



## ■ Critical Issues

### ■ We'd like to create new products, technologies and business

Although top management has great expectations for the role of R&D in contributing to new business creation, there are no new ideas. We cannot read future developments.

### ■ We'd like our research elements to be quickly reflected in the business results.

We are tackling various research subjects and are considered to have excellent technology in certain fields. Even so, we're finding it difficult to link this with actual business results.

### ■ We'd like to change our engineers to be more customer-oriented, and have them think more strategically.

While we are aware that we need to "know our customers better and think about business", in practice we find it difficult to acquire these skills.

## ■ JMAC Concept

### ■ It is required to "change the relationship between R&D and customers."

This is an age in which it is required to discover potential value that customers themselves may not have realized. The main concept and process of our CF innovation program are as follows. Through direct contact with customers, R&D provides provisional proposals, which are "proactive" and "individualized". Mutual verification enables them to discover potential values, improving business performance.

### ■ Persistence to "Delight" delivers appropriate target settings in an age where it is hard to predict the future.

By involving customers in the development process, it is aimed to create R&D targets that will sharply define the product image and the contribution to business. Further, the focus on the keyword of "Delightful" proposals will be linked with sharpening of targets.

### ■ Maximization of R&D capabilities

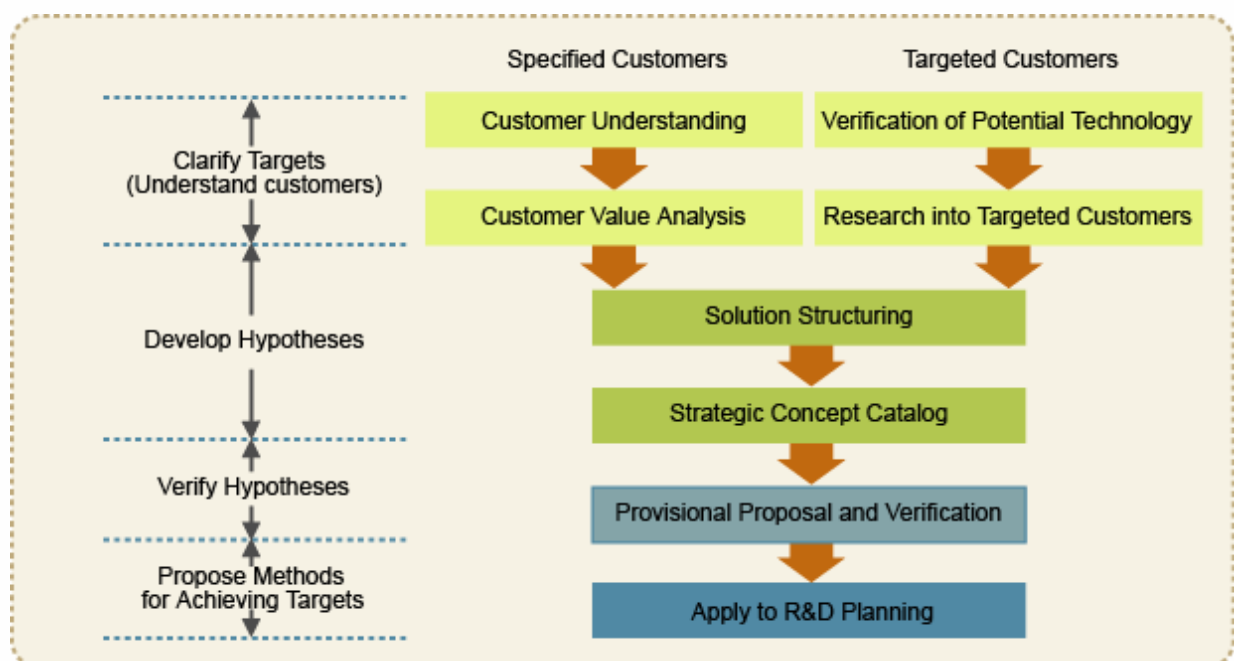
Basically, engineers are considered to be creative, and have knowledge of many technological assets. If these engineers can acquire customers' viewpoints, together with the necessary skills to optimize their own abilities and create a more effective way of attracting customers, the contribution of R&D to the business results will be greatly increased. This is what the CF innovation method suggests.



## JMAC Features

### JMAC encourages the concept and methods of the CF innovation program to penetrate throughout the organization.

The top manager of the R&D department should select several important subjects and establish a task force made up of several staff members as CF innovation members. Conducting each development step shown in the diagram below over an approximately half-year period, the target results for each subject will be obtained. Further, to encourage the CF innovation concept and methods to penetrate throughout the organization, we help our clients to transform the organizational structure and culture by implementing this program in several cycles.



## Results

The purpose and anticipated results of implementing the CF innovation activities will be as follows:

- ◆ Achievements in Innovation Subjects
  - Developing ideas for new technology and business
  - Building output systems for stalled research subjects, and promoting product development
  - Planning future products in current business, and proactive issue development
  - Advance applications of patents
- ◆ Innovation of Corporate Culture
  - Researchers' ways of thinking and behavior will change to be more outgoing, and leadership will be developed.
  - Reform process from R&D subject fixing to planning