

2015年度 デミング賞 2015 Deming Prize

株式会社GSユアサ

産業電池電源事業部 産業電池生産本部

GS Yuasa Corporation, Industrial Battery Production
Division, Industrial Batteries & Power Sources Business Unit

受賞報告講演会 解説

Lead Examiner's Comment

2015.11.11

デミング賞審査委員会 委員

宮村 鐵夫

Dr. Tesuo Miyamura, Lead Examiner

2 TQMによる経営環境の変化への対応

- ❖ トップのリーダーシップと4つの“ション”
 - Passion, Vision, Decision, Action
- ❖ 5つの経営課題の明確化と浸透
 - 品質向上計画の必達と重要品質問題の解決


Correspond to business environment change through TQM

Leadership by top management and 4 “-tion”s

-Passion, Vision, Decision, and Action

Clarification and penetration of 5 Management assignments

-Achieving quality improvement plan and solving important quality issues

- 
- 新商品開発の推進と海外生産拠点への技術支援
 - 原価低減の推進
 - 生産・供給体制の変革
 - 産業用リチウムイオン電池の量産化

-Promoting new product development, and providing technical support to overseas production sites

-Promoting cost reduction

-Innovating production and supply system

-Enabling mass-production of industrial lithium batteries

4

(1) 経営の道具としてのTQMの位置づけと活用

❖ TQMの目的と進め方

- 人と組織の体質改善
- 経営問題解決へ資源の投入
- TQMマスタープラン策定と見直し
 - ◆ PlanとDoの重視

(1) Position and use of TQM as management tools

Purpose and procedure of TQM

Constitutional improvement on people and organization

Resource investment to solve managerial problems

Establishment and review of TQM Master plan

Stress on “Plan” and “Do”

❖ TQMの考え方と方法論

– 全体最適

◆ 生販一体の供給体制構築

- ◆ 顧客に焦点

- ◆ 部門間連携

- ◆ 情報の共有・共用

– 課題化と解決の進め方

- ◆ 目的と目標の明晰さの重視

- ◆ 小集団活動とオーナーシップ

TQM way of thinking and methodology

Total optimism

Established a supply system of production integrated with sales

Customer Focus

Cross department collaboration

Information sharing and shared use

Making assignments and procedure for resolution

Stress on objective and target clarity

Small group activity and ownership

(2) 現場力を活用した改善活動

❖ 工場営業利益の創出

- 製造部は能率改善
- 技術部はVA/VEによる部品原価低減

❖ SPS (Sanden Production System) 活動

- 工程別製品別の基礎データの収集・蓄積・改善

(2) Improvement activity using shop floor capability

Creation of plant sales profit

- Efficiency improvement at production department
- Cost reduction on components by VA/VE at engineering department

SPS (Sanden Production System) Activity

- Collection, accumulation and improvement of basic data by process and by product

- マルチスキル化による多台持ち
- サイクルタイムの低減とスループットの改善
- チョコ停や故障の低減

❖ 部門横断的なプロジェクト活動

- 課題化とプロジェクトチーム
- 変更・変化点管理とDRBFM

-Taking charge of a few machines by fostering multi-skilled workers

-Cycle time reduction and improvement on “through put”

-Reduction of stoppage and breakdown

Cross functional project activity

-Making assignments and project teams

-Change/Change point management and DRBFM

(3) 多様な品種構成と生販一体となった供給体制の構築

❖ 社会的貢献重視によるブランド力向上

- ミッション

- ◆ 社会のインフラとして重要な機能を有している製品を開発・生産・供給
- ◆ 長期寿命を含む多様な顧客ニーズに応える合理的な製品開発プロセスの構築

(3) Wide variety of product composition, and establishing a supply system of production integrated with sales

❖ Enhancement of brand strength by emphasizing social contribution

-Mission

Develop, produce and supply products which hold significant functions as social infrastructure

Establish a reasonable product development process in accordance with a variety of customer requirements, including long-life products

9

- サービス体制の構築
 - ◆ 補修に備えたサービス体制の構築によるブランド力の継続的な向上
- 顧客満足度の高い評価
 - ◆ 顧客からのOEM先へ搭載要望

❖ 現場を束ね課題の解決策を協議

- 生産管理部が販売と生産の間に立ち情報共有を推進
- 不確定な情報と確定的な情報を分け、またバッファ的役割の「戦略的在庫」を設定し、在庫量を正確に管理

-Establishment of Service system

Continuous improvement on brand strength by establishing a service system for repair

-High evaluation on Customer satisfaction

Request of mounting to OEM from customer

Discuss plan to solve assignments by bundling shop floor people together

-Production management department promotes information-sharing between production and sales

-Inventory amount is precisely controlled by sorting determined information from the undetermined, as well as setting up “strategical inventory” as a role of buffer