日本経済についてのブリーフコメント
－自動車産業－

Brief Comment of Economy of Japan
－Automobile Industry－

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Ladies and Gentlemen! Good morning, welcome to Japan.

I hope that nobody is suffering from jet-lag after a long flight from London to Tokyo.

I believe that almost all of you are in the automobile manufacturing industry in the U.K. Then today, I would like to speak about firstly (1) UK and JAPAN, a historical approach. secondly (2) Car industries in the USA, EUROPE, EAST ASIA, JAPAN and CHINA. thirdly (3) brief comment of Economy of Japan.

(1) UK and JAPAN

1) First I would like to talk about Sir Rutherford ALCOCK who came to Japan in 1859, and returned to the UK in 1862. He was in Japan, Tokyo (then Edo) as a first diplomatic representative in Japan, for three years.

Sir ALCOCK was born in May, 1809, at Ealing near LONDON. He became a surgeon and retired his service in 1837. In 1844, he was approved consul at Fuchow (福州), China after a short official stay at Amoy. Fuchow (福州) was one of the ports opened to trade by the Treaty of Nanking. He was eminently successful and earned for himself promotion to the consulate at Shanghai (上海). Sir ALCOCK stayed there until 1846.

In 1858, he was appointed consul-general in Japan and in the following year was promoted to be minister plenipotentiary. At Tokyo (then Edo) he lived at Tozenji temple for three years.

In those days, residence in Japan was surrounded with many dangers and the people were intensely hostile to foreigners. In 1860, Mr Townsend HARRIS (diplomatic representative of the USA in Japan) native interpreter (a Dutchman) was murdered.

Sir ALCOCK, after his stay at Tokyo (then Edo), he was despatched to Beijing, China.

Mr Townsend HARRIS as well as Sir ALCOCK had plenty of experiences on China. In 1871, when he retired he was for some years president of the Royal Geographic Society. Sir ALCOCK was the author of
several works and was one of the first to awaken in England an interest in Japanese Art. His best known book is "The Capital of The Tycoon" A narrative of: Three years residence in Japan which appears in 1863. (wikipedia)

In this book, Sir ALCOCK likened Japan to ANDORRA, an European country between France and Spain in the Pyrenees. (Population in 1992, 60,000)

He wrote, "ANDORRA is Japan in EUROPE and Japan is an example that shows the power of isolation." Japan’s isolationism gave people static civilisation and stagnant politics. At the same time, people were diligent, poor. Sir ALCOCK wrote that Japanese people thought nothing of poverty as their lives were integrated into "SCENARY".

Sir ALCOCK wrote in his book "The most important thing in that what products do Japanese people need?" The products would be exported from Manchester (Lancashire) or Birmingham (Warwickshire). Sir ALCOCK’s clairvoyance was superb, this morning we have the guests from Manchester and Birmingham.

Sir ALCOCK was born at Ealing near London and brought up in the northern part of England, rural place, where he could enjoy the pastoral life. His hobby was painting, some say that this was why his way of painting resembled Joseph Mallord William TURNER’s.

This is what is written in the book of the man who opened up the New market Japan.

(2) **Car Industries in the USA, EUROPE, EAST ASIA, JAPAN and CHINA**

Secondly, I would like to talk about Car Industries in the USA, EUROPE, EAST ASIA, JAPAN and China.

(SEIBIDO SHUPPAN 2005)

1) **Numbers of Cars manufactured worldwide (‘03 61,630,000cars): Best Five Groups** (Best Five Groups cover 66 % of the worldwide car manufactures.)

<table>
<thead>
<tr>
<th>Company</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>GM</td>
<td>14,041,000</td>
</tr>
<tr>
<td>GM moved Asian headoffice from Singappore to Shaghai.</td>
<td></td>
</tr>
<tr>
<td>SUZUKI</td>
<td>1,948,000</td>
</tr>
<tr>
<td>FIAT</td>
<td>1,843,000</td>
</tr>
<tr>
<td>FORD</td>
<td>7,675,000</td>
</tr>
<tr>
<td>FORD (USA)</td>
<td>5,813,000</td>
</tr>
<tr>
<td>MAZDA</td>
<td>1,151,000</td>
</tr>
<tr>
<td>JAGUAR</td>
<td>126,000</td>
</tr>
<tr>
<td>TOYOTA</td>
<td>7,158,000</td>
</tr>
<tr>
<td>TOYATA</td>
<td>6,144,000</td>
</tr>
<tr>
<td>DAIHATSU</td>
<td>912,000</td>
</tr>
<tr>
<td>HINO</td>
<td>102,000</td>
</tr>
<tr>
<td>DAIMLER CHRYSLER</td>
<td>6,127,000</td>
</tr>
<tr>
<td>DAIMLER CHRYSLER</td>
<td>4,111,000</td>
</tr>
<tr>
<td>MITSUBISHI MOTORS</td>
<td>1,795,000</td>
</tr>
<tr>
<td>MCC SMART</td>
<td>128,000</td>
</tr>
<tr>
<td>FREIGHT LINER</td>
<td>93,000</td>
</tr>
<tr>
<td>RENAULT NISSAN</td>
<td>5,595,000</td>
</tr>
<tr>
<td>RENAULT</td>
<td>2,190,000</td>
</tr>
<tr>
<td>NISSAN</td>
<td>3,050,000</td>
</tr>
<tr>
<td>NISSAN DIESEL</td>
<td>164,000</td>
</tr>
</tbody>
</table>

As you see here, only Toyota and Honda are independent from foreign capital.
2) **Best Ten Countries (’03) (66% of the total car manufactures.)**

USA (12,080,000), JAPAN (10,290,000),
GERMANY (5,510,000), CHINA (4,440,000),
FRANCE (3,620,000), KOREA (3,180,000),
SPAIN (3,030,000), CANADA (2,550,000)
UK (1,850,000), BRAZIL (1,830,000)

TOYOTA, number ONE company of the
car industry in japan, expect this year, sales
of cars more than eight million worldwide and
the profit will be over one trillion Yen three
consecutive years.

(Numbers of cars manufactured by Japanese
car-makers in North America)

Toyota, Honda, Nissan, New Big Three’s
manufacturing car numbers will reach 4
million this year (Toyota 1,550,000, Honda
1,350,000, Nissan 1,180,000).

In 2009, it will reach 5 million which will
exceed GM. (Japan economic journal)

In November ’06, TOYOTA sold 196,695 cars
in the U.S.A., which made TOYOTA No.2
carmanufacturer of the new-car sales in the
U.S.A. (GM 291,061 FORD 166,196 DAIMLER-
CHRYSLER 164,559 HONDA 106,446 NISSAN
76,015)

In ’07 TOYOTA’s CAR–SALES worldwide
will be over 9,450,000 cars (including DAI-
HATSU and HIINO), next to GM.

3) **Car Industry in CHINA**

China’s domestic car manufactures are
preparing to entering the export market.

In ’02, some economist said “It is hard say
exactly when … but by 2010, China will for
sure, be a major car expoter."

Mr Carlos GHOSN, CEO, of NISSAN, said
at the motor show in Beijing. "Over the next
five to ten years, China will have the highest
growth in all our markets.”

(Already exceeded FRANCE in car
manufacturing ’03). Some economists said that
the Chinese passenger-car market will reach
two million units soon (’02).

And the local contents of the various
models foreign car manufacturers make in
China will reach 75–80%. Such a situation
might be expected to make foreign investors
wary of transferring technology within China,
country with a poor record in respect of
intellectual property rights and a partial legal
system.

China will do to Asia "What Japan did not
to the WEST twenty years ago”?

(Japanese car industry hastened the progress
of the specialization of car manufacturing in
the East Asia: Diesel Engine in Thailand,
Transmission in the Phillipines.)

(Financial Times & NIKKEI)

(Investment in China of Japanese car
manufacturers)

Japanese 6 car manufacturers, Toyota,
Nissan, Honda, MAZDA, Suzuki, Mitsubishi
will invest in China next five years, 220 bil
Yen. (Japan economic journal)

(3) **Economy of JAPAN**

One hundred years after Sir ALCOCK’s
return to the U.K., after the world war II, in
1950, New Automobile policy started and by 1960, automobile mass-production system has been set up in Japan.

As to the car industries in the U.K., hit its peak in 1972 when 1,900,000 passenger-cars made and the labour force of the industry were 510,000 in 1971.(1993, 220,000)

Actually, in late 1970’s and early 1980’s, the U.K. was under the sway of “Euro–Sclerosis” and the motor manufacturing industry was not an exception.

In late 1980’s and early 1990’s, Nissan, Toyota, Honda – New Big Three, Japanese car manufacturers started inland production in the U.K., which were effective for the structural reform of the car industry in the U.K.

Now in the U.K., 2.6 million cars are sold and in ’05, labour force of the car industry in the U.K. is 800,000 and the one-third of them are in the automobile-parts sector.

Concerning Japan, we had the same economic ups and downs in the "70’s and 80’s".

Above all, the decade, after 80’s ... 90’s is named "Lost Decade", while the U.K. flourished yearly 3% sustainable growth. Together with the after-effects of the "Lost Decade" in 1990’s in Japan even now still there are several issues of importance, 1) ecological crisis, 2) diplomatic isolationism, 3) chronic indebtedness, 4) population decline and graying, 5) abandonment of the "Japanese" (life-time) employment system, 6) rising child crime figures and so on.

As for the car industries in Japan, “New Big Three” companies are expanding their profits.

According to METI, increment in the plan of domestic equipment, investment of the car industries in Japan, expected +24.1%, which would call for an increased demand of steel etc.

As the car industry is broad-ranged, the augmentation of the equipment investment of the car industry will give good effects to the New Industries of the 21C.

As I said Japanese car industries played a vital role for the revival of the motor manufactuting industry in the U.K..

Sir ALCOCK wrote in his book, Japanese people 150 years ago, their lives were integrated into "SCENERY", now we enjoy the industrial society.

As the proverb saving, “Carry coals to Newcastle”, a historic old city in the northern part of the U.K., revived as A New Industrial City.

In Japan as I have said, there are actually several issues of importance, 1) ecological crisis, 2) diplomatic isolationism, 3) chronic indebtedness, 4) population decline and graying, 5) abandonment of the "Japanese" (life-time) employment system, 6) rising child crime figures and so on.

Here, I would like to focus on 4) aging population, declining birth rate as this is inextricably combined with economy. (‘04. Apr. children under 15 17,470,000 13.7%)

In the context of rapid aging, declining birth rate (‘04.1.29, ‘05.1.25), means that expenditure will rise dramatically. In 2004,
population in Japan with over-65s at around 20% (‘06 Aug 25,792,190 20.3%) over-50’s more than 40%, Japan is leading into unfamiliar territory of a “super aged society” that has even been seen in the history of mankind. In 2030, almost half of the population of Japan are over 65s. Aging population is inevitable.

From a national point of view, population decline is a serious matter. If the rate continues to go on, after, 500 years, population of Japan will be 100,000. (Now 130 million)

We need,
1) Each individuals’ ability and expertise (irrespective to his or her age) should be used effectively for the society.
2) Each individuals’ function, title and wage should be reconsidered. (The mass retirement of the baby boomer generation expected in 2007.)
3) New working-model for 40s, 50s, 60s, 70s and 80s should be made.

Now we find ourselves at a critical point in history, we are experiencing a paradigm shift towards a dynamic society that can afford to provide equal opportunity irrespective of age or gender, to play more active roles and best utilize abilities.

One of the top leaders of the Japanese New Big Three Car Manufacturing companies said in this way, “Our competitors will learn from us and this strengthen all of the car manufacturing companies worldwide.”

Ceaseless self-examination, ceaseless self-criticism are the key to the continuous KAIZEN (IMPROVEMENT).

President of a leading precision machinery company says, “We need to quest for fairness and establish the system which function GLOBALLY.”

Here what is seen in the company job-site.

Temination of line production
Respect of the individual’s discretion
Total responsibility at the job-site
Ameriolation of yield rate
Increment of motivation
Increment of the company profit
Increment of new products
Augmentation of the unoccupied space at the factory
cost cut

These are all based upon SPARTAN education and training at the job-site.

At the job-site, every individual declares in the morning-gathering his (her) own aim for the week’s accomplishment. (High morale of everyone.)
Three abilities have to be well considered.  
1) ability for manufacturing 2) ability for improvement 3) ability for evolution should be explicitly explained systematically.

I would like to conclude my speech by saying: Vehicles in 20th century were manufactured by the precision machinery companies’intelligence and know-how. in the 21st century, people assemble a car according to each individual’s preference, “hand made product,” at the small work-shop.

I am so happy to know that Sir ALCOCK was “a man of aesthetic taste”, as I believe that the car manufacturing industry today is "The ART".

Thank you.

追記: 本スピーチは’05 11月末 英国のSMMT（Society of Motor Manufacturers and Traders）英国自動車工業会のdelegationの一行に対してなされたものです。尚Dataは一部新しいものにしてあります。