

Individual-Based Management

A management system designed to encourage employees to take up challenges by utilizing the company's programs and tools, so that every single individual can grow with the company, and ensure their job satisfaction and well-being.

Evaluation of Challenges

- Announcement of "Challenges to Be Management Assistants (Managers)"
- Challenge System
- Personal Challenge for Research
- Awards from General Managers to encourage challenges
- Commendations from the president (by self-declaration)
- TQC activities
- Conventional Product Sales Expansion Award

Personnel Affairs, Education

- Life Assist programs
- On-the-job training: Job exchange training, training retreats
- Informal seminars for employees
- Plant Head Session, Safety Session, Production Innovation Session
- New technical school in the Production Division
- Medium-Term Management Plan making committee
- In-House Qualification System: Japan's 1973 Chemical Substances Control Law, TOEIC, PC(applied level), Accounting (level: primary/advanced)
- Self-Study Program: Introduction to Surfactants, Introduction to High-Molecular Agents, etc.
- In-house licenses: Info-system skill license, operator skill license

Evaluation of Business Performance

- Evaluation accounting for profit center managers, financial accounting, managerial accounting
- Profit center system in R&D, production and sales
- Ordinary profit passbook
- Inter-Department Mutual Screening
- Achievement-Connected Bonus Calculation Formula
- In-House Free Agreement System

Technology, Development

- System to encourage patent applications: Patent and trademark awards, Inventor of the year award
- Encouragement System to Improve Mobility of Powerful Research Assets
- Skills upgrading program for fast-track research
- Incentive system for excellence of research
- Internal cross-departmental research training program
- Prototype Prior Inspection System

Individual

Organization, Operation System

- Flat R&D structure: Research Unit System
- Intracorporation System
- Company Motto, Code of Corporate Ethics, Action Guidelines for Employees
- Matrix Management System (Sales & Marketing and R&D)
- Two-Boss System in Sales & Marketing Division
- R&D operation system's manual
- Managerial Staff System
- Plenary Morning Assembly

Information

- Manager's monthly self-action report forwarded directly to the management
- Daily & weekly e-reports by sales representatives

Funds, Equipment

- Investment criteria: investment for streamlining, labor-saving, overseas market and R&D
- Improving Production Capacity without New Capital Investment

Job Exchange Training (JET)

This is a kind of on-the-job training where an employee from one division exchanges jobs with an employee from another division for one or two months. The effect of this training is to heighten individual's capabilities and versatility.

Challenge System

In this system, an employee announces his or her goal and the term for completion, and after making an official contract with the company president, works towards achieving the goal with the cooperation of a few others he or she has chosen. The employees themselves come up with rewards for success and tasks to perform upon failure.

Under the Challenge System, I commit myself to eliminating waste in energy consumption and thereby reducing costs, which is an important theme in production innovation that has been promoted in the Production Division. Such efforts also help maintain the global environment. I am engaged in the activities with enthusiasm and a challenging spirit.

