



Management Message

We spoke with Yoshiya Nishi, who was appointed Representative Director and Executive Vice President in September 2023 and also heads up the Overseas Business. We asked about what led up to his latest appointment, his personal background, and his resolve to contribute to the future growth of the company.



Representative Director and
Executive Vice President
Yoshiya Nishi

**In the age of VUCA,
business
opportunities
will continue
to expand**

— **Demonstrating a new direction for growth based on overseas business experience and healthcare perspectives**

My personal interpretation is that there were two reasons for my appointment.

The first is that I'm an outside element. Aside from a few members of management such as outside directors, the people that have been involved in the Company's management to date have each had roots from the MIC days, when the company was Marketing Intelligence Corporation, and they have each been responsible for their respective business areas while leading the Group. On the other

hand I became a member of the INTAGE Group, because the company I used to work for was acquired by the Group. I believe this appointment of myself, as this outside element, truly reflects the expectation that I will fully demonstrate my past experience, diverse values and business perspectives to bring about a further expansion of the INTAGE Group.

The other reason is my background, as I have experience doing business with other countries and have been involved in the healthcare field. The main customers of the INTAGE Group are companies whose primary businesses involve general consumer goods and durable goods in Japan, but I believe our prospects for future

growth will change to overseas expansion and the area of health & beauty. This is because given that outlook, customers will expect the INTAGE Group to provide new value through different approaches or different Group synergies than before, and because these will come to represent major directions enabling the Group to grow.

— **Focusing on solving customer issues and turning DOCOMO's wealth of data into value**

Even within the research business and information business we have pursued to date, we have created our own mechanisms to collect data. Through this latest capital and business alliance with DOCOMO, we can shift away from placing an emphasis on the process for collecting data, and concentrate on how we can solve our customers' issues. Even from my perspective as a researcher, the ability to interact with such a vast trove of data as this and do so many things is an extremely attractive and interesting prospect. I suspect the highly inquisitive employees of the INTAGE Group feel the same. As we steadily marry new ideas with new customer issues, I think a host of possibilities will be unleashed. This also spells major benefits to DOCOMO, in the sense that the vast amounts of data it has collected will be turned into something valuable.

— **Leveraging the advantage of being at the forefront of issues faced by all developed nations, Japan is positioned to gain a foothold in the overseas expansion of our customers**

From the perspective of the healthcare field,

Japan being at the forefront facing these issues is actually an advantage, because I think we can export the business models developed by a country that has experienced these issues ahead of the rest of the world and overcome them. As part of that, it will be important for us to work with customers to create business models.

We have to date achieved growth in the overseas business by launching independent businesses in each country, but in the future we will need to take that one step further, strategically targeting somewhat similar services and similar customers on a regional basis. For example, I think the direction we will have to pursue in the future is to have Japan serve as the contact point for customers and have our Group companies work in tandem to assist customers in how to roll out their products in multiple countries. I think that having customers think that the INTAGE Group is the answer for common issues spanning multiple countries and assessing market potential through a common approach will be a key to our future growth, and I believe there are major opportunities there.

As we enter the age of VUCA*¹ and the future becomes increasingly uncertain, I think evidence that informs decision making will be important. And I think it will only grow in importance going forward. We see environmental changes as factors that create new opportunities, specifically big business opportunities. Going forward we will need to pay attention to those environmental changes, focusing on what kinds of business opportunities emerge and how we will take advantage of them. This will also require advice from everyone, and I look forward to hearing from you.

*1 VUCA
An acronym for Volatility, Uncertainty, Complexity and Ambiguity, describing a situation where the future is uncertain in society and business, making it difficult to make future predictions.

