

[Customers]

# Surprise and joy for customers, motivation and growth for employees

What Murata regards as important values  
 Let us examine an example in a business story



## Success story by teamwork across the globe

### Murata was out of Company A’s scope

Mr. Nuka from Murata Electronics North America Inc. started making sales visits to Company A to sell FEM (frontend module for high frequency application) at the beginning of 2008. At that time, Company A was procuring FEM from another component manufacturer, and thought Murata had neither technical nor cost advantages. Mr. Nuka recalls “It was miserable not to be given any opportunity at all. I resolved myself to make some achievements to turn their heads.” We finally caught their attention by visiting Company A with Mr. Arie from the Head Office to present a case study of planning and mass producing WiMAX \*1 power amplifiers \*2 matching Company A’s specification. We were told to put present a sample that meets their specification. Mr. Niwa took over Mr. Nuka’s responsibility. Mr. Niwa along with his American boss, Michael took over Mr. Nuka’s project and submitted the sample that was prepared by the engineering team from the Head

Office. Unfortunately, although the sample showed good characteristic during the testing in Japan, it did not operate normally on the circuit board prepared by Company A. They suspected the compatibility between the sample and Company A’s circuit board, and started working on finding possible causes.

### Engineers from around the world worked together to solve a problem.

Mr. Niwa requested Company A to let him borrow the circuit board to take back to Japan. Once the board was in Murata’s lab, he had the sales engineer Mr. Saito, Mr. Iida and Mr. Tomita from the design department conducted a series of tests. Murata engineers also flew to European research center of Company A to discuss approaches. Guy from Murata Electronics (Netherlands) B.V. supported the team from technical and communication aspects. Furthermore, Company A’s

Asian design site collaborated with Murata to conduct tests. Mr. Simomae, an SE from Taiwan Murata Electronics Co., Ltd. helped coordinate this effort. Mr. Niwa said, “We have associates from Murata all over the world promptly providing necessary resources. I felt assured and proud of the team working on this project.” We finally found a solution by collaborating with Company A. It was a big step for our FEM project.

### What impressed Company A was our effort to shorten the lead time.

Thus, the challenge with the performance was cleared. However, we now had a problem with the production lead time. Initially, Murata estimated that we needed 16 weeks to produce FEMs. Company A requested it to be 10 weeks. Company A representative’s words, “We cannot accept products that take 16 weeks to manufacture.” sounded rather harsh to us. Mr. Niwa participated in the production lead time compression training hosted by Company A along with Mr. Fukushi from Products Dept. I and Mr. Tsuchida from RF Semiconductor Production Dept. “Certainly Company A’s demand is strict, but the fundamentals of SCM \*3 (Supply Chain Management) are the same for Company A and Murata. It was beneficial for us to confirm that in the training process.” said Mr. Niwa. Once Company A and Murata developed the common concept and mechanism with regard to SCM, and with the help of our suppliers, we finally managed to shorten the lead time by four weeks. Although we missed meeting Company A’s demand, Company A finally decided to incorporate Murata products recognizing Murata’s efforts and orientation up till this point.

Mr. Niwa communicated to all staff members who participated in the project, the message from Company A’s manager, “The fact that Murata survived the competition against numerous powerful suppliers and finally landed the business is quite praiseworthy.” Key elements of success were that much less known player, Murata, showing outstanding performance beyond the customer expectation, and our international teamwork backing up such efforts. The experience gained from this project and words of Company A’s manager became a new driving force for the next challenge.

\*1 WiMAX  
 One of the wireless communications technology standards  
 \*2 Power amplifier  
 Amplifies wireless signal power to the necessary scale  
 \*3 SCM (Supply Chain Management)  
 A method to realize “management efficiency” and “improved customer satisfaction” simultaneously by establishing a mechanism to share ordering information and production planning information among associated companies

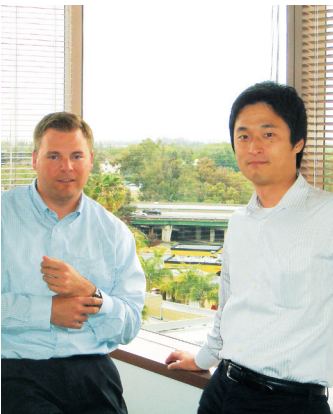
Photo, from the left

Murata Electronics North America, Inc.  
 Global Sales Manager / Sales, Western Area

Michael Ingram

Key Account Manager /  
 Global Coordinator

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