

BREAKING LIMITS: GOING BEYOND THE CONSTRAINT

Goldratt Global Annual Conference

Kyoto, Japan | 21–22 July

**Plant
Tours**

20 July
pre-conference

23–24 July
post-conference

Fee: \$400 per person

Real improvement starts with the right leverage point.

In Kyoto, TOC practitioners from around the world come together to learn and share how leaders break performance ceilings: identifying the true constraint, aligning the system around it, and then going beyond, through real TOC applications across industry, R&D, large-scale programs, and national-level initiatives.

Breaking Limits: Going Beyond the Constraint

Two days of actionable TOC thinking: how to identify the limiting factor, eliminate the vicious cycles that keep it in place, and build a repeatable approach to ongoing breakthrough.



High-impact keynotes

from global leaders
and innovators



Breakout sessions

featuring real case
studies and
measurable TOC
results



Plant tours

that show how
breakthrough is
applied, systematically,
on the shop floor



A community of practitioners

executives,
transformation
leaders, and TOC
champions

Featured Presentations

Breaking Limits: My Journey with TOC

Gil West
Hertz CEO



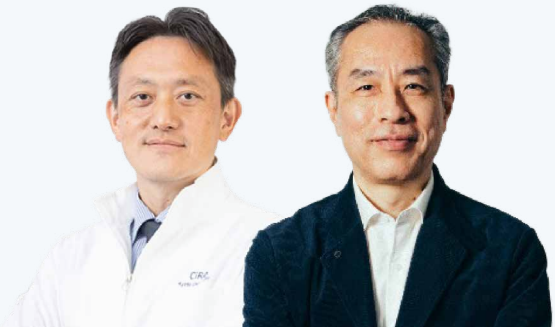
Gil West is the CEO of Hertz and former COO of Delta Air Lines, where he played a central role in one of the most admired operational turnarounds in the aviation industry. Throughout his career, Gil has applied Theory of Constraints thinking to align complex organizations, cut through noise, and drive results at scale.

In this keynote, Gil shares his personal journey with TOC: how focusing on the real constraint changed the way he leads, makes decisions, and breaks performance ceilings in high-pressure, global environments. Expect practical insights, hard-earned lessons, and a leadership perspective grounded in real execution, not theory.

Can We Cure Cancer Like the Flu? Applying TOC to Cutting-Edge Bioscience Innovation

Dr. Shin Kaneko
Center for iPS Cell
Research and Application,
Kyoto University

Tatsuo Ogawa
Panasonic Group;
Chief Technology
Officer



This keynote takes the audience inside the groundbreaking cancer research at the Center for iPS Cell Research and Application (CiRA), founded by Nobel laureate Professor Shinya Yamanaka. Dr. Shin Kaneko, widely regarded as one of Professor Yamanaka's successor, shares how iPS cell-based therapies are being advanced with the ambition of making cancer treatment simpler, faster, and scalable.

The session also highlights CiRA's collaboration with Panasonic, with insights from Tatsuo Ogawa, Panasonic Group CTO, on developing automated iPS cell cultivation systems, an essential step toward reliable, large-scale clinical application.

Using the Theory of Constraints, the talk reveals how identifying and breaking key bottlenecks in research, development, and scale-up can dramatically accelerate bioscience innovation and bring transformative therapies closer to everyday medical practice.

Featured Presentations

Can we achieve 10X productivity in whole engineering chain? Applying TOC to electric vehicle battery collaboration

Mr. Hiroaki Koda

**Chairman of BASC (Battery Association for Supply Chain)
CEO of Prime Planet Energy and Solutions
(a TOYOTA-Panasonic Electric Vehicle Battery Company)**



This keynote explores the groundbreaking collaboration between Toyota and Panasonic in electric vehicle battery manufacturing. Facing the challenge of delivering ultra-high-performance batteries that precisely meet Toyota's requirements—at radically shorter lead times—the teams applied Theory of Constraints (TOC) on top of the Toyota Production System (TPS).

The result was not incremental improvement, but a breakthrough: revealing hidden constraints across the entire engineering and supply chain, synchronizing flow beyond local efficiencies, and unlocking productivity gains previously thought impossible in a TPS-mature environment.

This session shows how TOC elevates TPS from world-class efficiency to exponential performance, and what this means for the future of engineering, supply chains, and EV manufacturing.

Maintaining Operational and Customer Service Excellence Amid Turbulence

Matt Sparks

**Senior Vice President – Operations and Customer Center (OCC)
and Ops Analytics for Delta Air Lines.**



In this role, Matt has oversight of Delta's worldwide operations. The OCC encompasses a vast array of disciplines from nearly every branch of Delta's operational and customer divisions to make proactive and real time decisions, resulting in record-breaking operational performance and industry leading results.

In this keynote, Matt shares how Delta applied the Theory of Constraints to protect and elevate customer experience amid extreme disruption—including COVID-19—while navigating ongoing industry challenges such as capacity shocks, staffing volatility, operational complexity, and rising customer expectations. A rare look at how focus, flow, and constraint-based decision-making help sustain service excellence when conditions are anything but stable.

Featured Presentations

Removing Limitations - Enhancing Readiness

General Charles R. Hamilton U.S. Army, Ret.

Charles R. Hamilton is a retired United States Army General with a 43-year career in logistics and command, most recently serving as Commanding General of the United States Army Materiel Command. In this role, he oversaw the Army's end-to-end materiel readiness, managing supply chains, maintenance, procurement, and sustainment for forces worldwide, ensuring that soldiers had what they needed, when and where it mattered most.



General Carlton D. Everhart II U.S. Air Force, Ret.

Carlton Dewey Everhart II is a retired United States Air Force General who served as Commander of Air Mobility Command—the organization responsible for the global airlift, aerial refueling, and aeromedical evacuation operations of the U.S. military. Air Mobility Command enables the rapid projection of forces and supplies anywhere in the world, operating one of the most complex logistics networks ever built, under constant time pressure, uncertainty, and global scale.



In this discussion, military leaders and TOC practitioners explore a shift in mindset: constraints are not simply accepted, they are challenged. True operational excellence is not achieved through brute force or endless effort, but through intelligence, creativity, and focus. By applying the Theory of Constraints, organizations learn to question long-held assumptions, redesign operations around the real limiting factor, and achieve more with the same resources. It is a disciplined, strategic approach, where insight replaces overwhelm, and smart design outperforms sheer force.

Featured Presentations

Executing Digital Portfolios at Scale Speed, alignment, and predictability through the principles of the Theory of Constraints

Paulo Pires
CIO of Vale



In one of the largest mining companies in the world, technology and innovation initiatives extend across multiple business areas, digital platforms, and technology partners. In this context, coordinating multiple strategic initiatives while maintaining speed, alignment, and predictability becomes a central element to sustain digital transformation at scale.

As the keynote speaker at the event, Paulo Pires, CIO responsible for Technology and Innovation Projects at Vale, will share how his team has been incorporating the principles of the Theory of Constraints to strengthen the management and execution of complex technology portfolios.

By applying these principles in the coordination of strategic initiatives, Vale has expanded its ability to maintain flow, focus, and alignment in the delivery of digital projects, ranging from advanced analytics and automation to technology platforms that support mining, logistics, and processing operations.

Participants will gain insights into:

- ✓ How to apply the principles of TOC in managing complex portfolios of technology and innovation projects
- ✓ How a focus on flow can further increase the speed and reliability of digital deliveries
- ✓ How to coordinate digital transformation initiatives in large organizations while preserving alignment across multiple fronts and stakeholders
- ✓ How the technology function can act as a true driver of business performance and innovation

In a competitive environment where execution speed is becoming increasingly relevant, this session shows how organizations can strengthen their delivery capability and accelerate digital transformation at scale.

Featured Presentations

A TOC Journey in the Fashion Industry: From Operational Challenges to End-to-End Transformation

Gustavo Rudge Fonseca
Hering (Azzas 2154) COO



Hering, one of Brazil's most iconic apparel brands (~600 stores, 8,000 multi-brand points of sale and ~5,000+ employees), is part of Azzas 2154, the #1 fashion platform in Latin America by scale and brand portfolio.

Gustavo will share his personal and professional journey applying the Theory of Constraints within some companies of Azzas 2154, and now as COO of Hering, where he is leading a true end-to-end transformation. Rather than optimizing isolated functions, his focus is on synchronizing the entire business flow across brands, channels, and operations.

This is not just a technical case of operational excellence, it is a story of transformation at scale, showing how TOC drives real business impact while shaping leadership mindset. In a fast-moving industry like fashion, Gustavo's experience reveals how clarity, focus, and flow can unlock both performance and personal growth.

Flow Over Forecast: The Voltas Blueprint for Market Leadership in the High-Velocity Consumer Durables Market in India

Jayant Balan
**Voltas; Head – Room Air Conditioning &
Related Businesses. Ex-CEO, Voltas Beko Consumer Appliances**



Voltas Limited, part of the Tata Group and a market leader in India's rapidly growing air conditioning industry, applied the Theory of Constraints to build a resilient, replenishment-driven supply chain.

Operating across a vast and highly seasonal market with 30,000+ touchpoints across dealers, retailers, and channels, Voltas faced the classic challenge of balancing availability with inventory in an environment where demand can surge dramatically within weeks.

This session highlights how the company shifted from forecast-driven planning to flow optimization, delivering significant improvements in product availability, responsiveness, and growth in one of the world's most dynamic consumer durables markets.

Featured Presentations

Invest in Machines or in People? — How a Goldratt Innovation Program Delivered 4000% ROI

Takaaki Izumi
Seiban Company Limited; CEO



Following his father's sudden death, Takaaki Izumi became president at 36, stepping into leadership amid business uncertainty. Leading a company rooted in Japan's century-old randoseru tradition, where school backpacks, built to last, are cultural symbols often gifted by grandparents, he drove a bold transformation of sales and production.

Shifting from a large-scale wholesale model to direct-to-consumer, Izumi strengthened the brand and deepened connections with families while preserving craftsmanship and quality. He also addressed industry challenges like Japan's declining birth rate by expanding into new markets.

In this talk, Izumi shares his journey of reinvention and his belief that investing in people is the most reliable path to long-term growth.

Our 15/15 Mission: A TOC journey from Market Share decline to rapid Retail Recovery in India's Mattress industry

Tushaar Gautam
Sheela Foam (Sleepwell); Vice-Chairman & Joint Managing Director



In the wake of the global pandemic, India's leading mattress manufacturer saw its market share steadily erode. It was caught between a fragmented retail network of over 5,000 points of sale, unpredictable demand, and a push-based supply chain that created both excess inventory and frequent stock-outs. What happened next makes this session a must-attend.

In September 2025, the company made a bold shift to the Theory of Constraints (TOC), as part of its mission to reach 15% market share and 15% profitability. Realizing the real issue wasn't capacity but flow, they focused on dramatically increasing product availability at the point of sale. By moving from push to pull, even across regions with very different demand patterns, and using simple, color-coded buffer management, the pilot quickly turned results around, sales increased substantially while inventory declined.

Now scaling this across 5,000+ outlets, the CEO shares how they built retailer confidence and overcame resistance to make it work at scale. If you're dealing with the same tension between inventory and availability, this is a case you don't want to miss.

Featured Presentations

The Unrevealed Intelligence On-Site; How TOC Turns On-site Wisdom into a Performance Engine

Yasumitsu Ibaragi

Yamaha Motor Corporation; General Manager of Machinery R&D Division, Executive Officer



Defects happen. Machines fail. Problems never stop on the factory floor. Yet even heavy investment in data science often fails to deliver lasting results. Why? The real constraint is not data or tools, but the inability to turn on-site knowledge into explicit, usable insight.

The solution is a new role: the “Gemba(on-site) Scientist.” On-site workers, equipped with logical thinking and simple analytical frameworks, who can structure problems and drive improvement where they occur. This unrevealed hidden knowledge, accelerated problem solving, and created sustainable operational change.

This presentation is a transformation story, from ineffective data science investment to a model where those closest to the problem become the source of innovation.

IBP - Synchronizing End-to-End Supply Chain Flow at WEG with TOC

Paulo Henrique Nicolau
Global Production Director

Maikol Millnitz
Production Planning and Control Manager



WEG, one of the largest industrial companies in Brazil and a global leader in electric motors, automation, and energy solutions, embarked on a transformation journey to build its Integrated Business Planning (IBP) capabilities beyond traditional approaches. Operating across multiple plants, complex product portfolios, and diverse global markets, the company faced increasing challenges in aligning demand, production, and inventory decisions while maintaining high customer service levels and operational efficiency.

This session presents how WEG is integrating TOC principles into its IBP framework, shifting from a forecast-driven approach to a flow-based management model. By focusing on end-to-end synchronization, redefining inventory management and prioritization, and improving decision-making cadence through S&OE, the company is building a more responsive and reliable operating system.

The presentation will highlight key elements of this transformation, including buffer management, cross-plant coordination, and enhanced visibility through control towers and performance indicators. More than a technical transformation, this case reflects a strategic shift in how WEG manages priorities, capacity, and flow to support sustainable growth in a highly dynamic industrial environment.

Featured Presentations

Running with Scissors: Applying the Theory of Constraints to Win in High-Mix, Low-Volume Defense Manufacturing

Sam Thevanayagam
Parts Life, Inc. & DeVal Lifecycle Support; CEO



What does it look like to “Run with Scissors” in one of the most complex and risk-intolerant industries in the world? In this session, Sam Thevanayagam shares how he has applied TOC and Rules of Flow to build and scale multiple companies serving the U.S. defense ecosystem across air, land, sea, undersea, and space.

Operating in a high-mix, low-volume environment, where every part impacts mission success, Sam’s organizations focus on extending the life of critical assets while navigating intense competition, supply chain fragility, and workforce transitions.

Attendees will learn how TOC and Flow principles have enabled:

- ✓ Sustainable growth in a constrained and highly regulated market
- ✓ End-to-end visibility (“line of sight”) for customers, reducing uncertainty and reinforcing post-purchase confidence
- ✓ Workforce transformation, building the next generation of talent as experienced professionals sunset
- ✓ Digital transformation without over-reliance on AI, focused on flow, execution, and real-time decision-making

The Speed of Success: Early Adoption and Implementation of TOC Principles

William “Bill” Ray
Col US Air Force Retired



Facing declining pilot mission readiness driven by low aircraft availability at Kadena Air Base, Colonel Bill Ray (Ret) shares how early adoption of Theory of Constraints (TOC) and persistent leadership engagement enabled a rapid turnaround in performance.

Building on this success at Kadena, he demonstrates how similar methodologies were quickly implemented in the maintenance operations at Luke Air Force Base, driving a broad cultural shift led by local leadership and supported by Tesseract to meet demanding pilot production goals. Beyond operational improvements, this presentation highlights how achieving organizational objectives unlocked new opportunities to invest in people—through initiatives such as leadership development, self-improvement programs, and long-term workforce growth.

Colonel Ray emphasizes that sustained results require not only the right methods, but early leadership commitment, continuous follow-up, and a system-wide cultural alignment—showing how TOC can become a true engine for both performance and people development.

Featured Presentations

From Constraint to Growth Engine: Designing a Scalable Revenue Model Based on TOC

Dener Lippert
CEO & Founder V4 Company



Dener will share his entrepreneurial journey building V4 Company, one of Brazil's fastest-growing marketing and sales performance companies, with over 200 offices and thousands of clients, and how the Theory of Constraints (TOC) became the foundation for designing a scalable and repeatable growth model.

The session will focus on how TOC principles were translated into a structured solution that aligns marketing, sales, and execution around the system's true constraint, enabling companies to unlock growth in a more predictable and consistent way.

More than a marketing case, this presentation demonstrates how TOC can be embedded into a business solution, transforming it into a practical engine for revenue generation and scalable growth.

Scaling Flow Globally: A TOC Journey from Brazil to the World at Starrett

Christian Arntsen
Vice President Industrial Products – Internacional



Christian will share his personal and professional journey applying the Theory of Constraints (TOC) at Starrett, a global leader in saw blades and precision tools. Starting as Commercial Director in Brazil, he led initiatives to address inventory turns challenges, demand volatility, and service level challenges by shifting from a forecast-driven model to a flow-based approach.

These results became the foundation for expanding TOC beyond Brazil. Now as Global Vice President, Christian will present how this journey scaled across markets and business units, aligning commercial and operational decisions and strengthening global performance. More than a technical case, this session connects operational transformation with leadership evolution, showing how a flow-oriented mindset can drive sustainable growth at scale.

Featured Presentations

Why Do We Get Management Wrong? Mind of Change Leaders

Yuji Kishira
Goldratt Japan; CEO



A leading authority in the TOC, known for revitalizing organizations under the banner of “Bring science to management,” challenges the conventional wisdom deeply rooted in business.

This session examines the flawed assumptions that dominate management practices across accounting, operations, HR, and beyond, especially local optimization and efficiency-first thinking. Through TOC principles, it reveals why ideas that seem correct at first glance often undermine overall organizational performance.

“Lower costs increase profits.” “If everyone works harder, results will follow.”

Letting go of these misconceptions and focusing on the system’s constraint enables faster, more meaningful results. This is the essence of TOC’s “scientific management.”

Rather than managing an unchangeable past, focus on a future you can influence.

This session equips leaders with the mindset and practical insights to transform their organizations and to make better decisions starting tomorrow.

Healing the System: Applying TOC to Restore Flow in Healthcare

Dr. Ajai Kapoor
Partner; Goldratt Consulting North America



Healthcare systems are under constant pressure by growing demand, limited resources, and increasing complexity. Yet despite the dedication of professionals, patients still face long wait times, fragmented care, and inconsistent outcomes.

In this session, Dr. Ajai Kapoor explores how the TOC provides a practical and proven framework to address these challenges, not by adding more resources, but by improving flow.

Building on real applications and TOC principles, the presentation will demonstrate how to:

- ✓ Identify the true constraint in patient flow across departments
- ✓ Synchronize clinical and administrative activities around system priorities
- ✓ Reduce wait times and length of stay without compromising quality
- ✓ Improve throughput of patients while easing the burden on medical staff

Attendees will gain a clear perspective on how to move from local efficiency to system-wide performance, creating a healthcare system that delivers faster, better, and more reliable care.

Featured Presentations

The Power of AI: Where It Really Moves the Needle

Yishai Ashlag

Onebeat CEO; Goldratt Group Partner



AI is everywhere, but real impact remains rare. The challenge is not the technology, but how it is applied. In this session, Yishai Ashlag shows how combining AI with TOC focuses efforts where they create true system-wide impact.

Using examples from retail and supply chain, he will highlight how organizations use AI to dynamically manage inventory, respond to variability, and improve availability and flow.

The session emphasizes three critical enablers: clean and reliable data, tight connection to execution, and applying AI to achieve system level impact, not for local, isolated optimization.

From Insight to Impact: Building Self-Driving AI Execution Systems

Dima Dobrinsky

Onebeat; CTO



Dima Dobrinsky, an R&D leader with 15+ years of experience building and scaling secure, cloud-native SaaS platforms, will show what it takes to turn AI from insight into real operational action. This session explores the vision for a self-driving execution system that helps organizations make and execute thousands of better decisions every day, across complex and fast-moving environments. Rather than adding another dashboard or copilot, the focus is on building a closed-loop system that acts, measures results, learns from outcomes, and continuously improves. Through practical retail examples, the session shows how organizations can break one of the biggest constraints in AI adoption: the gap between knowing what to do and actually getting it done.

Featured Presentations

How to Transform an Administration to a Profit Engine: Holistic Management Office (HMO)

Etsuko Yasuda
Goldratt Japan; HMO



In many companies, administrative functions such as general affairs, HR, and accounting are divided by function, and each is expected to carry out its assigned work accurately and efficiently. In contrast, TOC emphasizes not the optimization of individual departments, but the maximization of the constraint's contribution by managing the flow of the organization as a whole.

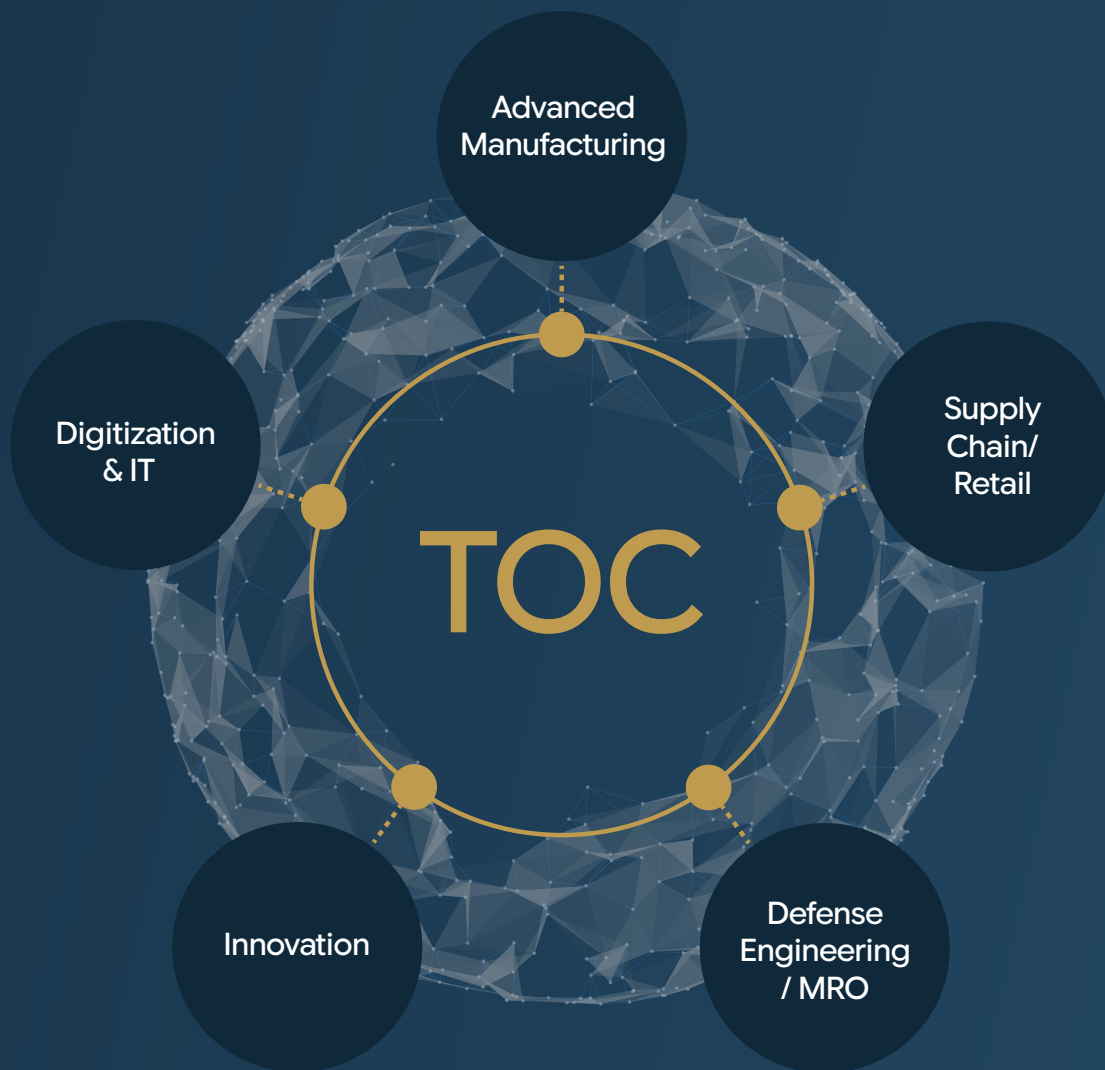
At Goldratt Japan, the management function that takes on this role is positioned as the HMO (Holistic Management Office). Its mission includes creating an environment in which scarce talent can focus on their highest-value work, controlling the release of work into the system, and developing people.

In this session, we will share concrete examples of how this approach has changed organizational flow, improved results, and fostered people's growth.

Breakout Sessions: Real Implementations, Real Results

Case study presentations are designed to move from inspiration to execution: practical frameworks, implementation lessons, and what it took to get measurable outcomes (not just “nice ideas”).

Practical case studies, presented by the leaders who designed and led the transformations, from organizations around the world and across industries including Manufacturing, MRO, IT, Services, Defense, Supply Chain, Retail, Engineering, and Construction.



Interactive Workshops

Applying the TOC Framework to Break Inertia

By Rami Goldratt and Ajai Kapoor



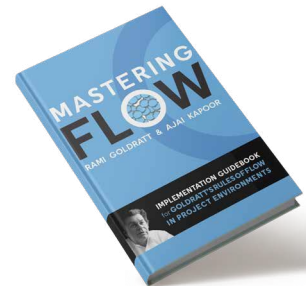
Many chronic challenges persist not because they are unsolvable... but because the way organizations manage work creates **vicious cycles that block flow**.

Projects slow down. Priorities conflict. Teams stay busy — yet progress stalls.

In this workshop, based on the principles from Mastering Flow, participants will learn how to identify the vicious cycle in their operations, challenge the assumptions that keep it in place, and define practical tactics to break it, restoring flow and accelerating execution.

Break Inertia and accelerating flow:

- ✓ Triage the Projects
- ✓ Reduce Bad Multitasking
- ✓ Segregate Big & Small Tasks
- ✓ Ensure Full-Kit
- ✓ Increase Work Dosage
- ✓ Standardize to Scale
- ✓ Synchronize Resources & Activities
- ✓ Aggregate & Manage Time Buffers
- ✓ Pool Resources



Stop Chasing Profits That Don't Exist: Discover Throughput Accounting

By Kojiro Tobita; Goldratt Japan Partner



Many organizations fall into a subtle but dangerous numerical trap: rising inventory can create the illusion of growing profits. In reality, this apparent success is a mirage, one that silently drains cash and disrupts the very flow that sustains the business.

This session uncovers the core principles of Throughput Accounting, a powerful framework for revealing your organization's true earning power. Moving beyond traditional financial statements, static records of the past, we introduce a dynamic "compass for the future" to guide strategic decision-making.

You will gain a clear, logical approach to identifying and managing bottlenecks, the key to unlocking exponential profit growth.

Join us to challenge conventional thinking and elevate your management perspective with both intellectual rigor and practical insight.

Interactive Workshops

Empowering Organizations through Personal Growth: A Workshop on the "Growth Navigator" Methodology

By Nami Sawai; Goldratt Japan Partner



Balancing organizational success with workers' personal fulfillment is a persistent and critical challenge for today's leaders. When targets are imposed from the outside, people often lose energy, leading to organizational stagnation and weaker performance.

This workshop introduces "Growth Navigator," a TOC management framework that puts people's growth at the core to revitalize the organization. At its heart is the idea of identifying the "overlap" between professional objectives and individuals' personal goals, maximizing intrinsic motivation.

Featuring a proven case where gross profit margins improved by 1.9x, we will share a clear, structured 3-month process for implementing a "Growth Compass" within your team.

Join us to discover a practical and sustainable path to growth, built on sound logic and real results.

Plant Tours (on 20th and 23rd-24th)

As part of the conference experience, guests are invited to exclusive, behind-the-scenes visits to world-class, state-of-the-art plants before and after the conference.

These curated tours offer rare access to exceptional operations, where craftsmanship, innovation, and operational excellence come together at the highest level.

- ✓ plant tours subject to minimum registration.
- ✓ Photography and video recording are not permitted on the production floor
- ✓ Visitors may be required to wear company-provided uniforms and safety shoes inside the plant.



About CiRA

https://www.cira.kyoto-u.ac.jp/e/research/kaneko_summary.html

Shin Kaneko Laboratory of CiRA is one of the world's leading organizations translating advanced iPS cell science into repeatable, real-world application. Beyond research breakthroughs, CiRA focuses on standardization, reliability, and scale, the operational foundations required to bring cell-based therapies into clinical use and industry adoption.

Facility Tour Program

This tour is designed for leaders interested in how complex, high-variability work is managed at scale. You will see how CiRA structures workflows, integrates automation, and applies disciplined process design to reduce dependency on expert decisions: shortening lead times from discovery to application.

What You Will See on the Tour

- ✓ Clinical-grade iPS cell production environments designed for consistency and safety
- ✓ Automation and digital systems supporting repeatable, high-mix biological processes
- ✓ How research flow is stabilized despite uncertainty and variability
- ✓ Practical examples of identifying bottlenecks and redesigning work around them



About Yamaha Motor

<https://global.yamaha-motor.com/business/cf/facility/>

Yamaha Motor Co., Ltd. is a global leader in mobility and advanced manufacturing, producing motorcycles, marine products, power equipment, and more for customers around the world. At Yamaha, craftsmanship and innovation come together, where skilled artisans work alongside advanced automation and smart production systems to assemble high-quality vehicles that reflect both precision and passion. Inspired by a legacy of monozukuri (the Japanese art of manufacturing), Yamaha's facilities strive for reliability, flexibility, and continuous improvement in every product and process.

Factory Tour Program

This tour takes you inside Yamaha's actual assembly plant and its associated museum experiences, offering a rare view of how vehicles are crafted from start to finish. You will witness how Yamaha blends human skill and cutting-edge automation, from assembly operations using innovative techniques like automated guided vehicles (AGVs) to production planning systems, to support high-mix, high-quality manufacturing in a dynamic environment.

What You Will See on the Tour

- ✓ A guided visit to the active assembly factory, where craftsmanship and automation converge to build Yamaha vehicles with precision and consistency.
- ✓ Advanced production methods, including smart AGV systems that adapt to varied model mixes while maintaining flow and quality.
- ✓ Insights into how Yamaha integrates people-centric innovation and digital technologies to enhance productivity and work experience on the Genba (factory floor).
- ✓ A visit to the Yamaha Museum, highlighting the company's history, engineering breakthroughs, and the evolution of its iconic products.
- ✓ A chance to see how Yamaha's rich heritage of craftsmanship still influences modern manufacturing practices, linking tradition with tomorrow's smart factory vision



About Prime Planet Energy & Solutions, Inc. (PPES) JV of Toyota & Panasonic

<https://www.p2enesol.com/en/>

Prime Planet Energy & Solutions is producing lithium-ion batteries for Battery Electric Vehicles (BEVs) at global scale.

Today, PPES is the one of the world's leading battery supplier, with more than 9,000 employees working on site, operating one of the most advanced and complex battery manufacturing environments in the world.

Its production system builds on the foundations of the Toyota Production System, enhanced with real-time visibility tools such as Andon and production control boards, enabling fast response, learning, and operational stability at scale.

Facility Tour Program

This tour demonstrates how TPS principles are embedded into daily execution. Participants will observe how PPES manages flow, coordination, and decision-making across large-scale BEV battery production.

What You Will See on the Tour

- ✓ Large-scale lithium-ion battery production for BEVs
- ✓ TPS-based operations enhanced with Andon and visual production control
- ✓ Application of the **three-actual principle**: on-site, actual production, actual conditions



About Lixil

<https://www.lixil.com/>

LIXIL is a global leader in housing and building products, and the only manufacturer in Japan that produces all core home components in-house. From water technology and sanitation to fixtures and fittings, LIXIL integrates design, manufacturing, and innovation at scale.

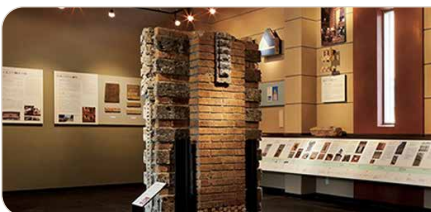
Its sanitaryware operations are especially distinctive: LIXIL runs a fully integrated production system, manufacturing products from ceramic powder all the way to finished toilets within a single factory. This end-to-end control enables exceptional quality, innovation speed, and operational reliability.

Facility Tour Program

This tour offers a rare opportunity to see one of the world's most advanced sanitaryware factories in operation. Participants will walk through the entire production flow, from raw materials to finished products, and learn how LIXIL combines craftsmanship, automation, and process innovation to achieve both speed and sustainability.

What You Will See on the Tour

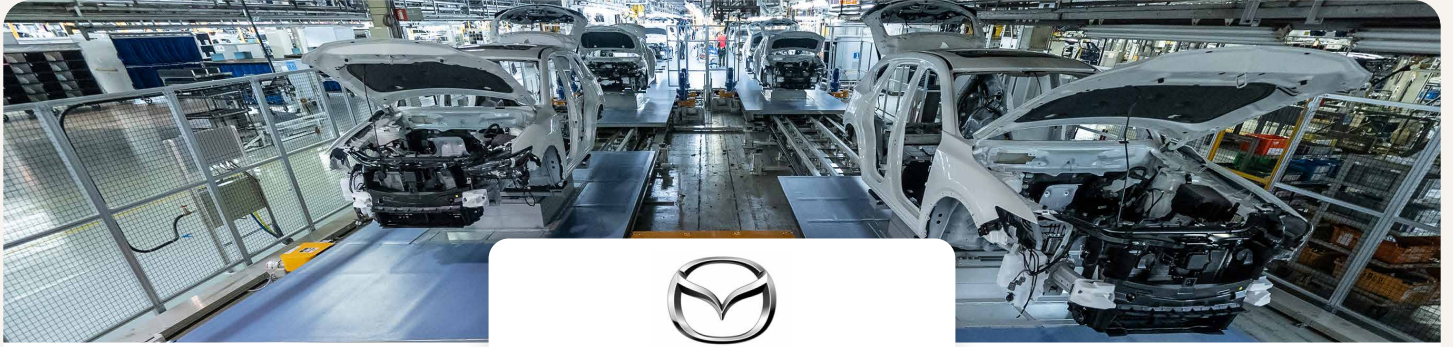
- ✓ The full ceramic production process, from raw powder to finished sanitary products
- ✓ Advanced molding and firing operations, traditionally long lead-time processes, redesigned to achieve production lead times as short as one day
- ✓ Innovative water-saving technologies, including toilets that flush with as little as 3 liters of water
- ✓ How LIXIL balances high performance with sustainability and affordability, including solutions designed for developing markets
- ✓ Practical examples of process innovation, flow improvement, and end-to-end integration in a high-mix manufacturing environment



INAX museum tour

<https://livingculture.lixil.com/ilm/>

Tour will include a visit to INAX museum, a 10-min drive from the factory.



About Mazda

https://www.youtube.com/watch?v=5Sol_A7BxjU

Mazda Motor Corporation is one of Japan's most storied automotive manufacturers, with its global headquarters and original assembly plant located in Hiroshima, Japan, the birthplace of Mazda and home to its "monozukuri spirit" of craftsmanship and continuous improvement. The site includes both the Mazda Museum and parts of the active assembly plant, where vehicles are built with precision, innovation, and attention to detail. Tours are offered by reservation and include guided insights into Mazda's history, technology, and manufacturing excellence.

Facility Tour Program

This combined plant and museum tour brings you inside Mazda's assembly operations and heritage displays. Guided by museum staff, you'll explore Mazda's evolution from its earliest models to today's advanced vehicles, and then walk alongside an active assembly line to witness how cars are carefully put together. The tour typically lasts 90–120 minutes, includes both historical exhibits and live production views, and showcases Mazda's commitment to both tradition and innovation.

What You Will See on the Tour

- ✓ Mazda Museum exhibits featuring key models from history, including classic cars, engines, and technology breakthroughs that shaped the brand.
- ✓ Presentations on Mazda's engineering philosophy and future vision, including concept vehicles and innovative design.
- ✓ A guided visit to a section of the active assembly line in the Hiroshima Plant: where you'll observe vehicles in various stages of construction and learn about Mazda's production approach and quality processes.
- ✓ Insights into how Mazda integrates skilled craftsmanship with modern manufacturing to produce a range of vehicles efficiently and reliably.

Discover Kyoto: Culture, History, and the Gion Festival

Kyoto, Japan's former imperial capital, is widely regarded as one of the most beautiful and culturally rich cities in the world. With more than a thousand temples and shrines, serene gardens, traditional tea houses, and historic districts such as Gion and Higashiyama, Kyoto offers visitors a rare opportunity to experience the depth of Japanese heritage and craftsmanship.

Many conference participants choose to arrive a few days early or stay after the event to explore Kyoto's iconic landmarks, including Kinkaku-ji (the Golden Pavilion), Fushimi Inari Taisha with its thousands of torii gates, the bamboo groves of Arashiyama, and the tranquil pathways along the Philosopher's Walk.



Visitors arriving before the conference will also have the opportunity to experience Gion Matsuri, Kyoto's most famous festival and one of Japan's oldest cultural celebrations, dating back over 1,000 years. The Yamaboko Junko Grand Parade on July 17 fills the streets of Kyoto with towering traditional floats, elaborate craftsmanship, music, and vibrant street festivities. It is considered one of Japan's most spectacular cultural events.

Whether through its historic temples, seasonal beauty, world-class cuisine, or living traditions, Kyoto offers a setting that complements the conference experience, combining deep professional learning with an unforgettable cultural journey.



Event Location:

Hotel Okura Kyoto

Luxury Hotel in Kyoto

Kyoto, Japan

The conference will take place at the iconic Hotel Okura Kyoto, a refined luxury hotel set along the Kamogawa River in the heart of historic Kyoto. Blending timeless Japanese aesthetics with world-class hospitality, the Hotel Okura offers a serene and sophisticated setting, perfect for deep thinking, meaningful dialogue, and memorable connections.

More Information



Kyoto, Japan | 21–22 July

**Plant
Tours**

20 July
pre-conference

23–24 July
post-conference

Reserve your seat
Fee: \$400 per person

Kyoto has plenty of hotels for your choice. Book your rooms early to secure good rates.

Fee includes:



Networking dinner on the first night



Lunch light meals (2 days)



Continental breakfast (2 days)



Access to the conference, including presentation archives



Plant tours (subject to minimum registrations)