

Chapter 4

Importance of Japan's Global Manufacturing Strategies 21C: Surpassing JIT

ABSTRACT

The top priority of the industrial field today is the new deployment of global marketing for surviving the era of global production competition. Therefore, to continue to play the leading role in the world, the reform of Japanese-style management technology is desired once again. To realize this, the urgent mission JIT evolution for Japanese manufacturers is to reconstruct world-leading, which will be viable for next-generation manufacturing. In such a viewpoint, the author states the importance of Japan's global manufacturing strategies 21C-surpassing JIT.

INTRODUCTION

All over the world, including in Japan, advanced automobile companies are shifting to global production to realize worldwide uniform quality and manufacturing at optimum locations to enable survival aimed fierce competition. In recent years, the Toyota Production System (TPS) representing Japanese manufacturing has been adopted as the JIT and Lean System and further developed in various international manufacturing systems (As the result, it is no longer exclusively Japanese (or Toyota's) system) (Amasaka, 1988a, 2002) (Refer to Chapter 2 and 3).

In this chapter, therefore, the author states the viewpoint of "Importance of Japan's global manufacturing strategies 21C-Surpassing JIT" to realize best quality of Japanese manufacturing in a rapidly changing core-technologies and environment, as follows (Amasaka, Ed., 2007; Amasaka et al., 2008; Amasaka, 2015, 2017, 2022).

Firstly, the author clarifies the "Today's management technology issues" as the highest priority to "suggestion-based new merchandise, product development and manufacturing" as the global manufacturing strategy "Next-generation management principle" through the survey of general managers and executives from Toyota, Fuji Xerox, Daikin and many other advanced companies. Specifically, this

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principle is the based on the basis for new management technologies, and the technological elements required for linking these core technologies”.

Secondly, to realize the success of global production strategies, the author clarifies the quality of the business processes of all divisions needs to be enhanced through clear-cut, rational TPS adopting JIT activities, as follows (Amasaka, 2002, 2008b, 2009, 2013, 2014). Specifically, in particular, in experiencing a drastic transition due to digital engineering, (i) the manufacturing technical capabilities are declining as a result of the stagnation in QC Circle activities and “hollowing-out” of transfer of production bases overseas. (ii) Consequently, a weakening in problem solving abilities and the incorporation of quality has become increasingly fragile.

Thirdly, moreover, from a viewpoint of advancement in technology and skill, the author has clarified the various problems of the “present condition of overseas starting in new products of production launches” for re-strengthening of high quality technology, drew its countermeasure as the “style of Japanese manufacturing that is required in overseas production plants and reinforcement of the production management function” (Amasaka et al., 2008; Amasaka, 2015).

WHAT ARE TOP MANAGEMENT’S CONCERNS?

New Evolution of Management Technology Surpassing JIT

For manufacturers to be successful in the future global market, they need to develop products that have a strong impression on consumers and supply these items in a timely fashion through effective corporate management. Then, the author shows that it is clearly impossible to continue to lead the next generation simply by adhering to and maintaining the Toyota Production System and TQM, which are the dual-pillars of traditional Japanese management technology. To overcome these problems, it is essential not only to advance the Japanese Production System, a core technology of the production processes, but to also establish a core technology for the sales-, design-, and development related divisions (Amasaka, 2002, 2004a, 2007a).

Given the above, the author (Amasaka, 2002, 2007b) has conducted an awareness survey of general management personnel and executives (a total of 72 people) from 12 advanced companies belonging to the Toyota Group. Similarly, based on another awareness survey of other companies (Fuji Xerox and Daikin among others, with a total of 153 participants) participating in the “Study Group for Manufacturing Quality Management (a.k.a. “The Amasaka Forum”)”, management technology issues have been investigated from the standpoint of corporate management (Amasaka, 1999, 2008a; Amasaka, Ed., 2007; Amasaka et al., 2008).

In Figure 1, by incorporating Quantification Class III, the overall management technology issues have been plotted in a chart. This confirms that managers responsible for development give the highest priority to “suggestion-based new merchandise and product development” as a global merchandise strategy, whereas production managers put efforts into establishing the “next-generation production system” in view of global production. Sales managers, on the other hand, prioritize the “development of new marketing methods” in order to be successful in global marketing. Moreover, the issue common to all was how to respond to globalization.

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