

AKAC 2025 - PANEL DISCUSSION

ON

Kaizen and the role of public sector support in strengthening the SMEs

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KEY CHALLENGES SMEs FACE IN IMPROVING THEIR PRODUCTIVITY

- SMEs encounter financial constraints, limited technological adaptation, weak human capital, and external vulnerabilities. Improving productivity requires:
 - ❖ **Investment and Access to Finance** - Limited access to affordable credit, Inadequate capital structure, Low investment in modernization, and Weak financial management
 - ❖ **Technology and Innovation** - Low technology adoption, Limited digital capacity, Inadequate R&D, Technology mismatch, Marketing and Market Access, Human Resources and Skills Development
 - ❖ **Marketing and Market Access** - Limited market information, Narrow market reach, Unfair competition,
 - ❖ **Human Resources and Skills Development** - Low skill levels, High staff turnover, Weak managerial capacity, and Limited workplace learning

EFFECTIVE COMMUNICATION TO TARGET SMEs AND CRITERIA FOR SELECTING THEM

Effective Communication to Target SMEs

- **Understand the Audience-** Segment SMEs by type and stage, know their needs and pain points, and use language and tone that resonates
- **Use Multiple and Appropriate Communication Channels** - Digital platforms, Traditional media, Institutional networks, and On-ground outreach
- **Tailor the Message for Impact** - Highlight relevance and benefits, use success stories, and Ensure feedback loops
- **Build Trust and Credibility-** Use recognized institutions, maintain consistency, and Show responsiveness

Criteria for Selecting Target SMEs

- ❖ **Basic Eligibility** - Legal status, Location, and Sector focus
- ❖ **Readiness and Commitment** - Willingness to participate, Operational stability, and Record keeping
- ❖ **Growth and Impact Potential** – Scalability, Innovation, Employment generation, and
- ❖ **Inclusivity**
- ❖ **Alignment with Program Objectives** - Sectoral relevance, Partnership potential, and Compliance
- ❖ **Monitoring and Evaluation Suitability** – Traceability, and Data availability,

IMPROVING EFFECTIVENESS AND EFFICIENCY OF KAIZEN SERVICE DELIVERY FOR SMEs

I. Strengthening Institutional Delivery System

- a) **Build Institutional Capacity** - Train more Kaizen experts and trainers, Establish regional Kaizen centers, Develop a standard Kaizen and implementation framework and Create partnerships
- b) **Integrate Kaizen into MSME Support Programs** - Existing SME development initiatives, financial incentives, and policy frameworks
- c) **Strengthen Coordination and Monitoring** - Create a central Kaizen coordination unit, Standardize reporting and evaluation tools and adopt digital monitoring systems

II. Enhancing Service Delivery Processes

a) Improve Targeting and Customization

- ❖ Segment SMEs by sector and maturity
- ❖ Conduct diagnostic assessments:
- ❖ Offer modular training

b) Use a Train-the-Trainer Model

- ❖ Develop Kaizen Champions

c) Leverage Technology for Delivery

- ❖ Introduce e-Kaizen platforms

c) Ensure Continuous Improvement of the Program Itself

III. Building Ownership and Sustainability for SMEs

- a) Cultivate a Kaizen Mindset** - Promote awareness campaigns, and Integrate **Kaizen values** (discipline, teamwork, problem-solving), and SME leadership
- b) Strengthen Management Commitment**
- c) Support Peer Learning and Networks** - Facilitate **Kaizen clusters**, and Establish **annual Kaizen awards**



Thank you