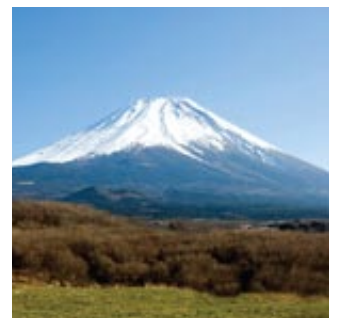


**CONSTRUCTING  
EXCELLENCE**  
in the built environment

# 'Lean' Study tour of the Japanese Construction industry



# Constructing Excellence Japan Study Tour



Scenic Eitai Bridge over the Sumida River at night, Tokyo



## Constructing Excellence Japan - Study Tour

Constructing excellence Japan is a one week study tour to Japan with an exciting opportunity for you to explore and examine the best of the highly productive Japanese construction Industry. Productivity levels of the companies and sites visited are between 50% and 100% higher than equivalent UK schemes. Tour activities will include industry visits, seminars and meetings with government officials.

Expert speakers will cover diverse topics including productivity, design management, leadership, procurement and the challenges of leading in an era of vast economical and environmental change.

The program will give you hands-on experience and valuable opportunities for networking and securing an understanding of how to apply the lessons from Japan to gain a competitive edge in the UK and help you stand out from the crowd with future employers.

What's more, you'll get to experience the many delights Japan has to offer.

### As a participant in the program you will:

- Acquire a greater awareness of how to improve productivity and reduce cost within a competitive tendering environment.
- Develop improvement thinking in relation to working in collaboration with clients and suppliers
- Gain the ability to recognise opportunities for improving value for money through best international practice
- Enhance your ability to identify the relevance of construction best practice to UK practices
- Network with peers from the UK and discuss application to UK practices
- Discover the traits, qualities and values necessary for leading and delivering improvement

### You will also have the opportunity to:

- Undertake industry tours and site visits to a range of companies and government agencies with a combination of both client and contractor interests
- Observe cultural differences and hear from speakers about cultural experiences
- Observe leadership values and traits through meeting and discussing with global leaders

### Dates

The CE Japan Tour 2010 will take place between May and September.

### Costs and Funding

The program fee is £5,000 per delegate, a discounted rate of £3,000 is offered for additional delegates from the same organisation. The fee includes:

- Accommodation
- Breakfast and lunch
- Site visits
- Seminars
- Insurance
- Interpreter
- Transport
- Learning facilitation
- End of tour dinner

Delegates will need to pay for their own evening meals and bring personal spending money.



Totally efficient road maintenance delivery. There was no rush, nobody was under stress but everyone was 100% utilised throughout the working day in the most perfectly balanced operation we had ever seen. The pre-planning of labour, plant and materials was meticulous. Materials arrived within 5 minutes of being needed.



Tokyo Tower at night

## 'Lean' Study tour approximate times

### Sunday - Travel

- 13:00 Depart UK
- 15:00 Arrive Tokyo

### Monday - Day 1

- 08:00 **Introduction Session - Facilitated Session Covering:**
  - Introductions
  - Lessons from previous study tours
  - Overview of Japanese Construction Industry
  - Impact of recession on the Japanese Construction sector
  - Introduction to Japanese Culture
  - How to maximise learning from visits
  - Japanese Construction - what to look for
- 12:00 Lunch
- 12:30 Visit 1 - road maintenance in practice
- 15:30 Visit 2 - infrastructure capital project
- 18:00 Lessons Learned - Facilitated Discussion
- 18:45 Close & Dinner



### Morning exercises

The 200 strong workforce on a £70m hospital project ALL turned up on time for the morning exercise and briefing. We asked 'what happens to those that are late?' they replied with incredibility at our question 'no-one is ever late'

### Tuesday - Day 2

- 07:00 **Visit 3 - morning rally at major building project and presentation and discussion session covering:**
  - Company organisation structure
  - Supplier procurement and management
  - Approach to competitive tendering
  - Impact of design innovation on bid price
  - Approach to contractor design and project-preplanning
  - Approach to contractor capability development
  - Influence of Japanese cultural differences including 'we do what we say we will do'.
- 12:00 Lunch
- 13:00 **Visit 4 - visit to major public sector client and presentation and discussion session covering:**
  - Government fiscal policy
  - Client briefing, design management and procurement processes
  - Approach to competitive tendering and analysis of tender prices
  - Approach to contractor design improvements
  - Approach to client capability development
  - Influence of Japanese cultural differences
- 17:00 Lessons Learned - Facilitated Discussion
- 18:00 Close & Dinner

### Wednesday - Day 3

- 09:00 **Lecture - Principles of the Toyota Production System and Implications For UK Construction**
- 10:00 Depart for visit to Toyota HQ
- 12:00 **Specialist tour and presentation of the Toyota Lean product development and manufacturing processes**
- 14:30 **Q&A session with Toyota senior management covering the lessons from the Toyota Production System for construction:**
  - In Japan
  - In the UK
- 16:00 **Travel - Return trip to Tokyo**
- 18:00 **Lessons Learned - Facilitated Discussion**
- 19:00 **Close & Dinner**



## The Tour Group

Members of Constructing Excellence and LCI – Lean Construction Institute aiming to study the application of Lean in the Japanese Construction Industry.

### Thursday - Day 4

09:00 **Travel to R&D Centre**

10:30 **R&D Centre Visit tour to review:**

- Current priorities for innovation and applicability to UK
- R&D capabilities of Japanese construction sector

11:30 **Facilitated discussion on Innovation including:**

- Impact of innovation on competitive advantage in Japan
- Application to the UK
- Impact of the economic down turn on innovation

12:30 **Lunch and Travel to Tokyo**

14:30 **Meeting with Kajiyama Senior Management and BCS**

- Formal Q&A on the lessons for the UK from Japan through discussion and network with Japanese senior executives that have worked in both countries

15:30 **Facilitated Action Planning Session with Kajiyama**

- Summary of lessons learned sessions
- Actions to take home
- Blockers for implementation
- Approaches and actions to overcome blockers
- Future networking opportunities

17:15 **Facilitated discussion lessons to improve future study tours**

17:30 **Close**

18:30 **Informal network and drinks with BCS members**

20:00 **Final Study Tour Dinner With Japanese Hosts**

### Friday - Day 5

Day of rest or return to UK in time for Saturday with friends and family!

Further information and enrolment details:  
[bronwyn.campbell@cwcltd.biz](mailto:bronwyn.campbell@cwcltd.biz)  
 Tel: 0207 592 1152 [www.cwcltd.biz](http://www.cwcltd.biz)

“It was fantastic to see lean construction as a culture and not just a demonstration or special project”

Nicola Morrey, Shepherd Construction Ltd

“In Japan there are projects everywhere that you would be lucky to see just one in a lifetime. Their delivery cannot just be left to chance”.

Henry Loo, Cancer UK



The Shusa is the boss with single point responsibility for the design and construction team and responsible for all aspects of delivery including supplier procurement. Here running the morning meeting where he sets out the programme for the day.



**CONSTRUCTING EXCELLENCE**  
 in the built environment

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