

**2022 AOTS online program [KRBR01]**  
**Lean Production System Kaizen Dojo for BRAZIL**  
**-Gemba Kaizen instructed by Kaizen Trainers, Encouraging the Customized**  
**Improvement of Production Systems by Learning from Lean -**

Organized by  
The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)  
in cooperation with  
Instituto AOTS Alumni São Paulo and AOTS Alumni do Rio de Janeiro-ARJ.

**BACKGROUND**

景

The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) is an organization for human resources development mainly in overseas countries to promote technical cooperation through training, experts dispatch and other programs. Through those programs, we aim at contributing to the mutual economic growth of developing countries and Japan as well as enhancing friendly relations among those countries. This online program (KRBR01), subsidized by Japanese government in FY2022 is implemented for managers in manufacturing companies in Brazil in close cooperation with the AOTS Alumni São Paulo and the AOTS Alumni do Rio de Janeiro-ARJ.

“Lean Production System Kaizen Dojo for Brazil (KRBR01)” is an online program mainly designed for factory managers, managers, supervisors, engineers of a company who are engaged in production management in Brazil. This program is suitable for the participants who wish to improve their own production sites, increase productivity, manpower saving, and reduce costs by learning Japanese-style productivity improvement methods as represented by the Lean Production System.

**OUTLINE**

The spread of the COVID-19 has had a serious impact on the Brazilian economy. It is essential and urgent task for manufacturing companies in Brazil for the purpose of future recovery of economy to stabilize production activities as well as to gain further productivity improvement and cost competitiveness. In order to respond to these issues faced by manufacturing companies in Brazil, this seminar was designed for managers and supervisors in the production departments of manufacturing companies in Brazil to first understand basic concept of Lean production system, the concept of improvement and standardized work, then to understand current problems and consider improvement plans in a practical manner through exercises, and finally to enable participants to review the production processes at their own production sites, so that they can apply productivity improvements, labor savings and cost reductions through improvements.

**OBJECTIVES**

Factory managers, managers, supervisors, engineers of a company who are engaged in production management, and those in a position to disseminate the training content to manufacturing companies in Brazil will be able to achieve the following objectives

- (1) To understand the basics of the Lean Production System and the concept of improvement.
- (2) To be able to grasp current problems and consider improvement plans.
- (3) To be able to confirm the effects of improvements and implement improvements at their own production sites.

### DATE AND TIME

DAY 1: Tue. 13 September 2022 8:00PM-11:00PM (in Brazil Time)  
DAY 2: Thu. 15 September 2022 8:00PM-11:00PM (in Brazil Time)  
DAY 3: Tue. 20 September 2022 8:00PM-11:00PM (in Brazil Time)

**\*Participants are required to attend at all 3 sessions. Please note that only those who participate in all three sessions can apply.**

**\*AOTS certificate (PDF) will be awarded to those who participated in more than two thirds of total training time.**

### TARGET COUNTRY

**Brazil**

### NUMBER OF PARTICIPANTS

**45 participants**

### TARGET PARTICIPANTS

Factory managers, managers, supervisors, engineers of a company who are engaged in production management, and those in a position to disseminate the training content to manufacturing companies in Brazil

#### **[Basic Requirements for Participants]**

In order to participate in this program, the following conditions must be satisfied, in addition to the work experience and position requirements specified for each program.

- a) Participants should live and work in Brazil. Japanese nationals are NOT applicable.
- b) Participants should belong to either a corporation or an organization.
- c) Participants should be 20 years old and over.
- d) Participants should have an advanced Portuguese language ability sufficient to be able to actively discuss with the instructor and fellow participants.
- e) Participants should be able to understand the training materials in English.
- f) Participants should not be armed forces personnel.
- g) Participants should not be students.

#### **Notes:**

- (1) In the case of applications from other than Japanese-affiliated companies or local companies that hold local capital, the priority for selection becomes lower.
- (2) This training is mainly aimed at the people working in the companies/organizations in the private sector, so those who belong to national or local government agencies are not eligible to participate.

**SCHEDULE**

Date and Time	Program Contents	Lecturers
<p><b>DAY 1:</b>  <b>Tue. 13 Sep.</b>  <b>20:00PM-23:00PM</b>  <b>(in Brazil Time)</b></p>	<p>&lt; <b>Lectures</b> &gt;  <b>(1) Importance of cost reduction</b>  <b>(2) Basic Concept of Lean Production System</b>            - Two pillars of Lean Production System            - Kanban and the flow of things            - Lot production and leveled production            - Three basic principles of JIT (Just in Time)            - Difference between automation and automation with a human touch  <b>(3) Concept of Improvement(Kaizen)</b>            - Recognition of waste(Muda)            - Apparent efficiency and true efficiency  <b>(4) Standardized work</b>            - Conditions of standardized work            - Characteristics and three elements of standardized work            - Standardized Work Combination Sheet</p>	<p><b>Mr. Suzuki</b></p>
<p><b>DAY 2:</b>  <b>Thu. 15 Sep.</b>  <b>20:00PM-23:00PM</b>  <b>(in Brazil Time)</b></p>	<p>&lt; <b>Exercises/Group Work</b> &gt;  <b>(1) Understanding and considering current problems</b>            - Measurement of work time (watching video)            - Manual work time, automatic feeding, and walking time (how to write a standardized work combination sheet)            - Identification of problems            - Explanation of problems  <b>Improvement plan homework:</b> Consider the layout of two processes by Two person's operation</p>	<p><b>Mr. Ishigaki</b></p>
<p><b>DAY 3:</b>  <b>Tue. 20 Sep.</b>  <b>20:00PM-23:00PM</b>  <b>(in Brazil Time)</b></p>	<p>&lt; <b>Exercises/Group Work</b> &gt;  <b>(1) Considering and practice of improvement plans</b>            - Presentation of improvement plans for two processes by two-person operation (by participants)            - Confirmation of the improvement plan and explanation of the Lean Production System method            - Practice according to the improvement procedure            - Verification according to the principle of improvement            - Pursuit of root cause ⇒ 5 times "Why" sessions            - Comparison and verification of improvement effects            - Practice and horizontal development of improvement            - Measurement of work time after improvement and confirmation of effect            - How to utilize the effect of improvement</p>	<p><b>Mr. Ishigaki</b></p>

## LECTURERS



**Mr. Tadamasa Ishigaki**  
**Hirayama Co., Ltd.**  
**TPS Practice Dojo**  
**Trainer**



**Mr. Mitsuru Suzuki**  
**Hirayama Co., Ltd.**  
**TPS Practice Dojo**  
**Trainer**

Mr Ishigaki and Mr Suzuki have worked for Toyota Motor Corporation for more than 40 years, and both have been at the chief leader of production department at the plant, serving as chief leader in charge of overseeing several production groups at the plant and supported the production site at the front line. They have also been active as technical trainers inside and outside of the company and have provided guidance on various on-site training courses, including the Toyota Production System. After retirement, he joined Hirayama Corporation and has worked as a trainer at TPS training center. In this training course, "the TPS Practical Dojo" which is used be conducted by face to face on site has been modified for online training and provides guidance on "concrete improvement methods for the Lean Production System (Toyota Production System) that can be used immediately".



## LANGUAGE

Lectures will be conducted in Portuguese (with interpretation from Japanese).  
Lecture materials will be prepared in English.

## PARTICIPATION FEE

### 50 USD

This program will be implemented with the subsidy from the Japanese Government.

## HOW TO APPLY

- ✧ We accept applications from the AOTS Alumni Societies exclusively. Please contact the AOTS Alumni Societies in Brazil to apply for this program.
- ✧ E-mail the application form to the person in charge of the AOTS Alumni Society in your area by the application deadline. After the deadline of AOTS Japan, AOTS will screen the applicants and select the participants, who will be notified from the AOTS Alumni Society by email.
- ✧ Please make sure to pay the participation fee to the AOTS Alumni Society by the designated deadline.
- ✧ If the participation fee will not be paid by the seminar day, the eligibility for participation will be cancelled.
- ✧ The screening is conducted based on a comprehensive evaluation as well as described eligible requirements. Please note that you may not be able to participate in this course depending on the number of applications received.

## APPLICATION DEADLINE

**Tuesday 23 August 2022 (in Japan Standard Time, JST)**

\*After the deadline, the applicants will be notified as to whether you are accepted or not by e-mail from the Alumni Society in Brazil.

## ONLINE TOOL

### Zoom Meetings

- ◇ When selected as a participant, you will receive an invitation email. Please register for the Meeting by clicking on the link in the email.
- ◇ After registration, a registrant will receive another email including the button to participate in the Meeting. On the day of the Meeting, just click this button.
- ◇ Invitation emails will be sent to all the approved participants. If you do not receive an email, please contact AOTS Alumni Society/Association you applied for.
- ◇ We are planning discussions and presentations from participants in the program. We recommend that you join from a PC instead of a smartphone. Also, please prepare a device equipped with a microphone and a webcam.

## NOTES

Please read the following notes before applying for this program. By applying for the program, you agree to the following terms and conditions.

- ◇ Do not transfer the seminar connection information (meeting link/number/password) given to the participants, to others without permission.
- ◇ This program will be conducted using the external service "Zoom". Participants are required to prepare the necessary equipment for attending the seminar, such as a computer, webcam, and microphone, and to confirm that the communication environment does not interfere with participating this program before the program started.
- ◇ The participant shall prepare and maintain the equipment and communication environment necessary to receive training at their own expense and responsibility.
- ◇ The personal information provided by the participant may be provided to the persons involved in the implementation of the program, such as lecturers and interpreters, based on the participant's consent. In addition, the registration information and other information and data provided may be used at the discretion of AOTS for the purpose of providing and operating training, improving and enhancing training content, publicizing other training programs and conducting surveys, or may be made public as statistical information in a form that does not identify individuals.
- ◇ The participants are requested to cooperate for a survey conducted by AOTS.
- ◇ Unauthorized reproduction, editing, modification, distribution or reprinting of handouts, or filming or recording of lecture content is strictly prohibited. Participants are asked to make a pledge not to commit any violation.
- ◇ In the event of an unavoidable accident (war, riot, labor dispute, earthquake, storm, fire, flood, epidemic, etc.) or network / equipment trouble, AOTS may cancel the implementation of the program. AOTS will not be held responsible if it becomes difficult for participants to participate in or continue to participate in the program due to an unavoidable accident or network/equipment trouble.

**INQUIRY**

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