

Toyota Tsusho's Initiatives in Africa

With Africa, For Africa



T.Ochiai

Kaizen & Cost Reduction Dept

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Presence in Africa

Business network covering the whole of Africa, rich human resources



Since 1852



TOYOTA TSUSHO

Since 1922

Footprint: 53 countries
(Investment in 36 countries)

No. of employees: 15,500

Group companies: 165

Sales: 5.5 billion USD (2017)

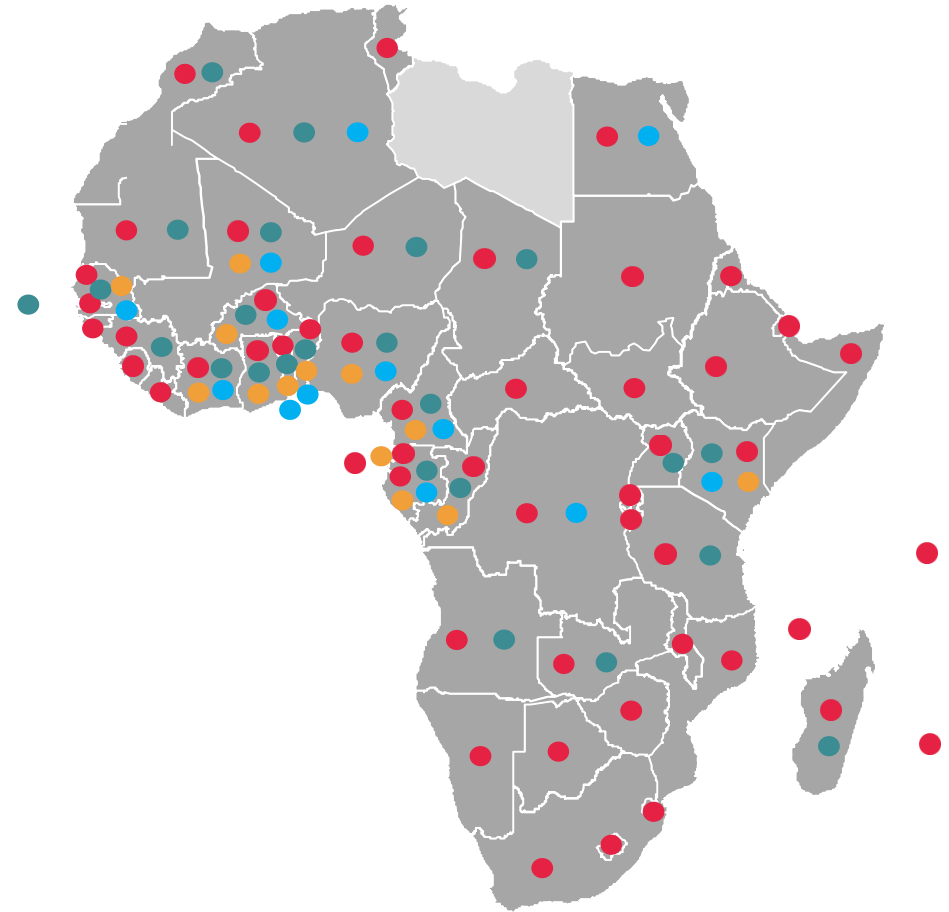
4 major businesses

Mobility

Healthcare

Consumer
Goods

Technology
& Energy



Vision for Africa

With Africa, For Africa



VISION

To be Africa's leading group responding to the needs and seeds of the region



Mobility



Healthcare



Consumer
Goods



Technology
& Energy

(1) Business creation (4 Business Fields)

(2) HR development

(3) Social contributions (Strategic CSR)

HR Development - Kaizen & Safety Activities

Applying Toyota spirits / ways and do-how in the working places

Safety (Anzen)

- Improving awareness on working place
- Starting from risk assessment at working place, logistics bases and production sites
- Implementing each type of safety training for all staff in all businesses



Classroom training scene



Warehouse site scene



Kaizen

- Developing "kaizen" as part of the company culture in all companies in Africa
- Implementing kaizen at production sites, realizing efficient operations. Starting with 5S: sifting, sorting, spick and span, sweeping and washing, and sustaining and discipline



Before introducing kaizen activities



After introducing





CSR - Providing Educational Opportunity

Implementing vocational trainings with the supports of local community

- Toyota Kenya Academy established in 2014
- Location: Nairobi (Toyota Kenya Business Park)
- 800 external students enrolled in 2017
- Fostering engineers in construction, farming & other machinery
- Enhancing human resources with next-generation leadership and management
- In cooperation with JICA and local universities.



Outside the academy



Training scene



Cultivation of Kaizen Culture

TOYOTA KENYA CULTURE= TKEN WAY

Customer Promise

We are committed to deliver our promise *"You will Love the Toyota Experience"*

Lifetime Value

We offer lifetime value to our customers

TQM / Kaizen

We strive to continuously improve our business and drive change.
"Kaizen –our way of life"



Respect

We respect people, make every effort to understand each other, and take responsibility to build mutual trust

Teamwork

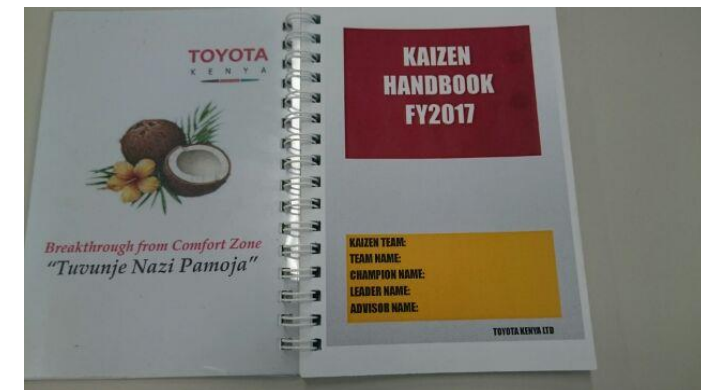
We stimulate personal and professional growth, share the opportunities of development, and maximize individual/team performance

OUR KAIZEN JOURNEY



FY2014 – Toyota Kenya Waku Doki Kaizen Expo

2017: All 660 staffs joined

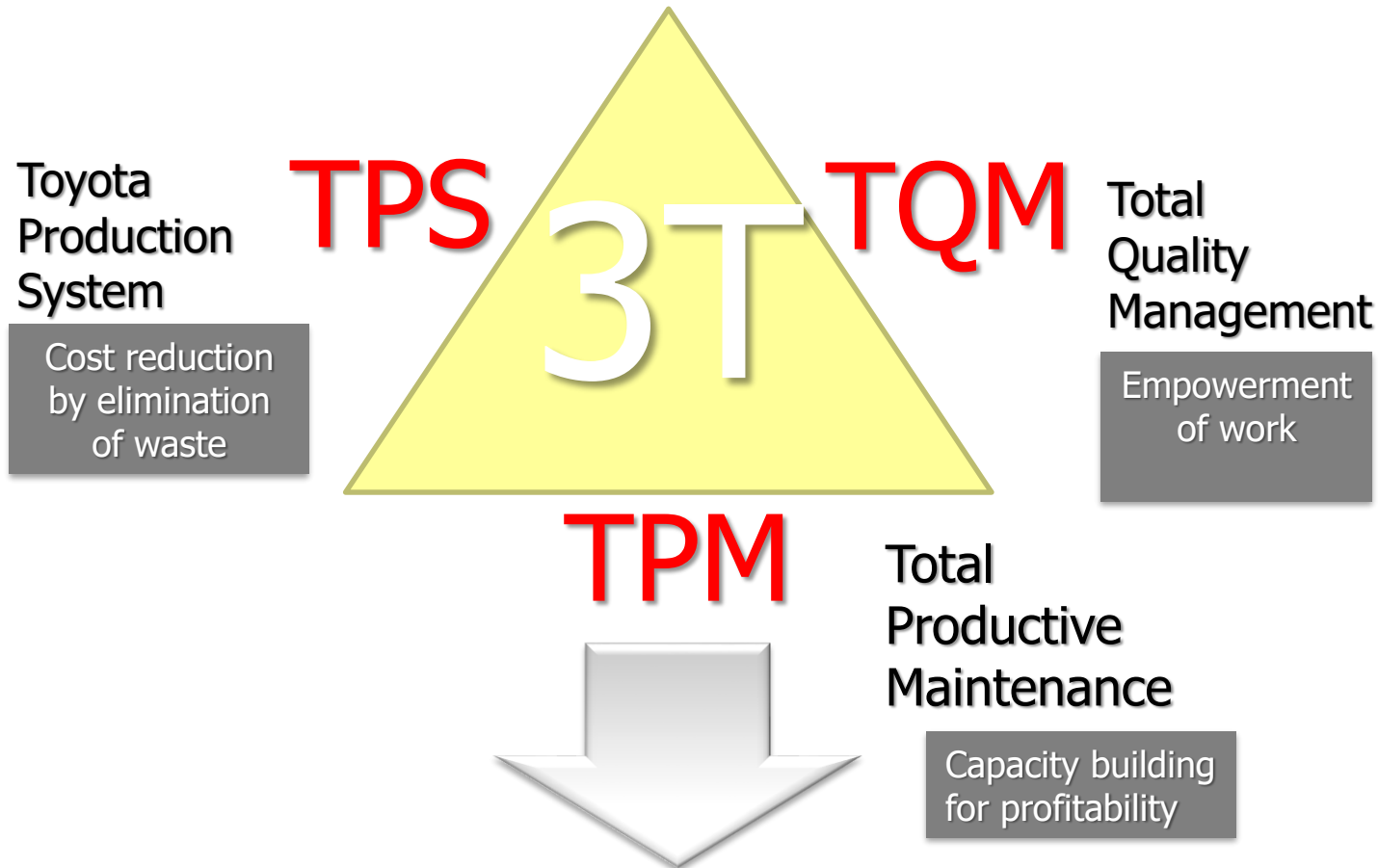


"Breakthrough from Comfort Zone"

Driving Force - TOYOTA & Toyota Group Companies

[Trinity for Our Strength]

[Important factors]



S	Safety
E	Environment
Q	Quality
D	Delivery
C	Cost

Continuous improvement



TPS House (system diagram)

Best Safety, Best Quality, Shortest Lead Time, Lowest Cost and Highest Moral

Kanban



One Piece flow (streamlining)



Just In Time

Team work Respect

Continuous kaizen

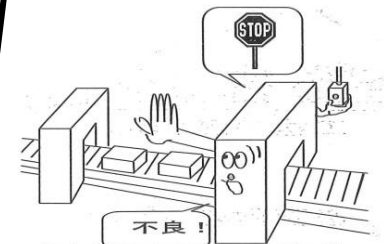
**Elimination of muda
Go & See
5 Whys**

**Jidoka
(Automation with human touch)**

Andon



Failsafe Devices



**Leveled production
Standardized Work
Visual management
Toyota Way**



**Kiichiro Toyoda
1894-1952**



**Sakichi Toyoda
1867-1930**

Example - TTC supported kaizen activities

Kaizen mindset building - From simple safety issue, 5S to streamlining





Achievement summary

INITIAL STEPS

#1: Safety & 5S: 168 improvement in 1 year



Delegated & maintained by local members

#2: Lead time reduction by streamlining



Improvement activities continued to stock reduction by kanban

ONGOING TOPICS

VISUAL PRODUCTION MANAGEMENT is done by precise production recording per shift plan/actual comparison



Shift	Plan	Actual	Remarks
Morning	73728	66800	
	64510	61676	
	80944	76500	
	75734	75734	
Afternoon	61924	61924	
	617024	617024	
	617560	617560	
	77481	77481	
Total: 204996			

Inventory control by KANBAN

Components stock = 60 → 30 → 14 days
Finished products = 160 → 60 → 30 days



Winning **GOLD AWARD** in Zonal Total Compliance Inspection Competition held by **Manufacturers Association of Nigeria**



- Maintaining of good daily habit resulting in award and recognition
- Good **understanding and commitment to kaizen** by local management

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