

## Smart Factory construction method aiming for optimal solution



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### Summary

There is no one-size-fits-all solution to building a Smart Factory. Each company needs to create their own smart factory vision. In particular, developing an approach focused on "The best way for our company" - which considers the ideal state of a factory for the entire business process, as well as incorporating the concept of the ideal state for the company. This lecture provides, JMAC's Smart Factory development methods to find the "optimal solution for your company." JMAC has long term experience of supporting Smart Factory construction.

# JMAC's Smart Factory Concept

JMAC emphasises the implementation of a “thinking method” and “development steps” that lead to optimal solutions unique to each client .

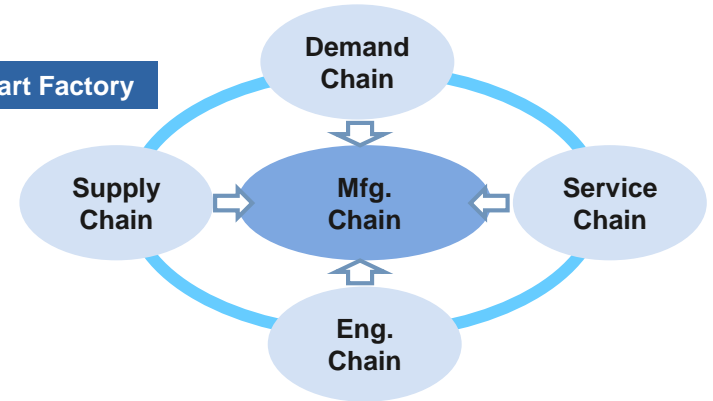
What does an optimized factory look like for our company?  
What kind of smart factory should our company aim for?



Not all companies have the same goal.  
The ideal state differs depending on the  
policy/position/industry/client/product/process/equipment/resou  
rce.

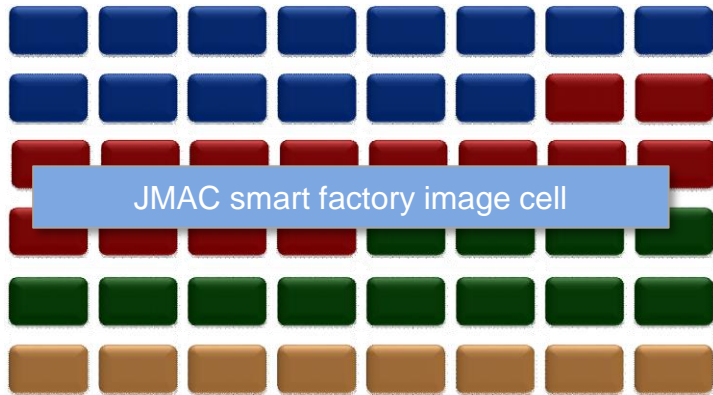
The vision of smart factories differs for each company.  
Designing the best smart factory model is the most  
important element.

Smart Factory



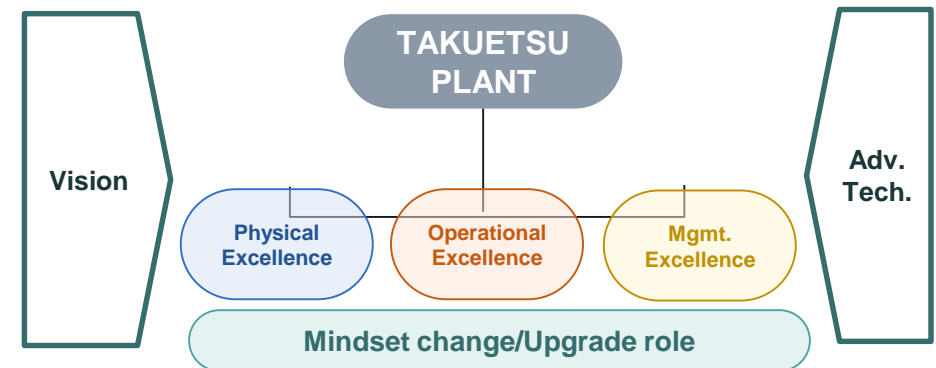
Rather than focusing on a single factory function, envision  
the ideal state of the company from the perspective of "the  
five chains surrounding manufacturing."

JMAC smart factory image cell



Efficient concept planning is possible by selecting a  
company's ideal state from a "thinking template"

Vision



From three aspects: Physical/Operational/Managerial,  
embodying the ideal form of the production system

# Sustainability Management Trends and Challenges



**Yuki Kawai, Chief consultant  
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## Summary

Introducing the key points of corporate sustainability management based on the "Sustainability Management Survey 2023" jointly conducted by four companies in the JMA Group. The 2023 survey, the second and most recent one of the series, when compared to the previous survey shows the progress of trends such as identifying Materiality and setting numerical targets, and evidence that sustainability management has become an integral part of many businesses. This lecture will provide an explanation of corporate trends, corporate challenges, and future prospects based on the results of the first and second surveys.

# Sustainability Management Trends and Challenges

## “The Future of Sustainability Management” The 2nd Sustainability Management Survey

**The survey result shows the sustainability management is becoming the norm while issues, such as involvement of companies in the value chain and human capital, are remaining.**

### <Key Points>

Nowadays, defining numerical targets for the vision of sustainability management is common practice in companies.]

1. The percentage of companies that have set more than half of their sustainability management goals as numerical targets has increased by approx. 10% from the previous survey (Figure 1). With more than 70% of TSE Prime companies setting numerical targets for 25% or more of their sustainability management goals.
2. Nearly 60% of respondents believe that numerical targets related to sustainability adequately represent the company's aspirations. With approximately 70% of TSE Prime companies concurring.
3. The identification of materiality has progressed, with over 90% of TSE Prime companies having done so, and over 70% of companies setting KPIs.

[Involving companies in the value chain is only halfway done.]

4. Involvement of companies in the value chain (understanding the status of sustainability management initiatives and sharing company policies) remains at only 20% of TSE Prime companies.

Fig.1

Percentage of goals with numerical targets for sustainability management (all respondents)

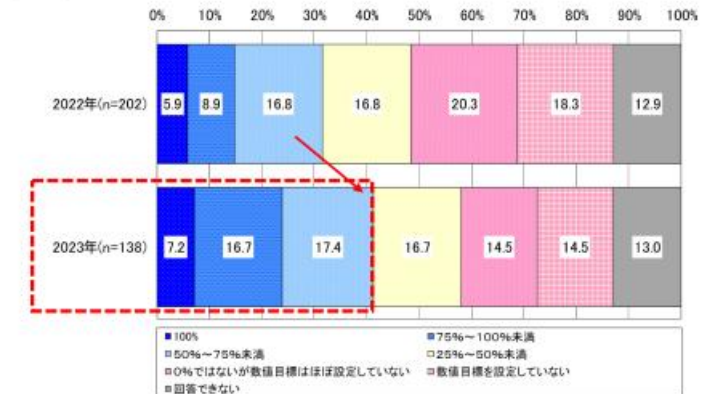
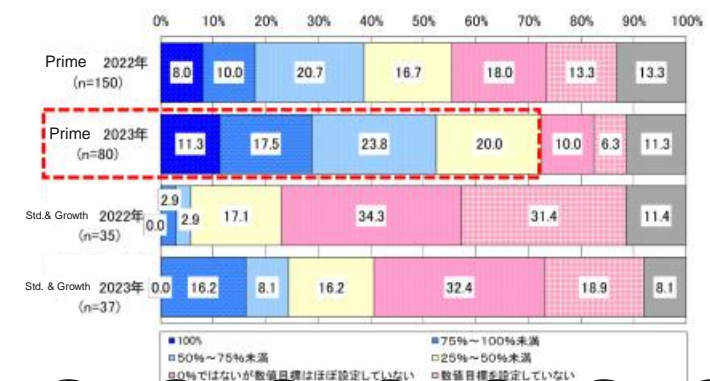


Fig.2

Percentage of goals with numerical targets for sustainability management (by TSE market segment)



# A Case Example of Management Reform to Recover From Deficit Through Company-wide Collaboration Activity



**Yukihiro KAGAMI, Senior Consultant  
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## **Summary**

This presentation will introduce the transformation journey of how a long time deficit department recovered to a leading profitable department within the company.

Wide range of initiatives were taken with the collaboration among production, production planning, procurement, engineering, sales and suppliers.

# 【Example】 The Concept of the Fundamental Reform

