



Toyota expert reveals secret of its success

By **VINCENT KELLY**

Business Editor

MAKE your entire workforce a team of problem solvers.

That was the advice from business guru Bradley Willis of Toyota Motors/University of Kentucky at a workshop organised by the Cork Chapter of the MBA Association of Ireland at University College Cork (UCC).

The Toyota philosophy, said Mr Willis, was "find a problem, fix the problem, stop the problem coming back". The event took the form of a practical problem-solving exercise with Mr Willis outlining the principals of the 'lean' approach to running successful companies.

He has taught lean manufacturing in more than 90 different plants, demonstrating the tools and methodologies to reduce/eliminate waste.

The interactive workshop took participants through the eight-step problem-solving system developed in Toyota, which facilitated the identification and elimination of a problem in a systematic way.

MBA Association of Ireland, Southern Chapter, chairman Tony O'Riordan said he was delighted to be part of a successful workshop.

"This is the second time we have had the topic on the lean approach to business on our calendar of events. There had been strong interest among business people in Cork about the topic," said Mr O'Riordan.

"It was very interesting that Toyota have not had to make an approach to the US government for a bailout package like the motor manufacturers Ford, Chrysler and General Motors," he continued.

"Toyota believe the culture they create and their approach to business using lean methods has given them strong competitive advantage. They

are rigorous in their approach to setting measurable, concrete and challenging goals that constantly improve their manufacturing process."

He added that the Southern Chapter of the MBA Association was very grateful to Pat O'Connor and his colleagues at the Innovation and Lean Sigma Skillsnet for their help in organising this workshop.

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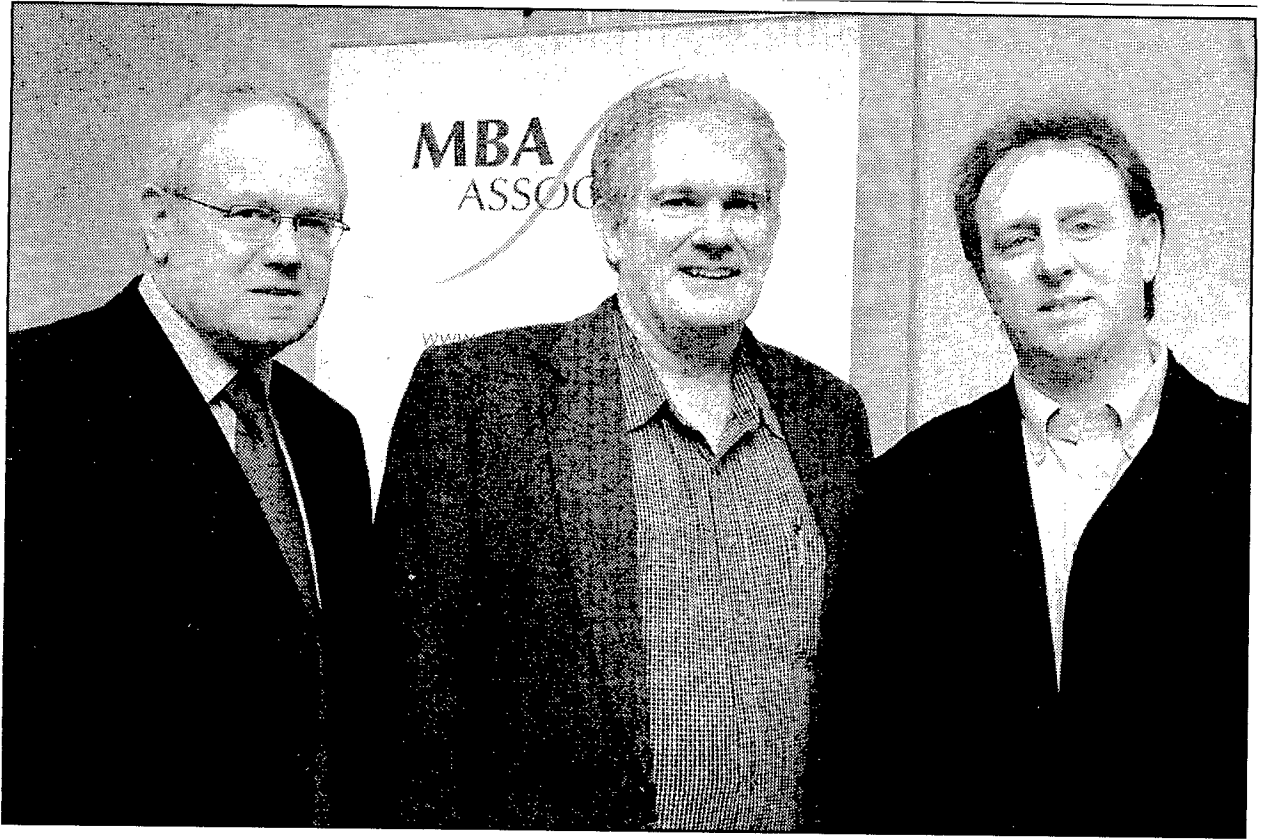
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WELCOME: Left, Tony O'Riordan, chairman of the MBA Association of Ireland's Cork Chapter, and MBA Association committee member Eoghan Dinan, right, with Bradley Willis of Toyota Motors/University of Kentucky at a workshop organised by the chapter at UCC.

Picture: Gerard Bonius