

Yozo Hasegawa 著 「Rediscovering Japanese Business Leadership - 15 Japanese Managers and the Companies They're Leading to New Growth - 」 John Wiley 社 2010 年刊を読む

Winning in the New Workplace - Generating “Dantotsu” Products - Masahiro Sakane, (Komatsu Ltd.)

- 1 . It is one thing to look at advances in IT and decide that you need to ride the current of the times, and another actually to adopt and parlay those advances into new and groundbreaking successes. Sakane believes in the importance of building equipment and services that Komatsu is uniquely positioned to build and turn into the world's best.
- 2 . We call these “Dantotsu” [unique and unrivaled] products, where we concentrate our resources on building superiority into our products. Even the weakest, most “inferior” components of that product must still be at least equally competitive to those of our rivals. But it's not easy to know ahead of time precisely what a Dantotsu product is going to entail because the last thing you want to make is something superbly innovative and wonderful, but that proves to be a white elephant commercially.
- 3 . For that reason, the one area that Sakane left untouched in his cost-cutting reforms was R&D, due to his firm belief that without a significant R&D budget, one's chances of producing an ideal product are slim to none:
- 4 . People have questioned my thinking on this, but I believe the first step to developing a Dantotsu product is to decide what areas we are willing to concede to our competitors. What I mean is that once we have designated those areas, we can begin to think about those aspects of a product where we can guarantee ourselves a sizable advantage for years to come.
- 5 . For example, the GPS-enabled Komatsu Machine Tracking System mentioned earlier (KOMTRAX) does more than gather operational information about machines using onboard web and GPS technology. It is an asset management system that monitors operational condition of equipment and detects malfunctions. It would take years to build a similar commercial-ready system from scratch. But rather than stopping at reaping first-to-market profits, Komatsu's strategy is to continue advancing the sophistication and practical utility of such a system to levels that cannot easily be copied. This is at the heart of a so-called “only one” strategy aimed at building products with staying power.

[コメント]

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