The Origin Of Competitive Strength Fifty Years Of The Auto Industry In Japan And The Us

Helmut Becker

The Origin of Competitive Strength Akira Kawahara, 2012-12-06 When the war ended on August IS, 1945, I was a naval engineering cadet at the Kure Navy Yard near Hiroshima, Japan. A week later, I was demobi lized and returned to my home in Tokyo, fortunate not to find it ravaged by firebombing. At the beginning of September, a large contingent of the Ameri can occupation forces led by General Douglas MacArthur moved its base from Yokohama to Tokyo. Near my home I watched a procession of American mili tary motor vehicles snaking along Highway 1. This truly awe-inspiring cavalcade included jeeps, two-and-a-half-ton trucks, and enormous trailers mounted with tanks and artillery. At the time, I was a 21-year-old student in the Machinery Section of Engineering at the Tokyo Imperial University. Watching that mag nificent parade of military vehicles, I was more than impressed by the gap in industrial strength between Japan and the U. S. That realization led me to devote my whole life to the development of the Japanese auto industry. I wrote a small article concerning this incident in Nikkei Sangyo Shimbun (one of the leading business newspapers in Japan) on May 2, 1983. The English translation of this story was carried in the July 3, 1983 edition of the Topeka Capital-Journal and the September 13, 1983 issue of the Asian Wall Street Journal. The Topeka Capital-Journal headline read, MacArthur's Jeeps Were the Toyota Catalyst.

Automobilindustrie 1945-2000 Stephanie Tilly, Florian Triebel, 2013-06-28 Der wirtschaftliche Aufschwung nach 1945 war mit einem rasanten Wachstum der deutschen Automobilindustrie verknüpft. Gleichwohl stand diese Branche in der zweiten Hälfte des 20. Jahrhunderts im Spannungsfeld von Boom, Krise und Wandel. Der ökonomische slowdown in den 1970er Jahren verschonte auch den Autosektor in Europa und in den USA nicht – Märkte veränderten sich gründlich, neue Spielregeln für Erfolg und Wettbewerbsfähigkeit bildeten sich heraus. Mit Fokus auf die Wirtschafts- und Unternehmensgeschichte der Branche untersuchen die Beiträge des Sammelbandes anhand von Fallstudien Wechsellagen und industrielle Beziehungen und Markenkultur der deutschen Automobilindustrie. Länderstudien zu Großbritannien, Spanien, den USA, Schweden sowie Staaten des ehemaligen Ostblocks ergänzen das Bild von Konjunktur und Krise der Branche auf internationaler Ebene.

Phänomen Toyota Helmut Becker, 2006-07-31 Im Jahre 1936 baute TOYOTA sein erstes Auto. 2004 war Toyota mit

einem Börsenwert von ca. 120 Milliarden Dollar das höchst bewertete Automobilunternehmen der Welt - dies entspricht dem Wert der gesamten deutschen Automobilindustrie (BMW, DaimlerChrysler, Porsche, Volkswagen) - mit der höchsten Produktivität und dem höchsten Gewinn. TOYOTA wird in zahlreichen Reports als die most admired company aufgeführt. Diese beispiellose Entwicklung wirft Fragen auf: Warum ist TOYOTA so erfolgreich? Was macht TOYOTA anders als andere Automobilunternehmen? Der Autor, selbst viele Jahre in der Automobilindustrie tätig, argumentiert überzeugend, dass der Erfolg von TOYOTA in der Unternehmenskultur begründet ist. Eine konsequente Beachtung ethischer Normen, die man hierzulande als preußische Tugenden bezeichnen würde, ist Schlüssel zum phänomenalen Erfolg TOYOTAs. Ein Muss für jeden Automanager und für alle, die sich für die Erfolgsmechanismen in dieser Industrie interessieren.

Gescheiterte Innovationen Reinhold Bauer, 2006 Wachstum durch Innovationen - das ist ein geläufiger Slogan in Politik und Wirtschaft. Doch jeder erfolgreichen Neuerung stehen etliche gescheiterte Erfindungen gegenüber. Gerade diese Misserfolge sind für Reinhold Bauer untersuchenswert, da eine Geschichte des Scheiterns neue Perspektiven auf den technischen Wandel eröffnen kann. Anhand von Beispielen wie dem nie in Serie gegangenen Stirlingmotor zeigt er nicht nur die technische Seite, sondern auch die wirtschaftlichen, sozialen und politischen Einflüsse auf technische Neuerungen.

Industries and Global Competition Bram Bouwens, Pierre-Yves Donzé, Takafumi Kurosawa, 2017-09-18 Changes in the dynamics of economic activities since the last decades of the 20th century have yielded major changes in the composition of industries and the division of labor and production across different regions of the world. Despite these shifts in the global economy, some industries have remained competitive even without relocating their operations overseas. Industries and Global Competition examines how and why the specificities of certain industries and firms determined their choice of location and competitiveness. This volume identifies the major drivers of this process and explains why some firms and industries moved to other parts of world while others did not. Relocation was not the sole determinant of the success or failure of firms and industries. Indeed some were able to reinvent themselves at their original location and build new competitive advantages. The path that each industry or firm took varied. This book argues that the specific characteristics of each industry defined the conditions of competitiveness and provide a wide range of cases as illustrations. Aimed at scholars, researchers and acadmeics in the fields of business history, international business and related disciplines Industries and Global Competition exmaines the unique questions; How and why did the specificities of certain industries and firms determine their choice of location and competitiveness? Chapter 11 of this book is freely available as a downloadable Open Access PDF at http://www.taylorfrancis.com under a Creative Commons Attribution-Non Commercial-No Derivatives (CC-BY-NC-ND) 4.0 license.

The Economic and Business History of Occupied Japan Thomas French, 2017-08-07 The Occupation era (1945-1952) witnessed major change in Japan and the beginnings of its growth from of the ashes of defeat towards its status as a

developmental model for much of the world. The period arguably saw the sowing of the seeds of the post-war flowering of what some term the 'postwar Japanese economic miracle'. However, some scholars dispute this position and argue that the Occupation's policies and impacts actually hindered Japan's recovery. This volume addresses this question and others surrounding the business and economic history of this crucial period. The chapters presented in The Economic and Business History of Occupied Japan are authored by major scholars of the Occupation from the U.S., Japan, and Europe. The chapters are divided into three sections: 'Planning, reform and recovery', 'Industries under the Occupation', and 'Legacies of the Occupation era'. Following an introduction focusing on the historiographical background, the first section examines zaibatsu dissolution and its significance, the role of Japanese businessmen within the Occupation's reforms, the crucial impact of Japan's postwar Materials Crisis, and the impact of reform at the local level in Hokkaidō. Part two looks at a number of individual industries and their development during the era, including the fishing, automotive, and cotton spinning industries. The final section looks at the human impact of the changes of the initial postwar years, including the reintegration of repatriates into the Japanese labour force and the impact of changing working patterns on society and family life. This book covers a key period of the economic and business history of Japan and presents numerous new approaches and original contributions to the scholarship of the Occupation era. It will be of interest to scholars of modern Japan, economic history, business history, development studies and postwar U.S.-Japan relations.

The Myth of Japanese Efficiency Dan Coffey,2006-01-01 Combining case studies with accessible but rigorous production models and historical background, this book challenges accepted views on Japanese production methods in the world car industry. The Myth of Japanese Efficiency casts a familiar debate in an unfamiliar light. It will strongly appeal to management and business strategy academics, political economists and industrial sociologists interested in the debate on Fordist versus 'post-Fordist' production methods/'lean and flexible' manufacture and Japanese post-war success in the world market for manufactured goods. Human resource management specialists interested in best production practice will also find much to interest them within this book.

Autonomous State Dimitry Anastakis,2013-02-19 Autonomous State provides the first detailed examination of the Canadian auto industry, the country's most important economic sector, in the post-war period. In this engrossing book, Dimitry Anastakis chronicles the industry's evolution from the 1973 OPEC embargo to the 1989 Canada-US Free Trade Agreement and looks at its effects on public policy, diplomacy, business enterprise, workers, consumers, and firms. Using an immense array of archival sources, and interviews with some of the key actors in the events, Anastakis examines a fascinating array of topics in recent auto industry and Canadian business and economic history: the impact of new safety, emissions, and fuel economy regulations on the Canadian sector and consumers, the first Chrysler bailout of 1980, the curious life and death of the 1965 Canada-US auto pact, the 'invasion' of Japanese imports and transplant operations, and the

end of aggressive auto policy-making with the coming of free trade. More than just an examination of the auto industry, the book provides a rethinking of Canada's tumultuous post-OPEC political and economic evolution, helping to explain the current tribulations of the global auto sector and Canada's place within it.

Institutional and Technological Change in Japan's Economy Janet Hunter, Cornelia Storz, 2006-06-28 Institutional and technological change is a highly topical subject. At the theoretical level, there is much debate in the field of institutional economics about the role of technological change in endogenous growth theory. At a practical policy level, arguments rage about how Japan and the Japanese economy should plan for the future. In this book, leading economists and economic historians of Japan examine a range of key issues concerning institutional and technological change in Japan, rigorously using discipline-based tools of analysis, and drawing important conclusions as to how the process of change in these areas actually works. In applying these ideas to Japan, the writers in this volume are focusing on an issue which is currently being much debated in the country itself, and are helping our understanding of the world's second-largest economy.

Flexibility at Work V. Pulignano,P. Stewart,A. Danford,M. Richardson,2008-09-02 An examination of the form and character of recent transformations in the international automobile industry. Using comparative and national-based case study analysis, it explores the nature of such recent developments (outsourcing, modularization, high performance workplaces, etc.) and their impact on issues in the sector on a world scale.

Paving the Road to Sustainable Transport Måns Nilsson, Karl Hillman, Annika Rickne, Thomas Magnusson, 2012-05-23 This book is about how societies around the world can accelerate innovation in sustainable transport. It examines the relationship between policy change and the development of technological innovations in low carbon vehicle technologies, including biofuels, hybrid-electric vehicles, electric vehicles and fuel cells. Examining this relationship across countries and regions that are leaders in vehicle manufacturing and innovation, such as the European Union, Germany, Sweden, China, Japan, Korea and USA, the books aims to learn lessons about policy and innovation performance.

Profit Beyond Measure Anders Broms, H. Thomas Johnson, 2011-01-25 Waste has plagued almost every industrial-age firm for the past century. In this powerfully argued alternative to conventional cost management thinking, experts H. Thomas Johnson and Anders Bröms assert that any company can avoid the waste that is generated through excessive operating costs in the short run and excessive losses from market instability in the long run. To gain more secure levels of profitability, management must simply change how it thinks about work and how it organizes work. Profit Beyond Measure details how two extremely profitable manufacturers, Toyota and the Swedish truck maker Scania, have rejected the traditional mechanistic mindset of managing by results that generates waste. Johnson and Bröms explain how Toyota and Scania achieve their legendary cost advantage through a revolutionary concept they call managing by means (MBM). Instead of being driven to meet preconceived accounting targets, the production systems of Toyota and Scania are governed by the

three precepts that guide all living systems: self-organization, interdependence, and diversity. Amid a wealth of new insights into Toyota's vaunted system, Johnson and Bröms introduce the tools of MBM to show how design, production, and profitability analysis are done to customer order. They demonstrate that by following the principles that emulate life systems, even a lean and profitable company can organize work to greatly lessen its long-term earnings instability and sharply reduce its short-run operating costs. Scania has achieved sixty-five years of financial stability and longevity in the face of fierce competition. Toyota has amassed a market value since 1988 that has rivaled -- or sometimes surpassed -- the American Big Three automakers combined. The principles that Johnson and Bröms set forth in Profit Beyond Measure can guarantee the same richer, longer life to any company that applies them.

The Great Race Levi Tillemann,2016-01-19 The Great Race recounts the exciting story of a century-long battle among automakers for market share, profit, and technological dominance—and the thrilling race to build the car of the future. The world's great manufacturing juggernaut—the \$3 trillion automotive industry—is in the throes of a revolution. Its future will include cars Henry Ford and Karl Benz could scarcely imagine. They will drive themselves, won't consume oil, and will come in radical shapes and sizes. But the path to that future is fraught. The top contenders are two traditional manufacturing giants, the US and Japan, and a newcomer, China. Team America has a powerful and little-known weapon in its arsenal: a small group of technology buffs and regulators from California. The story of why and how these men and women could shape the future—how you move, how you work, how you live on Earth—is an unexpected tale filled with unforgettable characters: a scorned chemistry professor, a South African visionary who went for broke, an ambitious Chinese ex-pat, a quixotic Japanese nuclear engineer, and a string of billion-dollar wagers by governments and corporations. "To explain the scramble for the next-generation auto—and the roles played in that race by governments, auto makers, venture capitalists, environmentalists, and private inventors—comes Levi Tillemann's The Great Race...Mr. Tillemann seems ideally cast to guide us through the big ideas percolating in the world's far-flung workshops and labs" (The Wall Street Journal). His account is incisive and riveting, explaining how America bounced back in this global contest and what it will take to command the industrial future.

Restructuring 'Korea Inc.' Jang-Sup Shin, Ha-Joon Chang, 2003-09-02 The 1997 South Korean financial crisis not only shook the country itself but also sent shock waves through the financial world at large. This impressive book critically assesses the conventional wisdom surrounding the Korean crisis and the performance of the IMF-sponsored reform programme. Looking first at the strengths and weaknesses of 'Korea Inc.' in comparison with other East Asian countries, the authors describe the challenges faced by Korea in the 1990s due to the acceleration of globalization. By arguing that the transition attempted by Korea was badly conceived and ill designed, Restructuring 'Korea Inc.' focuses on corporate reform after the crisis that has led to the running up of huge 'transition costs'. This snappy, informative and readable book has a

broad historical overview and with its suggestions for structural change for Korea. This book is an important contribution not only to Asian studies, but also to the study of financial crises and the political economy of economic reform.

Die Innovationskraft japanischer Zulieferer-Abnehmer-Kooperationen Franz Xaver Kettl,2001

Handbook of Global Environmental Politics Peter Dauvergne, 2012-01-01 The second edition of this Handbook contains more than 30 new and original articles as well six essential updates by leading scholars of global environmental politics. This landmark book maps the latest theoretical and empirical research in this energetic and growing field. Captured here are the pioneering and lively debates over concerns for the health of the planet and how they might best be addressed. The introduction explores the intellectual trends and evolving parameters in the field of global environmental politics. It makes a case for an expansive definition of the field, one that embraces an interdisciplinary literature on the connections between global politics and environmental change. The remaining chapters are divided into four broad themes – states and cooperation; global governance; the political economy of governance; and knowledge and ethics – with each section covering key emerging issues. In-depth explorations are given to topics such as climate change, multinational corporations, international agreements and UN organizations, regulations and business standards, trade and international finance, multilevel and transnational governance, and ecological citizenship. Handbook of Global Environmental Politics, Second Edition is a comprehensive review of the field and offers cutting-edge ideas for further research. As such, scholars, students and policymakers will find themselves looking to it for many years to come.

<u>Handbook of the International Political Economy of Production</u> Kees van der Pijl,2015-01-30 This Handbook provides a state-of-the-art overview of the changing world of global production. Chapters cover the geography of why and where jobs are moving in both manufacturing and services. The authors discuss topics relating to the human and natura

The Urban Political Economy and Ecology of Automobility Alan Walks, 2014-07-25 Just how resilient are our urban societies to social, energy, environmental and/or financial shocks, and how does this vary among cities and nations? Can our cities be made more sustainable, and can environmental, economic and social collapse be staved off through changes in urban form and travel behaviour? How might rising indebtedness and the recent series of financial crises be related to automobile dependence and patterns of urban automobile use? To what extent does the system and economy of automobility factor in the production of urban socio-spatial inequalities, and how might these inequalities in mobility be understood and measured? What can we learn from the politics of mobility and social movements within cities? What is the role of automobility, and auto-dependence, in differentiating groups, both within cities and rural areas, and among transnational migrants moving across international borders? These are just some of the questions this book addresses. This volume provides a holistic and reflexive account of the role played by automobility in producing, reproducing, and differentiating social, economic and political life in the contemporary city, as well as the role played by the city in producing and

reproducing auto-mobile inequalities. The first section, titled Driving Vulnerability, deals with issues of global importance related to economic, social, financial, and environmental sustainability and resilience, and socialization. The second section, Driving Inequality, is concerned with understanding the role played by automobility in producing urban socio-spatial inequalities, including those rooted in accessibility to work, migration status and ethnic concentration, and new measures of mobility-based inequality derived from the concept of effective speed. The third section, titled, Driving Politics, explores the politics of mobility in particular places, with an eye to demonstrating both the relevance of the politics of mobility for influencing and reinforcing actually existing neoliberalisms, and the kinds of politics that might allow for reform or restructuring of the auto-mobile city into one that is more socially, politically and environmentally just. In the conclusion to the book Walks draws on the findings of the other chapters to comment on the relationship between automobility, neoliberalism and citizenship, and to lay out strategies for dealing with the urban car system.

Automobiles and the Future Robert E. Cole, 1983-01-01 At the time of the U.S.-Japan auto conferences in March 1983, the hoped-for economic recovery as manifested in auto sales had revealed itself quite modestly. Three months later, the indicators were more robust and certainly long overdue for those whose livelihood depends on the health of the industrysome of whom are university professors. With Japanese import restrictions in place until March 1984 and drastically reduced break-even points for domestic manufactures, rising consumer demand holds great promise for the industry. The rapidly rising stock prices of the auto-makers captures well the sense of heightened optimism, as do the various forecasts for improved profits. While the news is certainly welcome, it nevertheless should be greeted with caution. As Mr. Perkins noted at the conference, we have a tendency to forget things very quickly. If we have a boom market this year, there is a good chance that a lot of things we learned will be forgotten. To put the matter differently and more bluntly, with growing prosperity there is the risk that management will fall back into old habits, making impossible the achievement of sustained quality and productivity improvement. Similarly, the commitment to develop cooperative relations with workers and suppliers will weaken. The union will be under membership pressure to retrieve concessions rather than to take the longer-term view. This longer-term view recognizes that up-front increases and adherence to existing work rules increasingly come at the sacrifice of future job security. Government policymakers will turn their attention away from the industry. This may not mean a great deal given how weakly focused their attentions has been during the last three years and how mixed and contradictory government auto policies have been for over a decade.

Deutsche Nationalbibliographie und Bibliographie der im Ausland erschienenen deutschsprachigen Veröffentlichungen ,1996

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