

本田**DNA**:
挑战独创商品开发
~本质的思考

***Honda DNA : Challenge to
Innovative Product Development
~ Recommendation of Essential Deliberation***



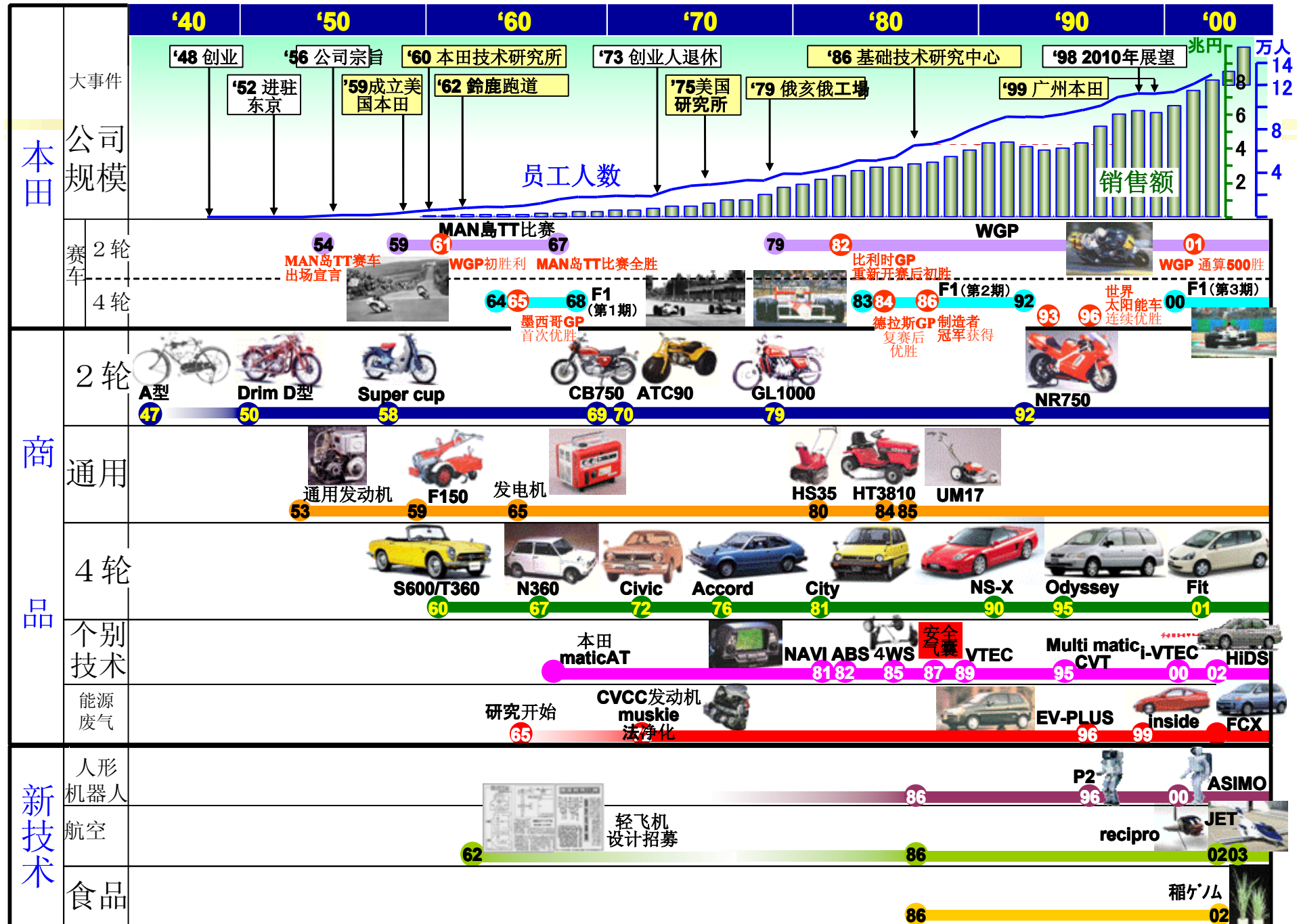
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Dec, 2009 东风本田发动机有限公司

本田・梦想和技术的半世纪

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I . Honda Way 本田方式

2 Founders 两位创业人

Hit-Univ. ICS

**Mr. Honda
President**

本田宗一郎
社长



**Mr. Fujisawa
Executive VP**

藤沢武夫
副社长

***Action (Technology) without **philosophy** is a lethal weapon ;
philosophy without action (technology) is worthless.***

Soichiro Honda

没有理念・哲学的行动（技术）很危险，
没有行动（技术）的理念毫无价值。本田宗一郎

I . Honda Way 本田方式

1. Honda Culture 本田文化

Hit-Univ. ICS

① Positive, Energetic

- '71, joined Honda R&D

Assigned to the **Safety Research Div.**
Uninteresting work and **unintelligent associates** almost made me quit Honda.

- **Encountered Mr. Honda and was inspired** (brain washed)

2 weeks later, I met **Mr. Honda**,
“Good Morning!” He hit me on my shoulder, “**What’s your name and what are you doing right now?**”
I answered, “Car safety division.”
He said, “**Safety is the most important factor** of a motor vehicle.
Do your best !!” He had an “**Aura.**”
I decided to **devote myself to safety research from the bottom of my heart.**

① 积极，精力充

1971年进入本田技术研究所 想设计跑车，却被调到安全研究室，尽是普通人，无聊的工作，几乎想要辞职。

- 遇到本田宗一郎→洗脑

进入公司**2**周后的一天，老头子从对面走过来，我说了声“早上好”他重重的拍着我的肩膀说“喂，你现在在干什么？”



Mr. Honda

『汽车安全』
『汽车的安全是最重要的，好好干啊！』
我感觉到他独特的魅力，高兴地想我要尽全力投身到安全事业。

1. Honda Culture *Challenge, Creation & Innovation*

本田文化 挑战·创造·创新的文化

Hit-Univ. ICS

② Honda's "custom"

② 本田的惯例

Deliberation of Essence

深思本质

① **A00?**

① **A00?**

② **What's your opinion?**

② 你怎么认为?

③ **Say it simply.**

③ 简单说是什么?

Freshmen were so confused.

新人非常困惑!

1. Honda Culture

本田文化

深思本质

~Careful Consideration
of Essence

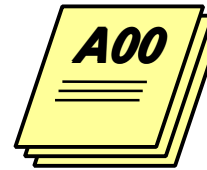
Hit-Univ. ICS

① **A00** Basic Requirement
Objective, Dream

① **A00** = 基本要件・目的・梦想

•Reference 出典 US Military Mission Command 美军作战命令书

A00 Basic Requirement
A01~09 Condition
A1~99 Specification



A00 目的
A01~09 条件
A1~99 规格・详细

- Always requested to explain **A00**.
- I visited Prototype Shop with drawing Mr. M said, "What are **A00** ?"
- I told him, ①Mechanical Improvement ②Cost Down ③Weight Down
- He complained, "Those are not **A00**. What do you want to accomplish through ①②③ are **A00** !"
- He distinguish **Objectives & Means**.
- Stupid CEO say, "**Profit is our Goal**."

- 在本田经常听到**A00**
- 某天我拿着图纸来到试作科,
- M**问『**A00**是什么?』
- 我回答『①提高机械性能②降低成本③减轻重量』
- 『那不是**A00**。通过①②③想要达到的目的才是**A00**吧!』
- M**很好的理解了**目的**和**手段**
- 愚蠢的**CEO**说『我们公司的目的是收益!』 → 糊涂透顶

1. Honda Culture

本田文化

本质的深思

~Careful Consideration of Essence

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Hit-Univ. IC

Mr. Honda said,

- R&D is not to research technology, but to research people.
→ Researching Customer's mind, Engineer should find out Future Values for them, and accomplish those using technologies.

To make Values is Objective, and Technology is just means.

- “The essential goal of corporation is to make new values for the people and give them joy.”
Everybody agrees.
- “Can you say 3 Major Values of J people in 10 to 20 years ahead ?”
→ Nobody could answer.

Right Direction comes from Essential Goal of Corporation.

本田宗一郎 语录

- 研究所不是研究技术的地方，
• 而是研究人的地方。
→ 研究客户的心理，寻找所追求的未来价值，这是最重要的工作。然后通过手段技术使之得以实现。

创造价值才是目的，技术只是手段。

- 即『企业的本质是创造新价值，让世人愉悦！』大家都会赞同这个说法。
- 请说出日本人追求的未来**10-20**年的主要未来价值→还没有人能够回答。

只有思考了企业的本质目的，才能找到正确的方向。！

② Honda's "custom"

本田的惯例

Hit-Univ. ICS

❖ "What's your opinion?"

- Always requested even when asking a question. **Ex.**
- Original, unique thought is appreciated, only which is acquired by **direct experience**.
- Knowledge obtained at **school** or from **books** is looked down as secondhand, & "You are just parroting other person's idea!"
- One without personal thought can not be creative.

Careful thought thru direct experience

Prof. Nonaka ; "Knowledge can be acquired only through **high quality direct experience** which gives a great influence on your view of life."

❖ "你怎么想?"

- 马上被人问到自己的看法，不回答的话便无法提问。
- 征求独特意见
 - 如果是在学校学到的或是从书上看到的，马上就会被人指责说你只是模仿别人
 - 如果是自己的亲身体验，OK
- 没有自己想法的人
- 没有创造力

自己体验考虑

Ex. 一桥大:野中教授

『好的知识改变人生观，但它只能从高质量的亲身体验获得』

② Honda's "custom"

本田的惯例

③ "Say it simply."

• Should explain simply according to TPO.

Mr. Honda said, "If you can not explain simply to a non-professional, you do not understand it essentially."

Essential, Conceptual Ex.

Knowledge

知识层次

Hierarchy
Policy, Philosophy

政策・哲学

Strategy, Concept

战略・观念

Operation, Tactics

作战・战术

Information

信息

Fact, Data

表象・资料

③ "简单说呢?"

• 不能简单的表达复杂的事情也会被鄙视。本田宗一郎语录

“如果不能对外行进行简单易懂的说明，说明你自己还没弄明白。”

本质的・概念

• Prof. Nonaka ; "Who speaks facts & info only should not be promoted beyond Asst. Mgr."

• 一桥大:野中教授
『不要让光会对现象滔滔不绝的人任系长以上的职务』

每次演讲时的提问

Hit-Univ. ICS

Question : Please answer simply ! (5 sec)

请用一句话回答！（5秒）

① **What is your goal of your life ?**
你的人生目标是什么？

② **Why your organization should exist ?**
你们公司（组织）的存在理由是什么？

1. Honda Culture

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⑥Y-gaya

- **Equal status discussion**
- **Essential (pure) discussion**
Why Honda should exist?
- **3 days & nights discussion**
 - 1st day : Hot argument
 - 2nd day : Understanding others
 - 3rd day : Get tired of logic.
Everyone becomes
creative & conceptual.
- Y-gaya is **not tradeoff** of
antimony, but create new
concept which gives better total
solution.
- You can be White-Belt
(Beginner) after ~20 times
of Y-gaya. Then you become
MC aiming Black-Belt
(Meister) after ~40 times.

⑥畅所欲言 (深思熟虑)

Hit-Univ. ICS

- 无身分高低的**平等**议论
- 本质(未成熟)议论
本田的存在意义?
- **3天3夜**的讨论
 - 第一天: 议论白热化・喧闹
 - 第二天: 理解他人的意见
 - 第三天: 疲惫于符合逻辑讨论
转向创新的有新意的
- 所谓畅所欲言并非是对正反意见的**妥协调整**, 而是双方进行
整体改善的创新



- 畅所欲言**20**次后成为
白带 (初学者)。
然后, 向成为黑带的
领导者努力 (~**40**次)

2. History of Airbag

安全气囊的历史



① Difficulty of future prediction

预测将来的难度

Hit-Univ. ICS

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• **Safety div. = Cat stepping-over "Fish"**

• Join **laughable project, Airbag.**

T/N/Big3 quit the development of airbag.

'82 Became 3rd LPL. Members down 12 → 4.

• **Big fight with a Director Shimojima**

He said, "Let's quit this project!" 10 times.

I said, "It is necessary and important"

10 times. --- **1 hour long argument.**

Finally he said, "If you dare to say so, you must introduce this to the market!"

****Director tested my passion & will ?**

• **Got Award of 'Top 2' useless projects:**

--- Mr. Senzaki's Radar Brake System &

--- Mr. Kobayashi's Airbag

Age 39 in '84. Mr. **Senzaki transferred to Suzuka Factory** (Age 40 : Unwritten law of Retirement) "1 more year for me"

• **Now, both Tech. in mass production** • 20年后的今天，两个课题都实现了量产



Experts can not predict future

• **无聊的6研(安全研究所)**

• 自己也发笑的**Airbag**立案、T·N

• **Big3**中止**Airbag**开发。

'82年 LPL就任、**12人→4人**

• **与下岛主管高层的斗争**

『这个项目停止吧！』

『不行，这是必要的！』 × **10次**

1小时的激烈斗争。

『要是这样的话，一定要成功推向市场！』→增加**1人**

* 试探热情，干劲？

被选为两大最没用课题

* 雷达制动的**先崎**

* 安全气囊的**小林**

'84年(**39岁**)**先崎**先生调动到**铃鹿工場**。(40岁退休制度的谣传)

『我还有最后一年了！』



Expert不能预测未来

2. History of Airbag R

安全气囊的历史



•'86 Tough fight with AH-CEO Amemiya

“**American never purchase Airbag**, so that US pre fleet test is not necessary.”

•Director Shimojima said: “Do you want to quit? It is the end, if you give up!”

•**2nd negotiation**: “**You, again! American execs also are concerned about airbag.**”

•**3rd negotiation**: Never give up, and strongly insist with passion. Amemiya said, “**You win**, but ask Pres. of R&D to write a promise not to disturb customer.”

•Test 100 cars/Accord, 1 year in U.S.(7M\$)

•'87 1st installed in Acura Legend.

Suddenly customer demand increased rapidly in US. Legend sells very well.

•**I met Mr. Amemiya** @ AH and he said, “Let's install Airbag **100 % on next Acura Integra!**” I wanted to choke him, but I could only ignore him.

He had a broad mind to allow me to test.
(Never happen other than Honda !)

② Toughness of Challenge

挑战的难度

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Hit-Univ. ICS

•'86年与AH高层雨宫先生的斗争

『**美国人绝对不买 Airbag**, 所以 **US** 跑道测试没有必要。』

•研究所下岛董事冷静地说

『如果放弃什么都完了!』

•**第二次**谈判、『又来了!』

美国人的董事也反对!』

•**第三次**: 绝不放弃的决心。

•雨宫『**好, 我明白了!** 但研究所所长必须承诺决不会给顾客带来麻烦!』

•**Accord** 100台, 1年·美国道路测试实施。(费用: 7亿日元)

•**87年** 上市后、装有安全气囊的车销量直线上升。本田名列前茅。**AH走廊上遇见雨宫先生**、『这次的讴歌全部安装气囊吧!』我

→**高层有允许下级去挑战的度量**
(在其他公司是不可能的)

2. History of Airbag R

安全气囊的历史



③ Happiness of Achievement

成功的喜悦

Hit-Univ. ICS

•'87 Sep. Airbag installed on "Legend".
Had nightmare about airbag failure.

•'87 Dec. 10th, 1st Car crash happened.
Saved with no injury, the customer purchased Legend again.
→I was so excited by the news that I could feel where blood vessel is.
I met the customer. He said "Are you the developer?" and shook my hands firmly.

Mr. Kitazume
北爪先生



•'87年9月 安装在里程机型上
成功推向市场的喜悦，故障的噩梦

•'87年12月10日第一次事故！
•客户没有受伤，再次购买里程！
→我全身热血沸腾
与激动的北爪先生见面
『你就是开发者呀！』
他紧握我的手。

在此感谢、
技术专家冥利

3. Fruits of Airbag R^① Seek for Ultra-high Reliability

安全气囊的成果

追求高可靠性的成果

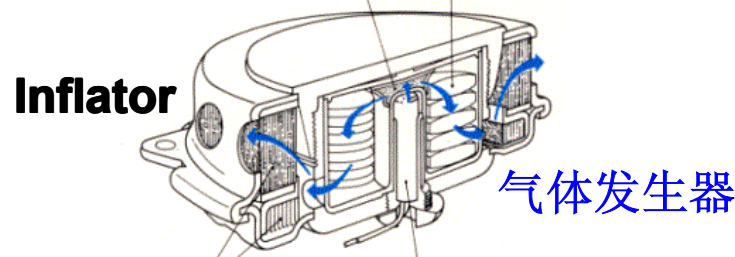
Hit-Univ. ICS

① Traceability

• Put **barcode on every airbag part** to record exact data of each airbag car instead of lot control.
(Disrepute for cost of \$600,000)

• '90 Nov. Defect on inflator

• 12 inflators on Honda cars in Japan. We knew the customer's name instantly, replaced 6 cars on that day, and finished totally in a week, costs **\$8,000**.
• Without traceability, we should check 50,000 cars, and it **estimated \$10M**.
• **Mr. Yamada, MD in charge of Q** called, "Hey Sam, we got 10M\$. It is not total sale but profit. **You can drink the difference, \$9M, 992 thousand.**"



① 追溯(追溯可能性)

以前只是批次管理

现在在主要零件上贴上条形码
记录每一台车安装的零件。
(费用**6000万日元**→很不受欢迎)

• '90年11月 气体发生器缺陷

• 国内本田车·对象**12台**。马上查到顾客名字、当天更换**6台**、一周内全部更换完毕。(费用**80万日元**)
• 若没有追溯管理 对象台数**5万台**。预计费用约**10亿日元**。
• 品质·山田常务打来称赞的电话。『小林、我们赚了**10亿日元**！』
『这可不是销售额、是纯利润阿！你可以把**9亿9920万日元**的差价喝掉！』



3. Fruits of Airbag ② Victory of Customer-oriented Philosophy → World STD P. Airbag

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安全气囊的成果

为客户考虑的哲学 → 世界标准的副驾驶位气囊

Hit-Univ. ICS

② Honda philosophy beat B.com

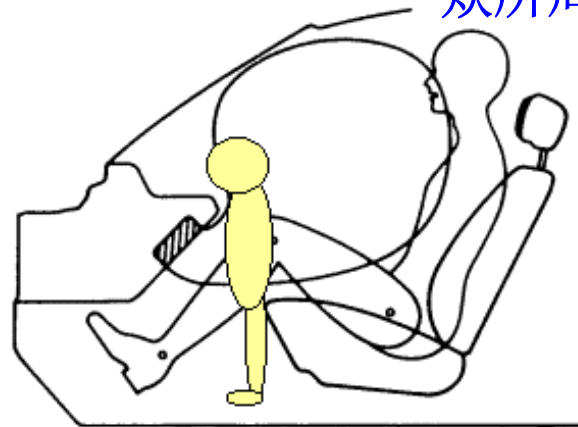
- The issue of Passenger airbag is, “**Standing Child**”
- B.com adopted **Low mount**.
 - Same instrumental panel “die”
 - Serious injury to standing child
- World No.1 safety authority, **B.com-Prof. Doctor R.** said, “Do not spoil the technology because of stupid person. Children must be sat on rear seat, which is common sense in Europe.”

• Survey at Ebina rest area of Tomei Hwy on weekend.

→ **Most of children were standing.**



We should save people, even stupid.



Low mount

② 优胜于B公司的本田哲学

- 副驾驶位 **Airbag** 的课题
“**站立的小孩**”
- B公司采用通过去掉杂物箱盖安装低位气囊。
 - 不用变更仪表盘的模具
 - 可能导致孩子死伤
- 世界第一的安全权威 **B公司 Prof. Doctor R.氏**、
『没有必要为愚蠢的人作技术修改，孩子应该坐在后座是在欧洲众所周知的常识』

周末、东名·海老名高速公路出入口调查 → 很多小孩是站在副驾驶位的。



我们应该拯救那些愚蠢的人！

3. Fruits of Airbag ② Victory of Customer-oriented Philosophy → World STD P. Airbag

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安全气囊的成果

为客户考虑的哲学 → 世界标准副驾驶位气囊

Hit-Univ. ICS

- Adopted **Top-dash mount** does not cause serious injury.
- **Enormous protest** from D div.
 - New inst. panel die costs 4M\$
 - Ugly inst. panel surface
 - Upper weight causes more vibration
 - Why different from world No.1 B.com?
- We carry out Top-dash mount.

• '90 Nov. Honda Passenger airbag on the market

• '92 Jan. Detroit Auto Show:

All companies adopted Top-dash mount. Even B.com

• I called Honda R&D, Japan, "Everyone copied our concept. What about patent?" "Forgot to submit."

➡ Honda set the standard saving children every year.

- 从仪表盘上部打开、采用顶部气囊。
- 开发部门为首强烈抗议
 - 仪表盘新模具4亿日元
 - 表面不好看
 - 重物在上面增加振动
 - 何苦要跟世界第一的B公司不一样呢？
- 坚决实行顶部打开式气囊

• '90年11月 副驾驶位

Airbag上市。

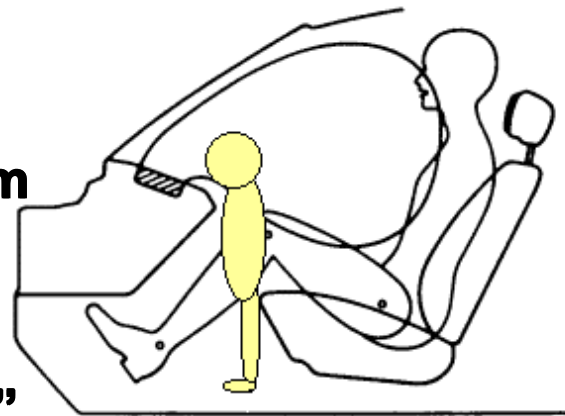
• '92年1月底特率汽

车展上所有公司采用Top Dash、包括

B公司。打电话给日本、『我的专利呢？』

『忘了吧！』

本田成为世界标准，每年拯救无数孩子。



Top-dash mount

4. Wisdom from Airbag R

从安全气囊得到的启示

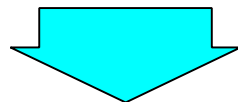
Hit-Univ. ICS

① **If 9 out of 10 people agree with your idea, it's too late to R.**

If 9 people disagree, it might be **a diamond**.

• **Creation** does not come from **logical discussion, majority decision or consensus**.

• If a young person proposes a crazy idea seriously 3 times, you should let him / her do so.



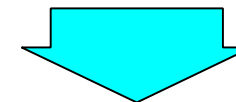
• **One person should decide Go or No go of Innovative Plan, Research or Action !**

① **10个人中9个人赞成的话 Too late** 没有研究的意义

相反**9个人反对**的技术有可能成为将来的钻石。

• 从多数人的决议，协议，逻辑是产生不了创新的。

• 如果年轻人对那些大胆疯狂的想法认真地提案三遍的话，鼓励他去做吧，这样的度量很重要。



• 创新的计划·研究·是否实施由**一个人来决定**。
不能由大家商议决定！



4. Wisdom from Airbag R 安全气囊得到的启示

Hit-Univ. ICS

② A self-initiated concept is essential for supporting long-term research.

- Research is attacked with objections. Easy to waver unless you have **Sound Direction & Goal**.
- Can set D & G, if you could create **Concept by yourself**, not from imitation or quotation.
- The Creator feels **loneliness**. The strength of your **spirit & philosophy** can support you.

*The price of being a sheep is boredom
The price of being a **wolf** is **loneliness***

羊(模仿)的代价是无聊
狼(创造者)的代价是孤独

② 支持长期研究不可欠缺的是自己的梦想和理念

- 反对多、目标和方向不确定、很容易动摇
- 不是模仿剽窃，而是属于自己的有目标的技术想法·理念。
- 研究者·创造者是孤独的
推动力是自己的“意志”、以及支持其的强烈理念。



4. Wisdom from Airbag R

安全气囊得到的启示

Hit-Univ. ICS

③ Continuation is Power.

- **Continuation** is the only way to success.
- **Never Give up** is the key.
- Although Never- give-up is not so easy at work.

③ 持续的力量

- 无论如何 **Never Give Up**。
- 绝对不放弃是成功的关键。
- 但是、所谓“**不放弃**”在工作中不是那么简单的事情。

Roly-poly



百折不挠

5. Honda Culture ? (1)

所谓本田文化？

Hit-Univ. ICS

- Equality
- No Acad. Career
- Min. Rule

**Max.
Freedom**

- Positive
- Y-gaya

**Hot
Argument**

- A00
- Own Thought
- Conceptual
- Absolute Value
- Extra-high Target

**Philosophy
Essential
Spirit**

- 平等
- 学历无用
- 较少约束

**最大
自由度**

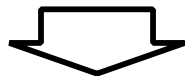
- 积极向上
- 畅所欲言

热烈讨论

- A00 · 追求本质

**哲学
本质的
高志向**

- 自身想法 · 意志
- 创新精神
- 绝对价值追求
- 高目标



**Easily-motivated
Intelligent Exciting Force**



**有动力
智慧的活跃的集团**



5. Honda Culture ? (3)

所谓本田文化？

Hit-Univ. ICS

• Prof. Daisho of Waseda Univ.,
after researching Honda culture,
described Honda in 2 words.

• 早大・大圣教授、
• 研究本田文化后、
用2句话来表达本田：



“Passion & Chaos”

The opposite of P&C is
“Cool & Well-organized” :
something that is good for
operation (not creation).

“热情和混乱”

与此相反是、“冷静和井然”
事业有成、
创新不足。

Passion & Chaos is the mother of Innovation.

热情和混乱是创新之母

2. Innovation MGMT

Adverse effects of MBA

MBA的危害

Hit-Univ. ICS

To meet Stupid Stockholder's request, that is **\$-oriented** & **near-sighted**, CEO (MBA) try to increase profit in their term.

Less creativity & Less employee spirits



Take away Motivation
The Source of Motivation ?

Nobleness: Noble Dream

Human is naturally noble.

- **Contribution to People in the world !**
- **Preserve "Blue Sky" for our children !**

Mr. Honda talks Dreams,
Stupid CEO talks Greed.



- 对付笨股东（追求短期利益）
CEO (MBA) 瞄准任期中利益的上升 = \$ 的·近视眼

损害创造力、员工意志低落



活力(动力)丧失
活力的源泉是什么？

高尚: 高尚的梦想·希望

人类本来就是高尚的

- **为全世界人民作贡献吧！**
- **为我们的子孙后代留下一片蓝天！**

- 本田宗一郎述说**梦想**、
- 愚蠢的经营者述说**欲望**。

4. Honda Innovation MGMT

本田·革新管理

① Essence ② Wisdom

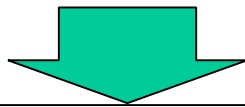
① 本质 ② 智慧

Hit-Univ. ICS

Wonders of Honda

- Unintelligent associates
- Small resources (MMF)

Why successful?



High efficiency **as a result**

- **Essential** : **No big mistakes**
- Min. control: **Big motivation**
- Each thinks: **Flexible**
deeply +

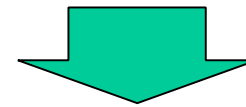
Wisdom for motivation

- Challenge to # 1 in the world
- Win the race at Man island

Ex: Genius Mr. Nakajima

本田的不可思议

- 大家都是普通人
 - 少量资源(人·钱·物)
- 为什么能够成功?



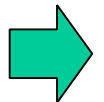
从结果看：高效率

- **本质的** : **没有大失败**
- 较少的约束 : **激情饱满**
- 每个都深思熟虑 **弹性对应**
+

有目标的智慧

- **挑战世界第一的目标!**
- **在曼岛赛场上赢得比赛!**

例: 天才 中岛



4. Honda Innovation MGMT

本田·革新管理

③ Passion

③ 热情

Hit-Univ. ICS

- No MGMT training, even Japan Honda.
- Honda does not consider to manage the employee from the start.
- Always to consider how to help & motivate the employee.

• MGMT教育为0

- 从来没有考虑过要去管理人凌驾人。
- 只考虑如何帮助如何提高人的斗志。

* 管理·系统·组织
会掠夺人的干劲。

To manage people is irreverent and rude !

管理人是粗鲁无礼的举措

本田非常排斥
MBA!

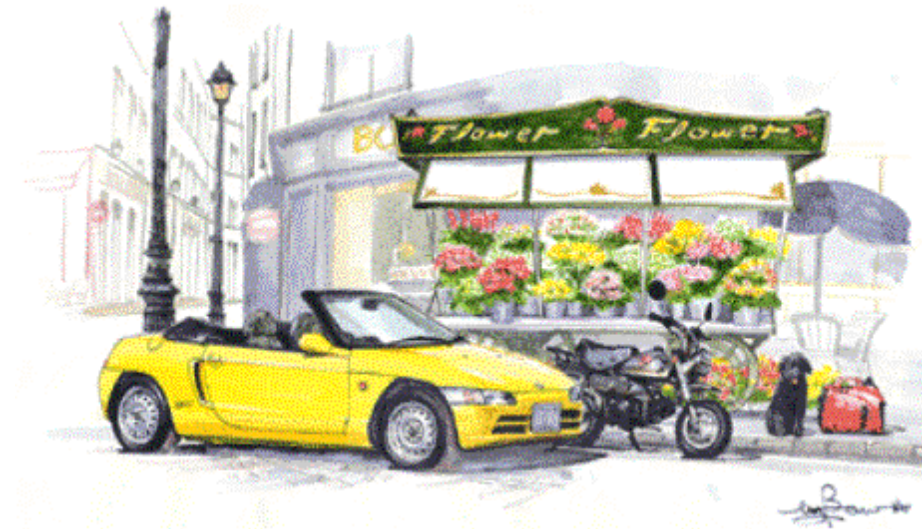
Ex. A miracle @ assembly line...

例 装配生产线上的惊愕...

The End

终

Thanks for attention ! 感谢大家的聆听 !



How to make the **Cultural Revolution**
of Challenge, Creativity & Innovation ?

➡ **Increase Sensitivity**

如何兴起挑战·独创·革新 27
的**企业文化革命**？

➡ 丰富的感受

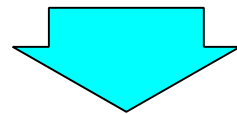
Hit-Univ. ICS

① **Gemba Watching**

- High quality Direct Experience than Reading or Listening

② **Y-gaya**

- Discussion of Essences with heterogeneous type of people



Future Value

③ **Just Try**

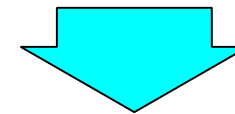
- Never mind Failure
- “Innovation with minimizing Failure” is impossible.
- Failure experience is the most excellent teacher.

① 查看现场

- 高品质的亲身体验比读·听更有效

② 畅所欲言的氛围

- 与不同的人谈论本质



未来价值

③ 尝试

- 不惧怕失败坚持做
- 没有失败的创新是无知的妄想
- 经历失败使人成长

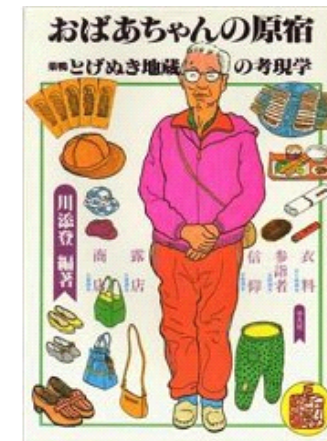
巢鴨視察体现 Sugamo Gemba Watching



Salty Manju
盐大福 (5個600円)



Fried Sweet Potato
煎炸芋头 (100g 200円)



Guide Book 旅行手冊



Tokiwa Restaurant 食堂



Congested Shopping Blvd
繁荣的商业街



Katsudon 盖浇饭



Potato Salad 名产土豆沙拉



Clothes Store full of Aged Ladies
大婶们聚集的服装店

兴起创新最重要的东西

Hit-Univ. ICS

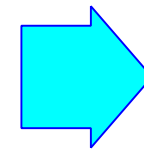
- 公司聚会（一年一度）

本田技术研究所的高层经验者**OB**会

- 每年都会对**10**个左右奠定了销售额**12**兆日元企业基础的前辈进行采访

『请问兴起创新最最重要的一样东西是什么？』

- **9**成的人都会同样的回答



执着