

Welcome



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ALWAYS A
BETTER WAY



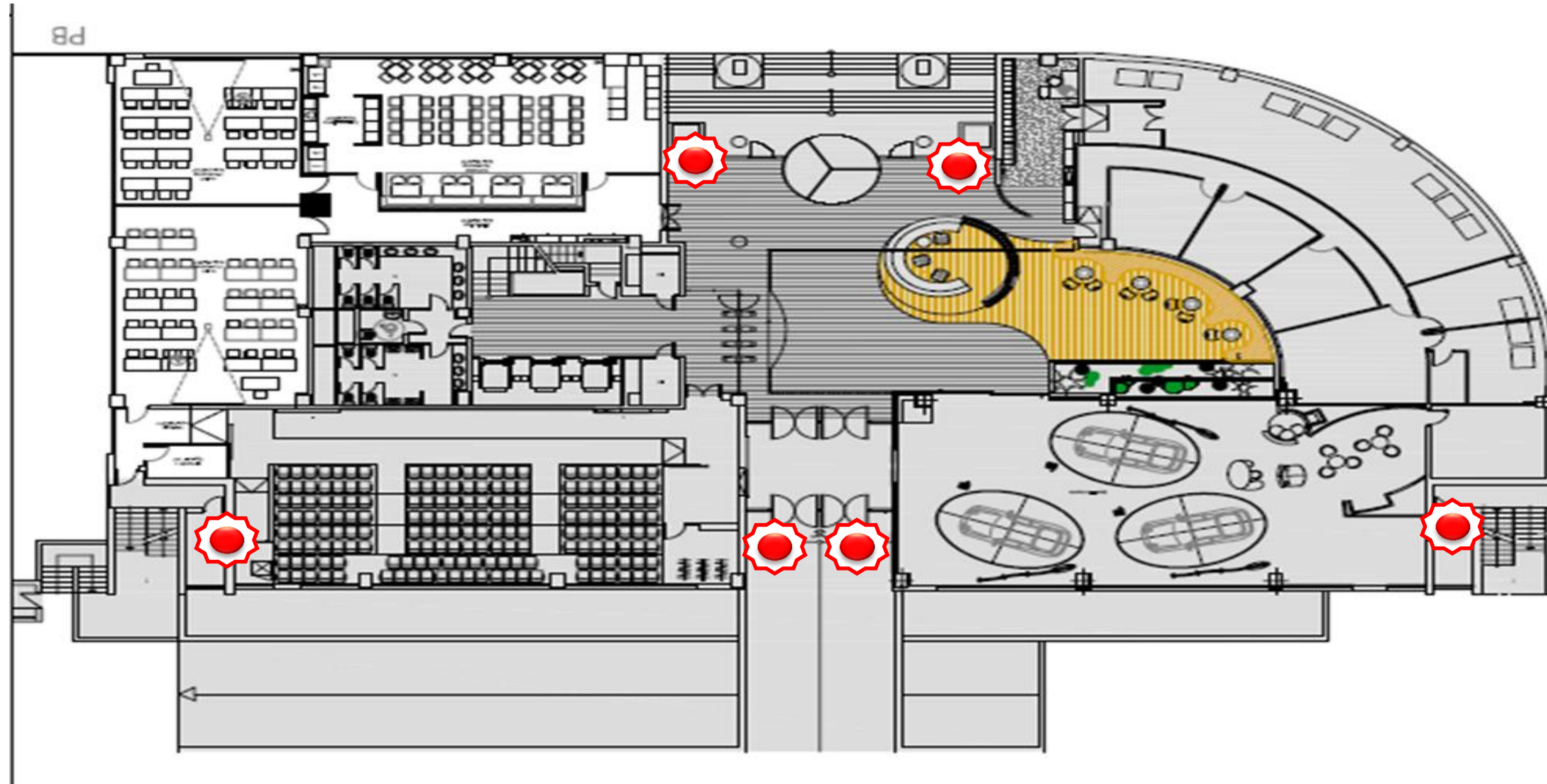
Michel Hofman - Information Systems
26 Novembre 2015

Safety items:



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 Emergency Exits

Agenda:

1. Why is lean important at Toyota:
 - A brief history
2. Becoming lean in IT
 - Our challenges
3. Opportunities of lean
 - How we are becoming a lean IT advocate today
4. Our future vision
 - What do we want to do next



1. Why is Lean important for Toyota

A brief history lesson

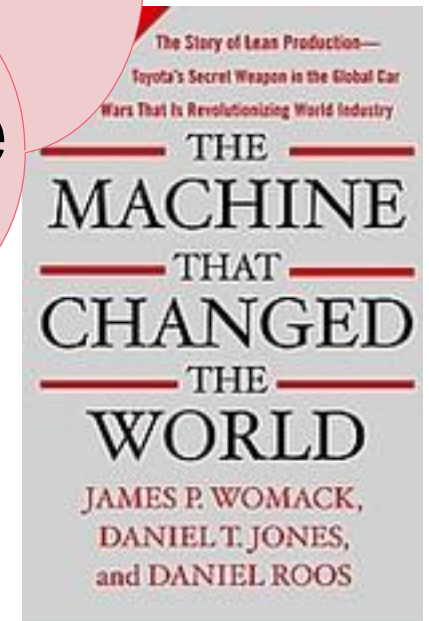
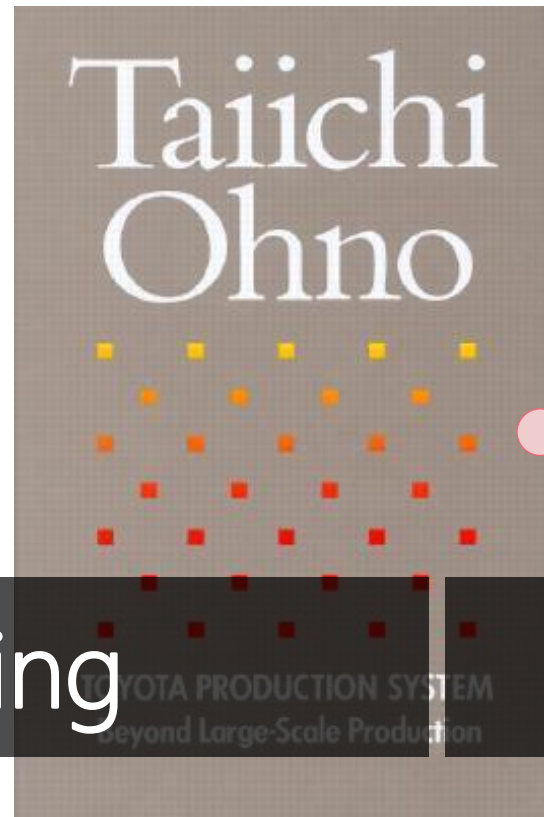


*“nobody has **more** trouble the one who claims to have **no** trouble”*



Taiichi Ohno created TPS:

He was the creator of “lean manufacturing”



LEAN manufacturing

LEAN management

2. Becoming Lean in IT

What are our challenges and changing business demands



Our customers demand
fast, frequent change



So our Sales channels grow in
many directions at once



But IT is perceived
as **slow & rigid**

We needed to be more agile to meet customers changing demands



3. Opportunities of lean

How we are becoming a lean advocate today



In 2015 we began a hoshin to enable all Sales projects

becoming agile

Our targets are to:

- Shorter **time to market** delivering highest **customer value** first
- Deliver **highest quality** through continuous owner involvement
- Have more **fun**

A lean, smart organisation is the only way to achieve these targets



4. Future Vision

What do we want to do next: Pan-E IT at Toyota

We recognise our main asset is our **people**

We're investing in them so they all become entrepreneurs



Lean takes **time** to flourish
and we must **accept** mistakes
and **learn** from them

It's how Toyota invented TPS

Customers define "what next": We must be lean & agile to adapt



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