REPORT
KAIZEN JAPAN TOUR for XXX Group

April 19-25, 2015
Japan, Nagoya

A Journey to Discover the REAL KAIZEN

KAI Change
ZEN Good
“Change for the better”
Kaizen = Continuous Improvement (CI)
...by Everybody! Everyday! Everywhere!

April 2015
XXX Group
KAIZEN Japan Tour
Participants;
## Tour Schedule

### Schedule, Sun 19th April – Sat 25th April

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
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<tr>
<td>Sunday 19 April</td>
<td>Arrival to Nagoya</td>
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| Monday 20 April    | AM: Orientation, Lecture and Training Session with Professor Kunisawa  
                      PM: Sekisui Heim                                                                                 |
| Tuesday 21 April   | AM: TOYOTA Motomachi Plant  
                      PM: Discussions with Professor Kunisawa and Mr. Furuya, Director of Quality Control  
                      Department, Toyota Motors                                                                         |
| Wednesday 22 April | AM: Gifu Shatai  
                      PM: Travel to Yamaguchi                                                                             |
| Thursday 23 April  | AM: Ube Industries accompanied by Professor Kunisawa  
                      PM: Travel to Kyoto                                                                                 |
| Friday 24 April    | AM: Uokuni Sohonsha  
                      PM: Lecture by Mr. Masaaki Imai, Book Presentation and Wrap-Up                                      |
| Saturday 25 April  | Departure from Nagoya                                                                               |

- The program timetable may be affected by traffic conditions, etc.
- We reserve the right to change the program due to unforeseen circumstances
Day 1 – welcome and orientation

Prof Kunisawa
Visit to Sekisui Heim

This company makes steel and wood based, factory made houses. The house seen here is a typical product!

Believe it or not!
This house is typically assembled on site in 8 hours!
The house from inside...
Day 2 - TOYOTA Motomachi Plant

No more photos as photography was not permitted
Discussions with Mr. Furuya, G.M of TQM, Department, Toyota Motors (a rare opportunity indeed)
Day 3 - Gifu Shatai - a good example of one JIT/ FLOW..

No more photos as photography is not permitted
Day 4 - Ube – group of companies
Ube Industries – cement plant and mining operations
Day 5 - Uokuni Sohonsha – a food services company sharing their Kaizen approach...
Lecture by Mr. Masaaki Imai and Book Presentation
Felicitations…
Relaxation, Dinners and Fellowship
Traveling and absorbing the culture...

Kyoto,
Visit to heritage sites..
Some take away from Japan..lessons from travel, from the streets, food and people...

Every taxi has a parking spot..

A place for everything; everything in its place!

Taxi are gleaming… reflects the pride in the job? .
Clean..Clean..Clean

Not a speck!

Surprisingly no dustbins on the streets too!

Every road has guide tiles for the visually impaired!
Shinkansen..the bullet train – gets even faster!
MAGLEV announced when we were in Japan!
Attention for details..Quality in daily life.. Seen at the dining table too!
Japan – where Grace, Politeness, Tradition and Technology combine in harmony in daily life!
About the Tour…
More Details..
What is a Kaizen Tour?
A Kaizen Tour Experience is a best practice benchmarking tour of world class lean companies. It is a full-immersion experience in the lean culture. The Kaizen tour is designed to open our eyes, broaden our horizons, deepen our understanding of lean practices and ultimately transform our attitudes about what is possible through Kaizen (continuous improvement).

What will we see?
We will see the philosophy, the tools and systems of lean in action. Each company demonstrates excellence in the fundamentals such as 5S, visual management, employee engagement, problem solving, standardized work, quality mindset, focus on safety, continuous flow, intelligent automation and much more. It is a sign of their commitment to Lean-thinking that our host companies are willing to show us the best of what they have done. By sharing their best practices with others, these companies are motivated and challenged to rise to a higher level of performance.

What will we learn?
We observe the actual workplace (Gemba) up close. We learn from the leaders of companies who have gone through lean transformations. The companies we visit have integrated the management philosophies with day to day execution of improvement activity. The results that they have generated over the years are impressive. The Tour program is designed to open our eyes, broaden our minds, and deepen perspectives about lean manufacturing.
JAPAN - NAGOYA

Arrival / Departure:

Chubu Centrair International Airport, Nagoya
Nagoya, the capital of Aichi Prefecture, is the fourth largest city in Japan. Located in the southwest of the central Japan, Nagoya is one of the most lively and stimulating cities with a population of over 2.2 million and it continues to develop as a center of commerce, culture and learning.

Nagoya city is an ancient foundation which has played a significant role through history, not only as a transport hub but also as the main city of the rich and fertile Nōbi Plain. The Nagoya Castle was constructed in the early 17th century and the town with its various industries has since developed around it. Over the last century, the port of Nagoya has grown to become the largest in Japan for international commercial shipping. Because of its excellent transport connections, Nagoya has become increasingly prosperous and is now the home of many significant industrial businesses, such as the automobile industry represented by Toyota Motor Corporation.
Transportation Recommendation

From Chubu Centrair International Airport ⇒ Nagoya Tokyu Hotel:

Nagoya Tokyu Hotel
Address: Japan, 〒460-0008 Aichi Prefecture, Nagoya-shi, 名古屋市中区栄4-6-8
Tel.: +81 52-251-2411

**TAXI**
Distance: 50km
Duration: about 60min
Costs: about 20,000 JPY

**AIRPORT SHUTTLE BUS directly to the Hotel:**
Bus stop #6
Operating 4 services a day, 1,000yen/adult.
Leave Airport à Arrive Hotel
1. 11:15 à 12:05
2. 15:15 à 16:05
3. 19:15 à 20:05
4. 22:15 à 23:05
Companies to be visited

Sekisui Heim
http://www.sekisuiheim.com
Sekisui Heim fabricate steel framed houses (10-14 a day) which are resistant to earthquakes. They are famous for having the best quality factory made houses as well as designing a “Zero energy cost” house using a combination of energy saving materials as well as solar power.

TOYOTA Motomachi Plant
http://www.toyota-global.com/
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.

Gifu Auto Body Co. Ltd.
www.gifubody.co.jp
Gifu Auto Body Co. Ltd. manufactures automobiles. The Company develops, manufactures, and sells automobiles of Toyota brand including Hiace series and ambulances.

Uokuni Sohonsha
http://www.uokuni-s.co.jp/
Uokuni Sohonsha is a food supply Services Company. Their motto is “Customer satisfaction is our highest joy.”

Ube Industries
http://www.ube-ind.co.jp/english/
Ube Industries is a chemical company manufacturing chemicals, plastics, battery materials, pharmaceuticals, cement, construction materials and machinery.
Tour Schedule

Hotel Information

19th - 22nd April (Check-In Time on 19th: 2pm)
Nagoya Tokyu Hotel
4-6-8 Sakae, Naka-ku, Nagoya
Tel. +81(0)52-251-2411

22nd - 23rd April
ANA Crowne Plaza Hotel Ube
8-1 Aioi-cho, Ube-shi
Tel. +81 (0)836-32-1112
http://www.anacrowneplaza-ube.jp/

23rd – 24th April
New Miyako Hotel
17 Nishikujoin-machi, Minami-ku, Kyoto
Tel. +81(0) 75-661-7111
http://www.miyakohotels.ne.jp/newmiyako/english/index.html/

24th – 25th April
Royal Park Hotel the Nagoya
3-23-13 MeiEki, Nakamura-ku, Nagoya
Tel. +81(0)52-300-1111
http://www.rph-the.co.jp/en/nagoya/
KAIZEN Staff to Accompany

KAIZEN Staff

KAIZEN Institute Consulting Group – Bilingual Consultant – Reiko Kano
KAIZEN Institute Consulting Group – Tour Coordinator/Guid – Kyoko Hata
KAIZEN Institute India/Africa/Middle East – Director & Partner – Jayanth Murthy
KAIZEN Institute Africa – Founding Partner & Chairman – Vinod Gonver

Contact Numbers in case of an emergency:
Reiko Kano: +81 90-7842-6851
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What to Bring

• Attire: Business casual for the company visits (No tie, Chino, shirt and blazer – for example)
• Host companies typically require participants to wear closed toe shoes
Do’s and Don’t’s

Do…

- **Expect to be surprised!**
  Japan is many things simultaneously: jam packed, non-stop mega-cities give way to mountain vistas, rural serenity, ancient temples and generations of fascinating history, culture and tradition.

- **Always remove your footwear** when entering a house, inn, restaurant or office. In general, if a building has a genkan (sunken foyer), you must exchange your shoes for slippers before stepping up into the building. You’ll know this is expected when you notice perfect rows of footwear by the door, or your host ushers you anxiously toward a pair of plastic flats.

- **Be enthusiastic when greeting someone**
  Greetings are of extreme importance in Japanese culture. A lazy greeting is regarded with the type of disdain that would accompany a limp handshake in parts of the West. The most common greetings are ohayo gozaimasu (good morning), konnichiwa (good day, used until late afternoon), konbanwa (good evening) and oyasuminasai (good night).

- **Use both hands**
  When accepting anything – a plate of food, a present, a business card – be sure to use two hands. In the case of a business card, when you hand yours over, make sure the type is right-side-up to the recipient.

- **Be punctual**
  In Japan, there is no such concept as being “fashionably late.” Nothing is more out of style than getting to an appointment after the appointed time. Be sure to get there when you said you would, or better still, get there early.

- **Keep your loose change**
  Tipping isn’t common in Japan and the staff may follow you out of the restaurant in order to give you back any money left behind.

- **Love the Japanese for their never-ending capacity to help you out, and they won’t stop until they do!**
Do’s and Don’t’s

Don’t…

- **Don’t forget to bow**
  Bowing is the traditional form of greeting in Japan. The bow can range from a small nod to a deep bow, although for foreigners the former suffices. The longer and deeper the bow, the stronger the emotion and respect expressed. Bows are performed with the back straight and the hands at the sides (boys or men) or clasped in the lap (girls and women), and with the eyes down.

- **Don’t be loud and obnoxious in public**, even after a night on Sake. The Japanese are a respectful people and whilst they like to drink and have fun, they don’t like making other people uncomfortable. The same logic applies to talking loudly or on the phone, when riding the train or subway.

- **Don’t pass food to other people using hashi (chopsticks)**
  This action is reminiscent of how the family of the deceased transfers the bones that are left after a cremation into the urn. Remember, too, not to stick your chopsticks into a bowl of rice, as it evokes incense sticks standing in sand, typical at funerals. Also, the act of stabbing chopsticks into food resembles an action devout Buddhists perform when offering ceremonial food to ancestors at the household shrine.

- **Don’t burp**
  Unlike in other parts of East Asia, burping is considered bad manners in Japan. It’s okay to slurp, though, when eating noodles or soup.

- **Don’t push and shove in rush hour commuting**
  There is no need to rush for trains or buses as they run very close schedules.

- **Don’t try to open taxi doors** as the driver will do this for you.

- **Don’t wear old socks 😊**
  Always take off your shoes or slippers if you are about to step onto a tatami mat (a traditional flooring). With all this shoe and slipper removal, remember to wear nice socks.
“Improvement and learning are endless and eternal.”

We wish you many valuable insights on the KAIZEN Japan Tour!