



Keio Business School

Suzuka Fuji Xerox Co., Ltd. (A)

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— The Dream and the Reality of Automation —

In the summer of 1993, Mr. Tsutsumi reflected on the first decade of the company's history. Mr. Tsutsumi was the manager of the administration department of Suzuka Fuji Xerox Co., Ltd. and served as the No. 2 production department control manager and IS (information systems) section manager. He states: 10

It was an age of great turbulence. When our company was established ten years ago, everybody had a big dream—that of achieving full FA (factory automation) based on the most advanced computer technology. Being part of the IS department, I made a tremendous effort to realize our dream. Our plant today differs greatly from a true FA factory. Yet, we do not think that our dream was wrong. Manufacturing is not so simple to allow FA or CIM (Computer Integrated Manufacturing) to be applied quickly. Even capable staff can not provide an excellent system unless they know manufacturing thoroughly. The manufacturing line uses sophisticated systems and tools. Since those who use them know best, they must develop the tools and systems by themselves. "Make your own by yourself" is the key. Therefore, the people in manufacturing must constantly develop their skills. This is our new dream, quite different from our dream ten years ago. 15 20 25

The Birth and History of the Company at Suzuka

Suzuka Fuji Xerox was established in June 1982 as a wholly owned subsidiary of Fuji Xerox Co., Ltd. The purpose of the factory was to manufacture OA equipment parts. The company occupied about 270,000 square meters in Suzuka City, Mie Prefecture. It is located 40 minutes by car from Yokkaichi, which is a 30-minute ride by Kintetsu Express Railway from Nagoya. Hence, the plant is convenient for product transportation. It takes only 40 minutes by car from the plant to Nagoya via an expressway. A specific goal set at the establishment was to contribute to the sales of Fuji Xerox, its parent company, of one trillion-yen. The company also aimed to reduce parts cost by 30%. The company employed 200 people, including part-time workers. It aimed at achieving the sales turnover of 10 billion yen in the first year, to increase its workforce and sales turnover to 700 or 800 30 35