

■ Critical Issues

■ Build-to-Order Case

- ◆ Using “Our customers won’t decide the specifications” as an excuse, we can’t fix specifications.
- ◆ We can decide on simple specifications, but we can’t decide those that are most important to fix.
- ◆ Because we are accepting any request from clients, our company’s productivity has dropped, which is likely to cause inconvenience to our clients.

■ From-Scratch Case

- ◆ Since researchers and engineers do not know about the market, they cannot grasp the real needs of customers. (They do not know in which situations and how the products are actually used.)
- ◆ We spend excessive energy in making adjustments within the company required to gain approval for new project plans.
- ◆ We do not accumulate and share basic marketing information.

■ JMAC Concept

■ Implement a paradigm shift from “reactive type” development to “proactive proposal-making type” development

Although full acceptance of customer’s requests has been common, recently customers themselves don’t know what they really need. Therefore, it has become necessary for both the company and its customers to identify the needs together, and to carefully verify the plans.

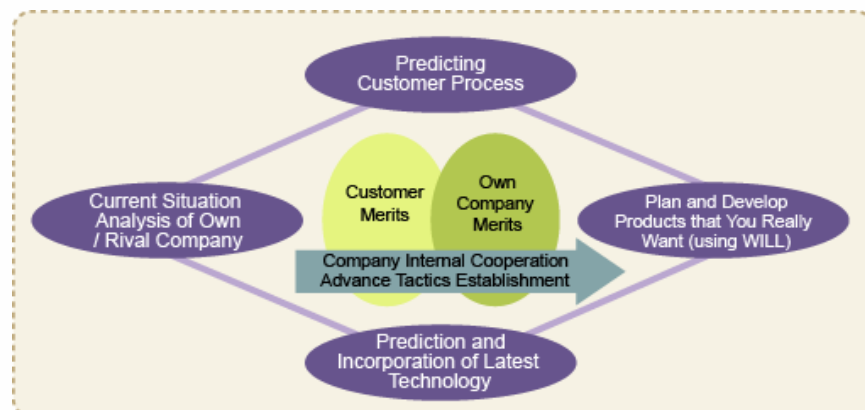
■ Proactive specification proposals

In-depth research on customers will enable organization to produce provisional specification sheets. The counter proposal to customers will improve quality of specification sheet.

■ Simultaneously realize “customer merits” and “merits for own company”

Proactive proposals will ensure “merits for our own company”.

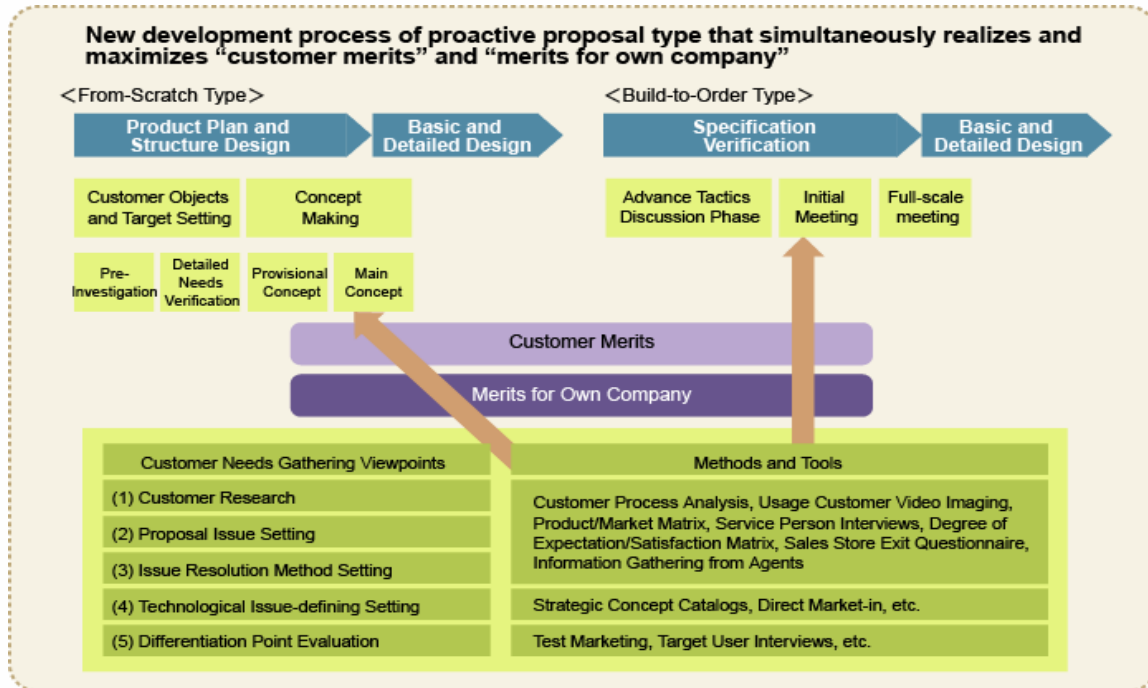
- ◆ *Customer merits*: Supplies specifications that will be of real value to customers.
- ◆ *Merits for own company*: Specification will be easy to produce and can be provided to customers effectively in a short period of time.





JMAC Features

- New development process of proactive proposal type that simultaneously realizes and maximizes “customer merits” and “merits for own company”



■ Keys to success for enhancing proactive proposal-making

Keys to success for enhancing proactive proposal development capability are:

- (1) In-depth customer research
 - Support defining of customer requirements by adopting many viewpoints.
 - Identify customer needs through systematic utilization of methods and tools.
- (2) Utilizing tools such as the strategic concept catalog to define the customer needs mentioned above, reflect the wisdom of many in making proactive proposals that are based on the planned contents.

■ Results

■ Results of proactive proposal-making enhancing program

The anticipated results of proactive proposal-making enhancing program will be as follows:

Customers’ diversifying requests and ambiguous customer specifications can be clarified and fixed at the early stage.

By offering proactive proposals to provide products at appropriate timing, the following can be expected:

- (1) Development period shortening
- (2) Reduction in defects found both during product inspections and after delivery
- (3) Building of technological assets
- (4) Enhancing of attractiveness