



# ONE-PAGE INFORMATION

## KAIZEN No.54

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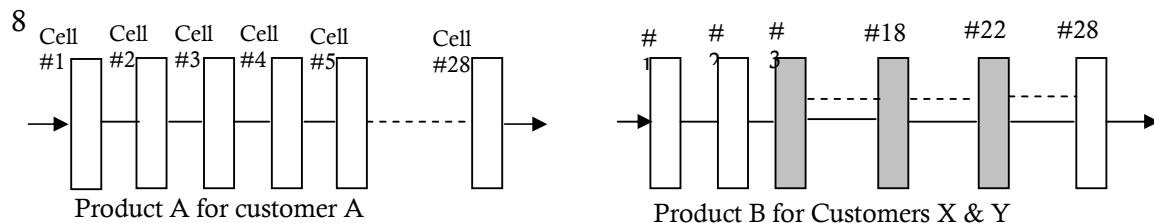
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### □ Denso : The Company of Monozukuri

NHK, the National Broadcasting System of Japan, provides the Japanese in general with a lot of industrial TV programs. Business Juku is one of these programs. It's a 30minute weekly inside story of unique Japanese companies of different business categories. A few months ago the program picked up Denso, one of the world largest auto parts company, and televised the intensive interview with Mr. Okabe, CEO of the company, and plant visit. When he was appointed as president and CEO, his company was put between the devil and the deep sea as two new gigantic competitors Delphi and Bisteon were established by separating themselves from GM and Ford. Mr. Okabe carried-out drastic management re-structuring to cope with the new business environments including outsourcing of the functions of headquarters and reshuffling of business units. He points out that the following three important elements are essential for the future.

- 1) Product Engineering
- 2) Monozukuri or Production Engineering
- 3) Business Structure and Functions

Above all the Monozukuri is most needed for the type of the business like his company. Monozukuri, which is the Japanese generic term meaning manufacturing spirit and craftsmanship, can not be fostered in a day. Denso has kept a special apprentice school for 47 years to train junior high school graduates for 6 years in high degree of craftsmanship of machine-making. Denso is famous for active participation in the Craftsmanship Olympiad. Denso has many Gold-medallists in many entries of classifications. At Denso precision machine-making craftsmanship makes it possible to build a unique manufacturing line which is made up of 28 stages of the so-called "Changeable Small Independent Standard Cells" to produce 13 different kinds of diesel engine common rails for 7 different customers. This manufacturing line is a good combination of cell production system and moving conveyor line.



Different common rails are made by simply changing cells

Mr. Okabe puts great emphasis on 3S-----Simple, Speed and Slim.

End of Report