



DISRUPTIVE TECHNOLOGIES FOR DEVELOPMENT

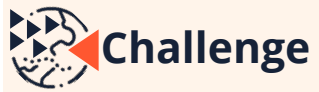
◀ Kaizen 2.0: Microlearning with a Digital Brain

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Kaizen 2.0: Microlearning with a Digital Brain



Challenge

Small-and Medium-Enterprises (MSMEs) in Kenya employ 38% of labor force and contribute 34% to GDP. However, MSMEs' low productivity levels have limited their growth, constraining firms' ability generate employment. Data reveals that **low productivity is due to a skills deficit both at the managerial and technical levels.**



Solution & Technology Used

An **AI-powered microlearning** platform inspired by traditional Japanese Kaizen principles.



Implementation

Through Kenya Industry and Entrepreneurship Project (KIEP), potential SMEs will be identified for the pilot. "Microlesson" content will be created with the help of Japanese Kaizen experts. Local technology providers will migrate content into microlearning platforms.



Impact

Productivity gains in participating SMEs through skill upgrading of managerial staff of SMEs in Kenya. **Exposure to global best Kaizen practices for local Kenya SMEs** and expansion of use of Kaizen through digital microlearning platforms, with potential **to scale up in the region.**



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Pilot Results



The team **finished skill gaps** assessment with participating SMEs and **collected baseline input** for tailored microlearning lessons.

- **Conducted an online skill gaps assessment on 14 SMEs:** Developed an assessment tool and sent it to SMEs for completion.
- **Finished an onsite skill gaps assessment on 9 SMEs:** With Japanese experts, the team analyze specific needs of the companies to craft tailored content, and gauged SMEs' interest in and readiness for participating in the pilot.
- **Confirmed 26 SME pilot participants:** The SMEs were nominated by the WBG's Kenya Industry and Entrepreneurship Project(KIEP) team.



Partners

- The Ministry of Industrialization and Enterprise Development
- 26 SME pilot participants
- Japan Productivity Center (JPC) during the project's 1st phase.



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Pilot Results

Relevance in the age of Covid-19

- The pilot is responsive to Covid-19 as it provides remote skill training through its digital platform.
- By offering Kaizen training to increase efficiency, productivity, and overall managerial competencies of Kenyan SMEs, the pilot can help pave the companies' path towards resilience and recovery.

Next Steps & Beyond DT4D

- **Create Kaizen-based microlessons and pilot the platform by December 2020**
 - A Consultant firm is on board and developing the content and backend for a platform.
 - The consultancy includes a local technology provider incorporated in Kenya.
- **Support the Kenyan SME capacity building as part of the KIEP project (US\$50M, 6-year project)**
 - If proven effective in increasing productivity at the firm level, the pilot can bolster the KIEP project's SME capacity building component.