

PREFACE

Be unlimitedly ambitious with desire for improvement



Director
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It was curiosity that got an ape, in primeval times, down from a tree in the woods to start his journey. Thanks to his curiosity, he became an ancestor of the human being. Therefore, it can be said that human beings are made from curiosity. All of us have curiosity, but matters or things that evoke curiosity are different from one person to another. And ability to exercise that curiosity varies with the individual. Some people don't seem to have curiosity. But that's only because they are not good at exercising it. I hope that we can contribute to the development of technologies and the growth of our company by effectively using curiosity and imagination.

Although we are close to achieving sales of 500 billion yen, Fujitsu Ten Limited, as a company which is making ceaseless efforts to be supreme, faces many challenges such as developing new technologies, adapting itself to the increasingly globalized market, enhancing efficiency, improving quality and so on. We have only one option in these circumstances: we will win in this competitive society and cope with the challenges even if it takes time.

It is certain that technology development will have to meet the severe requirements of high performance which satisfies customers, high quality, short lead time, and cost reduction. And it is crucially important to win the quality competition. As for software, when a defect was found at inspection downstream, we had to trace the process back to the point where the defect occurred in order to take preventive measures. Today, our Software Engineering Group is playing a leading role in reducing defects by taking various preventive measures such as determining required specifications and functions earlier, setting mid-term goals, controlling the process, and improving the system. However, meeting the customers' ultimate request of 0% of defect rate remains a hard hurdle for us to clear. Not only do problems occur at times in software designing, but also in hardware designing. Errors and mistakes are often made when we develop and use new technologies. The defect rate and the timing cannot be wholly anticipated so that the costs related to the defect might increase to an unforeseen level. We must avoid this

outcome. In the 1980s, Motorola, Inc. developed Six Sigma*¹. Since the 1990s, Japanese manufacturers have introduced it and many of them are successful. With the Six Sigma method, an occurrence rate of defect can be dramatically reduced by setting σ value at 6 instead of 3. In addition to that, the method is excellent because it reworks mechanism, process and system where errors and mistakes occur and incorporates new viewpoints. Out of 1 million products (or times of operation) in the strictly controlled process, 3 or 4 units (or times) of defect are more meaningful than zero defect achieved by chance. We have to stick to high quality, and develop technologies and products that are almost perfect even by applying good points from other companies.

Globalization means a lot of things. In business, standardizing a technology by providing products that share the same technology with others around the world gives a competitive advantage. For example, in order to gain a competitive advantage in the next generation of DVD, the Blu-ray camp is fiercely competing against the HD DVD camp with their individual de facto standard respectively. We cannot fall behind. We need to get ready to deal with the trend. Designing and production overseas to improve efficiency is a part of globalization. Critical issues that come along with it are technology transfer to overseas and good employees there. To retain them, we have to build up our attractiveness as a company that makes their dreams come true and evaluates their performance fairly.

I was so curious about ECLIPSE TD speakers that I bought them one year ago to enjoy music. Comfortable melodies coming from them remind me of happy memories and give me richness of the mind. Another curiosity brought me to Morocco. As some of you who have watched the old movie "Casablanca" may know, the donkey is still used as a part of the transportation in the inner city and the city is like a labyrinth of a maze of alleys where you cannot find your way even if you have a map of the city. I was strongly impressed by the fact that the city is as chaotic as it was in the past and little progress has been made there.

In conclusion, it is said that normal people exercise only 5 to 6% of their natural ability in everyday life. I suggest that we awaken the sleeping 90% of your ability with curiosity. Be unlimitedly ambitious with desire for improvement.

*1 Management and quality innovation philosophy with high effectiveness

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