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地にとんだ「もぐら」

The "Moles" Come to the Surface

社長
Takashi HATA
President & CEO

While writing "portable tablet terminal," I thought what a hard expression it is to understand. Someone who hears the simple expression iPad can instantly form a mental image of the product. After Apple pioneered this product, the subsequent entry of many competitors into the market has naturally made the iPad just one of many similar products now available. But the iPad has such overwhelming public recognition that one unintentionally says company X's iPad before the name of that maker's product comes to mind. The same was once true of Sony's Walkman.

What an incredibly global product the iPad is. It readily transcends languages and national borders, and anyone who obtains an iPad can begin operating it instantly. At a glance, its simple appearance is almost unfriendly-looking in color and pattern design. All the information needed to operate the device is entrusted entirely to the screen displays. Some of the rival products subsequently put on the market may perhaps be better in terms of specifications, the convenience that comes with mastery of the device or other small details. But the fact is that many users have supported Apple's product development stance regarding the iPad.

Turning now to the automatic transmissions (ATs)
The "Moles" Come to the Surface

JATCO's products also have true global appeal. As products that provide driving comfort, they also contribute to the global environment in terms of fuel economy. Once people become accustomed to a two-pedal transmission vehicle, they never go back to a manual transmission. First-time car buyers in emerging economies or people who switch from scooters to four-wheel vehicles are not even initially aware that two-pedal transmissions are products that differentiate vehicles. From the outset, they think that vehicles come with a two-pedal transmission. The fact that it is not necessary to explain the attractiveness of two-pedal transmissions is an attribute they share with the iPad.

In the history of the automotive industry, the transmission has long been an auto part with a modest existence compared with its conspicuous, flashy counterparts like the body design or engine. The engineers responsible for transmissions have likened themselves to moles that live quietly underground in obscurity. Though transmission engineers are justly proud of their work, this metaphor also has a tinge of mockery and humility. However, the demands of the times today have changed the value of transmission engineers. Since the advent of this century, two-pedal transmissions have been pushed into the role of differentiating vehicles with respect to environmental issues and fuel economy competition triggered by soaring crude oil prices.

Two-pedal transmissions still have room for much further improvement in performance compared with internal combustion engines that are steadily approaching the limit of their capacity for additional improvement of fuel economy. The transition from stepped ATs to continuously variable transmissions (CVTs) has only just begun. How the next generation of two-pedal transmissions evolves will determine the form and marketability of future vehicles. And JATCO, with its unparalleled global presence as a specialist transmission manufacturer, will be a key player in determining that future form. In short, the "moles" have come out of the ground to the surface at last.
In recent years, the type and brand of two-pedal transmission have become decisive factors in end users' decision of which vehicle to purchase. It has become widely recognized that the transmission plays a principal role in bringing out a vehicle’s performance and attractiveness in terms of launch smoothness and acceleration, not to mention fuel economy. As this recognition has spread, it has also changed JATCO’s position. Today, JATCO’s CVTs are an established brand not only in Japan, but also, for example, in China, which is now the world’s largest automobile market. In the coming years, JATCO must have the brand strength to appeal directly to end users in the same way that vehicle brands do. Coming to the forefront and playing a leading role means that our products will be exposed to the more critical eye of many more consumers. While we who work at JATCO feel rightly proud of our products, we must once again question whether we are mentally prepared for this role. With public attention comes responsibility.

We are changing the world through our monozukuri activities. Things that do not presently exist suddenly take shape before our eyes. When people begin to use a new product, its convenience and comfort make them instantly forget the previous situation. And people soon become accustomed to a world in which such things are taken for granted. Once the marketplace accepts a product that we have created through much struggle over a long period of time, it can take root unexpectedly quickly. Our efforts to bring out the next generation of two-pedal transmissions will determine the form that vehicles take in the future. That is synonymous with giving form to the vehicle marketplace of the future and to the lives of the people involved. As quickly as possible we must give concrete form to the future we hold in our hands and announce its coming. That is JATCO’s responsibility to society. And I firmly believe that we will definitely accomplish this mission through the concerted efforts made by each one of us.

(1) Ipad is a registered trademark of Apple Inc. in the United States and other countries.
(2) Walkman is a registered trademark of Sony Corporation.
Jatco CVT7とモノづくり

The Jatco CVT7 and Monozukuri

副社長 本田 聖二
Executive Vice President Seiji HONDA

テクニカルレビューNo.11の特集テーマは「Jatco CVT7」です。この商品はジャトコのCVTラインナップの中でも、現在及び中期的視点においても大変重要な位置付けを果たす商品であるとともに、顧客であるカーメーカーからも、その性能、エネルギー効率（燃費）面で高い評価をいただいています。このことは即ち最終消費者のお客様からも高い評価をいただいているということに他ならないであろうと考えます。

この素晴らしい商品を世に提供し、貢献できていることに大きな喜びと誇りを感じます。そしてこれからもジャトコがグローバルに成長を続けていくために、「Jatco CVT7」に代表される魅力的な商品、即ち、「実はこういう商品が欲しかったのだ！」と感じていただけるような商品を世界のマーケット自身の“気づき”に先んじる形で提供し続けることが求められています。マーケティングに裏付けられた商品開発と世界各所での生産を実現するための強力な努力を実践することがジャトコにはこれまで以上に求められることでしょう。

また、世界各国々の情勢は時々刻々と変化を続けています。特に新興国においてはその変化の中で速さのスピードは想像を超越するものがあります。テレビ等の報道映像からののみ判断して、新興国においてはエネルギー

JATCO Technical Review No. 11 presents a special feature focusing on the Jatco CVT7. This product occupies a crucial position in JATCO’s current product lineup and will continue to do so over the medium term. What is more, it has received high acclaim from our automaker customers for its performance and energy efficiency (vehicle fuel economy). This undoubtedly signifies that the Jatco CVT7 is also being highly praised by vehicle owners who are the end consumers.

At JATCO, we are immensely pleased and proud to be able to supply and contribute this remarkable product to the global marketplace. To support JATCO’s further global growth in the years ahead, we must continue to provide attractive products like the Jatco CVT7. This means continuing to anticipate and provide products before consumers in the global marketplace realize that is what they want, so that car buyers will say: “actually, this is exactly the product I wanted.” We will need to exert more persistent efforts than ever before if JATCO is to accomplish product development backed by solid marketing and carry out production operations at various locations around the globe.

Today, circumstances in countries worldwide are constantly changing. The speed of change in
変換効率が低くてもよいのではないか、環境への配慮が低い生産の仕方や、旧型の環境対応施設を採用してもよいのではないか、といった発想からスタートして商品の投入や生産工場を設けた場合、近い将来においてさえ良好な結果に結びつかないと考えるべきでしょう。

中国はいまや世界第一位の自動車生産及び消費国に成長しました。ほんの10年前は生産台数140万台とその中でのAT比率は6%しかありませんでしたが、2010年には1,470万台、32%にまで一気に成長し顧客志向の変化がみました。（出典：IHS Automotive 2011 Q2）一方で、石油資源の消費量は世界の10.6%，それに伴う二酸化炭素排出量も世界的25%を占めるに至っております。ガソリン価格も約7元/リと決して安価とは言えません。（出典：Statistical Review of World Energy 2011）これらのことから、今後も成長を続けながらも一層エネルギー資源の変化を大切にするという考え方が法規制に移行していくことが予想されます。その変化は先進国が手でできたスピードよりも速かに上をいくものとなるでしょう。同様の成長と変化が今後、フラジアやロシア、インド、インドネシアなどの新興国あるいはアフリカ諸国においても、有する石油資源によって左右されるとはいうようが、今後数年から10年間的に踏襲されていくのではないかと予想されます。

JATCOは2018年に売上高1兆円を目指すことを掲げました。私たちにとって、世界的なお客様が必要とするCVT、ATを開発、提供することが使命であり、そのことにより先進国のみならず新興国の成長（運転安全性の向上、生活の快適さなど）と環境（省資源、温暖化防止など）の両立の実現を確実にサポートすることができます。JATCOの存在する意義、世界からの期待はおそらく私たちの気づかないほど速かに大きなものがあります。グローバルにおけるJATCOのCVTシェアは2010年度で48%に達しました。世界を代表するCVT、ATのTop Transmission Companyと言っても過言ではありません。そして将来においてもJATCOは想像を超える大きな可能性を秘めています。世界中のお客様が求めめるTransmission、安価で丈夫（堅牢）、スムーズな変速、しかも高い燃費性能と爽快な運転性能のTransmissionを提供し、emerging economies in particular is beyond imagination. If we make judgments based solely on TV news and media images, we might think that low levels of energy conversion efficiency are acceptable in emerging economies or that it is all right to install facilities with old-style environmental measures or to adopt production methods that are not sufficiently eco-friendly. If such ideas become the starting point for the introduction of products or the construction of assembly plants, we ought to realize that they will not lead to good results even in the near future.

China has now grown to become the world’s largest producer and consumer of vehicles. Just ten years ago China’s annual production volume was 1.4 million vehicles of which only 6% were equipped with an automatic transmission (AT). By 2010, the production volume had increased virtually overnight to 14.7 million units of which 32% were fitted with an AT, and the market had become focused on customers preferences (source: IHS Automotive, Q2 2011). Meanwhile, China has come to account for 10.6% of the world’s consumption of petroleum resources and 25% of the world’s carbon dioxide emissions. The price of gas in China is about 7 yuan/liter, which is certainly not cheap (source: Statistical Review of World Energy 2011). While China continues to show strong growth in the future, it can be expected that there will be a shift to a regulatory framework and concepts that place increasing importance on efficient use of energy and resources. That change will presumably take place at a much faster pace than what has occurred so far in the developed countries. It is projected that similar profound growth and change might be achieved in the next few years or coming decade in Brazil, Russia, India, Indonesia and other emerging economies, as well as in some African countries, though the scope will be influenced by the amount of oil resources they possess.

JATCO has set a target of attaining net sales of one trillion yen by 2018. It is our mission at JATCO to develop and supply the CVTs and ATs that our global customers require. In this way, we can reliably support the attainment of both growth (including improved driving safety, daily living comfort, etc.) and environmental quality (including saving resources, combating global warming, etc.) not only in the developed countries but also in emerging
continues in its role as a Top Company. The success of Jatco CVT7 is a testament to the efforts of everyone at Jatco, their suppliers, and shareholders. We have combined our strengths to achieve significant growth, and we are confident that we can continue to do so.

In this regard, the significance of JATCO’s existence and the world’s expectations of us are probably much greater than what we realize. JATCO’s share of the global CVT market in 2010 reached 48%. It is certainly no exaggeration to say that JATCO is one of the world’s top transmission companies in terms of CVTs and ATs. JATCO also has an enormous future potential that exceeds our imagination. As a top company in this field, it is our mission to continue to supply our global customers with transmissions that are inexpensive, robust, smooth shifting and ones that also deliver outstanding fuel economy and driving comfort.

Building on the Jatco CVT7 as one of our notable successes, let us all—JATCO employees, supplier company partners and stakeholders—combine our strengths in working together to achieve continued substantial growth in the years ahead. There is no end to our challenge.