



**The Association for Overseas Technical Cooperation and Sustainable Partnerships**

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# **Program Outline**

## **NGC Business Study Program on Toyota Way of Management for Company-wide Operational Improvement**

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

**<X576-2>**

**16 March (Mon) - 21 March (Sat), 2020**

**Tokyo, Japan**

**New Global Cooperation Group, New Global Cooperation 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.

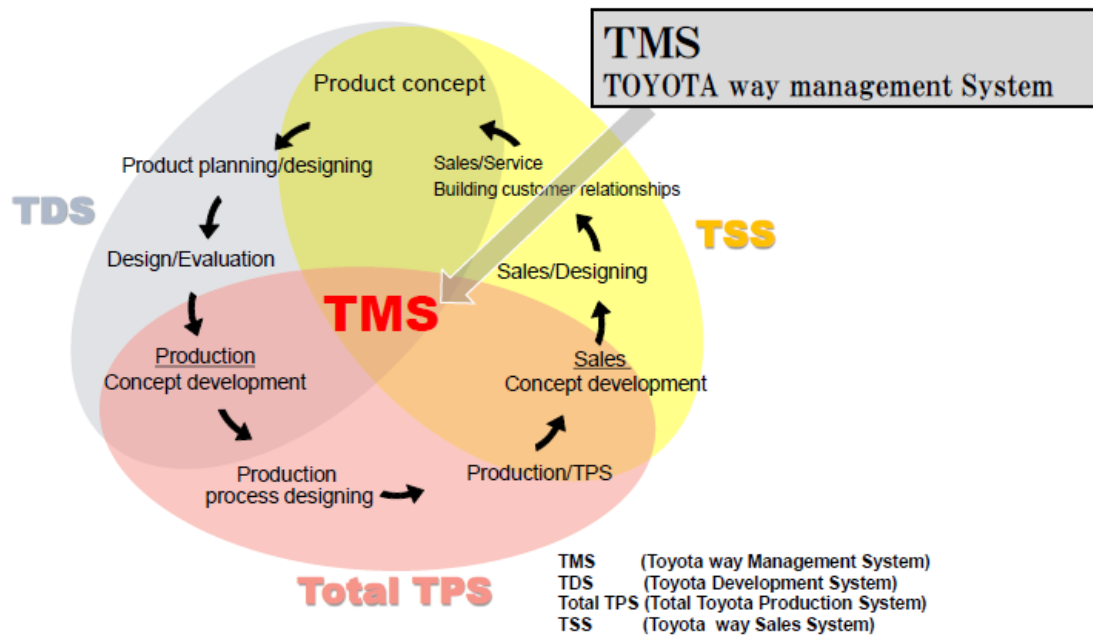
This program will provide with the key knowledge and skills to produce results and to transform your company to better and stronger one, based on the actual management methods what we call, "Toyota way Management System (TMS)", practiced by Toyota management team and managers of the fields of production 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 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 vitalize the workplace. "Vitalizing 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 Development System) 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 2020" 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 Certificate Institution.

## The roles of 3 departments; Development, Production and Sales



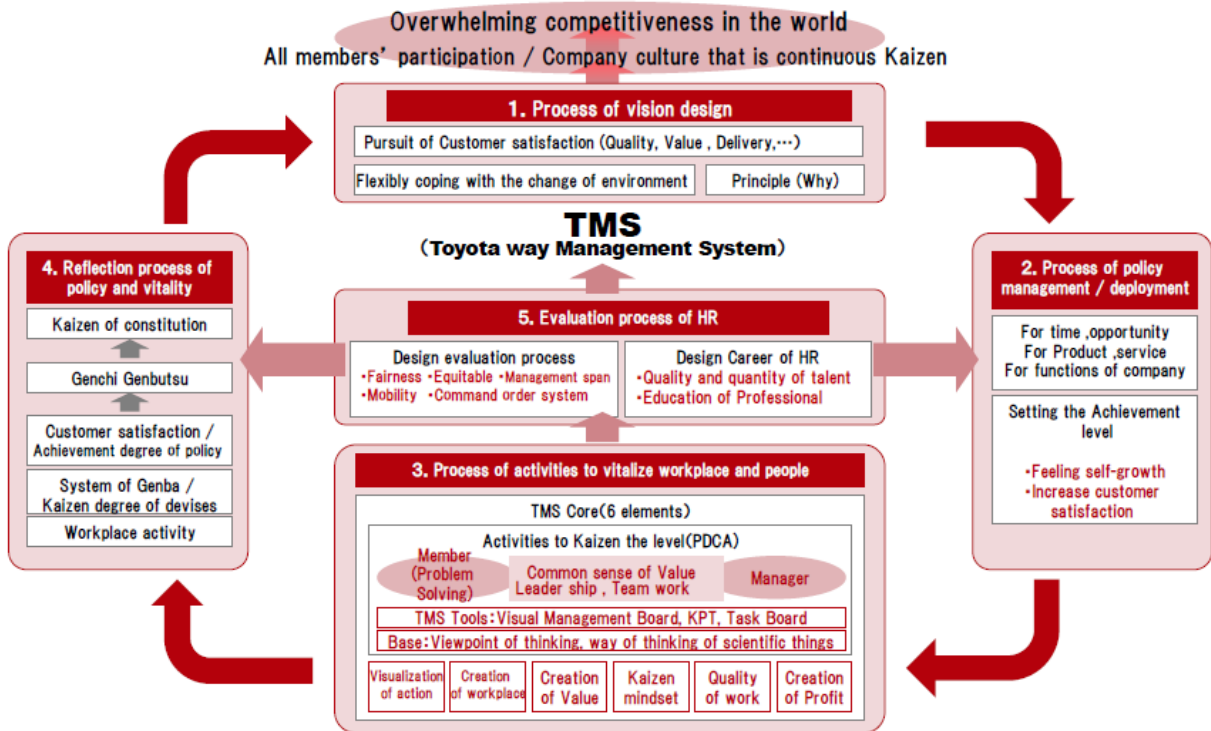
## Characteristic of TMS (6 Elements)

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 action (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 mindset (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 Vitalization (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 Vitalization 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**  
**Senior Consultant, Toyota Management Institute**



Joined Toyota Motor Corporation in 1976, he 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 general manager of production technology, head of engineering department and head of a domestic plant. Then as a vice president, he was responsible for a local plant operation. He is an expert in "Total Optimization" encompassing unit process planning, production management, safety, environment, costing, human resources development, quality improvement and personnel training. After his retirement from Toyota Motor Corp., he worked as a senior executive officer and adviser to Toyota Motor East Japan, Inc. Since 2016 he works as a senior consultant at Toyota Engineering Co., Ltd. and Toyota Management Institute.

**Lecturer: Mr. Yasuhito Matsudaira**  
**Senior Consultant, Toyota Management Institute**



Joined Toyota Motor Corp. in 1979, he was engaged in production technology and manufacturing division. In Japan, his first assignment was a technical expert for mechanical parts welding, integrated control of hierarchical processes and etc. Then he served production preparation and production technology development in resin parts, chassis parts, electronic parts and final assembly line as an assistant director or general manager. Overseas, in the United States and Canada, he involved in launching a new vehicle plant as a project leader. In recent years, he worked for Primearth EV Energy Co., Ltd, a joint venture company of Toyota Motor and Panasonic as a representative vice president. The company produces secondary batteries (nickel metal hydride batteries and lithium ion batteries) for automotive. Appointed as a senior consultant at Toyota Engineering Co., Ltd. and Toyota Management Institute in 2017, he works for other industry than automotive as well with his rich experience in TPS and TMS.

**Lecturer: Mr. Hiroki Sato**  
**Senior Consultant, Toyota Management Institute**



Joined Toyota Motor Corp. in 1966, he was engaged in the planning, development and design of car chassis for 24 years. The first job after joining started from benchmarking vehicles in the West. At the time, increasingly developed original technologies on electronic controlled air suspension, ABS, power steering, airbag etc. With such efforts, the company achieved the world's top level car comfortability and handling performance. Also, he was involved in product planning of a whole car for seven years. One of the achievement examples is a production of vehicle named "Corona" which satisfied the US exhaust gas and collision safety regulations. This vehicle recorded the best sales at that time. In 1997, he was transferred to Akebono Brake Industry Company, Limited from general manager of chassis design division of Toyota Motor Corp. He had been extensively involved in corporate management (vice president) for 12 years. In 2009, he jointed at Toyota Engineering Co., Ltd. and Toyota Management Institute, Inc. Since then he has been giving consultation on many companies in the US, Russia, and China, etc.

## 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 : 16 March (Mon) – 21 March (Sat), 2020

**Note.** 15 March (Sun) (Arrival in Japan) ~ 22 March (Sun) (Departure)

## 4. Venue:

### Accommodation and Lecture room:

AOTS Tokyo Kenshu Center

Single room room size 14.4 m<sup>2</sup>

<https://www.aots.jp/en/about/centers/tokyo-kenshu-center/>

### During Nagoya session

Stay at hotel in Nagoya

## 5. Number of participants:

**20 - 26 persons from multiple countries**

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

Shortly after the deadline (**31<sup>st</sup> January, 2020**), you will hear whether or not the program will be organized.

## 6. Program Language:

Japanese with translation into **English and Spanish**. (multi interpretation).

The lecture/visit materials will be prepared in **English and Spanish**.

## 7. Participation Fee: **255,000 JPY or 2,400 USD**

< The above fee covers: >

- 1) Accommodation
- 2) A specified number of meals
- 3) Instructional materials, TMS Text book (**English ver. and Spanish ver**)
- 4) Interpreters
- 5) Transportation for the program
- 6) Travel insurance premiums during the program
- 7) Fee of TMS Grade 4 certificate examination
- 8) Chartered bus between Narita airport and Tokyo Kenshu center on 15 March Arrival day and 22 March Departure day (one time each)

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

<Airport Pick-up>

AOTS will arrange for a MEETING SERVICE at the airport. Please find a meeting service staff holding a signboard “NGC Business Study Program on Toyota Way of Management (X576-2)” at the arrival gate. The meeting service staff will explain to the participants how to get to **Tokyo Kenshu Center**

**8. Tentative Schedule:**

Date	A.M.	P.M.	Meals		
15-Mar (Sun)	Arrive in Japan Stay at AOTS Tokyo Kenshu Center (TKC)				
16-Mar (Mon)	<b>Toyota Way Management System (TMS) Seminar</b> -"Toyota Management System (TMS)" to increase organization's productivity -Fundamental principal of Toyota management and trend of management in the world	<b>Toyota Way Management System (TMS) Seminar</b> -Basic idea of Toyota Management System (TMS) and revitalizing approach -Improvement activities due to the cross functional teams -KAIZEN activity by small group activity of OOBEYA Stay at TKC			
17-Mar (Tue)	<b>Toyota Way Management System (TMS) Seminar</b> -Make Visual Management Board which can revitalize the workplace -Simulate experience of OOBEYA activity at team at morning meeting -Team Presentation	<b>Toyota Way Sales System (TSS) Seminar</b> Development of customer- satisfaction-oriented strategies and services ensuring greater sales Stay at TKC	B	L	D
18-Mar (Wed)	<b>Toyota Production System (TPS) Seminar</b> - How to improve manufacturing process based on TPS ("Own-process completion") -Foundation of management for based on TPS" -Workshop -Toyota Way "OOBEYA"	<b>Toyota Production System (TPS) Seminar</b> - How to improve manufacturing process based on TPS ("Own-process completion") Exercise: Making OOBEYA for quality improvement - "Own-process completion" of a screw fastening process -Team presentation Move from Tokyo to Nagoya by Shin-Kansen Stay at a hotel in Nagoya	B	L	
19-Mar (Thu)	<b>TPS Workshop</b>	<b>TPS Workshop</b> Stay at a hotel in Nagoya	B	L	
20-Mar (Fri)	<b>Site visit</b> Toyota Commemorative Museum of Industry and Technology at Nagoya	<b>Site visit</b> Plant Tour (Automobile Company) Move from Nagoya to Tokyo by Shin-Kansen Stay at TKC	B	L	D
21-Mar (Sat)	<b>Toyota Development System (TDS) Seminar</b> -TDS for produce profitable and attractive product. -Design develop system,structure,management for developing timely selling, profitable products matched customer	<b>Toyota Development System (TDS) Seminar</b> -TDS workshop <Product planning experience> How to plan product planning that creates "impressed products" that customers are touched beyond the level of satisfying products Lecture for test of TMS Certificate for Grade-4 Paper test of TMS Certificate for Grade-4 (80min) Closing Ceremony Stay at TKC	B	L	D
22-Mar (Sun)	Departure from Japan				

B: Breakfast, L: Lunch, D: Dinner

\* Dinner on 18 and 19 March are not included.

\* Meals on 15 and 22 March are not included.

## 9. Certificates:

### 1) AOTS certificate

AOTS certificate will be awarded to participants who complete the program.

### 2) TMS Grade-4 certificate

TMS official certificate for Grade -4 will be awarded to participants who have passed the TMS examination.

\*More than 70% score is required.

The examination is held on the final day of the program.



## 10. 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 AOTS or to the Alumni Society.
- 3) The application will be completed only after the AOTS confirm the receipt of the participation fee.
- 4) 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.

AOTS-NGC Seminar Application Form

- 1) PART 1: Applicant's Personal History and Record
- 2) PART 2: Medical Check Sheet
- 3) PART 3: Overseas Travel Insurance Procedure and Consent Form
- 4) PART 4: About the Handling of Personal Information Concerning Participants
- 5) 1 copy of a photo of the applicant attached with application forms

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

## 11. Schedule of Application:

-Reservation at AOTS Alumni Society	6 <sup>th</sup> January 2020
-Dispatch of the Invoice to applicants	10 <sup>th</sup> January 2020
-Application form submission and payment:	31 <sup>st</sup> January 2020
-Dispatch of the invitation documents for VISA to applicants: and textbook for pre self-learning	5 <sup>th</sup> February 2020 (or right after confirming the payment)

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

## 12. Payment & Cancellation Policy

### Payment

All applicants will be requested to pay the participation fee to AOTS or to the Alumni Society along with the application forms.

Online payment by PAYPAL is available, but a PAYPAL additional 4% handling fee will be charged.

### Cancellation policy

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

- Before or by 31<sup>th</sup> January : 0% of participation fee
- 1<sup>st</sup> February ~ 15<sup>th</sup> February : 20% of participation fee



- 15<sup>th</sup> February ~ 14<sup>th</sup> February : 50% of participation fee
- On 15<sup>th</sup> March and after : 100% of participation fee

### **13. 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 New Global Cooperation Group (newglobal-aj@aots.jp).

### **14. Additional stay in Japan**

Participants can stay in Japan before and/or after the seminar, if their entry visa of Japan permits.

If participants want to stay at AOTS Kanshu center, room reservation is required. The participation fee mentioned above includes only room charges from check in on 15 March to check out on 22 March 2020.

As for the room rate, please refer to the website below

[https://www.aots.jp/application/files/7915/6138/1504/charges\\_en.pdf](https://www.aots.jp/application/files/7915/6138/1504/charges_en.pdf)

### **15. Contact information**

#### **AOTS Research Institute**

New Global Cooperation Group, New Global Cooperation Department, AOTS Research Institute

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

Address: 30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534, Japan

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### **Attachment**

AOTS-NGC Seminar Application Form

PART 1: Applicant's Personal History and Record

PART 2: Medical Check Sheet

PART 3: Overseas Travel Insurance Procedure and Consent Form

PART 4: About the Handling of Personal Information Concerning Participants