

Chapter 8

Strategic Stratified Task Team Model for Innovating Business Processes

ABSTRACT

To gain the position of a top runner of the 21st century, the author introduces the application study of driving force in New Japan Model (NMT) strategy that contributes to the evolution of Japanese automobile manufacturing strategy. In this chapter, the author refers to the significance and validity of Strategic Stratified Task Team Model (SSTTM) employing Strategic Cooperative Creation Team (SCCT) between the auto-assembly maker Toyota and typical non-affiliated supplier NOK. The validity of SSTTM is verified by successfully applying it to the technological problem automobile transaxle oil seal leakage of development design bottlenecks at auto manufacturers.

INTRODUCTION

Today's management challenge of manufacturer is to provide high QCD (Quality, Cost, and Delivery) products ahead of competitors through market creating activities, with priority given to customers. To accomplish manufacturing that places top priority on customers with a good QCD in a rapidly changing technical environment, it is important to develop a new production technology and establish new process management to enable global production. For the automobile manufacturing industry, the key to success in global production is systematizing its management methods when modeling strategic SCM.

The author analyzes and proves the significance of strategically employing NMT (New Manufacturing Theory, Refer to Chapter 4 and 5) at Japanese automobile manufacturing (Amasaka, 2000a, 2002, 2007a, 2009a, 2011, 2013, 2014abc, 2015, 2016, 2022). In the implementation stage, automobile manufacturers endeavoring to become global companies are required to collaborate with not only affiliated companies, but also non-affiliated companies to achieve harmonious coexistence among them based on cooperation and competition called "Japan Supply System" (Amasaka, 2000b, 2008a).

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Particularly, as white-collars are prone to be obsessed with their daily work, the business process is likely to become routine. It is a crucial task of today to innovate the business process through creation of value, for which strategic team activities where related fields can collaborate autonomously and mutually are indispensable. Specifically, to actualize manufacturing of excellent quality as the application study of driving force in NMT strategy, the author employs the Strategic Stratified Task Team Model (SSTTM) for strengthening SCM strategy by a typical case study (Amasaka, 1999, 2004a,b, 2008b, 2012a,b,c, 2015, 2008a,b, 2017).

Concretely, the author verifies the validity of SSTTM by Strategic Cooperative Creation Team (SCCT) activity between auto-assembly maker Toyota and non-affiliate supplier NOK through the solution of bottleneck problem “automobile trans-axle oil seal leakage” of the worldwide automobile manufactures for realizing simultaneous QCD fulfilment (Amasaka, 2004c,e, 2015b, 2012c, 2017, 2020; Amasaka et al., 2007; Amasak, Ed., 2007a,b, 2012).

REFORM OF JAPANESE-STYLE FOR INNOVATING BUSINESS PROCESS

Needs for the Reform of Japanese-style Management Technology

Looking at the recent automobile recall problems, the author see rapidly increasing

manufacturing quality issues with their roots in technological product design and product (Joiner, 1994; Nihon Keizai Shinbun, 2000, 2006; Amasaka Ed., 2007ab; Amasaka, 2008c). The author cannot be content with simply resolving individual technical issues. Rather, it is necessary to evolve core technologies that result in the overhaul of every business process from development and production to SCM, and establish and systematically apply a new management technology model that intelligently links them together (Amasaka, 2004a). The top priority issue of the industrial field today is the “new deployment of global marketing” for surviving the era of global quality competition (Kotler, 1999; Amasaka, 2004a). The pressing management issue particularly for Japanese manufacturers to survive in the global market is the “uniform quality worldwide and production at optimum locations” which is the prerequisite for successful global production.

To realize manufacturing that places top priority on customers with a good QCD and in a rapidly changing technical environment, it is essential to create a core principle capable of changing the technical development work processes of development and design divisions (Amasaka, 2004b, 2005a). Furthermore, a new quality management technology principle linked with overall activities for higher work process quality in all divisions is necessary for an enterprise to survive (Burke and Trahan, 2000; Amasaka, 2004b). The creation of attractive products requires each of the sales, engineering/design, and production departments to be able to carry out management that forms linkages throughout the whole organization (Seuring et al., 2003; Amasaka, 2000b, 2004a). From this point of view, the reform of Japanese-style management technology is desired once again. In this need for improvements, Toyota is no exception (Goto, 1999; Amasaka, 2004a).

Similarly, it is important to develop a new production technology principle and establish new process management principles to enable global production. Furthermore, new marketing activities independent of past experience are required for sales and service divisions to achieve firmer relationships with customers. In addition, a new quality management technology principle linked with overall activities for higher work process quality in all divisions is necessary for an enterprise to survive (Amasaka, 2007b).

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