

■ Critical Issues

■ The ideas and policies of the top management do not penetrate through to employees

The directions, business goals and business strategies that top management are aiming for are not fully understood in the workplace.

■ It is difficult to identify the employee behavior required to achieve the business goals.

The plan for achieving business goals is unclear, and the behavior level of each employee has not been specified.

■ Although we are promoting various improvement activities, they do not lead to higher business performance.

We are positively promoting management reforms and various improvement activities, but they do not seem to improve business results.

■ JMAC Concept

■ Make strategic objectives understandable to all employees and creatively integrate top-down and bottom-up

TP Management is a management mechanism that realizes the top management's view of how the business should be and how they would like it to be (management targets). It clarifies the targets to be achieved (general targets) and organically interrelates all the elements that make up the organization to achieve the targets.

In concrete terms, this means clarifying the top management's ideas as the targets to be achieved (general targets), and developing actual individual targets to achieve the general ones. Then in order to assure achievement of these individual targets, actual actions (measures) will be defined. To help these measures contribute to the targets, we will establish a mechanism that effectively utilizes the whole organization, linking with the results.

■ The top management's expectations toward their business (management targets) will be certainly realized.

TP management suggests the following steps in order to ensure achieving the targets:

- ◆ Establish management targets and each employee's activities that correspond with each other.
- ◆ Rather than only conducting activities to realize single fiscal year targets, also clarify the positioning of system improvement activities for achieving medium-term targets and implement them.
- ◆ These activities will not only build awareness of reform, but also enhance KAIZEN technology and management capability for implementing the reform.
- ◆ Build up and operate result management mechanisms interlinking with the management results.

TP Management (Total Productivity Management)

Company comprehensive structure improvement activities to achieve business goals

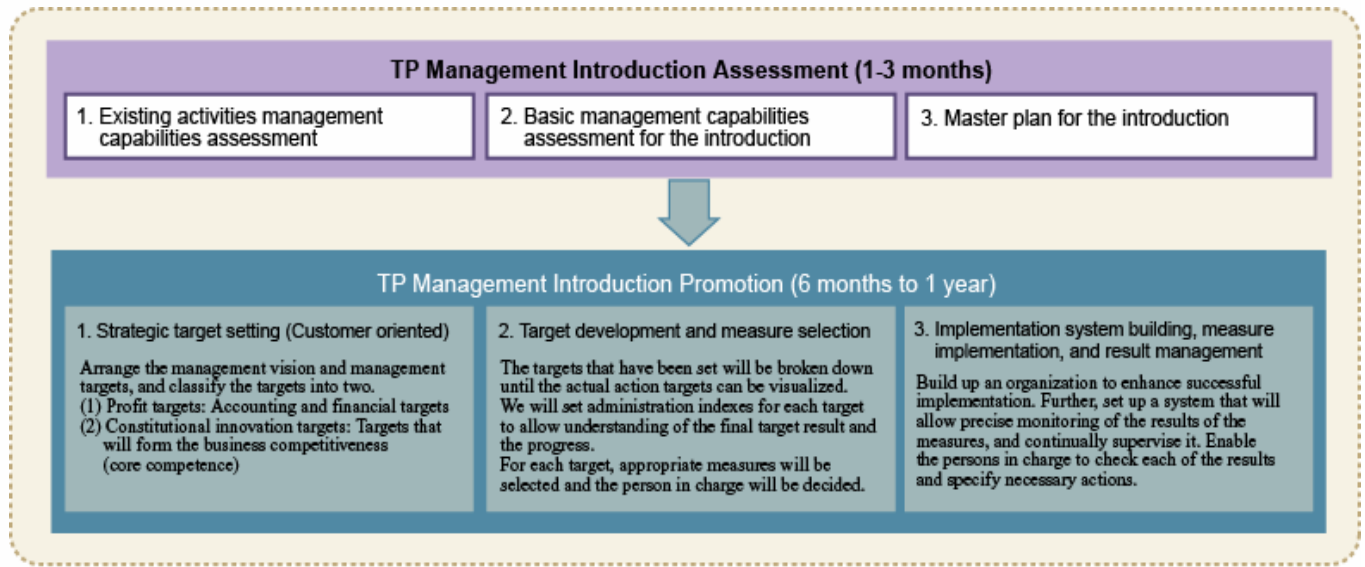
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JMAC Features

Features of the program

The first step is to conduct a preliminary assessment for the introduction of this program. Then based on the results of this assessment, the education and operation development necessary for the introduction will be implemented targeting the reform head office and middle management in each office.



Results

TP management aims for improvement in management practices and business performance. The following are some of the management capabilities which can be improved through this program.

