**Video Title:** How Toyota Changed the Way We Make Things

**Video URL:** <https://www.youtube.com/watch?v=F5vtCRFRAK0>

**Running Time/Source:** 4:51, Bloomberg/YouTube

**Close Caption Available:** Yes

The video provides a brief history of Toyota, as well as an overview of the major components of the Toyota Production System, defined in Chapter 16 as an unorthodox manufacturing system that enables this Japanese company to make the world’s best automobiles at the lowest cost and to develop new car models quickly and reliably.

Questions:

1. What was the turning point for Toyota? The visit of Dr. Taiichi Ohno to an American supermarket of the Piggly Wiggly chain.
2. What was the basic idea behind the process improvement proposed by Dr. Ohno? To create a “just-in-time” system for a production line similar to how American supermarkets are re-supplied.
3. What is a Kanban system? A sign-base scheduling system, which is the precursor to bar codes.
4. What is kaizen? A Japanese philosophy of continuous improvement.
5. What is lean manufacturing? The combination of craft production with mass production, avoiding production waste, and striving for constant improvement.