

Mr. Maeda, President of Shiseido Co., Ltd.

Eventful Life of the man who reformed a “Beautiful Well-established Company”

Profile of Shinzo Maeda

Born on February 25, 1947

April 1970 Joined Shiseido Co., Ltd.

August 1986 Transferred to IPSA Co., Ltd.

December 1989 Assistant General Manager, Corporate Planning Department, Shiseido Co., Ltd.

December 1997 Chief Officer of Asia-Pacific Headquarters, International Operations Division

April 2001 General Manager of Training Department, Cosmetics Strategic Planning Division

June 2003 Director, Corporate Officer, General Manager of Corporate Planning Department

June 2005 Representative Director, President & CEO

The business pursuits of President Maeda were not necessarily successful. He joined to start up the business “IPSA,” with the goal of establishing a “Non-Shiseido Brand,” but he thought about quitting the company because he had a difficult time getting any good results. As president of Shiseido, he expanded the company internationally, mainly in Asia and to compete with P&G in the U.S and L’ORÉAL in Europe, and tried to draw a “New Global Competitive Map” in the cosmetics industry. We asked him for “implicit knowledge” of what experiences made him change and grow a lot.

Editor: First, please tell me three or four experiences that made a great impression since joining the company to become the president. Please tell me what lessons you received from such experiences and what meanings the lessons had when eventually you took leadership as an executive and president.

Mr. Maeda: The first experience is the date when I entered the company. After joining the company, I was assigned to a sales division that was in charge of sales to department stores in Osaka. I was in charge of a department store named “Sogo.” I think my boss got tired of me because I couldn’t achieve the sales budget every month, so he often yelled at me. Whenever I went back to the company from the department store after sales calls, the manager peeked from the side of the window, but he didn’t allow me to come into his office for quite awhile.

When he finally opened the door, he asked, “How about today?” I said, “I didn’t sell anything today either.” Then he ordered me, “Go there again.” So, I went to main customer department stores until ten o’clock at night every day. When I only had four or five days to the year-end without achieving the monthly budget and went back to the office, he gave me a piece of paper on which he had written some words and told me to copy it and deliver it to main customer department stores. The paper said, “I would appreciate it if everybody orders even a bar of soap or tissues because I, Shinzo Maeda, cannot achieve my budget.” When I saw it, I was mortified that I was ordered to even do such a thing, as well as so frustrated and ashamed.

But I thought all I had to do was do what I was told. So I visited the customers with this paper. Of course, I couldn’t get any good result during that month, but when I repeated the same thing for a few

months, I found that going to main customer department stores was a key work routine in my sales activities. Before long, I had connected almost all the faces of the 200 staff at main customer department stores with all their names. As a result, I was able to receive a lot of orders from them because the appeal of “even a bar of soap” worked well. I think maybe I was able to record a commanding lead in sales figures for outside customers among cosmetics manufacturers. What I learned from this experience is “never give up.” I was very encouraged by the manager’s energy with which he assessed his junior staff and drove them to extremes.

Editor: When I asked people who became president for experiences that made them change and grow a lot, I learned that they were able to become independent and have confidence in working in this industry or the company if they had experience from their earlier years. In your case, it is “never give up.” Your inclination is that “You follow everything to the bitter end.” and “You never duck a challenge.” Could you tell me in more detail about this kind of sense?^{*1}

Mr. Maeda: When I had worked there for 10 years after joining the company, I was involved in starting up “IPSA.”^{*2} I had the same kind of experience there. Soon after I was assigned to the department store of the head company, a very strong competitor called “Clinique”^{*3} expanded their business into the Japanese market and quickly powered into jeopardizing Shiseido’s business at department stores in major cities including Tokyo and Osaka. Department stores represent a market that has a large impact on deciding the image of the Shiseido brand. I felt the pressured that Shiseido would be pushed into a corner unless I tried to do something. At the same time, I realized a kind of limitation in that we competed only with the Shiseido brand against all domestic and overseas competitors.

Therefore, we all decided to make a proposal that we would create a totally different cosmetic culture from Shiseido in order to boost the share of the whole group, and that we would grow ourselves by creating opportunities to meet customers. We would create new value that stood on its own and of course decided not to use the name of Shiseido for the new brand. That’s how we drafted up our proposal for IPSA. However, although we made the first, second and third drafts of our proposal, the members of board meeting at that time didn’t agree with our approach at all. “Clinique” is a cosmetic for sensitive skin. We also have the same kind of product called “EVENESE”^{*4} that was very good. They endlessly discussed that “We don’t need to make a new brand for the reason that we already have EVENESE, but are unable to make good use of it.” We tried to convince them over and over again to make a new brand in order to grow as a group, but we had a very difficult time getting their approval. When we had almost given up, we got the backing of Mr. Ohno, who was Vice President, and Mr. Fukuhara^{*5}, who was Executive Managing Director at that time. They said, “Give us a chance to carry out an experiment to create value as a “Non-Shiseido Brand.” That’s why the plan started.

However, although we made many plans, we still couldn’t get approval. Since we made a proposal every two weeks, we just felt like we were making a short film. Whenever I took a bath and slept, I always thought whether I had any good ideas and I felt pressed for time to sleep. So, I put a piece of paper and a pencil next to my pillow so that I could immediately write down an idea.^{*6} After I had endured such difficulties for a long time, I finally received approval for the plan behind the present IPSA. The

“Non-Shiseido Brand”⁷ started with difficult experiences. When I mentioned this to Mr. Fukuhara before the board meeting, he countered my statement with a big proposal, “You should change everything into the “Non-Shiseido Brand” and make your own factory by yourself because you could make such a different culture.” That’s why we were able to make the complete world of the “Non-Shiseido Brand” from production to sales.

Editor: The shared points of these two experiences are “Never drop by the wayside,” and “Don’t escape from difficulties and go the limit.” Even if you make a plan with strong enthusiasm, there is nothing left if you cannot stick it out. Your several proposals caused you to think about it a lot. Before moving the customer’s heart, you have to touch the heart of top management. By never give up, you can gain more experience and broader perspective.

Mr. Maeda: If we believe in what we want to do and stick it out, we can get more cooperation from people around us. Two hundred outside department store customers remembered my name when I was a new employee. So, I think they thought about giving Shiseido an order if they had anything. But the reason that I was able to start a new project with just a part of a proposal was because I was able to get cooperation from people around me and get the top management’s approval. They thought, “Now that a few young staff members are making intense efforts to think like this without giving up, make them hand in the proposal once.” They would make us proceed if it was a good plan and tried to make us cross over the next hurdle step by step. I think what I showed them was that such actions have a big impact.

Editor: When people only follow the title, this can’t be called leadership. So even though we strongly disagree the first time, if we can get support gradually and make the other side understand what we want to do, this can be close to real leadership as an influence.

Even if people with the ability think of something big when they are young, of course, because they have no authority and power, they need support from top management. However, they can’t get the support naturally unless they show their enthusiasm that they are trying to shoot the works by themselves.

If people attain an administrative position or become a leader in the production line and have five subordinate staff, they need try even harder to make their customers understand their passions, which requires more efforts than trying to make their subordinates understand. Or that the top management who disagreed the first time came to agree with them gradually is more difficult. Thinking like that, in the first youthful experience, I can see the level of impact of the 200 staff members of main customer department stores taking your side. In the second experience, if you don’t move the heart of the top management, you can’t even move young people. Can you explain such subtleties in detail from the viewpoint of lessons to provide leadership?

Mr. Maeda: The shared point is influence, but there is a difference between what I was ordered to do and what I took initiative in doing. I was young when I entered the company, so in the first experience, I had a passive sense of what I was ordered to do. In the second one, I put emphasis on a positive sense of what I

wanted to do. When I had the first experience, I decided by myself that my job was to work with beauty consultants in the shops and outside sales as an additional duty. But in fact, it was really different. When I had the second experience, Mr. Fukuhara decided and said, “We will change everything to Non-Shiseido Brand” because I thought we should do it to the extent that we carried things too far. That means I was largely permitted to do more than what was decided and required by the organization. In this way, I think work can overlap and overflow.

Editor: I’ve already heard in detail about two experiences that made you change and grow a great deal. Please tell me your next experience.

Mr. Maeda: The third experience was that I was deeply reminded of the importance of a word. I felt so frustrated in this experience that I will explain from now. There is a product called “Eudermine,” which we should call the “founding DNA product” of Shiseido’s cosmetics business. A senior associate started the project as the leader to make new Eudermine on the 100th anniversary of the cosmetics sales. We decided to make a very modern and fragile design for the bottle. We also decided to make a “reprint edition” in accordance with the design. However, when I joined the project, the senior associate had retired from the company. Instead of him, I was told to be the leader and the project went forward more and more. We completely “reprinted” Eudermine, which was made in 1897 (in the Meiji period). It was really an excellent product. We decided to sell it to customers at 10,000 yen as a limited product.

When we had almost finished manufacturing and printing the outside box, we showed it to Mr. Fukuhara who was president at that time and said, “We wanted to proceed.” He asked me, “The word ‘reprint’ is not correct, is it?” Then he said, “I think the word is ‘replication.’” We thought “reprint” also had the meaning of remaking ancient arts and works of art to the closest shape of the original and creating new ones. Mr. Fukuhara said, “Reprint means to copy pictures, characters and books and products such as works of art should be called ‘replications.’”

So I thoroughly checked dictionaries and vocabularies. Originally, there was a difference between replication and reprint, but they are sometimes used in the same meaning as the modern words. After checking them, I was still worried about it, so I decided to ask Mr. Shizuka Shirakawa,^{*8} to whom my acquaintance had introduced me. I called him and asked him about it. Mr. Shirakawa said, “Shiseido focuses on great points and now which is appropriate is unclear. However, actually replication is correct according to the general rule. Reprint is used for printed materials. For example, if you remade the history of cosmetics itself into a modern style, this is what replication means.” When I heard this, I couldn’t remain with reprint any longer. When I went to report to Mr. Fukuhara and said, “The best expression is replication as you said, but we can use either because there is no difference between replication and reprint now. If you allow us, we would like to use reprint without any change.” Mr. Fukuhara said, “A word is very important because it shows the class of the company.” At that time, I was reminded of how the company focused on words. I said to him, “I understand and will do it again.” After that, we remade all the outside boxes wherever the word “reprint” was used. When we are going to express genuine values to our customers, I learned how we were sensitive to words and could use them as information from which the depth and class of the company was understood.

Editor: You remember it as a precious experience now, but it made you break into a cold sweat at that time, didn't it? Originally, a specific company shows its own features in the field where it never compromises. As one of these, Shiseido has its own culture that focuses on words. Or it may be Mr. Fukuhara's profound thoughts and requests regarding the power of words, because I heard that the poet Junzaburo Nishiwaki sometimes visited his house when he was a child. You learned this again, didn't you? Do you have any opportunities to talk about these three experiences to your junior staff, colleagues and family?

Mr. Maeda: Regarding IPSA, we still have reunions of staff members who started up IPSA. We worked through the night every Thursday and made a proposal on Friday. When the proposal was rejected, the female staff members' tears welled up in their eyes. Then, we repeated lifting our spirits and tried to take the next approach. So when we all meet in the reunions, we pleasantly talk about our old stories.

Although we started IPSA, we couldn't rack up any profits. Since IPSA has a labor-intensive business structure like Shiseido, if the sales don't increase, we'll have poor profits and the business conditions will worsen. While such conditions continued, there was a large discrepancy between the real sales figures and the figures previously proposed in the board meeting. As a result, the general manager at that time in the Planning Department of the head office said, "Reduce redundant personnel." Once he takes restructuring measures, he has to reduce staff members. This was at the time when I had just become manager. He said, "Reduce two persons from the managerial workforce and three staff members and make them go back to the head office." I was chosen for the target. I was killing myself to make the project plan for starting up IPSA. When we registered the company, we all went out to the Sumida River to throw away our employee badges in the shape of camellia flowers. I didn't want to go back to Shiseido because I had decided and was fully determined to start up IPSA. I couldn't see the light at the end of the tunnel every day. I was kept for a year in the Corporate Planning Dept. of the head office at that time.

I didn't have anything to do there for two months. I came to the office in the morning and had tea, and I just stared at everybody working with intolerable humiliation and remaining frustration from IPSA. I just felt as if I had lost my life. During such a dead period, I met again with my previous boss with whom I had worked when I made the project proposal many times for starting up IPSA. He was general manager in the Product Development Dept. We worked in different departments, but he suddenly called me and said, "Let's go have dinner tonight." When we started to have dinner in a Japanese-style bar, he suddenly said, "Don't quit." When I heard this, I just felt as if he had seen into my mind. When I think about it now, he experienced my pain vicariously that I had given up halfway through and went back to the head office. He wanted to say to me, "Don't quit now," because he thought I might quit if I was in such conditions. That's why he invited me to have dinner although he was busy. This was a big turning point in my life. If I didn't have such experiences, I would have quit Shiseido.

Editor: Although there are various appropriate actions to express leadership, there are two basic important actions. The first one relates to assignment. The second one relates to people. When people collectively work together to achieve any assignment, there is the influence called leadership. Making a plan, the work system and frame are classified into the axis of assignment. Empathizing with others,

considering others and caring are classified into the axis of people.*⁹ Like your previous boss, he found you were in a tough corner and invited you out although he was busy to tell you not to quit the company, and such action is classified into the second axis.

When we say in a study of leadership development, “Experience and studying under someone’s instruction are the school for leadership,” there are two ways to learn leadership. One way is to learn when we take leadership by ourselves. The other is, even if we take leadership since we have our own leaders at the top level, to learn from seeing how they act or how they communicate. Your story that you continued to work without quitting relates to the warm treatment that you received from them. Even people that become president have this kind of experience where they decide to quit once or twice in their career, but we have few opportunities to hear such stories and have no documentaries. You also had such an experience and also had support from your previous boss at that time. Actually, while I heard your story I felt it could really be a supportive experience.

Mr. Maeda: Another story relates to Chinese business. Our senior member had already founded a company in Beijing, so we had a big dream that we would be a major business of Shiseido in the future that would replace the domestic market because the Chinese market would grow more and more. Therefore, we proposed, “We want to get land of 67,000 square meters to make a factory and company in Shanghai.” The top executive asked me, “Why do you want to purchase such a large area, Mr. Maeda? Will you make a driving school there?” But I was sure that this factory would be in full operation in ten years. At that time, a person in charge of production said, “Even an area of 67,000 square meters won’t be enough in the future, so I think Mr. Maeda’s proposal is the minimum.” Thanks to his backup comment, my proposal was approved. We started with an office building, a factory for production and a small warehouse. So, there was a lot of space left in the field. But now as expected, the place is too small. I think my choice was right.

Editor: This means to see beyond the future. Thinking about the size of the Chinese market, that isn’t a small thing at all. By the way, I think a reform is very difficult to do. Could you tell me your vision and how to get an idea that supports it?

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Mr. Maeda: Mr. Ikeda*¹⁰ has recently promoted “storefront-oriented reform”.*¹¹ I was in the Corporate Planning Dept. at that time, so “making a clean break with various redundancies” was my assignment and I think it was also his main concept. I promoted a reorganization plan of the factory to cooperate with both the top management and the people who supported the management. But it changed various system structures, broke the conventional sense of values and also changed the working structure that we were familiar with. I believed that reducing the number of brands and dominating the category would lead to totally lighting up the “Shiseido brand.” However, in fact I couldn’t force it through at the employee level with no title. Another question is, “What does it mean that we really gain the trust of the customer?”

It relates to all of the various elements such as merchandising, advertising and marketing. After all, when we come into contact with customers, corporate values are decided by them. Some customers

should never use Shiseido cosmetics if they received unfriendly service. When I was general manager of the Cosmetics Planning Department, I made reforms with the same kind of theme, but if the business performance worsened, the situation would return to conventional within a year. I passed a stern judgment at that time. When I was in planning corporate management as a general manager in the Corporate Planning Dept., just as I thought, this was a big reform theme that directly connected to the overall corporate direction and how to change the quality of management. Therefore, this time I thought I would be able to send the theme as a big vision and largely take the helm of the whole vector in the company.

Editor: The vision when you became president was, "Rebirth as a 100% customer-orientated company." By the way, I often heard that there was a large difference between No. 1 and No. 2. People who would become a great executive in the future have both feelings of, "Please excuse me for being president, because I have to make the final decision if I become president" and "I want to be a CEO, or in other words, No. 1, if I run the company." In your case, you were selected from the youngest generation among the board members. How did you feel when you were approved to become president?

Mr. Maeda: I already had a solid and staunch vision in my mind. The only problem was how to express it in words. At the end of January, I got an unofficial announcement to take up the post of president. In February, there was a news conference of the announcement. From that time until the announcement of the company policy for group employees in March, I thought out a new vision and had to decide about it for about a month. I determined the expression soon after I took over an original concept of Mr. Ikeda, "We will be rebirth as a 100% customer-orientated company." This means that ten or 20 years later we would further light up the brand that our seniors had built up. The most important point is to implement the commitment. I thought about such points as how we made the working system to let everybody know that Shiseido had really changed and how we drew the road map. I clearly drew road maps of people, goods and capital and completed them within a year and a half. For example, in order to let customers know about what was changed in the brand reform, I thought, "Try to start with a symbolic makeup and make the suggestion of skincare for men."

I implemented a large personnel reform and a fundamental education reform. We focused on developing excellent staff members by making fun of them as "Shoseido." Shosei means student in Japanese, and at this time we made a corporate university called "Ecole Shiseido."¹² At the same time, we implemented a tenure system for board members, introduced a demotion rule and outside board members, and set up an advisory committee for appointing board members in order to establish clear, transparent and fair governance.

Editor: A top executive has his own ideas to be called "his theory." If you verbalize what you should know based on your actions and experiences, you can make quick decisions and inform the people around you of them. As for your theory of leadership, what kind of things do you give attention to?

Mr. Maeda: I think there is both trouble and peace in corporate management. I think Shiseido is in troubled times because it may be in a period of major reform. At that time, the leadership of the top

executives has to be strongly involved. We are a polished company, so historically we have a graceful and comfortable atmosphere. But it's important how we establish the environment in which we always make reforms during such intensive change. I think this is one of my hidden missions that I was given. For example, if we play baseball in accordance with an idea that we should play it with nine persons, or if nine persons who think to play alone gather and make a baseball team, which teamwork is the best? I think the latter one is the answer. Shigeo Nagashima, the famous baseball player and third baseman of the Giants, made a stinging play where he went to second base to get a ball even though he played third and threw someone out at first base. He maybe thought he supported the Giants all by himself. I think it's important that such fighting spirit grows in teamwork. Of course, although it's important to ensure that we carry out our own assignments, it's also important to have such fighting spirit as Nagashima on the other side.

Editor: In an autobiography of Jack Welch, who was formerly the chairman of General Electric, he says people who will achieve an administrative position to focus on the "Simplicity" of a report. The second thing that he emphasizes is just to focus on "Speed" because there are many people who don't move because of a lack of information. The third is to have "Self-confidence," although they shouldn't become arrogant. He says these three "S's" are important. Then, he talks about the executive three "E's," which are based on the first letter of executive. The first is "Energy." He says people who stand at the top of an organization must not lack energy. The second is "Energize," which is similar to energy. A president can energize everybody because he has the energy to support them. The third is "Edge." I think this is very important because you said your company was a polished company. There are some people who would feel unhappy to say that they can't decide because there is not enough information. So, Jack Welch used the word "Edge." For example, a knife has an edge on its sharp side, and we can say with the word "cliff" that we're on the edge of an abyss. You can't be at your best if you are always considering other individuals and thinking that he or she would not be happy with a decision. In order to heed one not to do this, he uses the word "edge".

Professor Noel Tessie of Michigan University, who was a director of the training center in General Electric, had a discussion with Jack Welch and said, "A real leader should be a leader who can develop leadership." So he made the expression "leader-developing leader." This means the personnel department doesn't develop a leader, but rather a leader has to develop a leader. That's why the CEO decided to have his own leadership theory. I've talked to much as a means of getting to my question, which is if you choose the important side of leadership that you always think about, what expression would you think of?

Mr. Maeda: What you said is true, but in addition to that, if a reform is what we are in high gear to put into a belief, perfection is impossible because imperfect human beings are doing it. My own theory is "Achieve 60%." If I make a mistake, I can do it again and make it close to perfect. If I make a mistake, all I have to do is to change it many times without being too concerned about my own personal honor and responsibility. Even if I made a decision once and think of it as a hypothesis, I feel so relieved although it is irresponsible.

Editor: This means that it's better to lean toward performance. If a decent person has a gentle part in a company with class and there is even one boss who tries to achieve perfectionism, he or she will be scared

of challenging with 60% of effort and getting yelled at by him, so they will try to achieve 100% perfection. As a result, their pace will be getting slower during that time and they will lose their chance.

Mr. Maeda: Shiseido takes careful procedures in such situations and has an atmosphere of polite contact with the boss. For this reason, if the boss gets a proposal from junior staff and thinks it good, I think it is great for him to hear it by his own ear and tell it in his own voice.

Editor: What kind of image do you focus on for beauty sense when you take leadership?

Mr. Maeda: This is most difficult to express in words. It is carried on as implicit knowledge in various experiences. I feel the fear that it has immediately stopped its progress when I change it into formal knowledge. For example, there may each be beauty in design, advertisement and marketing and it's important to touch them all to enhance our sensitivity.

Editor: Is it important to be in the place where we feel such beauty?

Mr. Maeda: Yes, I think so, too. To take a concrete example, there are many cases that we should do it like this or like that for advertising expression or for how to express advertising copy. But the primitive beauty of Shiseido will expand when we discuss it based on corporate philosophy and history.

Editor: This means a circle of supporters. When I have interviews about leadership and listen to the experiences that make people successful, most people tell me such experiences span months to years, similar to those that were introduced in the NHK TV show "Project X". Today, I listened to the same kind of stories and felt there were more concentrating and soul-shaking defining moments in each experience. As you said today, there are many stories in the order from youth to now, and if we gather all the stories, it finally will show someone's life in which we feel strong trust for following him with pleasure because he goes on like this, which means a path to leadership that he learns in his life. Such experiences that made you more successful also have difficult moments where you have to hold on to this situation. Because you went through such various experiences, I think you have the leadership that everyone trusts and will follow even though they aren't sure of the path, and that there is a way of becoming a leader by continuously learning about many things throughout one's life. Previously, I had you look back on such experiences. Finally, please let me know about your future.

Mr. Maeda: Today, I was asked to talk about the experiences that made me change and grow a lot. But I'm not always conscious of that. They are my past experiences, but what I'm aware of the most is today, tomorrow and the future. My future dream is on a global scale, in which I would like to be involved in establishing order in global cosmetics fields and industries. More specifically, for example, Proctor and Gamble in the U.S., L'ORÉAL in Europe and the Shiseido Group in Asia form an overall large order and develop through friendly competition. If I can help customers all over the world really become beautiful, it would give me the greatest satisfaction. My big theme is how to draw the road map.

Editor: Thank you very much.

[From editor]

I have few opportunities to have interviews sequentially with three presidents of representative companies of Japan. I'm so appreciative that I had interviews with Yoshiharu Fukuhara, Morio Ikeda and Shinzo Maeda, the three top executives of Shiseido, when they were president. As for Mr. Fukuhara and Mr. Ikeda, I had interviews with them on more than two occasions after they became chairman. Mr. Maeda, who appeared in this interview, assumed the post of President in June 2005. His three dreams that he announced when he became president were directly used as his vision. They are described as follows:

1. Rebirth as a 100% customer-orientated company
2. Brighten our brand, valuable management resource
3. Filling the Shiseido organization with people with their own appeal

He started with the sentiment, "I was prepared to carry out my mission even if I broke up a company once and then built it up again." Not only Shiseido but also other companies, if we look at their overall history, all have up and down situations yet continue to be prosperous. For example, when we look around the Panasonic Museum, we find the company had several times of crisis in its history until it reached the Nakamura revolution. Ideas such as an excellent company will continue to be in stable condition as long as it has some great characteristics are just an illusion. In fact, it's important to ensure that all companies choose an excellent leader in their period of revolution. Even if there are ups and downs, companies that finally continue to change and grow are directed by such great leaders, and the reason that the word "change" doesn't resonate in vain is because they have firm foundations. Such terms as customer-oriented, brand, personnel education, sales front, *Hanatsubaki* and Shoseido are revolutionary visions based on such foundations.

Shiseido is a source of inexhaustible interest for both practical people and researchers who are deeply interested in organization reform, leadership and development of human resources. Although I've had interviews with successive presidents, I was so impressed that he paid respect to Shiseido's memory even though he has the theme of reform.

One of his dreams that he announced when he became president was "Filling the Shiseido organization with people with their own appeal." Furthermore, in the Shiseido declaration of "Growing together," he also said the following: "Independent people with many wishes," "People who always continue to change," and "Beautiful sensitivity that flows there." When we collectively gather images of our senior associates and colleagues as one, these three concepts of "Beauty sense," "Independence" and "The energy of reform" specifically come to mind as images of people with their own appeal.

Shiseido has had the theme of beauty since its foundation, and as such, the corporate message in August 2005 was "This moment. This life. Beautifully." It is such expressions that directly apply to people who will soon implement reform-oriented leadership with strategic ideas.

At the new beginning for Shiseido, which marked its 135th anniversary in 2007, and soon after

the announcement of the declaration “Growing together,” I was able to hear about his own work experiences that made him more successful, the lessons learned from those experiences, and his leadership theory in this top interview. Thank you very much for giving so much of your precious time and so many interesting stories.

<Notes 1-12> 原稿には、*¹ のように記載してあります。

1. The historical leader Winston Churchill famously said in his shortest speech, “Never give in, never. Never. Never. Never.” It’s likewise famous in the business world that Jack Welch, who had been the chairman of General Electric for 20 years, said “Execute.” This indicates an executive ability wherein people go the limit.
2. The general brand with skincare to makeup products. It was developed only in the department channels without using the name “Shiseido.”
3. Core brand of the ESTEE LAUDER Group, which was developed in the department channels.
4. Brand for sensitive skin. Trailblazing series in this category.
5. Regarding the interview with Yoshiharu Fukuhara, see the following pages 79-96 (No. 12) in the 4th issue of the 3rd Vol. published in 1995.
6. When people take up a post close to an executive, they are required to think with their head, so I often heard from top executives in this kind of interview that they always put a piece of paper next to their pillow so that they could immediately write down their thoughts in any case.
7. Today there are even board members in charge of the domestic Non-Shiseido Brand.
8. Shizuka Shirakawa (1910 – 2006), emeritus professor at Ritsumeikan University, was known for study of Chinese characters that focused on characters for bones and tortoise carapaces. His lifework is “Zhitou,” “Zhikun” and “Zhitsu.”
9. Such biaxial comparisons as task and social emotional side, actions which directly connect to business performance and actions relating to maintaining human relationships, making a working frame and consideration as human beings for junior staff are shown in a classic study. For example, see the following summary in the 5th issue of “Introductory Book of Leadership,” written by Yoshihiro Kanai, published by Nikkei Inc. in 2005.
10. Regarding the interview with Morio Ikeda, see the following pages 84-98 (No. 38) in the 2nd issue of the 10th Vol. published in 1995.
11. Regarding the details, see the interview described above in Note 10. In Shiseido, beauty consultants who have contact with customers are in charge of cosmetics sales and are the starting point of Shiseido’s business. What the company focuses on in this respect is the “Sales Front.”
12. He significantly announced the Shiseido declaration of “Growing together” at the company in 2006 and emphasized “Filling the Shiseido organization with people with their own appeal.”

写真説明

P68 The first day at Shiseido Osaka Central Sales Co., Ltd., in 1972

P73 Staff members who started IPSA in 1988. Mr. Maeda stands at the far left.

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(Top photo, right)

He was born and grew up in Osaka. When he was in the third grade in an elementary school

(Bottom photo, right)

He actively participated in a big band when he was a college student at Keio University.