

GC America, IncのTQM活動

GC America, Inc.

- 1992年設立
- 日本の(株)ジーシーのグループ企業
- 米国において歯科材料の製造・販売
- 従業員数:261名

GC America, Inc.

- Established in 1992
- Group company of GC Corporation in Japan
- Business: Production and sales of dental materials in the US
- Employees: approx. 261

GCAの状況

- a. 米国: 世界最大のマーケット(日本の3倍以上)
- b. 歯科材料: 地域・文化に強く依存する審美性
- c. 為替の変動への対応の必要性
- d. cGMP(米医薬品等の製造品質管理基準)への対応
- e. さらなる成長
 - 2005年, GQM(GCのTQM)の導入を宣言

Status of GCA

- a. US: the world's biggest dental products market (3 times bigger than that of Japan)
- b. Dental material: Aesthetic value has a lot to do with geographical and cultural elements
- c. Necessity to respond to exchange rate fluctuations
- d. Dealing with cGMP (current Good Manufacturing Practice)
- e. Achieving further growth
 - Declaration of GQM implementation (GC's TQM) in 2005

GQMの特徴-1

- 施無畏(せむい), “GC no Kokoro”を基盤とするTQM活動の米国での展開
 - GQMを共通言語・ツールとして活用
 - Philosophyの教育 GC no KokoroのStoryteller
- 企業理念・文化の浸透によるビジョンの達成

Feature of GQM -1

- Implementation of TQM activity in the U.S. based on the concept of “SE-MU-I” and “GC no Kokoro”
 - Utilization of GQM as a common language and tool
 - Philosophy education, Storyteller of GC no Kokoro
- Achieving of a vision by disseminating company philosophy and culture

GQMの特徴-2

- 顧客の声(VOC)に重点を置いた体系的なマーケティングおよび新製品開発
 - VOC収集のための仕組み
 - VOCの構造化, KOL(Key Opinion Leader)
 - 新製品開発システムの構築
 - NPLMC(New Product Launch Master Control)
 - NPSS(New Product Suggestion Sheet)
- 米国市場に適合した新製品開発

Feature of GQM -2

- Systematic marketing and new product development by emphasizing Voice of Customer
 - System to gather VOC
 - Systematization of VOC, KOL(Key Opinion Leader)
 - Building new product development system
 - NPLMC(New Product Launch Master Control)
 - NPSS(New Product Suggestion Sheet)
- Developing new products that are suitable for the US market

GQMの特徴-3

- ITを活用した基盤システムの構築. 体系的な営業.
 - GCA Selling Way
 - GCA Selling System, CRM System, Market Portfolio Analysis System
- 日本企業のグローバル化の一つの方法論としてのTQMの有効性を体現しつつある

Feature of GQM -3

- Establishing infrastructure system using IT, systematic sales promotion
 - GCA Selling Way
 - GCA Selling System, CRM System, Market Portfolio Analysis System
- Gradually embodying the effectiveness of TQM as a methodology for Japanese companies to go global

結 果

- TQMを経営ツールとして有効に活用
 - 顧客の声や市場の変動に柔軟に対応する仕組みを構築
 - 品質力・組織能力の強化
 - 売上高・売上高成長率の増大
 - 米国に適合する新製品数の増大
 - GCAの米国市場に適した製造品数・売上の増大
 - 顧客・ディーラー・従業員の満足度の向上
- Vision 2021の達成を目指して

Result

- TQM is effectively used as a management tool
 - Structure that can flexibly respond to VOC and market changes has established
 - Quality and organizational capability
 - Sales and sales growth rate have increased
 - Number of new product suitable for US has increased
 - Number of GCA products suitable for GCA's US market and its sales have increased
 - Satisfaction level of customers, dealers and employees have improved
- Aiming to achieve Vision 2021