

「Newsweek」国際版および海外メディア「THE WORLDFOLIO」に株式会社テクノステート代表取締役社長(取材当時) 植原正光のインタビュー記事が掲載されました。

2022年5月13日号の「Newsweek国際版」に当社の紹介記事と、パブリシティが掲載されました。その記事に連動し、Newsweek誌のWEBサイト「THE WORLDFOLIO」に、当社の現・代表取締役会長兼CEO(4月1日実施)植原正光のインタビュー(3月14日実施)記事がインターネット配信をされました。WEBサイト「THE WORLDFOLIO」は、世界59か国、5,000万人以上におよぶ購読者がおります。

インタビューでは、代表取締役会長兼CEO植原正光が、中規模中小企業の実業を続けてきた経験と異業種交流の任意団体である、中小企業全国懇話会(全国会員数11,000社余り)の幹事・代表幹事(2021年10月25日退任、現・名誉幹事)として、21年間活動をしてきた知見をもとに、中規模中小企業に対する不公正な取引商習慣の是正を要望する施策、種々の中小企業強靱化の為の中小企業政策を提言してきた事も述べています。

雑誌と共に、WEBサイト「THE WORLDFOLIO」に掲載されたインタビュー記事の中で、中規模中小企業の実務家としてのこれまでの思いも述べさせて頂いております。

当社は、2023年5月で創業100周年を迎えます。それを起点にした「次」の100年、その先の未来に向けた大転換を計る節目の年と考えています。

創業100年は一つの通過点であり、「予見可能性」をもって、会社事業の進化・強靱化を目指し、社会に貢献する企業グループとして新化させる所存であります。

今後とも、皆様におかれましては、引き続きご指導ご鞭撻の程、謹んでお願い申し上げます。

株式会社テクノステート
代表取締役会長兼CEO
植原正光

<掲載誌 2022年5月13日号>

<2022年5月13日号 Newsweek誌掲載>



Techno State: Precision parts manufacturing for an ever-evolving future

As a core element of the industry's supply chain, Techno State has focused on monozukuri to streamline processes and ensure that customer needs are met.



"Material processing technologies are what differentiate us from other manufacturers. We've accumulated a lot of know-how in 100 years."

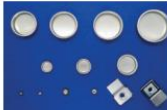
Masamitsu Uehara, President, Techno State Co., Ltd.

Techno State's iconic products are retention nuts and sealing caps, demand for which is still expanding even to this day, some six decades after the company obtained a manufacturing method patent in 1960. "We are a specialized manufacturer of metal sealing and fastener parts



Bracket parts (complex shape) and our competitive advantage lies in our unique manufacturing technology and the special materials we use," says company president Masamitsu Uehara.

Techno State has collected production information and technical data globally for 100 years, and manages this data by creating a database at its DX Information Center. "At our Advanced Technology Center, we promote the development of new materials and propose high-spec



Best-selling parts

technologies and parts to our customers in order to respond to the energy transformation of powertrains," adds Mr. Uehara.

As the company president highlights, "the automobile industry is amidst a once-in-a-century transformation period" and "energy and material innovation is key" for the future. In addition, he emphasizes that "in order for Japanese SMEs to improve productivity in



vestment and labor share, the Japanese government must change Japan's unfair business practices."

"By building an industrial circulation structure between large companies and SMEs, Japan's industrial base can be strengthened and domestic production of daily necessities can be started immediately in case of emergency," he adds.

With development in automobile and 5G/6G technologies, evolution into a proposal-based solution business model can take Techno State forward. As Mr. Uehara concludes: "Our goal is to be a pioneering manufacturing company for the next 100 years."

Techno State
www.techno-state.co.jp

<THE WORLDFOLIO WEBニュース掲載記事(一部抜粋)>

THE
WORLDFOLIO Japan
Techno State: Precision parts manufacturing for an ever-evolving future

Industry & Trade | Asia Pacific | Japan

FIT FOR USE

NESS
www.ness.co.jp/english

Monday, May 16, 2022

3 weeks ago



Masamitsu Uehara, President of Techno State Co., Ltd.

Masamitsu Uehara
President of Techno State Co., Ltd.

Techno State's iconic products are retention nuts and sealing caps, demand for which is still expanding even to this day, some six decades after the company obtained a manufacturing method patent in 1960. As a core element of the industry's supply chain, president Masamitsu Uehara explains how Techno State has focused on *monozukuri* to streamline processes and ensure that customer needs are met.

As a specialized manufacturer of sealing parts, and a company that boasts a 10% global market share for these types of components, what does *monozukuri* mean for you and your company?

Since we are a core part of the supply chain in the industry, if we are unable to ship our components and parts to our customers, then they cannot even make a single car. The core aspect of *monozukuri* that we are required to perform is to achieve a satisfactory level of quality, accuracy and precision in our parts and components, and to streamline the production line to improve it. We also need to reduce the total delivery cost of the parts and deploy them globally. That is what is required by our customers. Manufacturing parts with great accuracy and precision is indeed the creed of *monozukuri*.

Being part of supply chains, we need to set up a business continuity plan (BCP) very thoroughly, so even when something unprecedented happens we can still ship and deliver our parts and components in a timely manner to our customers. This is something we need to have special consideration in *monozukuri*, and I believe that is what we are trying to establish as the basis of our *monozukuri*.

What has been the impact of the COVID-19 pandemic on the Japanese production line?

COVID-19 hit the production line of the Japanese automobile industry directly. The BCP of the supply chain has been disrupted, and due to the effects of urban lockdown in ASEAN countries, overseas parts production has stopped then the production of major automobile companies has been severely damaged. There is a shortage of semiconductors, and today there is a political risk from Russia. Auto parts manufacturers are being vitally affected.

Auto parts manufacturers have been playing an important role for the stable supply of parts by demonstrating expertise in their respective fields in the structure of the supply chain built in the pyramid with the primary, secondary and tertiary supplier. However, although it functions during the stable growth period, due to the unexpected coronavirus pandemic, political risks, and block structure that does not foresee the crisis of war, it remains dysfunctional and collapses.

The procurement stance of "buying from any region or country if it is cheap" poses a great business risk. As a result of excessively relying on certain regions and countries overseas to procure parts, the vulnerability of the supply chain was revealed. Automakers are beginning to play with the rebuilding of their supply chains.

It was necessary to build a building block with a conventional business model/a triangular pyramid structure to create a stable procurement structure in search of "cheap and good parts". However, this traditional business model is no longer viable because a full review of Japan's trade practices will begin, facilitating legal amendments and enforcement in line with the international business practices of developed countries.

Unfortunately, major Japanese unit makers abuse their dominant bargaining position to buy cheaply, force unfounded discounts, delay payments, and share proposed designs to competitors, etc. If we continue this business practice, we will not be able to strengthen the resilience of small and medium-sized enterprises, and it will be a crisis for the development of Japanese industry.

<2022年3月14日 THE WORLDFOLIO社 取材スタッフとの記念撮影>



「Newsweek」国際版はこちら(テクノステートはP6に掲載されています)

https://d.newsweek.com/en/file/463478/country-report-japan-68-may-2022.pdf?utm_source=In

「Newsweek」日本語版はこちら

[20220513 Newsweek掲載 パブリシティ\(和訳\).pdf](#)

「THE WORLD FOLIO」webサイトでのインタビュー記事はこちら

<http://www.theworldfolio.com/interviews/techno-state-precision-parts-manufacturing-for-an-e>

「THE WORLD FOLIO」日本語版はこちら

[THE WORLD FOLIO インタビュー記事\(和訳\).pdf](#)

「THE WORLD FOLIO」COMPANIES(企業紹介)

<http://www.theworldfolio.com/company/techno-state-coltd/1674/>

「THE WORLD FOLIO」LEADER PROFILES(代表紹介)

<http://www.theworldfolio.com/leader/masamitsu-uehara/344/>