

Lean Japan Tour

27 NOVEMBER - 4 DECEMBER 2011

4 Best Practice
Lean Manufacturers

Discussions with
Factory Management

JMAC Lean Seminar

Interpreter & Sightseeing

2011 TOKYO MOTOR SHOW



In conjunction with

JMAC JMA Consultants Inc.

TOUR INFORMATION



INTRODUCTION



THE RISE OF "LEAN"

Lean manufacturing has become a popular concept among manufacturers around the world over the past 20 years. Originally coined after research based on the Toyota Production System, "lean thinking" is now being applied across many industries. The irony is that despite lean being based on Japanese management excellence, the term "lean" is little used in Japan.



CONTRIBUTION OF JMAC

JMAC with its clients have been developing many of the famous tools of "lean thinking" and know-how for their successful application for almost 70 years. These are not new concepts for JMAC, and they have accumulated a lot of know-how in the application of this thinking across various departments and industries.

THE STRUGGLE FOR AUSTRALIAN COMPANIES

Many Australian manufacturers have recently attempted implementing lean manufacturing programs, but there are limited cases of its successful and ongoing implementation. There are some key reasons behind this:

1. Companies have never seen a **genuinely successful example** to benchmark against.
2. Companies overlook the **people** and **culture** side when implementing lean programs.
3. Companies miss the **true essence of lean** due to a flood of misinterpreted material and opinions in the marketplace.



BENEFITS OF THE TOUR

This tour will enlighten each participant's comprehension of lean. Over five days they will be immersed into the original Japanese thinking behind the concept and its true application across a range of companies today.

Whether participants are new to the concept of lean, or they are searching for that next level of achievement, everyone will come home with a better understanding of how lean can be achieved.

COMMENTS FROM PREVIOUS TOURS

"Experienced Japanese manufacturing and culture beyond expectations."

"Sensational! To see lean operate in a different industry was excellent."

"Enjoyed the sessions with management. Felt they were very forthcoming."

"It doesn't hit home until you see the real thing."

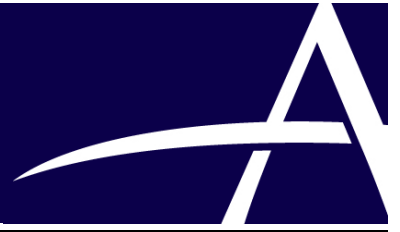
TOUR SCHEDULE



	Schedule*	Hotel
SUN 27 NOV	FLIGHTS <ul style="list-style-type: none"> Adelaide/Brisbane/Melbourne-Sydney Sydney-Tokyo 	
MON 28 NOV	<ul style="list-style-type: none"> Arrive Tokyo Hotel Early Check-in LEAN MANUFACTURING LECTURE <ul style="list-style-type: none"> Lean Implementation in Japan Latest Manufacturing Trends in Japan WELCOME DINNER	Tokyo
TUE 29 NOV	TRAINING & DISCUSSION <ul style="list-style-type: none"> Toyota Production System (TPS) Lecture PLANT VISITS <ul style="list-style-type: none"> Gifu Body Weld & Assembly Plant Gifu Body Pressed Components Plant 	Inuyama
WED 30 NOV	PLANT VISIT <ul style="list-style-type: none"> Gifu Body Seat Track Plant TRAINING & DISCUSSION <ul style="list-style-type: none"> Practical Application of TPS 	Nagoya
THU 1 DEC	PLANT VISIT <ul style="list-style-type: none"> Toyota MUSEUM VISIT <ul style="list-style-type: none"> Toyota Kaikan Museum PLANT VISIT <ul style="list-style-type: none"> Rinnai 	Nagoya
FRI 2 DEC	PLANT VISIT <ul style="list-style-type: none"> Food/Beverage Maker TRANSFER <ul style="list-style-type: none"> Nagoya-Tokyo FAREWELL DINNER	Tokyo
SAT 3 DEC	SIGHTSEEING <ul style="list-style-type: none"> Asakusa Tokyo Motor Show FLIGHT <ul style="list-style-type: none"> Tokyo-Sydney 	
SUN 4 DEC	FLIGHT <ul style="list-style-type: none"> Sydney-Adelaide/Brisbane/Melbourne 	



*Tour content descriptions based on previous tours. 2011 tour content may vary. Schedule subject to change without notice.



CORPORATE INFORMATION

COMPANY: JMA Consultants Inc
ESTABLISHMENT: 1942
LOCATION: Tokyo
MAIN BUSINESS: Management Consulting

LEAN CHARACTERISTICS

JMAC is one of the world's leading process innovation consulting firms. It is the oldest, largest and most respected management consulting firm in Japan

JMAC is responsible for creating and implementing many of the lean manufacturing tools and methodologies that are now recognized throughout the world for their levels of quality and productivity. Shigeo Shingo, famous for his significant contribution to the development of the Toyota Production System, was a JMAC consultant.

JMAC provides a full range of lean programs from experienced consultants based on teamwork with its clients and genba-focused philosophy.

JMAC continues to serve as a driving force behind innovation in industry globally.



TOUR CONTENT

LEAN LECTURE

The afternoon session will start with a welcome from JMAC personnel and an introduction of JMAC.

Then an experienced senior consultant from JMAC's Production Division will conduct a presentation focusing on lean implementation in Japan and the latest manufacturing management trends in Japan.

The session will invite open discussion and involvement from all participants.

ORIENTATION

JMAC will give a detailed briefing of the tour program.

Each participant company will be invited to present a short introduction of their company and their expectations from the tour.

JMAC will also give information throughout the tour regarding Japanese customs and culture to help explain some of the aspects of Japan that participants will experience during the week.





TUESDAY & WEDNESDAY
GIFU BODY



www.gifubody.co.jp

CORPORATE INFORMATION

COMPANY: Gifu Auto Body Co., Ltd.
ESTABLISHMENT: 1940
LOCATION: Gifu Prefecture
MAIN BUSINESS: Automotive



LEAN CHARACTERISTICS

Gifu Body is one of eight suppliers of finished vehicles to the Toyota Group and recognised as a top quality Toyota supplier.

Their major product is the Toyota Hi-Ace vehicle, but they also manufacture emergency vehicles based on the Hi-Ace design, along with automotive components.

Gifu Body refer to their system as the Gifu Production System (GPS), but it is nothing but an excellent example of the Toyota Production System (TPS) at work.

There are excellent examples of an electric kanban system, JIT delivery, customised equipment and pokayoke.

Gifu Body have a clever use of space throughout the plant. This has been required over the years due to the expansion of operations within building size limitations.

The life of older equipment has been extended considerably through excellent 5S and TPM programs.



TOUR CONTENT

PLANT TOURS

The tour group will visit three separate factories on this visit; the welding/paint/assembly factory, the pressed components factory, and the seat track factory.

The shop floor tours give a comprehensive operator-level look at the factory operations even extending out to the logistics, maintenance and welding shops.

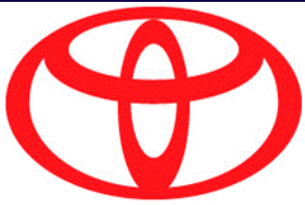
Highlighted are simple but effective visual management tools, automated guided vehicles (AGV) and specific examples of inexpensive improvement ideas that have had a considerable effect on productivity.

TRAINING

The Management Innovation Centre (MIC) is where the company presentations and discussions will take place. A former manager will lead the group through the history and lean journey of Gifu Body.

He is very experienced at providing an easy-to-understand background to the philosophy behind GPS and provide tangible examples of its success.

The group will have the opportunity to openly discuss lean concepts and their application with the former manager. Also, they will go through a practical training session of lean concepts in a world-class training facility.



THURSDAY
TOYOTA



www.toyota.co.jp

CORPORATE INFORMATION

COMPANY: Toyota Motor Corporation
ESTABLISHMENT: 1937
LOCATION: Aichi Prefecture
MAIN BUSINESS: Automotive



LEAN CHARACTERISTICS

Toyota is the home of the Toyota Production System (TPS). The lean manufacturing movement is based around the management principles, tools and culture that Toyota has been developing for over 60 years.

Supported by the pillars of Jidoka and Just-In-Time, TPS aims to offer high quality, short delivery times, and reasonable cost through employee creativity and intense efforts to eliminate waste.

It is designed so that machines and people alike stop production when there is equipment failure or any other irregularity in order for it to be immediately corrected.

Also, it improves productivity without waste by manufacturing and delivering the necessary parts at the necessary time in the necessary quantity.



TOUR CONTENT

PLANT TOUR

A tour of one of the nine Toyota plants in Toyota City will be conducted by Toyota personnel.

Facilities are set up inside the plant to give visitors a clear view of the operations and a true feeling of the shop floor atmosphere. Interactive training areas are also available to provide an indication of the extent and emphasis Toyota places on training its people.

The tour incorporates content on the two pillars of the Toyota Production System; Jidoka and Just-In-Time. TPS tools are explained through video and, where possible, actual shop floor examples of the tools at work.

MUSEUM TOUR

The second half of the Toyota visit will take the group to the Toyota Kaikan Museum.

The museum, located adjacent to Toyota global headquarters, is a showcase of Toyota's philosophy and corporate direction.

Areas of the museum cover environmentally friendly cars, safety and mobility, "Good Thinking, Good Products" (TPS), Toyota in society, motor-sports, and a display of the latest models from Toyota and Lexus.

The TPS area in particular is a popular area for participants of this tour to gather and take in directly from Toyota how it explains its system.

Rinnai

THURSDAY
RINNAI



www.rinnai.co.jp

CORPORATE INFORMATION

COMPANY: Rinnai Corporation
ESTABLISHMENT: 1950
LOCATION: Aichi Prefecture
MAIN BUSINESS: Heating Products

LEAN CHARACTERISTICS

Rinnai's catchphrase "quality is our destiny" epitomises a corporate obsession with quality. They keep production of key components in-house at four of their own factories and seven manufacturing affiliates under the Rinnai Group umbrella. By realizing this high in-house production ratio, they have control over quality and strive for zero-defect status.

The basis for manufacturing and all aspects of the process at Rinnai is to think and act from a scientific perspective. They have built a market-orientated production system that combines policy management, the quality control cycle, and continuous improvement proposal activities, based on a bottom-up approach hinging on the Toyota Production System, Total Productive Maintenance and Total Quality Management.



TOUR CONTENT

PLANT TOUR

All employees participate in improvement and TPM efforts. They maintain a multi-product, mixed-flow production system based on actual demand. Through their own logistics network, they can realise timely delivery.

MANAGEMENT DISCUSSION

Managers will lead the group through a presentation of Rinnai's business and open the floor for any questions and discussion.

The Chairman of Rinnai Corporation is Mr Susumu Naito. He is also President of the National Federation of Japan-Australia Societies and the New Zealand Honorary Consul in Nagoya. He is likely to join our discussion.

FRIDAY
FOOD/
BEVERAGE MAKER
(COMPANY TO BE CONFIRMED)



DETAILS



PARTICIPATION COST

Participation Fee: \$7370*



ACCOMMODATION

- 5 nights accommodation
- 4-star rating hotels or equivalent

LECTURES & INTERPRETER

- Lectures from JMAC consultants
- Interpreter available throughout

TRANSPORTATION

- Inter-city bullet train transfers
- Group bus & taxi transfers

MEALS

- Breakfast, lunch & dinner
- Great range of Japanese cuisine

SIGHTSEEING & CULTURE

- Transport and entry to sightseeing
- Broad experience of culture
- Tokyo Motor Show entry

*NOT INCLUDED

- Airfare
- Travel insurance
- Hotel personal expenses

NOTES

Participation fee does not include airfare, travel insurance or hotel personal expenses.

Participants may choose alternate flights to those prescribed, but are required to be in the hotel lobby by 11am, Monday, 28 November.

Tour content descriptions based on previous tours. 2011 tour actual content may vary. Schedule subject to change without notice.

CANCELLATION POLICY

Registration of a completed Form indicates the participant's intention to take part in the Tour. Once this intention has been notified to Ai Group, the participant's booking must be secured by full payment of the fee to Ai Group by COB, Friday, 11 November 2011. Any participant may cancel their booking without penalty prior to 30 October 2011. Any booking cancellation between 31 October 2011 and 13 November 2011 will forfeit 50% of the fee. Any cancellation after 14 November 2011 will entirely forfeit the fee. The transfer of registration by participants within the same company is permitted. The Ai Group reserves the right to cancel the tour on or before Friday, 14 October, 2011. The Ai Group asks participants to refrain from purchasing their airfare or travel insurance prior to this date unless given earlier confirmation by Ai Group. The Ai Group will take no responsibility for the refund of airfares or travel insurance.

FLIGHT DETAILS

TO JAPAN FROM:	ADELAIDE	MELBOURNE	BRISBANE	SYDNEY	OTHER CITY
Flight No.	QF766	QF462	QF551		Please contact Ai Group for details
Depart	Adelaide	Melbourne	Brisbane		
<i>SUNDAY 27 NOV 2011</i>	17:45 (SUN)	19:00 (SUN)	17:45 (SUN)		
Arrive	Sydney	Sydney	Sydney		
<i>SUNDAY 27 NOV 2011</i>	20:10 (SUN)	20:25 (SUN)	20:20 (SUN)		
	CONNECTION	CONNECTION	CONNECTION		
Flight No.	QF21	QF21	QF21	QF21	
Depart	Sydney	Sydney	Sydney	Sydney	
<i>SUNDAY 27 NOV 2011</i>	22:30 (SUN)	22:30 (SUN)	22:30 (SUN)	22:30 (SUN)	
Arrive	Narita	Narita	Narita	Narita	
<i>MONDAY 28 NOV 2011</i>	06:10 (MON)	06:10 (MON)	06:10 (MON)	06:10 (MON)	
FROM JAPAN TO:	ADELAIDE	MELBOURNE	BRISBANE	SYDNEY	OTHER CITY
Flight No.	QF22	QF22	QF22	QF22	Please contact Ai Group for details
Depart	Narita	Narita	Narita	Narita	
<i>SATURDAY 3 DEC 2011</i>	19:50 (SAT)	19:50 (SAT)	19:50 (SAT)	19:50 (SAT)	
Arrive	Sydney	Sydney	Sydney	Sydney	
<i>SUNDAY 4 DEC 2011</i>	07:30 (SUN)	07:30 (SUN)	07:30 (SUN)	07:30 (SUN)	
	CONNECTION	CONNECTION	CONNECTION		
Flight No.	QF747	QF423	QF512		
Depart	Sydney	Sydney	Sydney		
<i>SUNDAY 4 DEC 2011</i>	11:05 (SUN)	10:00 (SUN)	09:05 (SUN)		
Arrive	Adelaide	Melbourne	Brisbane		
<i>SUNDAY 4 DEC 2011</i>	12:40 (SUN)	11:35 (SUN)	09:35 (SUN)		

FURTHER INFORMATION

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