Customer Satisfaction and Product Safety

Konica Minolta puts customers first; that’s why a “customer-centric approach” is one of the company’s core values. Konica Minolta employees worldwide strive to practice a thoroughly customer-oriented attitude. This commitment helps to build long-term relationships with customers, allowing Konica Minolta to continue creating new value.

Our Concept

Sharing a Single Global Quality Policy

Konica Minolta aims to maximize customer satisfaction by offering products and services that reflect its management philosophy, “The Creation of New Value.” To achieve top-tier, high-value products, the company created the Konica Minolta Quality Policy, a global program that is followed by Group companies and employees worldwide. The policy ensures that emphasis is placed on customer confidence in Konica Minolta products and services. Accordingly, a group-wide quality assurance system has been created, allowing the Group to further enhance reliability throughout the product lifecycle including product planning, development, procurement, production, sales, service, and disposal.

Creating Shared Value with Customers

While striving for excellent customer satisfaction, Konica Minolta is working towards unified growth by creating new shared value in collaboration with these clients. The Medium-Term Quality Plan 2019 lays out a path for Konica Minolta to offer customers the safety and peace of mind that comes with highly reliable products. The plan also looks ahead to the IoT era and expands the focus from hardware to soft solutions, based on the concept of inspiring customers with solutions to their challenges. Konica Minolta strives to both meet current needs and resolve potential customer challenges. The ultimate goal is to help create a prosperous society.
Assuring Product Safety

Background and Issues
Only companies that assure high quality and safe products can survive. With the dawn of the IoT era, quality software and solution products are becoming as important as hardware offerings. This is why the entire Konica Minolta Group is working to ensure that its products and services deliver the highest levels of quality and safety. Konica Minolta believes that this commitment to quality and reliability is the key to sustainable growth.

Vision
To meet the evolving needs of customers, Konica Minolta continually seeks to enhance its products, incorporating cutting-edge technologies. Simultaneously, the company is educating employees about quality and safety, while continuously enhancing quality management activities. The aim is to provide customers with products that offer greater convenience and confidence.

Key Measures and KPIs
- Reducing quality risk throughout the product lifecycle
- Sharing information about quality problems and cross-deploying countermeasures
- Augmenting risk assessment practices as part of product safety training
- Number of serious product-related accidents*: 0
- Risk assessment practices: 12 times/year

* Serious product-related accidents refer to those accidents that cause serious harm to the product user’s life and/or body and accidents that cause serious damage to assets other than the product.

Main Initiatives in Fiscal 2016

Risk Assessment and Education to Ensure Product Safety
The company designs its products for safety and confirms the safety of parts in detail, based on the results of risk assessment at the first stage of the commercialization process, in order to provide customers with safe products. At the development stage in particular, the company closely evaluates each product part to thoroughly reduce risk and ensure product safety. In tandem, product safety education is provided to technicians involved in design and development, product technology, procurement and quality assurance, among other fields, throughout the Group to foster an emphasis on the requisite safety and improve skills. After the training sessions, participants fill out a questionnaire, and the results are used to improve future sessions. In this way, the company endeavors to ensure product safety, educate employees on product safety, and improve their techniques.

Number of serious product-related accidents in fiscal 2016
0

Sharing Information about Quality Issues and Cross-Deploying Countermeasures
A production capability assessment was carried out as part of the activities to reinforce productivity, seeking to raise sensitivity to quality issues, resolve problems quickly and raise the level of response.

This assessment rated major production sites using the same checklist for all businesses and focused on five areas: SS, visualization, elimination of inefficiencies, human development and factory management. The assessment results were made accessible company-wide and success stories from high-scoring sites were shared. The assessment officers’ role did not finish with the assessment itself; they also prepared recommendations for improvements and were responsible for supporting efforts to strengthen on-site capabilities.

In fiscal 2016, the assessment standards were revised significantly to promote more effective reforms, and an assessment using these new standards was carried out at 14 sites in and outside Japan.
Customer Satisfaction and Product Safety

Increasing Customer Satisfaction

**Background and Issues**

Long-term customer relationships are essential to the success of Konica Minolta’s businesses in office equipment, medical devices, measuring instruments, and other products. In order to remain irreplaceable to customers in an era when needs are becoming more sophisticated and diverse, Konica Minolta must be able to meet specific requirements and continually strengthen customer confidence.

**Vision**

Konica Minolta uses customer feedback to improve its products and services. The company strives to strengthen its relationships by helping customers achieve their unique goals. Konica Minolta aims to continually improve customer satisfaction and form strong relationships that result in a positive reputation and new customer referrals.

**Key Measures**

- Continue conducting satisfaction surveys and implementation of improvements based on these results

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**Main Initiatives in Fiscal 2016**

**Strengthening Customer Relationships**

Konica Minolta strives to continuously improve customer satisfaction at all Group companies worldwide, and continues to see the positive effects of using customer satisfaction surveys in each business domain. In fiscal 2016, the survey results from all Konica Minolta companies showed a high-satisfaction rate, at 78.7%.

In the Business Technologies Business, one of Konica Minolta’s mainstay businesses, the Customer Relation (CR) Division at the Business Planning Headquarters is developing a unique scientific approach, adding NPS*2 to its customer satisfaction surveys worldwide. Meanwhile, CR managers from around the world gather at the Global Customer Relations Conference every year, to facilitate continuous improvements in CR. The company also continues to operate its CR Master Program, an education and certification program designed to boost the skills of CR promoters at sales companies around the world.

In fiscal 2016, the number of participants grew to 120 people from 12 companies. Based on feedback from CR managers at the conference, in fiscal 2017 training programs will be offered to all employees, not just CR promoters.

*1 Percentage of customers who responded that they were satisfied
*2 NPS (Net Promoter Score): An indicator that measures the percentage of customers who recommend the company, its products and services to others

**Remote Maintenance System for Call Centers in the Healthcare Business**

Konica Minolta is focusing on strengthening call center capabilities in order to minimize diagnostic downtime in the Healthcare Business.

The company has introduced remote maintenance technologies for resolving equipment problems in the early stages at call centers in Japan. They allow call center staff to operate customer equipment remotely over a secure Internet connection to collect information on the error from the customers’ product and provide remote support. The ability to resolve equipment problems without dispatching technicians has helped reduce product downtime.

In fiscal 2016, downtime was reduced by about 49,000 hours, which represents a 68% improvement compared to the figure seven years ago. The percentage of issues resolved by the call center also improved from about 60%, when the call center first opened in fiscal 2007, to about 80%.

As a result of these improvements, the group earned COPC® CSP Standard 5.2,*2 the first in Japan’s medical industry, in March 2017.

*1 Calculated using Konica Minolta’s own index
*2 Customer Operations Performance Center (COPC) CSP standard: International quality standards for call centers that can only be earned by organizations with impressive performance. COPC® is the registration mark of COPC Inc. in the US (head office: Florida).
Quality Support Solution Contributes to the Resolution of Customers’ Quality Management Issues

**Background and objectives**

To raise the level of quality management with customers

Konica Minolta’s quality management employs a coordinated approach across development, production and sales, worldwide.

Konica Minolta has earned acclaim for these efforts, ranking No. 1 in the general category in the Eighth Corporate Quality Management Survey in 2014 and second in the general category in the ninth survey. This survey is carried out by the Union of Japanese Scientists and Engineers. This prompted the group to offer new value to society through customer support, leading to the launch of Quality Support Solutions.

**Initiatives**

Sharing expertise from basic approaches, building mechanisms, and developing human resources

In fiscal 2016, Konica Minolta offered factory and office tours, in addition to Quality Management Seminars.

Quality Management Seminars were held 11 times at seven sites nationwide, with about 200 companies participating. These seminars, which used actual case studies, covered the basic approach for improving product, service and operational quality, the customer orientation that Konica Minolta itself practices, the company’s capacity to use and deploy mechanisms, and human resource development to foster quality management. At these seminars, interested customers were provided individually with additional information.

During this process, customers also provided a wide range of information on quality, creating a win-win relationship that is helping both Konica Minolta and its customers improve and strengthen their quality management.

**Voice of a Customer**

We asked Konica Minolta to provide training sessions to “improve work quality” at our depots (reuse sites) and factories. Konica Minolta instructed us primarily on “creating people, creating workplaces, and creating value” in all operations. We are grateful not only to the resulting improvements in the quality of products and services, but also for the improvements in management quality, employee quality (satisfaction) and customer and public satisfaction. We hope to continue building on the trust in our relationship.

Satoru Iwata
Executive Officer Daiwa Lease Co., Ltd.

**Quality Management Expertise for Each Value Chain Provided with Quality Support Solutions**

- Marketing and planning
  - Identification of customer satisfaction levels and deployment of remediation measures (NPS survey)
- Development and design
  - Pursuit of effective and efficient development process
- Procurement
  - Collaboration with suppliers
- Production
  - Activities to improve production that go beyond regions
- Logistics
  - Activities to improve operations in administrative, sales and service divisions
- Sales
- Service