



## LEAN Learning Journeys Japan

# **Lean Production and Leadership – Operational Excellence of Companies in Japan**

## **Description**

As of July 2023



Our Learning Journeys are **benchmark training trips** to Japan. They are scheduled for the duration of 8 days, starting on a Saturday and ending on the Saturday of the following week (departure from Europe on Friday, return and arrival in Europe on Sunday of the following week, see example below). We offer the possibility of an **Open Japan Seminar** for executives and improvement experts from various companies as well as an **Exclusive Japan Seminar** for a closed group of participants of a single company. The seminar language is German or English.

### About the Concept

The focus of the seminar is on two areas: The first is **Kaizen and LEAN production in application**. The second focus is the accompanying **leadership style** – the key success factor for any programme of LEAN reforms and of continuous improvement activities in general.

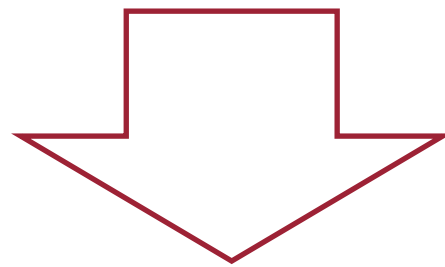
In addition to a **thorough introduction** to the philosophy and the management tools of LEAN production, the seminar provides a **unique insight** into the practice of selected flagship companies in Japan.

Unlike seminars offered by other providers our Learning Journey is not limited to company visits: In Japan, a qualified **evaluation** of the experience takes place. The **success factors for Kaizen and LEAN** are worked out in intensive group work. The aim is to gain **insights**, receive **suggestions** for individual LEAN and leadership work and thus give a **powerful impetus** to the improvement process in one's own company.

The concept is designed towards gaining **insights** into the success factors of LEAN and their **transfer**.



The decisive factor is the focus on the **implementation of measures** and the **improvement effect** that is achieved as a result. This is the standard by which the Learning Journeys are to be measured:



**Ultimately, the only thing that counts is what is later implemented in your own company.**





## Seminar Setup

The content preparation begins with a **webinar** on management and process reform at TESSEI. This is the service provider responsible for cleaning the Shinkansen express trains. The highly efficient cleaning process of passenger cars in Tokyo Station has gained international fame as the '**7-minute miracle**'. Behind the process is a change process and a corporate cultural revolution. The example of TESSEI can be used to learn a lot about change management, LEAN leadership and *Kaizen* in service processes. The webinar presents the management approach as well as the success factors of the reform in detail with articles and lecture videos.

Shortly before the start of the trip to Japan, a one-day **preparatory seminar** is held in Germany (or at the clients site). The foundations for understanding are laid with a **sound introduction** to the differences in practice between the Toyota Production System (TPS) in Japan and LEAN production in Europe.

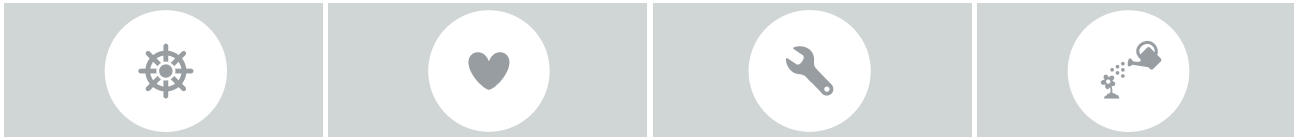
Furthermore, the evaluation methodology is explained and practiced, and groups are divided for group work.

In Japan, selected **showcase companies** will be visited. The focus of the respective company visits will be on the following topics

- on the instruments of *Kaizen* and LEAN production / management,
- on the management of the improvement process and on LEAN leadership.

During the **company visits**, effective LEAN leadership can be experienced; they offer suggestions and inspiration - things that inspire and have a lasting effect beyond the duration of the seminar. The seminar concept ensures a **qualified evaluation**. This takes place during the stay in several rounds of reflection and analysis as well as a final workshop. Here, findings are formulated and the LEAN success factors are worked out. All this is included in the documentation.





## Effect, Conditions and Registration

Our **online surveys** of participants from 2012 - 2022 have confirmed that this works and that corresponding improvement effects subsequently arise:

1 year after returning, over 70% of participants reported that

- concrete improvement measures had been implemented as well as
- a change in their leadership behavior had taken place,

so that not only the participants had a personal benefit, but also their companies had a concrete benefit. (The questions and answers of the online survey as well as its evaluation can be found on our website).

### Conditions

The participant fee for preparatory training in Europe and seminar week in Japan is **8500 EUR (net)**. The fee includes all program items such as preparatory training, webinar, company visits as well as travel costs within Japan (hotels, conference rooms, bus rentals); however, travel costs to and from Japan as well as evening meals are not included.

In principle, a Japan seminar can be carried out if the minimum number of participants required for the implementation is reached. This is 16 persons. The aim is to have a group of 20 participants. Unfortunately, the seminar is not suitable for persons with limited mobility due to the plant tours in the Japanese companies.

Detailed information and testimonials from participants of previous Japan seminars can be found at [www.rdinterlogue.com/en/japan-seminar](http://www.rdinterlogue.com/en/japan-seminar)

### Registration procedure

Registration for the seminar takes place in four steps:

1. Interested parties send their request informally by e-mail to [ditzer@interlogue.de](mailto:ditzer@interlogue.de) ('Information request').
2. We send our general terms and conditions as well as further information ('pre-contractual information') and ask for initial participant data.
3. The participants register personally ('contract offer').
4. We confirm - thus the participation is booked and a contract is concluded ('confirmation of the tour operator').

If you have any questions, please do not hesitate to contact us.

We would be pleased if you could refer any interested colleagues or persons to our seminar.

**If you are interested, we will be happy to add you to our mailing list. Simply register with your e-mail address at:**

[www.rdinterlogue.com/en/register](http://www.rdinterlogue.com/en/register)

Roman Ditzer

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## Programme in Japan

The **exemplary schedule** shows a typical programme of our eight-day seminar week in Japan with 4 - 5 company visits.

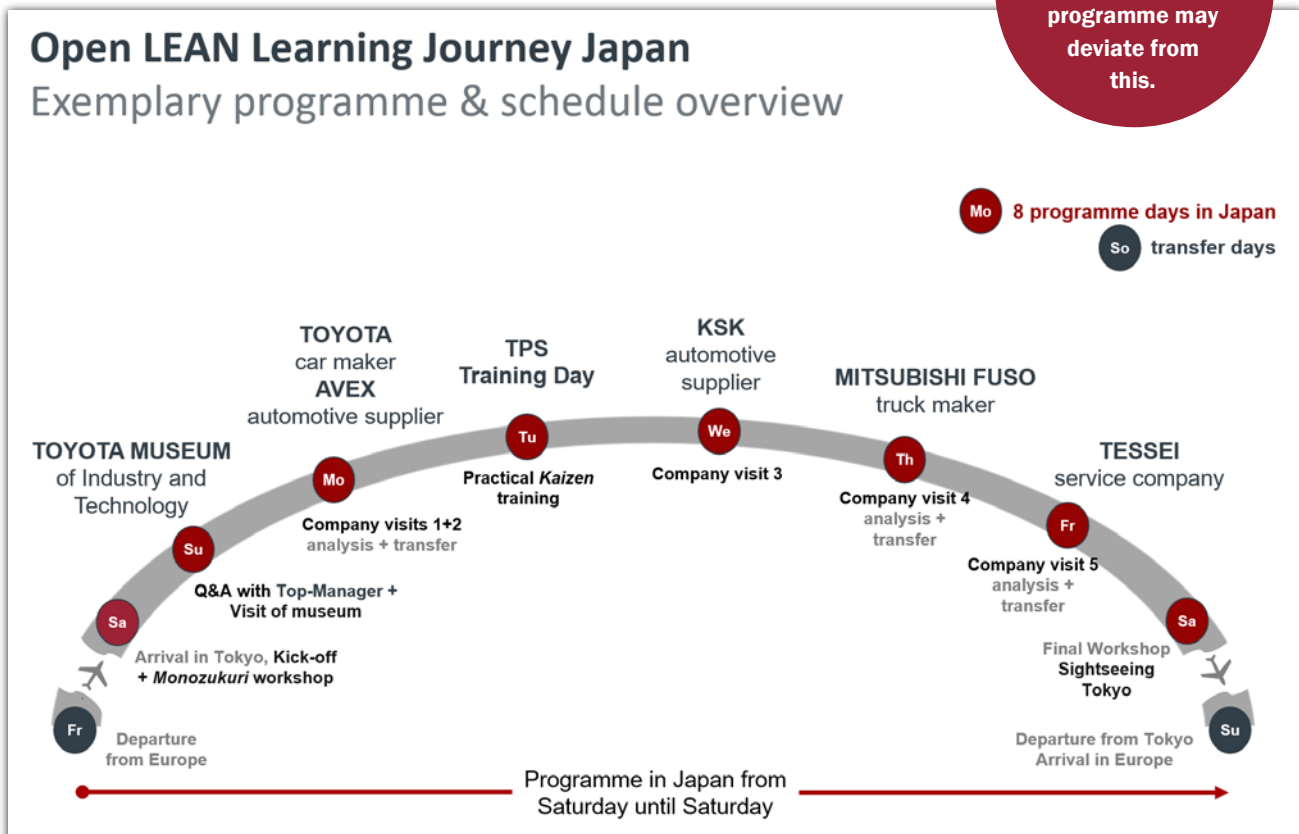
Travel to and from Japan is not part of the service package and is on an individual basis. Participants arrive in Tokyo on Saturday morning. The programme begins in the afternoon with a **hands-on workshop** which is also a **playful introduction** to the topic of **Monozukuri** – making things. On Sunday, there will be a question and answer session with Mr Yabe, already known from the TESSEI webinar beforehand, as well as a visit to the **Toyota Museum of Industrial Technology**.

Over the course of five weekdays, four to five factories of selected **LEAN showcase companies** will be visited.

The visits are complemented by a one-day **practical Kaizen training** under the guidance of former Toyota TPS trainers. The evaluation of the visits takes place in several rounds of intensive group work in **reflection & analysis sessions**. Overarching insights will be developed at the **final workshop** on Saturday, the last day of the programme.

**Sightseeing in Tokyo** and a final dinner together round off the programme. The return journey takes place on Sunday with arrival in Europe on the same day.

**!**  
Please note:  
Companies and programme may deviate from this.





## Scope of Services Learning Journey

- Organisation and running of the 'Learning Journey'
- Advance information to help participants prepare for the trip
- 'Seminar folder' (120 pages, digital) including articles on individual aspects such as leadership in Japanese lean enterprises, TPS and Japan
- Webinar with video lectures and articles on the TESSEI reform in advance
- One-day preparatory seminar in Europe in advance
- Introductory workshop on *Monozukuri* ('making things') in Japan
- Q&A session with Mr Yabe in Japan, a former top manager at TESSEI
- Four to five visits to showcase Japanese companies
- One-day hands-on *Kaizen* training by former Toyota TPS trainers in Japan
- Discussion sessions for evaluating the company visits and documenting the results
- Half-day city tour of Tokyo
- German-Japanese language mediation by two interpreters during your time in Japan
- Services of Dr Ditzer as accompanying consultant and interpreter:
  - Specialist presentations on LEAN and *Kaizen*
  - Expert commentary on Toyota, LEAN in Japan, *Kaizen* and TPS – before and after the company visits
  - Explanations about the Japanese economy, the Japanese automotive industry, as well as aspects of society, culture, country & people, etc.
  - Interpreting during the plant visits, Q&A sessions and management meetings
  - Facilitating the discussion sessions for evaluating the company visits
  - Tour guide, organisational support and supervision
- Travel costs:
  - International travel expenses for Dr Ditzer (business class return ticket) and accommodation for the introductory seminar in Europe
  - International travel expenses for Dr Ditzer (business class return ticket) to Japan
  - Travel expenses within Japan for participants and accompanying staff
  - Accommodation for participants and accompanying staff in Japan
  - Breakfast and lunch for participants and accompanying staff during their stay in Japan
  - Dinner for participants and accompanying staff on the first and last day in Japan
  - Conference rooms for the evaluation and discussion sessions
  - Bus transfer from / to the airport in Japan for the flight with the largest number of participants
  - Wi-Fi service during the bus journeys
- Evaluation and documentation files to all participants
- Certificate of qualification for all participants on the topics of LEAN production / management and *Kaizen* in Japan.

### Please note:

- The **international flights** of the participants are **not included** in this package. Travel to and from the hotel in Japan is at the participant's own expense.
- **Travel to and from the preparatory seminar** in Europe and, if applicable, **accommodation** of the participants on site are also not included.