

# Strengthening the Market-Oriented Perspective and Accelerating the Realization of Our Long-Term Business Plan Vision 2025

To date, the sales structure at Yaskawa has been founded on a SBU\*<sup>1</sup> structure where sales divisions attached to each business division handles the sales of its products. It has produced results in the company's global expansion and in controlling its business in a cross-regional manner.

Yaskawa has three products that lead the world: AC servos, AC drives, and robots, and it has achieved growth to "be a company founded on technology." But in looking toward Industrie 4.0, IoT, and other such initiatives and as big changes occur in customer needs, areas which cannot be dealt with through the execution of business from conventional technical standpoints alone are expanding. For that reason, we feel that **it will be critical that Yaskawa offers its products and services from the market-oriented perspective in the time to come.**

In response to this challenge, the company adopted an IMM\*<sup>2</sup> system in FY2017 and began to bolster its sales capacities. **The IMM system is a cross-sectional initiative which offers solutions that comprise Yaskawa products of different divisions from perspectives by industry or application regardless of sales procedures by business or product to date.** The challenge initially got underway in the market for food products and ready-made meals, a new area for the company, and the semiconductor market where its market share growth has been lagging.

The sales and marketing activities should essentially play a role to collect customer needs, convey them within the company, and change the direction of business; however, to make this function in a better way, it is necessary to understand the directions of customer businesses which are behind their needs. It is then important to tie the information in to product development by sharing it internally and reflecting it in Yaskawa's business strategy. From its background of having developed to "be a company founded on technology", we feel that Yaskawa is faced with a major challenge in conducting sales from this market-oriented standpoint and will make efforts to boost our capability.

**By introducing an IMM system in this way to boost the standards of our sales force and to further strengthen our sales capacity from the market-oriented standpoint, we will accelerate our growth as we aim to achieve our objectives outlined in Vision 2025, our long-term business plan.**

\*1 SBU: Abbreviation for Strategic Business Unit; an organizational unit for the purpose of the strategic planning and execution of business plans. SBUs at the Yaskawa Group are by product category.

\*2 IMM: Abbreviation for Industry Marketing Management; initiatives to build cross-sectional marketing and sales structures across different divisions for specific markets to strengthen marketing and sales capacity for global markets.



## Koichi Takamiya

Director  
Corporate Senior Vice President  
General Manager,  
Corporate Marketing Div.

## Initiatives for the Semiconductor Market

Yaskawa supplies its customers with wafer transport robots and AC servos for embedding in manufacturing devices and other such items for the semiconductor market.

Due to volatile changes in the semiconductor market until a few years ago in synchronicity with demand for personal computers, conditions had been extremely difficult for taking the reins for management. Because of that, the company had prioritized stable profit over strategies for expansion in the robotics business. However, significant changes have been occurring in market conditions in recent years with demand stabilizing at high levels in accordance with the expansion of applications such as smartphones, tablet terminals, and the electric vehicles (EV).

And amid vigorous investment in infrastructure such as data centers as we look toward the start of an era of IoT, stable demand is expected to continue in the time to come.

To respond to these demands, Yaskawa has introduced an IMM system for the semiconductor market and begun sales activities that integrate sales functions of its different divisions. To share and understand the desires and challenges faced by customers and

market conditions, Yaskawa has started to hold face-to-face top management meetings with customers and is re-establishing its business objectives. It will initially rebuild its strategy based on interviews with existing customers primarily in Japan and the U.S. as it endeavors to accelerate full-fledged global deployment in its next mid-term business plan.



AC servo  $\Sigma$ -7 series



Wafer transport robot

## Initiatives for the Food Product Market

In looking to supply automation solutions for the food product market where there is significant potential, Yaskawa began its initiatives in the Japanese market about two years ago. It is aiming to provide automation for both the upper and lower streams of food product processing procedures and is attempting to build a business model. It is making efforts for automation in the upper stream, which includes automation for the production of vegetables at plant factories; automation for the production of ready-made meals such as meal boxes and food dishes mid-stream where automation is lagging behind, and automation for processes through the delivery of products by robots for PPP\*<sup>3</sup> use for the lower stream.

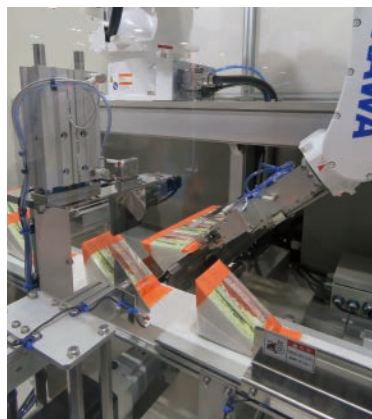
This fiscal year, Yaskawa will build specific systems for plant factories and develop solutions for the area of ready-made meals during the period of this mid-term business plan. It also plans to continue to interview existing customers on PPP robots and reflect the results in its lineup.

The traceability of production is an issue faced by the food industry at present and an effective automated system has not yet been developed. Yaskawa sees significant

business potential in this area if it is able to link its IoT technology in this field.

In these ways, Yaskawa is moving forward its offer of solutions that bring together its products and technologies while simultaneously eyeing developments for businesses with high added value which are linked to enterprise systems as it proceeds to cultivate new markets.

\*3: Abbreviation for picking, packing, palletizing



Robot filling the food trays



Robot putting food in meal boxes