

The Key to Toyota's Strength

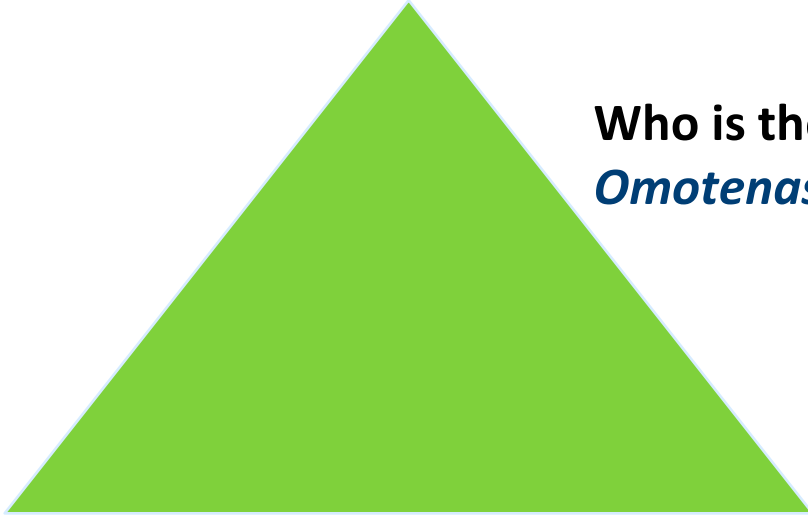
Improving Profitability & Quality
Simultaneously

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Dr. Shiba's Triangle



Focus on Customers



Who is the customer?
Omotenashi

Continuous Improvement

Total Participation

Kaizen +
Standardization
↓
Kaizen
↓
Kaizen +
Standardization
↓
Endless



PDCA
↓
SDCA
↓
PDCA
↓
SDCA

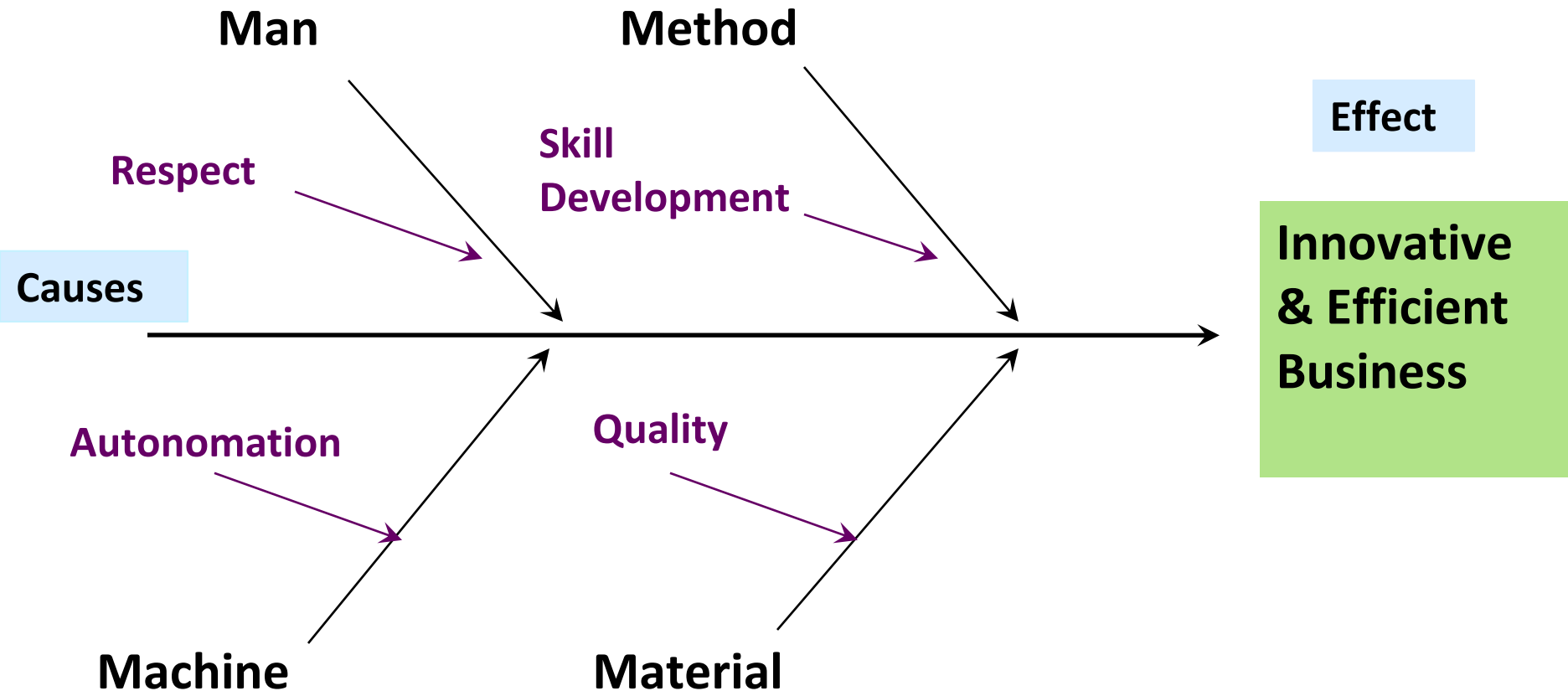


1. Autonomy
2. Respect for Humanity
3. Delegate Authority
↓
Creative Suggestions

Involvement
↓
Commitment
↓
Dedication

Root Cause Analysis

What factors create an innovative and efficient business?



Avoid the 3 M`s

Muri ムリ



Over Burden

Mura ムラ



Inconsistency

Muda ムダ



Waste

Key:

Price – Cost = Profit

Not...

Profit = Price – Cost

*Costs do not exist to be calculated;
costs exist to be reduced.

The 7 Wastes

1. Overproduction
2. Waiting
3. Conveyance
4. Processing
5. Inventory
6. Motion
7. Defects