

Front End Loading in new product development
“Time Saving and DX strategy”
— Visualisation and Quantitative risk assessment —

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COVID-19 and corporate management

Considering the origination point of Japan's strength amid COVID-19, the more unprecedented crises we encountered, the more we have undoubtedly been making discoveries and becoming stronger while overcoming those crises. I think there is no exaggeration to say so. From a slightly larger perspective, it can be argued that corporate management during COVID-19 has become more defensive, with a bias towards finance-driven strategies and a reluctance to deploy aggressively in risky areas. Corporate management is not that easy, and in particular, COVID-19 has even resulted in the loss of human life. Therefore, it can also be said that it should not be said that we should take risks and proceed to new development because the company should be operated after ensuring the safety of working people.

However, with no convergence of COVID-19 on sight, we might have forgotten to move forward powerfully and feed on the joy of winning, or, to put it another way, we could say that we may have lost on winning. Companies must be holding several engines to drive it forward. However, I suspect that the main engine is already getting cold down as the company body is now more concerned with keeping the ancillary machines running than with firing up the main engine.

Time Saving and DX strategy

Given these facts, I think that to ignite the chilling main engine, it is necessary to have an overview of the world situation of at least three to five years in the future and now and have a direction for the company to move forward. It may be possible to anticipate customer needs and checking about trends of cutting-edge overseas companies. Still, I think it is to derive beyond that, that is, the “Ideal Form” of the company itself. If we can build this "Ideal Form", we also can be the one to create a new market-specific to the company. The strength of the Japanese firms has been their ability to build new markets with their creativeness, besides their ingenuity. I believe that those will be becoming the centripetal force that will drive Japan and becomes the driving force that Japan can develop to the world, and this will reignite the main engine in the true sense of the word.

So how can we specifically reignite the main engine that is getting cold and form the ingenuity? I think it is about inspiring the corporate spirit, or in other words, the corporate DNA, that lies within the working people. To think again, the strength

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of our country lies in the fact that it exerts immeasurable power by forming a group of people. Therefore, we had achieved the second-highest GDP in the world among developed countries in the past. Because of COVID-19, however, telecommuting, remote work formation, web meetings, we have been moved from the collective to the individual at a swift pace. In other words, even without the influence of COVID-19, it was becoming a social situation where we had no choice but to go to individual-centred corporate management, and I bet that we would have thought that we had enough time to move to that. However, because COVID-19 visited mercilessly, it can be said that the cultivation time required to move from a group to an individual was too short.

In other words, it might be better to say that we Japanese always need time to brew, which delays decision-making and prevents us from realising that we have missed a business chance that could have been an opportunity. The current situation means that we Japanese are fighting against the most challenging case: the lack of time to adapt to changing circumstances.

In such an unprecedented predicament, I think the full use of DX is the way to build a new strategy centred on the individual. Unfortunately, looking at the current DX strategy, it can be said that neither those who teach it nor those who use it understands the true meaning of the DX strategy.