**KBJA Japan Study Trip**

**May 2019 Preparation & Itinerary\***

**Advance reading/viewing (see “Supplementary Learning” folder)**

Mandatory:

* View NUMMI video “NUMMI.NHK.English” in the shared Dropbox folder. (Tip – you can download it and watch on the flight over to Japan)

Recommended:

* Articles and other videos included in shared folder including:
  + Tessei Shinkansen Cleaning “7-minute Miracle”
  + Suggestions of Katie Anderson’s blog posts related to Japan and tour sites
* [“Tree Ring Management”](https://www.amazon.com/Tree-Ring-Management-LIBRARY-Hiroshi-Tsukakoshi-ebook/dp/B00V6E6QZC) (by Ina Foods Chairman Mr. Tsukakoshi)
* Any of the famous Toyota history books such as [“Machine that Changed the World”](https://www.amazon.com/Machine-That-Changed-World-Revolutionizing/dp/0743299795) or [“Lean Thinking”](https://www.amazon.com/Lean-Thinking-Corporation-Revised-Updated/dp/0743249275/ref=pd_sim_0_1/143-0267201-1218918?_encoding=UTF8&pd_rd_i=0743249275&pd_rd_r=09f731e1-54cb-11e9-9d3c-3b8481c1489b&pd_rd_w=Czclp&pd_rd_wg=eRTNL&pf_rd_p=90485860-83e9-4fd9-b838-b28a9b7fda30&pf_rd_r=1RWDWK6470ZAENQP1J46&psc=1&refRID=1RWDWK6470ZAENQP1J46)

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| Date | Time | Content | Focus Topics | Accommodation |
| **Sunday**  **May 12**  Note: Isao Yoshino will join us for dinner | afternoon | Arrive and check-into Hilton Nagoya  Day on your own. Suggested activities:   * [Toyota Commemorative Museum of Industry and Technology](http://www.tcmit.org/english/) – note that there is an English tour @2pm. Short taxi ride from Hilton. * [Nagoya Castle](https://www.nagoyajo.city.nagoya.jp/en/) – short walk or taxi ride from Hilton |  | [Hilton Nagoya](http://www3.hilton.com/en/hotels/japan/hilton-nagoya-NAGHITW/index.html)  3-3, SAKAE 1-CHOME, NAGOYA, NAKA-KU  460-0008, JAPAN  +81-52-212-1111  (3 nights) |
| 6pm | Welcome dinner (included)  Meet at Hilton Nagoya and walk over together. | Get to know each other! |
| **Monday**  **May 13**  Note: Isao Yoshino will join us all day | By 8am | Breakfast (included) |  |
| 8-9am | Orientation and welcome | Introductions  Review program  Cultural orientation  Discussion |
| 9-10:30 | Isao Yoshino - Lecture and discussion on history and leadership at Toyota | Manager’s role at Toyota  Regional history/context |
| 10:30-11am | Travel by bus |  |
| 11-noon | Lunch at Kura Sushi (included) | Visual systems  Pull system / one-piece flow  Waste reduction  Production control |
| Noon-12:30 | Travel by bus |  |
| 12:30-2pm | Tsuda Elementary School   * Observe lunchtime & school cleaning by children * Discussion with Tsuda Principal | Respect for environment & community  Mottainai – regret for waste  Standard work for cleaning and meals  Japanese educational focus |
| 2-3pm | Travel by Bus to Toyota City |  |
| 3-5pm | Isuzu Steel – Toyota Tier 3 supplier   * Walk shop floor * Discussion with Isuzu leader | Maintenance training (TPM)  Operator training  Safety & Quality management  Hoshin & visual management |
| 5-6pm | Travel by bus to Hilton Nagoya |  |
| 6-7pm | Discussion | Reflections on day  Prepare for next day |
| Evening | Dinner on own or join a group dinner (not included) – please advise KA and MT if you would like to join the group dinner. |  |
| **Tuesday**  **May 14**  Note: Isao Yoshino will join us through lunch | Optional | Morning walk/run to local temple before breakfast (weather permitting) | Cultural experience |
| By 8am | Breakfast (included) |  |
| 8-9am | Travel by bus to Toyota City |  |
| 9-11:30 | Mifune – Toyota Tier 2 Supplier   * Walk shop floor * Discussion with Chairman Mr. Umemura | Hoshin kanri  Visual management  SMED  Kanban  Mistake-proofing  Karakuri  Kaizen + Employee engagement  New shop layout |
| 11:30-noon | Travel by bus |  |
| Noon-1pm | Lunch (included) |  |
| 1-2pm | Travel by bus |  |
| 2-4pm | Toyota Motor Corporation   * Plant tour * Kaikan museum   \*note – no recording devices permitted\* | Pull system  Visual controls  Team leaders  Kanban  Kaizen  Toyota History  So much more! |
| 4-5pm | Travel by bus to Hilton Nagoya |  |
| 5:30-6:30 | Discussion |  |
| Evening | Dinner on own or join a group dinner (not included) – please advise KA and MT if you would like to join the group dinner. |  |
| **Wednesday**  **May 15**  Note: Isao Yoshino will join us until depart Ina for Tokyo | Before 7:30 | Breakfast (included) and check-out |  | [Hotel Metropolitan Marunouchi](https://www.hotelmetropolitanmarunouchi.jp/en)  1-7-12 Marunouchi Chiyoda  Tokyo Japan 100-0005  (1 night) |
| 7:30-10am | Travel by bus to Nagano region |  |
| 10-1:30 | Ina Food Industries   * Tour * Discussion with leaders * Lunch (included) at the Ina gardens | Starting with purpose  Long-term view  Respect for people and community  Innovation  Kaizen |
| 1:30-5pm | Travel by bus to Tokyo, plus rest stop to get snacks | Check out visual controls in the bathrooms |
| 5-5:45pm | Check into Hotel Metropolitan & walk to conference room (snacks will be provided) |  |
| 6-8pm | Mr. Teruo Yabe – former President of Tessei Shinkansen Cleaning Company   * Lecture and discussion * Tokyo Station tour with Mr. Yabe | “7-minute miracle”  Omotenashi (Japanese hospitality / customer service)  People engagement |
| Evening | Dinner (not included) on your own – lots of restaurants in the area to explore! |  |
| **Thursday**  **May 16** | By 7:10 | Breakfast (included) and leave bags at bell desk. Take small overnight bag with you. |  | [Ikaho Onsen](http://www.matsumotoro.com/)  [Matsumotoro Hotel](http://www.matsumotoro.com/)  (1 night) |
| 7:15-7:25 | Walk to Tokyo Station together |  |
| 7:30-9:45 | Travel by Shinkansen and bus to Ashikaga |  |
| 10-noon | [Ashikaga Red Cross Hospital](http://www.ashikaga.jrc.or.jp/en/about/index.html)   * Lecture and discussion with Dr. Satoru Komatsumoto, President * Visit the hospital units | Quality and patient safety  Kaizen, Quality Circles, and visual boards on hospital units  Patient satisfaction  Facility design |
| 12-12:30 | Travel by bus |  |
| 12:30-1:30 | Lunch (included) – joined by Ms. Noriko Ogura and Ms. Toshiko Kawanami | Enjoy discussion with two wonderful Japanese business leaders |
| 1:30-1:50 | Travel by bus |  |
| 2-4pm | Ogura Metal   * Overview * Walk plant floor * Discussion with Ms. Noriko Ogura, Vice President | 5S – Ashikaga Style  Ogura Production System  Theory of Constraints  People development  Production control and visual boards  Joy & revitalization of people and community  Female leadership |
| 4-5:30 | Travel by bus to Ikaho Onsen (Gunma) |  |
| 5:30-6:30 | Check-in | Experience a traditional Japanese ryokan (guest house) and hospitality |
| 6:30-8:30 | Celebration dinner together (included) and discussion/reflections | Wear your yukata to dinner! |
| Evening | Optional – onsen and karaoke | Cultural experience |
| **Friday**  **May 17**  Note: Isao Yoshino will join us for lunch and afternoon | Optional | Morning walk to temple and/or onsen | Cultural experience | [Hotel Metropolitan Marunouchi](https://www.hotelmetropolitanmarunouchi.jp/en)  1-7-12 Marunouchi Chiyoda  Tokyo Japan 100-0005  (1 night) |
| By 8:45 | Breakfast (included) and check-out |  |
| 8:45-9:45 | Travel by bus |  |
| 9:45-10:30 | Daruma temple in Takasaki | Cultural experience |
| 10:30-noon | Travel by bus and Shinkansen to Tokyo |  |
| Noon-1:30 | Lunch (included) and walk to conference room |  |
| 1:30-5pm | Mr. Isao Yoshino – lecture and discussion on hoshin kanri  Final discussion and reflections led by KA | Hoshin Kanri practices  Final reflections and take-aways |
| 7pm | Optional group dinner (not included) at [Andy’s Shin Hinamoto](http://www.andysfish.com/Shin-Hinomoto) – and night out in Tokyo! |  |
| **Saturday**  **May 18** |  | Check-out of hotel (unless you have booked to stay longer)  Travel home |  |

\* Note: itinerary subject to change. Times are estimates and may be adjusted each day.