

To Improve the Quality People Deliver



Educating younger employees, so they can become the power behind production locations.

Kazunori Kawasaki
(photo, at right)

Cutting Processing Meister,
Production Dept. 1,
Fukui Murata Manufacturing Co., Ltd.

Stressing Personnel Development as the Foundation Underpinning Manufacturing

Murata makes products, and our main obligation is to ensure we retain the utmost confidence of our customers and provide products that meet their expectations. To fulfill this obligation, while Murata is moving forward with upgrades to its manufacturing equipment and production lines to enhance its automated manufacturing capabilities, it is striving to strengthen employees' manufacturing capabilities by implementing production innovations and restructuring our organizational climate.

Innovation that Reforms Production, Focusing on Site Engineers

The electronic device manufacturing industry is currently making a move toward equipment automation to respond to customer needs for products with increased functionality, as well as diversified products. Murata is no exception in aggressively moving forward with capital expenditures. Our employees have the will and inclination to reform production, and therefore they can reliably make quality products using devices and ensure that quality improvements are attained.

At Murata, our Head Office Production Engineering Unit is linked to all of our production locations nationwide, and through this unit we are expanding our companywide production innovation activities. Our efforts increase our manufacturing capabilities, which are central to keeping our customers'

trust and satisfaction. To achieve increased productivity, higher quality, lower inventory, and reduced defect ratios, site employees suggest and act on any improvements that can be made, no matter how trivial these may be. The Head Office Production Engineering Unit offers support to employees in these activities.

Employees at each facility announce

the results of their suggested improvements at the annual Production Innovation Convention. Their suggestions are noted and shared throughout the Group. For example, the slogan of the 2007 convention was "Aim to thoroughly build quality into products, and streamline items, operations, and information, thus achieving customer satisfaction."

The convention featured announcements from three domestic and two overseas production departments, and this promoted information sharing and awareness of the importance of improvements.



Production innovations at Himi Murata Manufacturing Co., Ltd.



The Meister Badge, testament to the skills of our operators

Our aim is to be able to quickly offer assistance in the event of trouble.

Yaeko Mizuta

(photo, at left)

Lead-through Capacitor Manufacturing Process Meister, Fukui Murata Manufacturing Co., Ltd. (Miyazaki Plant)

Since being awarded the Meister Badge, I feel I've gained confidence.

Satomi Yamada

(photo, at right)

Stacking & Pressing Process Meister, Production Dept. 4, Fukui Murata Manufacturing Co., Ltd.

Employee Perspective

Training of Personnel Essential for Company Expansion



Mamoru Nishikawa

Executive Manager, Educational Activities Group, Murata Active Partner Co., Ltd.

Without training, the Company will not grow. Technology continues to get more sophisticated, and we need personnel who can respond to these advancements.

Providing organized, systematic programs for employee training contributes to raising skill levels throughout the Murata Group.

Employee Perspective

Continuing Self-improvement, toward Becoming a True Meister



Kaoru Tai

Personnel Manager, Administration Dept., Fukui Murata Manufacturing Co., Ltd.

The Meister System recognizes technical excellence, and being a Meister is a position aspired to by operators.

Instead of resting on their laurels, I'd like employees to continue their personal growth, because doing so will also have the effect of raising goals for other employees.



We're striving to create an atmosphere that makes it possible for employees to enjoy demanding work.

Misaki Fujii

(photo, at right)

Electrical Sorting Meister, Production Dept. 3, Fukui Murata Manufacturing Co., Ltd.

Meister = Respect the Skills of Outstanding Employees and Pass Them on

The aim of production innovation campaigns is not limited to widening the range of outstanding production methods that have been devised at each production location. These campaigns also have the objectives of jump-starting exchanges between locations, providing mutual encouragement and sparking a desire to create, and fostering an organizational climate in which employees feel that they can grow. As a practical application, leaders and unit heads at each location have been encouraged to carry out exchanges and mutual line inspections, and this has proved beneficial.

As part of creating this type of climate, Fukui Murata Manufacturing Co., Ltd., established the Meister System in fiscal 2007. This certifies operators as Meisters who have outstanding skills and techniques. These employees are role-models for other operators, and, at present, we are looking into expanding this system throughout the Company. In addition, Izumo Murata Manufacturing Co., Ltd. opened its MONODUKURI DOJO in 2006. Under this system, outstanding equipment maintenance personnel are given the title of Grand Master or Assistant Instructors, whereupon they can impart their practical skills to younger employees.

In this way, employees' skills and pride, which are central to the success of our production sites, are respected and their valuable know-how is passed on to younger employees.

Measures to Bring out Our Employees' Capabilities

While we are promoting companywide measures such as the Meister System, which respects the outstanding skills and techniques of employees, we have also inaugurated a human resource cultivation system and a personnel evaluation system, both aimed at raising companywide skill levels.

Murata Active Partner (MAP) has previously dispatched staff in a wide range of job fields, such as quality control, general office work, sales, and accounting, with a focus on technical job types, such as development assistants. MAP has also been engaged in employee education: it has dispatched instructors in manufacturing to Murata production locations in Japan and overseas, and in 2003 it started a training program to improve manufacturing capabilities throughout the Group.

At the Head Office Personnel & Industrial Relations Department, we are reviewing our personnel evaluation system and clearly defining the type of employee that Murata wants. We are trying to use the personnel system to achieve increases in employee motivation and skills, which are essential at production sites. We strive to make full use of the skills of every employee and create an active workplace. In this way, Murata is improving the quality created by employees, retaining customer confidence, and delivering products that meet customers' expectations.