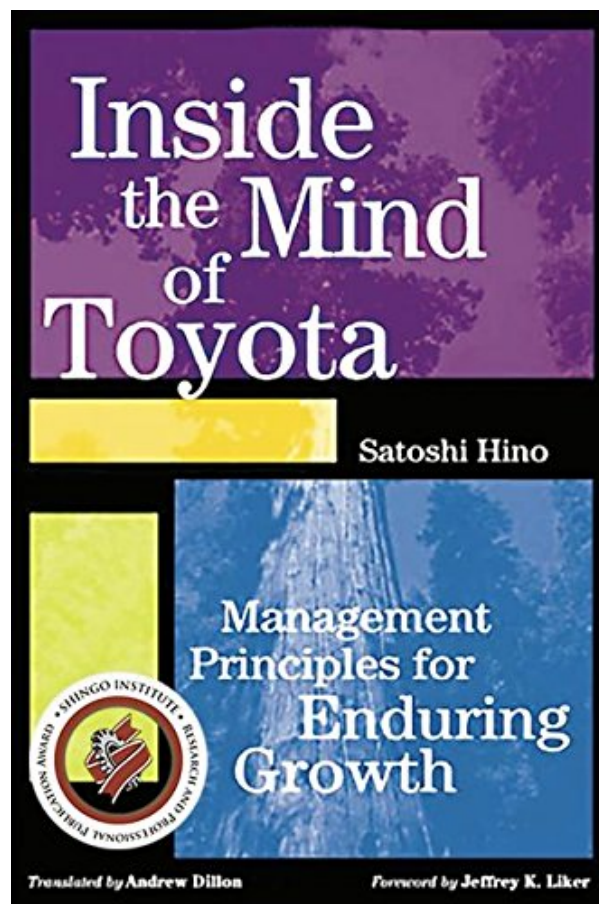
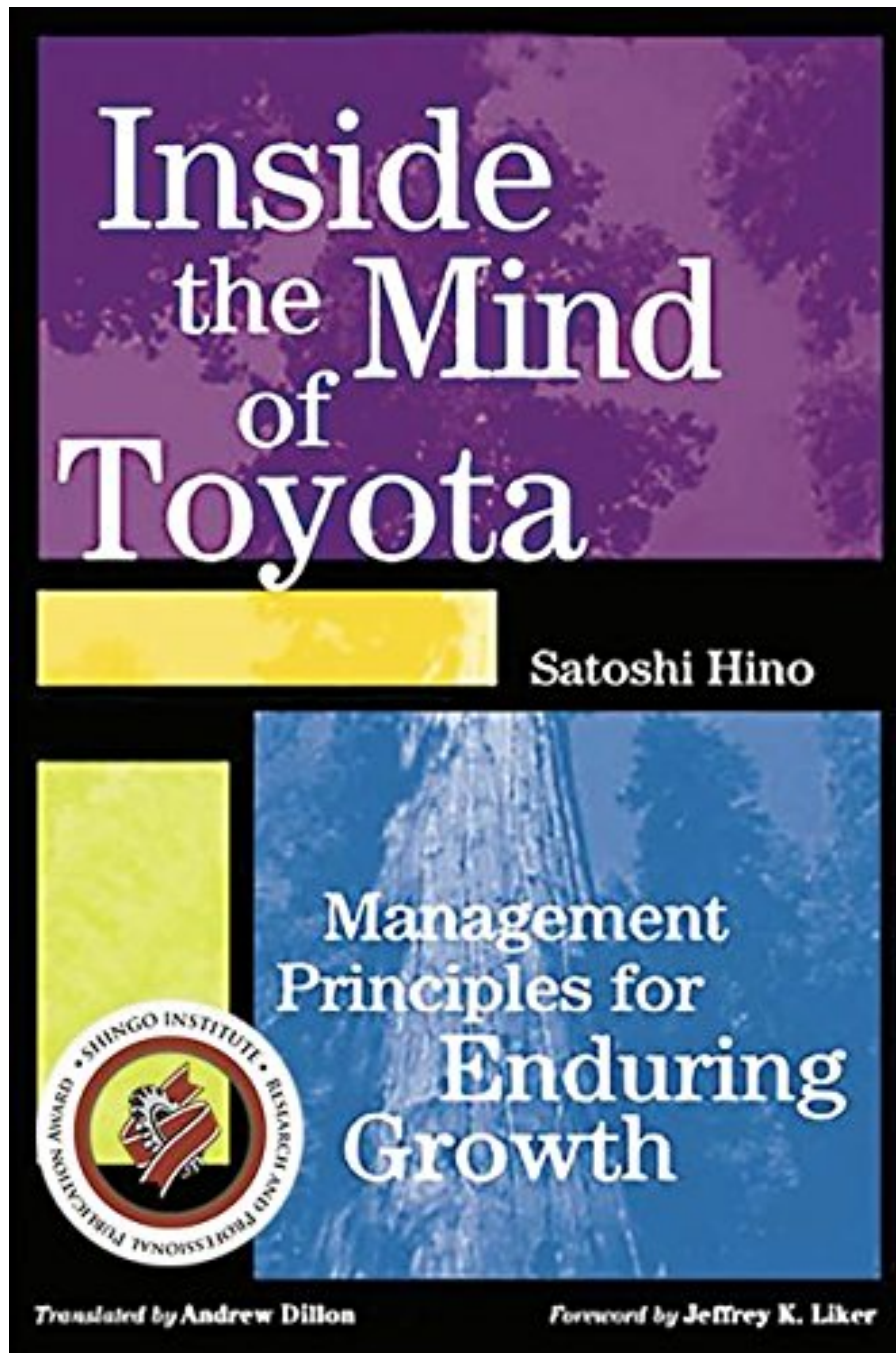


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Born in 1945, Satoshi Hino earned a degree in engineering at Tohoku University and joined a major Japanese automotive manufacturer in 1968. He worked in research and development of engines until 1987. In 1988, he transferred to the administrative (staff) section of the R&D Department to take charge of activities focused on improving product development and management systems.

Hino founded Integrated Management Intelligence Institute (IMAGINE) in 2001. He authored the paper "Modular Design Approach for Wide Variation Products and Narrow Variation Parts," which received the Excellent Paper Award in 2001 sponsored by All Japan Management Efficiency Federation.

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Toyota's sustained growth attracts the attention of economists and industrialists around the world eager to learn the secrets of Toyota's lasting success.

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The ultimate goal is not simply to mimic Toyota's formula, but to learn from it and, in doing so, surpass it.

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Unlike most Toyota watchers, Hino urges us to set our sights not on replicating Toyota's success, but on surpassing it. This point is crucial, because it moves our attention away from slavish imitation of what is visible on the surface and challenges us to tap into deeper and more powerful mechanisms of excellence.

This is not a cookbook and it is not 'Toyota Lite.' It deserves serious study, application and experimentation. Learn how Toyota thinks, Hino is telling us. Learn Toyota's strengths, make them your own and then exceed them.

?Andrew Dillon,September

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