2024年世界自動車博物館会議 日本大会

Conference Report

Hindsight, Insight, Evolution

JAPAN 2024

Contents

2024 World Forum for Motor Museums, Japan

Chairman of the Executive Committee

Naoaki Nunokaki

Naoaki Nunokaki

How is Japanese car culture perceived around the world? Japan first became the world's top automobile producer in 1980, an event that occurred 44 years ago. The global spread of Japanese cars was rapid, but it didn't always translate into cultural acceptance, partly due to issues like trade friction.

Over time, Japanese cars increased their local production ratios abroad, gradually integrating into various regions. While globalization has advanced, Japanese cars have retained their unique characteristics and developed a distinct identity.

At a recent conference, automotive museum experts from around the world shared a notable observation: Japanese classic cars have recently gained immense popularity and attention. Two major reasons were cited: First, a generation that grew up with Japanese cars as family vehicles now views them with nostalgia. Second, Japanese cars featured in manga, anime, video games, and movies—integral to Japanese pop culture—have become objects of admiration.

However, this doesn't fully explain the phenomenon. Even cars that were exclusively sold in the Japanese market, known as JDM (Japanese Domestic Market) vehicles, are gaining significant popularity, despite being unseen by many of these enthusiasts.

An analogy, albeit imperfect, might be sushi. Initially embraced by health-conscious individuals, sushi gained broader popularity, evolving into localized versions like the California Roll.

Over time, discerning palates began seeking the authentic flavors of traditional sushi, prompting visits to places like Tsukiji Market. A similar trend may be occurring with Japanese cars.

In any case, this growing global interest in Japanese cars presents a significant opportunity for them to be recognized as a cultural symbol. The question is, can Japan seize this opportunity and provide the infrastructure to support it?

Presentations from Japanese manufacturers during the conference showcased efforts to meet the expectations of classic car enthusiasts. However, these initiatives seemed to still be in the exploratory phase, balancing passion for heritage with corporate profitability. This suggests that the cultivation of a full-fledged car culture centered on Japan's automotive heritage is only just beginning.

Nonetheless, the conference achieved significant results. Japanese manufacturers collaborated closely, exchanging valuable insights—a noteworthy accomplishment, given the historically weak ties between companies. Ensuring that these connections persist is a key goal.

Additionally, many international participants visited Japanese automotive museums for the first time, offering them an excellent opportunity to deepen their understanding of Japan. We hope to build on the many bonds formed here and carry them forward into the future, together with everyone involved.

World Forum for Motor Museums conference

Michael Penn's Greeting


Wim Van Roy

The opening session of the 2024 World Forum for Motor Museums conference in Japan began with an address by Wim Van Roy, who was newly appointed as Chairman of the conference. However, Van Roy opted to open the proceedings by sharing a video message from the outgoing Chairman, Michael Penn.

Although Penn could not attend the conference due to personal circumstances, his contribution to the realization of this event in Japan cannot be overstated. For 34 years, this conference had been held exclusively in Europe and North America. It was Penn who passionately advocated for expanding the conference's reach beyond these regions, offering invaluable guidance to ensure its success in Japan. Indeed, Michael Penn can rightfully be called the driving force behind this historic Japan edition.

Penn's legacy in the automotive museum world is unparalleled. He played a key role in establishing the Haynes Motor Museum in the United Kingdom, growing its collection from 29 vehicles to over 400. Since the inception of the World Forum for Motor Museums in 1989, he had been an active participant, leading the board as Chairman for the past 18 years. In his video message, Penn shared wisdom and insights drawn from his remarkable career, emphasizing the following points:

- Wim Van Roy, his successor, is celebrated in the media world for his innovative approaches to communication. His passion for historic vehicles is evident through his work as a judge at prestigious concours d'élégance events. Penn expressed confidence that Van Roy will guide the conference into a bright future.
- The founding mission of the World Forum—to provide an international forum for sharing knowledge among those passionate about historic vehicles and addressing challenges facing automotive museums—remains steadfast, even as its scope has expanded.
- While the conference features outstanding speakers with compelling ideas, Penn urged attendees not to passively listen. Instead, he encouraged them to discuss these ideas with fellow participants during coffee breaks or over lunch to ensure the insights are acted upon.
- Digital platforms like Facebook, X (formerly Twitter), and WhatsApp lack the essential human element of body language, which is critical to communication.
- True connections happen face-to-face. Penn encouraged participants to engage with as many people as possible, expanding their networks and turning shared knowledge into personal growth through direct interaction.
- He shared a lesson learned from his years of experience: no matter how many signs or flashy attractions are created to captivate visitors, the words spoken by guides have the greatest impact.
- Penn expressed hope that this forum in Japan would foster even more active exchanges among participants, deepening mutual understanding of each other's automotive cultures. He also noted the conference's inclusion of fresh themes, such as "virtual experiences" and "Japanese cars," which had not been addressed in previous events, offering both breadth and depth in the discussions.
- He concluded with confidence: "If participants can share their perspectives and fully enjoy themselves, we can say this forum has achieved much of its purpose."

We would like to extend our heartfelt gratitude to Michael Penn for his visionary leadership and instrumental role in making the 2024 World Forum in Japan a reality.

National Council of Science Museums, Tokyo

Executive Director / Deputy Director General

Yuji Kurihara's Greeting

One week after this conference, on November 9, an online briefing session was held in collaboration with the National Council of Science Museums (see page 47).

During the session, Yuji Kurihara, representing the National Council of Science Museums, gave the following greeting:

- I would like to express my sincere gratitude to the Toyota Automobile Museum, which hosted this wonderful conference, as well as to all the companies that supported the Japan-based organizing committee and the sponsors. I would also like to thank all the participants for attending.

- The World Forum for Motor Museums Conference has been held biennially since September 1989 as a forum for automobile museum professionals to gather. This year, for the first time, it was held in Asia, and we saw strong participation from the Asia-Pacific region, including Korea and Australia. This shows the potential for further development of this conference.

- The theme of this conference was "Hindsight, Insight, Evolution," which was truly fitting for the event. The theme involved learning from the past (Hindsight), deepening our understanding (Insight), and using that knowledge to move forward (Evolution), resulting in a very fulfilling and meaningful conference.

- Japan, with its many globally recognized automobile manufacturers, was represented extensively at this conference, thanks to the immense cooperation from Toyota. Each manufacturer owns automobile museums and exhibition halls. Throughout the conference, staff from various companies presented and moderated discussions, providing a sense of collaboration and cooperation among domestic automotive museums that will likely continue in the future. I know that there was significant effort put into these preparations, and for that, I would like to express my sincere thanks.

- As automobile manufacturers are primarily profit-driven businesses, restoring, preserving, and displaying old cars is not their primary purpose. Their main objective is to sell new vehicles. However, as reported during the conference, having restoration departments allows owners to continue driving their beloved cars. This not only fosters trust in the companies but also contributes to the growth of automotive culture. In the future, we may even see the possibility of reduced taxes on automobiles, as has happened in the UK.

- After railway vehicles and ships, the Tokyo Metropolitan "Entaro Bus" was finally designated as an important cultural property in 2020, followed by the National Railways Bus No. 1 in 2021. It may not be long before historic cars owned by companies are also designated as important cultural properties.

- The "Otomo" owned by our museum is historically significant as the first domestic vehicle exported from Yokohama in 1925. It was restored through a joint project with the Toyota Museum and holds great cultural value.

- This conference also included participation from domestic automobile museums. There are still many automobile museums and collections worldwide. In the future, I hope that more of these museums will join the World Forum, leading to the continued development of the conference and the widespread appreciation of automobile culture.

Conference Theme

『温故知新（Onkochishin) / Hindsight Insight Evolution』

Learn from the Past (Hindsight), Deepen Understanding (Insight), and Connect to the Future (Evolution)

Schedule

Oct. 26（Saturday）～ Oct. 29（Tuesday）

<OPTIONAL TOUR>	
Japanese Auto Museums Tour ～HONDA-NISSAN-MAZDA～	
26th Oct	(AM) Honda Collection Hall
	(PM) Mobility Resort MOTEGI
27th Oct	(AM) Nissan Heritage Collection
	(PM) Transport from Shin-Yokohama to Hiroshima
28th Oct	(AM) Mazda Museum
	(PM) Sightseeing in Hiroshima and Miyajima
29th Oct	(AM) Transport from Hiroshima to Nagoya

<OPTIONAL TOUR>	
Toyota Commemorative Museum of Industry and Technology Tour	
13:15	Shuttle Bus from Nagoya Marriot
13:45 – 15:45	Museum Guided Tour
15:45	Move to the Welcome Reception Venue (the Auditorium of the Museum)

Welcome Cocktail Reception	
15:15	Shuttle bus from Nagoya Marriott
16:00 – 18:00	Welcome Cocktail Reception
18:15	Shuttle Bus to Nagoya Marriott

Oct. 30（Wednesday）

Time	Theme	Other Program
9:10	Greetings on the Occasion of the Event in Japan	
9:25	Welcome to Japan	
9:40	Why did the Automobile Industry Prosper in Japan? Evolution of the Automobile Industry: Past, Present and Future	
10:15	QA	
10:35	Break	
10:50	What is the Popularity of Vintage Japanese Cars Overseas?	Vehicle Exhibition and Demonstration Run
10:55	Japanese Cars of America's Rad Era	
11:15	Japanese Car Culture in the UK : A New Chapter for its Motor Museums?	
11:35	QA	
11:55	Lunch	
12:55	Examples of Utilizing Digital Technology and Distinguishing between Digital and Real-world Usage	Museum Library and Special Collections and Archives Tour
13:00	Virtualization of CSR Activities and Future Outlook of Corporate Museums	
13:20	AI in Motion - Transforming Motor Museums	
13:40	QA	
14:00	Break	
14:15	Innovations and Challenges in Museum Management	
14:20	Reassessing Heritage Value	
14:40	Innovations and Challenges in Museum Operations	
15:00	QA	
	Today's Review	
15:20	Free Tour	
16:00	Shuttle Bus Departure	

Oct. 31 （Thursday）

Time	Theme	Other Program
9:10	Heritage Activities of Japanese Automobile Manufacturers	
9:15	Nissan's Heritage Utilization	
9:35	CLASSIC MAZDA　Overview of Services for Vintage Vehicles	
9:55	QA	
10:15	Break	
10:30	The Background Behind Cars Becoming a Culture	Vehicle Exhibition and Demonstration Run
10:35	American Car Culture: An Introduction	
10:55	How Automobiles Became "Culture" and its Future Prospect	
11:15	QA	
11:35	Lunch	
12:35	The Formation of Automotive Culture in Asia and the Role of Automobile Museums	Museum Library and Special Collections and Archives Tour
12:40	Automobile Industry in Asia	
13:00	Australasian Repositories	
13:20	QA	
13:40	Break	
13:55	Reflection on the Major Transformations of 100 Years Ago and a Message for the Future	
14:00	Britain’s Motor Industry: Full Circle?	
14:20	The Great Transformation of 100 Years Ago and a Message for the Future	
14:40	QA	
15:00	Break	
15:15	General Review	
15:25	Closing Remarks	
15:30	Notices from the Secretariat	
15:40	Free Time	
16:50	Toyota Automobile Museum Special Presentation: Digital Fireworks	
	Commemorative Photo	
17:00	Shuttle Bus Departure	

Nov. 1（Friday）・Nov. 2（Saturday）

1st November	
8:00	Shuttle Bus to Fuji Area
14:00	Fuji Motorsports Forest
14:30 – 17:00	Fuji Motorsports Museum and Other Facilities
18:00 – 20:00	Farewell Dinner (Fuji Speedway Hotel)
20:30	Shuttle Bus to Hotel Clad

2nd November	
8:00	Shuttle Bus from Hotel Clad to Fuji Speedway Hotel
9:00 – 11:00	Fuji Fan Cruise
11:30	Shuttle Bus to JR Mishima Station

Evolution of the Automobile Industry: Past, Present and Future

Speaker
Takahiro Fujimoto, Japan Automotive Hall of Fame
Chairman

Facilitator
Kenichi Furuhashi, Kawasaki Motors, Ltd.
Senior Manager


Takahiro Fujimoto

The representative model of innovation theory, the Abernathy-Utterback model, characterizes the development process of an industry through the combination of the frequency of product (product) innovation and process (manufacturing) innovation. If applied to the automotive industry, after Daimler and Benz invented the gasoline car in 1886, frequent product innovations occurred, but in 1908, the Ford Model T became the dominant design (the established, subsequently standard product design in the industry), shifting the focus to process innovation, i.e., how to improve productivity.

When Ford's production system appeared in the 1910s, it is hypothesized that the long tail of the industry lifecycle began around the 1930s. The automotive industry faced various challenges, continuing to produce many innovations in both product and process. One cycle would not end before the next cycle began, and we entered an era where everything became uncertain.

In Japan, automobiles were first encountered around the early 20th century. Many prototypes were created, but only limited numbers were produced. After the Great Kanto Earthquake of 1923, Ford and GM realized there was an automotive market in Japan and began small-scale production. Subsequently, Toyota, Nissan, and Isuzu entered as emerging manufacturers, and various companies advanced the evolution of automobiles. When observing Japan's economy from a macro perspective, it continued to grow from the 1900s but saw a major decline due to World War II. Afterward, due to luck and effort, Japan experienced rapid economic growth during the Cold War period, but its economic growth stopped in the 1990s after the Cold War ended. However, among the G7 countries, only Germany and Japan have manufacturing industries accounting for about 20% of GDP. Even though Japan's economy has stagnated over the past 30 years, the manufacturing sector has slowly increased its contribution to GDP, making Japan a manufacturing powerhouse.

The number of people working in Japan's manufacturing sector has decreased from 15 million to 10 million over the past 30 years. In contrast, it is said that 300 million people in China are employed in manufacturing. Despite this, Japan’s manufacturing sector remains in a good state, and especially, the automotive industry performs well. On the other hand, China's improvement in productivity has been remarkable, and considering the domestic labor shortages, it can be said that the survival of Japanese factories will be difficult.

In 2022, Japan's manufacturing exports reached a record high. What are the strengths and weaknesses of Japan's manufacturing industry? This can be clarified using the Capability-Architecture-Performance (CAP) approach. Capability refers to the flow of value-added activities and creating a good flow towards the customer. Architecture is the design concept, which is the basic mindset of an engineer. When these two align, the product becomes more competitive.

First, performance (competitiveness) is multifaceted, involving production, market, and profit. Production performance includes many routines (basic operations) such as kanban, kaizen, 5S, automation, and mixed production. Mastering all of these allows one to win in production competition through TPS (Toyota Production System). This is Japan's strength, especially effective for complex architectures like automobiles.

Next, capability is whether the flow of value-added activities can be consistently created for the customer, involving both physical and informational flows. According to Taichi Ohno of Toyota, reducing waste maximizes value-added work time, shortening lead times to lower costs, and improving quality. This theory remains highly effective.

Finally, architecture represents the engineer's mindset and the combination of functional and structural elements. In a personal computer, functions and structures correspond one-to-one, which is called a modular architecture. In automobiles, functions and structures are intertwined in a more complex way, forming an integral (interfacing) architecture. Japan holds a strength in this complex world. Additionally, if the interface between structural elements (parts, etc.) is closed within individual companies, it is a closed architecture; if connected through industry-standard interfaces and compatible with parts from other companies, it is an open architecture.

There are three basic types of product architecture: (1) closed-integral type, found in Japanese automotive manufacturers, (2) closed-modular type, found in U.S. automotive manufacturers, and (3) open-modular type, found in Chinese automotive manufacturers and GAFAM (Google, Amazon, Facebook, Apple, Microsoft). Among them, products with integral architecture in Japan tend to have high international competitiveness and high export ratios.

Regarding the future of the automotive industry, electric vehicles (EVs) currently account for 10% of the global market, with 60% of that market in China. While the market expanded rapidly, growth has recently slowed. It is predicted that EVs will not increase easily. If we compare it to a marathon, we are still at the 10-20km point, and it will take 30-40 years for EVs to become widespread. While we are not pessimistic in the short term, we cannot afford to stand still. CO2 emissions and Life Cycle Assessment (LCA) are critical. The production stage of batteries emits substantial CO2. While EVs are important, they are not a cure-all. Many innovations are needed to overcome their weaknesses, as the industry is still in a transitional period.

Even today, capability remains important. TPS is still essential. At the same time, the ability to build architecture has also become crucial. The ability to adopt Silicon Valley-style thinking is also essential. There are areas where it is a weakness for us, but it becomes a strength for our competitors. There is no all-powerful entity. We are now in a complex situation where both competition and cooperation occur simultaneously. Both capability and architecture have become equally important.

Why are Japanese cars from the 1980s and 1990s popular in Europe and the United States now?

Japanese Cars of America’s Rad Era

Speaker

Derek E. Moore, Lane Motor Museum

Curator of Collections

Facilitator

Mamoru Ishii, Subaru Techno Corporation

General Manager


Derek E. Moore

Since Japanese cars were introduced to the U.S. market in the late 1950s, they have attracted attention since the 1970s. By the 1980s and 1990s, they met American needs in terms of fuel efficiency, size, quality, and price, and began to dominate the market. This enthusiasm has seen a notable rise in the past 20 years within American automotive culture. In the U.S. today, many people still have a deep affection for Japanese cars from the 1980s and 1990s and continue to own them. To understand why these cars are popular as classic cars and why people still own them, a survey was conducted among Japanese car owners.

The survey was sent to Japanese car collectors across the U.S., and 53 responses were received. The survey consisted of 10 questions. The most common age group of owners was in their 30s, people born in the "prime" era of Japanese cars. The survey also revealed that the proportion of people who owned either Japanese-market cars or American-imported Japanese cars was almost equal. When asked why they liked Japanese cars, the younger generation most often cited an interest in Japanese pop culture such as video games, movies, manga, and music, followed by family influence. Additionally, many were introduced to Japanese cars through movies like "Fast and Furious" and "Need for Speed," which featured "right-hand drive, Japan-only market cars" that were not officially imported to the U.S.

When asked about why they collected Japanese cars, the most common response was the cars' style and design, followed by their technical features. As for the use of their cars, many cited participation in Japanese car shows, events, and concours, with daily use being the second most common reason. When asked if they belonged to a group or club for classic Japanese car owners, slightly more respondents indicated they did not belong to such groups. In the open-ended question about why 1980s and 1990s Japanese cars are popular, a dominant response pointed to the cars themselves. Specific reasons included their technology that met emission regulations, innovative technology, high performance such as speed, good style, and unique designs.

The survey results revealed that the superiority of Japanese cars is attributed to their impact on pop culture, well-established quality, and the distinctive designs of cars from this era. Moreover, it was suggested that the popularity of vintage Japanese cars is on the rise, with increasing interest in Japanese cars from other eras as well.

In the follow-up questions, when asked about the excellent design of Japanese cars from the 1980s and 1990s, respondents pointed to their small size and sharp design, qualities not found in American cars. Regarding the reasons for their popularity, responses included the 25-year rule allowing the import of right-hand drive cars and older cars that didn’t meet fuel efficiency regulations, as well as the value placed on rare cars that were difficult to obtain.

Japanese Car Culture in the UK: A New Chapter for its Motor Museums?

Speaker
Jon Murden, National Motor Museum, Beaulieu
Chief Executive

Facilitator
Mamoru Ishii, Subaru Techno Corporation
General Manager

Jon Murden

Jon Murden, Chief Executive of the National Motor Museum, spoke about the influence Japanese cars and their culture have had on British motor enthusiasts. The National Motor Museum has developed by recognizing the social, cultural, and economic impacts of automobiles as the world's first automobile museum.

The connection between the UK and Japan's automotive industries dates back to 1918, when Tokyo's Ishikawajima Shipbuilding Company signed a contract with the British Wolseley and began domestic production of the Wolseley A9. However, there were only a few Japanese cars in the National Motor Museum's collection, including the 1935 Datsun Type 14, which is considered Japan's first mass-produced car and the first Datsun to be shipped to Europe.

The relationship between Japan and the UK's automotive industries deepened after World War II. In 1951, Nissan partnered with the British Austin company, and Isuzu signed a contract with the Rootes Group to begin production. From the 1960s, imports of Japanese cars increased, and by the 1970s, their market share in the UK expanded. After the oil crisis of 1973, Japanese cars became a fixture in daily life and brought significant changes to consumer preferences.

In the 1980s, Japanese companies began setting up European bases in the UK. In 1981, Honda partnered with British Leyland, Nissan opened a factory in Sunderland in 1986, and Toyota entered Derbyshire in 1992. These Japanese-owned factories became some of the most productive in Europe and revitalized the UK automotive manufacturing industry, now accounting for almost half (47.7%) of the UK's car production. This industrial growth created a familiarity that supported the growing interest in Japanese cars as classic cars. Among those involved in the manufacturing and maintenance of Japanese cars, there is a special affection for them, and they are easily recognized as part of British popular culture. Thus, the long-standing role of Japanese cars in the UK has contributed to a new nostalgia-based value for them as classic cars.

Since the 1990s, interest in Japanese culture through anime, manga, films, and games has increased, and JDM (Japanese Domestic Market) performance cars imported by individuals have also garnered attention. Through films like *Fast & Furious* and games like *Gran Turismo*, JDM cars became objects of admiration for younger generations.

The National Motor Museum, now celebrating its 50th anniversary, is exploring new strategies to appeal to diverse audiences. Recognizing the social and technical significance of Japanese cars, the museum has collected vehicles such as the 2002 Honda Insight. At the same time, it aims to expand interest in Japanese car culture by approaching younger and more diverse groups of automotive enthusiasts.

During the Q&A, when asked about their most interesting Japanese classic cars, Murden mentioned the Datsun Sunny, Honda Ballade, and Toyota Crown, which are rooted in British life and referred to as "Anglo-Japanese cars."

The Expanding Value of Corporate Museums

Speaker
Takayuki Aikawa, Isuzu Motors Limited
General Manager

Facilitator
Yoji Ohtani, Mitsubishi Motors
Assistant to General Manager


Takayuki Aikawa

Takayuki Aikawa of Isuzu Motors' Public Relations Department presented on the virtualization of CSR activities at Isuzu Plaza, a corporate museum. Isuzu Plaza is a facility aimed at educating visitors about Isuzu's past and present, and fostering brand loyalty. It attracts about 60,000 visitors annually, but due to the COVID-19 pandemic in 2020, it had to close temporarily. This led to a search for ways to continue engaging the public during the closure.

The first initiative was to virtualize social studies field trips. In Japan, fifth-grade students are required to visit company factories as part of their social studies curriculum, and with the pandemic, virtual factory tours became an urgent task. For the virtual tours, they recorded the sounds of machinery and created an immersive experience that made it feel as if students were actually visiting a factory. Additionally, Isuzu Plaza connected with schools online, where students participated in quizzes, fostering interactive communication. The virtual social studies tour connected Isuzu Plaza with the venue online, and participants at the venue joined in the quiz.

The next step was the virtualization of CSR activities. Previously, CSR activities, such as hands-on manufacturing workshops, were carried out in person. However, due to the pandemic, Isuzu transitioned their job introduction lessons for middle and high school students to an online format and created a website for children, "Isuzu Town," where they distributed videos on manufacturing experiences and traffic safety awareness.

Now, after the pandemic has subsided, in-person factory tours have resumed. Local elementary schools visit the factory in person, while schools in distant locations make use of virtual tours. Some elementary schools that participated in the virtual social studies tour later visited Isuzu Plaza on a school trip. CSR activities have combined virtual and real experiences to create a positive cycle, such as sending staff on outreach lessons to regions where virtual experiences sparked interest.

Isuzu Plaza also features virtual content like a driving simulator for large trucks and diorama displays showing how Isuzu products contribute to a fictional town. In addition to these, there are plans to create a future exhibition booth that visualizes the future of logistics, demonstrating that virtual efforts can serve as a guide to both the present and the future.

During the Q&A, challenges and innovative ideas in the operation were discussed. Aikawa mentioned that they had to temporarily halt factory operations to create the virtual content and spent time ensuring that staff understood the significance of the project for future generations.

AI in Motion - Transforming Motor Museums

Speaker
Wim Van Roy, World Forum for Motor Museums
Chairman

Facilitator
Yoji Ohtani, Mitsubishi Motors
Assistant to General Manager

Wim Van Roy, Chairman of the World Forum for Motor Museums Conference, gave a presentation on the use of new AI tools in museums.

First, the potential applications of AI for various museum functions were introduced. In collection management, AI can automate data acquisition and tagging, digitize texts using OCR, and monitor temperature and humidity to maintain the condition of exhibits. For visitor experience, generative AI can facilitate real-time interactions between exhibits and visitors, offering personalized tours and explanations tailored to individual preferences. In data analysis, AI can provide insights into visitor behaviors and online preferences, which can then be used for trend forecasting and exhibit optimization, creating experiences that deepen visitors' understanding of the displays. For content creation, AI-generated exhibit explanations and multilingual support can accommodate a wide range of visitor preferences. In social media and marketing, AI can be used for post scheduling and engagement analysis, enabling campaigns tailored to the preferences of target audiences by understanding visitor reactions. Additionally, inventory and collection management are also streamlined, with real-time monitoring and anomaly detection ensuring the protection of exhibits and visitors.

Next, actual case studies of AI implementation were presented, such as generating self-guided tours based on personal interests, length of stay, and preferences, real-time sign language translation for visitors with hearing impairments, audio guides for visually impaired visitors, and the use of humanoid robots.

Finally, considerations for AI usage were discussed. From an ethical standpoint, AI is meant to enhance unique museum experiences and not replace traditional elements. The technical challenge lies in the need for specialized personnel and infrastructure, requiring collaboration with high-tech companies, which may be difficult for smaller organizations. In terms of costs, both hardware and software can be expensive, but over time, automation of cataloging collections and managing visitor data could free up staff to focus on higher-level tasks. Regarding visitor adaptation, some prefer traditional approaches, so museums need to design experiences that cater to diverse audiences. Accuracy and reliability are also crucial, as providing incorrect information regarding collections or historical contexts could damage the museum's credibility. Therefore, AI usage requires a deep understanding of ethics, costs, and visitor engagement, with ongoing knowledge sharing and discussions among experts in the U.S., Europe, and ICOM.

During the Q&A session, topics such as predicting changes in visitor experiences and the effectiveness of using AI to analyze large amounts of web data to attract visitors with different demographics were discussed.

Reassessing Heritage Value

Speaker
Luca Hoare, Haynes Motor Museum
Curator

Facilitator
Yusuke Souma, Suzuki Motor Corp.
Manager


Luca Hoare

Luca Hoare gave a presentation on the significance and preservation methods of cars as exhibits, created as functional machines. When it comes to preserving heritage cars, there is a choice between static and dynamic preservation, and this decision must be made on a case-by-case basis for each vehicle. The main function of a car is to move, but its meaning can vary depending on the individual, and aspects such as shape, movement, and sound are also important. However, many museums often choose static displays. In the case of dynamic preservation, part replacements may be necessary, while static preservation inevitably results in deterioration, meaning the complete preservation of the original state cannot be maintained.

In preservation and restoration theory, originality and historical significance are prioritized, with efforts made to minimize the reduction of material originality. However, classic cars are originally intended to be driven, and there is significance in dynamic preservation. The historical significance gained from driving extends beyond the physical realm and becomes an important element in deepening visitors' understanding. Dynamic preservation provides a multi-sensory experience to visitors, offering not only a visual experience but also sound, smell, and vibration, evoking strong emotions.

Moreover, dynamic preservation contributes to the transmission of specialized knowledge, helping to mitigate the risk of losing certain skills. Providing heritage skills and preservation techniques is part of the museum's significance, and it is necessary not only to preserve the material aspects of exhibits but also to realize their value.

Recent preservation theories have shifted the value of collections from material originality to a perspective that emphasizes their preservation for current and future generations. Therefore, access and preservation are not necessarily opposing concepts but should complement each other. The lifespan of an exhibit is finite, and when its value is lost, so too does its lifespan. The method of preserving cars should be decided based on evolving values over time and must reflect visitors' opinions. Visitors are likely to feel greater value by directly experiencing a car in motion. Thus, to maximize the value of exhibits, it is important to display them in a way that resonates with how visitors perceive their value. The choice between static and dynamic displays should be made with consideration not only of material authenticity but also of the balance between the value and experiences visitors seek.

During the Q&A, the distinction between static and dynamic preservation was discussed. Luca Hoare emphasized the importance of assessing what is important, such as the experience visitors value, the historical and preservation perspectives of the displayed vehicle, and making decisions for each vehicle individually.

Ingenuity and Worries of Museum Management

Speaker
Yoshinori Asahi, Honda Motor Co., Ltd.
Expert Engineer

Facilitator
Yusuke Souma, Suzuki Motor Corp.
Manager


Yoshinori Asahi

Honda celebrated its 75th anniversary in 2023. As part of the 50th anniversary commemoration, the Honda Collection Hall was established in 1998. Located in the Mobility Resort Motegi in Haga-gun, Tochigi Prefecture, surrounded by a rich forest and offering a variety of activities, this resort facility has a very unique setting.

Ahead of a major renewal, various challenges were identified. While the Mobility Resort Motegi saw an increase in visitors thanks to its enhanced family-friendly experience facilities, the Honda Collection Hall, centered on displaying about 300 vehicles, remained a museum focused primarily on viewing. Additionally, since the primary exhibits were from before 1998, an update of the last 25 years was necessary. The team asked themselves: What do we want to convey to visitors? What do we want to show? This led to the development of the new concept.

The renewal concept aimed to evolve from simply displaying numerous vehicles, primarily Honda products and racing machines, into a museum that conveys Honda's philosophy through a story of dreams and challenges, spanning from its founding to the present and into the future. This evolution involved careful consideration of the appropriate arrangement of vehicles and spatial design. For instance, it was found that during guided tours, when all the cars were visible at once, participants were distracted by surrounding cars and had difficulty concentrating. As a result, they focused on creating spaces that allowed for a deeper understanding of each vehicle.

A key feature of the renewal was the audio story guide. By scanning a QR code from their smartphones, visitors can view the story of Honda's dreams and challenges related to each exhibit. Currently, the system supports English, Chinese, and Japanese. For those without smartphones, a free guide system is available. The exhibits are designed to offer a narrative experience, like reading a novel, as visitors follow the route. The exhibitions cover not only the events of each era, Honda's beliefs, and successful experiences but also the struggles and setbacks the company encountered. The content is designed to help visitors understand the past and think about the future.

For the first time in this renewal, the story of the 2000s has been displayed. At the entrance, the HondaJet is featured as part of Honda's new dreams and challenges. The various experience-focused exhibits are designed to inspire future generations, especially children. The team believes that childhood experiences are crucial. They aim to attract repeat visitors with three special exhibitions annually. One major exhibit, Garage Collection, features a large number of vehicles in an impactful showcase. The HondaJet flight experience, UNI-ONE test rides, and children's experience of riding a Honda F1 car are also provided. These unique, never-before-seen experiences have increased engagement with Honda, and the team feels that the renewal is already showing positive results.

In the Q&A session, a question was raised about the immersive space design and the designer's dedication to design. In response, they explained that, even in exhibition booths, they consider how the environment appears, how visitors perceive it from different angles, and strive to create spaces that are enjoyable from the design stage. When asked about efforts to engage younger people who may be less interested in cars, they emphasized that it is important to create appealing products, explaining that in the 1970s, Honda focused on building the cars they wanted, rather than simply making cars because they sold. This philosophy is exemplified in the exhibits at the Honda Collection Hall.


ZONE 2
1910s | 自動車の急速な進化
Rapid Advancement of the Automobile
ZONE 3
1910 - 1930s | 自動車の大衆化
Widespread Acceptance of the Automobile
自動車の急速な進化
Rapid Advancement of the Automobile
Kawasaki

NISSAN Heritage Activations

Speaker
Shunsuke Andou, Nissan Motor Co., Ltd.
General Manager

Facilitator
Nobuaki Tanaka, Yamaha Motor Co., Ltd.
General Manager


Shunsuke Andou

At the beginning of his presentation, Nobuaki Tanaka from Yamaha Motor explained the definition of "heritage" in Japan. In Japan, both "heritage" and "legacy" are used, and while both can be translated as "遺産" (isan) in Japanese, their meanings are subtly different. Heritage refers to cultural and historical assets or concepts that are passed down across generations, with a focus on continuity. In contrast, legacy refers to the lasting influence or reputation that a person or organization's activities have on future generations. In Japanese automobile companies, heritage often refers to past products, brands, and trust, though there is not a strict distinction between the two terms. In this session, heritage was defined as the cultural and historical value, heritage, legacy, and tradition of Japanese automakers.

Shunsuke Ando from Nissan Motor presented the strategic use of heritage, asset management, and an overview of Nissan's heritage collection. For Nissan, heritage is about weaving together history and embodies the brand's values and attitudes embedded in cars and technology. The role of heritage is to connect decisions made during difficult times and innovations to the future, and it is also a key element in building trust. Citing the British Brands Group, Ando mentioned that a story that blends the past and present strengthens trust in the brand.

As a strategic use of heritage, Nissan utilizes it in events such as new car launches, milestone events for key models, and company anniversaries. They emphasize storytelling and communicate the thoughts behind each model and the brand's commitment. The Nissan Heritage Collection in Zama, Kanagawa Prefecture, is open to the public, and a "Heritage Zone" is also set up in the Nissan Global Headquarters Gallery in Yokohama, where the latest models are exhibited. Since the COVID-19 pandemic, Nissan has also been streaming virtual tours of the heritage collection on YouTube and posting stories of classic cars through social media.

For heritage asset management, Nissan digitized press releases from 1961 onwards in 2022 and made them available online, with hopes to use them for research and studies in specialized museums. The heritage collection houses approximately 500 vehicles, with around 280 on display. As mentioned earlier, the collection is primarily focused on cars that have played a significant role in bringing innovation. The collection started in the early 1960s and was publicly opened in 2013 to commemorate the company's 80th anniversary. Before the pandemic, it was very popular, attracting 23,000 visitors annually. Since it is operated as a vehicle base and garage rather than a museum, Ando pointed out that providing comprehensive historical information is a challenge, and future efforts will be necessary.

「CLASSIC MAZDA」

Planning/Development of Restoration Services and Reproduction Parts

Speaker
Yasunari Tanimoto, Mazda Motor Corp.
General Manager

Facilitator
Nobuaki Tanaka, Yamaha Motor Co., Ltd.
General Manager


Yasunari Tanimoto

"CLASSIC MAZDA" is a restoration service for owners, launched in 2016 with the goal of fostering a culture that values old cars. The target vehicle, the "first-generation Roadster," is considered ideal because it has a strong emotional connection with users and is loved by a wide range of people. This initiative is a project that is supported by both internal and external collaborations. After a user applies, the process involves document review and an on-site inspection before a decision is made, with the restoration typically completed within three months.

Regarding the important aspect of "parts supply" during restoration, Mazda not only collaborates with genuine parts suppliers but also requests support from other suppliers. Through this process, it became clear that there are very few interior parts restoration specialists in Japan. The goal is to establish an in-house system for restoring interior parts. There have been five direct interactions with users, fostering new bonds between the manufacturer and the users.

As a "future initiative," the second phase targets the third-generation RX-7, and currently, experimental body restoration is underway (displayed at the vehicle exhibition of this conference). The resumption of parts sales that had not been available for many years has been welcomed by service shops, strengthening the bond with users.

The presentation concluded with the statement that, as a company, Mazda aims not only to restore old cars but also to promote Japanese automotive culture to the world and contribute to the realization of a sustainable society.

During the Q&A, several questions were raised, including Mazda's stance on its classic car collection, why restoration is not done in Europe and America, whether museum cars are lent out to the world, the reason for including owner clubs in the restoration service, and why restoration is supported despite the cost of up to 5 million yen, which could buy a newer car. In response, it was stated that they display restored cars as much as possible, that cars are also taken out of the museum, that the purpose of restoring vehicles is to understand past developments and that development chiefs and young staff members also test drive the restored cars. It was also mentioned that they are considering expanding the restoration business and car rentals globally.

Additionally, it was explained that since the manufacturer lacks the technology to repair used cars, they learned about relevant service shops through information exchanges with owner clubs and contracted those companies for the restoration. There was also a comment suggesting that the manufacturer should strengthen cooperation with mechanics worldwide.

American Car Culture: An Introduction

Speaker
Leslie Kendall, Petersen Automotive Museum
Curator

Facilitator
Fumihiko Kondou, Daihatsu Motor Co., Ltd.
General Manager


Leslie Kendall

Leslie Kendall began by describing automotive culture as the collective beliefs, attitudes, habits, and activities shared by various societies that value and maintain strong connections with cars. The automotive culture in the United States has been shaped by socioeconomic conditions, access to raw materials essential for industrial growth, historical events, and a national spirit of independence. The vast land and the need for long-distance travel made cars indispensable to Americans, enabling exploration and swift mobility.

In rural areas, where public transportation was scarce, cars were the only practical means of covering long distances. Initially used much like horses, cars evolved through innovations in design to become symbols of social status and wealth. In the early 1900s, blacksmiths maintained both horses and cars, transitioning to serve motorists as carriages became obsolete.

During the 1910s and 1920s, improved roads and the availability of affordable, powerful cars popularized long-distance travel. As automobile travel gained traction, businesses catering to travelers emerged, including restaurants, motels, and gas stations, which proliferated alongside the growing interstate highway system. In cities, auto shows were held, and appealing dealerships played a significant role in attracting customers.

Cars also intersected with music and movies, with Hollywood promoting them as fashion leaders. Luxurious showrooms became commonplace, offering a refined atmosphere to boost sales, while the used car market and parts accessory shops expanded. Cars went through life cycles, ending up in scrapyards. Enhanced convenience made driving more comfortable, with car radios gaining popularity as entertainment, and urban planning began incorporating parking facilities, including multilevel parking garages.

Although war temporarily altered automotive culture, peace in the mid-1940s saw manufacturers revamp pre-1942 models for resale. Post-war entrepreneurs introduced cars in various sizes, but the influx of used cars from major manufacturers eventually sidelined new, unique designs. Automakers focused on fostering car aspirations in children and youth through inventive marketing.

Some soldiers returning from Europe brought back cars, but Americans preferred vehicles suited to domestic driving conditions. Route 66 became synonymous with road trips, and on freeways, larger cars were favored. By the 1950s, it became harder to distinguish cars individually, prompting young people to seek original styles.

In suburban areas, shopping centers adapted to cars, and road trips became popular, with "seeing America by car" becoming a common vacation activity. A shift away from oversized vehicles occurred, with compact cars from Europe and Japan gaining attention, though there was also a return to traditional American cars.

Despite the oil shock in the mid-1970s, American automotive culture remained steadfast. While celebrating the nation’s bicentennial in 1976, rising gasoline prices and insurance costs made an impact. As the economy rebounded, extravagant designs like gull-wing doors and convertibles reemerged as symbols of wealth.

Since the 1990s, cars have been both a source of enjoyment and frustration due to traffic, with Americans exploring alternatives but ultimately returning to car reliance. Unlike Europe, U.S. car culture, including the collector scene, remains more casual. Cars are seen as a key reflection of a nation's values and priorities in material culture. Responding to concerns about waning interest among youth, Kendall stated that automotive culture is evolving, not disappearing. While ride-sharing offers alternatives, it lacks the freedom of personal ownership, a cornerstone of American life. He emphasized that automotive culture remains alive and dynamic, adapting to societal changes.

How Automobiles Became "Culture" and its Future Prospect

Speaker
Sébastien de Baere, Autoworld Museum
Managing Direcor

Leo Van Hoorick, Autoworld Museum
Curator

Facilitator
Fumihiko Kondou, Daihatsu Motor Co., Ltd.
General Manager


Sébastien de Baere

The Autoworld Museum, located in Brussels, is introduced as a national, multi-brand museum that welcomes more than 250,000 visitors annually. Its exhibits feature classic cars and motorcycles, along with popular special exhibitions and automotive-related events. Next year, an exhibition on Japanese car culture will be held. The museum highlights the impact of automobiles and driving on daily life, emphasizing how cars, like new technologies, significantly influence our lives.

Evolution of Automotive Culture:

Over the past century, automobiles have evolved dramatically under the influence of social, technological, economic, and environmental factors. The invention of cars in the late 19th century led to the organization of races, the establishment of clubs, and connections to art and fashion. Post-war urban development furthered the spread of automobiles, solidifying their role in popular culture through movies and music. Cars became more than just a means of transportation, symbolizing individualism, freedom, and mobility.


Leo Van Hoorick

Global Spread and Diversification of Automotive Culture:

From the 1950s to the 1960s, the development of ring roads in Europe connected cities and suburbs, driving urban expansion. Cars contributed to unique cultural expressions in different countries, such as Japan's kei cars, Germany's autobahn culture, and Italy's sports car tradition. Later, car design gained recognition as an art form. The 1970s saw the rise of car enthusiast communities, with clubs, races, and events bringing enthusiasts together. By the 1990s, international car auctions gained prominence, and classic and vintage cars became highly sought-after collector's items. With technological advances, the auction market is expected to continue growing.

The Future of Automotive Culture:

Cars are no longer merely a mode of transport but represent freedom, identity, and modernity. They are expected to continue evolving alongside technological innovations and societal changes. As symbols of contemporary society, automobiles reflect how people live and engage with their communities within cultural contexts.

Q&A Session:

The discussion touched on the growing interest in Japanese cars, particularly models from the 1980s and 1990s, which resonate with younger audiences. Addressing the decline in car culture among youth, Autoworld Museum emphasized the importance of creating exhibits that engage new generations, offering stories that bridge the past with the future. The museum plays a vital role in showcasing the history and evolution of automotive culture while inspiring interest in cars among younger audiences through forward-looking exhibitions.

Automobile Industry in Asia

Speaker
Jaja Ishibashi, Toyota Motor Asia (Singapore) Pte. Ltd.
General Manager

Facilitator
Akira Echizen, Mitsubishi Fuso Truck and Bus Corporation
Head of Division

Jaja Ishibashi, General Manager of Toyota Motor Asia (Singapore) Pte. Ltd., provided insights into the role of automotive museums in Asia and the future direction of the automotive industry.

He began by discussing the appeal of Asian automotive museums, citing examples such as the Auto Rendezvous Museum in Bangkok and R-Garage in the Philippines. What makes these museums unique is their origins; many were established by private collectors aiming to preserve automotive history. These museums also serve as valuable educational resources, offering opportunities for engineering students and educators to explore the evolution of automotive technology. Additionally, they facilitate collaboration with car dealerships and discussions about future partnerships. By fostering cooperation between museums, manufacturers, and educators, they hold potential as innovation hubs that shape the future of the automotive industry.

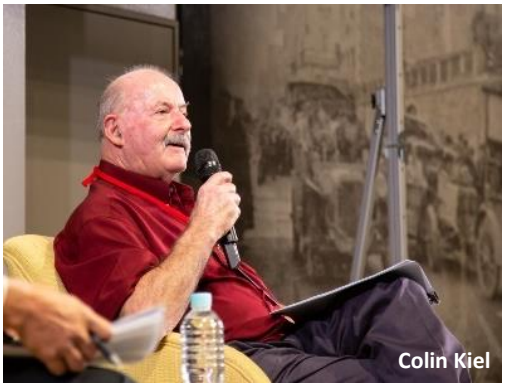
Next, Ishibashi explained the evolution of the automotive industry in Asia. Understanding how the industry began in the region is crucial. Focusing on Southeast Asia, he explored its formation and growth. Over the past 74 years, the population has quadrupled, exceeding 1 billion people today. With this growth, the market size is approaching 4 million vehicles annually.

The rich history of Asian automotive culture was highlighted, noting that companies like Ford, Mercedes-Benz, Volkswagen, and Toyota initially entered the market through Completely Built-Up (CBU) imports. In the 1960s and 1970s, these brands established dealerships and began local assembly operations. By the 1990s, Thailand emerged as a manufacturing hub, becoming a leader in Southeast Asia's automotive exports. In 2002, the Thai government launched a master plan to position the country as a competitive automotive production center, aspiring to be the "Detroit of Asia." Between 2000 and 2017, car production grew by 383%. Toyota chose Thailand as its production base for affordable and reliable pickup trucks (IMV) in 2002. To date, over 7 million IMV-based vehicles have been produced in Thailand, with more than 4 million units exported to over 120 countries worldwide.

He also touched on motorsports in Asia, referencing early key events like the Malayan Grand Prix in the early 1960s. The introduction of the Malaysian Grand Prix in 1999 brought global attention to Asian motorsports and captivated fans. Thailand, Malaysia, the Philippines, and Indonesia have hosted unique racing series like the Super Series, which contribute to developing local drivers.

Finally, Ishibashi discussed the outlook for the ASEAN market. With continued growth and accelerated motorization, the automotive industry must prioritize technology and sustainability. Electrification is a critical initiative for improving the region's energy environment. He concluded by expressing Toyota's commitment to collaborating with other major automakers to drive sustainable economic growth.

Australasian Repositories


Colin Kiel

Speaker
Colin Kiel, Australasian Motor Museums Association
Chair

Facilitator
Akira Echizen, Mitsubishi Fuso Truck and Bus Corporation
Head of Division

Colin Kiel stated that automobiles have been enjoyed for approximately 150 years around the world and have played a crucial role in global development alongside significant world events. He emphasized that the role of museum owners and curators is to entertain, educate, and remind people of the world of automobiles. In his presentation, he touched on the topic of funding for maintaining museums and introduced five types of operations for automobile museums in southern Australia.

The first type involves large government-owned facilities. Notable families often bequeath their automobile collections to local governments for preservation and public enjoyment. While government agencies are obligated to accept these collections, they often see museums as a waste of resources and reluctantly agree. Kiel noted that admission fees and promotional events alone are insufficient to sustain such large facilities, making their continued operation challenging.

The second type consists of volunteer groups preserving local history. An example is the Motor Museum of Western Australia, which operates on admission fees, donations, and limited small grants.

The third type is family-run museums, which are maintained with the help of local volunteers. Because they are family-operated, expenses are kept to a minimum. For these families, the museum is their life and passion. However, Kiel expressed sadness that such people are becoming increasingly rare, and when they pass away, their memories are often lost forever.

He recounted a conversation with a 95-year-old Australian icon, Charlie, before coming to Japan. Charlie stated, “I’m not doing this for money.”

The fourth type is also family-run but supplements its funding through related businesses such as restaurants. These museums strive to remain open as frequently as possible.

The fifth type, to which Kiel himself belongs, is private collectors. Typically, these individuals own their properties and open them on set days or by appointment or invitation. They charge a small admission fee to cover expenses, with any excess often donated to charity.

In his presentation, Kiel emphasized that all museums face financial difficulties. This is because, in Australia, automobile museums are not classified among museums and art galleries eligible for government grants. However, he suggested that opening the door to private collectors could increase the number of museums of the fifth type, contributing to the continued growth of the historic car movement. He stressed that the societal impact of this movement should not be underestimated and that charging even a small fee is vital for the sustainability of automobile museums across Australia. He concluded that this approach is key to ensuring their long-term survival.

Britain’s Motor Industry: Full Circle?


Stephen Laing

Speaker
Stephen Laing, British Motor Museum
Head of Collections & Engagement

Facilitator
Agnes Mineno, Hino Motors, Ltd.

At the end of the 19th century, the first automobiles were invented in Britain, and production soon began in automobile factories. Early automobile users and manufacturers fought to make cars, which were initially regarded as sensorially unpleasant and an insult to the planet, a public necessity. During this early period, gasoline, steam, and electric technologies competed, being both advocated for and rejected—challenges that remain the same today.

In the 1920s in Britain, the Austin “Seven” was widely accepted by the general public. Alongside the 1960s “Mini,” it established the British position in the small car segment. From this period onward, automobiles not only shaped the streets of our towns and urban planning but also transformed transportation and communities—a fact that remains true today.

After World War II, the British government prioritized automobile exports, and Britain became the country with the highest share of automobile exports globally. However, by the late 1950s, Britain was no longer the leading car producer in Europe. In response to competition from imported American cars, long-time rivals Austin and Morris merged to form the British Motor Corporation. This marked the beginning of a long period of restructuring among British automakers. Nationalization and privatization by the government, along with mergers, acquisitions, and capital partnerships involving domestic and foreign companies, followed. Some of the many brands disappeared, while others had their rights transferred to foreign manufacturers.

By the 21st century, the closure of Birmingham's Longbridge plant in 2005 led some to declare that Britain no longer had an automobile industry. But is that really the case?

According to the 2023 summary from the Society of Motor Manufacturers and Traders (SMMT), many cars are still being produced in Britain. Moreover, Britain continues to lead the world in automotive technological innovation, attracting global investment. Cars remain as necessary to society today as they were 130 years ago.

Museums are places to tell history, but they should also be places to envision the future. They should engage as many people as possible, present various options, and serve as spaces where people can imagine and design the future while considering the challenges of car-based societies.

The Great Transformation of 100 Years Ago and a Message for the Future

Speaker
Matt Anderson, The Henry Ford
Curator of Transportation

Facilitator
Agnes Mineno, Hino Motors, Ltd.


Matt Anderson

While Americans did not invent the automobile, they transformed it from an expensive toy into an everyday tool through innovative manufacturing techniques, producing thousands of cars, lowering costs, and stimulating sales. In 1894, the first automobile was built in Indiana, and by 1896, the Duryea brothers sold 13 cars, marking the start of the American automobile industry. Henry Ford became an engineer at the Edison Illuminating Company in 1891, built his first internal combustion engine in 1893, and completed his first car, the Quadricycle, in 1896. After failing twice in business, he established the Ford Motor Company in 1903.

Automobile manufacturing spread across the United States, but Detroit became the center of production, benefiting from skilled labor and access to capital. Detroit's greatest strength, however, was its people. Their talent, ambition, and achievements attracted others to the city, transforming it into "Motor City." By 1899, about 30 manufacturers were producing 2,500 cars annually. The introduction of the Model T in 1908 and the assembly line innovation in 1914 accelerated production, leading to over 23 million cars on the road by 1929.

At the beginning of the 20th century, Americans could buy either good cars or cheap cars, but there were no cars that were both. In 1906, Ford noted that "light, low-priced cars with sufficient horsepower" were in demand, leading to the release of the Model T in 1908. Ford improved production lines, reducing assembly time from 12.5 hours to 93 minutes. However, high employee turnover forced Ford to double wages to $5 per day. The widespread adoption of automobiles also changed gender roles and social customs, offering new freedoms, particularly to women. Road development progressed, and the Federal Highway Act of 1921 established a nationwide highway network. Gas stations, drive-in restaurants, and unique business models also emerged.

In 1923, Ford produced over 2 million Model Ts and lowered the price to $295, but its reliance on a single model failed to meet the diverse needs of customers. A serious rival emerged when William C. Durant partnered with Louis Chevrolet to develop low-priced cars. The Chevrolet brand became part of General Motors (GM), which grew into Ford's main competitor. Under Alfred Sloan, GM diversified its brand strategy, gaining consumer support. Ford retired the Model T in 1927 and introduced the Model A, signaling the end of the single-model era.

The automobile's era of transformation bears similarities to today's shift toward BEVs (battery electric vehicles). A 1923 map of Manhattan shows more than 40 charging stations, reminding us that concerns and debates about infrastructure are not new.

Automobile museums should document modern technologies, including autonomous vehicles, while continuing to collect not just the first, last, or unique cars, but also everyday vehicles. The focus must go beyond car collection to capturing the stories behind them. We must not forget that people remain at the center of our work—design, production, innovation, and, at times, warnings. Cars are simply vessels that convey our stories. What we truly collect are the narratives that lie behind the vehicles.

During the Q&A session, when asked what will remain unchanged for cars in the future, Laing stated that cars have provided personal freedom for over 100 years and will continue to do so in new ways. Anderson added that cars are deeply embedded in culture and will remain significant in our lives. He also remarked that younger generations will continue to feel excitement and fascination for speed and movement, a sentiment that endures despite changing times.


A 21st century industry
VOITURETTE "LION"
LES FILS de PEUGEOT FRÈRES


VOITURETTE "LION"
LES FILS de PEUGEOT FRÈRES

Vehicle Exhibition and Demonstrations

October 30 (Wed) 10:50–14:00
October 31 (Thu) 10:30–14:00

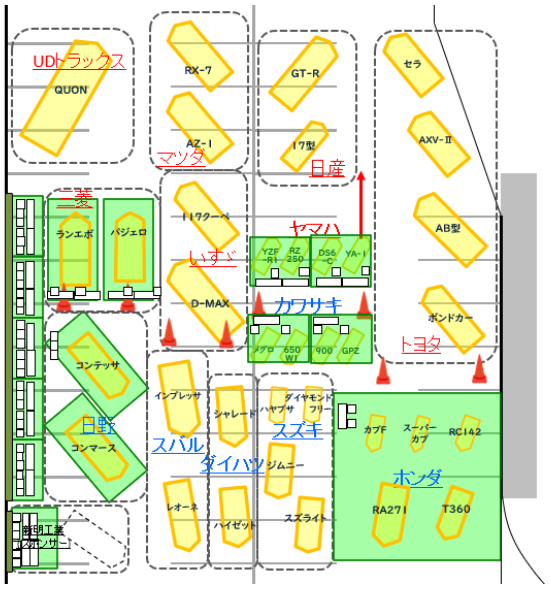
Location: Toyota Automobile Museum P2 Parking Lot
Exhibited Vehicles: 36 vehicles from 13 motorcycle and automobile manufacturers (Details on pages 29-30)

A total of 36 vehicles from 13 Japanese automobile manufacturers were exhibited, along with demonstration runs involving 17 vehicles. The 36 vehicles comprised 13 motorcycles and 23 automobiles, representing a wide range of production years from 1938 to 2024.

Each manufacturer selected up to 4 motorcycles and up to 2 automobiles, explaining the historical significance and reasons for selecting the exhibited vehicles. During the demonstration runs, manufacturers showcased different vehicles on each of the two days.

As part of the participant experience, various creative services were offered, such as opportunities to sit in the vehicles and view engine compartments.

The vehicle exhibition provided participants of the World Forum for Motor Museums an opportunity to learn about the history of Japanese vehicles while also serving as a platform to deepen collaboration among manufacturers.



Vehicle Exhibition and Driving Demonstration

Vehicle Display / Vehicle Demonstration List

DATSUN 17 Phaeton		NISSAN SKYLINE GT-R N1 Endurance	
HONDA RA271		HONDA T360	
MAZDA Autozam AZ-1		MAZDA RX-7 Spirit R Type A	
SUZUKI Suzulight SS		SUZUKI Jimny LJ10	
DAIHATSU Hijet Cab		DAIHATSU Charade G10 Rally Car	
SUBARU Leone 4WD Estate Van		SUBARU Impreza 22B-STi Version	
MITSUBISHI PAJERO/MONTERO		MITSUBISHI Lancer Evolution	
ISUZU 117 Coupe		ISUZU D-MAX Crew Cab 4X4	
HINO Contessa 900 Sprint		HINO Commerce	

Vehicle Display / Vehicle Demonstration List

TOYOTA Model AB Phaeton		TOYOTA 2000GT "Bond Car"	
TOYOTA Sera		TOYOTA AXV－Ⅱ（Concept Car）	
UD TRUCKS Quon GW		HONDA RC142	
HONDA Cub F		HONDA Super Cub C100	
KAWASAKI 650 W1		KAWASAKI 900 super4（Z1）	
KAWASAKI 500 MEGURO K2		KAWASAKI GPZ900R（Ninja）	
YAMAHA YA-1		YAMAHA DS6-C	
YAMAHA RZ250		YAMAHA YZF-R1	
SUZUKI Diamond Free		SUZUKI Hayabusa 25th anniversary model	

Library and Rare Materials Room Tour

October 30 (Wednesday) 13:00-14:00
October 31 (Thursday) 12:40-13:40

This tour aims to guide participants through the library, closed stack room, and rare materials room, and to introduce the methods of storing and utilizing books and materials at the Toyota Museum.

The "Car Library," which has just undergone renovation, was visited by the participants of this tour as the first group to enter the newly updated space. The number of books and the characteristics of each section were introduced.

In the closed stack room (normally not open to the public), the main materials stored and their management methods were introduced. In particular, there are about 120,000 automobile catalogs in the collection, and the management methods were explained by taking boxes from the shelves and giving a detailed explanation. Additionally, the methods of collecting and storing books, as well as the techniques used when retrieving books from the shelves, were also explained in practical terms. A problem in storing books and materials, such as the management environment for books and the potential for human damage, was raised, and the purpose of establishing the rare materials room, which will be introduced next, was explained as a solution to these issues.

In the rare materials room (normally not open to the public), it was explained that this room stores mainly automobile magazines dating from 1841. The purpose of setting up this room and the significance of preserving the original materials were conveyed. The bookshelves in the rare materials room are arranged in chronological order by country: the United Kingdom, France, the United States, and Japan. The representative magazines displayed in glass cases in front of the bookshelves were explained one by one. Among them, the cover photo of *La France Automobile* from April 16, 1898, was introduced as an important document. This material was used by the museum's curator, who traveled to France to investigate and identify the year the first automobile arrived in Japan.

The evolution of Japanese automobile magazines was explained, noting that Japan's first automobile magazine was published shortly after the first automobile arrived. For the magazines published afterward, an explanation was given by comparing the number of automobiles registered at the time and significant events. Additionally, an explanation of the approach and efforts in material restoration was provided with practical examples.

After the tour, participants asked questions about the methods of restoration and organization.

Fuji Motorsport Forest
Fuji Speedway Circuit Driving Experience, Fuji Motorsport Museum Tour, and More

November 1 (Friday) 14:00-17:00

On November 1, the event was moved to Fuji Motorsport Forest, where participants experienced the Fuji Speedway circuit driving, visited the Welcome Center and Rookie Racing Garage, and toured the Fuji Motorsport Museum.

During the Fuji Speedway Circuit Driving Experience, participants rode a bus and completed three laps of the circuit. English-speaking guides were assigned to each vehicle, explaining the features of the course, such as the TGR Corner, GR Supra Corner, and the home straight. Additionally, the bus ride included information on the Fuji Speedway Hotel, Rookie Racing Garage, RECAMP (which opened in September 2024 within the 100R section of the course), and the future direction of development for the Fuji Motorsport Forest. At the Welcome Center, a diorama was used to explain what new facilities would be built at the Fuji Motorsport Forest to celebrate the 60th anniversary of Fuji Speedway, and how it would continue to evolve. Along with the introduction of cars that have raced at the Nürburgring, the thoughts of Chairman Akio Toyoda on "creating better cars starting with motorsports" were shared.

At the Rookie Racing Garage, participants observed the maintenance of racing cars, deepening their understanding of the commitment to motorsports.

At the Fuji Motorsport Museum, vehicles loaned from domestic and international automakers and museums, including the Ford Museum, were showcased. The history and evolution of motorsports were introduced, along with the appeal of motorsports, including Japan-originated drifting, Japanese cars active in world rallies, and the future relationship between mobility and motorsports.

Additionally, alongside the Fuji Motorsport Museum tour, the FIVA Hall of Fame awards ceremony was held in the Le Mans exhibition corner on the second floor of the museum. Kenichi Yamamoto, who led the development of Mazda's rotary engine, was honored for his achievements, including the overall victory at the 1991 Le Mans 24 Hours. His great accomplishments were celebrated in a grand ceremony with meeting participants and Mazda affiliates.

Farewell Party

November 1 (Friday) 18:00-20:00

Location: Fuji Speedway Hotel, Ballroom

As the closing event of the World Forum for Motor Museums, approximately 100 participants, including speakers, attendees, and committee members, took part in the farewell party.

At the beginning, Chairman Wim Van Roy gave a speech summarizing the conference. He expressed that we are a global family bound by our love for automotive heritage, and that the bridges built here would lead to an even stronger and more connected community, advancing our shared mission of preserving automotive culture.

Next, a video message from Monica Mailander Macaluso, president of the Gino Macaluso Historic Car Foundation, was shown. Macaluso, who had many personal connections with the attendees, spoke about her foundation's involvement in exhibiting classic rally cars at various automotive museums and events, including Rally Japan and the Fuji Motorsport Museum. She shared how she met Chairman Akio Toyoda through their FIA connections, and how they bonded over their shared commitment to fostering global motorsport culture.

Following the visit to the Fuji Motorsport Forest before the party, and after Macaluso's message, Toyota Chairman Akio Toyoda took the stage. He spoke about how his childhood experiences led him to become a fan of cars and motorsports, emphasizing that cars are not just a means of transportation, but a source of freedom and excitement. He shared his efforts to make motorsports as attractive as other sports through the Fuji Motorsport Forest project. Attendees were impressed by his speech, with many expressing their desire to learn more about him and Toyota.

At the end of the party, Committee Chairman Naoaki Nunogaki delivered the closing remarks, and the traditional Japanese "sanbonjime" (three claps to conclude) was performed. The attendees, while strengthening their bonds, were inspired to move forward together in promoting global automotive culture.

Akio Toyoda, Chairman of the Board, Toyota Motor Corporation

Fuji Fun Cruise

November 2nd (Saturday) 9:00-11:00

Location: Fuji Motorsports Forest (Welcome Center Parking Lot)

The "Fuji Fun Cruise - Japan's Famous Cars Special," hosted by Fuji Motorsports Forest, is a meeting for people with a shared interest in cars and hobbies. This event has been held since the Fuji Motorsports opening in 2022.

This time, as a special edition of the "Fuji Fun Cruise," it was organized in conjunction with the World Forum, designed as a meeting where participants from overseas could come and enjoy the experience. The theme of the event was "Famous Japanese Cars from the 1960s to the 1990s that Japan is Proud to Present to the World."

Despite rainy weather on the day, 57 vehicles and 86 participants, including their passengers, gathered as planned, with around 80 attendees from the World Forum, FIVA officials, and other car enthusiasts. The event became a lively gathering where car lovers from around the world could meet and passionately discuss their shared interests.

Additionally, a "Concours d'Elegance" was held, with judges from both the organizers and participants evaluating, selecting, and awarding prizes, which made the venue even more exciting

Concours d'Elegance - Awarded Vehicles

Audience Award
Mazda Eunos Cosmo (1994)

Fuji Motorsports Museum Award
Toyota 2000GT (1969)

Fuji Motorsports Forest Award
Nissan Silvia (1965)

FIVA Award
Honda Accord (1980)

WFFMM Award
Toyota Chaser (1992)

Welcome Party

October 29 (Tuesday), 16:00–18:00

Location: Toyota Commemorative Museum of Industry and Technology

To begin the conference, a welcome party was held at the Toyota Commemorative Museum of Industry and Technology in Nagoya, with approximately 120 participants from Japan and abroad in attendance. Additionally, a museum tour was offered prior to the party, attracting 55 participants.

The Toyota Commemorative Museum of Industry and Technology, located in Nagoya's Nishi Ward, the birthplace of the Toyota Group, opened in 1994 to commemorate the 100th birthday of Toyota Motor Corporation's founder, Kiichiro Toyoda. By 2023, it had welcomed 350,000 visitors, establishing itself as a popular tourist destination representing Nagoya, especially among inbound tourists.

The museum tour (held the same day from 13:45 to 15:45) divided participants into two groups, each guided in English. In the Textile Machinery Pavilion, participants learned about the principle of "Jidoka" (automation with a human touch), one of the two pillars of the Toyota Production System, and how its mechanisms were already integrated into Toyota's early automatic looms. In the Automobile Pavilion, the tour introduced the history of Toyota's car manufacturing, rooted in Kiichiro Toyoda's unwavering commitment to developing domestic automobiles, as well as Toyota's current innovations. Notably, participants who had visited Honda, Nissan, and Mazda museums on a prior tour gained deeper insights into Toyota's automotive history, serving as a valuable prelude to understanding Japanese automakers ahead of the conference.

In addition to attendees from Japan and abroad, numerous representatives from sponsoring companies participated in the Welcome Party. Following opening remarks by Organizing Committee Chair Mr. Nunogaki, the countries and museums of participating organizations as well as the sponsor companies were introduced. Subsequently, the Vice Chair of the Organizing Committee, Mr. Asahi (Honda Motor Co., Ltd.), gave a toast, leading to a time for networking and discussions. The event concluded with remarks by Mr. Wim Van Roy, the newly appointed Chairman of the World Forum for Motor Museums, marking the start of the conference.

Pre-Conference Tour: A Journey to Museums of Japanese Automakers – Honda, Nissan, Mazda

October 26 (Saturday) – 29 (Tuesday)

This program was planned based on the suggestion of Michael Penn, outgoing Chairman of the World Forum for Motor Museums, who stated, “For many automobile museum professionals from Europe and the United States, visiting Japan is a once-in-a-lifetime experience,” and expressed a desire to provide opportunities to experience not only the conference but also Japan’s history and culture. The program, which included visits to the Honda Collection Hall, Nissan Heritage Collection, and Mazda Museum, along with sightseeing in each respective region, attracted 30 participants.

At the Honda Collection Hall, located within Mobility Resort Motegi, participants had the unique opportunity to enjoy lunch while watching motorcycle races. They also toured the HondaJet and experienced riding UNI-ONE, Honda’s new mobility device. The exhibition featured historic F1 vehicles, with explanations highlighting how the design of Honda motorcycles drew inspiration from Japanese architecture. The program provided participants with an opportunity to rediscover the diverse business ventures of Honda, which originated from the dreams of its founder, Soichiro Honda.

At the Nissan Heritage Collection, participants were impressed by the extensive display of vehicles, including models such as Datsun and successive generations of the Fairlady series. The event also fostered discussions among participants about showcasing and restoring classic Japanese cars in European museums. This reflected the growing global recognition of the appeal of Japanese classic cars and the increasing interest in maintaining them in Europe and the United States.

The Mazda Museum, located within Mazda’s factory premises, offered participants a comprehensive experience, including tours of the production line, yards, and private port, allowing them to witness the entire manufacturing and logistics process. During the visit, Director Sukemitsu explained that “the face of the Roadster, when viewed from below, resembles a smile, symbolizing a car created with Hiroshima’s wish for peace.” In Hiroshima, home to the Mazda Museum, participants also visited the UNESCO World Heritage Site, the Atomic Bomb Dome, the Hiroshima Peace Memorial Museum, and Miyajima, gaining insights into Japan’s history and its commitment to peace.

Progress Toward the Conference: Organizing Committee

September 11, 2023 – December 20, 2024

The Organizing Committee for the 2024 WFFMM Japan Conference (hereinafter referred to as the Organizing Committee) consists of representatives from 17 organizations, including all 14 Japanese automobile manufacturers, the National Museum of Nature and Science, the Nagoya City Science Museum, and the Toyota Commemorative Museum of Industry and Technology. The committee is led by one Chairperson and four Vice Chairpersons.

Under the policy of organizing and operating the first-ever WFFMM in Japan with an "All-Japan" approach, the committee visited each company to explain the purpose and significance of the conference, gaining the support of all Japan Automobile Manufacturers Association (JAMA) members.

While committee meetings were primarily held remotely, in-person meetings were also organized at museums and exhibition facilities of various companies. Two in-person meetings were held at the Toyota Automobile Museum (Aichi Prefecture), the conference venue, where members conducted on-site checks of talk session venues and vehicle exhibition spaces. These visits included museum tours, providing committee members with a deeper understanding of the museum's exhibits. Similar meetings were held at the Isuzu Plaza (Kanagawa Prefecture) and Honda Collection Hall (Tochigi Prefecture) with the cooperation of respective companies.

These in-person gatherings offered valuable opportunities for participants to gain insights into display techniques, special exhibit ideas, and retail corner operations at various museums. This unprecedented "horizontal collaboration" among museums and exhibition facilities could serve as a foundation for future initiatives.

Summary of All Organizing Committee Meetings

2023

- September 11: General Meeting – Introduction of 2024 WFFMM and invitation to join the Organizing Committee: (Venue: Japan Automobile Hall, hybrid format)
- December 19: 1st Organizing Committee Meeting:(Venue: Japan Automobile Hall, hybrid format)

2024

- February 28: 2nd Organizing Committee Meeting: (Venue: Toyota Automobile Museum, hybrid format)
- April 24: 3rd Organizing Committee Meeting:(Venue: Isuzu Plaza, hybrid format)
- June 26: 4th Organizing Committee Meeting: (Venue: Toyota Automobile Museum, hybrid format)
- September 4: 5th Organizing Committee Meeting:(Venue: Toyota Automobile Museum, hybrid format)
- September 26: 6th Organizing Committee Meeting: (Venue: Honda Collection Hall, hybrid format)
- October 15: 7th Organizing Committee Meeting:(Venue: Online)
- December 20: 8th Organizing Committee Meeting:(Venue: Toyota Motor Corporation Tokyo HQ, in person)

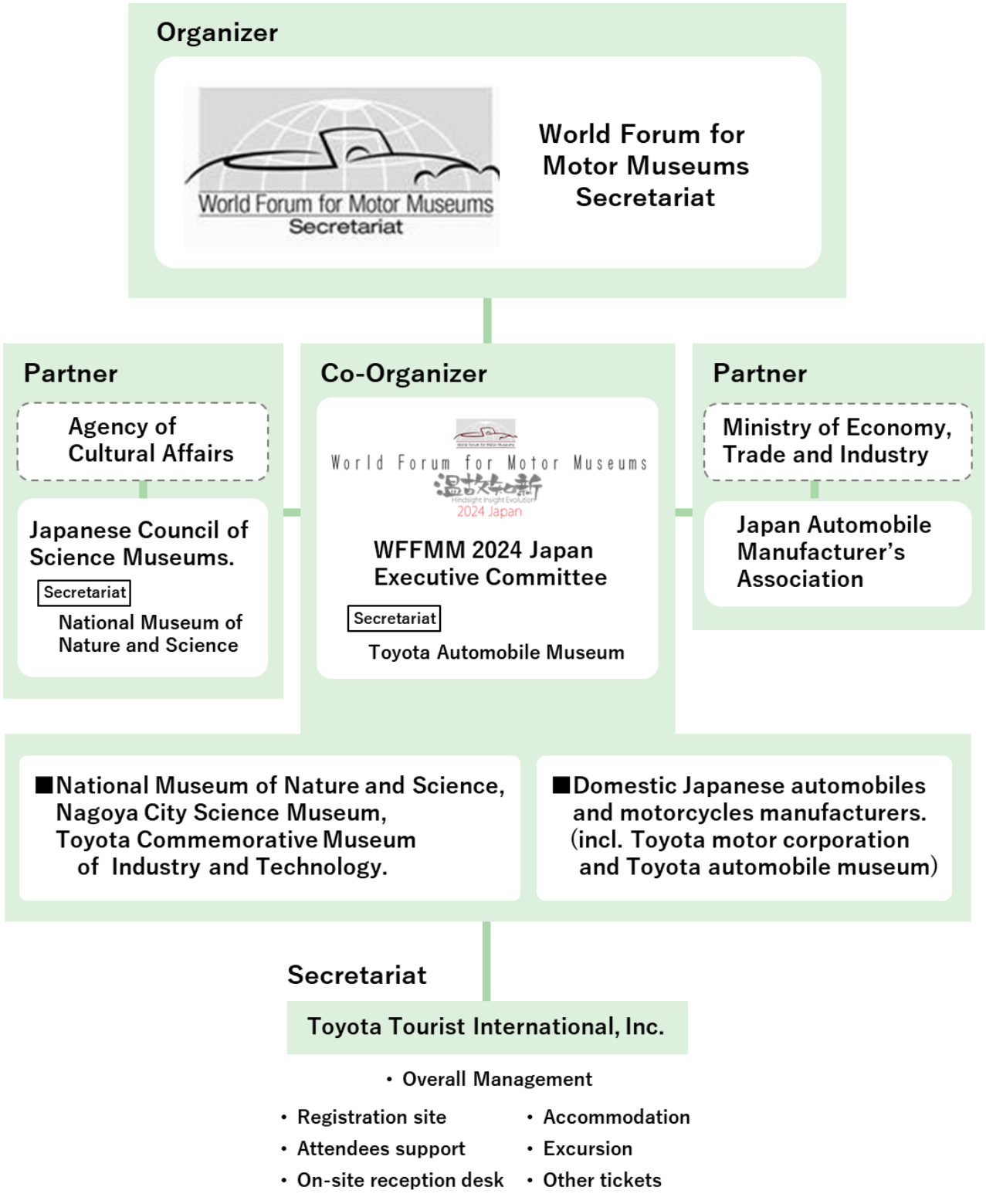
*Secretariat meetings were held a total of 95 times from December 7, 2022, to December 18, 2024.

Organizer

Host: World Forum for Motor Museums Executive Committee

Co-host: 2024 World Forum for Motor Museums Japan Conference Organizing Committee

Organizational Structure

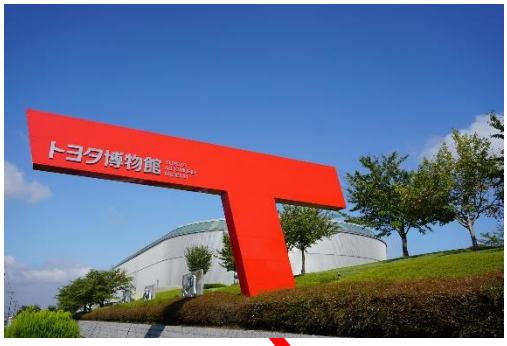


2024 Word Forum for Motor Museum Committee

Conference Venue

Aichi 【Oct. 30, 31】

TOYOTA AUTOMOBILE MUSEUM



Shizuoka 【Nov. 1】

FUJI MOTORSPORTS MUSEUM

FUJI Speedway Hotel

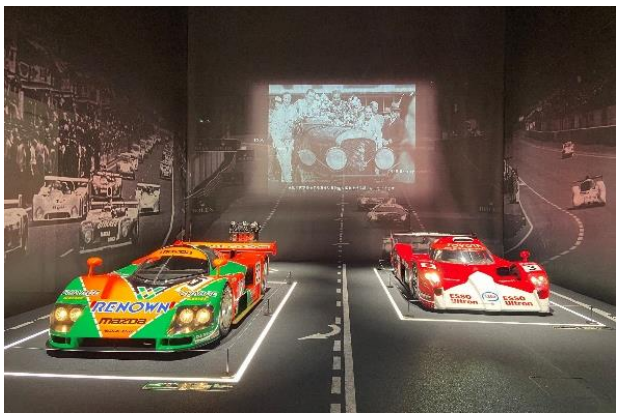
Conference Venue

Toyota Automobile Museum

The Toyota Automobile Museum, located in Aichi Prefecture, served as the venue for the 2024 World Forum on October 30 and 31. Established in April 1989 as part of Toyota Motor Corporation's 50th anniversary projects, the museum features the "Car Gallery," which offers a comprehensive view of automotive history from the late 19th century to the present, showcasing approximately 150 representative vehicles from Japan, the United States, and Europe. The exhibits are systematically organized around the theme of "passenger cars," symbolizing the freedom of movement, and nearly all vehicles are preserved in running condition. The "Culture Gallery" houses the "Automotive Culture Room," displaying about 4,000 cultural artifacts related to automobiles, such as posters, toys, and car mascots, under the theme "Movement is Culture." Visitors can immerse themselves in the diverse automotive culture through approximately 800 miniature cars arranged along a timeline.

Fuji Motorsports Museum

On November 1, the conference was held at the Fuji Motorsports Museum in Shizuoka Prefecture. Opened in October 2022, the museum is adjacent to the Fuji Speedway and integrated with the Fuji Speedway Hotel. It is a unique motorsports museum that collaborates with automotive manufacturers and related companies to offer permanent exhibitions. The museum's mission is to trace the passionate history of how motorsports have forged and evolved automobiles. It showcases approximately 40 racing cars that symbolize various eras, from the early days of motorsports to the present, providing a comprehensive overview of the development of motorsports.



Public Relations and Communications

Media Coverage (as of January 17, 2025)

Number of media interviews: 9

Online and print publications: 65

Magazines: 5

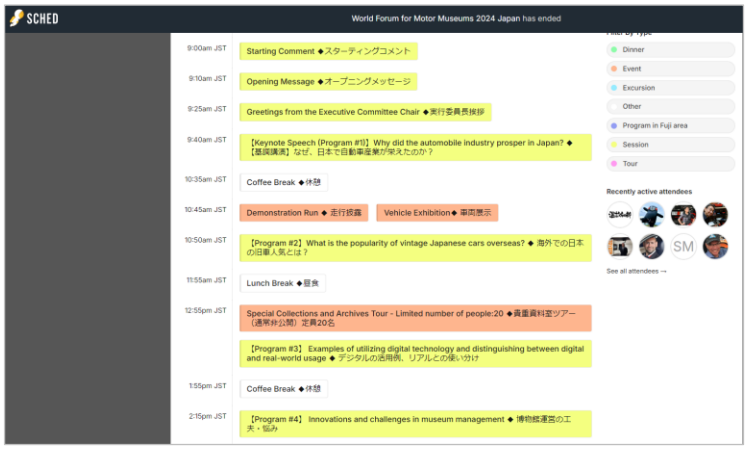
Website

The website was launched in March 2024 as a dedicated page for the 2024 World Forum for Motor Museums (WFFMM) Japan Conference. It provided information on the conference's overview, organization, schedule, program, and exhibited vehicles, ensuring that potential and interested participants could access necessary details. The site was regularly updated and operated in both Japanese and English. In addition to the latest program and speaker information, the website offered access details to the main venue, the Toyota Automobile Museum, as well as information on optional tours and nearby hotels, aiming to assist first-time visitors to Japan in enjoying not only the conference but also their stay.

The dedicated page closed at the end of December 2024. Therefore, the conference report and other materials will be archived on the Toyota Automobile Museum's website for future reference.

App

The conference utilized an app called SCHED from Google Play to manage session registrations and attendance. Participants used it as a tool to access the latest information, including schedule confirmations and reservation statuses, from pre-registration before the conference through its duration.



Accessibility and Participant Services

Simultaneous Interpretation

For the two-day conference at the Toyota Museum, simultaneous interpretation was arranged with Inter Group Co., Ltd., and scripts were provided in advance to ensure accurate translation. 120 simultaneous interpretation receivers were prepared at the venue, with a dedicated counter set up for distribution. Additionally, interpreters were provided for pre-event optional tours and accompanying guest tours.

Subtitles

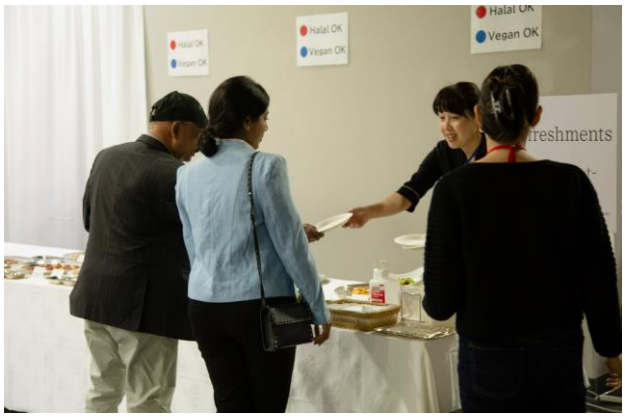
The presentation slides for the sessions, including those by Japanese speakers, were displayed in both Japanese and English.

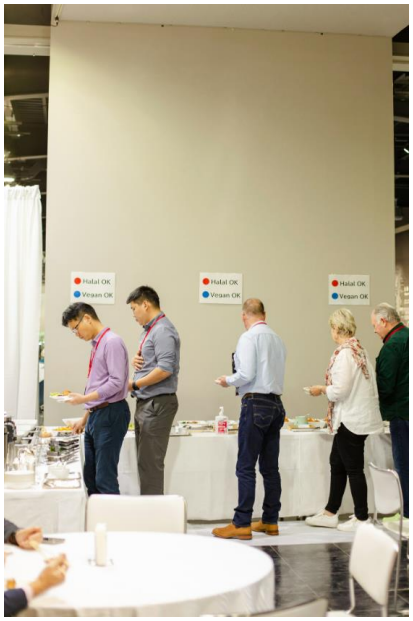
Shuttle Bus

Shuttle buses were provided for transportation between the hotels and various venues such as the Toyota Automobile Museum and Fuji Motorsport Museum

Lunch

Meals accommodating allergies, halal diets, and vegan preferences were prepared on the second floor of the Toyota Museum Car Hall. Coffee service and bento for the operation staff were provided by local restaurants in Nagakute City.





Lunch

Coffee Break (Light Snacks)

Registration

For the registration system, "SCHED" was used, as in the previous conference, and Toyota Tourist International was responsible for the pre-event optional tours, accommodations, and event operations.

Registration began on March 18 (Monday), with early bird discounts available until April 30 (Tuesday), and regular registration from May 1 (Wednesday) to July 31 (Wednesday).

Participant Fees

Participant Category	Fee
Early Bird Rate	61,600 yen
Regular Rate	77,000 yen

Number of Participants by Category

Participant Category	Number of People
Early Bird	38
Regular	42
Total	80

※Additionally, 8 participants from sponsoring companies and 104 individuals affiliated with the Organizing Committee

Participating Countries

Country	**Number of Participants**
Australia	6
Belgium,	6
Canada	2
France	2
Greece	2
India	2
Isle of Man	1
Italy	2
Japan	6
Malaysia	1
New Zealand	2
Philippines	3
Singapore	2
Republic of Korea	14
Switzerland	1
Thailand	6
United Kingdom	10
United States of America	12
Total	**80**

※In addition, 8 people from sponsor companies and 104 people related to the organizing committee are from Japan.

Participant Affiliation

Country	Museum / Company Name
Australia	Ollies Garage & The Sir Henry Royce Foundation Australia, Ollies' Garage, The Motor Museum of Western Australia, 4Cs' Motor Museum
Belgium	Autoworld
Canada	Canadian Automotive Museum
France	Musee National Automobile Mulhouse Schlumpf
Greece	Hellenic Motor Museum
India	Sudha Cars Museum
Isle of Man	Isle of Man Motor Museum
Italy	International Federation of Historic Vehicles (FIVA)
Japan	Fukuyama Auto & Clock Museum
Malaysia	Ministry of National Unity
New Zealand	National Transport & Toy Museum
Philippines	R Garage Museum
Singapore	Toyota Motor Asia (Singapore)
Republic of Korea	Hyundai Motor Company, Toyota Motor Korea
Switzerland	Saurer Museum Arbon
Thailand	Inter-Media consultant
United Kingdom	British Motor Museum, Motor Hub Warwick, National Motor Museum Trust, Haynes Motor Museum
United States of America	LeMay Family Collections, Petersen Automotive Museum, Phillip Sarofim Car Collection, The Henry Ford, Lane Motor Museum, Rolls-Royce Foundation, America's Packard Museum, Automotive Asset Management, Revs Institute

Post-Conference Event
2024 World Forum for Motor Museums Conference, Japan - Online Event Report Out Meeting

Date and Time: November 9 (Saturday) 9:00–12:00
Format: Online (Zoom) and Public Viewing
Hosted by: 2024 World Forum for Motor Museums Conference Japan Edition Executive Committee, National Council of Science Museums

An online report meeting reflecting on the conference was held, with 33 participants online and 12 participants attending the public viewing at the National Museum of Nature and Science, Japan, for a total of 45 attendees. Those who presented during this meeting included the presenters and facilitators from the actual conference day. The meeting was recorded to be made available online at a later date.

Broadcast from Toyota Automobile Museum

Public Viewing at the National Museum of Nature and Science

Conference Sponsors

四国自動車博物館
SHIKOKU AUTOMOBILE MUSEUM

NOMURA
乃村工藝社

Octane CLASSIC & PERFORMANCE CARS

CCC
Culture Convenience Club Co., Ltd.

SHINMEI

TOPPAN

DENKO

株式会社トヨタエンタプライズ

日本自動車博物館
Motorcar Museum of Japan

FLAT 4
SINCE 1976

MOTOTECA
MOTOR LIFE
KARUIZAWA

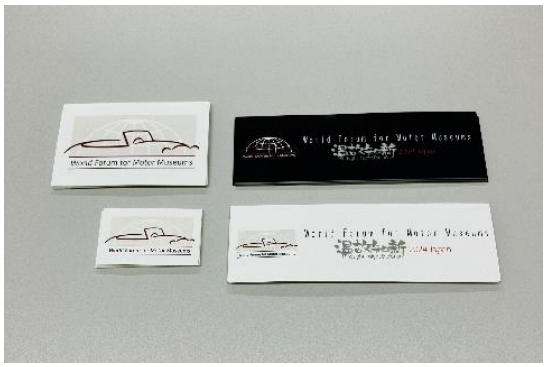
WAKUI
Rolls-Royce & Bentley

株式会社トヨタツーリストインターナショナル

Sponsor Booths

Collateral and Promotional Materials

Congress Bags



Logo Stickers

Welcome Balloons

Sponsor Recognition Panel

Event Program

Lanyard

Commemorative Gift for Speakers (Edo Kiriko Glass)







Thank you

Our Heartfelt Appreciation to all the Staff who Supported the WFFMM 2024 Japan.

WFFMM 2024 Japan Conference Report

Date Issue: January 17, 2025

Issue: WFFMM 2024 Japan Secretariat
Toyota Automobile Museum