ESD21

TPS指導を通じて感じたミャンマーでのモノづくり・人づくりのヒント

（ヤンゴン重機輸入販売会社の例）

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KIWIの電話からミャンマーとの関係スタート

- 2007年12月、ミャンマーUMGのトップ
  KIWI Aliwarga　から我が家に電話
- 2008年2月、ヤンゴンのホテルで**4日間の「Toyota Way」のグループ研修とフォロー**

- 2007年9月、ジャーナリス長井健司さんがヤンゴンにて、
  反政府デモ撮影中、デモ隊発砲の軍治安部隊にて射殺。

- 2008年5月、ミャンマーにサイクロン・ナルギス上陸。
  エーヤワディー川デルタで死者/行方不明者12万人

- 2009年2月、ミャンマー観光。ヤンゴンで鈴木さん、渋谷さんほかと合流、会食

一昨年よりミャンマーに5回訪問

UMGの概要

UNITED MACHINERY GROUP
Relentless Pursuit of Excellence

設立：1998年
従業員：1400人
事業：重機販売,レンタル
売上：1.5億USD（2010）

ミャンマー内拠点

2014年までに
35拠点目標

海外支店

UMGの事業の構成と内容

UM Group

Businesses in Myanmar (Main operations)

win progress
- Established: 1998
- Distributor of
  - Furukawa drilling machine
  - Airman compressor, mini excavator
  - Shantui bulldozer, motor grader and compactor
  - Foton truck

winning way
- Established: 2003
- Distributor of
  - Volvo excavator, compactor
  - SDLG wheel loader
  - Volvo truck
  - UD truck
  - Mitsubishi forklift

common purpose
- Established: 2005
- Distributor of
  - Hitachi excavator
  - Kawasaki wheel loader
  - Iveco truck (Hongyan)
  - Sakai compactor
  - Sany concrete pump, crane

dragon power
- Established: 2005
- Provider of Component remanufacturing and equipment Rental services

UMG Affiliates
- First Land: 2000 Spare parts distributor
- Nine Star : 2004 Batching plant
- Wah Lwin : 2011 Manufacturing Ltd

Mining Business (Jade and Gold)

1) Green Diamond Mine, 2) United Masterpiece Mining, 3) Myat Endray Mine

Overseas Businesses

Singapore
- Golden Bamboo Corporate Pte., Ltd.
- Win Strategic Pte., Ltd.

Indonesia
- PT Win Resources

Cambodia
- United mercury Group

Papua

Laos

Sri Lanka

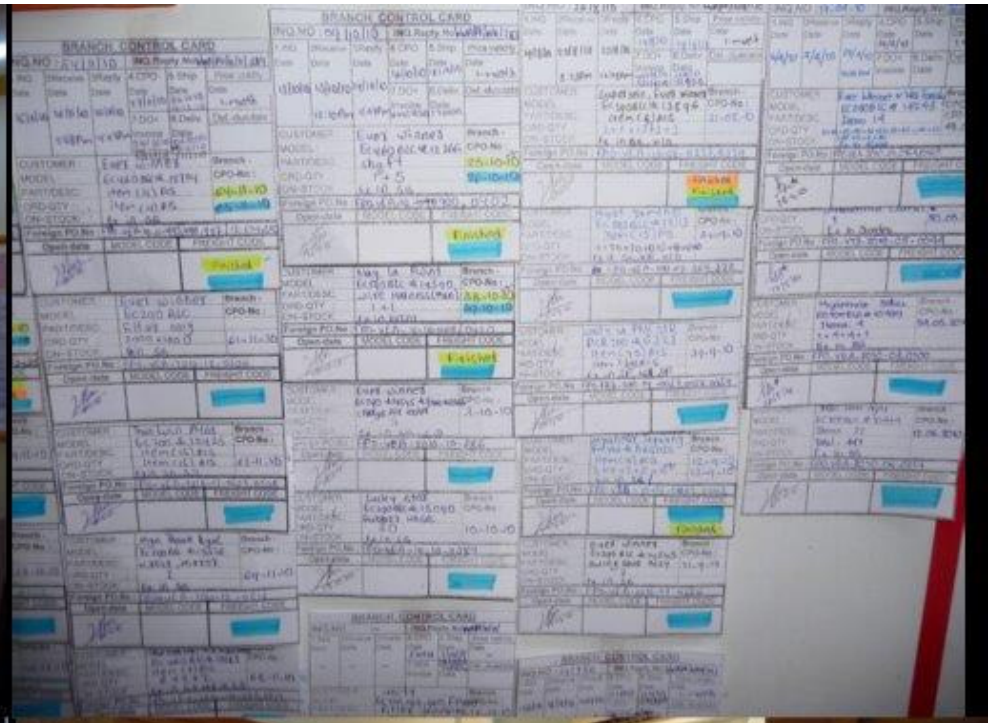
Business Unit

- Construction Equipment
- Trucks
- Mining & Project contacting
- Power Generation & Industrial System
- Remanufacturing
- Consumables
- Motor cycles
- Automotive
- Estate Contractor
- Rock & Concrete Application

ISUZU

common purpose
HITACHI
Kawasaki
SAKAI
SANYO

MARUMA
RMN-MCH #027


BRANCH CONTROL CARD

PEOPLE DEVELOPMENT DEPARTMENT
DEVELOPMENT MODULES / ACTIVITIES
VISION &
MISSION

FLOW PROCESS

REMARK
Total 125 PCs, Process 97 PCs
Last Record 50 PCs
Total (8) PCs / 3 PCs Approved
5 PCs Still Follow Up
Facilitate 2nd Layer Capable Provide AP
Making Time Frame
"Cost Reduction Progress"
Every TUE & THURS [2 Hours]
SEDONA Hotel [14:00 to 17:00]
5/2/2011 [9:00 AM to 11:00AM]
Every Day [2:00 to 5:00] OBEYA Room
Change to Workshop Style
Vmgt Process
5-2-2011 [Check - IT Software]
VISION & MISSION
Managerial Process

4日間の ワークショップで用意した教材

1. TPS/リーン方式の基本と適用	➢ No.1 Basic Principle of the Toyota Production System
2. TPSを基本にしたビジネスイノベーション	➢ No.2 Business innovation based on TPS TPS in the ICT era
3. TQC/QCサークルによる改善活動	➢ **No.3 Kaizen Activities based on TQC and QC Storyline**
4. グループワークの進め方と実習の事例	➢ **Group work** What should you learn to implement TPS/Lean

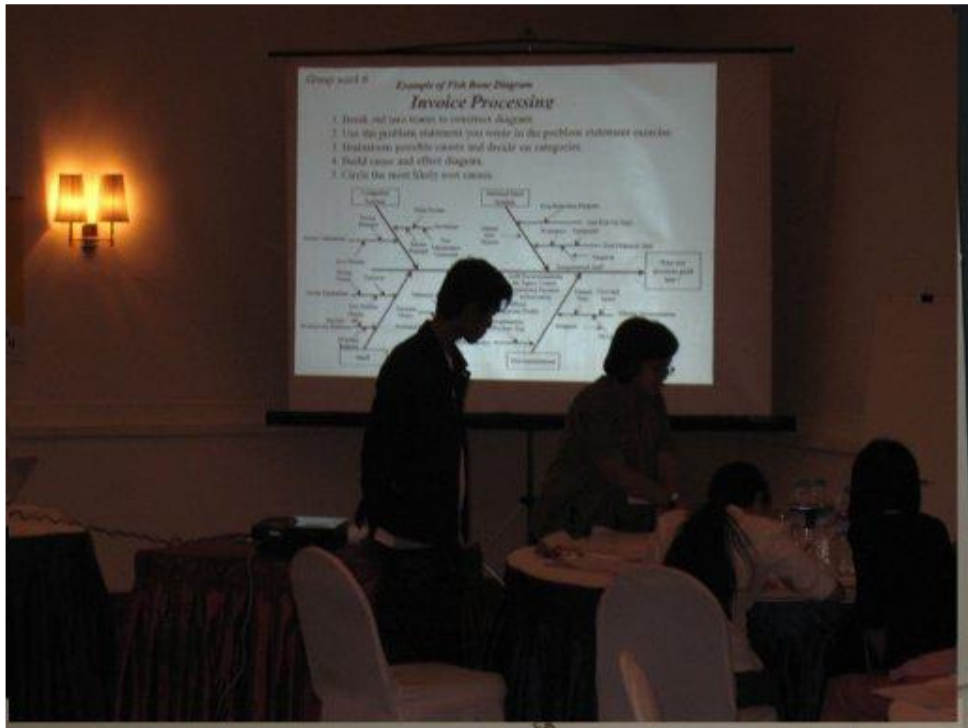
グループワークで何をやったか？

Group working time is 30 to 45 minutes

1. 動作の効率化
2. 5Sについて
3. 仕事の流れの可視化
4. 7つの無駄
5. ブレストと創造性発掘
6. 魚の骨
7. 5回の何故
8. 仕事の可視化、その2
9. リードタイム短縮
10. 平準化
11. 標準化
12. 多能工化
13. 改善のための可視化
14. TQCによる改善
15. 改善文化をどの様にして定着するか？

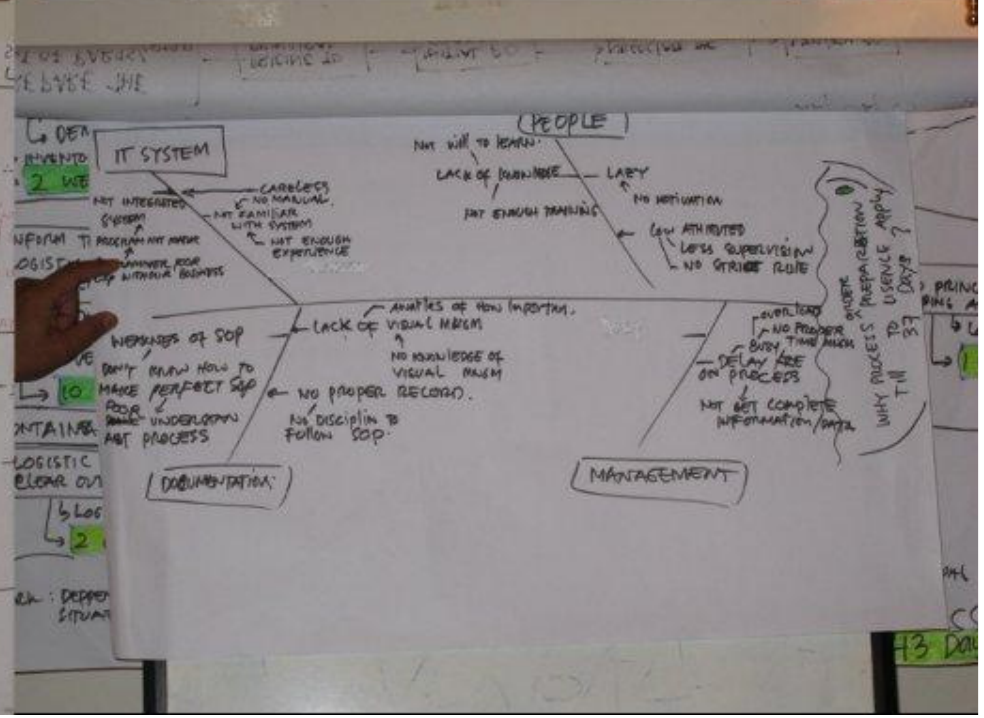
[Group working]

1. Effective work movement
2. What do you think about 5S ?
3. Visualization of your business process flow
4. Awareness of 7 Muda (wastes) in your business
5. Brain storming and creative thinking
6. Fish-bone diagram
7. Five times' WHY (Root Cause)
8. Visualization of your business process（detail）
9. Approach to short lead time
10. Leveling
11. The importance of the standardized work
12. Multi skill development
13. Visual management for Kaizen
14. Kaizen approach by QC storyline based on TQC
15. What is the most critical issue to keep Kaizen mind-set in your organization

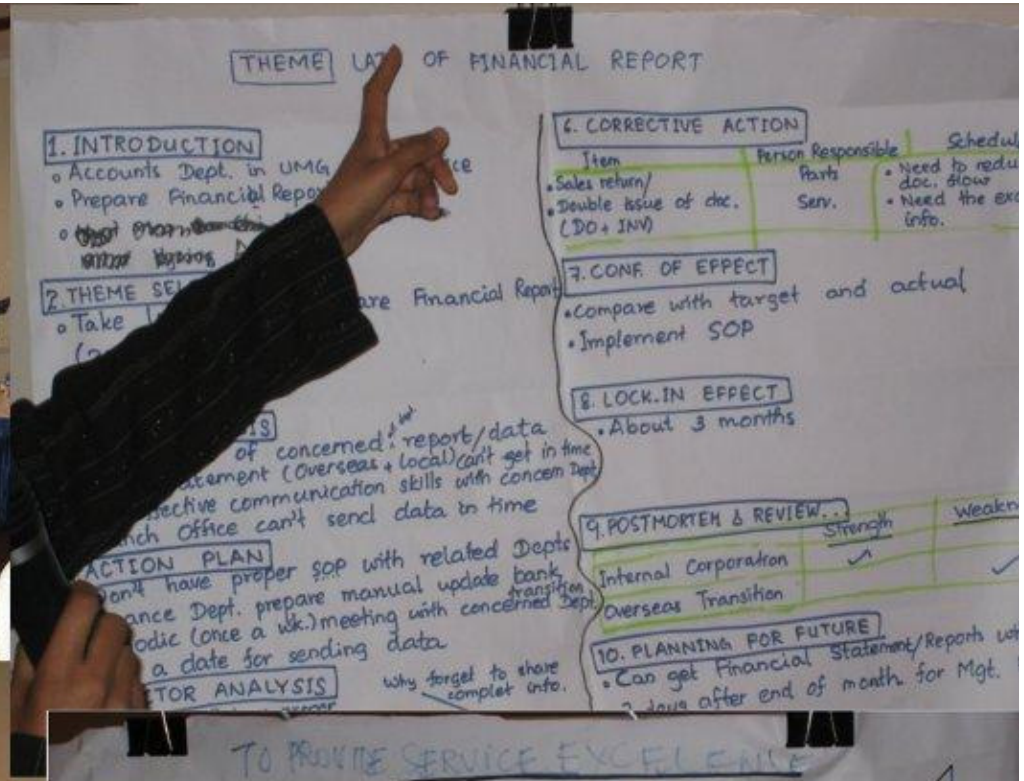

Example of Fish Bone Diagram
Invoice Processing

Loading process.
Man power
planing
full information
Electricity
System break down.
Virus.
too long
Produce
waiting of approval
cross check
Save.
GM busy
communication
information late.
wrong way
full information.
driver weakness
Transporation
unloading process.
Why take
Loading

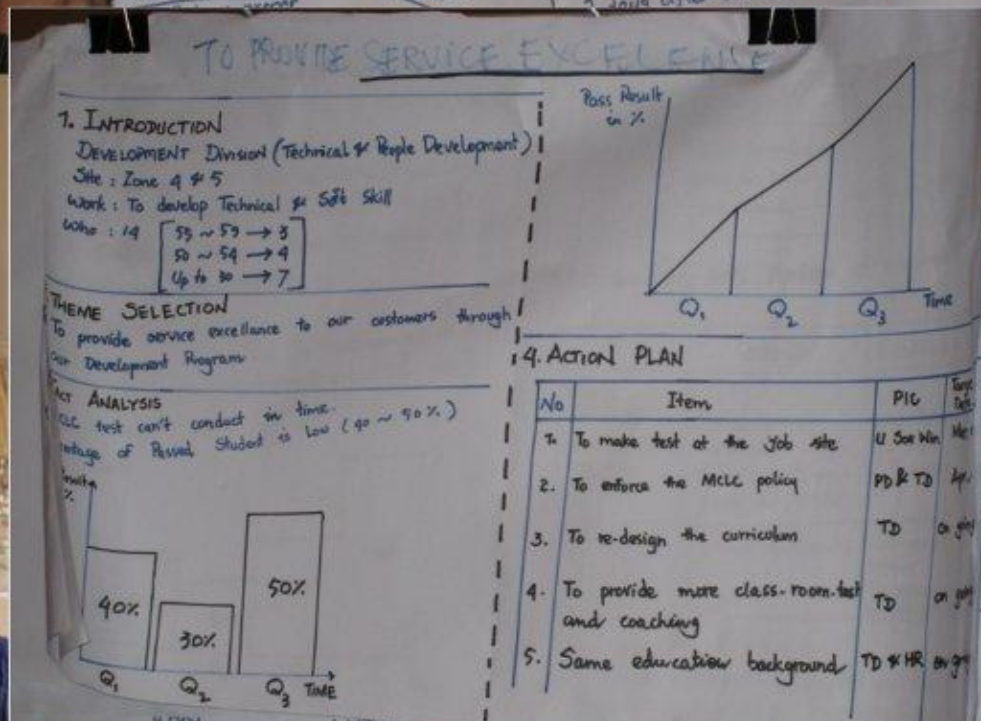
Sales
Finance
Contract
Logistic
Pay. Method & Exchange rate
Process cdt. payt. settlement
can't get CCO
Tip Mgt not agree Contract terms
Sales not give proof of payt. to cust. delivery
Not rcvd CCO in time
Sales fail to back CCO
Incomplete doc. for bank transfer
Need the sign of authorized person fm customer
Logistic
Apply I/L
After checking of payt. settlement as per contract
based on m/c ready for delivery in Supplier's side.


IT SYSTEM
(PEOPLE)
NOT INTEGRATED SYSTEM
CARELESS
NO MANUAL
NOT FAMILIAR WITH SYSTEM
NOT ENOUGH EXPERIENCE
NOT ENOUGH TRAINING
LACK OF KNOWLEDGE
LAZY
NO MOTIVATION
LOW ATTRIBUTES
LESS SUPERVISION
NO STRICT RULE
LACK OF VISUAL AIDS
NO KNOWLEDGE OF VISUAL AIDS
NO PROPER RECORD.
NO DISCIPLIN TO FOLLOW SOP.
DOCUMENTATION
MANAGEMENT
WHY PROCESS PREPARATION TO USE APPLY TILL 37 DAYS

GROUP-B


THEME
OF FINANCIAL REPORT
1. INTRODUCTION
2. THEME SE
ACTION PLAN
TOR ANALYSIS
6. CORRECTIVE ACTION
Item
Person Responsible
Sales return/
Double issue of doc. (DO + INV)
Parts
Serv.
7. CONF OF EFFECT
Compare with target and actual
Implement SOP
8. LOCK-IN EFFECT
About 3 months
9. POSTMORTEM & REVIEW
Strength
Internal Corporation
Overseas Transition
10. PLANNING FOR FUTURE
Can get Financial Statement/Reports

GROUP-D


TO PROVIDE SERVICE EXCELLENCE
1. INTRODUCTION
DEVELOPMENT DIVISION (Technical & People Development)
Site : Zone 4 & 5
Work : To develop Technical & Soft Skill
Who : 14
53 ~ 59 → 3
50 ~ 54 → 4
Up to 30 → 7
THEME SELECTION
To provide service excellance to our customers through Our Development Program
ACT ANALYSIS
40%
30%
50%
Q1
Q2
Q3
TIME
Pass Result in %
Q1
Q2
Q3
Time
4. ACTION PLAN
No
Item
PIC
1. To make test at the job site
2. To enforce the MCLC policy
3. To re-design the curriculum
4. To provide more class-room-test and coaching
5. Same education background
TD & HR

TOYOTA WAY

ミャンマーでTPSの指導で感じたこと

1. 業種業態を超えて、TPS/リーン方式を
2. 設備投資より人財投資
3. 個人の価値作業は20%以下
4. ITは、C&Cと見える化
5. 人間力の育成は長期間かかる
6. 「Know-How」から「Know-Why」へ
7. 管理技術（TQC/TQM/TPM/TPS)
8. 学びは「気づき」
9. ティーチングとコーチング
10. 日本的経営と欧米的経営