

# 巻 頭 言

## Preface

### “ビストロ・クロサキハリマ” へようこそ Welcome to "Bistro Krosaki Harima"

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耐火物とは面白い工業製品である。耐火物的に良い製品（たとえば高純度、高強度、高耐食性など）が、必ずしも顧客に満足を与える訳ではなく、顧客のニーズに合う製品が顧客価値を生む。顧客のニーズは千差万別であり、それを如何に的確に掴み、開発し、作り込んでいくかがポイントである。

また、耐火物ほどに多種多様な原料を駆使する業界を私は知らない。あえて言えば、世界中の様々な食材から生み出される料理の世界であろうか。

と思いついて考えてみると、料理と耐火物とは随分と似通っているなと思う。“ビストロ・クロサキハリマ”を想像してみよう。

レストランと言っても、味とサービスにこだわる小さな有名レストランから、価格を売り物にしたチェーン店まで業態はさまざまである。さて、“ビストロ・クロサキハリマ”はどのような店にしていこうか？味にはこだわりたいが、多くのお客さんも呼び込みたい。まずは、客層とお客様の好みの調査が肝心（営業、技術サービス）。ニーズの無いところに需要は生まれない。味？サービス？価格？全てが揃えば繁盛間違いなしだが、果たして実現できるのか？

当店自慢の料理レシピ。シェフ達（研究者・開発者）が食材の選定・組み合わせから調理方法まで、

Refractories are unique industrial products. An excellent product as refractory (for example, high purity, high strength, high corrosion resistance, etc.) does not always satisfy the customers, and a product that meets their needs create customer value. Customers have a wide variety of needs, and the key is how to understand their actual needs and develop and realize them accurately.

Also, perhaps because of my lack of knowledge, I don't know any other industry that uses such a wide variety of raw materials as refractory industry. Dare to say, it is the world of cooking with various ingredients from all over the world.

When I think about it, I can realize that cooking world and refractory industry are quite similar. Imagine "Bistro Krosaki Harima".

Restaurants range from small, well-known shops that are focus on taste and service to chains that feature prices. So, what kind of restaurant should "Bistro Krosaki Harima" be? We want to be particular to the taste, but we also want to attract many customers. First of all, it is important to investigate customer demographics and customer preferences (surveys by sales and technical services). There is no demand where there is no need. Are customers looking for taste, price or service? It would be a big business if we could provide everything, but is it possible?

We have our restaurant's signature recipes. Our chefs (researchers and developers) study recipes day and night to create the taste of our restaurant

お客様の好みに合う味を、日夜研究している。

さて、シェフの考案したレシピの実現に向けてレストランが動き出す。そもそも、この一皿はいくらなら注文して頂けるのか？ 十分な利益を残し、その上でお客様に喜んで頂くことを厨房（工場）は如何にして実現できるのか？（製販開購一体）。

食材（原料）は料理の決め手であるが、どのように調達していこうか？ 客層によって、こだわりの食材を仕入れるか、味は二の次で安価な食材を手配するかは考えどころ。いずれにしても新たな食材・産地の開拓と品定め、重要な生産者との協力と適切な仕入れ交渉（購買）は、味とコストの面でこのレストランの運営を左右する。

厨房が手作業だけのスタッフ過多では経費倒れとなる。そのためには、自動フライヤーや食洗器、その他の便利な設備も揃えたい（設備の自動化）。お客様をお待たせしないためには、厨房の整理整頓による動線と安全の確保、調理手順の整理と役割分担、スタッフ間の相互理解と連携が重要である（QC 工程表・手順書の整備と周知）。しかも当店の素晴らしい味を実現するには、効率化のために導入した便利な設備と、厨房スタッフの感性の融合が不可欠。ここは厨房スタッフの腕の見せ所（自動化と匠の技の融合・KMS 活動“クロサキハリマ モノヅクリ システム”）。

最後にお客様に出す前に、注文通り？ 味は？ 異物が入っていない？ 盛り付けは？ の最終チェックが肝心（品質保証）。ここが抜けると全ての努力は無に帰し、どのようなレストランであろうと客離れは必至。

当社は社会的な約束事として、ミッション・ステートメント“世界一の顧客価値の実現”を掲げている。この実現には、まだまだ課題は多く、これを乗り越えていくには我々の、世界一流を目指す「自覚」と「誇り」と「覚悟」が不可欠である。時代が急速に、かつ不確実に動いている中であっても、世界に名を馳せる大繁盛店“ビストロ・クロサキハリマ”実現のため、変化を恐れず、楽しみながら進んで行こうではないか。

that suits the customers' taste, from choice and combination of ingredients to cooking methods.

Now, the restaurant is starting up to realize the chef's recipes. In the first place, how much would our customers pay for these dishes? How can a kitchen (factories) make enough profit and also make customers happy (collaboration among sales, manufacturing, purchasing and R&D)?

Ingredients (raw materials) are an important deciding factor in cooking, but how should they be procured? Depending on the customer base, we have to buy carefully selected ingredients, and we may buy something less expensive whose taste is secondary. In any case, the search of new ingredients and producing district, finding out the value of them, cooperation with important producers, and appropriate negotiations (purchasing) will determine the operation of our restaurant in terms of taste and cost.

If there are too many staff in the kitchen with, expenses will increase too much. To solve this problem, we also want to have convenient facilities such as an automatic fryer, dishwasher and others (equipment automation). In order not to keep customers waiting, it is very important to secure lines of flow and safety by tidying up the kitchen, to organize cooking procedures and roles, and to understand and cooperate with each other (maintenance and dissemination of quality control process charts and procedures). Moreover, in order to realize the wonderful taste of our restaurant, it is essential to harmonize the convenient facilities with the kitchen staff. It is time to show off the staff's wonderful skills (integration of automation and craftsmanship, Krosaki Harima “Monodukuri” system).

Before serving dishes to the customers at the end, final check is very important (quality assurance). As ordered? How does it taste? Is there anything foreign material in it? What about serving? If we make a mistake here, all our efforts will come to nothing, and no matter what kind of restaurant we are, we surely lose our important customers.

Krosaki Harima has a mission statement of "Provide No.1 Value to Customers Worldwide" as a social commitment. There are still many issues to overcome in order to realize this goal. To accomplish these challenges, it is essential for each of us must have pride, awareness and resolution to aim for the world class. Even in an era of rapid and uncertain change, let's move forward with fun and without fear of change in order to realize "Bistro Krosaki Harima" the most popular restaurant in the world.