

**YKK Episodes**

Expanding around the World  
– Memorable Stories –



**Episode 14**

# Indomitability

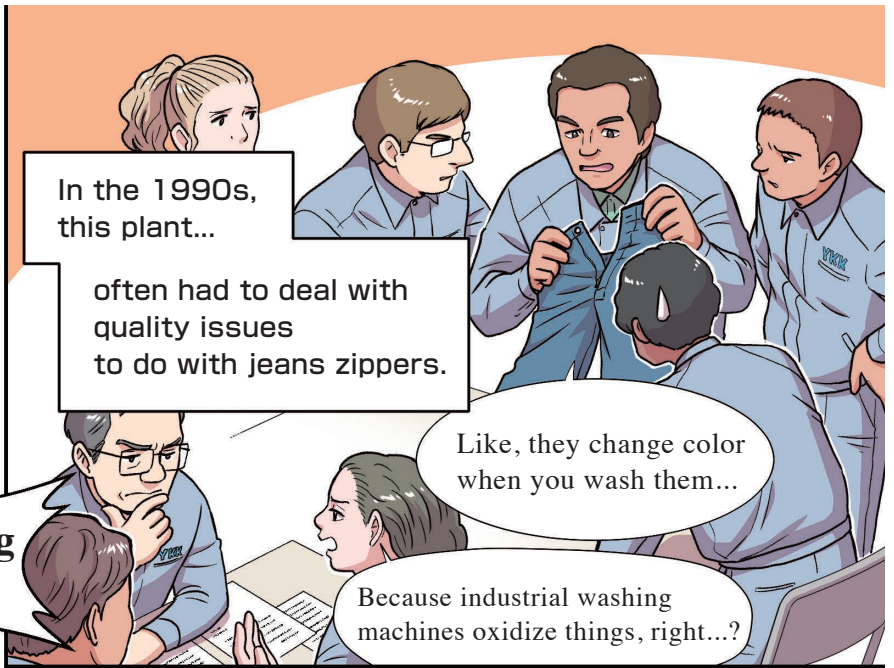


Production/ad-manga.com



YKK Brazil  
Sorocaba Plant

**We're getting complaints!**

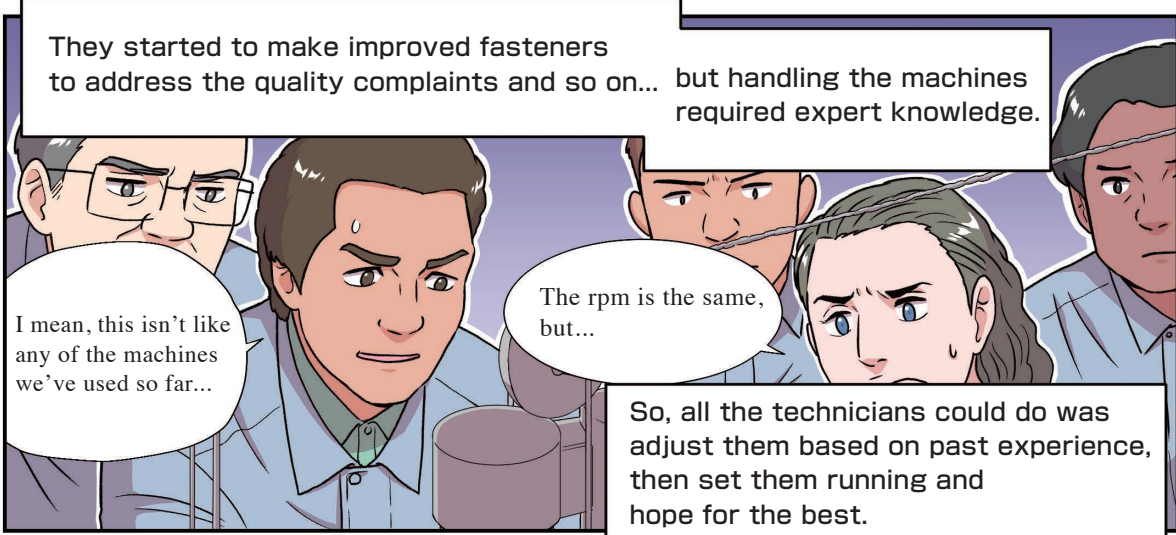


In the 1990s, this plant...

often had to deal with quality issues to do with jeans zippers.

Like, they change color when you wash them...

Because industrial washing machines oxidize things, right...?

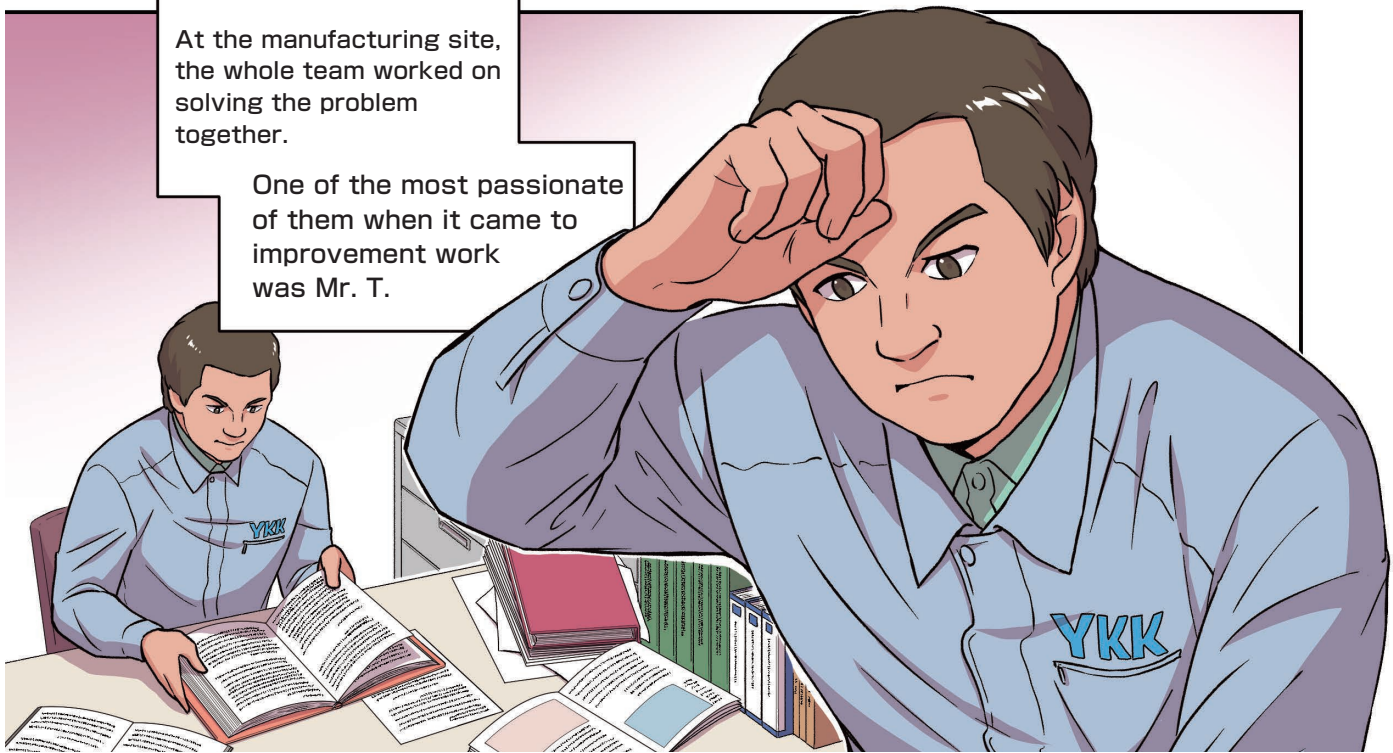


They started to make improved fasteners to address the quality complaints and so on... but handling the machines required expert knowledge.

I mean, this isn't like any of the machines we've used so far...

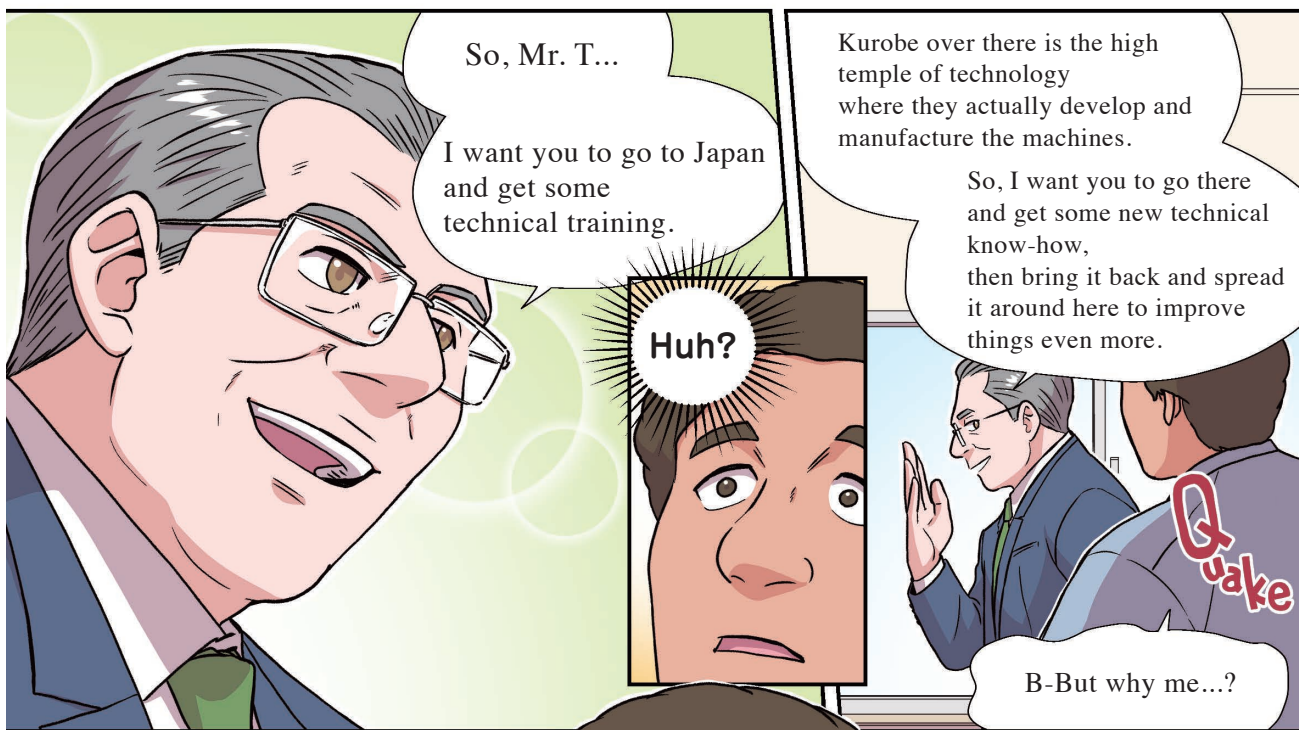
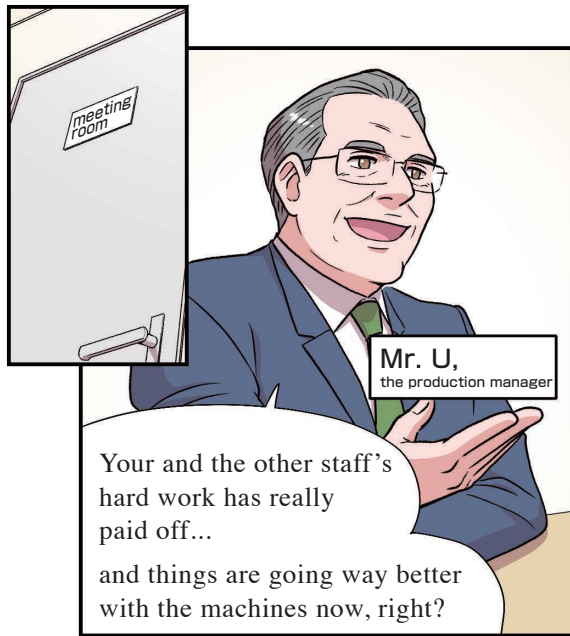
The rpm is the same, but...

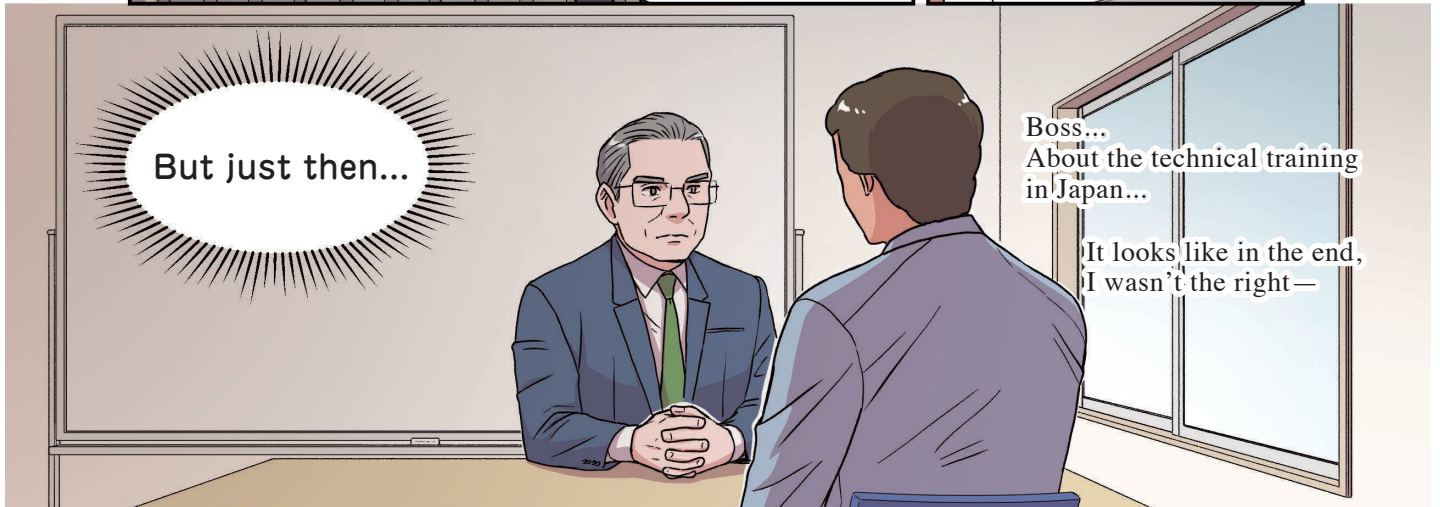
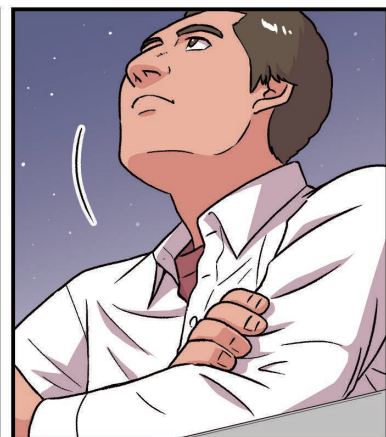
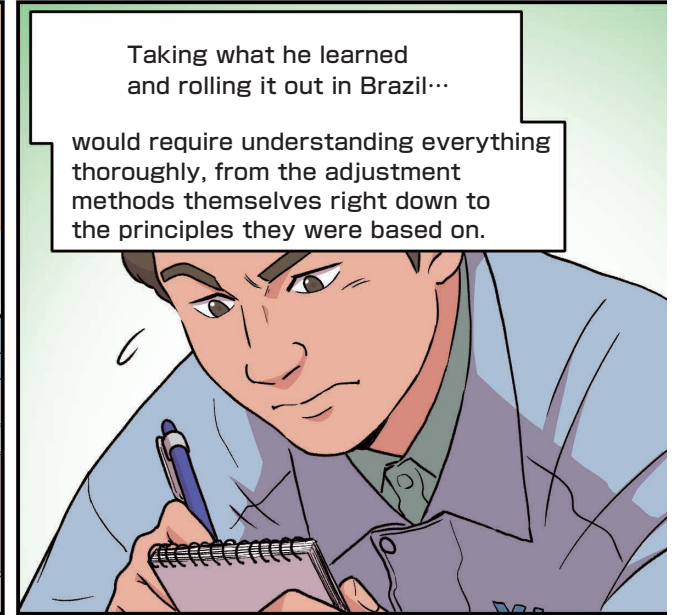
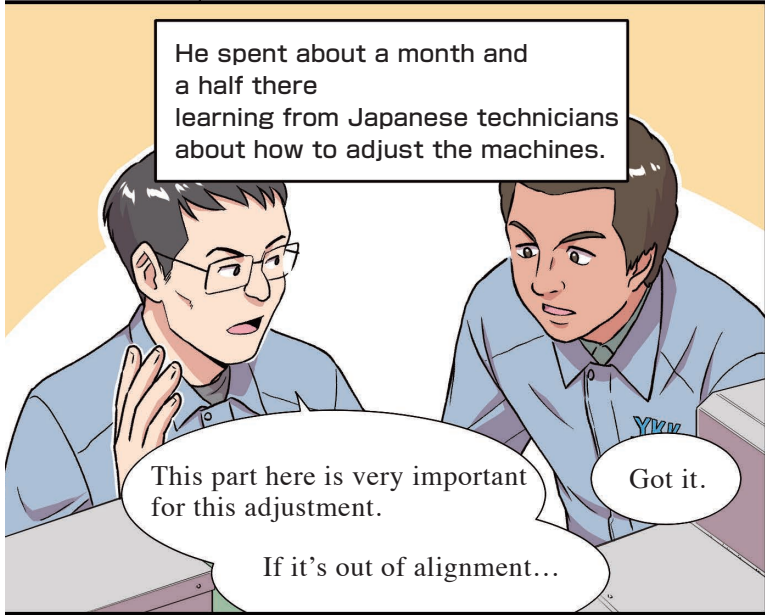
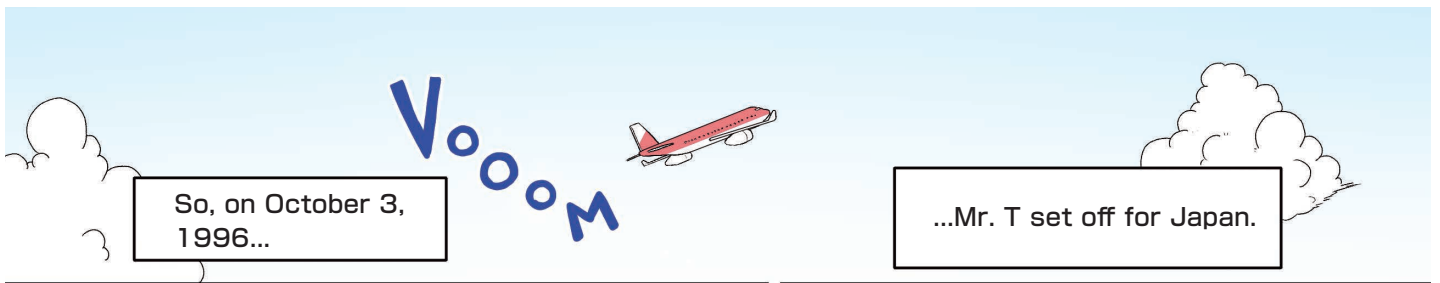
So, all the technicians could do was adjust them based on past experience, then set them running and hope for the best.

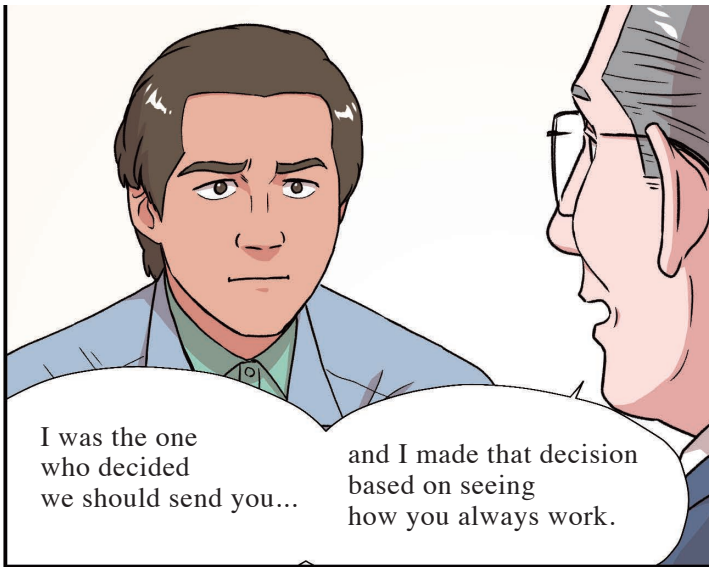


At the manufacturing site, the whole team worked on solving the problem together.

One of the most passionate of them when it came to improvement work was Mr. T.







I was the one who decided we should send you...

and I made that decision based on seeing how you always work.



So, the responsibility is all mine.

All you need to do is keep working like you always do.



I have faith in you, and I really want it to be you on this.

So, I want you to shake off any failures...

and stick at it until you succeed.

Boss...

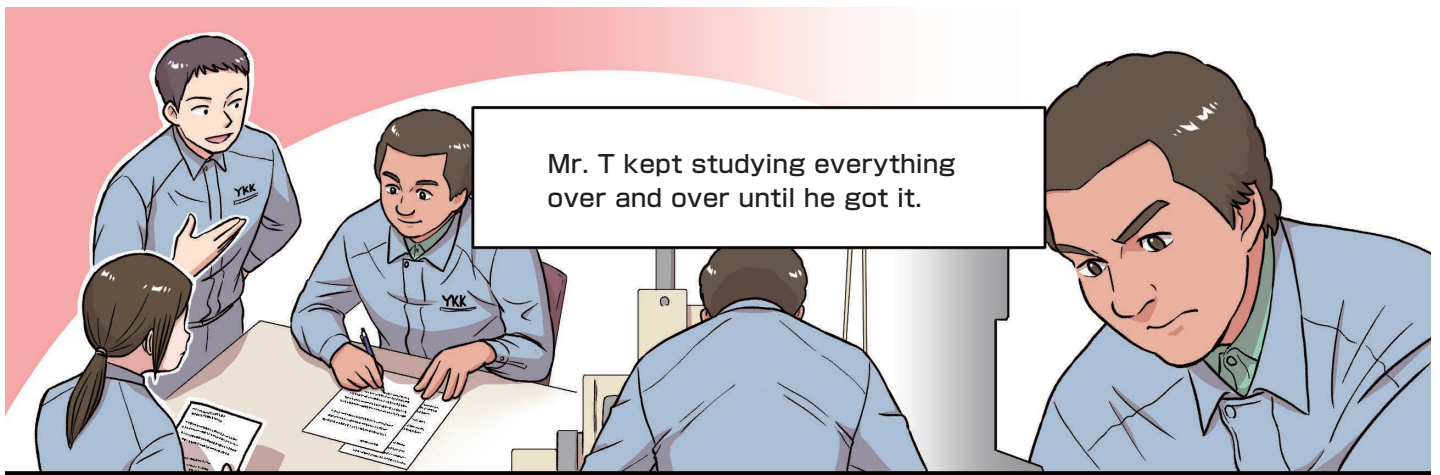


Mr. U chose me, and he always makes sound judgments.

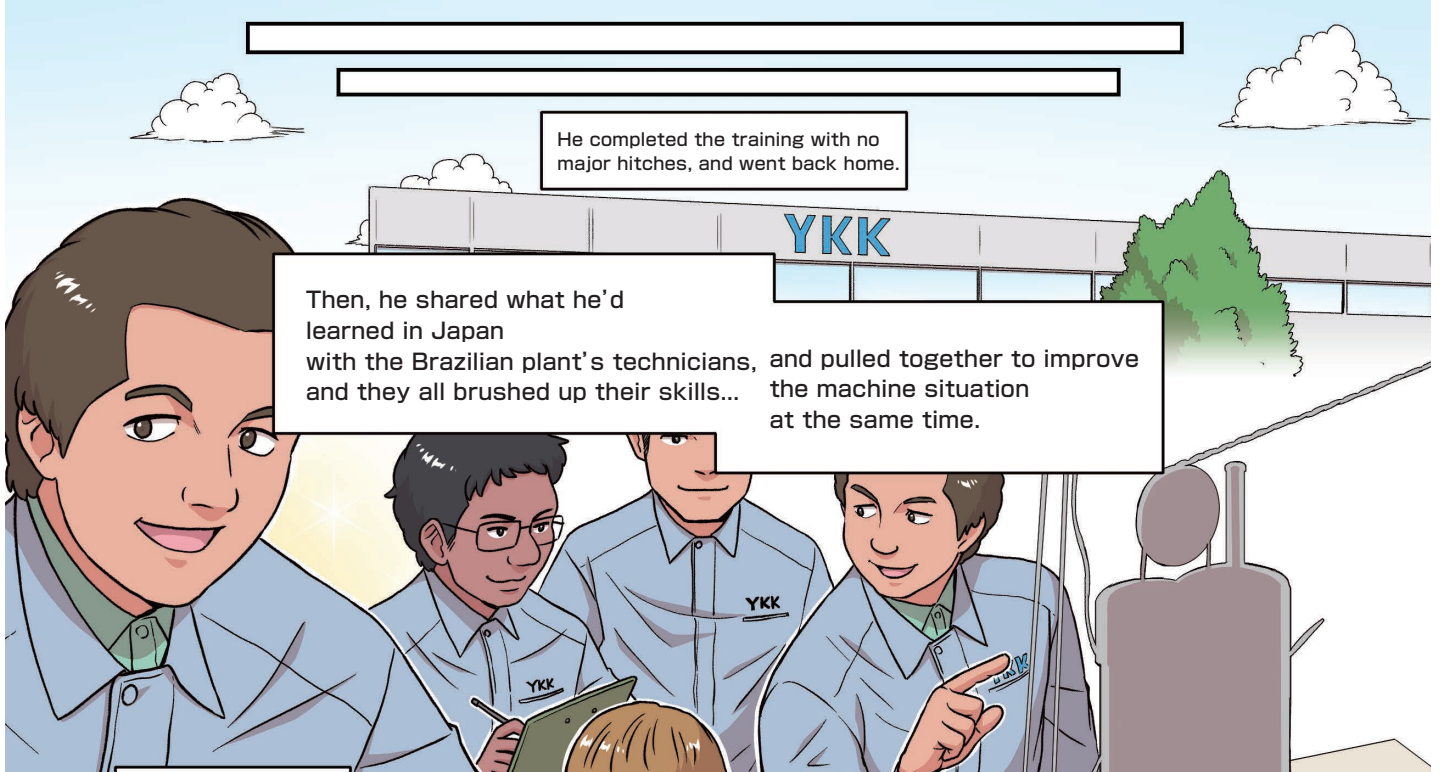
So, enough worrying already.

**Never mind if I get things wrong. I just need to keep trying until I can do them right!**

**Clench**



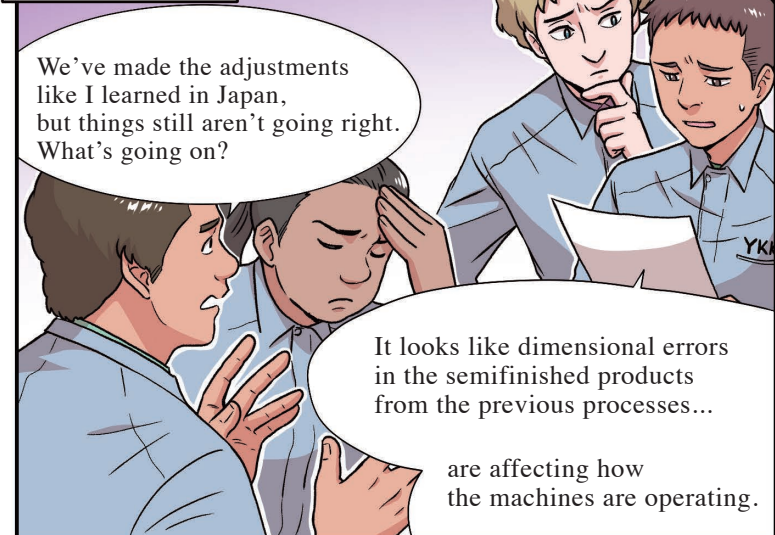
Mr. T kept studying everything over and over until he got it.



He completed the training with no major hitches, and went back home.

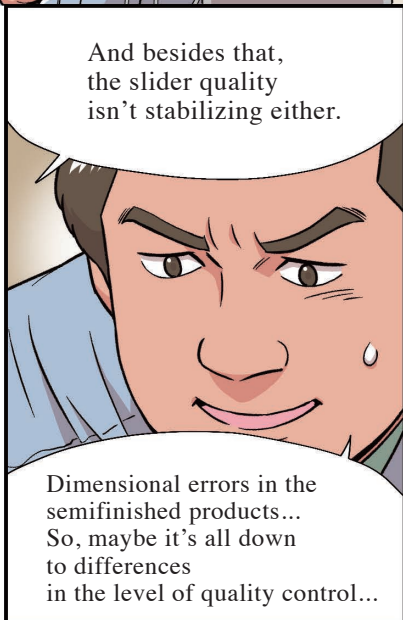
Then, he shared what he'd learned in Japan with the Brazilian plant's technicians, and they all brushed up their skills... and pulled together to improve the machine situation at the same time.

However...



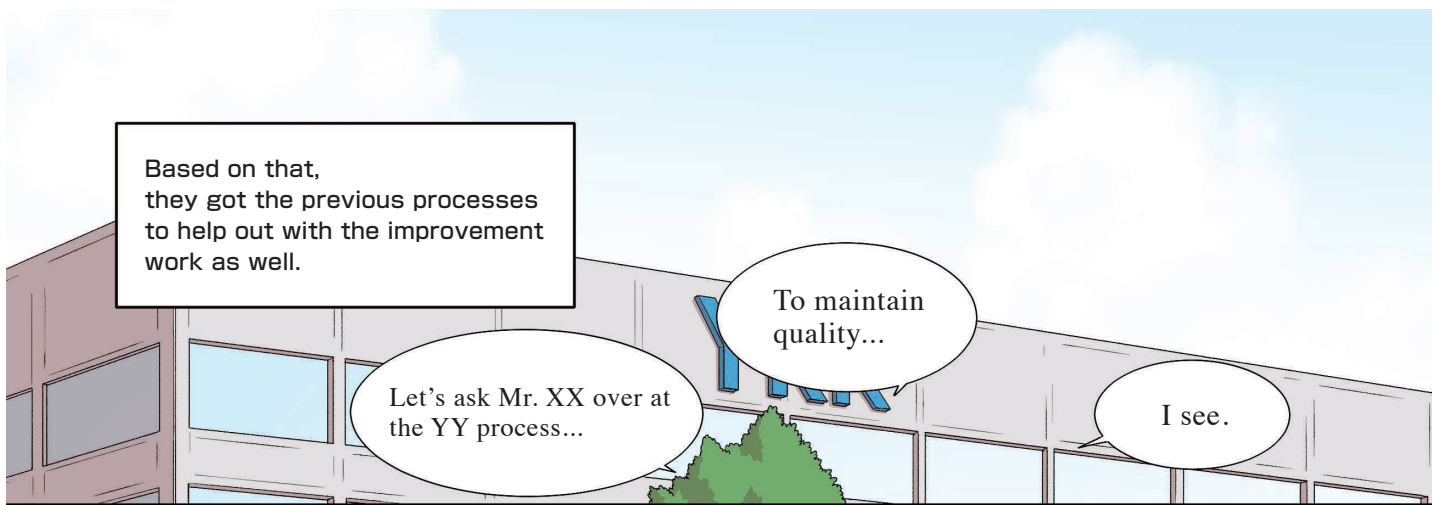
We've made the adjustments like I learned in Japan, but things still aren't going right. What's going on?

It looks like dimensional errors in the semifinished products from the previous processes... are affecting how the machines are operating.



And besides that, the slider quality isn't stabilizing either.

Dimensional errors in the semifinished products... So, maybe it's all down to differences in the level of quality control...

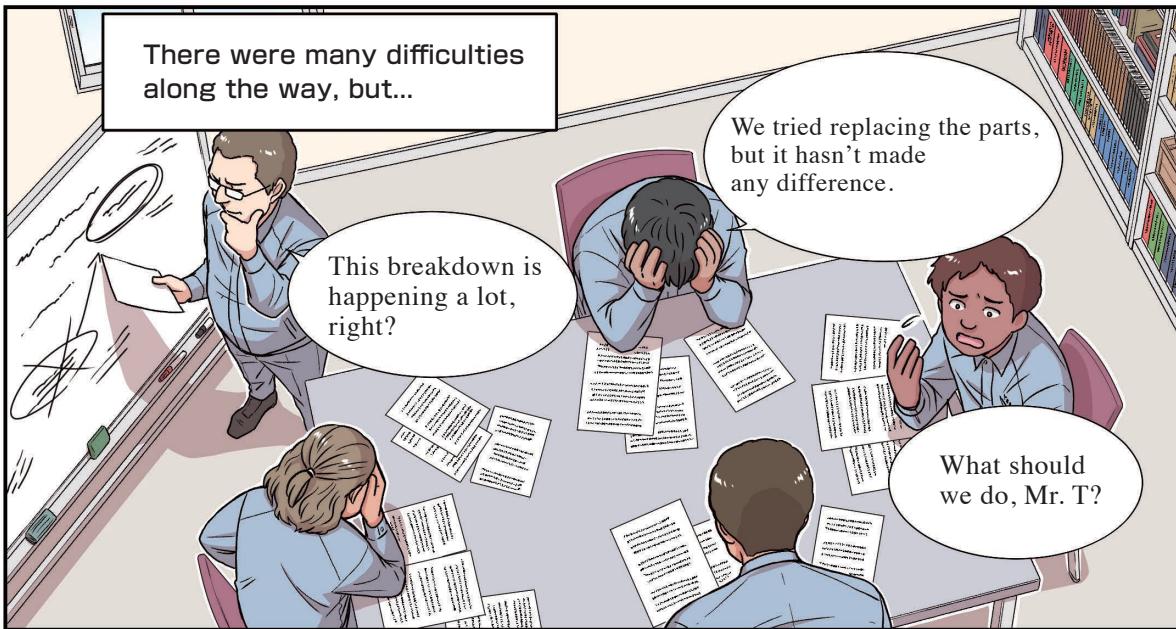


Based on that, they got the previous processes to help out with the improvement work as well.

Let's ask Mr. XX over at the YY process...

To maintain quality...

I see.



There were many difficulties along the way, but...

This breakdown is happening a lot, right?

We tried replacing the parts, but it hasn't made any difference.

What should we do, Mr. T?



Guys...

remember YKK's Core Values.



We "insist on quality in everything," so "do not fear failure," because "experience builds success"!



Right!



...the technicians refused to give up...

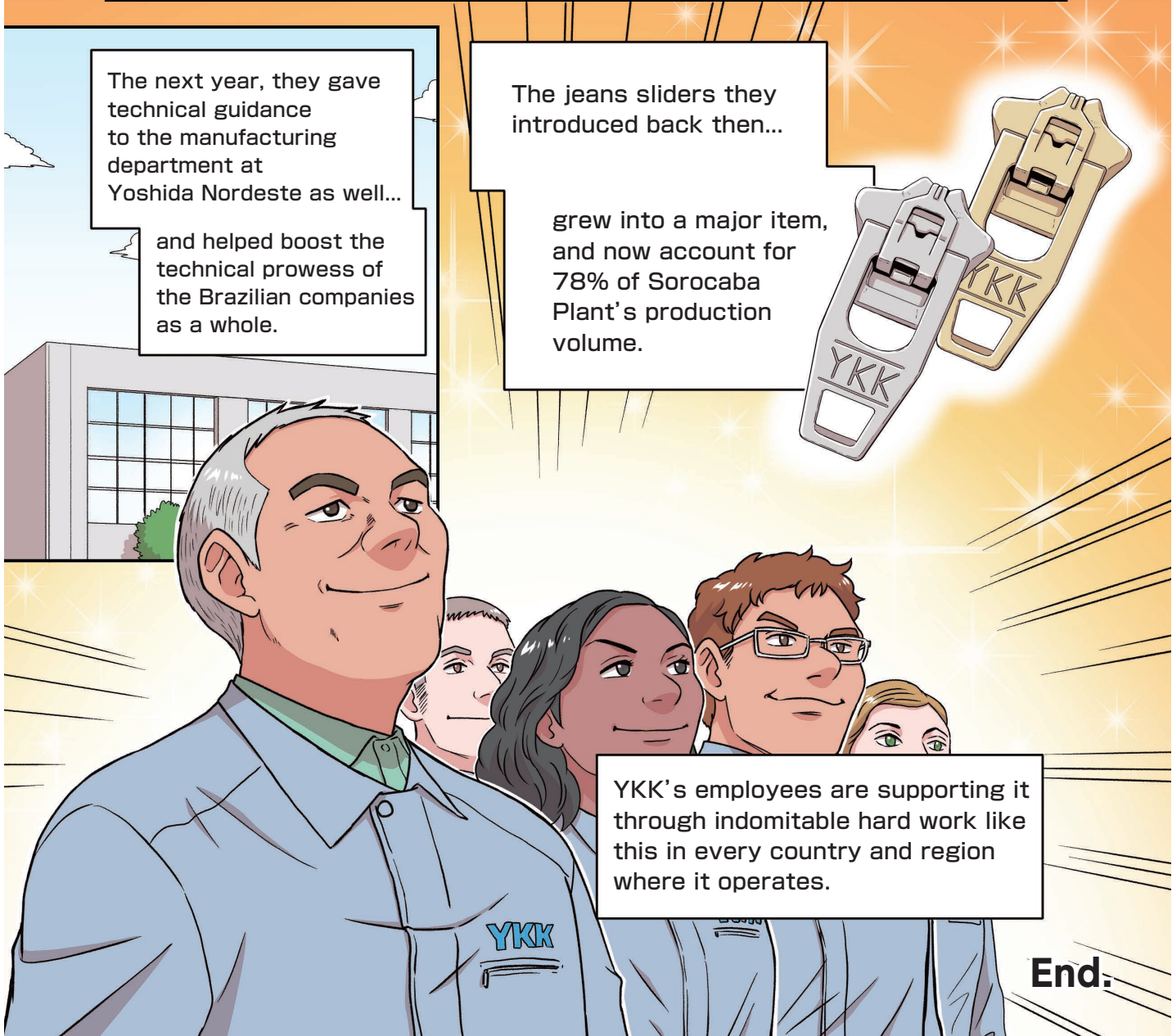
...and at last...



...successfully got the machines operating stably...

and dramatically improved costs and quality alike.

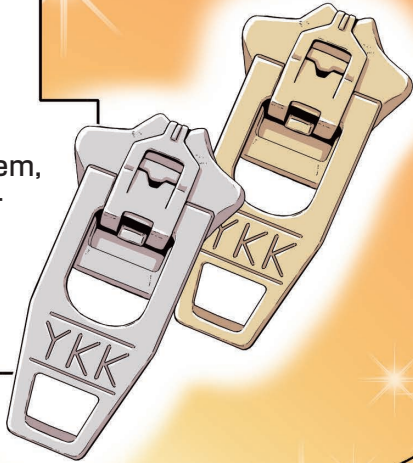
Great job!



The next year, they gave technical guidance to the manufacturing department at Yoshida Nordeste as well...

and helped boost the technical prowess of the Brazilian companies as a whole.

The jeans sliders they introduced back then...  
grew into a major item, and now account for 78% of Sorocaba Plant's production volume.



YKK's employees are supporting it through indomitable hard work like this in every country and region where it operates.

End.