

"Every employee is a value engineer"

Suggestion System of Matsushita Electric

By Yukio Obana  
Chief  
Value Service Department  
Materials Division  
Matsushita Electric Industrial Co., Ltd.

A. Basic Idea

Matsushita's Suggestion System is one of the measures which was designed to incorporate the founder's basic philosophy; "Management through the collective knowledge of all employees."

Enabling the employees to participate in management, the Suggestion System promotes a co-operative atmosphere and improves morale, thus making the company's business more efficient.

B. Organization and System Procedure

In principle, the Suggestion program is carried out independently in each department. Therefore, its organization and procedure differ, more or less, from department to department.

One organizational example is shown at page 3.

a. Organization

b. Functions of Committees and their Constituents

See Ba. & Bb. at page 3

C. Suggestions

Employees as individuals or groups can suggest any idea related to the company; such as the improvement of work procedures, product quality, working environment safety conditions and office routine.

D. Results

a. Total number of submitted suggestions and accepted suggestions

See Da. at page 3

b. Effects

- 1) It has given the incentive to all employees to participate in the management of the company, and enhance their will for improvement.

- 2) It has brought an annual increase of approximately 20% in productivity mainly through the projected activities and regular work.

E. Measures to promote the suggestion activity

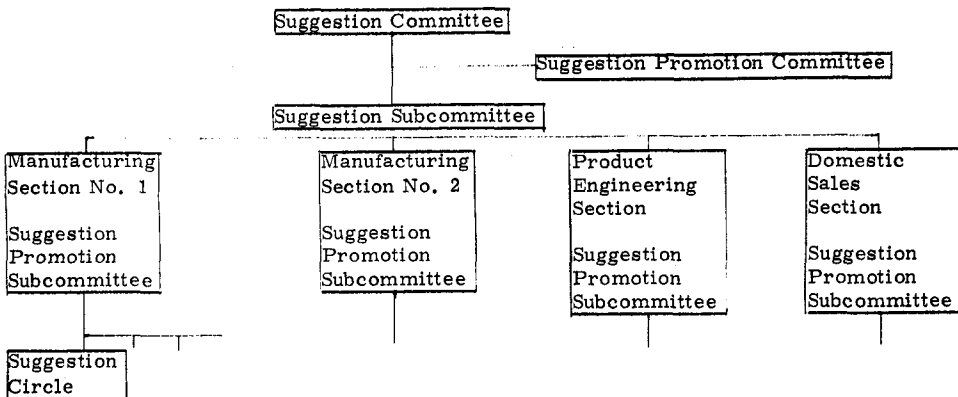
a. Examples

- 1) To establish regular days for suggestion consultation
- 2) To set up an "Idea Corner"
- 3) To publish "The Suggestion News"
- 4) To announce on the bulletin board the number of submitted suggestions from the individuals
- 5) To introduce an award system

b. Clues to the success

- 1) Deep consciousness and understanding by top management of the company
- 2) Developing an atmosphere conducive to free participation by all employees
- 3) The educational training
- 4) Clear principles and concrete objectives
- 5) Effective operation of the committee system

Ba.



Bb.

	Constituents		Functions
	Head	Members	
Suggestion Committee	Plant manager	Department managers & section managers	Policy planning General administration Evaluation of suggestions above the sixth class
Suggestion Promotion Committee	Section manager	Personnel below chiefs	Planning of annual schedules Education Planning of promotion activities
Suggestion Subcommittee	Foreman	Foreman	Coordination Promotion activities drive Evaluation of suggestions below the seventh class
Committee in a section	Foreman	All employees	Submission of suggestions

Da.

	1967	1968	1969	1970	1971
Submitted suggestions	167,000	320,000	424,000	656,000	839,000
Number per person	4	7	9	12	15
Accepted suggestions	20,000	33,000	37,000	53,000	63,000