



東京大学MMRC-法政大学RIIM-IMVP

自動車産業フォーラム

東京 2011

世界自動車産業の変化と課題  
—持続可能な成長に向けた競争と協調、そして革新—

2011年3月4日(金)

法政大学ポアソナード・タワー 26階スカイホール

■ 場所

東京都千代田区富士見2-17-1 法政大学市ヶ谷キャンパス

■ 主催

東京大学ものづくり経営研究センター(MMRC)

法政大学イノベーション・マネジメント研究センター(RIIM)





# **MMRC-RIIM-IMVP Automobile Industry Forum in Tokyo, 2011**

**“Changes and Challenges of the Global Automobile Industry:  
Competition, Cooperation and Innovation for Sustainable Growth”**

**Friday, March 4, 2011**

**Sky Hall, Boissonade Tower at Hosei University, Tokyo, Japan**

- **Hosted by :**  
Manufacturing Management Research Center (MMRC), the University of Tokyo  
The Research Institute of Innovation Management (RIIM)



## プログラム

09:00-09:30 [受付]

09:30-09:40 [開会式]

福田 淳児 法政大学イノベーション・マネジメント研究センター 所長  
法政大学経営学部 教授

09:40-12:05 [セッション 1]

司会 ダニエル・ヘラー

横浜国立大学経営学部准教授／東京大学ものづくり経営研究センター特任研究員  
自動車問題研究会副会長

09:40-10:10 下川 浩一 東海学園大学経営学部教授／法政大学名誉教授  
「グローバル自動車産業—過去と未来—」

10:10-10:25 [休憩]

10:25-10:55 大聖 泰弘 早稲田大学教授／大学院環境・エネルギー科長／環境総合研究センター所長  
「先進環境対応車の技術開発に関する現状と将来展望」

11:00-11:30 John Paul MACDUFFIE ペンシルバニア大学ウォートン・スクール教授／IMVP共同ディレクター  
「複雑性のマネジメント：柔軟な組織能力の構築 vs 負荷の軽減」

11:35-12:05 Glenn MERCER IMVP GSSD シニアディレクター

「フォードの2007年から2011年—近年の自動車産業危機の中での“フォード・ウェイ”の模索—」

12:05-13:10 [休憩] 昼食

13:10-14:50 [セッション 2]

司会 近能 善範

法政大学経営学部教授／法政大学イノベーション・マネジメント研究センター 運営委員

13:10-13:40 Susan HELPER ケース・ウェスタン・リザーブ大学ウェザーヘッド経営大学院教授

「アメリカにおける自動車産業危機後の自動車のサプライ・チェーン」

13:45-14:15 Ki-Chan KIM (金 基燦) 韓国カソリック大学経営大学院教授

「自動車産業における構造革命と破壊的技術—将来の韓国自動車産業へのインプリケーション—」

14:20-14:50 Young-Sup Joo (朱 榮涉) Ministry of Knowledge Economy, Korea

「自動車産業における複雑性マネジメント戦略—デジタル化に起因する複雑性の危機への対処—」

14:55-15:25 Bruce M. BELZOWSKI ミシガン大学交通研究所Assistant Research Scientist

「北アメリカ自動車産業が挑む課題と新たなチャンス」

15:25-15:40 [休憩]

15:40–17:20 **[セッション 3]**

**司会 安本 雅典**

横浜国立大学大学院環境情報学府・研究院・准教授

東京大学ものづくり経営研究センター・特任研究員

15:40–16:10 **Michel FREYSSENET** フランス国立科学研究センターResearch Director

「新自動車革命の三つのシナリオ」

16:15–16:45 **Bernard JULLIEN** エヴリーーヴァル・デソヌヌ大学、モンテスキュー／ボルドー第4大学博士

「第二の自動車革命の4つの次元」

16:50–17:20 **Christophe MIDLER** エコール・ポリテクニク経営研究センターDirector

「イノベーション成果の価値的側面—9つのOEMを対象とした国際的比較評価から得られた手法とその結果—」

17:20–17:25 **[休憩]**

17:25–18:25 **[パネル討論]**

**司会 藤本 隆宏** 東京大学ものづくり経営研究センター長

**パネリスト: 大鹿 隆** 福井県立大学経済学部教授

**Dario Ikuo MIYAKE** サンパウロ大学教授

**伊藤 洋** 東京大学ものづくり経営研究センター特任研究員

**李 澤建** 東京大学ものづくり経営研究センター特任助教

18:25–18:30 **[閉会式]**

**藤本 隆宏** 東京大学ものづくり経営研究センター長

東京大学大学院経済学研究科教授

18:30–20:00 **[レセプション]**

都合により、内容を変更する場合があります。

## ■ ホームページ

<http://merc.e.u-tokyo.ac.jp/mmrc/topics/imvp2011/index.html>

## ■ お問い合わせ

東京大学ものづくり経営研究センター(MMRC)

〒113-0033 東京都文京区本郷 7-3-1 東京大学大学院経済学研究科学術交流棟5F

info@mmrc.e.u-tokyo.ac.jp

# MMRC-RIIM-IMVP Automobile Industry Forum in Tokyo

## 4 March 2011

### PROGRAM

09:00–09:30 [Registration]

09:30–09:40 [Opening Ceremony]

- Welcoming Remarks – Junji FUKUDA

*Director, The Research Institute for Innovation Management (RIIM), Hosei University  
Professor, Faculty of Business Administration, Hosei University*

09:40–12:05 [Session 1]

Chairman: Daniel Arturo HELLER

*Associate Professor, Faculty of Business Administration, Yokohama National University*

09:40–10:10 The Global Automotive Industry: Past and Future

Koichi SHIMOKAWA

*Professor, Faculty of Business Administration, Tokai Gakuen University  
Emeritus Professor, Hosei University*

10:10–10:25 [Coffee Break]

10:25–10:55 Present and Future Technologies for Environmentally Friendly Motor Vehicles

Yasuhiro DAISHO

*Professor, Dean of Graduate School of Environment and Energy Engineering  
Director of Environmental Research Center, Waseda University*

11:00–11:30 Managing Complexity: Building Flexible Capabilities vs. Reducing the Overload

John Paul MACDUFFIE

*Co-Director, IMVP; Associate Professor, Wharton School, University of Pennsylvania*

11:35–12:05 Ford 2007-2011: Finding Its Way Through the Recent Automotive Crisis

Glenn MERCER

*Sr. Director for Global Strategy and Sponsor Development, IMVP*

12:05–13:10 [Lunch Time]

13:10–14:50 [Session 2]

Chairman: Yoshinori KONNO

*Professor, Faculty of Business Administration, Hosei University  
Board member, The Research Institute for Innovation Management (RIIM), Hosei University*

13:10–13:40 The US Auto Supply Chain: After the Crisis

Susan HELPER

*Professor, Weatherhead School of Management, Case Western Reserve University  
Research Associate of the National Bureau of Economic Research (NBER)*

13:45–14:15	<p>Architecture Revolution and Disruptive Technology in the Automobile Industry: Implications to the Korea Automobile Industry</p> <p><b>KI-CHAN KIM</b>  <i>Dean of Planning and Development, Professor of Business School, the Catholic University of Korea</i></p>
14:20–14:50	<p>Complexity Management Strategy in the Automotive Industry: Against the Complexity Crisis Resulting from Electronic Convergence</p> <p><b>Young-Sup JOO</b>  <i>Managing Director, Core Industry Sector, Office of Strategic R&amp;D Planning, Ministry of Knowledge Economy, Korea</i></p>
14:55–15:25	<p>North American Automotive Industry: Challenges and Opportunities</p> <p><b>Bruce M. BELZOWSKI</b>  <i>Assistant Research Scientist at the University of Michigan Transportation Research Institute (UMTRI)</i></p>
15:25–15:40	[Coffee Break]
15:40–17:20	<p>[Session 3]</p> <p><b>Chairman: Masanori YASUMOTO</b>  <i>Associate Professor, Graduate School of Environment and Information Sciences, Yokohama National University</i></p>
15:40–16:10	<p>Three Scenarios for a New Automobile Revolution: The riskiest is not the more improbable</p> <p><b>Michel FREYSSENET</b>  <i>Emeritus Research Director at Scientific Research National Center (CNRS), France</i></p>
16:15–16:45	<p>The Four Main Dimensions for a Second Automobile Revolution</p> <p><b>Bernard JULLIEN</b>  <i>Maître de Conférences in economics at the GREThA research center, attached to University Montesquieu-Bordeaux 4; Managing Director of the GERPISA, international network of research on the car industry based in ENS Cachan (Paris)</i></p>
16:50–17:20	<p>The Value Side of Innovation Performance: Methodology and Results from Comparison Among 9 OEMs</p> <p><b>Christophe MIDLER</b>  <i>Director, Centre de Recherche en Gestion, Ecole Polytechnique, France</i></p>
17:20–17:25	[Short Break]
17:25–18:25	<p>[Panel Discussion]</p> <p><b>Chairman: Takahiro FUJIMOTO</b> <i>Executive Director, MMRC, the University of Tokyo</i>  <b>Panelists: Takashi OSHIKA</b> <i>Professor, the Faculty of Economics, Fukui Prefectural University</i>  <b>Dario Ikuo MIYAKE</b> <i>Professor, Department of Production Engineering, Polytechnic School of the University of Sao Paulo, Brazil</i>  <b>Hiroshi ITO</b> <i>Project Researcher, MMRC, the University of Tokyo</i>  <b>Zejian LI</b> <i>Project Research Associate Manufacturing Management Research Center (MMRC)</i></p>
18:25–18:30	<p>[Closing Ceremony]</p> <p><b>Takahiro FUJIMOTO</b>  <i>Executive Director, Manufacturing Management Research Center (MMRC)  Professor, Graduate School of Economics, the University of Tokyo</i></p>
18:30–20:00	[Reception]



# 講演者・司会者 プロフィール

## Participants' Profile

(In order of appearance in the Program)

### 下川 浩一



**東海学園大学経営学部教授／法政大学名誉教授**

九州大学大学院経済学研究科博士課程修了。法政大学経営学部教授を経て、1999年より現職。日本の自動車産業研究の権威としてMITの国際自動車共同研究の代表など国際会議と学会で活躍。旧通産省、運輸省などの専門委員として座長などを歴任。

**専門分野**：マーケティング、自動車産業論、国際経営論、生産システム論

**主な著書**：『マーケティング歴史と国際比較』文眞堂(2000)；『情報革命と自動車流通イノベーション』(共著)文眞堂(2000)；『グローバル自動車産業経営史』有斐閣(2005)、『失われた十年は乗り越

えられたか』中央公論新社(2006)；『自動車産業アジア新時代への挑戦－環境文明の創造と世界金融危機を越えて』中央公論新社より2009年

### Koichi SHIMOKAWA

**Professor, Faculty of Business Administration, Tokai Gakuen University; Emeritus Professor, Hosei University**

**Education:** Ph.D. (Economics) – Kyushu University

**Research Interests:** changing global auto supply chain management, e-Business model in automobile industry, comparative analysis of global auto alliance and consolidation, new trial of auto business model of emerging market

**Recent Publications:** *Information Revolution an Auto Distribution Revolution* (Co-Editor) (Bunshindo, 2000); "Reorganization of Global Automobile Industry and Restructuring of Automobile Component Industry." *Hosei Business Journal*. Vol.36-4 (2000); *Japanese Foreign Direct Investment and The East Asian Industrial System* (Co-Editor) (Springer, 2002) (in Japanese); *The Business History of Global Automobile Industry* (Yuhikaku, 2005); *Japanese Business get over Lost Decade* (Chuo Koron Shinsha, 2006) (in Japanese); *Japan and the Global Automobile Industry* (Cambridge University Press, 2009)

### 大聖 泰弘



**早稲田大学教授／大学院環境・エネルギー科長／環境総合研究センター所長**

**専門分野**：自動車工学、環境工学

**主な著書**：「次世代電池2010」日経BP社，2009年11月，「クリーンディーゼル開発の要素技術動向」NTS，2008年，「バイオエタノール最前線」工業調査会，2008年改訂

**Yasuhiro DAISHO**

**Professor, Dean of Graduate School of Environment and Energy Engineering; Director of Environmental Research Center, Waseda University**

**Education:** Graduate School of Science and Engineering, Waseda University

**Research Interests:** automotive engineering, environment engineering

**Recent Publications:** (in Japanese) *Next Generation Batteries*, Nikkei BP, 2009; *Trends on Development of Diesel Vehicle Components*, NTS, 2008; *Leading Bio-ethanol Technologies*, Kogyochousakai, 2008.

## John Paul MACDUFFIE



**Associate Professor, Wharton School, University of Pennsylvania; Co-Director, International Motor Vehicle Program (IMVP)**

**Education:** Ph.D. in Management, Sloan School, Massachusetts Institute of Technology

**Research Interests:** Flexible/lean production systems; Product and organizational architecture; Organizational learning and collaboration; Diffusion of management practices; Managing people over distance; Links between corporate strategy and human resource management systems; High-involvement work systems;

**Recent Publications:** John Paul MacDuffie (2011), Inter-organizational trust and the dynamics of distrust, *Journal of International Business Studies*, 42(1): 35-47; John Paul MacDuffie, K. Jaewon, F. K. Pil (2010), Employee Voice and Organizational Performance: Team vs. Representative Influence, *Human Relations*, 63(3): 371-394; Paul S. Adler, Mary Benner, David J. Brunner, John Paul MacDuffie, Emi Osono, Bradley R. Staats, Hirotaka Takeuchi, Michael L. Tushman, Sidney G Winter (2009), Perspectives on the Productivity Dilemma, *Journal of Operations Management*, 27: 99-113; John Paul MacDuffie (2008), HRM and Distributed Work: Managing People Over Distance, *Annals of the Academy of Management*, 1(1): 549-616; John Paul MacDuffie, S. Helper (2007), Collaboration in Supply Chains: With and Without Trust, in *The Firm as Collaborative Community*, Charles Heckscher and Paul Adler (eds.), New York: Oxford University Press, 416-466

## Glenn MERCER



**Sr. Director for Global Strategy and Sponsor Development, International Motor Vehicle Program (IMVP)**

**Research Interests:** As an independent consultant, board member, and lecturer Glenn Mercer serves a broad range of companies and investors in the automotive sector. Before establishing his own firm, he worked with McKinsey & Company for two decades, culminating his career as a Partner in McKinsey's Automotive Practice. In this role Glenn provided clients focused expertise and knowledge in all functional areas for automotive, from product development, through sourcing,

purchasing, manufacturing, logistics, distribution, retailing, and marketing. He covered such diverse topics as globalization, labor issues, modularization of cars, platforming, warranty and quality management, technology management, and channel management. Glenn has also authored over a hundred articles, speeches, and presentations for various automotive groups and journals. Some recent speech topics have included: the surprisingly slow rate of penetration of aluminum into car bodies; how the aftermarket generates higher profitability than the OEM sector; unintended effects of regulation upon the industry; the likely evolution of the ultra-low-cost car; and challenges facing Chinese automakers in exporting to the West.

## Susan HELPER



**Professor, Weatherhead School of Management, Case Western Reserve University; Research Associate of the National Bureau of Economic Research (NBER)**

**Education:** B.A. (Government and Economics) - Oberlin College; Ph.D. (Economics)- Harvard University

**Research Interests:** the impacts of collaborative relationships, between suppliers and customers and management and labor

**Recent Publications:** John Paul MacDuffie and Susan Helper, "Collaboration in Supply Chains, With and Without Trust", *The Corporation as a Collaborative Community*, Oxford: Oxford University Press, 2006; Susan Helper and Marcus Stanley, "Creating innovation networks among manufacturing firms: How effective extension programs work", Scott Shane, ed. New York: Edward Elgar; Susan Helper and Janet Kiehl, "Developing Supplier Capabilities: Market and Non-market Approaches," *Industry and Innovation*, 11 (1-2) 2004, pp. 89-107; Susan Helper, David I. Levine, and Elliot Bendoly, "Employee Involvement and Pay at U.S. and Canadian Auto Suppliers," *Journal of Economics and Management Strategy*, 11(2) 2002, pp. 329-377.

## Ki-Chan KIM (金 基燦)



**Dean of Planning and Development, Professor of Business School, the Catholic University of Korea; President-elect of Korean Association of Small Business Studies; Vice President of Korean Academic Society of Business Administration; Honorary President of Korea Academy of Motor Industry**

**Education:** Ph.D. Seoul National University, Korea

**Research Interests:** mechanism-based-view of capability-building competition at the automobile industry; modularization and architecture at the automobile industry; inter-firm relationship with IT at the automotive industry, supply chain management innovation strategy, engineering design, project management, organizational learning.

**Recent Publications:** Kim, Ki-Chan and Cha Hyun-Ju, *10 Principles of Marketing Philosophy*, Ga-san publishing co. (2008); Kim, Ki-Chan and Kim, Hi-Sook, "Modularisation Development Path in the Auto Parts Industry: Comparison of Korea and Japan", *International Journal of Automotive Industry and Management* (2008); Kim, Ki-Chan et al, "Case Study: Evolution Path of Hyundai Autonet", *Review of the Korean Academy of Commodity Science and Technology* (2008)

**Others:** 2007 A Distinguished Service Medal (The Korean Society of Neonatology); 2005 The Best paper award (The Korean Academic Society of Business Administration); 2003 Grand Prize of Korea Automotive Parts Industry (Minister of Commerce, Industry and Energy, Korea)

## Young-Sup JOO (朱 榮涉)



**Managing Director, Core Industry Sector, Office of Strategic R&D Planning, Ministry of Knowledge Economy, Korea**

**Education:** Ph.D. – Pennsylvania State University, USA; M.S. – KAIST, Korea; B.S. – Seoul National University, Korea

**Research Interests:** corporate strategy, green car strategy, smart car strategy, complexity management strategy, R&D innovation, global open innovation, government-industry collaboration, convergence, process innovation, etc.

**Others:** formerly, CEO of Hyundai Autonet, Bontec, and GE Thermometrics Korea & Asia Pacific, Distinguished Fellow of Advanced Institutes of Convergence Technology, Seoul National University, etc.

## Bruce M. BELZOWSKI



**Associate Director and Assistant Research Scientist**

**Automotive Analysis Division**

**University of Michigan Transportation Research Institute (UMTRI)**

Received his B.A. and M.A. from the University of California, Berkeley and the University of Michigan, respectively.

At UMTRI, he has authored research reports focusing on a variety of automotive topics including product development, manufacturer-supplier-dealer relations, globalization, information technology, knowledge management, and human resources. His current research topics include Product Lifecycle Management (PLM), powertrain strategies, and globalization of the automotive industry. He is co-director of UMTRI's China Automotive Program and Powertrain Strategies Program. He is also a steering committee member of the GERPISA global automotive research group in France and a joint researcher at the Institute for Technology, Enterprise, and Competitiveness at Doshisha University in Kyoto, Japan.

## Michel FREYSSNET



**Emeritus Research Director at Scientific Research National Center (CNRS), France**

Co-founder of GERPISA and currently member of its international steering committee

**Research Interests:** productive models, national growth models, world productive recomposition, history of work division, social relationships theory

**Recent Publications:** *One Best Way. Trajectories and Industrial Models of the World's Automobile*

*Producers*, London, New York: Oxford University Press, 1998, 476 p. (with Mair A., Shimizu K.,

Volpato G. ed.); *The Productive Models. The Conditions of Profitability*, London, New York:

Palgrave Macmillan, 2002, 126 p. (with Boyer R.); *The Second Automobile Revolution. Trajectories of the World Carmakers in the 21st Century*, London, New York: Palgrave Macmillan, 2009, 468 p.

On his personal website: <http://freyssenet.com> it is possible to download a lot of his publications

## Bernard JULLIEN



**Maître de Conférences in economics at the GREThA research center, attached to University**

**Montesquieu-Bordeaux 4; Managing Director of the GERPISA, international network of research on the car industry based in ENS Cachan (Paris)**

His research is centered upon the dynamics of industries from an institutionalist point of view. His work on the politics of industry has been centered upon the food industry and on car retailing and services in Europe. With A. Smith, he has coordinated a collective book: Jullien B., Smith A. eds. (2008), *Industries and Globalization: The Political Causality of Differences*, Palgrave and published

recently a conceptual paper entitled 'Conceptualizing the role of politics in the economy: Industries and their institutionalizations', *Review of International Political Economy*, First published on 19 October 2010 (iFirst).

As director of the GERPISA network, he is in charge of the coordination for the 4th International Scientific Program

'Sustainable Development in the Auto Industry' defined in Jullien B., (2008), 'A framework to enrich the scientific, political and managerial understanding of sustainable development issues for the automotive industry: The GERPISA's 'tradeoffs and synergies' approach', *International Journal of Automobile Technology and Management*, Vol. 8, N°4.

## Christophe MIDLER



**Director, Centre de Recherche en Gestion, Ecole Polytechnique; Professor, Ecole Polytechnique, France**

**Education:** graduated from Ecole Polytechnique, France; PhD Université Paris,

La Sorbonne; Doctor Honoris Causa Umea University, Sweden.

**Research Interests:** Innovation Strategy, Engineering Design, Project Management, Organizational Learning

**Recent Publications:** C. Midler, G. Minguet et M. Vervaeke, *Working on innovation*, Routledge,

New York, London, 2010, 213 p.; R. Beume, C. Midler : "Project-based Learning Patterns for Dominant Design

Renewal: The Case of Electric Vehicle" *International Journal of Project Management* 28 (2010) pp. 142–150.; S. Lenfle

and C. Midler "The Launch of Innovative Product-Related Services: Lessons from automotive telematics" in *Research*

*Policy* (2009); R. Beume, R. Maniak & C. Midler "Crossing innovation & product projects management: A comparative

analysis in automotive industry" *International Journal of Project Management*, 2008; F. Fourcade & C. Midler "The Role

of 1st Tier Suppliers in Automobile Product Modularisation: The Search for a Coherent Strategy", *Int. Journal of*

*Automotive Technology and Management*, Vol. 5(2), 2005.

## 藤本 隆宏



**東京大学大学院経済学研究科 教授／東京大学ものづくり経営研究センター センター長**

1979年東京大学経済学部卒業、三菱総合研究所入社、1996年リヨン大学客員教授、INSEAD客員研究員、1996年ハーバード大学ビジネススクール客員教授等を経て現職。

**専門分野**：技術・生産管理

**主な著書**：『日本のもの造り哲学』日本経済新聞社(2004);『中国製造業のアーキテクチャ分析』新宅純二郎と共編著、東洋経済新報社(2005);『ものづくり経営学－製造業を超える生産思想』東京大学21世紀COEものづくり経営研究センターと共著、光文社(2007); Competing to be really, really

good” Takahiro Fujimoto, translated by Brian Miller (LTCB International Library selection ; no. 22), 2007.

## Takahiro FUJIMOTO

**Executive Director, Manufacturing Management Research Center / Professor, Graduate School of Economics, the University of Tokyo**

**Research Interests**: technology and operations management

**Recent Publications**: *Nihon no Monodukuri Tetugaku*, Nihon Keizai Shinbunsha, 2004 (in Japanese); *Architecture-based Analysis of Chinese Manufacturing Industries*, TOYO KEIZAI INC., May.2005. (SHINTAKU, Junjiro, FUJIMOTO, Takahiro) (in Japanese); “Competing to be really, really good” Takahiro Fujimoto, translated by Brian Miller (LTCB International Library selection ; no. 22), 2007; “Architecture-Based Comparative Advantage – A Design Information View of Manufacturing”, *Evolutionary and Institutional Economics* Vol.4, No.1, pp.55-112 (2007).

## 大鹿 隆



**福井県立大学経済学部 教授**

1972年東京工業大学工学部卒業後、住友電気工業入社、1980年三菱総合研究所入社、同社で経営開発部長・主席研究員を歴任、2004年1月東京大学ものづくり経営研究センター特任教授を経て、2008年4月より現職

**専門分野**：企業論 企業戦略論 技術生産管理論 自動車産業研究 製品アーキテクチャ研究

**主な著書**：『世界自動車メーカー どこが一番強いのか！』ダイヤモンド社 (2007)(共著);『アジア自動車産業の実力』ダイヤモンド社(2006) (共著);『最新日本自動車産業の実力』ダイヤモンド社(2002)

(共著)

## Takashi OSHIKA

**Professor, the Faculty of Economics, Fukui Prefectural University**

**Experience**: Research Director and General Manager, Business Strategy Department, Mitsubishi Research Institute(1980-2003), Project Professor, Manufacturing Management Research Center, the University of Tokyo (2004-2008.3)

**Education**: Faculty of Engineering, Tokyo Institute of Technology

**Professional Field**: automotive industry and auto maker in Japan, global product market strategy

**Research Interests**: alternative models of Lean Production System; impact of architectural changes on industrial performance

## Dario Ikuo MIYAKE



**Professor at the Department of Production Engineering, Polytechnic School of the University of Sao Paulo, Brazil**

**Education:** Doctorate, Industrial Engineering & Management, Tokyo Institute of Technology (Titech); Master, Production engineering, University of Sao Paulo (USP)

**Research Interests:** operations management, productivity and quality management

**Recent Publications:** Miyake, D. I., Junior, A. S. T., Fávaro, C., Supply chain mapping initiatives in the Brazilian automotive industry: Challenges and opportunities. *JOSCM. Journal of Operations and*

*Supply Chain Management*. São Paulo, v. 3, n. 1, pp. 79-97, 2010; Miyake, D. I., The deployment of corporate production systems in auto industry companies: an approach to drive process improvements towards operational excellence. *International Journal of Automotive Technology and Management*. v. 8, n. 4, pp. 431-448, 2008; Miyake, D. I., Nakano, D. N., Implementation of Corporate Production Systems in the Brazilian Auto Industry: Managing Knowledge Through Practice. *International Journal of Automotive Technology and Management*. v. 7, n. 2/3, pp. 153-167, 2007; Miyake, D. I., The shift from belt conveyor line to work-cell based assembly systems to cope with increasing demand variation in Japanese industries. *International Journal of Automotive Technology and Management*. v. 6, n. 4, pp. 419-439; Miyake, D. I., Francischini, P. G., Improving operational efficiency in service delivery processes based on Lean Service approach. In: Selvan, Kalai; (Org.). *Service Delivery Management: A Road Map to Success*. 1 ed. Hyderabad: Icfai University Press, v. 1, pp. 156-179, 2008; Miyake, D. I., Francischini, P. G., Giannini, R., Exploring Operational Excellence Improvement Approaches Derived from the Lean Production Paradigm in Service Operations. In: Mrudula, E.; (Org.). *Lean Management: Concepts and Industry Perspectives*, 1 ed. Hyderabad: The ICFAI University Press, v. 1, pp. 143-163, 2007; Miyake, D. I., Ramos, A. W., Lean Six Sigma: Brazilian Experience. In: Mrudula, E. (Org.). *Lean Six Sigma: An Introduction*. 1 ed. Hyderabad: The ICFAI University Press, v. 1, pp. 156-181; Miyake, D. I. "The Shift from Belt Conveyor Line to Work-cell Based Assembly Systems to Cope with Increasing Demand Variation and Fluctuation in The Japanese Electronics Industries", CIRJE-F-397, January 2006.

## 伊藤 洋



**東京大学ものづくり経営研究センター特任研究員**

1965年山形大学工学部精密工学科卒業 本田技研工業に入社、ホンダエンジニアリング取締役を歴任、2001年退職後、自動車技術コンサルタントとして主に開発途上国の自動車産業へ支援活動、2004年5月より現職

**専門分野:** 自動車生産技術全般

**主な著書:** ものづくり経営学 (ホンダウェイ、インド自動車産業の章) 光文社; インド 成長ビジネス地図 (インド自動車のイノベーションの章) 日本経済新聞出版社; *When Rover Met Honda* (CSY Publishing UK) 2008 (共著)

## Hiroshi ITO

**Project Researcher, MMRC, the University of Tokyo**

**Experience:** Board member of Honda engineering Ltd., Support activity to developing country on automotive engineering (2001~)

**Education:** Faculty of engineering, Yamagata University

**Research Interests:** manufacturing management of automobile

**Recent Publications:** "Honda way, Automotive industries of India", in *Monozukuri Management*, Kobunsha, 2007; *When Rover Met Honda* (CSY Publishing UK) 2008 (co-author)

## 李 澤建



### 東京大学ものづくり経営研究センター センター 特任助教・経済学博士

1979年中国天津市生まれ。東北財経大学卒。2002年来日。京都大学大学院経済学研究科 修士課程（2006年）、博士課程（2009年）を修了し、2009年より現職。2004年より、奇瑞、吉利、比亞迪（BYD）などの中国民族系自動車メーカーの製品開発、中国の電気自動車ビジネス、BRICs新興国市場戦略を中心に、中国、ロシア、インド、日本、韓国、タイ、ドイツ、スイス、スウェーデンにおいて、多数の取材調査。

**専門分野**：アジア経済論・国際経営

**主な著書**：“The Role of International Technology Transfer in the Chinese Automotive Industry”, 単著, ‘Annals of Business Administrative Science’ Volume 8 (Global Business Research Center/Online) 2010年8月; 中国自動車流通における相互学習と民族系メーカー発イノベーションの可能性”, 単著, 『アジア経営研究』, No.16 (アジア経営学会・唯学書房) 57-69頁, 2010年6月; 「中国車のロシア市場への進出及びその挫折」, 単著, 『アジア経営研究』, No.15 (アジア経営学会・唯学書房) 91-102頁, 2009年6月; 「中国民族系自動車メーカーの競争力形成分析—吉利汽車を中心として」, 単著, 『アジア経営研究』, No.14 (アジア経営学会・愛智出版) 269 - 282頁, 2008年6月; 「中国自動車製品管理制度および奇瑞・吉利の参入」, 単著, 『アジア経営研究』, No.13 (アジア経営学会・愛智出版) 207-220頁, 2007年6月。

## Zejian Li

**Ph.D. in Economics, Project Research Associate Manufacturing Management Research Center (MMRC), Faculty of Economics, The University of Tokyo**

**Research Interests:** studies of Asian economy and international management

**Recent Publication:** Li, Z. J., The Role of International Technology Transfer in the Chinese Automotive Industry, *Annals of Business Administrative Science*, December 2010; Li, Z. J., The Mutual Learning Relationship in China Automobile Distribution System: Innovation Potential by Independent Chinese Automobile Manufacturers, *The Journal of Asian Management Studies* No.16 June 2010; Li, Z. J., Analysis on the Strategies and Problems of Chinese Automobile Manufacturers in Russian Market, *The Journal of Asian Management Studies* No.15, 91-102, 2009; Li, Z. J., Analysis on the Competitiveness Creation of Independent Chinese Automobile Manufacturers: A Case Study of Geely Automobile, *The Journal of Asian Management Studies* No.14, 269-282, 2008; Li, Z. J., A Study of the Relations between Chinese Auto-product Management System and the Entry to the Automobile Industry of Domestic Companies, Chery and Geely, *The Journal of Asian Management Studies* No.13, 207-220, 2007.

## 福田 淳児



**法政大学イノベーション・マネジメント研究センター 所長／法政大学経営学部 教授**

**専門分野：**管理会計論

**主な著書：**「企業の製品・市場戦略の変更と管理会計担当者の役割」『原価計算研究』34(2), (2010) [2010年度日本原価計算研究学会学会賞受賞,査読有り]; 「日本企業における管理会計担当者の役割と組織業績への貢献の知覚」『会計プロGRESS』第10号(2009)[査読有り]; 「事業部間での知識の移転とマネジメント・コントロール・システムの設計」『経営志林』第44巻第2号 (2007)

## Junji FUKUDA

**Director, The Research Institute for Innovation Management (Riim), Hosei University; Professor, Faculty of Business Administration**

**Research Interests:** Management Accounting

**Recent Publications:** "Kanrikaikeitantoshia no Yakuwari, Chishiki, Keiken (Roles, Knowledge, and Experience of Management Accountants)," *Genka Keisan Kenkyu* (The Journal of Cost Accounting Research), Vol.27, No.2, 2003. ; "Kanrikaikeikenkyu niokeru Keiken, Chishiki, Pafomansu Kenkyu no Kanosei (Research Possibility of Experience, Knowledge, and Performance in the Field of Management Accounting)," *Kaikei* (Accounting), Vol.162, No.5, 2002, pp.673-687.

## ダニエル・ヘラー



**横浜国立大学経営学部准教授／東京大学ものづくり経営研究センター特任研究員／自動車問題研究会副会長**

**専門分野：**戦略的提携、組織間学習、国際自動車産業

**主な著書：**「組織間学習におけるティーチングの効果：学ぶ者だけのものか」

『ものづくり経営学：製造業を超える生産思想』（藤本隆宏, 編著）第1部8章（2006）、光文社；「組織学習強化のためのM&Aの価値：自動車産業のケースより」『一橋ビジネスレビュー』第53巻2号（2005）（共著）

## Daniel Arturo HELLER

**Associate Professor, Faculty of Business Administration, Yokohama National University**

**Education:** Ph.D. – The University of Tokyo

**Research Interests:** strategic alliances, inter-organizational learning, world auto industry

**Recent Publications:** "The Rebirth of Mazda Under Ford's Shadow," in Michel FREYSSINET (2009) *The Second Automobile Revolution: Trajectories of the world carmakers in the 21st century*, Palgrave Macmillan, pp. 129-140; "The long-term value of M&A activity that enhances learning organizations," *International Journal of Automotive Technology and Management*, Vol. 6, No. 2 (2006), pp. 157-176 (co-author)



## 近能 善範



**法政大学経営学部教授／法政大学イノベーション・マネジメント研究センター 運営委員**

**専門分野：**イノベーション・マネジメント、経営戦略論、企業間関係論

**主な著書：**『コア・テキスト イノベーション・マネジメント』（共著）新世社(2010)；「日本自動車産業における関係的技能の高度化と先端技術開発の深化」『一橋ビジネスレビュー』第55巻1号(2007)；「企業間関係と製品開発：自動車メーカー・サプライヤー間の開発動向と複数プロジェクトの視点」『研究技術計画』Vol.19(1・2)(2004)

### Yoshinori KONNO

**Professor, Faculty of Business Administration, Hosei University; Board member, The Research Institute for Innovation Management (RIIM), Hosei University**

**Education:** Ph.D. – The University of Tokyo

**Research Interests:** innovation management, corporate strategy, corporate relationship

**Recent Publications:** “Enhancement of the advanced R&D cooperation between automakers and suppliers in the Japanese automobile industry,” *Annals of Business Administrative Science*, Vol.6, pp. 15-34.; “Changes and Challenges of the Japanese Automobile and Auto-Parts Industry,” Corporate Innovation System Renaissance Project Discussion Paper Series #05-09, 2005; “Suppliers’ Performance and Parts Transactions with Customers,” *Annals of Business Administrative Science*, Vol.2, No.1, pp. 1-9, 2003.

## 安本 雅典



**横浜国立大学大学院環境情報学府・研究院・准教授／東京大学ものづくり経営研究センター・特任研究員**

**専門分野：**製品開発論、イノベーション・マネジメント、産業論、組織論

**主な著書：**『携帯電話産業の進化プロセス』（共編著、有斐閣、2010）、特集「オープン・イノベーションの再検討」（共編著、『研究 技術 計画』25 - 1、2010）、"Reconsidering the Exploration and Exploitation of Novel Technologies in Product Development" (in the proceedings of Asia Academy of Management 2010)

### Masanori (Masa) YASUMOTO

**Associate Professor, Graduate School of Information and Environmental Sciences, Yokohama National University; Project Researcher, Manufacturing Management Research Center, the University of Tokyo**

**Education:** Ph.D. Program, Graduate School of Humanities and Social Studies, The University of Tokyo

**Research Interests:** product development and innovation management, industrial and organizational studies

**Recent Publications:** *The Evolution of Mobile Phone Industry* (co-editor & co-author, Yuhikaku, 2010), Special Issue: Rethinking Open Innovation (co-editor & co-author, *The Journal of Science Policy and Research Management*, 25-1), "Reconsidering the Exploration and Exploitation of Novel Technologies in Product Development" (in the proceedings of Asia Academy of Management 2010)