

Transform Olympus Leaders' Perspectives

Olympus has implemented more than one thousand initiatives on a global basis to improve business operations and performance. We asked four leaders what initiatives they are implementing in each value chain.

Product

01

Strengthen development capabilities to provide the latest healthcare environment

Hiroyuki Kuroda
R&D
Sub Workstream Leader



Having been able to “frontload” its product development to decrease late-stage product revisions, Olympus is advancing improvements in development speed and R&D efficiency. To introduce high-quality products to the market at the right price and at the right time, our team is working to strengthen cooperation in development, manufacturing, procurement, and quality assurance from the early stages of an endoscope’s development. The act of developing an endoscope is a very unrefined analog process, and I was very concerned that we might be left behind because of changes in the external environment, or that it was an inefficient development process. I am working proactively with other team members, and through the radical reforms carried out under *Transform Olympus*, I think it is very possible to achieve a 30% improvement in efficiency—the target of the new product development work for which I am responsible—by altering business systems set by precedent. By further strengthening our development capabilities, I would like to not only provide the latest medical environment for healthcare professionals, but also to contribute to protecting the health of people around the world.

To become a truly global medtech company, it is essential that people experience not only the capabilities of Olympus’ medical equipment but also how Olympus is of value to its customers, including in the areas of maintenance and service, and that we remain capable of providing high-quality, total solutions. Our team is making improvements to, for example, contract programs, and increasing the efficiency of endoscope repair costs so that we can provide services that meet needs in each country, while endeavoring to generate profits by improving the value of our medical services. Since both maintenance and repair services are intangible, and because there are many things that customers believe we do as a matter of course, we are working hard while advancing initiatives in each region. Under *Transform Olympus*, we adopted profit generation as a tangible goal, but we understand this to be a means to an end, and that “transforming the corporate culture” is the true purpose. Recently, the number of new and forward-thinking activities has been increasing as people exchange various opinions, and the team members are coming to feel that we can transform if we carry it out ourselves. We will continue to propose and develop new ways of doing things from a bottom-up perspective in the years to come.

Commercial

02

Change the corporate culture without being obsessed with the past

Kuniaki Horiuchi
Medical, Service
Workstream Leader



Central

03

Improving digital capabilities to contribute to a bottom and top line growth

Karsten Klose
Digital/IT
Workstream Leader



As a company with deep roots in outstanding technology and innovation to become a global medtech player, I am convinced that we must look thoughtfully into our digital future. As part of *Transform Olympus*, it is the responsibility of the “Digital/IT” workstream to not only realize and exploit the potential of established as well as of emerging technologies to improve the efficiency of internal operations, but also to create value and solutions for our end customers.

We are coming from a classic and distributed IT organization and are making great strides in becoming a global business partner and enabler that is actively contributing to a bottom and top line growth for Olympus overall. In response to the spread of COVID-19, we are accelerating digitalization, such as by promoting the improvement of the environment for remote work. We have started manifold initiatives that will increase our digital capabilities and also increase the speed and quality delivering digital solutions to our customers and to our company.

I am amazed to see the excitement and innovative drive that I experience in my daily work with the global team. That is only one of plenty reasons why I am personally 100% convinced that Olympus will master the transformational journey with great success.

I am grateful to be involved in *Transform Olympus* as the global workstream leader for the Indirect Expense workstream. There are many areas in the organization that need to be reformed in order for us to compete on a global scale within the medtech industry. The transform initiatives we are focusing on will give us the momentum we need to change.

Our workstream’s goal is very simple: to help reduce our SG&A expenses by finding savings in all areas. Some of the major global projects we are working on include a new global travel policy, new global real estate guidelines, and forming a new global Indirect Central Purchasing organization. While there have been challenges to implementing these new programs, I am encouraged by the collaboration and openness to change from leadership and employees across the world. I truly believe this transformation will set Olympus up for success in the years to come.

Central

04

Pursuing the possibility of cost reduction in all areas

Amy Leslie
Indirect Expenses
Workstream Leader

