

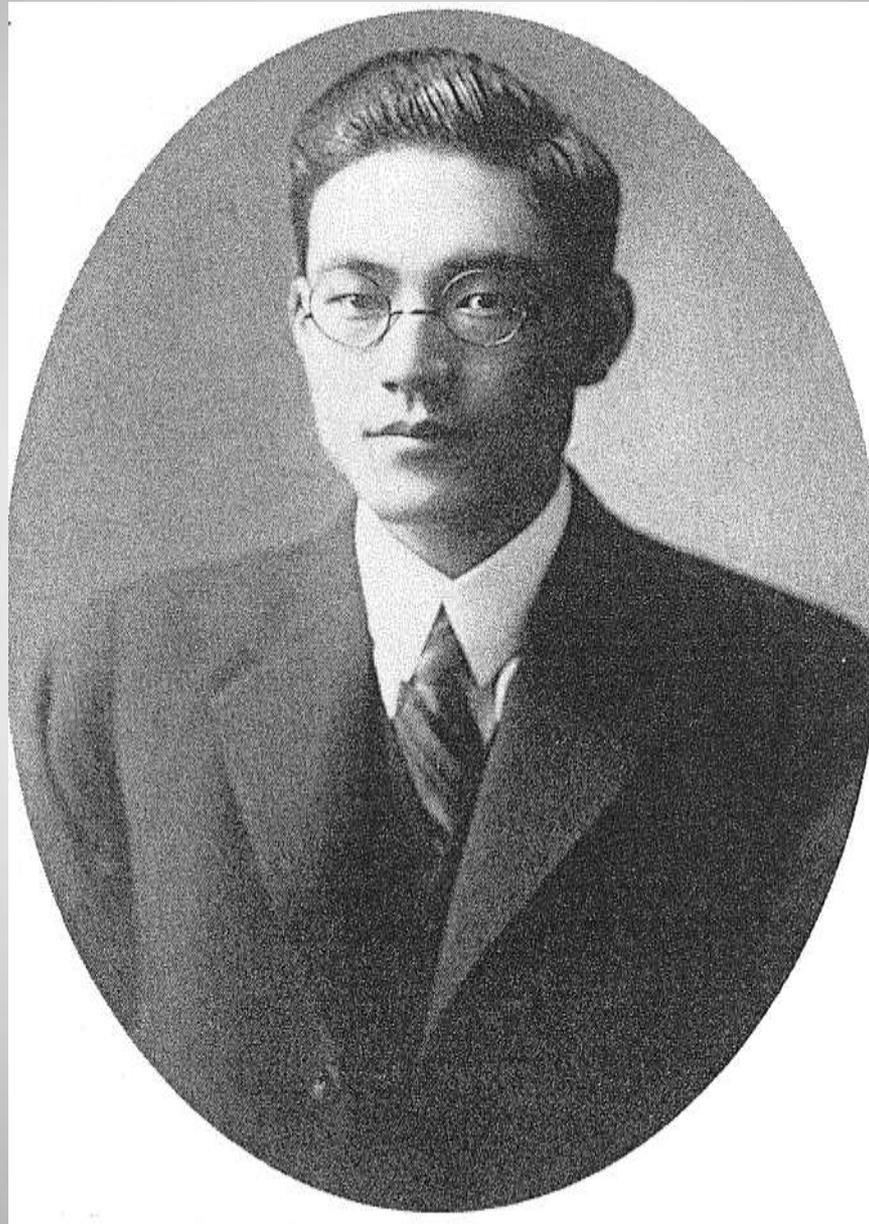
Lessons
from
the history of Toyota

Tokuta Inoue

Senior Research Fellow, Tohoku University
(Toyota Genesis Research Institute)

Innovation for next generation automobile

- Product innovation
- Production method innovation
- Business model innovation



KIICHIRO Automatic Loom

- When I was busy making a design, I heard a “Hmm” right by my ear. “ That’s an interesting looking design. You like this sort of thing. So, if you want to do research on the automatic loom, you can”. At last I was given permission by my father to do research openly”
- “One stage shuttle changer” was invented which was superior to Sakichi’s old idea of “Two stage shuttle changer”
- This new idea was patented (Pat. No. 65156) and transferred to Platt Brother’s & Co

KIICHIRO-Toyoda-Platt Agreement

- Second trip to west
- Doubt about the future of the Automatic Loom Business
- The Toyoda – Platt Agreement
- Appraisal of TOYODA Type G Loom
- Decline in Platt Brother's assembly technology

車事業





KIICHIRO-“Just-in-Time”

- “Making sure you don’t have too many or too few. In other words, making sure one doesn’t use too much effort and time for producing a specific item. No waste and no surplus. When a part moves down the assembly line, you have to make sure you don’t keep it waiting. I think it’s important that every part be ready just in time. I believe this is the first principle in improving efficiency”

KIICHIRO-His courage, challenge and creation

- Kiichiro took greatest pride in being textile machine engineer.
- But he was more than that.
- As soon as he had doubts about the future of the textile machine business, he showed a courage in making a shift to the completely unknown business of making automobile as a founder of TOYOTA motor corporation based on the “Five Main Principles of TOYOTA”
- He was an innovative person who, not intoxicated by his initial success, did not shrink from the enormous task of pioneering major change

Thank you for your attention

