

# Special feature: Three “Company-Wide Reform Campaigns”

## Business idea contest: Denka Innovation Day

Denka held “Denka Innovation Day”, a new business idea contest for our employees, with the goal of creating new businesses aligned with the themes of “Specialty”, “Mega Trend”, and “Sustainability” as listed in our management plan “Mission 2030”.

The first iteration received 74 entries, and on February 15th, 2024, the six projects that advanced to the final screening presented their ideas. Approximately 500 people, including online viewers, watched the final screening presentations. Prizes were awarded to the top three presenters, and the winning idea will be considered for commercialization.

### Overview of the 1st “Denka Innovation Day” screening process

**First screening (74 entries):**  
Document screening

**Second screening (20 candidates):**  
Online presentation

**Final screening (6 candidates):**  
Face-to-face presentation

**First-prize winner**  
(One winner)  
Prize: One million yen,  
and a screening opportunity  
for commercialization

Denka Innovation Day was started not only to foster the creation of new businesses but to also internally spread one of the core values, “initiatives”, and to cultivate a corporate culture where employees can feel excited about the future.

The entries were evaluated from multiple perspectives, including whether they were meaningful for Denka, their feasibility, and applicants' intentions for commercialization.

For this contest, experts were invited and provided follow-ups to the participants' ideas, and as a result, participants gained insights into the necessary processes and perspectives for commercialization.

We plan to make improvements for the next contest, from the insights gained from the first event



## Townhall Meetings and Lunch Meetings

To promote “Human Resources Value Creation”, one of three growth strategy in our management plan “Mission 2030”, Denka must become a company that enables each employee to achieve their own growth with Denka's core values: “Initiative”, “Integrity”, and “Empathy”. As a part of this approach, we hold Townhall Meetings and Lunch Meetings, where both executive managers and employees can communicate with each other. By shortening the psychological distance between the executive managers and employees and providing opportunities for them to have direct communication, we aim to foster a corporate culture that allows all Denka members at any position to express their opinions.

### Q&A Session Excerpt

**Q. What does Denka aim for in “Specialty” in Mission 2030?**

**A. We aim for growth. To do so, new development is essential. Also, while toxic working environments are unacceptable, we do think animal-spirit-like challenging mindsets are needed.**

**Q. We don't have enough time for sales operations due to the excess creation of documents. What are your thoughts as an executive?**

**A. We are addressing this issue through initiatives such as reducing the number of meetings. We plan to facilitate our business processes through promoting delegation of authorities.**

### VOICE from a participant

In the Townhall Meeting I attended, President (Imai-san) gave us detailed briefings about Denka's management policy and specific initiatives. In my second year at Denka, I had concerns about my job while doing day-to-day tasks. My concerns were cleared by getting advice from Imai-san and Ishida-san, and they helped me tackle my tasks with confidence. We also could listen to the opinions and challenges from members at other departments who we rarely have the chance to communicate with. It was a very meaningful opportunity for me.



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## Establishment of the Improvement Committee and introduction of an improvement measure proposal system

### 1. The Improvement Committee

The Improvement Committee (I.C.) is a part of Denka's company-wide reform campaign. The I.C. is an organization to identify issues on the production floors, discuss measures for each issue, and take actions to enable timely response and resolution of issues in the divisions in charge of business practices. We introduced an improvement measure proposal system to directly collect opinions from a wide variety of employees, including about inefficiency and insufficiency on the production floors and about organizational issues and problems. Aiming at timely and speedy responses, we verify and classify the applications at the management level, prioritize the issues to resolve, and allocate executing personnel for resolution.

### 2. Specific initiatives and progress

The I.C. has received proposals from the entire company as of July 2024. The Committee examines each proposal and provides the results to the corresponding applicants. Examples include those for which we can achieve immediate improvement, such as curation of in-house meeting members and time savings for in-house processes, as well as initiatives to contribute to operation efficiency across the organization by establishing a company-wide e-mail guideline to limit unnecessary CCs and replies. We expect a total saving of 3,200 hours in a year from the initiatives in place so far. To promote the proposal system usage, we introduce the I.C. initiatives at each site and communicate the achievements on the in-house portal site on a regular basis.