



TOYOTA BOSHOKU AMERICA

*Transcending Turbulence*

# Center for Automotive Research

*World Class Manufacturing*

**Presented by:**

Kiyoshi “Nate” Furuta, Chairman & CEO

Toyota Boshoku America





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# Our Products & Relationships



## OUR PRODUCTS

- Seats & seat covers
- Door trim & door panels
- Carpet
- Air & oil filters
- Headliners
- Round recliners

## OUR CUSTOMERS

- Toyota
- General Motors
  - HHR, Chevy Tahoe & Yukon Hybrids
- Many customers receive stamped metal parts, oil filters and air filtrations systems





# Founding Principles of Toyota Boshoku

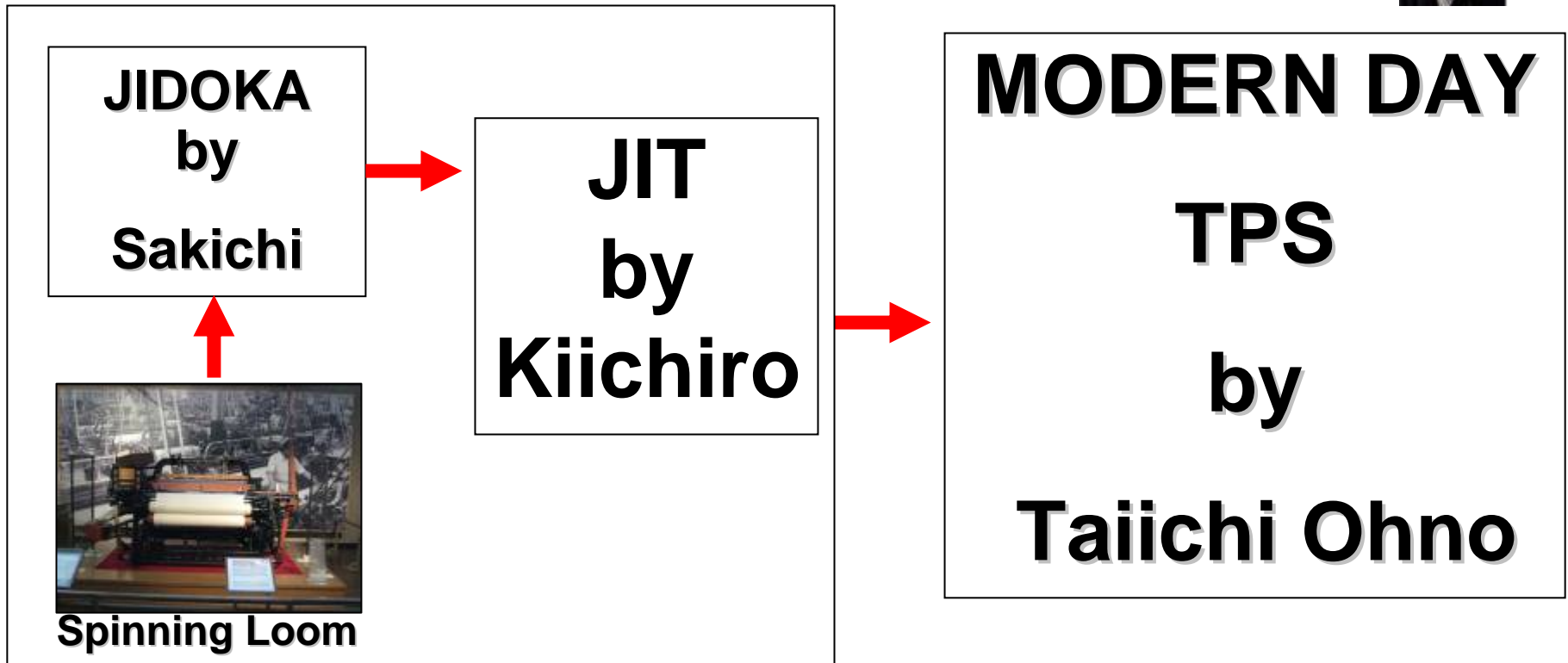
## Rich in History



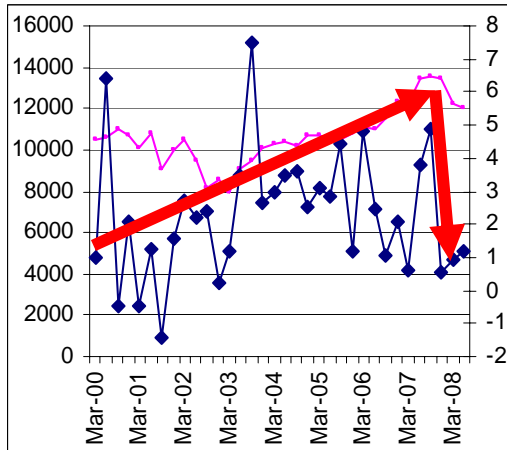
1918 – Toyoda Boshoku Founded by Sakichi Toyoda



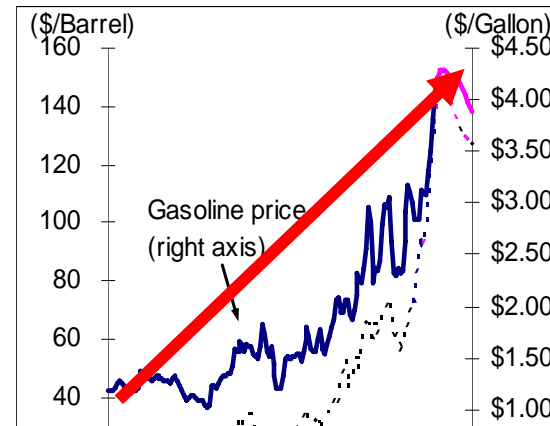
1937 – Toyota Motor Corp. Founded by son, Kiichiro



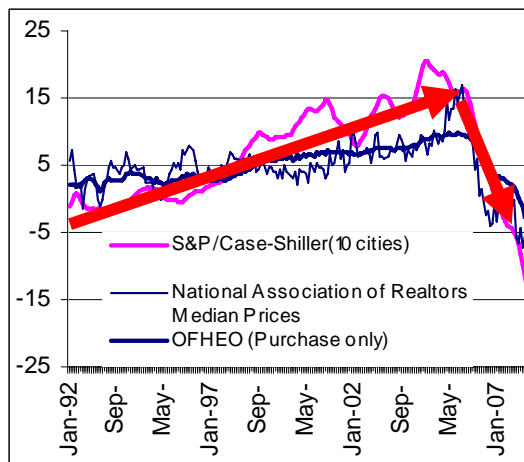
# Our World is Changing Faster than Most Expected



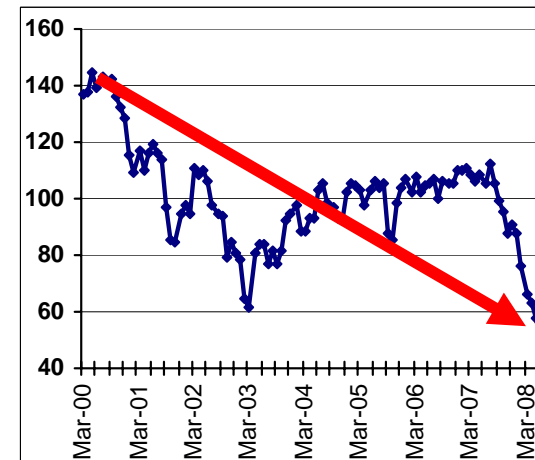
**GDP & DOW Growth Rate**



**Crude Oil & Gas Price**

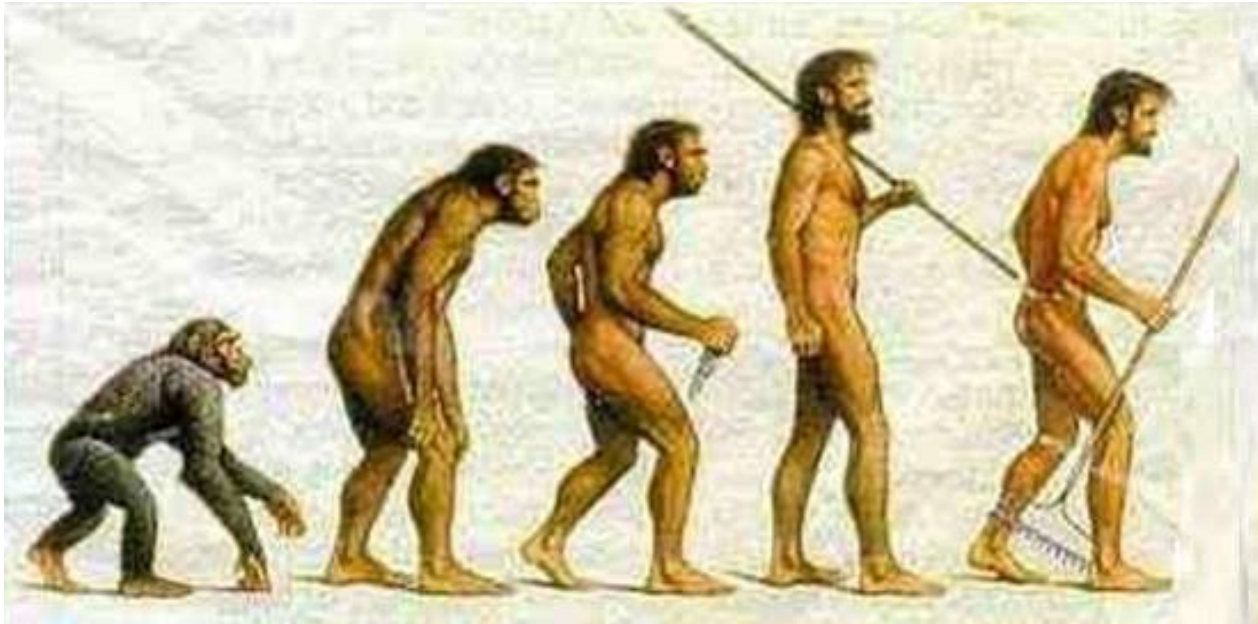


**Home Prices**



**Consumer Confidence**

# Adapting to Turbulent Times



**“It is not the strongest of the species that survives,  
nor the most intelligent that survives.**

**It is the one that is the most adaptable to change.”**

*- Charles Darwin*



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25 Years Ago...

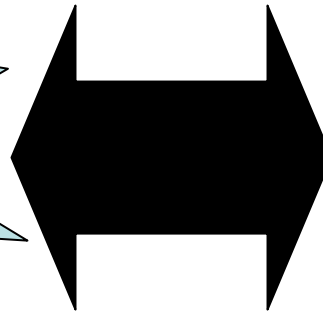


**Japanese imports rapidly increased  
and Domestic imports suffered.**

**Freemont, CA Plant vs. NUMMI**

**RIGID Work  
Practices**

**(Freemont, CA  
plant contract)**



**TPS  
Requirements**

**FLEXIBILITY**

**& Mutual Trust**

**(NUMMI)**



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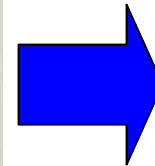
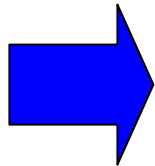
# NUMMI Contract



To achieve the common goal of maintaining and improving the quality of life for employees and their families through company growth, the Parties are committed to—Constantly seek improvement in quality, efficiency and work environment through Kaizen.



Mutual  
Trust  
&  
Respect



Adapt to  
Change  
||  
KAIZEN



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# Problem Solving



“No one is more troublesome than the person who claims to have no problem.” - *Taiichi Ohno*

**JUST IN TIME (JIT)**

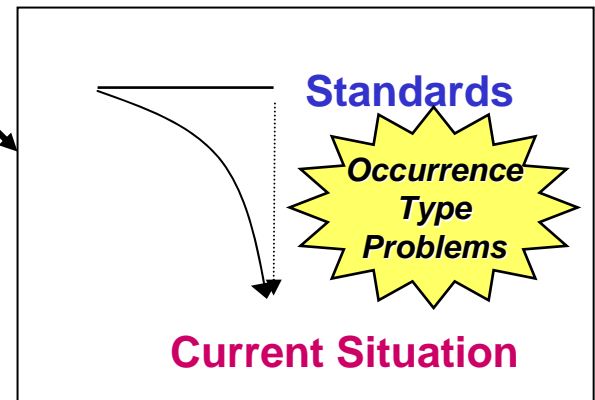
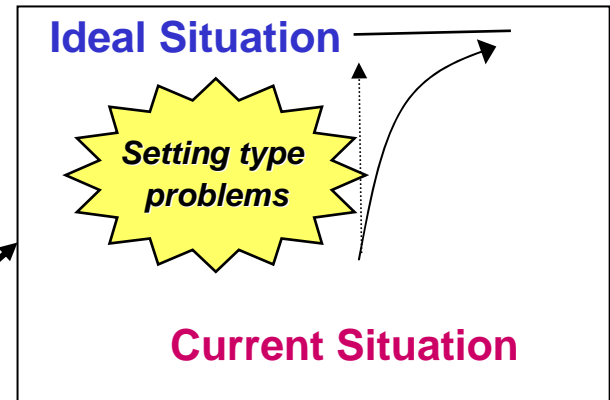
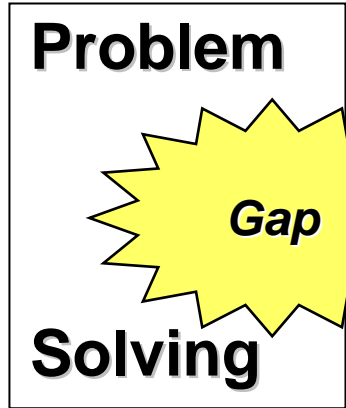
Response to  
Market Change

**JIDOKA**

Response to  
Process Abnormality

**HOSHIN MGMT.**

Movement to  
Ideal Condition



## Eight Steps of Problem Solving

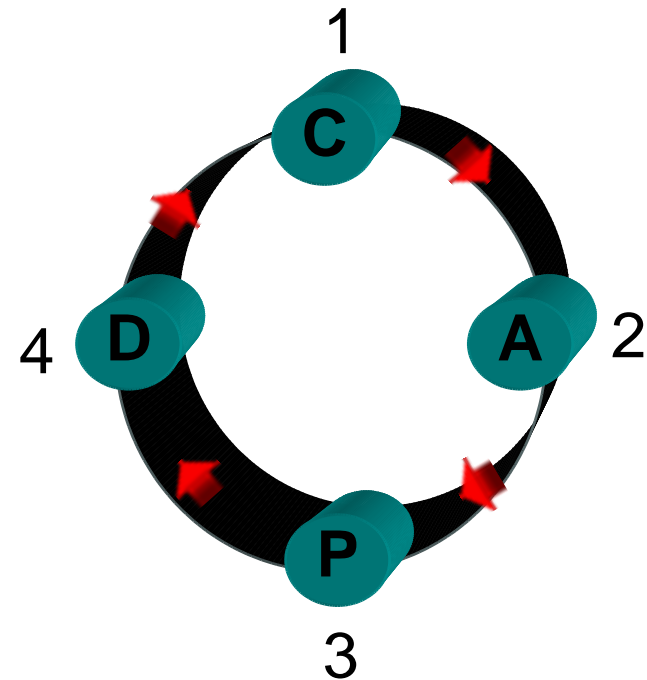
1. Clarify the Problem
2. Break Down the Problem
3. Target Setting
4. Root Cause Analysis
5. Develop Countermeasures
6. See Countermeasures Through
7. Monitor Both Results and Processes
8. Standardize Successful Processes

**P**

**D**

**C**

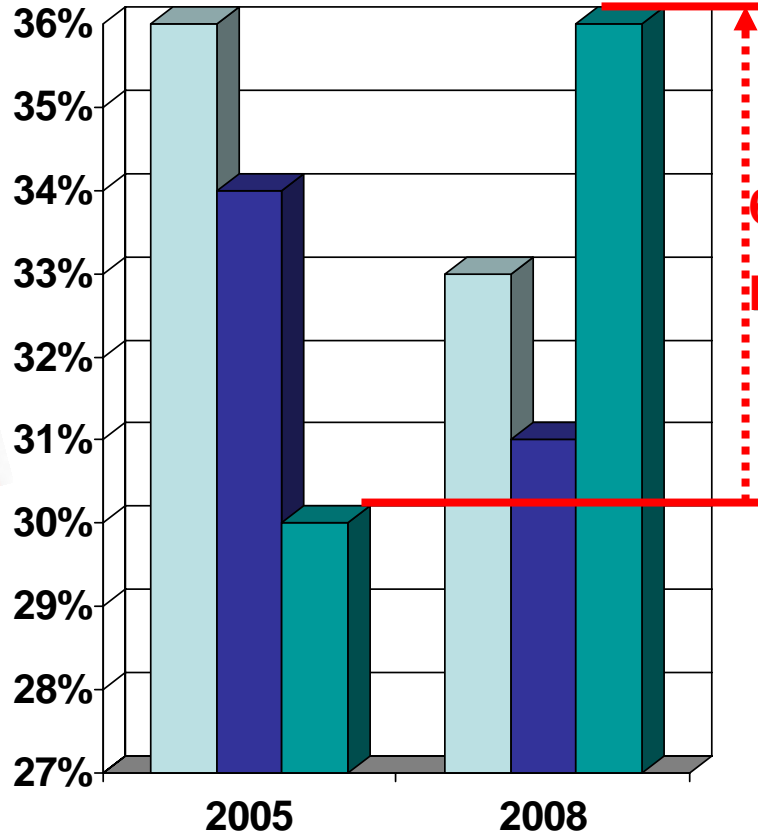
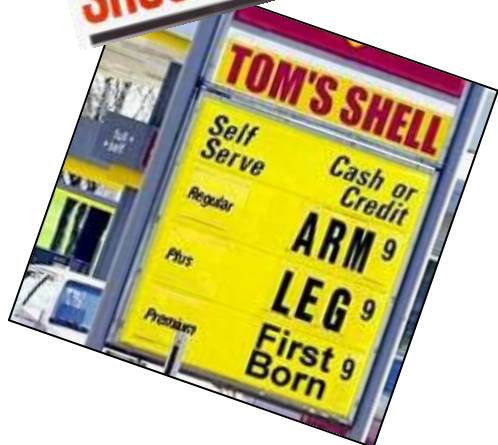
**A**





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# Industry in Crisis



6% Inc.

Trucks SUV's Cars





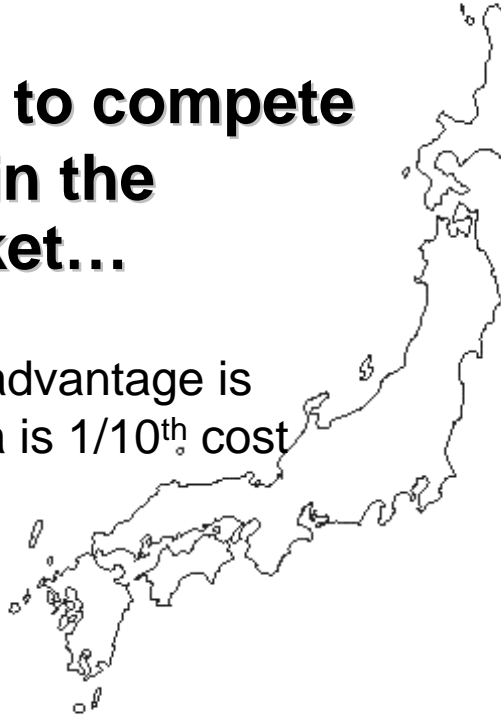
# Problem Solving Shorten Lead Time



## Shorter Lead Time (Response to Speed of Change)

### Enables Japan to compete against China in the Japanese Market...

- Manufacturer disadvantage is labor cost – China is 1/10<sup>th</sup> cost



### What Changed?

- Japan market matured
- Demand shifted quickly
- Japan responded through shorter lead time
- For shorter lead time; R&D, Mfg. and transportation of material and products must simultaneously work together

***Lead Time is how we respond to a constantly changing environment.***



welcome  
to the great  
indoors



**TOYOTA BOSHOKU AMERICA**

Toyota Boshoku America, Inc.,  
a premier manufacturer of automotive interior systems

**Open for Business**