



Management
Centre Europe®

TEIJIN

Human Chemistry, Human Solutions

Client Story

The Teijin Group

Junior Management Programme



The Teijin Group

The Teijin Group, headquartered in Tokyo, Japan celebrated its 100th anniversary in 2018. Since the establishment in 1918 as Japan's first rayon manufacturer, the Teijin Group has ceaselessly transformed and grown into a unique enterprise that combines three different business domains of materials – Aramid, Carbon Fiber and Composites -, healthcare and IT. Under the brand statement "Human Chemistry, Human Solutions", Teijin focuses on technological innovation in high-performance materials as well as in overlapping business domains to create and provide value unique to the Teijin Group in the form of solutions. In doing so, the Teijin Group is aiming to be a prominent, globally admired corporate group.

Teijin Junior Management Program - JuMP

The Teijin group, operating in over 20 countries worldwide, is growing globally and expanding its businesses. They are investing in the development of their people for leadership roles, and in a variety of programs to promote Teijin's corporate philosophy and basic values. Teijin Group companies are dedicated to building management and leadership skills.

Teijin and Management Centre Europe have been working very closely together since 2008 by developing tailored management programs that have helped Teijin to achieve their strategic objectives as well as helping their employees to become pioneers of innovation and social evolution.



The Junior Management Program (JuMP)

JuMP is designed for emerging talent to develop their business management knowledge and skills and be prepared for future promotion to management and expert positions within the Teijin Group.

The design of the program has been totally collaborative. Teijin, under the leadership of Mrs. Karola Japke - CHRO, and the MCE team, have designed the JuMP program as a year-long learning journey of 3 modules. Before starting the program, participants are invited to go through a series of online learning modules.



Module 1: Mini MBA

The first module is a Mini-MBA covering the business knowledge and skills such as strategy, marketing, finance, supply chain as well as personal style assessments and cross-cultural team collaboration. It includes an interactive experiential business simulation with real world practice. Participants get hands-on experience with concepts based on solid business and financial models that mimic real-world environment. This is key to their learning experience and differentiates the program from academic programs typically delivered by business schools or institutions.

Throughout the entire learning journey of JuMP, the participants are coached intensely and mentored by the MCE facilitator. This personal contact and feedback make the program personal for each participant.

Module 2: Business Improvement Projects

As part of their development, the participants go through challenging action learning projects (ALP) with increasing difficulty. Each team must implement an organizational, business-focused project as part of the fulfillment of the requirements of the Teijin JuMP program. The purpose of the ALP's is to allow participants an opportunity to apply new and revisited leadership skills presented in the various components of the program's curriculum. While the project is a self-directed initiative by the participants and their project teams, on-going support is provided by the MCE Facilitator /Coach and a senior-level team sponsor. They need to develop projects to improve existing Teijin operational issues. The project teams work closely together with their project sponsors, as well as with the different departments and functions across the company. The projects are presented to and evaluated by local management. The improvement proposals are often integrated in the business operations.

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Module 3: New Business Projects

In module 3, the participants need to propose projects for new business opportunities for Teijin. Here, they need to demonstrate their intellectual horsepower, business acumen and industry insights. Next to their daily work, they work for a period of seven months on a proposal for new business for Teijin.

The projects include a precise description and analysis of the new business opportunity, financial analysis, organizational impact as well as viability and profitability. Working with both a Teijin and a MCE faculty advisor/coach, the projects create practical learning experiences by integrating knowledge gained from the core curriculum of the Mini MBA and focusing on new business opportunities in real-time. In addition, the projects needed to focus on three broad areas where their business acumen skills and leadership put to the test: entrepreneurship, business planning processes and strategic execution.

The projects are presented to and evaluated by a selection of senior board members in Tokyo where the JuMP-ers compete with other projects, three international and six Japanese.

The proposals are evaluated on originality of the subject, structure and delivery of the presentation, feasibility and accuracy and the team's response to questions at the following Q&A session.



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Results and benefits of JuMP for participants and Teijin

The first group has now completed the program. Their feedback has been very positive, and they consider JuMP as a significant milestone in their careers. Working on projects on the top of their daily job has been very challenging. Presenting the new business projects in Tokyo not only has proven their intellectual horsepower, but is certainly a significant return on investment for the company. The support of their local managers has been a critical success factor in this program. As major outcomes of the program, we can certainly state that the people now:

- Fully understand the kind of leadership required in Teijin.
- Have taken full ownership and commitment to contribute to the longer-term objectives of Teijin.
- Have improved insights in innovation processes not just in product but throughout the business.
- Have learned how changing own behaviors to both achieve career objectives and corporate goals.

As we enter the second year of the JuMP program for the second group, MCE and Teijin are already exploring ways to add even more challenges to the program in order to increase the benefits for both the company and the participants.

The professional collaboration between MCE and Teijin is clearly focused on business and on Teijin's needs. MCE, with almost 60 years' experience of developing thousands of managers, makes sure that the solution is always business focused, goal driven and implementable.

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At Teijin empowering our employees is a core element of our corporate philosophy. For us empowerment means to challenge and to develop our people. Diversity and innovation are additional core elements of Teijin's long-term strategy. It is our ambition to include all these elements in our new global leadership program, JuMP.

Together with MCE we designed a program that allows maximum diversity in participants, enables participants to show their creativity and challenges at the same time. Based on the feedback of my fellow Executives, the first round was a full success. I am very proud on the participants achievements and I am looking forward to starting the next round with MCE.

Karola Japke Teijin CHRO



To find more about the Teijin group, please visit:
www.teijin.com

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