

新型コロナウイルス厄災を乗り越えて

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新型コロナウイルス感染症の流行が、我々企業の存立基盤を大きく揺るがしており、経済活動のヒトやモノの流れが世界規模で止まり、一般需要が著しく収縮・或いは蒸発してしまった。新型コロナによる影響は1年半以上続くと考えられ、世界経済の完全復活には約3年が掛るだろうと言われています。既に日本を含めた欧米などの主要国では、従来の感染防止・遮断、緊急事態宣言やロックダウンから、ワクチン完成迄は感染拡大の抑制やピークアウト後の緩やかな集団免疫体制の構築を進める対応方法へのシフトが始まっています。



この様な状況下でウチャヤ社が、この新型コロナウイルス厄災を如何に乗り越えて行くのかを下記3項目に要約しました。

1. ウチャヤ社の新型コロナウイルス感染防止への対応方法

従来の感染防止対策(検温、マスク着用、アルコール消毒、三密防止、フィジカルディスタンスの確保、等々)をワクチンの完成迄は継続、最大で約1年半に及ぶ可能性があります。

2. この厄災に因るウチャヤ社のビジネス環境は、第61期(2020年2月末)は売上高10%の増収と35%の純利益の創出と好結果になりました。その後、第62期に入り3月、4月の売上は大きな落ち込みはなく、5月に置いて前年同月比で約20%の減収となって来ています。新型コロナウイルス感染者発生時の緊急工場操業停止に備えて、主要製品の安全在庫(部材及び完成品)は通常在庫に+1ヶ月を皆さんの協力で確保する事が出来ました。又、これは夏期休暇(売上を在庫で補う)対応にも連動しています。

さて、これからは今迄とは正反対のアクションを取る事になります。

- ① 世界経済の回復に歩調を合わせて、この在庫を適宜減らす対応に切り替える。
- ② 生産体制に関しても、休日出勤の停止や早出や残業の削減を段階的に強化する。
- ③ 経費の削減に努める。尚、耐震補強工事は強力に進めます。
- ④ 何時でも、顧客殿、安全規格機関、その他の機関、等々の如何なる工場監査や工場訪問者があって良い様に徹底した整理整頓を実施することが、ウチャヤ社の姿勢を正す意味でも必要で、いつ如何なる時もウチャヤ社は沈着冷静に活動している会社であることの証です。

3. 中長期的な会社の視点(4年後には売上高29億、利益率10%を確保する)

- (1) 新型コロナ後の世界は一段と競争が激化、企業も個人も厳しい競争になり、勝ち組と負け組がはっきりする。業界内でも利益が出るのはせいぜい3位まで、大切なのは、極端に売り上げが落ちても驚かず、きちんと利益が出せるよう工夫が要る。自然淘汰でもある。
- (2) 働き方や人事評価の抜本的な見直しも必要、強い感染力を持つ新型ウイルスの厄災は、事業や仕事の在り方を変えて行く必要がある。自動化を積極的に推進する。
- (3) 新製品開発と人材教育や新規人材の確保にも力を入れる。

以上

To overcome the disaster of the New Coronavirus

The prevalence of New Coronavirus has shaken drastically the foundation of our company existence. The stoppage of the flow of people, products and services in the economic activities all over the world has caused general demand to be shrunk drastically and/or evaporate. It is said that Coronavirus will have an influence for more than one and half years and it takes about three years for the world economy to recover fully. Major countries in Europe and America including Japan have already started to shift the method of dealing with the New Coronavirus from conventional infectious disease control measures such as shut-off, declaration of a state of emergency and lock-down to the treatment method for preventing Coronavirus from spreading until developing a new vaccine is and building up the moderate collective immunity structure after the peak-out of the spread of the New Coronavirus.

Under these circumstances we have summarized the way of overcoming the disaster of the New Coronavirus in the below three items.

1. Countermeasures for infection prevention from the New Coronavirus by Uchiya Thermostat Co., Ltd.
We have been taken the conventional infection prevention countermeasures(taking measurement of body temperature, disinfect with alcohol, not making the three close conditions, keeping physical distance from others) by the time a new vaccine is completed. We are afraid that we would need to take these countermeasures for one and half years at most.
2. Even such a severe disease condition the business environment of Uchiya Thermostat Co., Ltd. is fine. The total sales of Uchiya in 61th period(the end of February, 2020) had increased by 10% and the net profit had increased by 35% compared with the one in the previous period. After that the total sale in March and April in 62th period has not decreased so much and the one in May had decreased by about 20% compared with the previous period. In case the factory needs to be closed due to some staffs' being infected with the new Coronavirus, we have manufactured safety stocks of our main products(material and finished products) whose amount are the ones which is larger than that of standard safety stock by 1 month.
We think that it will make us take summer vacations easily(to compensate for total sales by these safety stocks).
We would take complete opposite actions from now on.
 - ① We would decrease the stock accordingly to keep pace with the recovery of world economy.
 - ② Concerning the production system stoppage of holiday working and reduction of overtime working would be strengthened for each stage.
 - ③ We would strive to reduce costs, but we would proceed the current aseismic reinforcing work for our headquarter.
 - ④ We should keep our office and factory tidy and ordered in case customers, staffs of certification bodies and other organizations visit our factory for the purpose of sudden factory audit or visiting us, which means that Uchiya should straighten themselves and could prove that Uchiya behave themselves coolly and steadily anytime.
3. Medium and long term perspectives(we should make the total sales 2.9 billion yen per year and the rate of net profit 10% 4 years later)
 - (1) In the world after Coronavirus situation gets resolved the competence between both companies and individuals would be getting much more intense.
As the result, the differences between winners and losers would be getting much larger. Only the top three companies at most in their business circles could get the profits. The most important thing is that we should not be shocked even if our total sales decrease drastically and we should need to think out a method or a way. We could call also this state natural selection.
 - (2) It is necessary for us to revise our working styles and personnel evaluation fundamentally.
To fight for the new Coronavirus which is highly infectious
we need to change the structure and way of business itself and working. Uchiya would promote the automation aggressively.
 - (3) Uchiya would also pay a lot of attention to the development of new products and securing human resources.