



主査委員コメント

CEAT Limited の TQM

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Lead Examiner's Comment

TQM in CEAT Limited

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CEAT Limited



- 事業
 - 自動車タイヤの設計・製造・販売
 - インド国内4位. 急成長
- 課題: 存続が危ぶまれる会社
 - 売上低迷, 低収益, 低い従業員モラル, 大きな品質問題
 - 自社独自の品質マネジメントの推進. たが危機を脱せなかった

CEAT Limited

- Business
 - A design, manufacture and sales company for automotive tires.
 - 4th market share in India. Remarkable growth in recent 5 years.
- Issues: Its existence itself was under threat
 - Stagnant sales, low profit, low employee morale, big quality problems, etc.
 - Its own way of Quality Management, but unable to tide over the crisis.

TQMによる経営革新



- TQM導入
 - インド自動車業界でのTQMの普及, JUSEセミナー
 - CAIRO (Challenger, Aspiration-led, Integrity, Result-obsession, Openness)
- 顧客志向の経営目標
 - 目的(経営理念): Making mobility safer and smarter. Everyday.
- 経営目的達成のためのTQM
 - 経営目標, 戦略, QBM活動の全社展開

Management innovation through TQM

- Introduction of TQM
 - Spread of TQM in the Indian automobile industry. JUSE seminars.
 - CAIRO (Challenger, Aspiration-led, Integrity, Result-obsession, Openness)
- Customer-oriented business objectives
 - Purpose (Management philosophy): Making mobility safer and smarter. Everyday.
- TQM for achieving business objectives
 - Business objectives and strategies. QBM activities across the whole company.

価値観共有・人間尊重を基礎とする全社一丸経営



- 会社目的の策定と展開による価値観共有
 - 価値観(行動原理): CAIRO
 - 目的(経営理念): Making mobility safer and smarter. Everyday.
社会的に意味のある製品を提供しているとの認識の共有
- 人間尊重経営
 - 人間の無限の可能性を引き出す経営
 - 多種多様な施策(全員参加, 教育訓練, 健康・安全・福祉, 処遇制度など)

Company-wide unified management based on sharing of values and respect for humanity

- Sharing values through formulation and deployment of CEAT's purpose.
 - Values (behavioral principles): CAIRO
 - Purpose (Management philosophy): Making mobility safer and smarter. Everyday.
Sharing of awareness that “we” are offering a product that has social relevance.
- Respect for humanity in management
 - Management that extracts infinite human possibilities.
 - Variety of measures (total employee involvement, education and training, health, safety and welfare, personnel treatment system, etc.)



事業拡大における戦略性

- 戦略的新製品投入による事業基盤確立
 - QBMをベースにした顧客志向の新製品開発
 - 製品ロードマップ, 技術ロードマップ
- ブランド確立のためのTQM
 - ブランド確立のための要件(製品競争力, ニーズ把握, 技術力, 生産力, 広報, 顧客関係など)の特定
 - QBMによる関連する全経営機能の充実

Strategic business expansion

- Establishment of business base based on strategic new product launch
 - Customer-oriented new product development based on QBM
 - Product Roadmap and Technology Roadmap
- TQM for the establishment of brand
 - Identification of requirements for the brand establishment (product competitiveness, needs capturing, technical strength, production capability, publicity, customer relationship, etc.)
 - Reinforcement of all the related management functions through QBM.

事業への貢献を意識した広く深い徹底的IT活用



- 事業への貢献を強く意識したIT活用
 - 社内の業務システム改革, 社外との関係性管理, 製品の付加価値向上
- ITに内在する特徴・能力の認識
 - コミュニケーション, 計算・制御, 知識ベース, ネットワーク(IoT)
- IT活用により競争優位要因となりうる組織能力
 - 業務プロセスの質的向上, 知識ベース, 部門間連携, CAE, 情報収集・分析

Extensive, deep and exhaustive use of IT with focus on contribution to business growth

- Use of IT with strong awareness about contribution to business.
 - In-house business system reform, relationship management with outside entities, value addition in products, etc.
- Awareness about characteristics and capabilities inherent in IT
 - Communication, computing and control, knowledge base, network (IoT), etc.
- Organizational competencies for competitive edge by use of IT
 - Improvement in the business process, knowledge base, inter-departmental coordination, CAE, information collection and analysis, etc.

TQMの効果



- 経営の安定化, 収益向上
 - クレーム低減, 内部品質不良低減, 原価低減, 納期短縮, 新製品数増加
- 表彰
 - J. D. Power Award 2017. Halol工場のSword of Honour Award受賞
- 尊敬される存在
 - 高い従業員満足度の維持, 離職率・欠勤率の大幅低減, 地域との良好な関係

Effects of TQM

- Stabilized management and increase in profit
 - Reduction in market claims and internal quality defects, cost reduction, reduction in lead time, increase in number of new products, etc.
- Recognition
 - J. D. Power Award, British Safety Council / Sword of Honour Award
- Respected existence
 - Sustained high employee satisfaction, drastic reduction in attrition rate and absenteeism, good relationship with the local community, etc.