

1.4 Way of Thinking and Policy of DTCN/DTC

The way of thinking and policy of Design to Customers' Needs (DTCN) and Design to Cost (DTC) in this book.

Design to Customers' Needs is an imperative "design to meet customers' needs."

(1) When saying design for the customer, one must determine who the customer is, and that yields a basis for all subsequent thinking and action. Hence, systematic decision-making and action result based on knowledge of the customer.

(2) Every decision made must be for the customer, so there is no room for ill-natured and unhealthy decision-making or black-hearted decision-making.

(3) The purpose of DTCN is "creating customers" and "satisfying the customers' needs." (The customers may include oneself.)

(4) On the other hand, "the supreme goal of an enterprise which can be set without running into an impasse" and the "goal of the enterprise making profit" are related as follows: (A slight modification of P. F. Drucker).

- A. The uppermost goal of an enterprise without impasse is to create customers and satisfy their needs.
- B. To realize this uppermost goal, the enterprise must maintain service, and develop the next product or systems to satisfy the next customers' needs.
- C. In order to develop the next product or systems to satisfy the next customers' needs, the enterprise must survive. In order to survive, it is necessary to get a minimum amount of profit. This is the goal of enterprise profit making.
- D. In order to earn a minimum amount of profit, the enterprise must provide competitive information and products/systems effectively, efficiently, and at minimal cost. To this end, the information and products/systems must be developed at target cost. This is the policy of Design to Cost (DTC).
- E. For government, read taxes instead of profit.