

New Value Creation



Masaki Yonei, Managing Director

What Jules Verne dreamed of and wrote about in his novels have become real in our society and in our lives. We have plenty of useful gadgets and products which enrich our daily lives. However, if we stopped dreaming about such things as a result, it would be a pity. Even if we cannot have big dreams today, when forecasting the future is difficult, everyone knows that they must at least have dreams of a practical nature.

These days, we often hear the term "New value creation." This term is also the slogan of Fujitsu Ten's restructuring activities, called "RT95." How to go about creating new value is a large and complex theme.

The most important factor in new value creation is vision. Vision is determined by viewpoint. When we supply commodities and services to customers, we should basically do so from the point of view of "value for our customers." Vendors used to manufacture and sell products and provide services. Despite the sometimes questionable actions of some vendors, business used to go on smoothly with no serious problems. This attitude is now outdated. Customers are expected to evaluate commodities by actually using them. In other words, we should give priority to our customers' sense of value.

To achieve this, we should develop a management process that revives dormant values, and set up a continuous innovation system within Fujitsu Ten. From the glut of information all around us, we can learn about which new products and features are valued by customers. After analyzing the data, we can hypothesize that "Customers find a new value in this commodity." We should establish an appropriate process and method in the company to feed back the results of our analysis to customers and internal staff.

Implementing this process and method is essential for the development of new commodities that will do well in the marketplace.

We must also keep watch on our customers' ever-changing sense of value so we can weave effective measures into our management strategy. For example, people are shifting their sense of value from practicality and functionality to more emotional aspects, such as pleasure, intellectual interests, and leisure-time comforts. From even wider points of view, such as tender feelings for fellow human beings, people are seeking for new senses of value. By considering changes in the sense of value, new commodity development must be clarified as a target of corporate strategy, much as in a dream. Three important factors will help us realize this dream:

- ① Internal harmony of purpose led by top management
- ② Sensible and sensitive reallocation of human resources
- ③ Flexible corporate organization and management to meet customer needs

What will be the key points that should be reinforced in our RT95 activities? I think the answer may depend on your position. Let's consider these points each day as we work to clarify the measures necessary for "New value creation" that ensure our future success.

A handwritten signature in black ink, appearing to read "M. Yonei", with a stylized flourish at the end.

Masaki Yonei,
Managing Director