



ONE-PAGE INFORMATION - KAIZEN No.20

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■ Toyota Reduced Construction Cost of New Airport by 10% through Kaizen

Over many years public construction works in Japan such as airports, bridges and highways have been under a nation-wide accusation of expensive cost to Japanese tax payers. For the first time, Toyota specialists in Kaizen are invited to new international airport construction project in the central Japan near Nagoya City. They isolated many Mudras from the original design and came up with 10% reduction in cost from the original budget according to Nikkei Business, a nation-wide weekly business magazine. Toyota Kaizen specialists including Mr. Hirano, CEO of the New Chubu International Airport Authority, are eliminating a lot of Muda by asking why 5 times as Taichi Ohno, father of Just in Time Production System for Toyota Motor, frequently recommended. For example, when they happened to see by the video tape how 5,000 bulbs are being replaced for runway arrays. They were astounded at the long time-taking operation (15 minutes per bulb). In order to shorten the total stoppage hours of runway from 3 hours to 1 hour, they replaced the conventional replacement method with new “One Touch Replacement” method. For this purpose, SMED is used

■ Two Kinds of Technologies

Recently I am reading once again some of the old books that I read years ago and found out many new things from them. “Made in America” is one of those books written in 1990 to be one of the Bibles for American industrial renaissance. This book picks up 8 major industries (Automotive, Chemicals, Consumer electronics etc.) to compare productivity, quality, new product development, and management between USA and Japan and come up with suggestions. The suggestions made by MIT Commission on Industrial Productivity are still true for many countries including USA today. The book pointed out in summary two main elements of two management practices that are impeding US progress. First is the reliance on mass production of standard commodity goods, not JIT production of varied value-adding products. Mass production was the driving force behind US post war prosperity but it is no longer an appropriate model. The second major problem is parochialism. This old and narrow management is not suitable to changing international market demand because of lack of flexibility in product engineering and process engineering.

I recommend you to read this book this time again or first time.

Muda in America written by Michael L. Dertouzos. MIS Press (ISBN 0-06-097340-4)