



# **LUNCH SEMINAR** on the Japanese Economy and Society at the Maison franco-japonaise

## **"A Model Change of TPS (Toyota Production System) in the Globalization Area"**

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**Discussant**

**Yveline LECLER**

Maison franco-japonaise

**February 27<sup>th</sup>, 2009 (Friday), from 12:30 pm to 2 pm**  
**Maison franco japonaise, room 601 (6<sup>th</sup> floor)**

*With the generous support of the Economic Section of the French Embassy and the French Chamber of Commerce and Industry in Japan*

### ■ **Basic Message or Main Statement by SHIMIZU Kōichi**

Even in the world economic crisis and dramatic shrink of the car sales, which have brought a big trouble to all car makers, Toyota seems to consolidate its status as the world No.1 car maker. Such a high competitive edge is regarded as coming from its famous Toyota Production System (TPS). In contrast with a received opinion, however, the TPS cannot be reduced to well known technologies such as "Just-in-Time", "Jido-ka", etc. In fact, the TPS has another component, created also by Taiichi Ohno, which is the production efficiency management, connected with the wage system, and then with the human resource management. And it is this management that Toyota radically altered during the 1990s. At the dawn of the 21<sup>st</sup> century, Toyota introduced a brand new wage system and modified its production efficiency management, which had promised Toyota the high competitive edge during almost fifty years. So, we want to explain this change and to discuss why and what purpose Toyota has made such a change.

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### ■ **Short Biography of SHIMIZU Kōichi**



- Professor of the Graduate School of Humanities and Social Sciences, Dean of the Faculty of Economics, Okayama University.

- Ph.D in Economics, Université Paris-Dauphine.

☞ *Le Toyotisme*, Collection Repère / Éditions La Découverte, 1999.

☞ "Reorienting Kaizen Activities at Toyota: Kaizen, Production Efficiency, and Humanization of Work", *Okayama Economic Review*, Vol.36, No. 3, p. 1-25.

### ■ **Short Biography of Yveline LECLER**



- Researcher at Maison franco-japonaise, UMIFRE 19 CNRS - MAE

- Associate Researcher, Institute of Social Science, University of Tokyo

- Associate Professor, Lyon Institute of Political Studies, University of Lyon

- Permanent Member of the Institute of East Asian Studies (Lyon) since its establishment in 1992.

## What is the Lunch Seminar?

This typical event has been organized at the Maison-Franco Japonaise (Nichi-Futsu Kaikan) – Room 601 (6F) from 12.30 to 14.00, since 2004 with the generous support from the Economic Section of the French Embassy and the French Chamber of Commerce and Industry in Japan. For more information, please visit the website of the seminar : [http://www.mfj.gr.jp/lunch\\_seminar/lunch\\_seminar.html](http://www.mfj.gr.jp/lunch_seminar/lunch_seminar.html)

Please note that this is a "brown bag lunch seminar" (please bring your sandwiches or "bento").

## How to attend the Lunch Seminar ?

The participation to the Lunch Seminar is free but **registration is strictly required**. Please apply by e-mail to : [mikasa@mfj.gr.jp](mailto:mikasa@mfj.gr.jp) ; or by fax (03-5421-7652) specifying your :

- |                          |          |
|--------------------------|----------|
| – name                   | – adress |
| – company or institution | – phone  |
| – position               | – e-mail |

**NB : The presentation will be followed by a discussion with the participants (in English, no translation).**

## How to get there ?



**Nichifutsu Kaikan (MFJ) : Shibuya-ku, Ebisu, 3-9-25**

▷ From the Ebisu JR station take the Skywalk Exit, turn left and walk 5 mn alongside Yebisu Garden Place.

