

## Continuous Improvement in Emerging Economies: Insights from a Multi-Case Analysis

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**Abstract :** This paper presents a case study of four companies in an emerging economy to identify the key success factors and barriers to sustaining continuous improvement practices. The study analyzes the empirical evidence and compares it to the literature review to provide insights for companies looking to increase their maturity level in this area. The five success factors identified are the availability of resources, commitment and support from management, participation of employees in identifying tasks to improve, clear and realistic objectives for continuous improvement, and the existence of a leader or responsible for continuous improvement. The major barriers to success are a lack of alignment between the organization's strategic objectives and continuous improvement objectives, a lack of motivation in the team, and resistance to change. The paper concludes with recommendations for companies to reduce the risk of improvement failure and increase their maturity level in continuous improvement.

**Keywords :** emerging economies, Kaizen, continuous improvement sustainability, maturity model

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