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ALWAYS A  
**BETTER WAY**

# Toyota Way Practice in the Management

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**First of all ...**

**Why do we work?**

**Then, next ...**

**Why (for what purpose)  
does the company exist?**

# There are so many jobs in the world



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# Customer First



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We work for the Customers

Satisfied customers will come back and buy your service or products again

**Customers will create your business**

# How to Satisfy with Customers?



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*Just what is needed,  
only when is needed,  
only in the quantity is needed*

**JUST IN TIME**



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# You need to keep Takt Time to realize “Just in Time”

• Production : 20.000units / month

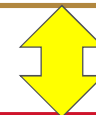
• Working day/month : 20days / month

• Production / day :  $20.000 / 20 = 1.000$ units/day

• Working hours / day : 8hours / day

• Production / hour :  $1000 / 8 = 125$  units / hour

• Production / minute :  $125 / 60 \approx 2$ units / minute



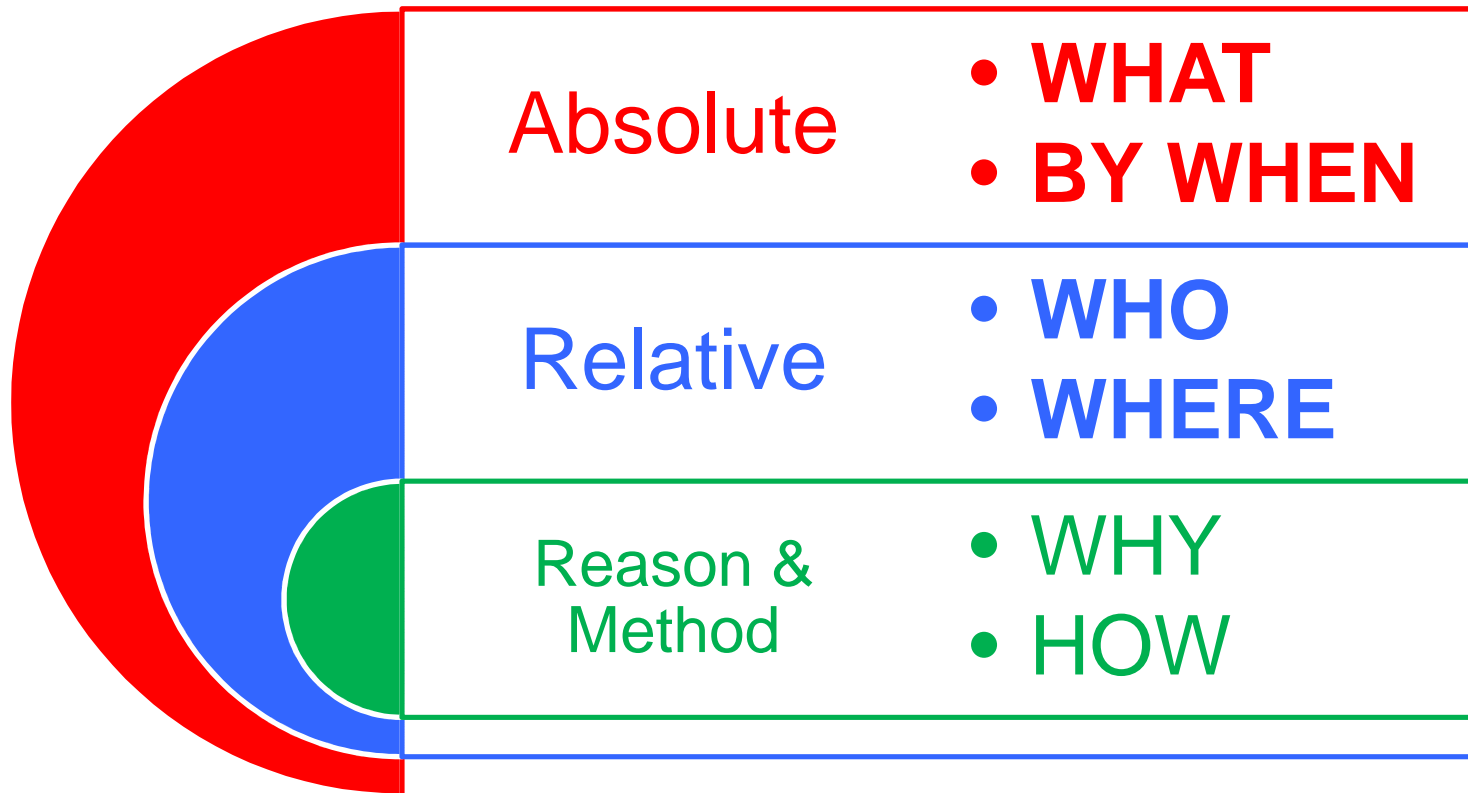
**1 unit / 30 Seconds**

# Focus your job on “What” and “by When”



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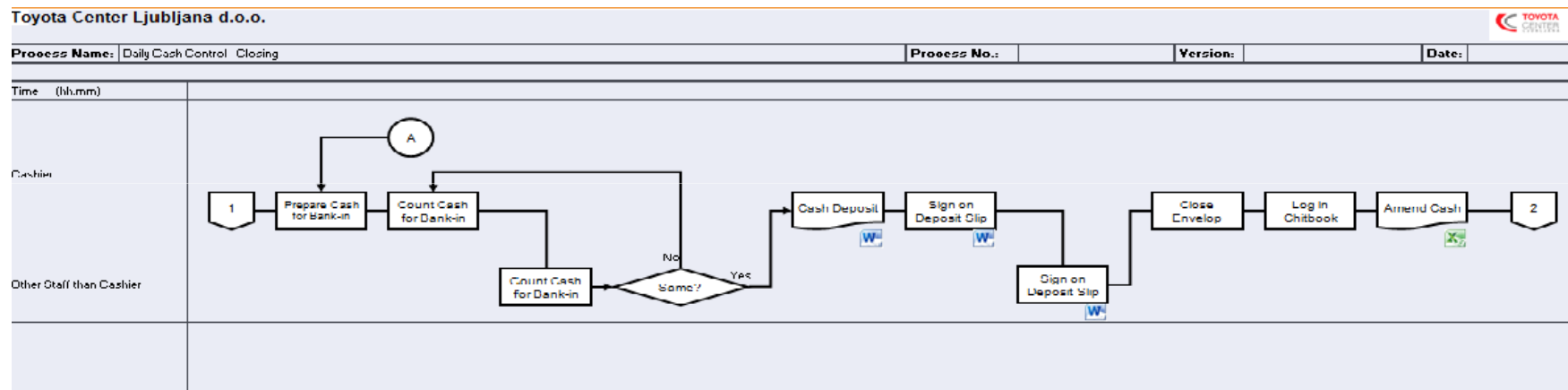


# Standard Work



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- Standard work ≠ Manual
- To be defined by Takt Time
- Standard work is always challenged by Change



✓ Problem is the opportunity for further **Kaizen** (Improvement)

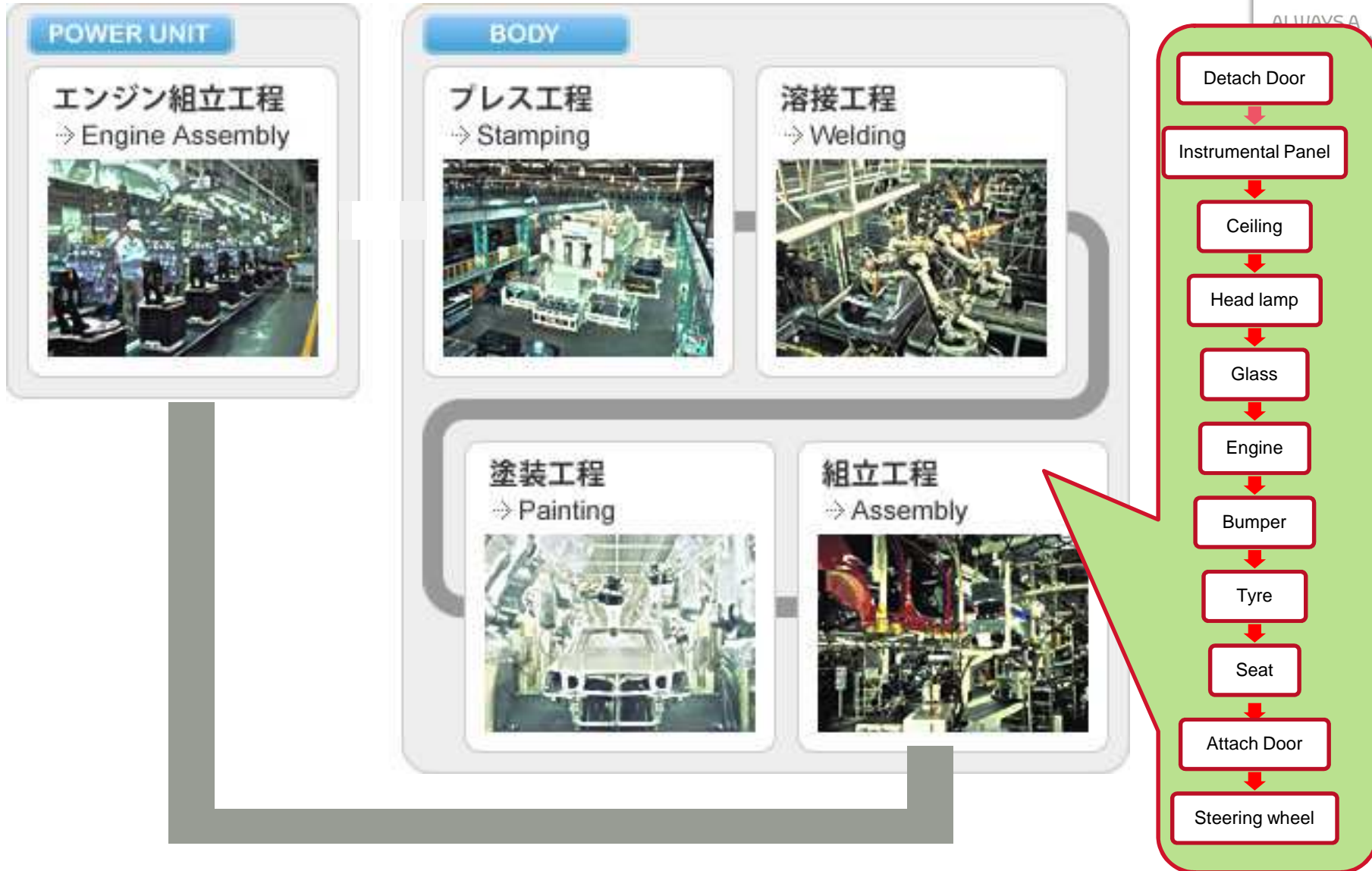
✓ Manager's task is to improve Standard work



# Production Flow is ...



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# KANBAN System



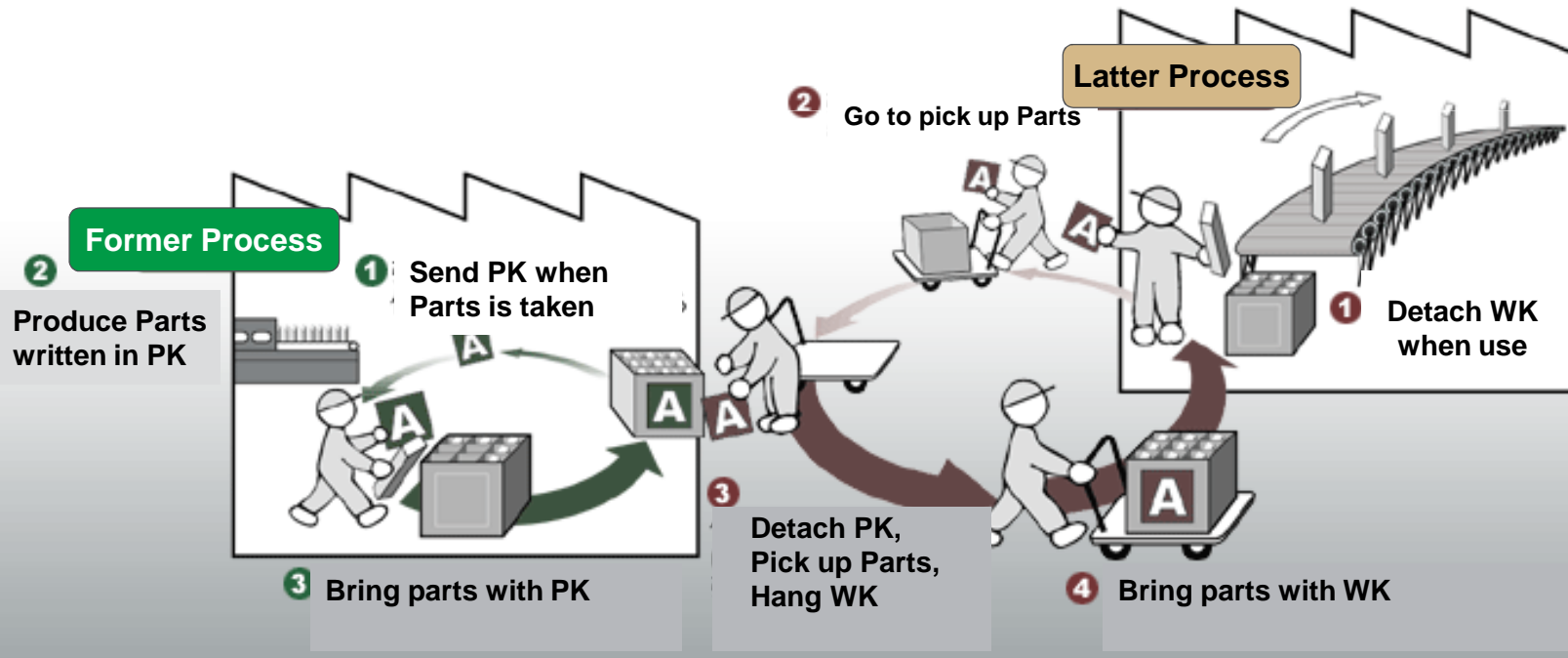
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## Concept of KANBAN system

### Production KANBAN (PK)

### Withdrawal KANBAN (WK)



# Eliminate Waste (Muda) and Improve Efficiency



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**Over Production**



**Wait too long**



**Over Delivery**



**Over Processing**

The only stock we can increase is



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- ✓ **Customer First**  
→ **Customer will create your business**
- ✓ **Customer Satisfaction is realized by Just in Time**
- ✓ **Just in Time is achieved by keeping Takt Time**
- ✓ **To keep Takt Time, make sure to do “What” and “By When”**
- ✓ **Production Line is run by Customer Demand**  
→ **Pull System**
- ✓ **Production Line is moving (Flow) without Stock**
- ✓ **Only available stock is People with Passion**