

# Responsibilities to Stakeholders

## Customers

### Quality Assurance

In all of its business processes, Casio always takes the customer's perspective and bases its actions on the Principle of the Five "Gens"—in Japanese, *genba* (on site), *genbutsu* (actual goods), *genjitsu* (reality), *genri* (theory) and *gensoku* (rule). Casio focuses on daily improvement in order to provide customers with reliability and peace of mind, and to meet customer demands with speed and integrity.

#### Quality assurance at Casio

In order to deliver products and services that offer reliability and peace of mind to customers, Casio is constantly working on improvements to pursue the best solution for customers.

Casio believes it is important not only to provide products and services that delight customers, but also to win acceptance from the whole of society and achieve mutual prosperity. Toward this end, Casio Quality includes everything from the quality of individual products, to environmental protection and recycling. The role of quality assurance is to deliver quality that satisfies customers in every possible way.

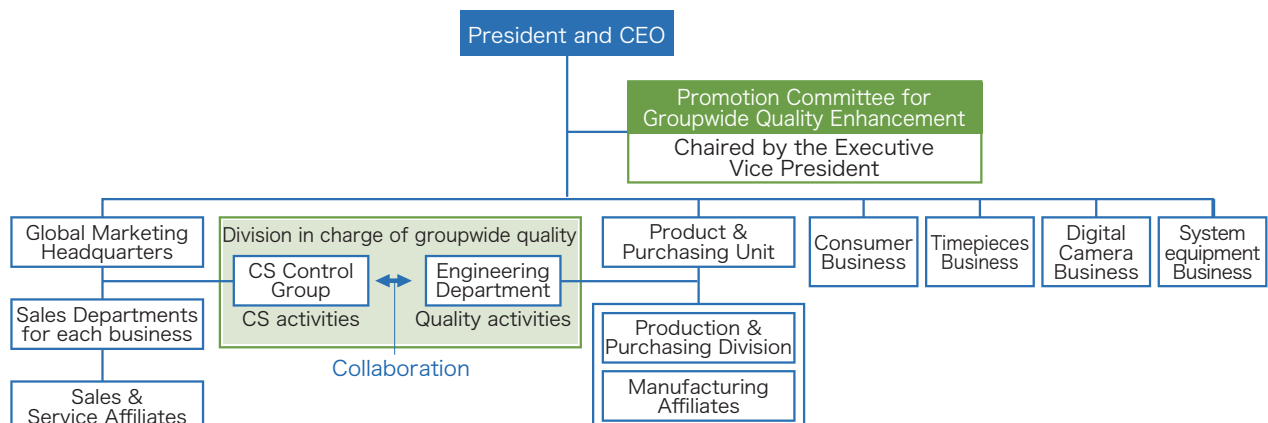


#### Quality assurance system

In order to carefully maintain and improve Casio Quality, the company has created the quality assurance system shown in the diagram below. Chaired by the Executive Vice President, the Promotion Committee for Groupwide Quality Enhancement meets twice a year. It pursues

activities such as making quality data accessible and easy to understand, and sharing quality information, while passing resolutions on quality policy and measures. The results are used for quality assurance activities in each division.

#### Quality Assurance Framework



As the division in charge of group-wide quality management, the CS Department (within the Global Marketing Headquarters) has been linked together with the Engineering Department (within the Production & Purchasing Division). By closely connecting the product development and sales teams, Casio is working hard to ensure quality, with the cooperation of all departments, while always pursuing the best solution for customers.

In order to create a common group-wide awareness of “Quality First” being the foundation all operations, strong leadership is essential from top management and those responsible for quality. The Promotion Committee for Group-wide Quality Enhancement implements training to ensure employees understand and are widely aware of

regulations and standards relating to quality and safety, and to learn technology expertise. This includes holding presentations for the improvement of quality management skills.

Moreover, Casio is striving to raise the level of quality initiatives and improve the quality skills of employees, including the holding of in-house seminars given by outside instructors.

Casio’s production plants carry out plan-do-check-act (PDCA) cycles using the ISO 9001 Quality Management System. In order to deliver reliability and peace of mind to customers that use Casio products, Casio employees focus on daily improvement.

#### ■ List of ISO 9001 Certified Sites

Classification	Certified and Registered Sites	Initial Version Registration Date
Development, Production and Service Sites in Japan	Product Solution Unit, System Product Division, Casio Computer Co., Ltd.	June 25, 1994
	Kofu Casio Co., Ltd.	August 1, 1994
	Casio Electronic Manufacturing Co., Ltd.	August 5, 1994
	Yamagata Casio Co., Ltd.	December 16, 1994
	Casio Micronics Co., Ltd.	March 29, 1996
	Casio Techno Co., Ltd.	May 21, 2004
Production Sites outside Japan	Casio (Thailand) Co., Ltd.	October 24, 2000
	Casio Electronic (Shenzhen) Co., Ltd., Guandu Factory	March 22, 2002
	Casio Electronic Technology (Zhongshan) Co., Ltd.	October 26, 2006

## Pursuing top quality

Casio’s efforts to achieve premium quality are guided by a clearly articulated Quality Concept and Quality

Management Policies, which provide indices for evaluating all quality initiatives.

### Quality Concept

Casio maintains a strong quality assurance system, based on its belief in “Quality First.” This system requires all employees to make quality their first concern in every task they perform, enabling the company to offer products and services that please and impress customers. The company’s commitment to quality supports its corporate growth and makes social contributions possible, while at the same time winning customers’ trust and giving them peace of mind.

### Quality Management Policies

- To build a good corporate image, we offer products and services that please and impress our customers, gain their strong trust, and ensure their peace of mind.
- We respond to our customers’ requests and inquiries with sincerity and speed, and reflect their valuable comments in our products and services.
- In all our business processes, we base our actions on the Principle of the Five “Gens”—in Japanese, *genba* (on site), *genbutsu* (actual goods), *genjitsu* (reality), *genri* (theory) and *gensoku* (rule)—and adhere to the basics of business operations.
- We capture and analyze quality assurance activities quantitatively, using reliable data, and use the analysis to make continuous improvements. We also maintain a quality information system that enables the sharing of quality information and prevention of problems before they occur, and prevents recurrence of quality problems.

## ▶▶ Raising Customer Satisfaction

Casio believes customer satisfaction can always go up, and is strengthening its three main customer satisfaction initiatives.

### Raising Customer Satisfaction

In order to improve customer satisfaction (CS), in fiscal 2009, Casio began strengthening its initiatives for the three main CS activities listed below. The company is working to incorporate the voice of the customer more than ever before in the creation of even better products.

**After-sales CS:** Responding to customer requests and inquiries with service that is fast, accurate, and polite

**Functional CS:** Striving to create value and product functionality that leads to customer satisfaction

**Quality CS:** Working to strengthen product quality to assure customer satisfaction

Under these three main CS activities, Casio is investing in programs to improve product knowledge, repair technique, and customer service skills. With regard to after-sales CS activities, in fiscal 2011 Casio established its own survey method, recognizing the importance of continually ascertaining customer satisfaction levels.

Casio is also working hard to ensure that customer feedback is always delivered to the relevant departments, and that unified improvement measures are taken by those departments. The company is also working to ensure continual enhancement of product functions (functional CS), through daily efforts such as research into various industry-leading technologies.

Casio gathers and analyzes the details of customer inquiries regarding product quality, and strives to rapidly detect and respond to any problems.

### Going beyond universal design to human-centered design

Casio works to develop products using human-centered design (HCD) in conformity with ISO 13407 processes, with the objective of improving product ease of use as part of the product's overall quality. In the HCD process, Casio seeks optimal ease of use by determining important issues from customer feedback and observation of product use in real-world situations. Through repeated evaluation and verification, Casio works to develop highly desirable products.

In fiscal 2011, Casio made its multi-function chronograph watches even easier to use. During the development of the OCW-T1000, issues with the complicated operations necessary for function setting were identified in the HCD process, and a new electronic crown was developed that enables more intuitive operation. In addition to the straightforward setting of the watch hands

by turning the crown, the user can now easily switch between different functions just by pressing the crown like a button. This has dramatically improved watch usability.



Casio's UD log



OCW-T1000

### Ensuring customer satisfaction

Customer feedback is essential information for product improvement, and Casio regularly conducts customer satisfaction surveys. While also referencing customer

comments received by the Customer Support Center, Casio is striving to develop even better products and improve the level of customer satisfaction.

**TOPICS**

**First in the Industry to Offer Indian Digit Grouping**

Although inserting a punctuation mark after every third digit is the standard way to write long numbers internationally, in India, a comma is usually inserted after the thousand position, and then after every subsequent two digits (i.e. hundred thousand, ten million, etc.). Also, the Indian “comma” appears above the numbers rather than below. Casio was the first company to introduce a calculator that adopts this regional custom. The

calculator was developed based on the idea of Casio staff in India, and consumer appreciation of the product is steadily growing. Of course, the calculator can also display numbers using three-digit grouping, and even in the European format with a decimal comma instead of a decimal point. Casio excels at providing products that are tailored to meet consumer needs.



MJ-120D



Calculator with Indian Digit Grouping

**TOPICS**

**Holding regular Global Teachers Meetings**

The Global Teachers Meeting 2010 was held at the Hamura R&D Center and the Hatsudai Headquarters from August 23 to 25, 2010. Nine teachers passionate about mathematics education were invited from the US, Germany, France, Australia, and Norway. The meeting has been held regularly since 2007, in order to obtain product feedback from teachers living in different parts of the world, and contribute to the development of mathematics education in classrooms.

The main theme of this year’s meeting was the perfection of the color graphing scientific calculator, planned for worldwide launch in 2011. There was a lively exchange of opinions based on the needs of actual classrooms. These opinions were immediately examined by the product development team, and the final product was improved to enable a deeper understanding of the relationship between mathematics and events in daily life. Improvements included the color coding of corresponding data on graphs, which was hard to follow on previous graphing models, and the layering of graphs on top of real-life images.



Applied feedback example

**Color-coded, nested sets of brackets help prevent student errors and increase their understanding**

**Conventional model fx-9860G**  
It is difficult to distinguish individual sets of brackets.  

$$(3(4-(3-(1+(2+(2+3)))))+1)=30$$

$$(3(4-(3-(1+(2+(2+3)))))+1)=24$$
 If the brackets are input incorrectly, the answer will be wrong.

**Color graphing model**  
The bracket sets are automatically color coded during input to prevent error.  
 User input is the same  
 Color coding is activated only in input mode

$$3(4-(3-(1+(2+(2+3)))))+1$$
  
 Color coding in automatic input mode  

$$2(1+(3+(5+4)/(6-(2+1))))$$

**Confirming data and charts**  
Relation between latitude and GDP

**Adding color coding to a chart**  
Country with the highest GDP

**Various charts can be created with the same information**  
(Corresponding data in different graphs and charts can be identified by color)  
Level differences are clear in a bar chart  
Numbers above the average value are in red  
Relationship between the average value and the data is clear

**Data from the table can be easily matched to the chart**  
(The relationship between the data and the chart can be easily seen for students just starting to learn statistics)

	GDP	A	B	C	D
S	DEU	404	40974	62,524	
R	FRA	490	42747	48,853	
L	GBR	486	35334	51,509	
I	NOR	490	7809	69,914	
I	RUS	478	8803	43,125	

A11: 211  
Special function for education not found in Excel



## ▶▶ Customer Support Center Activities and Customer Feedback Utilization

Aiming to build enduring relationships of trust with customers, Casio values customer communication and incorporates the voice of the customer into its efforts to improve products and services.

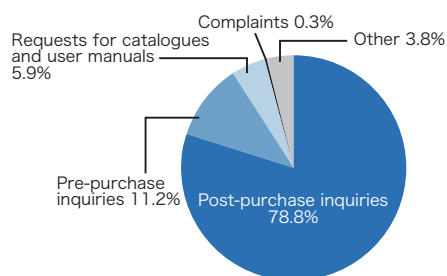
### Customer Support Center activities

In order to promote long-lasting relationships of trust with customers, the Customer Support Center responds to customer inquiries with service that is fast, accurate, polite, and sincere. The center strives to resolve any issues customers may have.

Casio is working to expand its training programs for improving the primary skills of customer support staff, including technical, communication, and writing skills. These abilities are required every day to properly provide customers with the useful information that they need. The Customer Support Center also aims for the fast and accurate resolution of customer inquiries by standardizing customer response procedures in writing.

Customer inquiries and complaints are welcomed as important customer feedback. After analyzing the content of this feedback, the relevant departments and the Center work together to implement improvement measures, and these efforts help to improve customer satisfaction for Casio products and services.

■ Breakdown of Customer Inquiries (Fiscal 2011)



Customer Support Center

## ▶▶ Providing Support Information/Repair Service

Casio is improving its system for providing product support information, as well as the service skills of its staff, to ensure customer satisfaction and peace of mind.

### Online support sites

Casio has customer support websites for various regions around the world, offering customers convenient access to information 24 hours a day, 365 days a year. In order to ensure that customers can use Casio products with confidence and peace of mind, these websites provide product operation, repair and other support information that customers may need. In fiscal 2011, the Japanese Casio website was improved so that customers can now look up product repair costs on their own just by entering the model and symptom. For some products, customers can also make a repair request

online. In this way, Casio continues to improve customer convenience.

Casio continues to monitor and analyze the traffic at each of its websites. The company is working to improve and expand its online support sites so that customers can get the information they need before having to call a customer support center.

**Support**  
<http://www.casio-intl.com/support/>

## Repair service

Casio's service departments, which are responsible for product repairs, strive to satisfy customers by providing after-sales service that fulfills three commitments: reliable technology, prompt response, and reasonable fees. Each year, Casio conducts its own customer satisfaction surveys concerning after-sales service. The findings are used in ongoing improvement activities.

### Reliable technology

Casio's service departments are working to improve their repair technology, product knowledge, and customer service skills (through training programs and in-house competitions, for example) in order to maintain customer confidence and realize the kind of service quality that customers expect. In fiscal 2010, Casio holds technical contests where representatives from Casio sites across Japan compete. These events have produced many outstanding engineers.

Since fiscal 2002, Casio Techno Co., Ltd., which handles repair of Casio products, has been encouraging its employees to obtain formal qualifications. In fiscal 2011, the company revised its human resources development system with reference to the ITSS career framework, and set up four levels of recommended qualifications according to job types. At the same time, it added ".com Master" to the recommended qualifications, which involves systematically learning basic Internet knowledge.

It is now a mandatory qualification for all employees. Moreover, individual departments have their own systems of upper level qualifications. Casio Techno is encouraging its employees to obtain formal technical and other qualifications as part of its human resources development.



Technical contest

## Prompt response

Casio's service departments are taking steps to improve operations by focusing on parts procurement, the repair system, and repair technology, so as to shorten repair time and return repaired products to customers as quickly as possible. The reception counters at some service centers offer quick service for the repair of digital cameras and watch battery replacement within about 60 minutes. Casio also offers an online pick-up repair service that enables customers who do not have the

time to bring in a broken digital camera, electronic dictionary, or watch to a service center or the retailer to arrange the repair through an online repair request system. In fiscal 2011, the online request page for digital camera repair was completely redesigned. Fees for the pick-up repair service were also cut by 50% or more, thereby further improving convenience for busy customers.

## Reasonable fees

Casio is striving to ensure reasonable repair fees by controlling costs through the improvement of methods for repair and parts procurement. The company has created a fee structure based on fixed prices that are easy for customers to understand. In fiscal 2011, Casio carried out analysis of digital camera repair costs in the

market and at other companies, and revised its fees to ensure even greater customer satisfaction. Going forward, Casio will continue to meet customer needs, reduce costs and provide services that are a good value for repair fees.