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Important International Collaboration in the '80's

25 years have already passed since Yamaha Motor Company was founded in 1955. Motorcycles, marine engines, FRP boats, portable generators and all of the other Yamaha products have already become an integral part of people's daily life all over the world, whether they are intended for practical use or for recreational use. This is the fruit of All Yamaha's joined efforts which have been directed consistently and untiringly towards bringing a better and happier life to as many people as possible. The eighties will be a very important period for Yamaha aiming at yet another leap forward. Addressing to worldwide Yamaha people at the beginning of 1980, Mr. Hisao Koike, President of Yamaha Motor, emphasizes the importance of international collaboration for Yamaha's further growth in the eighties as follows:

President Koike's New Year Message

Find a way out of the uncertainty!

As you know, Yamaha Motor Company has already grown into one of the largest export enterprises, and a wide variety of Yamaha products has come to influence people's daily life all over the world. On behalf of the Company, I would like to thank all of you for your continued cooperation and support.

The eighties will mark a very important turning point for our further growth but at the same time it must also be taken for granted that we will have to live in an age of uncertainty for the years to come as a result of many unstable and complex factors involved in international economic or political affairs. How should we cope with such an age? What should we do to achieve further growth, making our established business policy more fruitful through offering more life convenience or pleasure to as many people as possible in the world?

At this time we have to renew our recognition of the importance of international collaboration, which we hope will provide the best possible solution to our problem.

Thus, every sort of our business activity will be based on more increased international collaboration or partnership in the future. By so doing we can find a way out of the uncertainty!

Carefully thought-out commodity plans & technical research

Between nations, international collaboration often takes the form of technical or financial aid. This word, however, should be interpreted not as a mere relation of "give and be given" but as universal human efforts to create a better and



happier world.

This principle likewise applies to all export enterprises including Yamaha Motor Company developing all business activities on a worldwide scale. Based on mutual understanding, we must strengthen our international cooperative relations. It is our firm belief that Yamaha's ideal growth could not be realized without people's

better and happier life.

In the next ten years, we will persistently strive to direct our course towards our mutual success and prosperity. Commodity plans will be laid so as to meet individual market needs as far as possible, and technical research and development will be continued with "resources saving" taken into even greater consideration.

Motorcycles

Let's expand a pleasurable world!

The front-line staff of Yamaha Motor met together, representing their respective work divisions, such as engineering, sales, parts, service and production, and developed lively discussions on what Yamaha should do in the eighties. The minutes are compiled into a unique collection of business hints or suggestions which we hope would be of some use for your own business. We are also looking forward to your comments on it. — Editorial staff

Attended by:

- Mr. Tomoo Sugiyama (Director, General Factory Manager)
- Mr. Tsuyoshi Konomi (General Manager, Overseas Operations)
- Mr. Kenjiro Emi (Ass't General Manager, Engineering Admin. Div.)
- Mr. Shintaro Ishida (Manager, Overseas Service Dept.)
- Mr. Tsutomu Sekine (Manager, Parts Dept.)
- Mr. Kennosuke Hirata (Manager, Planning & Coordinating)
- Mr. Osamu Koike (Ass't Manager, Quality Control Div.)

Hardware and software

Sugiyama: Today we have met together to discuss a very basic theme — the future of a motorcycle world. This is a heart-to-heart talk and let's exchange frank views on it. **Konomi:** I am of the opinion that motorcycles will be further improved in their hardware characteristics. On the other hand, however, some people uphold a view that technical progress has been completed for the time being. If we have to accept the latter, then how should we do to push forward on with Yamaha motorcycles?

Sekine: It's a very interesting theme. Intended use of motorcycles differs from one market to another but, roughly speaking, machine's performance has continued to become higher and higher than what is actually required.

Ishida: Certainly. Our motorcycle world is extremely competitive. We can never lead our rivals without introducing unique technical innovations one after another. This has inevitably accelerated the pace of technical development.

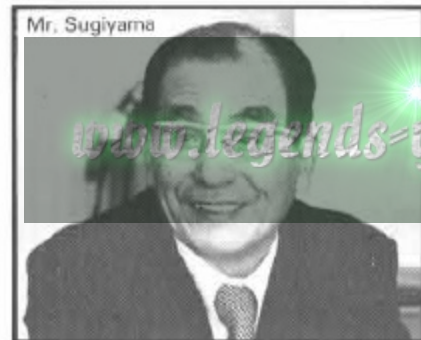
Sekine: We have just found "hardware" running alone! (burst of

laughter) Now is the time for us to look back at our starting point.

Emi: Both technical progress and actual utility peculiar to each model must meet market needs. Along the improvement of commodity characteristics, much more efforts must be put in software side. In brief, we will have to thrush out an efficient method of publicizing the merits of our products and of grasping extensive market trends.

Konomi: For example, we will have to inquire into what is good or convenient for users in a much more efficient manner.

Sugiyama: We have achieved a variety of 2-stroke technical innovations, such as piston valve,



Mr. Sugiyama

Torque Induction, rotary valve, Yamaha Power Valve System, etc. This has eventually consolidated our technical leadership. On the other hand, however, users must prefer to have easy-to-handle, comfortable-to-ride, trouble-free and durable bikes, regardless of any sophisticated technical features. In this respect, it seems to me that the Autolube system has rendered the greatest service to our users. This

system, unlike a conventional pre-mixing method, precisely meters the amount of lubrication oil in accordance with engine speed and throttle opening. As a matter of fact, our overseas market has continued to expand since this system was introduced. Now all 2-stroke models feature a separate lubrication system. This has shown a very good example of how to establish a technical

leadership and we must follow it. **Emi:** We should be positive enough to win any technical competition. The easy-to-handle Autolube system reduces fuel consumption as well, minimizing carbon accumulation around the combustion chamber, muffler, etc. This is greatly benefiting engine's performance.

Koike: Energy saving will become a matter for increased public concern and this must have much to do with our future technical innovations. As energy crisis becomes serious, the buying public will naturally come to change their sense of value in favor of actual utility, rather than anything else.

Hirata: Like it or not, we are requested to meet such a situation.



Mr. Konomi

Konomi: Well, our technical competition is a fate, as it were. But, too much attention should not be focussed on hardware side alone. Otherwise, we might stumble over an unanticipated obstacle in the future.

In other words, any value judgement must be based on a wider field of vision.

Emphasis on software side

Konomi: Now, let's get on with the software side of our motorcycles.

Emi: Hardware characteristics

must be outstanding of themselves but at the same time, they must fit actual market trends, and we, technical staff, are always in pursuit of the ultimate in hardware characteristics, with corresponding improvement on software side in mind.

That is, every technical progress must feature something good or convenient for users.

Hirata: Do you mean, every technical progress must create something better for users?

Emi: Yes, and we should have an extensive and flexible idea to attain this target.

Hirata: Talking of how to use a bike, our promotional activities, such as LTR, how to ride and Motocross School, come to the fore. The motorcycle is by nature a sporty vehicle but mere concentration on hardware characteristics will only set spurs to the growth of professional motorcycle sports in which a very limited number of enthusiasts can take part. Many thousands of motorcycle users will come to do nothing with these sports, except for enjoying thrill and excitement as mere spectators.

On the other hand, however, no motorized vehicle is so familiar to us as a motorcycle. With this in mind, we should put much more efforts in promoting the spread of safe, correct riding. Especially, at the time of serious oil shortage, more emphasis must be placed on "What a bike should be".

Sugiyama: The motorcycle should be a sporty vehicle as well as an easy-to-handle practical means of transport. It matters how to blend "practical" with "sporty" in a single bike. Every commodity plan must be based on actual market trends so that customers can have the best choice, whatever their intended use may be.

New Year Greeting from Yamaha

Mr. Shozo Arai
Chief General Manager
Overseas Operations



Aiming at another leap forward

This year, we at Yamaha Motor will celebrate the 25th anniversary of founding the company. Knowing no limit of its progress for the past 25 years, Yamaha has grown into what it is, reaching the 300,000 million yen mark in gross proceeds.

We wish to express our sincere thanks for your kind cooperation and full support extended to us throughout the above period, and at the same time we have laid plans to invite as many of you as possible to Japan, Yamaha's homeland so that we can share our joys with you.

As you know, our motorcycle market is still expanding worldwide while energy saving is becoming a matter for serious public concern. Many more people will hopefully find a new merit in the use of motorcycles as economical means of daily transport in the future. At this time we should be positive enough to set a trend with our own awakening to our position and part.

We must be faithful to our established motto—Yamaha sells quality plus safety and service—in order to realize another steady growth.

Mr. Satoshi Watanabe
General Manager
Overseas Operations

Marine market presents a very favorable aspect

Our always-growing Marine Division has made a fresh start for another leap forward in the eighties. As you know, both Yamaha and you were placed under heavy pressure from a drastic



rise in yen value for the first half period of last year. Despite such difficulties, we were able to attain an original target by developing very efficient sales and service campaigns worldwide. We owed this success to your continued cooperation and support. Outboard motors are definitely the mainstay of our marine business. About 1,000,000 units are reportedly marketed by all manufacturers a year. 70% of them, however, are intended for pleasure use while Yamaha products have already secured 50% of total commercial market, thus enjoying a worldwide reputation for their excellent quality and performance. It will be a matter for our common concern how to enlarge our share in the domain of pleasure-use outboard motors in the eighties. But, equally or even more important is the further expansion of our commercial market

to consolidate our lead in this field at a time when a large number of people wish to have these motors for commercial use. That is, there were formerly many areas where no motor was accepted but these areas are becoming a good market one after another. In short, the commercial market of outboard motors is now gradually arriving at the stage of its maturity.

We should continue to develop and foster this market so that our products can make greater contributions to the improvement of people's life and sound growth of local industries.

From this standpoint we intend to direct specific efforts towards technical improvement of our products in pursuit of what marine work engines should be.

Kerosene motors and diesel engines will also represent our basic policy. Similar efforts will be put in improving these products.

For example, marine diesel engines will become another mainstay of our business. Aiming at the expansion of our market, we have laid plans to make up the combination of a marine diesel engine and a proven FRP boat for sale. In this connection, local production of FRP boats is under negotiation in more than 20 nations. All these efforts will also enable us to make a successful advance into the market of pleasure-use outboard motors.

Another important thing is to raise the quality of after-sale service along our market expansion.

We must put our money and manpower to a good use so that every user can see his motor in the best working condition at all times. This will lead to another elevation of our brand reputation.

Mr. Yosuke Sato
Assistant General Manager
Overseas Operations



1980 is marking a brilliant start for our Power Products Division.

That is, Yamaha portable generators, which were introduced only a few years ago, have already found a very good market in more than 100 countries around the world. In addition, multipurpose engines, water pumps, golf cars and snowmobiles are also enjoying a constant rise in sales.

It is not too much to say that our Power Products Division has become the third mainstay work group ranking next to those of motorcycles and marine engines.

We wish to convey our utmost thanks to all of

you for your continued cooperation and support. Commodity planning is the most important work in our business. Every commodity must feature a top level of technology. But it will not appeal to final consumers if it fails to meet the actual needs of them. This will prevent any smooth progress of sales promotion, wasting much time and labor for nothing.

We must avoid such a loss to the best of our ability at a time when resources or energy saving is becoming a matter for increased public concern. On the other hand, however, we should not be too conservative to tackle anything new and better.

We will concentrate on the development of new quality products basing on careful, extensive survey of market trends.

For example, new portable generator models yet to join our existing range will feature the fruits of our perfect commodity planning to meet the needs of customers while they will reflect our renewed determination to win a sales war.

In short, these new models will represent the essence of our advanced technology so that they can offer more convenience and economy to users.

We at Yamaha Motor are all enthusiastic enough to attain a new target while looking forward to your comments on our products.

We are always making every possible effort to improve our own business system in order to satisfy any sort of your requirement, thus expediting the development of new models. Hopefully, you will follow our established policy and cooperate with us for our mutual prosperity.

Koike: Right! The most important thing is to win customers' trust by offering what they want. This will lead to our another growth.

Sekine: For example, motorcycle racing is a manly sport. But, as a matter of fact, not a few women are also interested in the sporty side of a bike. This situation will further grow and motorcycle sport will be taken up from the entirely-new point of view in the near future.



Mr. Ishida

Ishida: Similarly, we must be in full pursuit of what is better including our after-sale service. Every commodity plan involves the improvement of after-sale service quality. We are always requested to meet the diversification of motorcycle parts by raising a level of our technology. At the same time, special care must be taken to improve the system of parts supply.

Konomi: With all these factors taken into account, Yamaha will thrush out a very basic policy. How to make it known to the buying public—this will mainly depend on our software side efforts.

Hirata: After all, software will be one of the most important things for us.

Konomi: In brief, when we concentrate on the spread of safe, pleasurable riding, specific care must be given to the method of promotional activity, whether it is intended for safe riding or for sporty riding. Every activity should be carried out in an efficient and considerate manner. This will help enhance the image of Yamaha brand. Also, in order to improve our after-sale service quality, accumulated technical know-how must be utilized to the fullest extent. This must not be a flash in the pan. **Hirata:** As you say, consistent and untiring efforts will be needed.

Emphasis on software side

Sugiyama: It is necessary for us to join all Yamaha forces to develop our software activities smoothly.

Ishida: Activities will be developed on a worldwide scale but we will have to take into consideration various needs peculiar to individual markets.

Sekine: We are looking forward to a swelling response from among overseas Yamaha people.

Hirata: First of all, we must act in close cooperation with them. We are now making all endeavours to do so. But, these activities differ from those bringing immediate profits. This prevents them from understanding the importance of our activities.

We are taking a long-ranged view of establishing our software basis. Along enhancement of Yamaha's reputation they will come to understand the importance of our

activities. Their positive cooperation will greatly facilitate the development of our activities.

Koike: Many of the buying public will tend to switch to smaller size vehicles, if the importance of energy saving is emphasized. That is, from large car to small car, and from small car to bike. Theory is quite simple. But, we can't dispose of this problem by theory alone. Software practice is another thing.

Hirata: The motorcycle industry must always look far into the future for the development of correct software practice. There are many different ways to promote the spread of safe, pleasurable riding but procedures must fit current or would-be conditions peculiar to individual markets.

Emi: Hardware is now gone ahead of software. What should we do to cope with this situation?

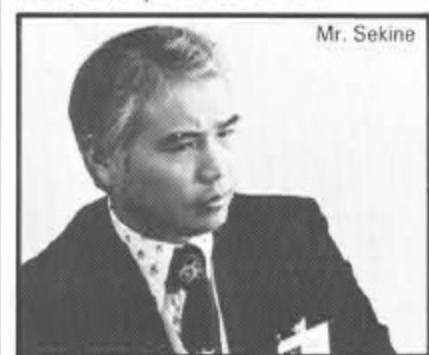
Hirata: Man is always in quest of what is better or higher. This has resulted in such a remarkable progress on hardware side. Software side must keep pace with it. I am of the opinion that software is often requested to go ahead of hardware. For example, it is necessary for us to launch a motocross campaign even in those nations where this sort of sport is



Mr. Hirata

not presently organized. Our campaign is designed to give rise to motocross enthusiasm in these nations. Enthusiasm will rapidly grow among novice riders first, according to our past experience.

Sekine: Such may be the case, whether motorcycle market is immediately created or not.



Hirata: Needless to say, our campaign will not always lead to any immediate creation of market. Therefore, we are taking a long-ranged view of it with the backing of untiring efforts to reach the best possible know-how of practice.

In my opinion, there is no inborn champion, though success will depend on a gift of nature to some extent. Our method must be set in such a manner that even novice riders can be trained into top motocross stars.

Konomi: If such a method is formulated and publicized, it will serve as the best possible know-how for the promotion of motorcycle sport.

Hirata: For example, it may be no longer a fantastic story that a rider of no distinction trained in our

motocross school snatches a world championship title. What a strong impact on the market!



Mr. Koike

Koike: Those who have been indifferent to motorcycle sports, will come to turn keen attention to motocross racing, I believe.

Sugiyama: Software is the most important thing for a newly established market. Care must be taken to promote our software activities so that any wrong step can be avoided.

Sekine: Rapid market development will inevitably be accompanied by a certain strain. Well-arranged software practice will provide a solution to it.

Hirata: It must be highly systematized. Otherwise, youngsters might blow off their vitality not only on racing tracks but also on normal roads!

Emi: Then, criticism will concentrate on hardware side!

Sekine: It may happen that raced-out production machines compete on normal roads! Such a situation must be avoided by any means.

Essential leadership

Hirata: In a word, it is urgent for us to establish a basic policy. We must look far into the future of 20 or 30 years ahead, basing on the present situation of Yamaha. This will enable us to curb anything wrong during its germinal stage.

Koike: That's a work of patience. Both time and money must be spent on it.

Konomi: Such combined efforts will give birth to something new or unique. Let's be covetous enough to absorb anything good.

Sekine: By the way, a racing machine must run fast to the maximum of spectators' fun. But, can we leave it as it is at a time when energy saving is becoming a matter for increased public concern? An anti-race tendency may become predominant, if the situation is left as it is. We should think much of what is supporting a race, apart from mere interest in speed thrill or excitement. We must study this problem to its final analysis.

Sekine: Let me tell a story about outboard motors.

Some importers of commercial-use outboard motors sponsored recently a recreational fishing contest for their users. This was very favorably received by all participants, who found an entirely-new use of their outboard motors. This event helped increase parts sales as all participants wanted to have their motors serviced with special care.

Ishida: They wished to use their motors in an even better condition than usual. I can understand their feelings. This kept service

mechanics all the more pressed with work!

Sekine: That's right. They requested the importers to hold a similar event again.

An idea was nothing novel but hit the mark. Useful know-how may be accumulated through these minor yet meaningful events. Users will also renew their recognition of outboard motors.

Sugiyama: A very interesting story! A whole family can enjoy such an event. This will help create a new demand for Yamaha outboard motors.

Hirata: From this standpoint, it may be possible to say that a good machine can be ridden for general utility and for sporty use with some minor modifications made, or even for racing if specially tuned or prepared. This sort of multi-purpose model may appeal to some markets.

This does not mean that all these machines will be used in racing. But, if some riders using these machines attain good race results, the sporty side of this model will be made known to many more users of it. That is, these users will be satisfied with a tremendous potential of their own machines. This is a very favorable tendency.

How to make full use of this tendency—it's a matter for sales strategies. It also falls under software category.



Mr. Emi

Emi: Anyway, the motorcycle is a sporty vehicle. Therefore, when used in racing, its performance may well be pursued to a maximum. The same can be said of riding skill. GP races are the most prestigious speed events but we do not mean that everything is covered by these races alone.

There should be many different sorts of races for those of varying skills. Manufacturers are requested to conceive or promote such races as deemed fit particular markets. This is also a kind of important software practice.

Koike: One of the most popular bike events is a poker run in the United States. It is a kind of one-day bike touring and participants receive a poker card at each check point established along the prescribed route. They fully enjoy their holiday, playing a poker game.

Sekine: A very good idea!! **Hirata:** Talking of energy saving, some people tend to place restrictions on anything pleasurable. But, man shall not live by bread alone.

Konomi: Well, we must be always ready to offer top quality products as occasion requires. To retain our lead in all major markets, carefully-thought software practice should be carried out in order to meet varying needs of individual markets. First, we must establish the basis of this practice common to all major markets.

Editor: We have talked and talked without coming to an end. Now, time is over and I like to reserve further talking for another occasion, if possible.

Thank you for your best cooperation today.

News & Topics

First guests from Brazil



The party of Brazilian dealers is warmly received by President Koike, directors and many other Yamaha employees.

From Iwata: A cordial welcome was accorded a party of 39 Brazilian dealers who made their first visit to Yamaha in Iwata on November 11. They are dealing in Yamaha motorcycles or outboard motors in Brazil and have achieved very excellent results in a recent sales contest sponsored by Yamaha Motor do Brasil. This was the largest number of Brazilian guests ever received by Yamaha.

Their schedule included a visit to the Tokyo Motor Show and a study tour of the Yamaha industrial group. The production process of Yamaha Brazilian dealers carefully inspect the production process that results in the high performance of Yamaha products.



motorcycles, outboard motors and FRP boats greatly interested them. They also had a friendly talk with President Koike as well as engineering, production, marketing directors and other managers concerned. Sight-seeing around Kyoto and Hakone added color to their trip in Japan and they enjoyed their late-autumn holidays in Japan to their hearts' content. Deeply impressed by the ever-growing Yamaha of Japan, they left Narita

International Airport for Brazil on November 21.

A grand reception party held at Tsumagoi, Yamaha's leisure complex. Pictured here are Director Sugiyama (right) and Senona Sueli (opening a cask).



Traffic Safety for mothers and children

From Tokyo: It is a matter of increased public concern that traffic accidents involve a considerable number of pre-school children. In order to curb such an undesirable tendency, the Kanto Branch of the Yamaha Safe Riding Promotion Center has set out to organize a traffic safety school for mothers and children. Its aim is training mothers, especially, in correct traffic procedures and manners. Yamaha-appointed instructors, using a man-to-man method, teach mothers how to effectively give



safety advice to their children case by case. They are also trained in driving fundamentals in order to acquire the correct attitude necessary for safe driving. The school has been very favorably received by both mothers and



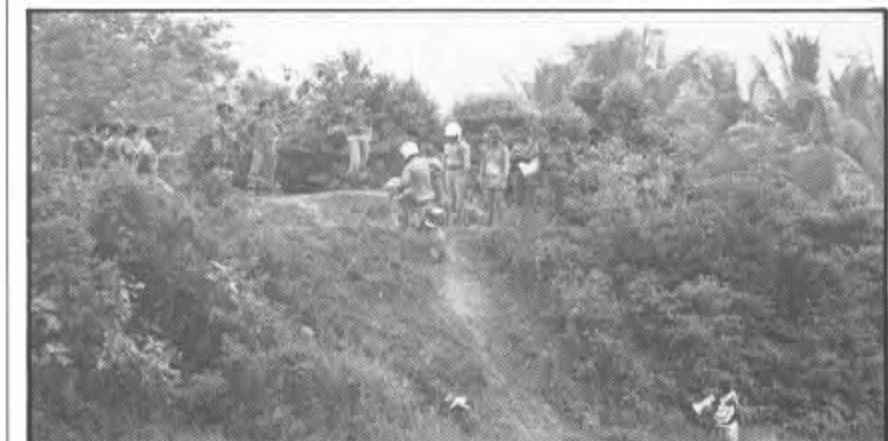
teachers. Some members of the PTA have even expressed their desire to attend the Yamaha school.

A special motocross school for soldiers

From Singapore: About 30 soldiers of the Singapore Armed Forces attended a special motocross school recently given by Yamaha in collaboration with local distributors.

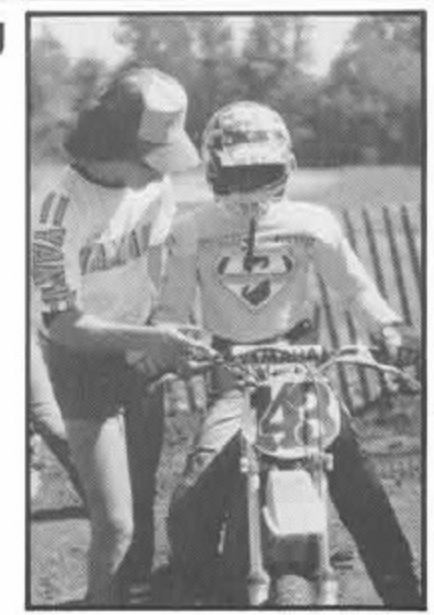
Mr. Kazutoshi Iwao, a Yamaha's expert instructor taught them off-road riding fundamentals essential to safe riding on normal roads as well. This was the first training of its kind ever promoted for these soldiers including several riding instructors. They were all experienced motorcycle riders but Yamaha motocross school was a wonder even to them. "I find this school very interesting and useful for us", says one of

these soldiers after he finished the whole course, "Our training standard is not so high as that of Yamaha and we encounter many riding difficulties even after we have finished our own course, especially when we go overseas where terrain conditions are much worse. Yamaha motocross school provides a very good solution to it. We have learned a lot about safe, correct riding techniques, such as braking, cornering, balancing, gear-changing, etc., all of which will be useful for safer riding on normal roads." Mr. Iwao was awarded a trophy of thanks by the Singapore Armed Forces for his excellent service rendered.



An up-and-coming rider!!

From Canada: Pictured here are Chris (left) and Jim (on a YZ80) who make up a local Yamaha motocross team. They are brothers, and sons of Mr. Murray Byrne, Public Relations Manager for Yamaha Motor Canada Limited in Ontario. Chris (19 years old) serves as manager and machine tuner for Jim (14 years old). Their best partnership has chalked up a number of wins, helping enhance the brand image of Yamaha. What an excellent aid to their father! Jim is rated most promising in this sport rapidly gaining popularity in Canada.



News & Topics

An immense response is evoked here and overseas!

'80 Yamaha Range

The '80 Yamaha range has evoked an immense response among the buying public here and overseas since it was unveiled late in 1979. A sensation reached the climax when the full range made its first public debut at major motor shows in Japan and Europe. Devoting much space to these shows, influential motorcycle news and magazines introduced the outline of the '80 Yamaha range as follows:

Motor Cycle Weekly (Great Britain)

Extracts from Oct. 6 issue

Paris Motor Show

"Yamaha really steal the show"

The new bike, the RD350LC will ultimately replace Yamaha's RD400, and with 47 bhp on tap at 8,500rpm, it should be capable of a hefty 120

mph. Yamaha have drawn heavily on their experience with their TZ350 racer in building the new RD350 and in many respects the bike is a road-

going version of this very successful racer

Also new from the Yamaha stable was a monoshock 250cc four-stroke trail bike—the XT250, the new bike is the only four-stroke trail bike with

cantilever rear suspension and is Yamaha's first single-cylinder 250cc four-stroke single

Extracts from November 10 issue

Power Burgers!

The long-awaited four-cylinder road burner from Yamaha, the XJ650, was launched at a special reception in Hamburg last week and judging by the response of the European Press, the new machine looks like it is going to sell like hot cakes. The XJ650 was just one of several new

Hamburg Motor Show

bikes launched by Yamaha, including several customised bikes from 250cc to 750cc

But for most, the star of the show was the completely new XJ650. With a name sounding more like a luxury car than a bike, the all-new 650 is going to prove attractive to riders who want the smoothness and low maintenance normally associated with shaft-drive bikes

New models galore from the 'Big Four, but Yamaha really steal the show and say 'Let them ride racers'

FRENCH REVOLUTION!

PARIS SHOW SPECIAL

Fresh from Hamburg the '80 Yamaha range — Geoff Aspel reports

POWER 'BURGERS!

Auto-by (Japan)

Extracts from December issue

Tokyo Motor Show

Yamaha aims at the lead!

The '80 Yamaha range which was unveiled at the Tokyo Motor Show, represented this manufacturer's hectic will to snatch the lead for the years to come. The range including the gorgeous

XS Eleven and cosy, 50cc Passola provided one of the most sensational topics for conversation among Japanese enthusiasts. Especially, the line-up of new 250cc models was really fantastic!

Motorcycle Market News (Japan)

Extracts from November 9 issue

Tokyo Motor Show

Yamaha sets a 250cc trend here!

Yamaha introduced the most exciting '80 range under a catchphrase—Beautiful Motorcycle World Yamaha at the Tokyo Motor Show. Spectators' interest was focussed on the new line-up of on and off-road 250cc bikes, including the exciting 2-stroke water-cooled RZ250, slim 4-stroke single SR250, enduro-type Monocross-fitted XT250, etc.

new 250cc trend here. Also, reflecting this manufacturer's positive policy towards energy saving, a gasohol (gasoline alcohol mixed) bike and an 100% alcohol engine were introduced.

All these models were indicative of Yamaha's determination to set a

In addition, "Motorrad" and "Moto 73" which are leading motorcycle magazines in West Germany and Holland, introduced the '80 Yamaha range as the biggest news in their latest issues, with specific emphasis placed on the XJ650, XS850, XT250, etc.

Increased sales of generators

From Argentina: There are many shipbuilders in Argentina and Astilleros Voguecraft is well known for its very active sales promotional activity for quality Yamaha products. The company started marketing Yamaha outboard motors in May 1978. Sales have maintained a constant rise for the past 17 months along the rapid growth of marine recreations, such as water skiing, leisure-time angling, etc. The

company has also added Yamaha portable generators to the list of its marketing commodities in order to give another boost to their total business. Outboard motors are mostly intended for pleasure use in this nation and big power models such as the 80AE, 60AE, etc., are gaining popularity. The importation of outboard motors will reportedly be liberalized in the near future. This will certainly set spurs to the growth

of the market. In another area, Yamaha portable generators are finding a good market among those farmers who have to work on land far from their houses, as these products are their best obtainable power source. The company has directed specific efforts toward the expansion of the portable generator market since June this year. The Yamaha range of these products which is shown at each agriculture show, is attracting a large number of spectators. The ET-500, ET-1500, EF-1500, EF-1800 and EF-2600 are now available on the market. Each model is expected to be one of the best sellers in its own class.

Posas and Mr. Carlos Diehl, both company directors. They discussed many important business matters with the staff of Yamaha Motor, making a promise to put more efforts in increasing sales.



Yamaha portable generators attract a large number of spectators at a big agriculture show.



Dr. Jorge T. Sojo with a generator, Mr. Manuela A. Posas (right) and Mr. Carlos Diehl (left).



Yamaha generators, as well as motorcycles and outboard motors, are displayed at each show.



www.legends-yamaha-enduros.com

YZ 250

Welcome to Yamaha

We will sell quality plus safety



Managing Director, Wan Sun Machinery
Mr. Ho Kuo Sui

Wan Sun Machinery, which opened its new Tacha plant on Sept. 11, 1978, is now spearheading Yamaha's resumed advance into the motorcycle market of Taiwan providing an annual potential of 850,000 units. The plant is operating at full capacity for production increase to meet the ever-growing sales, but a number of orders are as yet unfilled. This problem

requires a most urgent solution. Also, specific efforts are being directed towards the promotion of safe riding, which will hopefully help increase the market for Yamaha motor cycles in the future. In a recent interview with the staff of Yamaha News, Mr. Ho Kuo Sui said the following regarding his hopes:

"It is common to all markets that quality is the most important element of a commodity. With this in mind, we are developing our business activity. We are very much pleased to tell you that a surge of demand is far exceeding our production. However, the shortage of supply is inconveniencing our affiliated dealers. We are very sorry about this but promise to provide a solution to the problem at the earliest possible time.

We have already set out to construct a new plant on a newly obtained 129,000m² site in Shin-Tshu Hshen Ho Kou Shan.

The new plant will be completed in June of this year and our monthly production will increase by 100% to 10,000 units.

Yamaha products have already established a reputation for their excellent quality and performance. In addition, their design is equally appealing to our customers. It is most important to promote business along Yamaha's established reputation.

We are also making every possible effort to promote the spread of safe riding, which we hope will help enlarge the market for Yamaha motorcycles in the future. That is, we will concentrate on selling "quality plus safety" to win customers' trust. Along our always-increasing production we will strengthen our nationwide service system by establishing a number of new service centers and by promoting a program of service seminars in close cooperation with all dealers concerned.

All these efforts will surely lead to the further growth of our company, thus raising the position of Yamaha to No. 1 in Taiwan!"

OUTBOARD MOTORS

From Iwata: The Yamaha Service Contest, the outline of which was introduced in our No.6 & No.10 issues is well under way. As reported already, 80 selected distributors of Yamaha outboard motors were invited to take part in this contest and 72 of them applied for it submitting their initial reports to Yamaha by the deadline (June 25, 1979).

As of the end of November '79, 61 distributors submitted their first periodic reports to Yamaha and obtained a right to proceed to the next round of the contest.

Satisfactory progress

The progress of the contest is considered very satisfactory reflecting all participants' growing interest in the improvement of their after-sale and parts supply system. Yamaha checked all reports and put preliminary evaluation points on each contest item according to the specified criteria. Basing on these evaluation results Yamaha forwarded scores and suggestions to individual participants.

The maximum number of points for each evaluation was 250 and participants obtained 152 on the average for the first periodic

Service Contest is well under way



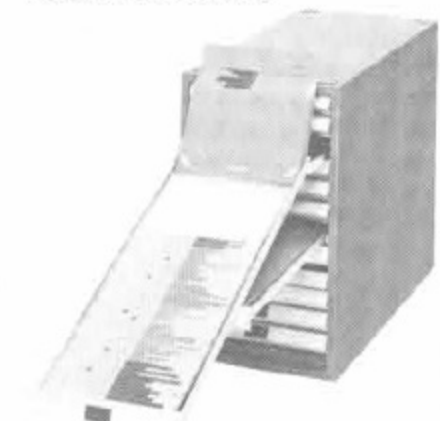
reports. They showed an 25-point advance over the average for the initial reports, attaining overall good results on the improvement of their after-sale and parts supply system, that is, by increasing the number of servicemen; preparing or remodeling an outboard motor workshop; preparing a new service-mobile or boat; preparing or improving workshop tools and facilities; setting out to provide "market information" to Yamaha; preparing a full-time parts handler and participating in an outboard motor exhibition or organizing demonstration and free check service.

Introduced here are some of the new servicemobiles and boats prepared for the improvement of after-sale and parts supply system.

All participants are expected to finish all the rounds of this worldwide contest to win prizes including a one-week trip to Japan. In order to facilitate the smooth development of the contest and to help promote after-sale and parts supply business in each nation, the following articles will be prepared for use by all distributors concerned:

- An auxiliary suggestion form This form deals with all additional suggestions concerning the results of the first periodic reports.

- A new cardex box

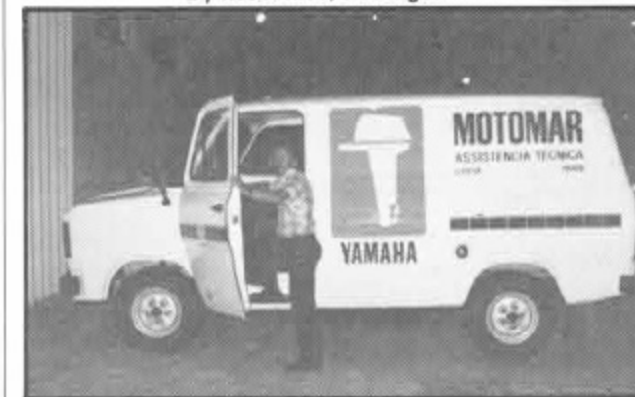


Kokuyo VA5-0115, 15 steps, 960 pockets
This is considered necessary for the smooth control of spare parts.

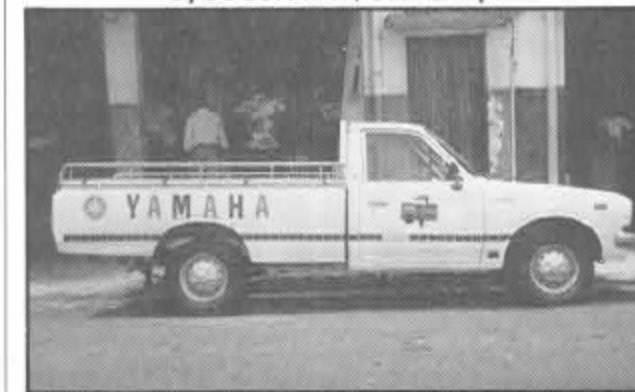
- New cardex cards



By Motomar, Portugal

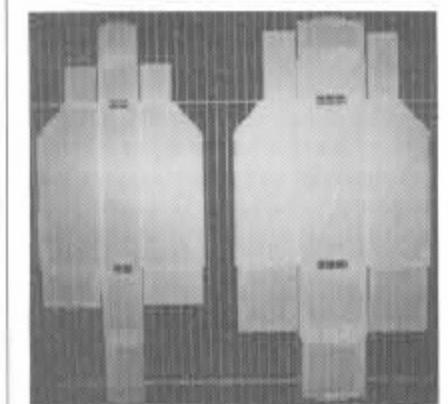


By SOGUAMAR, Guadeloupe



Introduced here are two different sorts of cards.

- Parts bin box



Available in three different sizes. Made of light and durable polyester material.

- Free check service manual A general guide to the procedures of sales promotion.

- Final report form (English & Spanish) Production is under way. The form is so designed as to furnish Yamaha with all necessary information concerning each distributor's after-sale and parts supply system.

- Parts circulation form (English & Spanish) This form provides all necessary fundamentals to each distributor's parts handler so that his work quality can be improved.

By Tahiti Automoto, Tahiti



By International Automobiles, Malta



By Syarikat Teck Guan, Malaysia



By Nauti Gabon, Gabon



By Borneo Carriage & Trading, Brunei



18 EF-2400's are delivered to the Metropolitan Police



because they can supply electricity of constant frequency to traffic signals for long, consecutive periods of time, and moreover, can be shifted anywhere easily and quickly.

PORTABLE GENERATORS

Main technical features:

1. The main fuel tank (10 liters) and auxiliary fuel tank (17 liters) allow 17-hour consecutive operation. Refuelling is possible even while the generator is running. Changeover from one tank to the other is easily accomplished by mere cock operation.
2. The generator is fitted with special wheels for easier shifting.
3. A 250V-30A socket instead of a 200V-20A, is used, to supply an adequate amount of electricity to a traffic signal.

From Tokyo: The Tokyo Metropolitan Police Department has recently adopted 18 EF-2400D portable generators as an emergency power source for electric traffic signals. If the supply of electricity is stopped by an earthquake or typhoon, all traffic signals in Tokyo will cease to function, thus causing extreme confusion. The portable Yamaha generators will surely prevent such confusion



New Yamaha service boat

From Nigeria: Pictured here is a new Yamaha service boat on the Niger River, Nigeria. This is claimed to be the first floating service shop of outboard motors ever built in the world. The boat is called "Almarine" after the name of Yamaha's general importer in Port Hurcort.

The boat is equipped with sleeping facilities for 3 or 4 persons and with repair/service tools and equipment. Replacement parts are also available on board. Its smart hull is finished in sparkling ivory white. The boat has greatly improved Almarine's after-sale service activity.

Effective measures for energy saving

Natural resources are never inexhaustible. It is a matter for serious worldwide concern how to put our precious common property to the best possible use. Especially, extreme importance is attached to the preservation of oil resources involving many complex factors. All people and organizations concerned are striving to thrush out the most effective measures for energy saving. Yamaha is not an exception. In this connection, Mr. Hisao Koike, President of Yamaha Motor has recently announced the outline of the Yamaha Induction Control System(YICS), a technological innovation to reduce fuel consumption by more than 10% compared to a conventional engine, during an interview with the staff of Nippon Keizai Shinbun, Japan's most influential economic press. Much space was devoted to reporting this sensational news far and wide. In addition, during the Tokyo International Motor Show Yamaha introduced the RX80 Gasohol model (gasoline and alcohol are mixed at 5:1) much in demand in Brazil, together with a 125cc prototype running on 100% alcohol fuel and a kerosene outboard motor model Enduro 15AK. These models represented Yamaha's exceptionally positive attitude towards energy saving. Like it or not, energy saving is an inevitable "must" for us. Yamaha is joining all technical efforts to provide the best practicable solution to this problem. The following is the summary of the above technological innovations:

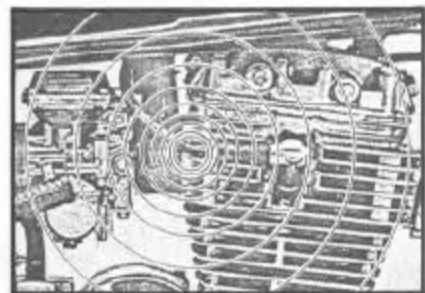


Nippon Keizai Shinbun (Japan Economic Press) reports the news of the YICS on the front page of the Oct. 28 issue.

Yamaha Induction Control System

Yamaha's three technological innovations arouse a sensation!

10% fuel economy! Y.I.C.S. creates a tremendous stir in automobile industries worldwide



The function of an intake tube is the most important point of the YICS. A flow of air/fuel mixture is given a certain speed and vortex so that the speed of combustion is increased and heat efficiency is improved, thus reducing fuel consumption by more than 10%.

Yamaha has applied for 60 patents both at home and abroad, 20 of which are already approved in Japan together with 3 in the United States. This fact indicates the technical niceties of the YICS which has been developed from the earlier completed Yamaha Lean Combustion System (YLCS). The YICS, like the YLCS, is designed to reduce fuel consumption without modifying any major component of an engine.

The announcement of technical details is reserved for another occasion but the system features the following function:

* A special throttle valve works to give a certain vortex and speed to a flow of air/fuel mixture so that combustion speed is increased and heat efficiency is greatly improved. Therefore, the system itself is fitted to an intake tube linking the carburetor with the engine.

That is, a special throttle valve which is fitted to the above intake tube functions to have an effect on a flow of air/fuel mixture. The valve has an auxiliary intake passage which works to induce swirling air/fuel mixture into the combustion chamber for efficient combustion even when it has come to close due to the weakened intake pressure over a given range of engine rpm's. Featuring such noteworthy technical innovations concerning intake mechanism, the YICS is easily fitted to any 4-stroke engine, whether on a car or on a bike, and that, results in no drastic rise in cost. Cost increase is estimated at only ¥3,000!

Possible adoption on '81 Yamaha models
Yamaha has tested this system on

various types of automobile engines for the last few months. Some automobile manufacturers have also conducted their own tests on this system upon request by Yamaha. Test results confirm that this system reduces fuel consumption by 10% at least. Similar results have been obtained in tests on motorcycle engines. This success has brought Yamaha firm conviction that the YICS is the highest technological achievement ever realized, so far as fuel saving is concerned. Yamaha is striving to put it in practical use at the earliest possible time, thus creating a tremendous stir among all quarters concerned. Future technical development of this system is a

Alcohol Engine

Technical development from gasohol model to alcohol engine to meet the needs of Brazilian market

Alcohol is now spotlighted as an ideal substitute for gasoline. In order to provide a practical solution to crucial oil shortage, an effective gasoline alcohol mixing method is being studied with special care in many nations, such as Brazil, Philippines, Cuba, Ireland, South Africa, India, the United States, etc. Especially, in Brazilian major cities

matter for increased public concern and several major automobile manufacturers. Some of them including Ford are reportedly envisaging to induce technical know-how. According to President Koike's unofficial statement, this system will possibly be adopted on '81 Yamaha models. The motorcycle needs much less fuel than the car. The YICS will even more consolidate this exclusive advantage when it has been put in practical use, providing a big sales point for Yamaha models in connection with another possible rise in oil price.

including Sao Paulo, it has become already mandatory to mix gasoline and alcohol at 5:1. All vehicles which are used by telephone office personnel, run on 100% alcohol fuel even now. According to the news from Brazil, alcohol will come to supersede gasoline up to 50% of the latter's total amount consumed by



A prototype engine using 100% alcohol is unveiled at the Tokyo Motor Show. The fuel tank holds alcohol while an Autolube oil tank contains gasoline. Seen on the right is a gasoline station supplying fuel containing 20% alcohol in Sao Paulo.

automobiles for the next 3 to 5 years. With this situation as its setting, Yamaha has developed and marketed the RX80 gasohol model in close collaboration with Yamaha Motor do Brasil. This model is gaining popularity among will economy-minded users.

A 100% alcohol engine is Yamaha's another technical achievement developed from the above gasoline alcohol model.

Increased heat efficiency

Alcohol is an organic compound where alkyl radical (C_nH_{2n+1})

combines with hydrogen radical(OH). There are many sorts of natural alcohol or compound alcohol. For example, drinkable ethyl alcohol is made from agricultural products containing much sugar or protein. But ethyl alcohol made from ethylene is not fit to drink. This sort of alcohol, like methyl alcohol, a by-product from natural gas or oil processing, is used as a kind of industrial solvent.

Then, it matters how to obtain alcohol as a substitute for gasoline. In alcohol, hydrogen(H) and oxygen(O) feature one of the strongest molecular combinations

ever discovered and therefore, alcohol has a very high boiling point. Thus, the use of 100% alcohol on an engine involves many complex problems. It will not be easily vaporized due to its high boiling point with high latent vaporization heat, preventing smooth engine starting. The engine will not start when temperature falls below 15°C. On the other hand, its high latent vaporization heat will increase the amount of air intake by self-cooling function, resulting in a higher compression ratio so that heat efficiency and performance are raised. Other problems needing an urgent solution are due to ignition failure introduced as follows: Alcohol tends to corrode acrylic rubber, transparentnylon, aluminum, etc. and the smell of its exhaust gas is offensive. Noxious substances, such as aldehyde, acetic acid, etc. are also contained in its exhaust gas. The technical staff of Yamaha are making all endeavours to settle all these problems.

This must also make contributions to national economy. Especially, to start the engine more smoothly and to minimize noxious exhaust emissions, the staff are taking all conceivable technical measures, such as employing an automatic fuel changeover device from gasoline (for starting) to alcohol (after starting); warming both engine and alcohol for higher ignition efficiency, etc. Efforts are not limited to the improvement of each component's alcohol-proof characteristics but extended to the improvement of alcohol quality itself, thus taking steady steps towards realization of a practical 100% alcohol engine. At the present stage, the durability of engine components is considered satisfactory. Exhaust emissions are held to an acceptable level. Some modifications are made to a carburetor, compression ratio, spark plug, etc. so that ample power is delivered while fuel economy is improved.

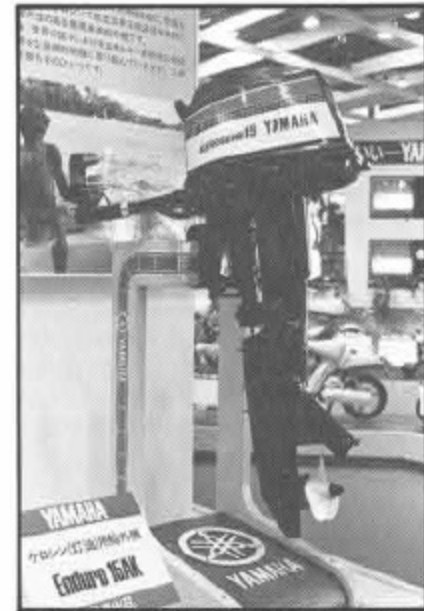


cold place. Varying technical problems will also arise in conjunction with the size of an engine. That is, a high-power gasoline engine naturally features a twin or 3-cylinder layout needing a water-cooling system. This does not always apply to a kerosene model. Over-cooling will be a new problem peculiar to it. Settlement of this problem is not so easy as it looks as it involves many other technical factors. Lubrication is another problem to do much with the durability of an engine. Lubrication oil which is mixed with Kerosene, works to lubricate the piston and crank bearing, as is the case with a conventional gasoline engine. But, in this case, kerosene staying in the crankcase remains almost a state of fluid and tends to wash away lubrication oil, thus causing poor lubrication. In addition, kerosene's anti-knocking characteristic is inferior to that of gasoline while it burns more slowly. This inevitably prevents a compression ratio from becoming higher. Upon settlement of all these problems, and with specific emphasis placed on lower operation and maintenance costs, Yamaha has completed kerosene models into what they are.

Kerosene Outboard Motors

14 years of technical career

Yamaha Kerosene Outboard Motors



Yamaha E15AK kerosene model

Yamaha was the first manufacturer to introduce those outboard motors running on kerosene instead of gasoline.

Yamaha's kerosene career began with the P-55 and P-125 models which were marketed about 14 years ago. These models appealed to those Japanese users who were in need of less expensive and easier obtainable fuel.

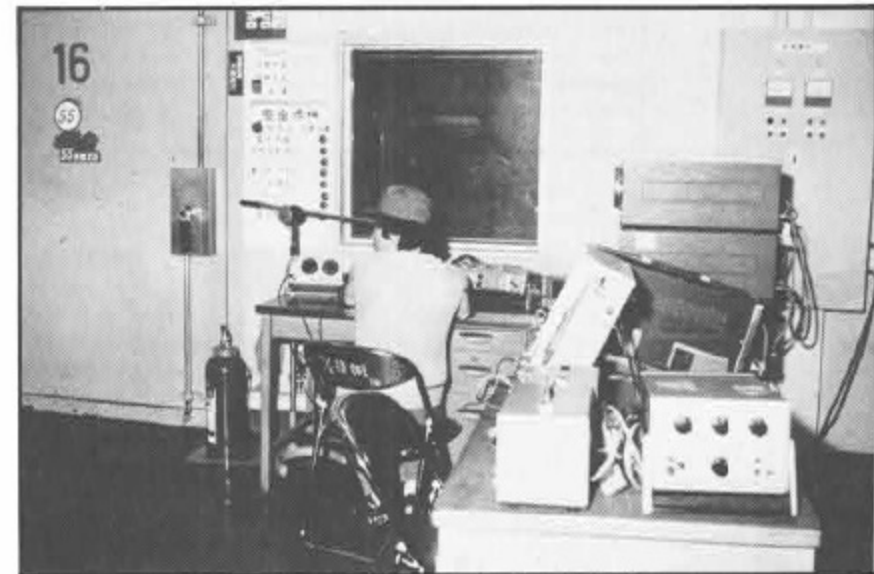
But, as the marketing channel of gasoline was improved and high performance became a strong sales point for outboard motors, kerosene models began to reduce their market in Japan. Things, however, are now taking a complete change.

A drastic rise in gasoline price has naturally come to make users' attention turn to the merit of kerosene models. These models are now rapidly expanding their market, especially in developing nations. Export of these models began in 1975 in order to meet the needs of fishermen and other commercial users.

That is, the 8BK and E15AK models are presently exported to Indonesia, Sri Lanka, Greece, Spain, Portugal, Ireland, Bolivia, etc.

Performance is not inferior to that of a gasoline model

In short, a kerosene model runs on kerosene instead of gasoline. But, in order to ensure a satisfactory level of performance and durability, all conceivable technical factors must be taken into consideration. For example, the engine is reluctant to start due to kerosene's poor vaporization when it is used in a



Tests are repeatedly conducted in pursuit of technical improvement.

On these models, more care should be taken to remove carbon accumulated around the combustion chamber and exhaust system.

Sales campaign news for your better business

A big success of caravan campaign in Ecuador

Almacenes Juan Eljuri C. Ltda., YAMAHA's importer in Ecuador, has recently conducted a vigorous YAMAHA campaign covering the markets in major cities, and produced excellent results of creating new demands and increasing parts sales. Following is the report submitted by Mr. Toshifumi Tachiki who took part in the campaign caravan as Yamaha's representative.

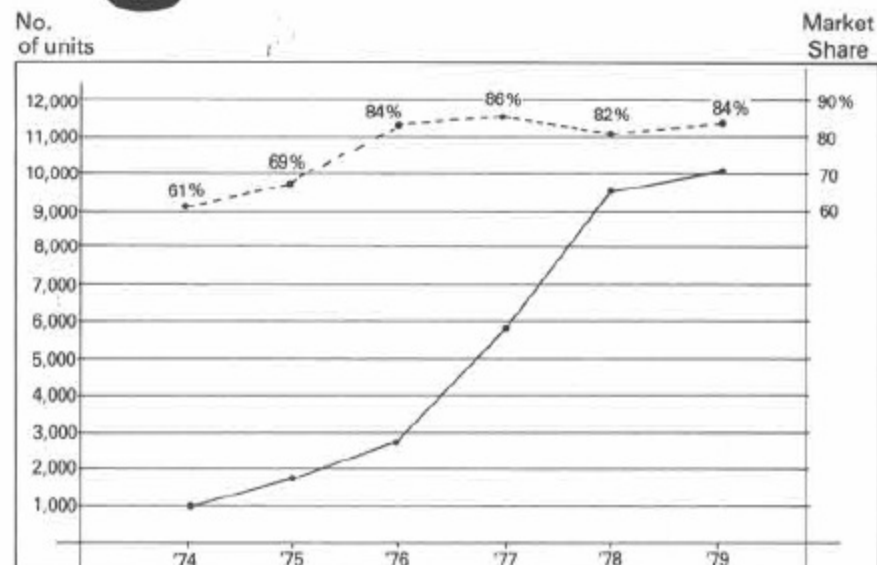
Aiming at further market expansion despite the present outstanding share of 84%

The name of the country, Ecuador, means the equator in Spanish. As it suggests, Ecuador is located right on the equator. Its climate, however, is uniquely diversified from tropical to temperate and finally to frigid depending on the altitude. It is because two different lines of Andean mountain ranges run from north to south at around the center of the country and the mountain tops are even capped with white snow. Ecuador has a population of approximately seven million and produces agricultural products such as bananas and cacao besides crude oil.

Almacenes Juan Eljuri C. Ltda. is a YAMAHA importer and at the same time CKD assembler in Ecuador which maintains the market share as high as 84%. Since the introduction of YAMAHA products in 1974, they have made an astonishing progress. The recent campaign was aimed, despite their outstanding share, to further expand the market and elevate YAMAHA's brand image through more comprehensive sales promotion activities. During the campaign period, the fundamental market research was also carried out.



Let's try something different with YAMAHA



This year's target is set at the monthly sales above 1,000. The campaign this time brought about a number of significant results which will consolidate the basis of sales system required to achieve higher goals.

in Ecuador who joined under a special contract. From YAMAHA side, Mr. Haruo Kimura, Japan's trials champion, three mechanics, and a coordinator were sent as a supporting group. Besides such manpower, a delivery van and two trucks were chartered for the convenience of transportation.

A working group includes a popular announcer

The campaign was named 'Caravana YAMAHA' which was basically planned to appeal to the people in each locality to join YAMAHA to do something different for a few days during the campaign period. The campaign consisted of three major parts; 1) to provide free check services of YAMAHA motorcycles for the existing users, 2) to offer various parts at special prices 3) to conduct trials demonstrations. Questionnaires were also prepared to obtain the users' views on motorcycles. Simultaneously, for the dealers who extended cooperation in actually performing the campaign, it was planned 1) to hold dealer meetings to discuss market trends as well as future problems, 2) to arrange discussions on store decoration and supply various display tools and 3) to show films on YAMAHA world including sport activities to deepen their understanding about YAMAHA. In

order to carry out all the plans satisfactorily, Almacenes Juan Eljuri C. Ltda. organized a team of five members headed by Mr. Carlos Tinoco, Sales Executive. Also participated were Mr. Eduard Marknado, Chief Mechanic from (the assembly plant), Mr. Lane Alvarez and Mr. Jose Sorano in charge of parts sales, and finally, Mr. Victor Morales, the most popular and well-known announcer

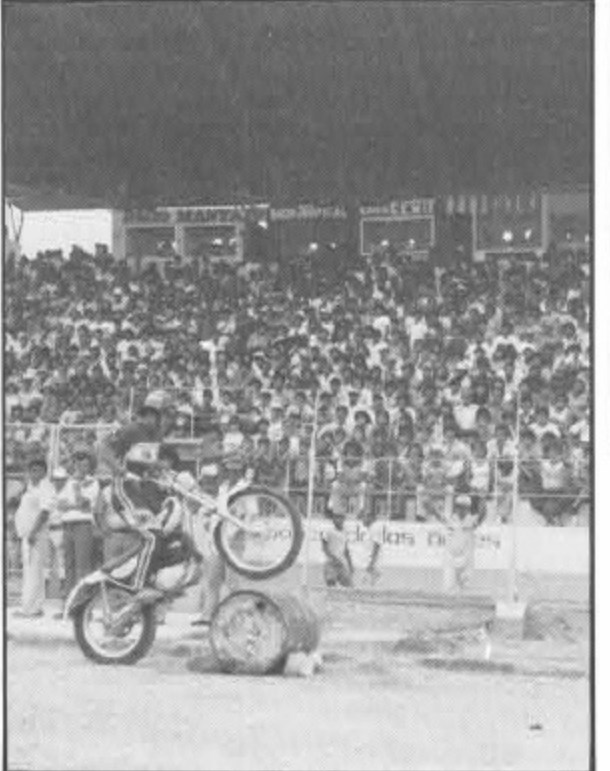
3,000 km 'Caravana' arouses a big sensation everywhere

In accordance with the aforementioned policies, detailed plans were worked out. The itinerary was formulated to cover the total distance of 3,000 km within two months. Starting from Cuenca, where the

main office and CKD plant are located, the caravan was planned to stop at such major cities as Milagro, Guayaquil, Ambato, Quito, Sto. Domingo, Quevedo, Fortoviejo, Manta, Machala, and Loja.



Delivery van equipped with two loudspeakers on its roof which led the way for the caravan. It loaded a trials bike TY175 at its front while at the rear tugged a trailer carrying the fully equipped XS Eleven, which all together enhanced the demonstration effect considerably.

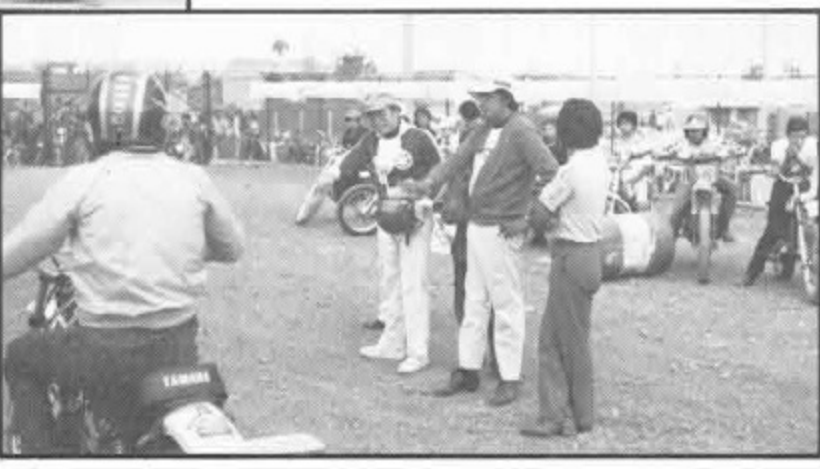


Trials demonstration at the soccer stadium in Manta City. The rider is Japan's trials champion, Mr. Haruo Kimura.



Miss Quevedo rides YAMAHA! In the city of Quevedo, upon the request of the Junior Chamber of Commerce, the caravan took part in the beauty contest activities. This kind of communication is quite significant to improve the environment for the use of motorcycles. This photo shows Miss Quevedo (City) in her normal dress since it was taken the following day when she visited the team at the lodgings to express her appreciation. The other shows Miss Quevedo in a YAMAHA sweater which the team asked her to wear at that time.

Trials school in Cuenca City. Though the trials section in this photo happened to be on a flat land, many other trials schools were held in mountainous and hilly areas in order to level up the motorcycle riding techniques and disseminate the pleasure of motor sports. The reaction of users towards this attempt was quite favorable.



YAMAHA users gathered before the opening of the campaign to receive free check services in Machala City.



One scene from free check services in Loja City. Various types of YAMAHA were brought in one after another and received checks without interval.



Dealers meeting in Guayaquil City. Meaningful discussions went on with an attendance of Mr. Juan Doumet who is responsible for the Quayaquil branch office.



Advertisement of advance notice

Details of the campaign introduced in Cuenca-Ecuador, the leading paper in Cuenca, taking up the whole one page. The upper column explains trials techniques while from the middle column below introduces mechanics and various services to be provided.



Advertisement carried on the papers just before the campaign, using a larger space than the first ad.



Be a top Yamaha dealer

Part 2

Functions of a shop in encouraging sales (A)

When customers enter a shop, they usually do so for a definite reason, that is, with an intention to make a purchase. Normally, they search for the most suitable shop for their purpose.

How does a shop influence the customer's buying psychology and habits and persuade him to buy? Let's study the functions of a shop and the kind of service it must provide, taking a model shop as an example.

Advertisement



Customers first become acquainted with a product through advertising in magazines, newspapers, or on radio and TV, and pay attention to it.

An attractive sign and exterior design



Customers visit a shop to see the product itself. The shop must have an easily seen sign and an exterior design based on Yamaha's logo and mark. The images of Yamaha and the shop must coincide to make the customers more comfortable.

Increased emphasis



New products should be displayed on a round stage elevated from the level of the floor, as shown in the photo, for increased emphasis. This way of displaying new products helps customers recognize them easily and enhances the shop image at the same time.

Clear indications

When a customer enters the shop, he will look for the product he has come to see. He will also probably be attracted to other products

while he is looking for it. Therefore, a shop must have clear indications (POP etc.) to help the customer understand various products. In addition, there should be product display stands, catalogue stands and specification boards to enhance product images and to make products easy to understand.

In short, a shop must be designed so that a customer can obtain satisfactory information about a product without having to talk to a salesman.



Shop interior arrangement



Customers first look at the shop's entrance. The shop must have a parking lot, window display, guiding panels showing shop interior arrangement and an attractive entrance. An electric Yamaha sign is very effective.

Catalogue stand



A catalogue stand by product is very useful, giving the customer easy access to product information. The panel stand is also convenient for explaining mechanisms, introducing new products and providing other important information.

Specification board



The specification board is made by attaching the specifications page of a catalogue to a board. Such a simple idea like this can greatly widen the use of catalogues.

More detailed information



Once customers examine displayed products, they will often request more detailed information. Make sure you can explain all the different aspects of a product clearly and accurately.

Firsthand touch on Yamaha bikes



It is important that customers ride and touch Yamaha motorcycles to discover by themselves all of Yamaha's many advantages, including easy handling and comfortable riding. A shop can be considered successful if customers ask many questions. Then, sales activities of the shop have a direct bearing on product sales.



YAMAHA

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