

Short and Longer Run Impacts of Management Training: The case of *Kaizen* in Tanzania and Vietnam

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Abstract

This paper analyzes panel data collected from small garment enterprises before and after experimental interventions in Tanzania and Vietnam to examine the impacts of management training featuring the *Kaizen* approach to production management. In both study sites, the training programs improved entrepreneurs' management capacity and their awareness of the importance of learning about management even though the two study sites have considerably different business environment. The impact on management capacity remained significant two or three years after the interventions. Although the training impact on business performance was not significant shortly after the training, it became significant later in both sites.

Keywords: Management training, Small enterprise, Randomized controlled trial,
Industrial cluster, Tanzania, Vietnam

JEL classification: L60, M11, O12, O14

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