Dr. Keita Asaine

keita@juntos.co.jp

Dr. Keita Asaine is President of Juntos Co. Ltd., Keita started his career at Juntos working in the Bridge Design Department, and gradually engaged in Sales, too. He has been active in an internal TOC implementation project since 2004.

Since 2007, he has received intensive instruction from Oded Cohen, the International Director for Goldratt Schools. After that, he has been a Goldratt Schools faculty member since 2008.

He devotes himself to providing TOC implementation supports and to conducting seminars in Japan.

He has a Ph.D. in Engineering from Kyushu Institute of Technology (KIT) in Japan. He teaches TOC-TP and CCPM for Masters program at KIT.

He teaches Production Management as a lecturer at Education & Research Center of Manufacturing, Kyushu University.

Our experience of implementing TOC in Japanese companies

Keita Asaine

Agenda

Background of Our Business

Our TOC Journey

Lessons Learned

Company Profile

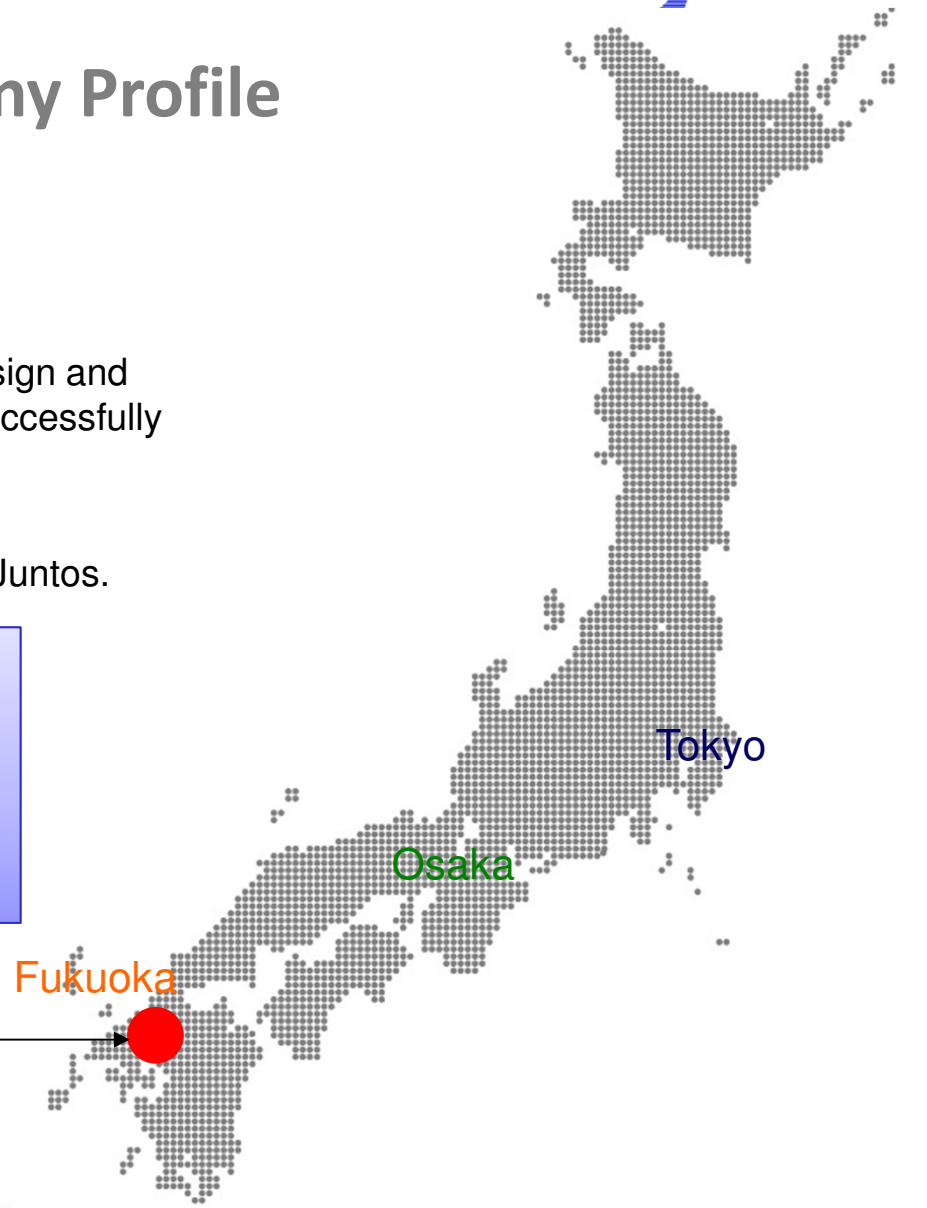
Juntos Co., Ltd.

Juntos was established in 1991 to provide bridge design and construction service. Since 2004 Juntos has been successfully implementing CCPM for it.

Based on the practical experience, a department of "TOC Consulting Business" was newly organized in Juntos.

Bridge Business

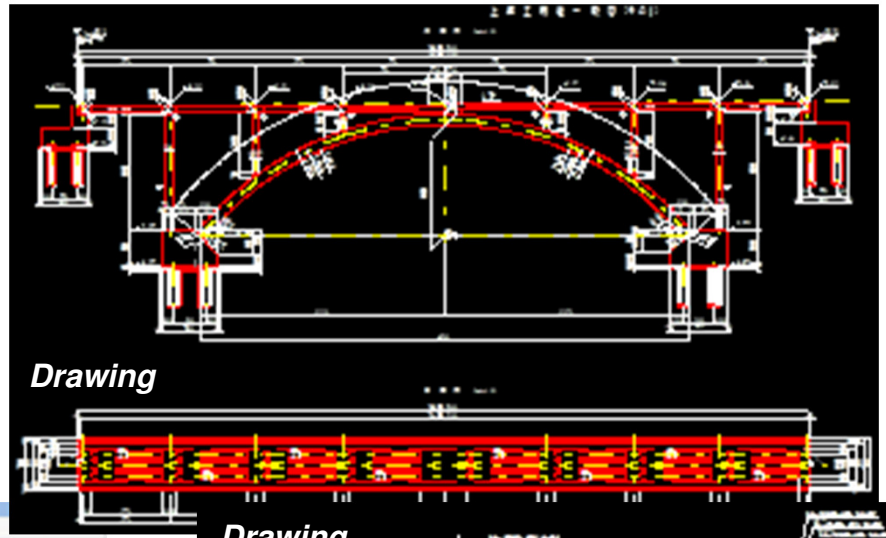
TOC Consulting Business

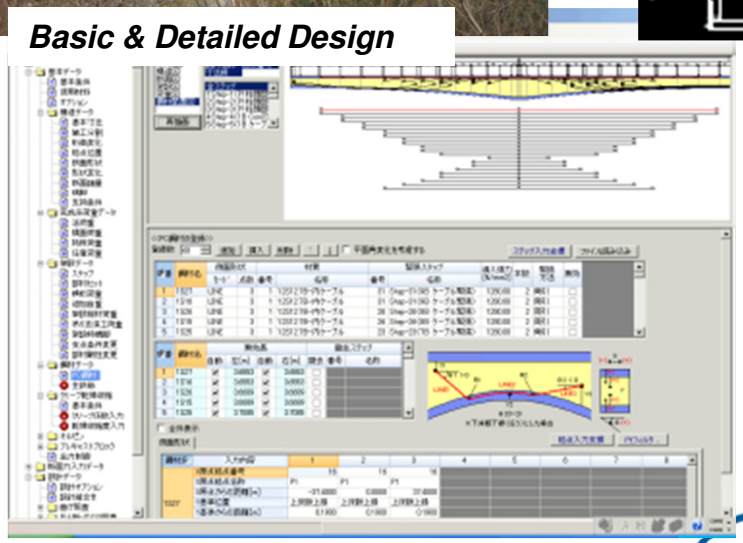


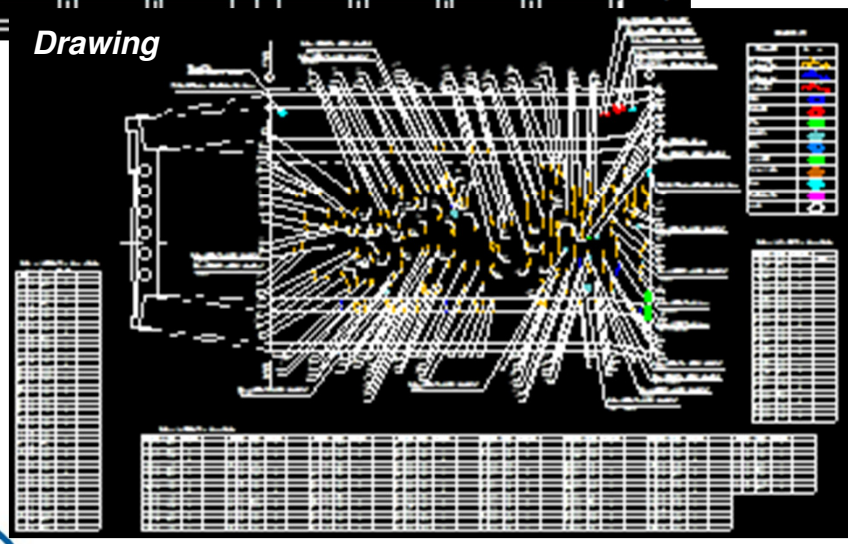
Hakata SS Building 4F, 7-2 Hakata-eki Chuohgai,
Hakata-ku,Fukuoka-shi, 812-0012

Fukuoka, Japan

Bridge Business – Overview
Design Department







www.tocpractice.com

TOCPA
Theory Of Constraints Practitioners Alliance
SHARING EXPERIENCE

Fifth International TOCPA Conference

6-7 April, 2013, Pune, India

JUNTOS

Bridge Business – Overview
Construction Department

Results of Implementation Bridge Business

Organized TOC Consulting Business

Implemented CCPM for Design Department — 2004

Implemented CCPM for Construction Department — 2006

2007

Results:

- DDP improved from 35% to 90%
- Overtime reduced by 20%
- Subcontracting cost reduced by 40%
- Cycle time reduced by 50%

Results:

- DDP improved from 53% to 95%
- Cycle time reduced by 19%
- Project Profit ratio improved from 3% to 16%

Agenda

Background of Our Business

Our TOC Journey

Lessons Learned

www.tocpractice.com

TOCPA
Theory Of Constraints Practitioners Alliance
SHARING EXPERIENCE

Fifth International TOCPA Conference

6-7 April, 2013, Pune, India

JUNTOS

Our TOC Journey

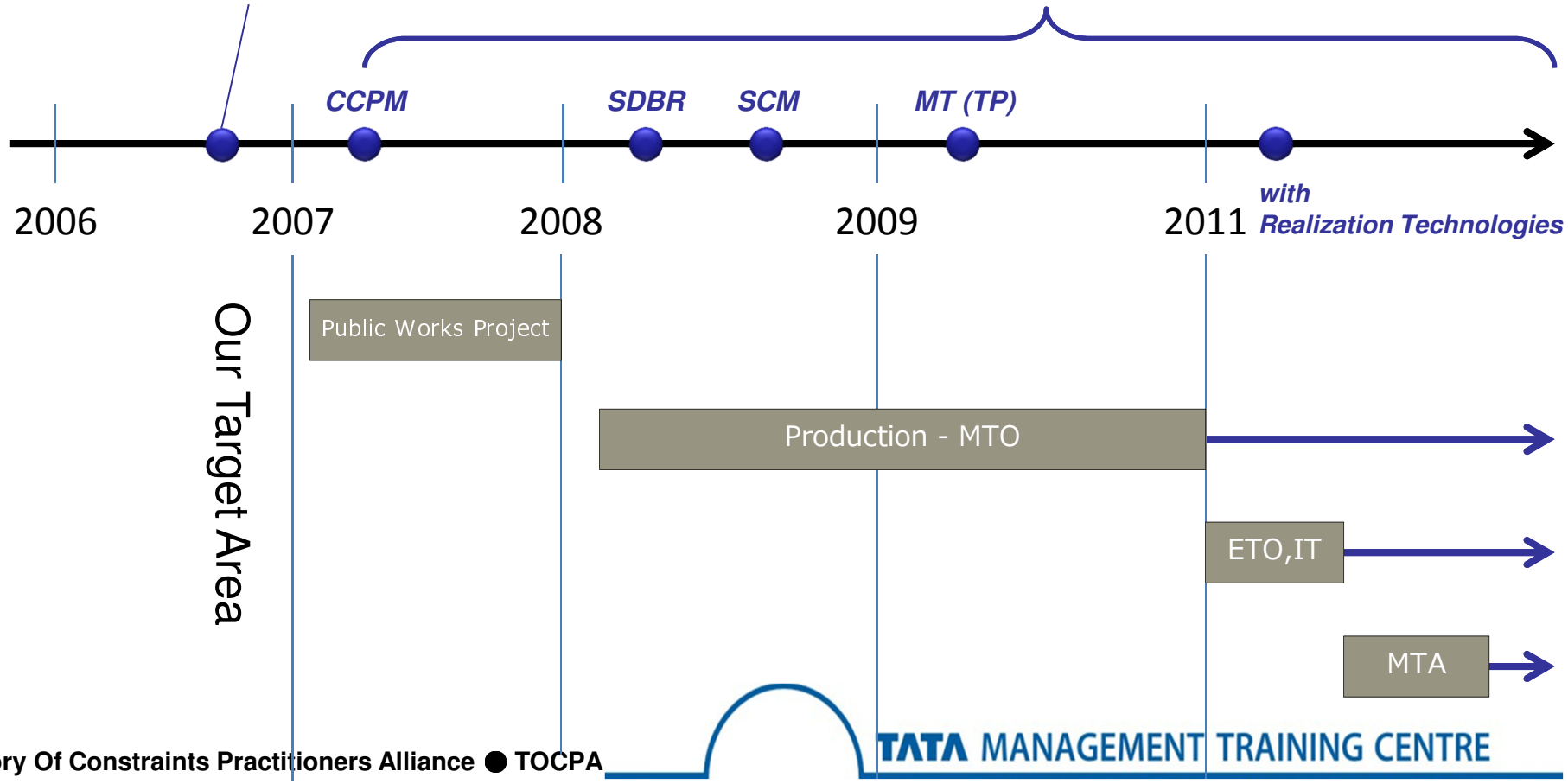
Relationship with Experts and Our Activities

The Society of Project Management Kyushu Branch Conference

Keynote Speaker : Oded Cohen

Training Programs & Implementation Supports given by Goldratt Schools & TOC Strategic Solutions

Trainers : Oded Cohen and Jelena Fedurko



TATA MANAGEMENT TRAINING CENTRE

www.tocpractice.com

TOCPA
Theory Of Constraints Practitioners Alliance
SHARING EXPERIENCE

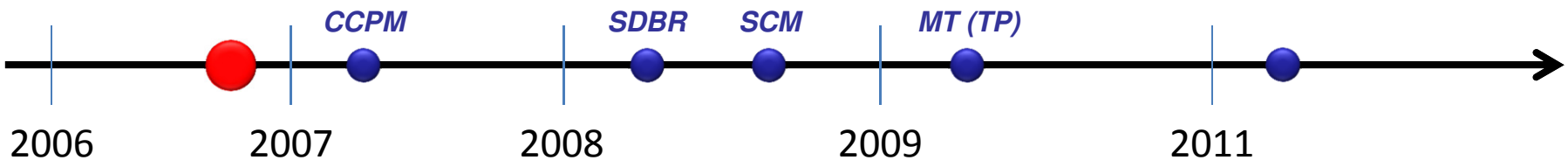
Fifth International TOCPA Conference

6-7 April, 2013, Pune, India

JUNTOS

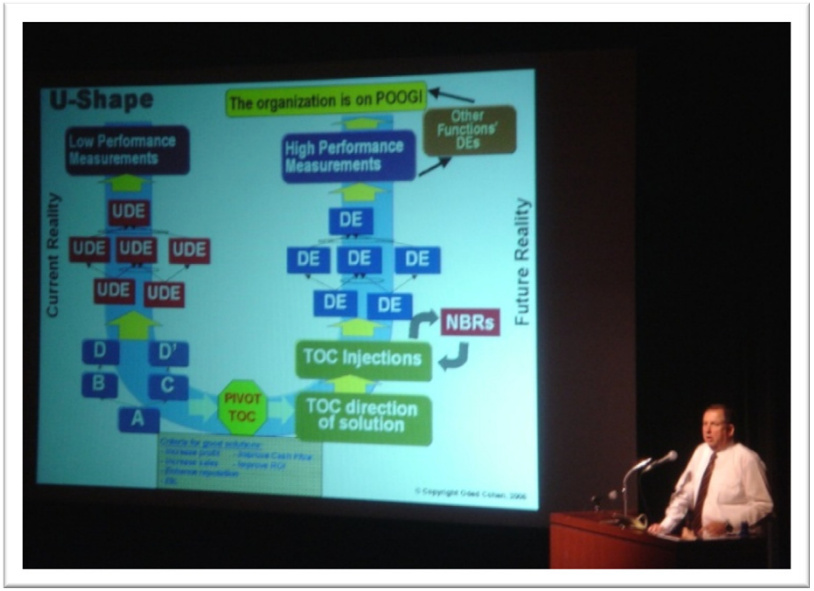
Our TOC Journey

Trigger of TOC Consulting Business



The Society of Project Management Kyusyu Branch Conference

October 2006 in Fukuoka



Keynote Speaker:
Oded Cohen

TATA MANAGEMENT TRAINING CENTRE

www.tocpractice.com

TOCPA
Theory Of Constraints Practitioners Alliance
SHARING EXPERIENCE

Fifth International TOCPA Conference

6-7 April, 2013, Pune, India

JUNTOS

Our TOC Journey

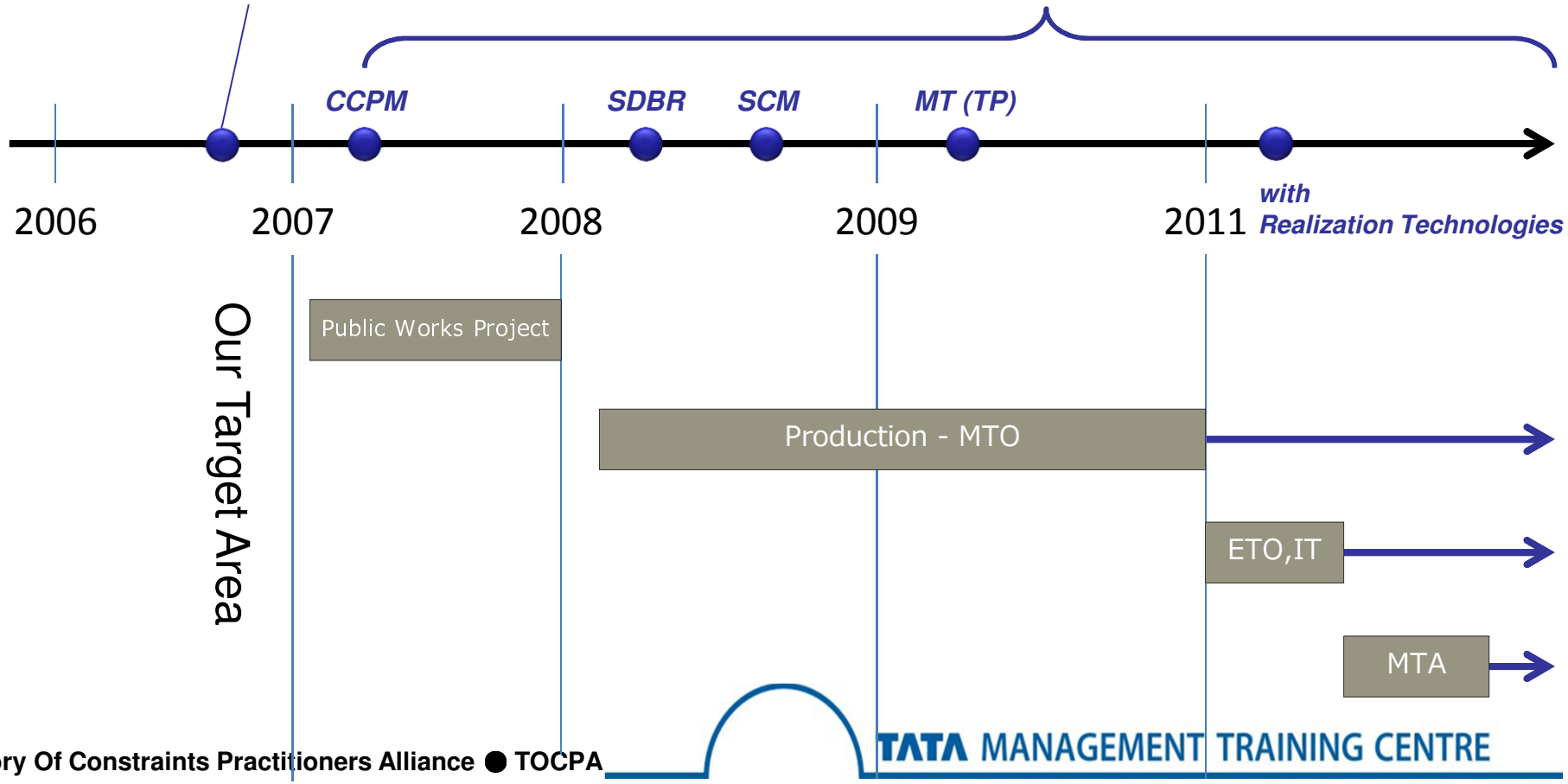
Relationship with Experts and Our Activities

The Society of Project Management Kyushu Branch Conference

Keynote Speaker : Oded Cohen

Training Programs & Implementation Supports given by Goldratt Schools & TOC Strategic Solutions

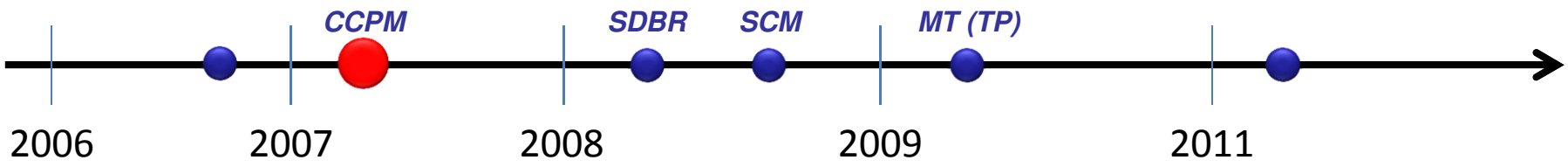
Trainers : Oded Cohen and Jelena Fedurko



TATA MANAGEMENT TRAINING CENTRE

Our TOC Journey

Public Works Projects



Public Works Project

Our Target Area

Daiken

- DDP improved from 66% to 81%.
- Overtime reduced by 40%.
- Sales Increased by 10%.
- Clear visibility of progress of projects.

NIKKEI CONSTRUCTION 2010 3.12 P49-P51

段取り名人を生む組織

段取り良く仕事をするには、個人の努力や意識も大切だが、会社の支援次第では、普通の技術者でも段取り名人となり得る。体制づくりや情報共有など、組織の取り組みを紹介する。

進ちょくの見える化

作業の遅れを可視化して組織で対処

改善しなかった業務効率が一気に向上

大建のCCPM導入

残業時間は減らず、作業の手戻りも常態化して、利益率が伸びない。福岡市に本社を置く建設コンサルタント会社の大建は、数年前まで改善しない業務効率に頭を抱えていた。

何も手を打たなかったわけではない。社員を研修会へ積極的に参加さ

況を解消して分業できるようにし、会社の組織力を上げたかった」。同社の松尾恵義社長は、CCPM導入に踏み切った理由をそう説明する。

CCPMは、イスラエルの物理学

者であるエリヤフ・ゴールドラット氏が提唱した制約理論（TOC）に基づく手法の一つだ。通常は各作業項目で見積もるバッファ（緩衝）を、業務全体で管理することで、工期短

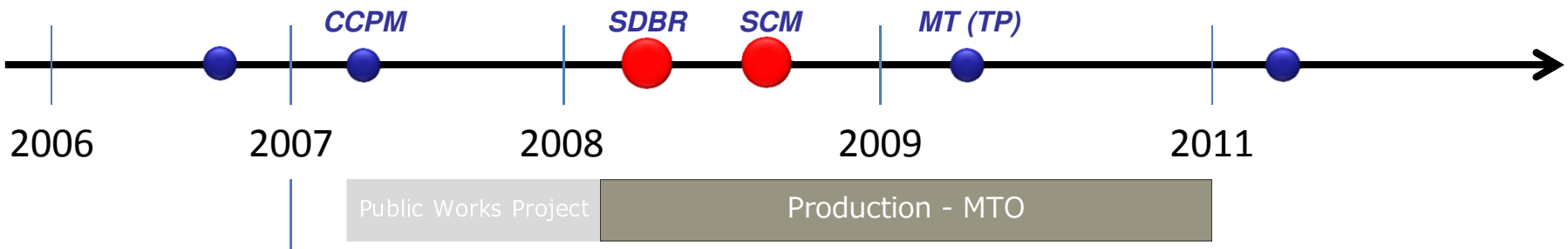
■ 業務ごとに作成する「依存関係図」

永樹高廣用地部部長、岡本和寿営業部長、永田伸仁用地部課長、三好信博用地部課長補佐、濱地正孝用地部部長。大建は、1974年に設立。建設コンサルタント業務、補償コンサルタント業務、測量業務、地質調査業務などを手掛ける。専門分野ごとに分かれていた技術部と測量部、補償部の3部署を、09年4月に用地部として統合し、人材の融通を図りやすくした（写真：本誌）

2010.3.12 | NIKKEI CONSTRUCTION | 51

Our TOC Journey

Production - MTO



Our Target Area

Kuroiso Seisakusho

- DDP improved from 65% to 95%.
- Production lead time reduced by 50%.
- Sales increased by 16%.

[On-going: 2011-2012]

- Sales increased by 40%
- Achieved operating margins of >20%

Japan TOC Advancing Committee Annual Conference, 2008

Nippon Tungsten

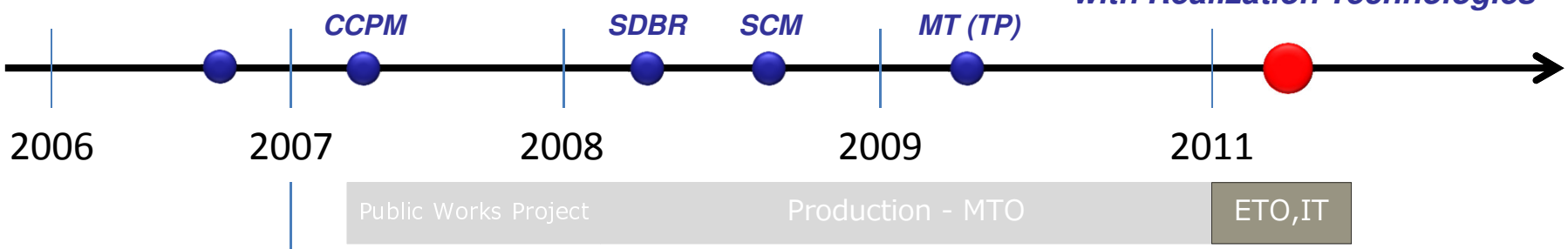
- DDP improved from 70% to 98%.
- Production lead time reduced from 26 days to 10.5 days (in-house products)
- Focused control of production execution.

Japan TOC Advancing Committee Annual Conference, 2010

Our TOC Journey

ETO, IT Projects

with Realization Technologies



Our Target Area

Asahi Seisakusho

[Production]

- Production lead time reduced by 36%.
- DDP improved to 98.7%.
- Overtime reduced by 85%.

[Engineering]

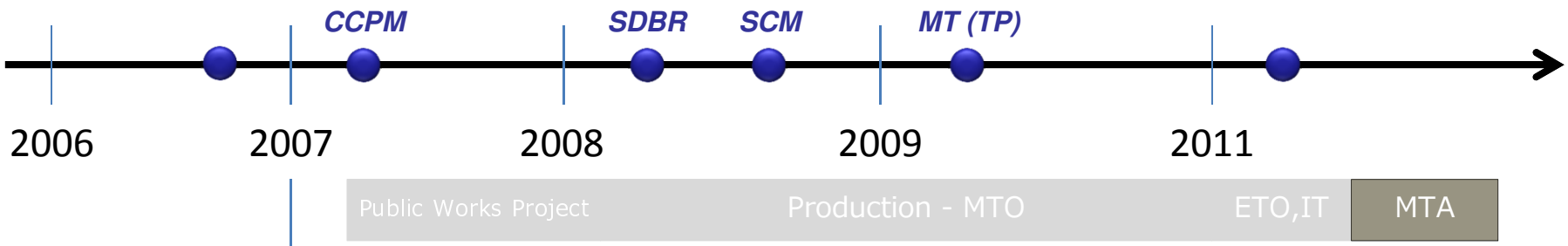
- Completion rate increased by 23%.
- Engineers' overtime reduced by 35%.

- Sales increased by 15%
- Achieved record-setting Profit for the past 60 years.

PROJECT FLOW 2011 at San Diego

Our TOC Journey

Production - MTA



Our Target Area

Anonymous

- Increased Availability for MTA SKUs (> 2000 items) From 92-93% to 97-98%
- Same FG stock level (DIOH)
- Sales increased by 5%
- Significant reduction in overtime

Agenda

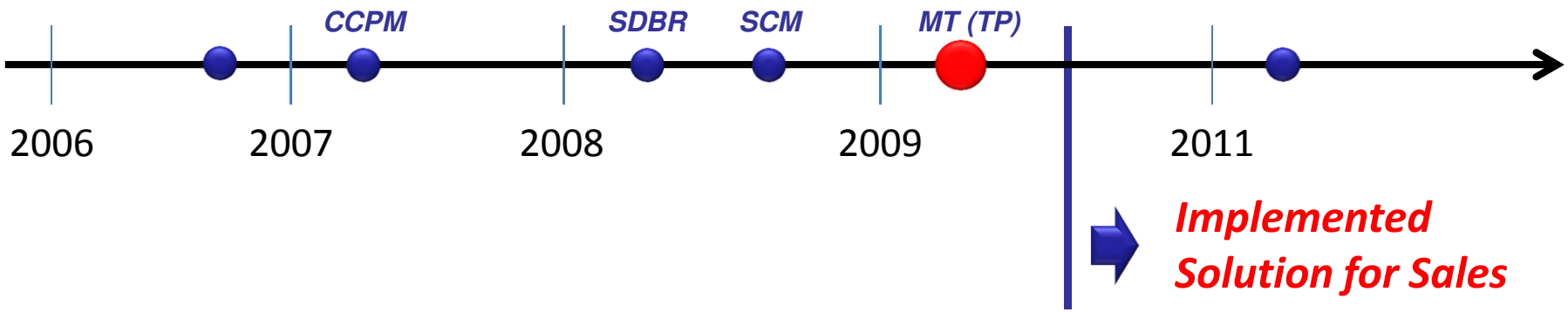
Background of Our Business

Our TOC Journey

Lessons Learned

Lessons Learned

Our Operational Improvements

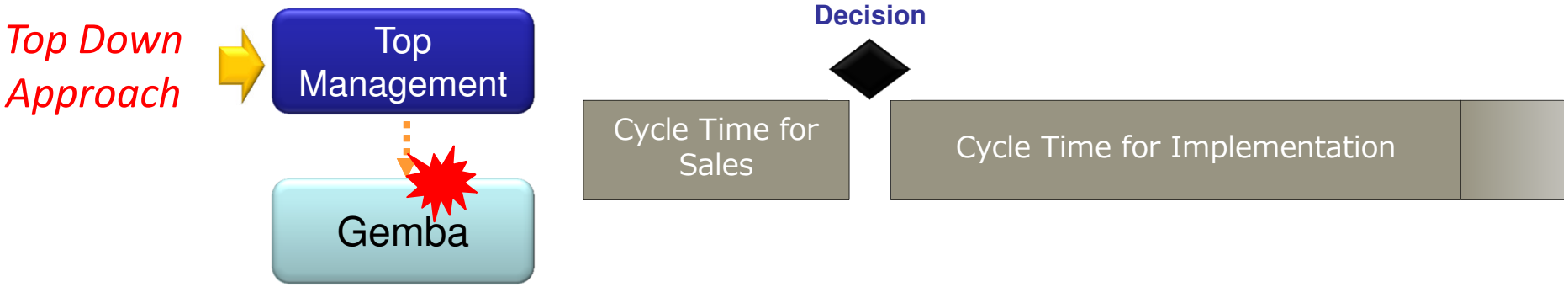


	For Sales	For Implementation
Before 2007-2009	Average Cycle Time 27 wks	Average Cycle Time 22 wks
After 2010-	Avg Cycle Time 11 wks	Avg Cycle Time 15 wks

Lessons Learned

How to Approach to Customers

The Cycle time for both Sales and Implementation is influenced by the ability of getting Buy-in from Top management and Gemba's managers.



- Decision-making may be done in a short period of time, but we will face a lot of difficulties due to the lack of consensus with Gemba.

As a result,

- Too many reworks during the implementation phase
- Cycle time for implementations will take longer than expected.
- Gemba may stop to use the solution eventually.

Lessons Learned

How to Approach to Customers

The Cycle time for both Sales and Implementation is influenced by the ability of getting Buy-in from Top management and Gemba's managers.

- It may take longer time than expected to make a decision.
- The scope of the implementation may become too small.

As a result,

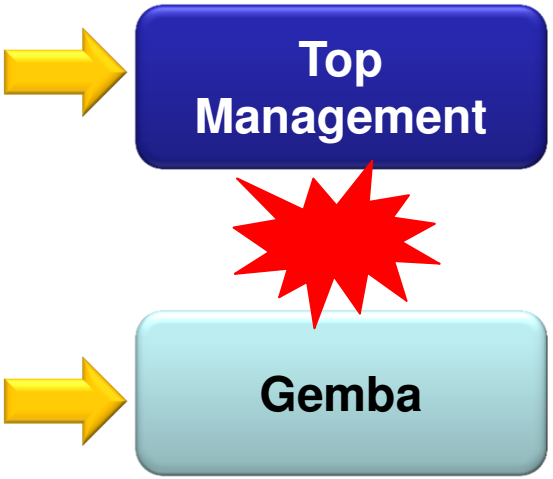
- Top management does not be involved when changing the rules, policies and measurements is required.

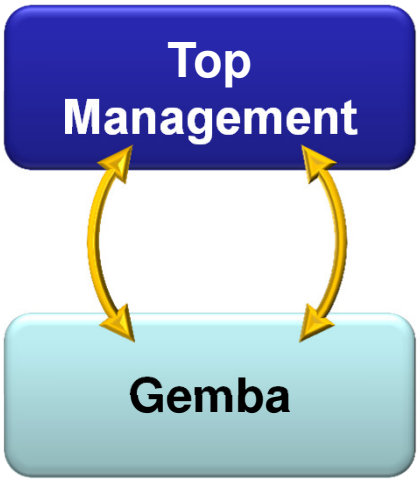
Lessons Learned

How to Approach to Customers

~~Top Down? Or Bottom Up?~~

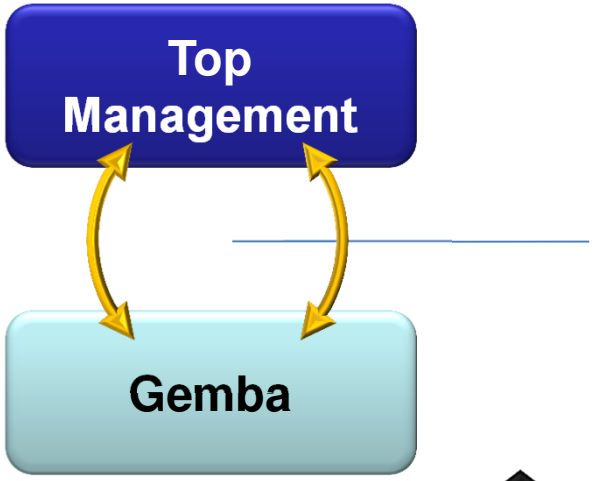
We should focus on making a linkage between both





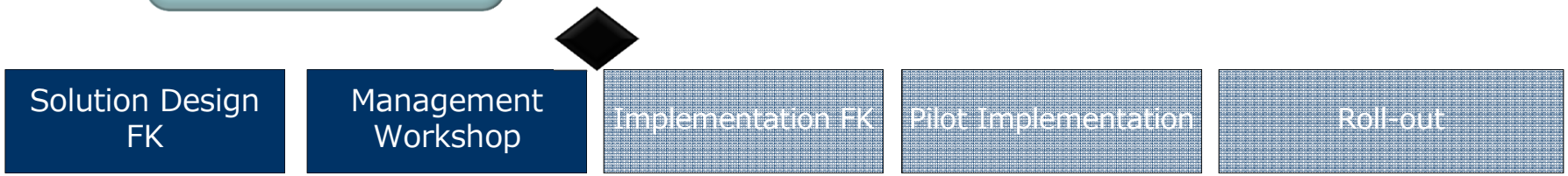
Lessons Learned

How to Make a Linkage



Solution Design Full Kit

- To understand the process & managerial flow
- To identify the valid UDEs and Core Conflict
- To create "Negative Loop" of the system
- To design a high-level solution

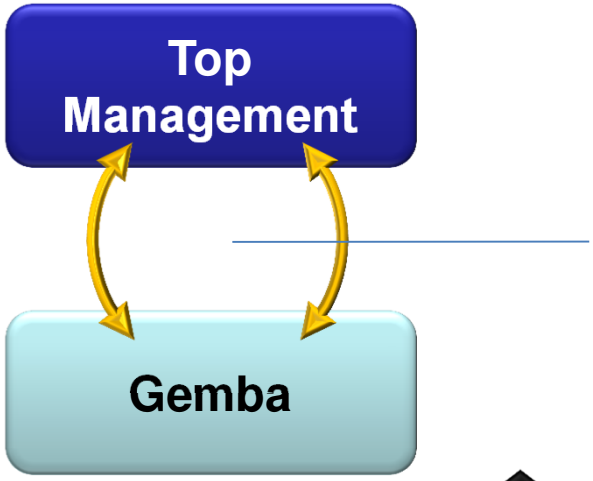


In Management Workshop for Top Management:

- To give the management full recognition of "Low Performance" by showing the GAP – "Developing the Business Need"
- To get full Buy-in to Core problem and Direction of Solution
- To get approval for running "Pilot"

Lessons Learned

How to Make a Linkage



Implementation Full Kit

- Core team develops the knowledge of solution
- Core team develops the procedures/mechanics for the Pilot
- Core team conducts internal sessions about the new way of managing

In Pilot Implementation & Roll-out:

- To achieve immediate results so that Gemba's managers get a confidence on the solution
- To establish a clear cause & effect logic between results and the solution
- To upgrade the procedures and make them as a part of the new reality