

## ■ Critical Issues

### ■ We wish to improve our management quality from many angles

- ◆ We'd like to develop a business model that would reverse our declining profit structure.
- ◆ We cannot thoroughly implement top-down reforms.
- ◆ We have not developed human resources who are professionals in business reform.
- ◆ Although improvements have been implemented in parts of our business, improvements for overall optimization across the divisions have not been carried out.
- ◆ Improvement tools that directly influence the business results have not been utilized.

### ■ Six Sigma steps and activities

- 1) **Define**  
Define which areas are to be changed, together with the scope and quality level
- 2) **Measure**  
Understand what the level of quality is in the current situation, and whether the problems are serious
- 3) **Analyze**  
Analyze the situation to discover whether the problems affect the main system and whether they are critical elements for improvement
- 4) **Improve**  
Implement actual improvement and reform activities and quality correction activities
- 5) **Control**  
Control to maintain and increase the improved results

## ■ JMAC Concept

### ■ The ten KFS required for Japanese companies to be successful in implementing six sigma

The table below shows the 10 KFS that JMAC considers necessary for Japanese six sigma to be successful. JMAC achieves highly successful outcomes by incorporating these 10 categories as elements in the project activities.

Category	Key Points
1. Customers	Understand the VOC (Voice of Customer) of the target customers, and reflect this in the strategy
2. Strategy	Target business opportunities that will allow your company to make best use of its capabilities, and determine unique strategies that cannot be carried out by competitors.
3. Plan	Define effective directions for realizing in the strategy, and build up a detailed action plan to implement.
4. Education	Train people to challenge what was previously impossible, and make successful experiences to enable breakthroughs to be made.
5. Software	Appropriately utilize statistical software which can be used as scientific analysis tools.
6. Project	Shift resources to the reform leaders, delegate authority to the leaders, and organize strong back-up.
7. Mechanisms	Execute a six sigma project that is logical and certain, with no divination.
8. Evaluation	Divide the six sigma project results correctly into finance-related and non-finance related evaluations to eliminate ambiguities.
9. Results	Be sure to acquire the financial results
10. Motivational Incentives	Build fair and novel motivational mechanisms so that appropriate rewards can be received by employees achieving particular goals.

# Six Sigma Corporate Innovation Consulting

Management quality innovation activities utilizing six sigma methods

GL-PD012



## JMAC Features

### JMAC and Motorola University

In Six sigma was originally developed in 1986 by Motorola, and the program has achieved a number of surprising successes around the world.

However, when introducing this program into Japanese companies, the original US six sigma program did not match Japanese business culture, and currently it is not being effectively utilized.

In this situation, JMAC formed a strategic partnership with Motorola University, which has many successful records. Using the University's know-how and the technology of JMAC, which has extensive experience of implementation in Japan, allows us to support and provide six sigma programs that satisfy customers.

### Characteristics of Joint Service with Motorola University

Opportunity Expression	<ul style="list-style-type: none"> <li>- Improve directions through focusing on opportunities rather than a loss-reduction viewpoint</li> <li>- Based from the start on corporate strategy, focus on results that have impact</li> <li>- Overall optimum approach</li> </ul>
Matching Top Management Motivation with Company Internal Situation	<ul style="list-style-type: none"> <li>- With the JUMP Start program that has top management participation, the top management's way of thinking and commitment can be transferred throughout the company.</li> <li>- Progress is easy, even without charismatic top management</li> </ul>
Advanced statistical analysis that allows clarification of issues that were not previously made clear	<ul style="list-style-type: none"> <li>- Change to a one-rank advanced method of working</li> <li>- Challenge new methods of doing business</li> </ul>
Strategy Establishment Top-down Support Planning Support	<ul style="list-style-type: none"> <li>- Support for strategy building and top-down activities, which are easily mistaken in Japanese companies</li> <li>- Support for ideal six sigma development plans for each company</li> <li>- Support for fusion of previous management activities with six sigma</li> </ul>
Six Sigma Methodologies	<ul style="list-style-type: none"> <li>- Thorough scientific approach (effective utilization of MINITAB statistical software)</li> <li>- Conduct business tie-up with MINITAB, and increase statistical tool usage in Japanese business environment</li> <li>- Utilize Motorola's refined issue solving logic</li> </ul>
Result Realization Capability	<ul style="list-style-type: none"> <li>- Effective resolution of reform issues</li> <li>- Certain result acquisition</li> </ul>
Quick Hit	<ul style="list-style-type: none"> <li>- Quick WIN subject deriving viewpoint, and swift attack promotion</li> <li>- Capturing the moment of truth, precisely meet customer requirements</li> </ul>

## Results

### Changes realized through implementing six sigma projects

Automobile Parts Company A	<ul style="list-style-type: none"> <li>• Background: Change to global procurement by automobile manufacturers</li> <li>• Aims: Enhance cost competitiveness in the global market</li> <li>• Organization: Project activities close to black belt</li> <li>• Results: 30% cost reduction, factory sales implementation</li> </ul>
Electronic Equipment Company B	<ul style="list-style-type: none"> <li>• Background: Factory reorganization following Chinese market enlargement</li> <li>• Aims: Apply direct management approach to management innovation using super</li> <li>• Organization: Project activities close to black belt</li> <li>• Results: Enhanced mother functions, and reorganized factories</li> </ul>
Housing Machinery and Materials Company C	<ul style="list-style-type: none"> <li>• Background: Changing from passive type production activities to a voice-of-customer business</li> <li>• Aims: Realize optimum strategy for resource maximization</li> <li>• Organization: SBU (strategic business unit) concurrent organization</li> <li>• Results: Realized 30% product development from customer requests, implemented concurrent development</li> </ul>