

Embodying Entrepreneurship DNP Dai Nippon Printing

Innovation is born from "dialogue" and "collaboration"



イノベーションは、このような形で突如現れる。

今やあたりまえと思われているクワウチングスタートは、第1回オリンピック競技大会（1896/アテネ）で、ある一人の選手が登場させました。彼は、その革新的な走法によって、金メダルを獲得しました。このようにイノベーションは世の中に突如現れ、最初は奇異に見えることがあります。しかし、それが新たな常識へと変わり、世の中のあたりまえになっていくのです。DNPは、まだ見ぬ「未来のあたりまえ」をつくるために、印刷と情報力でイノベーションを目指し、今日も挑戦を積み重ねています。



（横断にわたるクワウチングスタート）

未来のあたりまえをつくる。



東京2020オリンピック・パラリンピック（東京・埼玉）

大日本印刷株式会社

Have you seen this ad?

This is a corporate advertisement released in 2020 by Dai Nippon Printing (DNP), a general printing company. Our brand statement is "Creating the future's norm." The ad compared the challenge towards achieving this goal to the birth of the crouching start in athletics and won the Grand Prix at the 36th Yomiuri Advertising Awards that year.

For the second installment of our "Embodiments of Entrepreneurship" series, we spoke with Mr. Tetsu Itou, head of the Collaboration Strategy Office in the Corporate Communications Headquarters at Dai Nippon Printing Co., Ltd., and Mr. Yoshihiro Takahashi, a member of the P&I Lab Promotion Group in the same office.



DNP's Mr. Takahashi (Left) and Mr. Itou (Right)

We established a P&I (Printing & Information) lab in 2017.

Please tell us the background to this.

Mr. Itou: A big change was the revision of the DNP Group Vision in 2015.

At that time, business was stagnant. The printing industry is said to be a made-to-order industry and work only comes about when we receive an inquiry from a customer. As a result, few people had the idea of creating new value on their own. Feeling a sense of crisis about this "order-oriented" organizational culture, we felt that we needed to start making new proposals and taking on new challenges, so in 2015 we announced a new group vision. With the corporate philosophy of "connecting people and society to provide new value," the company aims to create the "norm of the future" as stated in its brand statement.

Since then, I have had the idea that we could create a system to work with partners to create a business that could contribute to society by utilizing the many technologies we had cultivated in the printing process. The plan to establish a P&I Lab began with the idea that a facility was needed that would systematically exhibit all DNP technologies, products and services as a place to combine the technologies of our clients with DNP's strength in P&I and create new value through dialogue and collaboration. The concept was developed by manufacturing engineers alongside marketing and sales staff, and P&I Lab Technology, the predecessor to the P&I Lab Tokyo that you saw today, was opened in Gotanda, Tokyo in 2017.

Q. What is the concept of P & I Lab?

Mr. Itou: Rather than simply displaying products as a showroom, we introduce DNP's

technologies to customers and create new value through dialogue and collaboration. "If you can do this, can't you do this too?" The aim is to listen to customer feedback, such as "If we use DNP technology, we might be able to solve problems both inside and outside the company," in other words, to identify issues and then work with customers to solve those issues. In fact, some products have been realized by combining the technologies we have with our customers.

Mr. Takahashi: New products are created by DNP employees visiting our customers' research laboratories and talking with them at our P&I lab. We sometimes get hints from customers, and there are also seeds of development in internal meetings. The key is to work together through dialogue.

Mr. Itou: Thanks to you, it has become difficult to get reservations for our facility, but when we get sudden cancellations, we open the P&I lab to employees or organize tours for them. We want them to deepen their understanding of the company, learn how great their own company is, and feel proud of it. In addition, the P&I Lab is also used for DNP Family Day, an annual event where employees' families are invited to the company to deepen their understanding of the company.

Mr. Takahashi: Fortunately, our company is involved in a wide range of business areas, not just publishing and other printing, but also electronics, medical healthcare, mobility, and more. DNP has the technologies and human resources to bring these strengths to the table. Based on this broad range of expertise, the company has evolved into a system that creates new value through dialogue and collaboration.

However, those in the field inevitably tend to focus on short-term sales. As a company, in addition to short-term sales, we also need to expand into new areas. We need to give it shape. In fact, collaboration is born from dialogue with customers, and then new products are developed after signing an NDA (non-disclosure agreement). Our department wants to provide strong support to the entire company by creating spaces for dialogue and collaboration.



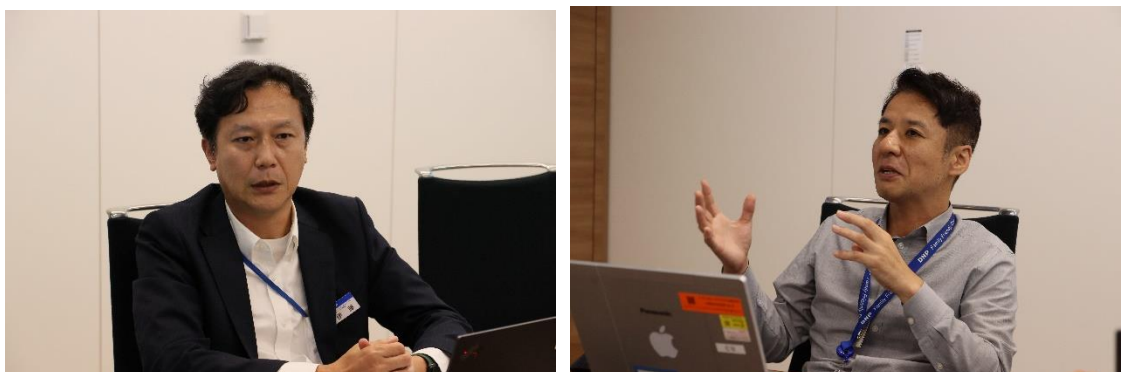
What if the town was dyed in DNP? ((P&I CITY))



Diversifying core technologies (P&I Lab, Tokyo)



Thinking about the future through back casting (P&I Lab, Tokyo)



Mr. Itou (left) and Mr. Takahashi

Q. How can we foster entrepreneurship within our company?

Takahashi: A few years ago, we introduced a system for employees to have multiple jobs both inside and outside the company, and we are currently expanding it. (A system that allows employees to concurrently work in other departments within the group or outside the company) I think that employees who raise their hands for such things are people who want to do something different while still performing their main duties, and who have entrepreneurial spirit. Other companies also have systems for working multiple jobs outside the company, but our company allows employees to take on part-time work on a spot basis, such as "just doing this part in this department." In some cases, we recruit through a public

call for applications, and in other cases, people volunteer, which creates good synergy for both departments. Many employees are making use of it, and the September issue of the company newsletter features an article titled "Career Change," which introduces DNP's personnel system, open recruitment, free agency system, and career counseling office. So, as a company, we are in a state of flux. The question is whether employees who are dissatisfied with the current situation can grab hold of that thread. I think this is a very good system that is unique to DNP.

Some employees also have side jobs outside the company; for example, we have one employee who works as a dinosaur consultant (laughs). The message of "challenge" comes not only from the top, but also in monthly reports and other means.

Mr. Itou: At the time, this group vision was announced at a time when we were struggling to come up with new flagship products. Changing the culture is not easy, and I don't think we've done enough yet, but we are making progress little by little toward our group vision, even if it's not in a straight line.

Q. What does Dai Nippon Printing think of JATCO?

Mr. Takahashi: JATCO has unrivaled transmission technology, and I think it is important to leverage this strength and develop it into new value. Our company has its own strengths, and we believe that we started out together. Let's combine the strengths of both our companies and hold a workshop together.

Mt. Itou: It's important to realize that something needs to change. Our strengths are often so obvious that we don't even notice them. Another thing to realize is that we need to protect our core technology. I think it's a matter of whether you can do it or not. As you may have seen at the P&I Lab, the history of our technology has seen a rapid growth in new businesses, products and services born from technologies and know-how that we took for granted. The world is changing rapidly, but I think we need to reaffirm the ways in which our predecessors cherished and made use of it.

Mr. Takahashi: When our company was first founded,

Editing → submission and layout → plate making and printing → printing → binding and processing,

It all started with these five elements: The microfabrication and precision coating technologies that developed from there were applied to the creation of semiconductor circuits, for example. That's because we had the core technology. If we think about it in a broader sense, there must

be some transmissions from JATCO that can be repurposed, and this is not limited to automotive applications.

Q. What are your future prospects?

Mr. Itou: I want taking on challenges and collaborating to become the norm within our company. We will do our best to make our customers think, "If I have a problem, I'll consult DNP; they're sure to be able to do something."

Furthermore, our company's strength is not just our technology; we also have connections with people from a wide variety of industries, points of contact with customers, and points of contact with material manufacturers. I think the quantity and quality of these are also strengths. We have more than 30,000 business partners, and we are making every effort to increase our contact with you through sales.

Mr. Takahashi: I don't think there can be any innovation without collaboration.

I believe that "dialogue," "collaboration," and "innovation" are all connected. It all starts with dialogue, so I would like to increase the number of such interactions.

As someone who has been on the front lines, I'm sure there are people who hear the word entrepreneurship and think, "That's great, I'll do it." I think it would be good if we could create a system that can hook up with that.



In fact, it has a deep connection with the fast-food chain "Omochi Recycling Box".

[Dai Nippon Printing Co., Ltd.]

Founded as Shueisha in October 1876 (Meiji 9).

Although it is a general printing company, its business organization is diverse, including the Publishing Innovation Division, Information Innovation Division, Imaging Communications Division, Life Design Division, and Living Space Division.

Number of employees: 36,911 (consolidated), Sales: 1,424,822 million yen (consolidated)