



LEAN
BENCHMARKING

KAIKAKU TOUR



KAIZEN[®]
INSTITUTE



Gemba
Research[®]

THE KAIKAKU IS a transformational improvement event. The kaikaku seminar series offered by **Kaizen Institute** and **Gemba Research** include the **Japan Kaikaku Experience (JKE)**, a benchmarking tour of companies practicing lean manufacturing at world class levels. The **JKE** is a full-immersion experience in lean culture. The program is designed to open our eyes, broaden our minds, and deepen perspectives about lean manufacturing.



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Kaikaku

What is Lean Manufacturing?

Based on the Toyota Production System, lean manufacturing is a comprehensive management approach that engages people in creating systems that enable long-term prosperity. Lean manufacturing is a system that includes not only a proven set of tools for achieving breakthrough performance results but also a set of guiding principles for developing lean thinkers.

These include:

- » *Focus on the customer, internal and external*
- » *Set standards and improve them*
- » *Make problems visible*
- » *Empower people to solve problems*
- » *Go see for yourself (gemba principle)*
- » *Identify and remove waste*
- » *Create flow*
- » *Build quality into each process*

Lean manufacturing is built on the two pillars of continuous improvement and respect for humanity. Today lean is being adopted not only by manufacturers as the standard in modern manufacturing methods but increasingly by hospitals, governments and service industries.

What are the Benefits of a Kaikaku Experience?

THE BENEFITS OF the Kaikaku experience are ultimately measured by what we do differently after returning home. There are both “hard” benefits such as cost savings, and “soft” benefits such as changes in mindset and attitude. These “soft benefits” of the kaikaku experience include:

Soft Benefits -

- » *Remove specific doubts about how lean systems can be implemented*
- » *Fill gaps in knowledge or skills in applying lean tools*
- » *Understand that lean is much more than a set of tools*
- » *Recognize non-lean mindsets and behaviors in self and others*
- » *Develop a shared vision of excellence with members on the trip*
- » *Create a network of supportive people who are on the lean journey together*
- » *Raise motivation to try new ideas*

改善

Kaizen

The business transformation begins with the personal transformation. The “hard benefits” of the kaikaku experience include:

Hard Benefits -

- » *See specific cost reduction ideas that can be copied immediately*
- » *Calibrate performance metrics against world class benchmarks*
- » *Create a roadmap of how to achieve the next level of performance*
- » *Identify practices that are not creating value and can be stopped*
- » *Gain alignment towards a vision, saving months in meetings and debates*

“I now know what good looks like, and it’s a lot simpler than I thought it would be.”

*- Stephan LeBlanc, Director,
Bombardier Aeronautique*

Who Should Participate in a Kaikaku Experience?

THE IDEAL KAIKAKU is experienced as a team. The impact is greatest when two or more people from the same organization have the same experience, develop a common vision and commit together to improve towards it. The ideal size for one group is 15 – 20 people, but significant change can be made by groups of 5 – 10 people. We recommend forming a cross-functional group of leaders and influencers, from among the following:

- » *Business owners, executives and senior managers*
- » *Functional managers, middle managers, change agents*
- » *Supervisors, union representatives, informal opinion leaders*
- » *Trainers, lean experts, improvement specialists*

“The whole experience helped me in identifying what common themes from world class companies are applicable and what can be implemented in our facility in terms of culture/philosophy and infrastructures. It also helped me to certain extent in getting the support of my superiors because they were part of my ‘Kaikaku’ experience.”

*- Norman Mannacup,
Assistant Plant Manager, ITT*

Focused-theme Kaikaku groups targeting these individual peer groups is also very effective, once consensus has been established and a strong level of support exists for continuous improvement and lean manufacturing.



PARTNERSHIP

OVER THE PAST decade both Gemba Research and Kaizen Institute have developed relationships with over one hundred partner companies in our Kaikaku network.



● Kaikaku locations

Learning Lean Principles Hands-on

We combine tours to see world class manufacturing principles in action with in-depth classroom instruction in these lean manufacturing principles, and finally a series of practical exercises to confirm the learning. The practical activities include simulations and case studies within a training facility using manufacturing processes and parts. The hands-on activities may include:

- » Simulations to test how lean manufacturing systems such as kanban respond and adapt to various conditions
- » Case studies to design, implement and improve standardized work within a production process
- » Looking for waste, identifying root causes and developing countermeasures
- » Applying the kaizen process and the complete PDCA cycle
- » Documenting and presenting the problem solving story to other participants

Hands-on Kaizen Workshop Agenda

We offer 3-day, 4-day and 5-day courses. The core 3-day curriculum is built around learning lean theory in the class room, learning through observation and practical activities. Each workshop concludes with a summary and review of the learning, presentation of certificates and closing ceremony.



TOUR SITES LINEUP

IN OUR NETWORK, we have companies demonstrating the highest commitment and passion to continuous improvement and quality from across many industries and sizes. Ranging from 5 to 50 years of experience on the lean journey, our wide and varied kaikaku network allows us to customize the experience to see progressive levels of maturity.

SAMPLE KAIKAKU TOUR SITES LINEUP

TOYOTA ASSEMBLY (NEWLY MODIFIED PLANT)	<ul style="list-style-type: none">• Andon system where employees can “call for help” and get help from team leaders.• Job rotations every 2 hours.• Good visibility on how the right parts are delivered at the right time and to the right location.
AUTOMOTIVE SEATS SUPPLIER	<ul style="list-style-type: none">• A company so lean that a single worker assembles, checks and sends the seats to the customer without it being touched by QA.• Extensive layout changes accommodate the variability in demand.• We will hear from the consultants who helped them on their lean journey.
PLASTICS & RUBBER PARTS MANUFACTURE	<ul style="list-style-type: none">• You will love their interesting tools, especially from a BPS perspective.• Great at change point management.• Excellent machines shop visual management and internal kanban system.
CANDLE MANUFACTURE	<ul style="list-style-type: none">• They use 5S and cleaning to create an atmosphere where kaizen flourishes.• By being organized in the office and shop they have a higher chance of getting a good idea implemented.
MODULAR HOMES MANUFACTURE	<ul style="list-style-type: none">• High end customer homes constructed in a factory!• Employees are divided into teams that encourage skill development and best methods.• If you are challenged with mixed models and leveling, your problems will seem minor.
BEAUTY SALON (OPTIONAL)	<ul style="list-style-type: none">• A business turned around by kaizen tools such as visual management, root cause analysis, top-down approach to communications and no-person-left-behind kaizen.• AM meeting prepares everyone with required information and the right attitude.

“Great mix of companies, great guide, great networking opportunities... A life changing experience!”

-Lin Xiang Liang, Vice President, Esco Micro Pte Ltd

ABOUT KICG

GEMBA RESEARCH AND KAIZEN INSTITUTE have united to better serve clients worldwide in implementing rapid, sustainable improvement. The two companies have now merged their global operations to form the leading global lean management consultancy, Kaizen Institute Consulting Group (KICG). Together the two companies have over 100 kaizen benchmarking tours, and now the combined networks and resources allows us to offer an learning experience of unparalleled quality.



現場

About Gemba Research

Gemba Research is a global consulting and training firm focused on helping companies implement continuous improvement (CI) cultures based on the Toyota Production System. Founded in 1998, Gemba brings unique insights into the Lean management philosophy, based on the bilingual and bicultural backgrounds of its Japan-raised founders, Jon Miller and Brad Schmidt. Gemba is recognized worldwide as a through leader in the fields of kaizen, lean manufacturing and the Toyota Production System (TPS).

“I appreciated their strong commitment to the community and to their workers’ well being. What impressed me most however was the personal relationships Gemba had with the companies we visited which allowed us a close-up first hand look at how a company should be run. Their openness to our questions and their willingness to share some of their techniques stems from this relationship. I enjoyed the trip very much.”

-Zeke Morgan, Production Manager, Strasser Woodenworks

About Kaizen Institute

Kaizen Institute (KI) is the longest-running consulting firm dedicated to kaizen and lean implementation. The company helps global and local organizations achieve optimum performance through kaizen strategies. KI was founded in 1985 by Masaaki Imai, one of the original pioneers who brought kaizen, lean thinking and an understanding of Japanese management practices to the West. His 1986 book, “KAIZEN: The Key to Japan’s Competitive Success”, was a best-seller and THE milestone in the global spread of Lean practices.

FACILITATORS



Mr. Brad Schmidt is the cofounder of Gemba and a global consultant and trainer. He specializes in kaizen and the Toyota Production System. Brad was born and raised in Japan and is fluently bilingual. Brad has led over 60 Kaikaku trips and delivered lean training and coaching to hundreds of people in a dozen countries



Mr. Masaaki Imai founded the Kaizen Institute in 1985, guiding it to become the world leader in continuous improvement consulting and training. Mr. Imai has been studying, teaching and writing about Kaizen for the past three decades. He has authored numerous books about Kaizen, and has been recognized through various international awards. Mr. Imai continues to play a significant role as the Ambassador and visionary of the organization, while actively participating in conferences around the world spreading his unique, convincing message of Kaizen.

先生

sensei



Mr. Isao Kato worked for 28 years at Toyota Motor Corporation. He worked with Taiichi Ohno to establish the Toyota Production System (TPS) through employee training systems, skill development and human resource development. He has been an internal trainer for the Toyota Production System, responsible for teaching standardized work, Training Within Industry (TWI) and Kaizen at Toyota sites worldwide.

“I think the experience was very useful to confirm to me the importance of Lean transformation and to understand the more recent innovations introduced by the ‘Guru’ on Lean approach. Moreover, I intend this experience to other leaders inside my organization to spread the know how to more people.”

*- Giuliano Matteazzi,
Operations Director, ITT*

PRICING OPTIONS

IN ORDER TO make the lean benchmarking trip to Japan accessible to as many people as possible, we are pleased to present our innovative “Gold-Silver-Platinum” pricing system.

OPTION	PRICING LEVEL*	DESCRIPTION
HANDS-ON LEAN SEMINAR 3-DAY PACKAGE	Economy	See “Hands-on Kaizen Workshop” for details
GOLD STANDARD** 7-DAY	Standard	Full service tour, Q&A, sightseeing
GOLD STANDARD 2-6 DAYS	Fee reduction (per day less)	Tour, Q&A, sightseeing with reduced scope
SILVER VALUE*** PACKAGE	Reduce daily expense budget by request	Adjust hotel, transport, meal costs
EXECUTIVE PLATINUM**** PACKAGE	Increase daily expense budget for 5-star experience	Adjust hotel, transport, meal costs

* PRICING LEVEL: EXPENSES ARE INCLUDED IN THE FEES (DETAILS ON PRE-PAID EXPENSES ARE LISTED ON THE NEXT PAGE)

** GOLD STANDARD -

THE GOLD STANDARD PRICING REFLECTS OUR WORLD CLASS BENCHMARKING TRIP THAT IS A COMFORTABLE BUSINESS CLASS EXPERIENCE, BUT NOT LUXURIOUS. HOTELS ARE 3 OR 4 STARS (BASED ON LOCATION AND AVAILABILITY), THERE IS A CHOICE OF MEALS EACH NIGHT, AND RAIL AND COACH TRAVEL WITHIN JAPAN IS FIRST CLASS.

*** SILVER VALUE -

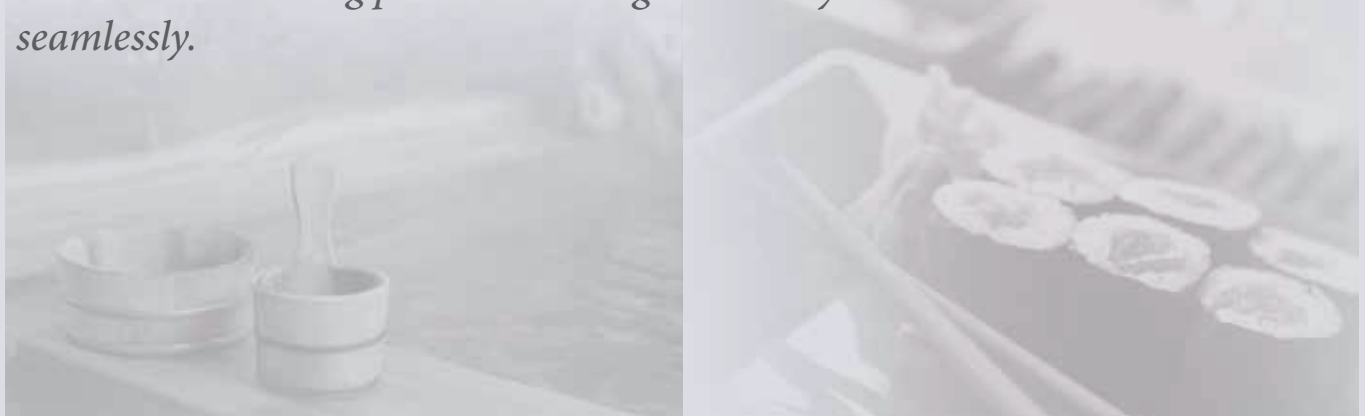
WHEN CLIENTS SELECT THE SILVER VALUE PACKAGE WE FIRST IDENTIFY A TARGET BUDGET AND PREPARE OPTIONS FOR HOTELS, MEALS AND TRANSPORTATION THAT WILL ALLOW US TO MEET THAT PRICE WITHOUT SACRIFICING COMFORT OR VALUE. WE ARE ABLE TO OFFER OPTIONS THAT MEET MOST REASONABLE BUDGETS.

**** EXECUTIVE PLATINUM -

FOR GROUPS THAT HAVE MORE FLEXIBILITY IN THEIR BUDGET AND WISH TO MAKE THEIR LEAN BENCHMARKING TRIP A FIRST CLASS EXPERIENCE WHENEVER POSSIBLE, WE OFFER VARIOUS OPTIONS TO UPGRADE ACCOMMODATIONS, MEALS, TRAVEL AND ENTERTAINMENT.

EXPENSES

We include various local expenses in the cost of participating in each of our Kaikaku Tours in Japan. This allows you to focus on learning and fully experiencing the lean cultures at the host companies, while our staff takes care of the logistics and arrangements. Our senior consultants and sensei facilitate the kaikaku learning process while logistics and your travel needs are handled seamlessly.



EXPENSES	INCLUDED	COMMENT
HOTELS	YES	STANDARD 3, 4, OR 5 STAR HOTELS
FOOD	YES	BREAKFAST, LUNCH, DINNER
ALCOHOL	NO	ADDITIONAL
AIRFARE	NO	ADDITIONAL
GROUND TRANSPORTATION IN JAPAN	YES	HIGH SPEED TRAIN, TAXI, CHARTERED BUS
GUIDE (1 PERSON)	YES	INCLUDED
FACILITATOR (1 PERSON)	YES	LARGE GROUPS MAY REQUIRE 2ND AT ADDITIONAL FEE
SENSEI	OPTIONAL	BY REQUEST

- § *Method of Payment:* We accept payment by wire transfer, major credit cards or bank check/money order.
- § *Deposit:* A deposit is required to reserve the place of every participant (public tours) or group (private tours).
- § *Payment Terms:* Full payment is due 30 days prior to the tour starting date. Tours may be cancelled at our discretion if payment is not received.
- § *Cancellations:* A 50% cancellation may be applied when a trip is cancelled or rescheduled within 60 business days of the starting date of the tour.
- § *Group Size:* The minimum number of participants for most groups is 10 people. The maximum effective group size is 20, with some exceptions. For larger groups we may require additional facilitators and guides, may be required to split the group during tours, or may be unable to visit certain sites.
- § *Selection of Tour Sites:* While we will make every effort to accommodate specific tour site requests for private and custom tour groups, we cannot always guarantee requests will be met.
- § *Tours of Competitors:* Some companies within our Kaikaku network do not prohibit competitors from our study tours. Tours to non-competitor companies within the same industry are often possible.
- § *Photography:* Taking photographs and video taping is not always allowed by our tour sites. We require that all participants respect the rules regarding photography at each site.

PARTICIPANT INFORMATION

NAME		DATE OF KAIKAKU TRIP	
COMPANY		NUMBER OF PARTICIPANTS	
ADDRESS			
CITY		STATE/ PROVINCE	
COUNTRY		ZIP/POSTAL CODE	
PHONE		MOBILE	
FAX		E-MAIL	

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