

My External Mindset Recommendations

A once-in-a-century turning point - when better to get serious? : SVP Nishimura

(This article is partially edited from the content article of our internal "External mindset syte".)

In this series of articles, we hear from executives and employees who are working with an external mindset and give us tips that we can use, such as how to maintain that mindset. This issue features Fumitaka Nishimura, SVP of Business Development Division.

Mr. Nishimura, who joined JATCO's corporate officers this April, started his career at Nissan Motor, working in the forging division in Yokohama, the U.S., and France (Renault), and after moving to the production planning division, he worked in Yokohama and Fuji (JATCO) in various locations around the world. He still keeps in touch with his colleagues and business partners in each place, including overseas, and continues to exchange ideas. This seems to be the secret behind Mr. Nishimura's external mindset.

Always reading the newspaper as a child

I guess my external mindset started when I was in the second grade in elementary school, reading the newspaper every morning without fail. In the beginning, though, I was just looking up the results of the previous day's baseball game. I continued to read before I ate breakfast every day, and it became a habit. I think the most important thing is to be able to continue without straining yourself. If you feel uncomfortable when you don't do it, it has become a habit.

I've been reading the newspaper every day, and it's made me a faster reader. Actually, it's more like "looking" rather than "reading." I am able to grasp the contents of the paper "at a glance."



Now, I come to the office at 7 a.m. and check the exchange rate information first. This is a habit I had when I was in the Production Planning Department at Nissan. In order to plan where and what to make in the world, it was essential to know the exchange rate, so I always checked it. My next step is to check the websites of other companies in the same industry and companies related to electrification. A company's website contains information about the company's policies, personnel, etc. In addition, it contains reliable information without pretense. The internet is a convenient tool that gives us access to a vast amount of information in an instant, but wouldn't you agree that it's difficult to tell what is true? That's why we look at company websites as a reliable source of information. It's important to know how to get trustworthy information.

A manufacturing company's responsibility

I believe that we need to go out of our way to obtain our customer's evaluations of us with an external mindset. Our customers are all over the world, and they evaluate our products every day. In order to verify that what we have been doing is correct, it is our responsibility to know what our customers think of us, and this is the promise we make to them, isn't it? Customer evaluations are the result of the work of each and every person at JATCO, so it is not information that only those in charge of development and production need to know, but information that all of us need to know.

Also, since this industry is full of competitors, we should be informed about them well. We need to constantly examine "how we are superior to other companies" and "how we are inferior." This is also a confirmation of the value of our existence. For this reason, we should not only do the work in front of us, but we should always look around the world with an external mindset and keep checking.

For my own growth

I have had the pleasure of working all over the world. I still keep in touch with the people I met and worked with at the time, as often as once a week. We often talk about trivial things, but they give me their opinions and advice, and we exchange information. There are people in this world who do things that I never thought possible, and I learn and am surprised and moved by their interactions. This is one of the joys of my external mindset. I simply like to be stimulated by seeing something that I don't have. It's important to have fun while communicating. The secret to continuing is to not overdo it, but on the other hand, there are times when I have to force myself to do it as a job. In both cases, the first thing I'm conscious of when interacting with people is to look for things we have in common. For example, hobbies such as golf, family, children, etc. Since we are in this industry, we often connect because we "love driving cars."



When better to get serious?

The automotive industry is said to be in the midst of a once-in-a-century turning point, and fortunately or unfortunately, we are right in the middle of this turning point. In order to gain business, grow the company, and continue to generate profits, we need to make up our minds about how JATCO will be steered and in which direction we will go. We have to go out and get information from the world with an external mindset, interpret it in our own way, and decide what direction to take. I want each and every employee to think about what the world will be like in the future, and to voice their opinions. There is no one right answer. Our CEO, Mr. Nakatsuka, has set the guidelines for JATCO Centralization and L-B-B, but I think it is up to us to decide each and every detail of them.

JATCO is just the right size of company to think about these things. Car OEMs are too big. We can all share our opinions and talk about it until we are fully satisfied. I think this is one of our strengths. The first step in determining the direction of JATCO is for

everyone to know and understand what's going on in the world, with an external mindset.

I believe that JATCO is a company that can accomplish great things. I have seen many times, both from inside and outside JATCO, how everyone worked together to bounce back from adversity. It's time to get serious, at this once-in-a-century turning point. Let us all work together as one to tackle this great challenge.

