

Let's Challenge with Strategic Mind



Ikuya Kobayashi, Managing Director

As the 21st century gets close, the Japanese car business is dull, and many companies are suffering from reduced income and profit. Were there any problems involved with the strategies we used to make short- and middle-term business plans while our company was growing? Was the problem with tactics rather than with strategy? Or was the original strategy wrong?

Fujitsu TEN has been engaged in Renewal TEN 95 (RT95) to activate our organization and to improve operation efficiency. These activities require that each department thoroughly analyze and assess the current situation. We should be innovators as we restructure our company. Otherwise, Fujitsu TEN cannot expect to grow in the 21st century.

There is no clear boundary between the audio-video-communication (AVC) products and the automotive electronics products. For the huge market of vehicle electronics, we need to select appropriate business segments to be targeted by Fujitsu TEN. For this purpose, we must review our business plan and re-establish a technological development strategy.

What kind of products can create new value for customer and convince him to buy. In the market segments of car audio and video systems, there is a great difference in the requirements of average drivers and of special-interest drivers. People in charge of developing products must consider whether customers will buy the products with their own pocket money. The key points for customer's decision to buy a product are easy operation, cosmetic design and low price in addition to excellent performance, functions, and reliability. These should all be considered in product development.

Cars are popular and public consumer products. Year by year, users increase their expectations regarding product value and functions from the viewpoint of ecological and social demand, including energy-saving, environmental protection, safety and product liability.

This situation presents many business opportunities for applying our advanced technologies in much experienced and familiar field (e.g., AVC and automotive electronics), in particular, for communication and information processing. customer's needs for these functions, which have been not yet available for cars, will grow year by year, even though these markets depend greatly on a well developed infrastructure.

Fujitsu TEN has been researching millimeter wave radar for a long time. The 60-GHz band would be allocated by regulation and could be utilized for cars in 1995 or 1996. Although millimeter wave radar still has many issues yet to be solved, ordinary automobiles should be equipped with it in early 21st century. But I believe millimeter wave radar will become an indispensable safety device on passengers delivery vehicles as well as commercial cars.

Accordingly, our car electronics business keeps on growing steadily until 21st century.

We now have the opportunity for a new era in our company's development. I especially expect our young engineers to challenge for those advanced technologies with strategic mind.

A handwritten signature in black ink, reading 'Ikuya Kobayashi' in a cursive style.

Ikuya Kobayashi.
Managing Director