

Overview of Transform Olympus

Transform Olympus

Olympus is globally developing a corporate transform program companywide with the aim of improving business operations, performance, and organizational health. In 2019, the first year of the program, we had put up more than a thousand bottom-up initiatives and implemented them. In 2020, we identified seven strategic priorities in order to promote further companywide transformation globally with continuing the

execution fully on the bottom-up initiatives. We have accelerated our efforts to implement the strategic priorities as top-down projects side by side with bottom-up initiatives. In 2021, setting out to be a truly global medtech company, we have newly added “QARA Transformation,” and are promoting transformation companywide as eight strategic priorities.

Goals and Progress of Eight Strategic Priorities

Strategic Priorities	Goals	Progress
Go-to-Market Transformation	<ul style="list-style-type: none"> Enhance customer experience and improve operating efficiency through globally consistent Go-to-Market approach 	<ul style="list-style-type: none"> Developed three-year implementation plan Started deploying measures such as omnichannel engagement model to enhance customer contact, providing a seamless experience across various touchpoints
R&D Transformation	<ul style="list-style-type: none"> Strengthen concurrent engineering in the early stage of the product development for more efficient and innovative product development to meet customer expectations 	<ul style="list-style-type: none"> Reorganized R&D team from product-centered to technology-centered Starting a project structure in which necessary engineers are gathered from an early stage of development
Finance Transformation	<ul style="list-style-type: none"> Contributing to optimally allocating management resources and maximizing corporate value by implementing companywide measures, including globalization of indirect materials procurement and rebuilding of operation models, and by radically reforming the duties of the finance function 	<ul style="list-style-type: none"> Promoting globalization of indirect materials procurement In order to strengthen cooperation with businesses as a business partner, consideration of the establishment of a global finance organization will take place as well as the appropriateness of business planning methods Enriching information disclosure as a global medtech company, and strengthening dialogue with stakeholders
End-to-End (E2E) Supply Chain Transformation	<ul style="list-style-type: none"> Construct an E2E integrated supply chain that stretches from purchasing to delivery and focus on improving customer satisfaction and business agility, reduced supply chain costs and optimized inventories 	<ul style="list-style-type: none"> Launched a new, global supply chain organization with diversity and strengthened governance Rolled out the global supply chain concept, customer-centered and highly integrated and digitized
Digital Transformation	<ul style="list-style-type: none"> Reinforcing basic IT infrastructure to provide a platform for growth and transformation Digitize core processes to drive more effective and efficient operations, deliver differentiating customer experiences and customer solutions 	<ul style="list-style-type: none"> Transition of global infrastructure provision to a professional third-party provider Started constructing global data & analytics platform delivering performance dashboards and insights across finance, sales, and supply chains
Global Business Services (GBS)	<ul style="list-style-type: none"> Optimize operations and costs by standardizing and consolidating some operations such as corporate functions and sales support, outsourcing and transferring them to our subsidiaries 	<ul style="list-style-type: none"> Started preparation for transfer of some indirect operations in Japan, China, and some parts of Asia to external outsourcing vendors and Olympus Asia Pacific Business Management Services (Dalian) Co., LTD established in Dalian, China
Organizational Health	<ul style="list-style-type: none"> Developing a healthy working culture. Its target state is called Healthy Organization and is defined through a set of dimensions. The concept balances performance requirements resulting from our transformative efforts with authentic employee engagement and well-being aspects. 	<ul style="list-style-type: none"> Target culture has been defined Global Sounding Board for engagement and activation has been established, will also take global employee survey result into account implementation of targeted initiatives to close gap to target culture
QARA Transformation	<ul style="list-style-type: none"> Achieve global quality and compliance with patient safety at the core of operational excellence by integrating QARA organization, building capabilities and skillsets, and harmonizing processes across the globe 	<ul style="list-style-type: none"> Developed the future-state vision and objectives for QARA operations across people, processes, technology, and culture

Transform Olympus Leaders' Perspectives



Evolving the customer engagement model to improve Olympus customer experience.”



Miguel Jodra

Go-to-Market Transformation
Commercial Excellence Leader

One of the key focuses of the Go-to-Market Transformation is to evolve the customer engagement model across sales, marketing, sales support, and services in order to improve Olympus customer experience. This means, we are shifting our customer interaction to an omnichannel world in which customers are able to access information as and when they need it.

Omnichannel is about providing a seamless experience across digital, remote, and in-person channels, as well as about shifting to a new model in which agile teams bring digital engagement and analytics to help sales representatives deliver the right message, at the right time, through the right channel, and to the right stakeholder.

Through a three years' implementation plan, Olympus aims to move to an omnichannel engagement model, which will lead to the development of new capabilities, channels, and enablers, such as inside sales teams, e-commerce, and the use of digital marketing and data science.

We also aim to have a structured and regular measurement of customer satisfaction in all regions, ensuring customer feedback is analyzed and acted upon to increase customer satisfaction and loyalty around the globe.

I am both very excited and proud of the commitment and engagement of everyone involved in this transformation, and the willingness to go through this transformational journey on a global basis, building new capabilities, changing our ways of doing business and being more customer focused.



Implementing a customer-centered, efficient and sustainable Olympus supply chain.”



Tomomi Katayama

End-to-End Supply Chain Transformation
Supply Chain CoE (Center of Excellence)
Leader

As the leader of Olympus Supply Chain Center of Excellence (CoE), I am driving End-to-End (E2E) Supply Chain Transformation from planning through to delivery. We recognize that our supply chain has been partly inefficiently managed across the Company with, for example, each region controlling and optimizing its inventory independently. To improve on this, we have rolled out a new global organization and a leadership team consisting of heads from both the head office and regional headquarters, developed our vision for efficient and sustainable E2E integrated supply chains for the future, and are implementing it jointly with our business divisions, IT, finance, manufacturing, and procurement functions. Also underway are the global and integrated infrastructure improvements and the establishment of data-driven key performance indicators (KPI).

In parallel, we are making various efforts to change our people's mindsets by planning and launching training programs for enhancing supply chain knowledge and developing global talents. We, Global Supply Chain “One Team,” are driving transformation by reducing lead times and providing timely supplies of our products in pursuit of contributions to our customers and to the business as a global medtech company.