

"Global Niche Top" supported by a Technology-Oriented and Marketing-Oriented Company



**President and Board Member
TAKEMOTO Masamichi**

"Global Niche Top" is our trademark phrase referring to conquest of the top positions in global niche marketplaces. Nitto Denko has set itself the goal of doing this by creating new value and inspiring customer confidence as a leading partner enterprise. In order to realize this aim, the Nitto Denko Group has to become a technology-oriented group of companies capable of launching onto the market with new products and new technologies. Since my appointment as company president, I have in the in-house context repeatedly cited the additional concept of marketing-oriented company. This is because I believe that we need to use technology orientation and marketing orientation as twin engines in further narrowing the distance between company and customer on both sales and technology fronts so as to be able to adapt to any change in the market and continue growing.

Without technology, nothing can be created. However, I believe that it is also extremely important to set the right goals as to what one wishes to create.

Sales staff at manufacturing companies need to be the ones who decide as to what kind of product is to be made and when. The most important thing, I think, is deciding to move from "0" to "1" in creating something, then enthusing development and production staff toward reaching the goal and joining together with the customer in creating something new. In industry, people who have taken a thing from "1" to "10" or who have made the enterprise successful tend to get the limelight; but really, it is the person who took the first step, in other words the one who went from "0" to "1", who should be held in highest regard.

Nitto Denko has worked under the slogan Sanshin Activities for more than 30 years. (Sanshin is a Japanese word which means three-new: i.e. new application development, new product development, and new demand creation). It is this activity which has made the present-day Nitto Denko. Our senior colleagues have skillfully taken us from "0" to "1" by creating new demands, taken projects from "1" to "10" by developing new products, and expanded from "10" to "100" by developing new applications.

The situation in which Nitto Denko finds itself today does not necessarily allow for total satisfaction but nor do I think that we need be overly pessimistic.

1. What is our customer's need?
2. What direction is the world moving in?
3. Where is the position of Japan in the world?
4. What is Nitto Denko's role within that position?

By thinking these questions through, we can clarify the goals our company needs to achieve.

On this basis, we need to continue progressing with our own technologies and add to deficient areas or request support from other companies in order to proceed rapidly to our goals.

Knowing the market, being clear as to what one should produce at the moment, and meeting customer demands as to product, cost and delivery time in order to create new value efficiently and effectively: these are the series of activities which for me are foremost when I use the term marketing-oriented company.

We have recently undertaken reformation of our sales divisions with the idea of allowing project progress to follow the axis of the market. However, I am aware that this alone will not be enough to allow customer and company to hold a dialogue from the same perspective at the same level of knowledge and resolve issues efficiently and effectively. We must not think of ourselves as sales staff or technology staff or production staff; instead we must all recognize the task of meeting customer requirements as our task and all join together in working to complete it. I am committed to drafting a grand design which we can progressively realize by actively pursuing the deployment and rotation of research and development resources.