

# Lean Manufacturing / Lean Production

## Topic 2:

- Toyota Way

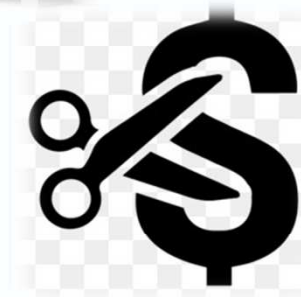


# Lean Manufacturing / Lean Production - Toyota Way

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## Mengapa mempelajari Toyota Way dari Toyota ?



# SQCDMPE

Toyota Fokus pada  
Safety, Quality, Cost, Delivery, Moral, Productivity dan Environment

# Lean Manufacturing / Lean Production - Toyota Way

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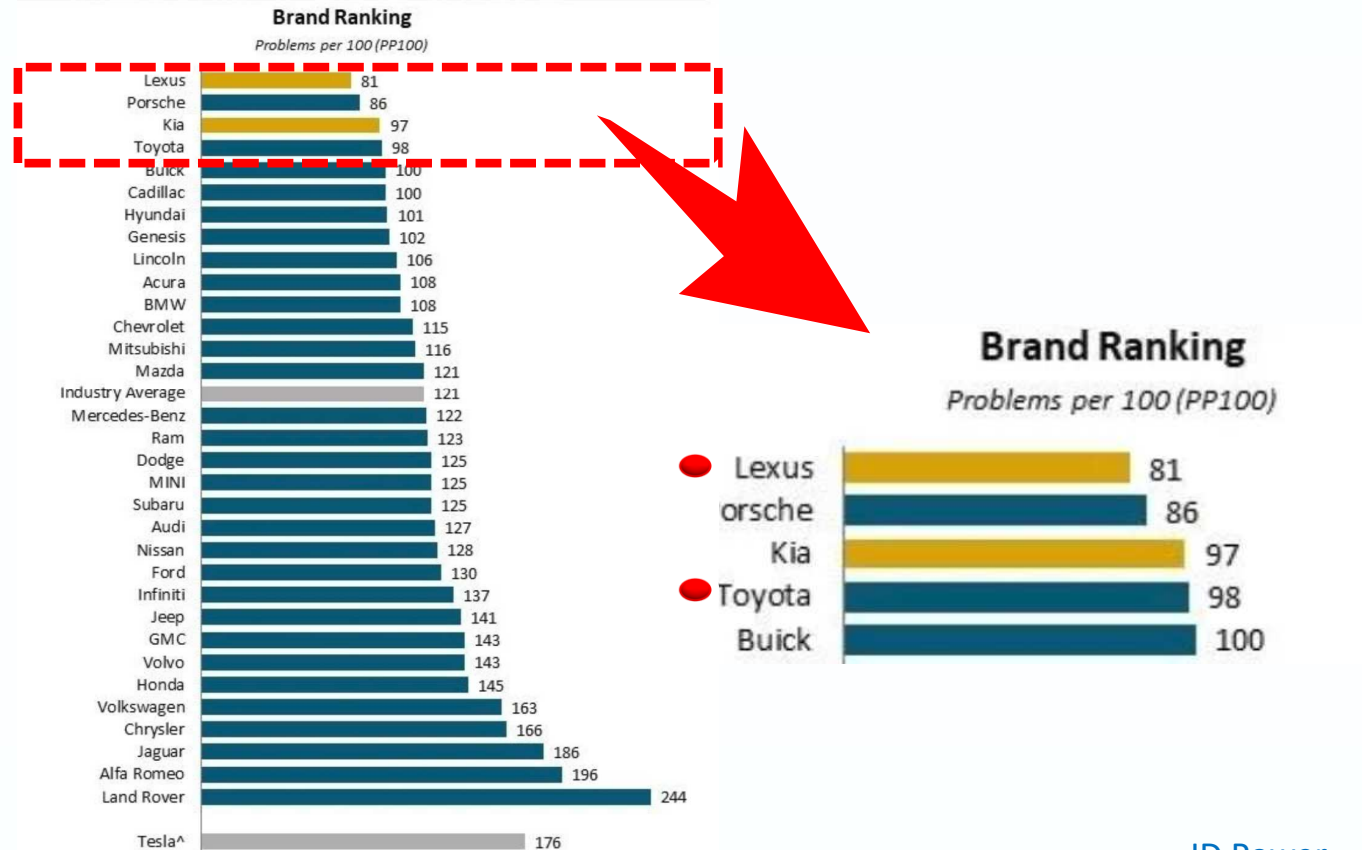


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## JD Power - VDS di USA 2021



### J.D. Power 2021 U.S. Vehicle Dependability Study<sup>SM</sup>



Toyota JD Power - VDS di USA 2021 - 1st & 4th Rank

# Lean Manufacturing / Lean Production - Toyota Way

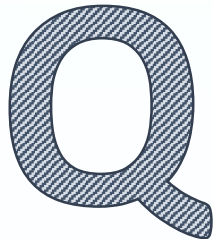
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## Wholesales Mobil di Indonesia 2020

WHOLESALES - RETAIL SALES - PRODUCTION - EXPORT IMPORT  
BY BRAND JAN-DEC 2020

A. WHOLESALES

NO.	BRAND	MONTH												SALES 2020	SHARE %
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC		
1	TOYOTA	24,119	25,053	26,191	2,053	695	3,705	7,224	8,673	13,150	16,345	15,361	18,687	<b>161,256</b>	<b>30.3%</b>
2	DAIHATSU	14,173	15,778	18,162	1,330	-	331	1,553	6,651	11,204	8,289	6,772	6,481	<b>90,724</b>	<b>17.1%</b>
3	HONDA	12,777	11,373	12,068	1,183	101	1,267	2,016	3,047	5,856	7,732	8,448	7,447	<b>73,315</b>	<b>13.8%</b>
4	SUZUKI	10,512	8,613	5,085	1,042	779	2,755	6,369	3,501	6,246	5,143	8,217	7,868	<b>66,130</b>	<b>12.4%</b>
5	DAI MITSUBISHI MOTORS	3,116	3,092	2,777	305	134	637	1,126	1,659	2,400	1,803	2,050	2,265	<b>57,906</b>	<b>10.9%</b>
6	DAI MITSUBISHI FUSO	331	344	1,325	335	379	693	1,166	1,312	1,314	1,634	2,103	2,265	<b>16,422</b>	<b>3.1%</b>
7	ISUZU	1,168	339	251	634	731	817	1,030	894	1,596	1,596	1,596	1,596	<b>12,621</b>	<b>2.4%</b>
8	HINO	600	58	57	156	188	6,829	1,421	37	43	30	30	30	<b>10,849</b>	<b>2.0%</b>
9	NISSAN	384	29	37	34	260	365	511	637	637	2,135	2,135	2,135	<b>6,581</b>	<b>1.2%</b>
10	WULING	208	43	35	116	245	240	198	114	323	323	323	323	<b>2,660</b>	<b>0.5%</b>
11	MAZDA	153	253	78	57	89	168	177	196	171	1,983	1,983	1,983	<b>1,983</b>	<b>0.4%</b>
12	B M W	243	101	25	33	54	58	198	200	233	1,947	1,947	1,947	<b>1,947</b>	<b>0.4%</b>
13	DFSK	221	57	67	93	124	142	212	117	117	1,684	1,684	1,684	<b>1,684</b>	<b>0.3%</b>
14	MERCEDES-BENZ PC	155	37	21	70	108	67	84	74	74	947	947	947	<b>947</b>	<b>0.2%</b>
15	LEXUS	54	73	19	32	32	65	72	59	6	101	110	110	<b>807</b>	<b>0.2%</b>
16	K I A	95	139	103	-	5	12	34	70	19	62	118	118	<b>673</b>	<b>0.1%</b>
17	MERCEDES-BENZ CV	130	70	3	21	15	30	36	35	37	43	51	51	<b>525</b>	<b>0.1%</b>
18	HYUNDAI - HIM	47	60	63	27	-	40	71	54	38	59	56	-	<b>515</b>	<b>0.1%</b>
19	UD TRUCKS	123	114	48	9	3	16	59	18	13	18	25	29	<b>475</b>	<b>0.1%</b>
20	VOLKSWAGEN	23	60	35	8	11	23	43	45	44	44	44	44	<b>411</b>	<b>0.1%</b>
21	MINI	-	-	-	-	-	-	-	-	-	-	-	-	<b>377</b>	<b>0.1%</b>
22	MORRIS GARAGE	-	-	-	-	-	-	-	-	-	-	-	-	<b>350</b>	<b>0.1%</b>
23	RENAULT	-	-	-	-	-	-	-	-	-	-	-	-	<b>300</b>	<b>0.1%</b>
24	DATSUN	-	-	-	-	-	-	-	-	-	-	-	-	<b>300</b>	<b>0.1%</b>
25	TATA	-	-	-	-	-	-	-	-	-	-	-	-	<b>235</b>	<b>0.0%</b>
26	FAW	-	-	-	-	-	-	-	-	-	-	-	-	<b>220</b>	<b>0.0%</b>
27	SCANIA	-	-	-	-	-	-	-	-	-	-	-	-	<b>217</b>	<b>0.0%</b>
28	HYUNDAI - HMID	-	-	-	-	-	-	-	-	-	-	-	-	<b>215</b>	<b>0.0%</b>
29	PEUGEOT	-	-	-	-	-	-	-	-	-	-	-	-	<b>212</b>	<b>0.0%</b>
30	CHEVROLET	-	-	-	-	-	-	-	-	-	-	-	-	<b>54</b>	<b>0.0%</b>
31	AUDI	-	-	-	-	-	-	-	-	-	-	-	-	<b>47</b>	<b>0.0%</b>
32	MAN TRUCK	-	-	-	-	-	-	-	-	-	-	-	-	<b>10</b>	<b>0.0%</b>
33	INFINITI	-	-	-	-	-	-	-	-	-	-	-	-	<b>-</b>	<b>0.0%</b>
34	RENAULT AUTO EURO	-	-	-	-	-	-	-	-	-	-	-	-	<b>-</b>	<b>0.0%</b>
35	PROTON	-	-	-	-	-	-	-	-	-	-	-	-	<b>-</b>	<b>0.0%</b>
36	BYD	-	-	-	-	-	-	-	-	-	-	-	-	<b>-</b>	<b>0.0%</b>
37	HONGYAN	-	-	-	-	-	-	-	-	-	-	-	-	<b>-</b>	<b>0.0%</b>
GRAND TOTAL		80,435	79,644	76,811	7,868	3,561	12,623	25,283	37,277	48,554	49,018	53,834	57,129	532,027	100%
CUMULATIVE		80,435	160,079	236,890	244,758	248,309	260,932	286,215	323,492	372,046	421,064	474,898	532,027		

NO.	BRAND	SALES 2020	SHARE %
1	TOYOTA	161,256	30.3%
2	DAIHATSU	90,724	17.1%
3	HONDA	73,315	13.8%
4	SUZUKI	66,130	12.4%
5	MITSUBISHI MOTORS	57,906	10.9%

Gaikindo

## Toyota Wholesales di Indonesia 2020 - 1st Rank

# Lean Manufacturing / Lean Production - Toyota Way

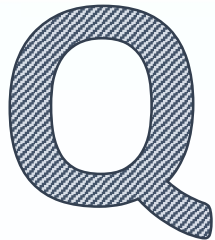
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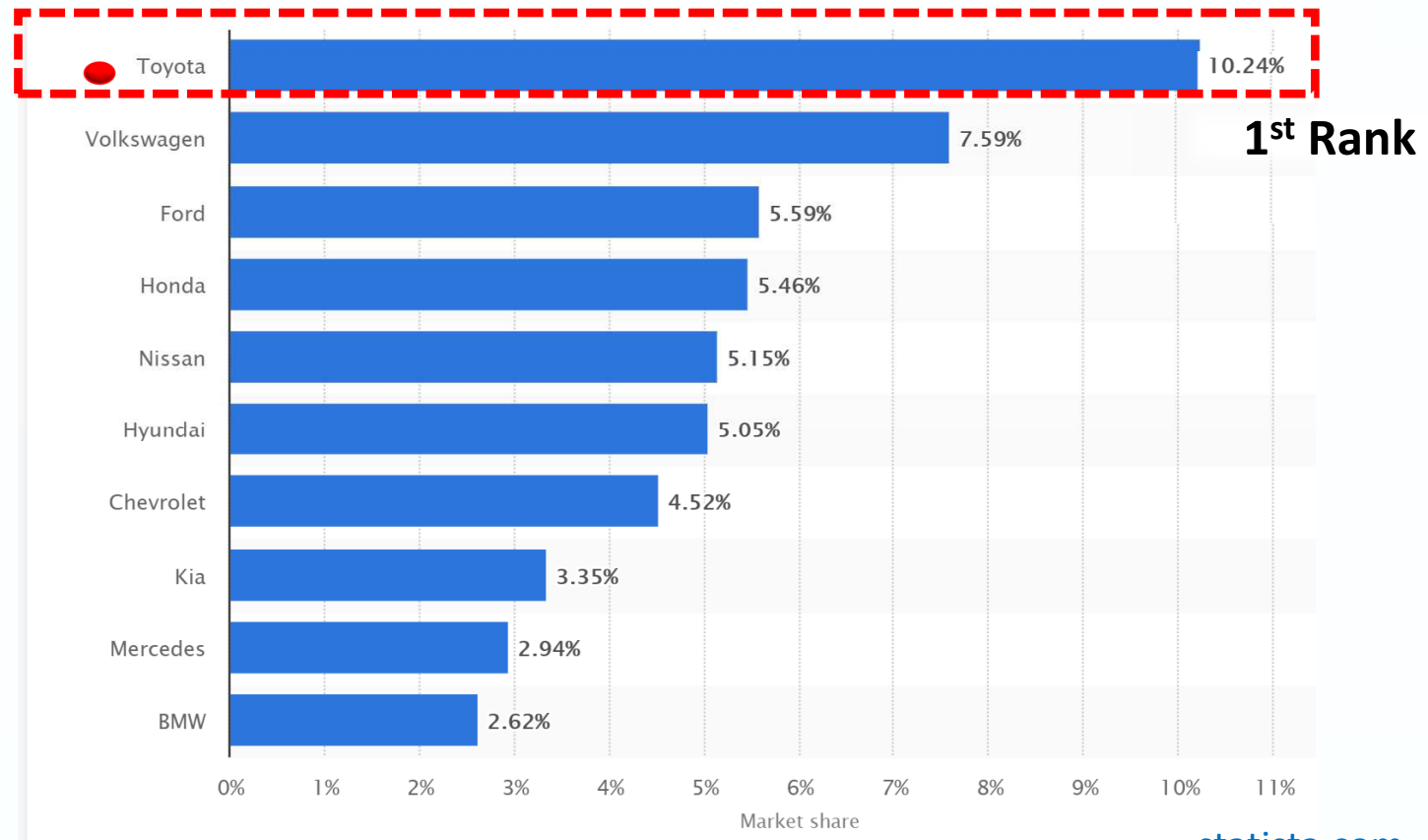
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## Global Automotive Market Share 2019



**Toyota Global Automotive Market Share 2019 - 1st Rank**

# Lean Manufacturing / Lean Production - Toyota Way

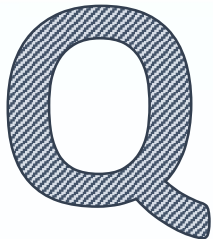
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## Top 10 Most Valuable Brand 2020

FCA portfolio, it has so far successfully embarked on its plan, unveiled in 2018, to broaden the brand into different segments and expand plug-in hybrid and electric options for the brand's customers.

**Land Rover**, however, has not been as successful – falling 16% in brand value to US\$7.6 billion – hit by sluggish growth worldwide and in China, where it has invested heavily.

### The impact of electrification

The growth of electric vehicles is probably the most important trend in this year's ranking with electric-only brands recording some of the fastest growth and almost all the major marques launching electric ranges.

**Tesla** is racing ahead as the fastest-growing brand in the ranking, up an impressive 65% to US\$12.4 billion. The electric vehicle innovator has rapidly widened its footprint, with sales now in China, Australia, the UK, and several markets in Eastern Europe. There have, however, been concerns of achieving production targets, but the announcement of a new factory – partly supported by the Chinese government – in Shanghai is set to solve production worries and puts Tesla in a

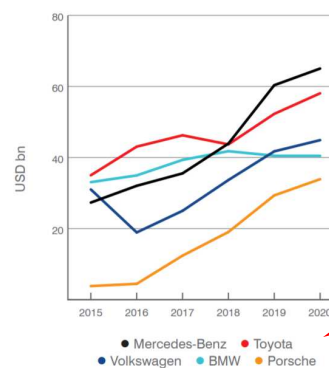
### Top 10 Most Valuable Brands

	<b>1</b> ← 1		Mercedes-Benz 2020: \$65,041m 2019: \$60,355m <b>+7.8%</b>
	<b>2</b> ← 2		TOYOTA 2020: \$58,076m 2019: \$52,291m <b>+11.1%</b>
	<b>3</b> ← 3		VW 2020: \$44,897m 2019: \$41,739m <b>+7.6%</b>
	<b>4</b> ← 4		BMW 2020: \$40,483m 2019: \$40,501m <b>-0.0%</b>
	<b>5</b> ← 5		PORSCHE 2020: \$33,911m 2019: \$29,347m <b>+15.6%</b>
	<b>6</b> ← 6		HONDA 2020: \$33,102m 2019: \$25,744m <b>+28.6%</b>
	<b>7</b> ↑ 8		Ford 2020: \$18,515m 2019: \$18,772m <b>-1.4%</b>
	<b>8</b> ↑ 9		NISSAN 2020: \$17,916m 2019: \$18,755m <b>-4.5%</b>
	<b>9</b> ← 9		Audi 2020: \$16,914m 2019: \$15,638m <b>+8.8%</b>
	<b>10</b> ← 10		VOLVO 2020: \$16,914m 2019: \$14,063m <b>+20.3%</b>

Top 10 Most Valuable Brands			
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● Mercedes-Benz	● Toyota
● Volkswagen	● BMW
● Porsche	

### Brand Value over Time



brandirectory.com

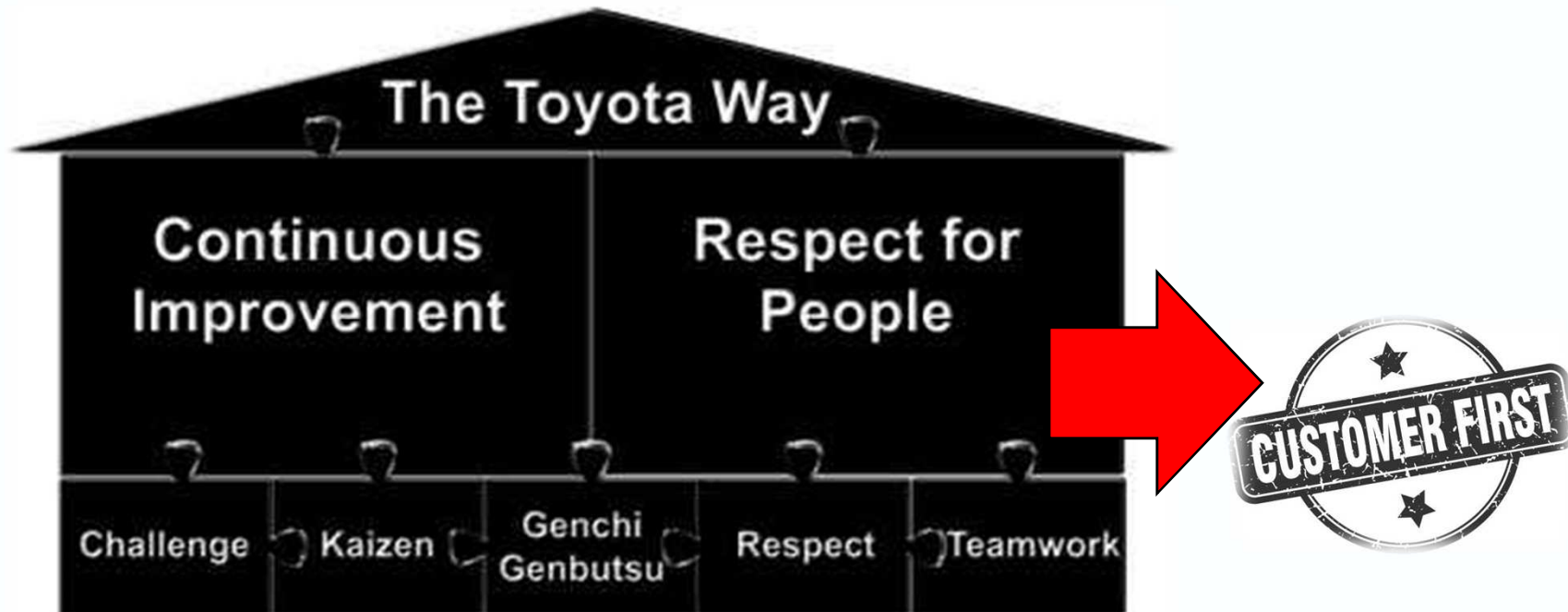
**Toyota Most Valuable Brand 2020 – 2nd Rank**

# Lean Manufacturing / Lean Production - Toyota Way

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## Bagaimana ilustrasi bangunan Toyota Way ?



**Toyota Way : Continues Improvement & Respect for People**  
**Challenge, Kaizen, Genchi Genbutsu, Respect, Teamwork**

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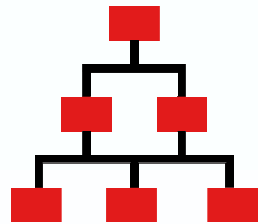
## Strategy Pelaksanaan Customer First

- Come into direct contact to Customer
- Grasp Customer needs
- Make every effort to swiftly meet customer needs and solve their problems
- Consider how your work is linked to the each customer purchasing
- Don't leave incomplete work / defective part for next process
- Do what is right for the customer
- Focus only on what matters to your customer
- Being committed to customer obsession
- Empower employees to spur innovation
- Focus on quality over quantity
- Be driven by customer feedback
- Analyze and distribute customer data routinely



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Customer First Group in **TDEM**\*) is to provide sales and after sales service of Toyota vehicles for customers aiming at continuously providing and enhancing customer satisfaction.

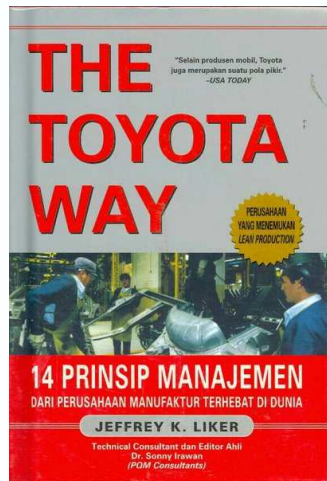
## Roles & Responsibilities

Conversion & Accessory Division	Customer Service Technical Division	Quality Division	Service Part Center Division
<b>Conversion &amp; Accessories</b> Providing attractive accessories and related services to delight customers, roles are from planning, developing, selling, and promoting Toyota Genuine accessories in Thailand and AP countries both Dealer installation option (DIO) and Port installation option (PIO)	<b>Customer Service Technical</b> Speedily & accurately collecting customers, expectation, feedback, & technical information to promote development of Better Car	<b>Quality</b> Steering quality assurance activities in Toyota to enhance quality system of our vehicle to exceed customers' expectation	<b>Toyota Parts Center Asia Pacific (TPCAP)</b> Contribution to Customer Satisfaction through on time delivery of service parts & accessories to customers.

\*) **TDEM** : Toyota Daihatsu Engineering Manufacturing (Asia Pacific Region)

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## The World-Class Power of the Toyota Way

- Using Operational Excellence as a Strategic Weapon
- How Toyota Became the World's Best Manufacturer: The Story of the Toyoda Family and the Toyota Production System
- The Heart of the Toyota Production System: Eliminating Waste
- The 14 Principles of the Toyota Way: An Executive Summary of the Culture Behind TPS
- The Toyota Way in Action: The No Compromises Development of Lexus
- The Toyota Way in Action: New Century, New Fuel, New Design Process Prius

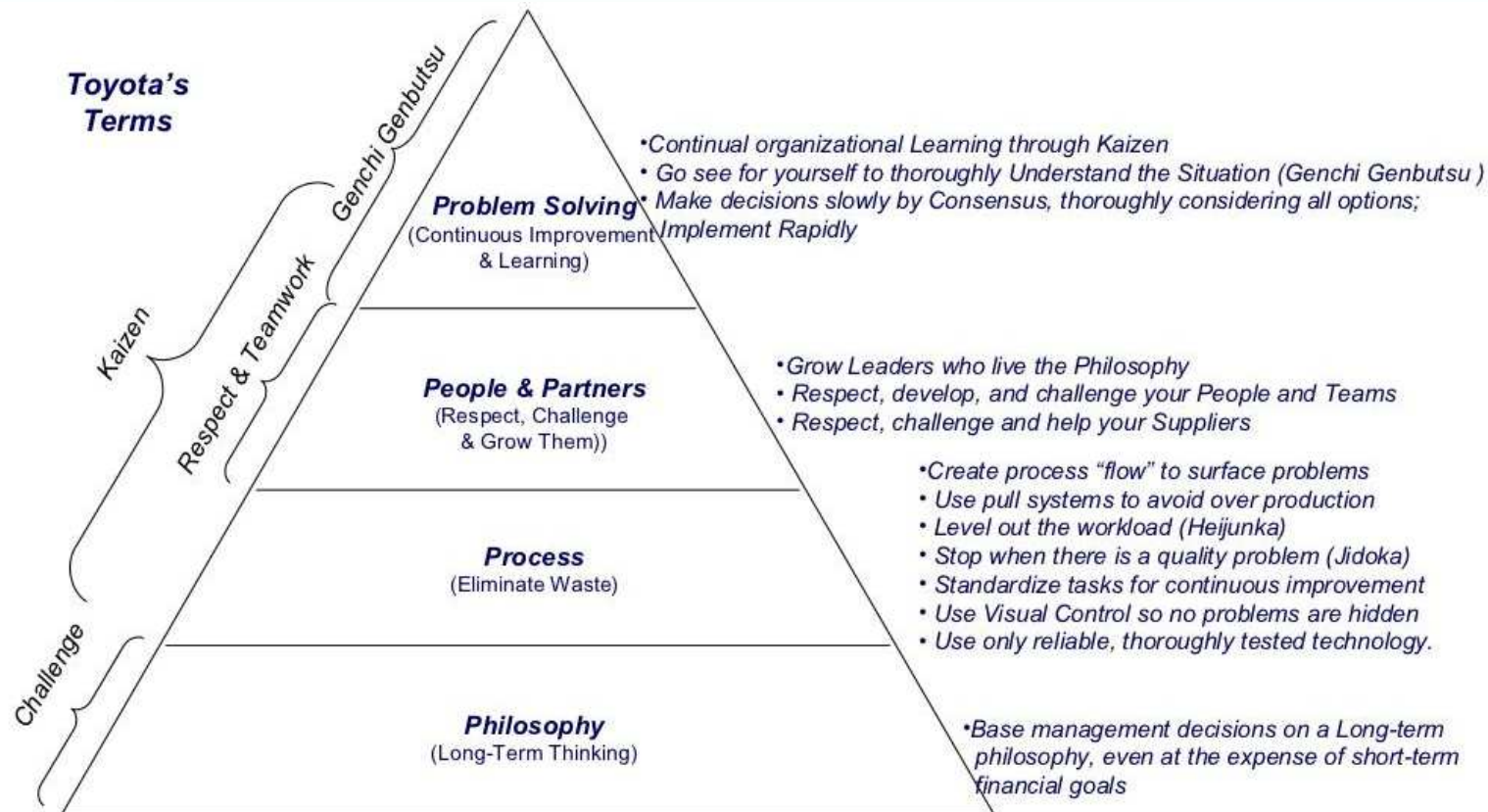
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## The Business Principles of the Toyota Way



### Long-Term Philosophy

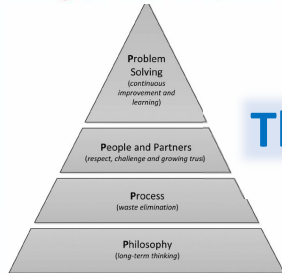
Principle 1: Base Your Management Decisions on a Long-Term Philosophy, Even at the Expense of Short-Term Financial Goals

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## The Business Principles of the Toyota Way

### The Right Process Will Produce the Right Results

Principle 2: Create Continuous Process Flow to Bring Problems to the Surface

Principle 3: Use Pull Systems to Avoid Overproduction

Principle 4: Level Out the Workload (Heijunka )

Principle 5: Build a Culture of Stopping to Fix Problems, to Get Quality Right the First Time

Principle 6: Standardized Tasks Are the Foundation for Continuous Improvement and Employee Empowerment

Principle 7: Use Visual Control So No Problems Are Hidden

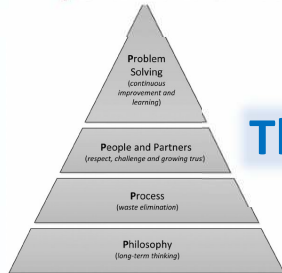
Principle 8: Use Only Reliable, Thoroughly Tested Technology That Serves Your People and Processes

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## The Business Principles of the Toyota Way

### Add Value to the Organization by Developing Your People and Partners

Principle 9: Grow Leaders Who Thoroughly Understand the Work, Live the Philosophy, and Teach It to Others

Principle 10: Develop Exceptional People and Teams Who Follow Your Company's Philosophy

Principle 11: Respect Your Extended Network of Partners and Suppliers by Challenging Them and Helping Them Improve

### Continuously Solving Root Problems Drives Organizational Learning

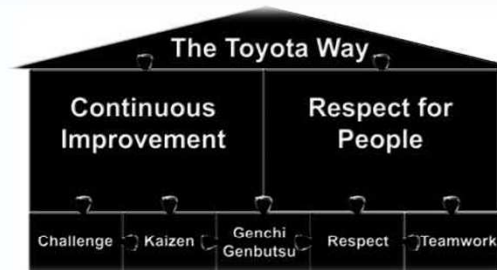
Principle 12: Go and See for Yourself to Thoroughly Understand the Situation (Genchi Genbutsu)

Principle 13: Make Decisions Slowly by Consensus, Thoroughly Considering All Options; Implement Rapidly (Nemawashi)

Principle 14: Become a Learning Organization Through Relentless Reflection (Hansei) and Continuous Improvement (Kaizen)

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## Pilar “Continuous improvement” :

- Challenge: To build a long-term vision and meet challenges with courage and creativity.
- Kaizen: To continuously improve our business operations, always striving for innovation and evolution.
- Genchi Genbutsu: To always go to the source to find the facts and make correct decisions; to build consensus and expeditiously achieve our goals.

## Pilar “Respect for people” :

- Respect: To respect others and the environment, to build trust, and to take responsibility.
- Teamwork: To stimulate personal and professional growth, maximize individual and team performance

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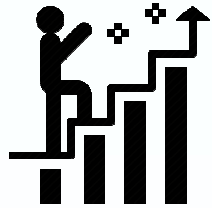
## Challenge

To build a long-term vision and meet challenges with wcou rage and creativity.

- **Creating value through manufacturing and delivery of product & service**
  - consider who is your customer and create most value added output for customer
  - Always keep in mind SQCDMPE
- **Spirit of challenge**
  - Don't be afraid for new job and don't be limited for current achievement
  - Set a challenging target
- **Long range perspective**
  - Always ask what do you want to achieve in three years and map out its plan
- **Thorough consideration in decision making**
  - Consider how to prioritize job base on the expected output and deadline
  - Only sell quality product and service
  - Consider the influence of customer, dealer, suppliers, etc when developing plan and making decision

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## Kaizen

To continuously improve our business operations, always striving for innovation and evolution.

**KAI**  
改  
"Change"

**ZEN**  
善  
"Good"

**+ =**

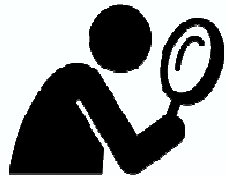
**"Good Change"  
or Continuous  
Improvement**

**Kaizen adalah  
perubahan menjadi lebih baik yang dilakukan secara terus menerus**



# Lean Manufacturing / Lean Production - Toyota Way

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## Genchi Genbutsu

To always go to the source to find the facts and make correct decisions; to build consensus and expeditiously achieve our goals.

<b>PRINSIP 5GEN</b>	原理 GENRI	Theory
	原則 GENSOKU	Rules
	現場 GENBA	Real Place
	現物 GENBUTSU	Real Things
	現実 GENJITSU	Real Facts

*teknikelektronika.com*

Berbicara menggunakan Data dan Fakta

# Lean Manufacturing / Lean Production - Toyota Way

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## Respect

To respect others and the environment, to build trust, and to take responsibility.

- **Respect for stakeholders**
  - Maintain an attitude of customer first
  - Treat all stakeholders with fairness and humility
- **Mutual trust and mutual responsibility**
  - Understand the company expectation and voice of stakeholders
- **Sincere communication**
  - Respect the culture of all people
  - Put yourself in the other person's position
  - Bad news first

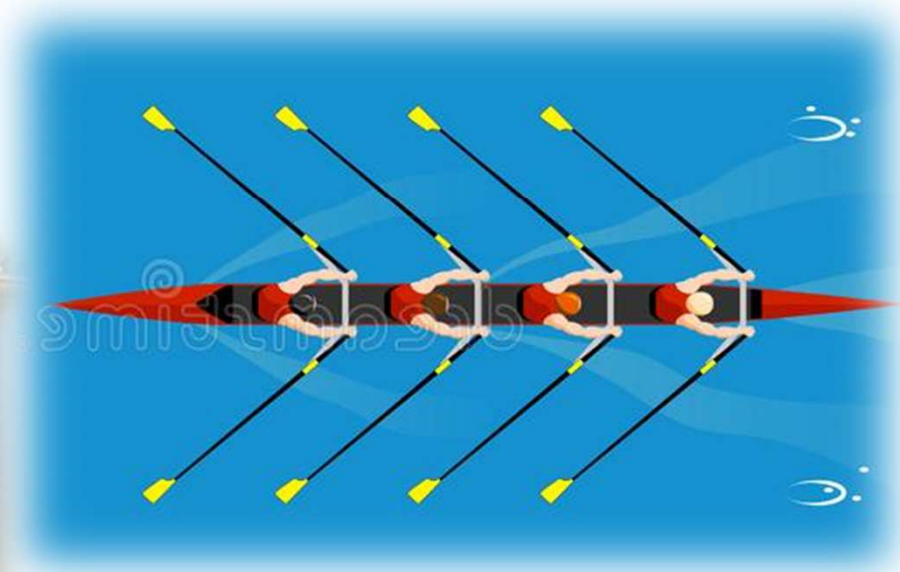
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## Teamwork

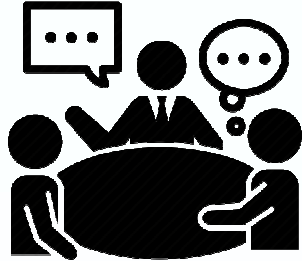
To stimulate personal and professional growth, maximize individual and team performance



**One Team One Aim**

# Lean Manufacturing / Lean Production - Toyota Way

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## TUGAS KELOMPOK / MANDIRI

LOKAS KELOMPOK / MANDIRI



Membahas salah satu tema berikut ini:

- **Challenge**
- **Kaizen**
- **Genchi Genbutsu**
- **Respect**
- **Teamwork**

Dengan menyajikan dalam bentuk material presentasi yang berisi:

- **Definisi, tujuan, manfaat dari tema yang dipilih**
- **Contoh-contoh pelaksanaannya**
- **Hambatan dalam pelaksanaannya di Indonesia**
- **Usulan agar sukses pelaksanaannya**