

Document 0445

[20445001]

If Japanese companies are so efficient, why does Kawasaki-Rikuso Transportation Co. sometimes need a week just to tell its clients how soon it can ship goods from here to Osaka?

[20445003]

Because the companies have lacked office computers considered standard equipment in the U.S. and Western Europe, Japanese corporations' reputation as hi-tech powerhouses is only half right.

[20445004]

Their factories may look like sets for a Spielberg movie, but their offices, with rows of clerks hunched over ledgers and abacuses, are more like scenes from a Dickens novel.

[20445005]

Now, the personal-computer revolution is finally reaching Japan.

[20445007]

In April, the Long-Term Credit Bank linked its computers in Tokyo with its three American offices.

[20445008]

Overall, PC sales in Japan in the first half of 1989 were 34% higher than in the year-earlier period.

[20445010]

And with a labor shortage and intense competitive pressure to improve efficiency, more and more Japanese companies are concluding that they have no choice.

[20445011]

"We have too many people in our home offices," says Yoshio Hatakeyama, the president of the Japan Management Association.

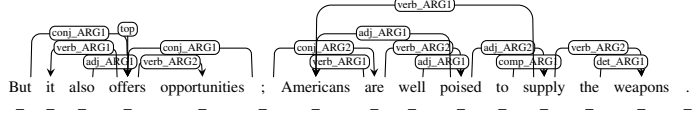
[20445012]

"Productivity in Japanese offices is relatively low."

[20445013]

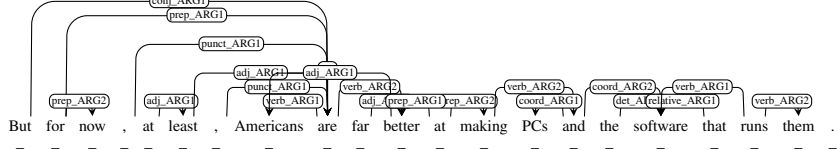
With Japanese companies in a wide range of industries - from heavy industry to securities firms - increasing their market share world-wide, the prospect of an even more efficient Japanese economic army may rattle foreigners.

[20445014]



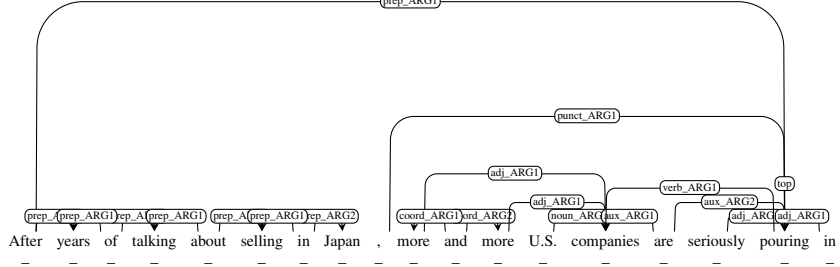
But it also offers opportunities ; Americans are well poised to supply the weapons .

[20445016]



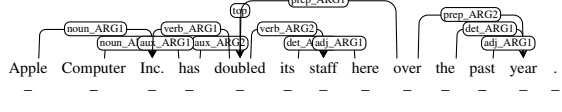
But for now , at least , Americans are far better at making PCs and the software that runs them .

[20445017]



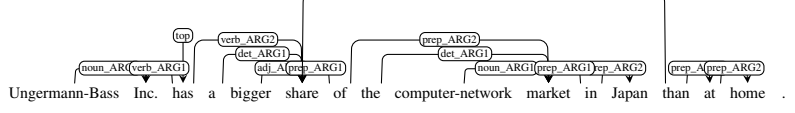
After years of talking about selling in Japan , more and more U.S. companies are seriously pouring in .

[20445018]



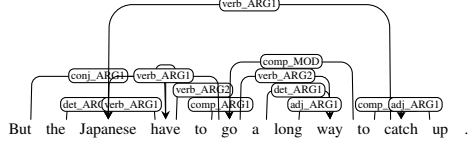
Apple Computer Inc. has doubled its staff here over the past year .

[20445020]



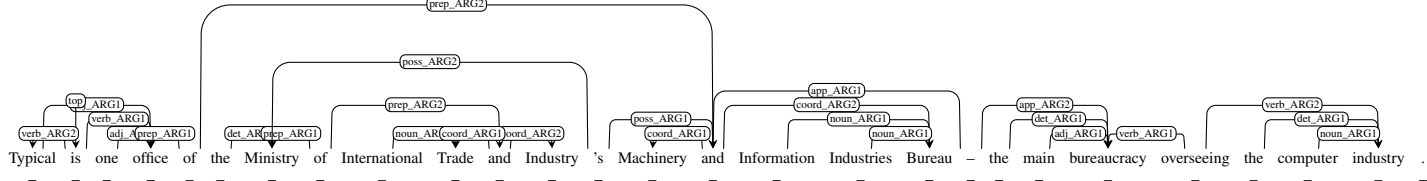
Ungermann-Bass Inc. has a bigger share of the computer-network market in Japan than at home .

[20445021]



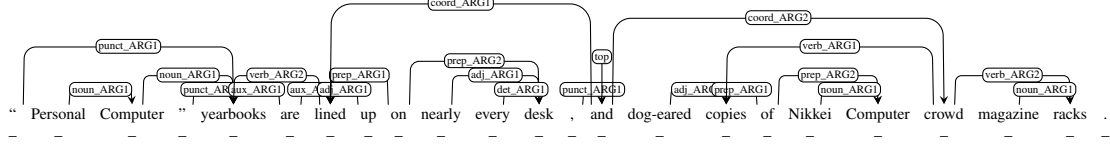
But the Japanese have to go a long way to catch up .

[20445022]



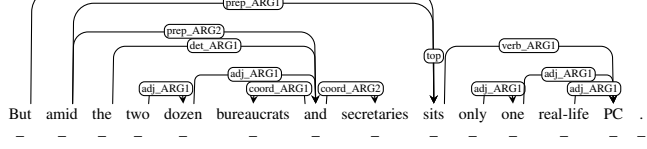
Typical is one office of the Ministry of International Trade and Industry 's Machinery and Information Industries Bureau - the main bureaucracy overseeing the computer industry .

[20445023]



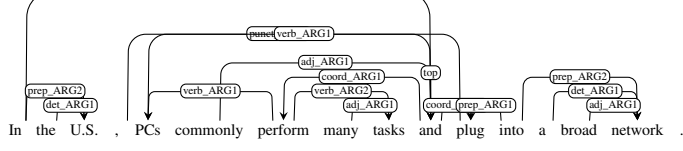
" Personal Computer " yearbooks are lined up on nearly every desk , and dog-eared copies of Nikkei Computer crowd magazine racks .

[20445024]



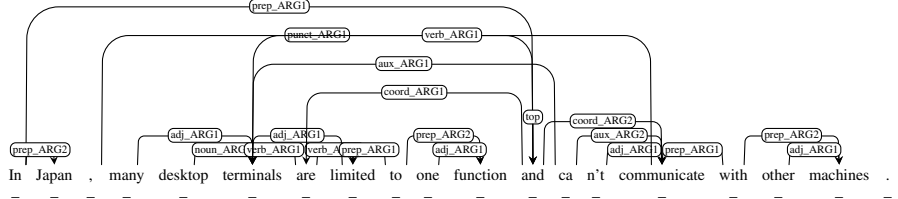
But amid the two dozen bureaucrats and secretaries sits only one real-life PC .

[20445028]



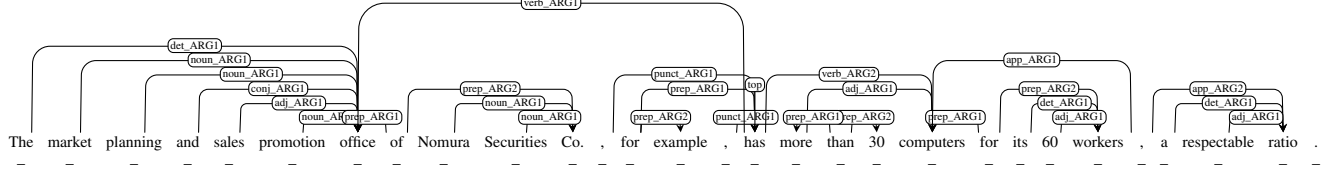
In the U.S. , PCs commonly perform many tasks and plug into a broad network .

[20445029]



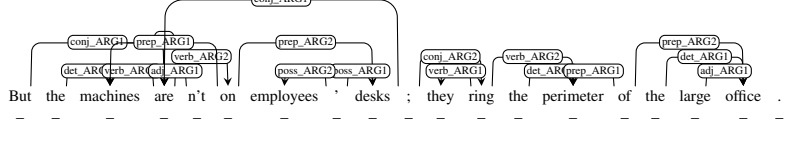
In Japan , many desktop terminals are limited to one function and ca n't communicate with other machines .

[20445030]



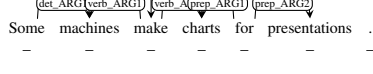
The market planning and sales promotion office of Nomura Securities Co. , for example , has more than 30 computers for its 60 workers , a respectable ratio .

[20445031]



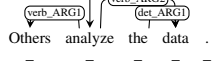
But the machines are n't on employees ' desks ; they ring the perimeter of the large office .

[20445032]



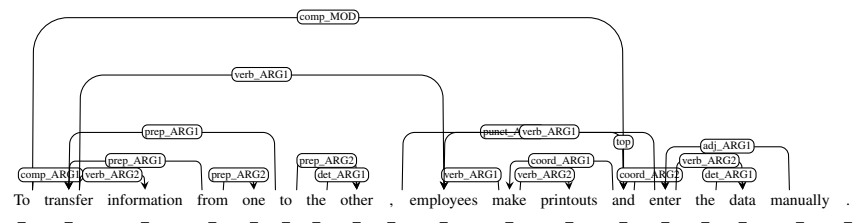
Some machines make charts for presentations .

[20445033]

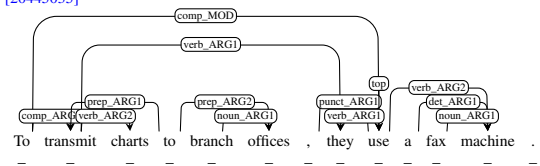


Others analyze the data .

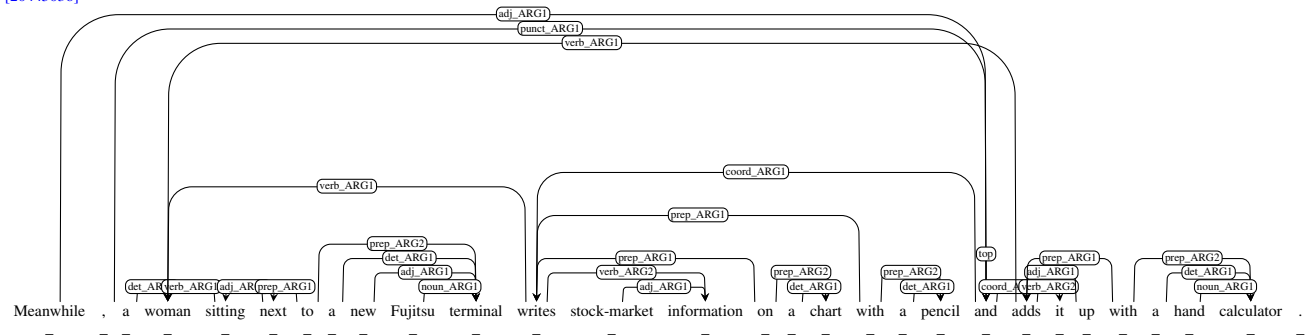
[20445034]



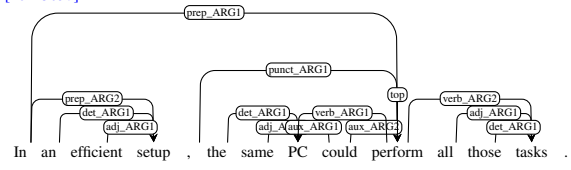
[20445035]



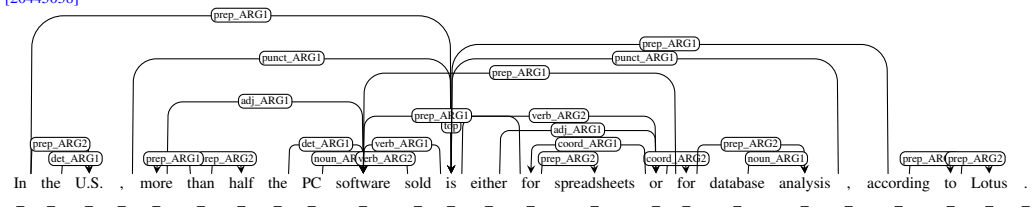
[20445036]



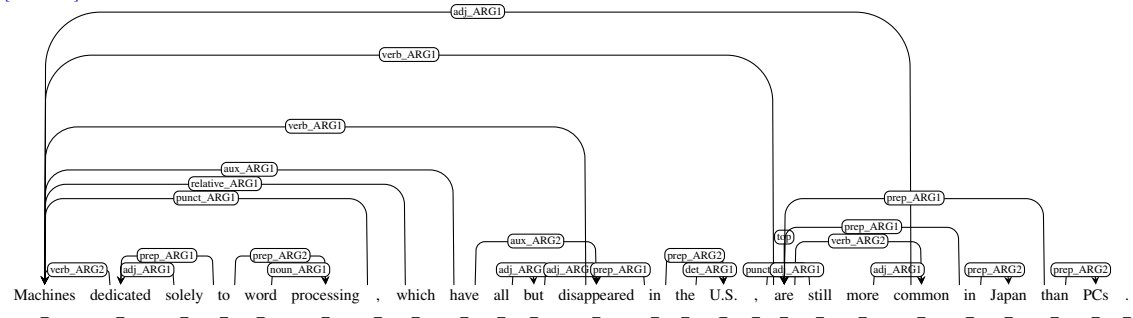
[20445037]



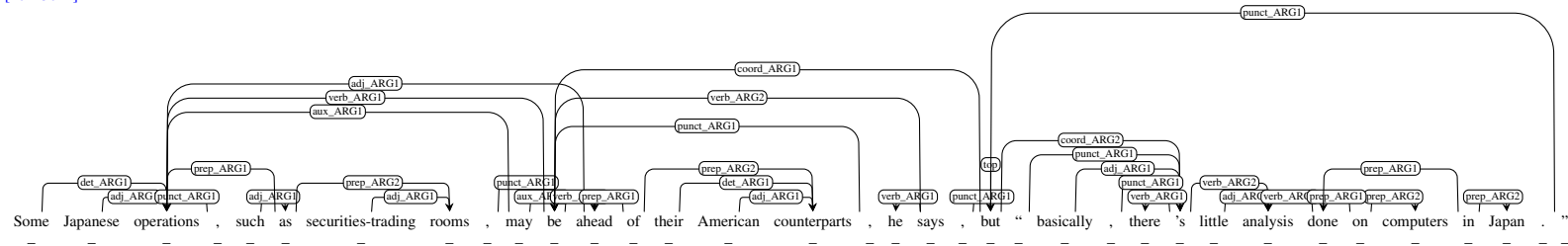
[20445038]



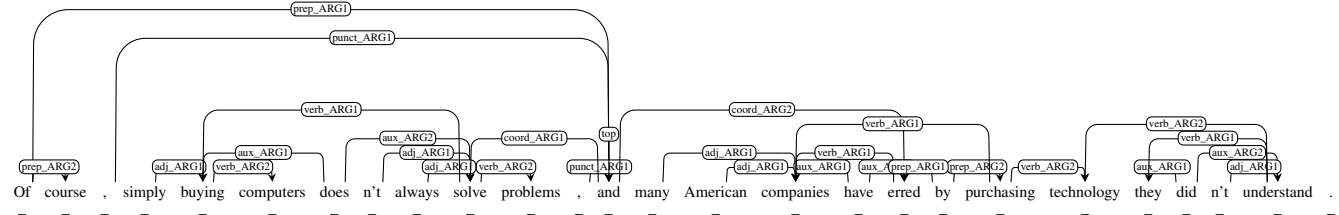
[20445040]



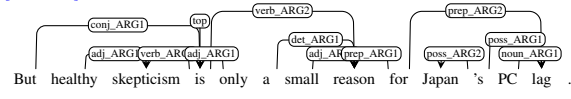
[20445044]



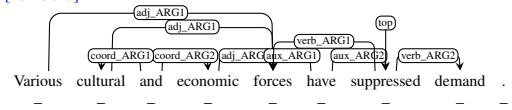
[20445045]



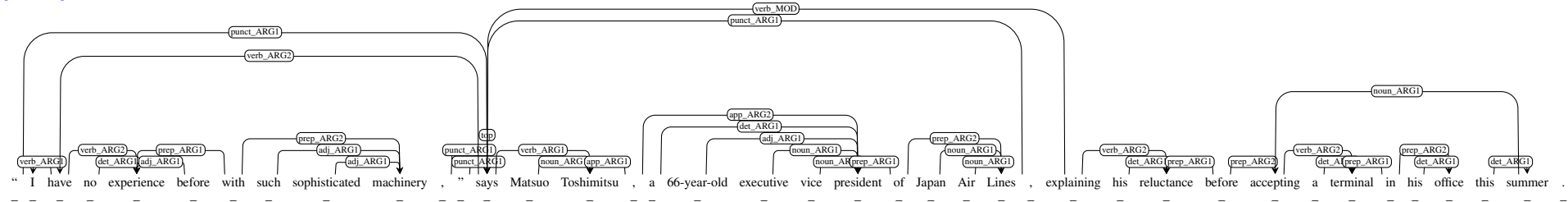
[20445046]



[20445047]



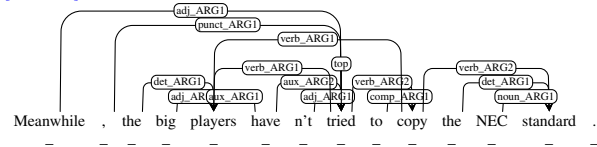
[20445049]



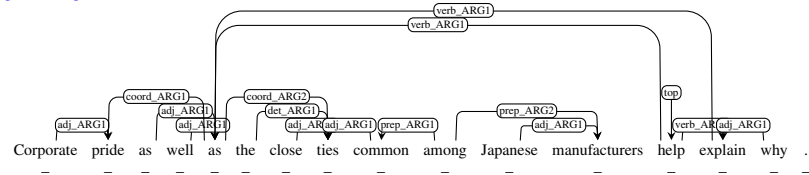
[20445050]



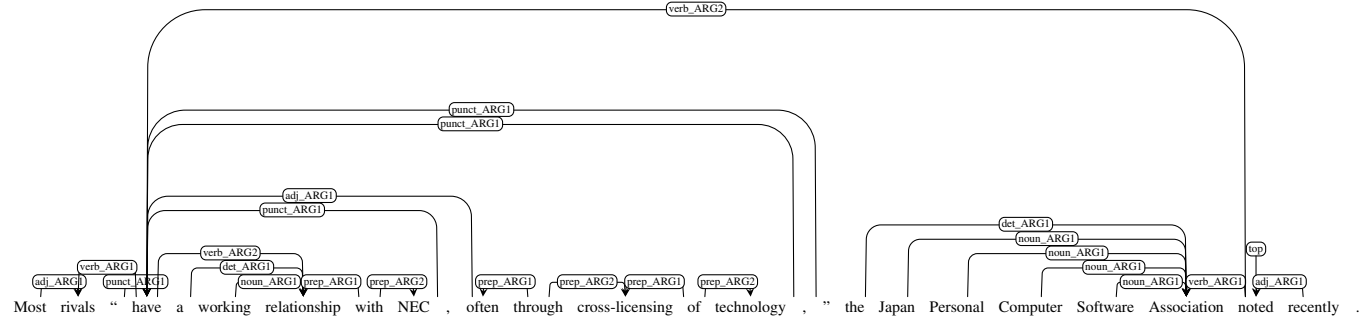
[20445067]



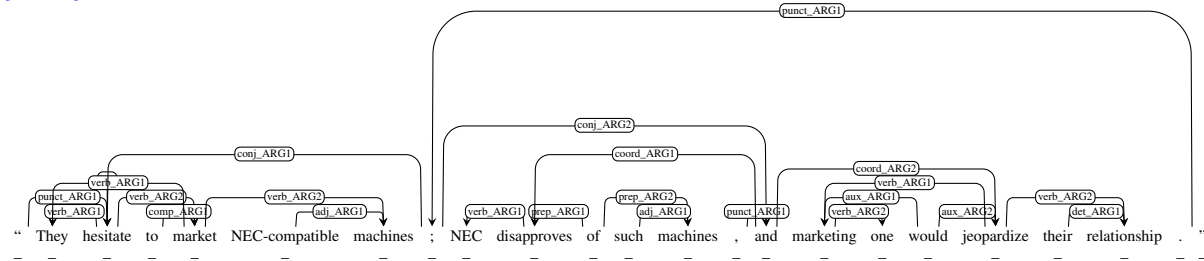
[20445068]



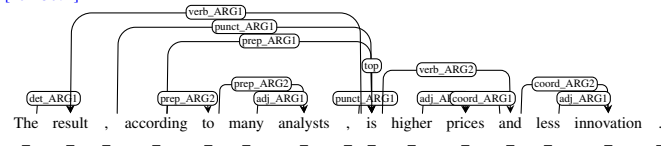
[20445069]



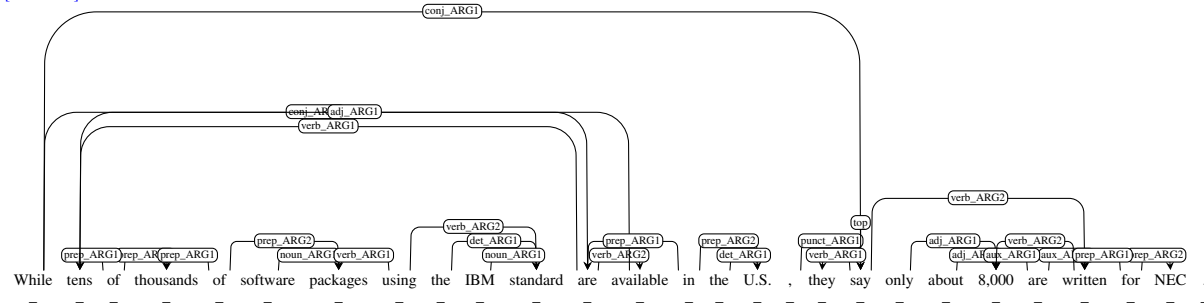
[20445070]



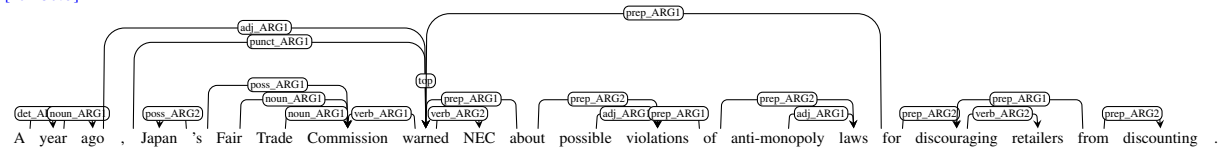
[20445071]



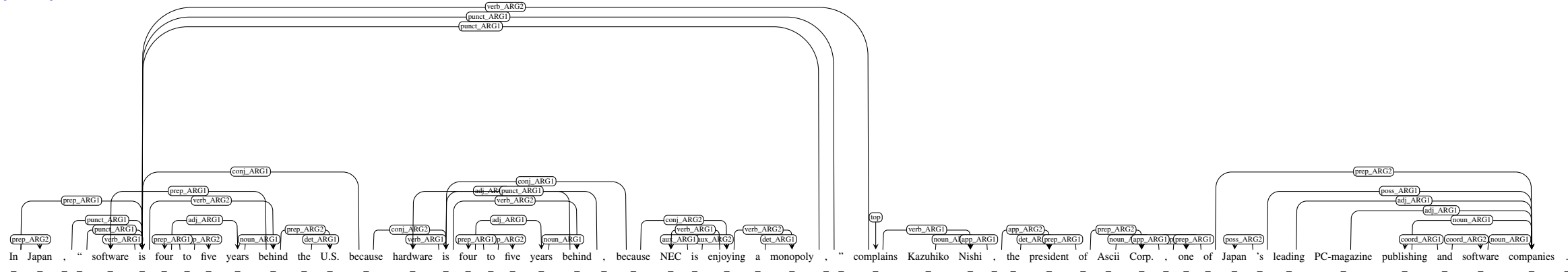
[20445072]



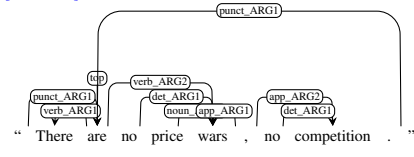
[20445073]



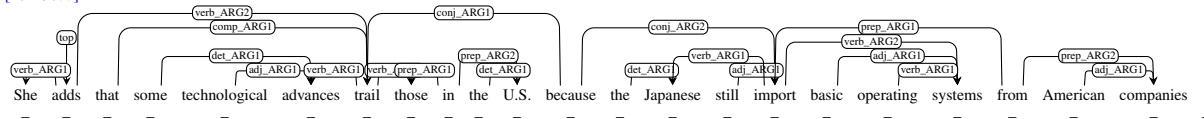
[20445074]



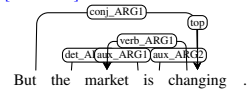
[20445075]



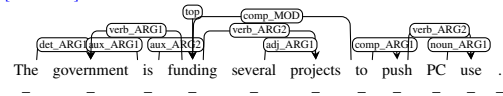
[20445077]



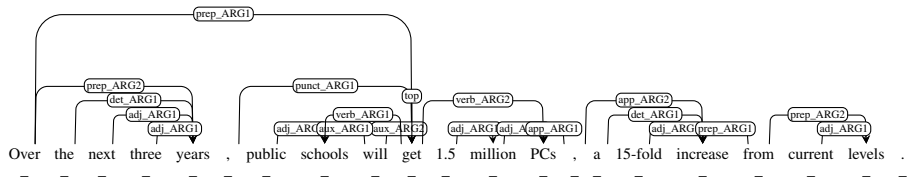
[20445078]



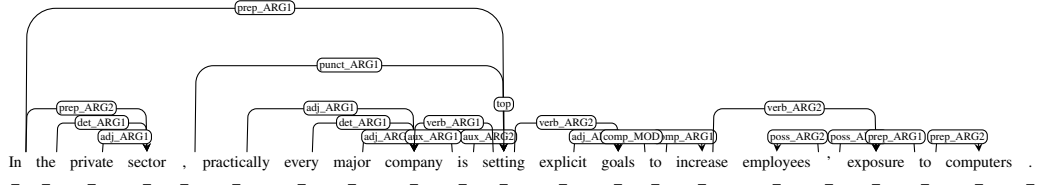
[20445079]



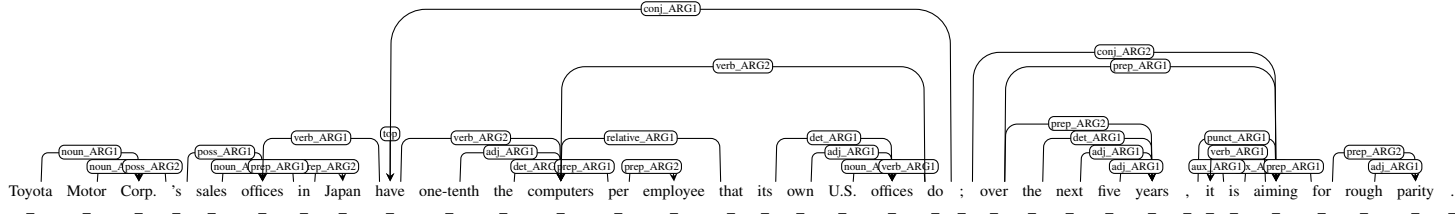
[20445080]



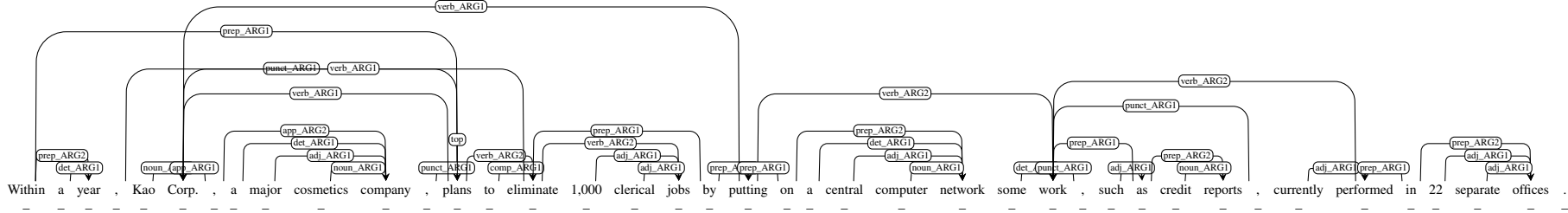
[20445081]



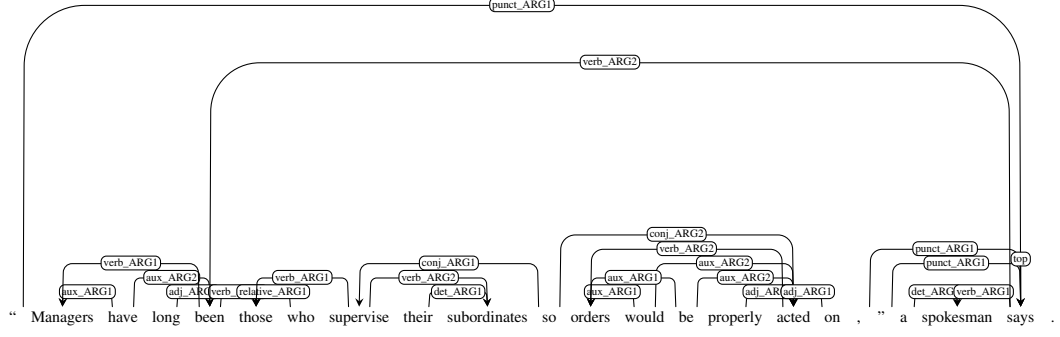
[20445082]



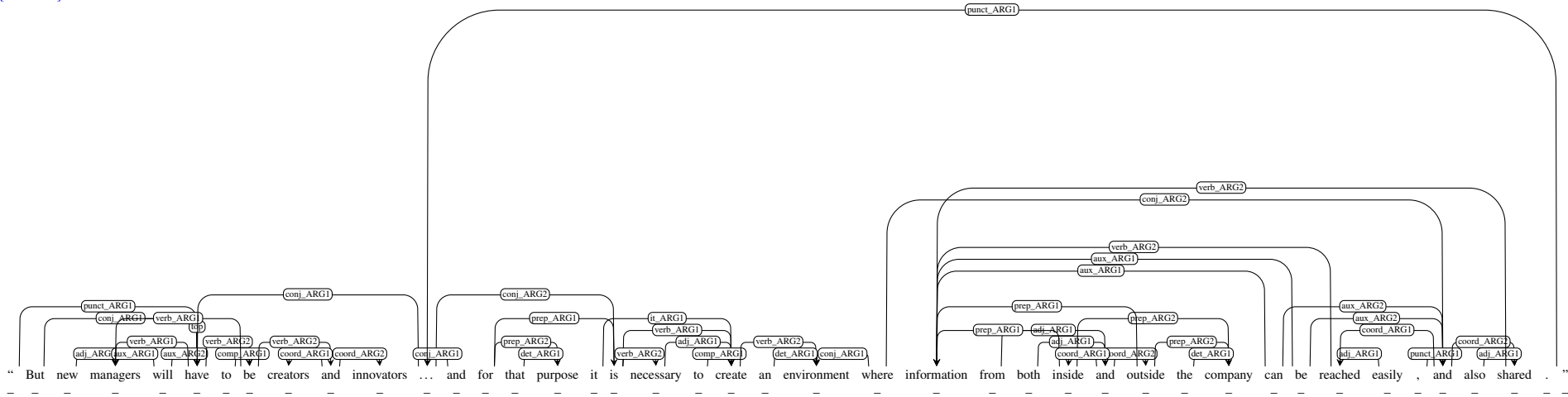
[20445083]



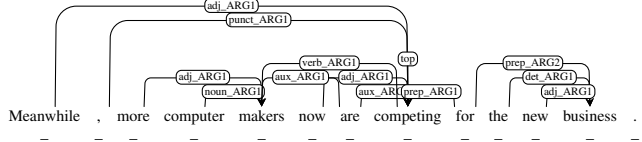
[20445085]



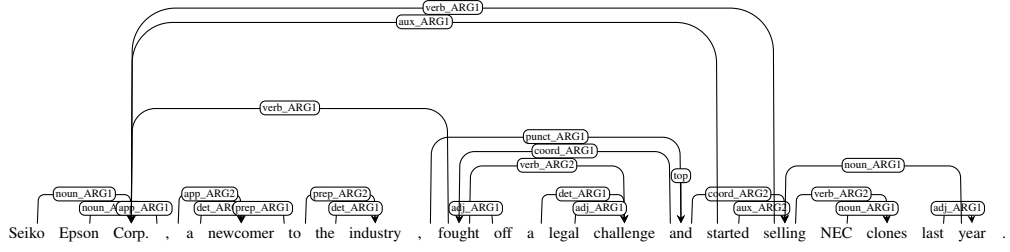
[20445086]



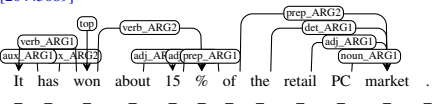
[20445087]



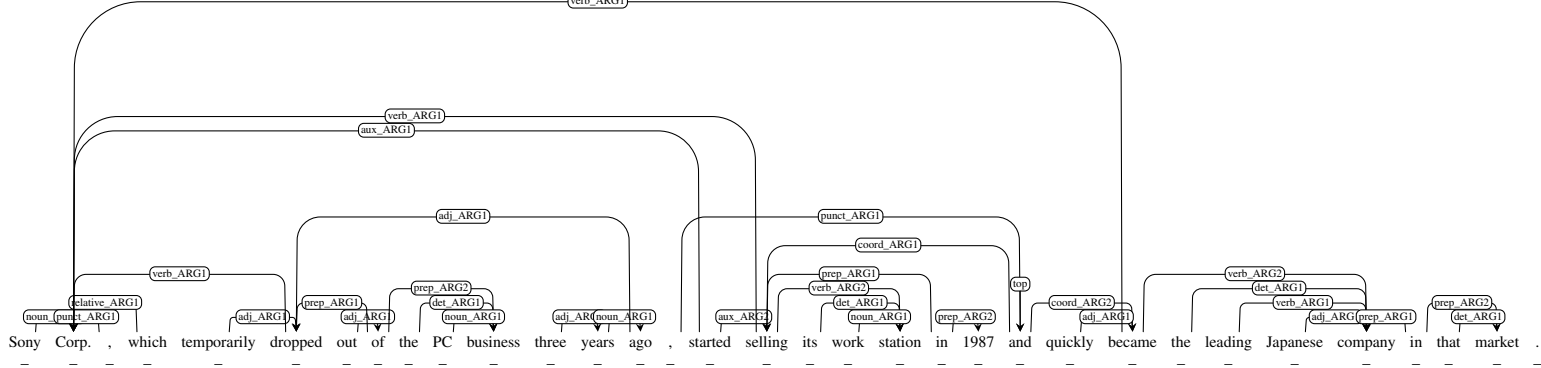
[20445088]



[20445089]

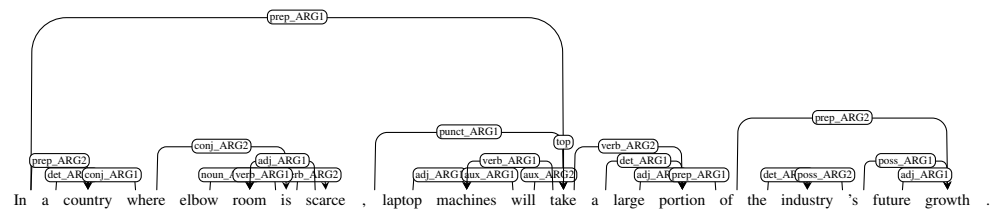


[20445090]

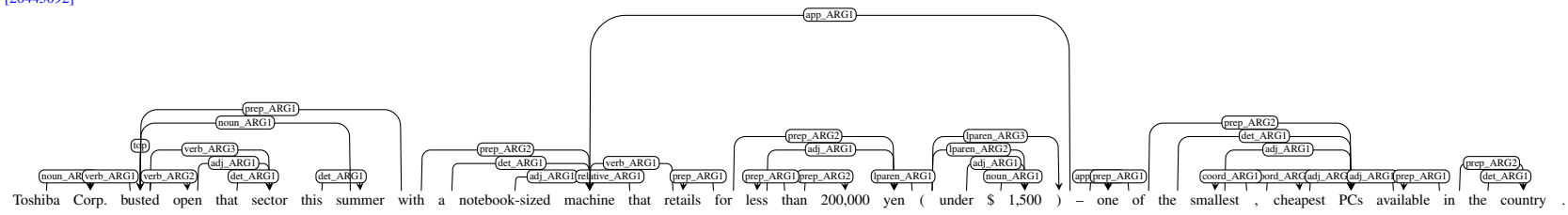


[20445091]

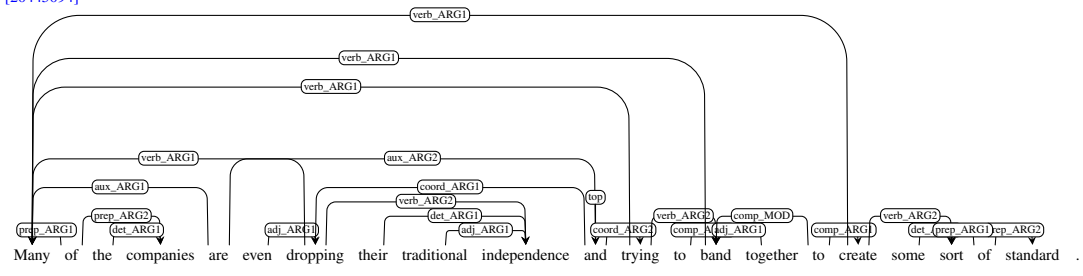




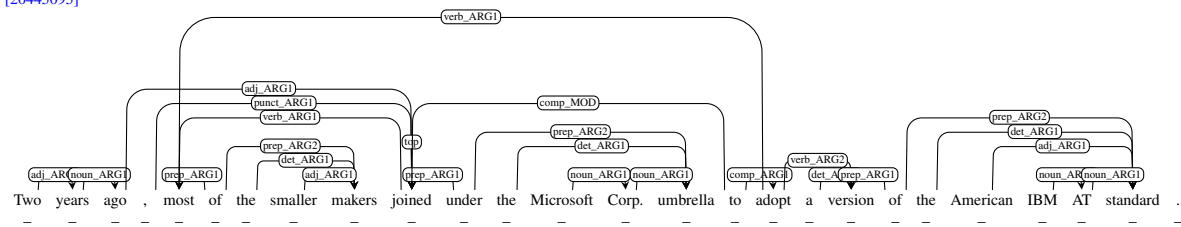
[20445092]



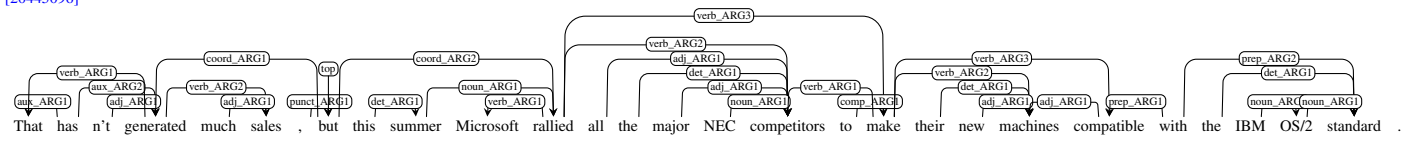
[20445094]



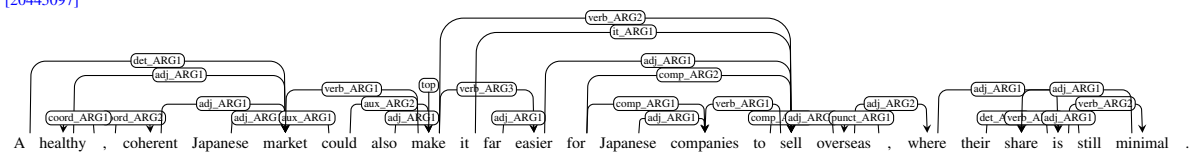
[20445095]



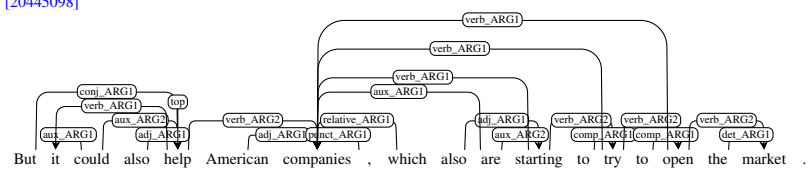
[20445096]



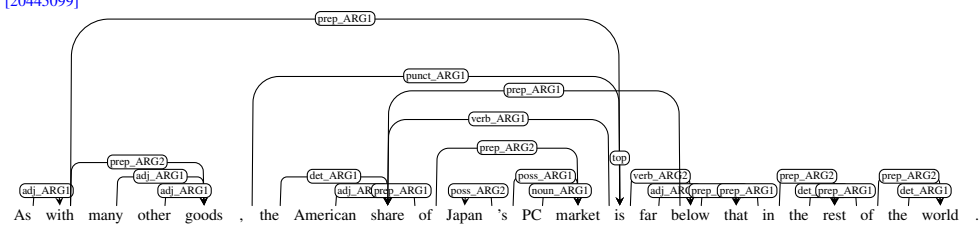
[20445097]



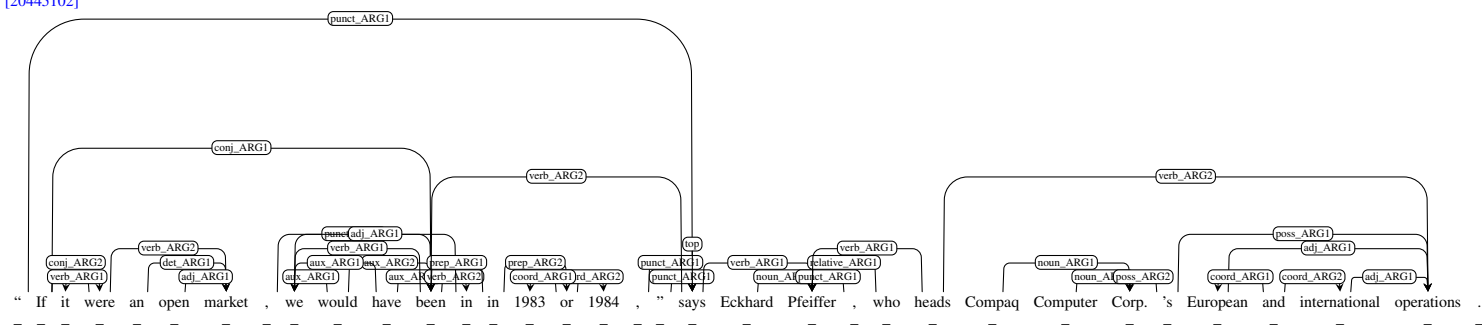
[20445098]



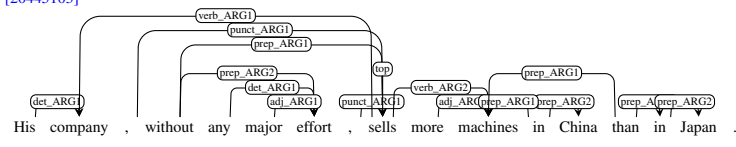
[20445099]



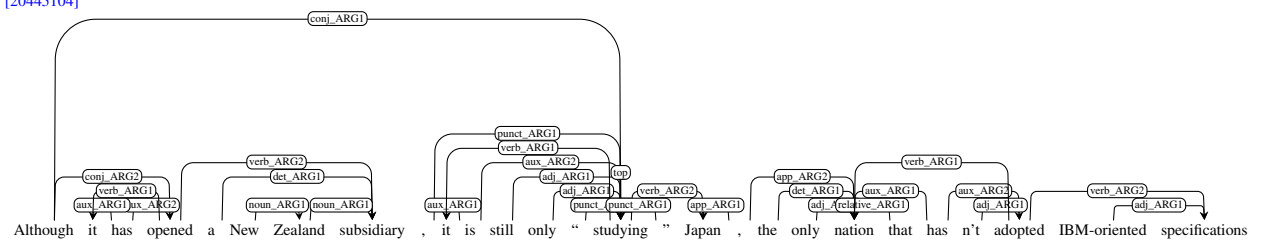
[20445102]



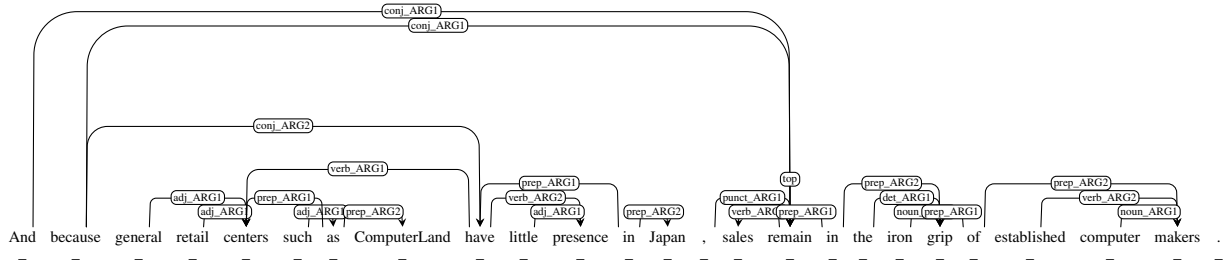
[20445103]



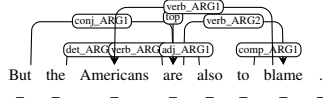
[20445104]



[20445105]



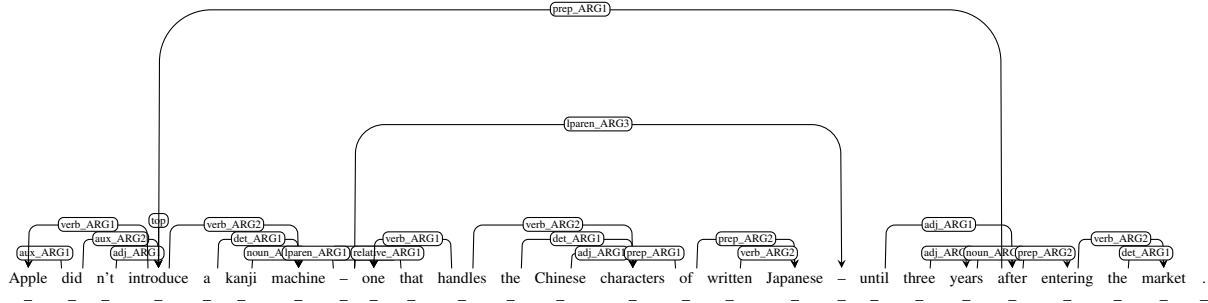
[20445106]



[20445107]



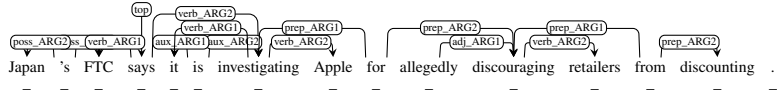
[20445109]



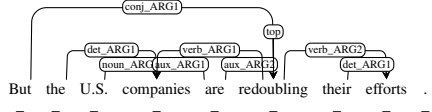
[20445110]



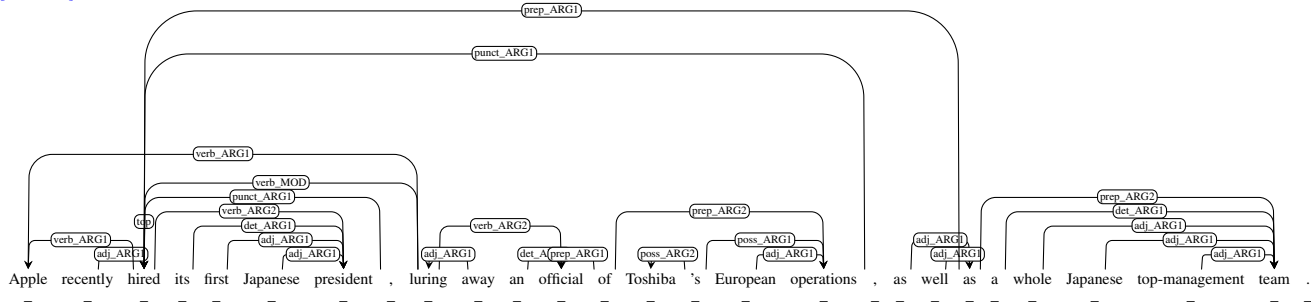
[20445111]



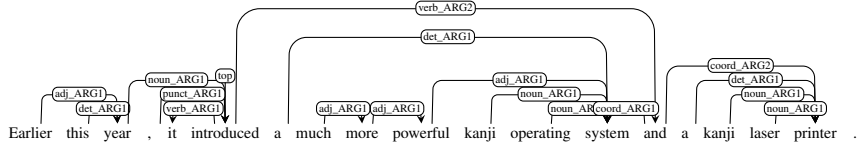
[20445112]



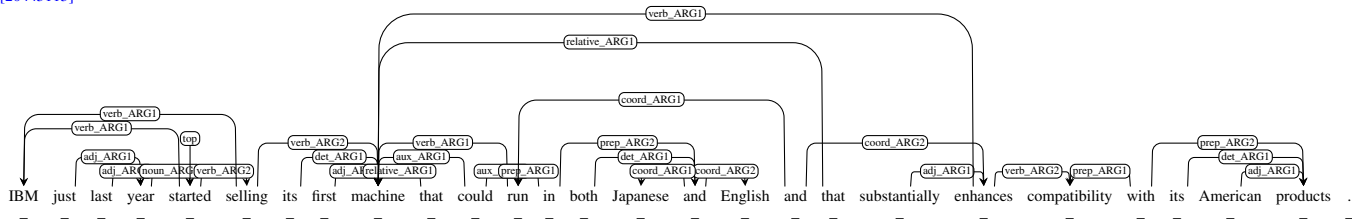
[20445113]



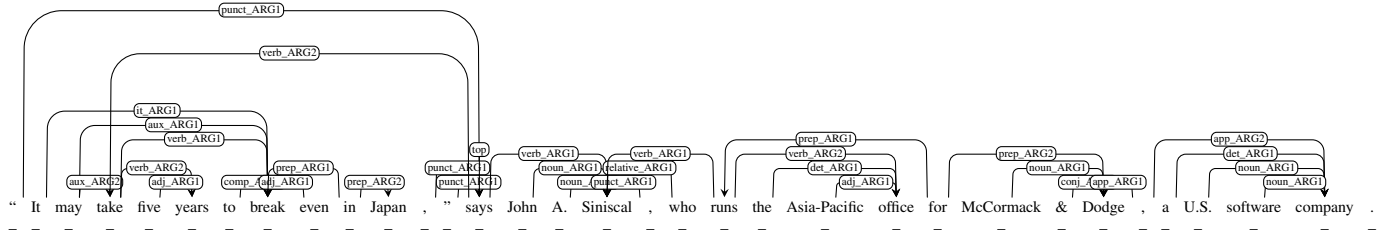
[20445114]



[20445115]



[20445116]



[20445117]

