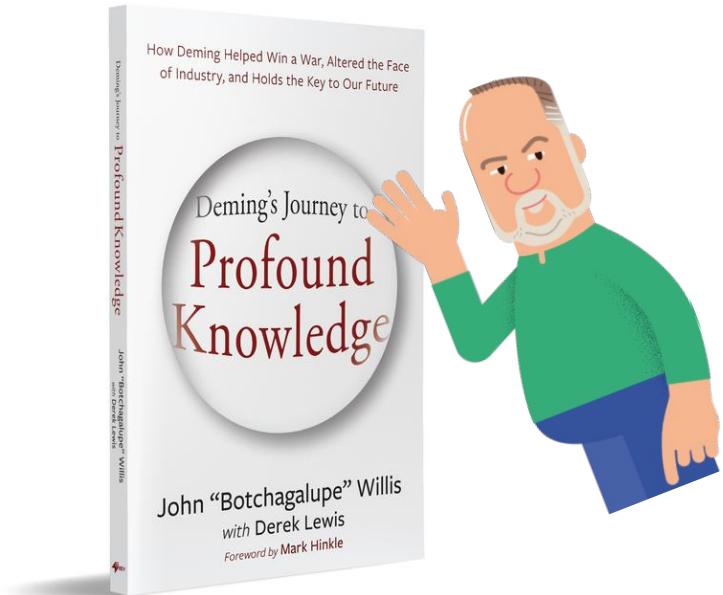


Japan Study Trip 2023

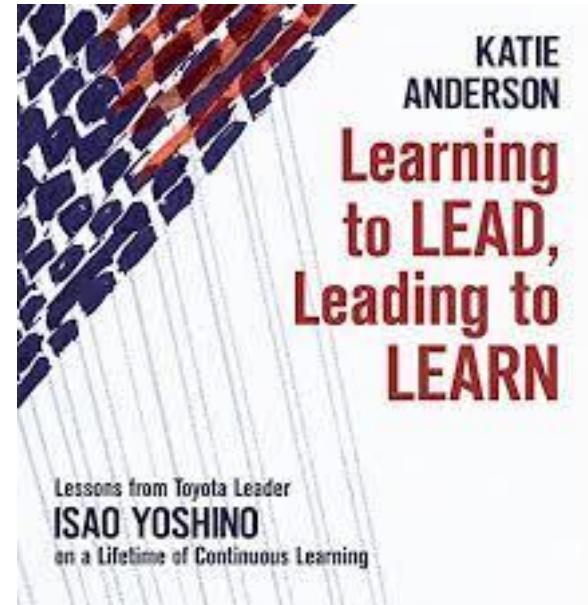
John Willis



@botchagalupe



#JapanStudyTrip



John Willis



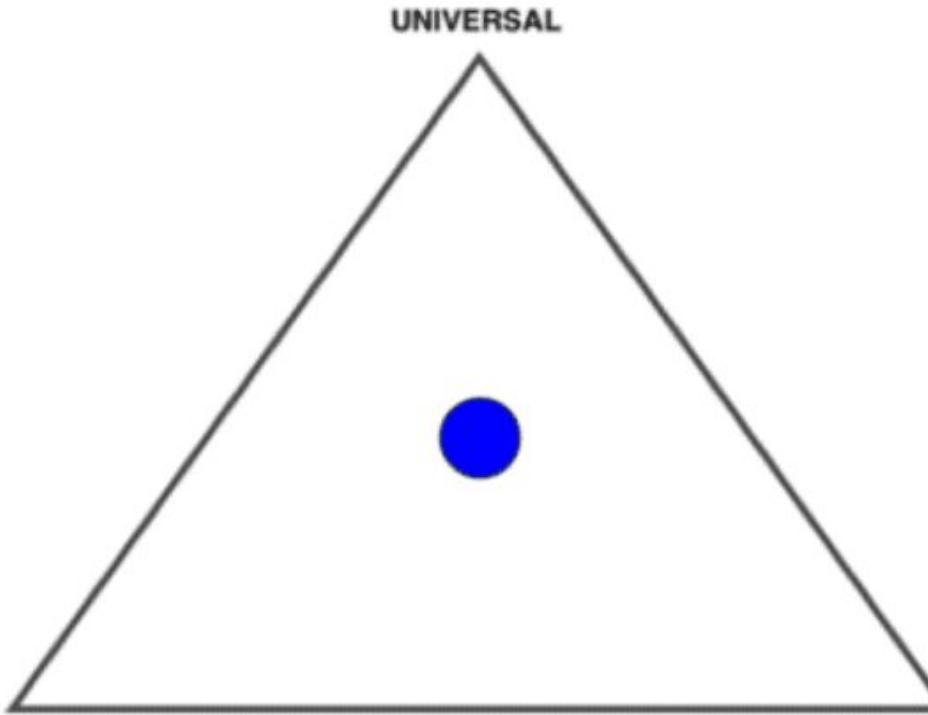
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Community Collaboration Visualization Trust



Day One

“No Platitudes - Make Good Products and be a Useful Company”





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Hoshin Kanri, Toyota Style

Hoshin (方針) = compass, direction
Kanri (管理) = management, administration, control

Origins of Hoshin Kanri:
The planning & checking process came to Japan in the **1950s**

The basic concept came from the **US techniques of MBO** (Management By Objectives) and the **Deming Cycle** (Plan-Do-Check-Act)

The major difference from MBO:
Hoshin Kanri, managers' targets are aligned with corporate goals, while MBO focuses on the company's financial objectives



Dr. Edwards Deming



⑯ Focus on the “problem”, not on the “person”

At Toyota, when a problem happens, we don't blame people. We blame the process or rule.

Even if the problem came from a careless worker, we still don't blame him/her, but we look for what made him/her careless:

- Was the work procedure confusing?
- Were the boss's instructions unclear?
- Was the process applied inappropriate?

The instructions must be corrected so that nobody else will make the same “careless” mistake again.



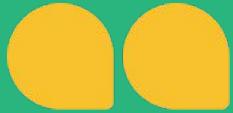
Eighty-five percent of the reasons for failure are deficiencies in the systems and process rather than the employee. The role of management is to change the process rather than badgering individuals to do better.

— W. Edwards Deming —

— If you're prepared



Avex Manufacturing (Tier 2 Toyota Supplier)



We always pursue to "manufacture **good** products" and try to become a "**useful company**" in society.

President, Avex Inc.

Takenori Kato



Day Two

“A Taste of Jidoka, Kaizen, and a SMED”



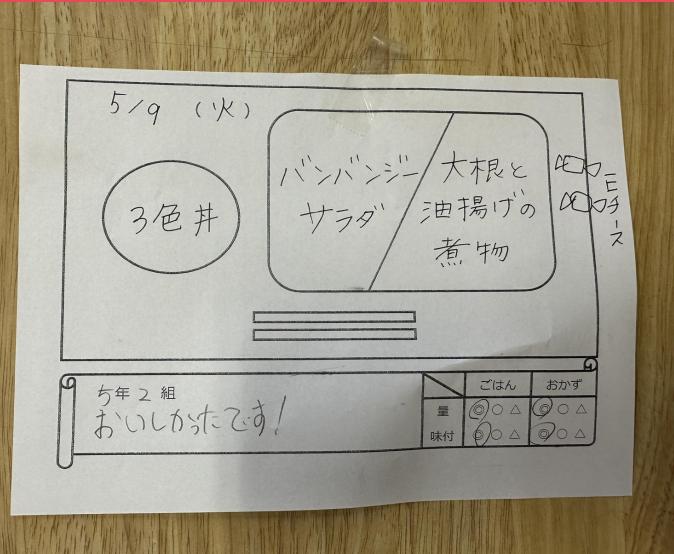
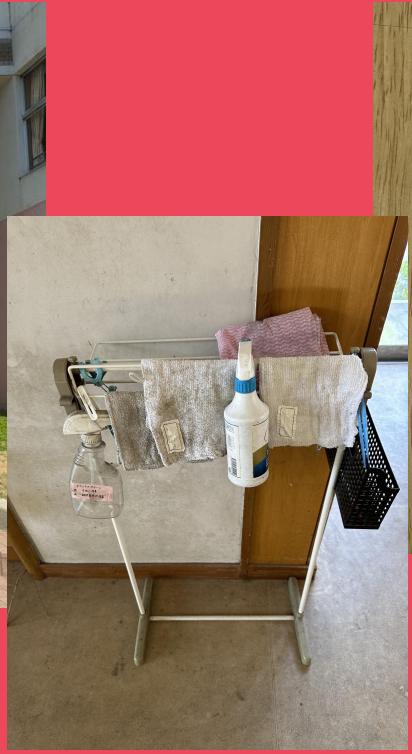
Toyota Commemorative Museum of Industry and Technology

John Willis  @botchagalupe





Toyota Commemorative Museum of Industry and Technology



Tsuda Elementary School



The Isuzu Group “World Class SMED”



Day Three

“Let’s Make a Good Company and Have a Great Life Together”



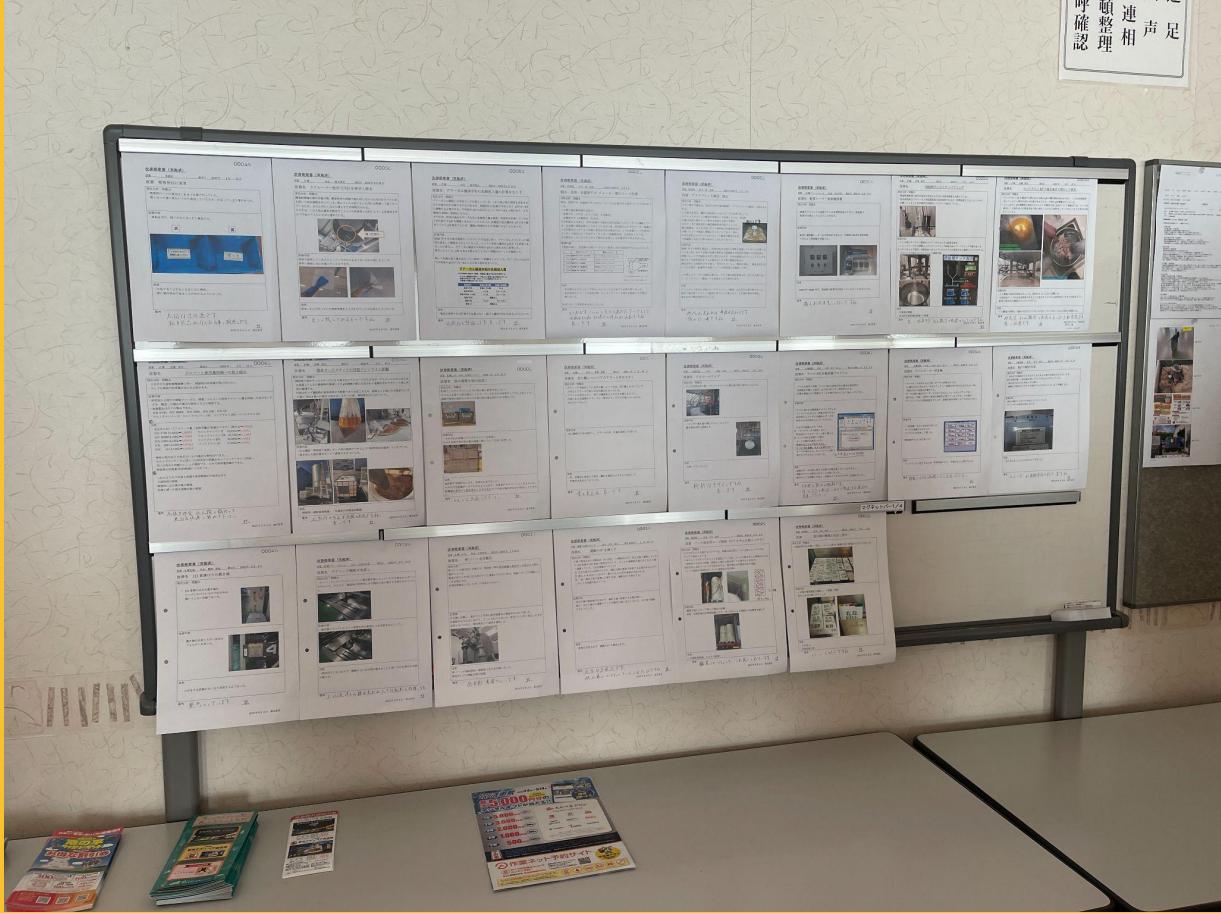
Posted on the wall at our company's research and development division is a sign that reads, "Serendipity," a word reflecting the division's knack for discovering things by chance that they were not looking for at all. I treasure this word because it really captures the essence of our research capabilities.

This knack for the serendipitous is something I want all of our employees to have, not just those in R&D. If every employee were able to take advantage of serendipity, our company would be a mountain of treasures. Serendipity comes into play when people are attentive to those around them and notice the small things.

100年カレンダー(2021~2120)



伊那食品工業株式会社



Day Four

“Back to the Future, The Goal, and an Osen”



John Willis  @botchagalupe



"We want to be an indispensable company for the people of the local community.

- Mrs. Noriko Ogura, Ogura Metal Co., Ltd
Management Philosophy



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Ryokan and Onsen



Sake Brewery

Day Five

“Genchi Genbutsu - A Miracle in Japan”



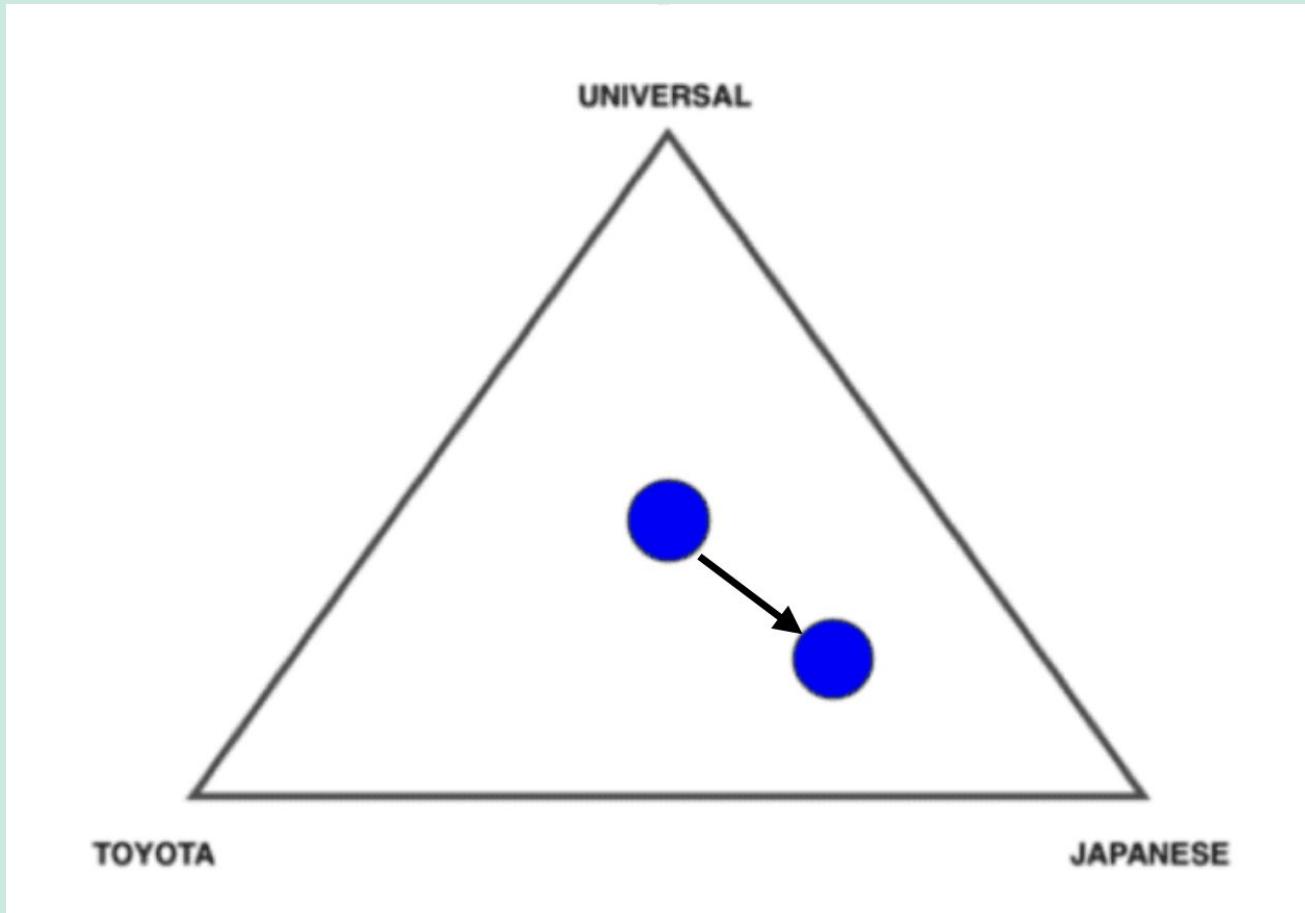
Tokyo's seven minute miracle



Tessei Shinkansen Cleaning Company



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<https://www.profound-deming.com/blog-1/japan2023>

