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Research Field

Technology and Operations Management
Evolutionary Economics

Educational Background

D.B.A (Doctor of Business Administration) Harvard University, USA (1989)
B.A. (Economics) The University of Tokyo, Japan (1979)

Research Interests

Design-based view of manufacturing (monozukuri), Field-based analysis of industrial performance, Comparative advantage of design locations. Capability-building histories of lean (Toyota-style) manufacturing systems, Evolution of product-process architectures. Interactions of manufacturing-service knowledge.

Current Projects

- Field surveys and historical analyses on regional manufacturing-sites in the post-Cold-War era.
- Knowledge Sharing of Flow-oriented concept of manufacturing (monozukuri) across firms and industries -- A Collaboration between the academic and business communities.
- Flow-oriented education methods in Production and Operations Management.
- Global Comparison of Industrials Performance in Production and Development.

Professional Activities (Academic and Others)

Vice Dean, Faculty of Economics, The University of Tokyo (2014 -2016)
President, Japan Association for Evolutionary Economics (2011-2014)
President, The Academic Association for Organizational Science (Soshiki Gakkai) (2009-2013)

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Member, Royal Swedish Academy of Engineering Sciences (2006-)

Member, Science Council of Japan (Nihon Gakujutsu Kaigi) (2005-)

Executive Director, Manufacturing Management Research Center, the University of Tokyo (2004 -)

Professor, Faculty of Economics, The University of Tokyo (1998 -)

Senior Research Associate, Harvard Business School (1997 -)

Visiting Professor, Harvard Business School (1996)

Visiting Researcher, INSEAD (1996)

Visiting Professor, Lyon University (1996)

Associate Professor, Faculty of Economics, University of Tokyo (1990-1998)

Research Associate, Harvard University (1989)

Researcher, Mitsubishi Research Institute (1979-1990)

Awards

- Nikkei-BP BzTech Publication Award (2005) *Nihon no Monozukuri Tetsugaku* (Japan's Manufacturing Philosophy)

- Japan Academy Prize (2002), *The Evolution of a Manufacturing System at Toyota*, Oxford University Press, 1999.

- The Imperial Award (2002), *The Evolution of a Manufacturing System at Toyota*, Oxford University Press, 1999.

- The Shingo Prize for Excellence in Manufacturing (2001) , National Association for Manufacturers, Utah State University, 2000 : Thomke, S. and Fujimoto, T. "The Effect of 'Front-Loading' Problem Solving on Product development Performance." *Journal of Product Innovation Management* 2000:17:128-142.

- The Shingo Prize for Excellence in Manufacturing (2000) , National Association for Manufacturers, Utah State University, 2000 : *The Evolution of a Manufacturing System at Toyota*, Oxford University Press, 1999.

- Takamiya Prize, The Academic Association for Organizational Science (1998), *Seisan System no Shinka-ron (Evolutionary Theory of Production System)*, Yuhikaku, 1997.

- Nikkei Book Culture Prize (1993), Clark, K. B. and Fujimoto, T., *Product Development Performance*, Harvard Business School Press, 1991.

- Jai Doblin Award (1991), Design Management Institute, "Product Integrity and the Role of 'Designer-as-Integrator'", *Design Management Journal*.

Main Publication (in English) - Books

- Fujimoto, T. (1989) *Organizations for effective product development - The case of the global automobile industry*. Unpublished D.B.A. dissertation, Harvard University Graduate School of Business Administration.
- Clark, K. B. and Fujimoto (1991). T. *Product Development Performance*, Harvard Business School Press, Boston.
- K. Shimokawa, and U. Juergens, T. Fujimoto, eds. (1997) *Transforming Automobile Assembly*. Springer Verlag.
- Fujimoto, T. (1999) *The Evolution of a Manufacturing System at Toyota*. OxfordUniversity Press.
- Lung, Y., J. Chanaron, T. Fujimoto and D. Raff (1999). *Coping with Variety: Flexible Productive Systems for Product Variety in the Auto Industry*. Ashgate Publishing, Aldershot.
- Ohno, K., and Fujimoto, T., ed. (2006) *Industrialization of Developing Countries: Analyses by Japanese Economists*. National Graduate Institute for Policy Studies
- Fujimoto, T. (2007) *Competing to be Really, Really Good*. International House of Japan,.
- Shimokawa, K. and T. Fujimoto, ed., *The Birth of Lean*. The Lean Enterprise institute, 2009.
- Lecler, Y., T. Yoshimoto and T. Fujimoto, ed. (2011) *The Dynamics of Regional Innovation*. world Scientific.

Main Publication (in English) - Articles

- Clark, Kim B., W. Bruce Chew, and Takahiro Fujimoto. "Product Development in the World Auto Industry." *Brookings Papers on Economic Activity* 3 (1987): 729-771.
- Clark, Kim B., and Takahiro Fujimoto (1989). "Overlapping Problem Solving in Product Development." in *Managing International Manufacturing*, edited by Ferdows, K. Amsterdam: North-Holland.
- Clark, Kim and Takahiro Fujimoto (1989). "Lead Time in Automobile Product Development: Explaining the Japanese Advantage." *Journal of Technology and Engineering Management*, 6, pp. 25 - 58.

- Clark, K. B., & Fujimoto, T. (1990) The power of product integrity, *Harvard Business Review*, 68(6), 107-118.
- Fujimoto, T. (1991) Product integrity and the role of designer - as integrator, *Design Management Journal*, 2(2), 29-34.
- Clark, K. B., & Fujimoto, T. (1992) Product development and competitiveness, *Journal of the Japanese and International Economies*, 6(2), 101-143.
- Fujimoto, Takahiro (1993). "Comparing Performance and Organization of Product Development across Firms, Regions and Industries: The Applicability of the Automobile Case" . H. Eto , ed., *R&D Strategies in Japan*, Elsevier.
- Fujimoto, T. (1993) "Information Asset Map and Cumulative Concept Translation in Product Development." *The Design Management Journal*, Vol. 4, No. 4, Fall, pp. 34-42.
- Fujimoto, T. (1994) The limits of lean production, *International Politics and Society* 1, 47.
- Clark, K. B., & Fujimoto, T. (1994) The product development imperative: competing in the new industrial marathon. In P. B. Duffy ed., *The Relevance of a Decade*, Harvard Business School Press.
- Fujimoto, T. (1994) "Reinterpreting the Resource-Capability View of the Firm: A Case of the Development -Production Systems of the Japanese Auto-Makers." Chandler, A.D., Jr., Hagstroem, P., and Soelvel, Oe., eds,(1998) *The Dynamic Firm*. Oxford University Press: 15-44.
- Fujimoto, T., Nishiguchi, T., and Sei, S. (1994) "The Strategy and Structure of Japanese Automobile Investment in Europe." In Mason, M., and Encarnation, D., ed., *Does Ownership Matter? - Japanese Multinationals in Europe*, Oxford University Press.
- Clark, K. B. and Fujimoto, T. (1994). "The Product Development Imperative: Competing in the New Industrial Marathon." Duffy, P.B., ed., *The Relevance of a Decade*. Harvard Business School Press.
- Asaba, S., and T. Fujimoto (1994) "Processing and Product Development Systems in the Japanese Wool Textile and Apparel Industry." In Findlay, C., and M. Itoh, ed., *Wool in Japan*. Harper Educational, Pymble, Australia: P. 45 - 64.
- Fujimoto, T., & Takeishi, A. (1995) An international comparison of productivity and product development performance. In *the Automobile Industry*. In R. Minami, K. S. Kim, F. Makino, and J. Seo, eds., *Acquiring, Adapting and Developing Technologies*

- *Lesson from the Japanese Experience* -, St. Martin's Press.
- Fujimoto, T. (1995) Note on the origin of the 'black box parts' practice in the Japanese auto industry. In H. Shiomi, and K. Wada, eds., *Fordism Transformed: The Development of Production Methods in the Automobile Industry*, Oxford University Press.
- Fujimoto, T., Iansiti, M., & Clark, K. B. (1996) External integration in product development. In T. Nishiguchi ed., *Managing Product Development*, New York, Oxford University Press.
- Fujimoto, T. (1997) Capability building and over-adaptation - a case of "fat design" in the Japanese auto industry -. *Actes Du GERPISA*, 19, Reseau International, Fevrier.
- Fujimoto, T. (1997) The dynamic aspect of product development capabilities: an international comparison in the automobile industry. In A. Goto and H. Odagiri eds., *Innovation in Japan*, Oxford University Press. Also in Discussion Paper, 94-F-29, Faculty of Economics, The University of Tokyo, 1994
- Fujimoto, T., & Takeishi, A. (1997) "Automobile industry. In Japan" Commission on Industrial Performance ed., *Made in Japan*, Cambridge, Mass.: The MIT Press.
- Fujimoto, T. (1998) The Toyota System in the 1950s. *Social Science Japan*, Institute of Social Science, The University of Tokyo, 12, March.
- Fujimoto, T. (1999) "Capability Building and Over-adaptation - A Case of 'Fat Design' in the Japanese Auto Industry" in Lung, Chanaron, Fujimoto, and Raff, eds., *Coping With Variety*.
- Fujimoto, T. (1998) "Transformation of the Japanese management system: a contingency view." In D. Dirks, J. Huchet and T. Ribault eds., *Japanese Management in the Low Growth Era: Between External Shocks and Internal Evolution*, Berlin, Heidelberg: Springer: 389-407..
- Fujimoto, T. (1999) Capability building and over-adaptation: a case of 'fat design' in the Japanese auto industry. In Y. Lung, J. Chanaron, T. Fujimoto & D. Raff, eds., *Coping with Variety: Flexible Productive Systems for Product Variety in the Auto Industry*, Ashgate Publishing.
- Fujimoto, T. (1999) "Toyota Motor Manufacturing Australia in 1995: an Emergent Global Strategy," *Actes Du Gerpisa* , May, N26.
- Fujimoto, T. (2000) Shortening lead time through early problem-solving - a new round

- of capability-building competition in the auto industry. In U. Jurgens ed., *New Product Development and Production Networks*, Springer-Verlag.
- Thomke, S., & T. Fujimoto (2000) The Effect of 'Front-Loading' Problem Solving on Product Development Performance. *Journal of Product Innovation Management* 17, 128-142.
- Fujimoto, T. (2000), "Evolution of Manufacturing Systems and Ex-post Dynamic Capabilities - A Case of Toyota's Final Assembly Operations -", in Dosi, G., Nelson, R., and Winter, S. ed., *Nature and Dynamics of Organizational Capabilities*. Oxford University Press.
- Fujimoto, T. and Y. Sugiyama (2000). "Product Development Strategy in Indonesia: a Dynamic View on Global Strategy," in J. Humphrey, Y. Lecler, M.S. Salerno eds., *Global Strategies and Local Realities, The Auto Industry in Emerging Markets*, Macmillan Press.
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- Fujimoto, T. (2001) *Functions and emergence of new work organizations at Toyota, past, present and future*. Kluwer Academic Publishers, 2001.
- Fujimoto, T. (2001) The Japanese automobile parts supplier system: the triplet of effective inter-firm routines. *International Journal of Automotive Technology and Management*, 1(1), 1-34.
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- Takeishi, A., & Fujimoto, T. (2003) Modularization in car industry -interlinked multiple hierarchies of product, production, and supplier systems. In Prencipe, A., Davies, A., and Hobday, M. ed., *The Business of System Integration*. Oxford University Press, Oxford, 254-278.
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- capabilities on overseas operations / A case-based comparison between Toyota and Mitsubishi in Thailand and Australia. In Busser, R., and Y. Sadoi, ed., *Production Networks in Asia and Europe*, Routledge Curzon, London and New York, 113-136.
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- Fujimoto, T. (2004) System emergence and organizational capability: analyzing operation-based competence using an evolutionary framework. *The Josai Journal of Business Administration*, 1(1), 1-23.
- Fujimoto, T., & Ge, D. (2004) *Quasi-open product architecture and technological lock-in – an exploratory study on the Chinese motorcycle industry past, present and future*. Kluwer Academic Publishers.
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- Fujimoto, T., & Oh, J. (2004) Electronic technology and parts procurement. *International Journal of Automotive Technology and Management*, 4(4), 324-335.
- Yasumoto, M., & Fujimoto, T. (2005) Does cross-functional integration lead to adaptive capabilities? Lessons from 188 Japanese product development projects. *International Journal of Technology Management*, 30(3/4), 265-298.
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- Fujimoto, T. (2007) Architecture-based comparative advantage - a design information view of manufacturing. *Evolutionary and Institutional Economics Review*, 4(1), 55-112.
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