



巻頭言

我々が目指す「モノ創り」とは！

The “*Monozukuri*” We Aim For

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Recently, we hear more news about the difficulties that the major industries like home electronics and automobiles, etc., and the major companies that have powered the Japanese economy for so long are now encountering in the world markets. Prior to the “Lehman Shock” of 2008, these companies had continued to grow in Japan and around the world, boosted by strong international markets and were yielding shining business results. It is truly surprising how dramatically things have changed in such a short time.

The main reasons cited for the troubled situations they have fallen into include the sudden change in currency exchange rate marked by the appreciation of the yen and the corresponding loss of cost competitiveness it has brought, and factors like the gap in the speed of decision-making and corporate business promotions. However, regarding the approach these companies took in adapting to and developing markets in the rapidly growing emerging countries' economies, the big dissociation and sometimes alienation that existed between the Japanese corporations and the markets and customers of the emerging countries led to a sizable delay in adapting to and developing these markets compared to their competitors. This is an undeniable factor connected to their current struggles and one of many other aspects that we at Yamaha Motor have to consider as a Japanese manufacturer in the same boat.

Ever since Yamaha Motor's founding, we have continued to create a great variety of products through our ongoing efforts in technological innovation and these products have been distributed to markets around the world. They are used and loved by customers as means of transportation and as necessities that help people make their living. This is thanks to ongoing efforts to adapt the products to each market and develop new markets, and in the process make lives more fulfilling for people all over the world. However, we cannot deny the fact that the recent developments in our surroundings, such as the sudden changes in the scales of markets, changes in the environmental awareness of societies at large, changes in the value customers demand and changes in competition, etc., are proceeding at rates far quicker than we ever anticipated.

In the motorcycle markets, we have seen rapid growth and expansion in the ASEAN nations, China, India, Central and South America and other emerging markets, especially since 2000, and the contrasting economic troubles and decline in demand in the developed markets. These trends have brought big changes to our own proud tradition of “*monozukuri*,” our Japanese word for the process and philosophy we bring to the engineering, manufacturing and marketing of our products. I believe these changes have brought us to a point in time where each and every Yamaha engineer and technician must think and question whether or not we have truly been able to (1) use our technology to innovate, build and supply products and services that meet the rapidly changing needs of society, the markets and the customers and (2) respond to the high expectations that society, the markets and the customers have in the Yamaha brand. This is a time when we must step back and consider exactly what type of “*monozukuri*” we should be striving for as engineers and technicians.

In the growth markets where the demand for motorcycles is expanding rapidly, there are still many use



environments and use conditions that we haven't grasped fully. Although at first glance it appears that there is increasing diversity in the types of technology needed, the value of the products supplied and the levels of quality involved, I believe that the essence of what we are expected to provide is the technology to be able to continue to create the basic functions, value and quality that all motorcycles must have, and that this technology is something universal applying to both the emerging and mature markets. The difference lies in how we ourselves continue technological innovation in pursuit of this essence, how we apply the results to each market, category and customer group and what technologies we use to effectively create the basic motorcycle functions and value we bring to them. And I believe that the key to solving the critical issue we face in development of both cost performance and quality in the growth markets is our approach to and the speed of our diligent and ongoing pursuit of this essential technology.

In the field of manufacturing, implementation of “theoretical-value-based production” is already in progress and with it the full pursuit of similar practices in manufacturing operations in our factories both here in Japan and abroad. In the area of engineering, reforms to cost development and process development are underway to bring about technological development that pursues essential value. Furthermore, company-wide measures are now commencing in the area of design as an effective vehicle that gives expression and visual form to this essential value. With these elements in place, I firmly believe that the “*monozukuri*” we aim for is one where engineering and manufacturing are engaged in a thorough and diligent pursuit of essential value, where the results of that pursuit are speedily applied and visualized through a communicative, unified design in all our products and services. This is the “*monozukuri*” that will enable us to continue bringing essential value to society, the markets and the customers.

最近、永く日本経済を引っ張ってきた家電・自動車等の日本の主要産業・主要企業が世界市場で苦戦している情報を耳にする機会が増えています。2008年末のリーマンショック前までは、好調な世界経済にも支えられ、日本および世界市場で成長し、輝き続けていた企業がこのように短期間で急激に変化する様は、ただただ驚かされるばかりです。

苦戦に陥った主な原因としては、急激な円高基調の為替によるコスト競争力の相対的な低下、意思決定を含めた事業推進のスピードの差などと言われていますが、特に成長著しい新興国市場での市場適合・市場開拓の考え方において、日本企業と市場・顧客との間に大きな乖離が有り、競合先に対して市場適合・開拓が大きく遅れたことが、新興国市場での現在の苦戦の原因の一つとなっている事実は、同じ日本の製造業に携わる身としても、考えさせられるものがあります。

創業以来、私達が技術革新を続け、創り出してきた多種多様な製品は全世界に出荷され、生活の足として、生活の糧・必需品として、市場適合・市場開拓を繰り返し、また生活を豊かにする商品として、現在も世界中で愛用され続けていますが、昨今の我々を取り巻く状況も、市場規模の急激な変化、社会全体の環境意識の変化、顧客の要求価値の変化、競合の変化等、我々の推測を遥かに超えるレベルで進んできているのも事実です。

モーターサイクルの市場においても、特に2000年以降はASEAN、中国、インド、中南米等、新興国市場の急激な成長・拡大、また成熟市場の景気停滞・需要低迷等に伴い、我々自身の「モノ創り」も大きく変化してきました。一方

で、このように急激に変化してきた社会・市場・顧客に対して、私達は持てる技術を駆使して、商品・サービスを提供し続け、かつ社会・市場・顧客からの高い期待に応えるべく、技術革新を進めることができたのか、今一度我々が目指す「モノ創り」を技術者自身が考える時期に來ていると考えています。

モーターサイクルの市場が急激に拡大している成長市場においては、私達が把握できていない使用環境、使用実態も多々あり、求められる技術・提供価値・品質も一見多様化しているように見えますが、求められているモノの本質は、全てモーターサイクルの基本機能・価値・品質を創出し続ける技術であり、これは新興国市場、成熟市場ともに普遍のものと考えています。異なるのは、私達自身が本質を追究する技術革新を継続し、その結果を私達自身が、いかに市場・カテゴリー・顧客ごとに展開していくのか、どのような技術を基本機能・提供価値として活用していくのかということです。現在、私達にとって大きな課題となっている成長市場でのコスト開発・品質開発も、鍵となるのは本質を徹底的に追究し続ける技術の取り組みとスピードであると考えています。

製造では「理論値」生産への取り組みが既に開始されて、製造の本質を徹底的に追究する試みが、海外含めて展開されつつあります。また、技術ではコスト開発、プロセス開発の改革を行い、本質価値を徹底的に追究する技術開発が動き始めています。更に、このような本質価値を表現・可視化するのがデザインであり、私達が目指すべき「モノ創り」とは、技術・製造が本質価値を徹底的に追究して、そこから得られた本質価値をいち早くスピードを持って、商品・サービス等を通して可視化し、社会・市場・顧客に提供し続けていくことだと考えます。

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