

*Toyota's Prius hybrid passenger automobile was developed with a 50% reduction in time-to-market, despite completely new technologies in the battery, electrical control and motor subsystems.*

How do Japanese corporations achieve such remarkable competitive advantage in developing their products?

They have world-class tools and methods, but so do you—so do each of your major competitors.

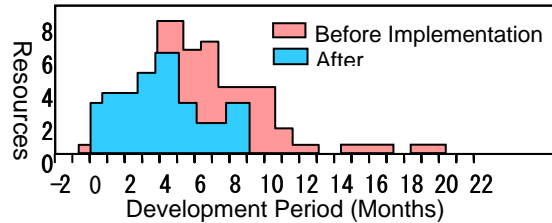
The difference? Many Japanese and several Western corporations have learned how to apply Lean Manufacturing (Just-In-Time, or JIT) principles to the knowledge work of product development.

		JIT Principles as applied for:	
		Production	Knowledge Worker
Information exchange	KANBAN Card		Visualized Planning
Progress management	Visual Control		
Loss & Waste	Defect and Repair		Non-value-added time
	Unnecessary Stock		Unsolved problems; Over-solved problems
Automation	Production Line		Autonomous attitude
	Robot		Clear target and objective
Driver for change	PDCA Cycle (Plan-Do-Check-Act)		PDCA Cycle for Knowledge Worker

JIT for knowledge workers is called 'oobeya' in Japan, named for the 'big conference room' where project teams meet to visualize their work.

QV System, Inc. has developed and adapted 'oobeya' into a Visual Management approach for Western corporations. With the experience of more than 25 implementations in the West, we have proven ways to help companies change unconscious time-killing behavior into productive work habits.

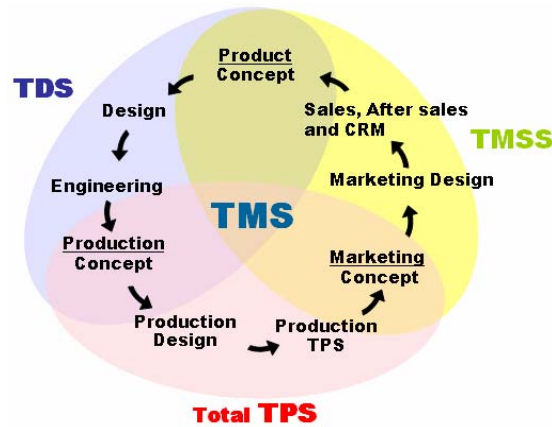
When engineering teams reduce product development time, it's natural that the expense of development will also fall—even the expense of prototypes is reduced because fewer are needed.



*The 'payoff' from practicing new work habits can be astounding, even in a pilot implementation.*

Visual Management is the human-side approach which also allows corporations to adapt the engineering process improvement disciplines of Toyota in order to achieve significant continuing improvements in delivery, quality, cost and reliability.

With our partners, Toyota Engineering Corporation (TEC), we offer seminars in all the processes of the Toyota Management System (TMS).



*Toyota Management System: Total Toyota Production System (TPS), Toyota Marketing & Sales System (TMSS) and Toyota Development System (TDS)*

## Who should attend the Toyota Development System Seminar?

Executives, managers, engineers and their team leaders can gain immediate, practical insight into the practices of TDS:

# One-Day Seminar: Toyota Development System



- ‘Pull’ Development and Simultaneous Engineering
- Design Review Process
- Design-to-Cost
- Feedback System (Knowledge Management)
- Technical Know-How
- Production Concept

Participants will have a ‘hands-on’ opportunity to see TDS in action in a demonstration project room.

Managers and executives can gauge the impact of Toyota Development System, assess the cost of current practices and estimate the gains from having more new products to market, more quickly.

Managers can also get direct experience of the improvements in work habit and work process with the ‘Main R&D Board’ in our demonstration project room.

**Seminar Leaders** include one or more Toyota Engineering Corporation content experts.



**Takashi Tanaka** has implemented Visual Management for more than 25 Western corporations. He began his career with a major Japanese consultancy, where he worked on ‘oobeya’ implementations at Toyota and other well-known Japanese corporations. He was graduated with a BSME from Osaka Industrial University, and holds an MBA from Oklahoma City University.



**Toshio Horikiri** is CEO of Toyota Engineering Corporation. He worked for Toyota Motor Corporation for 36 years, serving finally as Global Production Department, Far East Division, and General Manager; prior, as General Manager of Toyota Motomachi factory. His specialty is Total Toyota Production System, specifically the Production concept/design cycle. He was graduated with a BS in Aeronautics Engineering from Kyushu University, Japan.



**Yoshiki Inui** served as General Manager, Product Planning Department, and Chief Interior Designer, Style and Design Department, Toyota Motor Corporation. He also served as His career spanned 35 years. He was graduated with a BA

in Product Design, Kanazawa College of Art, in Japan.

Toyota Development System—Day Seminar Visual Management (“Oobeya”) and an overview of Toyota Development System		
Time	Activity	Comments
08:00-09:30	Lecture—Visual Management and TDS Overview	Study guide and ppt copy for participants
09:30-10:00	Question and answer	
10:00-10:15	Break	
10:15-11:15	Table discussion #1 The Elements of Toyota Development System	Table leader discussion
11:15-12:00	Table reports	Table leaders or designated member
12:00-13:00	Lunch	
13:00-13:45	Question and answer	
13:45-15:00	Demonstration room—Visual Management of a Project, and VM for Design Review Improvement	
15:00-15:15	Break	
15:15-16:00	Table discussion #2 Corporation impact of VM and TDS	Table leader discussion
16:00-16:30	Table reports	Table leader or designated member
16:30-17:00	Wrap-up	

*For more information, contact:*  
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