

# ONE-PAGE INFORMATION - KAIZEN No.3

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## ■ A 100 p.p.m. Bank, A Bank With p.p.m. Quality Improvement ?

Deeply affected by the deflationary trend, Japanese banks have been lowering the interest rates year by year and now some banks are jokingly called “the 100 p.p.m. bank” because of the record-low deposit rate of 0.01% which is equal to 100.p.p.m. (part per million)

It is a sarcastic naming given to the poorly-managed financial industry of Japan as against the manufacturing industry which is still sound and healthy with p.p.m. quality improvement and new product development.

## ■ Conveyers, To Be Scrapped Or To Be Adopted ?

Conveyor belts are being removed from assembly operations in Japan and many overseas manufacturing companies as a means of productivity improvement as advised by Japanese Kaizen specialists.

However, a Japanese consulting group suggests that Boeing adopts a moving conveyor system for assembly operations of its huge aircraft. And now the gigantic aircraft are assembled like cars for the first time. It is a traditional way to tow a huge aircraft from station to station.

This creates much MUDA because of the waiting time associated to this system.

You may ask a question : The conveyor system is necessary. Isn't it ?

The answer is “It depends”.

There is a famous Japanese saying ; Scissors and servants are the same. You make a good use of them or not.

Important is the time and motion studies which make the decision.

## ■ A One Cent Car For Sale, Really ?

A seven year-old 1,000 cc passenger car is put-up on sale with a special price tag of just ¥1 (!!)

The new ultra-mini cars with 660 cc engine recently released by many Japanese car makers are priced at the price-range of ¥690,000-¥1,000,000 (US\$5,300—7,700)

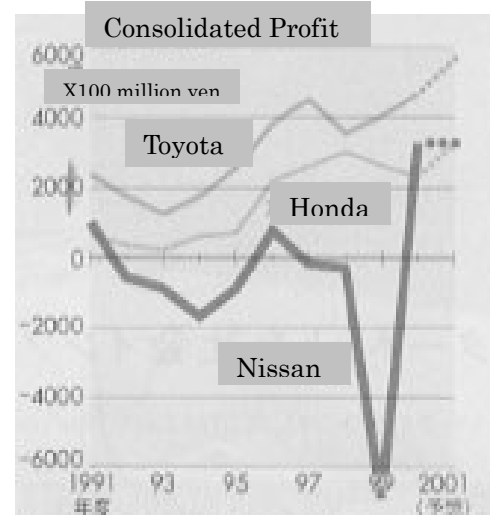
Almost all things go down in price in Japan. This deflationary trend is believed to persist because of cheap imports from China in particular. As a result, profit margin is reduced to a marginal low for Japanese manufacturers.

## ■ Carlos Ghosn & Nissan Motor

Carlos Ghosn, a forty eight year-old Lebanese born in Brazil and educated in France, is now one of the best known foreigners in Japan.

Many domestic and overseas magazines, newspapers, book publishers and TV stations are picking-up this industry leader who made a V-shape recovery for Nissan in the last two years.

He is a Gemba-man with strong leadership and



cost-mindedness

Source : Nikkei Business Nov. 2001