

# International marketing – kyocera assignment

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What factors have helped Crockery succeed in serving organizational markets? In my opinion the most Important factor is the management and marketing strategy the company has Implemented In the company ' s culture. Crockery's management system is predicated upon and enabled by a set of powerful organizational values. The extensive nature and uniqueness of these organizational values is at the core of why Inamorata views this type of management “ as a management system, not merely a technique. ” While some of the values are generic to Japanese companies, others are unique to Crockery.

Japanese culture is characterized by high collectivity. As such, Japanese people are more willing to put the needs of their collective group ahead of any one person's Individual needs. Crockery's management success can only occur when its managers and employees act like independent, profit conscious companies and do so in a way that does not compromise the greater good of the company. In addition to the role national culture plays in helping to ensure the unselfish operation of management in Japan, Crockery's history and, in particular, the aground of its founder, Inamorata , has a key role, 2.

How Is Crockery different from the typical Japanese company? Unlike of others Japanese companies that strive for consensus and adherence to company norms, Inamorata encourages creativity and Independence within Crockery. Rather than recruit graduates of prestigious schools, Crockery prefers to hire its employees from second tier technical schools. Company founder Kazoo Inamorata believes his employees work harder because they are grateful to be given a chance to work for a top company. Another factor

that makes Crockery special is that breaks the mold usually associated with Japan Inc.

The company is one of only a handful of companies in Japan with foreign directors on its board. Its San Diego-based subsidiary is mostly run by Americans. Without full trust for the capabilities and motivations of his employees, Morris's Crockery would never have been successful in creating and implementing an amoeba management system. He had to believe that his employees shared his sense of duty for making high quality products, ones that customers respected and valued. A lack of trust or a misplaced sense of trust is inimical to the use of an amoeba management system. . How important was Morris's spiritual drive to Crockery's success? What will happen to the company's culture now that Inamorata has retired? Crockery's strategy can be seen as a full-bodied performance management system. The reality is that the management system represents a very important way to promote fast response to highly competitive and quickly changing external environments. Crockery's management's approach to quality and cost might be seen, and rightfully so, as being similar to other Japanese management techniques.

But in addition to its emphasis on quality and cost, and what helps set Crockery's management apart from such techniques as total quality management, is the additional entrepreneurial dynamism that Inamorata brought to the company. Inamorata's strategic management seeks to develop this entrepreneurial spirit by empowering all employees and instilling in them the sense and pride of organizational-wide effort to pursue improvements in product/service cost, quality and innovation.

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