

Such contradictions will bring a company to go bankrupt!

Series 1-7

こんな矛盾は会社をつぶす シリーズ1 :

Such contradictions will bring a company to go bankrupt! Series 1

1, はじめに

今回のシリーズで、私は間違った戦略展開の例として、容易に企業倒産を招く例を紹介したいと思います。第一番目は一時的な利益を求め、製品の品質や性能を無視した結果、社会問題となり、大きな損金を招いた企業事例であり、極めてまずい戦略展開の例です。

At this series, as an example of a company using a wrong strategy, I would like to introduce an example that easily will be made the corporate bankruptcy. The first series is some companies which wanted to get profits but neglected the product quality and performance. After that they became a social problem and were caused a large loss. These cases are very bad strategy usage cases.

Secret stories by corporate consultants and outside corporate teachers

Such contradictions will bring a company to go bankrupt!

- 1, Companies to apologize by scandals
- 2, Company focusing some wrong general kaizen theories
- 3, Companies focusing on some wrong kaizen techniques
- 4, Companies looking for excellent young people without a strategy
- 5, Examples of new product makings neglecting customers' needs
- 6, Examples of reckless strategy development without self-analysis
- 7, Consulting activities neglecting management analysis

Waste of time and money

Lots of contradictions!

When you will analysis some companies by using formal management skills, you will catch their strange activities.

Examples of strategy deployment failures

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2, 日本の多くの企業が目指してきた製品開発戦略

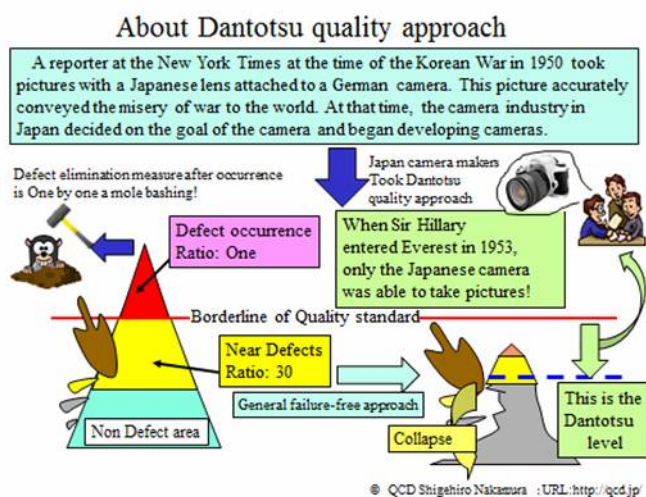
品質や顧客無視の戦略を取って社会問題を起こした企業例を紹介する前に、私は日本をリードしてきた優良メーカーの取り組みを紹介することにします。図をご覧ください。これはダントツ品質を目指した日本のカメラメーカーの取り組みです。ハインリッヒの原則の視点で見ると、一般企業は産業界が定めた基準を満たせば良品となります。しかし、日本のカメラメーカーは世界レベルをはるかに超えた品質レベルを追及しました。その結果、現在、日本のカメラの品質は一流となり、国際的な販売シェアも1番です。しかし、不祥事を起こしてきた企業はこの図に示した戦略は取らなかったため、CSRの問題を起こしてきました。

Before I will introduce same examples of companies that took up social problems by taking

bad quality strategies and neglecting customers, I will introduce the efforts of the best manufacturers who were leading Japan makers. Please look at this figure. This shows an indication of the efforts of Japanese camera manufacturers aiming at the quality of Dantotsu and Dantotsu is the extremely high quality.

By looking from the viewpoint of Heinrich's principle, if a product meets the criteria established by the industry, it becomes a good product. However, Japanese camera manufacturers pursued quality levels far beyond the world level. As the result, the quality of Japanese cameras at present is top notch. Now the international sales share is also No. 1.

However, companies that have caused misconduct having not taken the strategy shown in this figure, so they have caused CSR problems. CSR is corporate social responsibility

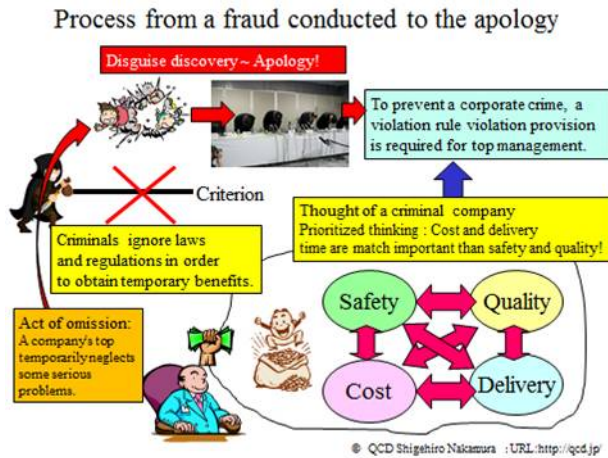


3, 不祥事を起こす企業の戦略

そこで、これから、不祥事を起こした企業の戦略を解析して行くことにします。誰でも知る通り、企業の不正行為が発覚した後に起こる事態はこの図に示した通りです。これから判ることは、この企業が一時的な利益を求めたとしても、無意味な活動になるはずでず。しかし、なぜか？多くの不正行為が報道されてきました。その理由は犯罪者だけが持つ考えであり、私の犯罪は発覚しないと考えたためと考えられます。

So from now on, I will analyze the strategy of some companies that caused the social scandal. As everyone knows, what happens after corporate fraud has been discovered is as shown in this figure. Even a child knows that even if this company seeks temporary benefits, it will be meaningless. But why many fraudulent acts were being reported? That is a question. The reason will be only the criminal's idea and thought that my crime was not to be found by everybody. To prevent a corporate crime of this type, a violation rule violation provision is

required for top management.



4, 違反行為の事例

この表は最近報道された企業犯罪の事例です。この事例を見て判ることは、犯罪行為は一時的な利益を得たとしても、その戦略が全く意味をなさないことが判ります。また、企業犯罪の防止には、経営トップに対する膨大な規則違反賠償請求規定が必要であると考えます。

This table shows cases of corporate crimes reported recently. What you can see from each example is that even if a criminal act gains temporary benefits, that strategy makes no sense at all. And to prevent corporate crimes of these types, a violation rule violation provision is required for top management.

Cases of corporate crimes reported recently

Company(issue)	違反行為の内容	対策費又は影響
M(Nov.2017) Material manufacturer	Tampering case shipping products that do not satisfy the criteria with packing used for aircraft and automobiles, copper strips for parts for automobiles	Approximately ¥7.5 billion
S(Nov.2017) Material manufacturer	The alteration of data was discovered with 4% of shipment of aluminum and copper products (aluminum product: about 19,300 tons, copper product: about 2,200 tons, aluminum casting product: about 19,400 pieces)	Claim countermeasure fee is unpublished (quality automatic monitoring facility investment 10 billion yen)
N(Oct.2017) Car Maker	Final inspection conducted by non-qualified workers	Sales are below 1 million units
S(Oct. 2017) Car Maker	Final inspection conducted by non-qualified workers,(About 30years)	25万台リコール
M(Jan.2017) Car Maker	Disguised fuel performance, 8 models stop selling	Fund surcharge: 480 million yen, deficit: 150 billion yen
T(Aug.2015) Earthquake resistant rubber	Anti-earthquake rubber camouflage of buildings, 189 kinds of railway vehicle manufacturers and 18 shipbuilding affiliated companies delivered 97,804 illegal parts	By 2015 alone profit 61% reduction All the buildings were renovated
V(Nov.2015) Car Maker	Impersonation case on exhaust emission standard	Parts exchange: € 6.5 billion: ¥ 870 billion US penalty: \$ 18 billion

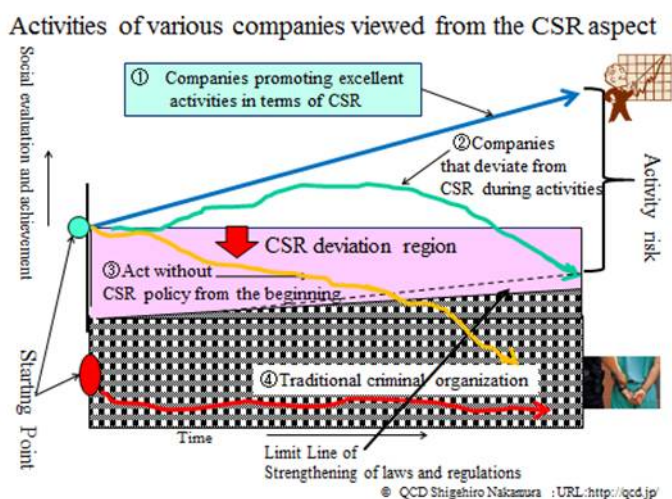
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5, CSR 面から見た各種企業の活動

では、CSR 面から見た企業の活動をこの図と共に示したいと思います。企業の活動形態

は丸印と数値で示した4タイプに分かれます。丸の1番は優良企業です。注意すべきは丸の2と3です。この企業は活動と共にCSRを逸脱する企業です。また、丸の4は犯罪を目的に組織された企業です。

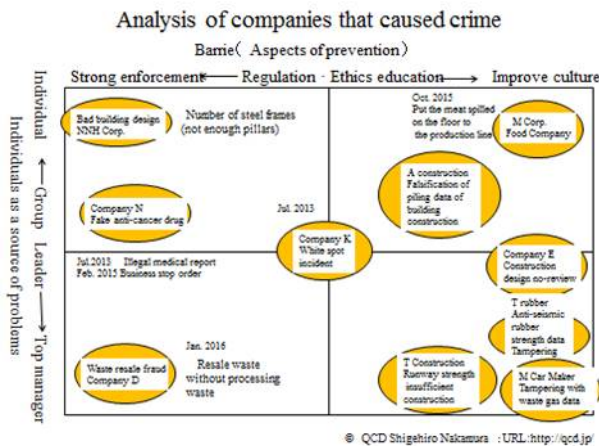
I will present activities of various companies viewed from the CSR aspect by using this figure. Types of corporate activities are divided into four types indicated by circles and numerical values. Circle No. 1 is a good company. You should be careful of circle No.2 and No.3. These companies are deviating from CSR year by year and make CSR problems later. And circle No.4 is criminal organization.



6, 犯罪を起こす企業の解析

ここで、中村氏が犯罪を起こした企業の分析を行った例を紹介したいと思います。図をご覧ください。犯罪は、個人や企業にいるリーダーが核となり発生するため、縦軸は犯罪を起こす要因としました。横軸は対策方式です。このマトリクスを使って今まで起きた企業犯罪を丸枠で示しましたが、この図を使うと対策法が整理されます。

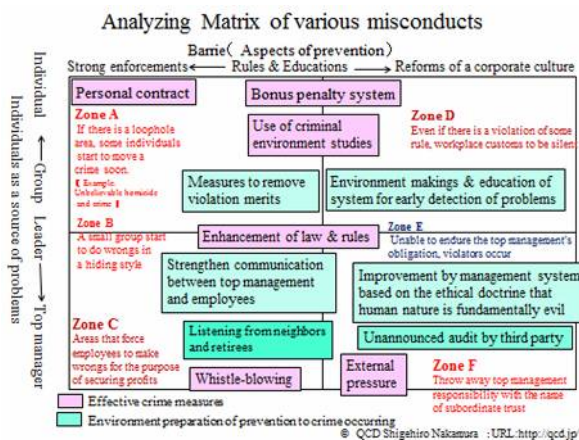
I would like to introduce an example where Mr. Nakamura analyzed the company that caused the crime. Please look at the figure. A crime has a leading person in an individual or a company, so the vertical axis is a factor causing a crime. The horizontal axis shows countermeasure methods. If you will use this matrix, you will find corporate each crime that is written with a circle frame, and when you will use and analysis a case on this figure, you will find measures against each case.



7, 企業犯罪と対策マトリックス

企業犯罪と対策マトリックスの利用法について解説することになります。これは各種の不祥事と対策法を一覧化した図です。対策法をピンクの枠で示しましたのでご参考下さい。企業活動において、あなたは相互信頼の関係上、企業の不祥事撲滅に当たり人を疑う対策は出来るだけ取りたく無いはずですが、しかし、問題が生じてから反省する対策は避けるべきです。そのような場合、空色で示した犯罪防止を整備する対策をお奨めします。

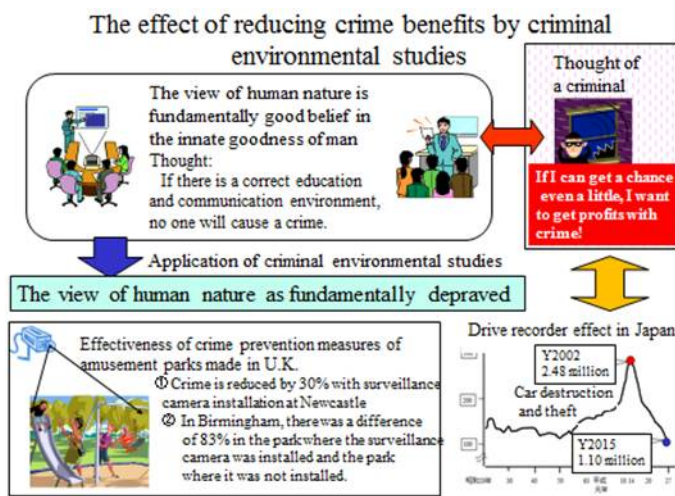
I will present usages of analysis of companies that caused crime from now! This is a diagram which is listing various scandals and countermeasures on one figure. There are many ways to prevent crime. So I wrote the example with each pink frame. If you think, there is a valid method in these examples. Please use them in your workplace. Because of mutual trust in business activities, we should not take as much as possible measures to doubt people in eradicating corporate scandals. However, we should avoid countermeasures to reflect after problems arise. In such a case, I recommend measures to maintain crime prevention shown in sky blue. These ideas are environment preparations of prevention to crime occurring.



8, 環境犯罪学適用例

現在、環境犯罪学が犯罪防止に最も大きな成果を挙げてきました。この理論は「犯罪者は犯罪が容易な環境を得ると、一時な利得を得るために法や規則を犯す」という研究です。そこで、この理論の適用例をしめすことにしました。皆様には、企業内でもこの種の手法のご利用をお奨めしたいと考えます。

Recent years, environmental criminal investigation is making many great achievements in crime prevention. This theory shows “if a criminal will get a good criminal circumstance, he will soon start his criminal job to get a temporary gain even if there are strict laws and regulations”. So, we decided to apply this theory. We would like to encourage everyone to use this type of technique even within the company.



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こんな矛盾は会社をつぶす シリーズ 2 :

Such contradictions will bring a company to go bankrupt! Series 2

一般論に酔う会社 : Companies that get drunk in general theories

1, はじめに

今回は一般論に酔い、戦略と戦術を混同して導入した結果、成果があがらない企業の取り組みを紹介したいと思います。

I would like to introduce actions of some companies that are Companies that get drunk in general theories. These company think strategy as tactics. Therefore, their activities finished with temporary management effect.

Secret stories by corporate consultants and outside corporate teachers

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Waste of time and money

Lots of contradictions!

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Examples of strategy deployment failures

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2, 戦略と経営を丸投げする企業 (No.2-No.4)

(1) 戦略と経営を丸投げする企業は倒産する傾向が強いわけですが、その状況をまとめると図のようになります。

Companies that have no interest about company strategy and company management technology tend to go bankrupt, but the survey results are as shown in this figure.

Reasons for corporate bankruptcy

Corporate bankruptcy reasons ranked by President Noguchi of Yaoki-kai

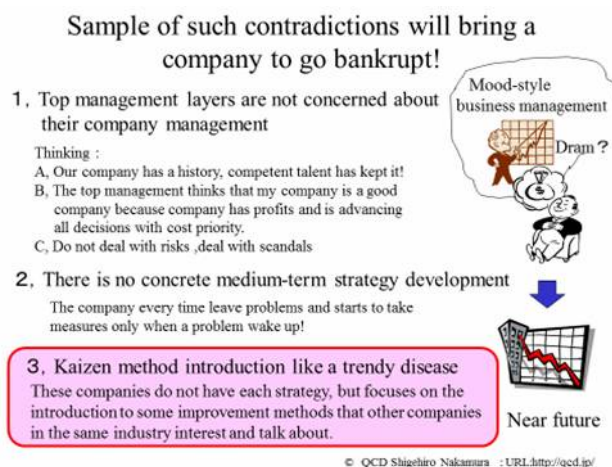
- 1st: Manager's pride, overestimation of management ability
- 2nd: Lack of employee training
- 3rd: Lack of business purpose, goal, plan
- 4th: Lack of industrial information and response to environmental changes
- 5th: Lack of new products, delay in technological development
- 6th: Family rift, bad effect of family management
- 7th: Intermingling of public policy with private interest, lack of management philosophy
- 8th: Lack of decision and implementation ability
- 9th: Lack of management through figures and lack of study
- 10th: Autocrat, lack of reflection

2

(2) こんな矛盾か会社をつぶす。

さらに倒産する会社の活動の傾向はこのような3点になります。今回、この中から3番目について解説します。

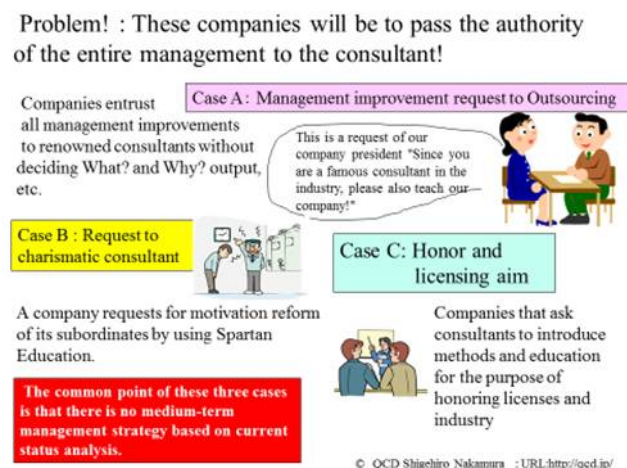
In addition, characteristics of these bankrupt companies are such three points. At this series I will present No.3.



(3) コンサルに頼る企業

ハヤリ病的な改善を進める企業の多くは、ここに示したような基準でコンサルタントに総てを任せる状況が多いわけですが、戦略を持たない会社の場合、その取り組みは経営を丸投げする形態となります。このため、奇妙な活動となる例が多く発生します。

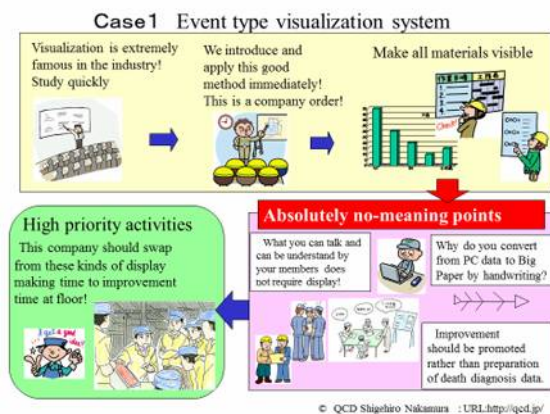
At these kinds of Kaizen method introduction types like a trendy disease, Companies of this type will leave everything to consultants on the basis as shown here. For this reason, in the case of a company that does not have a strategy, the effort will be to pass the authority of the entire management to the consultant. For this reason, many cases occurred that are strange activities introduced in following figures.



3, 事例1 : お祭り方の「見える化方式」: Event type visualization system

では、好ましく無い手法活用の例を紹介することにします。事例1はお祭り方の「見える化方式」の例です。企業が抱える問題を顕在化して対策することは重要です。ディスプレイはその手段です。しかし、図のような活動では経営成果は出ません。企業の活動戦略の一つは製品製造と改善による成長です。見える化対策はその手段の一つにすぎません。中村氏の企業指導例では、この種の資料作成の時間を改善に向けた結果、短期間に大きい改善を得た例がありました。

From now, I would like to present the visual system. Case one is Event type visualization system. The purpose of using this method is to solve problems early, it is a measure to make employees realize management problems and share them. However, business achievement does not come out in activities like these actions. One of the aims for companies to develop strategies is growth through product manufacturing and improvement. Visualization is just one of means. In Mr. Nakamura's corporate teaching example, he swapped it from these kinds of display making time to improvement time, there was an example in which great improvement was obtained in a short period of time.

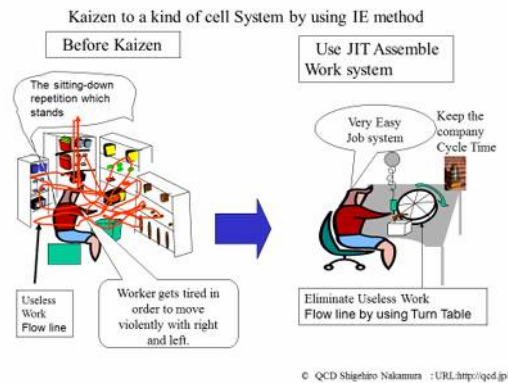
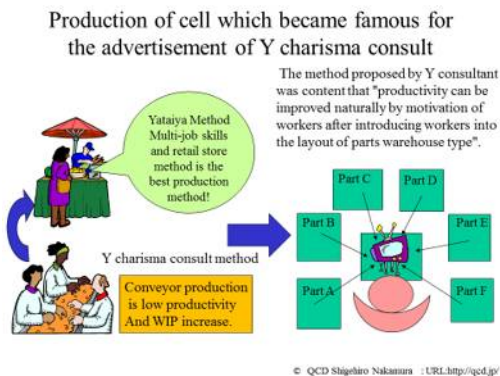


4, 事例2 : セル生産 : Cell Production (図6-7)

事例2はカリスマ・コンサルタントの活動で有名になった例です。図のような形式を多くの企業が真似ましたが、宣伝したほどの効果は出なかった。しかし、図のようにIEを使った企業では左側の方式の2倍もの生産性になった例が多数ありました。

Case 2 is an example of becoming famous for Y charismatic consultant's activities. Many companies imitated the format shown in the figure, but they did not have the same effect as they advertised.

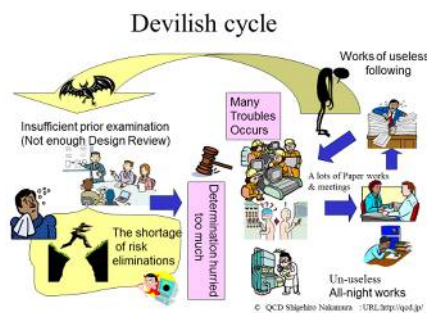
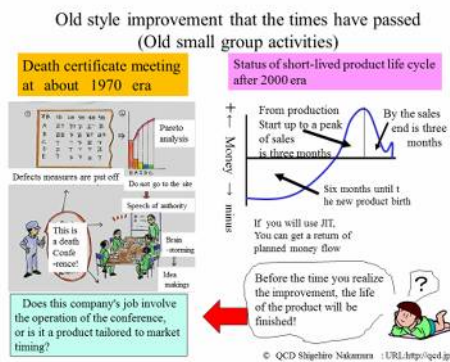
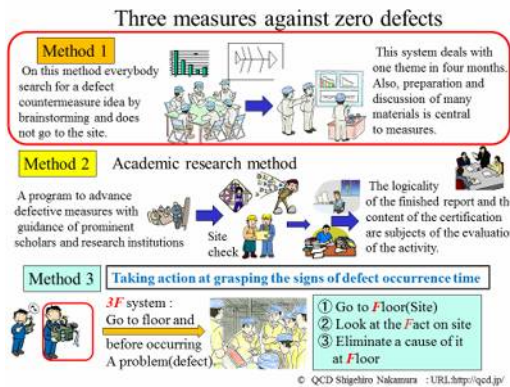
However, as shown in the figure, in companies using the IE method, there were many examples that resulted in twice the productivity of the method on the left side.



5, 事例3 : 不良対策

不良対策には3つの方式があり、我々は3番目を進めるべきです。ところが、1番目を熱心に進める企業があります。この方式を選択する企業戦略は従業員の融和が充実した結果、不良減の活動が進むという考え方です。しかし、この方式は死亡診断書方式であり製品ライフサイクルへの対応ができません。さらに、悪魔のサイクルを招く危険があります。

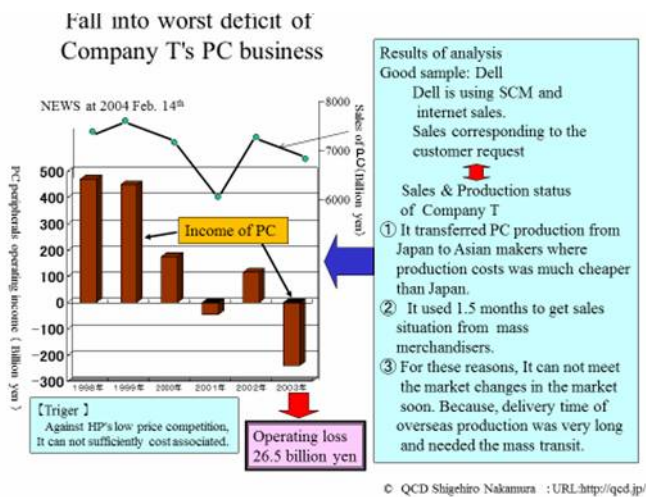
There are three ways to deal with defects, we should proceed third. However, there are enterprises that will enthusiastically advance the first method. The corporate strategy of choosing this method is the idea that as a result of fulfilling the harmony of employees, activity of reducing defects progresses. However, this method is the death certificate method and can not correspond to product life cycle. In addition, there is a danger of inviting the devil's cycle.



6, 事例4 : 安い人件費を求めた海外生産

1980年頃、アジアに安い人件費を求めて海外生産を展開した企業がありました。しかし、この戦略は欠点が生じました。製品ライフサイクルが短いPCなどの場合、多くの不要在庫を産み、膨大な減却資産による損金を生んだためでした。以降、多くの企業は市場変動が少ない製品は海外生産、変動の多い製品は国内回帰策を採りました。

Case four is the overseas production strategy. Around 1980, on Japan there were many companies that developed overseas production in search of cheap labor costs in Asia. For PCs with short product life cycle, Japanese companies remained a lot of unnecessary inventory and gat huge expenses. Since then, many companies decided to make overseas production of products with less market fluctuations. In addition, they adopted domestic return measures for products with large fluctuations.



7, 事例5 : 5S

最後の事例は5Sです。これはよく見る5S対策方式です。しかし、発生源を対策しないで掃除を繰り返す方式は全く利益を生みません。しかし、5Sの結果が美化となるため、この種の対策を熱心に進める企業が多数あります。我々が5Sを戦略的に使って経営効果をあげるためには、この表に示した、中村氏が示した科学的改善を進めるべきです。さらに、あなたが戦略的経営効果をあげるためには、私はこの図に示した利用方式をお勧めします。

The last case is five Ss. This shows one of the common five Ss' action policy. However, this kind of only clean up method will not make produce any profit at all. However, as the result of 5S becomes beautiful, for this reason, there are many companies are using this kind of method. In order for us to strategically use five Ss to improve management effect, we should proceed this method shown by Mr. Nakamura in this table. Furthermore, in order to increase your strategic management effect, I recommend the usage method shown in this figure to you!

Definition of 5Ss in companies that aim for beautification

Seiri: Removal of unnecessary items & materials
 → Unnecessary asset retirement
Seiton: Place items and materials side by side & beautiful
Seisou: Only clean up → What is the source measure?
Seiketsu: Preventing disarray of wearing and keeping good business manner

One factory top said that he was continuing to clean every day for 3 years in order to beautify in measures against 5Ss. So, I asked "What is the profit you gained in that activity?"

I never calculate it!

Management strategy point of view
 Example of this kind of clean up cost
 $2\text{Hr/Week} \times 4\text{W} \times 12\text{M/Y} = 96\text{Hr/Y}$
 Seiri = Removal of unnecessary items & materials?
 This action makes the loss money!
 Why don't you use JIT!

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Definition of management directly type 5Ss improvements

5S	Point of view of technique utilized	Application technique
Seiri ↓	Promote WIP reduction and lead time reduction by the balance measures of input and output	JIT
Seiton ↓	Measures to improve the preparation and efficiency of work	Principle of motion economy
Seisou ↓	Also it measures a small problem at the time of discovery. Example: Forced degradation measures of equipment, of failure or injury factor measures	QTAT
Seiketsu	Excavation and prevention of look hard to risk in the eyes	PPA
Situkce ↑	Pursue the ideal of work	Self-help

Memo QTAT: Quick Turn Around Time, PPA: Potential Problem Analysis



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The scope of the management directly type 5Ss methods

Effect Elements	Quality	Cost	Delivery	Safety	Morale
Material					
Design					
Machine		TPM-5S			
Measurement		Cost Down 5S			
Method	Zero Defect 5S	Motion economy 5S		Safety 5S	
Man & Woman					Beautification 5S
Information Management			JIT-5S		Office 5S

Management directly type 5Ss 5S improvement are for the purposes of some management effect

- JIT-5S: Use JIT Improvement and shorten delivery time current assets turnover ratio
- Motion economy 5S: Use IE Waste elimination of a work motion
- TPM-5S: Machine downtime reductions
- Zero Defect 5S: QTAT Take advantage of Heinrich of principle
- Safety 5S: Potential Problem Countermeasures
- Cost Reduction 5S: VE program usages To all apply the scientific method improvement

5S target is Improvement of work environment and Morale of employees

- Beautification: Clean up 5S
- Office 5S
- Improvement of manners and habits

Activities that management effect can not be expected

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シリーズ3：改善と労働強化を混同（改善放置で働き方改革）

Such contradictions will bring a company to go bankrupt! Series 3

1, はじめに

今回、私は、収益確保のため、人件費削減を目的に改善の名を借りて活動する企業の例を紹介することにしたいと思います。当然この種の活動は一般企業が行う改善とは全く異なる取り組みであり、人間無視のアプローチです。このような理由から、この種の企業では、従業員のリストラ、労働強化、過労死といった社会問題を起こしてきました。

At this series, I would like to introduce worst examples which some companies in order to secure profit, use wrong Kaizen thinking and did with the aim of reducing the personnel costs. Of course, this type of activity is a totally different approach from the improvement done by general corporations, a human ignorance approach. For these reasons, these types of companies were caused social problems such as unfair dismissal of employees, labor strengthening and death from overwork.

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2, あるべき企業発展戦略

このような問題の発生を避けるため、企業が改善後の人材の活用計画を事前に用意するという戦略を紹介します。この項目は一般的に企業が進めてきた改善と共に進めてきた人材活用法を列挙したものです。ここには、先ほど解説した間違った改善はありません。

このような思想を具体化する一手段として、日本企業が進めて来た改善思想と効果について簡単に触れることにします。

In order to avoid the occurrence of such problems, I will introduce the strategy that companies prepare plans to utilize human resources after improvement in advance. These are examples of reserve management items advanced by companies that value employees. There is no wrong improvement described here at all.

As a mean of materializing these ideas, I shall briefly touch on the improvement ideas and effects that Japanese companies have advanced.

Examples of items set up before labor-saving improvement advanced by companies that value employees

- Train and secure human resources to prepare for many problems to prepare for new products
- Replenish the personnel of the survey research of excavation of new products
- TPM: Securing personnel to speed up from reduction of machine failure time due to participation of all
- Securing personnel of human resources to Zero defects and quality improvement measures
- Improve proposal by establishing improvement team and revitalize speedy
- Absorption of on-site indirect work by multi skill up
- Promotion of various themes by mastering highly specialized technologies
- Securing new product relation and launch personnel and various advance measures
- Sales support including customer satisfaction and contribution to society
- Example: New planning measures called after-sales service and recycling measures
- Guidance and assistance of affiliated companies and suppliers
- Securing human resources to expand and expand production of products abroad
- Eradicate the fluctuation factor of attendance rate by multi skilled personnel
- Securing personnel for various anonymous projects (including survey) such as business expansion
- Others



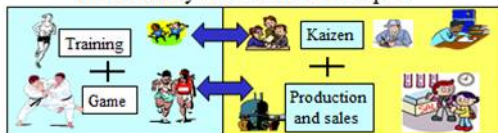
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3, 日本企業が進めて来た改善

ここに示した3点は、人間尊重を中核に、日本企業が進めて来た小集団活動の狙いと成果です。特徴的な内容は「従業員が何のために改善を行うか」を良く理解した活動となっている点です。このため、小集団マネジメントはボトムアップ改善マネジメントの名で海外に普及しました。

The three points shown here are the aims and achievements of small group activities that Japanese companies have promoted with respect to human beings as the core. The characteristic content is that it is an activity that understood well "what an employee should do for improvement". For these reasons, the small group activity management spread overseas under the name of Japanese style bottom-up improvement management.

Productivity drive efforts in Japan



- A. One day 0.1% Kaizen Effects
 $(0.1\%/\text{day}) \times (25\text{days}/\text{M}) \times (12\text{M}/\text{Y}) = 30\%/\text{Y}$
 Productivity Up! In Three years makes $1.3 \times 1.3 \times 1.3 > 2$
- B. All workers and staff members participate in the improvement!
 Concept: the improvements made by those who know their work well are cheap but sure.
 Especially, they contribute greatly to quality improvements.
 $0.1 \times 200\text{people} = 20\text{people}$ In 200 companies, 10% improvement is comparable to the introduction of 20 universities!
- C. Develop leaders and uplift their enthusiasm!
 Small group improvement activities have a element of organization management control. For this reason, in particular, even without educating administrators, human resource development that demonstrates leadership spontaneously is advancing.

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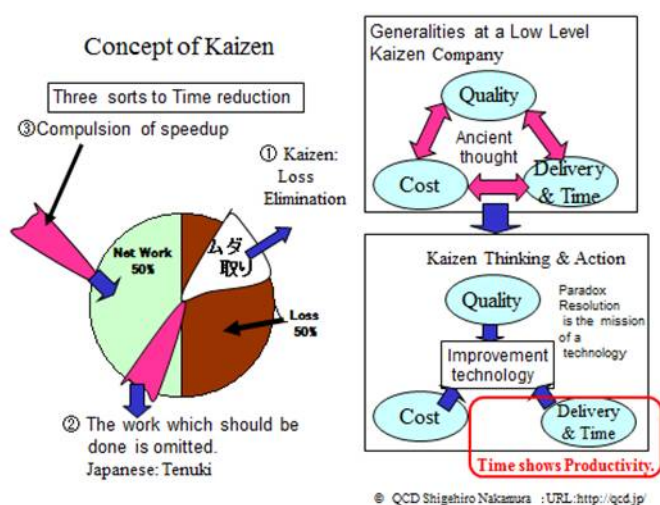
4, 改善と労働強化の違い

この図の右側はトヨタ・JIT 誕生と共に産業界に公開された内容であり、故・鈴木氏は労働強化と改善、手抜きに関連を明確に示した内容です。これを見ただけで、皆様は、明確に先の間違った人員削減とムダ排除を行う改善の差が理解されるはずです。さらに時の図の

右を見ると、コストを重視して品質と納期や今回のテーマに関する生産性を軽視すべきでないことが判ります。

The left side of this figure is the content published to the industry along with Toyota JIT birth, and Late Mr. Suzumura clearly showed the relationship between labor strengthening, improvement, and against a production standardization rules omission which Japan called Tenuki.

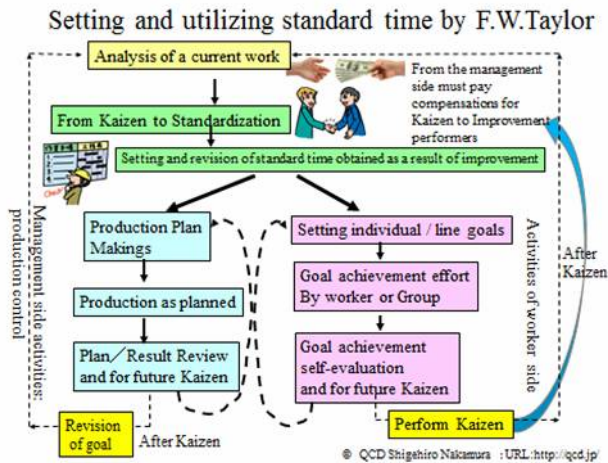
If you will focus only the cost and neglect productivity and quality, it will make a wrong production system. When you will look at the right side of the diagram, you shall find its problem soon!



5, 標準時間管理

製造業は絶え間ない生産性向上が必要です。この対策を科学的に進めるため、1900年に入る前、Frederick Winslow Taylor氏が人間尊重と共に進める標準時間管理を確立しました。この図がその体系です。もし、標準時間の設定と活用の詳細を習得したい場合、OnDeCo-Eシリーズ2をご利用下さい。

Manufacturing industries have to do constant improvements in productivity. In order to advance this measure scientifically, before 1900, Frederick Winslow Taylor established the standard time management which advances with human respect. This figure is the system. If you want to learn more about setting and utilizing standard time, please use OnDeCo-E Series 2. There are very details about it.

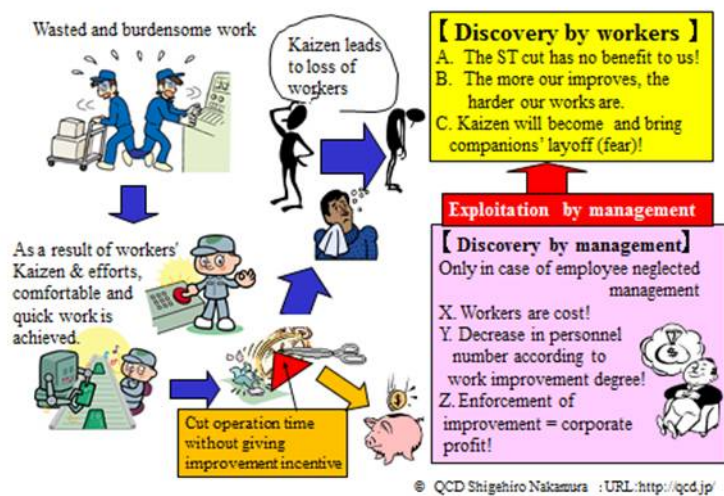


6, F.W.テラーの時代からあった ST カット問題

しかし、「労働をコスト」という誤った考えを持つ経営者がいました。これは社会問題である従業員無視のマネジメント方式です。この問題は F.W.テラー氏の時代に明確化され、彼の著書「科学的管理法」に詳細に裁判の経過と共に詳細な内容が述べられています。しかし、残念なことに、今も、この問題を繰り返す企業があります。その要点はこの図にまとめた通りです。

However, there were executives who had the wrong looking point. They thought "labor is just a cost". This was the management method that ignores employees and the CSR problem. This problem was clarified in the era of Mr. F. W. Taylor and detailed contents are stated in detail in his book "scientific management law" with the course of the trial. Unfortunately, however, there are still some companies that repeat this problem. Main points of it are summarized in this figure.

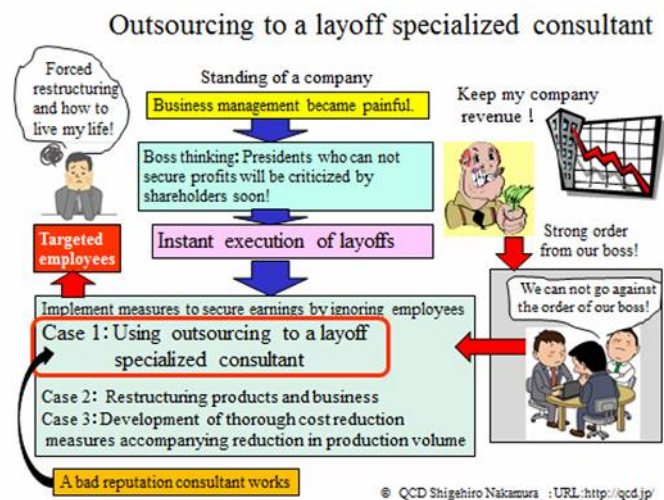
ST cut problem which was problem from F. W. Taylor era



7, レイオフ委託コンサルの存在

現代も企業収益低下に伴い、収益向上対策に努力をせず、従業員の首切りを選択する企業がまだあります。しかも、この図の企業は、管理者達が従業員の反発などを回避して首切り専門のコンサルに依頼する例です。しかし、この種の対策は一時的に企業収益を得ても、将来に大きな遺恨を残すばかりか、この企業の社会的信頼を失います。

With the decline in corporate earnings, there is still a company that does not make efforts to improve earnings but selects employees' elimination soon. Moreover, the company in this figure is an example where administrators ask consulting specializing in order to avoid repulsion etc. by employees. However, even though if this kind of measures temporarily gains corporate profits, it will not only leave a big grudge in the future but also lose the social trust of this company.

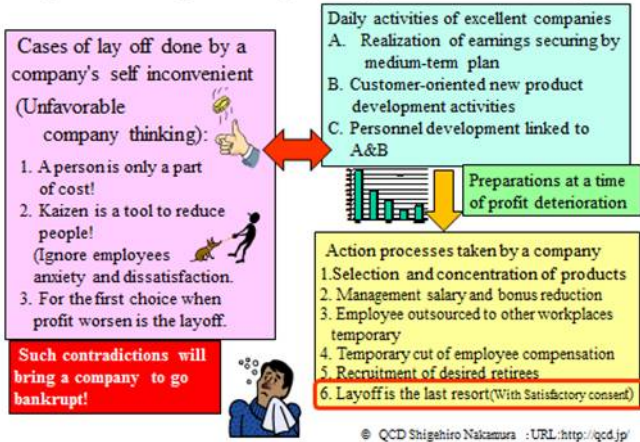


8, 企業の収益確保戦略とレイオフの順番

企業収益の悪化が極限に達した時、企業では最終策としてレイオフや首切りの断行が必要になることがあります。そこで、私はそのような状態に至らせない戦略と、レイオフの順番を整理しました。当然、従業員を大切にする企業では、正しい活動は、図の左側ではなく右側です。また、レイオフは最終策になるはずでず。

Unfortunately, when the deterioration of corporate earnings reaches its limit, enterprises may need layoffs or departure as final measures. For this reason, I tried to organize the strategies that will not lead to such a state and the order of layoffs. Naturally, in a company that values employees, the right activities are not on the left side of the figure but on the right side. And the layoff should also be the final solution.

Corporate earnings securing strategy and the order of layoff



Such contradictions will bring a company to go bankrupt! Series 4

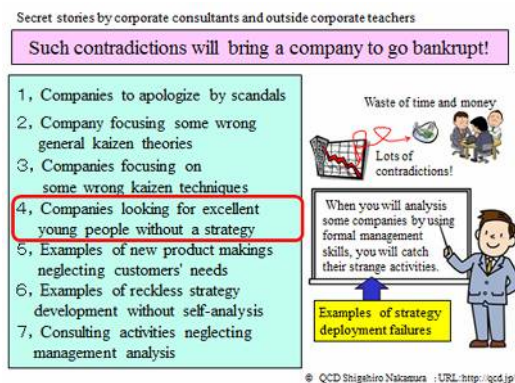
発展実務なしに若手の募集：

Companies looking for excellent young people without a strategy

1, はじめに

2018 年現在、日本産業は少子高齢化も関与して人手不足の状態です。このような状態になる前、日本では製造業に努めた若者が 3 年間で 37% も辞めて行く状況でした。そこで、今回、私はその要因を企業発展戦略の見地から整理して行くことにしたいと思います。

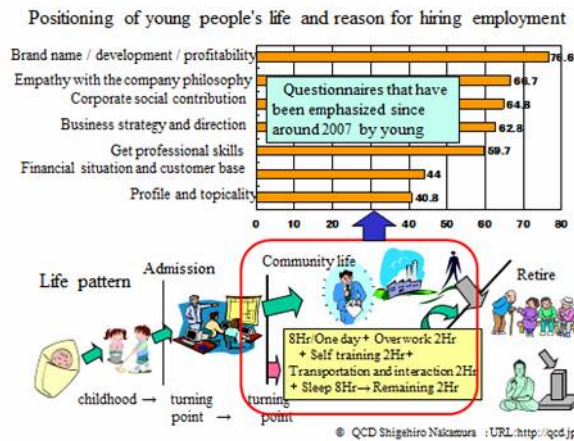
As of 2018, the Japanese industry is in a state of lack of personnel involved with a declining birthrate and aging population. Before this kind of the situation, young people who tried in the manufacturing industry in Japan were resigning every year 37% in 3 years. So, at this series, I would like to analyze this problem from the corporate managing strategy point of view.



2, 若者と企業の就職

最初に若者がどのような理由で企業の選定を行うか?という内容を分析することにします。図の上はその理由です。若者達にとって職業の選択は自由です。図の下に示したように、個人の人生において重要な時期に企業を選択するという条件を考えると、あなたはこのアンケートに示した企業選択条件は極めて自然と判断されるはずです。逆に、この種の対策を進めてこなかった企業が若者を集めることは困難となるでしょう。

First of all, I will analyze the contents about "what reason do young people do business a selection?" The upper part of the figure is the reason about it. As shown in the bottom of the figure, considering the condition that young people select enterprises at an important time in personal life, you will be to be judged that the enterprise selection conditions shown in this questionnaire are extremely natural decision I think. On the contrary, companies that did not proceed with this kind of measures will have difficulty to gather young people.

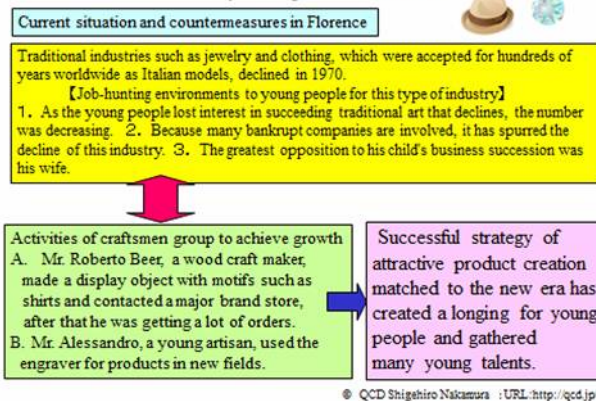


3, 衰退企業の若手募集が難しい理由

日本では長い歴史と伝統を持つ有名だが、若手が集まらない企業が多い。この種の状況は海外でも同じであり、共通点がある。そこで、その代表例としてイタリアの例を分析して図に示した。この分析で判ることは、発展の期待と収入が得にくい企業には若者達が集まり難い。その理由は、この企業では、まず、社長の奥様が、自分の子弟を跡継ぎにすることに反対するためです。これに対し、時代の変化に対応して伸びる企業には人が集ります。この比較から、企業は若者達を集める対策の前に、企業発展戦略の策定と実践を示すことが必要であることが判ります。同じ現象はあなたが有名スポーツで見ると通りです。例えば、近隣でオリンピックの金メダル取得、サッカーやフットボール有名選手などが出ると、若者があこがれと共に集まる現象です。

In Japan there are many companies with long history and tradition, famous, but young people do not want to get a job. This type of problem is exactly the same overseas, and there are some similarities. So, I analyze it using the Italian example as a representative example and shown in this figure. What we can see in this analysis is that it is very difficult for young people to gather for companies which are unlikely to have expectation elements of development and income. The reason is that in this company, first, the president's wife will oppose to making their children and children a successor. On the other hand, young people gather to companies that grow in response to changes in the times. From this comparison we can know that before gathering young people, the company has to show them the corporate development strategy and its results. You can see same phenomena in a famous sport like Football, Soccer, Ski, and others. For example, when a gold medal of Olympic games, famous football players and baseball players will born in the neighborhood, many young people with longing gather together will be to a sport.

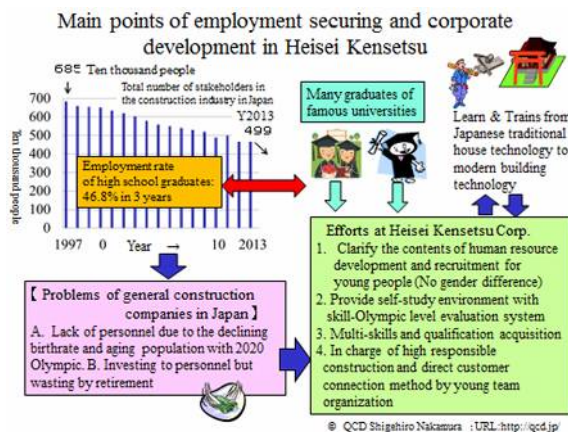
Traditional industry situations that were viewed in Italy as a problem in 2006



4, 事例：平成建設

ここで、私は若手が集まり、発展する企業の例を紹介することにします。平成建設の取り組みです。日本の建設業界は3年以内に46.8%も就職した新人が辞める状況ですが、この企業では、有名大学卒業生が多数就職し、定着率が高く、人材育成と企業発展を同時に進めてきました。産業界では「企業は人なり」と言い、この企業の活動は図に示した通りです。この企業の特徴は、企業発展戦略を実現して行くため、未来に発展する目標と目的を明確に示し、活動を個人ベースまで展開して自助努力を促す方式を進めてきた対策です。

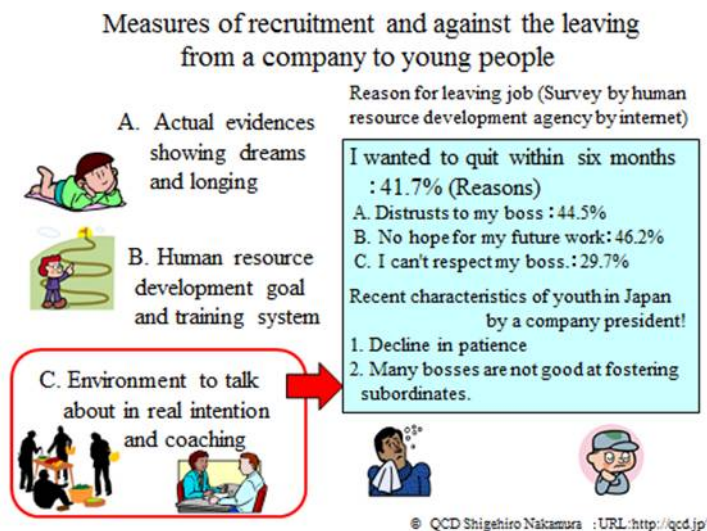
At here, I will introduce one example of a company where young people gather and develop. The name is Heisei Kensetsu Corp. In this company, a number of famous university graduates are finding employment, have a high retention rate, and have promoted human resource development and corporate development at the same time. In the industry, "companies are people" and the activities of this company are as shown in the figure. The characteristic of this company is taking measures to encourage self-help efforts by clearly showing the goals and objectives that will develop into the future, developing activities to the individual person, in order to realize the corporate development strategy.



5, 定着率向上対策

図の左側は今まで述べてきた若手が企業に集まる要件です。これに対し、左側は離職理由です。企業定着率が悪い場合、投資のムダになるばかりか、企業の技術向上が進まずライバルとの競争に負け、やがて衰退へ向かう恐れが生じます。そうなると、企業は離職対策が必要になります。

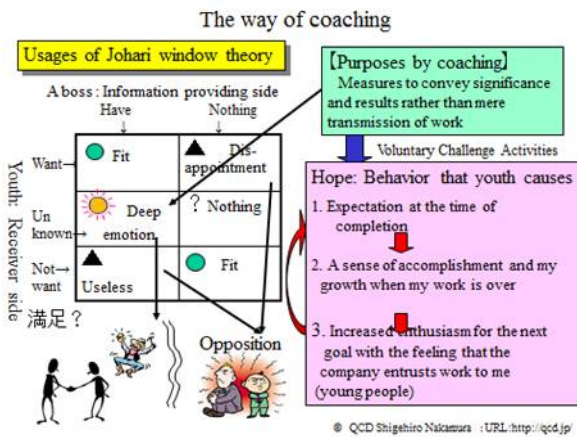
The left side of this figure shows requirements for young people to gather at a company, which I described so far. On the other hand, the left side is main reasons for leaving the company of young people. Companies with a low corporate retention rate will not only result in waste of investment, but also the technology improvement of enterprises will decline, and will have a danger that the company production power will decline. In that case, corporations need to take measures to get rid of them.



6, 上司と部下のコミュニケーションの要件

人材育成と離職率対策のためにはコーチングが重要です。そこで、ジョハリの窓理論を利用してコーチングの位置づけを紹介したいと思います。詳細はともかく、上司が部下に対してコーチングを成功させるゾーンは感激を与える領域です。

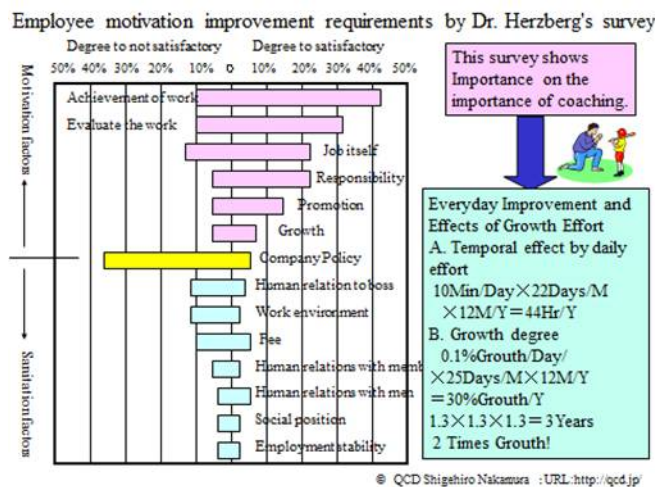
Coaching is very important for human resource development and measures against turnover. So, I would like to introduce the position of coaching by using Johari window theory. Regardless of the details, the zone where coaching is successful is the area giving excitement.



7, 若者が自主的に自己成長する指導

企業が定めた夢の多い目標と達成環境のもとで、働く中で若者が仕事の成果を挙げ、自助努力を進める活動が開始されると、退職率が低下するだけでなく、企業は大きな進展へ向かいます。このためのコーチング要件は図に示したハーズバーグ博士の調査が示す通りです。その一番効果的な要素は仕事の成功体験の繰り返しです。

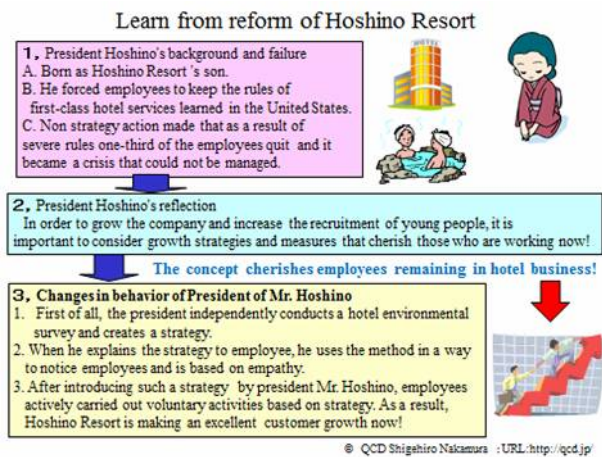
When young people celebrate the achievement of their jobs and work to advance their self-help efforts under the dreamy goals and achievement environments established by the company is started. This company not only will be the retirement rate drop but also will go to progress. The coaching requirement for this is as indicated by Dr. Herzberg's survey shown in the figure. The most effective element is repetition of successful work experience by young people.



8, まとめ

私は企業の成長と育成計画なく、若手が集める矛盾を解説しました。もし、御社がこのような問題を抱えている場合、私はこの図を参考に、また、OnDeCo-E を利用した企業成長戦略の設定と対策をお奨めします。星野リゾートの例が従業員を大切にされた戦略展開を示しているからです。

At this series, I presented companies looking for excellent young people without a strategy. This is the natural rule! If you have such kind of problem, I recommend you refer to this figure and set up and take action on company growth strategy using OnDeCo-E. Because this case shows “The concept cherishes employees remaining in hotel business!”



Such contradictions will bring a company to go bankrupt! Series 5

顧客無視で新製品の判別：

Examples of new product makings neglecting customers' needs (Series 5)

1, はじめに

今回、個客無視で新製品を開発する戦略で失敗を犯した例を紹介することにしたいと思います。なお、新製品開発を成功に導くためには多くの要件のチェックとリスク対策が必要になります。この詳細は OnDeCo-E をご利用下さい。

At this series, I would like to introduce examples that made mistakes in a strategy to develop new products with neglect of customers' needs. In addition, in order to lead new product development to success, you will need to check many requirements and risks to success it. When you will want to do them, please use OnDeCo-E for details.

Secret stories by corporate consultants and outside corporate teachers

Such contradictions will bring a company to go bankrupt!

- 1, Companies to apologize by scandals
- 2, Company focusing some wrong general kaizen theories
- 3, Companies focusing on some wrong kaizen techniques
- 4, Companies looking for excellent young people without a strategy
- 5, Examples of new product makings neglecting customers' needs
- 6, Examples of reckless strategy development without self-analysis
- 7, Consulting activities neglecting management analysis

Waste of time and money
Lots of contradictions!

When you will analysis some companies by using formal management skills, you will catch their strange activities.

Examples of strategy deployment failures

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2, 新製品の定義

産業界では「製造業は変化対応業」と言います。このルールに対応しない企業は製品が売れず衰退してしまうためです。図に示したように、この対応が不十分な製造業は失敗が多くなります。従って、皆様は新製品に対する定義を戦略と解釈した取組が必要です。

Generally, the manufacturing industry has to be changing business to many changing needs. If a company fails to comply with this rule, the company goes to decline without selling the product. If a company fails this rule, the company can't sell products and will be reducing its profit soon. This is the very natural rule about new product development and sales. Please look at this figure. It is an example showing the relationship between definition and strategy for new products.

Relationship between definitions and strategies for new products

At low success rate companies about new product developments, they use these definitions to "new product development"
(From Mr. N's consulting experiences)

- New initiatives at our company
- We enter a new field or a new market
- State-of-the-art fields tackled by our laboratory
- Entry into the field where our industry group is cutting edge
- Product improvements leading to new customer development
- Introduction of new technology etc.



This will not succeed about New-product Development!



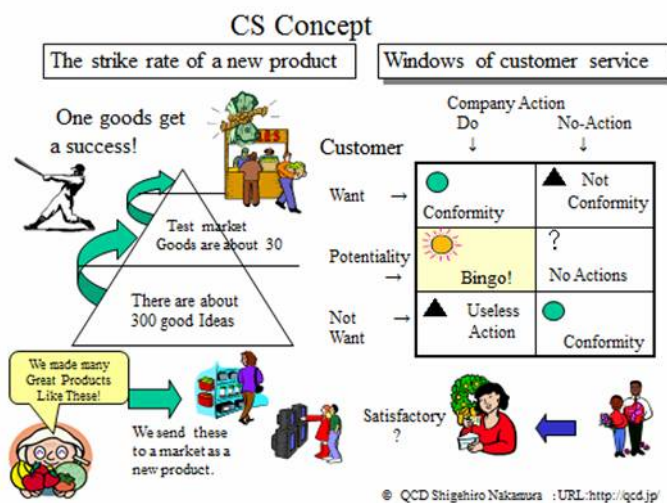
Problems:
These definitions don't think about market changes such as customer needs and product life cycle

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3, 新製品開発の成功率と顧客志向

一般に、家電品や衣類など大衆消費財の場合、新製品の成功率は図の左側に示したようになります。企業側で多くのアイデアはあってもヒット商品の成功率は極めて低いことが判ります。しかし、右側に示したように、ここに顧客ニーズを反映する対策を加えると、成功確率が高まることをマーケティングが示してきました。この分析から企業は内部指向から顧客志向戦略を採るべきことが判ります。

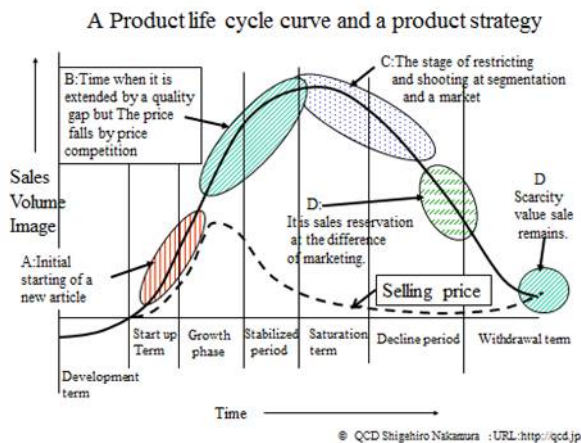
In general, for mass consumer goods such as household appliances and clothing, the success rate of new products will be as shown on the left side of the figure. Even though there are many ideas on the company side, we can know that the success rate of hit products is extremely low. However, as shown on the right side, marketing is showing that the probability of success increases when taking countermeasures reflecting customer needs here. From this analysis, it tells us that companies should adopt customer-oriented strategy from internal orientation.



4, 市場の変化対応について

次に注意すべき点は市場における製品ライフサイクルと戦略です。図をご覧ください。マーケティングによると、この図に記載された戦略を取らない企業に新製品の失敗が多いことが示されてきました。

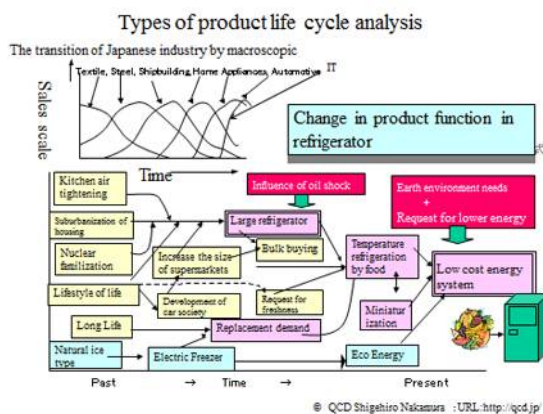
The next point to note is the relationship between the product lifecycle and the strategy in the market. Please see the figure. According to marketing, companies that do not take the strategy described in this figure have shown that there are many failures of new products.



5, 家電製品におけるライフサイクル

ライフサイクルはその時代に必要顧客ニーズを持った個々の製品のライフを意味します。従って、例えば図に示した冷蔵庫のような場合、顧客ニーズにあった製品がその時代に売れ、新たなニーズが生まれると、その内容を組み込んだ製品に交代して行きます。そのような状況を図に示しました。

One life cycle curve means the life of individual products which has customer's needs necessary for that age. For this reason, for example, in the case of a refrigerator shown in the figure, when products that meet customer needs are sold at that time and new needs arise, sales market will replace them with products incorporating that content. So, I shown such a change in the figure.



6, PCにおける大手企業の失敗

歴史を持つ大手企業といっても、成功体験が未来の戦略を大きな誤りを導く例があります。例えば、ビデオテープが盛んに使われた時代 SONY のベータ方式が世界を席巻する勢いだったわけでしたが、その他の企業が連携して VHS の開発を進めた結果、市場を奪いました。これに似た例は IBM にもありました。図に示したように企業向け大型コンピューターでは他社が及ばない状況でした。しかし、インターネット並びに、一般市民が PC を使う市場は来ないと考えて新製品開発戦略を誤ったため、遅れを取ったわけでした。

Even in famous huge enterprises with a history of repeated success in new product development, there are examples where success experiences a big mistake in future strategies. For example, in the era when video tapes were popularly used, Sony's beta method was the momentum to sweep the world, but other companies took over the market as a result of cooperating with VHS development. There was a similar example to this in IBM. It was a situation that other companies did not reach the large size computer for enterprises. But market circumstance was changing year by year. It became personal PC and internet era. But IBM did not make a strategy about this market. As a result IBM has a very small market in this field. This figure shows decision makings that caused failures about it.

Five major inventions and failed decision makings at IBM

Table A. five major inventions at 20th century

No.	Item	Description	Year of invention
1	DRAM	Dynamic Random Access Memory	1967
2	Thin Film Head	Magnetic resistance head	
3	RISC	Reduced Instruction Set Computer	1974
4	STM	Scanning Tunneling Microscope	1979
5	HTS	High Temperature Superconductivity	1986

Table B. Examples of incorrect decision making at IBM

No.	Item	Description
1	STM	Contents that can write memory at atomic level. IBM acquired the patent for vacuum only. However, after that, another company established a possible method even if it is not a vacuum.
2	DRAM	This is the mainstream of semiconductor memory of personal computers. Because then IBM did not notice this importance, IBM could not proceed with research and could not monopolize because it did not have a patent network.
3	RISC	This is an indispensable object of computer networks. However IBM at that time adhered to the large computerized (mainframe) system and the development was delayed.

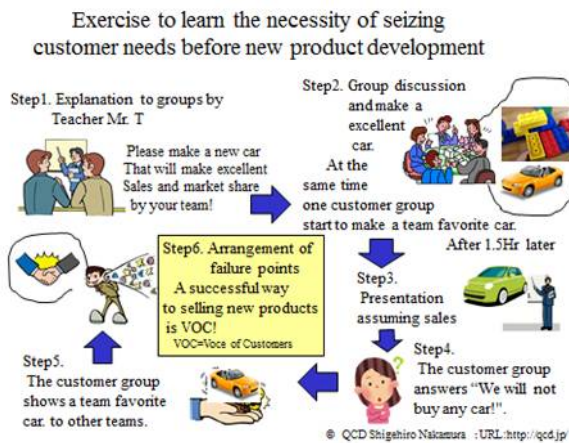
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7, レゴ・ゲーム

このような失敗をしないため、私は T 氏が新製品開発関係者に行ってきた演習を紹介することにさせていただきます。このゲームでは、講師が車種を特定してグループが競争する形で新車開発を願います。その後、顧客にプレゼンテーションするわけですが、顧客グループは「ニーズに合わないので買わない」と言って、このグループがレゴで作成した新車を見せるという方式です。この時、皆が判ることは、「各グループが顧客ニーズを聞いておけば、ニーズにあった車を製作することができた」という反省です。

In order not to make such a failure, I would like to introduce the exercise Mr. T is been going

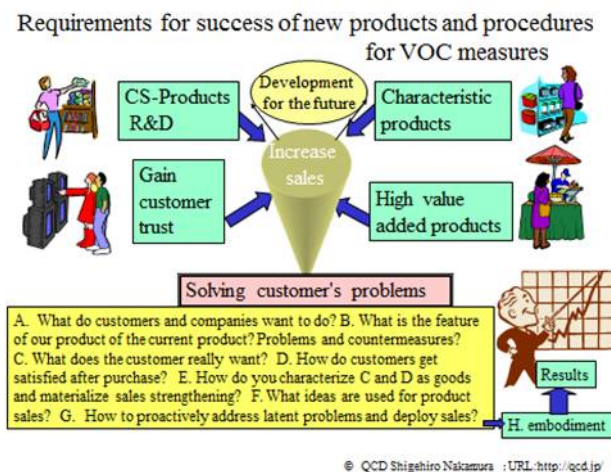
to members concerned with new product development. In this game, a teacher requests to develop new car in a way that the group competes by specifying the type of car. After that, each group presents to the customer group, but the customer group says "I will not buy it because it does not meet the needs", after that this group shows the new car created by LEGO to all groups. At this time, everyone can know, "We were able to produce cars that meet the needs if each group hears customer needs before to product a new car."



8, 売れる新製品開発

新製品を成功させるためには、ここまで解説した内容と図に示した要件をチェックすべきです。

If you want the new product to succeed, please check the requirements presented from here with this diagram.



Such contradictions will bring a company to go bankrupt! Series 6

自己分析せず無謀戦略展開（シリーズ6）

Examples of reckless strategy development without self-analysis (Series 6)

1, はじめに

工場の経営改善を外部に依頼するケースには3つあります。1つは、関係者にマネジメント教育を行い、自主的に革新的な経営改善プロジェクトを求める。2番目はマネジメントに不案内な経営トップが外部に経営改善を丸投げする。3番目は単に企業が経営者への資格付与の一つに教養番組の形で研修行う。今回は2番目のケースについて解説したいと思います。

When a company will introduce the factory management method and use a external company as consultant. There are three cases.

1st: A company top will start a management training to want voluntary management innovation activities to his managers.

2nd: Top management who is unfamiliar with management will entrust all management improvements to a outside consultant.

3rd: A company will conduct training in the form of educational programs as simply one of qualification for management.

At this series, I would like to present about 2nd case.

Secret stories by corporate consultants and outside corporate teachers

Such contradictions will bring a company to go bankrupt!

1. Companies to apologize by scandals
2. Company focusing some wrong general kaizen theories
3. Companies focusing on some wrong kaizen techniques
4. Companies looking for excellent young people without a strategy
5. Examples of new product makings neglecting customers' needs
6. Examples of reckless strategy development without self-analysis
7. Consulting activities neglecting management analysis

Waste of time and money
Lots of contradictions!

When you will analysis some companies by using formal management skills, you will catch their strange activities.

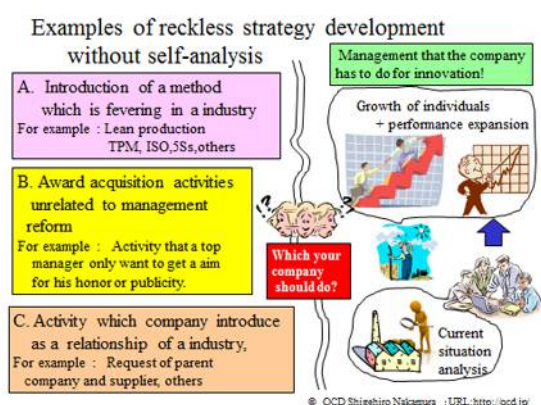
Examples of strategy deployment failures

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2, マネジメント面の対策を外部依頼する場合

一般に製品力が強くライバルも弱い場合、その企業ではマネジメント面の対策はそれほど重要ではありません。十分な収益が出るためです。しかし、そのような環境に無い企業や赤字への転落危機が高い企業ではマネジメント面の対策は極めて重要になります。そのような時、外部のコンサルタントの利用をする企業がありますが、企業は図に示した内容をチェックする必要は生じます。万一、余り良くないコンサル被害に遭うと、成果が出ないばかりか、ムダな時間と費用を費やすためです。その結果、「こんな矛盾が会社をつぶす」という危機に陥ることがあるためです。

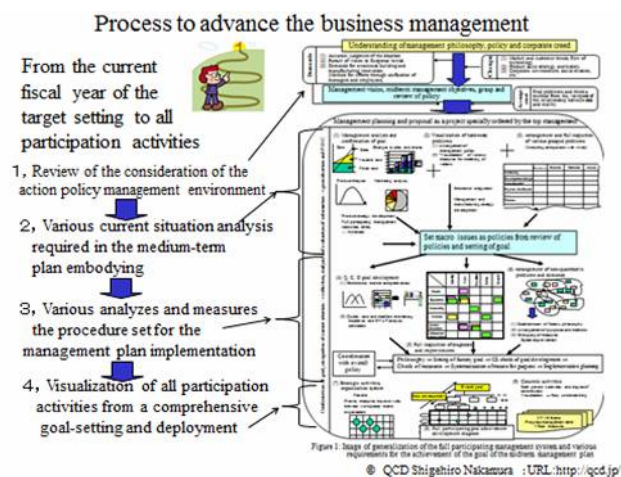
In general, when the product strength is strong enough and the rival is weak, management methods are not so important in that company. Because. These kinds of companies will generate sufficient revenue by it. However, in companies that are not in such environments or companies that are in danger of falling into the deficit, measures on management are extremely important. In such a case, there are some companies that use external consultants, but these kinds of enterprises need to check the contents shown in the figure. If this company will use a very bad consultation, it will not only produce results but also spend many wastes of time and money. As a result, there may be a crisis that "Such contradictions will bring a company to go bankrupt!"



3, 外部コンサルタント利用と共に企業が行うべき対策

その企業が活動してきたということは、製品製造が行われ顧客に評価を得てきたという実績があるからです。この原理を理解するならば、もし、ある企業にマネジメント面で問題がある場合、まず、図に示した対策を図り、欠落していた部分を外部支援で補強する対策を図れば良いはずで。その理由は最終的企業の全責任がその企業にあるためです。

The fact that the company is active is the evidence which is being a track record that products have been manufactured and customers have earned a reputation. If you understand this principle, and if there is a problem in terms of management in a company, it should first try to take measures as shown in the figure and take measures to reinforce the missing parts with external support. The reason is that the company has full responsibility for the final company.

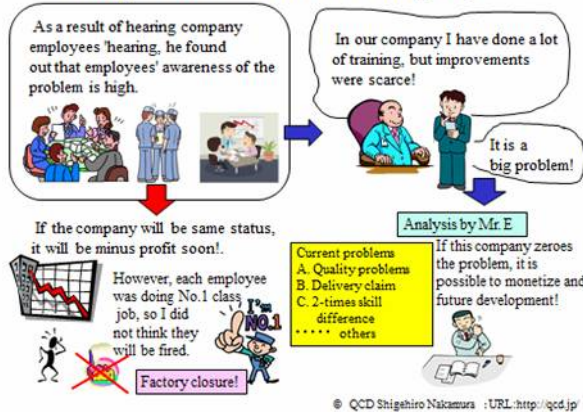


4, E 氏の企業指導

それでは、私は、ある企業がマネジメント面で著名なコンサルタント E 氏の支援を受け、企業体質を大きく躍進させた例を紹介することにしたいと思います。この企業は大手自動車メーカーに鍛造部品を納める企業です。図に示したように、この企業は従業員スキルの差が大きく、ボトムアップ改善面でも問題があり、品質と納期面で顧客クレームを持つ企業でした。このように、この企業では多くの教育や指導を外部に委託してきたわけでしたが、E 氏が支援する前、この企業では各種対策が進まない状況でした。E 氏はこの企業のマネジメント面の解析と対策点を明確化した後、改善の指導を開始しました（このような解析を学ぶ場合に、OnDeCo-E シリーズ 1 をご参考下さい）。

From now on, I would like to introduce examples where a company received support by Mr. E consultant who is famous for management and made a significant breakthrough in its corporate profits and actions. This company was a company that was supplying forged parts to a major automobile manufacturer. As you can see this figure, this company had large differences in employee skills, also a problem in terms of bottom-up improvement. By these problems it had a company with customer complaints in terms of quality and delivery schedule. In this way, the company were entrusting many educations and guidance from many outside consultants and seminars. But various situations were not advanced here before Mr. E's supporting. Mr. E analyzed the management aspect of this company, clarified the countermeasure point, and then started teaching improvement. Also, when you will want to learn more about such analysis, please refer OnDeCo-E Series 1. It will help you to make your company future plan, I think.

Analysis of Mr. E to this company

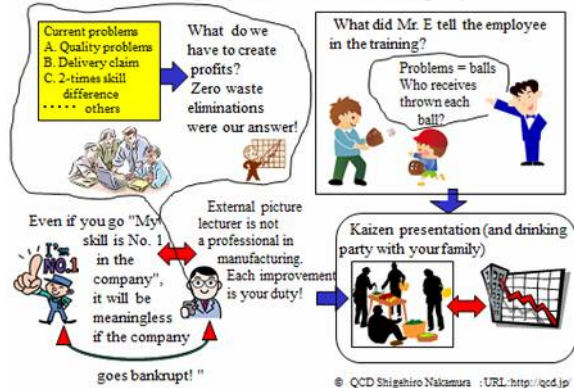


5, E 氏の改善方法

当然、外部支援を行う E 氏は製造技術に詳しくない、企業の詳細まで知らない方です。そうすると、企業再生は従業員自らが経営上の問題を知って自主改善を図る対策となります。その経過はこの図に示した手順でした。改善の詳細はともかく、特徴は飲む日を決めた改善でしたが、半年で総ての問題は解決しました。その後、この企業は力を高め、異分野である IT 分野へ仕事を発展させました。このように、この種の企業において、外部の正しい支援はマネジメント面で大きな成果を生む例が多々あります。

As a matter of course, Mr. E is not familiar about the manufacturing technology of this company and does not know the details of the company. So, he introduced methods to this corporate revitalization which employees themselves of this company learn and resolve their management problems and voluntarily improvement by them. Main points of guidance and improvement of this company by him were the procedure shown in this figure. Also, the feature of improvements at here was to be decided the drinking day when all problems were solved. And it was finished in half a year by efforts of them. Three years later, the company increased its power and developed its work in different business market field IT field. In this kind of company, if the external correct support by like Mr. E is applied, it will give it great results on management side.

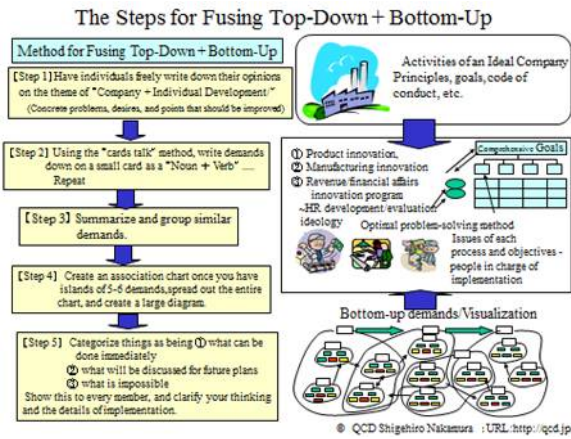
Training by Mr. E at this company



6, 企業支援に使う効果的な対策法

E氏は中村氏の友人です。中村氏もE氏と似た経験を多く経験してきましたが、トップダウン要請とボトムアップ改善に対して効果的な方式を紹介するので、ご参考下さい。

Mr. E is a friend of Mr. Nakamura. Mr. Nakamura and Mr. E are using an effective method for top down request and bottom up improvement of this figure. If your company has like this problem as I presented before, please refer. And this material is put on OnDeCo-E series 1.



SN Card Method

SN method is OnDeCo-E series 1

I will show you a practice by Video



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Such contradictions will bring a company to go bankrupt! Series 7

経営分析無視でコンサル依頼は禁止：

Consulting activities neglecting management analysis

1, はじめに

経営活動の総ての責任は企業側にあります。もしあなたがこの前提に立つなら、外部に経営改善をする前に、この企業自身で自社の分析と中期計画の策定をすべきです。しかし、この種の準備をしないでコンサルタントに経営改善を任せる企業があります。そこで、その種の企業が抱える問題を例示したいと思います。

All responsibilities of management activities are on the company side. It is the very natural theory to a company. If a company will stand on this premise, each company should do its own analysis and formulate a mid-term plan-making before it will use a consultant. However, there are some companies that don't prepare for this kind and leave consultants on management improvement. So, I would like to present that those companies were faced problems by it.

Secret stories by corporate consultants and outside corporate teachers

Such contradictions will bring a company to go bankrupt!

- 1, Companies to apologize by scandals
- 2, Company focusing some wrong general kaizen theories
- 3, Companies focusing on some wrong kaizen techniques
- 4, Companies looking for excellent young people without a strategy
- 5, Examples of new product makings neglecting customers' needs
- 6, Examples of reckless strategy development without self-analysis
- 7, Consulting activities neglecting management analysis

Waste of time and money
Lots of contradictions!

When you will analysis some companies by using formal management skills, you will catch their strange activities.

Examples of strategy deployment failures

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2, S氏が直面した企業の依頼

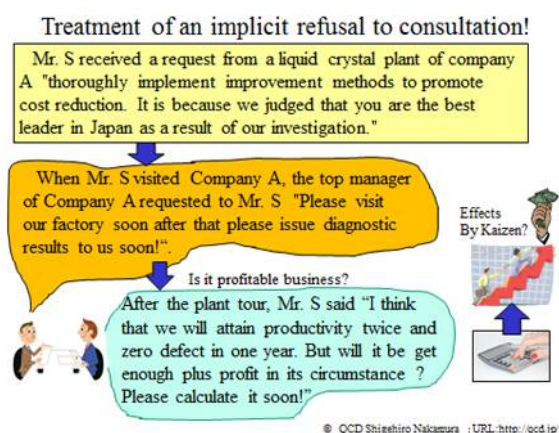
中村氏が関与する企業支援機関は、企業を支援した結果、成果を挙げることで、日本における改善のお手本になっていただくことを目的に活動しています。

図は、A社がこの機関のS氏に来た依頼と対応の経過です。対象はA社の液晶部門であり、大赤字の状態であり、「液晶の後発メーカーで生産性をあげたい」という内容でした。この工場は生産性向上の目標も中期計画も無かったので、S氏は工場見学の後、「生産性2倍、不良ゼロ生産で利益は出ますか？その内容を見て支援を決めたいと思います」と言いました。しかし、大騒ぎして依頼状を送ってきたA社がS氏に依頼する状況は起きずに終わりました。要は、この種の対策を進めても毎年売値が半分になるこの産業は成り立たない計

算になるためです。この種の対策を S 氏は暗黙の辞退と言いました。

The corporate support organization which Mr. Nakamura is working has a purpose to make leading companies in Japan with support by this organization. This figure shows the process of response and response of Company A to Mr. S of this institution.

The target is the liquid crystal department plant of Company A, which is in a state of major deficit, and the request was "we want to increase productivity at this plant". Since there was no productivity improvement goal or medium-term plan at this factory, Mr. S made a question to the manager of A plant, "If you will attain twice productivity and zero defect production status, how many profit can you get? " But he could note any answer from him. He said that I will make plan of it, and feed back to you soon! But, even if more than 3 months have passed, there was not a mail from him about it. The selling price of the company's liquid crystal was half the market environment in one year. Therefore, even if this company A will attain the doubled the productivity and zero defect status, everybody can know the profit never come out. Mr. S said that this kind of treatment is an implicit refusal to consultation!

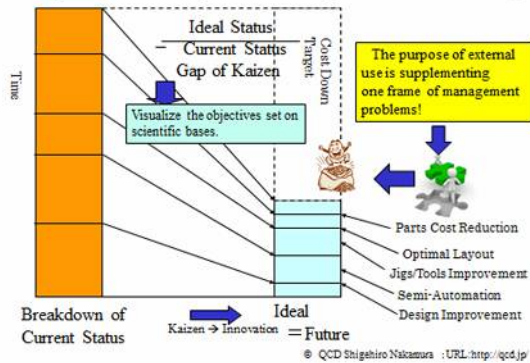


3, 改善前に必要なターゲットコスト対策

コンサルの力を借りる対策の前に自社でターゲットコスト計算の必要性を解説しましたが、ターゲットコスト対策のイメージは図のようになります。また、企業がコンサルを活用する理由は、問題対策に自社で不足になる内容をジグソパズルの的に補完するイメージになります。

If you will need the outside power help like consulting, you have to calculate the target cost by yourself before that. And the image of target cost measures will be as shown in the figure. In addition, the reason why companies use consulting is to complement the jigsaw puzzle like content that is in short supply at their company to counter problem.

Target Cost Setting before using a consultant's help

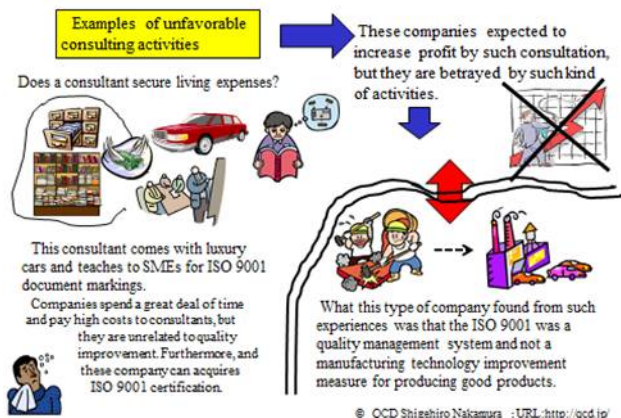


4, ISO9001 のコンサル依頼に見る矛盾

次に私は日本で多く見られた「ISO9001 のコンサル依頼に見る矛盾」について紹介することになります。図をご覧ください。多くの企業が ISO9001 の導入そのものを目的として、書類の山をつくる活動に集中するという現象を示したものです。また、奇妙なことに、この現象の中に、それを商売にしたコンサルタントがいたことです。当然この方式で ISO9001 認証を行った企業では品質と収益の向上は無い状況でした。

I will introduce the "contradiction seen in ISO 9001 consultation request" which was seen in Japan many times. Please look at this figure. It shows a phenomenon that many companies concentrate on activities to create mountains of documents. The purpose was the introducing ISO 9001 itself and there was no analysis about management effects. Also, strangely, in this phenomenon, there was a consultant who made it a business. Naturally, in these companies which carried out ISO 9001 certification by this method, there was no increase in quality and profit.

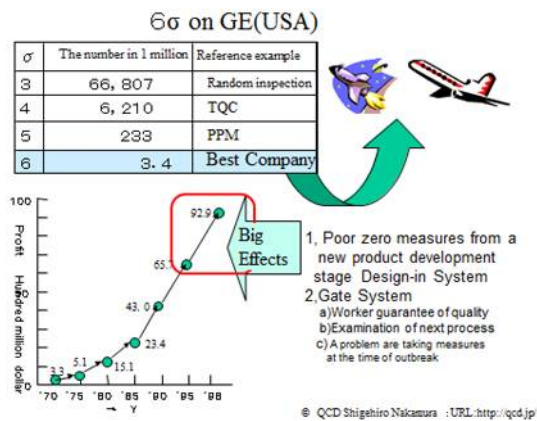
Contradiction seen in ISO 9001 consultation request



5, 米国 GE のウエルチ前会長に見る 6 シグマ導入に学ぶ

ISO9001 に似たマネジメントシステムは世界に多数あります。6 シグマもその一例です。米国 GE のウエルチ前会長はこの手法を導入する時、事前にどの程度の収益向上と顧客信頼度上昇の可能性を調査しました。その結果、6 シグマによる品質向上戦略を展開して図に示したような成果を出しました。

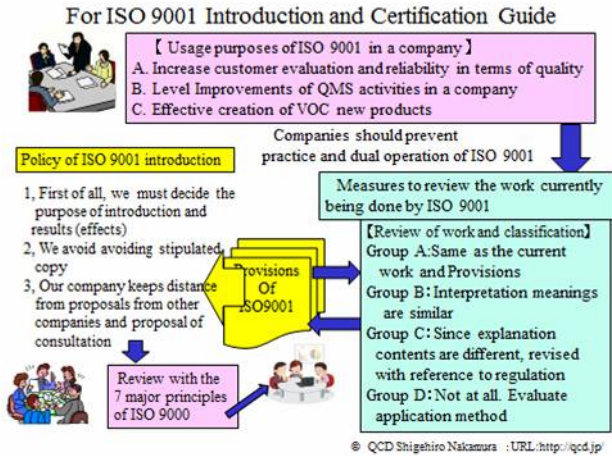
Many management systems similar to ISO 9001 exist worldwide. 6 Sigma is one example of it. When introducing this method at GE Corp., the former president of GE of the US GE surveyed the degree of earnings improvement and the possibility of increasing customer confidence in advance. As a result, he developed a quality improvement strategy based on 6 Sigma. This figure shows the result of it.



6, ISO9001 導入時の対策

企業における ISO9001 の導入と認証取得は、品質向上による企業発展を進める手段と通過点であって目的ではありません。企業は企業活動において、マネジメントシステム面の強化を図る対策に使うことが目的とすべきです。そこで、私は図に示したような進め方を推奨します。

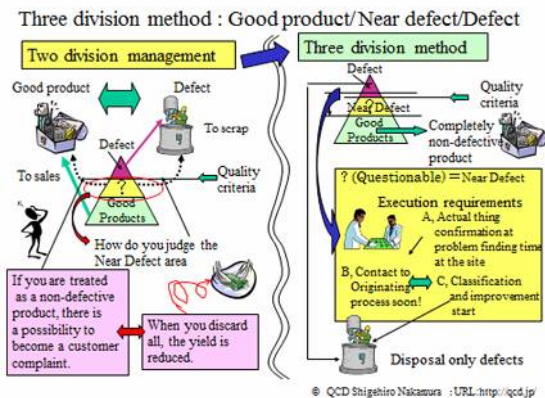
The introduction and certification acquisition of ISO 9001 in companies is a means and means of promoting corporate development through quality improvement, not a purpose. When a company will introduce ISO 9001, it should be a means to strengthen the aspects that are lacking in terms of quality and customer reliability in terms of management system. When a maker wants to introduce and use it, I recommend to the company to proceed as shown in the figure as for your guide.



7, ISO9001 の規定に無いが明確化したい内容 (その 1)

企業が ISO9001 を導入する目的は品質並びに顧客信頼度向上戦略の具体化です。このため、私は ISO9001 の規定に無いが製造業が明確化したい内容を紹介することにしたいと思います。1 番目は品質に関する 3 分割方式です。これを使う意義は図に示す通りです。

The purpose of introducing ISO 9001 by a company is to materialize the quality and customer reliability improvement strategy. For this reason, I would like to introduce the contents that the manufacturing industry wants to clarify although it is not in the regulations of ISO 9001. The first is a three-part system on quality. The significance of using this is as shown in the figure.



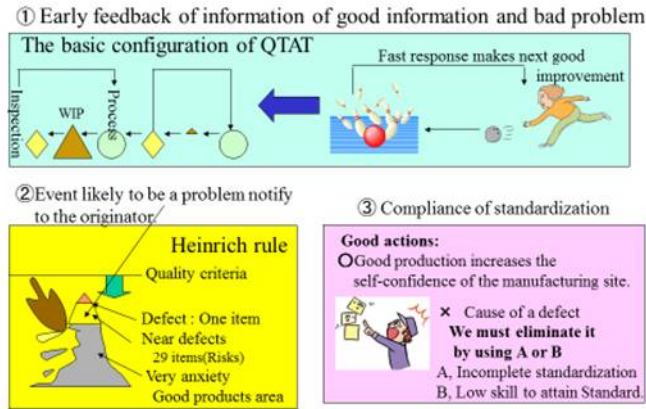
8, ISO9001 の規定に無いが明確化したい内容 (その 2)

次に効果的な品質向上対策は図に示した QTAT です。この対策はハインリッヒの実務的な活用であり、不良発生前に不良の撲滅を図る対策です。なお、これは OnDeCo シリーズ 3 で詳しい適用法をご覧ください。

Next, the effective quality improvement measures are QTAT shown in the figure. This measure is practical use of Heinrich and measures to eradicate defects before failure occurs.

Please see the detailed application in OnDeCo Series 3 for this.

QTAT (Quick Turn Around Time) Measures



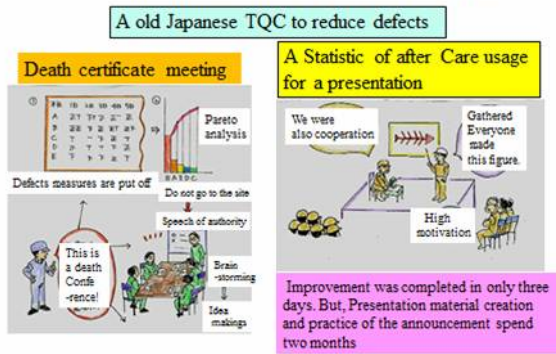
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9, ISO9001 の規定に無いが明確化したい内容 (その3)

このような手法を ISO9001 の規定として活用すれば、この図に示した死亡診断書対策やムダで遅い不良対策発表会を無くす対策が実現します。言うまでもなく、この図に示した方式はムダな書類の山づくりを意味します。

Once you will use such a method in accordance with the provisions of ISO 9001, measures to eliminate death certificate measures and waste due to waste as shown in this figure will be realized. Needless to say at here, because, the method is in this figure means the creation of a mountain of unnecessary documents.

Defect Countermeasures Act that should not be in reference



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これで「こんな矛盾は会社をつぶす」シリーズは終了します。皆様には正しい戦略決定法を適用され、企業と職場を大きく発展させて行くことを願う次第です。

At this series, I will finish to present series

"Such contradictions will bring a company to go bankrupt!"

I hope that you will apply and use the right strategy decision law. And hopefully I wish that you will develop greatly your company and your workplace by using these materials.

QCD : Shigehiro Nakamura

<http://qcd.jp/ondeco-e/>