

Challenge Towards World Class Manufacturing

Training course in Japan for EU executives and managers

- How do you become a World Class Manufacturer?
- Do you need to learn more about KAIZEN manufacturing methods excellence?
- How do you improve cost efficiency and manufacturing capabilities to increase performance?



Many advanced Japanese manufacturing firms have enjoyed considerable success largely through their adoption, use and development of unique manufacturing principles. Japanese production methods offer the best practice in production, cost deployment, quality assurance and lean production. The **World Class Manufacturing** programme provides an in-depth analysis of Japanese manufacturing methodology.

This **high-level mission in Japan** is aimed exclusively at EU Executives and Managers with knowledge of WCM and an engineering background. It assists the participants to acquire a better understanding of **TQC** (Total Quality Control), **TQM** (Total Quality Management), **TPM** (Total Productive Maintenance), **JIT** (Just In Time), **TIE** (Total Industrial Engineering) practices and the current **KAIZEN** manufacturing methods (continuous improvement).

The training course consists of lectures and workshops and European top decision-makers are able to visit some of the Japanese factories to understand the real "**Gemba**" (the production site), to talk directly with their production managers, and to observe the effective implementation of manufacturing methods. A preliminary visit to an industry applying WCM methods is held in Europe, as well as a Pre-departure briefing session, prior to the training in Japan.



Training dates: 2nd or 3rd week of June 2006*.

Application deadline date: 29 March 2006*.

Pre-departure briefing day: 9 - 10 May 2006

* Dates and course content are subject to modification

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- Interested in applying? Please contact us for application form.
- Mission report
If you wish to receive a previous report, please contact us.

FORMER PARTICIPANTS' TESTIMONIALS

Pierre Ravenel - Plant Manager - BPB plc - France.



"Having been involved with WCM for 20 years, I am convinced that Japan's manufacturing industry has continuously improved (KAIZEN) its production methods with the aim of achieving constant customer satisfaction. 'Total quality maintenance', 'just in time' and 'autonomous maintenance' are the WCM pillars. Based on regular and detailed training, people are managed in such a way as to reach high levels of result whilst looking continuously for the root cause of losses. This system has proved its high level of efficiency; so, as 'seeing is believing', the EU-Japan Centre's WCM course gives a great opportunity of demystifying the Japanese art of manufacturing thereby helping western people to do the same."

Waldo Pagani - Logistics Director - ELECTROLUX - Italy.



"My interest in the WCM 2004 was linked to a project of major changes recently launched in my company. The WCM 2004 course provided me with the fantastic opportunity to see how TQM, TQC and JIT are implemented in practice. I also had the great opportunity to understand how WCM Japanese companies approach and sustain the continuous improvement process in different ways. The Japanese approach, indeed, is of paramount importance, since many western companies often come to a standstill in their changing process precisely because they have not been able to cope with it appropriately. This journey (very well organised), therefore, has convinced us more than ever that we are going the right way".

TARGET SECTOR

Manufacturing companies from the EU Member States.

PARTICIPANT PROFILE

The candidates should be European Manager or Executive such as:

- Manager in manufacturing companies;
- Plant manager, director of Quality and Excellence;
- Manager Operation & Logistics;
- Division director or industrial director.

ELIGIBILITY

The candidates :

- must be citizens of an EU Member State;
- must work for an organisation that is >50% EU or Japanese-owned, or a subsidiary thereof;
- must be presented by their employer and be able to participate in the entire programme;
- must have a reasonable command of English;
- should have a minimum of 5 to 10 years' experience in industry;
- should have a good knowledge and practice of production methods of excellence.

SELECTION CRITERIA

The main criteria for selection are:

- the professional & educational background of the candidate;
- the production methods and production strategy in relation to KAIZEN, JIT & TQM of the applicant's company.

In order to ensure a high degree of personal attention, the number of participants in each programme is limited.

PROGRAMME OBJECTIVES

The purpose of the Pre-departure briefing and visit in Europe is:

- to learn about manufacturing practices in a non-Japanese business culture;
- to establish team roles for study mission visits;
- to act as the first step of the programme and thereby start the learning process.

The purpose of the mission in Japan is:

- to identify the world class manufacturing excellence;
- to understand Japanese production processes;
- to acquire a better understanding of TQC (Total Quality Control), TQM (Total Quality Management) practices, JIT (Just in Time) and the current "KAIZEN" manufacturing methods (continuous improvement) and WCM;
- to visit the real "GEMBA" (i.e. the production site in Japan);
- to obtain practical information about shop-floor activities;
- to observe how manufacturing methods such as TPM, applied IT and Concurrent Engineering are effectively implemented;
- to observe how Japanese companies optimise production efficiency and achieve lead time reduction.

PROGRAMME DESIGN AND CONTENT**Study block I: Lectures, seminars & panel discussions, presented by experts from Japanese industry covering subjects such as:**

- World Class Manufacturing
- TQC and TQM (Total Quality Control and Total Quality Management)
- Improving quality and customer satisfaction
- Attractive quality creation
- Latest developments in the field of 'Quality Function Development'
- Presentation of JIT (Just In Time)
- Lean production
- Cost deployment, Management of production costs
- Comparative study of customer/supplier relationships in Japan & Europe
- Latest trends in production planning and scheduling

Study block II: Visits to companies - in and around Tokyo, Kyoto & Nagoya. Preparation for company visits and post-visit reviews. The sectors of activity of the companies to be visited include:

- Chemical products and plastics
- Electronics / electrical industry
- IT equipment & computer peripherals
- Automobile industry
- Vehicule construction

COSTS

The EU-Japan Centre covers all costs directly related to the programme (i.e. conferences, seminars and transportation costs during group field trips). The participant's company is expected to cover the participant's travel costs to and from Japan as well as living expenses in Japan (including accommodation).

COURSE LEADER AND EU ADVISOR

The course leader is **Dr. Hajime Yamashina**, Professor at the Department of Precision Engineering, Graduate School of Engineering, Kyoto University. A worldwide authority on manufacturing strategies and practices, he is a Fellow of the Royal Society of Arts (UK), a Member of the Swedish Royal Academy of Engineering Sciences and the Director of the Japan Society of Plant Engineers.



The EU advisor is **Dr. Richard Keegan** - Enterprise Ireland, a specialist in the fields of World Class Business and Benchmarking. He has focused on adapting these concepts for SMEs, working closely with a large number of SMEs helping them to implement improvement actions. An author of several books on the topics, he is a lecturer at Trinity College. He has led the DG Enterprise & Industry Benchmarking Initiative and the European Benchmarking Forum and Network, for the European Commission.

TIMETABLE

Last session schedule - For your information only		
(the precise content and schedule of the WCM programmes to come are currently being determined)		
Day	Time	Content
Training course in Japan		
Sat 22 Oct or Sun 23 Oct 05		Arrive at Narita and stay at the Akasaka Prince Hotel, Tokyo
Mon 24 Oct 05	AM	Meet in the lobby of Akasaka Prince Hotel and move to the EU-Japan Centre
		Orientation at the Centre
	PM	Lecture 1: "Business strategies for the 21st Century and Attractive Quality Creation" by Prof. Kano, Tokyo University Science Lecture 2: "WCM, Japanese Way" by Prof. Yamashina, Kyoto University Welcome-cocktail in the Centre's lounge
Tue 25 Oct 05	AM	Lecture 3: "Nissan Production Way" by Mr. Ichikawa, NPW Promotion Department, Nissan Motor Co., Ltd.
	PM	Visit 1: NHK SPRINGS CO., LTD., Yokohama Facility (Top-ranked manufacturer of springs and seat) "TPS and TQM to improve operational excellence"
Wed 26 Oct 05	AM - PM	Visit 2: AISIN SEIKI CO., LTD., Kariya Plant in Nagoya (Auto parts manufacturer affiliated with Toyota Motor) "TPS and JIT of AISIN"
	PM	Move to Kyoto and check in Rihga Royal Hotel Kyoto (RRHK)
Thu 27 Oct 05	AM - PM	Visit 3: Daikin Industries Ltd., Shiga Plant (Largest manufacturer of air-conditioners) "Daikin Production System to meet fluctuating demands"
Fri 28 Oct 05	AM - PM	Visit 4: Yamauchi Corporation, Kyoto Osadano Factory (Composite chemical rubber manufacturer for CD, DVD, Video camera, having global share) "Concurrent engineering to improve productivity"
Sat 29 Oct 05	AM	Checkout RRHK and Kyoto Tour (Optional)
	PM	Move to Nagoya
Sun 30 Oct 05	AM - PM	Mid-term Session: Small group activity at Business Centre
Mon 31 Oct 05	AM - PM	Visit 5: IBIDEN CO., LTD., Aoyagi Plant (Carbide maker, diversified into building materials, electronic circuits) "IBIDEN TPM activities and New Product Development; DPF"
Tue 1 Nov 05	AM - PM	Preparation of the Report and Summing-up Presentation at the Centre
	PM	Summing-up session with Prof Yamashina and Conferment of the certificate
	PM	Farewell Cocktail at the Centre lounge
Wed 2 Nov 05 - Fly to Europe		
(*) The precise content of the 2006 programme and its schedule are currently being determined and are subject to modification		

CONTACT

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