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**“The most important issue is quality improvement.
Learn and practice TPS (Toyota Production System).”**



Aiming to be “Toyota in the commercial washing machine industry” President Shohei Yamamoto’s thoughts



From fiscal 2021, we will use TPS (Toyota Production System). We’ve already adopted the system and training has begun. The motivation behind TPS is to align our efforts with the globalization processes we encounter as we expand into overseas markets. I believed that the strength of Toyota’s “manufacturing power”

should be shared among all manufacturers. From a new top-down perspective, we could view our factory’s management from a unique angle that offered inspiration to face unforeseen challenges.

The most important issue for TPS is quality improvement. Which as you learned in Volume 1 and 2, we are always focused on improving. Secondly, it identifies situations in which productivity (essentially cost reduction opportunities) can also be improved.

Through the training I’ve been able to better understand Toyota’s way of thinking.

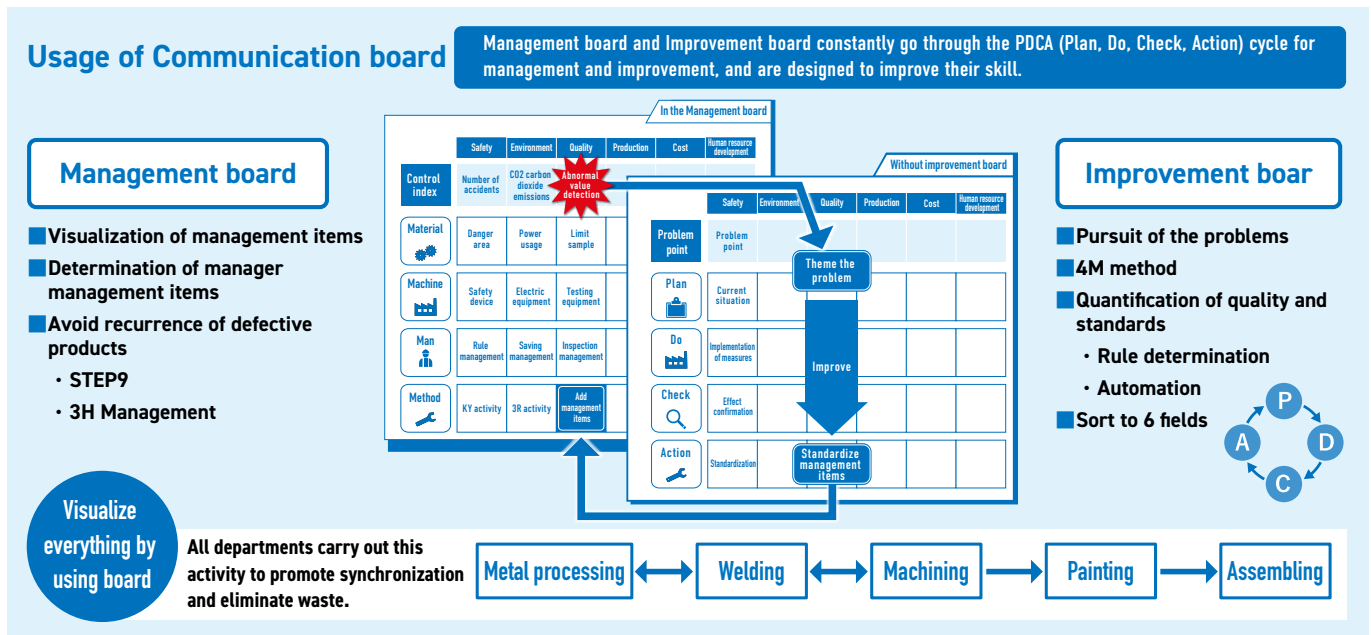
Toyota’s system expands on how efforts like these help our “social contribution” and “pursuit of truth” by gaining a deeper insight into different parts of our business. I strongly agree with this concept. We will continue to absorb new insight from Toyota Motor Corporation and aim to be called “Toyota of the commercial washing machine industry” in the future.

Shohei Yamamoto President

YAMAMOTO MANUFACTURING CO., LTD.

Our ultimate goal is to improve quality. Everything we do is for our customers.

Yamamoto Manufacturing's Adoption of Toyota Product System.



Current themes are “quality”, “human resource development”, “practical training”, and “synchronization/automation”.

Quality Improvement

Pursue the root cause of the problem through the specific department it's related to.

Where is the real cause of the problem? 4M (people/man, method/method, material/material, equipment/machine) method is used to analyze and pursue thoroughly. Categorized into six areas: safety, environment, quality, production, cost and human resource development.

Each section sets management points and management items for each construct for focused improvement during specific activities. A management board and improvement board are installed in each section. We quantify (visualize) not only quality but also all standards including work attitudes, thoroughly implement management indicators, and solve points for improvement.

In order to prevent the recurrence of defective products, STEP9 (countermeasures) and 3H (change, long time, first time) methods are used to formulate prevention measures and eliminate the chance of outflowing defective products. We utilized a video procedure chart that clearly states the rules and details for each task. The basic idea is that the company, not the worker, should be held accountable for errors in work without rules.

Human resource development

Link all activities to human resource development.

Each department is grouped into 4-5 people and managed by each department.

We additionally reward staff for minor improvements on daily work that we believe leads to major improvements over time. We believe this encourages

positive behavior of each individual while also relieves burdens on staff because of continued improvement and working environments. The relieved burdens and improved working environments are monitored by a superior staff for measure effectiveness.

Items are visualized for easy understanding and each team works to solve all the problems using the TPS method. There is a 10-minute meeting scheduled each day for review. Through this open communication we share ideas through different levels of staff and leverage experience vs. young creativity to address company challenges. At the same time, senior employees are developing new staff while new staff is challenging the status quo.

Synchronization/Automation

We supply what you need, in the amount you need, when you need it, and in the order, you need it.

By doing so, communication between each department will be refreshed. Quality improvement, lead time reduction, inventory reduction, etc. are also achieved based on in-depth discussions to forecast present and future needs. Implementing our special machines, jigs, and tables in-house we promote automation processes that helps eliminate timely processing.

Hands-on training

Practice, not lectures, is the core of TPS activities

The most important thing is to learn through hands-on training at the manufacturing site. Solve our problems with trainers. We are building an organization in line with our company.

Identify the improvement from daily work and link them to the major improvements to improve quality. By eliminating waste from improvements and reducing the burden on staff, production increase as a result. At Yamamoto Manufacturing, superiors work closely with staff to promote TPS activities to achieve this.

