

Strategies and Management Practices of
a Semiconductor / Electronic Component Manufacturer
～History of ROHM's growth～

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This book analyzes history of ROHM with respect to its growth achieved in the semiconductor / electronic component industry, and discusses the practice of a strategy and management in ROHM.

Introductory Chapter examines A.P. Sloan, Jr. *My Years with General Motors*, A.D. Chandler, Jr. *Strategy and Structure*, defines strategy and management, and clarifies importance of a management leader's role in both. And the composition of this book specifies being based on such an analysis view.

Chapter 1 deals with the significance of entrepreneurship during the early years of ROHM and the contributing factors leading to the initial success as a entrepreneurial venture during the period .

Chapter 2 explains ROHM's background and its importance in the creation of the Company Mission and the Basic Management Policy. Also, this chapter argues whether some meaning and subjects of establishment, such as a company objective, and could have an opportunity of growth from the vulnerable venture business.

Chapter 3 discusses from the viewpoint of strategic outsourcing about the establishment and deployment of the production system in domestic and South Korea by expansion of the production base by a cooperation company system.

Chapter 4 recounts the framework of over extension management strategy for the successful transition from a medium size resistor manufacturer to a major semiconductor maker.

Chapter 5 discusses ROHM's international strategies, including its successful recovery from the oil crisis and subsequent transformation into a multinational corporation during the period. Also, this chapter touched upon the tacit consent given for the effective knowledge transfer from American subsidiary regarding technology development to Japanese head office.

Chapter 6 examines the process of progressing rapidly as special occupation chip makers, from expansion of a product, overseas deployment of a production base, in-house production of manufacturing equipment, etc. And this chapter discusses that a custom IC is functioning as a powerful tool, a strategy's driving with technology and a custom IC strengthen customer orientation from the viewpoint of a technological strategy.

Chapter 7 takes up selection and concentration of a product line, maintenance of an overseas base, construction of an applied research, a company brand, management organization reform, and human resource management, etc. And this chapter discusses that business structure has been converted by the painful management reform from the viewpoint of core competence.

Chapter 8 focuses on R&D which should be thought most as important, by Next-generation ROHM especially maintenance of R&D organization, cooperation with external research institutions, such as a university, next-generation technical development, and an M&A strategy especially.

Final Chapter summarizes an analysis result, and discusses how the definition of the enterprise in the ROHM which aims at a permanent company. And this chapter describes a message and a future view for the next generation, responsible for managing ROHM in the NEXT 50 years, and characterizes the immutable aspect of its management philosophy.