

# HINO

A Global Brand for All Customers

## Cares

Issue  
**033** EG



### Special Feature: Koga Plant

Interview with Koga Plant Manager Masahiro Aso

**United in Production: A Plant Built with Employees  
in Mind to Bring Joy to People Everywhere**





# Bringing Hino Motors *Monozukuri* (Production) Prowess to the World to meet Global Expectations



**Masahiro Aso**

Koga Plant Manager  
Hino Motors, Ltd.

## Supporting Hino *Monozukuri* as a Mother Plant

### Q. What is the role of the mother plant?

First, let me start by telling you about the trucks that we make. Our medium and heavy-duty trucks are commercial vehicles characterized by high-mix, low-volume production. In addition, with the ongoing trend of globalization, overseas sales are increasing yearly and have exceeded domestic sales since 2007. Against this backdrop, our mission as the mother plant is to provide technical support to plants abroad and continuing to disseminate information to support *monozukuri*.

### Q. Can you please give us a little more detail about the technology at the Koga Plant?

Hino Motors adopted a modular approach to production as one element of our efforts to make best-fit commercial vehicles. Historically, we developed vehicles on a model-by-model basis. We are now making them on a modular basis. Making modular units and using them to assemble the desired vehicle allows us to minimize lead time. The defining characteristic of the technology at the Koga Plant is that it is designed to achieve modular production and realize the benefits I mentioned.

### Q. What can you tell us about the use of robotics and automation?

We are actively deploying robots at the Koga Plant. We use robots to handle heavy components and do tasks that are difficult for the employees. This serves to both enhance safety and also contribute to consistency when it comes to product quality. In addition, apart from robotics we have also adopted automatic guided vehicles (AGVs) in many processes at the plant to heighten efficiency.

### Q. Apart from that, can you tell us about any other areas in which the Koga Plant is superior?

Truck frames are normally made by stamping and in batch production, but by introducing a roll-forming machine of our own design, we are able to produce vehicles in a way that is in accordance with the order of assembly. This has allowed us to reduce lead time for customers. Apart from this we use thick metal

Hino Motors began full-scale operation of Koga Plant in September 2017. In this article we take a look at its role as a factory featuring cutting-edge technology and its position as a “mother plant.” We sat down with Koga Plant Manager Masahiro Aso, who spoke passionately about the present and future of the plant while touching on its technology, initiatives, and unique characteristics.

## Hino's global production network



plate welding methods, which contribute to fewer instances of distortion compared to conventional methods and enables us to both shorten the production process as well as heighten product quality. At Hino, I think we excel at developing and using these kinds of technology.

### Q. What kind of overseas technology cooperation arrangements do you have in place?

In the past, there were some parts that couldn't be made outside Japan for technical reasons. However, as the technology advances and spreads globally, it became possible for us to produce more



Axle assembly and thick plate welding process that minimizes distortion

## Koga Plant staff



Axle assembly

Frame production

Cabin welding

Cabin painting



## Special Feature: Koga Plant

### Bringing Hino Motors *Monozukuri* (Production)

### Prowess to the World to meet Global Expectations



Cabin welding



Cab painting

of these parts outside Japan, which enables us to combine the components and parts made abroad with those made inside Japan. This has accelerated our production speed outside of Japan. At the same time, automation levels vary by country and region. As such, we still need to teach how to craft things manually. We cooperate by offering technology support on a country-by-country basis.

#### **Q. So, the role of manual craftsmanship is also important in *monozukuri*?**

Regardless of advancements and deployment of automation and robotic technology, it is important for us to choose what robots should do and teach human techniques to them. I believe that I need to convey the human side of technology. Our people find and make enhancements and then we teach them to robots. We also determine which tasks people should do and which robots should do. When it comes to technology, the human touch is always required.

#### **An Environmental and Safe Plant**

#### **Q. Can you tell us about efforts to make the Koga Plant environmentally friendly?**

Hino Motors is striving to reduce production plant carbon dioxide (CO<sub>2</sub>) emissions to zero by 2050. At the Koga Plant we are planning to promote the use of renewable energy and enhancement activities that do not use power sources. We already have started activities to reduce operating time by raising production efficiency. The roof and walls of the plant are constructed for superior heat insulation and we employ air-conditioning systems that actively incorporate green energy. We use rainwater for the plant's toilets. On the plant grounds, among other things, we have planted trees to promote greenery and created a biotope with a reservoir. Over the span of about one year we planted around 2,500 trees. Ultimately our goal is to plant 50,000 trees.

#### **Q. What can you making the Koga Plant worker friendly?**

We are striving to create a work environment where everyone—from women to senior workers—can work with peace of mind. We promote an easy-to-work-in environment and aim to achieve a workplace with high levels of employee satisfaction. If our people aren't satisfied with the working environment, then I don't think

that we can expect them to be able to earn the satisfaction of our customers or the people living near the plant. Our cafeteria is very nice and we work hard to maintain the workplace. Another manifestation of this can be seen in the postings requested by new employees. Koga Plant is the overwhelming favorite among new hirers. I think this is a reflection of the good workplace that we've been able to put in place in building this plant in Japan. We also work to contribute to the local community and enhance communication such as through traffic-safety classes, environmental lessons, and rugby instruction for elementary school students. Our fervent hope is that we can grow together with the local community.

#### **Q. Please tell us about employee safety at the plant?**

Our top priority is safety. We strive to make sure that all employees at the plant have a high level of awareness and comply with the rules. We are looking to have thorough instruction to foster a safety-first culture that is uniformly embraced by everyone. For example, we request all of the employees to comply with internal rules when walking in the plant such as using the pedestrian walkway. To make ensure compliance, communication between senior employees and those working under them is needed. I think the mindset that we bring to conveying what we want to teach is the key.

#### **Aspiring to be a Factory that Meets and Exceeds the Expectations of Global Customers**

#### **Q. Lastly, do you have anything that you would like to say to our customers and fellow group team members around the world?**

We established the Koga Plant as the automotive industry is experiencing dramatic change. Hino Motors has a history of 75 years. We strive to communicate the art and skills of *monozukuri* as we approach the centennial of Hino's founding and beyond. We are working to convey technologies that we have established at the Koga Plant to plants overseas to bring them to a level on par with that of Japan. We will strengthen our support in areas including technical support, information provision, and quality manufacturing. We will continue moving ahead, working to meet and exceed the expectations of customers worldwide.



The bright and spacious cafeteria

#### **Koga Plant staff**



Vehicle assembly and inspection

Knock-down component packaging

# Hino

## Owners' Voice

### South Africa



Republic of South Africa



The country takes its name from its geographical location at the southern tip of the African continent. After becoming a self-governing entity in the form of the Union of South Africa in 1910, following a national referendum the country in 1961 became a sovereign state independent from the Commonwealth, adopting its current name. In 1994, a new government was born based on the participation of all

racers and a new national flag was adopted. The horizontal Y shape on the flag represents the letter V for victory, symbolizing the ideal that all ethnic groups and cultures will thrive together. An economic superpower in sub-Saharan Africa, South Africa is also a leading driver of the African economy.

Toyota South Africa Motors (Pty) Ltd., Hino's South African distributor, offers the following recommendations for people visiting South Africa.



Must-try food:  
**Meat dishes** are extremely popular in South Africa. There are many tasty steaks and sausages to choose from.

Must-try drink:  
**Wine**

South Africa is one of the world's top wine-producing countries. There are many delicious and reasonably priced wines available.



Must-visit location:  
**Table Mountain**  
A symbolic landmark of South Africa, Table Mountain towers over central Cape Town.



Mr. Willie van Zyl



Mr. Mark Tiedemann

### A Close Relationship with Hino Raises Possibilities

#### BUSCO MARKETING CC

Mr. Willie van Zyl, Managing Member  
Mr. Mark Tiedemann, Member

Busco Marketing was established in 1996 to improve passenger bus service in South Africa and southern Africa and has become a respected name in the industry. The company works closely with leading bus chassis manufacturers, including Hino.

"Hino compares extremely well to other brands," says Busco Marketing Managing Member Willie van Zyl. "Hino buses boast exceptional fuel efficiency, low running costs, and great durability. We use the Hino chassis to meet needs for unique bus bodywork and ever-changing needs. The result is the stylish Predator, an outstanding vehicle with a low cost of ownership and immense success in a variety of applications."

After decades of experience, Busco knows what the local market requires.

"Operating conditions are harsh, sometimes with unpaved roads and dusty conditions, so vehicles must be robust," explains Member Mark Tiedemann. "That's where Hino excels."

Busco also views safety as essential. "We comply with the strictest legislation and conduct cutting-edge testing," says Mr. Tiedemann. "This is critical considering vehicle applications cover everything from mining areas to school buses. Hino vehicles are superb because of their adaptability. The addition of automatic transmissions enables more diversified applications too."





# Hino

## Owners' Voice

### South Africa



Mr. Dirk Uys



Mr. Louis Ungerer

## Hino to the Fore in Logistics

### NAMLOG

Mr. Dirk Uys, Managing Director  
Mr. Louis Ungerer, Divisional Director

Established in 2002, Namlog has grown into a leading supply chain group of companies, with operations in South Africa, Botswana, and Namibia. The group provides secure, on-time transportation of materials, parts and equipment direct to any destination in southern Africa. Hino has played an integral role in Namlog's success, with Hino trucks traveling to diverse locations at all times of the day and over all sorts of roads.

"Over the years, our business strategy is to ensure we select vehicles carefully that are fit for purpose. Consequently, we migrated to Hino for specific application purposes. We're extending our Hino fleet currently with extensive business growth," says Namlog Managing Director Dirk Uys. "Hino trucks perform 13% better than the industry norm with best-in-class average fuel consumptions."

"Hino trucks enable us to achieve consistent and reliable delivery times, says Namlog Divisional Director Louis Ungerer. "There are minimal repairs required between service intervals, and that is a key factor in why we select the Hino brand."

Relationships with Hino are critical too. "It's important for us to get the right fit and align ourselves with successful businesses and quality people," explains Mr. Uys. "We develop solutions with the Hino team and they are an extension to our business. Hino East Rand and Toyota South Africa Motors are truly our valued business partners."



"In addition to the physical vehicle, Hino has an extensive dealer network for after-sales support, which means we can get service in remote areas as well, minimizing delays in service intervals and downtime," adds Mr. Ungerer.

Namlog is looking to broaden its reach and capture more of the market going forward. "We hope to expand the Namlog brand in conjunction with Hino," explains Mr. Ungerer. "By doing so, we aim to become one of the major players in southern Africa."



## Hino Meets Expectations in the Armored Vehicle Sector

### SBV Services (Pty) Ltd

Mr. Malcolm Glennie  
Head of Fleet Management

Founded in 1986, SBV Services is a leading provider of cash services and solutions mainly in South Africa. It has over 40 centers and a fleet of more than 800 armored vehicles.

"SBV is essentially a cash handling business. We deliver and collect cash mostly for banks but also retail companies," explains Head of Fleet Management Malcolm Glennie.

Security plays a primary role in design of the armored vehicle and its systems, quality and robustness.

"We were able to seamlessly marry the security systems and the armoring onto the Hino chassis," says Mr. Glennie. "This enabled us to eliminate virtually all of the problems we had in the past integrating the armoring and the systems onto the original chassis."

Hino's extensive dealer network also means that SBV can service the armored vehicles nationwide.

"The ability of Hino to service our needs is definitely a very big plus," says Mr. Glennie. "In addition, we have very good relationships with the Hino Division of Toyota South Africa Motors and the Hino West Rand dealership. After-sales support has been very good and it's one of the reasons we've stayed with the Hino brand."



Currently, SBV has approximately 470 Hino units, about half of its armored truck fleet.

"Our aim is to standardize so we're essentially using Hino as our main truck supplier," says Mr. Glennie. "SBV's fleet works incredibly hard, operating throughout the day at full capacity without turning off. Hino trucks are extremely reliable and we have very good uptime in terms of vehicle availability," explains Mr. Glennie. "In addition, Hino meets our expectations in terms of fuel consumption, cost per kilometer, repairs, maintenance, tire costs, and running costs. The relationship we have with Hino is definitely something we hope to maintain going forward."



# Hino's Meister

## Fostering 'Cool Maintenance Professionals' that can Succeed Globally



Flowers outside the Maintenance Dojo grown by Koide

Mr. Yoshio Koide is the master of Hino's so-called "Maintenance Dojo," tasked with ensuring Hino's plant facilities operate smoothly and in charge of training those who will be responsible for Hino's facilities. Indeed, the work of these individuals goes beyond mere plant maintenance and repairing broken facilities and equipment. It also includes taking action to problem-proof plants and prevent problems before they happen. Countless younger individuals have trained under Mr. Koide and used what they've learned to support Hino's production at various plants. In the fall of 2017, the Japanese government recognized Mr. Koide's efforts by presenting him with the Medal with Yellow Ribbon, an accolade that speaks to his straightforward character and the diligence he brings to his work. This was only the most recent in a string of achievements and efforts to improve the working environment at Hino. In 1990, he received an award from the science and technology minister for the design and creation of an automated assembly device that was designed to ease the workload of fellow workers. Subsequent awards including for creativity in work and excellence in engineering paved the path to the crowning achievement of receiving the Medal with Yellow Ribbon in 2017.

A Tokyo native, Mr. Koide lived in the city of Hino from elementary school to high school. As a boy he loved cars and trucks. Being able to work in his hometown and for a renowned vehicle manufacturer



Koide giving instructing as on-site supervisor



made going to work at Hino a natural fit for him. As a child, he showed an affinity for machines and in high school he focused his studies on mechanics and machinery. After joining Hino, he said he felt a little like fate was at work when he was assigned to the Machine Repair Department. His entire career at Hino he has been involved in maintenance, tackling his work with confidence and valuing fresh ideas while being careful not to overthink things. To keep up with the pace of the changing world and technological innovation he made a practice of studying day in and day out. At the same time, he made a point of always bringing a positive attitude to his work. He places a premium on ideas. In daily life he pays attention to the things around him, searching for hints, which he immediately jots down when he finds them. This constant repetition and the resulting memos have fueled countless improvements in terms of technological enhancements. He loves it when the people he works with on the production floor say thank you for what he's had done, an improvement, or let him know that his work has made their lives easier. He finds joy in knowing that those around him rely on and have high expectations of him.

Of the multiple accolades he has received, Mr. Koide says, "Each time I receive some kind of award, I am given a chance to take things to the next level at the plant. That is what gives me the greatest joy." The challenge and efforts in taking things to the next level seem to bring him an incomparable sense of accomplishment. Since 2004, he has been in charge of plant management, improvement and upkeep while working hard to train those who will follow in his footsteps, and dedicated himself to training those who will follow. When teaching his juniors he has a go-to phrase that he uses to train them: fostering the nine characteristics of being a cool maintenance professional. These characteristics are actual ability, talent, creativity, effort, vitality, understanding, mental fortitude, physical strength, and the capacity for implementation. He teaches that gradually acquiring and refining these skills, and being a well-balanced individual is "cool." In fact, this year some of the alumni from the first generation he taught have returned to help him at the Maintenance Dojo. Their growth over the years is a source of joy for Mr. Koide, who hopes that the talent he has helped to forge will go out into the world and do their best, sparing no effort and putting all the techniques at their disposal to use.

"Through our vehicles I feel connected to customers operating Hino trucks and buses around the world, and want to enjoy working hard with our customers and the members of team Hino," he said. "Right now, I'm working in Japan, but at some point I also hope to be able



Passing on his art to the people in his charge

to work beyond Japan. If I cross paths with the people who read this, then I hope that they'll stop and say hello," he adds. Mr. Koide's adventure at Hino and efforts to bring smiles and satisfaction to the faces of Hino customers everywhere remains a shining work in progress.

## Voice & Voice from Trainees

"Working to keep plants maintained and running smoothly is something that requires lots of knowledge and is endlessly interesting. Having the basics driven home by Mr. Koide here at the Maintenance Dojo enabled me to acquire the necessary skills to apply to the job. There was added pressure by being a member of the first class to pass through here. Mr. Koide was firm with us but there was love behind his sternness. Even now his enthusiasm is palpable—actually, I think his enthusiasm has even grown stronger over time."



Takafumi Oda  
Nitta Plant

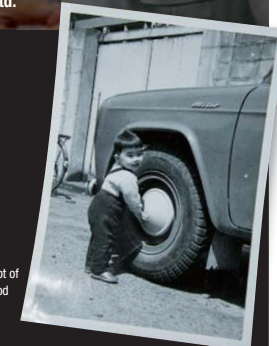
"At first I was a little uneasy, but with Mr. Koide's instructions the basics fell into place and the necessary preparation and mindsets were achieved. Of course, there were times when it was intimidating, but the strong sense of responsibility he felt to train us really came through. He seems to be committed to training talent that can work and thrive globally. I would like to be sent overseas and see for myself the differences that exist between other countries and Japan."



Yusaku Baba  
Nitta Plant



**Yoshio Koide**  
Master, Manufacturing Division, Hino Plant,  
Hino Motors, Ltd.



A precious snapshot of  
Mr. Koide, a boyhood  
lover of cars



Koide receiving the Medal with Yellow Ribbon (above) and the actual  
medal and certificate

Note: The Medal with Yellow Ribbon is awarded by the Japanese government to individuals who have become role models through diligent work over many years in professional activities. It is given to individuals in areas including agriculture, commerce, and industry with extraordinary skills or achievements.

# Please share your opinion with us.

We would greatly appreciate your feedback to further improve this magazine.

Send in your feedback. Lucky respondents will be selected to receive HINO original item.



Please respond to the below survey items.

■ Please check ☒ one box for each article.

Article	Your opinion	Very good or very interesting	Good or interesting	Neither good nor poor	Poor or uninteresting
Special Feature: Koga Plant					
Owners' Voice (South Africa)					
Hino's Meister					

■ Please scan or snap a picture of your feedback and send it via email to **marketing@hino.co.jp**  
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a) customer, b) dealer, c) distributor, or d) other.

Furthermore, we would highly appreciate it if you could inform us about your most favorite article in this issue and the reason why.

Thank you in advance for your cooperation.

**Responses are to be submitted by January 5, 2019.**

## Editor's note

Visiting the African continent for the first time to gather information for Owners' Voice, I found the people kind, the nature vast, and was left with a strong impression of a place where people value interpersonal communication and are warmhearted. I ate lots of delicious meats and fruits, and having returned full of energy, I've been enjoying tea and wine from South Africa that I brought home—all while dreaming of the day that I can revisit Africa's spectacular lands. We welcome any opinions about this magazine and encourage you to share any ideas or proposals you might have by sending them in an email to us at [marketing@hino.co.jp](mailto:marketing@hino.co.jp).



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