

STAKEHOLDER DIALOGUE



Experts

Mr. Shiro Uchida

Mr. Noboru Konno

Fujitsu

Takahito Tokita

Hidenori Furuta

Yumiko Kajiwara

Reflections after the Dialogue

Experts



Mr. Noboru Konno

Professor,
Tama Graduate School of Business
Chairperson/Director,
Japan Innovation Network

With a Meaningful Purpose, Reframe Existing Knowledge to Become a DX Company

While products and the pursuit of efficiency remain the foundations of management in Japan, even profit-driven corporate managers in the United States have begun putting a sense of common good and innovation at the center of their management.

At one time, there were distinct industries and markets for different products and services. However, the boundaries of those industries and markets have been blurred by digitalization and, on top of this, markets and business paradigms have changed as innovations merge from a variety of relationships and places. To adapt to this change, it is particularly important for existing companies to determine in which direction to reframe themselves, while taking into account their assets and strengths.

Central to this is purpose. Unlike vision or value, purpose is a dynamic concept that causes and calls to action. By clarifying why we do something—our purpose—we can channel ourselves toward customer value creation and practices aimed at transformation. Additionally, a sound purpose that customers and society can empathize with helps to build relationships. Knowledge and assets flow through these social- and people-centered ecosystems. In other words, these relational assets will be of great value in the future.

For Fujitsu to change, it has to bring about a shift in its values internally. Based on its customer base cultivated to date through a one-to-one style business and its technological capability, to what extent can Fujitsu boldly transform to an ecosystem based on relationships and places as a platform? I hope that it will create a persuasive purpose and become a DX company through innovation across Fujitsu that includes existing businesses and organizations.



Mr. Shiro Uchida

Chairman and
Representative Director,
SAP Japan Co., Ltd.

Purpose Driven and Creating Innovation Together with Japanese Corporations to Contribute to Society

At its core, SAP feels an intense sense of urgency that “corporations which serve no useful purpose to the world will disappear.” SAP has been considering useful values for customers and the significance of our existence by establishing our “purpose” and spending 10 years transforming internally to operate in a “purpose-driven” manner while launching an innovative ecosystem. As a result, our thoughts on how we can contribute to society have permeated throughout the entire company, including our management team.

At SAP, we believe key to innovation are the three P’s: “Place, People, and Process.” “Place” is the new business base, located away from the existing business in order to spur innovation. As diverse opinions produce innovation, “People” emphasizes diversity in terms of nationality, race, and age. “Design Thinking,” which is the methodology for innovation, is the “Process.” Incorporating these three P’s, SAP Japan aims to become the innovation partner of our customers. As we are pursuing the “success of our customers,” by thinking about what we need to do to achieve, sales and profits will follow.

It is important to have a corporate culture and capacity for empathy, recognizing employees’ willingness to contribute to society. After identifying a problem to be solved and understanding it from the viewpoint of end-users through Design Thinking, employees with technical skills and knowledge can work together to build a prototype. If employees can feel their work is contributing to society, the joy they derive from their work will produce the energy to “motivate them further,” which will lead to significant business as a result.

I believe that “bringing innovation to Japanese society and corporations” is our mission and I have very high expectations for President Tokita, who has *confidence* that Fujitsu will become a DX company. By all means, I would like to make efforts to create innovation that contributes to society in collaboration with Fujitsu, which is active on a global scale.

Enhancing Business Management through Dialogue with Outside Experts**Approach to Transforming to a DX Company Based on Sustainability**

The Fujitsu Group aims to reflect the opinions of diverse stakeholders in its business management and regularly invites outside experts to participate in dialogues with its senior management team. Fujitsu has declared that it will transform itself from an IT company to a DX company. By exhaustively reviewing our existing processes and moving beyond the scope of a traditional IT company, we aim to deliver new value to our customers and society as a whole. To that end, we held a dialogue with outside experts to obtain valuable opinions on ways in which Fujitsu can spur innovation and transform itself, and how it can link that to sustainable corporate growth.

Fujitsu



Takahito Tokita

Representative Director and
President

Through Our Own Digital Transformation, Becoming a Company Valued by Society and Our Customers

Upon my appointment as president, I declared that Fujitsu will change from an IT company to a DX company. What this means is that we are aiming to change our approach from one in which Fujitsu manufactures and sells products, to one in which it thoroughly discerns what people, including its customers and society need, while offering solutions accordingly. I am also aiming for our employees to move in a common direction and, at the same time, for each employee to feel personally fulfilled by always being aware of Fujitsu’s inherent purpose and responsibility to society.

Today’s dialogue with Mr. Konno and Mr. Uchida has enabled me to obtain many hints on the vision to which we should aspire. By sharing the Fujitsu Group’s current status and vision for the future to which it aspires with all our employees, we will not fail to accomplish our transformation to a DX company that is viewed as necessary by society.



Hidenori Furuta

Representative Director
SEVP, Technology Solutions Business,
Japan Sales
CTO and CIO
SEVP, Head of Technology Solutions
Business

Contributing to Society: What This Means and How We Can Practice It Globally

When I was Head of the Global Delivery Group, I witnessed firsthand the high level of awareness surrounding the sustainability activities called “Responsible Business” in Europe and other regions. While there may be cultural differences, I feel that Japan’s initiatives in this area lag far behind Europe and elsewhere around the world.

As Senior Executive Vice President, I believe that Fujitsu must be aware of major social issues and must think about how our business can contribute to the resolution of them. We will transform our business by first transforming our culture and processes internally, and then achieve Digital Transformation by leveraging our comprehensive strengths.



Yumiko Kajiwara

Corporate Executive Officer
Head of Diversity Promotion Office

Transforming a Company to be Chosen by Stakeholders by Promoting D&I (Diversity & Inclusion)

A workforce that creates new value is the sole most vital and indispensable asset for Japanese companies, which demand innovation. This is why we recognize that the cultivation of human resources and the promotion of D&I are becoming more pivotal driving forces than ever.

At the same time, the number of people inside and outside the Company who wish to contribute to society through technology or business activities is increasing. There is a growing trend among young people, including students in particular, toward choosing workplaces where they can do what they desire to do.

All stakeholders including customers will choose companies where all employees feel comfortable and are able to exercise their own unique capabilities to the greatest extent. For Fujitsu to transform itself to such a company, we must challenge ourselves to further strengthen D&I going forward.

Through today’s dialogue, we have received a variety of suggestions on what Fujitsu must do to become a DX company, such as reevaluating itself in line with social changes, having a sound purpose and building relationship assets with many stakeholders, and establishing

the framework and mindset for spurring innovation. Based on the opinions we have received, we will take on the challenge of transforming ourselves in order to become a company that is viewed as necessary by our customers and society.