Question:
The business and operational environment for companies has been drastically changing these days. How do you think about it, Mr. Akikusa?

Answer:
We are facing the big change, aren't we? I call it "Mega Transformation". The existing system that has supported our society and economy has sifted into one for a new generation. The new system is like a large tide and it cannot go back. I think that we are in the middle of the revolution.

The most powerful trigger for the change is the widespread use of the internet. Companies used to build various information systems, such as the ones for manufacturing and sales control, or accounting systems for banks, and their customers used those systems as a tool to conduct each work flow. However, the information network system built based on the internet will enable anyone, not only corporations, to operate it. In fact, the network system is becoming the social infrastructure itself, beyond the capacity as a tool.

Fujitsu has developed, in addition to corporate systems, many information systems for the social infrastructure, such as the one for the world-longest bridge, "Akashi-Kaikyo Ohashi". I except that various corporate or social systems will be built on the information network as the social infrastructure, like the electric, railroad or road systems. We are now in an era that the use of the information infrastructure, which can be said as the social infrastructure, will definitely decide the efficiency or competitive power of corporate management, or the ability to plan political measure or quality of services that governmental organizations provide.

Question:
It can be said the "Internet Revolution.:

Answer:
The volume of communication traffic on the internet has been doubled every 100 days. No, I would say that the volume is increasing at a faster pace. If it reaches the critical point, I think, the network usage will explosively be spread as well. The United States has reached the critical point, and the Japan is also ready to take off. Although Japan has always followed the West, it now has a possibility to significantly leap forward.

Many business owners in Japan now are interested in modernizing its operations with the use of new technology. The owners of all sizes of businesses have the same interest: large corporations, mid-sized and small companies, and SOHO (small office & home office) operations. They could not go for the usage in the past because the advantage of it was vague...

Question:
What directions are you about to see?

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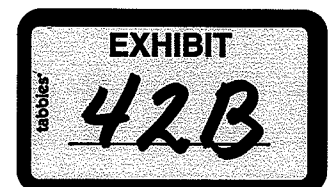
Answer:
In Japan, the development of certain systems has been greatly focused on recently: ERP (Enterprise Resource Planning), SCM (Supply Chain Management) or EC (Electronic Commerce), to name a few. SCM can be seen as an electronic version of "Just In Time" on a certain aspect. It is important that the companies involved in the supply-chain system, such as manufactures, wholesalers, retailers, and distributors, disclose necessary information and share it to make manufacturing, storage system, or product distribution efficient. If a company cannot join this network, it won't be able to survive.

With the disclosure of information to each other on the network, you will expect a new movement, such as forming a partnership with a company that you have not been able to work with - a partner who is best suited and provides better conditions, for both a seller and buyer. Business relationships will then become global beyond the traditional business ties. I have no doubt that the structure of business will drastically change with the use of the internet.

Question:
Japanese companies must ride the wave of changes using the new information technology. How do you support them?

Answer:
It is important that each company uses information technology that is suited for its own business. To make it possible, we remind ourselves of the importance of the "customer focus". We have direct individual customers such as our computer users although our main clientele are corporations and government organizations. The actual users at those organizations, however, are individuals. In addition, our customers have their own customers with whom our customers provide various types of value, such as their products or services.

One of the distinct characteristics of the Internet Revolution is that a new, large channel, the internet, has been developed between corporations and governmental organizations and their customers. With accumulation of data, discovery and analysis tools, any company can understand its own customers well through the network and it enables the company to find the needs of its customers and provide suited services with them. To support our customers the best using our information technology, we therefore must provide solutions to our customers thinking what our "customers' customers" want. "Customer focus" is important for our design, manufacturing, and research divisions, in addition to sales, SE (System Engineer") and CE (Customer Engineer) teams.

Question:
What types of solutions do you provide?

Answer:
Based on the idea of "Solution Business", we propose and provide solutions suited for each industry, such as the financial and distribution industries, and for each division

within an office using the system like SFA (Sales Force Automation), which supports sales activities. We have 12 kinds of solutions now but are in the process of developing more in various ways. We will grow our solution business to the main pillar of Fujitsu business.

Question:
Fujitsu has grown as a manufacturer of information electronics, but you are now ready to rise as a solution provider, aren't you?

Answer:
You must have powerful technologies for both hardware and software. Those are the key elements to support solutions. There will be a significant difference in the contents of and strength of solutions if you do not have excellent technologies for both hardware and software. We are very confident in the area with our time-proven performance. The utilization technology and power of proposals will decide the fate of providers in the future on the point how you master hardware or applications. We fortunately have had excellent clientele both domestically and internationally and own the data of know-how for each system or industry. I believe that we have already been in a very good position as a solution provider as well.

We are going into the Internet Revolution. Japanese companies are now entering the phase, where they will be left behind if they cannot provide fine-tuned services to satisfy each of their customers, who have various needs in the speed of business operation or globalization. Our "Solution Business" has the meaning to provide services to Japanese companies in response to the problems that they are now facing.

Question:
The internet seems to bring the Big Bang to the whole business operations.

Answer:
You are right. Since we need to change the business system as a whole, top management people themselves must get actively involved in planning information strategy. To provide best solutions to the companies that are significantly changing toward the 21st century, Fujitsu will fully enhance the "Customer Focus". To best support the companies with the use of information technology, we therefore must provide solutions to our customers thinking what our "customers' customers" want. "Customer focus" is important for our design, manufacturing, and research divisions, in addition to sales, SE (System Engineer") and CE (Customer Engineer) teams.