

## Achieving Quality That Inspires Growth and Trust

**Our NISSAN GT 2012 midterm business plan focuses on building growth and trust, which is what the “GT” in the name represents. We are committed to establishing industry leadership in quality because we believe that is the best way to convince customers to choose Nissan cars and grow with the brand.**

**W**e will pursue leadership in four areas: product quality, perceived quality and attractiveness, sales and service quality, and quality of management. To accomplish this ambitious goal, we have formed what we call Nissan Excellence Program (NEP) teams. There are five NEP teams overseeing product quality, two dedicated to sales and service quality, and two cross-functional teams working on perceived quality and attractiveness. Each team has an executive responsible for directing and promoting its activities.

During NISSAN Value-Up, for example, the Infiniti channel ranked second in the overall nameplate ranking in the U.S. 2008 Initial Quality Study conducted by J. D. Power and Associates, an internationally recognized industry arbiter of quality. The study ranked the Infiniti EX and Infiniti M at the top of each segment, and the Infiniti G, QX56 and Quest second. Our Tochigi factory also received a silver medal for assembly plant quality in the Asia-Pacific region.

Our aim in overall product quality is to be the industry leader by fiscal 2012, as measured in the quality indices produced by independent organizations such as Consumer Reports in the U.S. and ADAC in

Germany. These ratings are influential and have a major impact on consumer buying behavior.

Activities related to product quality are divided into two areas: design and production. We are strengthening our system of evaluating design quality and dealing with technical problems, and applying technology for the betterment of both. We are also educating more and more in-house design review experts, who conduct reviews as a way of radically improving the quality of how we draw and design vehicles.

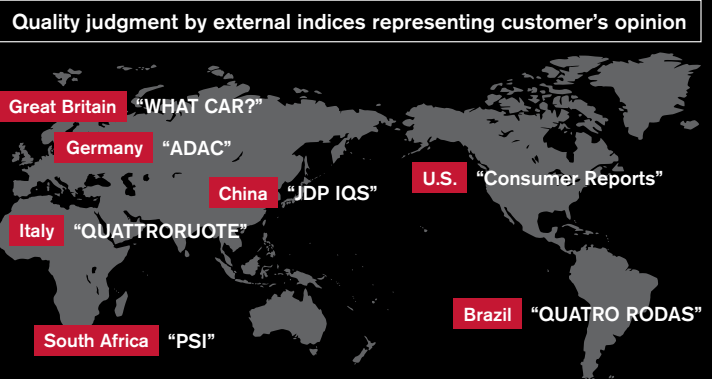
We are expanding our measurement facilities to both upgrade quality levels during the production phase and reduce the number of anomalies. In addition, we are increasing the number of personnel who perform quality assurance on the parts we purchase from supplier-partner companies, and working with our suppliers to improve quality levels at the source.

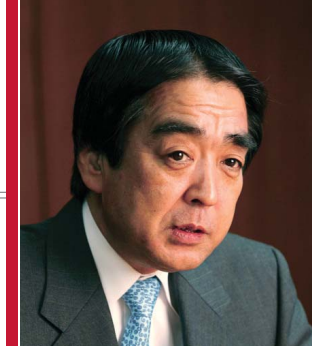
For problems occurring in the markets, our goal is to cut the claim incidence rate in three months of service by half. To handle problems related to quality on a regional level, we have four Field Quality Centers or FQCs—one in Japan, one in Europe, and two in the U.S. The FQCs investigate and analyze market quality in cooperation with the development and production divisions and our suppliers. These centers of quality control operate according to what we refer to as the “three *gen*” principle: *genba* (local operating conditions), *genjitsu* (fact-based data), and *genbutsu* (actual parts). When problems occur, we quickly collect the problem parts from the surrounding area. The quality professionals then

### QUALITY LEADERSHIP GOALS



### MOST INFLUENTIAL INDICATORS (MII)





**KAZUMASA KATO**  
Senior Vice President

investigate and analyze the problems using the latest technology and available data. After the FQCs were established, the number of parts collected for this purpose nearly quadrupled, providing an even more reliable statistical base.

The process of delving into quality issues is known as Field Quality Investigation and Analysis, or FQIA. FQIA involves collecting both problem parts and non-defective ones in large quantities, analyzing them, and then duplicating the operating conditions under which the problem occurred. These highly reliable methods have allowed us to pinpoint the root cause and take the necessary measures for improvement. The overall objective here is to make improvements so quickly that we exceed our customers' expectations.

Representatives of our suppliers stationed at our FQCs work alongside staff from various functions within Nissan—including development, production, market quality improvement, and quality assurance—to investigate the problems and take appropriate and immediate countermeasures. By studying actual problem parts gathered in the field together, they are able to come up with the optimal solution in the shortest period of time. One specific goal we have is to cut the time needed to process claims by half.

Car buyers place a great deal of emphasis on how their peers perceive the quality and attractiveness of a particular vehicle. This will involve revamping and upgrading our product planning process. Our target for enhancing perceived quality and attractiveness is to have more than half of our new models earning top ratings from customers.

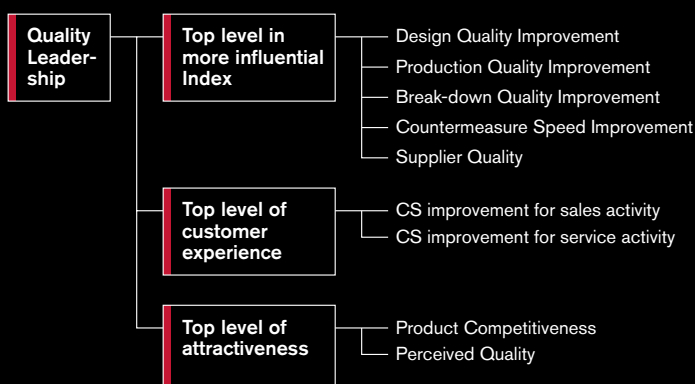
To achieve a top customer satisfaction rating in sales and service quality in Japan, the U.S., Europe and four main GOM regions, we are establishing a global sales and service quality department. To ensure superior customer service, we are introducing the Nissan Sales and Service Way into 7,000 dealerships and providing 130,000 staff with high-quality training around the world.

In addition, we set up the Nissan Customer Service Center (NCSC) to enhance the total customer experience. Our support hotline, after-sales support at sales companies, and technical support service were once separate in Japan. Now they all operate under the NCSC umbrella, and share information from customers as well as product failure analysis data. Aided by the digitalization of product information and the introduction of a new call-handling process, the customer support hotline provides better response to inquiries and reduces waiting time for customers. Certain roles and specified after-sales support functions from each of the seven Area Technical Centers are also now consolidated under the NCSC. This consolidation has quickened our after-sales team's response time.

Our goal for upgrading management quality is to bring the results of the annual employee survey up to the highest levels in the industry.

Over the course of NISSAN GT 2012, we hope to further deepen the loyalty of our employees as we become a leader in the realm of quality, win the trust of consumers, and transform ourselves into a company with the proven ability to grow in a sustainable manner.

**NISSAN EXCELLENCE PROGRAM (NEP) TEAMS**



**QUALITY EXPERT REINFORCEMENT FOR DESIGN REVIEW PROMOTION**

