  |
| **c. Kaizen** | (7/2, 4, 9/2) | (2/3, 1, 3/2) | (1, 1, 1) |  |

Table Evaluation of the improvement methods with respect to top managers

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **a. Kaikaku** | **b. Kaizen Blitz** | **c. Kaizen** |  |
| **a. Kaikaku** | (1, 1, 1) | (3/2, 2, 5/2) | (2/3, 1, 3/2) |  |
| **b. Kaizen Blitz** | (2/5, 1/2, 2/3) | (1, 1, 1) | (2/3, 1, 3/2) |  |
| **c. Kaizen** | (2/3, 1, 3/2) | (2/3, 1, 3/2) | (1, 1, 1) |  |

Table Evaluation of the improvement methods with respect to middle managers

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **a. Kaikaku** | **b. Kaizen Blitz** | **c. Kaizen** |  |
| **a. Kaikaku** | (1, 1, 1) | (2/3, 1, 3/2) | (2/3, 1, 3/2) |  |
| **b. Kaizen Blitz** | (2/3, 1, 3/2) | (1, 1, 1) | (2/5, 1/2, 2/3) |  |
| **c. Kaizen** | (2/3, 1, 3/2) | (3/2, 2, 5/2) | (1, 1, 1) |  |

Table Evaluation of the improvement methods with respect to line mangers

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **a. Kaikaku** | **b. Kaizen Blitz** | **c. Kaizen** |  |
| **a. Kaikaku** | (1, 1, 1) | (3/2, 2, 5/2) | (2/3, 1, 3/2) |  |
| **b. Kaizen Blitz** | (2/5, 1/2, 2/3) | (1, 1, 1) | (2/7, 1/3, 2/5) |  |
| **c. Kaizen** | (2/3, 1, 3/2) | (5/2, 3, 7/2) | (1, 1, 1) |  |

Table Evaluation of the improvement methods with respect to shop floor personnel

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **a. Kaikaku** | **b. Kaizen Blitz** | **c. Kaizen** |  |
| **a. Kaikaku** | (1, 1, 1) | (2/5, 1/2, 2/3) | (2/9, 1/4, 2/7) |  |
| **b. Kaizen Blitz** | (3/2, 2, 5/2) | (1, 1, 1) | (2/3, 1, 3/2) |  |
| **c. Kaizen** | (7/2, 4, 9/2) | (2/3, 1, 3/2) | (1, 1, 1) |  |

Table Evaluation of the improvement methods with respect to non-production personnel

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **a. Kaikaku** | **b. Kaizen Blitz** | **c. Kaizen** |  |
| **a. Kaikaku** | (1, 1, 1) | (2/3, 1, 3/2) | (2/5, 1/2, 2/3) |  |
| **b. Kaizen Blitz** | (2/3, 1, 3/2) | (1, 1, 1) | (2/3, 1, 3/2) |  |
| **c. Kaizen** | (3/2, 2, 5/2) | (2/3, 1, 3/2) | (1, 1, 1) |  |

The priority weights of success factors and sub-factors are calculated. The following equations illustrate the calculations of the fuzzy synthetic extent values of the level 1 factors.

|  |  |
| --- | --- |
|  |  |
|  |  |
|  |  |

The degree of possibility of the level 1 factors are determined in the following Equations.

|  |  |
| --- | --- |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

The priority weight vector is calculated in the following Equations.

|  |  |
| --- | --- |
|  |  |
|  |  |
|  | 1 |

Therefore,

|  |  |
| --- | --- |
|  |  |

After normalisation, the weight vector of the level 1 factors (L1) is:

|  |  |
| --- | --- |
|  |  |

The same systematic approaches are followed for the level 2 sub-factors and level 3 improvements to calculate their priority weight vectors. The results are list in the follow Table 24.

Table Propriety weights of the hierarchy process tree model

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Success factors (L1)** | **Priorities** | **Sub-factors (L2)** | **Priorities** | **Methods (L3)** | **Priorities** |
| 1. Hardware | 0.04 | 1.1 Warehouse/shop floor | 0.16 | A. *Kaikaku* | 1 |
| B. *Kaizen blitz* | 0 |
| C. *Kaizen* | 0 |
|  |  | 1.2 Technologies | 0.42 | A. *Kaikaku* | 0.45 |
| B. *Kaizen blitz* | 0.22 |
| C. *Kaizen* | 0.33 |
|  |  | 1.3 Machinery equipment | 0.26 | A. *Kaikaku* | 0.58 |
| B. *Kaizen blitz* | 0.42 |
| C. *Kaizen* | 0 |
|  |  | 1.4 Labour | 0.16 | A. *Kaikaku* | 0 |
| B. *Kaizen blitz* | 1 |
| C. *Kaizen* | 0 |
| 2. Software | 0.36 | 2.1 Training/job rotation | 0.20 | A. *Kaikaku* | 0.33 |
| B. *Kaizen blitz* | 0.33 |
| C. *Kaizen* | 0.33 |
|  |  | 2.2 Open communication | 0.05 | A. *Kaikaku* | 0 |
| B. *Kaizen blitz* | 0 |
| C. *Kaizen* | 1 |
|  |  | 2.3 Incentive/rewards | 0.30 | A. *Kaikaku* | 0.62 |
| B. *Kaizen blitz* | 0.27 |
| C. *Kaizen* | 0.11 |
|  |  | 2.4 Standard procedures | 0.02 | A. *Kaikaku* | 0.05 |
| B. *Kaizen blitz* | 0.29 |
| C. *Kaizen* | 0.66 |
|  |  | 2.5 Improvement culture | 0.01 | A. *Kaikaku* | 0 |
| B. *Kaizen blitz* | 0 |
| C. *Kaizen* | 1 |
|  |  | 2.6 Improvement system | 0.03 | A. *Kaikaku* | 0 |
| B. *Kaizen blitz* | 0.30 |
| C. *Kaizen* | 0.70 |
|  |  | 2.7 Benchmarking/feed back | 0.05 | A. *Kaikaku* | 0 |
| B. *Kaizen blitz* | 0.30 |
| C. *Kaizen* | 0.70 |
|  |  | 2.8 Shop floor management | 0.34 | A. *Kaikaku* | 0 |
| B. *Kaizen blitz* | 0.30 |
| C. *Kaizen* | 0.70 |
| 3. Personnel | 0.60 | 3.1 Top managers | 0.32 | A. *Kaikaku* | 0.40 |
| B. *Kaizen blitz* | 0.31 |
| C. *Kaizen* | 0.29 |
|  |  | 3.2 Middle managers | 0.05 | A. *Kaikaku* | 0.33 |
| B. *Kaizen blitz* | 0.22 |
| C. *Kaizen* | 0.45 |
|  |  | 3.3 Line managers | 0.38 | A. *Kaikaku* | 0.09 |
| B. *Kaizen blitz* | 0 |
| C. *Kaizen* | 0.91 |
|  |  | 3.4 Shop floor personnel | 0.18 | A. *Kaikaku* | 0 |
| B. *Kaizen blitz* | 0.30 |
| C. *Kaizen* | 0.70 |
|  |  | 3.5 Non-production personnel | 0.07 | A. *Kaikaku* | 0.22 |
| B. *Kaizen blitz* | 0.33 |
| C. *Kaizen* | 0.45 |

The improvement method is chosen based on the global priority weights. This is determined by the global priority weight of each improvement methods with respect to each of the sub-factors and shown in the following Table 25 - Table 27.

Table Priority weights of alternatives with respect to hardware sub-attributes

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **1.1** | **1.2** | **1.3** | **1.4** | **Priority weight** |
| **Weight alternative** | 0.16 | 0.42 | 0.26 | 0.16 |  |
| **A. *Kaikaku*** | 1 | 0.45 | 0.58 | 0 | 0.50 |
| **B. *Kaizen* blitz** | 0 | 0.22 | 0.42 | 1 | 0.36 |
| **C. *Kaizen*** | 0 | 0.33 | 0 | 0 | 0.14 |

Table Priority weights of alternatives with respect to software sub-attributes

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **2.1** | **2.2** | **2.3** | **2.4** | **2.5** | **2.6** | **2.7** | **2.8** | **Priority weight** |
| **Weight alternative** | 0.20 | 0.05 | 0.30 | 0.02 | 0.01 | 0.03 | 0.05 | 0.34 |  |
| **A. *Kaikaku*** | 0.33 | 0 | 0.62 | 0.05 | 0 | 0 | 0 | 0 | 0.25 |
| **B. *Kaizen* blitz** | 0.33 | 0 | 0.27 | 0.29 | 0 | 0.30 | 0.30 | 0.30 | 0.27 |
| **C. *Kaizen*** | 0.33 | 1 | 0.11 | 0.66 | 1 | 0.70 | 0.70 | 0.70 | 0.47 |

Table Priority weights of alternatives with respect to personnel sub-attributes

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **3.1** | **3.2** | **3.3** | **3.4** | **3.5** | **Priority weight** |
| **Weight alternative** | 0.32 | 0.05 | 0.38 | 0.18 | 0.07 |  |
| **A. *Kaikaku*** | 0.40 | 0.33 | 0.09 | 0 | 0.22 | 0.19 |
| **B. *Kaizen* blitz** | 0.31 | 0.22 | 0 | 0.30 | 0.33 | 0.19 |
| **C. *Kaizen*** | 0.29 | 0.45 | 0.91 | 0.70 | 0.45 | 0.62 |

Finally, the priority weights of the improvement methods with respect to the main success factors are combined and shown in Table 28.

Table Ranking of improvement methods

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **1** | **2** | **3** | **Priority weight** |
| **Weight alternative** | 0.04 | 0.36 | 0.60 |  |
| **A. *Kaikaku*** | 0.50 | 0.25 | 0.19 | 0.22 |
| **B. *Kaizen* blitz** | 0.36 | 0.27 | 0.19 | 0.22 |
| **C. *Kaizen*** | 0.14 | 0.47 | 0.62 | 0.55 |

The results as shown in Table 24 indicate that: a) *Personnel* is the critical factor for success, specifically, top managers, line managers and shop-floor personnel play a key role for successful improvement implementation; b) several sub-attributes within *Software* are important such as job training, incentives and shop-floor management, whereas other sub-factors such as improvement culture and standard operations are less important; c) *Hardware* is the least important factor.

# Conclusion and contributions

In attempt to prioritise the key enablers for successfully implementing Kaizen activities in China, this study compared the adoption and implementation of the three types of improvement methods: Kaizen, Kaikaku and Kaizen blitz from 28 experts working in Sino-Japanese joint ventures in China. The results show that the top critical enabler is about *Personnel*, including all levels of staff from top managers, to line managers and shop-floor employees, followed by *Software* which includes job training, incentives and shop-floor management. The factor of *experts/consultants* (1.4) as a *Hardware* sub-factors is not weighted as important. This may also indicate that the number of the employees is not critical for improvement, where the skills and abilities of the employees may be more important. *Culture* (2.5) for improvement is weighted very low. This might imply that improvement methods are transferable from one organisation to another, or between countries. *Job training* (2.1), *incentives* (2.3) and *shop floor management* (2.8) are the three highest score sub-factors under *Software*, where the rest of scored low and less important therefore. Organisations should pay more attentions to these attributes for improvement implementations. Top managers, line managers and shop floor personnel are the three important *Personnel* for improvement implementations. Kaizen is the highest rank improvement method, whilst Kaikaku and Kaizen blitz have the same ranking scores.

The findings of this study have important managerial implications. Given that the critical factors for Kaizen in China are the *Software* (essential rules, routines, procedures, policies and institutional arrangements) and *Personnel* (human sources), improvement implementation should be based on factors such as regular training, incentives for motivations and shop-floor management. Organisations implementing long-term improvement should rely less on *Hardware* (physical, measureable hard facts or resources) than the other two for improvement methods and Kaizen is the appropriate method to support long-term and process-oriented improvements.

This study identified the key enablers for successful Kaizen implementation based on interviews with shop floor managers and improvement experts, future study could examine and compare the statistical links of those factors to either perceptual or actual firm performance outcomes by applying quantitative methods such as survey or secondary longitudinal data. Our sample of Sino-Japan ventures is limited to Guangzhou, China and a larger sample size from a broader area of China would help generalise the results.

# References

Alstrup, L. (2000). Coaching continuous improvement in small enterprises. *Integrated Manufacturing Systems, 11*(3), 165-170.

Aoki, K. (2008). Transferring Japanese kaizen activities to overseas plants in China. *International Journal of Operations & Production Management, 28*(6), 518-539.

Ariga, K., Kurosawa, M., Ohtake, F., Sasaki, M., & Yamane, S. (2013). Organization adjustments, job training and productivity: Evidence from Japanese automobile makers. *Journal of the Japanese and International Economies, 27*, 1-34.

Bateman, N. (2005). Sustainability: the elusive element of process improvement. *International Journal of Operations & Production Management, 25*(3), 261-276.

Bateman, N., & Brander, C. (2000). The drive for process improvement. *Manufacturing Engineer, 79*(6), 241-245.

Bateman, N., & Rich, N. (2003). Companies' perceptions of inhibitors and enablers for process improvement activities. *International Journal of Operations & Production Management, 23*(2), 185-199.

Bessant, J., & Caffyn, S. (1997). High-involvement Innovation Through Continuous Improvement. *International Journal of Technology Management, 14*(1), 7-28.

Bessant, J., Caffyn, S., & Gallagher, M. (2001). An evolutionary model of continuous improvement behaviour. *Technovation, 21*(2), 67-77.

Bessant, J., Caffyn, S., Gilbert, J., Harding, R., & Webb, S. (1994). Rediscovering continuous improvement. *Technovation, 14*(1), 17-29.

Bessant, J., & Francis, D. (1999). Developing strategic continuous improvement capability. *International Journal of Operations & Production Management, 19*(11), 1106-1119.

Bhuiyan, N., & Baghel, A. (2005). An overview of continuous improvement: from the past to the present. *Management Decision, 43*(5), 761-771.

Bicheno, J. (2001). Kaizen and kaikaku. In D. Taylor & D. Brunt (Eds.), *Manufacturing Operations and Supply Chain Management, the Lean approach* (Vol. 1, pp. 175-184). Mitcham, Surrey: Thomson Learning.

Bodek, N. (2002). Quick and easy kaizen. *IIE Solutions, 34*(7), 43.

Bodek, N. (2004). *Kaikaku: The Power and Magic of Lean: a Study in Knowledge Transfer*: PCS Inc.

Bond, T. C. (1999). The role of performance measurement in continuous improvement. *International Journal of Operations & Production Management, 19*(12), 1318-1334.

Brotherton, B., & Shaw, J. (1996). Towards an identification and classification of critical success factors in UK hotels Plc. *International Journal of Hospitality Management, 15*(2), 113-135.

Browning, T. R., & Heath, R. D. (2009). Reconceptualizing the effects of lean on production costs with evidence from the F-22 program. *Journal of Operations Management, 27*(1), 23-44.

Brunet, A. P., & New, S. (2003). Kaizen in Japan: an empirical study. *International Journal of Operations & Production Management, 23*(12), 1426-1446.

Buckley, J. J. (1985). Fuzzy hierarchical analysis. *Fuzzy sets and systems, 17*(3), 233-247.

Caffyn, S. (1999). Development of a continuous improvement self-assessment tool. *International Journal of Operations & Production Management, 19*(11), 1138-1153.

Calantone, R. J., & Zhao, Y. S. (2001). Joint Ventures in China: A Comparative Study of Japanese, Korean, and U.S. Partners. *Journal of International Marketing, 9*(1), 1-23.

Chang, D. (1992). Extent analysis and synthetic decision, optimization techniques and applications, Vol. 1: World Scientific, Singapore.

Chang, D. (1996). Applications of the extent analysis method on fuzzy AHP. *European Journal of Operational Research, 95*(3), 649-655.

Chartered Quality Institute. (2011). Continual Improvement. Retrieved 21/01/2011, 2011, from <http://www.thecqi.org/Knowledge-Hub/Resources/Factsheets/Continual-improvement/>

Cheng, C.-H. (1997). Evaluating naval tactical missile systems by fuzzy AHP based on the grade value of membership function. *European Journal of Operational Research, 96*(2), 343-350.

Chin, K. S., Pun, K. F., Xu, Y., & Chan, J. S. F. (2002). An AHP based study of critical factors for TQM implementation in Shanghai manufacturing industries. *Technovation, 22*(11), 707-715.

Choi, T. Y., & Liker, J. K. (1995). Bringing Japanese Continuous Improvement Approaches to U.S. Manufacturing: The Roles of Process Orientation and Communications. *Decision Sciences, 26*(5), 589-620.

Çiçek, M. C., Köksal, G., & Özdemirel, N. E. (2005). A team performance measurement model for continuous improvement. *Total Quality Management & Business Excellence, 16*(3), 331-349.

Crocker, O. L., Chiu, J. S. L., & Charney, C. (1984). *Quality Circles: A guide to participation and productivity* (1984 ed.). Toronto, New York, London, Sydney, Auckland: Methuen Publications.

Demirel, T., Demirel, N. Ç., & Kahraman, C. (2008). Fuzzy analytic hierarchy process and its application *Fuzzy Multi-Criteria Decision Making* (pp. 53-83): Springer.

Done, A., Voss, C., & Rytter, N. G. (2011). Best practice interventions: Short-term impact and long-term outcomes. *Journal of Operations Management, 29*(5), 500-513.

Doolen, T. L., Van Aken, E. M., Farris, J. A., Worley, J. M., & Huwe, J. (2008). Kaizen events and organizational performance: a field study. *International Journal of Productivity and Performance Management, 57*(8), 637-658.

Doolen, T. L., Worley, J., Van Aken, E. M., & Farris, J. (2003, May 18-20). *Development of an Assessment Approach for Kaizen Events.* Paper presented at the Proceedings of the 2003 Industrial Engineering and Research Conference, Portland.

Dorfman, P. W., Howell, J. P., Hibino, S., Lee, J. K., Tate, U., & Bautista, A. (1997). Leadership in Western and Asian countries: Commonalities and differences in effective leadership processes across cultures. *The Leadership Quarterly, 8*(3), 233-274.

Farris, J. A., Van Aken, E. M., Doolen, T. L., & Worley, J. (2009). Critical success factors for human resource outcomes in Kaizen events: An empirical study. *International Journal of Production Economics, 117*(1), 42-65.

Fryer, K. J., Antony, J., & Douglas, A. (2007). Critical success factors of continuous improvement in the public sector: A literature review and some key findings. *The TQM Magazine, 19*(5), 497-517.

Fryer, K. J., Ogden, S., & Anthony, J. (2013). Bessant's continuous improvement model: revisiting and revising. *International Journal of Public Sector Management, 26*(6), 481-494.

García, J. L., Maldonado, A. A., Alvarado, A., & Rivera, D. G. (2014). Human critical success factors for kaizen and its impacts in industrial performance. *The International Journal of Advanced Manufacturing Technology, 70*(9-12), 2187-2198.

García, J. L., Rivera, D. G., & Iniesta, A. A. (2013). Critical success factors for Kaizen implementation in manufacturing industries in Mexico. *The International Journal of Advanced Manufacturing Technology, 68*(1-4), 537-545.

Glover, W. J., Farris, J. A., & Van Aken, E. M. (2014). Kaizen Events: Assessing the Existing Literature and Convergence of Practices. *Engineering Management Journal, 26*(1), 39-61.

Glover, W. J., Farris, J. A., & Van Aken, E. M. (2014). The relationship between continuous improvement and rapid improvement sustainability. *International Journal of Production Research, 53*(13), 4068-4086.

Glover, W. J., Liu, W.-H., Farris, J. A., & Van Aken, E. M. (2013). Characteristics of established kaizen event programs: an empirical study. *International Journal of Operations & Production Management, 33*(9), 1166-1201.

Govindarajulu, N., & Daily, B. F. (2004). Motivating employees for environmental improvement. *Industrial Management & Data Systems, 104*(4), 364-372.

Graban, M., & Swartz, J. E. (2012). *Healthcare Kaizen: Engaging Front-Line Staff in Sustainable Continuous Improvements*: Taylor & Francis.

Handyside, E. (1997). *Genba Kanri*. Hampshire, Brookfield: Gower Publishing Limited.

Hines, P., Found, P., Griffiths, G., & Harrison, R. (2008). *Staying Lean, Thriving, not just serviving*. Cadiff: Lean Enterprise Research Centre.

Hines, P., Holweg, M., & Rich, N. (2004). Learning to evolve, a review of contemporary lean thinking. *International Journal of Operations & Production Management, 24*(10), 994-1011.

Hirano, H. (1996). *5S for Operators: 5 Pillars of the Visual Workplace*. Portland, Oregon: Productivity Press.

Hong, J. F., Easterby‐Smith, M., & Snell, R. S. (2006). Transferring Organizational Learning Systems to Japanese Subsidiaries in China. *Journal of Management Studies, 43*(5), 1027-1058.

Hong, J. F., Snell, R. S., & Easterby-Smith, M. (2006). Cross-cultural influences on organizational learning in MNCS: The case of Japanese companies in China. *Journal of International Management, 12*(4), 408-429.

Huang, C. C., & Liu, S. H. (2005). A novel approach to lean control for Taiwan-funded enterprises in mainland China. *International Journal of Production Research, 43*(12), 2553-2575.

Hull, F., Azumi, K., & Wharton, R. (1988). Suggestion Rates and Sociotechnical Systems in Japanese versus American Factories : Beyond Quality Circles. *IEEE Transactions on Engineering Management, 35*(1), 11-24.

Imai, M. (1986). *Kaizen, The Key to Japan's Competitive Success* (1st ed.). United States of America: McGraw-Hill, Inc.

Kahraman, C., Demirel, N. Ç., Demirel, T., & Ateş, N. Y. (2008). A SWOT-AHP application using fuzzy concept: e-government in Turkey *Fuzzy Multi-Criteria Decision Making* (pp. 85-117): Springer.

Kaye, M., & Anderson, R. (1999). Continuous improvement: the ten essential criteria. *International Journal of Quality and Reliability Management, 16*(5), 485-509.

Kerrin, M. (1999). Continuous improvement capability: assessment within one case study organisation. *International Journal of Operations & Production Management, 19*(11), 1154-1167.

Kerrin, M., & Oliver, N. (2002). Collective and individual improvement activities: the role of reward systems. *Personnel Review, 31*(3), 320-337.

Kumar, U., Kumar, V., de Grosbois, D., & Choisne, F. (2009). Continuous improvement of performance measurement by TQM adopters. *Total Quality Management & Business Excellence, 20*(6), 603-616.

Laraia, A. C., Moody, P. E., & Hall, R. W. (1999). *The Kaizen Blitz: Accelerating Breakthroughs in Productivity and Performance*: John Wiley and Sons.

Lee, C. (1996). Origin of the Adoption of the Toyota Production System in China. *Japanese Business History Review 31*(2), 31-64.

Letmathe, P., Schweitzer, M., & Zielinski, M. (2012). How to learn new tasks: Shop floor performance effects of knowledge transfer and performance feedback. *Journal of Operations Management, 30*(3), 221-236.

Liker, J. K. (2004). *The Toyota Way, 14 Management Principles from the world's greatest manufacturer*. London: Mc-Graw-Hill.

Liker, J. K., & Hoseus, M. (2008). *Toyota Culture: The Heart and Soul of the Toyota Way*. London: McGraw-Hill.

Liker, J. K., & Meier, D. (2006). *the Toyota Way Fieldbook: a practical guide for implementing Toyota's 4Ps*: McGraw-Hill.

Lillrank, P., & Kano, N. (1989). *Continuous improvement: quality control circles in Japanese industry*. Michigan: The University of Michigan.

Ma, J. (2014). *The adoption and implementation of Kaizen in Sino-Japanese automotive joint ventures.* (PhD), Newcastle University, Newcastle upon Tyne.

Marin-Garcia, J. A., del Val, M. P., & Martin, T. B. (2008). Longitudinal study of the results of continuous improvement in an industrial company. *Team Performance Management, 14*(1/2), 1352-7592.

Marin-Garcia, J. A., & Poveda, Y. B. (2010). The Implementation of a Continuous Improvement Project at a Spanish Marketing Company: A Case Study. *International Journal of Management, 27*(3), 593-606.

Monden, Y. (1983). *Toyota Production System, Practical Approach to Production Management*. Norcross, Georgia: Industrial Engineering and Management Press.

Montabon, F. (2005). Using kaizen events for back office processes: the recruitment of frontline supervisor co-ops. *Total Quality Management & Business Excellence, 16*(10), 1139-1147.

Natale, J., Uppal, R., & Wang, S. (2014). Improving Kaizen event success in healthcare through shorter event duration. *International Journal of Collaborative Enterprise, 4*(1-2), 3-16.

Nihon HR Kyōkai. (1995). *The Improvement Engine: Creativity & Innovation Through Employee Involvement : The Kaizen Teian System* (1st ed.). Tokyo: Productivity Press.

Phan, A. C., Abdallah, A. B., & Matsui, Y. (2011). Quality management practices and competitive performance: Empirical evidence from Japanese manufacturing companies. *International Journal of Production Economics, 133*(2), 518-529.

Radnor, Z. J., Holweg, M., & Waring, J. (2012). Lean in healthcare: The unfilled promise? *Social Science & Medicine, 74*(3), 364-371.

Recht, R., & Wilderom, C. (1998). Kaizen and culture: on the transferability of Japanese suggestion systems. *International Business Review, 7*(1), 7-22.

Saaty, T. L. (1980). *The Analytic Hierarchy Process: Planning, Priority Setting, Resource Allocation*. New York: McGraw-Hill.

Saaty, T. L. (1994). Highlights and critical points in the theory and application of the Analytic Hierarchy Process. *European Journal of Operational Research, 74*(3), 426-447.

Saaty, T. L. (2000). *Models, methods, concepts & applications of the analytic hierarchy process*. Massachusetts: Kluwer Academic Publishers.

Santos, J., Wysk, R. A., & Torres, J. M. (2014). *Improving production with lean thinking*: John Wiley & Sons.

Savolainen, T. I. (1999). Cycles of continuous improvement. *International Journal of Operations & Production Management, 19*(11), 1203-1222.

Sayer, N. J., & Williams, B. (2012). *Lean For Dummies* (2nd edition ed.). Hoboken, NJ: John Wiley & Sons, Inc.

Shang, G., & Pheng, L. S. (2013). Understanding the application of Kaizen methods in construction firms in China. *Journal of Technology Management in China, 8*(1), 18-33.

Shortell, S. M., O'Brien, J. L., Carman, J. M., Foster, R. W., Hughes, E. F., Boerstler, H., & O'Connor, E. J. (1995). Assessing the impact of continuous quality improvement/total quality management: concept versus implementation. *Health Services Research, 30*(2), 377-401.

Singh, J., & Singh, H. (2015). Continuous improvement philosophy–literature review and directions. *Benchmarking: An International Journal, 22*(1), 75-119.

Stam, A., Sun, M., & Haines, M. (1996). Artificial neural network representations for hierarchical preference structures. *Computers & Operations Research, 23*(12), 1191-1201.

Suárez-Barraza, M. F., & Smith, T. (2014). The Kaizen approach within process innovation: findings from a multiple case study in Ibero-American countries. *Total Quality Management & Business Excellence, 25*(9-10), 1002-1025.

Taj, S. (2008). Lean manufacturing performance in China: assessment of 65 manufacturing plants. *Journal of Manufacturing Technology Management, 19*(2), 217-234.

Takeuchi, H., Osono, E., & Shimizu, N. (2008). The Contradictions That Drive Toyota's Success. *Harvard Business Review, 86*(6), 96-104.

Taylor, M., & Taylor, A. (2008). Operations management research in the automotive sector: Some contemporary issues and future directions. *International Journal of Operations & Production Management, 28*(6), 480-489.

Terziovski, M., & Sohal, A. S. (2000). The adoption of continuous improvement and innovation strategies in Australian manufacturing firms. *Technovation, 20*(10), 539-550.

Van Aken, E. M., Farris, J. A., Glover, W. J., & Letens, G. (2010). A framework for designing, managing, and improving Kaizen event programs. *International Journal of Productivity and Performance Management, 59*(7), 641-667.

Van Laarhoven, P., & Pedrycz, W. (1983). A fuzzy extension of Saaty's priority theory. *Fuzzy sets and Systems, 11*(1), 199-227.

Vinodh, S., & Chintha, S. K. (2011). Leanness assessment using multi-grade fuzzy approach. *International Journal of Production Research, 49*(2), 431-445.

Weck, M., Klocke, F., Schell, H., & Rüenauver, E. (1997). Evaluating alternative production cycles using the extended fuzzy AHP method. *European Journal of Operational Research, 100*(2), 351-366.

Womack, J. P., Jones, D. T., & Roos, D. (1990). *The Machine That Changed the World: The Story of Lean Production* New York: Rawson Associates.

Yasuda, Y. (1989). *Toyota no soi kufuteian Katsudo (40 years, 20 million ideas, The Toyota Suggestion System)* (F. Czupryna, Trans.). Tokyo: Japan Management Association.

Zadeh, L. A. (1965). Fuzzy sets. *Information and control, 8*(3), 338-353.

Zhang, L. H., & Goffin, K. (1999). Joint venture manufacturing in China: an exploratory investigation. *International Journal of Operations & Production Management, 19*(5-6), 474-490.