

Become the customer's purchasing agent

I believe that individuals involved in sales as well as production must have a strong desire for product improvements. The fundamental belief that Matsushita Electric only makes quality products remains accurate; nevertheless, in reality, we must not release products in the market without subjecting them to review and criticism.

Despite the commitment made to maintain zero defects in a regular plant superintendent meeting in November of last year, we feel a great responsibility for the fact that defects continue to occur occasionally to this date. This year, we must not generate even one defect. To this end, we must consider ways to disseminate the fact that all Matsushita Electric products released in the market are quality products, and I want to persist to fulfill my wish to make this come true.

Put simply, we must share the same perspective with customers who are seeking to buy our products, and test the performance and quality of products and reassess them as their purchasing agents. As with factories, the sales force who will be marketing these products must also rigorously inspect them from the same perspective, and if they find even one unsatisfactory element, then they must return them to the factory and request a re-evaluation.

Consequently, the stronger the aspirations to only make quality products, the further the production of quality products in factories will be promoted, which will eventually yield products that better communicate our principles.

Quality products are not only created by the efforts of factories, but also through the aspirations shared and research conducted in close cooperation with the sales force. Therefore, this year, I am thinking of exercising and ensuring careful quality control in all areas of manufacturing. Quality control issues are actively raised in all businesses currently promoted throughout the nation. These issues directly affect the company's credibility in all aspects of its management and also constitute your current practical challenges. In order to ensure quality control, I strongly encourage you to take and implement the best course of action in your respective workplaces and positions, and in accordance with your responsibilities.

The founder's speech at the Matsushita Electric Annual Management Policy Meeting, January 10, 1952