

## Chapter 5

# Establishment of a New Japan Model Using Total Linkage of TDS, TPS, TMS, TIS, and TJS

### ABSTRACT

*In this study, the author has established the New Japan Model (NJM), new corporate management principle for the realization of surpassing JIT. NJM employing New JIT and Science TQM consists of the total linkage of total development system (TDS), total production system (TPS), total marketing system (TMS), total intelligence management system (TIS), and total job quality management system (TJS). This model aims to realize an integrated form of a next-generation corporate management strategy by focusing product quality management strategy. Furthermore, this study demonstrates how the utilization of Science SQC and the Strategic Stratified Task Team Model (SSTTM) contributes systematically and organically to solving product quality management problems. Its validity has also been verified through its application within the Toyota, Toyota Group, and other Japanese advanced corporations.*

### INTRODUCTION

Looking closely at the quality management issues facing advanced corporations both domestically and overseas in recent years, it has become clear that a new corporate management model by focusing product quality management strategy is being strongly sought after (Amasaka, 1999a,b, 2007a, 2008a,b; Nihon Keizai Shinbun, 1999, 2000, 2006; Asahi Shinbun, 2005).

This new model needs to employ a rational concept and methodology that will break away from the conventional ideas of quality management and contribute to the restoration of quality. In the main discussion of this study, the next generation of “New Japan Model (NJM), new corporate management principle” employing “New JIT, new management technology principle” and “Science TQM, new quality management principle” for the realization of surpassing JIT (Amasaka, 2000a, 2002a,b, 2004a, 2007, 2008a, 2014a,b, 2015, 2020; Amasaka, Ed., 2007, 2012), will be established and its effectiveness will

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be demonstrated. NJM systematically and organizationally contributes to the solution of company-wide management technology problems.

NJM is composed of integrated five core elements: the (1) Total Development System (TDS), (2) Total Production System (TPS), (3) Total Marketing System, (TMS), (4) Total Intelligence Management System (TIS), and (5) Total Job Quality Management System (TJS). By implementing NJM, each work department will become equipped with the core technology and linked with one another cooperatively. This study demonstrates how the utilization of “Science SQC, new quality control principle” and the Strategic Stratified Task Team Model (SSTTM) contributes systematically and organically to solving quality management problems (Amasaka, 2000b, 2003a, 2004a, 2008a,b, 2013). Its validity will then be been verified through its application within the Toyota Motor Corp., Toyota group companies, and other Japanese advanced corporations (Amasaka, 1999a,b, 2004a,b, 2017, 2020, 2022; Amasaka, Ed., 2007a, 2012).

## **THE KEY TO SUCCESS IN GLOBAL PRODUCTION**

### **What are the Critical Management Issues for Japanese Manufacturing?**

In recent years, consumers (hereafter called, customers) have been selecting products that fit their lifestyles and their set of personal values. Consequently, a market environment was created in which customers strictly judge the reliability of manufacturers according to the reliability (quality and value gained from use) of their products.

For this reason, it is not an exaggeration to say that manufacturers’ success or failure in global marketing will depend on whether or not they are able to precisely grasp the customers’ preferences and are then able to advance their manufacturing to adequately respond to the demands of the times (Amasaka, 1999b,c, 2004a). This is being done in order to realize global production that will achieve the so-called “globally consistent levels of quality and simultaneous production worldwide (production at optimal locations)” ahead of other manufactures. Achieving this will allow the manufacturer to not be pushed out of the market (Amasaka, Ed., 2007a).

In the midst of the drastic changes taking place at the manufacturing site due to the use of digital engineering, the author (Amasaka, 1999b,c, 2008a) can say that the reconstruction of world-leading, uniquely Japanese principles of management technology and administrative management technology, which will be viable even for next-generation manufacturing, are urgently needed in order to keep up with this evolution in management technology. This is the mission imposed on Japanese manufacturers today (Amasaka, 1999b,c; Amasaka, Ed., 2007a).

In order to accomplish this, it is imperative that management related departments, such as technical management, production management, sales management, and information technology, which make up the core of corporate management, closely cooperate with the administrative departments, such as personnel affairs, general planning, TQM promotion, and overseas business. Furthermore, management-related departments also need to carry out strategic collaborations with on-site departments handling technical, production, and sales matters, as well as with suppliers (parts manufacturers) (Amasaka, 2004a; Amasaka, Ed., 2007a).

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