

OKI

Open up your dreams

From a Group of Functional Professionals into a Management Team

Importance of Cultivating a Deeper Level of Understanding in OKI's Action Principles throughout OKI Worldwide

Special Report

Mr. Shintaro Kawamura, Managing Director
Mr. Tony Grima, General Manager



1997

世界初

True1200dpi対応
プリンターを発売



2003

PostScript搭載タンデム方式
A4カラーLEDプリンターとして
低価格を実現



MICROLINE
VINCI

世界最

A3カラー
LEDプリンター

業界初

メンテナンス
「COREFIDO」

業界初

5年間無償保証
COREFIDO (コアフィード)

201



世界最小

モノクロページ
プリンターを発売

1996

として。(2019年4月当社調

Oki Data Australia Pty Ltd.

Over 20 years, Oki Data^{*1} had been successfully developing their printer sales business with their partnering distributor in Australia. In order to further develop their business in the territory of Australia, New Zealand and Pacific Islands, Oki data made a strategic decision in establishing Oki Data Australia (100% Owned Subsidiary of Oki Data) by acquiring their partnering distributor in 9 years ago. Despite the saturated printer market, Oki Data Australia's revenues have grown for 9 straight years since its establishment. One of their leading products boosting their sales success is Oki's LED printer. In 1981, Oki Electric^{*2} succeeded in commercializing a LED printer first in the world. Since then, Oki Data's products have been highly rated for their innovative features with the competitive LED printing technology.

^{*1} Oki Data Corporation,
a subsidiary of Oki Electric Industry Co., Ltd

^{*2} Oki Electric Industry Co., Ltd

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20

Mr. Shintaro Kawamura

Born in 1976 in Yamaguchi, Japan. After completing BA in Japan, he studied at a graduate school in USA. In 2003, he joined Oki Data and first contributed in the global supply chain management and later was transformed to Oki Data USA. After returning to the head office in Japan, he experienced diverse business areas e.g. overseas marketing, domestic sales, and product development in the organization. In October 2017, he was promoted to the managing director of Oki Data Australia. Given the urgent need to create innovations in maturing markets, he is passionate in contributing to the Oki Data Group's growth by leading the organizational cultural change especially in overseas sales subsidiaries. In focusing on developing high performance leadership team, he has been trying to cultivate and nurture high potentials as future business leaders in the organization.

His creed as a business professional is to contribute as a member of society through business. He has been exploring how he can contribute to society through the Company's business activities."

Mr. Tony Grima

Born in 1968 and raised in Sydney, Australia. He completed his tertiary studies at the University of Western Sydney and graduated from his Masters of Commerce in 1999. Whilst studying at University Tony took up employment with Sharp Corporation which gave him experience with working for a global leader in the consumer/technology sector and working with and appreciating different cultures. He also had a long career with Avery Dennison Corporation (Fortune 500 Company) which was a global player in labelling and media solutions. He was Managing Director of the Australian business before being promoted to lead the business unit based in Munich, Germany. After spending time as Country Manager for Fuji Xerox, he joined OKI Data in 2018 and now holds the position of General Manager - Sales and Marketing. He is fully supportive of driving cultural change in the business. He enjoys being with his family and contributing to making people's lives better through technology.

From a Group of Functional Professionals into a Management Team

As one of the group companies of Oki Electric with its history of 138 years, Oki Data offers printers, multifunction printing devices, and related solutions throughout the globe. Oki Data was established as a spin-off from Oki Electric's printing device business in 1994, celebrating the 25th anniversary of its establishment in 2019. In addition to office printers and multifunction printing devices, Oki Data also manufactures and sells dot impact printers, label printers, and large format printers for printing outdoor advertisements.

Starting their business in Japan, Oki Data is now a global company with 71 business branches in 39 countries and provides products and services in over 100 countries throughout the world. Approximately 70% of Oki Data's sales come from outside of Japan and Oki Data Australia (OAU) significantly contributes to their business success in global sales.

A Group of Functional Professionals into a Management Team

Assigned as the managing director of OAU in 2017, he immediately realized the needs in the organizational cultural change especially around mindset in their manager level in order for the company to enhance its value and bring strong influence within the Oki Group. From his view, each of managers contributed OAU business only from their responsible areas of business (e.g. sales, marketing) and were less likely to take an initiative to

the entire OAU business management.

Mr. Grima, the general manager since 2019 also identified similar issues as what Mr. Kawamura pointed out in the area of mindset among OAU managers. From his perspective, each manager had high competencies and expertise. However, he occasionally encountered situations where managers did not function as a team. The core of challenge in creating one management team was to develop collaborative relationships and design effective communications among existing and new members.

Both Mr. Kawamura and Mr. Grima agreed upon the importance of developing one management team and set one of OAU's management objectives as to enhance the sense of ownership among locally hired managers and helped them morph into one management team actively participating in OAU business management, instead of just a group of functional representatives."

OKI Action Principals

- Act with integrity
- Challenge and drive change
- Perform with speed and agility
- Be passionate and determined to succeed
- Proactively encourage excellence as "Team Oki"

*from OKI website

Growing Local Business by Local Members

Mr. Kawamura believes that local business grows most effectively when local members take initiatives on it because local members are often experts in the local market, knowing the local language, culture and customs. However, from the cooperate governance perspective between the global head office and local subsidiaries, it could be less stressful if Japanese expats take main initiatives on the local OAU business due to the common language and shared cultural values and business customs with the head office.

In order to overcome such a dilemma between the local and global, he also claims it is necessary to establish a schematic governance structure throughout the organization worldwide as well as to enhance engagement and trust relationships between Japanese members of the head office and local members of OAU.

As the first step of the organizational change, Mr. Kawamura decided to localize OKI Group's action principles and created OKI INSPIRE, OAU version of Oki's action principles and took a leadership action in inviting all employees to cultivate deeper understandings in it as well as installing it into their working principles.

Organizational Development Program, the First Initiative among Overseas Sales Subsidiaries

Although diverse skill & knowledge trainings have already been provided at OAU, the introduction of a strategic program focusing on an organizational development (for the management team this time) was the first attempt of its kind. On the day One, the experiential challenge activities upon leadership development and team collaboration were given to participants. Although all participants were seriously involved in the program, their reflections on results of activities stayed at the surface level and could not reach a deeper level to relate "here and now" in activities to the reality of their levels of relationship and communication at a real working environment. Yet, seeds for change planted in their minds were ready to come out at the end of day. After all activities on the program, participants voluntarily got together and started deeper discussion about the present and future of OAU over drinks until late in the night



Evolving to the New Level of Relationship

Based on positive clues around mindset change seen at the end of day One, the facilitator modified learning contents and started the day Two by inviting participants to discuss how they would like to be as the OAU management team, including OAU's current strengths and weaknesses, effective function sharing and their approach to OKI INSPIRE.

After this productive discussion, participants challenged the final simulation activity to confirm their new level of team collaboration and commitments. Although the final simulation activity was the most challenging with the organizational silo and slab issue, they successfully achieved a good result on it with their passion and commitments towards a new level of team collaboration.

As Mr. Grima said, "Participants were able to get to know one another more deeply and learn how to work more effectively as a team through the series of activities during the program."



Impact's experiential learning methodology often invites participants to walk through cyclic developmental phases to help them to level up the quality of relationships among a team. In addition to the unique experiential journey, Impact's unique feedback methodology also encouraged OAU participants to freely share thoughts about their strengths as well as development areas as OAU's key leaders.

Mr. Grima also pointed out, "This feedback session had the most powerful impact on me. Impact facilitated a great feedback session. We gained valuable benefits through the feedback given by each other."

Mr. Kawamura also commented, "At the feedback section, I finally felt we became one team and while listening to commitments from participants at the end of the feedback session, I realized each member began to take ownership not only in a position given but also as a member of the OAU management team as well as the worldwide Oki Group. Managers took a step forward towards establishing new and stronger relationships as one OAU management team."



Making the Learning Alive in the Real Workplace

"One of the critical factors in enhancing ROI of L&D/OD strategy is to keep key learnings alive in the real workplace. In the case of OAU, OKI INSPIRE plays the key role to build the links between offsite program and the real workplace.

Utilizing their unique printing expertise, OAU now launched an initiative to install OKI INSPIRE spirit to all their employees e.g. by creating a high quality printed poster art with OKI INSPIRE covering the entire wall in the office and offering OKI INSPIRE mouse pads to employees. They are also trying to check in whether they work based on OKI INSPIRE at every meeting.

Mr. Kawamura said, "I believe it is possible for us to achieve the organizational/behavioral change if we are able to set one rule in ways of our working at OAU."

Emphasizing the importance of OKI INSPIRE, Mr. Grima also commented, "OKI INSPIRE

represents the beliefs and values that underlie our business. Let's take a house as an example. OKI INSPIRE is like the foundation of a house. If the foundation is weak, we cannot build a big and strong house."

Building the Strong Organizational Culture with Cascading Process with OKI INSPIRE

Why is it so important for OAU to ensure that OKI INSPIRE takes root throughout the organization?

The insights and learnings gained through the offsite program tend to easily fade and be forgotten without the intentional reminding strategy. In making OKI INSPIRE alive in the workplace, it helps them to remember and live with lessons gained.

Mr. Kawamura also said, "One of the contributions of OAU to Oki Group is to develop a local scheme, culture, and strategy and then to share them back to the head office in Japan."

In this sense, OKI INSPIRE is not only the foundation for OAU's organizational culture but also a bridge between the head office and OAU, the overseas sales company."

He is now confident to have gained strong commitments toward boosting OKI INSPIRE among OAU's management team. The next phase is to enhance the cascading process from leaders to the entire OAU members. To accelerate this, he plans to modify the performance evaluation scheme aligned with OKI INSPIRE.



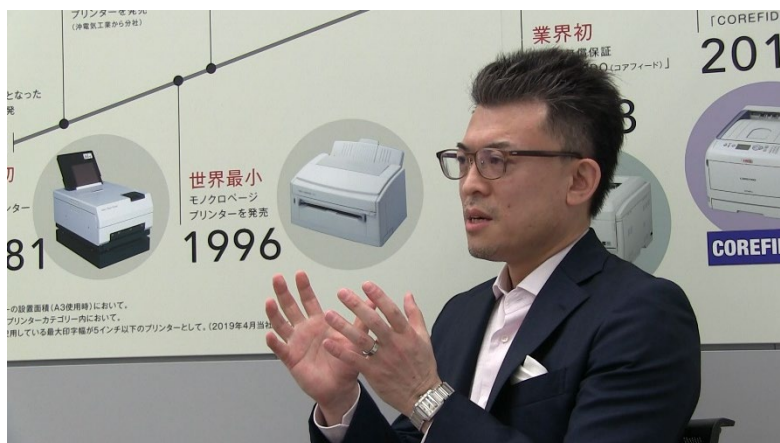
Positive Signs of Change for the Future

Are changes occurring in the workplace?

Mr. Grima said, "Back to the office, the team started to appreciate more of our strengths than before." Also, he added, "We now more often gather and enjoy working as a team better. Team mindset change and friendship building had brought us the most powerful impact in how we collaboratively work. The most impressive part for me was that understanding each other through the program helped us to express individual needs and concerns to the team. This also helped us to define how Win-Win relationships would be among the team in the workplace."

Regarding the behavioral change among managers, Mr. Kawamura pointed, "Each member is now fully engaged in commitments made in the program discussion." He added, "Each manager has begun to demonstrate the strength of directly recommending to another manager about what should be done without worrying about the boundary of departments."

Mr. Kawamura himself has been making effort in encouraging managers to capture business from higher perspectives e.g. a point of OAU's managing director. He also has been challenging himself based on the commitment "Management by Walking Around" and trying his best to communicate with people in face to face. With his eyes full of hope and conviction,



he said, "I believe the organization will gradually start to change for the better with the accumulation of these persistent efforts."

Future Outlook

Finally, we asked Messrs. Kawamura and Grima about the outlook for OAU.

Mr. Kawamura said, "I believe promoting the local business management by local members will lead to further enhancing the motivation level among local members. We would like to achieve greater growth as Oki Group worldwide by removing the invisible boundaries,

especially in our mind between the head office in Japan and overseas sales subsidiaries."

Mr. Grima enthusiastically said, "My vision is as straightforward as Alex's (Mr. Kawamura's). I would like to develop the best strategy and the best and brightest talent, grow our business in Australia and New Zealand, and create the highest performing business unit among the entire Oki Group."

Under the partnership of Messrs. Kawamura and Grima as well as the leadership of OAU management team, OAU will further enhance its value and presence globally.

We would like to achieve growth as the Oki Group worldwide.

(Interview and photographs by Impact, August 21, 2019)

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