

Kyocera Group Management Roots

The roots of the Kyocera Group management reside in the Kyocera Philosophy, a philosophy of life based on the real-life experiences and empirical rules of Kazuo Inamori, founder of Kyocera Corporation.

With “To do what is right as a human being” as its most essential criterion, the Kyocera Philosophy expounds the significance of commitment to fair management and operation in compliance with the most fundamental human ethical and moral values and social norms.

What is the Kyocera Philosophy (Corporate Philosophy)?

Origin of Kyocera Philosophy

In 1959, Kazuo Inamori, founder of the company, established Kyoto Ceramic Co., Ltd., together with seven other colleagues and with the generous support of people around them. Starting with a meager amount of capital, the company had no imposing office building or elaborate machinery in the beginning. All it had were fellow companions who shared the joys and sorrows and formed a close bond as members of one big family. Inamori then decided to base the management of the company on this bond of human minds. This is because he believed that while human minds are extremely changeable, they are also most dependable once the minds are bonded by strong trust.

Later, Inamori encountered many difficulties in managing Kyocera, but he overcame them each time believing in the strong bond of human minds. The Kyocera Philosophy was thus born as he debated his life and work.



Members at the foundation

Basic Ideas of the Kyocera Philosophy

The Kyocera Group believes that decisions should always be made through reason and with “To do what is right as a human being” as the basic criteria to achieve compliance with public morals.

The criterion of “To do what is right as a human being” is based on the fundamental ethical and moral values of the natural goodness of human beings: “Don’t be greedy,” “Do not cheat people,” “Do not lie,” and “Be honest” are teachings we all received from our parents as a child and represent the most basic principles of a human being.

We believe that when making decisions and taking action in daily life, we should resort to the criterion of “What is universally right as a human being” and not the criterion of “What best suits our own convenience.”

Three Core Elements of the Kyocera Philosophy

The Kyocera Philosophy involves the following three core elements:

1 Rules, regulations and promises as the code of corporate conduct

It includes corporate morals, which clearly show the management approach of the Kyocera Group.

2 Mindset required for a company to achieve its objectives and goals

The Kyocera Group aims to become one of the world’s leading companies by conducting business activities toward the realization of its management rationale. The Kyocera Philosophy provides practical approaches and ways of thinking required to fulfill the lofty objective.

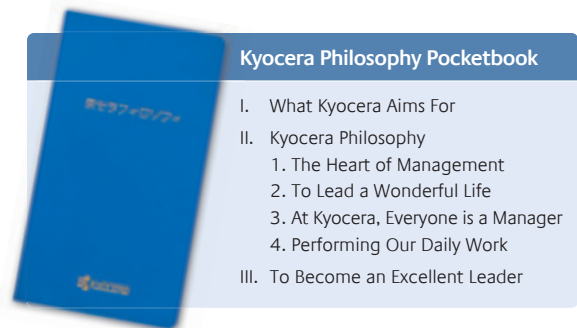
3 Factors that form a respectful corporate personality

We think that a company has a personality. The Kyocera Philosophy defines the requirements for our corporate personality to earn the trust and respect of people across the world that goes beyond the bounds of races and nations.

■ Kyocera Philosophy Pocketbook

The Kyocera Group distributes a Kyocera Philosophy Pocketbook to every employee so that each and every employee can use, learn, and practice the Kyocera Philosophy on every possible occasion. The Kyocera Philosophy Pocketbook is the condensed essence of the Kyocera Philosophy with a brief explanation accompanying each item and comprises four categories (“The Heart of Management,” “To Lead a Wonderful Life,” “At Kyocera, Everyone is a Manager,” and “Performing Our Daily Work”) and 78 items.

An English edition was published in January 2007, followed by a Chinese edition in May of the same year. As in Japan, these editions are being distributed as teaching materials to enable overseas Kyocera Group employees to acquire the Kyocera Philosophy. The Kyocera Philosophy Pocketbook has been prepared not only in Japanese, but also in English and Chinese. We are planning editions for Spanish, Thai, Korean and other languages. Just as in Japan, the Pocketbook is being distributed as training material to allow overseas Kyocera Group employees to become more familiar with the Kyocera Philosophy.



Kyocera Philosophy Pocketbook

- I. What Kyocera Aims For
- II. Kyocera Philosophy
 - 1. The Heart of Management
 - 2. To Lead a Wonderful Life
 - 3. At Kyocera, Everyone is a Manager
 - 4. Performing Our Daily Work
- III. To Become an Excellent Leader

Follow Truths and Principles

Since Kyocera’s founding, all its corporate decisions have been based on basic truths and principles. Corporate management would neither succeed, nor be lasting, if it were unreasonable and morally unacceptable to society.

We at Kyocera do not rely on so called “business common-sense.” We don’t make decisions by merely following the standard practices of “most other companies.”

Whether decisions are on organization, finance or distribution of earnings, basing them on the essence of the matter avoids our making mistakes – even in a foreign culture or a new economic reality we have never experienced before.

The ‘Customer-First’ Principle

Kyocera started out as an electronic parts manufacturer, but it was always independent, and never a subcontractor.

Being independent meant continuously producing products that met the needs of our customers. We had to be more advanced technologically than our customers, and able to earn their satisfaction in all the areas of delivery, quality, price and innovativeness.

We challenged ourselves to become totally committed to our customers’ needs, even if it meant rejecting conventional concepts. “Making customers happy” is a basic value of any business, and the only way to continue earning profits.

The Result of Your Life or Work = Attitude x Effort x Ability

The outcome of our life or work is the product of three factors: attitude, effort and ability.

Effort and ability range from 0 to +100 points. As these two numbers are multiplied rather than simply added, it means that persons who exert unbeatable efforts to compensate for their only “average” ability can accomplish more than geniuses who rely just on their ability while making only a minimal efforts. This product is further multiplied by attitude, which can range from -100 to +100. Depending on our attitude, the outcome of our work and our life can change by 180 degrees.

Thus, while ability and effort are important, it is our attitude that counts the most.

Always Be Creative

While it’s important to devote your life to your chosen profession, you should not be content just doing your job. You must ask yourself daily if you are doing your best, and take actions to improve and innovate. You shouldn’t just aimlessly repeat what you did yesterday.

You need to constantly ask: “Is this the right thing to do?” or “why?” in performing your day-to-day work. You must continuously think about how to improve your work. This will lead to constant innovation. Superb progress is achieved by such repetition.

<Excerpts from Kyocera Philosophy Pocketbook>