



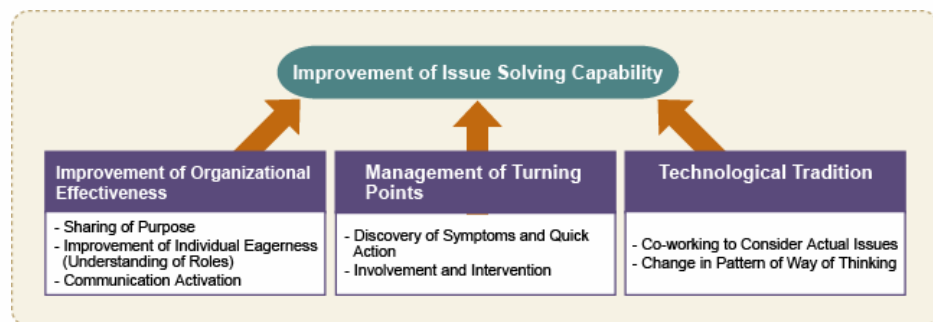
## ■ Critical Issues

### ■ Don't you have any of the following problems with your daily development operations?

- Development targets are not concrete.
- Schedule planning was not fully discussed, and projects are not proceeding to schedule.
- Since many parts are not clarified at the beginning of the development process, work often has to be done over again.
- We cannot see the current development progress situation.
- Only direction is provided for carrying out work; there is insufficient communication in the development site.
- The allocation of work in organization's development function is complicated, and much adjustment is required
- Individuals' engineering skills have not improved very much.
- Staff members are not highly motivated to participate, so the work seems to be forced on them.

## ■ JMAC Concept

### ■ Issue defining is a technique for enhancing the effectiveness of engineers' everyday work. Its aim is to improve the issue-solving capability of the organization.



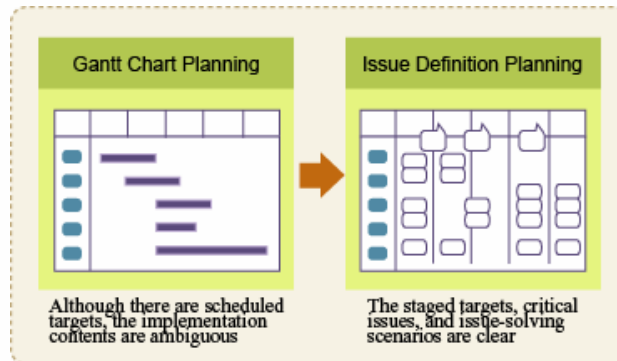
### ■ The basis of development process management is management where development issues are visualized.

- Targets, technological issues, and work allocation are “visible”
- The issue verifying process and judging standards are “visible”
- Issue recognition is “visible”
- Progress and degree of achievement are “visible”



## JMAC Features

### Rather than Gantt chart plans, make content-based plans



#### 1. Clarify the targeted goal

- Set actual targets that can be realized
- Set stage-based targets
- When the target itself is ambiguous, the first objective is to set a visible target.

#### 2. Define the issues that must be solved to achieve the target

- Clarify what has been identified, what has not been identified, and what is ambiguous.
- Check if basic business rules are complied with.

#### 3. Develop the idea for issue solving (Build a hypothesis)

- Clarify mutual involvement, details of the interchanges, and its timing.
- Consider how to predict every outcome.
- Consider “gaps” and “changes”; the important point will be how to cover for the gaps.
- How to use divergence analysis and collective analysis.

#### 4. Make the plan into a workable form

- Change from an “ideal plan” to an “feasible” one by adding restrictions.
- Incorporate precedence and advance measures.

### Clarification of development issues based on individual tools

- \* Clarification of project targets: Dual target method, Staged target method
  - \* Earlier Fixing of Specification: Strategic Concept Catalogue technique
  - \* Clarification of Design Issues: Structure/idea/diagram method, Q-Map method, initial evaluation planning method
  - \* Improving Development process: Review analysis method
  - \* Clarification of related issues: Concurrent map method
- (The items mentioned above are examples of the individual tools.)

## Results

1. Increasing of development effectiveness through reduction of losses caused by rework.
2. Organizational activation
3. Technology tradition