Quality Management Activities Covering Every Product Stage—from Development and Production to Postlaunch

Comprehensive evaluation and verification anticipates entire consumer-product relationship

Product Development Stage

We consider product safety, features and performance, product preservation characteristics, spoilage and mold resistance, and compliance with laws and regulations throughout the product development and commercialization stage in areas such as product formula and design, packaging design, and raw material selection. We also hold study meetings pertaining to product safety, preservation, and packaging, attended by people in divisions that handle respective products including those in consumer communication. The meetings result in consumerdriven product assessment and verification that envisages all stages of the consumer-product relationship from the consumer's initial knowledge of a product, to product selection, purchase and take-home, as well as product use, storage, disposal, and refill.

Ultimately, following a series of product use tests under various conditions and evaluations by consumer monitors, we perform overall product evaluations at Quality Improvement Study Meetings to determine final product specifications.

Production Stage

Once we determine product specifications, we develop the required production technology while conducting repeated test production runs. Then, we move to the "zero-batch" testing production phase in which products are manufactured according to final product specifications using actual production facilities. Before we start commercial production for a given product, our research and development, and product technology divisions must first verify the quality of zero-batch prototypes, and moreover, all Kao divisions involved with the product must thoroughly evaluate and verify whether or not the product actually represents value to consumers/customers, and we must deem that no product issues need to be addressed.

Activities to Improve Product Quality Post-launch

Once products have been launched, staff from all company divisions use the Kao ECHO System on a daily basis to communicate with our consumers and respond to their concerns, inquiries and other feedback in a manner that achieves ongoing product improvements.

Searching and Commercialization Follow up **Production phase R&D** phase phase phase Quality check-Discussions on product -Final confirmation of quality quality at the design phase of massproduced prototype after marketrelease Legal check of label Prototype mass production at manufacturing facilities (zero batch") Product improvement Quality Improvement Zero batch assessment meeting assessment meeting Quality Improvement Meeting Start of production/ Market launch Performance assessment Safety assessment Product antimicrobial assessment Container assessment * Zero batch Experimental manufacturing of a product as a final Comments from consumers and customers conformation under actual conditions using (such as through Kao ECHO system)

Quality Management Flow

the actual manufacturing facilities and containers.