

Title	中核技術と業界構造から見た「ドメイン更新」の戦略 - 1970年以降の日本における電気・精密機器業界の 事例研究 -
Author(s)	升川, 聡
Citation	
Issue Date	2002-03
Type	Thesis or Dissertation
Text version	author
URL	<a href="http://hdl.handle.net/10119/364">http://hdl.handle.net/10119/364</a>
Rights	
Description	Supervisor: 三品 和広, 知識科学研究科, 修士

# Strategy for Domain Renewal in light of Core Technologies and Industry Structure - Case Studies of Japanese Electric and Precision Machinery Industry -

Satoshi MASUKAWA

School of Knowledge Science,  
Japan Advanced Institute of Science and Technology  
March 2002

**Keywords:** Long-term competitive advantage, Domain renewal, Management strategy, Electric and Precision Machinery Industry, Profitability

This study examines the profitability of 147 companies in Japanese electric and precision machinery industry for 30 years from 1970, and clarifies the common characteristics of the companies that have been achieving a long-term competitive advantage to determine its origins.

In Chap.1, I will explain the motivation and significance of this study. This study aims to give managers a clue to achieving long-term competitive advantage through an investigation of voluminous data.

In Chap.2, based on a statistic analysis, I will establish that there's a very strong influence of domain as of 1970, on the subsequent 30-year's achievement of the company. In other words, the achievement of the company in this industry is strongly restricted by its domain. Even so, there are companies that enjoyed a higher profitability throughout these 30 years than their rivals with the same domain as of 1970.

In Chap.3, I will present more detailed analysis. I have tested all pairs that were in the same domain in 1970 and discovered that the companies who that enjoy long-term

competitive advantage over their rivals have renewed their domain by continually moving to the businesses which they can use their core technologies most effectively, before it matures.

In Chap.4, I will introduce 2 pair-comparison cases of the continual domain renewal. One is Ushio Inc. VS Iwasaki Electric Co., Ltd. The other is Canon Inc. VS Ricoh Co., Ltd.

And in Chap.5, I will examine why these companies can keep renewing their domain and differentiate themselves from their rivals.

As a conclusion, the 2 superior companies, Canon and Ushio, is achieving their long-term competitive advantage by using “gene-level core technologies” (i.e. the core technologies which almost every company can have but the company is prominent in.)

I suggest that managers of the poor-showing companies should re-examine their core technologies through more precise, gene-level point of view.