

# Building a Foundation for the 21st Century



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Over the past 2 years, networks have spread rapidly, and the wave of digitalization is making its way into homes. This has led to the destruction of the fences around businesses and industry, and the creation of new markets. There are a number of devices and services that should be developed, such as cellular telephones and mobile information stations, making it difficult to envision the mainstream of the next coming technology. This type of change leads to changes in the quality of necessary technologies.

For a large number of industries, this means that the opportunities for creating new markets have broadened. And, because this is a time of innovation, a company's axis of technology, which is different from that of other companies, is given greater importance than ever before. This is because the possibility of controlling new markets increases for a company that can exploit them faster than its competitors.

Technological development in Japan in 2000 led to build ups in the Internet, digital broadcasting, and cellular telephones, with many advances in communications, broadcasting, networks, software, and digital home electronics. Even LSI and next-generation components were comprised mostly of products and technologies from these three areas.

2000 was a year in which it became clear out of the numerous industries there are, in what fields it would be beneficial to focus on. This is the result of focus and careful selection.

In order to achieve competitive strength in global markets, a company must first develop technologies that will give it an edge internationally.

The primary mission of technological development is the development of new business and the improvement of existing technology. Becoming confined by current

technology is to no avail. While it is important to consider the various types of business that can be accomplished with available technology, it is also necessary to seize upon the technology required for new businesses created through global changes, and make careful consideration and selections followed by prompt decisions to promote and propel development.

During times of rapid and rigorous innovation, frail and deficient divisions can be found even in companies with the most intensive technologies. In such instances, cooperation with other companies should be pursued. However, while cooperating with other companies, it is important to make objective judgements regarding your own technology.

If a selection must be made between similar technologies possessed by both you and your business partner, it is important to establish benchmarks and evaluate your own developmental strength objectively in order to determine the superior technology.

Benchmarks are also effective in focusing in on targets for future applications in communications, broadcasting, and networks. Targets should be compared using benchmarks to effectively develop advanced technologies at a global level.

An insufficient understanding of the pace of global technological development leads to excuses such as "we are trying, but results require too much time". An attitude of "if development is not progressing, we must consider other directions, other options" is required. Wishful thinking, which arises in environments absent from critique and evaluation, can be overcome by evaluations inspired by external competition. Stronger and more competitive technologies, products, and systems can be rapidly achieved through technological development from a global perspective.

Research and development themes that have been abandoned or ignored will become the driving force behind the creation of new markets. A desire to hammer out your own strengths without following in the footsteps of other companies is the "individuality" that defines a company, as well as the individuality of the technology departments and technicians who are the backbone of that

company.

When combining the technology that forms the core of your company with other standard technologies, it is important to use that combination of technologies to bring out your own strengths.

Runners, in order to increase their abilities, must first consider a variety of methods and techniques, and make thorough preparations, before they are capable of winning a 42.195km marathon.

Only those who understand the conditions of the race course and the abilities of the other competitors (strengths and limitations), as well as one's strategy for the entire race - How will I run at certain points in the race? At what point do I attack? Where will I set my milestones? - will be presented with the crown of olives. However, while the question of success by oneself rests largely on personal abilities, the strength of a number of cooperators is required.

With speed, a challenging spirit, and innovation as our slogan to unite every vector of our company, and strong, global technology as our weapon, my heart is full of expectations for continuing success throughout the 21st century.



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