



YAMAHA MOTOR CO., LTD. 'AD & PR DIVISION
 2500 Shingai, Iwata-shi, Shizuoka-ken, Japan Tel: 05383 (2) 1111
 Telex: Iwata 4263-751 Yamaha J Cable: Yamaha Motor Iwata

Inside feature pages
**The Yamaha Family
 Growing Overseas**

This issue devotes four inside pages (from page 3 to page 6) to introducing the Yamaha Family Growing Overseas, showing the clear picture of how Yamaha's overseas production program is contributing to the promotion of each country's industrialization policy.

'82 COLOGNE MOTOR SHOW (IFMA) *Sept. 16 to Sept. 20*



Excitement begins right at the entrance. This show is divided into four parts and since everyone takes his time in looking at everything, the show cannot all be seen in one day.



"Auga", an XJ650-engined futuristic bike (top) and special handmade XV1000: both bikes have been made by Mr. John Reed.



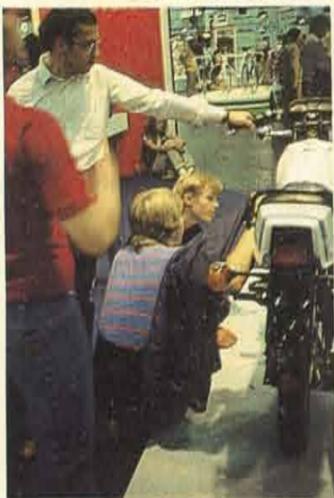
The entrance to the IFMA Show

IFMA which is held every other year in Cologne, West Germany, has long been reputed to be the big international bicycle and motorcycle show. It is often called Cologne Motor Show as motorcycles are undoubtedly the main part of it.

The 15th running of it took place on an even larger scale than ever from Sept. 16 to Sept. 20.

What a magnificent sight! 1,234 motorcycle, bicycle and accessories companies from 37 countries exhibited their products all over four massive double decker halls covering a total area of 95,000 square meters.

Many of the major show attractions were provided by the Yamaha 1983 European Model Range including the completely new RD350LC, the brand-new XJ900 Super Sports, the V-twin XZ550 with fairing and the XV1000E Midnight Special; each and every model of the 1983 range impressed the show visitors strongly with the excellence of Yamaha technology.



People full of interest, as they are in almost all motorcycle shows.



The special features and functions of the products are presented in an easy-to-understand simulation panel. A visitor can watch and learn here as much as he wants.



After looking over the product in the show, visitors go to the counter where they can pick up the pamphlets they want. The pamphlets go like hotcakes!



The most popular machines in this show.

**World
Championship
Road Racing**

**J.L. Tournadre takes
the 250cc title** *West German GP*

Congratulations!

23-year-old French rider Jean Louis Tournadre (Yamaha) won the 250cc title when he placed 4th in the West German GP held at Hockenheim on September 26. Tournadre nicknamed "White Tornado" became the first French rider to clinch a world championship crown.

In the West German GP, the final round of the '82 series, Tournadre raced one of the most exciting and dramatic races ever. He snatched the crown by a single point from local hero and race winner Toni Mang (Kawasaki).

He started this season as a privateer and placed 1st in the French GP at Nogaro. Apart from this impressive win, he played a consistent game through the season, scoring 4 second places (Spain, Holland, Czechoslovakia and San Marino) and three thirds (Italy, Yugoslavia and Great Britain).



RESULTS

250cc class — West German GP

1. T. Mang	Kawasaki
2. P. Ferretti	MBA
3. T. Espie	Pernod
4. J.L. Tournadre	Yamaha
5. P. Fernandez	Bartol

**250cc Road Race World
Championship Positions (final)**

1. J.L. Tournadre	Yamaha	118 pts.
2. T. Mang	Kawasaki	117 pts.
3. R. Freymond	MBA	72 pts.
4. M. Wimmer	Yamaha	48 pts.
5. C. Lavado	Yamaha	39 pts.

**Stephen Gall is truly
"MR MOTOCROSS"!**



Stephen Gall, 24, wrapped up the 1982 Ratshirts Mr Motocross Series held at Amaroo Park in the most sensational Grand Final ever witnessed in the title's nine-year history.

The final decision came down to a three-way battle, in the last of the four six-lap heats, between Gall, Darryl Willoughby, 24, and Jeff Leisk, 17.

Gall had to finish the race in third place or better to take the title. If he fell, the Mr Motocross crown could have gone to either West

Australian Jeff Leisk, Gall's Toshiba Yamaha Dealer Team co-rider, or South Australian Darryl Willoughby (Pitmans Yamaha). Willoughby started the day well down on points but clear wins in the second and third heats brought him into title contention. In the final deciding heat, both Gall and Leisk got bad starts and had to fight their way through the pack of Australia's hottest motocross riders. Willoughby, meanwhile, had shot out of the gate to take the lead on the first lap.

Gall climbed into third place after three laps, and powered his Yamaha YZ490 to the finish line, leaving Leisk to try and unsettle the Pitmans Yamaha pilot.

Willoughby proved too cool for the Young West Australian, who had to be content with second place at the chequered flag.

In winning the title with 179 points, only six ahead of Willoughby (173) who, in turn, was just 5 points clear of Leisk (168), Gall established two rather remarkable records.

He became the only rider ever to win four Mr Motocross titles, and score a Mr Motocross hat trick (Gall has won Mr Motocross for the last three consecutive years). This achievement undoubtedly stamps Gall as the greatest motocross rider Australia has ever seen.

**Kenny notches
up a clear win**
10th TBC Big Road Race



**Guests from Peru
'82 Japanese MX GP**



The 19th staging of the Japanese MX GP took place at Suzuka on Oct. 17, attracting a large crowd of 30,000 spectators. Ivan Bulos

Kenny Roberts rode his works Yamaha machine to a clear win in the 10th TBC Big Road Race held at Sugo on October 10. The TBC Big Road Race is reputed to be one of the most exciting speed events in Japan. The Race was run in two separate legs and Kenny outclassed all participants in each leg. Graeme Crosby from New Zealand (4th overall) added another glamour to this event by setting a new lap record for the Sugo circuit.

**Young Yamaha ace
dominates Australian
mini-motocross**



12 year old Phillip Sargeant, the youngest member of Australia's all-conquering Toshiba Yamaha Dealer Team, dominated the '82 Australian Mini-Cycle Motocross Championships by winning no less than three national titles.

He conquered the racing in the 10-12 years age group picking up wins in the 50cc, 60cc and 80cc classes which were contested by more than 700 juniors from all over Australia.

On his way to these spectacular victories, Phillip and his YZ machinery were undefeated in the 14 heats they entered over the weekend.

Although Phillip has a few years up his sleeve before he enters Senior competition, he is being groomed to follow in the footsteps of older and more experienced

(23 years old, Peruvian 250cc MX champion) also took part in the main event. Ivan had been given special motocross training under the instruction of K. Iwao, Yamaha's senior instructor, about 4 years before in Japan. Since then, he has made remarkable progress in his skills. He was greatly pleased to have a chance to try his trained techniques against other top class riders in this big race. One more guest from Peru was Tommy Rios (13 years old, Peruvian junior MX champion).

Toshiba Yamaha Dealer Team members Stephen Gall and Jeff Leisk.

Phillip comes from a strong background of motorcycling and his father runs a Yamaha dealership in his home town. It should come as no surprise then, that Phillip started riding mini-cycles at a very early age. He has been winning Australian titles since he was 10 years of age!

**"Always-improving"
says LaPorte, New
World Champion**



Danny LaPorte who clinched the 250cc MX World Championship Title this year, participated in the '82 Japanese MX GP as one of the guest riders. The Japanese spectators were very happy to have a chance to watch his thrilling World GP-winning techniques.

"I want to be always-improving", said the 25-year old champion, a man of very agreeable character, in answer to the questions from the staff of Yamaha News — "As you know, the US team won the Trophy/Motocross des Nations last year for the first time in history. It must have been a big sensation in the international motocross world. It was a dream come true for the Americans! Being able to take part in these important races as a member of the US team gave me a big boost in morale, too. At that time I began to think that another dream — clinching a world title — might also be possible, if I had a truly powerful and reliable machine. The YZ machine was just what I wanted. This year, thanks to this machine, I was thrilled to be able to win the 250cc crown in spite of the fact that it was my first participation in world GP racing, by beating a number of strong rivals including G. Jobe (Suzuki) and K. Van der Ven (KTM)."

"I want to be always-improving", the new world champion emphasized again, "I will do my best to defend the title next year. In recent years, the international motocross world has had many great riders and there is a lot I can learn from them. In particular, I respect Roger DeCoster and Heikki Mikkola. I believe they are the greatest riders the international motocross world has ever produced. I could say this, even if they hadn't had such brilliant, unmatched race successes. Both were truly ironmen on the course but off the course they were true gentlemen, respected by everyone. Not just one or two, but many riders including some Japanese top class riders, must have come under the influence of these great predecessors. I can say that my final target is to win the 500cc world title in the nearest possible future, and I will continue my efforts to be always improving until I come as close as possible to the level of the greatest riders."

ROAD RACING RESULTS

500cc class

Round 11 — San Marino GP — Sept. 5

1. F. Spencer	Honda
2. R. Mamola	Suzuki
3. G. Crosby	Yamaha
4. V. Ferrari	Suzuki
5. J. Middelburg	Suzuki

Round 12 — West German GP — Sept. 26

1. R. Mamola	Suzuki
2. V. Ferrari	Suzuki
3. L. Reggiani	Suzuki
4. T. Katayama	Honda
5. M. Lucchinelli	Honda

MOTOCROSS RESULTS

250cc class

Final round — Swedish GP — Aug. 29

1st race

1. D. Hansen	Honda
2. G. Jobe	Suzuki
3. K. Van der Ven	KTM
4. D. LaPorte	Yamaha
5. E. Sundstrom	Suzuki

2nd race

1. D. Hansen	Honda
2. D. LaPorte	Yamaha
3. G. Jobe	Suzuki
4. J. Martens	Yamaha
5. T. Hansen	Yamaha

**500cc Road Race World
Championship Positions (final)**

1. F. Uncini	Suzuki	103 pts.
2. G. Crosby	Yamaha	76 pts.
3. F. Spencer	Honda	72 pts.
4. K. Roberts	Yamaha	68 pts.
5. B. Sheene	Yamaha	68 pts.

**250cc Motocross World
Championship Positions (final)**

1. D. LaPorte	Yamaha	238 pts.
2. G. Jobe	Suzuki	225 pts.
3. K. Van der Ven	KTM	205 pts.
4. D. Watson	Yamaha	115 pts.
5. R. Diefenbach	Honda	90 pts.



The Yamaha Family Growing Overseas

Contributions to the furtherance of each country's industrialization policy

Today Yamaha's corporate activities cover not only the promotion of sales and service, but also the furtherance of overseas production program.

A variety of Yamaha products have already come to gain wide acceptance in more than 160 countries around the world, adding both convenience and pleasure to the lives of an increasing number of people. Throughout the past decades of continuous market growth, Yamaha's production activities have not confined to Japan but expanded overseas as well, based on an established corporate principle that overseas production in cooperation with local partners can contribute to the furtherance of the country's general industrialization policy, while being able to develop and manufacture better products that truly suit local particular requirements. In the implementation of overseas production program Yamaha has naturally given specific emphasis to motorcycles produced in large quantities and also FRP fishing boats the required hull shape or the usage of which differs from one market to another. Favorably received by all people concerned, the program has attained very satisfactory results since the first overseas production base was established with the above corporate principle in mind in Thailand in 1966.

Today, Yamaha considers each and every overseas production factory as an inseparable part of the Yamaha Family. Every possible effort will be continued for the further growth of this international Yamaha Family on mutual reliance basis.

The outline of overseas production system

In order to create a production system in a given country, it is first of all necessary to help answer many social and economic needs within that country, the three most important of which are:

1. Cooperating with the country's industrialization policy
2. Improving the country's balance of trade internationally
3. Answering various social needs within the country (more employment in new industries, etc).

Up until recently, the factories that Yamaha has helped establish overseas have been in answer to the first of these three needs. In other words, they have been established to cooperate with the industrialization policies of the countries of South-East Asia, the Middle East and Africa. It is estimated that Yamaha's overseas production system will continue to grow in an effort to meet overseas social or economic needs in a better way.

Yamaha's first venture in overseas production was with Siam Yamaha in Thailand, whose factory began production in March of 1966. Then in 1969 Yamaha Malaysia, and in 1974 Yamaha Motor do Brasil added factories to the Yamaha overseas production base. In 1980 plans for large scale projects in Nigeria and Spain were added to bring the total to 32 factories in 25 countries producing Yamaha products.

Figure 1. (See page 4 and 5) shows the worldwide Yamaha production bases as of 1982. The number of people now working in this worldwide Yamaha Family has already grown to exceed 10,000.

Quantitative and qualitative changes in technological training

In order to contribute to the industrial

development of the countries in which Yamaha products are being produced, it is not enough to simply build factories. Steps must be taken to increase the number of locally produced parts year by year. The percentage of parts produced in the overseas country is called the "local production ratio". At present the local production ratio has reached very high levels, with some countries such as Taiwan and Brazil (90%), Thailand (70%) and Indonesia (60%), producing the majority of parts locally. As a result of this growth in the local production ratio, the technological know-how that Yamaha offers to its overseas manufacturers is constantly increasing both quantitatively and qualitatively.

At first, while the local production ratio was still low, it was enough for the overseas factories to be equipped to handle assembly, painting, pressing of small parts, and plating, but with the growth of the local production ratio to its present levels it has become necessary to export high level technology such as processing precision instruments, and casting techniques, as well as advanced management technology and know-how to improve factory management.

In order to continue to increase the market for Yamaha goods, it is necessary to carry out careful research and analysis of user tastes and how they use their motorcycles in each different country, and to develop products in line with the findings, so that the ever-diversifying demands of motorcycle buyers can be satisfied. This means that the role played by the overseas production base in supplying the buyers with high quality goods, designed especially to meet their needs, is very important indeed.

Efforts for improvement in Yamaha plants in Japan

While Yamaha's overseas production system has been growing in the overseas market, the Yamaha Main Plant and other plants in Japan have continued in their efforts, through research and experimentation, to improve their production facilities and techniques so that they can provide quality products to the users at more reasonable prices. This has also served as a good model for the overseas factories. Now let's take a look at how the systematic quality control system has been developed in Japan.

The first systematic method of quality control (QC) was created as the Statistical Quality Control (SQC) in the United States. This system which proved very effective was introduced to Japan through Dr. W.E. Deming later than 1945. QC-concerned people of Japanese industries learned much about this system through Dr. Deming's lectures and writings. Since then, they have strived to make this proven system more adaptable to the particular constitution of Japanese industries, thus creating a new system called the Total Quality Control (TQC). This is an advanced system wherein many small work groups of employees tackle the problem of quality control in their particular areas of production. In other words, companywide efforts are united for the best possible quality control. Deming Prize which was introduced in 1951, has given another boost to the improvement and spread of TQC as it is awarded to the individuals and companies that have attained the best TQC results.

Today, TQC is considered as one of the most advanced quality control systems and many other countries including the United States are also enthusiastic about adopting this system.

In connection with TQC, we will then introduce in this article two of the programs through which Yamaha employees play an important part in quality control.

These are the "Improvement Proposal System" and the "IPC Activities" program.

Improvement Proposal System

First of all, the Improvement Proposal System is a system wherein the individual employees submit suggestions to the company concerning ways to improve their particular areas of production. This system has been adopted as a company policy and all the plants have an established program. Under this system prizes are awarded once a year for the best proposals that were submitted during that year. Improvement proposals that are implemented as a result of this program prove to be extremely effective because they come from the people who are actually working in the given job and can therefore see most clearly the inefficiencies and difficulties in the work process.

In the Yamaha Main Plant there is an Energy Saving Die-cast Blast Furnace which is a new design, large scale smelting furnace that operates close to the theoretical values of combustion for O₂ and CO₂, while also recycling the exhaust heat. This furnace features a very advanced control system in which the transport and injection of materials into the furnace and even the opening and closing of the chimney cover are all automatically performed, while allowing adjustments to be made easily and accurately by a person reading the control gauges. This revolutionary furnace system was implemented as the result of a suggestion by one of the employees.

The number of such proposals for improvements continues to grow year after year. Last year alone 208,912 proposals were submitted and of these 118,017 were adopted, resulting in an estimated savings of 1 billion 728 million Yen!



The Energy Saving Die-Cast Blast Furnace that resulted from an Improvement Proposal System proposal.

IPC Activities

Another program aimed at plant improvement is the IPC Activities program, which stands for Improvement of Personal Capa-



IPC Activities; an animated discussion.

city, and is a program in which, for the purpose of better developing the individual capabilities of each employee, the employees of each office or workshop are divided into groups of 7 to 10 members who meet to discuss freely about problems related directly or even indirectly to their jobs. Many of the improvement proposals that we have mentioned have come out of discussions within these groups. Since the goal of these groups is to develop the potential of each employee to his fullest through better communication between members of a given workshop, the groups will often give themselves humorous nicknames and plan enjoyable activities together such as hiking trips. Although the IPC Activities are not a formal system adopted by the company as is the Improvement Proposal System, the company does, however, give a subsidy to the IPC group activities. For example, to help pay the expenses of group activities the company provides some amount of money per person per 30 minutes of meeting time. The groups are free to use this money then for refreshments at their meetings or to save the money and use it for outside recreational activities by the group.

A good example of the kind of results that come out of the IPC Activities is a proposal that was developed by a group (by the way this group nicknamed themselves the "new idols") working on an engine assembly line. Their proposal was to eliminate a washer on the cylinder-head. The reason for this proposal came from the fact that when applying the separate nut and washer of the old system to the cylinder-head, if the washer fell down into the CDI magnet assembly it had to be removed in a very painstaking operation. The idea then to combine the nut and washer into one unit was a very simple one, but it is the kind of solution to a problem that only the people actually working on the job would perceive and then try to solve. The result was a big savings in time and effort by the assembly line workers.

Another idea that came from one of the IPC groups was a proposal to start lessons in sign language. Yamaha is one of the companies that complies with the government policy of hiring physically handicapped people as 1.5% of the total employees. In order to improve communication with the deaf and dumb among these handicapped employees, a proposal to begin sign language classes was submitted by one of the IPC groups.

IPC Activities spread to overseas factories

Both the Improvement Proposal System and the IPC Activities were begun with the primary purpose of helping to make the jobs of the employees go more smoothly and easily, which in turn tends to encourage growth in the individual and makes the workshop a more lively and enjoyable place, and we can see also that it even has the potential to offer positive answers to various needs of the society at large and the management of the company. It has now been ten years since these systems and activities were implemented at Yamaha's Main Plant and other plants in Japan, and they have continued to show exceedingly good results.

Now we are beginning to see the spread of these activities overseas. In Taiwan the Kung Hsue She Co., Ltd. started IPC activities for the first time this August. Because this was the first experiment in such activities here, no particular theme

Continued on page 6

The Yamaha Family

Corporate activity bases for overseas markets

U.S.A.



Yamaha Motor Corporation, (YMUS) Los Angeles U.S.A. Import and sales center for Yamaha motorcycles, snowmobiles and other products

CANADA



Yamaha Motor Canada Ltd. (YMCA) Toronto, Canada Import and sales center for Yamaha motorcycles, snowmobiles and other products

EUROPE



Yamaha Motor N.V. (YMNV) Amsterdam, Holland Public relations and coordination center for import and sales of Yamaha motorcycles, outboards and other products

THAILAND

Siam Yamaha



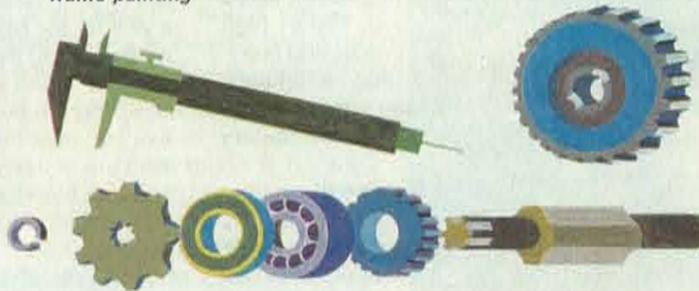
Siam Yamaha's main office in Bangkok



Undercoating process before frame painting



Muffler welding process



MALAYSIA

Hong Leong Yamaha Motor Sdn. Bhd.



Front view of the factory



Taillamps being attached to the frame



Rim fitting

Yamaha's overseas production bases

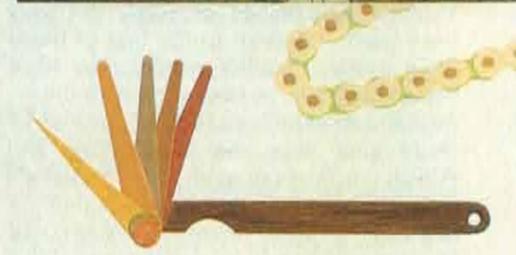


Ove

P.T. Karya Sakti Utama Motor (assembly factory)



P.T. Adiasa IIC (manufacture of electrical)



TAIWAN

Wan Sun Machinery Mfg. Co., Ltd.



Wan Sun Machinery's factory building



Painting room



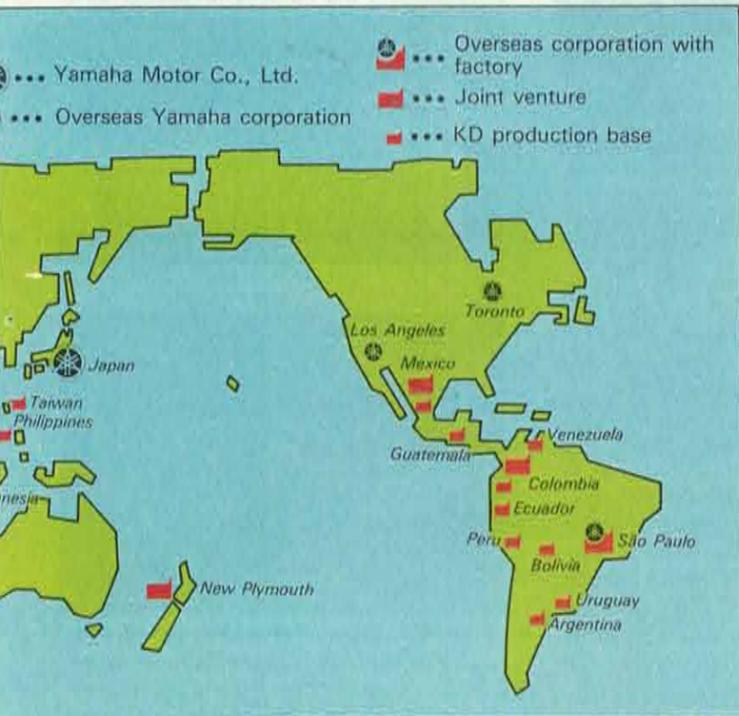
Frame welding process

Kung Hsue She Co., Ltd.



Kung Hsue She's factory building

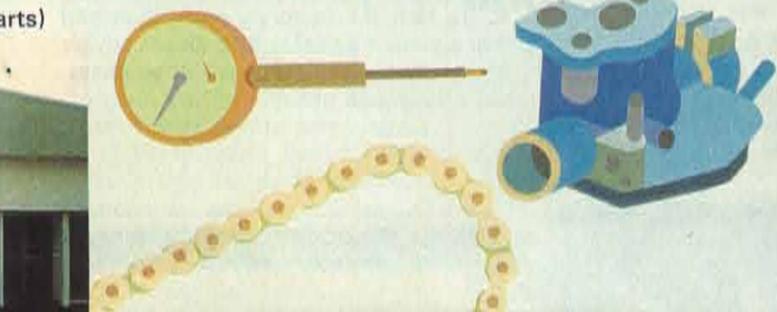
Growing Overseas



Overseas factories

INDONESIA

Yamaha Indonesia Motor Manufacturing (chassis parts factory)



NIGERIA

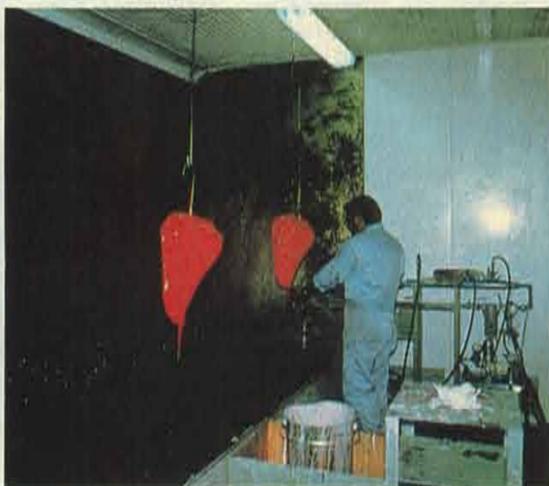
Yamaha Manufacturing (Nigeria) Ltd.



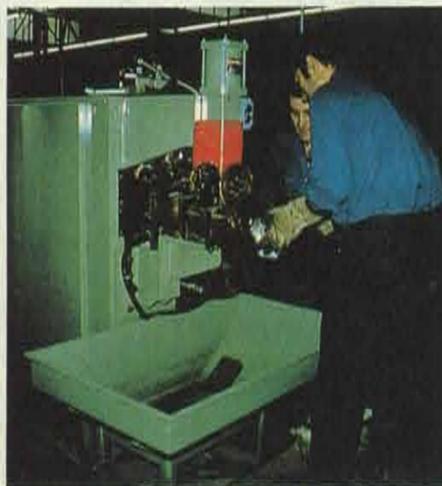
Inspection room



Casting process



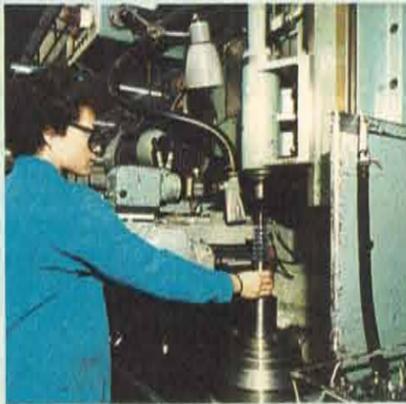
Painting work



Welding work

BRAZIL

Yamaha Motor do Brasil's factory



Gear-cutting process



YMDB's factory building

A modern FRP fishing boat factory

Venezuelan Yamaha importer Fibra C.A. constructed this modern factory in 1977. It is located in the Industrial zone of Paramillo, San Cristobal, Tachira State. The factory has two workshops covering a total floor area of 5,896 square meters and performing the following jobs:

- * Carpentry
- * Preparation and manufacture of prototypes
- * Laminating
- * Sandblasting
- * Painting
- * Storage of raw material
- * Jointing

Besides, there is a space of 360 square meters on the ground floor. This space is used for indirect material storage, maintenance work, reception, some offices, etc. Administrative and technical offices are grouped on the first floor covering an area of 360 square meters.

The factory has the best facilities of electricity and water supply, air conditioning, fire prevention, etc., so that work efficiency is greatly increased.

The factory, with 55 diligent employees, is capable of turning out 2,600 FRP fishing boats of 14 different types and sizes a year, in order to meet an increasing demand for this type of product. For example, the Institute of Agricultural Credit of Venezuela has already ordered the factory to manufacture 11 35-foot FRP boats.

In addition, specific efforts are also continued to develop new boats with local particular requirements in mind, in close cooperation with Yamaha Motor.



Each piston is precisely inspected for its shape.



Press work for fuel tanks and mufflers etc.

SPAIN

Sociedad Española de Motocicletas, S.A.



SEMSA's factory building



Partial view of the factory



YF-25CP and DD-35



Sandblasting



Laminating



The Yamaha Family Growing Overseas

Continued from page 3

was set for the discussions and they were set up as simply free talk sessions. As a result, there was a wide range of free discussion on topics ranging from improvement proposals to ways to make the work more enjoyable. The sessions were so active and productive that they caused a surprising amount of interest in the IPC concept. The response was so positive that the Yamaha representative who introduced the IPC program said, "I just feel that we have done something really worthwhile by starting these activities. I'm very impressed". This feeling by the Yamaha representative was reinforced by the fact that the employees were already beginning to ask when the next sessions would be held. Of course, not every country in the world is the same, and each nationality has its distinct character, but we feel that the things that the different peoples of the world have in common far outnumber their differences. Therefore we would like to see programs similar to the Improvement Proposal System and the IPC Activities that are now in use in the Japanese factories, but adapted to the particular needs of each different country, so that they can be implemented in factories the world over.

Yamaha factories around the world

There are now more than 30 overseas Yamaha factories scattered around the world where people are working to produce goods that fit the needs of the customers in their countries.

TAIWAN



All of these people rely on motorcycles for commuting to work and school. (Taiwan)

In Taiwan there are two companies, the Kung Hsue She Co., Ltd. and the Wan Sun Machinery Mfg. Co., Ltd. both of which operate factories. Taiwan is a country where the motorcycle is the family's means of transportation, serving more needs than the automobile, and where more than 600,000 bikes are sold each year. There are more than ten motorcycle companies competing in this market, which means that the greatest possible efforts must be made to produce quality products that will win a good reputation on the market. Therefore, these factories must be run to the highest technical standards and with the best of supervision and management skills. Both of these companies have already proven their excellence in the area of management skills. The Kung Hsue She Co., Ltd. has at present 800 employees and is mainly occupied in the production of V80's and DX 100's. These reliable standard models have been popular for a long time in Taiwan because of their proven capabilities in carrying loads or serving as the family's means of transportation. In addition to these models the company is now branching out into new model development. With its fine die-casting facilities, molding, casting, processing and assembly facilities one can truly say that the Kung Hsue She factory is now ready for full-fledged pro-

duction.

The Wan Sun Machinery Mfg. Co., Ltd. has a factory employing 500 people and producing scooters like the Passola and Beluga, as well as pipe frame bikes like the sports models RX100 and RX125. These models are aimed at the younger generation of users and the women's market. The factory has a high overall level of technical excellence, including a painting facility that has a reputation for high quality throughout Taiwan. Indeed, this factory gives the impression of being a scaled down version of the Yamaha Main Plant. With the recent introduction of a production cost control system, the company is in the process of trying to refine their already excellent management even more. Both of these companies are busy making big contributions in the Taiwanese market where the ratio of locally produced motorcycle parts already exceeds the 90% mark.

THAILAND



Bikes are busily running about the town from early in the morning. Their purposes are diverse. (Thailand)

Siam Yamaha presently has two factories in the suburbs of Bangkok, employing a total of 1,200 people in the production of motorcycles like the Y80, RX and DT models ranging from 80cc to 125cc. In the Thai market 70% of the motorcycles sold are Y80 type mopeds which have spread in use to the point where there is roughly one bike for every family. These bikes are being used today by all the members of the family for a variety of purposes from leisure sports to shopping and errands.

Siam Yamaha was very quick to react when the motorcycle market began to grow in leaps and bounds after 1978, and was able to grow along with it. The company's first and second factories are beautifully designed buildings that stand on a 330,000m² site and are considered such excellent model factories that they are constantly being visited by businessmen involved in the field for observation and study. The second factory was originally built to accommodate the sudden growth in the motorcycle market, with the assembly line being moved to the new building. From now on the company's plans are to use both of the factories to the fullest, while also undertaking the development of new model variations that will hopefully create even more new areas of demand in the market. Siam Yamaha has chosen the phrase "SINKAHA KHUNAPAAP" as its company motto, meaning "high quality products", and has incorporated this phrase into its company seal and used it on other promotional goods that will help spread the company image.

MALAYSIA

As in other markets in South East Asia, the motorcycle market in Malaysia is about 60% moped type bikes which are used in all areas of the daily life from shopping and leisure to transporting goods and as patrol vehicles. The Hong Leong Yamaha Motor Sdn. Bhd. operates a factory that is built



The bike is a convenient means of daily transportation. (Malaysia)

on a 26,000m² site and employs 350 people in the production of 80cc to 125cc class motorcycles like the V80, RXS and DT125, which are sold throughout Malaysia by Hong Leong Yamaha Distributors. In this, one of the largest motorcycle markets in the world, the company has set the goals of introducing a wider variety of new models while at the same time increasing the ratio of locally produced parts. With continued successes like topping the best selling list for one month in 1980, the reputation of HLYM has continued to grow. Now the company is pushing ahead with plans for a factory with the capacity to produce necessary parts, as a part of their continuing drive to produce high quality/high performance products that answer the ever-changing demands of the customers.

INDONESIA

There are presently four factories producing Yamaha bikes in Indonesia, the first of which was the P.T.Karya Sakti Utama Motor plant established in 1970. This KSU factory is an assembly plant built on a 100,000m² site and employing 1,300 people. Later, in answer to growing demand in the motorcycle market, three other factories, the Yamaha Indonesia Motor Mfg. plant for chassis parts, the P.T. Cipta Logam Sakti plant for plastic parts and brake parts, and the P.T. Adiasa IIC plant for electrical parts, were established one after another. These factories were established as a means of actively contributing to the government policy of industrialization, and have served in greatly increasing the percentage of parts produced locally in Indonesia.



Repair and maintenance technology is improving. (A shop in Indonesia)

In Indonesia about 40% of the motorcycles sold are moped types, with sports models like the RX's and DT's at 35%, and the last 25% consisting of utility models such as the L2S. The motorcycle is the common people's vehicle in Indonesia with family use as its main role, and almost every family owning one. You could say that it is one of the most important national vehicles of Indonesia.

Competition is so intense in the Indonesian market that new model changes have to be introduced every year, and Yamaha's Indonesian factories, with their excellent management, are more than able to keep up with these rapid model changes. A large number of bikes of each model must be produced to meet customer needs better in this large market, so high quality becomes the most important factor. All of these Yamaha producing companies have equipped their factories with the latest and best in facilities to meet the challenge for high quality.

The task at hand for these companies is to keep up with the growing market by increasing factory output to the maximum, while at the same time increasing the ratio of locally produced parts to include the full production of engines, so that they can provide their high quality products to the customers at the most reasonable prices. Every day the people of these factories in Indonesia are working hard to achieve their goals.

BRAZIL



Both riders and spectators are hot! (Brazil)

Yamaha Motor do Brasil is the only 100% Yamaha affiliated company that has an overseas factory. The YMDB factory is built on a spacious 322,000m² site and employs 800 people in the production and sales of motorcycles with a local production ratio of 95%. Here, where 125cc street bikes are popular, the YMDB factory produces mainly RX125 and TT125 models. Last year RX180 and DT180 models were also introduced, with the DT180 being especially well received and pointing toward a new growth in demand for this class of bike.

Compared to other overseas factories the YMDB factory does a lot of machine processing work, which tells you immediately that it is a well equipped factory. The factory is also heavily involved in research and development, as shown by last year's introduction of an alcohol fuel model. Since this is a country with unique economic management policies, there is a clear need to develop the factory's production and management systems into ones that are flexible and can respond quickly to whatever changes lie ahead.

SPAIN

The Sociedad Español de Motocicletas S.A. is the newest of Yamaha's overseas factories, having begun production in Sept. of this year. In Spain there are all possible kinds of models on the motorcycle market, but the majority of sales are in mopeds, trail, and sports models. With the exception of the engines and the front forks, all the parts are produced by the factory, making the local production ratio about 60%. This is an amazingly high percentage considering the short amount of time that the factory has been in operation. Because Yamaha is a Japanese enterprise and Japan is famous for its rapid economic development, when this plant was opened many people rushed to join the company in hopes of acquiring new skills and know-how in industrial development. With this kind of positive-minded employees the newly opened SEMSA factory is sure to develop at a rapid pace.



Assembly line production is already in full swing! (The SEMSA plant in Spain.)

LTR/Motocross School in Oman



LTR School in Rustaq; the instructor is Mr. Toh

From the Sultanate of Oman: The Sultanate of Oman which is located at the very tip of the Arabian Peninsula is one of the countries where motor sports fever runs high. The Oman Motorcycle Sports Club is conducting races once a month since September last year through to next April. They get as many as 50 entrants total for all the classes. Efforts are also being made to expand the network of roads in that country in step with the rapid economic growth recently, and the demand for motorcycles just keeps increasing. It is only the natural course of events that the issue of traffic safety should be receiving greater attention.

In line with this development, Mr. Masanori Toh from the Motor Sporting Division of YMC was sent to Oman as an instructor to conduct LTR schools as well as a motocross school. Mr. Toh himself is a superb motocross racer and performed his role as an excellent teacher.

The LTR schools were held for five days in Rustaq, Barka, Nzwa and Ruwi, while the Motocross school was held for two days in Seeb. The students who took part numbered about 140 and the total number of people involved including the spectators reached about 460.

Given this situation where the promulgation of greater awareness for safe driving is being sought, people were able to fully understand the purpose behind these schools, and the results were even better than what was expected. Popular response to these schools was especially great since many local newspapers announced the event.

Motocross School held in Taiwan as well



Practicing pylon runs

From Taiwan: The very first All Taiwan Motocross Race was held recently at the special course built in Tansui. This race was covered on television and attracted a great deal of interest, so two Motocross Schools were conducted to cater to this. The first location for the school was in Taipei and the second location was in Taichung. The total number of students in both schools was about 110, and some 3,000 spectators came.

20 dealers in Taiwan also attended this Motocross School and looked on with great interest to the instruction given by the special instructor Mr. K. Iwao as well as

to the students practicing. This event was a big first step in activities to expand the motorcycle market in Taiwan.



Gauloises leaflet showing the different special cars
A Yamaha-powered Citroën is really swimming!

The fantastic "swimming car"

From West Germany: Currently, a large sales campaign is being conducted by the French cigarette company, Gauloises, in West Germany, and Yamaha happens to be involved in this a little bit. In this campaign, five Citroën deux-chevaux are to be given away to Gauloises smokers, and these cars are each specially designed in a different way. One of them is the

"swimming car" and Yamaha is involved here. For the propulsion they selected a Yamaha outboard 9.9 E-start engine, which can be controlled from the inside of the car, complete with dual thrust propeller. This car is giving demonstrations in all big cities in Germany with very nice press-cover. We would like to get our hands on such a car ourselves!

Enduro and Motocross practice course



A rider gets his fill of the spacious practice grounds

From West Germany: Recently Mitsui Machinen G. mb. H., a Yamaha importer, built a practice course for enduro and motocross riders. Initially there was opposition from the local conservationists, but efforts were made to persuade the opposition by asserting that "man is also part of nature," and "it is necessary that riders become truly aware of safety by learning about dangers through practice."

This practice course is located in Arnstein of Würzburg, and during motorcycling season it is open everyday except Saturday from 10 a.m. to 7 p.m.; it is closed after October 30. The use of these grounds is free, but only members of the Yamaha Off-road Club is allowed. One must write the Yamaha Division of Mitsui Machinen G. mb. H. to apply for membership registering the Yamaha motorcycle that one is riding. Once the membership card is received a person is free to ride in the Arnstein grounds. Also each rider must be accompanied by at

least one person for the purpose of safety. After fulfilling these simple conditions, the enduro and motocross enthusiasts can practice riding and rough and tumble to their hearts content according to their ability. All the riders who never had a good place to practice their riding skills are now using these grounds just like fish in a dry lake which found another body of water. This is a very good thing indeed for the healthy development of enduro and motocross sports as well as the advancement of the motorcycle industry at large.

Yamaha steals the show

From Australia: Yamaha stole the limelight at the recent annual International Motor Show held in Sydney, Australia.

A casual racing event



From Ecuador: Naranjal Almacén Creditácil, the Yamaha dealer in Guayaquil City, feted a motorcycle race with the assistance of the importer Almacenes Juan Eljuri Cia Ltda. Both the riders as shown in this picture taken in front of Almacén Creditácil Company, and also the spectators put on Yamaha T-shirts during the race which created a nice atmosphere. Also, the winner was presented with a trophy.



The Yamaha stand was buzzing with exciting display material, which included a unique cut-away of the Yamaha Turbo 650. The cut-away did a lot to educate the general public as to how turbo-charged motorcycles actually work.

In addition, a promotion was held where visitors to the Yamaha stand could win one of three new Yamaha Belugas. The Yamaha stand was prepared by McCulloch of Australia, the N.S.W. Yamaha distributor.

Easy to understand seminar; the chance to do it yourself



Students disassemble and reassemble the 5CS

From Malaysia: Recently a service training seminar was conducted in Kelang. This service training was primarily to teach the servicing of the 5CS model outboard motor. Mr. Eiji Ichida from YMC in Iwata and Mr. Sui Koh Ming provided the instruction. The following teaching program was conducted for two days with 13 participants.

First Day

- 9:00 : Reception
- 10:00 : Film "How to Handle Outboard Motors"
- 10:30 : Training Slide
- 12:00 : Lunch
- 1:00 : Training Slide
- 3:00 : Explanation — How to Use Special Tools

Second Day

- 9:00 : Introduction for 5C (using slides)
- 10:00 : Disassembling and Reassembling Power Unit for 5C
- 12:00 : Lunch
- 1:00 : Disassembling and Reassembling Lower Unit for 5C
- Disassembling and Reassembling Bracket
- 3:00 : Final Meeting

The students were very pleased because after first learning from lectures and slides, they went on to disassemble and reassemble actual models, and this made it very practical and easy to understand. The participants in this training were as follows; Mr. Mook S. Nam and Mr. Goh M. Hoo from Syt. Kwong Cheong, Mr. Goh M. Hiong from Syt Hock Huat Hin Motor, Mr. Lee K. Eng and Mr. Tan A. Meng from Sin Seng Hing Co., Mr. Loke S. Fatt and Mr. Wong S. Fong from Supratechnic (M) Sdn Bhd, Mr. Yap C. Meng from Hiap Sen Sdn Bhd, Mr. Low K. Chai and Mr. Low M. Fah and Mr. Low K. Ling from Sin Wah Hin Motor, Mr. Chia C. Kin from Sin Poh Enterprise Co. and Mr. Siaw S. Muo from Hiap Sen Sdn Bhd.

Top-selling dealership



Mr. John Oliver (second from the left) and his staff.

From Australia: Moorooka Yamaha in Queensland opened in 1979 and since then have accelerated faster than the market growth. Now, they are the first Queensland dealership to have full stock of the 1982 models; some are for 1983. Before establishing Moorooka Yamaha, they had a look at the registered motorcycles to know general market trends and found that Yamaha and Honda were taking over 60% of the market between them.

"So having a Yamaha franchise is a great asset — but it goes much further than that," said the principal of Moorooka Yamaha, Mr. John Oliver.

For the reason of the present prosperity, he analyzes that "The man or woman buying a motorcycle doesn't worry about market share. He wants to know what the best bike for his needs is, and what sort of back-up service he will get. That's where we look after them, and that's why we are the top-selling dealer. We have expanded the business along with the sales. A fast, efficient service department is quite essential."

The year before, Moorooka Yamaha was a top-selling metropolitan dealer in the Yamaha competition, and then became Queensland's top-selling dealer for 1981. It was the first time since 1974 that a metropolitan Yamaha dealer had taken out the award. Mr. Oliver says proudly "We have made Moorooka Yamaha a one-stop, motorcycle shop."

**LTR Program for
highschool girls
Highschool boys serve
as instructors**



In Indonesia, two-wheelers play an important role as personal transportation in the daily lives of people, and the number of highschool girls who ride to school in Yamaha moped V80 is on the increase. An LTR (Learn to Ride Safely) Program was recently conducted in Telukbetung, a city in the Lampung Province located at the southern tip of Sumatra.



This was a drawing contest for selected students from eleven middle schools in the Lampung Province for displaying



in Telukbetung. This was a drawing contest for selected students from eleven middle schools in the Lampung Province for displaying their drawing ability. C.V. LAUTAN TEDUH helped to make this contest a great success. Driver's licenses are given from the age of 14 in this Province so these school kids had great interest in two-wheelers, and they rendered their dream Yamaha Machines onto drawing paper. Each of these drawings was then judged by the leading artists and painters from this Province and wonderful prizes were awarded to the top seven students in this contest.

"Let's follow the rules"

C.V. LAUTAN TEDUH, a Yamaha Main Dealer, presented this road sign to a middle school in his city for the two-fold purpose of safety education and advertisement for Yamaha.

Diverse demand-stimulating activities taking off in Indonesia



Yamaha has been conducting various promotion activities in cooperation with importers and dealers concerned in order to get as many people as possible to recognize the utility and pleasure motorcycles can offer. In connection with this, Indonesia's main dealers have recently started their diverse demand stimulating activities as follows:

A Yamaha bike display and test-ride campaign through a tie-up with a movie theater



The Yamaha V80 has gained a lot of attention through its advertising activities in Indonesia including a film commercial featuring the popular Indonesian actress, Lydia Kandou, as the image character, as well as numerous newspaper and magazine ads. Recently, the Yamaha Main Dealer SAKTI PEKANBARU conducted a highly successful display and test-ride campaign of Yamaha bikes in Pekanbaru of Riau Province in cooperation with a local movie theater where the movie, "The Maidens," starred by Lydia Kandou was playing. Since free tickets to the movie were handed out to those who took a test ride offered in the parking lot of the theater, a total of 581 persons took a test-ride on the V80 during the three day campaign running from September 13th to 15th. A Yamaha display corner was also set up in the lobby of the theater which attracted much interest among the moviegoers. The sponsor of this campaign stated afterwards, "I cannot calculate the effect on increasing the sales as of yet, but it was a success in terms of spotlighting the product."

every-where and special prizes were awarded to the Yamaha riders who finished in the top positions. As it turned out, Yamaha riders dominated all but two of the seven races.

**1,011 motorcycles inspected for free!
Service campaign of Sumatra Selatan**

Yamaha service campaigns are being conducted all over Indonesia right now, and among them, the service campaign by C.V. THAMRIN BROTHERS going all around the Selatan Province has got as many as 1,011 customers to get a free inspection. This campaign was held from August to September, and along with the free inspection service, they successfully taught their customers the pro-



per know-how for inspection procedures. Free inspection service was provided at the following places: PALEMBANG, PRABUMULIH, LAHAT, LUBUKLINGGAU, BENGKULU, CURUP, BATURAJA & BELITANG.



**Off-road racing is getting popular
Yamaha Main Dealer in Palembang deeply involved**

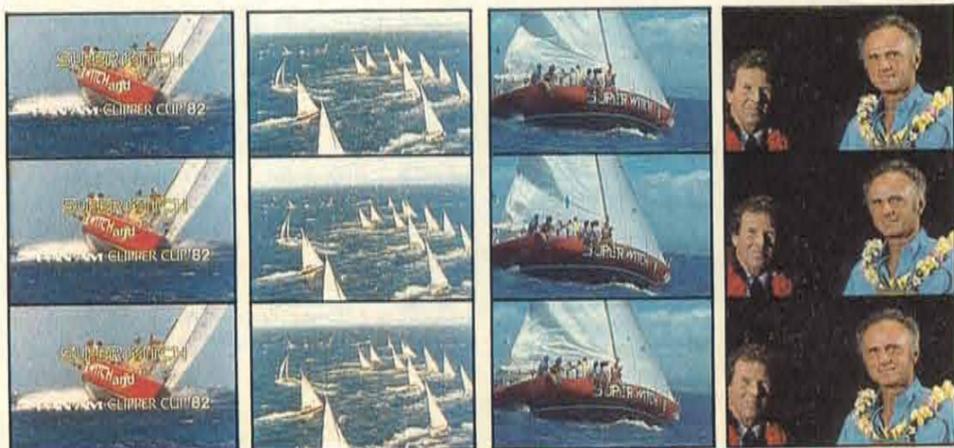
Motor sports are steadily attracting more interest in the suburban area of Palembang in the Selatan Province of Sumatra since a local financier constructed a motocross and grass race track. C.V. THAMRIN BROTHERS, the Yamaha Main Dealer in Palembang, has been assisting this development greatly. Races were held on the 18th and 19th of September, and this "Sumatra Taiang Betutu Cup Championships" almost came to look like a Yamaha sponsored race. Yamaha signs were shown



**The Yamaha V80 in The Year 2000
A drawing contest for middle school students**

A picture drawing contest with the theme of "The Yamaha V80 in The Year 2000," was held on September 27 in the second floor conference room of C.V. LAUTAN TEDUH, the Yamaha Main Dealer

NEW PR FILM "Super Witch and Pan Am Clipper Cup '82"



The Pan Am Clipper Cup Yacht Series which takes place in Hawaii every other year, is one of the world's most exciting and prestigious open sea races for big boats. This year's Pan Am Clipper Cup was contested by 75 high performance boats crewed by the cream of yachtsmen from the 8 Pacific area countries. Yamaha's newly designed custom racer "Super Witch" placed 5th, 1st, 1st, 1st and 4th in the 5 races of the series, thus chalking up a decisive victory in Class D. This new film follows all highlight scenes where "Super Witch" skippered by Lowell North fights her way on, mounting a powerful challenge against the 18 top class

racers and performing magnificently in 40-knot trade winds.

SPECIFICATIONS

Film No.:	F941
Title:	"Super Witch and Pan Am Clipper Cup '82"
Size:	16 mm
Running time:	26 minutes
Narration:	English
Price:	¥60,000 (FOB, Japan)