

Special Feature: Executive Officer Interview



Satoko Fujii

Executive Officer
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Learning to Sell Ideas

By creating new business domains,
we are moving closer to the realization
of the Long-Term Vision 2028.

New businesses will be the key to the achievement of the Long-Term Vision 2028. Established in 2018, the Business Innovation Center is responsible for two of the four new business domains identified in the Long-Term Vision 2028: the provision of various methods of payment, and personal identification and authentication. We interviewed the newly appointed head of the Business Innovation Center, Satoko Fujii, about the Center's mission and approaches to innovation, and about her commitment to these tasks.

➤ Accelerating the pace of innovation by actively and effectively using digital technology

You joined Glory in February 2017. What was your previous career?

Before joining Glory, I had worked for two foreign-owned IT companies for over 30 years. At first, I was involved in consulting and proposing innovative solutions, not only IT but also business process mainly for financial service delivery channels. The last three years before I joined Glory, I was in charge of strategic business alliances with several global partners, being responsible for their strategy building and business results in Japan. I also had experience developing equipment collaboratively with Glory when clients started up new business operations.

Your shift from one of the world's leading IT companies to Glory, which is a manufacturer, seems like major career change. What led you make that decision?

In my previous work, I had opportunities to see many successful examples of digital innovation by global companies. I became

aware that the pace of change in Japanese companies was slow compared with overseas companies, which are achieving rapid innovation in their management and business operations through the use of digital technology. I became concerned that the very existence of Japanese industries could be jeopardized, and I began to consider how companies could begin to break out of this situation. I felt that I needed to be more involved at the heart of business so that I could change companies from the front line. That was a major reason for moving to a manufacturer, specifically Glory. I made my final decision after the management of this company understood my ideas to the extent that they created an optimal position for me.

You have been with Glory for about one year, and you became head of the Business Innovation Center in April. What has been your impression of the Glory Organization since becoming part of it?

My first impression was that the people here

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are very committed. They also place a high value on self-sufficiency, and they are very proud and confident about their technology. I also discovered that many people at the organization are aware that the business environment is changing, and that they also need to change. When this awareness turns into a major trend, Glory will be able to transform itself significantly.

What is needed to generate that major trend?

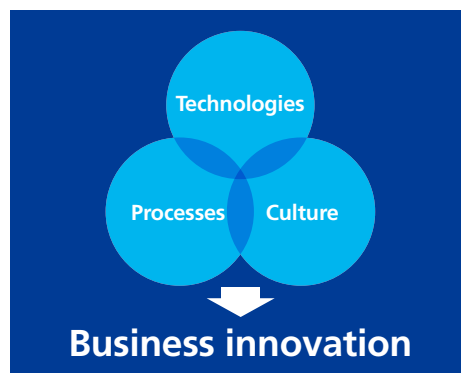
We need to energize communication across the entire organization. The fact that people are aware of an issue, however, doesn't mean that it can be solved. There's a need for someone to set a course and provide leadership. That is another important mission for the Center.

» There is a need to take a new look at the technologies, processes, and culture that Glory has built

What is the Center's mission?

As the name suggests, the Business Innovation Center was established with a mission to drive Glory's business innovation. It reports directly to the president, and the scope of its activities will encompass all business areas, both within Japan and overseas.

Connecting Three Distinct Processes



During my first year with Glory, I have realized that innovation requires three elements: technologies, processes, and culture. Using the technologies that Glory has built over the years, we will implement plans, trials, and strategies to create new value, while working to change employees' perceptions.

What are the new goals for innovation?

Within Glory, we are talking about a transition from selling products to selling ideas. Instead of simply making and selling equipment, we want to build a new core income stream based on services that can generate earnings continuously. In the past, Glory established development and marketing plans for each piece of equipment. Going forward, we will take a more comprehensive approach by supplying solutions that combine equipment and technology.

Furthermore, while we will continue to place a high value on self-sufficiency, we will

also commit to collaborative open innovation, including the discovery of optimal partners with technologies that Glory does not possess.

How is the Center organized and structured?

The Center was established with a structure consisting of three teams. Our organization has a diverse range of members, including development and marketing staff, as well as core employees who were involved in the formulation of the Long-Term Vision 2028. With about half of our staff in their 20s and 30s, we are one of the most

youthful units in Glory.

One of our three teams is working primarily on developing new business areas and planning innovative business models based on individual behavior across various industries. Their responsibilities include the building of alliances that combine the talents of FinTech, IoT and AI start-up companies with Glory's current intellectual assets.

The second team is responsible for data solutions. They will develop and provide total solutions for the retail market, an area in which we anticipate major expansion going forward. Their activities will include the creation of new business schemes based on the use of Glory's GCAN Center, which

From Selling Products to Selling Products and Ideas



Driving Wide-Spectrum Innovation



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processes data for electronic payments.

The task of the third team is to transform aspects of our corporate culture that relate to technology strategies, new development, and the creation of new businesses. This team is divided into two groups. The Technology Research Group will handle research into new technologies in Japan and overseas, and also formulate technology strategies. The PoC Lab Group will drive the assimilation of the proof of concept (PoC) approach within Glory. PoC is interpreted in various ways, but the task of this group will be to verify concepts at the planning stage when the development of a new product begins or when a new project is launched. The aim of this process is to enhance speed and efficiency at later stages, and to improve the likelihood of positive outcomes. The PoC Lab Group will promote the PoC approach by actively participating in development operations, and by organizing in-house events and seminars.



➤ The growing awareness of innovation within
Glory is very encouraging

You are Glory's first female executive officer, and I have heard that you are strongly committed to promotion of diversity, including career advancement for women. What are your thoughts on this subject?

My work with a foreign company that has made significant progress on diversity has

given me knowledge and experience that I hope to use at Glory. Glory has been diligent in establishing the proper systems, but an even more important task is the development of the unseen infrastructure, such as the level of understanding among frontline managers, and the awareness of the people who use the systems. I think that "diversity" really means a commitment to maximize the performance of

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employees based on respect for their circumstances and wishes as they go through changes in their lives, such as child rearing and caring for aging relatives, irrespective of their innate personal attributes, such as gender and LGBT orientation, or whether or not they have disabilities.

This requires not only encouragement from above and the enhancement of systems, but also efforts by those working in the frontline. In the Business Innovation Center, we will quickly implement any ideas that are positive from a diversity perspective. I told the Human Resources Department, which is the unit responsible for diversity promotion, that the Center will be happy to carry out any trials that are needed. You can't improve the working environment simply by thinking about it.

To conclude, what are your aspirations as an executive officer, and as the head of the Business Innovation Center?

Based on my past experience, I believe that I have a talent for taking ideas of which clients only have a vague perception and turning them into concrete concepts. I have always focused not only on the logic of those who develop products and solutions, but also on the types of value that can be provided to users. I hope to use this ability to drive innovation and growth for Glory.

During my year as a Glory employee, my conversations with various people outside of the company have given me the impression that this company has built an extremely good reputation as an excellent manufacturer. That reputation will continue to be an important source of corporate value for Glory. I see Glory products as the direct interfaces between our clients and consumers in the "last mile" as a major advantage in a society becoming increasingly networked.

Based on my conversations with people within Glory, I believe that there is a keen sense of expectation toward the Center. While we were setting up the new unit, many development and marketing staff expressed a strong wish to work with us. I see this as indicative of a strong commitment to growth and improvement within this company, and I am determined to meet those expectations.