

Chantey

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**Chantey
Special
Brazil**

Yamaha products leading the outboard motor business in the fast-growing Brazilian market

Building market share with 3S functions

One of the world's marine markets drawing the most attention today is that of Brazil, South America's largest country. This country that is associated with things like football, the Rio Carnival, coffee and Bossa Nova in many people's minds is now in the midst of strong economic growth as it also looks forward to hosting big international events like the 2014 FIFA World Cup and the 2016 Summer Olympics. Brazil's marine market can be divided into three areas: the inland areas of the Amazon Basin in the north, the Pantanal wetlands in the west and the Atlantic coastal (saltwater) market surrounding cities like Rio de Janeiro.

Currently, the scale of total annual demand for outboard motors in Brazil is believed to be about 30,000 units, and of this, about 20,000 of the units sold are said to be Yamaha outboards. In the three areas mentioned earlier, the Amazon and Pantanal markets are characterized by a predominance of outboard models ranging from 15 to 90 hp for use on inland rivers. On the other hand, we see many outboards of the 200 hp class in use in the Atlantic coastal area. It is also notable that although the two inland area markets have much larger numbers of unit sales, it is safe to say that it's the famous coastal sites where people gather, like Ipanema and Copacabana, that lead the Brazilian marine scene.



Large class outboards are the main engines used in the coastal waters. It is not uncommon to see twin mounts like this



The city of Rio de Janeiro and Guanabara Bay with the Atlantic Ocean in the distance to the right



Like here in Botafogo Bay, anchoring boats out in the bay is the common mooring style



What is Yamaha's strategy for success in the Brazilian marine market?

Even since the capital was moved to Brasília and São Paulo became the country's economic center, Rio de Janeiro has remained the symbol of Brazil in the hearts of the people. The city's harbor is counted as one of the three most beautiful harbors in the world and its famous sites like the peak of Corcovado and the beach at Ipanema are always buzzing with tourists. The Brazilian marine scene begins in Guanabara Bay. Ringed by cities like Rio and Niterói, the bay is scattered with some 130 large and small islands. Four of Brazil's most famous marinas are found here on Guanabara Bay, and besides the marinas there are numerous mooring places for boats. On weekends you will see many people out in their boats cruising on the bay. The main way people use boats in Rio is for cruising. As for the type of boats used, you will find that an unexpectedly small number of them are outboard powered boats. Here, boaters have long preferred sailing cruisers and larger inboard powered yachts. The reason for this trend is the strong influence of European culture on recreation when it comes to motor vehicles, and the marine leisure style found here in Brazil is no exception to that rule. For



There are more sailing cruisers moored than motorboats at marinas along Guanabara Bay

this reason, outboard powered boats are used mainly for sport fishing near the entrances to the bay and for cruising within the bay. The boats used with outboards are mostly FRP boats in the 30-ft. range and they are usually mounted with 150 to 300 hp class outboards. To secure its position as a top competitor in such a market, Yamaha is promoting the strengthening of its "3S" (Sales, Service, Spare parts) sales network policy. By pushing forward this policy of ensuring not only sales but strong service and smooth spare parts supply functions as well, Yamaha is working to heighten customer satisfaction and differentiate the Yamaha brand from the competitors.



The showroom and office of the dealer TRINCA serving the Rio marine market



Highly reliable outboard motors and a strong dealership service arm have won Yamaha a 90% market share

As a prime example of a market where Yamaha's "3S" strategy succeeds in winning customer support in Brazil, here we introduce the inland marine market of Panorama.

Panorama is known as a fishing camp base at the far western edge of the State of São Paulo where anglers with trailer-able boats gather on the weekends. Many of them drive the roughly 600 km from the city of São Paulo to get in their boats here and fish to their hearts' content for game fish like the peacock bass and the dorado.

The Yamaha outboard dealership serving the Panorama area is MOTO-OESTE. Formerly it was a dealership selling only motorcycles, but since it added its marine business eight



This kind of slope entry is commonplace at the marinas of Panorama. For this reason, most boats are 20-ft. or less

years ago, it has grown rapidly to currently account for about 30% of all Yamaha outboard sales in Brazil.

"Of the outboards we handle, our largest-selling models are ones in the 15 to 60 hp range used to power 16- to 20-ft. class aluminum boats. The size of outboard customers choose is based on financial limitation to some degree, but also important are the range they travel in their boats and whether the engine itself can be transported easily.



Rather than keeping their boats at a marina, most owners choose trailer-able boats they can keep at home. Also, a large part of the demand is for easily transportable smaller-horsepower outboards for use with rental boats. This is because the main system here

is to use rental boats that the customers mount their own outboards on. In either case, however, the outstanding reliability and durability of Yamaha outboards make them the brand of overwhelming choice when customers make a purchase,” says Mr.



Mr. MORAES of MOTO-OESTE. He says he will continue strengthening the 3S functions in order to win even larger market share

The showroom at MOTO-OESTE. The aluminum boats and outboard motors that make up their main products are on display



Moraes of MOTO-OESTE. The strength of MOTO-OESTE lies in its sales and strong service department that concentrates primarily on after-sales maintenance. Mr. Moraes also adds that another important factor contributing to the spread of the Yamaha brand in their market is the aggressive efforts to increase exposure of the brand.

“We make a point of holding service campaigns, etc., at supermarkets, and at the river as well. We choose places where people will gather,” says Mr. Moraes. “Although these are campaigns for the users, they also serve to make an appeal for the brand to people who happen to see the campaign event at these popular venues. By spreading the impression that MOTO-OESTE is the dealer to go to for outboard motors, we succeed in winning new customers. It is these kinds of grassroots efforts that have won us the market share we enjoy today,” he concludes. In MOTO-OESTE’s market area, Yamaha outboards boast 90% of the market share. This is surely because they have gone far beyond simply selling products and worked to build a relationship of trust with their customers by putting in place a strong system for supporting their boating life that includes service campaigns and quick, reliable repairs when breakdowns occur. About the dominant share they have won in this market, Mr. Moraes says, “We owe it to our concern for building a relationship of trust with the customers through our ongoing



Outboards and aluminum boats are now main products for MOTO-OESTE

sales [and service] efforts.” He adds that the company will also be concentrating on sales talk concerning new models like the 70 hp model with the aim of encouraging trade-ins for new larger models. Finally, he finishes by saying, with conviction, “Our company’s aim is to continue growing with the Yamaha brand.”

Dealerships in Brazil like MOTO-OESTE are working diligently to put the 3S functions into effect for their businesses. The 3S activities are tailored to the different market needs of the inland water and the coastal water areas and are designed to create loyal customers by convincing them of the superior product qualities without relying on price advantages, and by strengthening the dealership’s service capability and after-sales customer follow-up. These efforts by dealerships throughout the growing Brazilian market have succeeded in making the Yamaha brand an unshakable presence in the market and spread the Yamaha name to all corners of it.

The “5S” Standard

In the last several issues of Chantey, I have talked about technical points in service work, so this time I want to talk about a different kind of technical skill that we call the “5S” skills in Japan. You may have heard people refer to 5S before. It is a term that was originally used in regard to improving the workplace environment in the Japanese manufacturing and technical service industries, but today it has become an international standard.

In this issue, I would like to talk about the essential points of 5S and how making them a part of your approach to the workshop or workplace will improve safety and work efficiency. I’m sure that you will find it valuable in practice.

What is 5S?

The term **5S** comes from the five Japanese words that begin with S: *Seiri*, *Seiton*, *Seisou*, *Seiketsu* and *Shitsuke*.

What do they mean? Here is a quick explanation.

- (1) *Seiri*: Separate the things you need from the things you don’t, and get rid of things you don’t need.
 - (2) *Seiton*: Keep each thing in its proper, orderly place so it is right there and ready to use when you need it.
 - (3) *Seisou*: Always keeping the workplace clean.
 - (4) *Seiketsu*: Maintaining (1), (2) and (3) on a daily basis.
 - (5) *Shitsuke*: Disciplining yourself to get in the habit of following the proper work order and rules
- These are all simple practices, but we all have trouble following them in our daily work.



Seiri: SST are necessary tools, so they are gathered in a bin.



Seiton: SST are sorted by type and placed in orderly shelves.



Seisou: When work is done, the shop is cleaned.

How do we get ourselves to follow the 5S practices?

Of these five practices, the first three are a matter of following a work menu, while (4) and (5) are things we have to get into the habit of doing, so let’s consider them separately. Since (1), (2) and (3) are part of a work menu, all we have to do is set a day to each one and carry them out.

- (1) The biggest obstacle in (1) *Seiri* is the decision that, “I don’t need it now but I may need it someday.” If there is something that you haven’t used in a year, you need to be decisive and get rid of it.
- (2) In (2) *Seiton*, the important things are sorting by group and putting things where they are visible and easy to find. Sorting by group means knowing at a glance what tools can be found in what area. Next is putting each thing where they are visible and easy to pick up. To do this, it’s a good idea to look at the best practices of other people.
- (3) As for *Seisou*, no explanation is needed. You know when things are cleaned up at the end of the day. For (4) and (5) it is best to make rules for yourself and fellow workers. You can divide the tasks involved in (1), (2) and (3) into three levels: make tasks that need to be done every day “**Level 1**”, tasks that can be done on a set day once a month “**Level 2**”, and tasks to be done once a year “**Level 3**”. Then you all need to work together and perform the tasks according to that schedule.

5S is an effective way to cut cost

One of the reasons that many workplaces don’t put **5S** in practice is the feeling that it doesn’t contribute directly to revenue or profits. But, as you can see from the *Seiri* photo above, if things are just thrown in a bin, it may take up to five minutes of wasted time to find the exact tool you need. Repeating that kind of searching two or three times not only wastes time, but will also hurt people’s work motivation eventually. When tools are kept like in the *Seiton* (2) photo above, that wasted time is eliminated and work goes smoothly and efficiently. It is the same with *Seisou* (3). Picking up things off the floor and wiping off the work tables as you work makes work flow more smoothly.

In this way, the items of **5S** are actually important preparatory tasks to make sure that things can be done without delay and in a faster and more precise work flow that makes jobs go smoothly. This means it is directly related to reducing work time, and that means it is directly related to cutting cost.

What do you think? Isn’t it worth the effort to get rid of the daily losses in work time and wasted labor that **5S** could eliminate?

Dr. Sugimoto Chantey Editorial Room

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One of the most popular of these for anglers in the Pantanal is a fish called **dorado**. The word dorado means golden in Spanish and Portuguese, and true to that name, the fish has a beautiful golden glaze across its head and belly. The mature fish has an average length of about one meter and a weight of about 7 kg, but there are said to be big ones weighing over 20 kg. As a game fish, the dorado is known as a fierce and bold fighter, and when it takes the lure, the reel of the fishing rod whines as the fish pulls away. It swims with a speed and jumps with a power you would not expect from a



Sport Angler Kurt on “The prize catch of the great wetlands of Brazil”

To go with the Chantey Special on Brazil this time, let's take a look at the angling scene in the country's Pantanal region. The Pantanal wetlands cover a large area in the countries of Brazil, Bolivia and Paraguay and are fed by countless tributaries of the Paraguay River and the Parana River. The nutrient-rich waters supplied by these rivers nurture an unparalleled abundance of flora and fauna. And that abundance naturally includes a large number of game fish.

fish of its size. Once the fight is over, you will often find the lure battered and the hook bent out of shape. The dorado can certainly be considered one of the most formidable freshwater game fish anywhere in the world.



In Brazil's Pantanal region you will find many fishing lodges where you can rent a boat to go out fishing. Most are the type of aluminum boats you see in the photo with a tiller-steered outboard motor. Of course you will need the appropriate fishing gear, but this kind of boat is all you need for game fishing in the Pantanal. Yamaha holds a decisive lead in outboard market share here. Thanks to the durability of our outboards and the high quality of after-sales service available, we've earned the market's trust.

Another attractive aspect of fishing for the dorado is the network of individual-room lodging facilities scattered

around the region. Each lodging has a small fleet of outboard-powered aluminum boats, so visiting anglers can move from one lodging to the next and fish at different points around the vast Pantanal wetlands using the hotels' aluminum boats as your transportation.

The dorado is a game fish prized by anglers around the world, and in Japan, a country known for its large number of avid anglers, the famous author Takeshi Kaiko writes the dorado in one of his well-known books, saying how difficult it was to catch. I might mention that when I visited the Pantanal, I also tried but failed to find the dorado. But, it is that very difficulty of finding and battling the dorado that makes it such a prized catch among the legions of sport anglers around the world.



Editor's Note



As Brazil continues to show steady economic growth, it can be said that corporations from all over the world are being drawn to this country's appeal. With the sheer size of the country and its plentiful resources, it is no understatement to say that this continuous, stable growth is leading Brazil to a brighter future.

Marine recreation is a widespread form of outdoor leisure in Brazil, and the country's countless beautiful beaches, tropical climate and cheerful character give it unique culture and traditions.

By nature, its boat users are quick to see through dishonesty and trickery.

Yamaha's key to business success in this market is not by any means something special. The 3S (Sales, Service and Spare parts) marketing policy Yamaha promotes around the globe is successfully at work in Brazil as well. No dishonesty, no trickery. Yamaha always aims for the full satisfaction of our customers, nothing less.

YAMAHA OUTBOARDS WEB SITE <http://www.yamaha-motor.co.jp/global/consumer/outboards/index.html>

WAVERUNNER FAN SITE <http://www.waverunner-fan.com/>

Yamaha Outboards Channel is online on Youtube

View waterside scenes and scenes of Yamaha outboards in use around the world

Yamaha Outboards Channel <http://www.youtube.com/user/Yamahaoutboardmotors>