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to eliminate the need for people to be simply watching over machines. The second pillar is Just-in-Time, based on the concept of synchronizing production processes—linking all plants and their production processes in a continuous flow—by making only what is needed, when it is needed, and in the amount needed.

These two pillars enable the production of vehicles that satisfy customer requirements quickly, at a low cost, and with high quality.

Jidoka

Jidoka is the TPS is "automation with a human touch" where human wisdom is added to

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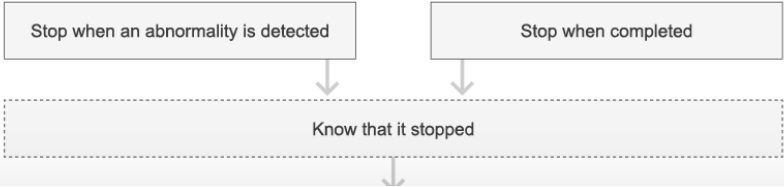
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[Basic Principles of Jidoka]



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abnormality. People need only respond when there is an abnormality. thus eliminating the

that workers can call the person in charge when there is an abnormality. such as poor

Just-in-Time

- Making only what is needed, when it is needed, and in the amount needed

- **Fulfilling orders from customers as quickly as possible**

A car is made up of more than 30,000 parts. These parts are made not only by Toyota but also at the plants of many of our business partners. All plants must work with complete synchronization to make the vehicles quickly and without waste. All adhere to the following principles of Just-in-Time to achieve synchronized production: 1) Only make

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Corporation.

At the root of this is Sakichi Toyoda's idea of "doing things for others." As he sought something he could do that would benefit the world, he focused on making things easier for his mother, who worked late into the night operating a manual loom. The automatic loom that he invented not only automated work that used to be performed by hand but

also built the capability to make judgments into the machine itself. By eliminating both defective products and the associated wasteful practices, Sakichi succeeded in rapidly improving both productivity and work efficiency. This is where the concept of jidoka was born.

Kiichiro Toyoda advocated Just-in-Time based on this strong conviction: "A complete car

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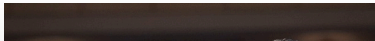
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with a non-stop shuttle-change	(completed in 1927) with a monthly	adding value and realized the Toyota	Production System, and creating the
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Our Picks



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