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波佐見焼の窯元，白山陶器の経営革新\*

—デザイナー森正洋による器づくりのコンセプトとその深化による業績回復への挑戦—

Turnaround Strategy of Hakusan Porcelain Co., Ltd , a Hasami-ware Company

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**Abstract:** This business case deals with the turnaround strategy of Hakusan Porcelain Co.,Ltd (hereafter: Hakusan). Hakusan is a Hasami-ware company in Nagasaki prefecture. This company faced a serious sales decline between the 1980s and the mid-1990s in line with the shrinking ceramics industry. However, Hakusan has shown a clear recovery since the middle of the 1990s. In this paper, using interview data we gleaned from the president and several designers of the company, we describe this recovery process to figure out the turnaround strategy of Hakusan. Three factors are found which contribute to the recovery such as (1)deepening the original corporate concept, (2)alteration of product innovation system, (3)developing direct sales channels.

**Key Words:** Hakusan Porcelain Co.,Ltd, turnaround strategy, product innovation, sales channel development, product design

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