

Beyond the Toyota Production System

The Birth of Toyota Motor Co., Ltd 1937



In 1937 the Toyoda family changes their focus from textiles to automobile manufacturing to form Toyota Motor Corporation Ltd. based on the successful debut of their model AA passenger car and the formation of a nation-wide dealership network.

Ohno Reveals TPS 1978

In 1978, Taiichi Ohno reveals the Toyota Production System in Japan through his first book, "Toyota Production System: Beyond Large-Scale Production". It is a report of his 35 years of work on the shop floor and introduced many breakthrough methods.



Original in Japanese (1978)

In 1988, ten years after its original publication, Ohno's book is translated into English and becomes available to a global audience. The book becomes the starting point of what comes to be known as "Lean" outside of Japan. However, this English text does not fully explain how Ohno created the TPS culture.



English Translation (1988)

Ohno After Toyota: The Untold Story

Ohno Continues to Perfect 1979 to 1990

In order to perfect Just-in-Time, Ohno keeps experimenting along with Hitoshi Yamada, whom Ohno started mentoring while at Toyota. They establish a close partnership, and Yamada starts to take Ohno's methods to the next level, so the entire world can benefit from TPS and realize Ohno's vision.



Yamada invites Ohno to his client factories often, where they discover the importance of developing the right culture first, before implementing TPS tools. From here on, Yamada starts creating reliable techniques for fostering the Kaizen mindset with direct guidance from Taiichi Ohno.

Yamada Continues to Perfect 1990 to Present

Hitoshi Yamada continues to evolve TPS based on Ohno's vision and redefine various TPS methods to make them applicable to all organizations, regardless of industry. He continues to innovate new techniques beyond Ohno's achievements, while honoring his direct lineage to Taiichi Ohno.



Yamada's major clients include Canon and Sony. Yamada's innovations include the One Person Production System, made famous by Canon, that unleashes human potential and maximizes creativity. His mission is to forge a sustainable future by revitalizing people to become leaders in all areas of life.

SONY Canon Stanley

1947 Toyota Production System



In order to maintain domestic market share after WWII, Toyota realizes that they need to exceed American productivity in only three years. Taiichi Ohno uses the Two Pillars of Toyota: "Just-in-Time" and "Jidoka" to create an innovative management system.

1979 Ohno Resigns from Toyota



Soon after he reveals TPS to the world, Ohno resigns from Toyota in 1979. Ohno declares that Just-in-Time principles still need to be perfected beyond Toyota. This starts a new chapter in Ohno's career that leads to the evolution of TPS and Kaizen spirit.

Ohno After Toyota: The Untold Story

1990 Ohno (PEC) Method



Ohno fully endorses Yamada's approach in developing Kaizen culture and perfecting Ohno's vision of Respect for People. Yamada's TPS manual holds the only strategy officially approved by Ohno himself as an accurate continuation of his work. Ohno passes away in the same year.

Ohno's method adds Personal Kaizen as the first step. Morale Exercise is used to allow people to break their own status quo through their actions and courage. This exercise is a reliable method of leading the right organizational transformation.



Ohno (PEC) Manual



2015 Yamada Endorses Enna



After years of training, Yamada endorses Jun Nakamuro of Enna to bring Ohno's method to the world and approves Jun to carry Ohno's legacy forward with this lineage.

