



## ■ Critical Issues

### ■ The program can solve the following issues:

- ◆ We feel that our current products have reached an impasse. Although we'd like to develop product solutions, we are not progressing and we don't know what to do about it.
- ◆ We'd like to develop new business, but we have no idea what approach to take.
- ◆ Our middle management lacks a solutions mind.
- ◆ We're not really sure what solutions are, or how we should think about them.
- ◆ We would like to reform our organization and processes to be suitable for solution development, but we don't know how to do it.
- ◆ The solution products we have developed are no different from our previous products.

## ■ JMAC Concept

### ■ Solutions Mindset

In contrast to the previous style of product development, which focused on realizing customers' needs and striving to compete on functions and performance, the sense of values in solutions development is fundamentally different. As the first step towards solution development innovation, JMAC believes that a change in attitude and sense of values is very important, and develops the mindset necessary for innovation. Through conducting activities, JMAC changes the sense of values among business leaders and middle management towards development.

### ■ Organizational Structure and Business Process Reform

For the development of solution products with high added value, integration of products and technology that exceeds the boundaries of the previous business and technology will be required. JMAC innovates the solution business development by changing the organizational framework to allow integration of products and technology built up across the organization, and by establishing a business management process that lets the new organization function effectively.

### ■ Business Model Reform

The fundamental of solutions business lies in profit acquisition through the whole solution value, considering the customer value recognition mechanism and responsiveness to price. JMAC provides investigation viewpoints and framework, and builds a solution business model to innovate the business profit structure.

### ■ Hypothesis Verification Type Product and Service Development

Solution hypothesis verification type development forms the basis of solution product development. JMAC will build the hypothesis verification type solution development process to realize agile and speedy development of solution products, and shortening of the hypothesis verification cycle.



## ■ JMAC Features

### ■ Building Organizational Structure Appropriate for Solution Products and Business Development

An organizational structure will be built up as the foundation for solution development. A stable organizational structure will be established which accumulates within the company core technologies and core development capabilities, the source of solution products' competitiveness. Organizational flexibility will then be incorporated to be more adaptable to the diverse needs of markets and customers.

### ■ Business Process Building in New Organizational Structure

The business process will be reformed according to the following points to build a business process that allows speedy business management.

- Clarification of delegation of authority and responsibility
- Flattening of decision-making levels
- Flexible arrangement and development of management resources

### ■ Building Flexibility in Profit and Loss Management Units

By building flexibility in management units of profit and loss, we aim to maximize the solution profit.

## ■ Results

The purpose and expected results of solution business innovation will be as follows:

#### 1. Business Results

- Building an organizational structure appropriate for solution business
- Building a business process that allows speedy business management
- Establishing solution business
- Building mechanisms for solution business management

#### 2. Issue definition in business development capability innovation for business leaders and middle management