

Action Plan for Promoting Business Reform  
- Actions during the 5<sup>th</sup> Medium-Long Term Goals -

Establishment: April 24<sup>th</sup>, 2020

Business reform activities set in the “Business Reform Policy at the National Institute of Advanced Industrial Science and Technology” should ideally come to stay, as a part of our business of the entire institute through the commitment by top management as well as the incessant execution by all the executives and employees of AIST.

The time-point when each of the Business Reform activities has completed is just a starting point, and we must keep going for another goal. In this cycle, the following three actions are the center of our activities.

- 1) Awareness by each of the executives and employees  
“Bottom-up” activities as a basic model, which begins with the time when each of the executives and employees become aware of issues in his/her department and recognizes them as problems to tackle, we confront them and search for required reformation and/or improvement.
- 2) Suggestion and executions of measures for reformation and/or improvement  
While benchmarking innovative activities of private companies, we consider concrete measures for reducing wasteful procedures, its integration, replacement or simplification, suggest and execute them while assuming its realization and obtainable results. Not limited to the improvement, we suggest reforming plans on the systems and regulations in tight collaboration with the departments in charge.
- 3) Quantitative measurement of effects  
Understanding and evaluation of quantitative effects by executions of measures like reduction of consumed time and processes make possible further measures and more inclusive reform. As for the measures found to be effective, we consider its application to the other departments (i.e., horizontal deployment).

Besides, as a platform for promoting the activities from the (1) to (3) in the 3<sup>rd</sup> policy of “Business Reform Policy at AIST,” we put the following activities into practice. The Office for Business Reform is responsible for the review of those activities.

- Intensive week for Business Reform

At each unit of the sections in AIST (i.e., Headquarters, Business Offices, Research Promotion Divisions, Departments, Offices, Groups, Teams, etc. hereinafter referred to as “each section”), we set an intensive week for Business Reform with a duration of one week, four times in a year, in which we work on Business Reform by managing the processes and rolling out the verified cases. Each section reports the progress of their activities to the Office for Business Reform, who grasps the contents of activities and the development of its horizontal deployment while collaborating with each section for supporting further promotion and deployments according to the circumstances.

- Business Reform Competition

Amongst Business Reform activities carried out during the intensive week or other occasions, we announce the cases from which its methods and concepts are to be widely shared from the perspective of its deployment, at Business Reform Competition held once in a year. Office for Business Reform is the secretariat.

- Business Reform Meister

For the purpose of promoting autonomously and positively the Business Reform activities at each section, staff members recommended from their sections are denominated as “Business Reform Meister” by the Office for Business Reform. Business Reform Meister, cooperating with the Office for Business Reform, become leading and independent proponents of business reform activities. The office for Business Reform develops the programs for cultivating Business Reform Meister.

This action plan should be revised whenever there are any changes in personnel and institutional structure and management decision.