

KAIZEN-21

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The Philosophy of Continuous
Improvement and Operational
Innovation in the New Global
Environment

BY

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INVESTOR IN PEOPLE

For my children Naia and Manuel Alejandro.

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He writes as a research professor in at least 50 articles in the international academic field in refereed journals, among which are as follows: *Academy of Management Learning and Education* (ISI Web of Science, SCOPUS), *Business Process Management Journal* (ISI Web of Science, SCOPUS), *TQM Journal* (ISI Web of Science, SCOPUS), *INNOVAR Journal of Administrative Science Magazine* (ISI Thomson Reuters RANKING), TQC and Business Excellence (ISI Thomson Reuters RANKING), and *TQM Journal* (indexed journal, C1, and C2). He authors 10 books on the subject of KAIZEN philosophy, some with more than 4,000 copies sold, such as the “KAIZEN philosophy of Panorama publishing house,” 2,000 copies of the “KAIZEN-GP of Porrúa,” 1,500 of “Process Innovation of Editorial Ágora,” 700 of “KAIZEN-Coaching,” and 500 of “My Meeting with the KAIZEN of Editorial UDLAP.” In 2021, he published his new book: “K’AAT-KAIZEN,” the Mayan–Japanese model that gives meaning to your daily life.

He is a member of the literary faculty of Emerald and a scientific editor of the *International Journal of Quality and Service Science* (ÚNICO MEXICANO) and *Innovar* of the University of Colombia, *Dyna Management* of Spain, and the *International Journal of Business and Research Management*. In addition, he is a member of the GRACO Research Group for Learning and Knowledge of ESADE in Barcelona. He is also a columnist in popular management magazines: *Expansión*, *chief executive officer (CEO) Expansión*, *Pyme Adminístrate Hoy*, *UDLAP Context*, *Hidalgo Business Link*, *CONTACTO*, and the *Total Quality Magazine*, including in print media: “La Jornada, El Sol de Puebla, and Milenio Diario.”

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BOOK'S STRUCTURE

In the twenty-first century, amid the global pandemic, resource crises, wars that have paralyzed supply chains, and excessive stress on workers, companies are immersed in perhaps the greatest challenges of their last years. The KAIZEN-XXI can represent light in such operational darkness. In that sense, Masaki Imai placed the term KAIZEN in the world management arena with his book *KAIZEN: the Key to Japanese Competitive Advantage* in 1986. Since then, the managerial approach has been used in different organizations as a strategy for the continuous improvement of operations. In 2018, he addressed a KAIZEN Special Issue in *TQM Journal* (EMERALD) to observe the rise of KAIZEN in the academic field, resulting in 22 papers sent and 11 accepted, most of which attempted to consolidate the roots, definitions, and theoretical part of philosophy. Hence, KAIZEN continues to have strength in this new century in the business and academic fields. Therefore, the “KAIZEN-XXI” has as its central purpose, that is, *to establish a theoretical-practical guide for organizations to implement KAIZEN in their operational processes in the midst of a chaotic and complicated global environment such as that of the twenty-first century*. The guiding principles, techniques, and tools of “KAIZEN-XXI” are designed to put human beings at the center as a guiding axis of change and innovation. Moreover, although operation, productivity, and operational efficiency have improved, people are finding healthy work environments to be happy.

The book is comprised of nine chapters that start from the origins of KAIZEN to its definition, the theoretical-practical guide model of guiding principles, techniques and tools, and the application of each guiding principle with its technique and tools in the rest of the chapters. The book presents techniques, such as 5’S, standardization (*hyojunka*), Standardize-Do-Check-Act (SDCA), and Plan-Do-Check-Act (PDCA) cycles. The book also introduces process innovation, *bitosukuri* (management of people), to close with techniques for improving daily work, such as the KAIZEN events; the Kata of Improvement (the A3 format), to close with three chapters on links of

“KAIZEN-XXI” with the Toyota Production System (TPS); and the Mayan work model. This book is essential to help improve processes and people in the twenty-first century.