

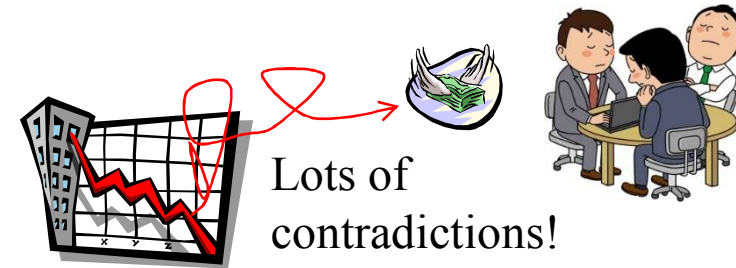
Secret stories by corporate consultants and outside corporate teachers

Such contradictions will bring a company to go bankrupt!

- 1, Companies to apologize by scandals
- 2, Company focusing some wrong general kaizen theories
- 3, Companies focusing on some wrong kaizen techniques
- 4, Companies looking for excellent young people without a strategy
- 5, Examples of new product makings neglecting customers' needs
- 6, Examples of reckless strategy development without self-analysis
- 7, Consulting activities neglecting management analysis

Series 1-7

Waste of time and money



When you will analysis some companies by using formal management skills, you will catch their strange activities.

Examples of strategy deployment failures



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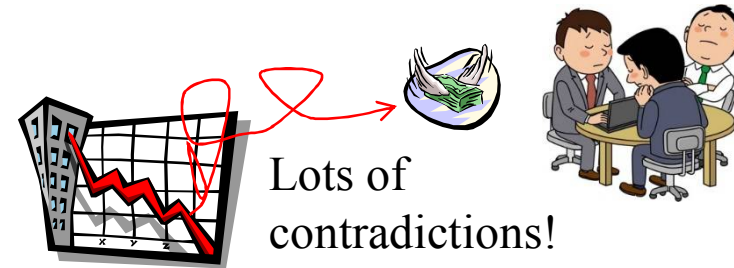
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Waste of time and money



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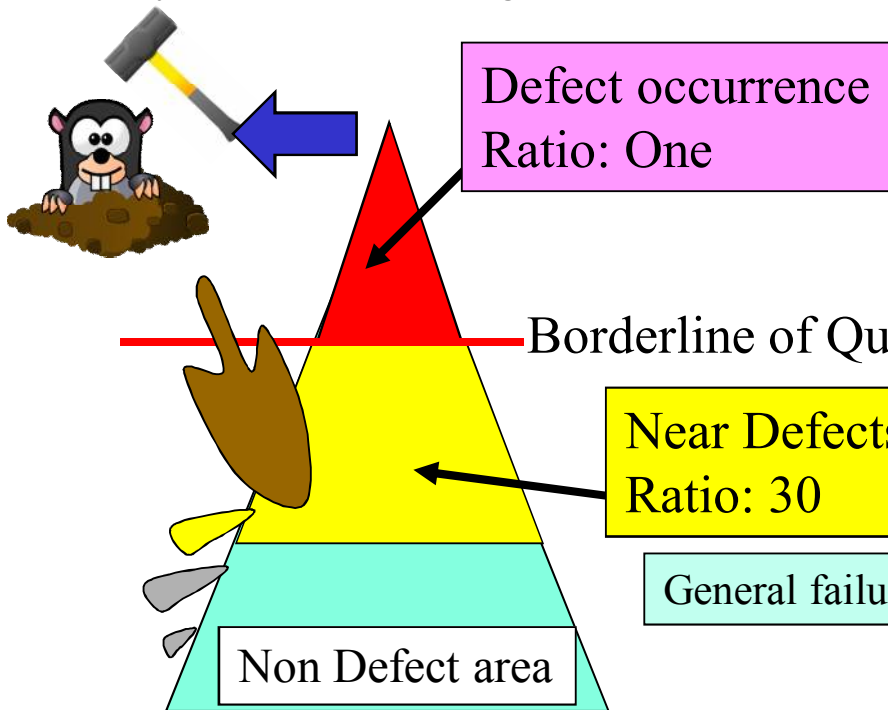
Examples of strategy deployment failures



# About Dantotsu quality approach

A reporter at the New York Times at the time of the Korean War in 1950 took pictures with a Japanese lens attached to a German camera. This picture accurately conveyed the misery of war to the world. At that time, the camera industry in Japan decided on the goal of the camera and began developing cameras.

Defect elimination measure after occurrence is One by one a mole bashing!



Japan camera makers Took Dantotsu quality approach

When Sir Hillary entered Everest in 1953, only the Japanese camera was able to take pictures!



Borderline of Quality standard

Near Defects Ratio: 30

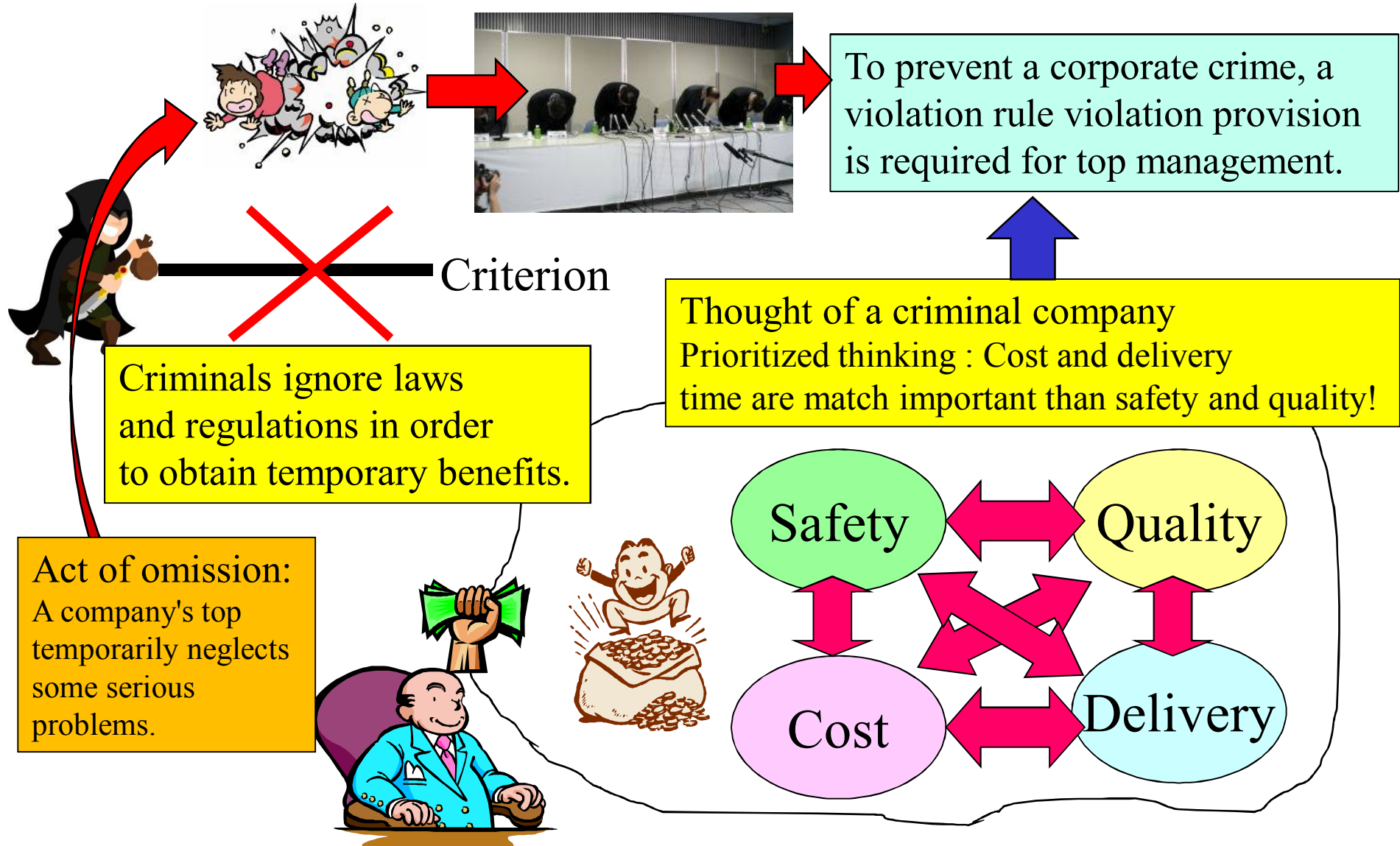
General failure-free approach

Collapse

This is the Dantotsu level

# Process from a fraud conducted to the apology

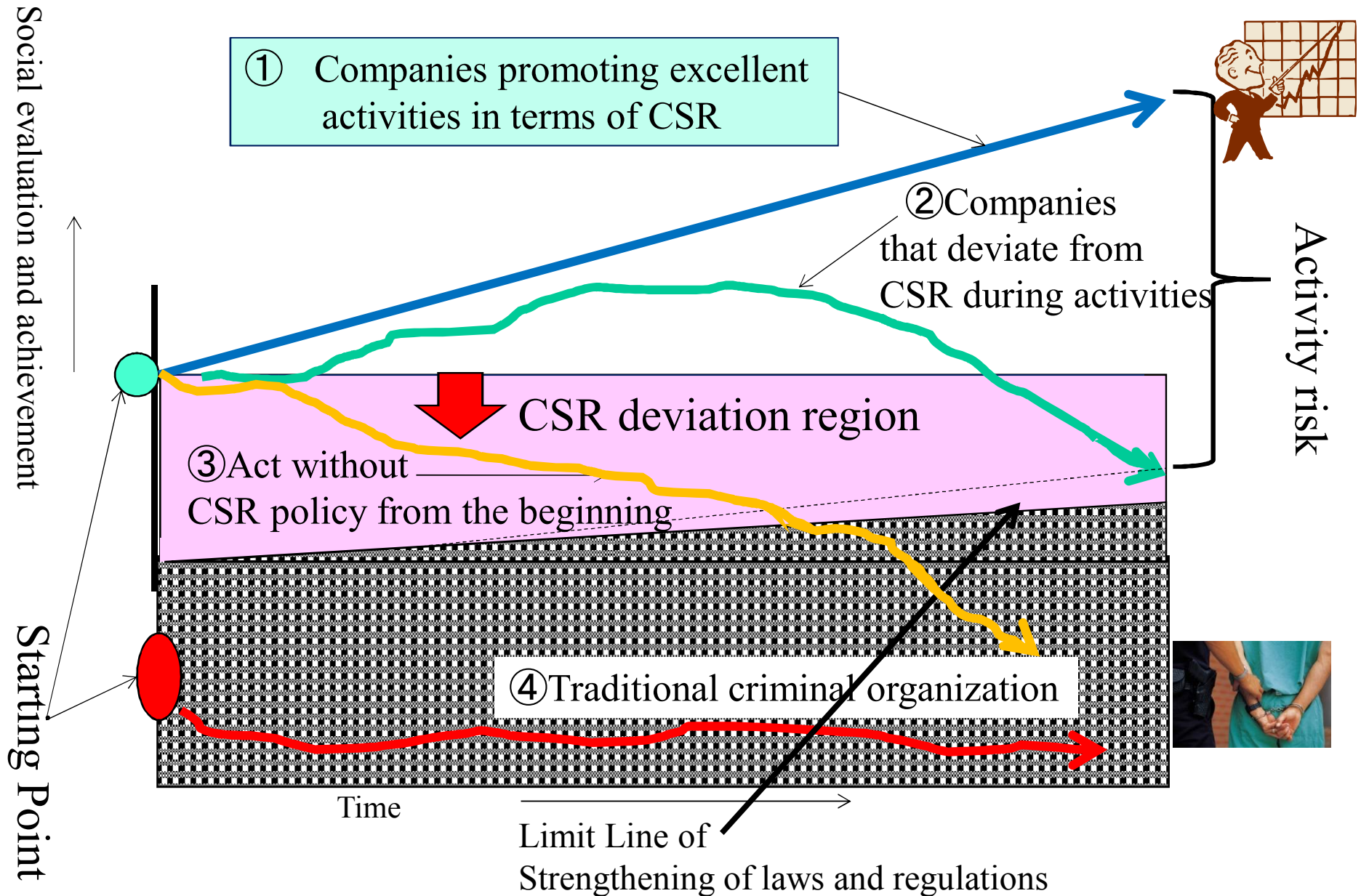
Disguise discovery ~ Apology!



# Cases of corporate crimes reported recently

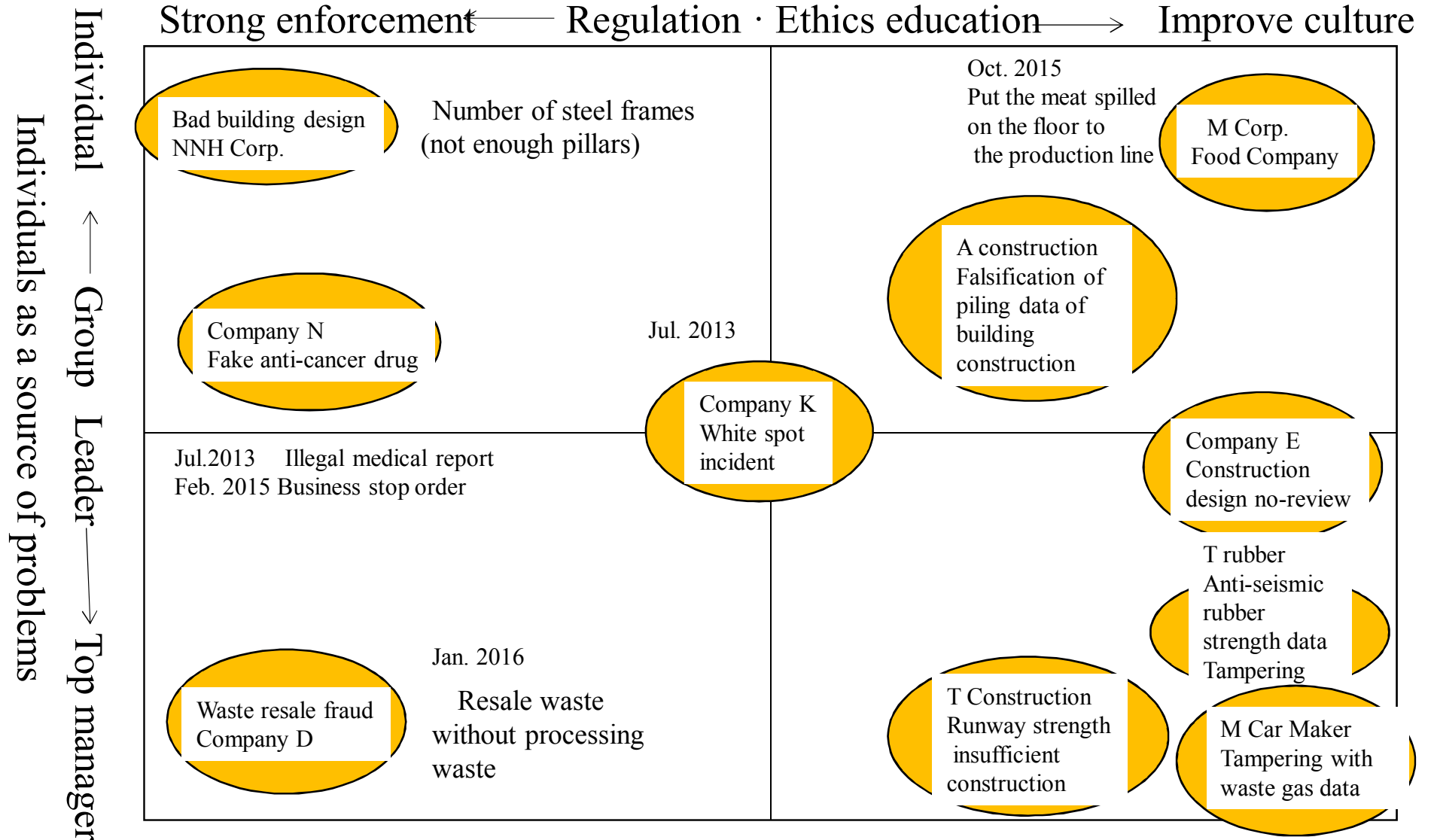
Company(issue)	違反行為の内容	対策費又は影響
M(Nov. 2017) Material manufacturer	Tampering case shipping products that do not satisfy the criteria with packing used for aircraft and automobiles, copper strips for parts for automobiles	Approximately ¥ 7.5 billion
S(Nov.2017) Material manufacturer	The alteration of data was discovered with 4% of shipment of aluminum and copper products (aluminum product: about 19,300 tons, copper product: about 2,200 tons, aluminum casting product: about 19,400 pieces	Claim countermeasure fee is unpublished (quality automatic monitoring facility investment 10 billion yen)
N(Oct.2017) Car Maker	Final inspection conducted by non-qualified workers	Sales are below 1 million units
S(Oct. 2017) Car Maker	Final inspection conducted by non-qualified workers(About 30years)	250 thousand units recall
M(Jan.2017) Car Maker	Disguised fuel performance, 8 models stop selling	Fund surcharge: 480 million yen, deficit: 150 billion yen
T(Aug.2015) Earthquake resistant rubber	Anti-earthquake rubber camouflage of buildings, 189 kinds of railway vehicle manufacturers and 18 shipbuilding affiliated companies delivered 87,804 illegal parts	By 2015 alone profit 61% reduction All the buildings were renovated
V(Nov.2015) Car Maker	Impersonation case on exhaust emission standard	Parts exchange: € 6.5 billion: ¥ 870 billion US penalty: \$ 18 billion

# Activities of various companies viewed from the CSR aspect

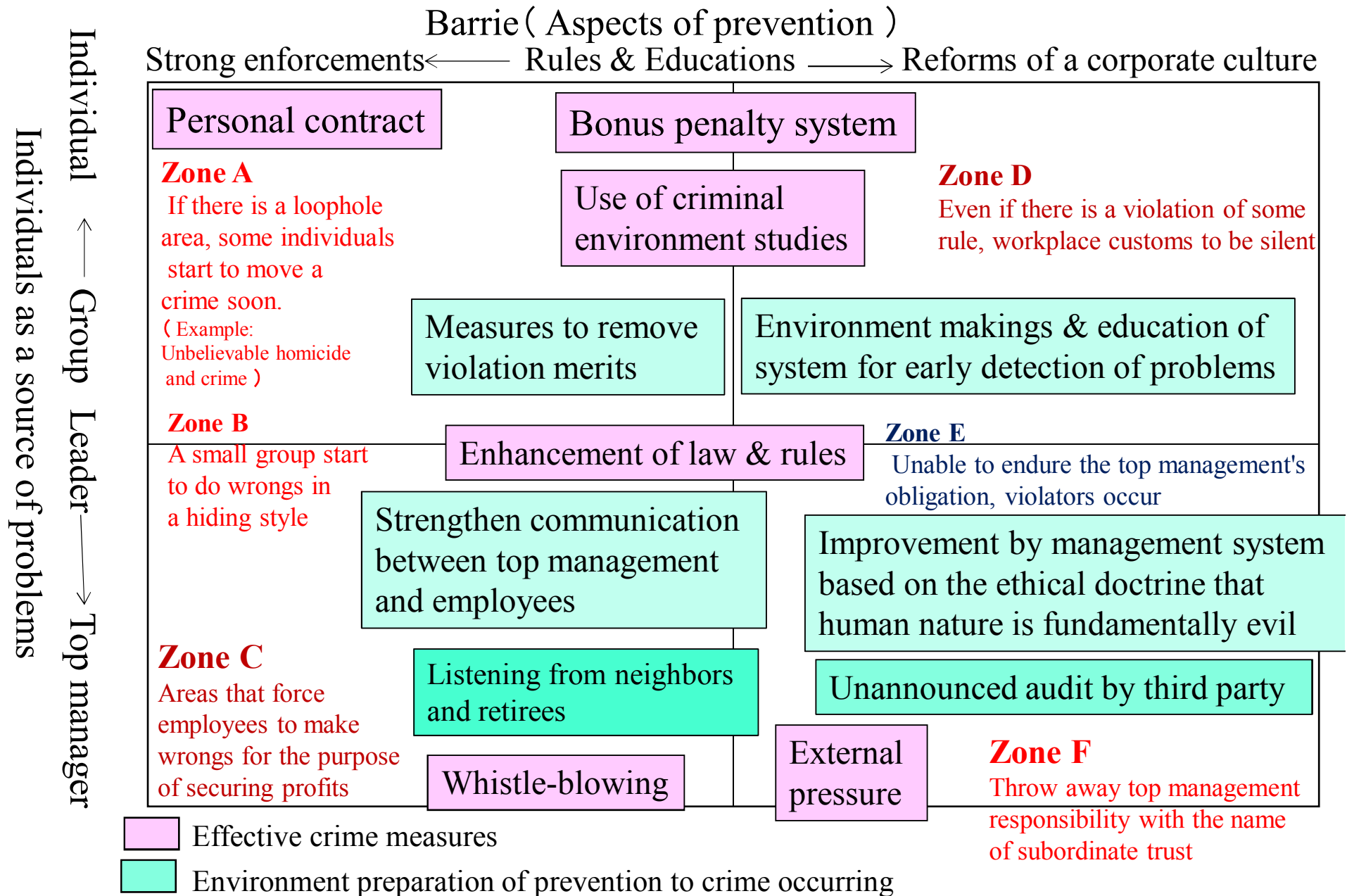


# Analysis of companies that caused crime

Barrie( Aspects of prevention )

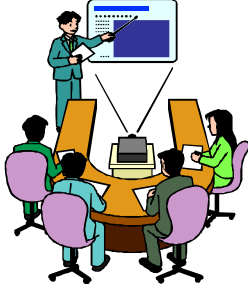


# Analyzing Matrix of various misconducts







# The effect of reducing crime benefits by criminal environmental studies



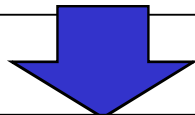
The view of human nature is fundamentally good belief in the innate goodness of man  
Thought:  
If there is a correct education and communication environment, no one will cause a crime.



Thought of a criminal

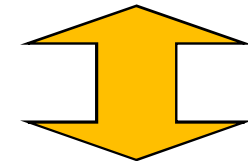



**If I can get a chance even a little, I want to get profits with crime!**




Application of criminal environmental studies

The view of human nature as fundamentally depraved

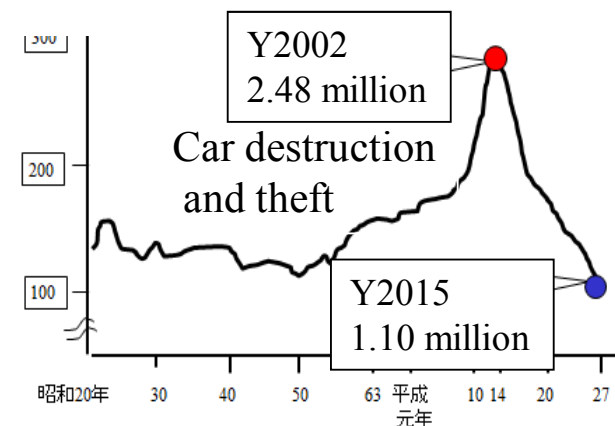



Effectiveness of crime prevention measures of amusement parks made in U.K.



- ① Crime is reduced by 30% with surveillance camera installation at Newcastle
- ② In Birmingham, there was a difference of 83% in the park where the surveillance camera was installed and the park where it was not installed.

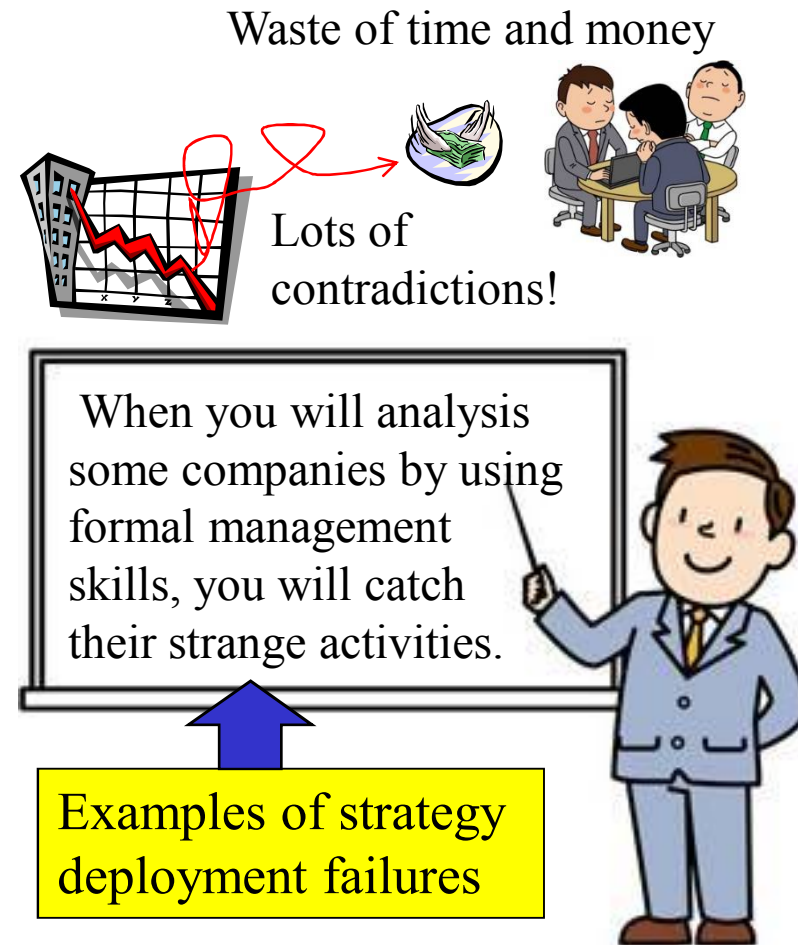
Drive recorder effect in Japan



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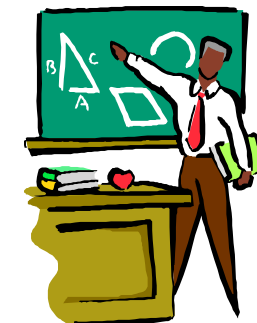
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# Reasons for corporate bankruptcy

Corporate bankruptcy reasons ranked by  
President Noguchi of Yaoki-kai

- 1st: Manager's pride, overestimation of management ability
- 2nd: Lack of employee training
- 3rd: Lack of business purpose, goal, plan
- 4th: Lack of industrial information and response to environmental changes
- 5th: Lack of new products, delay in technological development
- 6th: Family rift, bad effect of family management
- 7th: Intermingling of public policy with private interest, lack of management philosophy
- 8th: Lack of decision and implementation ability
- 9th: Lack of management through figures and lack of study
- 10th: Autocrat, lack of reflection

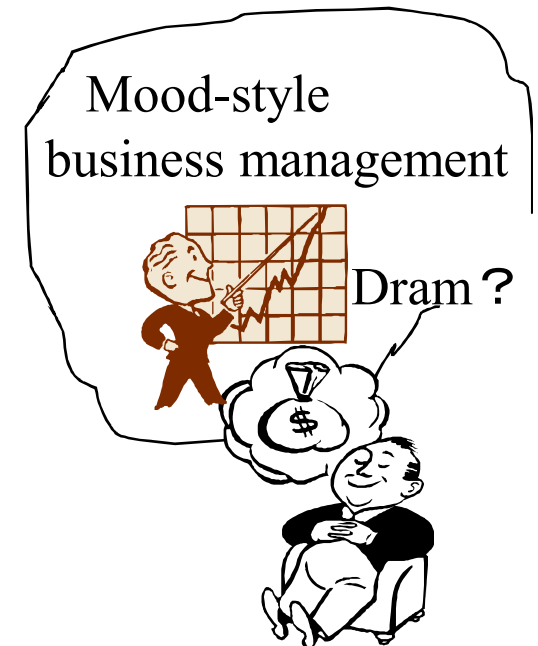


# Sample of such contradictions will bring a company to go bankrupt!

- 1, Top management layers are not concerned about their company management

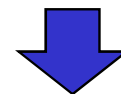
Thinking :

- A, Our company has a history, competent talent has kept it!
- B, The top management thinks that my company is a good company because company has profits and is advancing all decisions with cost priority.
- C, Do not deal with risks ,deal with scandals



- 2, There is no concrete medium-term strategy development

The company every time leave problems and starts to take measures only when a problem wake up!



- 3, Kaizen method introduction like a trendy disease

These companies do not have each strategy, but focuses on the introduction to some improvement methods that other companies in the same industry interest and talk about.

Near future

# Problem! : These companies will be to pass the authority of the entire management to the consultant!

Companies entrust all management improvements to renowned consultants without deciding What? and Why? output, etc.

## Case A: Management improvement request to Outsourcing

This is a request of our company president "Since you are a famous consultant in the industry, please also teach our company!"



## Case B : Request to charismatic consultant



## Case C: Honor and licensing aim

A company requests for motivation reform of its subordinates by using Spartan Education.

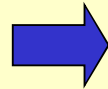


Companies that ask consultants to introduce methods and education for the purpose of honoring licenses and industry

**The common point of these three cases is that there is no medium-term management strategy based on current status analysis.**

# Case 1 Event type visualization system

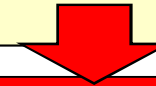
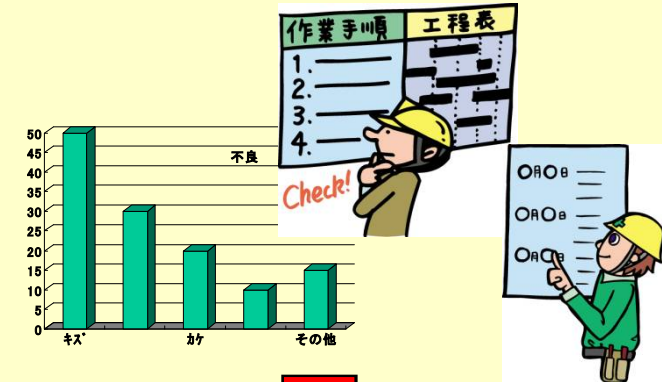
Visualization is extremely famous in the industry!  
Study quickly



We introduce and apply this good method immediately!  
This is a company order!



Make all materials visible

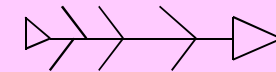


## Absolutely no-meaning points

What you can talk and can be understood by your members does not require display!



Why do you convert from PC data to Big Paper by handwriting?



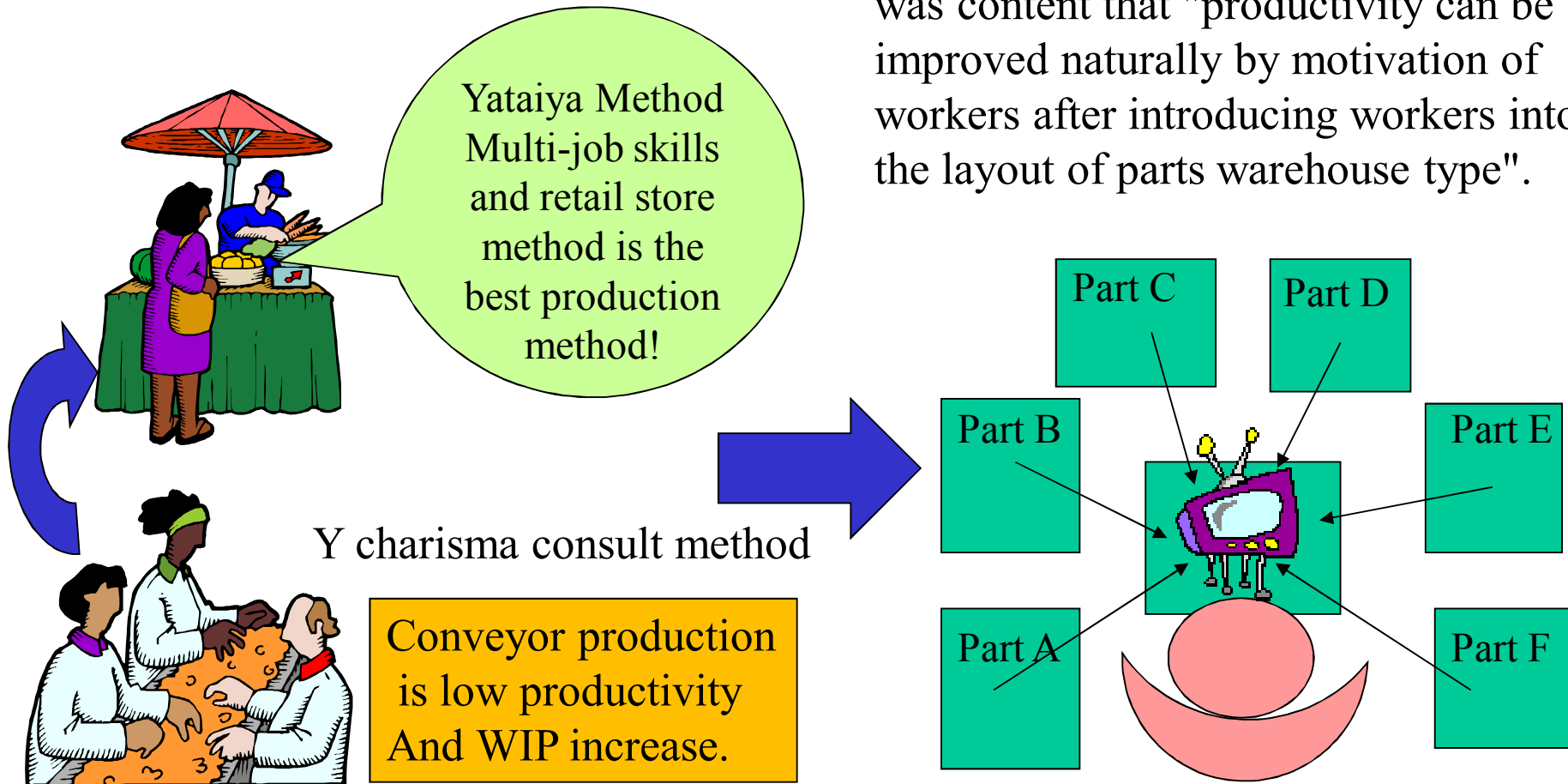
Improvement should be promoted rather than preparation of death diagnosis data.



**High priority activities**  
This company should swap from these kinds of display making time to improvement time at floor!

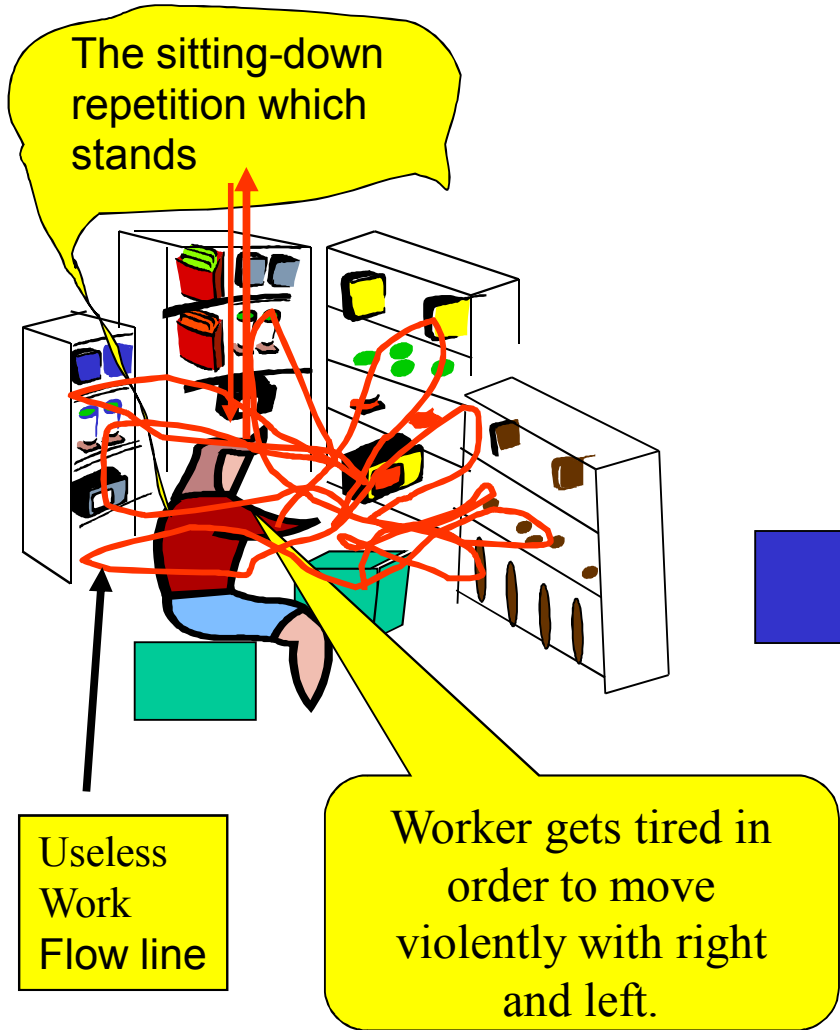
# Production of cell which became famous for the advertisement of Y charisma consult

The method proposed by Y consultant was content that "productivity can be improved naturally by motivation of workers after introducing workers into the layout of parts warehouse type".

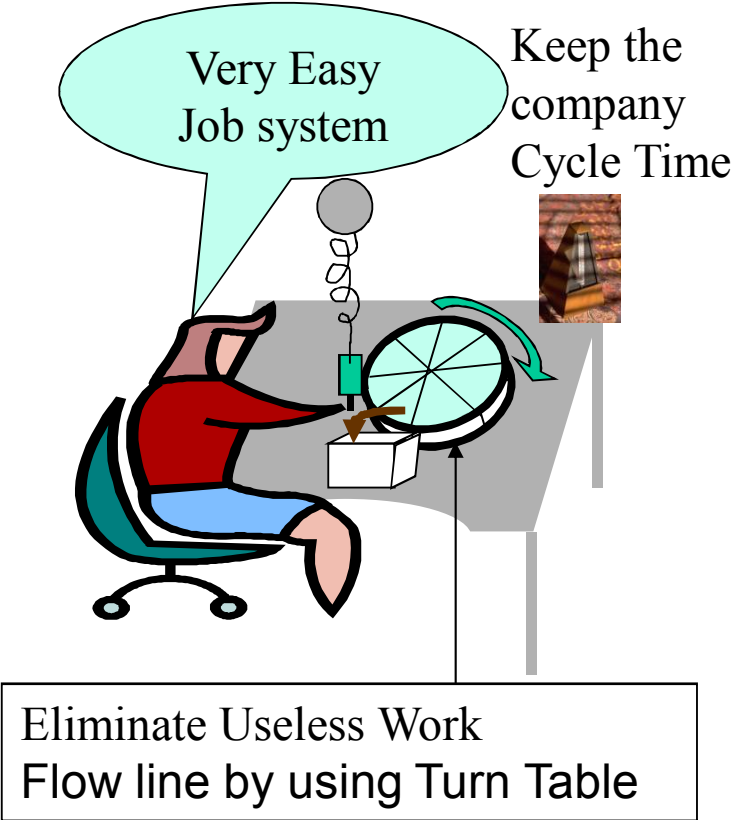


# Kaizen to a kind of cell System by using IE method

Before Kaizen



Use JIT Assemble Work system

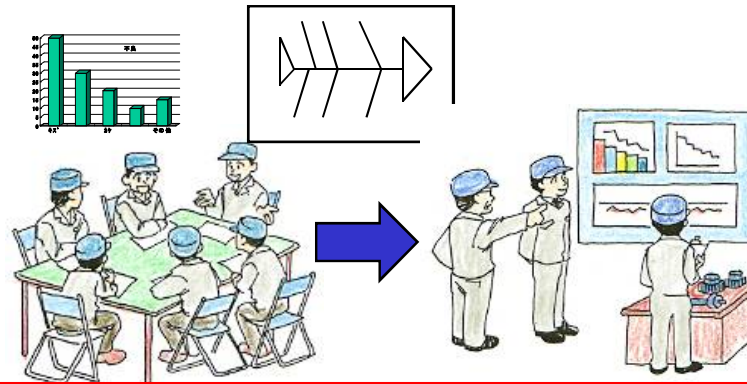




# Three measures against zero defects

## Method 1

On this method everybody search for a defect countermeasure idea by brainstorming and does not go to the site.

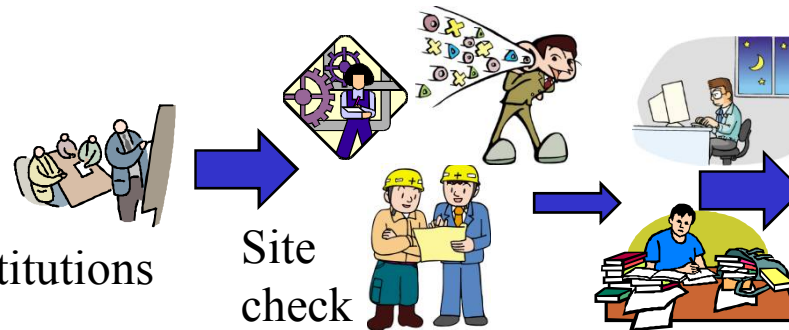


This system deals with one theme in four months. Also, preparation and discussion of many materials is central to measures.

## Method 2

### Academic research method

A program to advance defective measures with guidance of prominent scholars and research institutions

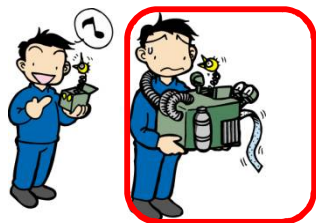


The logicity of the finished report and the content of the certification are subjects of the evaluation of the activity.



## Method 3

### Taking action at grasping the signs of defect occurrence time



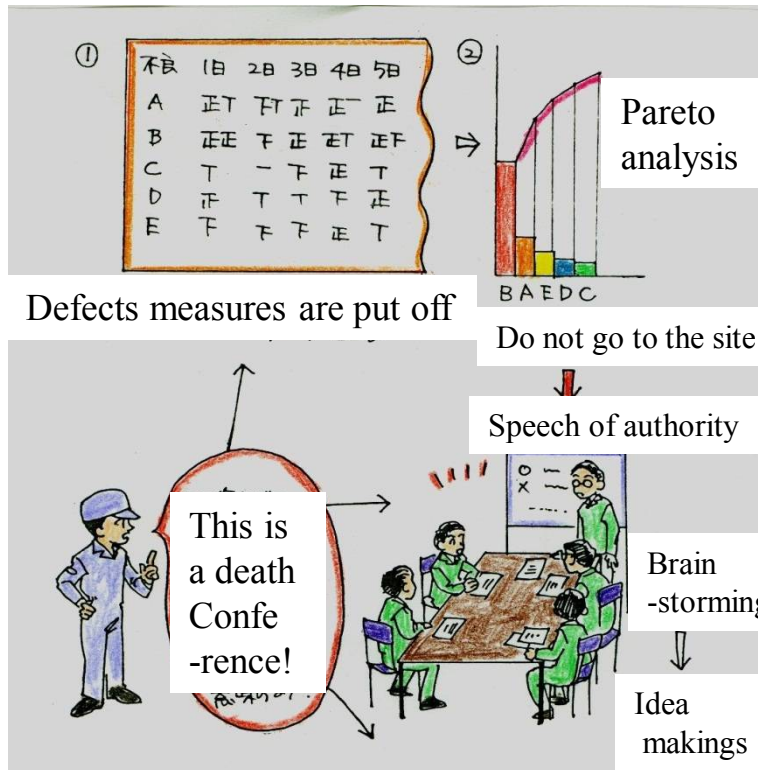
**3F** system :  
Go to floor and  
before occurring  
A problem(defect).



- ① Go to **F**loor(Site)
- ② Look at the **F**act on site
- ③ Eliminate a cause of it at **F**loor

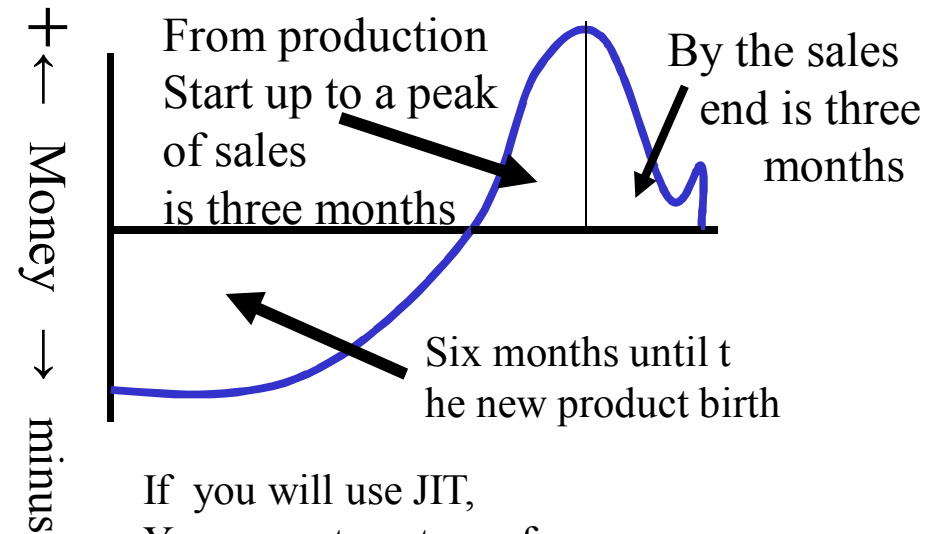
# Old style improvement that the times have passed (Old small group activities)

Death certificate meeting  
at about 1970 era



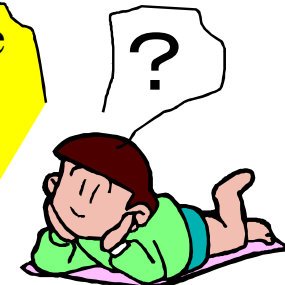
Does this company's job involve the operation of the conference, or is it a product tailored to market timing?

Status of short-lived product life cycle after 2000 era

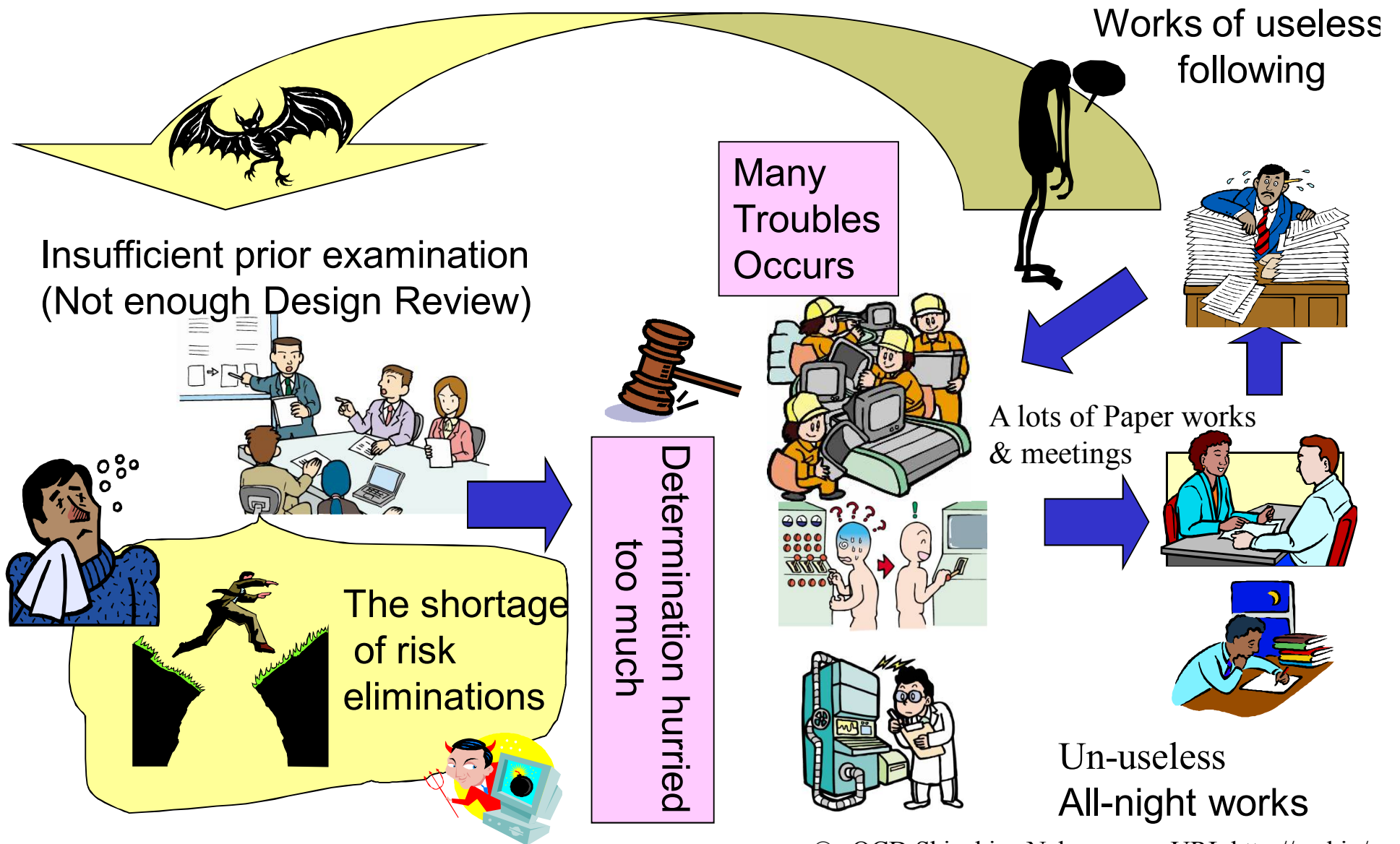


If you will use JIT,  
You can get a return of  
planned money flow

Before the time you realize the improvement, the life of the product will be finished!

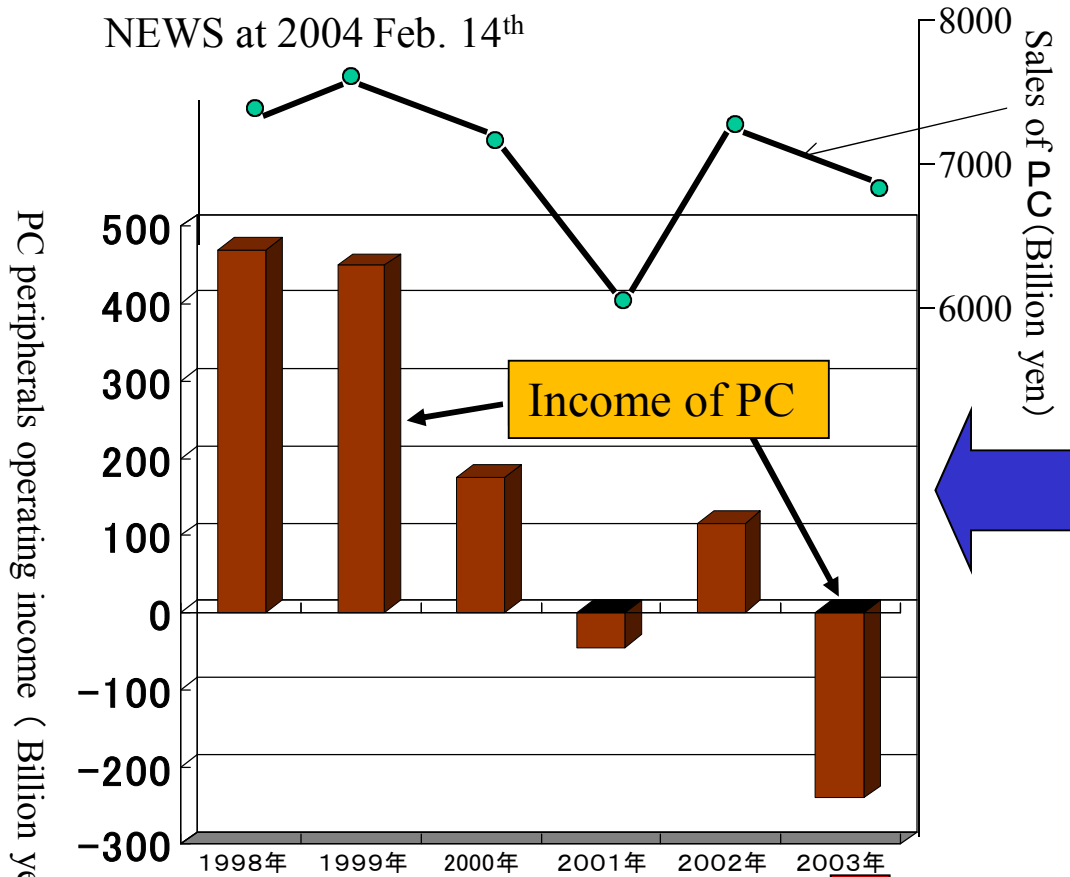


# Devilish cycle



# Fall into worst deficit of Company T's PC business

NEWS at 2004 Feb. 14<sup>th</sup>



## 【Triger】

Against HP's low price competition, It can not sufficiently cost associated.

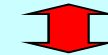
Operating loss  
26.5 billion yen

## Results of analysis

Good sample: Dell

Dell is using SCM and internet sales.

Sales corresponding to the customer request



Sales & Production status of Company T

- ① It transferred PC production from Japan to Asian makers where production costs was much cheaper than Japan.
- ② It used 1.5 months to get sales situation from mass merchandisers.
- ③ For these reasons, It can not meet the market changes in the market soon. Because, delivery time of overseas production was very long and needed the mass transit.

# Definition of 5Ss in companies that aim for beautification

**Seiri** : Removal of unnecessary items & materials  
→ Unnecessary asset retirement?

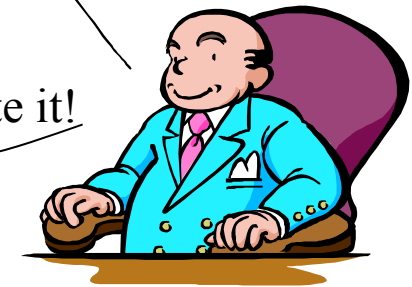
**Seiton** : Place items and materials  
side by side & beautiful

**Seisou** : Only clean up → What is the  
source measure?

**Seiketus** : Preventing disarray of wearing and  
keeping good business manner

One factory top said that he was continuing to clean every day for 3 years in order to beautify in measures against 5Ss. So, I asked "What is the profit you gained in that activity?"

I never calculate it!



Management strategy point of view

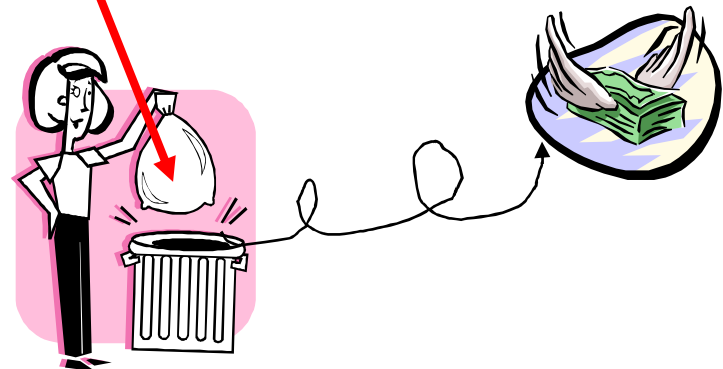
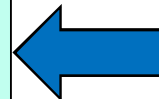
**Example of this kind of clean up cost**

$$2\text{Hr/Week} \times 4\text{W} \times 12\text{M/Y} = 96\text{Hr/Y}$$

Seiri = Removal of unnecessary items & materials?

This action makes the loss money!

Why don't you use JIT!



# Definition of management directly type 5Ss improvements

5S	Point of view of technique utilized	Application technique
Seiri ↓	Promote WIP reduction and lead time reduction by the balance measures of input and output	JIT
Seiton ↓	Measures to improve the preparation and efficiency of work	Principle of motion economy
Seisou ↓	Also it measures a small problem at the time of discovery. Example: Forced degradation measures of equipment, of failure or injury factor measures	QTAT
Seiketu ↑	Excavation and prevention of look hard to risk in the eyes	PPA
Situke	Pursue the ideal of work	Self-help

Memo QTAT: Quick Turn Around Time, PPA: Potential Problem Analysis



# The scope of the management directly type 5Ss methods

Effect Elements	Quality	Cost	Delivery	Safety	Morale
Material = Design					
Machine	TPM·5S				
Measurement	Cost Down 5S				
Method	Zero Defect 5S	Motion economy 5S		Safety 5S	
Man & Woman				Beautification 5S	
Information Management		JIT·5S		Office 5S	

Management directly type 5Ss  
5S improvement are for the purposes  
of some management effect

- ① JIT·5S : Use JIT  
Improvement and shorten delivery time  
current assets turnover ratio
- ② Motion economy 5S : Use IE  
Waste elimination of a work motion
- ③ TPM·5S :  
Machine downtime reductions
- ④ Zero Defect 5S : QTAT  
Take advantage of Heinrich of principle
- ⑤ Safety 5S :  
Potential Problem Countermeasures
- ⑥ Cost Reduction 5S :  
VE program usages  
To all apply the scientific method  
improvement

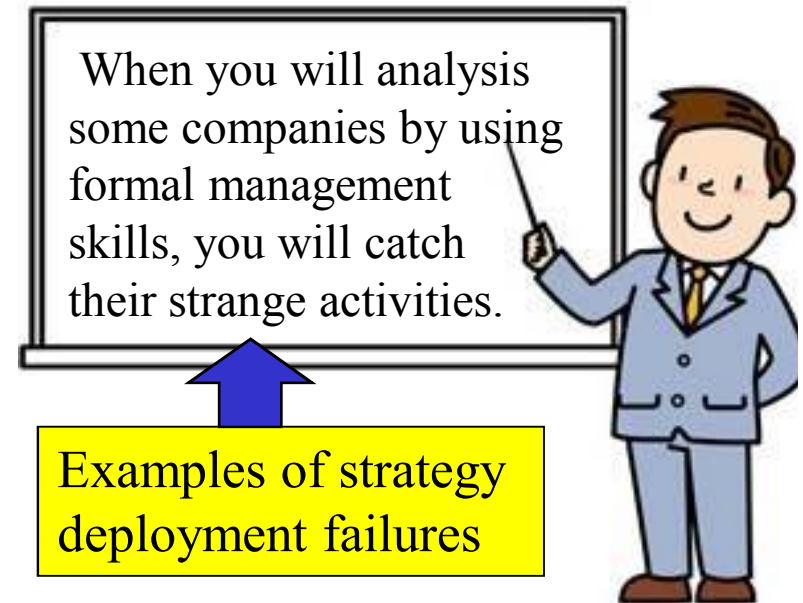
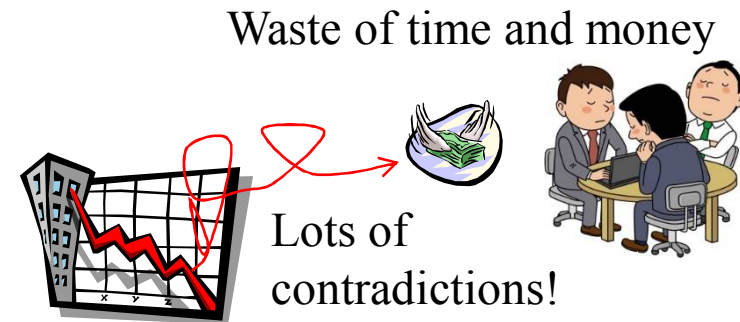
5S target is Improvement of work  
environment and Morale of employees

- 1, Beautification: Clean up 5S
  - 2, Office 5S
  - 3, Improvement of manners and habits
- Activities that management effect can not be expected

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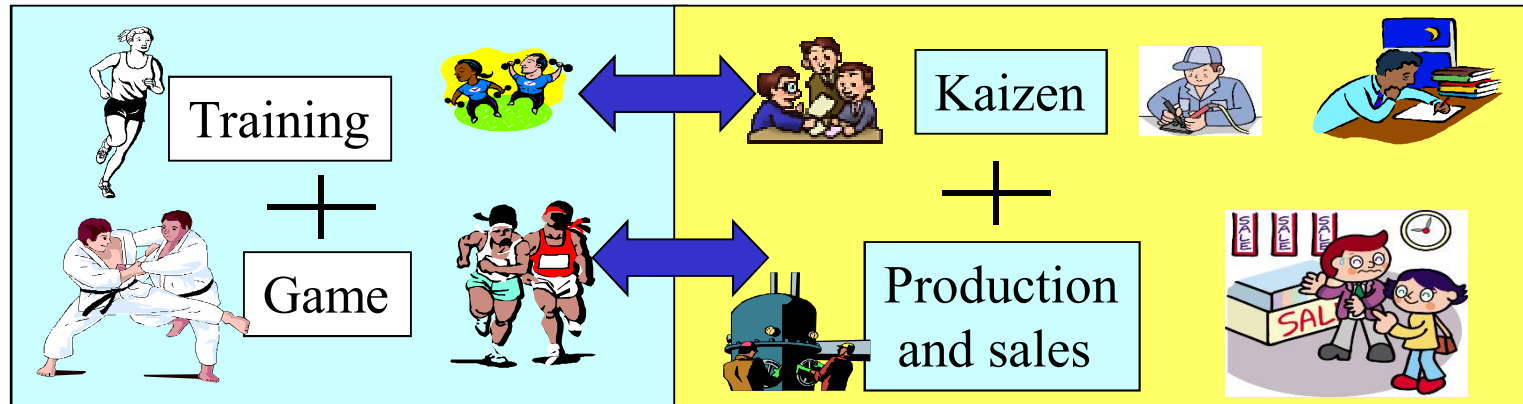


# Examples of items set up before labor-saving improvement advanced by companies that value employees

- Train and secure human resources to prepare for many problems to prepare for new products
- Replenish the personnel of the survey research of excavation of new products
- TPM: Securing personnel to speed up from reduction of machine failure time due to participation of all
- Securing personnel of human resources to Zero defects and quality improvement measures
- Improve proposal by establishing improvement team and revitalize speedy
- Absorption of on-site indirect work by multi skill up
- Promotion of various themes by mastering highly specialized technologies
- Securing new product relation and launch personnel and various advance measures
- Sales support including customer satisfaction and contribution to society  
Example: New planning measures called after-sales service and recycling measures
- Guidance and assistance of affiliated companies and suppliers
- Securing human resources to expand and expand production of products abroad
- Eradicate the fluctuation factor of attendance rate by multi skilled personnel
- Securing personnel for various anonymous projects (including survey)  
such as business expansion
- Others



# Productivity drive efforts in Japan



## A. One day 0.1% Kaizen Effects

$$(0.1\% / \text{day}) \times (25 \text{ days} / \text{M}) \times (12 \text{ M} / \text{Y}) = 30\% / \text{Y}$$

Productivity Up ! In Three years makes  $1.3 \times 1.3 \times 1.3 > 2$



## B. All workers and staff members participate in the improvement!

Concept: the improvements made by those who know their work well are cheap but sure.

Especially, they contribute greatly to quality improvements.

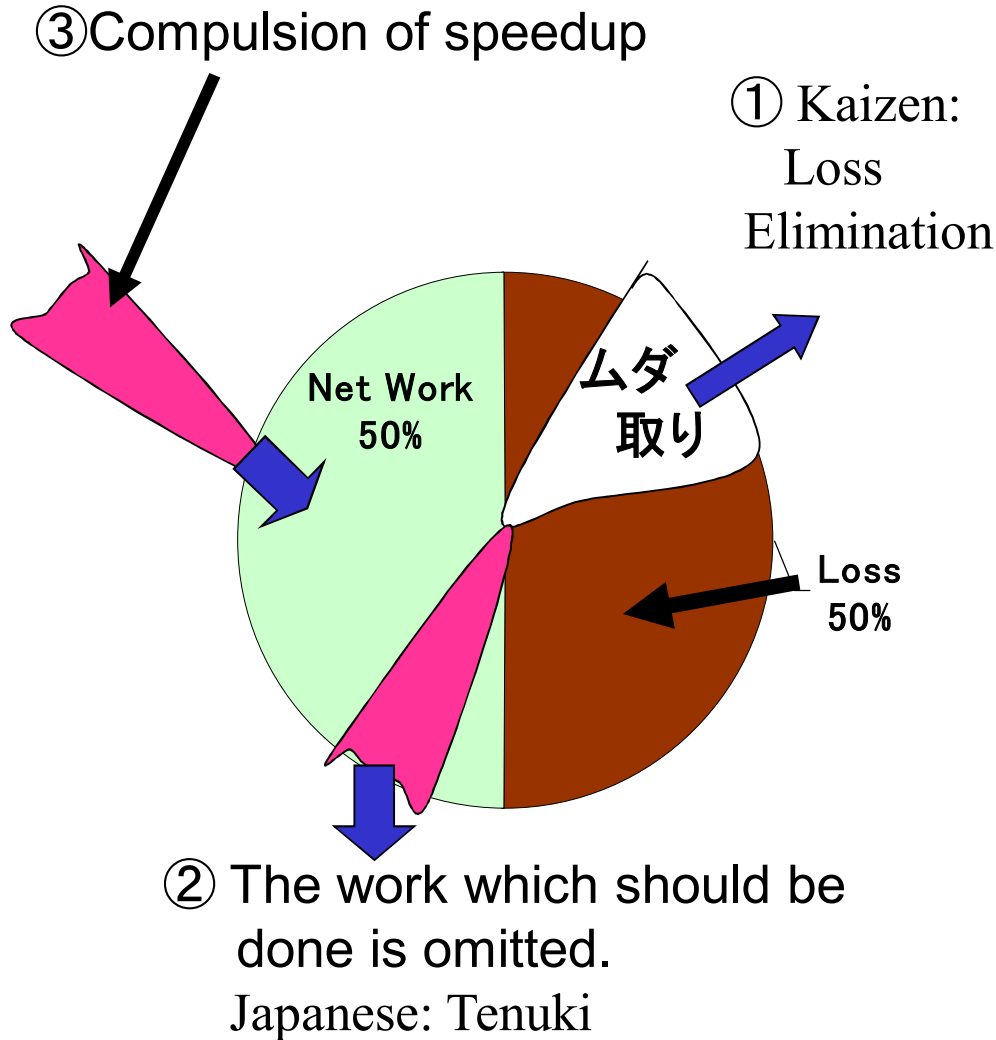
$0.1 \times 200 \text{ people} = 20 \text{ people}$  In 200 companies, 10% improvement is comparable to the introduction of 20 universities!

## C. Develop leaders and uplift their enthusiasm!

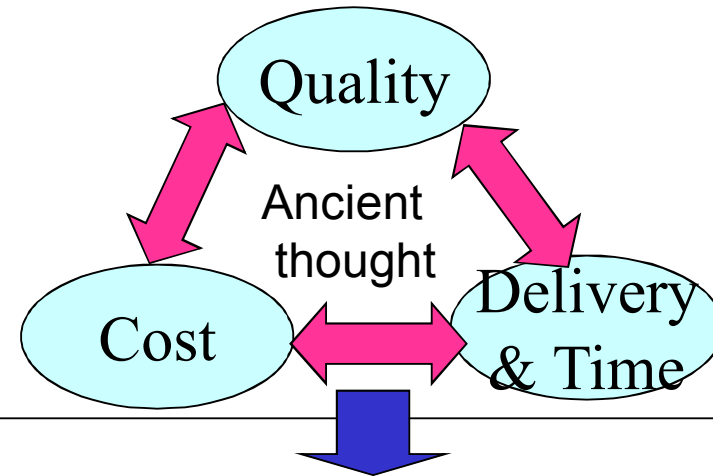
Small group improvement activities have a element of organization management control. For this reason, in particular, even without educating administrators, human resource development that demonstrates leadership spontaneously is advancing.

# Concept of Kaizen

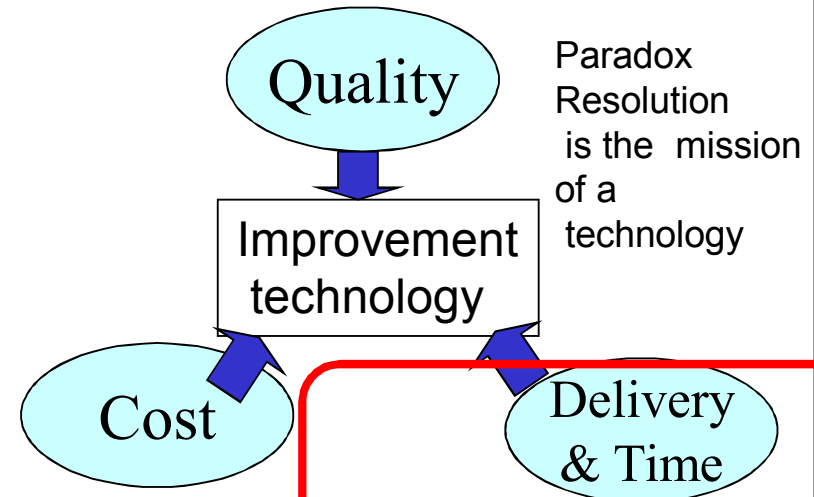
Three sorts to Time reduction



Generalities at a Low Level  
Kaizen Company

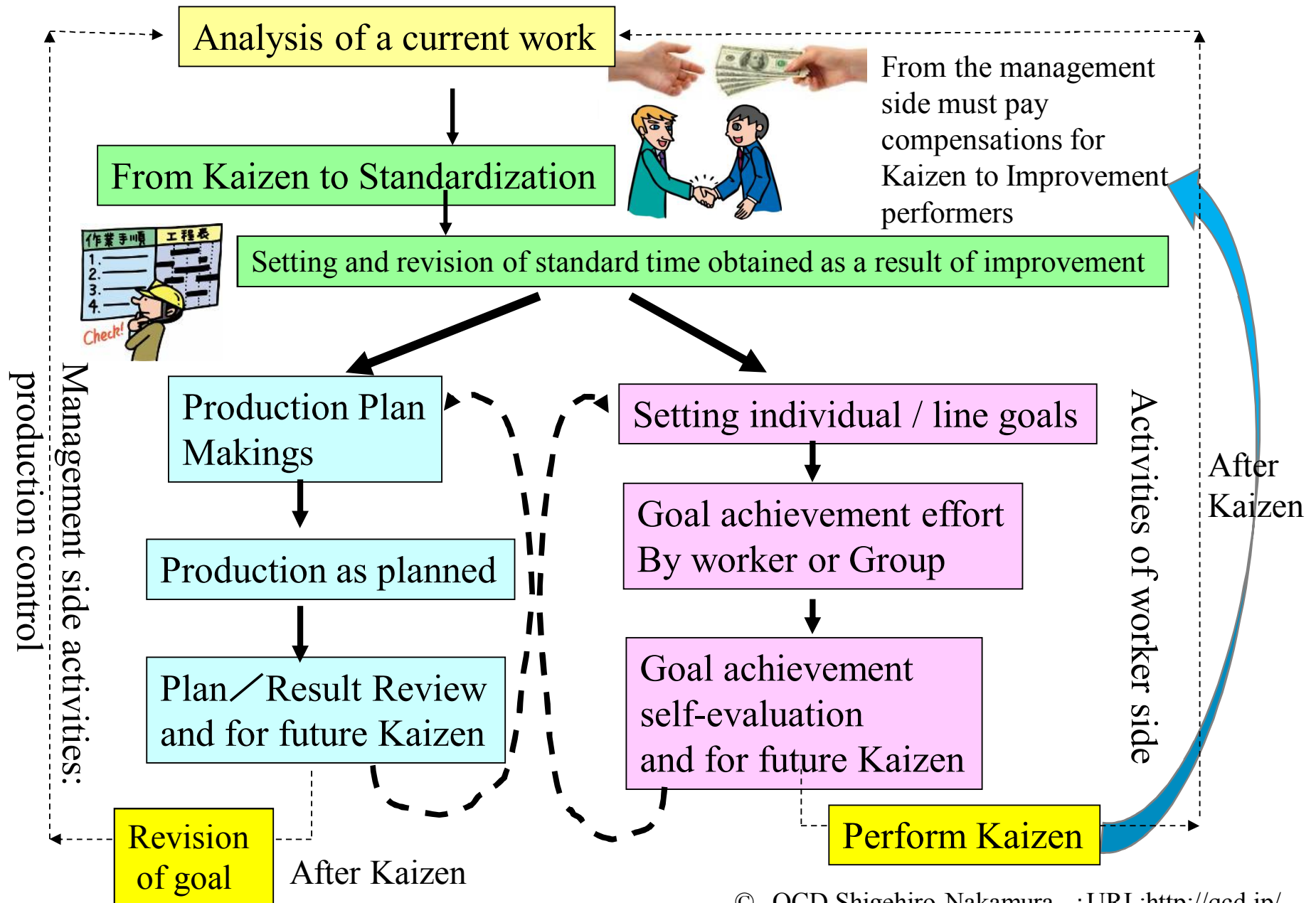


Kaizen Thinking & Action



**Time shows Productivity.**

# Setting and utilizing standard time by F.W.Taylor



# ST cut problem which was problem from F. W. Taylor era

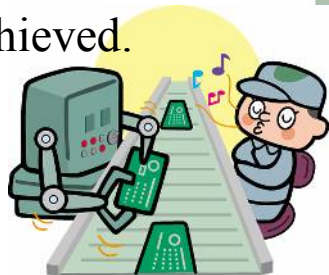
Wasted and burdensome work



**【 Discovery by workers 】**  
 A. The ST cut has no benefit to us!  
 B. The more our improves, the harder our works are.  
 C. Kaizen will become and bring companions' layoff (fear)!

**Exploitation by management**

As a result of workers' Kaizen & efforts, comfortable and quick work is achieved.



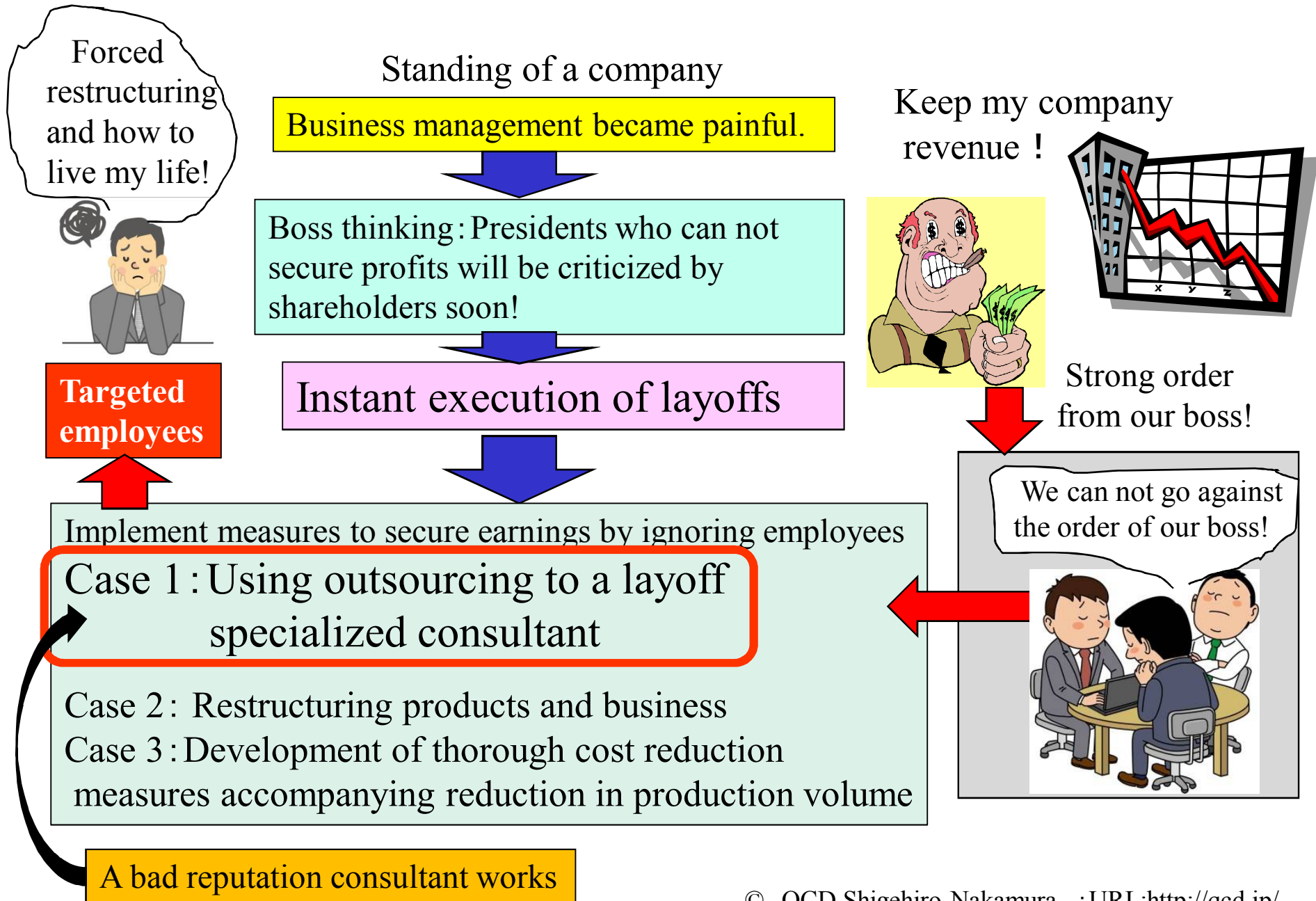
Cut operation time without giving improvement incentive



**【 Discovery by management 】**  
 Only in case of employee neglected management  
 X. Workers are cost!  
 Y. Decrease in personnel number according to work improvement degree!  
 Z. Enforcement of improvement = corporate profit!



# Outsourcing to a layoff specialized consultant

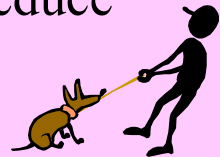


# Corporate earnings securing strategy and the order of layoff

Cases of lay off done by a company's self inconvenient

(Unfavorable company thinking):

1. A person is only a part of cost!
2. Kaizen is a tool to reduce people!  
(Ignore employees anxiety and dissatisfaction.)
3. For the first choice when profit worsen is the layoff.

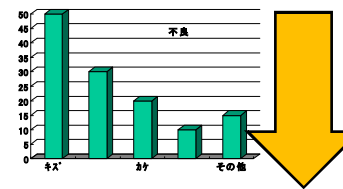


**Such contradictions will bring a company to go bankrupt!**



Daily activities of excellent companies

- A. Realization of earnings securing by medium-term plan
- B. Customer-oriented new product development activities
- C. Personnel development linked to A&B



Preparations at a time of profit deterioration

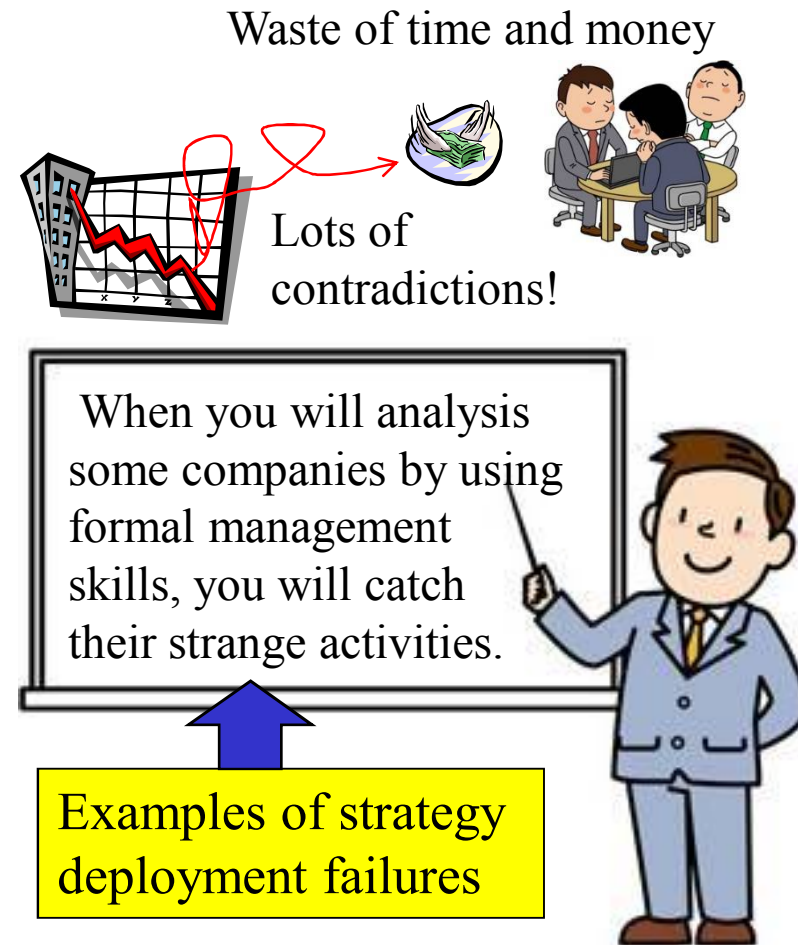
Action processes taken by a company

1. Selection and concentration of products
2. Management salary and bonus reduction
3. Employee outsourced to other workplaces temporary
4. Temporary cut of employee compensation
5. Recruitment of desired retirees
6. Layoff is the last resort(With Satisfactory consent)

Secret stories by corporate consultants and outside corporate teachers

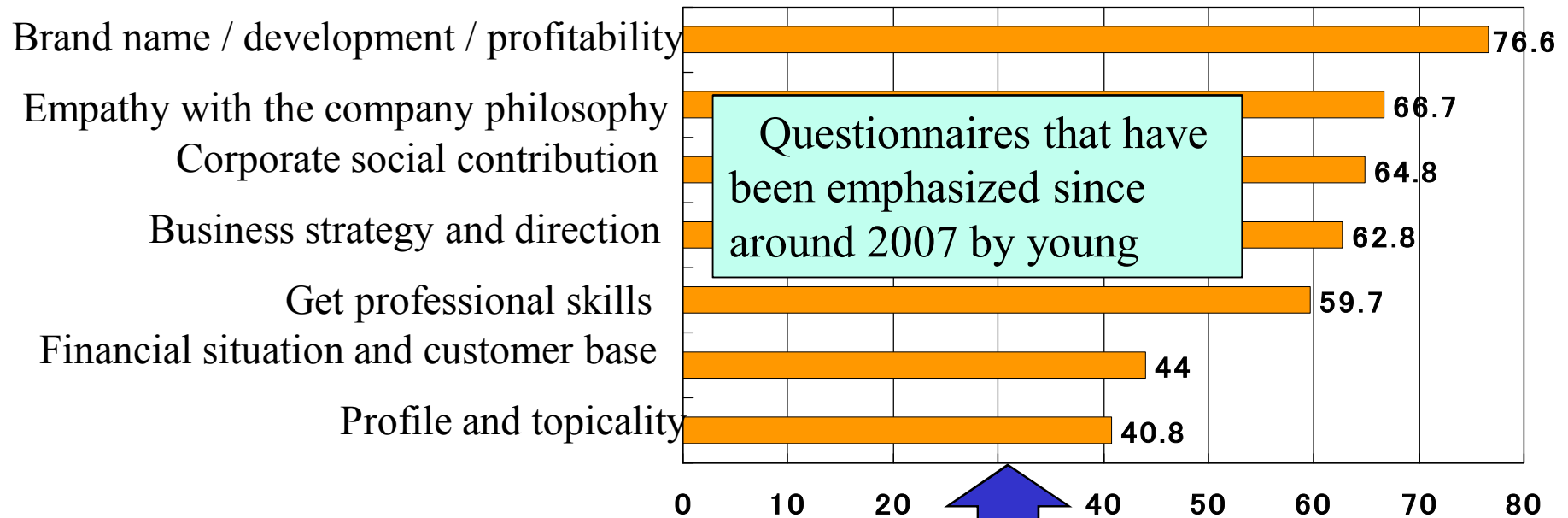
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# Positioning of young people's life and reason for hiring employment



# Traditional industry situations that were viewed in Italy as a problem in 2006

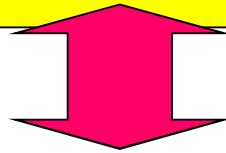


## Current situation and countermeasures in Florence

Traditional industries such as jewelry and clothing, which were accepted for hundreds of years worldwide as Italian models, declined in 1970.

【Job-hunting environments to young people for this type of industry】

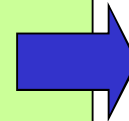
1. As the young people lost interest in succeeding traditional art that declines, the number was decreasing. 2. Because many bankrupt companies are involved, it has spurred the decline of this industry. 3. The greatest opposition to his child's business succession was his wife.



Activities of craftsmen group to achieve growth

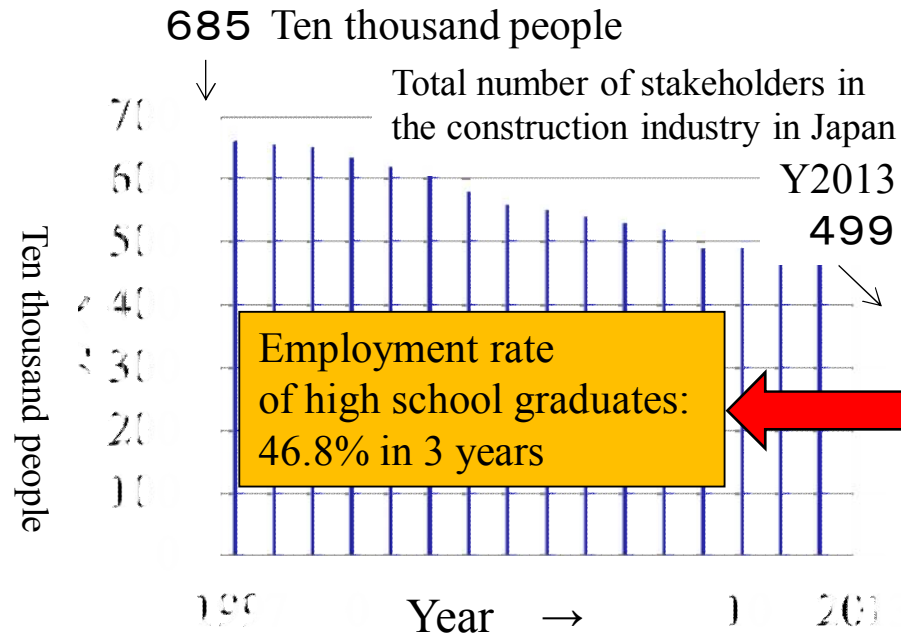
A. Mr. Roberto Beer, a wood craft maker, made a display object with motifs such as shirts and contacted a major brand store, after that he was getting a lot of orders.

B. Mr. Alessandro, a young artisan, used the engraver for products in new fields.

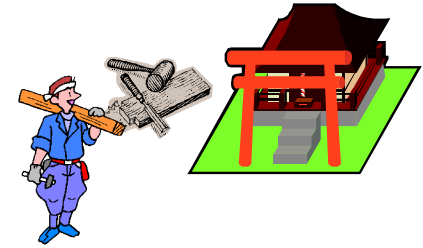
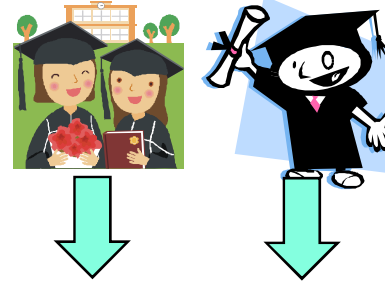


Successful strategy of attractive product creation matched to the new era has created a longing for young people and gathered many young talents.

# Main points of employment securing and corporate development in Heisei Kensetsu



Many graduates of famous universities



Learn & Trains from Japanese traditional house technology to modern building technology

Efforts at Heisei Kensetsu Corp.

1. Clarify the contents of human resource development and recruitment for young people (No gender difference)
2. Provide self-study environment with skill-Olympic level evaluation system
3. Multi-skills and qualification acquisition
4. In charge of high responsible construction and direct customer connection method by young team organization

【 Problems of general construction companies in Japan 】

A. Lack of personnel due to the declining birthrate and aging population with 2020 Olympic. B. Investing to personnel but wasting by retirement



# Measures of recruitment and against the leaving from a company to young people

A. Actual evidences showing dreams and longing



B. Human resource development goal and training system

C. Environment to talk about in real intention and coaching



Reason for leaving job (Survey by human resource development agency by internet)

I wanted to quit within six months : 41.7% (Reasons)

- A. Distrusts to my boss : 44.5%
- B. No hope for my future work : 46.2%
- C. I can't respect my boss. : 29.7%

Recent characteristics of youth in Japan by a company president!

1. Decline in patience
2. Many bosses are not good at fostering subordinates.



# The way of coaching

## Usages of Johari window theory

A boss : Information providing side

Have

Nothing

Youth: Receiver side

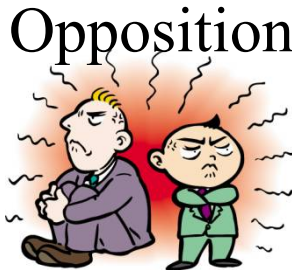
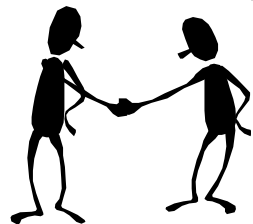
Want →

Un  
known →

Not →  
want

満足？

	Have	Nothing
Want →	● Fit	▲ Dis- appointment
Un known →	☀ Deep emotion	? Nothing
Not → want	▲ Useless	● Fit



Opposition

## 【Purposes by coaching】

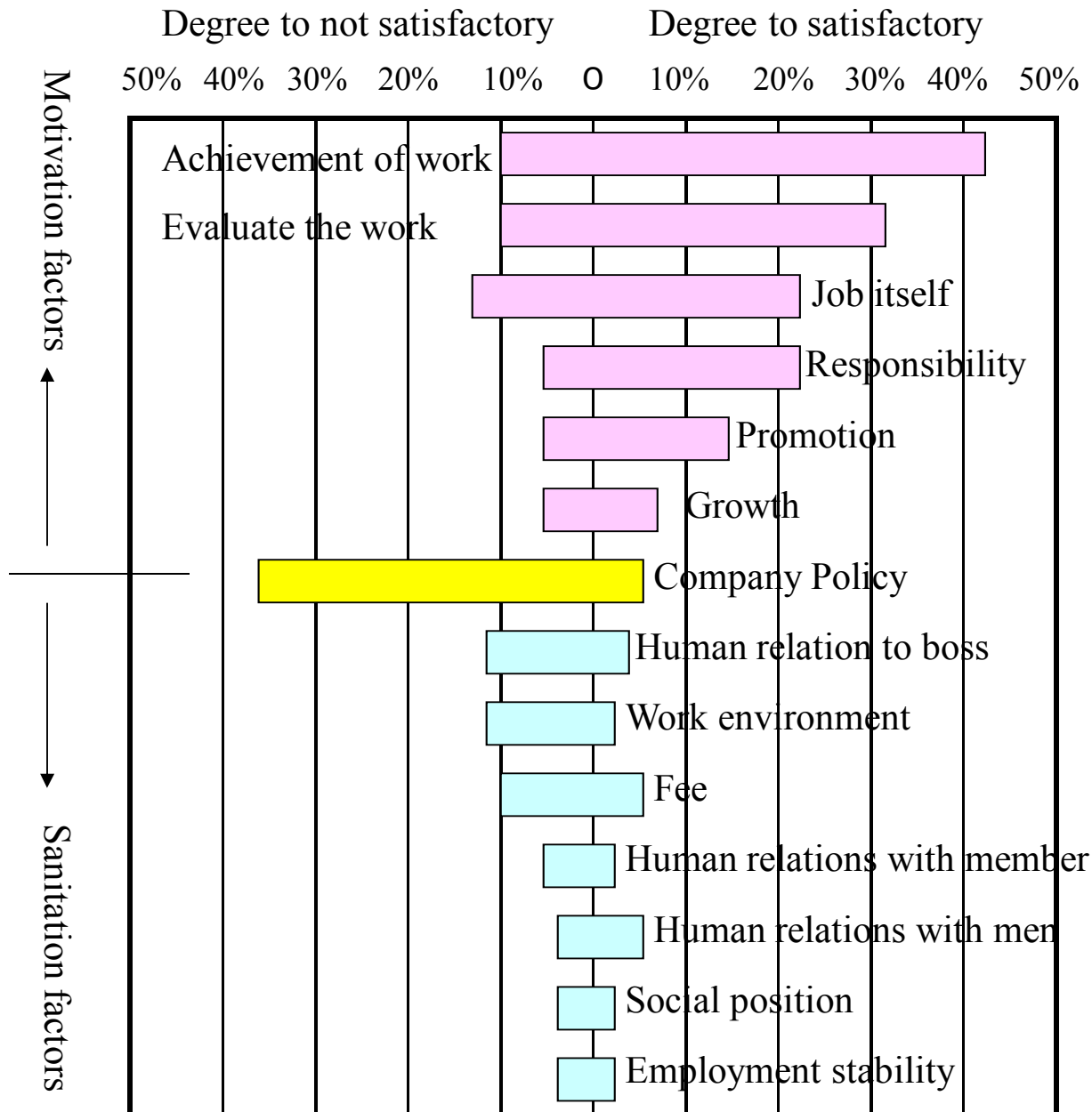
Measures to convey significance and results rather than mere transmission of work

Voluntary Challenge Activities

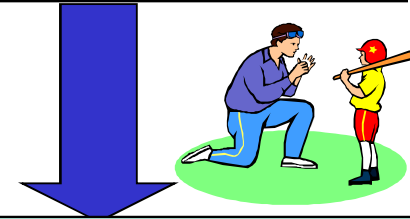
Hope: Behavior that youth causes

1. Expectation at the time of completion
- ↓
2. A sense of accomplishment and my growth when my work is over
- ↓
3. Increased enthusiasm for the next goal with the feeling that the company entrusts work to me (young people)

# Employee motivation improvement requirements by Dr. Herzberg's survey



This survey shows Importance on the importance of coaching.



Everyday Improvement and Effects of Growth Effort

A. Temporal effect by daily effort  
 $10\text{Min/Day} \times 22\text{Days/M} \times 12\text{M/Y} = 44\text{Hr/Y}$

B. Growth degree  
 $0.1\%\text{Growth/Day/} \times 25\text{Days/M} \times 12\text{M/Y} = 30\%\text{Growth/Y}$   
 $1.3 \times 1.3 \times 1.3 = 3\text{Years}$   
 2 Times Growth!

# Learn from reform of Hoshino Resort

- 1, President Hoshino's background and failure
  - A. Born as Hoshino Resort 's son.
  - B. He forced employees to keep the rules of first-class hotel services learned in the United States.
  - C. Non strategy action made that as a result of severe rules one-third of the employees quit and it became a crisis that could not be managed.



## 2, President Hoshino's reflection

In order to grow the company and increase the recruitment of young people, it is important to consider growth strategies and measures that cherish those who are working now!

**The concept cherishes employees remaining in hotel business!**

## 3, Changes in behavior of President of Mr. Hoshino

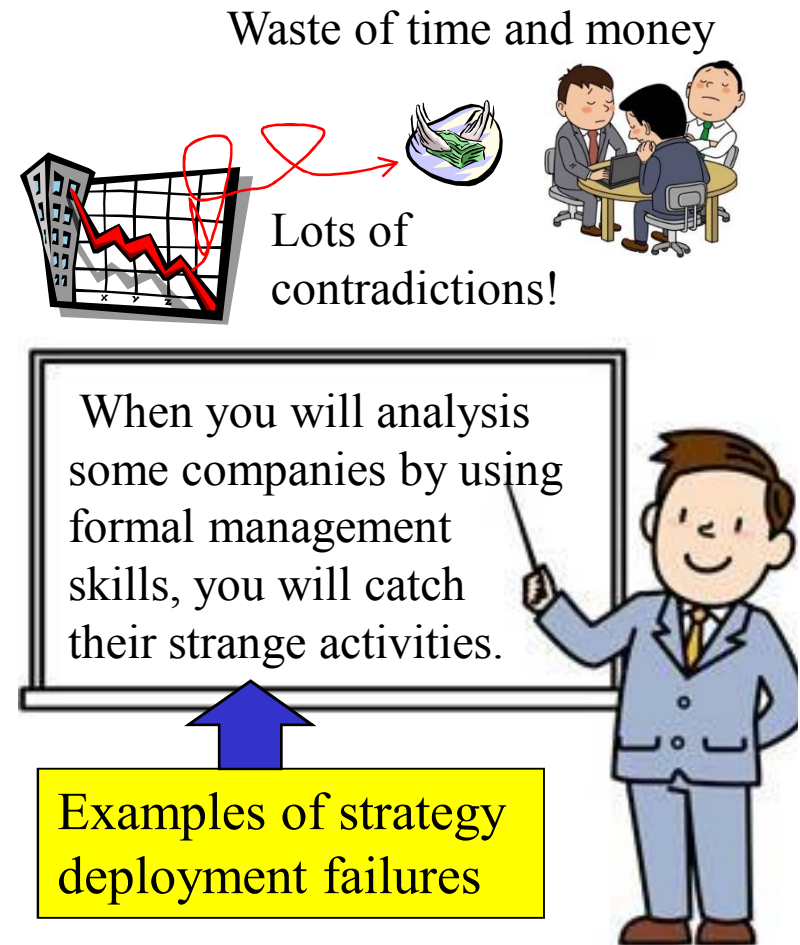
1. First of all, the president independently conducts a hotel environmental survey and creates a strategy.
2. When he explains the strategy to employee, he uses the method in a way to notice employees and is based on empathy.
3. After introducing such a strategy by president Mr. Hoshino, employees actively carried out voluntary activities based on strategy. As a result, Hoshino Resort is making an excellent customer growth now!



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# Relationship between definitions and strategies for new products

At low success rate companies about new product developments,  
they use these definitions to "new product development"  
(From Mr. N's consulting experiences)

- New initiatives at our company
- We enter a new field or a new market
- State-of-the-art fields tackled by our laboratory
- Entry into the field where our industry group is cutting edge
- Product improvements leading to new customer development
- Introduction of new technology etc.



This will not  
succeed about  
New-product  
Development!



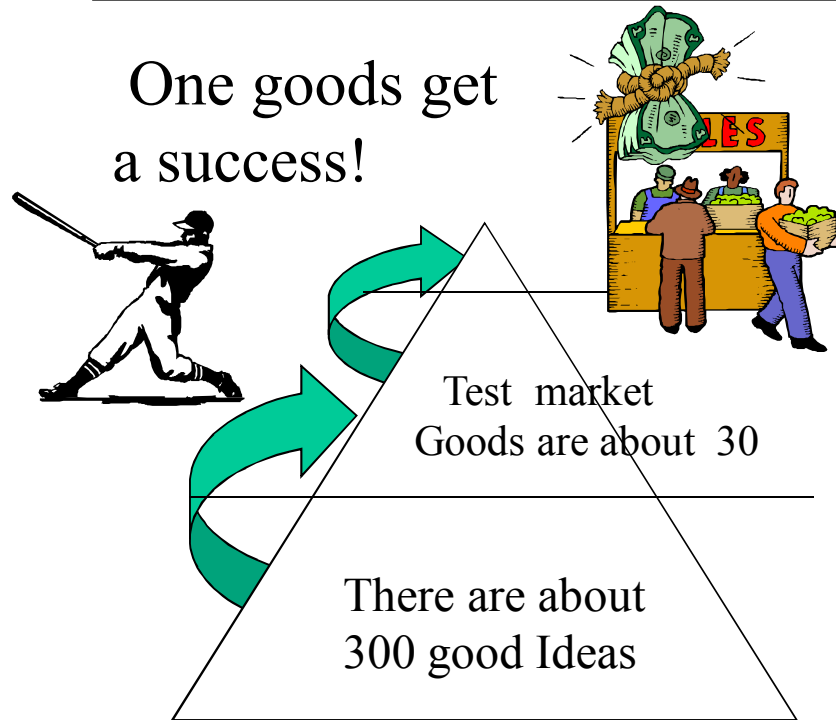
Problems:

These definitions don't think about market changes  
such as customer needs and product life cycle

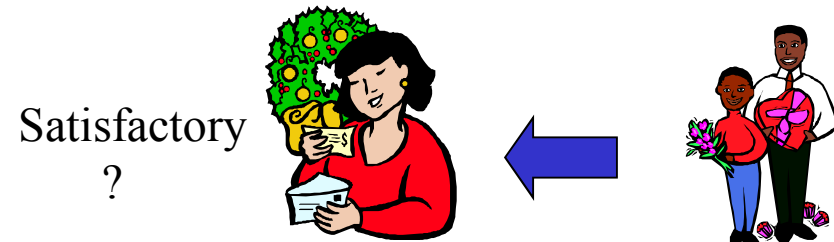
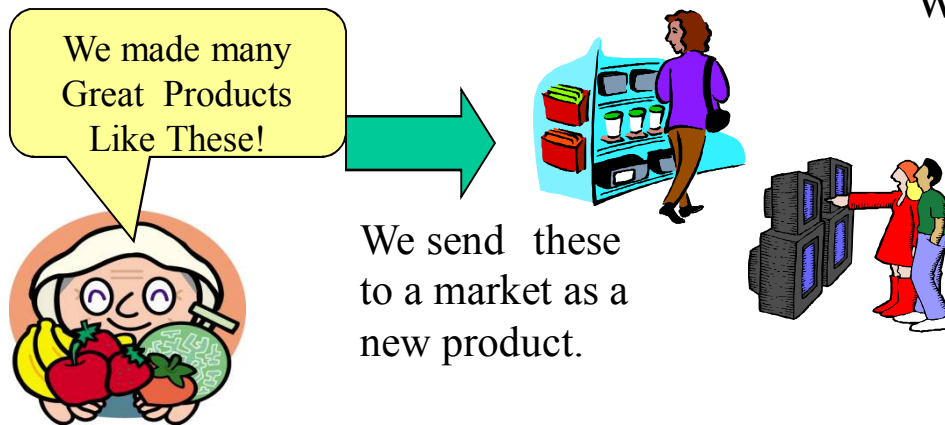
# CS Concept

The strike rate of a new product

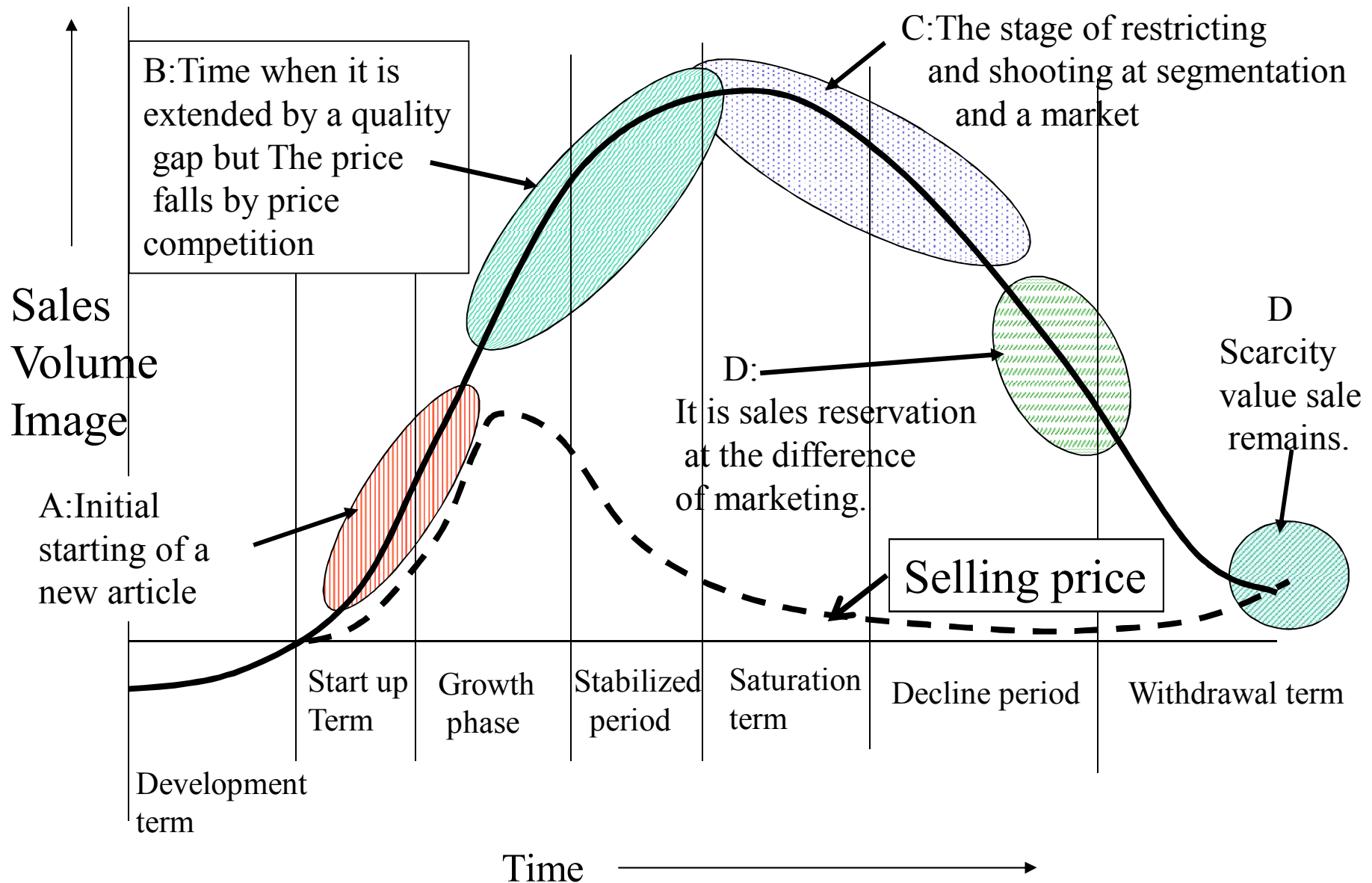
Windows of customer service



		Company Action	
		Do ↓	No-Action ↓
Customer	Want →	● Conformity	▲ Not Conformity
	Potentiality →	☀ Bingo!	? No Actions
	Not Want →	▲ Useless Action	● Conformity

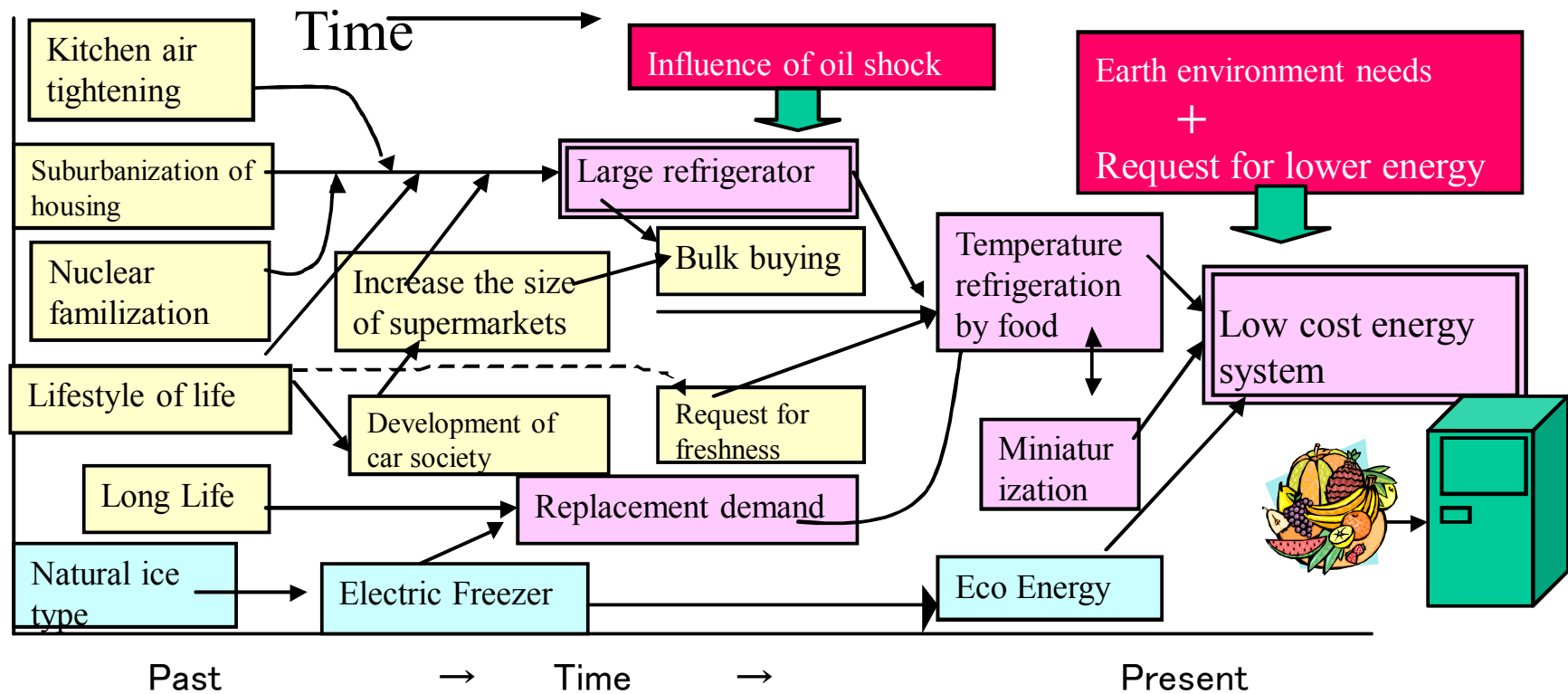
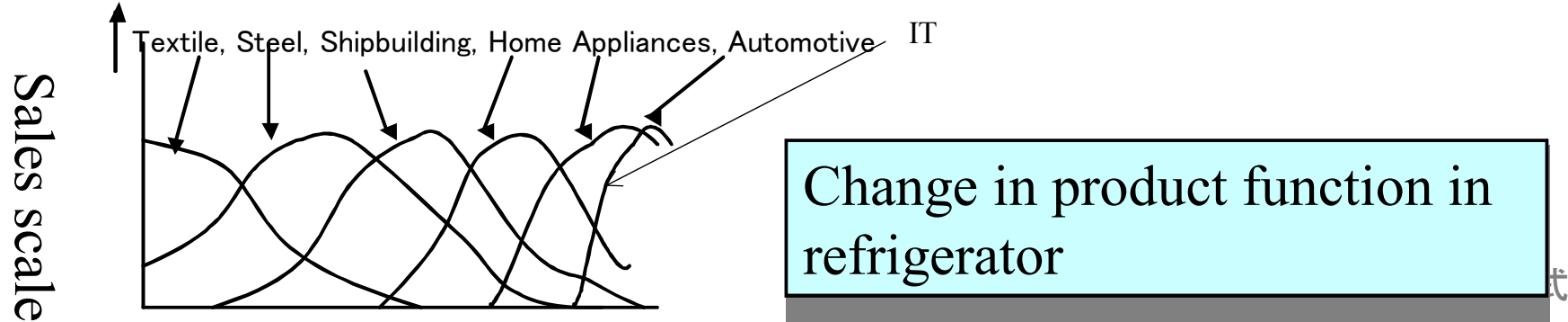


# A Product life cycle curve and a product strategy



# Types of product life cycle analysis

The transition of Japanese industry by macroscopic



# Five major inventions and failed decision makings at IBM

Table A. five major inventions at 20th century

No.	Item	Description	Year of invention
1	DRAM	Dynamic Random Access Memory	1967
2	Thin Film Head	Magnetic resistance head	
3	RISC	Reduced Instruction Set Computer	1974
4	STM	Scanning Tunneling Microscope	1979
5	HTS	High Temperature Superconductivity	1986

Table B. Examples of incorrect decision making at IBM

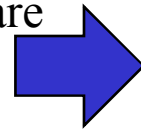
No.	Item	Description
1	STM	Contents that can write memory at atomic level. IBM acquired the patent for vacuum only. However, after that, another company established a possible method even if it is not a vacuum.
2	DRAM	This is the mainstream of semiconductor memory of personal computers. Because then IBM did not notice this importance, IBM could not proceed with research and could not monopolize because it did not have a patent network.
3	RISC	This is an indispensable object of computer networks. However IBM at that time adhered to the large computerized (mainframe) system and the development was delayed.

# Exercise to learn the necessity of seizing customer needs before new product development

Step1. Explanation to groups by Teacher Mr. T



Please make a new car  
That will make excellent  
Sales and market share  
by your team!

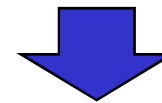


Step2. Group discussion  
and make a  
excellent  
car.



At the  
same time  
one customer group  
start to make a team favorite car.

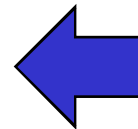
After 1.5Hr later



Step3.  
Presentation  
assuming sales

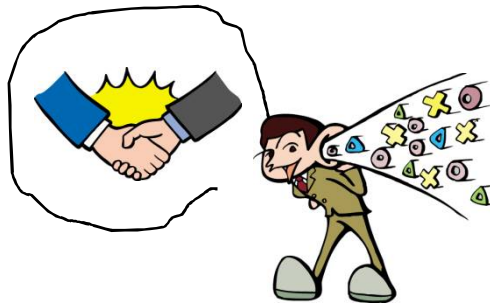


Step4.  
The customer group  
answers "We will not  
buy any car!".



Step6. Arrangement of  
failure points  
A successful way  
to selling new products  
is VOC!

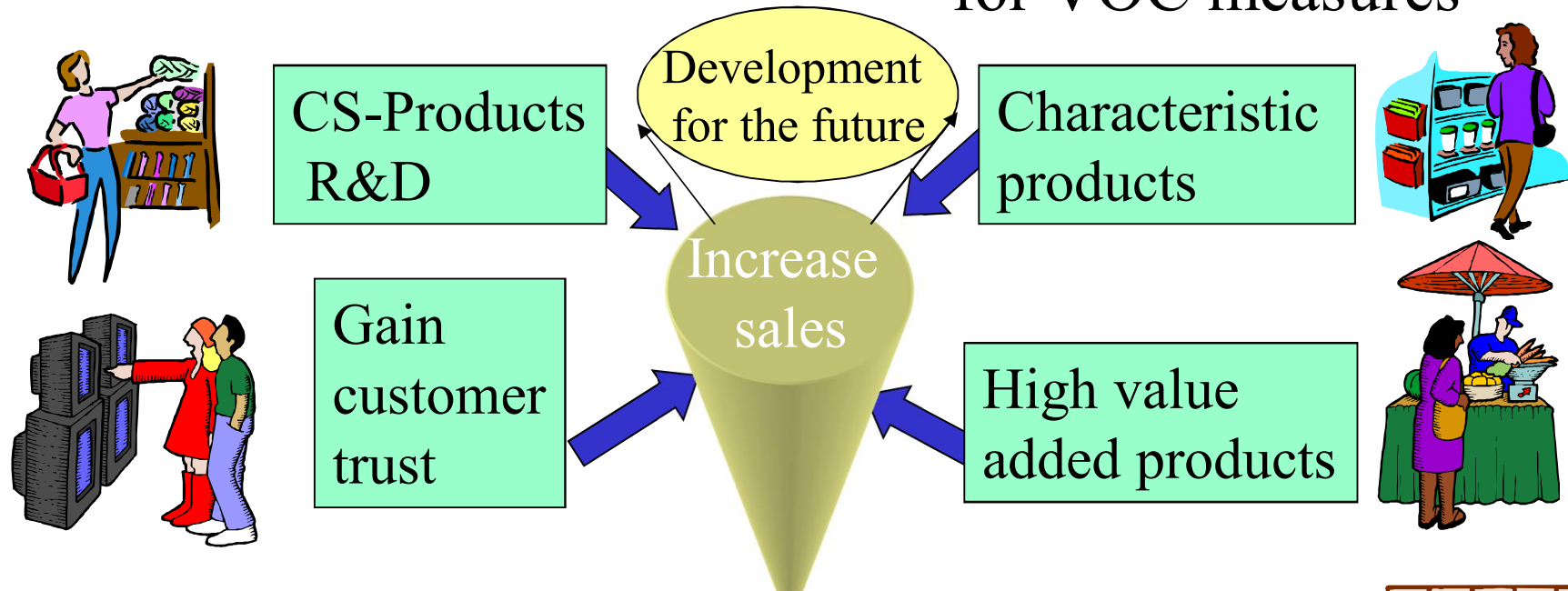
VOC=Voce of Customers



Step5.  
The customer group  
shows a team favorite  
car. to other teams.

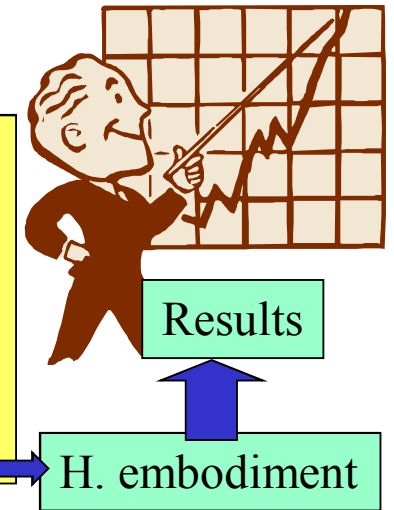


# Requirements for success of new products and procedures for VOC measures



## Solving customer's problems

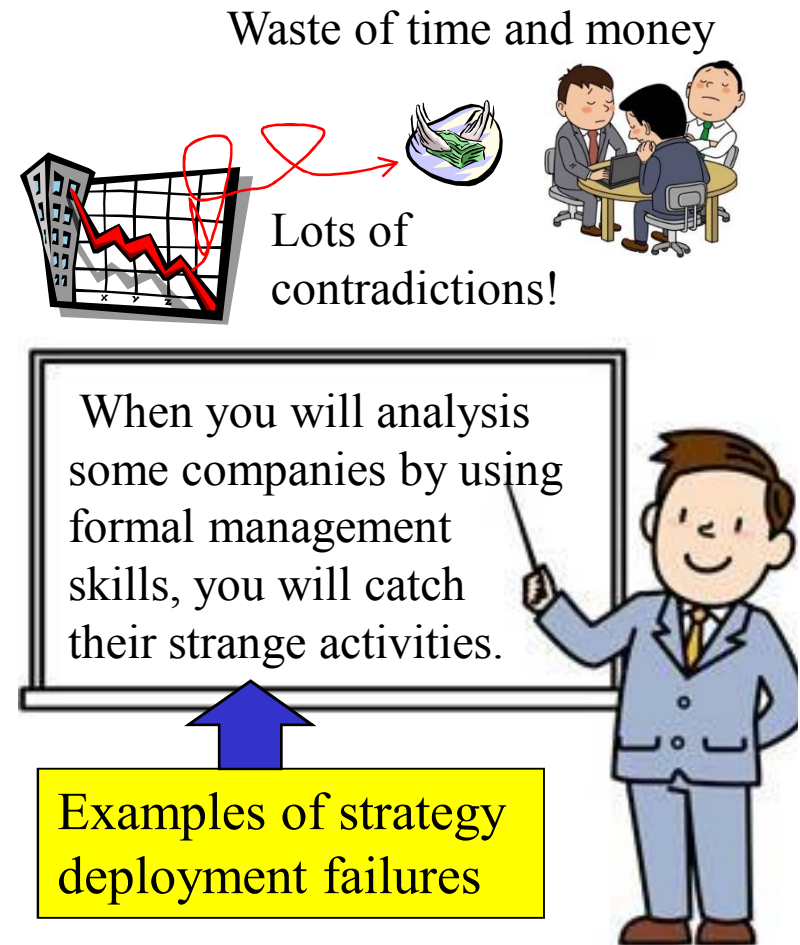
- A. What do customers and companies want to do? B. What is the feature of our product of the current product? Problems and countermeasures? C. What does the customer really want? D. How do customers get satisfied after purchase? E. How do you characterize C and D as goods and materialize sales strengthening? F. What ideas are used for product sales? G. How to proactively address latent problems and deploy sales?



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# Examples of reckless strategy development without self-analysis

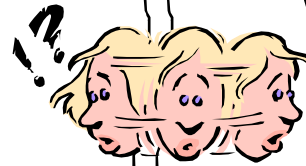
A. Introduction of a method  
which is fevering in a industry  
For example : Lean production  
TPM, ISO,5Ss,others

B. Award acquisition activities  
unrelated to management  
reform  
For example : Activity that a top  
manager only want to get a aim  
for his honor or publicity.

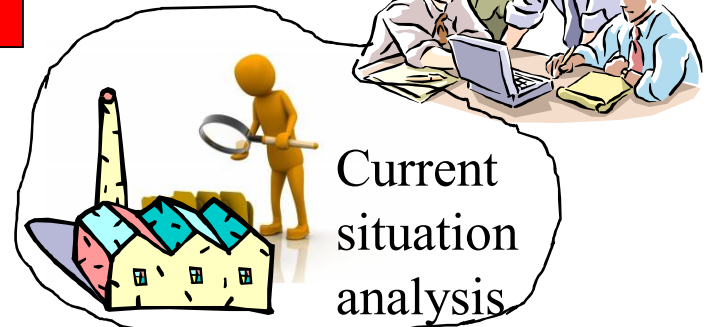
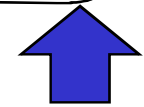
C. Activity which company introduce  
as a relationship of a industry,  
For example : Request of parent  
company and supplier, others

Management that the company  
has to do for innovation!

Growth of individuals  
+ performance expansion



Which your  
company  
should do?



Current  
situation  
analysis

# Process to advance the business management

From the current fiscal year of the target setting to all participation activities



- 1, Review of the consideration of the action policy management environment
- ↓
- 2, Various current situation analysis required in the medium-term plan embodying
- ↓
- 3, Various analyzes and measures the procedure set for the management plan implementation
- ↓
- 4, Visualization of all participation activities from a comprehensive goal-setting and deployment

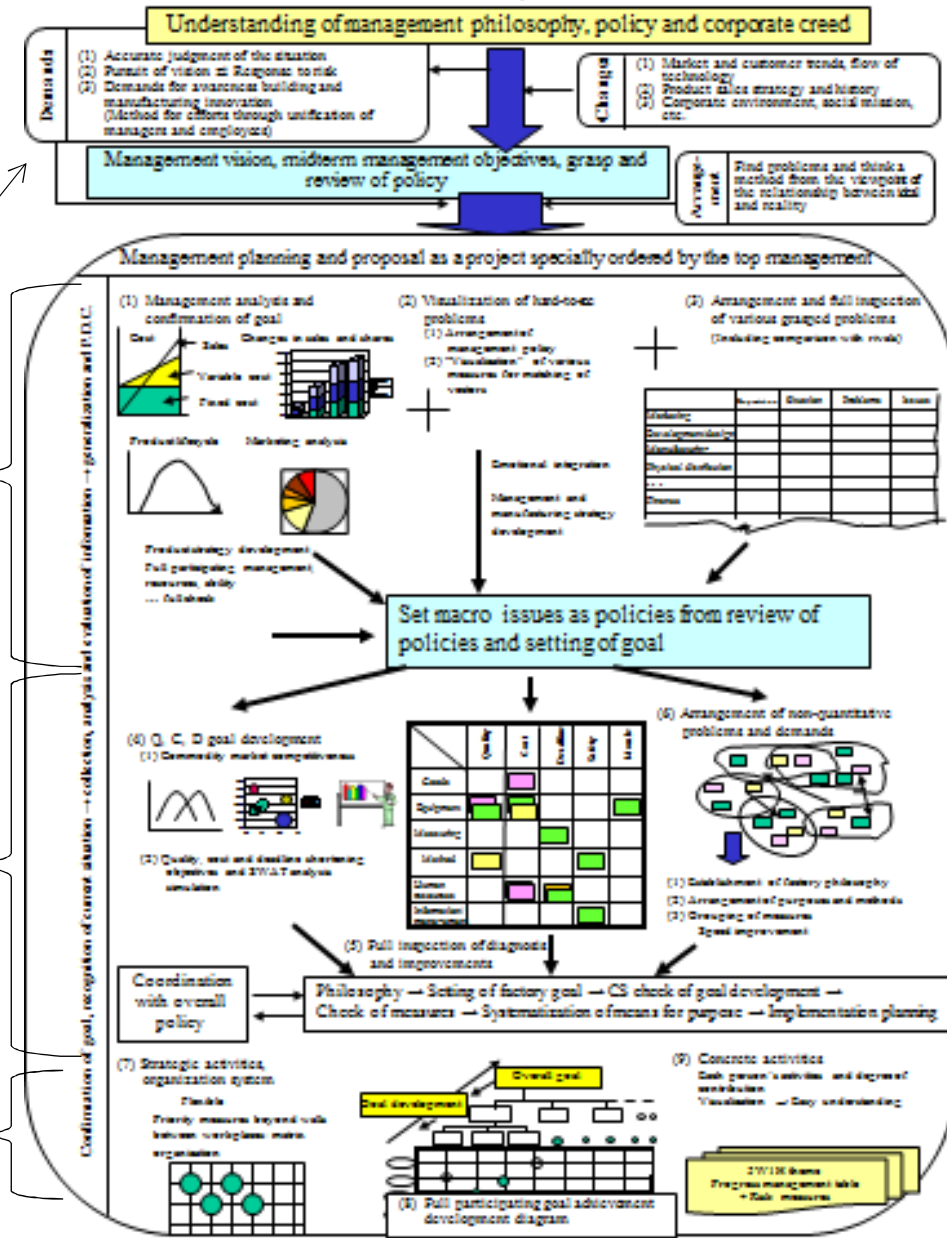


Figure 1: Image of generalization of the full participating management system and various requirements for the achievement of the goal of the midterm management plan

# Analysis of Mr. E to this company

As a result of hearing company employees 'hearing, he found out that employees' awareness of the problem is high.



In our company I have done a lot of training, but improvements were scarce!



It is a big problem!

If the company will be same status, it will be minus profit soon!



However, each employee was doing No.1 class job, so I did not think they will be fired.



Factory closure!



## Analysis by Mr. E

- Current problems
- A. Quality problems
  - B. Delivery claim
  - C. 2-times skill difference
  - ..... others

If this company zeroes the problem, it is possible to monetize and future development!



# Training by Mr. E at this company

Current problems  
 A. Quality problems  
 B. Delivery claim  
 C. 2-times skill difference  
 ..... others

What do we have to create profits?  
 Zero waste eliminations were our answer!



What did Mr. E tell the employee in the training?

Problems = balls  
 Who receives thrown each ball?



Even if you go "My skill is No. 1 in the company", it will be meaningless if the company



External picture lecturer is not a professional in manufacturing.



Each improvement is your duty!

Kaizen presentation (and drinking party with your family)



goes bankrupt! "

# The Steps for Fusing Top-Down + Bottom-Up

## Method for Fusing Top-Down + Bottom-Up

**【Step 1】** Have individuals freely write down their opinions on the theme of “Company + Individual Development/”  
(Concrete problems, desires, and points that should be improved)

**【Step 2】** Using the “cards talk” method, write demands down on a small card as a “Noun + Verb” .....  
Repeat

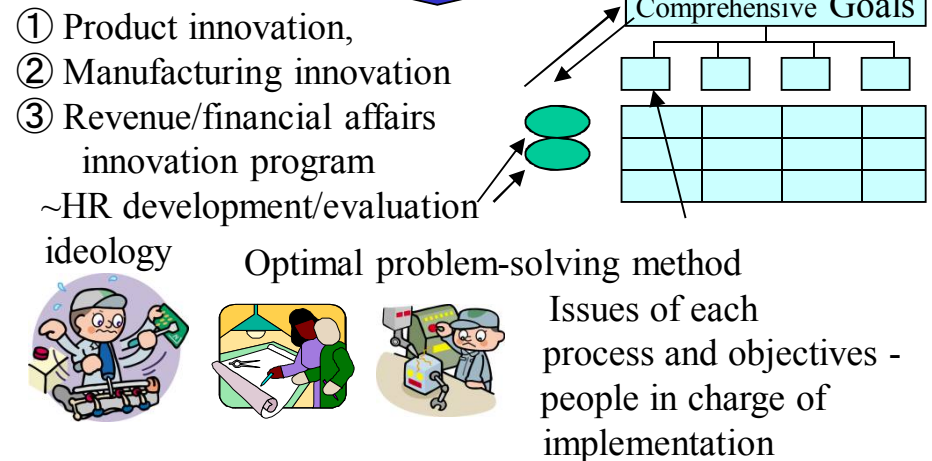
**【Step 3】** Summarize and group similar demands.

**【Step 4】** Create an association chart once you have islands of 5-6 demands, spread out the entire chart, and create a large diagram.

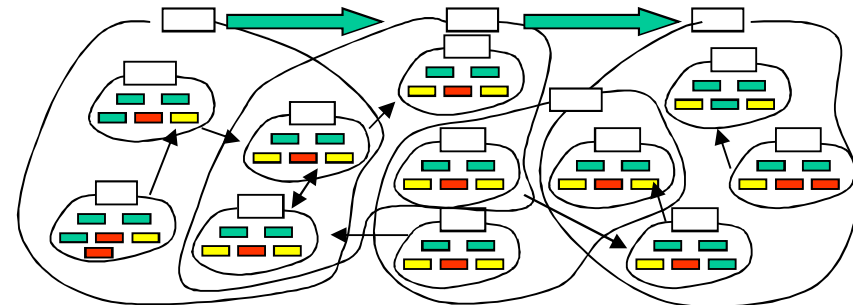
**【Step 5】** Categorize things as being ① what can be done immediately  
② what will be discussed for future plans  
③ what is impossible  
Show this to every member, and clarify your thinking and the details of implementation.



Activities of an Ideal Company  
Principles, goals, code of conduct, etc.



## Bottom-up demands/Visualization



# SN Card Method

SN method is OnDeCo-E series 1

I will show you a practice by Video

