



The Program on Productivity Improvement Utilizing Creativity at the Gemba [PICG]

Course Benefits

1. Participants will reflect on productivity in manufacturing, identify value-added activities and waste, and learn key perspectives, creative thinking methods, and practical approaches for maximizing value with minimal resources.
2. Through simulated production lines and hands-on exercises, participants will learn practical methods for process improvement, layout and flow optimization, production leveling, "Karakuri Kaizen®," and IoT-based improvements.
3. Participants will deepen their understanding of productivity improvement practices used by Japanese companies, including 5S, on-site improvement, "Karakuri Kaizen®," and IoT utilization.
4. Through discussions, Q&A sessions, and instructor feedback, participants will apply the methods and case studies learned to develop practical action plans for addressing challenges in their own workplaces.

*"Karakuri Kaizen" is a registered trademark of the Japan Institute of Plant Maintenance.

- Duration: **3 February - 16 February 2027 (2 weeks)**
- Venue: **AOTS Kansai Kenshu Center** (Osaka, Japan)
- Target Participants: **Managers, Plant managers, etc. at manufacturing sites who are responsible for improving productivity in the manufacturing industry**
- Deadline : **3 November 2026 (Tue)**
- Fee: This program is partly subsidized by Japanese Government. Please see [Program Outline](#) for details.

Contact Information

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Couse Director

Dr. Kentaro MINAGAWA

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For the past 20 years, he has lectured at AOTS extensively, mainly in production management training courses. His practical lectures through exercises and company case studies are highly regarded.

Schedule (Tentative)

*All sessions will be conducted in English or Japanese with English interpretation.

Date	Morning	Afternoon
3-Feb (Wed)	Orientation / Opening Ceremony	[Lecture/Exercise] Productivity Improvement through Elimination of Muda & Gemba Kaizen (1)
4-Feb (Thu)	[Exercise] Productivity Improvement through Elimination of Muda & Gemba Kaizen (2)	
5-Feb (Fri)	[Lecture] Know-How to Promote 5S Activities	[Visit] Case of 5S Activities
6-Feb (Sat)	[Lecture/Exercise]: Kaizen Activities Utilizing IoT	
7-Feb (Sun)	Day off	
8-Feb (Mon)	Day off	
9-Feb (Tue)	[Lecture] Basics of Karakuri Kaizen®	
10-Feb (Wed)	[Lecture] Karakuri Gemba Kaizen Exercise (1)	
11-Feb. (Thu)	[Lecture] Karakuri Gemba Kaizen Exercise (2)	
12-Feb (Fri)	[Visit] Case of LCIA (Low Cost Intelligence Automation)	[Visit] Case of Karakuri Kaizen® (1)
13-Feb (Sat)	Day off	
14-Feb (Sun)	Day off	
15-Feb (Mon)	Action Plan Presentation (Within Group)	[Visit] Case of Karakuri Kaizen® (2)
16-Feb (Tue)	Action Plan Presentation (Overall)	Closing Ceremony

***Karakuri Kaizen®**: Improvements that reduce the environmental impact and cost by using natural energy, such as gravity, and simple mechanisms, such as gears and the principle of leverage. (Adapted from the website of the Japan Institute of Plant maintenance)

"Karakuri Kaizen" is a registered trademark of the Japan Institute of Plant Maintenance.

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