



Title: The Toyota Suggestion System (114 Pages)

{A Practical How-To Guide For Company-Wide Implementation}

The Toyota Suggestion System is an important Pillar of the Toyota Production System and similarly TPM - dealing with the crucial area of 'motivational management'. Consider some information about suggestion systems from the early 1980's. General Motors received 0.84 suggestions per person per year while Toyota Motors received 17.9 suggestions per person per year. General Motors accepted 23% of those suggestions while Toyota Motors accepted 90% of those suggestions." Toyota received 2 million ideas annually from its workforce. Amazingly, Toyota implemented approximately 80% of these ideas!

The highly successful Suggestion System operated by the Toyota Motors Corp. generated over 20 million suggestions for improving manufacturing processes over a span of 40 years. The average number of suggestions submitted by each employee per year is close to 50 or one suggestion per employee per week!

Suggestions for improvement are actively sought and rewarded by the company management with the support of front line supervisors which make every effort to encourage employees to submit good ideas they might have for improvement. In this way a strong culture of continuous improvement which enlists the active participation by all employees has been established. This effort took many years to bear fruit. The basis of its success was the solid long term commitment of key managers at Toyota.

Source: The Toyota Suggestion System, 1990"

e- Book Description

- Practical templates and examples in 114 pages of power-point lectures – includes evaluation and reward systems, committee structures and reporting systems.
- Scores of case studies and actual samples of Japanese workers' suggestions.
- Teaching methodology proven and tested in scores of extremely highly-rated in-house and public seminars.
- TPM Expert's 15 years' of various Industries hands-on experiences available to you.
- Authored by Moses Tan (MSc; BIT; Dip Electr.; Dip Ed) Principal Industry Consultant of ZenPower International, Singapore.

This e-Book Learning Objectives are:

- Understand the in-depth concept and management philosophy of the Toyota Suggestion System and its similarities and differences from the Western-type of Suggestion Systems.
- Apply a structured approach implementing such a System in their Plants.
- To explore the critical success factors to ensure successful implementation and common reasons for their failure.

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Course Contents

1. Uniqueness of the Toyota Suggestion System.

- Types of Suggestion Systems.
- Common Measurement Indices used to monitor Suggestion Systems– Participation Rate, Implementation Rate, Categories of the quality of Suggestions.
- Comparison between Western and Toyota Suggestion System.
- What qualifies as a Suggestion - Definition differences
- Can both Systems co-exist together in a Company?
- Why it works – the value added in the Toyota Suggestion System.
- Why Toyota workers never run out of ideas for suggestions.

2. The Structure of the Toyota Suggestion System.

- How Suggestions are managed.
- Key roles in the Toyota Suggestion System structure.
- The roles played by the Suggestion Awards Committee, Promoters, supervisors and Suggestion Secretariate.
- What? No Suggestion boxes? - How suggestions are submitted.

3. The Suggestion Awards Evaluation System.

- Evaluation and feedback - the bottleneck of many Suggestion Systems.
- Toyota's secret of being able to evaluate thousands of Suggestion every month.
- The 4 suggestion evaluation factors recommended – Originality, Implementation Effort, Cost Saving and Level of Suggestor.
- What are Kai'zen (small incremental values) suggestions?
- Issue of 'repeated' suggestions when there are millions of suggestions over years.
- What are Breakthrough suggestions?

4. How Does Toyota Sustain Suggestions for over 50 years?

- Motivational management and the 2-6-2 Principle.
- Issues and challenges – Resources, Costs of Awards, Management leadership changes, ambiguity and unhappiness over evaluation results.
- FAQs Managers have about the Toyota Suggestion System.
- Samples of Training programs for Managers, Promoters, Employees.
- How to prevent Organizational fatigue and workers running out of ideas.
- Publicity and reporting of Suggestion activities.
- Making suggestions fun and rewarding.