

Dear Editors,

As you know I am a great fan of the TRIZ-journal.

I read the "TOYOTrized: How the celebrated Toyota Production System is a TRIZ derivative" with great interest as I have a lot of respect for the work Altshuller (TRIZ), Eiji Toyoda (Toyota) and Taiichi Ohno (Toyota).

The authors of the paper state in the first paragraph: "This paper is an attempt to showcase and link one of the world's most celebrated techniques in manufacturing management and system employment **are but a derivative** of TRIZ". I am not sure if Altshuller, Toyoda or Ochno would agree with such a statement. According to the Cambridge Dictionaries Online, derivative (noun) means: "a form of something, such as a word, made or developed from another form". So the authors of the paper imply that the Toyota Production System (TPS) was developed from TRIZ, Therefore, TRIZ must have preceded TPS.

I would like to put things in perspective by quoting from the "Machine That Changed The World" by Womack, Jones and Roos. Page 11: "After World War II, Eiji Toyoda and Taiichi Ohno at the Toyota Motor Company in Japan pioneered the concept of lean production." Page 21: "In Chapter 3, we are ready to examine the genesis of lean production in the 1950's and how it took root. We also summarize the key features of the fully developed lean production system as it came to exist in Japan by the 1960's, at a point long before the rest of the world."

Altshuller started his work in 1946 in Russia, the same time as Toyoda and Ohno; therefore, to state that the Toyota Production System is just a derivative of TRIZ would be a misrepresentation of the facts. I agree that the TRIZ principles can be used, after-the-fact, to explain the solutions Toyoda and Ohno developed but that is completely different from saying the one is a derivative of the other.

I guess I am trying to say that we should be cautious when we apply TRIZ after-the-fact to the work of other geniuses, like Toyoda and Ohno.

Regards

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