Four Keys to Revitalizing Manufacturing Companies

M_P_D_P Obtained through Development of Neji-saurus GT
INDEX

1. Evolution of Neji-saurus and the Birth of MPDP

2. Twenty-year Ordeal before the Birth of MPDP

3. MPDP Comparison between Small- to Medium-sized Enterprises and Large-scale Businesses

4. Evolving MPDP
Company Data

Company name: Engineer Inc.
Inauguration: 1948
Type of business: Development and sale of work tools, etc.
Number of employees: 50
Headquarters: Higashinari-ku, Osaka

Personal Data

1955  Born in Kobe
1977  After graduating from a university, worked for a shipbuilding company for ten years as a diesel engineer
1987  Entered Futaba Tool Mfg. Co., Ltd. (Engineer Inc. at present)
2004  Assumed the post of president
<table>
<thead>
<tr>
<th>Problem Solver</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pinset for Problem Solution</td>
</tr>
<tr>
<td>High-precision Pinset Series</td>
</tr>
<tr>
<td>Freehand for Problem Solution</td>
</tr>
<tr>
<td>High-precision Freehand causes various problems.</td>
</tr>
<tr>
<td>Optical Instruments for Problem Solution</td>
</tr>
<tr>
<td>Connect your PC and set up a low-cost inspection system.</td>
</tr>
</tbody>
</table>

**Problem Solving Engineering Tools to Boost Efficiency!**
Mission of Team Engineers

Provide people all over the world with tools that contribute to the happiness of mankind and the prosperity of Gaia (earth)

Vision (image)

Create tools with a playful mind as well as cool and innovative functions and designs and thereby become the world's most loved tool manufacturer

Strategy

The team works as one to strongly promote the development and sale of new products by utilizing the theory of M (marketing) P (patent) D (design) P (promotion).
What is the Neji-saurus?
A tool to easily remove stripped and rusty screws by pinching them.
Parallel vertical grooves

“Comaneci” (tapered) angle

Tapered vertical grooves

◆ Patent No. 3486776
Registered on October 31, 2003

× Ungraspable

Retention: \( F_1 < F_2 \)

◎ Graspable

× Difficult to unscrew

Radius of gyration: \( L_1 < L_2 \)

◎ Turnable
The “Comaneci” Effect

◆ Patent No. 3486776 "Pliers"
  Application filed on March 29, 2002 (registered on October 31, 2003)
★★Neji-saurus Series

- Neji-saurus Series
  - PZ-55
    - ¥2,670
    - 2002
  - PZ-56
    - ¥3,330
    - 2005
  - PZ-57
    - ¥2,690
    - 2006

©2018 ENGINEER Inc.
Poor sales caused by the global financial crisis and de-industrialization

One Neji-saurus per family!

4th generation

Creation of the Neji-saurus GT!
Neji-saurus sales results (2002~2013)

- PZ-55
- PZ-56
- PZ-57
- PZ-58
- Total

Cumulative sales number: 1,832,211

(Annual number)
(Total number)
MPDP theory and its birth
Creation of hit products!!

Marketing
Potential needs

Design

Patent
IP strategy

Promotion
Public relations

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M_P_D_P Obtained through Development of Neji-saurus GT

**Process for making a new entertainer into a superstar**

**Process for success in product development**

**Marketing**
- Discovering a diamond in the rough, destined to be a star
- Gathering and sorting needs

**Patent**
- Investigation of his/her history and exclusivity contract
- Search of earlier applications and obtainment of rights

**Design**
- “My Fair Lady” at Takarazuka Music School
- Sensitivity (emotional) value

**Promotion**
- Television, radio, and cable broadcasting
- Sales promotion
Gathering information on needs and wants

It'd be better if it could remove truss-head screws.

It'd be better if it had a spring to return the handle to its original position.
## Five Major Customers' Requests

<table>
<thead>
<tr>
<th>First</th>
<th>Improvement of the grip (easier to grip)</th>
<th>120 people</th>
</tr>
</thead>
<tbody>
<tr>
<td>Second</td>
<td>Improvement of the tips (slimmer)</td>
<td>50 people</td>
</tr>
<tr>
<td>Third</td>
<td>Addition of a spring</td>
<td>20 people</td>
</tr>
<tr>
<td>Fourth</td>
<td>Addition of a cutter</td>
<td>15 people</td>
</tr>
<tr>
<td>Fifth</td>
<td>Possible to remove truss head screws</td>
<td>7 people</td>
</tr>
</tbody>
</table>

Pan head | Truss head
Birth of Super-Evolved Neji-saurus GT

- Evolution 1: Sharp teeth that also firmly hold a truss-head screw
- Evolution 2: Strong jaw that can also cut electric cables
- Evolution 3: Attachment of an expansion spring
- Evolution 4: Ergo- and eco-design grips
- Evolution 5: Slim tips

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Five Major Customers' Requests

1. Improvement of the grip (easier to grip)
2. Improvement of the tips (slimmer)
3. Addition of a spring
4. Addition of a cutter
5. Possible to remove truss-head screws

◆ Patent No. 4471315  Application filed on May 25, 2009 (registered on June 2, 2010)
Five Major Customers' Requests

1. Continuous innovation: Improvement of the grip (easier to grip)
2. Continuous innovation: Improvement of the tips (slimmer)
3. Continuous innovation: Addition of a spring
4. Continuous innovation: Addition of a cutter
5. Destructive innovation: Possible to remove truss-head screws

◆ Patent No. 4471315  Application filed on May 25, 2009 (registered on June 2, 2010)
Status of Possession of Intellectual Property Related to Neji-saurus

**[In Japan]**

- **Patent rights**
  - No. 3486776 "Pliers" Application filed on March 29, 2002 (registered on October 31, 2003)
  - No. 4471315 "Pliers" Application filed on May 25, 2009 (registered on June 2, 2010)

- **Design right**
  - No. 1232051 "Pliers" Application filed on March 29, 2004 (registered on January 21, 2005)

- **Trademark rights**

- **Copyright**
  - No. 5377743 Application filed on June 28, 2010 (registered on December 17, 2010)

**[Overseas]**

- **Patent rights**
  - Taiwan No. 178742 "Pliers" Application filed on April 18, 2002 (registered on September 23, 2003)
  - South Korea No. 919966 "Pliers" Application filed on March 28, 2003 (registered on September 25, 2009)
  - PCT (application) JP2010/002251 "Pliers" International application filed on March 29, 2010
  - Taiwan (application) No. 91107924 "Pliers" Application filed on March 4, 2010

- **Trademark right**
  - China (application) No. 7113353 Application filed on December 15, 2008

- **Design right**
  - China (application) No. 201030678025 Application filed on December 15, 2010
# Intellectual Property Rights of Neji-saurus

(As of Aug. 2018)

<table>
<thead>
<tr>
<th>Intellectual Property Rights</th>
<th>Japan</th>
<th>Overseas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patent rights</td>
<td>8</td>
<td>14</td>
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<tr>
<td>Design rights</td>
<td>14</td>
<td>14</td>
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<tr>
<td>Trademark rights</td>
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<td>10</td>
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<tr>
<td>Copyrights</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>35</strong></td>
<td><strong>38</strong></td>
</tr>
</tbody>
</table>
DIY New Hit Products Contest for 2009
Won the JAPAN DIY Industry Association Chairman’s Award
Silver Prize – 2nd Place in General Visitor Voting

Winner

GOOD DESIGN AWARD 2009
Won a GOOD DESIGN award!
Receipt of iF product design award 2011
March 1, 2011

Award ceremony in Hannover, Germany


The Neji-saurus GT’s specially designed jaws with horizontal and vertical teeth provide the gripping power to hold any damaged, rusted or stuck screw firmly and remove it. The slim plier head makes it easy to work in tight spaces. The environmentally friendly and comfortable elastomer grip fits comfortably and securely in your hand, so you can easily deal with stubborn problems. It also includes a spring and wire cutter, which enables you to perform a multitude of tasks. The recyclable Neji-Saurus GT is a perfect tool for easily disassembling any machine or electronic device.
Receipt of Two Awards at JAPAN DIY SHOW 2009

[Judging at the New Product Contest]

[Display of a moving dinosaur robot]
Creation of a Character

ネジ・ザ・ウルス プロフィール

誕生日 12月3日（ネジ座）
性別 オス
出身地 123光年離れたとある惑星
現住所 大阪府東成区の「e研究所」に居候中
血液型 PZ型（オイル）
身長体重 12.3cm, 12.3kg
好物 鋳びたネジ
嫌いな物 柔らかいもの
趣味 昼ドラ、日曜大工
好きな色 銀色（ネジの色、故郷を思い出す？）
Sales Promotion by Utilizing a Character

NEJISAUUS ねじザウルスパイクトラブル編

La vis ne se défait pas,
et puis c’ est trop étroit, je n’ arrive pas à l’ atteindre correctement.

A toi de jouer, Neji-saure

Encore eux ?!

Il arrive à atteindre les vis sans effort, même dans les endroits étroits comme ça ?

Mais enfin qui sont-ils, on est au premier étage là.

Euh, on s’ en va tout de suite...

Il n’ y a pas à dire, on voit bien que tu viens d’ une autre planète avec tes performances hors du commun.

Problème d’ ordinateur
Dissemination of information through promotional video featuring employees

“Urus is our savior!”

“ウルスは僕らの救世主！”

“Tornisaurio es Nuestro Salvador!”

Song: Engineer All Stars
大ヒット特殊ブライア「ネジザウルス」
もうすぐに
累計売上
100万本
達成記念
12月公開!!

大冒険漫画
ラセン銀河の大家族
ネジ・ザ・ウルス

presented by ENGINEER
Before the Dawn of MPDP
– Succession of Failures and Piles of Stock
Product Planning before the M_P_D_P Theory

1988-2008 About 800 products in 20 years
In the early days, in my 30s, as manufacturing section chief, I planned products based on single elements.
I manufactured the product just as customers said they wanted it, but the product did not sell.

**Idea First Model (president’s idea)**
I obtained a patent for the product (was it an excellent product?!), but the product did not sell.

Patent-dependent Model
I asked professionals to design the product and make flyers for it, but the product did not sell.

Design-dependent Model
I presented the product at exhibitions and in newspaper advertisements, but the product did not sell. 
Promotion-dependent Model
In the early days, in my 30s, as a manufacturing section chief, I planned products based on single elements, and the result was... a succession of failures...
In my 40s, after acquiring various skills as the manufacturing department manager ... bring it on!
Firstly, few or no needs. Wrong starting point.

A Model that Misses the Point
Comparison of marketing mix and MPDP theory
Lack of **Patent**

**Model that Neglects Patent**

[Pattern: 1 Warning letter]
Claims of infringement from other companies

[Pattern: 2 Counterfeit goods]
Price wars caused by copied goods
Appearance is not so good, even though the function is good. People never buy the product. Poor sales.

Model that Neglects Design
Lack of Promotion

Though the product could have been a big hit, it will disappear without being noticed.

Model of Insufficient Sales Power (Explanation)
A product that has the potential to be a big hit disappears without being known.

A case of insufficient marketing (explanation)
A product that has the potential to be a big hit disappears without being known.

A case of insufficient marketing (explanation)
Promotion Wave

Function  Design  IP

Big Barrier to Product Innovation

Frontier Manufacturers

Market

Users
In my 40s, after acquiring various skills as the manufacturing department manager, I took up the fight, but...

we could not make the hit products we hoped for.
It'd be better if it could remove those head screws.
M_P_D_P

Bottleneck for Small to Medium Enterprises and Its Solution
Comparison between SMEs/ventures and major companies

**Marketing**
- ◯ Judging ability

**Patent**
- × SMEs’ bottleneck

**Design**
- △ Depends on awareness of managers

**Promotion**
- © Favorable for SMEs
Bottleneck for Small to Medium Enterprises and Its Solution

Patent attorney
IP department
SME manager
R&D department
Half of the employees are nationally certified

SMEs
Eliminate bottleneck

Major companies
IP dept. & development dept.
Strengthen collaboration

Bottleneck for Small to Medium Enterprises and Its Solution
About Intellectual Property Management Skills Test (IPMST)

"Intellectual Property Management Skills Test (IPMST)" is a national examination, which measures knowledge and practical skills about "creation", "protection" and "utilization" of intellectual property.

The "Intellectual Property Management" type of job means conducting business in order to create, protect, and utilize intellectual properties such as inventions, utility models, product designs, trademarks, trade secrets, and copyrights. Concretely speaking, this type of job includes diverse type of IP-related jobs such as value evaluation or making patent map in the field of creation, planning strategies of patent application in the protection field, and plotting strategies license strategy or management of trade secrets in the utilization field.

Our test is designed for measuring these knowledge and practical skills. This test is classified into 3 grades: 1st grade, 2nd grade, and 3rd grade and each grade is consisted of written test and practical test. “Certified Specialist of Intellectual Property Management” is given to a person who passes both tests. 1st grade are divided into three specialty areas, "Expert in patent", "Expert in media contents" and "Expert in brand". These tests measure knowledge and practical skills about patent-related practice, media-contents-related practice and brand-related practice respectively.

<table>
<thead>
<tr>
<th>Specialty area of technical skills test</th>
<th>Selected operation</th>
<th>Classifcation by grade</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1st grade</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Expert in Patent</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Written test</td>
</tr>
<tr>
<td>IP management skills</td>
<td>Management</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>Patent business</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>Contents business</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>Brand business</td>
<td>—</td>
</tr>
</tbody>
</table>

● Images of Target Levels for 1st, 2nd, and 3rd Grades (= Image of Specialists)

1st grade: Capable of leading discovery and solution of problems in the course of duties, and supervising subordinates. The supposed person is “assistant manager (chief).” (Equivalent to Level 4 of IP skill assessment index “practice (2),” “IP Specialist Skill Standard”)

2nd grade: Capable of discovering problems in the course of duties and solving such problems under the direction of his/her supervisor and a part thereof independently. The supposed person is “person in charge.” (Equivalent to Level 2 of IP skill assessment index “practice (2),” “IP Specialist Skill Standard”)

3rd grade: Capable of discovering problems in the course of duties and solving such problems under the direction of his/her supervisor. The supposed person is “person in charge (newcomer).” (Equivalent to Level 1 of IP skill assessment index “practice (2),” “IP Specialist Skill Standard”)
classification by grade

<table>
<thead>
<tr>
<th>Special grade</th>
<th>1st grade</th>
<th>2nd grade</th>
<th>3rd grade</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Written test</td>
<td>Practical test</td>
<td>Written test</td>
</tr>
<tr>
<td>Operation</td>
<td>Test time</td>
<td>100 min.</td>
<td>Approx. 20 min. × once</td>
</tr>
<tr>
<td>Questions</td>
<td>Test format</td>
<td>—</td>
<td>Written test</td>
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<tr>
<td></td>
<td>—</td>
<td>Multiple choice from 4 options</td>
<td>Multiple choice from 4 options</td>
</tr>
<tr>
<td></td>
<td>—</td>
<td>45 questions</td>
<td>40 questions</td>
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<tr>
<td></td>
<td>—</td>
<td>45 points</td>
<td>100 points</td>
</tr>
</tbody>
</table>

◆About “Technical Skills Tests”
Technical skills tests are a national certificate system to test and certify workers' skills according to certain criteria. Technical skills tests are conducted pursuant to the Human Resources Development Promotion Law (administered by Ministry of Health, Labour, and Welfares) for the purpose of enhancing evaluation on skills by society in general and improving workers' skills and status.
The contents of the tests have been improved every year since their commencement in 1959 and they now cover 127 specialty areas.

◆The number of examinees
The IPMST was started in July 2008 and have held 24 times in all to date. Annual number of examinees has been steadily increasing. Total number of examinees is approximately 262,000.

●Test Fees for IP Specialty Area (Unit : yen)

<table>
<thead>
<tr>
<th></th>
<th>Written test</th>
<th>Practical test</th>
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</thead>
<tbody>
<tr>
<td>1st grade</td>
<td>8,900</td>
<td>23,000</td>
</tr>
<tr>
<td>2nd grade</td>
<td>7,500</td>
<td>7,500</td>
</tr>
<tr>
<td>3rd grade</td>
<td>5,500</td>
<td>5,500</td>
</tr>
</tbody>
</table>

Foundation for Intellectual Property
(Association of Intellectual Property Education)
23-3-4F, Ichibancho, Chiyoda-ku, Tokyo, Japan

一般財団法人 知的財産研究教育部会
知的財産教育協会
Association of Intellectual Property Education
Companies with the most employees to have taken the examination to become a certified specialist in IP management
(July 2012 to March 2014)

Engineer Inc. is ranked 29th in Japan.

Bottleneck for Small to Medium Enterprises and Its Solution
Minister of Health, Labour, and Welfare Award on November 19, 2014

Bottleneck for Small to Medium Enterprises and Its Solution

Sankei Shimbun evening paper on March 18, 2015
Towards the Revival of Japanese Manufacturing Companies!

M_P_D_P
Towards the Revival of a Manufacturing-Based Nation, NIPPON!

Germany, a pre-eminent global power
---- Strengthening of competitiveness in exports of the manufacturing industry
---- Sticking to manufacturing

70% of Germany’s exports are conducted by medium-sized SMEs.
---- Only one enterprise

90% of Japan’s exports are conducted by large enterprises.
---- Automobiles, electric appliances, machines, and iron and steel

Strengthening of the competitiveness of SMEs engaged in manufacturing
---- Carrying on the tradition of excellent artisan skills
---- Revitalization through M_P_D_P

Mainichi Shimbun  July 13, 2011
Towards the Revival of Japanese Manufacturing Companies
Four elements to revitalize Japanese manufacturing companies

Major companies
- Automobile
- Electric appliance
- Steel
- Machinery

Middle standing companies
- SMEs/ventures

Almost gone!
- Superior middle standing companies/SME group

M P D P

Towards the Revival of Japanese Manufacturing Companies
Niche means cavity. “Ecological niche”: a technical term often used in biology.

In the nature world, different species cannot occupy the same niche simultaneously.

**Coexistence becomes possible if they are separated** by time, space, or food.

Cheetah (Green fields)  Leopard (Forest or trees)  Owl (Nocturnal)  Hawk (Diurnal)

Felidae, carnivorous  Carnivorous birds, forest
Inconsistency in Mexican patent system?

The number of patent applications submitted by Japanese SMEs may be larger than Southeast Asian countries. However, this doesn’t bring about sales results. “We obtained the patent, but…”

97% of applications are from the US, EU, and Japanese companies.

The number of patent applications submitted by Japanese SMEs may be larger than Southeast Asian countries.
Evolving M_P_D_P
First Product Born from the M_P_D_P Theory

Tetsuwan Scissors GT

The mission is to be the "smallest and strongest"!

32nd Award for Best Investigation Branch Manager Award of the Kinki Branch of Japan Patent Attorneys

FY2013 Kinki Area Invention Award Governor Prize of Osaka Prefecture

Finalists in the world renowned IDEA Design Awards in the US
PZ-58 Neji-saurus GT
PZ-59 Neji-saurus RX
PZ-60 Neji-saurus Z
PZ-33 Neji-saurus DF
DIY協会主催コンクール受賞製品

PZ-58 ネジザウルス GT
2009年 DIY協会会長賞 受賞

DBZ-55B ネジバズーカセット
2016年 経済産業大臣賞 受賞

PZ-63 ポンプブラザウルス
2018年 経済産業省製造産業局長賞 受賞
Summer 2017 – Expand All Over the Country: Urus Will Remove that Screw! Project Starts
Summer 2018—Chubu/Kansai Version: Reach the Goal at Tsutenkaku Tower
Marketing Mix

<table>
<thead>
<tr>
<th>STP (Market Analysis)</th>
<th>Segmenting</th>
<th>Selecting a target</th>
<th>Positioning</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td><strong>Product</strong></td>
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<tr>
<td><strong>4P (4C)</strong></td>
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<tr>
<td>Price</td>
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<tr>
<td>Promotion</td>
<td></td>
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<tr>
<td>Distribution (Place)</td>
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</table>

Design Thinking

<table>
<thead>
<tr>
<th>Better understanding of current conditions 1 (Definition 1)</th>
<th>People-watching</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Ethnography</td>
</tr>
<tr>
<td></td>
<td>Interviews</td>
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<tr>
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<tr>
<td>Creation of additional ideas</td>
<td>Diffusion and convergence</td>
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<tr>
<td>Prompt prototyping (Test 1)</td>
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<td>Rapid prototyping</td>
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M_P_D_P

<table>
<thead>
<tr>
<th>M1 Marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td>P1 Patent</td>
</tr>
<tr>
<td>D1 Design</td>
</tr>
<tr>
<td>P Promotion</td>
</tr>
</tbody>
</table>
Many-to-One marketing
Boke monju & Mini monju

February 20, 2016: Nikkei Special
“Yume-shokunin” (TV Osaka / BS Japan)

Fusion of P/O and M/I

11:45
Practice of M_P_D_P theory and target

Brand Creation

企業ブランド
Product Brand

相乗効果

技術ブランド Technology Brand

あなたのネジトラブルをワンストップで解決

製品ブランド Product Brand

企業ブランド Corporate Brand
Evolution of Neji-saurus
– Cambrian Explosion in 2017

One-stop solution for every screw problem
## Evolution of Neji-saurus – Cambrian Explosion in 2017

<table>
<thead>
<tr>
<th>Year</th>
<th>Model</th>
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</thead>
<tbody>
<tr>
<td>2002</td>
<td>Neji-saurus (1st)</td>
</tr>
<tr>
<td>2005</td>
<td>Neji-saurus XP (2nd)</td>
</tr>
<tr>
<td>2006</td>
<td>Neji-saurus m2 (3rd)</td>
</tr>
<tr>
<td>2009</td>
<td>Neji-saurus GT (4th)</td>
</tr>
<tr>
<td>2014</td>
<td>Neji-saurus RX (5th)</td>
</tr>
<tr>
<td>2015</td>
<td>Neji-Bazooka</td>
</tr>
<tr>
<td>2016</td>
<td>Neji-saurus Z (6th)</td>
</tr>
<tr>
<td>October 2017</td>
<td>Neji-Mogura &amp; Military Specification Neji-saurus</td>
</tr>
<tr>
<td>November</td>
<td>Vise-saurus &amp; Neji-saurus Liquid</td>
</tr>
<tr>
<td>December</td>
<td>PumpPlier-saurus</td>
</tr>
</tbody>
</table>

- **M_P_D_P theory**
- **Countsunk screw**
- **Self-defense forces**
- **Hexagon socket**
- **Holding power**
- **Rusty screw**
- **Plumbing**
ネジザウルス®リキッド

ZC-28

バイスザウルス

PZ-64.65
Neji-saurus Encyclopedia
Cambria Explosion 2018

Vise-saurus
Pan head-mountains
Truss plateau
Water front
Rust lake
Rust Remover

Neji-saurus
Bazooka
Countersunk basin
PumpPlier-saurus

©2018 ENGINEER Inc.
Neji Rescue team started in Oct. 2018!
Today’s Conclusion
Hurdle for SMEs to leverage their intellectual property

Beer from the Second Floor and Five-Speed Barrier

OVER DRIVE
Hurdle for SMEs to leverage their intellectual property

Beer from the Second Floor and Five-Speed Barrier

OVER DRIVE

Intellectual Property Management Skills Test
Hurdle for SMEs to leverage their intellectual property

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Consultation Counter & Implementation of Measures
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OVER DRIVE

Segment 1

Segment 2

Segment 3

Five-speed barrier

Beer from the second floor

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Fools in obtaining, not obtaining, and only obtaining patents

① The fool who obtains a patent

Valuable know-how is leaked due to the patent being obtained at an inappropriate timing.

② The fool who does not obtain a patent

Infringements or counterfeit goods emerge due to missing the optimum timing for obtaining a patent.

③ The fool who only obtains a patent

Simply acquiring a patent is insufficient. Only complete when all four MPDPs are achieved.
“Return of Neji-saurus”

Why does a super hit, strong-selling tool that has sold 2.5 million pieces in total continue to sell?

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