



# Japan Lean Experience

שבוע ביפן

מרץ 2017

Lead. Win. Lean.

# מטרות

מזמינים אתכם לבקר במקום שבו הכל התחיל.

בואו ללמוד, לראות, לחוש ולחוות איך הדברים נראים במקום ממנו צמחה תרבות ה-Lean.

לצד למידה מתמשכת וימים גדושים בלימוד, מידע וכלים - תזכו להכיר עמיתים נוספים שעוברים את המסע שלכם בישראל ולקחת חלק בדיונים וסיעורי מוחות מרתקים וחשובים.

זה המקום ליצירת מודעות, הבנה ומוטיבציה להטמעת שינוי, בסביבה של מצוינות תפעולית.



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MAKOTO

LEAN  
ISRAEL  
LASTING FLEXIBILITY



# JAPAN LEAN EXPERIENCE

## Lean Israel

### 2017 Public Tour

March 5- 11, 2017



# Dates and Schedule



## Makoto PUBLIC Japan Lean Experience March 5 -11, 2017

	5-Mar Sunday	6-Mar Monday	7-Mar Tuesday	8-Mar Wednesday	9-Mar Thursday	10-Mar Friday	11-Mar Saturday
7:00		Breakfast	Breakfast	<b>5S Cleaning Activity at TSK</b>	Breakfast	Breakfast	
8:00		Transportation by Chartered Coach	Transportation by Chartered Coach	Breakfast			
9:00		<b>Orientation to Japan</b> (Business) Culture	<b>Tour Avex</b> <i>Driving the Right Behavior</i>		<b>Tour Ricoh</b> <i>Setting up for success Why we need standard work</i>	<b>Tour Kikuya Cleaners</b> <i>Principles of TPS to drive value to the customer</i>	Depart (NRT or HND)
10:00				<b>Tour Tokai Shinei (TSK)</b> <i>The role of Leadership and the power of cleaning</i>			
11:00	Arrival to Chubu Airport (NGO)	<b>Toyota</b> <i>See the Standard</i>					
12:00			Lunch	Lunch session with Company President	Lunch		
13:00		Lunch				Lunch	
14:00			<b>Tour AEON Retail</b> <i>Employee suggestions for Customer Satisfaction</i>	<b>Discussion on TSK</b>	<b>Tour Yamato Logistics</b> <i>Structure of continuous flow</i>	<b>Final Wrap up</b>	
15:00		<b>Special Session with Ex-Toyota Executive</b> <i>"The Role of Top Management in a Lean organization"</i>					
16:00			Transfer to Ena	Transfer to Tokyo by Bullet train		<b>Enjoy Teppan</b> <i>Start of the Shift Meeting</i>	
17:00			<b>Discussion on Avex and AEON</b>		<b>Discussion</b>	Dinner at Teppan	
18:00		Back to Nagoya	Enjoy Japanese Ryokan and hotsprings	Walk around Tokyo			
19:00	Dinner	Dinner	Traditional Japanese style dinner	Dinner	Dinner	Karaoke	
20:00							
	Hotel in Nagoya		Traditional Japanese Inn		Hotel in Tokyo		
	Legend	Tour of Company	Transportation	Meeting	Fun / Tourism		

# Dates and Schedule



## March 5 (Sun)

- Arrival to Japan  
Nagoya Centrair Airport (NGO) - Nagoya

## March 6 (Mon)

- **Orientation** *“Japanese Culture & Lean Thinking”*
- **Tour Toyota** *“See the Standard”*
- **Special Lecture & Discussion with Mr. Harada**  
*ex-CEO of Toyota in Taiwan “The Role of Top Management”*

## March 7 (Tue)

- **Tour AVEX** (Toyota Supplier) *“Driving the right behavior”*
- **Tour AEON Retail**  
*“Employee suggestions for customer satisfaction”*
- **Discussions on AVEX and AEON Retail**

## March 8 (Wed)

- **Experience 5S Cleaning with TSK Gemba**
- **Tour TSK & Lunch Session with President**  
*“The Role of Leadership and the Power of Cleaning”*
- **Discussion on TSK**

## March 9 (Thur)

- **Tour Ricoh Industry**  
*“Setting up for Success, why we need Standard Work”*
- **Tour Yamato Logistics**  
*“Structure of continuous flow”*
- **Discussions on Ricoh and Yamato**

## March 10 (Fri)

- **Tour Kikuya Cleaners**  
*“Principles of TPS to drive value to the customer”*
- **Final Discussion and Wrap up**
- **Tour Teppen restaurant, “Best Start of Shift Meeting”**

## March 11 (Sat )

- Depart from Japan  
Tokyo International Airport (NRT or HND)



# Cost and Payment Conditions Public Tour



- Price 6,800 USD (all inclusive – see below)
- **Special price for Lean Israel**

## Fee Includes:

- Facilitation, consulting and training
- Hotels, meals and ground transportation
- Guide and interpretation services

## Terms

- Deposit of 5,000 USD
- Full Payment due Feb 24, 2017

## Fee does not include:

- Travel to and from Japan
- Purchase of personal items

## Cancellation Policy

- Within 30 days at 25% of price
- Within 15 days at 50% of price



## Understanding Japanese Business Culture

- Harmony concept / Strengths & Weaknesses of Japan
- How to behave so that companies will accept you and tell you the truth
- Different types of employment patterns in Japan

## Rules for getting the most out of the visits

- Group rules
- What kind of questions to ask
- How to apply to your own company

## Understanding how host company managers think / see things

- Once you understand their background, you can see things differently



# Logistics and Accommodation



## Hotels

- Western Style breakfasts for hotels
- Internet access

## Transportation

- First class on Bullet Trains
- Chartered coach for travel by bus
- Local trains and taxis



## Facilitation and Local coordination

- Bi-lingual staff
- Fully chaperoned meals
- Wi-Fi internet connection while mobile
- Meet at airport
- Discussion & Learnings after each visit
- Cultural activities mixed in throughout



# Facilitation



## Everyday will generally follow the following format:

1. Introduction on the tour site to understand what to learn from them
2. Company explanation, tour and Q&A
3. Discussion as a team what was seen and how it applies to us.
4. Training based on team requests

Each site is designed to “stretch” the traditional understanding of Lean so that participants come away with a clear understanding of what good looks like for them.

Facilitation will be done by Makoto staff who has experience implementing Lean in both Japan and the West. They can help translate the concepts seen in how they apply in our operations.



# After Visit Debriefing



After each tour and throughout the experience, we will spend significant time in discussion covering major topics such as:

- a) What did we see / hear that we liked?
- b) How can we apply the thinking to our own operations?
- c) What are the next steps needed?

At the end of the week, we will:

- a) Discuss what changes we can make when we get back.
- b) How to apply what we learned in our personal work.



# Training / Guest Speakers during the week

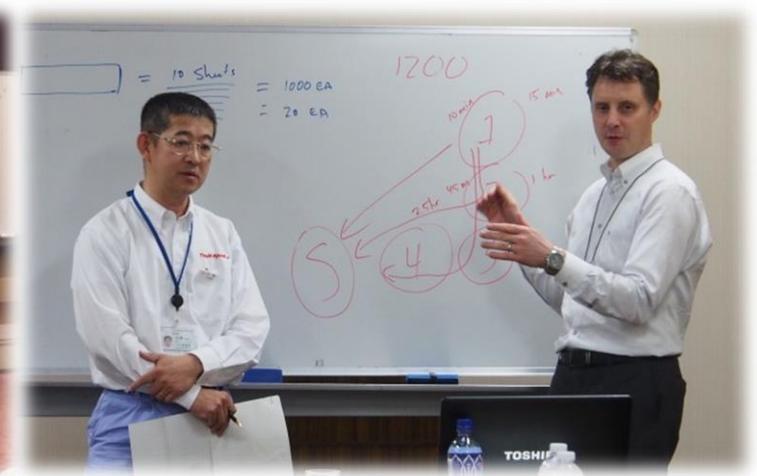
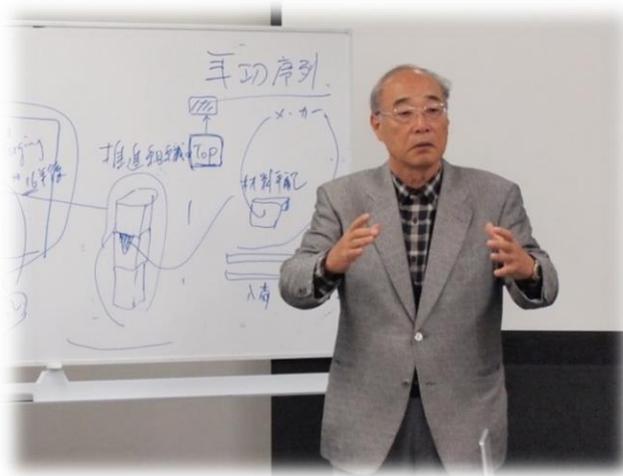
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We will cover topics of interest with from our Senior Consultants or call in a guest speaker to talk on a topic that is important to your team.

- Question and Answer with the guest speaker
- Customized learning for the team
- Examples from other companies
- Work on plan forward together

Topics will be decided and agreed upon but on the spot questions are welcome



# About Makoto Investments



## Business

- Lean Transformations throughout the entire Value stream
- Lean / Innovation Benchmarking Tours
- Train the Trainer courses
- Portfolio enhancement (Helping with business purchases and mergers using lean to make the transition smoother)

## Unique offerings

- Boot camp style “Lean Leader Development Sessions” where people learn what it takes to be a Lean leader.
- Headquarter Kaizen – applying lean concepts to HQ functions like Finance, HR, R&D, Engineering and IT to help the whole company function better



## What does Makoto mean?



# 誠

The first “**Makoto**” means *SINCERITY*. People need to know you are sincere and that you see potential in them and the lean program. If you have their best in mind, then it is quite easy to get buy-in.

# 真

The second “**Makoto**” means *TRUTH*. One of the most important concepts is to know the truth and show the truth whether that be in visual or just sharing information. Without knowing the truth, the team cannot make the right decisions.

# 信

The third “**Makoto**” means *TRUST or BELIEF*. We believe in the potential of people which is why we invest in training, giving them time and authority to make changes. We look forward to them surprising us with their creativity.

The concept is to invest in each “**Makoto**” to create a vibrant and strong organization.

# Why Makoto?



- Unmatched Experience: Over 160 tours since 2000
- Lean Professionals: We aren't tour guides – we are transformational agents so can give the “behind the scenes” explanation
- We understand the difference between “I know” and “I can do”
- Quality of Experience: 90% of our tours are Repeat customers –you'll see why
- We have an active consulting office in Japan and are rooted in the community
- We have many connections in Japan and access – many times exclusive – to over 150 sites and many great lean thinkers
- We have done benchmarking tours in China / USA / Europe as well so we know how to facilitate discussions and learning
- Interpreters are fully versed in Lean and are native speakers in English / Japanese. (no accents)
- Lean deployment experience in manufacturing, service, healthcare, finance, R&D

# Photo Gallery

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