

ONE-PAGE INFORMATION - KAIZEN No.33

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Toyota Motor & Lean Product System. Part #1

- Edwin M. Reingold wrote about Toyota Motor in his book “Toyota People, Ideas and the Challenge of the New as follows (ISBN-93466-09-5).

The American auto industry has been losing its competitive power to Japanese because of pride. Many people ask why Toyota is so strong and what the secret of success is. But there is no secret at all. Someone say that, automation, life-long employment, Quality Circles, robots, suggestion scheme are the secret. It is true that their success is related to some parts of these factors and others, but most important point is the working group of people who are dedicated themselves to continuous job improvement by sharing information and experience and working together as the team. I call it Kaizen.

- Okuda, chairman of Toyota Motor, appeals to his employees :

- 1) Don't be arrogant and snobbish.
- 2) Learn from others without any bias.
- 3) Avoid internal conflicts and territorial disputes to get results.
- 4) Set up the target of improvement that is more than your existing capability.
- 5) Discover new unknown methods to improve your job.

- Henry Ford and Alfred Sloan are two prominent Americans who laid the foundation of US auto industry. Toyota and all Japanese automotive people have learned a lot from them. Eiji Toyoda once worked on the manufacturing shop at Highland Park and River Rouge of Ford Motor, Michigan, while he worked as an apprentice he also learned about Quality Control and financial management from Ford. Sloan's book “My Years With General Motors” is the bible for all Japanese managers.

- When Kiichiro Toyoda built his first car assembly factory for Toyota Motor in 1937, he attempted to use the Just -In-Time concept for the assembly operation. He thought that a big warehouse was not needed. He also proposed to train a worker in more than one machine operation so that he can work with 2 machines or more. This concept is now known as the Multi-Skill Worker with Multi-Tasking Machines System.

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