

Toshiba Management Innovation Deployment

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***Abstract:** Toshiba started “Management Innovation 2001 Campaign (=MI 2001 campaign or MI campaign for short)” in 1998, having Six Sigma as a core methodology. MI 2001 campaign was initiated to execute three pillars of Toshiba’s Management Innovation: (1) improvement of the management mechanism, (2) structural reform of the business, (3) reform of Toshiba’s corporate culture. MI 2001 was positioned as the center of all innovations. All other existing quality programs were integrated into MI 2001 and the experiences accumulated through such programs have been effectively utilized. Toshiba aimed to complete these issues before the FY2001, within three years. All of the existing Campaigns in Toshiba are unified to MI2001 Campaign, and those experiences are effectively utilized. After we learned Six Sigma, we customized Six Sigma into Toshiba as MI methodology.*

We mainly used DMAIC to solve the current problems, and for new process or product creations, Toshiba developed its unique DFSS (=Design for Six Sigma) approach called DFACE (=Toshiba version DFSS).

In FY 2001, 3 year long “MI 2001 campaign” completed, and from FY 2002 “MI-Phase 2” started. In “MI-Phase 2”, we refer to what we do, not as “MI campaign” but as “MI activities”. In “MI-Phase 2”, DMAIC to correct existing process and DFACE to create values are used as front and rear wheels of a vehicle for the institutionalization of total Toshiba MI (Toshiba’s management control methodology).

Both DMAIC and DFACE are convenient methods for solving important issues. But, the most important thing is how to build these methods into the company and how to manage them for solving business issues and achieve the business goal.

Toshiba is promoting this MI activities for whole Toshiba group wide including domestic and overseas subsidiaries, that is in China, in Asia, in America and in Europe with communicating common words.

In this paper, I would like to describe Toshiba’s MI activities that incorporate Six Sigma methodologies.

Key Words: Six Sigma, Six Sigma deployment, Management Innovation