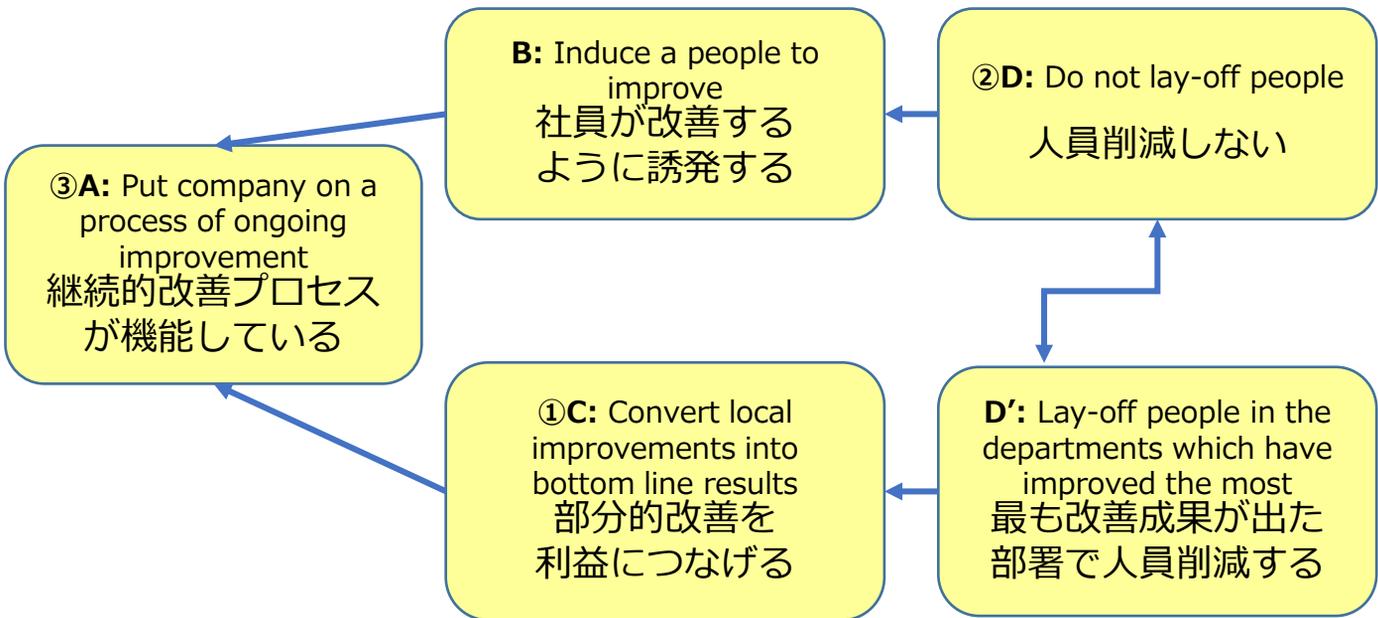
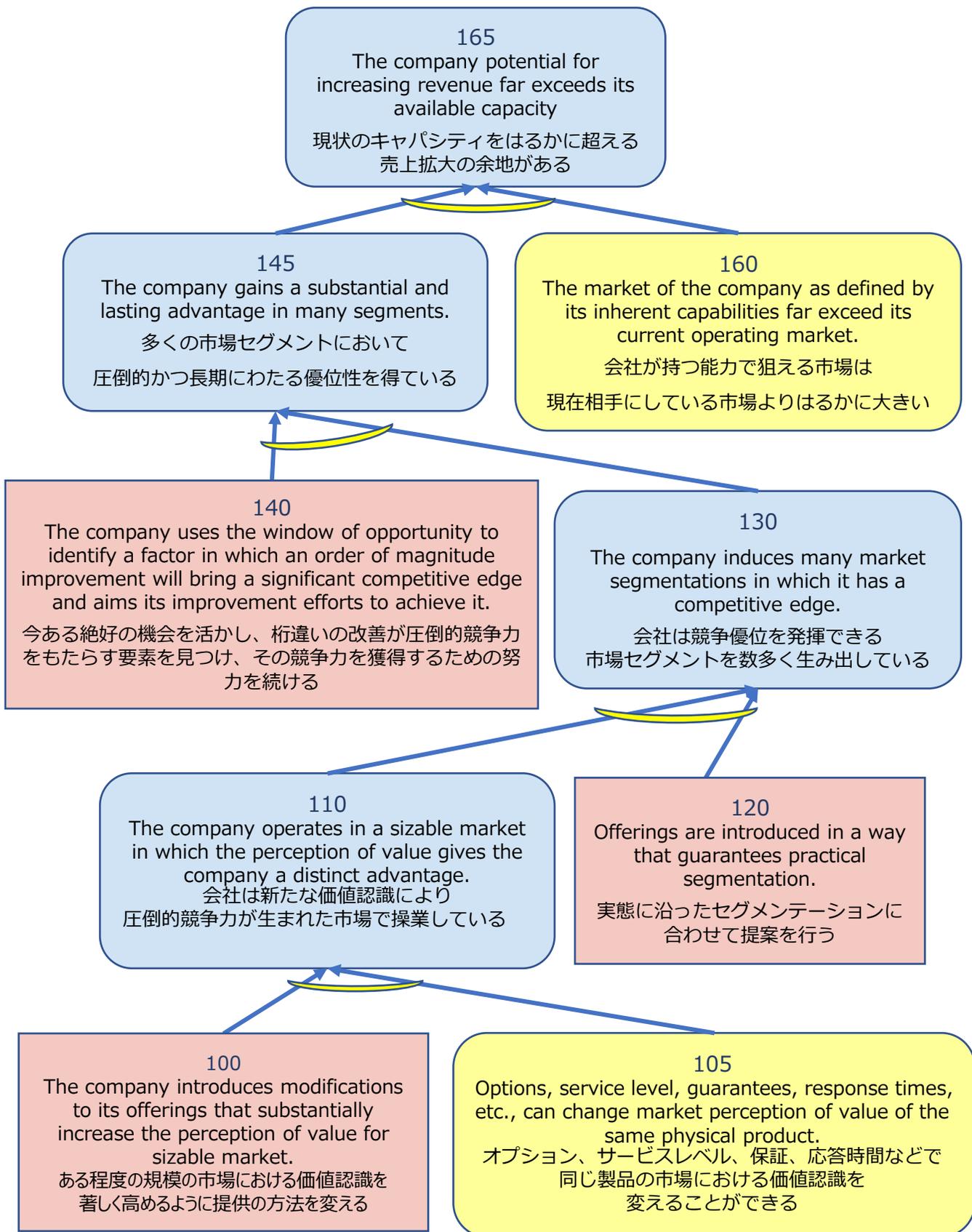


Three Necessary Conditions for a 'good' strategy

「よい」戦略の3つの必要条件

1. Make money now as well as in the future
現在から将来にわたってお金を儲ける
2. Provide a secure and satisfying environment to employees now as well as in the future
現在から将来にわたって従業員に安心して満足な環境を提供する
3. Provide satisfaction to the market now as well as in the future
現在から将来にわたって市場を満足させ続ける





340
When a lucrative market segment is up, the company shifts focus away from some less lucrative segments, when a market segment is down, the company shifts focus to other segments.
もし儲かりそうなセグメントが活況を帯びてきたら
儲けが薄いセグメントから重点を移す
セグメントが冷え込んできたら他のセグメントに重点を移す

240
The market has the flexibility to shift focus between market segments almost without changing its resources.
ほぼ同じリソースが
異なる市場セグメント間を移動できる
柔軟性がある

230
The company segments its markets, not its resources.
会社はリソースではなく
市場をセグメント化している

130
The company induces many market segmentations in which it has a competitive edge.
会社は競争優位を発揮できる
市場セグメントを数多く生み出している

220
The company can service different markets using almost the same resources.
ほぼ同じリソースで異なる市場
にも参入できるようになる

200
The company is careful to enter only into new products which require almost the same resources.
新製品の導入においては 今とほぼ同じリソース
でまかなえるようなものだけを慎重に選ぶ

360
The company protects and utilizes its most expensive assets – people.
会社の最も高価な財産である従業員を守り活用できる

350
For the company there is very rarely the need to lay off employees.
解雇の必要がほとんどなくなる

340a: When a lucrative market segment is up, the company shifts focus away from some less lucrative segments,
340b: when a market segment is down, the company shifts focus to other segments.
340a: もし儲かりそうなセグメントが活況を帯びてきたら 儲けが少ないセグメントから重点を移す
340b: セグメントが冷え込んできたら他のセグメントに重点を移す

240
The market has the flexibility to shift focus between market segments almost without changing its resources.
ほぼ同じリソースで異なる市場セグメント間を移動できる柔軟性がある

320
The company's competitors provide the flexibility to change the company's level of offering in the market segments which are not very lucrative.
儲けが少ないセグメントにおいては 競合が提供のレベルを可変させる柔軟性を提供してくれる

330
The company is careful to enter into segments that the probability of many of them dropping during the same time period is very small.
市場が同時に縮小する可能性が極めて低いセグメントを慎重に見極めて参入する

310
For the company, there is no point in trying to fully exploit a market segment which is not very lucrative.
儲けが少ないセグメントに 必死でテコ入れする意味はない

315
The company elects not to take 100% of any market segment which is not very lucrative.
儲けが少ないセグメントを 100%独占しない選択をする

300
The company has internal constraints.
制約は社内にある

305
A company that has 100% of a market segment has limited flexibility to reduce its offering to that segment.
一つのセグメントを100%独占すると 提供のレベルを下げる柔軟性が制限される

165
The company potential for increasing revenue far exceeds its available capacity.
現状のキャパシティをはるかに超える売上拡大の余地がある