



The Association for Overseas Technical Cooperation and Sustainable Partnerships

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General Information

ARI Business Study Program on Toyota Way of Management for Company-wide Operational Improvement

-Toward significant productivity enhancement and indirect cost reduction in workplaces-

<ARTM1>

**3 September (Mon) - 7 September (Fri), 2018
Aichi, Japan**

Business Promotion Group, Global Connectivity Department, AOTS Research Institute,
The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)

1. Objectives :

The quality of Japanese products and the technology of Japanese manufacturing are highly acclaimed in the world, and Toyota Motor Corporation, a leading manufacturer of Japan, manufactures high-quality products at low cost and has strong performance.

Toyota's production method for making automobiles is known worldwide as the Toyota Production System (TPS), and has helped the company to achieve quality improvement, productivity improvement and reduction of delivery time.

The basic principle of TPS is to create a system and environment securing a complete waste elimination. Productivity and quality can be improved by setting the standard of work, visualizing the state of work, recognizing the difference between the standard and the reality, and continuously reducing the difference every day.

Toyota has applied the TPS concept not only to the production site, but also to the back office departments, and then developed TMS to improve the productivity of white-collar workplaces while reducing indirect costs significantly.

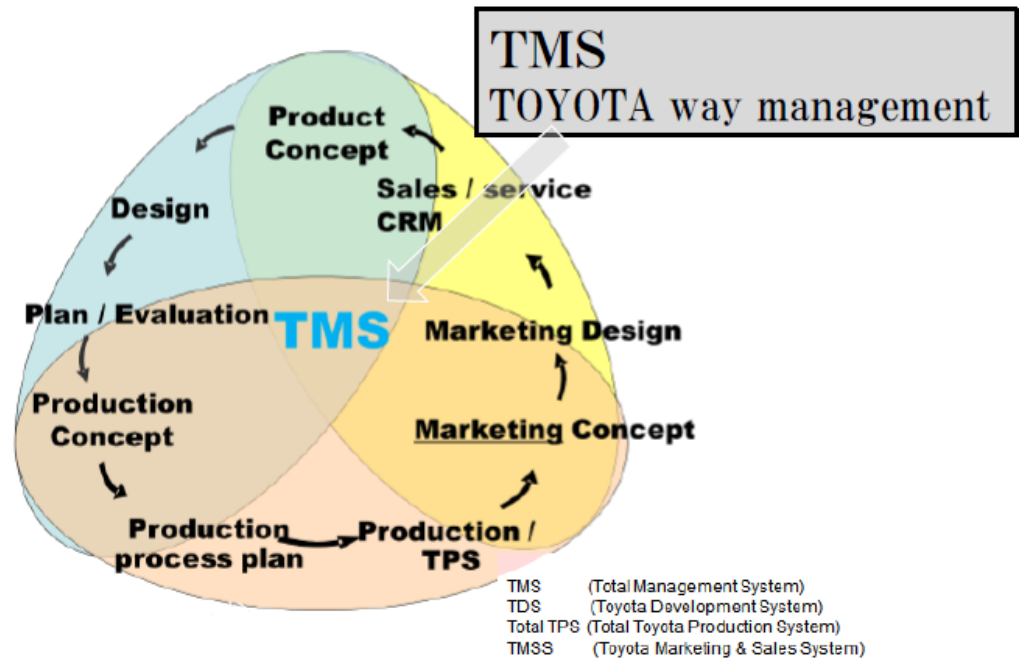
This program will provide with the key knowledge and skills to produce results and to transform your company to better and stronger one, based on the actual management methods what we call, "Toyota way Management System (TMS)", practiced by Toyota management team and managers of the fields of production site as well as indirect departments of the company (design, production preparation, sale, etc.) in Toyota Motors.

This program mainly deals with TMS, and you will achieve a thorough understanding of TMS, as well as TPS (Toyota Production System) for management in production, and TDS (Toyota Product Development System) for management in design, all of which are the foundation of Toyota's strength and competitiveness.

The details of the benefits of this program are as follows

- 1) You will gain understanding of the essence of Toyota style management to practice TMS in your company. You will be exposed to the idea that work motivation and feeling of accomplishment among workers who practice the Kaizen activities help them to achieve their self-growth and self-actualization as well as to revitalize the workplace. "Revitalizing the workers and the workplace" is the key point to effective and sustainable continual Kaizen activity.
- 2) In addition to gaining a wide range of TMS-related knowledge, you will practice how to set the standard of work, visualize your problems and share sense of values, by using TMS Kaizen tool in the workshop, so you can utilize the TMS tool for changing your way of management in practice.
- 3) You will learn TMS, which is commonly used in all sections of Toyota Motor Corporation, but also actual techniques and know-hows of Toyota's effective methods, such as TPS and TDS.
 - At the TPS seminar, you can master how to practice at work through explanation and exercise of "Own process completion = not passing defective product to post-process" which is adopted by Toyota Motor Corporation as company-wide efforts to change the work system of white collar and the work style.
 - Toyota maintains its superiority in the automobile industry continuously because it has excellent product development capability to plan and develop efficiently "selling items".In this program, you can learn the concept of TDS (Toyota Stream Product Development) about the system of design development and structure and management that must be considered for timely development of good selling and matching customer needs.
- 4) You will participate in the "Kaizen IT summit in Gifu 2018" to gain hints for introducing practical activities of TMS in your company through studying successful cases of quality and productivity improvement resulting from using TMS.
- 5) You will become an administrator promoting the improvement of the workplace utilizing TMS. In order to understand Toyota style management correctly and to acquire the knowledge of use in practice of workplace improvement supported by TMS, you will take an official examination of TMS, grade-4, to be certified by the TMS&TPS Certification Association.

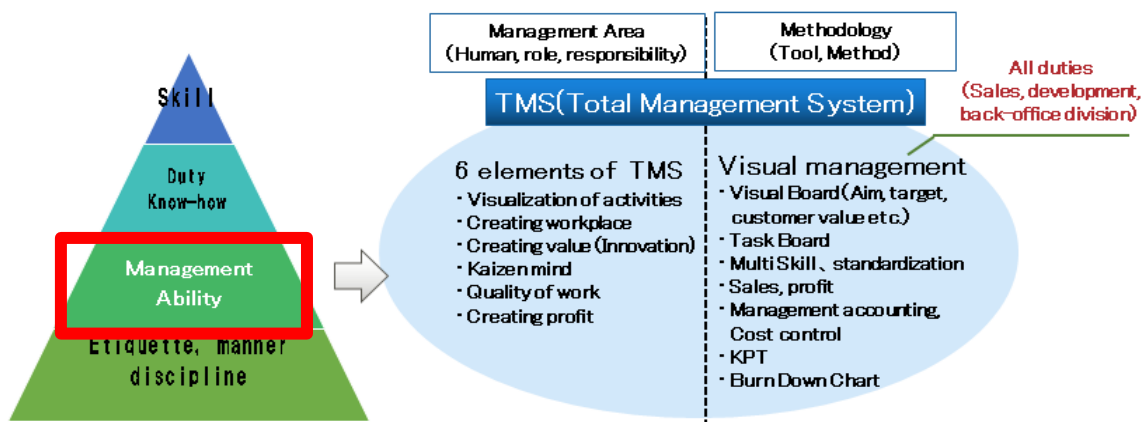
The roles of 3 departments; Development, Production and Sales



Characteristic of TMS (6 Elements)

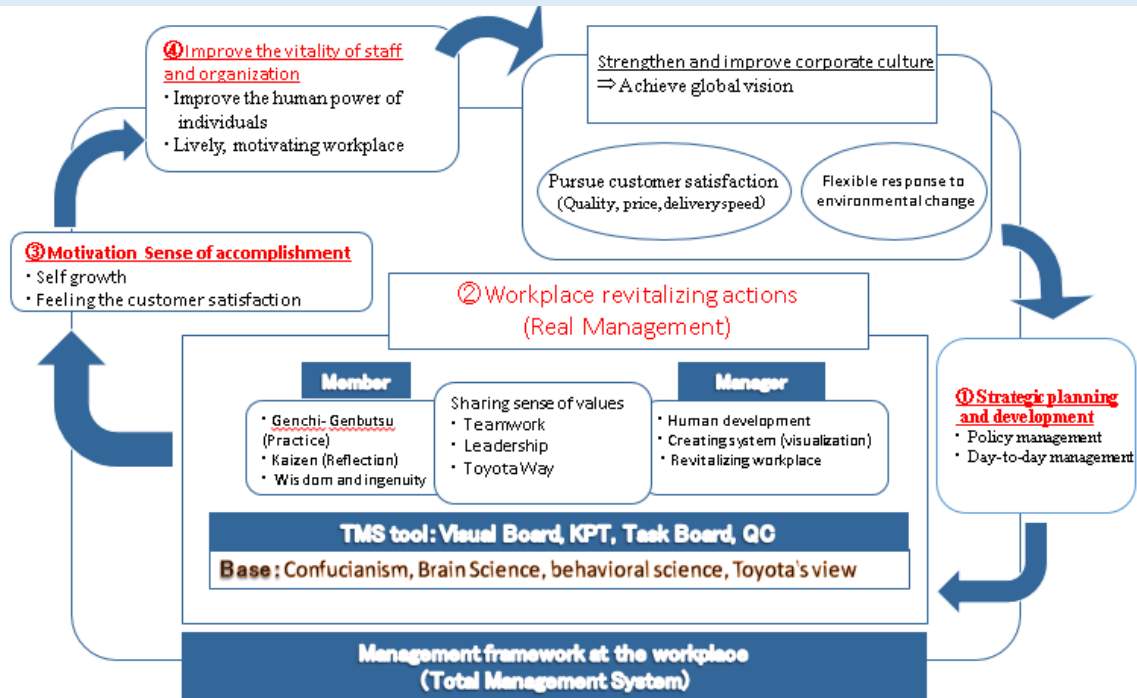
TMS increases productivity and reduces indirect costs by activating the workplace as well as creating a suitable environment for continual Kaizen activities, supported by 6 elements of Visual Management Tool and Method for total management.

- ① Visualization of activities (Policy development, day-to-day management, and visualization of tasks)
- ② Creation of better workplace (communication and leadership)
- ③ Creation of values (customer first and commitment to outcome)
- ④ Emphasis on Kaizen mind (viewpoint of waste identification, abilities to organize groups and to solve problems)
- ⑤ Emphasis on Quality of work (statistical ways of thinking and viewpoints, and own-process completion)
- ⑥ Creation of profits (system to produce profits and improve productivity)



TMS Management framework at the workplace

By implementing Workplace Revitalization (real management) supported by TMS, each worker will have their own unique ideas, work motivation, sense of accomplishment, all of which improve the vitality of workers and organization. Workplace Revitalization will help create a virtuous cycle that strengthens and improves corporate structure and productivity, while reducing indirect costs.



TMS Improvement Methods

Problems easily recognized by all “Visual Management”	Restoration of communication “Team building”	Elimination of waiting tasks “5S”
Human development for those who wish to change organization	Improvement of overall quality Own-process completion	Improvement of productivity Dai-to-day reflection (KPT)

Lecturers

Lectures of this seminar will be taught by the following experienced TMS experts, inheriting the principle ideas of Toyota style management from the inside of Toyota Motor Corporation, and studying how to introduce the systems of Toyota origin in other companies and industries.

Lecturer: Mr. Toru Tamano **Executive consultant, Toyota Management Institute**



Joined Toyota Motor Co., Ltd. in 1976 and took charge of the development of plant equipment control systems, production engineering and production preparation for automotive electronic units in Production Engineering Division. Involved in production engineering of Toyota's first inverter for Prius and management of engineering of an engine factory. Served as a director of production technology, head of an Engineering Department, head of a plant in a domestic factory, and an overseas subsidiary president operating a local plant. Specialized in "Total Optimization" encompassing unit process planning, production management, safety, environment, costing, human resources development, quality improvement and personnel training. Had immediate past positions of a senior executive officer and adviser to Toyota Motor East Japan, Inc. Appointed as an executive consultant at Toyota Engineering Co., Ltd. and Toyota Management Institute in 2016.

Lecturer: Mr. Kimikazu Nakamura **Vice President (Senior Consultant), Toyota Engineering Cooperation**



Joined Toyota Motor Co., Ltd in 1973, had involved with designing and developing body structures and outfitting parts for about 17 years in the body design Division. Engaged in improving the performance and quality of local domestic parts as a director in research and development at Toyota's manufacturing company in Taiwan, further establishing R & D center, training local engineers, designing and developing body design for localization. As a president of a joint venture company of Hayashi Telempu.Co., Ltd., in Guangzhou China in 2006, overall management of finance, sales, purchasing, technology, manufacturing, etc., to expand business and contribute to local human resource development. As a vice president (senior consultant) of Toyota Engineering Co., Ltd. in 2015, in charge of guidance mainly on TDS (Toyota Design Development), and instructing improvement of the structure of design development and cost reduction activities both in Japan and overseas.

2. Target of Participants

- Managers of direct and indirect departments such as development designers, technical, administrative, and sales personnel
- Those who wish to develop themselves into Kaizen leaders capable of improving white-collar workplaces.
- Those who have felt "Investment for human resource development does not pay off.", "No time for Kaizen implementation" and "Kaizen effect does not last long".

3. Program Period : 3 September (Mon) – 7 September (Fri), 2018

Note. 2 September (Sun) (Arrival in Japan) ~ 8 September (Sat) (Departures)

4. Venue:

1) Accommodation:

-APA HOTEL NAGOYA SAKAE (Accommodation)

Website: <https://www.apahotel.com/ja_en/hotels/detail.php?id=294>

2) Lecture

- TEC Sakae Training Center (Lectures)

5. Number of participants:

20 - 25 persons from multiple countries

Note. If we receive less than 15 applications, we may cancel the program.

Shortly after the deadline ([10 August, 2018](#)), you will hear whether or not the program will be organized.

6. Program Language:

English or Japanese with translation into English.

The lecture/visit materials will be prepared in English.

7. Participation Fee: 250,000 JPY

< The above fee covers: >

- 1) Accommodation
- 2) A specified number of meals
- 3) Instructional materials, TMS Text book (English ver.)
- 4) Interpreters (1 person during the lectures and visits)
- 5) Transportation for the program
- 6) Travel insurance premiums during the program
- 7) Farewell Party (Dinner)
- 8) Fee of TMS Grade 4 certification examination

- NOT including the costs of your international travel between your country and Japan.

- NOT including Transportation expenses between Chubu International Airport to APA HOTEL NAGOYA SAKAE

<Airport Pick-up>

The AOTS will arrange for a **MEETING SERVICE** at the airport. Please find a meeting service staff holding a signboard “ARI Business Study Program on Toyota Way of Management” at the arrival gate. The meeting service staff will explain to the participants how to get to **APA HOTEL NAGOYA SAKAE** by a public transportation.

8. Tentative Schedule:

Date	A.M.	P.M.	Meals		
2-Sep (Sun)	Arrive in Japan		B	L	D
3-Sep (Mon)	Toyota Way Management System(TMS) Seminar	Toyota Way Management System(TMS) Seminar			
	-“Toyota Management System (TMS)” to increase organization’s productivity -Fundamental principal of Toyota management -Methodology for building corporate culture in a short time.	-TMS Dojo Introduction - Example of TMS practical use *Cross-organizational activity *Concrete example of working way reform * Improvement effect by TMS (improvement of productivity, reduction of indirect expenses etc.)	*	*	
4-Sep (Tue)	Toyota Way Management System(TMS) Seminar	Toyota Way Management System(TMS) Seminar			
	-Management to revitalize the workplace *experience KPT(Refraction tool)	- Make Visual Management Board which can revitalize the workplace	*	*	
5-Sep (Wed)	Toyota Production System(TPS) Seminar	Toyota Production System(TPS) Seminar			
	- How to improve manufacturing process based on TPS (“Own-process completion”)	- Exercise: Assembly Line “Own-process completion” of a screw fastening process	*	*	
		Paper test of TMS Certificate for Grade-4			
6-Sep (Thu)	Site visit	Toyota Product Development System(TDS) Seminar			
	Toyota Plant Tour & Toyota Kaikan Museum	- TDS for produce profitable and attractive product. - Design develop system,structure,management for developing timely selling, profitable products matched customer needs	*	*	
7-Sep (Fri)	Kaizen IT Summit In Gifu 2018	Kaizen IT Summit In Gifu 2018			
	- Lecture (previous vice president of Toyota Motor Corporation etc) - Success stories of companies that have practiced TMS and lean in Japan and overseas	- TDS workshop <Product planning experience> How to plan product planning that creates "impressed products" that customers are touched beyond the level of satisfying products	*	*	*
		Closing Ceremony / Farewell party			
8-Sep (Sat)	Departure for country		*		

※B: Breakfast L: Lunch D: Dinner

9. Procedures from Application to Implementation

- 1) A person who considers participation in the program shall submit his or her application to the local Alumni Society in your country.
- 2) Participants make payment to the Alumni Society.
- 3) The application will be completed only after the AOTS confirm the receipt of the participation fee.
- 4) The AOTS will send an invitation letters for the participants through their local Alumni Societies.

Please submit the following documents (original) to the Society of your country.

*The forms can be downloaded from website: <https://ari.aots.jp/biz-study/artm1/>

- (1) Application Form (Attachment 1-2)
- (2) Medical Check Sheet (Attachment 1-3)
- (3) Overseas Travel Insurance Procedure and Consent Form (Attachment 1-4)
- (4) About the Handling of Personal Information Concerning Participants (Attachment 1-5)
- (5) Photocopy of passport, an election card, a driver’s license or any other identification document issued by a public organization in the applicant’s country containing, in Roman letters, the applicant’s name in full, a photo of the applicant and his/her date of birth
- (6) 1 copy of a photo of the applicant (4 cm×3 cm) (Please write down the applicant’s name on the back.)

10. Schedule of Application:

- By 5th August: Intent of program participation needs to be expressed to the Alumni Society or the AOTS.
- By 10th August: Application needs to be submitted to the Alumni Society or the AOTS.

*If we do not receive enough number of affirmative expressions or applications, we may cancel the program.

11. Payment & Cancellation Policy

Payment

All applicants will be requested to pay the participation fee to the Alumni Society before the date set by the respective AOTS Alumni Society.

For the AOTS Alumni Society:

Please collect the participation fee from participants from your region and transfer to the AOTS by 16th August.

Cancellation policy

Applicant who cancels application will be charged for a cancellation fee which the amount is set as below.

- Before or by 10th August : 0% of participation fee
- 11th August ~ 19th August : 50% of participation fee
- On 20th August and after : 100% of participation fee

12. Contact for Submission of Application

A person who considers participation in the program will contact and submit his or her application to their local AOTS Alumni Society.

If you don't know the contact information of your local Alumni Society, please contact AOTS Research Institute (ari-zc@aots.jp).

13. Contact to AOTS Research Institute

Business Promotion Group, AOTS Research Institute

The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)

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Attachment

- 1-1 Notes for Participants
- 1-2 Application Form
- 1-3 Medical Check Sheet
- 1-4 Overseas Travel Insurance Procedure and Consent Form
- 1-5 About the Handling of Personal Information Concerning Participants