

Japan – An abundance of Learning Experiences

Books emerging from the West, such as “The machine that changed the World” , “lean Thinking” and “The Toyota Way”, have made considerable effort to capture knowledge about the world’s best practices that emerged from Japan.

Japan is the home of ‘operational excellence’. Management practices pioneered there are recognized as the world’s best as per findings of a published, five-year detailed research study conducted by scholars from America.



The knowledge is easily available, but what is missing is “profound knowledge”. Dr. Deming, the great guru of Quality always cautioned against the use of knowledge - “Knowledge is by itself dangerous; you need profound knowledge”



A well guided educational study tour to Toyota and other world-class Japanese companies along with team based and individual learning exercises in Japan, provides an opportunity to begin ascending from mere knowledge to ‘profound knowledge’



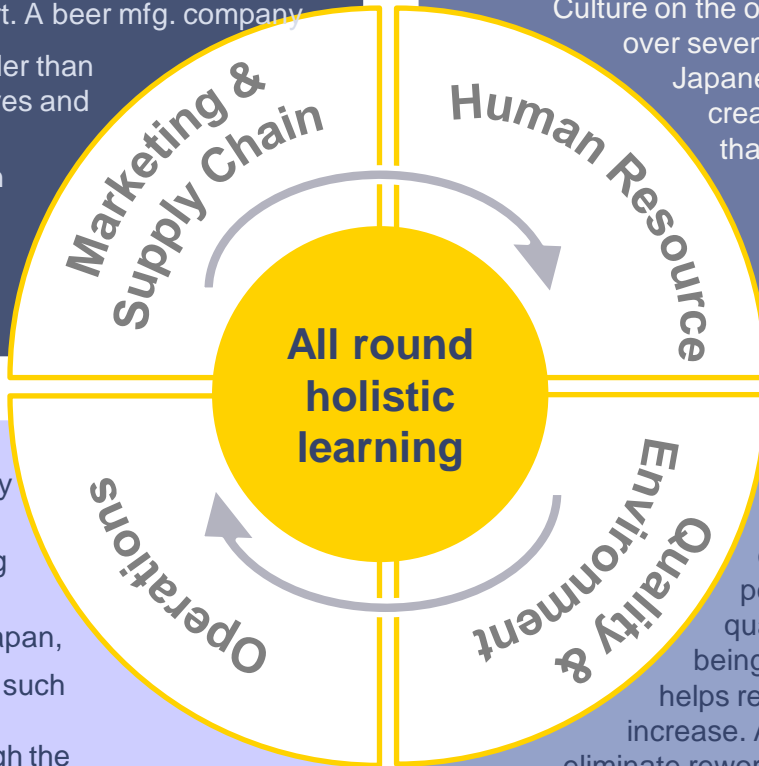
The learning opportunities through the executive development tour is not restricted to understanding world class practices in operations alone. An interesting element of the companies of visit and the experts' guidance is...

▶ An important principle of marketing is to constantly innovate! Companies choose innovation in product and align other functions to support. A beer mfg. company offered beer not older than 4 days on the shelves and strengthened their supply chain in order to make sure that the customer drinks only 'fresh' beer

▶ It is only a matter of a few months for competitors to replicate the product of a company, however unique it may be. Culture on the other hand is said to take over seven years to replicate. The Japanese companies have created a unique culture that has intrigued the world for decades. A unique and one of the most effective tool for people development tool - *Genchi gembutsu*

▶ Operational excellence is widely prevalent in both manufacturing as well as in the service sector in Japan, A glimpse of many such instances will be experienced through the company visits, training sessions and exposures planned out during the tour

▶ Japanese companies, realized early that contrary to the popular belief, improving quality or being environment friendly, helps reduce costs, rather than increase. A regular practice is to eliminate rework ensuring right quality in first attempt - implies high productivity. Likewise, zero emission, companies simply operate at 100% yield on the input material



Key highlights of the Executive Development Tour...

- ▶ Site visits & debriefing of the experience
- ▶ A first hand experience of world class best practices in different industries and organizations and innovation being part of organization culture



- ▶ GDs and interactions with experts and fellow executives during orientation sessions, bus tours and joint dinners
- ▶ Home stay with Japanese family to get a closer look at the rich Japanese culture*



- ▶ A profound understanding of the transformational techniques
- ▶ Networking opportunity with fellow leaders and executives
- ▶ Preview of how result oriented organizations control deliverables
- ▶ Experience of team learning based activities





Illustrative Itinerary & Visit Details

Day	Date	Morning	Afternoon	City
1	Day 1	(arrive at Narita Airport, evening)		Tokyo-1
2	Day 2	(Orientation)	<Visit-1> Company	Tokyo-2
3	Day 3	<Visit-2> Small & Medium Scale Company	<Visit-3> Company	Tokyo-3
4	Day 4	(Move to Nagoya)	<Visit-4> Company	Nagoya-1
5	Day 5	<Visit-5> Medium Scale Company		Nagoya-2
6	Day 6	<Visit-6> Company	(Review)	Nagoya-3
7	Day 7	(Leave for India from Centrea Aiport, morning)		

- ▶ Dates for the tour are: Yet to be frozen.
- ▶ Expected companies / industries to be covered during the tour are:
 - ▶ Toyota Motor Corporation
 - ▶ Asahi Breweries
 - ▶ Denso
 - ▶ Modular construction
 - ▶ Nippon Steel
 - ▶ Mitsubishi Electric
 - ▶ Retail
 - ▶ Supply Chain

Dr. G

- ▶ Dr. Shrinivas Gondhalekar
- ▶ Consulting in 'Lean & Beyond' over 15 years in over 25 countries across the world
- ▶ Only PhD in subject of 'Kaizen', globally
- ▶ Author of book on 'Differential Diagnosis
- ▶ Worked in oleo-chemical company 15 years
- ▶ Dean (Operations) at Welingkar Institute of Management in Mumbai, India
- ▶ Conducts industrial tours to Japan annually



Qualification:

- ▶ Chemical Engineering and Ph D from IIT (Indian Institute of Technology) Bombay
- ▶ Masters in Industrial Engineering
- ▶ Trained by AOTS (Association for Overseas Technical Scholarship) and APO (Asian Productivity Organization) in Japan



Nishi Podhar

- ▶ A competent professional with 8 years of experience in implementing Lean, Problem Solving & Performance Improvement tools in companies in India, as well as countries like UK, Switzerland, Sweden, and Czech Republic
- ▶ Trained under eminent industry and consultancy experts like Masaaki Imai Sensei – author of several best sellers like 'Gemba Kaizen', Dr. Gondhalekar – author of best seller 'Chronicles of a Quality Detective'
- ▶ Visited, observed & learnt the practical implementation of Japanese techniques at Toyota Motor Corporation.
- ▶ Instrumental in designing and conducting a Management Development Program (MDP) for Welingkar Institute, Mumbai in "Lean Operations Management" a certificate course for a major MNC
- ▶ Consulting & industry experience in companies like Ernst & Young Pvt. Ltd as Sr. Consultant in Advisory, Kansai Nerolac Paints Limited, as Manager – Corp. Mfg. Excellence and Kanzen Institute Asia Pacific Pvt. Ltd as consultant



About Altius Consulting Team

- ▶ ACT is a management consulting firm offering various advisory services to companies in India and overseas. ACT offers unique synergy of analytical skills, industrial insights and management consulting experience to its clients
- ▶ Our expertise lies in the areas of:
 - *Lean Six sigma implementation*
 - *Business planning & Growth strategy*
 - *Total productive maintenance*
 - *Equipment Reliability Maintenance*
 - *Costing & integrated financial models*
 - *Annual budgetary activities*
- ▶ Our consulting methodology is inspired by the holistic Japanese *Gemba* based philosophy of speedy diagnosis and implementation of best practices

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