### Advantages of participating in the ENNA’s Lean Japan Tours

#### Main topics covered during the company visits in Japan

#### Scope of Lean Implementation
- **Common challenges to overcome:**
  - Lean only targeted to the production department and to directly related functions
  - Unclear understanding of Lean

#### Management Methods
- **Common challenges to overcome:**
  - Top-down management mainly focused on company’s success resulting into decreased level of engagement on the shop-floor

#### Strategy Deployment
- **Common challenges to overcome:**
  - Not enough trust relationship between top management and workers
  - Unclear vision and directions for future organizational growth

#### Engagement
- **Common challenges to overcome:**
  - Workers are not cooperative
  - Lean is implemented solely to enforce labor capacity

#### Effectiveness of Lean
- **Common challenges to overcome:**
  - Focused on saving labor and inventory cost
  - Inability to sustain improvement and keep people engaged in finding new ways

#### Global Training
- **Common challenges to overcome:**
  - Not enough training provided
  - No On-The-Job-Training (O.J.T.)

#### Organizational Transformation
- **Common challenges to overcome:**
  - Focused only on optimizing processes without flow
  - Silo Effect: Lack of sharing information and results across different departments

### New Discoveries

#### Solutions provided on the Japan tour:
- **Enterprise-wide Lean, including all other departments including sales, engineering, HR, purchasing, suppliers, IT, etc.**
- **Re-discovering the power of the TPS and its application to multiple industries**
- **Focuses on improving quality of life of all individuals including top management**
- **Boosted level of engagement across the organization by full participation from top leaders to front-line associates**
- **Formulate the ideal state and communicate the clear vision to engage the entire workforce to the unified goals**
- **Fully engaged, workers rediscover the meaning of life through Lean at work**
- **Establish stronger teamwork and alignment between personal and organizational goals**
- **Brighten the workplace with Kaizen**
- **Flexible worker, multi-skill development**
- **One-Piece Flow to develop a sense of ownership**
- **Internal Training Systems (Dojo)**
- **Development of Train the Trainer**
- **Verification of employee’s training progress and improving standards**
- **Transformation occurs in four key areas, Leadership Mindset, Management Processes, Information Technology, and Innovation.**
- **Share measureables of Kaizen results across the organization to achieve enterprise-wide alignment**

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