

Front End Loading in new product development  
**Shifting from "Unattractive product creation" to  
"Challenging product creation" by Strategic Front-End Loading**  
- Visualisation and Quantitative risk assessment -

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**Shifting from "Unattractive product creation" to  
"Challenging product creation"**

To carry out strategic Front-End Loading, we can say that the focus is on generating an image for the value that the company should pursue and the risk assessment of the method and process simultaneously. I definitely can state that it is not good enough with SWOT (strengths and weaknesses) analysis, which always constitutes one chapter in traditional strategic books. In other words, it requires the creation of a clear product or business concept which could be able to develop the imagined value into visualisation, also quantitative risk evaluation based on it. It requires the mobilisation of all the company's capabilities and knowledge. It's not just the job of selected strategic planning staff. Because it is difficult to do without a systematic structure in which the best people in the technical and line departments can also participate.

Given this, we may say that the strategic plans have been treated as a typical example of atypical decision-making. That seems to be the reason for eliminating the mechanism and systematisation attempts. In other words, the background is the fact that the concept of strategy has become a mere ghost and that it has fallen into the sad strategic theory of dissociation of strategy and business. Therefore, for new product development to work efficiently, management methods (e.g. project management) must work well so that strategic Front-End Loading can work effectively.

As the impact of the new coronavirus is expected to continue, the practice of strategic front-end loading can not be a just illusion. Strategic Front-End Loading is the mechanism that creates the opportunity to change from making unattractive products to making challenging products to become a dominant player in a mature market.

**Strategic Front-End Loading**

As well as being heavily affected by the new coronavirus, I can say that Japan's manufacturing capabilities are in a slump or decline. If we set that as a known, it's the flip side of the fact that manufacturing can no longer create value. It also means that it is no longer an attractive place to work for development engineers. Why is that? Because it is unclear what the manufacturing industry must do, and just only wasting the knowledge and skills it has accumulated but can not find the opportunity to brush up for the future. And That is the reality. It is no exaggeration to say that

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the depletion of skilled workers in the field comes from the fact that the companies have not treated or trained them because they could not understand the importance of the phenomenon. Why would you think they could not understand it? Because they didn't have any insight into what to do in the future and what would be needed for it. More and more people work with cerebral thought and are giving directions in the tone of an expert in product development without knowing the practice. I shall call it "the over-ripened developed country disease", and this is an irreparable situation.

In light of this situation, I think it is necessary to practice strategic management based on Strategic Front-End Loading to restore the manufacturing industry. The reason behind the slowdown of the once-trended MOT is that it has lost its relevance to strategic management by focusing too much on technology management and development efficiency. Although technology is one element of management, necessarily, it must originate from human goals. When the company clarify the relationship between goals, intentions, activities, and resources and people don't share that understanding, the management will become divided and be ineffective.

Witnessing the reality of such rigid product development, strategic management utilising strategic front-end loading is becoming more and more of a top priority. I may say that companies that embody that system could be able to dominate mature markets.