

Sustainable Balanced Scorecard for Kaizen Evaluation: Comparative Study between Egypt and Japan

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Abstract : Continuous improvement activities are becoming a key factor of the success of any organization, those improvement activities include but not limited to kaizen, six sigma, lean projects, and continuous improvement projects. Kaizen is a Japanese philosophy of continuous improvement by making small incremental changes to improve an organization's performance, reduce costs, reduce delay time, reduce waste in production, etc. This study aims at proposing a new measuring technique for kaizen activities using a Sustainable balanced scorecard structure. A survey questionnaire was developed and introduced to kaizen participants in both Egypt and Japan with the purpose of allocating key performance indicators for both kaizen process (critical success factors) and result (kaizen benefits) into the five perspectives of sustainable balanced scorecard. The study contributes to the literature by presenting a new kaizen measurement of both kaizen process and results, that will illuminate the benefits of using kaizen. Also, the presented measurement can help in the sustainability of kaizen implementation. Determining the combination of the proper kaizen measures could be used by any industry whether service or manufacturing to better measure kaizen activities. The comparison between Japanese measures, as the leaders of kaizen philosophy, and Egyptian measures will help recommending better practices of kaizen in Egypt, and contributing to the 2030 sustainable development goals.

Keywords : continuous improvements, kaizen, performance, sustainable balanced scorecard

Conference Title : ICFA 2021 : International Conference on Finance and Accounting

Conference Location : New York, United States

Conference Dates : October 07-08, 2021