

Stepping Ahead



Harumi Murase

◇ Our sales for the year ending March 1991 exceeded 100 billion yen for the first time, nearly double the figure eight years ago when the Fujitsu Ten Technical Journal was first published. We now have over 3100 employees. Fujitsu Ten's size makes it one of the larger enterprises in Japan. We owe our growth to our clients and to your hard work and support in production and marketing. I deeply appreciate your help. I must also thank our employees as well as our former staff who made a great contribution to research and development, manufacturing, and marketing.

Large companies are not always good companies. We must continue to make a concerted effort to build the company into a truly good company. We have many management problems left to solve. I would like to outline how I believe we can solve these problems.

First, the larger our company becomes, the better communication between elements of the organization must be to keep us working well. Our company is now large enough to need reform from a medium-scale organization to large-scale organization. The organization has become very complex and duties, being highly specialized, have been divided into many sections. In companies which have reached this scale, walls and gaps tend to form unnoticed between the elements of the organization, and this weakens the company. If the employees are satisfied only with doing what they are asked to do, the company will suffer. I feel it is important to make our company a suggestion-driven one where all members are eager to seek and accomplish their tasks.

◇ Second, we must concentrate on easy-to-understand management. That is, the method of management should be simple, and management should be made based on facts. For an example, if there is a problem with a production line, the line should be stopped at once. We should then be at the site to examine the facts and discuss what should be done. Easy language and terminology will help anyone who is concerned with the problem. People tend to make judgments using inference or imagination without confirming facts; we must never forget the importance of facts and phenomena.

◇ Third, individual employees must not lose their self-esteem however large the company grows. They should be proud of their company and the products they are making. They should not, however, be dogmatic about it. When they see the work practices, organization, or products of other companies, they should be eager to look for the good points and use this knowledge in their own work. An active interest and positive attitude will benefit our company.

What I have said is true of any company. I believe this approach will produce products which satisfy our customers as completely as possible.

I must add one point which is important to company growth. We must continue our research and development and add new products to our lines. If we don't, the company will stop growing. Fortunately, our products have a very big market, we can take in-car equipment as an example. The total annual demand in Japan is estimated to be around 1.6 trillion yen. The greatest demand is for air-conditioners (20% of the market), audio equipment (20% of the market), and light-alloy wheels (10% of the market). The market for car audio equipment is 300 billion yen and markets for automobile control equipment and mobile communication equipment are growing rapidly.

◇ It is common for companies to take many years to build their annual sales to over 100

billion yen. However, companies often reach the next milestone of 200 billion yen sales in a much shorter period. Fujitsu Limited, Toyota Motor Corporation, and Nippon Denso Co., Ltd., which are our shareholders, achieved this rapid growth. The Fujitsu Ten Technical Journal is a collection of the results of the efforts of our engineers. I hope the research and development reported in this Fujitsu Ten Technical Journal will help the company step ahead.



Harumi Murase
Chairman and representative
director