

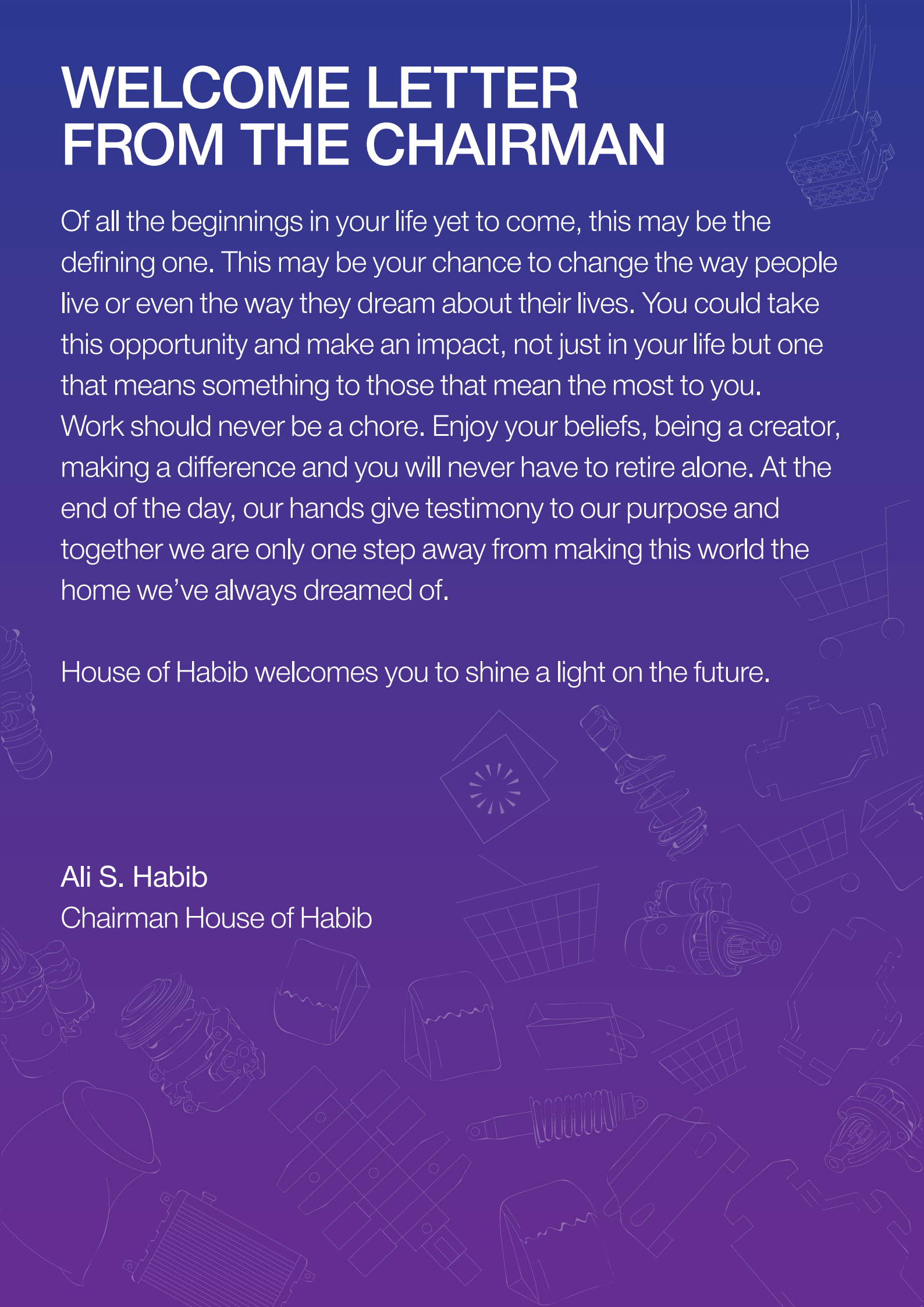


MISSION BELIEVE

Create Your Future And
Inspire Tomorrow

House of Habib
Management Trainee Program 2019

the



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LEARNING THE CRAFT

YOUR DESTINATION

The HOH Management Trainee Program enables young leaders like yourself to grow and lead the future. The program outlines business and technical acumen that will be imparted and instructed so that you can evolve and expand your knowledge about critical subjects such as engineering, manufacturing, feasibility reports, supply chain management, as well as absorb business philosophies and techniques that are unique to the HOH way of doing business.

You will learn, you may make mistakes but the objective remains to polish and hone your potential and empower you to become business leaders. In these 12-months you will experience all the different facets that make our group one of the largest in the country and you will be encouraged to take up every challenge thrown at you so that you may develop your skills and retain knowledge that shapes industries in Pakistan and around the world.



YOUR DEVELOPMENT

The program engages in the three (3) major disciplines:

ENGINEERING

- Study and familiarize yourself with different plant facilities and the technology they entail
- Analyze technical processes and suggest improvements in methods of production as well as cost efficiency
- Provide innovative solutions in product development that can lead to a competitive edge
- Conduct competitive analyses and recommend improvements in our technology, processes and machinery

PLANT VISITS

INTRODUCTION

Have you ever wondered how your favourite car is manufactured? Or how many processes a ceramic tile goes through before it reaches your home? In this section, titled Plant Visits, you will discover just how things are made, and what exactly is needed to make them. From the technology used to develop and manufacture right down to the very specifications of the product itself, journey through the House of Habib product portfolio and witness industriousness first-hand.

LEARNING OUTCOMES

During the course of your visits to various factories and plants, you will engage with supervisors and technical teams who will brief you on what exactly it takes to manufacture a distinct, world class product. You will be required to study and eventually optimize each function within the production process so that each business can compete in the market better than previously expected. Your understanding and suggestions will impact the way we continue to innovate and do business as well.

Shabbir Tiles And Ceramics Limited (STCL)

As the pioneer in Pakistan, Shabbir Tiles started out in 1978 by making the country's first private sector investment in the ceramics and tiles industry. The company is also the leading exporter of international standard high-quality Digital InkJet, Ceramic & Porcelain Tiles, and Installation Materials to UAE, Sudan, Oman, Srilanka and Afghanistan.

Shabbir Tiles is proud to have an international collaboration with Agrob Anlagenbau GmbH of Germany. The Company is also listed at Karachi, Lahore and Islamabad Stock Exchanges.

The company's flagship brand 'STILE TILES' is well known through-out the country for shaping spaces and lifestyles – and remains a close ally of those with discerning tastes.

Learning Objectives

Activities	Description
Overview of Production Activities	Details about STCL Products and the plant technology used
Overview of R&D / QC / Lab	• How new product development takes place at STCL keeping in view the customer needs and market trends • Relevant quality testing methods to ensure the dimensional characteristics (length, width, thickness, straightness of sides, rectangularity), water absorption, impact resistance, chemical resistance, stain resistance

Activities	Description
Body Preparation	Understand process of slip and Powder manufacturing from grinding of raw materials
Press	Understand process of bisque tile manufacturing by using automatic Hydraulic presses from Powder
Glaze Application	Understand process of applying engobe, glazing and digital printing over tile for decoration
Kiln Operations	Understand process of baking tiles using long roller furnaces (Kilns)
Sorting & Packing	Understand how tiles are sorted using sorting and stacking machine and finally packed in cartons and dispatched to FG store after stamping
Power-house	Understand the process of power generation and distribution

AuVitronics (AVT)

Established in 1983, AuVitronics (AVT) was a state-of-the-art Audio & Video Cassette manufacturing business. When the technology became obsolete, the business diversified into Auto Parts in the year 2000. Today, the company has also diversified into Health Care Packaging and Building Materials along with producing Auto Parts for nearly every locally assembled vehicle in Pakistan. AVT has two plants, one in Port Qasim and the other in HUB.

In total, AVT is currently engaged in 9 foreign technical assistance collaborations which are the basis for our cutting-edge manufacturing facilities and practices.

AVT produces over 200 different auto parts every day and in addition also manufactures Car Mirrors, Steering Wheels, Decorative Parts, Interior Garnishes, Exterior Parts, Engine Compartments, HVAC, Vacuum Metalizing and EPP.

We are the proud home of over 900 employees and a staggering one-third of the workforce is female – demonstrating our belief that skills are not determined by any one gender.

AVT Port Qasim Learning Objectives

AVT Port Qasim Plant produces auto parts (lamps, steering wheel, vacuum metalizing and expanded polypropylene parts) and health care packaging (eye & ear drop containers and syrup bottles). During the visit to the Plant, you will learn about how the products are processed:

Process	Description	
Injection Molding	For producing plastic parts from resin material	
Vacuum Metalizing	Coating process used in reflector and extension, interior parts of lamps	
Chrome Plating	Hexagonal coating process used for exterior parts of vehicle	
EPP (Expanded Polypropylene Parts)	Used for shock absorber and located under the carpet of vehicles	
Assembly Department	Vibration Welding, Ultrasonic Welding and Manual Assembly of Parts	
Paint shop	Automatic robotic paint shop for interior and exterior parts painting of 2 and 4-wheeler parts	
Steering Wheel	Integral skin PU foaming process	
Tool Room	For mold making and mold maintenance process covering all manufacturing process	

Process	Description
QA testing labs	SIS, Chemical testing, Checking fixtures, Thermal shock, Salt spray, thickness tester, Humidity etc.
Health care and packaging	Production facility of PET preform and injection blow molding of Pharma bottles, caps and eye drop
Store	Incoming Parts, Materials, RFD stock and Dispatch

AVT HUB Learning Objectives

At AVT Hub Plan, the following products are manufactured:

- Auto
- Building Materials
- Injection molded doors
- Injection molded bathroom doors
- WPC (Wood-Plastic Composite) windows & door frames: made up of high-quality material while offering a truly eco-friendly alternative; WPC windows and frames are termite and pest proof, 100% water proof, recyclable and UV resistant
- FRP (Fibre Reinforced Polymer) Composite doors & windows: versatile, man-made composite materials, replacing wood, metal and concrete as sustainable substitutes
- Pharma composite doors & windows
- Pharma removable wall

During the plant, you will learn how each of the above-mentioned products go through the following processes:

Process	Description
Injection Molding	For producing plastic parts from resin material 
Assembly Department	Manual Assembly of Parts
Paint Shop	Painting of interior and exterior parts of 2 and 4-wheeler parts
ABM (Alternate Business Material)	How doors and windows are produced through plastic material composition

Thal Engineering

Thal Engineering (a subsidiary of Thal Limited) owns and operates three distinct auto parts manufacturing divisions. Each business uniquely serves the leading automakers in Pakistan.

The Thermal Systems business was established in 1996 through a strategic partnership with Denso Japan with a keen eye to manufacture Auto Air Conditioners for Toyota and Suzuki in Pakistan. Operations subsequently grew to encompass Heater Blower and Air Conditioner Controls. This was followed by the induction of Heater Core, Condensers and subsequently Thal Engineering became the only company to manufacture Aluminum Radiators for automobiles in Pakistan.

In 2000, Thal Engineering (TE) signed a Technical Assistance Agreement with Furukawa Electric Company, Japan. Through this partnership, the Electrical Systems division was born and has since established itself as the leading manufacturer of car wiring systems. TE also signed an agreement with Yazaki Corporation of Japan which enabled us to become the premier suppliers of automotive wire harness systems in Pakistan as well.

In 2014, Thal Engineering and Denso Corporation, Japan joined hands to establish the Engine Component Business (ECB) which manufactures Starters and Alternators for Toyota vehicles. Thal Engineering managed to successfully localize manufacture of these parts and has since earned itself the distinction of being the pioneer and leading supplier of engine components in the country.

Thal Boshoku

In 2013, a joint venture between Toyota Boshoku and Thal Limited led to the creation of Thal Boshoku.

As one of the newest OEM manufacturers in Pakistan, Thal Boshoku's operations include producing Air Cleaners, Seat Tracks, Side Frames and soon it will also produce Car Seats for locally assembled vehicles. A state-of-the-art production facility has been set up at Port Qasim in Karachi where mass production is set to commence.

Learning Objectives

At Thal Engineering, you will get a detailed overview on how two of its divisions operate:

Thermal Systems Business (TSB)

Trainees will get to know the product range that's being manufactured and assembled at Thermal Plant, discover where the plant started off and where it is now. They will be thoroughly briefed on process flows and the process controls involved in the manufacturing of different products in three (3) plants within TSB. In addition, they will specifically explore production lines of hoses, tubes and HVAC manufacturing within the Air Con Plant, assembly area, loading area and final area in Heat Exchanger Plant and the complete assembly of starter & alternators in the Engine Component Plant.

Plant Visit - Electrical Systems Business (ESB)

Trainees will go through the journey of ESB Plant and its association with the Japanese Giant Furukawa. They will be familiarized with the functionality of wire harnesses and the step by step process of manufacturing which includes cutting process, crimping process, joints/ ultrasonic and resistance welding, sub-assembly process, final assembly process, electrical continuity testing, final visual inspection, packing and pre-dispatch inspection.

Agriauto Industries Limited

A leading automotive components manufacturer in the private sector, Agriauto has a product range that covers both Original Equipment Manufacturers and aftermarket. We supply shock absorbers and struts to local car assemblers Toyota and Suzuki. The products are manufactured as per global standards of KYB Corporation, Japan and Gabriel Ride Control, USA.

In addition, the Company also manufactures Tractor Parts, Window Regulators, Door/Hood Hinges and Sheet Metal Press Parts. Agriauto also signed an MOU with YTO International, China for the progressive manufacture of medium size tractors in Pakistan.

Agriauto manufactures the following products:

- Shock absorbers and struts: under Technical Assistance Agreement with KYB Corporation Japan & Gabriel Ride Control USA, shock absorbers & struts (a structural part of the suspension system) are manufactured
- Motorcycle shock absorbers and parts: manufacture complete Shock Absorber assembly and components for shock absorbers. Pipe forks, case dampers and Piston Rod are produced on hi-tech machines & equipment
- Sheet metal press parts: in-house Press Shop with presses ranging from 15 tons to 400 tons, capable of stamping sheet metal of different sheet thicknesses and varied contours
- Tractor parts: produce tractor Steering Boxes on fully automatic CNC machines and Camshafts in both casting and forging for tractor assemblers
- Other parts:
- Window Regulator: Manual Type Window Regulator is being produced under Technical Assistance Agreement (TAA) with Shiroki Corporation of Japan
- Door/hood hinges: Door Hinges are produced through Technical Assistance Agreement (TAA) with Aisin Corporation Japan, Hood Hinges for automobiles are also produced in-house

Learning Objectives

During the visit at ALL, you will learn the following processes:

Process	Description
Shocks & Struts	Machine, Welding, Painting, McPherson Assembly
Two-Wheeler & Yamaha	Machining, Electroplating
ETP	Training process
Press Shop	Press process
Shiroki	Assembly process. JAMM Pro Inspection

Along with the processes, you will get an understanding of Total Productive Maintenance (TPM), which emphasizes proactive and preventative maintenance to maximize the operational efficiency of equipment. It blurs the distinction between the roles of production and maintenance by placing a strong emphasis on empowering operators to help maintain their equipment.

Agri Stamping Company

A wholly owned subsidiary of Agriauto Industries Limited, Agri Stamping Company began operations in 2012. A Technical Assistance Agreement was signed with Ogihara Thailand Company Limited (OTC) and commercial production of high tensile sheet metal car parts commenced from July 2014 that are supplied to leading auto makers Toyota and Yamaha.

Since then the company has expanded its product portfolio to include the manufacture of low and high tensile parts and weld sub assembly parts for the auto industry as well.

Learning Objectives

- Role of plant layout & visualization in establishing safety, quality & productivity
- Understanding & implementation of FMDS (Floor Management & Development System)
- ASC Current Plant Status - presentation
- Plant Visit (Asakai room & plant to observe visualization of plant condition)
- Detailed review of processes

Pakistan Papersack Division

As the pioneering multi-ply manufacturer, Pakistan Papersack started operations in the 1970's and has enjoyed market dominance since its very inception. The Company provides hi quality packaging solutions to various industries including cement, chemicals and dyes, bonding adhesives and milk powder amongst others.

Pakistan Papersack Division expanded its portfolio recently to include SOS bags for global and local fast food franchises and also the retail packaging sector. The Company also launched the carrier bag division, a first of its kind in Pakistan for the booming fashion retail industry.

Learning Objectives



During the plant visit, you will learn how various types of bags, sacks and wraps are prepared in the plant:

- Cement bags
- Industrial sacks
- SOS sacks
- Burger wraps
- Carrier bags

Business

- Use data driven techniques to analyze and suggest improvements in current business processes of different commercial functions.
- Design and manage different projects with the help of project management tools (work breakdown structure, Gantt charts, resource allocation).
- Advise businesses on new ventures/markets by conducting extensive market research and prepare business plans outlining financial feasibility and go-to-market strategies.
- Learn the art of selling and marketing (planning, developing & implementing) by working with our existing sales channels and marketing teams across the country.
- Develop performance metrics and tracking systems (dashboards) for supply chain, human resources, marketing and finance department.

Business Development

At HoH, we believe in creation of new business ventures for growth and diversification – such entrepreneurial activities also help to foster Pakistan's economy. Building a business from the ground up is a massive undertaking for everyone. It allows us to delve into the specifics and all the details involved with the business. As a result, we are thoroughly knowledgeable about every aspect of the new business. Business plans and feasibility studies are analysis and decision-making tools used to assess new business venture/proposal/idea. Feasibility studies are used to determine whether a proposed action has a high enough probability of success that it should be undertaken. Business plans are blueprints for implementing actions that have already been deemed feasible by the company's management.

During the two-week rotation at Group Business Development & New Ventures Department, you will learn how to conduct feasibility study. You will learn how a certain proposal can work in a long-term basis or endure financial risks that may come and recognize potential cashflow. Multiple case studies will be given in order to develop feasibility study for businesses in different industries. At the end of the rotation, you will present the final feasibility study to the assigned Reporting Manager.

Tools for conducting a Feasibility Study

Before you undertake a feasibility report, it is important to conduct a market research to assess the demand or the potential of the new business venture. A feasibility study contains five (5) major components:

- Marketing study: Determine if there are sufficient demands for the product as well the competitive position of the firm in the industry. Sale projection for the project must also investigate as part of market study.
- Technical study: The manufacturing process, plant size, production schedule, machinery, plant location and layout, structure, raw materials, utilities and waste disposal is taken into consideration when it comes to technical study
- Management study: involves on how the project shall be managed such as the business organization including the organization chart and function of each unit management personnel, skills and numbers of labour required
- Financial study: Include the assessment of total capital requirements, break-even outputs, sales and prices, amount of sales required to earn a certain amount of profit and the cash payback period
- Social desirability: measure by economic benefits to the people living in the community and its vicinities

A feasibility study also helps identify any constraints the proposed project may face, including:

- Internal Project Constraints: Technical, Technology, Budget, Resource, etc.
- Internal Corporate Constraints: Financial, Marketing, Export, etc.
- External Constraints: Logistics, Environment, Laws and Regulations, etc.

Once you have finished your due diligence, you can consider the following elements mentioned below as a template:

- Executive Summary: Formulate a narrative describing details of the project, product, service, plan, or business
- Technological considerations

- Existing marketplace: Examine the local and broader markets for the product, service, plan, or business
- Marketing strategy: Describe it in detail
- Required staffing (including an organizational chart): What are the human capital needs for this project?
- Schedule and timeline: Include significant interim markers for the project's completion date
- Project financials
- Findings and recommendations: Break down into subsets of technology, marketing, organization, and financials

Supply Chain Overview

Supply Chain Management (SCM) is critical to conducting any manufacturing business. From sourcing and procurement to imports and customs clearance, this process entails how efficient and cost effective the production of a particular product can be made. HOH incorporates global strategies and the latest developments in SCM to retain its position as the best in the business. HOH has also introduced the green supply chain model which considers the environmental impact of each process in order to minimize damage to our planet, people and communities.

Learning Outcomes

SCM is important because it increases competitiveness and customer satisfaction. Efficiently running supply chains allow firms to quickly deliver products to the end-user for a low cost. Trainees will effectively learn to manage all functions within SCM in order to maintain the businesses' competitive advantage.

For a complete understanding of Supply Chain, the trainees shall complete two-weeks rotation in any of the two companies (IMC/TE/AVT):

Thermal Systems Supply Chain Management at TE

Activity	Description
Overview of SCM Function, Org. Chart & KPI	• Role of SCM within organization • Study of different SOPs/ KPIs • Inter-connection of Planning, procurement, consignment clearance, store & dispatch • Compliance with IATF, ISO 9001, ISO 14001 & OHSAS 180101 • Green Supply Chain
Planning	• Review and Analysis of Customer requirement • PIR/ MRP • Ordering process
Procurement	• Ordering process • Supplier Relation Management • Vendor performance evaluation
Consignment Clearance	• Study of shipping document & SROs • In-house preparation of documents • Customs clearance Sea/Air
Store Administration	• Role of store within SCM • Material Incoming process (QA, GR etc.) • Stock Placement (WMS, FIFO etc.) • Material Issuance for Production
Customer Dispatch	• Role of dispatch within SCM • FG receiving from Production • Dispatches to OEM based their Kanban (JIT) • Delivery Performance to get best rating from OEM

Indus Motors Company Supply Chain Management

Department	Description
Marketing & Sales	Marketing Planning • Demand creation • New product plan • Marketing activities Sales • Sales forecast • New order intake • TWSM (Toyota Way in Sales & Marketing) & Resource Book
Production Control (PC) & Project Planning & Management Dept. (PPMD)	PC • Capacity planning (3-year Nenkei) • Capacity planning (FY) • CKD lot ordering • MSP & PxP ordering • CPO ordering • Steel sheet raw material • Local parts ordering • Direct consumables & V-I • In-direct consumables & V&T PPMD • New project planning • Introduction of new model • Model runout / build our strategy • SPO ordering
In-bound Logistics	• Custom clearance • Delivery of shipments
Internal Logistics	• Receiving and Binning operations • Kanban operation • Direct devanning operation • U/P operation • PxP concept • B-lane concept (one touch/Minomi supply concept) • Jiritsuka/ Ergonomics/ Standardization • Warehousing/ Stock Count
CCR	• Line in sequence • Color plan • MRP Run • Engine, Transmission, Parts Booth Plan • Line Side Genba (Genba means the actual place)
Out-bound Logistics	Vehicle dispatch planning & execution

Sales



The Role Of Sales Planning Within An Organization

A sales plan is a strategy that sets out sales targets and tactics for your business and identifies the steps you will take to meet your targets.

A sales plan will help you Identify sales tactics for your sales team Activate, motivate and focus your sales team

Why Is Sales Planning Important?

Everything requires you to take out time and think things through, set goals and objectives, create a plan, and then implement that plan to achieve them.

Sales planning is important because it helps your foresee potential risks so that you can try and mitigate them beforehand.

The Role Of Forecasting

Sales forecasting is the process of estimating future sales. Accurate sales forecasts enable companies to make informed business decisions and predict short-term and long-term performance. Sales forecasting gives insight into how a company should manage its workforce, cash flow, and resources.

how And Why To Make Sales Budget

A sales budget is management's estimate of sales for a future financial period. A business uses sales budgets to set department goals, estimate earnings and forecast production requirements. The sales budget affects both other operating budgets and the overall master budget of the company.

Most sales budgets include monthly and quarterly figures as well. Additionally, the budget provides details in both financial terms and product Inventory (units).

Mystery Shopper

Mystery Shopping is a process in which a person visits a retail store, restaurant, bank branch or any such location with the objective of measuring the quality of customer experience. You will study and develop methodologies to assess the effectiveness of sales strategies when you participate in live mystery shopping activities at IMC.

Banking

Along with developing the business acumen skills of HoH Group Management Trainees, they need to develop an understanding of how general, credit and trade financing work. This rotation will help them in giving an insight to financing options and other financial aspects while working on a feasibility study or project.

The rotation will be based on classroom and on-the-job training (OJT) and shall include the following:

Types	Classroom Training	OJT
General Banking	- General Banking Module - hPLUS - SWIFT Operations - ADC Operations - BANCA - Cash Management - Framework of Branch Audit and its mechanism	- Token Issuance / Teller – Cash Receipt, Payment, Utility Bill Receipts, Sorting, Preparation of Statements, Vault handling, ATM. - Clearing - Local & Inland Cheques (Outward & Inward) & daily balancing - Bills – Inland Bills for collection (Inward & Outward), Online Transactions, Internal Transfers - Account Opening – Opening all types of Accounts. Application of KYC & Customer Due Diligence. The overview of centralized account opening function (Process Flow, Control Points, Coordination, Reporting, Audit Trail etc)
Trade Finance	- Trade Finance Module - Foreign Exchange, Money Market & Treasury Operations	- Centralized Clearing - CASD - Compliance - Audit - Credit Administration: Role and functions of CAD, Types of documents used, Important legal clauses, Offer Letter, how to properly fill important documents etc.
Credit Finance	Credit Module	- Types of Customers: Sole Proprietorships, Partnerships, Pvt. Ltd/Ltd companies, Trusts/ Associations etc. - Types of Credit Facilities: Running Finance, Demand Finance, Export Refinance, FAFB, FBP, TR, Different types of LCs/LGs etc. - Types of Securities: Hypothecation, Pledge, Mortgage etc. - Preparation of Credit Proposal, Credit Structuring / Restructuring - Credit Division: Credit/Risk Analysis, how to write comments on a Proposal (what aspects to be covered), how to find hidden/concealed facts from a CLP prepared by a branch, Credit Restructuring etc. - Risk Management Group – RMG : Role of RMG, Rating Models, BASEL II / III

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GROW FOR SUCCESS

An important aspect of your learning here at House of Habib with entail gaining knowledge on personal and professional competencies, enabling you to master working in any environment.

Your development in these 12-months will include on the job and classroom trainings on the following business practices, skills and tools:

Building Consensus through A3 Reports

A3 problem-solving report is a powerful tool for process improvement. It also has the potential to greatly increase the rate of organizational learning and become a catalyst for transformation into a truly continuously improving organization. To do this, the A3 problem-solving report must be implemented in such a way as to maximize learning and cooperation within the organization. The steps of A3 problem-solving process are as follows:

Step	Description
Identify the Problem	An individual in the organization identifies a problem that frequently makes his/her job unnecessarily difficult or burdensome, or that results in an undesirable outcome
Study the Current Situation	A deeply engrained principle at Toyota is to “go and see for yourself”. In practice, this involves observing the process first-hand, gathering data, and interviewing those affected.
Identify the Root Cause	The apparent direct cause of a problem is rarely the root cause. If root causes are not addressed, problem recurrence is highly probable.
Confirm understanding of the current condition	Once you feel that you have a good grasp of the current situation, then you can present the current condition and cause analysis to representatives of all affected parties and request feedback. This is best done in face-to-face meetings, ideally in the affected work area(s) so that all can view the system immediately in relation to the documented process. The purposes of this step are to: make sure all angles are covered, obtain as accurate a picture of the current situation as possible, solicit improvement suggestions, and start building the organizational buy-in that will be crucial for successful implementation. The draft A3 report in-progress serves as the focal point of discussion and is revised as appropriate.
Envision the future state	With all the background research as a foundation, you can brainstorm possible countermeasures to the root causes identified, then create a diagram of how the new system will work with the most promising countermeasures in place. Based on your understanding of the work systems, you can predict the improvement in performance expected by the proposed changes. The future state is documented on the A3 report.

Step	Description
Create implementation and follow-up plans	The actions required to create the countermeasures, put them in place, and educate/train appropriate staff are then planned. Specifically, being a problem-solver, you identify the specific actions, who will do them, and by what date. Next, you create a plan to verify, after implementation, whether the countermeasures achieved the predicted results; that is, what follow-up actions will be taken when. Follow-up is a crucially important step in any continuous improvement program. Further, follow-up provides accountability to the system, and often leads to the next problem to be tackled, kick starting another process improvement cycle. The implementation and follow-up plans are documented in the appropriate sections of the A3 report.
Create consensus	As with the background / observation work, you cannot work in a vacuum if you hope to successfully achieve improvements. So, you shall meet with key representatives of all affected parties, present the proposed target condition and implementation and follow-up plans, and request feedback. Revisions may be necessary, and previous steps repeated until all the key players are agreeable.
Obtain approval	Your job is not complete until the proposed change and implementation plan receive approval from the appropriate authority (e.g., departmental manager). The manager's job is to ensure that the A3 report author has rigorously followed the prescribed process: current condition was created through observation and represents actual rather than espoused work processes, the target condition moves the organization closer to ideal, all the affected parties have been involved in the process and are agreeable, a follow-up plan is in place, and so forth.
Implement	Once the A3 report is approved, implementation proceeds as planned. Up to this point, the process has dealt with the "plan" step of the PDCA (plan-do-check-act) cycle.
Follow-up	The last step in the cycle is to follow-up the implementation (i.e., "check" of PDCA). Did the new process achieve the expected results? Often, the answer will be "not exactly." This represents a new problem to be tackled, or "acted" upon.



Toyota Business Practice (TBP)

During this training, you will:

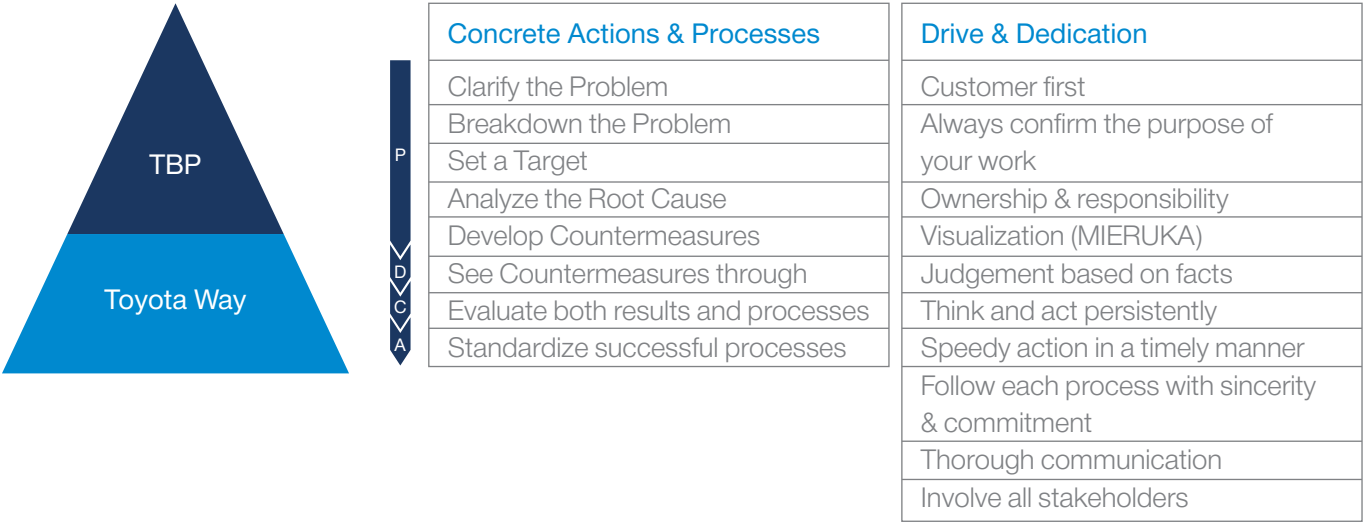
- Know and understand what TBP are and how to apply them to your job
- Have practiced TBP skills, completing a case study

According to Toyota Way, maximum performance and long-term prosperity leads to organizational growth. In order to meet maximum performance and long-term prosperity, the following components need to be incorporated in the business practices:

- TBP (Toyota Business Practice): lean process management (adoption of lean manufacturing, A3 thinking and A3 problem solving) as it is practiced inside Toyota is known as Toyota Business Practice
- JKK (Ji-Kotei-Kanketsu): each employee fulfils his or her duty at each process with a sense of ownership so that no defect goes onto the following process

- BCR (Building Consensus through A3 Reports): process to communicate with all stakeholders before a key decision is finalized by using A3 size paper for easy understanding
- PDCA (Plan, Do, Check, Act): an iterative approach for continually improving products, people, and services

Toyota Business Practice is based on 8 steps:



Concrete Actions & Processes	Description
Step 1: Clarify the Problem	- Clarify the Ultimate Goal of your responsibilities and work - Clarify the Ideal Situation and Current Situation of your work - Visualize the Gap between the Current Situation and the Ideal Situation
Step 2: Breakdown the Problem	- Identify the Prioritized Problem - Specify the point of occurrence by checking the process through Genchi Genbutsu
Step 3: Set a Target	- Make a commitment - Set measurable, concrete, and challenging targets
Step 4: Analyze the Root Cause	- Examine the Point of Occurrence and think of possible causes without any prejudice - Gather facts through Genchi Genbutsu and keep asking "why" - Specify the root cause
Step 5: Develop Countermeasures	- Develop as many potential countermeasures as possible - Select the highest value-added countermeasures - Build consensus with others - Create a plan and concrete action plan
Step 6: See Countermeasures through	- With united efforts, implement countermeasures with speed and persistence - Share information with others by informing, reporting and consulting - Never give up. If you cannot achieve the expected results, try other measures
Step 7: Evaluate both results and processes	- Evaluate the overall results, and the processes used, then share the evaluation with involved members - Evaluate from the three key viewpoints: Customer's, Toyota's and your own - Understand the factors behind the success or failure
Step 8: Standardize successful processes	Establish the successful process as precedent, and continue to raise the standard level of success



Personal Development

Campus to Corporate Workshop

Suddenly you are out of the safe haven of the classroom, where you were tested on schedule, and deadlines were months away. You are thrust into the challenging reality of your first job. Deadlines are "tomorrow, at the latest." There are no formal exams, but you are being tested - everyday.

Your performance in the classroom impacts you alone, not your colleague, or even your professor. In contrast, your performance at work impacts the organization as a whole, your bosses, and even your co-workers.

Workshop Objectives

This workshop will ensure that the you are exposed to the concepts of corporate world and its realities. You will have practical ways to implement the concepts to your respective work front. The whole workshop will be based on:

Ability = Applying knowledge

Capability = Possessing knowledge

Willingness = Seeking knowledge

After the workshop, you will be more open and motivated to take any challenge with a positive attitude.

- Have a take charge attitude
- Learn how to be purposeful action taker and how to overcome disappointments if have you to face any
- Learn how to make a difference wherever they work
- Learn that teamwork is an organizational reality in today's corporate world

Excel (Basic & Advanced)

You will learn how to:

- Leverage features of Microsoft Excel to facilitate business decisions
- Excel database management operations
- Process data from multiple worksheets / workbooks for summary reports
- Using lookup & references formulas efficiently
- Highlight data anomalies with advance conditional formatting
- Creating sophisticated & dynamic charts for business decision
- Build macro charged reports & invoking macros in reports with form controls
- Perform "what-if" analysis for developing budget and project plans

Glossary

During your orientation/rotation, you will be coming across various terminologies from Toyota Business Practice and Toyota Production System. Following is the list of the terminologies for quick reference. You will learn more about these terminologies in TBP and Building Consensus training sessions.

JIDOKA

Jidoka means automation in Japanese. Toyota automated equipment has the ability to detect its own mistakes and shut itself off to prevent the passing on of defects. Giving automated equipment a human-like ability to make quality decisions is Jidoka at Toyota.

3M's

MURI = Overburden

MUDA = Waste

MURA = Unevenness

Example:

To explain, suppose you need to transport 12 tons of material with a 4-ton capacity truck. Making two trips carrying six tons at a time is MURI, six trips carrying two tons is MUDA. A mixture of the two is MURA.

Three trips carrying four tons at a time eliminates MURI, MURA and MUDA. Achieving such a balance everywhere in the company is the aim of the Toyota Production System. Elimination of the "3M's" is always in the employees' mind as everyone tries to keep waste down without causing unevenness and overburden.

Just in Time

Just-in-Time refers simply to producing the right parts at the right time in the right amount. This keeps stock to a minimum eliminating the need for warehouses, resulting in tremendous savings in overhead and carrying costs.

Kanban

Cards which carry production and delivery instructions from following to preceding processes, a procedure that essentially reverses the traditional order of materials flow. At Toyota, following processes go to preceding processes to pick up parts whenever they need them, not the other way around.

Two kinds of Kanban:

Withdrawal Kanban – for communication between processes

Production instruction Kanban – for communication inside processes

Leveled Production: distribute the production of different kinds of items evenly through the day and week to allocate work evenly and thereby use resources optimally

Pull System: link each process organically to the preceding and following processes

Continuous-flow Processing: make items literally one at a time wherever possible and emulate one-at-a-time processing in batch processing by reducing the size of batches

Takt time: establish a time frame for linking the pace of work in every process to the pace of sales in the marketplace

Heijunka: levelled and sequence of production, or averaging both the volume and sequence of different model types on mixed-model production line

Andon: large electrical signboard

Quality Control (QC) Circle: a small group composed of members from the same website gathered together on their own initiative to solve work site problems using standardized QC methods.

PDCA: Plan Do Check Act

Hoshin Kanri: the system that enables the company to translate the company vision into objectives and actions in all functions and at all levels of the company

On the Job Development: the management method to grow and sustain the skills and abilities of Toyota members and sustain company know-how

Genba: the actual place

Genchi Genbutsu: “real location, real thing” and it is a key principle of Toyota Production System

Temporary measure: solve an existing undesirable situation, or to bring a situation back to its original condition for a set period of time

Countermeasure: solve the root cause of a problem, and provide the “ideal situation” on a continuous basis

Yokoten: methods to deploy, document, and distribute ideas, concepts or any other information across the company. It is a knowledge management system.

Tatakidai: first draft of A3 often function (rough draft that represents ideas)

Nemawashi: going around the roots; refer to a method of preparing for the transplant of ideas by sharing them and getting input

Kaizen

The search for a better way.

4S's

SEIRI (Sifting) Go through your things and decide what you do and don't need and get rid of what you don't.

SEITON (Sorting) Arrange what you need to so you can use it efficiently.

SEISO (Sweeping) Keep your worksite clean.

SEIKETSU (spick 'n' Span) The overall cleanliness and neatness that results from strict observance of the other 3S's.

Yamazumi

Yamazumi is a Japanese word that literally means to stack up. Toyota uses Yamazumi work balance charts to visually present the work content of a series of tasks and facilitate work balancing and the isolation and elimination of non-value added work content. The balance charts are created in Timer Pro Professional.

The Advantages of a Yamazumi Chart

This chart is primarily used by a lean improvement team within a company or organization that is mainly driven by processes. By studying the individual blocks, it allows the improvement team to see where there is waste and what can be done to counteract that problem. Also, it makes it easier to find balance and create a process that is more efficient in terms of performance, productivity, time and money.

By using this chart, it will allow you to optimize performance and know exactly where work has to be done as well, as those areas that can be left alone.

PDCA (plan-do-check-act or plan-do-check-adjust) is an iterative four-step management method used in business for the control and continuous improvement of processes and products. It is also known as the Deming circle/cycle/-wheel, the Shewhart cycle, the control circle/cycle, or plan-do-study-act (PDSA).

MENTORING: A LOOK AT THE FUNDAMENTALS

**“Mentoring is a brain to pick, an ear to listen, and a push in the right direction”
– John Crosby, Writer and Media Critic**

While mentoring is an excellent way to accelerate future development of high potential employees, it is frequently misunderstood and underutilized when roles and expected outcomes are not clearly defined.

As we seek to initiate a meaningful mentoring program with mentor-mentee relationships typically lasting up to a two-year period, we extend an enthusiastic welcome to all aspiring employees aiming to collaborate with us in our endeavours to build a winning network of inspiring role models and future leaders.

Understanding mentoring relationships

However, before we examine the mentor-mentee dynamic, let us first and foremost establish the fundamentals that drive this strategic relationship.

Mentoring relationships are driven by a two-way exchange of knowledge, perspectives and experience between an established career professional with a wealth of knowledge to share and an employee with a genuine desire to succeed by achieving important career and life goals.

How the partnership works

Mentees learn by observation and insight under the guidance of their mentors, who strive to serve as role models and practical examples that their mentees can learn and benefit from. Their lifelong experiences and wisdom play a critical role in helping mentees gain accelerated experience and knowledge through observational learning, a concept that people learn best when they are observing, experiencing and watching.

The mentoring relationship is intended to be mutually beneficial, with both partners learning and benefiting from the process of exchanging perspectives, knowledge, skills, information and insights. Simply put, it is a carefully thought out, structured process with clearly defined goals, roles and outcomes that serve to benefit the mentor, mentee and the organization.

However, for the partnership to be effective, it is important for the mentor and mentee to align expectations. Expected outcomes, training needs and goals must be clearly defined from the onset. For example: what goals or key deliverables are important for the mentor? Similarly, from the mentee's perspective, a valid consideration would be: "what are the key areas that I need to work on for my personal and professional development?"

By establishing realistic expectations and clearly defined goals as the premise for a framework for the partnership, the mentor and mentee can develop an effective and lasting relationship with potential to inspire life-changing transformations within the mentee, whilst inspiring the mentor to constantly find ways to improve as a role model, confidante and guide.

Navigating the Mentor-Mentee Relationship: how can you make it work

Understanding your role as a mentee

By participating as a mentee, you must remember that you are making an invaluable investment in your future growth and personal and professional development.

For mentees, the mentoring program is an exciting opportunity filled with rewarding aspects. Besides gaining knowledge, and improving career prospects, the leadership positions that successful mentees can subsequently qualify for in the long run further serve as additional motivation to join the program. However, as a mentee, it is important that you have a clear understanding of why you want to be mentored. You must also demonstrate a clear knowledge of your strengths and weaknesses and identify goals that will be relevant for your professional and personal advancement.

As a mentee, your dedication, energy, enthusiasm and quest for learning will go a long way towards ensuring your success in the program and improving your leadership prospects within the organization.

Here are some tips to develop an enriching, positive and successful learning partnership:

Develop a clear understanding of your expectations – As a mentee, you will have many expectations from the program as well as your mentor. Make sure you clearly communicate these to your mentor, and work actively with him/ her to achieve them.

Focus on ways to derive maximum learning from your mentor – As a mentee, you must be genuinely passionate about furthering your knowledge and developing as a professional. To successfully achieve this goal, you must continuously find ways to effectively leverage your mentor's experience by addressing all potential areas that can assist in your professional learning and personal growth.

Don't hesitate to ask questions – As a mentee, you must have a probing mind and an endless quest for knowledge. You must be proactive about seeking information by asking questions, and be receptive to new approaches, ideas and insights.

Know your strengths and take ownership for your career and continuing growth – As a mentee, you must remember that your continuing growth and career success is your responsibility too. Therefore, try not to depend entirely on your mentor for your personal and professional advancement. Focus instead on developing a strong sense of awareness about your key strengths and weaknesses. This way, you will be able to clearly identify areas that need work, whilst providing a working premise for your mentoring relationship.

Chalk out a career plan and discuss it with your mentor – As a mentee, you must never hesitate to discuss your career plans and aspirations with your mentor. As your mentor, he is aware of your strengths and weaknesses and therefore is in unique position to offer you his objective feedback on whether your plans are aligned with your specific skill-sets and strengths.

Plan ahead for meetings – Mentorship meetings will be scheduled every quarter at the discretion and availability of both the mentor and mentee. As a mentee, you must be proactive by planning ahead and setting an agenda for discussion. Set broad parameters that you want your mentor to focus on, and make sure you make written copies of the same for reference during the meeting.

Track goals and give feedback on progress and goals – As a mentee, you must give constant feedback to your mentor on your progress and development. Don't hesitate to point out areas that have been overlooked or still require work. Remember, unless you communicate your feedback, you will never be able to reap the full benefits of your mentoring relationship.

Apply feedback and key learnings – As a mentee, it is important to remind yourself that your mentor has your best interests at heart, and all feedback is geared towards your personal and professional development. Take feedback constructively and find ways to apply your learning in practical areas at work.

Recognize and address stumbling blocks in the learning process – As a mentee, learn to recognize stumbling blocks that are hindering your learning, and work with your mentor to actively address them.

Managing Closure: Evaluating Outcomes and Measuring Effectiveness

The long-term success of the mentoring program will be largely determined by how effectively we are tracking its effectiveness, addressing potential problems, quantifying results and measuring them against actual versus desired outcomes.

In order to build accountability into the mentoring relationship, ensure program effectiveness and institute an ongoing quality improvement process, formal assessment evaluations must be actively undertaken by the mentor and mentee on a regular basis to determine whether specific goals are being met.

The use of formal evaluation tools should be deemed mandatory throughout the scope of the mentoring relationship, in order to yield useful findings about the mentoring relationship, identify whether program objectives are being met, and incorporate remedial measures if needed to improve effectiveness.

Below are two standard types of evaluation methods that must be integrated within the program at different stages to help the mentor and mentee objectively examine the relationship, and the subsequent outcomes of the program versus stated goals.

Process & Outcome Evaluation

Process evaluation focuses on examining whether a program is being implemented as originally intended, and whether any potential problems might be hindering progress and the desired outcome. Outcome evaluation on the other hand attempts to gauge how well the stated objectives compare to the actual results. In order to effectively conduct a thorough process and outcome evaluation, factors such as program duration, frequency of communication, key development areas addressed, mentor/ mentee feedback on the relationship etc. can serve as important indicators of program effectiveness. In order to derive maximum benefits from this program, it is important to note that both the mentor and mentee will be expected to actively share their feedback and highlight problem areas that are hindering progress. However, in the event that the mentorship is not delivering the desired results & both the mentor & mentee are dissatisfied from the relationship, they must notify Group HR. Being candid and open about your experiences in the mentoring partnership by providing objective feedback to your mentoring partner on whether goals are being met, will go a long way in improving the relationship and trouble-shooting areas hindering program effectiveness.