Index

accepted wisdom 27, 52–3, 110–11, 182–3
accountability 100
achievement orientation 104
acquisitions
   Shin-Etsu Chemicals 174–5
   Sony 73–5, 77, 165–6, 167–9
advertising 160, 162
Allen, Charles 85
Amachi, Mari 163
American Motors Co. 123
Animal War, Yamato Transport 14, 153, 154
Asada, Miyoko 163
Ashridge study 45–8
Atari 53
authority, delegation of 81
autonomy 100
balanced business deployment 178
bankruptcies 122
BASF 11, 173
Bayer 11, 173
belief systems 60
Berlin Philharmonic Orchestra 73, 158, 164
best practice 2
Beta 166–7
Betamax VCR 67, 71, 164, 165
BF Goodrich 92, 127
‘Black Monday’ 74, 166
BMW 8, 123
bottom-up processing 29
brand
   image 66–7
   policies 127
   unification 92
Braun 52
Bridgestone 134
bubble economy, Japan 1, 122–3
bureaucracy 12–13, 152–3, 182, 183
business
   adherence 54–5
   approaches 111–15
   environment 99
   ethics 78
   focus 176–7
   results 112–13
   scope of 52
   success 115–16
   unit system 76
Calsonic 134
Campbell, Andrew 36, 43, 45, 101
Canon 21, 53
capability
   sources 86
   utilization 133
cargo transport 143–5
case study 3–17
Catholicism 141
CBS 16, 162, 166
CBS Records 74–5, 77, 166, 168
CBS Sony 16, 161–3, 166
Chandler, A.D. 43
change management 182–5
charge coupled devices (CCD) 72
charismatic leadership 80
Chrysler 7, 123, 124
Coca Cola 168
cognitive perspective, strategic management 28–9
Collins, J.C. 34, 35
Columbia Pictures 17, 74–5, 77, 167–8
Columbia Records 162
commonalities between firms 17–22, 109–11
compact discs (CDs) 16–17, 72–3, 164–6, 170
competitive strategy 43
‘conceptualization’ 28
Kimio Kase, Francisco J. Sáez-Martínez and Hernán Riquelme - 9781845428112
Downloaded from Elgar Online at 03/18/2019 10:14:29AM via free access
connectionist theory 36
consensus 111
container vessels 145
continuous assessment 36
conventional wisdom 20, 111
Cool Takkyubin 65, 154
core
competencies 70–71, 86, 182
ideology 60
values 35
corporate
centre 79, 99–100
identity 88, 184–5
image 159–61
renewal 68–75
scandals 54
taxation 178
vision 79
corporate strategy and PA/PIF 42–8
cost
control 87–9
cutting 10, 92
Courtney, H. 21
crisis management 20–21
cross-functional teams (CFTs), Nissan 9, 10–11, 92, 103, 127, 130–34
culture 32, 34–6, 39, 60
customer service 149
Daft, R.L. 31
daily operations
Carlos, Ghosn 94–5
Chihiro Kanagawa 93–4, 180
Daimler 8, 123, 124
Daiva Research 175
Dantotsu Keikjaku 153–4
decision making, speed of 93–4, 181
decisional roles 102, 103
Dekker, Wisse 161
delegation of authority 79
‘density’ concept 64, 147
department stores, cargo handling 62,
64–5, 143, 149
determination 86
Devine, M. 36
Diamond Harvard Business 6
differentiated products 76–7
digital audio products 70–71, 72–3
distribution networks 64
diversification 43, 68–75
divisional company system 76
Doi, Toshjitada 164
domain scope 40–41
Dow Chemical 11, 173
Drucker, P.F. 68
Dupont 11, 173
economic value added (ECA) 78
economy, Japan 1, 8, 66, 86, 94, 122–3, 182
educational programs 33
Eleven 160
employee
motivation 178
participation 103
safety 142
employment system, Japan 19
empowerment 79
Enron 54
entrepreneurial initiative 80–81
entrepreneurship and PA/PIF 50–51
environmental
change 20–21, 34, 76
events 80
ESADE 7
European markets 8, 123
external
factors, Japanese management crisis 122–3
knowledge 38
factual phenomena, simplification of 31,
34, 37
failures 185
fertiliser business 87, 179
Fiat 8, 123
film business 73–4, 75
finances, Shin-Etsu 12
financial
control 46–50, 100, 101
crisis 122–3, 129, 145–6
discipline 53–4
engineering 88, 182
industry 122
performance 71, 135–7
structure 77, 78
theories 180–81
firm evolution, PIF approach 73–8
firms
commonalities 12–22, 109–11
familiarity with 39
'single concept' of 52
first-order strategic fit 49
focus 86
focused services 146–7
follower strategy 110
Footwork 13
Forbes Japan 6
formative years
Carlos Ghosn 124–5
Chihiro Kanagawa 173–4
Masao Ogura 139–41
Norio Ohga 156–8
Fortune magazine 135
French
intervention, Nissan/Renault merger 123
management styles 127
Fuji Bank 90, 122, 134
Fuji Heavy Industries 89, 129
Fujisawa Takeo 158
Fukuyama Transport 146
Fuyo Group 90
game business 71
Geidai 157
Gekkan Keieijoho 6
General Electric (GE) 4
General Motors 89, 129
generated cash flow 41, 53–4, 78, 181
generic corporate strategies 44–5
Ghosn, Carlos
case study 4
formative years 124–5
at Michelin Brazil 125–6
at Michelin US 126–8
at Nissan 4, 8–11, 128–37
priority setting 91–3
profit levers 88–90
short-term focus of 94–5
Global Alliance Committee,
Nissan/Renault 103, 134–5
global competitiveness 178
Goh, Hiromi 163
Goobar, Peter 168
Goold, M., 43, 101
Goto, T. 52
graduates 183
Granada 85
Grundig 161
Hanawa, Yoshikazu 9, 124, 134
hands-on managerial style 78–9, 80, 81
Hariden 148–9
Hashimoto, Ryutaro 152
haulage revolution 13–15, 62–5, 80–81, 145–51
Healey, T. 76
HEC 7
Hitachi 167
Hokkaido Takushoku Bank 1, 122
home videos 166–7
Honda 9, 128
Honda, Soichiro 158
hotel business 86, 182
hub and spoke system 13–14, 64, 81, 148
hyperinflation 91
Ibuka, Masaru 60, 73–8, 157–8, 160–61, 166, 167, 170
Idei, Nobuyuki 15, 75, 156, 171
managerial style 78–9
ideology 34–6, 39
‘image of the firm’ 39, 40, 41–2, 112
In Search of Excellence 35
Industrial Bank of Iraq 122
information
flows 18
processing 28–9
informational role 102–3
institutionalization process 33, 35
integrity 80
Intel 170
internal
factors, Japanese management crisis 122–3
knowledge 48
International University of Japan 7
Internet 76, 78, 79
‘interorganizational macrocultures’ 33–4
interpersonal relationships 102–3
investment
projects 43
selection 34
within generated cash flows 53–4
investor relations 185–6
Itami, H. 115
Iwai, Ichiro 156–7
Iwama, Kazuo 165, 172
Jaeger, A.M. 19
JAL Pack 146–7
Japan
companies 51–5
economy 1, 8, 66, 86, 94, 182
employment system 19
management 122–3
personnel systems 110–11
public relations departments 7
Japan Air Lines 146–7
job
rotation 19
tenure 115
just-in-time processes 18
JVC 163, 165
Kaizaki, Yoichiro 134
Kanagawa, Chihiro
case study 4
formative years 173–4
at Kyokuto Bussan 174
leadership qualities 185–6
management philosophy 19, 177–8
priority setting 90–91
profit levers 85–8
at Shin-Etsu Chemical 11–13, 174–7
short-term focus of 93–4
Kansei 92, 134
Kao 52
Kawada, S.B. 19
Kawakami, Gen’ichiro 158
Kawasaki Steel 90, 134
keiretsu 10, 89, 103, 129, 134
Kihara, Nobotoshi 166
Kirkland, J. 21
Kobé Steel 134
Konomuke Matsushita 167
Kutaragi, Ken 168, 170
Kutsuwada, K. 70
Kyokuto Bussan 101–2, 174
L’Ecole des Mines 125
L’Ecole Polytechnique, Paris 125
labour unions 63, 142, 145, 147, 148, 154
large-lot haulage 63, 64–5, 146, 149
Law of Complaints against
Administrative Measures, Japan 152
leadership
changes 42, 115–16
and PA/PIF 48–50
qualities 185–6
lean production 18
Levine, S.B. 19
licence negotiations, Sony 144, 152–3, 161
life-time employment 19
liquor shops 148
logos 159, 160
Long Term Credit Bank of Japan 1
long-distance large-lot transport 143–5
long-term
capacity building 112–13
obligations 97
planning/vision 12, 93–5
strategy 114
luck 185
Mabuchi Motor 52
Maki, Carmel 163
malpractice 154–5
management
crisis, Japan 122–3
indicators 180
philosophy, Chihiro Kanagawa 177–8
managerial roles/styles
PA approach 101–4
PIF approach 78–81
replication of 116–17
Matsuda, Seiko 163
Matsushita Electric 144, 165, 167
‘me-too’ products 113
mental prototypes 36
mergers 25–6, 91–2, 123–4, 134–5
Michelin Brazil 91, 101, 102–3, 125–6, 134
Michelin France 101, 125
Michelin US 91–2, 126–8, 134
Michelin, François 125, 126
Microsoft 170
middle management 2
Minami, Saori 163
mini discs (MDs) 73
Ministry of Education, Japan 157
Ministry of International Trade and Industry, Japan 162
Ministry of Transport, Japan 152–3
mission, sense of 54–5
Mitarai, Fujio 21, 53
Mitsubishi Chemical 11, 176
Mitsubishi Group 1, 8, 123
Mitsui Chemical 11, 174
Mitsukoshi 62, 64–5, 143, 149
Miyaoka, Chisato 164
Miyauchi, M. 15, 155
mobility 42
Morio, M. 62
Morishina, M. 115
Morita, Akio 16, 60, 61, 75, 78, 158–9, 162, 167, 170, 171
multi-brand policies 127
Murakami, M. 76
music business 73–4
Naganuma, Hiroki 157
Nakajima, Heitaro 164
Nakayama, Teichi 157
Nasser, Jack 8, 123
Nathan, J. 62, 74
National Railway, Japan 65, 143, 146, 149
Nelson, R.R. 20
new model development 97, 99
Nihara’s study 22, 27, 51–5, 111
Nihon Keizai Shimbun 2, 4
Nikkei Business 6
Nikkei Shimbun 22
Nikkei Weekly 22
Nintendo 17, 53, 168, 170
Nippon Express 13
Nippon Steel 89, 134
Nippon Unpan 143
Nissan
  case study 3–5
  characteristics 17–22
  financial crisis 122–3, 129
  financial performance 135–7
  Ghosn era 8–11, 128–37
  merger with Renault 123–4
  Nissan Revival Plan (NRP) 4, 10, 89, 94–5, 97, 104, 131, 133, 135–6
NKK 90, 134
Nummi project 1
Obuchi, Keizo 153
Odagiri, Shintaro 174–5
OEM contracts 127
officialdom, fight against 152–3
offshoot experience 19, 20, 52–3, 97
110–11, 177
Ogura, Masao
  case study 4
  formative years 139–41
  managerial style 80–81
  and PIF 62–5
  at Shizuoka Transport 142
  at Yamato Transport 13–15, 145–6
Ogura, Yasuomi 62, 153
Ohga, Norio
  case study 4
  formative years 156–8
  managerial style 78–9
  and PIF 60–62
  at Sony 15–17, 65–75, 158–71
‘old economy’ 87, 179–80
operational
effectiveness 18–19, 114
excellence 110
operationalization, PA approach 95–101
organizational change/structure 182–5
organizations as interpretation systems 31
Ouchi, W.G. 19
outsider experience see offshoot experience
Ozawa, Toshio 162
P-size service, Yamato Transport 153
PAL system 161
parenting styles 45–6
Pelican 13
personal background 32–4, 37–8, 60
personality traits 80, 103–4
personnel systems 110–11
personnel-related decisions 183–4
Peters, T.J. 35
Peugeot Citroën 8, 123
Philips 16, 72–3, 161, 164, 170
pioneer spirit 60–62
Plan 180, Nissan 95
PlayStation 17, 73, 168–70
Plaza Accord (1985) 66
PolyGram 16, 164
Porras, J.I. 34, 35
Porter’s (1987) study 18, 44–5
portfolio strategy 44
Post Office, Japan 146
priority setting 95–7, 130
Carlos Ghosn 94–3
Chihiro Kanagawa 90–91
procurement 89–90, 103, 130, 133–4, 183
product
development 130, 135–7
diversification 68–75, 113
evolution 66–8
range 77
standardization 161
production capacity 87–8, 177
productivity 88
professional background 32–4, 37–8, 60
profit
generation of 88–9
maximisation 175
seeking 54
profit levers 37, 38, 95–7
Carlos Ghosn 88–90
Chihiro Kanagawa 85–8
Profit-Arithmetic (PA)
approach to business 85–104, 111–12
approach to managerial roles/styles 101–4
co-existence with PIF 113–14
comparison with PIF 39–42
and corporate strategy 42–8
and entrepreneurship 50–51
explanation of 31, 37–8
and leadership 48–50
and Nihara’s study 51–5
operationalization 95–101
value of 114–15
promotion systems 19, 110, 115
see also offshoot experience
Protestant Ethics and the Spirit of Capitalism 141
Proto-Image of the Firm (PIF)
approach to business 29–31, 111–16
approach to managerial roles/styles 78–81
co-existence with PA 113–14
comparison with PA 39–42
and corporate strategy 42–8
and entrepreneurship 50–51
explanation of 31, 32–4
firm evolution and succession 75–8
ideology and culture 34–6
and leadership 48–50
Nihara’s study 51–5
origin and shaping of 59–65
Sony 65–75
value of 114–15
recessions 180
remuneration systems 75
Renault
Carlos Ghosn at 92, 127–8
merger with Nissan 8, 9, 103, 121–2, 123–4, 134–5
purchasing costs 129
Renault Nissan BV 135
resources, understanding of 95
restructuring 44, 94–5, 133
risk management 53–4
Rockefeller Center 1
Rumelt, R.P. 100
Saito, Koichi 175
sales drivers (SD), Yamato Transport 14, 64, 148–9
Salzburg Music Festival 165
Salvation Army 141
Sanyo 144
Sanyo Securities 1, 122
Schendel, D.E. 100
Schweitzer, Louis 9, 92, 97, 123, 124, 128
second-order strategic fit 49
’sense for business’ 37, 38, 39
sense making 28
’sense of mission’ 35, 36
service quality 14, 64, 148
Seven-Eleven Japan 52, 53
shared values 42
shareholders 178–9
managers as 66
shareholdings, Nissan 90, 91, 129, 130
Sharp 144
Shimano 52
Shimizu, M. 97
Shin-Etsu Chemicals
case study 3–5
characteristics 17–22
Kanagawa era 11–13, 174–7
Shinkansen 13, 65, 139
Shintech 88, 174–5, 176
staffing 184–5
Shizuoka Transport 142, 143
short-distance small-lot transport 143–5
short-term
Index

focus 93–5, 180
operations 114
performance 92
planning/vision 93–4
Shuukan Toyo Keizai 6
silicone wafers/resins 11–12, 176–7, 181
simplification process 31, 34, 37–8
skills transference strategy 45
small-business managers 50–51
small-lot transport 146
smart working 90–91, 182–3
social
ethics 90
mission 54–5
socialization processes 32–3
Sogo 143
Sojitz 156
sokaiya 165
Sonomatic 160–61
Sony
case study 3–5
founding of 60–62
Idei’s era 73–8
management style 78–9
Ohga era 15–17, 65–75, 158–71
product evolution 66–8
see also CBS Sony
Southland Company 52
SS United States 158–9
staffing 88, 133, 183–4
stand-alone units 76–7
strategic
control/planning 46–50
fit 49–50, 54
thinking 114
strategic management
cognitive perspective 28–9
styles 45–8
strikes 142, 145
subsidiaries 142
succession 42, 97, 100, 177
PIF approach 73–8
Sumitomo Chemical 11, 176
Sumitomo Metal 134
successful firms
approaches of 112–13
common traits 109–11
leadership in 115–16
Suzuki, Toshifumi 52, 53
takeovers 97, 174–5
Takkyubin 13, 14, 62, 63–5, 80, 81, 139, 146–55
Tanaka, Michiko 115, 158
Tawara, T. 87
team development 102
technology driven industry 113
Teece, D.J. 100
teenage idol singers 163–4
Telefunken 158, 161
Terayama, Shuhei 163
theory of business 68
time
frames 111, 113
horrizons 39–40, 42
Tokaido (Tokyo-Osaka) route 143–5
Tokyo High School 141
Tokyo Motor Show 131, 160
Tokyo Olympic Games 166
Tokyo Tsushin Kogyo 60, 158
Tokyo University 141, 157, 174
Tokyo-Osaka transport 144–5
top-down processing 29
total quality management (TQM) 18
Toyota 8, 128
trademarks 153
traditional business methods 20–21
training 134, 184
transformational CEOs 21–2
prerequisites for 182–3
Transport Council, Japan 152
Trinitron 76–7, 160
tunnel vision 97
UK, firms 45–8
uncertainty 21, 28, 109, 110
Uniroyal Goodrich 91–2, 126, 127
United Parcel Service (UPS), US 147
US
CEOs 179
economy 175
management styles 127
stock market 74
trade friction 163
vinyl chloride market 12
value creation 2–3, 22, 43, 114–15
VCR format 67–8, 70–72
versatility 42
vertical integration 43
VHS 166–7
video
games 17, 168–70
movies 71–2
Viguerie, P. 21
vinyl chloride 11–12, 87–8, 176–7, 179, 180, 183, 184
visionary leadership 79
Volvo 123
von Karajan, Herbert 73, 158, 164–5
Walkman 67, 71
Walsh, J.P. 29
Watakushi no Rirekisho column 4, 6
Waterman, R.H. 35
Weekly Diamond 6
Weick, J.E. 31
Welch, Jack 4, 11, 173
Winter, S.G. 20
WorldCom 54
worst case scenarios 177–8
Yamagata, Y. 87
Yamaguchi, Momoe 163
Yamaichi Securities 1, 122
Yamamoto, Admiral Isoroku 180
Yamato Transport
case study 3–4
characteristics 17–22
development of 62–5
financial crisis 145–6
Ogura era 13–15, 80–81, 141, 142–55
see also Tàkkuyubin
Yoskinoya chain 63, 146
Young, D. 36
Z Committee, Nissan 99
Zen Nihon Ryutsu 13