



社団法人 TMS & TPS 検定協会  
TMS & TPS Certificate Institution



豊田エンジニアリング株式会社  
Toyota Engineering Corporation



Center for  
Lean Excellence

# Toyota Management System (TMS) Grade IV Certificate

Toyota's automobile production method, known as the Toyota Production System (TPS), is renowned worldwide for its efficiency in improving quality, productivity, and delivery speed. While applying TPS to production and back-office functions, they developed Toyota Management System (TMS) to significantly improve productivity and reduce indirect costs in white-collar workplaces.

TMS is practiced by Toyota's top management team, managers in production and indirect functions such as design, production preparation, and sales. This program will equip the participants with the TMS knowledge and skills to achieve improved results and transform your company into a stronger and better one.

## Briefly

<b>Level</b>	C Suite, Director, Senior Manager or Manager
<b>Industry</b>	Service & Manufacturing
<b>Price</b>	USD 795
<b>Duration</b>	16 Hours
<b>Institute</b>	TMS & TPS Certificate Institution of Toyota Engineering Corporation - Japan
<b>Materials</b>	Printed Textbook
<b>Language</b>	English Medium
<b>Format</b>	Instructor-led Live Online
<b>Audience</b>	International

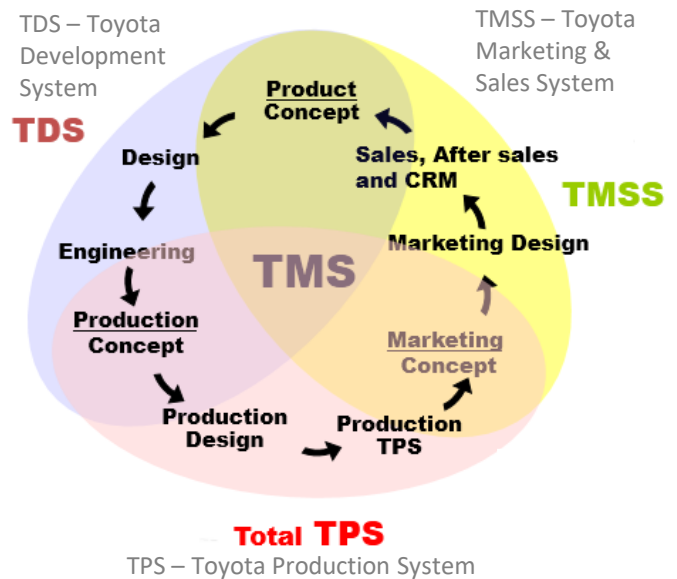
**TMS is not just about results.  
It is about the process of achieving the results.**

# Toyota Management System (TMS)

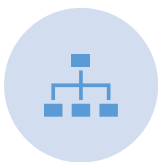
The Toyota Management System (TMS) is a comprehensive approach to a management methodology that can be applied in any industry or workplace. TMS is the underlying management system of Toyota Production System (TPS), Toyota Development System (TDS) & Toyota Marketing & Sales System (TMSS). In this program, you will learn how to "Yarigai," or turn ideas into practice and achieve workplace satisfaction.

TMS is not just focused on managerial results, but also on the process of achieving those results. It encourages personal growth and self-actualization through a way of thinking based on respect for human nature

TMS boosts productivity and reduces indirect costs through the implementation of Visual Management Tools and a method for total management, which facilitates continuous improvement (Kaizen) in the workplace and creates a supportive environment for people.



## Characteristics of TMS



**Visualization of action:**  
Policy development, daily management, and visualization of tasks



**Creation of a better workplace:** Communication and leadership



**Creation of values:**  
Customer focus and commitment to results



**Emphasis on Kaizen mindset:** Identifying waste, organizing groups, and problem-solving skills



**Emphasis on quality of work:** Statistical thinking and own process completion



**Creation of profits:** Systems for improving productivity and generating profits

## Why TMS Grade IV Program

- ✔ **Senseis with Extensive industry experience:** With consultants who have worked in senior management positions at Toyota, you can be confident that the training you receive is grounded in real-world experience and expertise.
- ✔ **Comprehensive training:** Your training will cover a wide range of topics related to total Toyota Management Systems, including lean management, process improvement, and problem-solving techniques.
- ✔ **Networking opportunities:** By participating in our training, you'll have the chance to connect with other professionals in different industries and different countries. This will help build valuable relationships that can support you in growing your career.

## Meet Your Sensei

After joining Toyota Motor Corp in 1979, Mr Matsudaira worked in the production technology and manufacturing division, starting as a technical expert in mechanical parts welding and integrated manufacturing processes in Japan. Then he held positions as assistant director/ general manager in production preparation and technology development for resin parts, chassis parts, electronic parts, and final assembly lines. He also served as a project leader in launching new vehicle plants in the United States and Canada. More recently, he worked as a representative vice president for Primearth EV Energy Co., a joint venture between Toyota Motor Corp and Panasonic that produces secondary batteries for vehicles. In 2017, Mr Matsudaira became a senior consultant at Toyota Engineering Corp and Toyota Management Institute. Now he is using his expertise in TPS and TMS to serve many industries beyond the automotive sector.

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**Learn from the Creators of  
Toyota Management System  
from Toyota Motor  
Corporation Japan**



**Mr. Yasuhito Matsudaira**

Senior Consultant at TMS & TPS Certificate  
Institute of Toyota Engineering Corp.  
Worked in Toyota Motor Corp since 1979

# TMS Certification Journey



## TMS - Grade I

Substantial contribution to the industry by implementing TMS; evaluated by senior TMS senseis at TEC



## TMS – Grade II

Practical Implementation of Workplace Revitalization Activities in the workplaces. Deep realization of TMS methodology and connectivity to TPS



## Japan Study Tour

(Optional) Visit world class TMS and TPS manufacturing facilities and attend TMS training workshops by TEC



## TMS – Grade III

Deeply explore the TMS way of working. Practical application of workplace revitalization, perception on work quality, creation of value for customers, visualization and developing employee relationships.



## TMS – Grade IV

Understand the broader perspective of TMS Purpose and application

START

There is no final destination on your continuous improvement journey

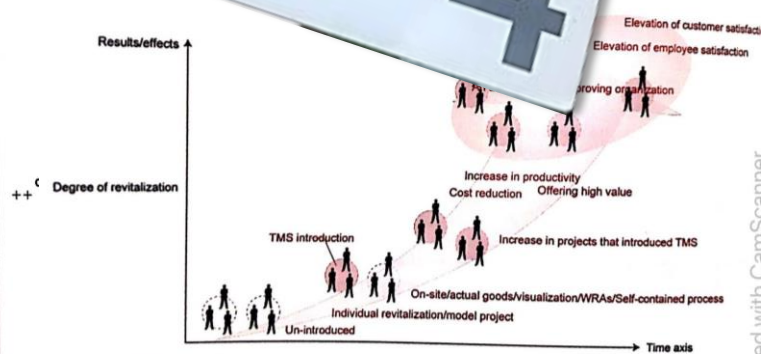
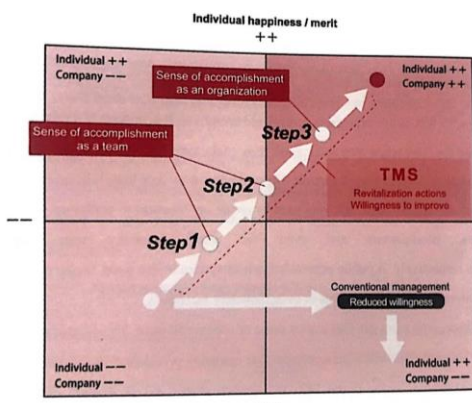
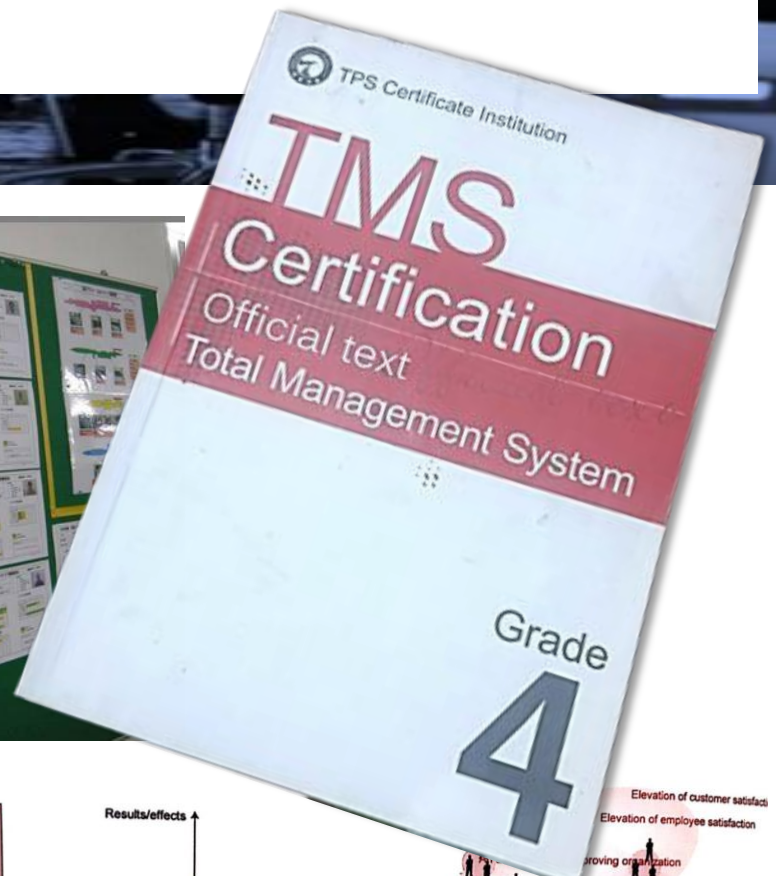
# Learn, Discuss & Get the Right Answers



- ✓ Expert guidance: The TMS Senseis (Gurus) are knowledgeable experts who can provide personalized answers and guidance to help participants understand and implement the concepts they have learned in the training.
- ✓ Opportunity for clarification: Asking questions can help participants clarify any misunderstandings or areas of confusion they may have about the material.
- ✓ Support for implementation: By offering guidance on how to implement the concepts learned in the training, the TMS Senseis can help participants apply what they have learned in a practical setting.

# Authentic Knowledge with Simpler Illustrations

- ✔ The TMS program is based on the most current knowledge: This means that the information in the textbook has been carefully researched and reviewed by experts to ensure that it is up-to-date and accurate.
- ✔ It is developed by experts: The textbook has been written by subject matter experts who have a deep understanding of the material and are well-versed in the latest research and developments in their field.
- ✔ It has been verified for accuracy: The content in the textbook has gone through a rigorous review process to ensure that the content is accurate and reliable. This may include fact-checkings, peer reviews, and other quality control measures.



Graph: "WRAs growth"

made with CamScanner

# TMS Grade IV Curriculum

Chapter	Topics
1.1	What are Workplace Revitalization Actions ?
1.2	TMS Core is an Action that Makes the Workplace Better
1.3	The “Way of Working” that will Become the Core
1.4	WRAs Ideal Person
2.1	Visualization of Action and the Theory of Visualization
2.2	Visualization of Actions – Planning and Development
2.3	Visualization of Actions – Daily Management
2.4	Visualization of Actions – Visualization of Work
2.5	Creating a Workplace (Team) – Communication
2.6	Creating a Workplace (Team) – Leadership
2.7	Creation of Value
2.8	Continuous Improvement Mindset – Reflection
2.9	Continuous Improvement Mindset – Spotting the Unnecessary
2.10	Continuous Improvement Mindset – The 5S
2.11	Continuous Improvement Mindset – The Ability to Solve Problems
2.12	Work Quality – A Statistical Approach
2.13	Work Quality – A Self-Contained Process
2.14	Creation of Profit – A Plan to Produce Profit
2.15	Creation of Profit – Elevating Productivity
3.1	WRA Introduction and Growth
3.2	Putting WRAs Into Practice
3.3	Regular Company Employees
3.4	The Nucleus – Management Staff
3.5	Managers
4.1	Evaluation of WRAs
4.2	Managerial Results
	Case Study

# Program Summary

- **Next Program Start Date: 03<sup>rd</sup> September 2023**
- **Delivery Mode:** Instructor-led Online (Zoom)
- **Investment per Person: \$795** (Material & Certificate courier charges are **NOT** included)

		(IST)*
<b>Day 01   03<sup>rd</sup> Sep</b>	•Introduction and Warm up session by ICEES	9.00 am – 1.00 pm
<b>Day 02   10<sup>th</sup> Sep</b>	•Workplace Revitalization •The Way of Thinking •WRAs Ideal Person	9.00 am – 1.00 pm
<b>Day 03   17<sup>th</sup> Sep</b>	•Visualization of Actions •Creating Workplace •Operating Workplace •Creation of value	9.00 am – 1.00 pm
<b>Day 04   24<sup>th</sup> Sep</b>	•Continuous Improvement Mindset •Work Quality •Creation of Profit	9.00 am – 1.00 pm
<b>Day 05   01<sup>st</sup> Oct</b>	•WRA Introduction and Growth •Putting WRAs into Practice •Management of Staff •Evaluation of WRA	9.00 am – 1.00 pm
<b>Day 06   15<sup>th</sup> Oct</b>	•Examination	1 Hour

\* Indian Standard Time





# TMS Grade IV Certification

- Final examination to be held in the TMS & TPS Institute's online portal
- All the students who meet the pass criteria of a minimum 70% for the exam will be eligible for TMS Grade IV Certification
- The students will receive the Digital certificate as well as the Printed Certificate from TMS & TPS Institute of Toyota Engineering Corporation, Japan



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Learning is a  
treasure that  
will follow its  
owner  
everywhere



## About Center for Lean Excellence Pte Ltd.

As the pioneer of advanced lean management training and certification, Center for Lean Excellence Singapore has continued to serve the lean community by localizing the most up-to-date lean management knowledge.

As an autonomous body affiliated to Innovation Center for Enterprise Excellence Solutions (ICEES) it is governed by a board of management consisting of ex Toyota consultants, experienced lean business leaders and research fellows.

The quality and the practicability of certified professionals from Center for Lean Excellence are governed by ISO 18404 international standards. Center for Lean Excellence's core programs attracts hundreds of lean professionals annually and provides the most challenging learning experience in the region.



**ISO 18404: 2015  
Certified Company**



**Corporate Partner Member of  
Toyota Engineering Corporation |  
TMS & TPS Certificate Institute**



## Contact Us

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