

Toward a Corporate Organization Geared to Globalization and Innovation

A Corporate Perspective

October 2, 2009



財団法人 日本生産性本部
JAPAN PRODUCTIVITY CENTER

Yukihiro Okawa



Raising Productivity in the Service Industry

Japan Productivity Center

Place and status of the service industry in Japan (1)

70% of GDP

70% of workers

Even the value-added centers of the manufacturing industry are becoming “service” centers (for raising the level and added value of products)

Maturing of industry structures

→ Diversification of industry types, many “misc.” types

Small and medium-sized businesses slow to enter and exit markets, slow to globalize

Place and status of the service industry in Japan (2)

Service itself is invisible... **“Formlessness”**

It is consumed at the moment it is provided ... **“Simultaneity”**

Specific operations... **“People” centered**

→ Common issues relating to the industry

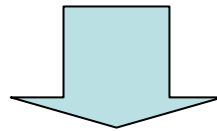
Management is complex and difficult

Measuring quality control

Grasping the keys to customer satisfaction

Creating yardsticks for measuring productivity

A common **forum** for solving issues by industry, government and academia



Service Productivity & Innovation for Growth (SPRING)
established (May 2007)

Getting free of dependence on human experience and intuition

Passing along know-how from the production floor

Human resources development

Reliability and quality

Research on actual success stories

Dealing with globalization

SPRING mission and stance

Simultaneous enhancement of productivity **input + output**

Input: from efficiency standpoint

Change processes

IE-based techniques

IT utilization

Output: from effectiveness standpoint

Customer satisfaction

Medium to long-term HR development

Dialog

