

My Management Creed

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My Management Creed

§ 1. Difference Between Japan and Europe/America

	Japan	Europe/America
Geographical features	Island country, 30% plain region	Continent, 80% plain region
Climate	Large variation with abundant rainfall	Small variation with low rainfall
Idea	Natural philosophy → Researching things	Humanics → Researching psychology
Concept	Within the existent framework; Accumulation of knowledge	Outside the existent framework; Liberty; Development of imagination
Tendency	Amenability, coordination, and compromise	Belief
Teacher	Teaching	Education
Student	Learning	Study

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§ 1. Difference Between Japan and Europe/America

	Japan	Europe/America
Technical orientation	Precise improvement and application	Invention and discovery
Appearance	Wise with polite face	Simple with real intention
Emotion	Wet	Dry
Failure	Not permitted. Hidden.	Permitted. Retry.
Action	Quickly do for the time being.	Focus on tradition and dignity.

Japan set a goal to catch up with Europe and the United States for these 100 years. From now, we catch and surpass them (In the iron and steel, shipbuilding, machine tool, and printing industries).

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§ 2 Characteristics of Small- and Medium-sized Manufacturers in Japan

1. Existence of Owner

The owner makes a snap decision, selects short-term operations, bears hardship, and focuses on real intention rather than stated reason.

He/she takes priority over ability, does not care about academic background, stands on real-site and real-thing basis.

2. Function

Possible of targeting niche business in which major companies are not engaged.

(Except for 100% subsidiary company of and manufacturer belonging to the parent company).

3. Operation

He/she is a humanist and provides many jobs to the person who is good at jobs.

He/she has a wide field of work, has the skill and point-addition policies, and focuses on the results.

He/she thoroughly eliminates excuses (for self-protection).

4. Climate

The company's staffs oppose the order of superiors without hesitation.

They have no second thoughts about leaving the company.

Most of them don not have so good ability, were not well bred, and take care of their parents. 4

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§ 3. My Management Creed

<Company's motto>

Let's have the dream and youth, love your job and workplace, make efforts, respect the time and other person's position at any time, and provide the products to the society, which we are happy to produce and sell and the customers are happy to buy.

- Level to achieve the goal -

Life > All properties > Fired > Superiors and colleagues >> All staffs approval

- Three “-spiration”s for R&D -

▪ Aspiration = Obsessiveness

▪ Perspiration = Efforts

▪ Inspiration = Intuition

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§ 4. Tactics for Company Operation

1. Top should do followings: Build a consensus among the design and on-site workers. Perform standardize the product, use the standardized parts, process the troubles, and perform cooperation.
2. Reduce the management span (Critical Path).
3. Strain your mind when starting a new business.
4. Repair the used equipment so that the cost is reduced.
5. Thoroughly instruct his/her subordinates until they understand.
6. Always provide the clear goals to the subordinates and check them. Let the subordinates have the short- and long-term goals.
7. Parts are base of all products and the source of added value.
8. Have both “how silly” and “I see.”
9. Ensure to perform "things for granted" for a long period.
10. Benefit results from small results.

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§ 5. Encouraging Words

1. Active actions lead to fun.
2. Keep your end up without quitting.
3. A true game starts just after we are exhausted.
4. Success should be evaluated by not results but efforts.
5. Business shows not the figures but the human mind.
6. Work hard but do not do anything reckless.
7. One thing is stronger, other weakness disappear.
8. The most dangerous thing is to do nothing.

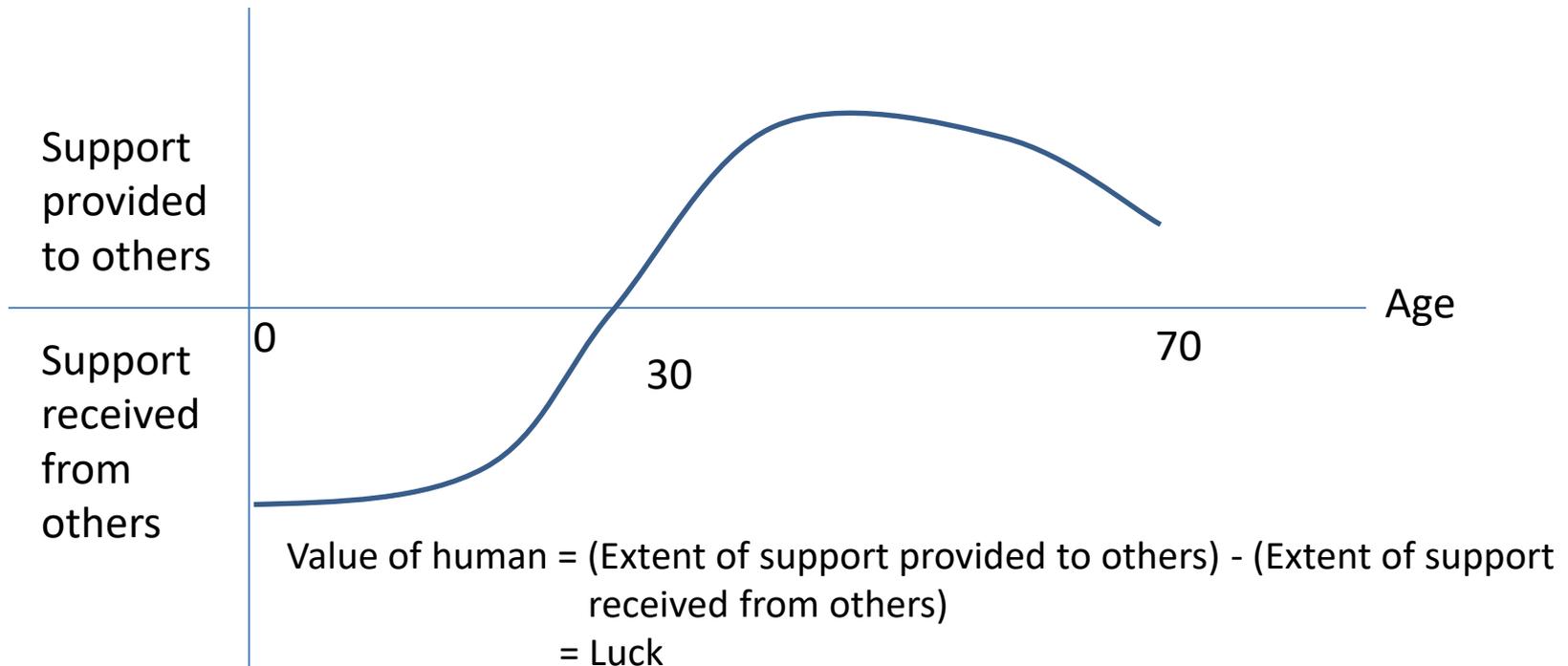
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§ 6. Leader

1. The leader can think with getting into mind of other person (human-oriented).
2. He/she can endure the continuous thoughts and tension.
3. He/she can think beyond the current bounds.
4. He/she can pay out of his/her own pocket.

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My view of life



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§ 8. My Profile

- Structure of family: A wife, three children, and six grandchildren
- Hobby: Agriculture, *Go*, and golf
- Biography: Graduated from Faculty of Engineering, YAMAGUCHI UNIVERSITY
 - 1956: Joined the machining company which my father had established five years before (with three employees).
 - 1963: Assumed a representative director.
 - 1966: The factory shifted the operation from machining the motor parts to assembly of parts of iron manufacturing machines.
 - 1970: Established the machine design department.
Established a trial manufacture shop for the product under development by Mechanical Division, NIPPON STEEL CORPORATION.
Established a manufacture shop for the test equipment of Engineering R&D Laboratory, NIPPON STEEL CORPORATION.
Developed the 1st product for a different business category interchange group.
Developed the shear angle trimmer and the fastest side trimmer in the world.

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§ 8. My Profile

- 1986: Built a new large factory in Futajima, Wakamatsu Ward.
Started the production of various industrial machines, mainly steel plate shearing machines.
Produced about 3000 types of machines including testing and automatic machines.
- 2002: Closed the factory due to recession.
Assumed a specially appointed instructor at Faculty of Environmental Engineering, University of Kitakyushu, continued for ten years.
- 2005: Assumed a technological development adviser of Mitsui High-tec, Inc., continued for six years.
- 2010: Assumed a councilor of THE MITSUI FOUNDATION FOR THE ADVANCEMENT OF TOOL AND DIE TECHNOLOGY, continued for four years.
- 2015 to present: Assumed an engineering adviser of NISHIATSU CO., LTD., continuing to the present.

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§ 8. My Profile

<Posts held>

Senior vice-president of Yahata Iron and Steel Cooperative Association for 26 years

Executive director of Promote Association of Machine Industry, Kyusyu for 26 years

Councilor of Kyushu Branch, of Japan Society for Technology of Plasticity for 19 years

Executive director of Kitakyushu Region Vocational Training Association for 15 years