

PREFACE

10-Year Vision

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Doubling both growth and efficiency is the goal set forth in Fujitsu Ten Inc.'s Ten-year Vision, created in October, 2002. These objectives are similar to those achieved by Toyota Motor Corp. in the arenas of G15 and fixed cost reduction. Increased growth can only be achieved through prolific product development, while improving efficiency necessitates reducing the number of man-hours devoted to development. Though increasing development while reducing development man-hours may sound like an oxymoron, these objectives can be achieved through either the formation of a strategic partnership or by using the sum of technology as intellectual property, a set of mutual assets companies apply to all development from initial steps through modifications.

Currently, the broad application of company capital in programs as diverse as Good Design and Intellectual Property Management is standard business practice. An increase in the practical use of intellectual property will give rise to a cycle in which decreased new development and increased efficiency allow effort to be concentrated on initial development. This will give rise to more intellectual property, which will, in turn, increase growth. Although there may be some engineers who concentrate all their efforts on standardization, that in itself will not lead to growth. Overemphasis on standardization succeeds in doing nothing but making products staid and obsolete. To engineers using it, intellectual property is something that grows by itself. However, intellectual property whose usefulness varies in proportion to the ability of the engineer using it cannot be effectively utilized and is therefore inchoate. There are countless examples of unusable intellectual property centered on language or consisting of only schematics and the evaluations there-

of. In other words, the intense changes of today demand fluid and broad application of intellectual property. Emerging trends dictate not only clarity of thought and expression, but also the adoption of a configuration that integrates automation, simulation, and other technologies into a system that both nurtures the value of intellectual property and accommodates change. Structure and data are diversified through experience gained from the application of intellectual property. This intellectual property increases in value and becomes more efficient through the resulting increase in accuracy of the parameters in virtual environments.

The evolution of intellectual property continues apace. Recent trends in the software industry are very illustrative of this evolution. Since software is made to conform to specifications, it is becoming more common for software to be automatically generated from specifications on a one-to-one basis. Putting it a bit more specifically, the technical competition now involves seeing who can generate the best software (functions) automatically using UML and model language specifications (purposes). In the final analysis, however, productivity is a matter of increasing individual potential. Though human nature may never change, the key to doubling human growth and efficiency is exposure to diverse knowledge through the cooperative efforts of consortiums between industry, government, and academia. At Fujitsu Ten, Inc., we hope that a twofold increase in growth and efficiency occurs at the individual level as well as in the organization itself.

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