

【Keynote Speech (Program #1)】

Why did the automobile industry prosper in Japan?

9:40 - 10:35
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Facilitator

Kenichi Furuhashi
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Speaker

Takahiro Fujimoto
NPO Japan Automotive Hall of Fame

Evolution of the Automobile Industry Past, present and future

Speaker : Takahiro Fujimoto (NPO Japan Automotive Hall of Fame)

This speech applies capability-architecture-performance (CAP) approach of industrial analysis to the evolution of the automobile industry and the strategies of its leading manufacturing firms between the late 19th century and the early 21st century. We regard a manufacturing site and a product as our two basic units of analysis. Both an industry and a firm can be seen as a collection of sites, as well as a collection of products. Our CAP framework predicts that dynamic fits between the sites' organizational capabilities and the product/process architectures lead to sustainable competitive performance. Such key concepts as flows of value-carrying design information, productive/market/profit performance, design-based comparative advantage, integral/modular architectures, multi-skilling, coordinative capability-building, evolutionary capabilities, industry lifecycle, and architectural evolution are discussed in a systematic and dynamic way. In this way, the CAP approach historically/empirically/theoretically tries to explain why Japanese auto industry demonstrated relatively high competitive performance since the late 20th century.