

FAX TRANSMISSION

To: Bob Sanders
Equipment Division #2
Kamigo Engine Plant
(On assignment to TMM)

From: Tom Harada
Date: Wednesday, June 5, 1989

Re: Actual Problem Data (Fax 4)

Bob-san

Thank you for your effort and the data collection. I am sorry that we could only speak for a short time. However, I did receive your fax later about production output and maintenance downtime.

I think this data is a good start! I can make the following observations.

#1 Current production ramp up situation is fairly normal for a start up of a new engine line based upon my similar experiences in Japan, Australia, and other Toyota plants. This is our learning period and some tension is to be expected.

#2 Production department is capable of meeting their daily production goals for this month even at the current level of maintenance performance.

#3 I am a bit concerned however that average number of downtime minutes per day is not decreasing yet. Forty minutes is too high to average especially when production volume moves to 500 units per shift next month.

#4 This is the real problem for you to pursue. Why is TMM assembly line downtime averaging 40 minutes per shift? Why is it 30 minutes more than similar line in Kamigo? Please analyze this difference carefully for several days and send me report at the end of the week. Please use the maintenance trainers for assistance as well.

Regards,

Tom Harada