

# Welcome



**TOYOTA**

ALWAYS A  
**BETTER WAY**



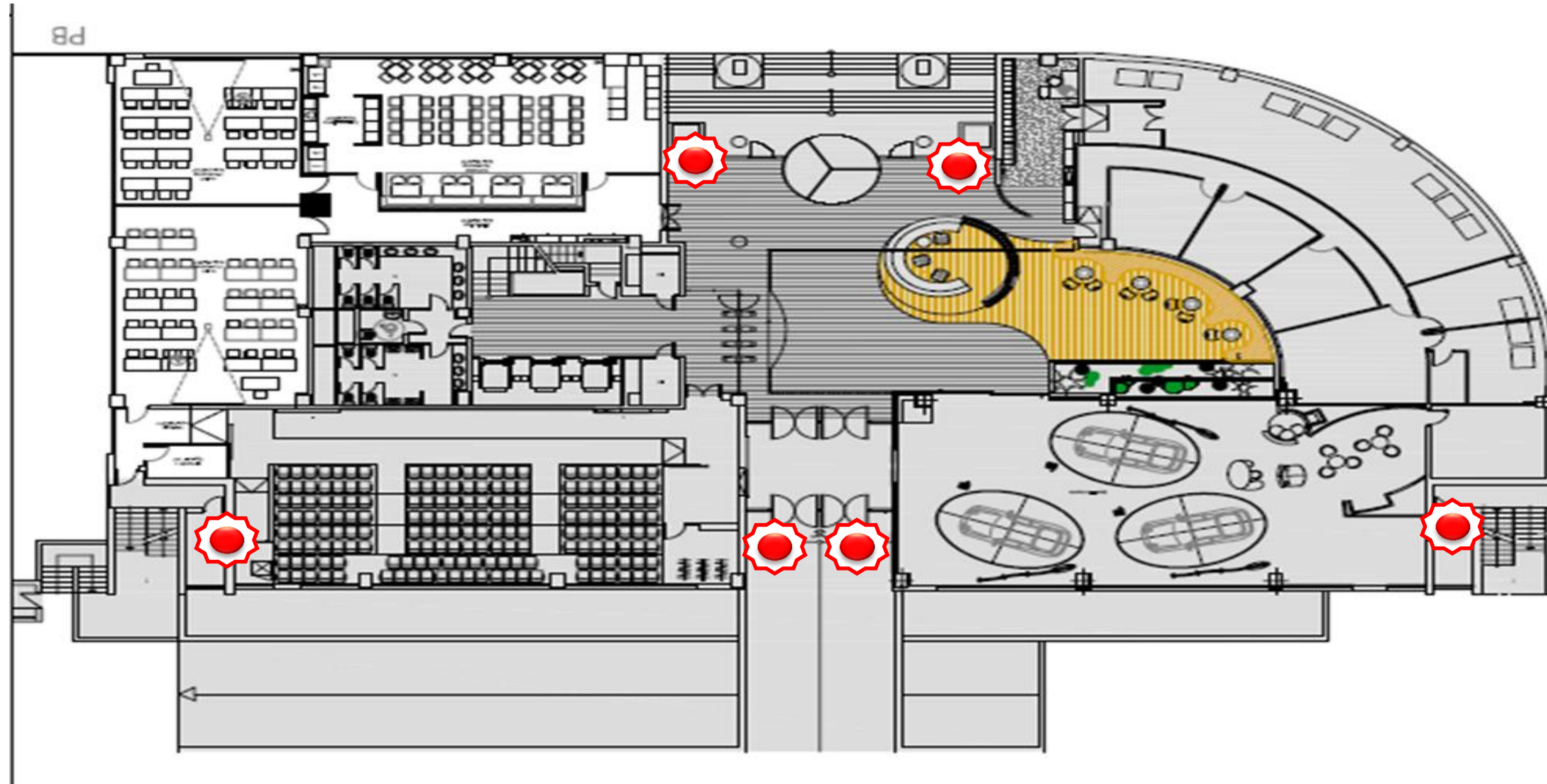
**Michel Hofman - Information Systems**  
**26 Novembre 2015**

# 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

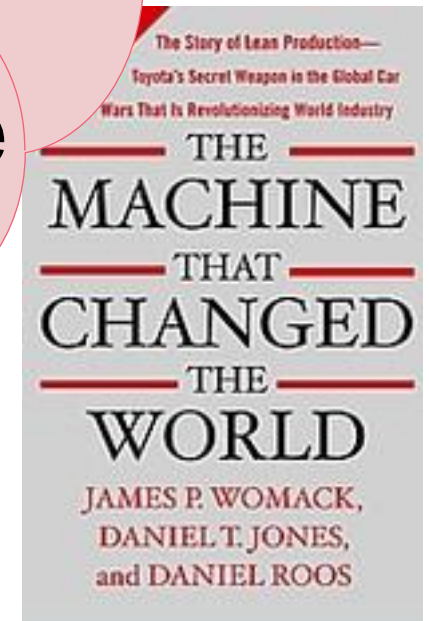


*“nobody has **more** trouble the one who claims to have **no** trouble”*



**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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