

# Draft

## Visit to Toyota Motor Manufacturing (UK) Ltd

Question - What has making cars got to do with making packaging?

Answer - Giving the customer what they want, at the right time, to the right quality and at the right price.

So how did Institute members find this out - by visiting Toyota Motor Manufacturing (UK) Ltd at Burnaston nr Derby.

Opened in 1992, the factory began producing the Carina E followed by the Avensis in 1997. A second production line was built to produce the Corolla and last year they produced over 213,000 cars.

So what can we learn. Toyota's philosophy is to localise production to provide customers with the products they need where they need them. To maintain Toyota's world-wide reputation for quality the 'Toyota production System' (TPS) is employed. Based on the key principles of Standardisation, Just In Time and Kaizen, the system allows for production to be achieved in a continuous flow to meet customer demand whenever and wherever that may be. TPS incorporates the ability, through process design, to build in quality at every stage.

As a company they believe in mutual trust and respect across all levels of the organisation and strive to ensure that all members can develop to their full potential. Teamwork is an essential element of their operating philosophy, based on the belief that a well co-ordinated group of motivated people, operating in a safe environment, can accomplish more than the simple sum of individual efforts.

From a purchasing perspective, their main objective is to ensure quality in their products and do this by developing long term partnerships with suppliers based on mutual trust. They have established technical support teams who work with suppliers offering advice and assistance on improving quality and efficiency for mutual benefit.

They also strive to minimise the environmental impact of vehicles and their manufacture, and focus on the elimination of any pollution at source. This is based on their '5 R's':-

- \_ Refine (no CFC's, use water based paints where possible)
- \_ Reduce (natural resources - water, gas, electricity etc)
- \_ Re-use (99.9% of their European packaging is re-used)
- \_ Recycle (steel, water, plastics, paper, rubber etc) and
- \_ Retrieve energy (exhaust gases reheat other production processes).

Finally, they are also closely involved with communities on a local, regional and national level. Over £1.5 million has been donated to charities and foundations in areas such as the environment, children, education and health.

The visit also coincided with a visit from Chartered Institute of Purchasing & Supply members and a lively Q&A session followed at the end.

Our thanks are extended to Alison Flint, Karen Bradley and Andy Smith from Toyota for their time and hospitality in making this a fascinating insight into a very successful manufacturing operation.

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