



Interview

Interview with a Participant in SCREEN Business Leadership Academy

Katsumi Nakao

Manager

Production Engineering Section, Production Engineering Division, Biwako Factory, SPE

I joined SCREEN Business Leadership Academy in November 2022 to attend lectures by Chairman Kakiuchi. He talked about crises and opportunities he has gone through since joining SCREEN up to the present and what he had experienced in his journey to successfully leading the Group to grow. I was particularly impressed when he said, “Management can never run from their responsibility. Eventually they have to make a decision on their own,” describing the state of mind when making a critical decision. Since then I have been trying to have a strong sense of ownership.

I belong to the Production Engineering Division, which contributes to improved profitability by increasing productivity and helps customers develop their business by fulfilling the responsibility to produce. We have been improving the physical structure of products to make them operate reliably, easier to maintain, and less expensive. We have also built a manufacturing system that is suitable for the current scale of sales, while supporting the efficient production of the SU series single wafer cleaning equipment at S3-3 by incorporating digital twin technology into our processes, procedures, and plant. We will apply this manufacturing system to other models to achieve further improvements in productivity.

My mottoes are “Always take responsibility for your own actions” and “Learn for life, never feel old.” I am resolved not to become conceited and to stay ambitious. I aim to become a person who, with a clear vision, remains a valuable member of the organization. Going forward, I am eager to take on new challenges day to day, in view of the impact I would have on the future management of the company. (The interview took place in 2023)



Interview

Interview with a student who completed the Junior Business Leader Training Course

Takayuki Nishikawa

Manager

Pharmaceuticals Engineering Section, Biosciences & Pharmaceuticals, HD

Through the Junior Business Leader Training Course I took from October 2017, I gained the habit of thinking about things from a broader perspective. In the Business Leader Training Course for managers, which I am currently taking, I am being strongly encouraged by the Chairman and President to maintain an even broader perspective and adopt ideas from the perspective of management personnel. There have been many opportunities in both courses for me to express and discuss my own ideas, and I receive strong encouragement from other highly motivated participants.

The Biosciences & Pharmaceuticals Department to which I belong is compact because it is new. Because it handles everything from development to sales, we are able to hear directly from customers in the pharmaceutical industry—which is highly sensitive to social issues—regarding their needs. We consider how to utilize SCREEN’s technologies to solve these issues from various perspectives. When offering solutions to customers, we should be careful to quickly present optimal solutions based on their circumstances so that conversations are not one-sided.

SCREEN, which entered the pharmaceutical industry late, needs to demonstrate to customers the reasons to select only SCREEN by working to differentiate itself from its existing competitors. I think it is important to consider what it

means for SCREEN to enter the industry, the type of issues only SCREEN can solve, and to embody the Founder's Motto of Shi Kou Ten Kai.

To achieve this, I aim to become personnel who can lead businesses related to not just technology but the entire value chain. I want to demonstrate strong leadership internally and externally and become a solution creator who makes customers glad to have worked with SCREEN. (The interview took place in 2022)



Interview

Developing products from the customer's perspective based on years of experience in the field

Hiroaki Kamon

Assistant Manager

Product Development Section 1, Product Development Department, Cleaning Technology Division, SPE

I was transferred from the HD Technology Development Department to the SPE Product Development Department in April, 2021, as part of a human resources development rotation for engineers. I had long felt strongly that there was a need for personnel transfers that went beyond HD and business operating companies in order to strengthen the skills of individual engineers as well as horizontal collaboration, so I was eager to embrace the challenge when approached.

Since joining the company, I had felt a sense of crisis and doubt about my insufficient understanding of the field due to a lack of opportunities to listen directly to customer feedback while working to develop circuit boards and other components as part of the company's technical development department. However, since SPE operates closer to customers, my experience during the rotation has dispelled such thoughts. Now I understand the importance of speed better than I did when I was working to develop component technologies at HD. Additionally, being transferred to a business operating company has allowed me to experience for myself how sales figures directly affect each workplace and how management policies are applied to become , tailored to each workplace. I am also working to take advantage of the experiences I gained in the HD Technology Development Department, for example by standardizing the circuit board development process at SPE.

I plan to take my field experience and customer perspective with me when I return to the HD Technology Development Department three years from now. When development work is based on a multifaceted understanding of the meaning of the job, for example in terms of increasing customer satisfaction, it is only natural for the products of that process to change. I look forward to creating products that provide greater value for customers in the future. (The interview took place in 2021)

*The titles are at the time of the interview.