



Benchmarking Best Practices

The Industry & Manufacturing Expert Committee of the Bangalore Chamber of Industry and Commerce (BCIC) under the Chairmanship of Mr. T. R. Parasuraman organized a one day visit to Toyota Group of Companies on Friday, 26th March 2010. 48 delegates representing various sectors of industry from our Membership participated in the visit.

The main objective of the visit to Toyota is to provide an unique opportunity to all the delegates to witness the world class production facilities in the Toyota Kirloskar Motors and Toyota Kirloskar Auto Parts and to understand on the various work practices that are being followed including the plant management and training facilities.

Mr. Hiroshi Nakagawa, Managing Director, Toyota Kirloskar Motors Ltd welcomed the delegation members and spoke in brief about the Toyota India Facility in general as well on the current and future expansion activities. He said that the company is more excited with huge market opportunities and particularly drew the attention of the members on the small car project which will be rolled out by the end of 2010. The second plant is being set up near the mother plant with an investment of around Rs.2800 crore and it would initially roll out 70,000 cars per annum which could be leveraged to 100,000 cars in two to three years depending upon the market demand. He also said that it would generate 2000 new jobs. He thanked BCIC for organising the visit and hoped that there will be lot of take-aways after the visit. The delegation went around the plant and witnessed the production process.

Later in the afternoon, the delegation visited the Toyota Technical Training Institute (TTTI) and Mr. T.Somanath, Principal of the Institute briefed the delegates about the Institute Training activities and also on the induction of the students at the Institute. He said there has been a specific criteria and members from the rural background with less income are only eligible to undertake the admission test and after screening and written tests, the students are being admitted. The entire cost of training and other expenses will be borne by the Institute itself and the students are being paid a stipend during their training period, he further added. They have a three year course and at present there are around 192 students with 64 students in each batch undergoing the training in the Institute, he said.

The delegation visited the Toyota Kirloskar Automotive Parts (TKAP) factory facilities and also their Training Institute. Mr.Hisashi Suzuki, Managing Director greeted the participants and in his message he had expressed his strong confidence on the capability of indian suppliers in rapidly rising to global standards of excellence. He further

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reiterated that making good products right the first time and every time is the key to achieve global excellence.

TKAP has two plants, namely the 3 unit and Transmission . The 3 unit plant basically manufactures front axle, rear axle and the propeller shaft for Innova manufactured at TKM. The Transmission plant manufactures R150 manual 5 speed synchro mesh gear box and is exported to other global Toyota plants. From the transmission plant almost 92% of the production is exported and the balance is sent to TKM for Fortuner SUV.

Later Mr. Mulla, Group Leader, Training briefed the delegation members on "Toyota Production System (TPS)". Members were excited to know about the process and they had evinced keen interest to adopt these practices in their respective workplace as well. Mr. Parasuraman, Senior Vice President, answered to several queries raised by the delegates. Mr. T.S. Jaishankar, Vice President, HR & India Project Office of Toyota Kirloskar Motors briefed in general on the construction activity of their new plant and said that so far there is no loss manhour during the construction of the new plant. He also spoke about Project Management Practices that is being adopted in Toyota for the benefit of the participants. Mr. Jaishankar shared some of the key challenges with the participants.

Later Mr. K.G. Mohan Kumar, Senior Vice President & Director, Manufacturing & Quality, Toyota Kirloskar Motors and Mr. T.R. Parasuraman answered to the several queries raised by the participants and thanked them on behalf of the Management for their visit.

Overall, it was felt that the interaction with top managements of the Toyota Group of Companies as well as witnessing the production processes gave an excellent opportunity to BCIC members to realize the Japanese way of working particularly with regard to quality consciousness, optimal utilisation of resources and use of latest technology which would ultimately end up in cost competitiveness and horizontally deploy some of these practices to realize significant improvements in their plant operations.

On behalf of BCIC and the delegation, Mr. T. S. Sampath Kumar, Secretary General, BCIC thanked and expressed his gratitude to both Mr. Hiroshi Nakagawa, Managing Director, Toyota Kirloskar Motor, Mr. Hisashi Suzuki, Managing Director, Toyota Kirloskar Auto Parts and Mr. T. R. Parasuraman, Chairman, Industry and Manufacturing Expert Committee, BCIC for instantly agreeing to host the visit and also the Officials of the Toyota Group of companies for making excellent arrangements including the Lunch. He also thanked all the participants for their eagerness and enthusiasm and assured that the Chamber will plan such visits in the future as well.

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