

Internal Branding “M1 Project”



Creating Sawai’s quality with teamwork as we aim for “No. 1 All Together”

Sawai’s guiding principle is that “the Sawai brand is constructed by every individual employee.” Accordingly, we started the “M1 Project”, internal branding program in October 2006, directing our efforts at enhancing the corporate structure. The “M1 Project” is designed to elicit everyone’s active participation under the watchword “No. 1 All Together.” Sawai completed Phase 3 this past fiscal year, after already carrying out Phase 1 and Phase 2 from October 2006 to March 2008.

Phases 1 and 2 drew up a corporate philosophy and long-term vision and developed activities to raise the awareness of all employees. We also advanced a variety of initiatives to realize the corporate philosophy by involving all employees in the “M1 Club” small group activities. In Phase 3, in order to develop into a truly major corporation, Sawai focused on fostering strategic thinking and a corporate management style together with financial skills, then connecting these abilities to efforts that apply unified management to achieve business results. We will continue to evolve the “M1 Project” as we strengthen the corporate structure and move forward on building the Sawai brand.

Phase 1: (Oct. 2006 to Mar. 2007)

- Oct. 2006:** Employee awareness survey
- Dec. 2006:** Four task forces launched, including corporate philosophy task force
- Jan. 2007:** Corporate philosophy devised and publicly announced
- Mar. 2007:** Long-term vision prepared (for term ending Mar. 2012) and “President’s caravan” held

Phase 2: (Apr. 2007 to Mar. 2008)

- Apr. 2007:** Continue/create task forces (three continued, two newly created)
- Oct. 2007:** “M1 Club” activities (small group activities to inculcate the corporate philosophy and code of conduct)—improved communications from the start, promoted understanding of code of conduct.
- Feb. 2008:** Financial performance targets for the long-term vision reviewed
Rolled over the goals of the Phase 1 long-term vision one year and revised financial goals for March 2013, when the 30% generics market share announced by the Ministry of Health, Labour and Welfare is achieved.

Phase 3: (Apr. 2008 to Mar. 2009)

Continued “M1 Club” small group activities to raise employee awareness and put into action three management improvement study groups led by directors, under the slogan of “Producing Results with M1.”

Study group to upgrade business performance control

Revised the control style, especially cost accounting from the viewpoint of efficiency. Made improvements in data preparation for business decision support.

Study group to improve the R&D process

Gave transparency to investment in new product development, while focusing on an overall check and improvement of the R&D process.

Study group for the medium-term business plan

Set a clear path—with specific numbers and actions—on work to be done to achieve the long-term vision, and defined processes and targets for structural innovation. The product of this work was released as “M1 TRUST”, the new medium-term business plan.