

# *Pride as an engineer: having a passion for technology and our products*



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Last autumn, I had an opportunity to meet and talk with some former employees of Fujitsu Ten. It reminded me of technology and product development that I had been engaged in.

Let me talk about what I had learned and my feeling for the technology and product development.

### **1) "The downstream processes are our customers": a lesson from a manager when I joined Fujitsu Ten**

I joined the company in 1975. My first product development that I was engaged in was an auto reverse cassette player for Corolla, and I got nervous and excited when its mass production started. I remember that I often received the instructions from the foreman and group leader of the manufacturing team.

At that time, I learned the lesson, "The downstream processes are our customers." I didn't know much about the mass production, so I talked with the staffs in the downstream process and participated in the repair-process group of production line, thinking about how to produce a good product. I still have to keep in mind the lesson.

My unforgettable product development that I was engaged in is the recordable cassette player. At that time, the recording function was ordinary for a home-type cassette player, but it was the first product for in-vehicle auto reverse cassette player. I consulted the various books to check the circuit for a home-type cassette player and made the circuit design/printed board design after repeating the test, but the parts were not able to fit into the printed board size. I folded the cross-section paper of printed board design, for which I spent days (at that time, the wiring pattern was drawn in double size), into a paper airplane and threw it toward the Hyogo Canal. Nowadays, the CAD is used for designing, so you cannot do such a thing. (episode 30 years ago)

### **2) Technology bear fruit when it is commercialized and leadership is necessary for that**

As for the radio-related product development, I had been engaged in the design of electronic tuning radio with the shortwave radio tuner.

It had never been developed for in-vehicle use, and it was the first radio design for me. Therefore, I received the advices from the people who knew about the

radio technology well in the company, and used the advices in the system design/circuit/printed board design and product development. I realized my lack of knowledge, so I contributed to the evaluation of new technology and to organizing the things that I was taught after summarizing and understanding them. I think that the leadership (passion and responsibility) is essential to commercialize each technology, and the technology bear fruit when it is commercialized. It is a good old memory that I made a business trip to Middle East for 40 days for this development. (episode 25 years ago)

### **3) Needs (marketing)-oriented product development is important**

I have been involved in the development of AVN since 1997, and the AVN was considered as an innovative product, but around 1998, it did not become a big hit. That was because it had an exclusive relationship between the navigation (CD-ROM) and CD. To materialize the demands in the market with three-deck (CD, MD, and navigation (DVD-ROM)) AVN concept, we set up the W/G for product planning with AISIN AW. We focused on the evaluation of collecting parts, thinning the deck and others for two months, and requested the deck-design group to develop the new deck. Finally we released the new AVN in spring in 2000. It is an unforgettable product that achieved the general recognition by developing the new deck to realize the needs. (episode 10 years ago)

### **4) Indicating an existence value as a specialized manufacturer and carrying out a function of OEM manufacturer**

Around October 2008, our basic reception/sound performance were given low marks. In one-year improvement activities, we set the high goal, indicated the specific figures, and focused on what strategies we should pursue for the problems with strong leadership and all of us together in order to achieve our goal. Thus we have advanced the technology development and product development. Now I feel that our reception/sound performance have recovered to the same level as that of other companies, but this activity is made after we were told. I will make efforts for further improvement by keeping my passion and continuing the current activities such as conducting the benchmark, creating the working procedures and developing human resources to be a top manufacturer.

From the beginning of this fiscal year, IT/ITS Group has been established. It strengthens the cooperation within the Fujitsu Group and enables us to quickly pursue the commercialization of new technology as a system product. The achievements of our technology development can be evaluated after our technology is commercialized, and we must provide the attractive products to our customers.

We are now required to combine needs, which are recognized by the marketing and the environmental change, with our specialty technology, and to enhance the necessary technology, in order to commercialize rapidly. The integrated field of CI, AE, and IT/ITS will be our strength, and we will create the new value to produce the attractive products with total force of three arrows (CI, AE, and IT/ITS) joined together.

In closing, I have some messages to you all.

"Have a passion for the technology and product that you are engaged in," "Have a pride as an engineer who produces the technology and product," and "Keep going ahead toward your goal."

*Satoshi Matsui*