

# ONE-PAGE INFORMATION - KAIZEN No.48

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## □ Big Brands, Big Trouble

A brand is a name identifying a manufacturer or a product. People are trying to get big brands for their products. Big brands are valuable because customers purchase big names. To become big brands is difficult, but it's more difficult keep big name according Jack Treat, the author of "Big Brands, Big Names" by John Wiley and Sons. In general, the most popular strategy is to step up production and sales. But that is often a mistake. You lose easily your reputation by doing so. The author warns the Japanese readers as follows.

*In USA, the value of knowledge is generally two times more recognized and valued than Japan. But many American management books which are sold 2 times more expensive than that of Japanese authors are for more abstract and too general in nature and end up with principles only. American business consultants are the same. But Japanese love American consultants, only because they have blue eyes.*

People are trying in search for good examples of bench-making companies. What started such search is the book "In Search of Excellence" written by Tom Peters and Waterman in 1982. Jack Treat says that almost all things written in the book are not practical for implementation. He insists that the decline of GM is caused by financial-oriented management and misuse of robotics. (Over-engineered)

He also puts great emphasis on Gemba. When top management does not know what is happening on Gemba, his company is destined to disappear from the market. He is sarcastic enough to say that the modern business consultant with no Gemba experience is the contemporary Robin Hood who steals money from rich companies. You need to pay US\$250,000 per month if you use a group of consultants from famous US consulting firms, such as McKenzie. The three popular tools used by many American business consultants are ---- Strategic planning, Mission and vision statement and Bench-marking. A "good" consultant never points out any weak points about his client. Jack Treat concludes that only people who is able to design good strategic planning is the people who know the detail of business. I agree 100% with his concept.

I propose the following 3 survival kits to keep your reputation.

- Points 1 ----Learn from reality ---Gemba
- Points 2 ----Focus on specific businesses --- To save internal resources
- Points 3 ----Keep special uniqueness

End of Report