Unifying employee aspirations and revitalizing the organization

TRIZ with 370-Employees

～ Challenge to two big workshops ～

Panasonic System Networks R&D Lab. Co., Ltd.

○　Katsuya　Miyanishi

Contents

TRIZ with 370-Employees (2 times)

Contents, challenge process, significance and effect

For Beginners

1. Initiatives in 2008

· Integration and 20 year anniversary events

1st Challenge

2. Initiatives in 2018

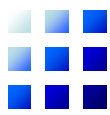· 30 year anniversary events

2nd Challenge

Feature (**Tissue activation by TRIZ**)

Purpose : Mixed Communication

・It's not problem solving or idea creation.

・**Focusing on the process of collective wisdom and consensus building.**

　・Mixed team （Shuffle region, occupation, and age.）

・**All 370 employees gathered in Sendai City.**

　・All employees participate as company events regardless of interest.

　・All divisions (Technology, Personnel & Accounting, etc.)

・**Complete in 2 ~ 3 hours.**

　・Including beginner's lectures.

Background

Integration of three companies in 2007.

Intro.

Back-gro-und

2008
1st Challenge

2018
2nd Challenge

Con-clusion

株式会社『パナソニック システムネットワークス開発研究所』のご紹介

■ パナソニック株式会社100％出資（間接）資本金1億円

■ 事業：受託開発（先行研究／試作／製品）

■ 従業員：400名（内370名が技術社員）

■ 開発拠点：仙台市（本社）／ 金沢市 ／ 浜松市

Another company（Until 2007）

代表取締役社長

技術センター　370名

企画・管理部門

Kanazawa

Sendai

Hamamatsu

横浜営業所

大阪営業所　名古屋営業所

［沿革］1988年：旧松下通信工業の地方研究所として発足（3拠点別会社）

2007年：3拠点を1社統合　370名体制

保有技術・開発実績

アンテナ・無線通信システム・方式シミュレーション技術 など

無線
■ 移動体無線通信 端末／基地局：
ページャ・アナログ携帯・PDC・PHS・GSM・DECT・3G・LTE・LTE-Advanced・5G
■ 車載無線通信：ETC・DSRC・GPS・ITS・ミリ波レーダ・キーレス・LF・DAB・FM・AM
■ 近距離無線通信：WiFi・Bluetooth・BLE・NFC・ミリ波WiGig・特定小電力・Zigbee
■ 業務用無線／放送用途：ディジタルMCA・TD−LTE・ISDB−T・1Seg・ワイヤレス

スマートフォン　電磁界シミュレーション応用　車載アンテナ　無線システムシミュレーション

EV・HEV・創蓄パワコン・HEMS・SM・ワイヤレス給電 など

パワエレ
エネマネ
■ EV向け充電器（〜6kW）・HEV向けDC/AC（〜2kW）・V2H向け双方向パワコン
■ 創蓄連携パワコン（〜6kW）・HEMS(Home Energy Management System)各種機器
■ ワイヤレス電力伝送システム（Qi〜EV充電 10mW〜数kW）／無接点コネクタ技術
■ スマートメータ／エネマネ無線システム・通信ソフト・機器開発・伝搬システムSim.

EV充放電・車載充電器　無接点充電器　EV非接触充電（〜3kW）　家電連携・無線システム伝搬Sim.

映像セキュリティ・車載カメラ・センシング・AV伝送システム など

画像
■ 監視カメラ・防犯カメラ・レコーダ・人物検知・行動検知・音響処理・照明制御センシング
■ 車載トップビューカメラ・車両周辺監視・安全運転支援前方センシング・FA用途画像認識

トップビュー・視点変換　車両周辺監視　錠剤カウント　画像認識PF・店内人物同定

スマートフォン・タブレット端末等のプロト試作〜商品開発 など

スマート端末
■ 携帯・スマホ・タブレット端末：電気・ソフト・機構 まるごと商品開発（100機種以上）
■ Android/Linux-PF・デバイスドライバ・プロトタイプ試作開発・ひんじからくり機構

タブレット端末　線量計　スマートフォンアプリ　バッテリチェッカ

Brothers , but rivals

↓

One Company

貢献領域

4種類のコア技術

事業

コア技術　スキル

官公庁公共　家電

通信放送　住宅

自動車機械　車載

電機　デバイス

B2Bソリューション

無線

パワエレエネマネ

機構

画像

スマート端末

R&D プロトタイピング 製品開発

コア技術のかたまりで事業貢献

アンテナ
RF
シミュレーション
アナログ回路
HPA
パワー回路
DSP
LSI開発
組込ソフト
メカ
アルゴリズム
制御
デバドラ
電源

集約

Background

Let's have an event to cheer everyone up.

Boss

Events attended by all employees
Let's have an event where we can
get together and unite our minds!

Yeah!
Let's do TRIZ together!

20 Year Anniversary Workshop

Workshop using TRIZ

Intro.

Back-ground

2008
1st Challenge

2018
2nd Challenge

Con-clusion

- Utilize the TRIZ process.
- TRIZ with 370-Employees.
- Mixed team（Shuffle region, occupation, and age.）
- Complete in 2 ~ 3 hours.

Imagine you will be president in 10 years!

①Our company has become famous as one of the world's leading R&D centers.
②All employees work energetically regardless of location or country.

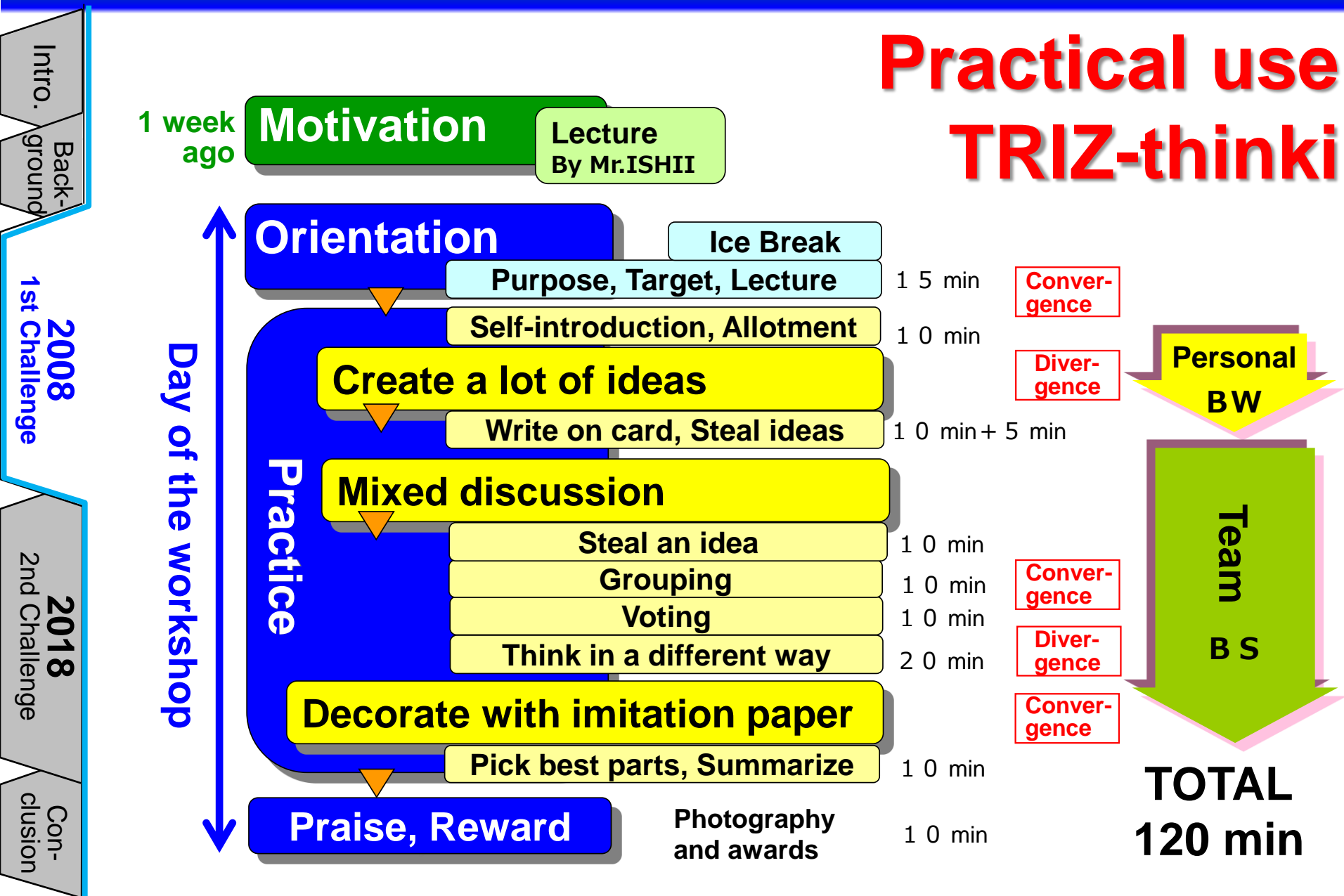What about people, organizations, work styles, technology, and contributions?

Think freely !

Organizational structure?
Competita? Corporate culture?
Technology? Infrastructure?
Globalization? Diversity? Motivation?
Size of the company? Work-Style?
Skill-UP? New product?
Work-Life Balance?
Industry-university cooperation?

Approach

Practical use of TRIZ-thinking

1 week ago | **Motivation** | **Lecture By Mr.ISHII**

Day of the workshop

Orientation

Ice Break	
Purpose, Target, Lecture	1 5 min

Convergence

Practice

Self-introduction, Allotment	1 0 min

Divergence

Create a lot of ideas

Write on card, Steal ideas	1 0 min + 5 min

Personal B W

Mixed discussion

Steal an idea	1 0 min
Grouping	1 0 min
Voting	1 0 min
Think in a different way	2 0 min

Convergence

Divergence

Team B S

Decorate with imitation paper

Pick best parts, Summarize	1 0 min

Convergence

Convergence

Praise, Reward | **Photography and awards** | 1 0 min

TOTAL 120 min

Key Points

Focus on "Divergence" and "Convergence"

Intro.

Back-ground

**2008
1st Challenge**

**2018
2nd Challenge**

Con-clusion

First experience for many employees

Today's point!

Create ideas by repeating "Divergence" and "Convergence".

Diver-gence

A Method of spreading your thinking and producing a lot of ideas.
The basics are "imagination".
（Use this time）
　1) BrainWriting (Checklist-Method)
　2) Brainstorming

Don't criticize when you divert!
However, remember the objectives and constraints.

Conver-gence

A Method of organize own ideas and highlight the key points.
（Use this time）
　1) Affinity-Diagramming
　2) Highlight-Method

収束
自由奔放、悪乗り、質より量、誹謗中傷なし
発散
（問題解決）・テーマ
目的, 目標, QCD, 評価尺度, 評価者
ネタ洗い出し
（ブレーンライティング）
似たもの集め
抜け漏れチェック
人気投票
評価
収束
意思決定、決める！
自由奔放、悪乗り、質より量、誹謗中傷なし
発散
チームで決めた攻め所で再度発散
良いとこ取り、取捨選択をしない。
良いとこ取りでアイデアをまとめる
「ポンチ絵」を活用する
評価
収束

Contrived points（1）

Be lectured in "Concrete-Idea"

Basis for divergence in brainstorming

10 years from now, **MARTIANS** will be my boss!

Don't say ····· "Don't be silly."

→ *Write it down.*

Expectations to help other people's ideas.

OK

ROBOT will be my boss!

COMPUTER will be my boss!

New way of thinking!

Future work instruction and management 'not necessarily a person'

What does that mean? Conversion to a generic concept.

Contrived points（2）

Use "Multi-Card for Business Cards" for B/W

11
91
55
14
10
14
11

(mm)

Use temporary double-sided tape to bond cards

Source

A-one https://www.a-one.co.jp/product/
ASKUL https://www.askul.co.jp/p/480710/
NICHIBAN https://www.nichiban.co.jp/

Contrived points（3）

Brain-Stretching

・**Lateral thinking**
・**Think intensively in a short time**
・**Write down all ideas**

予約席

では、頭のストレッチを！
いまから、2分間

頭のストレッチ　お題目
円卓を使ってできること

Brain-Stretching
What you can do with
"ROUND-TABLE"

（ありきたり）
・食事を食べる
・ものを書く

（部分）
・円盤をはずしてフリスビー
・コンパス（丸い円を描く）
・高さ調整ねじで水平計

（性質、硬さ）
・足を外して武器にする
・テーブルクロスで雨カッパ
・ホワイトボード

Infinity
Don't stick to common sense.

・傘
・……

（材料）
・足の部分を使ってアンテナ
・燃やして焚き木
・……

・円盤を転がし距離を測る
・……

（重さ）
・漬物石

20周年ワークショップ　　　[PMCRD20周年企画運営委員、社内情報、無期限、PMCRD社員]　**Panasonic** ideas for life

Self-introduction

Purpose: Mixed communication

自己紹介タイム
いまから、5分間
ひとり30秒で、アピールしよう
顔、名前、地域、仕事
趣味・特技、今日の意気込みなど
オリエンテーション
実践
リーダー　議事進行を！
20周年ワークショップ　　**Panasonic** ideas for life

Allotment

Follow the "Six Thinking Hats"

チーム名、役割を決めよう　収束
チーム名　個性的でユニークなネーミングを！
リーダー　議論を前向きにもりあげチームを引っ張る
（三角帽子を被る）
全員が発言者ですが、少しだけ役割を意識して！
タイムキーパー　時間を気にする。急かし役。
絵描き
消防士
お笑いタレント
いまから、5分間
20周年ワークショップ　**Panasonic** ideas for life

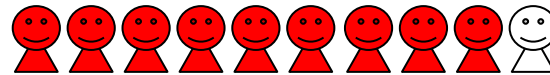Leader's Hut

They all stood up naturally

Convinced of the success

They all stood up naturally

Satisfied with communications.

Difficult, but We got a good result.
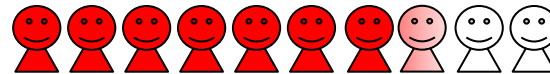
Objective was achieved

Summary of 2008's

Intro.

Back-
ground

2008
1st Challenge

2018
2nd Challenge

Con-
clusion

The aim is a great success.
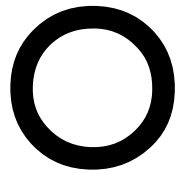
○	**・Mixed communication** ・All employees, including beginners, were able to experience. "Creative-Technique" while enjoying themselves. ・Group commendations are also held.
✕	・We could not finish in 120 minutes. We dragged the time for 30 minutes. ・We could not exhibit the final product. （card stripping、discrete imitation paper） 【Problems】　・Time management、Scheduling. 　　　　　　　・Preparations and tools.

On the other hand, there were some problems.

30 Year Anniversary Workshop

10 years after, ···（2018）

Intro.

Back-
ground

2008
1st Challenge

2018
2nd Challenge

Con-
clusion

30 Year Anniversary
Workshop
2018/12/04

Let's think together
about our customers' future!

Proposal-workshop utilizing PSNRD technology

Let's do TRIZ, again!

Let's update from 10 years ago!

30 Year Anniversary Workshop

Sets Customer : Prediction ⇒ Ideas

Intro.
Back-ground
2008
1st Challenge
2018
2nd Challenge
Con-clusion

30 Year Anniversary Workshop

Purpose

Mixed discussions involving three bases!
Let's make a lively discussion about unique ideas with dreams.

W/S Contents

Let's think together our customers' future!
～ Proposal of "Problem Solving Ideas" unique to PSNRD ～

Approach

Sets "real customer brand name" for each table, virtually

15 brands x 2 tables　　　　　**Don't lose to the rival table!**

Level UP !

Custo-mer

Customer Perspective

Predicting future challenges

Social Issues and Future Projections KeyWords

Consult

PSNRD

Collaborative Solutions Utilizing Core Technologies

Challenges・Request　✕　**New/Core Technologies**
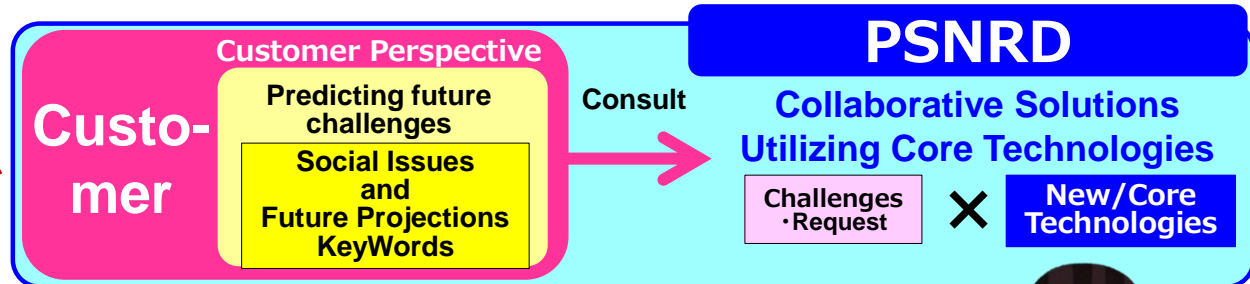
① Be a customer and think about future challenges.

② Use our core technologies to create unique PSNRD solutions.

Be a customer

Forecast future business challenges.

2018 Intro. Back-ground 2008 1st Challenge 2018 2nd Challenge Con-clusion

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13:35～14:00 Be a Customer

Be a Customer

Be a Customer

About 30 minutes from now,
Thinking about the future of the customer.
(10 years later)

PSNRD-Employee → Customer

13:35～14:00 Be a Customer

Be a Customer

Customer-brand is decided by lottery.

13:35～14:00 Be a Customer

Be a Customer

What is your customer's name?

Open the envelope.

13:35～14:00 Be a Customer

Be a Customer

Identify the business environment and challenges 10 years from now.

Pick up from card while discussing!

10 min.

TSUKUDA
- Small and medium engine manufacturers.
- Advanced Valve Technology. (Rockets and artificial valves)
- Looking to **expand into agriculture**.

Social background   **Potential Issues**

Farming away   **Electrification**   **IT**

Depopulation

Absence of successors
to agriculture

- Internal combustion engine.
- Depends on a skilled worker.
- Delay in use of electricity, IT.

13:35～14:00 Be a Customer

Be a Customer

Determine content to consult with PSNRD

Social background   **Potential Issues**

Farming away   Electrification   IT

Depopulation

Absence of successors
to agriculture

- Internal combustion engine.
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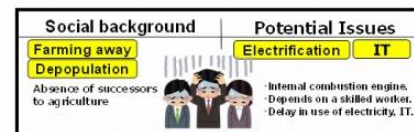
15 min.

Content of consultation (tentative theme)

A cultivator that can be easily used by older or beginners

- Preferred in form of hope or desire. (than the problem)
- "VAGUELY" is OK !
- No right answer. "decide".

PSNRD   **CUSTOMER (YOU)**

Be a customer

Forecast future business challenges.

Use Checklist
（ provided for each table ）

【Reference 】
・内閣府経済社会総合研究所　10～15年後の日本社会の俯瞰
・Panasonic　未来戦略室　　ほか

(Left sidebar, vertical text)
Intro.
Back-ground
2008 1st Challenge
2018 2nd Challenge
Con-clusion

防災・減災	社会保障
過疎化 限界集落	貧困問題
育児・子育て	食の安全
介護	人手不足
医療	働き方改革

ハラスメント	資源の不足 枯渇
環境エネルギー	リアルとネット の融合
少子高齢化 人口構造変化	個人・市民・ NPOの台頭
インフラ 老朽化	グローバル 社会化
気候変動・ 異常気象	汚染 （大気・土壌・水質）

放射性物質 対策	生活習慣病
自然災害 （地震・噴火・風雨水害）	シェアリング モノ・消費・空間・人
サイバー セキュリティ	個別化 プライベート化
食糧問題	DIY 暮らしの自給自足 地産地消
地域紛争・ 戦争	「評判」への 価値観変化

場所の 最適化	センサ 情報活用
情報バンク 生体情報、位置情報など	機器のオンライン ネットワーキング化
日本の美意識	モノ＋サービス の パッケージ化
多様性	ジェロン テクノロジー （高齢者向け技術・サービス開発）
コンシェルジュ 見守り、ヘルスケアなど	おひとり様向け 製品・サービス

クラウド ファンディング	職住近接
ビッグデータの 活用	雇用形態多様化 フリーランス
Sticky Information	
ネットを利用した オープンエジュケーション	

STEP-2

Go back to the employee
Developing Ideas by Needs and Seeds.

Intro. | Back-ground | 2008 1st Challenge | 2018 2nd Challenge | Con-clusion

14:00～14:30
アイデア出し①

Go back to the PSNRD-Employee

Customer → PSNRD-Employee

PSNRD30周年 Workshop　29

Change seeds B/W&B/S×3times

画像センシング	無線・アンテナ
ロボティクス	スマート端末／車載機器
パワエレ・エネマネ	電気化学
インフォマティクス計算(HPC,Sim)	セキュリティ
AI/DeepLearning	

Seeds-Seals

What the customer wants

Tentative Theme

Easy-Cultivator

PSNRD's Core-Technologies

	1	**2**	**3**	**4**
Informatics calculations	Simulations navigates the optimal growth of rice plants.	Work content navigation by weather and temperature.	Build a database of management know-how.	Instant visualization (Production vol., resources)
Robotics	Run fast on tires on public roads.	Capable of plowed, planted, mowed	Weeds can be mowed.	Arms automatically transform
Radio·Antenna	Get tomorrow's weather from the Web.	Watch my parents farm work in the city.	GoPro delivers farm work online.	Report the harvest immediately to the agricultural cooperative.

Approach

Intro. | Back-ground | **2008 1st Challenge** | **2018 2nd Challenge** | Con-clusion

13:15

Orientation　20 min.　　　Conver-gence

| Purpose, Target, Lecture | 10 min. |
| Purpose, Brain-Stretching | 10 min. |

13:35

Be a customer

Discover the future problems　　Diver-gence

| Forecast future business challenges | 10 min. |
| BrainStoaming | 15 min. |

Set a tentative theme　　Conver-gence

14:00

Go back to the employee

Generation of ideas　　Diver-gence

Idea Discussion-1　30 min.

① Selection of 3 seeds KW	3 min.
BrainWriting	2min. ×4
②Discussion	
BrainStoaming Scene deployment Checklist Method	☐ × Seeds1 / × Seeds2 / × Seeds3 ... 2min. ×8

14:30　　　Diver-gence

Idea Discussion-2　30 min.

15:00　　　Diver-gence

Idea Discussion-3　30 min.

| 15:30〜15:40　Short Break |

15:40　　　Diver-gence

| **Birds-eye view** | 5 min. |
| **Addendum to the idea** | 10 min. 5min. ×2 |

15:55　　　Conver-gence

Summary

Arrangement, weighting and consensus building	30 min.
Grouping	15 min.
Highlight-method （Voting）	15 min.

16:25

| **Let's express it on imitation paper.** | 30 min. |

16:55

| **Closing** | 5 min. |

17:00

Improvement of processes and tools

Items		Problem（@2008）	Ingenuity（@2018）
Time Manage 1	Method	Work time = 120 min.	The work time was extended to 165 min.
	Problem	⇒ Resulting in an increase of + 30 minutes.	
Time Manage 2	Method	Scenario in 10 – 15 minute increments.	Scenario in 2 minute increments.
	Problem	⇒ The time slipped behind schedule.	
Time Manage 3	Method	No process available for skip.	A skipperable process （determined by the progress）
	Problem	⇒ Not recoverable.	
Time Manage 4	Method	Leader determined through discussion.	Specified Leader （based on experience）
	Problem	⇒ Elections unrelated to skills.	
Tools 1 B/W-Card	Method	Use Multi-card for business card.	Original B/W-sheets （A3-paper with sticky note）
	Problem	⇒ ・Paste with double-sided tape. ・Many cards peel off when you roll up.	
Tools 2 Imitation Paper	Method	Free format	Distribution of common forms
	Problem	⇒ They don't know how to draw.	
Deliverable Management	Method	Due to the peeled-off cards and the scattering of imitation paper, they were not organized or displayed.	Collect by each table ⇒ Posted in the Intranet.
	Problem		

Ingenuity of time management （1）

Intro.

Back-ground

2008
1st Challenge

2018
2nd Challenge

Con-clusion

The work time was extended to about 3 hours.
⇒ Create 2 Minute Scenario Slides.
（107 sheets）

Specify time
（ Be aware of the delay ）

14:00～14:03
Idea generation ①
Brain Writing （BW） Diver-gence

Prepare in each group.
Write the tentative theme name in the upper column. (3 sheets)

2 min.

Easy-Cultivator
5 6 7 8

14:03～14:05
Idea generation ①
Brain Writing （BW） Diver-gence

Write your idea on the sticky note in your number field.

Simple tiller of the future × Informatics calculations / Robotics / Power Electronics& Energy Management

2 min.

Be sure to write something to fill it out.

Easy-Cultivator
5 6 7 8
Informatics calculations — Find a ridge and track it automatically
Robotics — Plowed, Planted, or Mowed
Power Electronics& Energy Management — Hybrid tiller

14:05～14:07
Idea generation ①
Brain Writing （BW） Diver-gence

Change your sheet with your neighbor.
Add new ideas to your column.
Look at your neighbor's ideas and make associations and improvements.
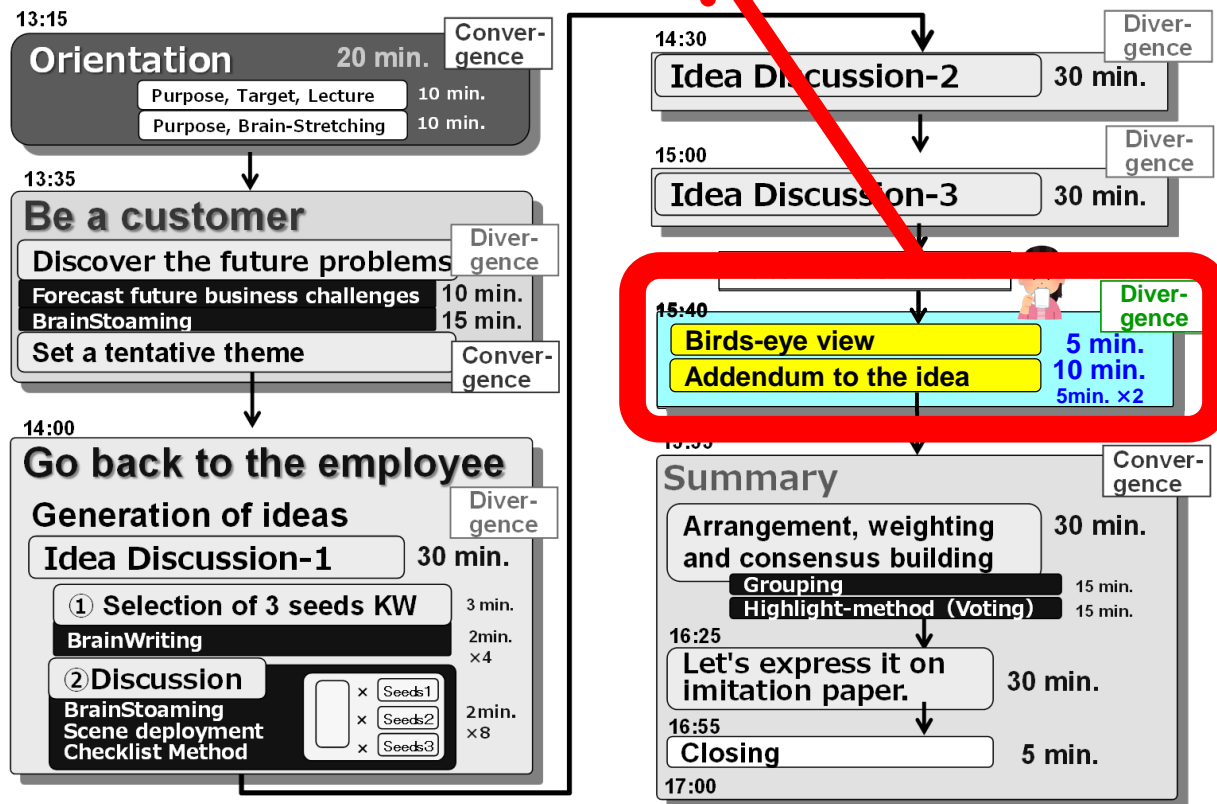
2 min.

Easy-Cultivator
5 6 7 8
Informatics calculations — Find a ridge and track it automatically | Detect and automatica-lly remove debris
Robotics — Plowed, Planted, or Mowed | Arms automatica-lly transform
Power Electronics& Energy Management — Hybrid tiller | Charged by onboard solar panels

Ingenuity of time management （2）

A skipperable process was provided in the latter half.

Skipperable depending on the status of the discussion. （In fact, it was skipped in production.）

13:15

Orientation	20 min.	Conver-gence
Purpose, Target, Lecture	10 min.	
Purpose, Brain-Stretching	10 min.	

13:35

Be a customer

Discover the future problems		Diver-gence
Forecast future business challenges	10 min.	
BrainStoaming	15 min.	
Set a tentative theme		Conver-gence

14:00

Go back to the employee

Generation of ideas — Diver-gence

Idea Discussion-1	30 min.
① Selection of 3 seeds KW	3 min.
BrainWriting	2min. ×4
②Discussion	
BrainStoaming Scene deployment Checklist Method	2min. ×8

× Seeds1
× Seeds2
× Seeds3

14:30

Idea Discussion-2	30 min.	Diver-gence

15:00

Idea Discussion-3	30 min.	Diver-gence

15:40 — Diver-gence

Birds-eye view	5 min.
Addendum to the idea	10 min. 5min. ×2

15:55

Summary — Conver-gence

Arrangement, weighting and consensus building	30 min.
Grouping	15 min.
Highlight-method（Voting）	15 min.

16:25

Let's express it on imitation paper.	30 min.

16:55

Closing	5 min.

17:00

Ingenuity of time management （3）

The table Leader is specified beforehand based on experience.

Intro.

Back-ground

2008
1st Challenge

2018
2nd Challenge

Con-clusion

Leader mark （Leader only）

LEADER

テーブル内の議論やまとめの
先導役をお願いします

Seat No.

席順 **1** （A） 内覧会

Extra Sticky Notes
（Yellow）

Paper
A4× 5 sheets
A3× 4 sheets

Felt pen

ballot seal （ a strip of 10 sheets ）

Excerpt for one person

B/W-Sheet
（ 2 sheets）

※Align with the seat number.

Core-technology
seal （1sheet）

Something prepared for each individual seat

Ingenuity of tools （B/W Sheet）

Original B/W sheet with sticky note was used.

Glue space for attaching Customer-issues.

	1	2	3	4

Glue space for attaching Seeds.

75mm×75mm　Sticky　note （Yellow）

・**Easy to replace**
・**No tape required**
・**Do not peel off when bent**
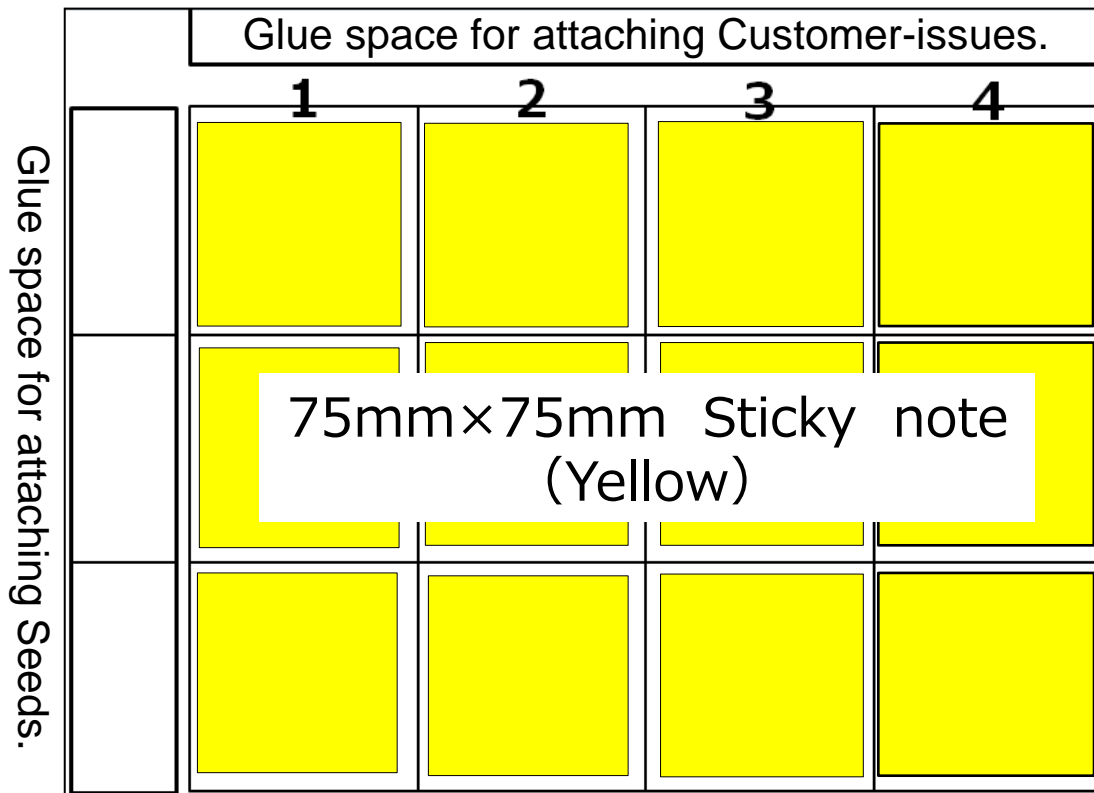
Size　A3
× 2 Sheets
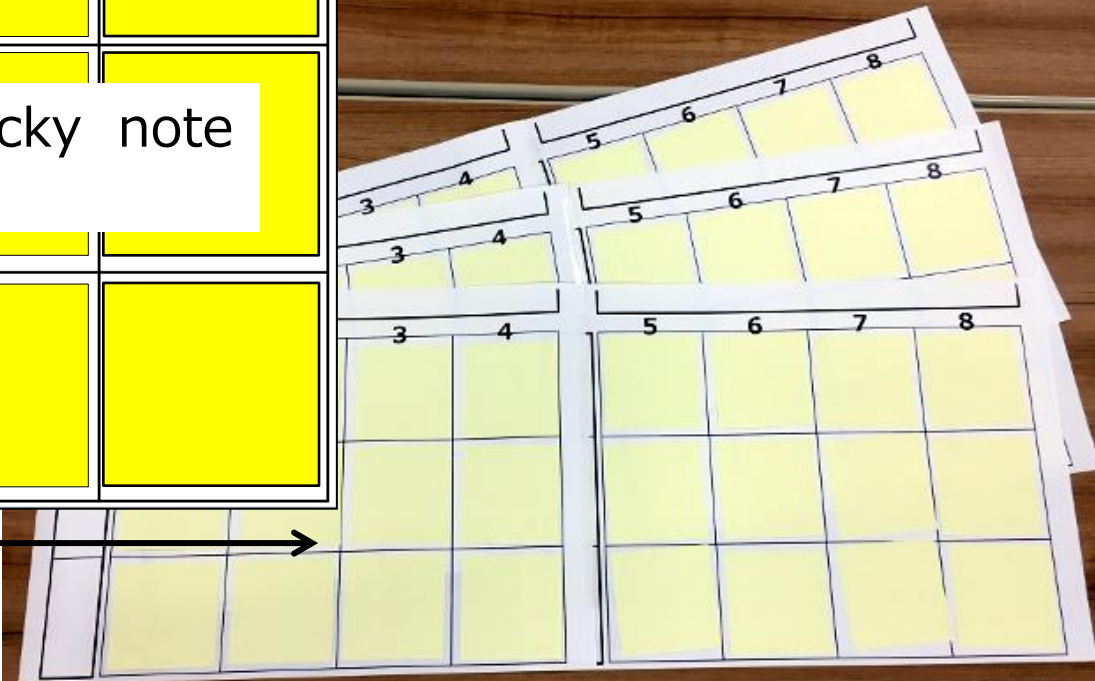
Ingenuity of tools（Imitation paper）

Distribution of common forms for imitation paper covers.

提案名			チーム	Table.	
お客様				メンバ	
お困り事	社会				
	お困りごと	防災・減災			
シーズ技術		画像センシング	無線・アンテナ	ロボティクス	

Just by looking
- instruction less
- uniformity

Keywords are distributed as stickers.

画像センシング	無線・アンテナ
ロボティクス	スマート端末／車載機器
パワエレ・エネマネ	電気化学
インフォマティクス計算（HPC,Sim）	セキュリティ
AI/DeepLearning	

画像センシング	無線・アンテナ	ロボティクス	スマート端末／車載機器
パワエレ・エネマネ	電気化学	インフォマティクス計算（HPC,Sim）	セキュリティ
AI/DeepLearning			

Stick → Imitation Paper

Present examples of discussions

| お客様 顧客情報 | 佃製作所 |
| | ・中小エンジンメーカ
・高度なバルブ技術を、ロケットや人工心臓弁にも転用
・「宇宙から大地へ」農業分野（耕運機）への展開を目論む |

| 10年後課題KW | （社会） 限界集落　　農業の継承者不在
（お客様） 電動化　IT化　内燃機関のみ、"熟練の技"頼み |

| 仮テーマ | 未来のかんたん耕運機 |

| PSNRD技術KW | ロボティクス　インフォマティクス計算
パワエレ・エネマネ |

| アイデア | 世界初のハイブリッド＆ハイテク耕運機
・カラクリメカ搭載（作物や作業に応じアーム変形、公道走行タイヤ）
・EVは農作業しながら太陽光充電
・収穫高はリアルタイムで農協へ、Simで最適生育まで支援
・自動運転＆AIで農業初心者でも熟練の技 |

They all stood up naturally

Workshop end Time = 16:59
Just planned
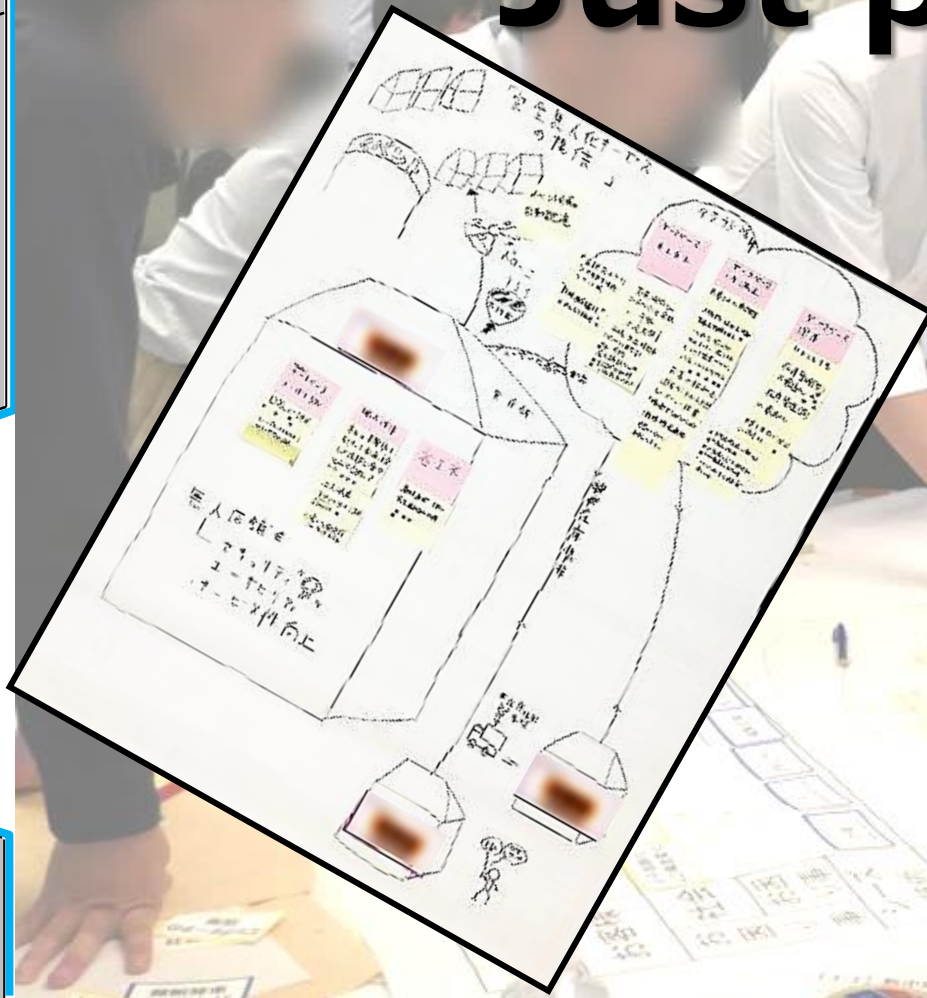
Deliverable Management

A total of 36 tables of deliverables are posted on the intranet.（Later）

Voice of the Employees

We had a lively discussion about unique ideas with dreams.

It was good that we could talk with other bases members in a long time.

A wide range of opinions including outlandish ideas came out, and the **meeting became friendly**, and **interaction with participants from other bases deepened**.

Some people didn't know about the client's business, so I felt that such prior information was necessary for a better discussion.

It was good that we could discuss from the **customer's point of view**.

We were able to come up with the idea in a cheerful manner, since even an outlandish opinion was acceptable.

We were able to come up with innovative ideas and **complete the process with time to spare in teamwork**.

I was in charge of the group leader, but I didn't need much work as a leader because **everyone was positive**.

I regret that I did not have enough time to complete the final report.

We had a hard time putting our opinions together, but it was **good that we had enough conversations and interacted with members from other bases**.

I wanted more time because I was so busy.

Summary

Making proposals while having fun with all employees.

All employees identified issues from the customer's perspective and devised proposals through discussions.

➡

Communications

Fun

All employees were able to experience creative methods regardless of interest.
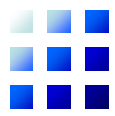
➡

Experience

Corporate culture

We were able to accomplish it in a short time.

We've learned that we can achieve results within constraints, if we know how to do it, if we gather wisdom towards a common purpose.

➡

Sense of achievement of
collaboration

confidence

Three elements for organization

Intro.

Back-ground

2008
1st Challenge

2018
2nd Challenge

Con-clusion

Chester Irving Barnard
（1886 - 1961）
American business theorists

Source
https://en.wikipedia.org/wiki/Chester_Barnard

Three elements for organization

1. Communications
2. Willingness to collaborate
3. Common purpose

Conclusion and Proposal
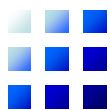
TRIZ is not only good for ideas.
（ Working towards the same goal and working together）

Let's make the organization strong, bright and cheerful with TRIZ.