



QCC activities and V-up: Two promoters talk about "JATCO's problem-solving capabilities"

-QCC activity promoter x V-up promoter Dialogue

At JATCO, two approaches, QC circle activities (small group improvement activities, hereafter referred to as QCC activities) and V-up (problem-solving process), are used to improve daily operations and solve problems.

At first glance, these two activities may seem different, but in fact they share the same underlying "essence of problem-solving."

This time, in a conversation between Kamei, Miyahara, and Fushimi from the Quality Assurance Department, who are promoting QCC activities, and Nakagawa, Matsushita, Watanabe, and Hirai from the Corporate Planning Department, who are promoting V-up activities, they talked about the appeal of their respective roles, JATCO's strengths, and future prospects.

QCC activities foster growth and improve quality

Fushimi-san (QCC promoter):

"I've always hated QC."

Nakagawa-sam (V-up promoter):

"picture? Is that so? Do you still hate it?"

Fushimi-san:

"Now, it has improved a little from 'I hate it' to 'I'm not good at it.'"

Nakagawa-san:

"Why did I go from 'I hate it' to 'I'm not good at it'?"

Fushimi-san:

"I thought it was a hassle to have to think about the in-between steps when I already knew the answer, so I didn't like it. But once I learned how to do it, I began to think it was something I needed to do, but I still find it difficult.

The conversation began with a shocking comment from QCC advocate Fushimi: "I hated QC." However, we were all relieved to hear that as they encountered the essence of QC, their attitudes gradually began to change to a more positive one. The following story from Miyahara-san also shows that the workplace atmosphere has an influence on how people come to view QC in a positive light.



Fushimi-san, the moderator of the QC Circle Company-wide Convention

Miyahara-san (QCC promoter):

"For me, doing QC was a given. I grew up watching my seniors take the initiative in QCC activities, and I felt a sense of growth as I gained experience as a theme leader and circle leader. Furthermore, I was happy to receive praise from my

superiors through the presentation."

The QC circle leader is often someone from the leadership ranks, with the foreman becoming the QC circle leader and the supervisor in a teaching role. This system also contributes to human resource development.



Miyahara-san supports the organization of the company-wide QC Circle convention

Kamei-san (QCC promoter):

"Previously, QCC activities were centered on managing the number of cases, but the shift to quality was a major turning point. We have been working to increase the value of our activities by creating guidelines and making efforts to show our connection with JEPS."

QCC activities have shifted focus from managing the number of cases to "improving quality," and have evolved into initiatives to further enhance JATCO's problem-solving capabilities. By accumulating on-site efforts such as establishing guidelines and collaborating with JEPS, QCC is not just about improvement activities, but is also demonstrating its value as a place for human resource development.

This pursuit of quality is an important factor supporting the growth of JATCO as a

whole, and we expect the company to continue to step up in the future, striving for "better problem-solving capabilities."



Kamei-san, leader of QCC activity promotion

V-up activities open up new possibilities for logic and global collaboration

Watanabe-san (V-up promoter):

"V-up is based on the 3Rs: first, you define the problem (Right Project), then you create a cross-functional team (Right Person) to solve the problem, and then you use the right method (Right Method) to solve the problem. QC decides on the circle members first, and then sets the tasks, so this order is different from QC, but the appeal is the same as QC.

Nakagawa-san (V-up promoter):

"What exactly do you mean by the same appeal as QC?"

Hirai-san (V-up promoter):

"Before arriving at a conclusion, I thoroughly understand the current situation and

analyze the factors, so I can explain to others why I have reached that conclusion. That's why the appeal of V-up is that it gives you the power to persuade others. This process is the same as QC, and they both share the same emphasis on logical flow.

Nakagawa-san:

"Logical flow is the common denominator."

Watanabe-san:

"V-up's unique strength is its cross-functional team structure. We often work in teams with members from different departments and overseas bases, and even if our positions and cultures differ, discussions can progress naturally by keeping in mind the V-up steps, which serve as a common language. That's why I believe we can respond smoothly to global issues."

Matsushita-san (V-up promoter):

"Another feature of V-up is that a few years ago, we added a value-creation process to our problem-solving methods. Unlike the improvement approach that solves problems logically while avoiding past mistakes and rework, this is a value creation process that starts with empathy and emphasizes values that are difficult to quantify, such as "fun" and "excitement," and involves small trials and completions without fear of failure. V-up itself is evolving with the times."



Expand your learning through V-up training

We also serve as instructors for various V-up training sessions for indirect employees.

V-up activities, like QC, are characterized by the emphasis on logical problem-solving processes and the fact that cross-functional teams tackle complex challenges. By collaborating with members from different departments and overseas bases and promoting natural discussions based on a common language, JATCO's overall problem-solving capabilities are further strengthened.

Difference between V-up and QCC

	V-up	QCC
Target	Achievement of the management plan and strengthening of competitiveness	Shopfloor improvement, quality awareness enhancement, and human resource development
Process	Issue identification → Team formation → Issue resolution	Team formation → Issue identification → Issue resolution
Problem-solving process	*Improvement and innovation type Current situation analysis → Cause analysis	Consideration of countermeasures *Problem-solving type

Furthermore, in recent years, in addition to the traditional improvement-based approach, V-up has also adopted new methods that emphasize "empathy" and "value creation," and V-up itself continues to evolve with the times.

These diverse approaches and global collaborations are a major driving force behind

JATCO's growth.

A common essence and the JATCO style

Although QC and V-up have different approaches, their essence is the same: "Understanding the current situation, analyzing the causes, and coming up with measures to improve."

The fact that this problem-solving cycle is deeply rooted in our culture is one of JATCO's strengths. Everyone faces challenges as if they are their own responsibility and continues to make improvements -- that is what makes JATCO unique, all the promoters agree.

Regarding the future, Kamei-sansaid, "I would like to expand QCC activities to indirect departments as well," and Nakagawa-san said, "I would like to spread the methods and spirit used in V-up not only within the company but also to partner companies, and use it to contribute to society."

Furthermore, Kamei-san said, "The essence of QC and V-up is the same. I think an initiative like 'J-QCV' that combines the two would be interesting," he said, pointing to the possibility of new challenges.

JATCO's efforts will continue to evolve and expand into the future as we strengthen our "ability to continue improving" through both QC and V-up.

