

🗣 Presentation Script – Emissions Regulation Compliance

****Source:**** Voice note from ~~SN~~ (9:35 min, 2-Jul-2026)

****Topic:**** ASSB Emissions Regulation Compliance – Process & 8 Problems

****Use:**** Meeting script for sir's next session with EMC + plant team

🎬 OPENING (60 sec)

"Good morning / afternoon everyone. Thank you for joining.

Today I want to walk us through where we are with the ****emissions regulation compliance work****, what went wrong in the past, and where we need to focus going forward.

📋 THE BACKGROUND (90 sec)

Let me start with the ****R101 case from 2020****.

In 2020, we had a compliance issue with the R101 model. This is one of our reference cases for what happens when our process has gaps.

After R101, ****IRC0**** – which is our internal regulatory coordination office – created what's called an ****organization charge****. They used ****EPS**** to visualize where the problems were.

The key learning: ****the issue wasn't only with the spare parts. It was also with the wider process.**** So IRC0's charge to us was: identify where our current process breaks down, then close the gaps.

🔄 THE CURRENT FLOW (90 sec)

Let me walk you through ****what our work flow looks like today****.

1. ****Step 1 – EMC provides the standard list.**** They give us a list of regulation items. There are ****35 items**** in total that are approved at the PMM (Plant Monthly Meeting).

2. ****Step 2 – ASSB looks at this list and creates a check sheet.**** The problem here: ****the check sheet we create is too general****. It needs to be ****broken down by model**** – gasoline, diesel, hybrid, ICE.

3. ****Step 3 – EPS visualization.**** We use the EPS tool to visualize where the problem is in the process.

4. ****Final submission.**** The final report goes to ****DMC**** (Department of Motor Compliance) or other authority, and is recorded in our ****COP**** (Confirmity of Product - product conformance record).

⚠ THE 8 PROBLEMS WE FOUND (3 min)

Using the EPS approach, I have identified ****eight problems**** in our current process. Let me walk through each one.

Problem 1: No guidance from DMC

- ****Issue:**** When I receive information from DMC, I don't have clear guidance on what they actually want from me.
- ****Impact:**** I don't know what the standard means in our specific context.

Problem 2: Don't know what details to check

- **Issue:** When I create the check sheet, I don't know what specific details to check. I have to **confirm with the designer** every time.
- **Impact:** This makes the process **very time-consuming**.

Problem 3: No experience on breaking down by model

- **Issue:** The check sheet is too general. I don't have experience breaking it down **model by model** (gasoline, diesel, hybrid, ICE).
- **Impact:** One camera check per model needed, but I don't know how to structure it.

Problem 4: Unclear on Route 3

- **Issue:** I don't fully understand why we're using **Route 3** in the flow. I need clarification.

Problem 5: Final submission point unclear

- **Issue:** I'm not 100% sure whether the final report goes to **DMC** or to a different authority.
- **Impact:** Could create rework if I send to the wrong place.

Problem 6: Highlight line usage

- **Issue:** I don't fully understand when to use the **highlight line** in the process. If I explain correctly, this should become clear.

Problem 7: PMM approval scope

- **Issue:** I need to confirm with PMM – the **35 regulation items** are approved, but I need clarity on the **scope of what's been approved vs. what we still need to do**.

Problem 8: Timing & coordination

- **Issue:** Multiple stakeholders, unclear sequence – EMC, designer, DMC, PMM. The flow is fragmented.

🎯 WHAT WE NEED FROM EMC (90 sec)

Here's what we need from EMC to move forward:

1. **Guidance on the standards** – what they actually mean in our context
2. **Clarification on Route 3** – why we're using it and how
3. **Support on check sheet design** – how to structure it model-by-model
4. **Final submission process** – who owns the final sign-off (DMC vs. other)
5. **Timeline** – when we need each deliverable

In return, we will:

- Develop a **model-specific check sheet** (one per model: gasoline, diesel, hybrid, ICE)
- Use **EPS** to visualize and validate the process
- Submit a clean **final report** to the correct authority
- Update our **organizational charge** document to reflect the new flow

📅 NEXT STEPS (60 sec)

Here are my proposed next steps:

1. **This week:** EMC reviews our **8-problem analysis** and provides written guidance on items 1, 4, and 5.
2. **Next week:** Joint workshop with EMC + ASSB designer to redesign the **check sheet template** (model-by-model).
3. **Within 2 weeks:** First pilot run on **R101** (the reference case) to validate the new flow.
4. **Monthly:** Status update at **PMM** using EPS visualization.

🍷 CLOSING (30 sec)

That covers where we are and where we need to go.

The good news: ****the EPS approach worked for R101**** – it just needs to be applied systematically for our other regulation items.

****My ask of everyone in this room:**** Let's commit to closing at least ****3** of the 8 problems****** by next PMM.

Thank you. Questions?

📎 APPENDIX – KEY TERMS (for reference)

Term	Meaning
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EMC	External Manufacturing Compliance
DMC	Department of Motor Compliance
PMM	Plant Monthly Meeting
EPS	Toyota's visualization / analysis tool (used to map problems)
COP	Confirmary of Product (product conformance record)
TPS	Toyota Production System
Office TPS	Office Toyota Production System (administrative/office application of TPS)
IRCO	Internal Regulatory Coordination Office
R101	Specific compliance case from 2020 (reference)
35 regulation items	Approved items at PMM (scope)
Route 3	One of the 3 process flows being used (needs clarification)

🎯 SPEAKER TIPS

- ****Total runtime:**** ~9 minutes
- ****Tone:**** Professional Toyota-formal
- ****Pace:**** Slow at the 8-problem section (let it sink in)
- ****Engagement:**** Ask for "thumbs up if Problem 1 resonates" after the first 2 problems
- ****Backup slides:**** Have the EPS visualization on screen to point at

****Generated by BotBot · 2-Jul-2026 · For Nizmax (SNS) · Voice note source: <N>****