The Man Hotter Than the Sun

The story of Shigenobu Nagamori, the founder of Nidec Corporation
“Nidec Corporation,” a company born in Kyoto in 1973, makes an electronic part called “motor.” You may not see motors around you, but they are everywhere - even in your house. Just like your name represents your family’s affection toward you, the company’s name, “Nidec Corporation,” has a special meaning.

Nidec Corporation is a Kyoto-born, Kyoto-based company, but its Japanese name (Nihon (= Japan) Densan) includes “Japan”. Do you know why?

Who is Shigenobu Nagamori, the founder who named his company Nidec Corporation? Let’s travel back to the time when Mr. Nagamori, called the man hotter than the sun, was a child!

So here the story starts.
LOOK AT THIS BUILDING!!
IT’S SO TALL!!

COOL...
I WONDER WHAT THEY ARE MAKING.

GEE... HOW COME YOU KNOW SO MUCH ABOUT MOTORS?

MANY THINGS THAT YOU HAVE – MOBILE PHONES, GAME MACHINES – WON’T WORK WITHOUT MOTORS.

THAT’S BECAUSE...

MOTORS?
THIS COMPANY MAKES MOTORS.
DO YOU KNOW MOTORS?

TONOSHIRO-CHO (TOWN), KUZE, KYOTO-SHI (CITY)
I LOVE MOTORS!

The Man Hotter Than the Sun
YOU EAT YOUR FOOD WELL, ALL RIGHT?

THANKS FOR FEEDING THE COW, SHIGENOBU.

NO, NO. I MUSTN'T BE LAZY. BESIDES...

YOU SHOULD TAKE A BREAK, TOO, MOM.

NO PROBLEM, MOTHER! THIS IS MY WORK!

YOU GO IN AND TAKE A REST. I'M GONNA DO A LITTLE MORE WORK IN THE FIELD.

SHIGENOBU NAGAMORI
A THIRD-GRADE STUDENT

NO, NO. I MUSTN'T BE LAZY. BESIDES...

THANKS FOR FEEDING THE COW, SHIGENOBU.

YOU GO IN AND TAKE A REST. I'M GONNA DO A LITTLE MORE WORK IN THE FIELD.

TAMI
SHIGENOBU'S MOTHER
YOU CARE FOR THE COW BECAUSE YOU LIKE HER, DON'T YOU?

I LIKE WORKING IN THE FIELD.

YOU CARE FOR THE COW BECAUSE YOU LIKE HER, DON'T YOU?

YOU ARE RIGHT!! HA, HA, HA!!

YOU TWO ARE ALWAYS WORKING.

I'LL WORK HARD EVERY DAY LIKE HER!!

MY MOM IS GREAT.
ONE DAY AFTER SCHOOL -

SHIGENOBU, WHY DON'T YOU COME TO MY HOUSE TODAY?

THIS ... THIS IS YOUR HOUSE?! WOW ...

OKAY.

WHAT'S THE MATTER?

THIS IS YOUR HOUSE?!

WOW ...

THAT ... THAT IS GREAT!!

WHAT IS IT!!

CHEESECAKE.
DON'T YOU KNOW CHEESECAKE?

HERE'S YOUR LITTLE SNACK, MASTER.

THANK YOU, NANNY.

NANNY?

OH, WE'RE HAVING STEAK FOR DINNER TONIGHT.

CARE FOR SOME?

... GGG!!
IT'S SO GOOD...

WH ...? WHAT'S THIS SMELL ...?
HE’S THE PRESIDENT OF A COMPANY. GREAT, ISN’T IT?

YOUR FAMILY IS SO RICH ... WHAT DOES YOUR FATHER DO?!

IF I CAN EAT SUCH GREAT FOOD EVERY DAY ... PRESIDENT ...?!

THEN I’LL BE A PRESIDENT, TOO !!

THIS WAS WHEN SHIGENOBU DREAMED OF BECOMING A “PRESIDENT” FOR THE FIRST TIME.

YES, DAD! HELP ME GO SELL THESE VEGETABLES, WILL YOU?

BUT HOW CAN YOU BECOME A PRESIDENT ?

SHIGENOBU, THIS WAS WHEN SHIGENOBU DREAMED OF BECOMING A “PRESIDENT” FOR THE FIRST TIME.
Let's take a little rest here.

Dad, why don't we sell this unsold vegetable for a lower price?

It's such a waste.

It's not so simple...

I see...

I will never sell cheaply!

Once you make everything cheap, no one will buy at the usual price.

I guess a president needs to think about these things, too.

Doing business is difficult...
WELL, NO... I WAS JUST GOING TO THE BATHROOM...

SHIGENOBU, YOU ARE STILL UP?

HOW COME YOU'RE STILL UP, MUM?

AND YOU ARE UP EARLIER THAN EVERYBODY ELSE IN THE MORNING... DON'T YOU EVER GET TIRED?

YOU ARE WORKING DAY IN, DAY OUT...

LISTEN, SHIGENOBU...

BUT...

WELL, IT'S MY DREAM TO SEE YOU GROW UP THE RIGHT WAY.

THINKING ABOUT THIS MAKES THE TIREDNESS GO AWAY.
IT’S HARD, BUT IF YOU WORK HARD AND NEVER GIVE UP, YOU WILL SUCCEED!

NO MATTER HOW HARD YOUR JOB IS, DON’T TRY TO MAKE EASY MONEY.

IF YOU WANT TO REALIZE YOUR DREAM, WORK TWICE AS HARD AS OTHERS DO.

THUS SHIGENOBU UNKNOWINGLY LEARNED A LOT FROM HIS PARENTS.

WORK HARD AND NEVER GIVE UP ... I SEE!!!
MR. YAMAGUCHI!! YOU ANSWER IT.

YES, SIR.

CAN ANYONE ANSWER THIS QUESTION?

SIR!!

LET’S BUILD MOTORS IN TODAY’S SCIENCE CLASS.

BUT:

HIS TEACHER BACK THEN IGNORED SHIGENOBU IN CLASS, BECAUSE HE WAS NOT WELL OFF.

THERE HE GOES AGAIN …

OKAY, NAGAMORI, LET’S SEE HOW YOUR MOTOR ROTATES.

I’M PRETTY GOOD WITH MY HANDS …!

I’LL MAKE AN EXCELLENT MOTOR!!
HIS MOTOR IS GOING SO FAST!! IT’S QUIET, TOO!
WOW, THAT’S AMAZING!!

YOU DID A WONDERFUL JOB WITH YOUR MOTOR ... IT’S THE BEST ONE IN THE CLASS!!

YES, SIR!

NAGA-MORI!!
EVERYONE,
LEARN
FROM
NAGAMORI.

SURE!

TEACH
ME
HOW
TO
MAKE
A
GOOD
MOTOR.

EVERYONE,
LEARN
FROM
NAGAMORI.

TH ... THANK
YOU,
SIR!!

SURE!

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A
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EVERYONE,
LEARN
FROM
NAGAMORI.

TH ... THANK
YOU,
SIR!!

WHAT IS THIS ...?
I'VE NEVER FELT
SO EXCITED ...!!

USE
SANDBPAPER
A LITTLE
MORE HERE
...

AND THEN ...

TH ... THANK
YOU,
SIR!!

THIS EXPERIENCE
MADE
SHIGENOBU
WANT TO KNOW
MORE ABOUT
MOTORS.

MAKING
MOTORS IS
FUN ...!!
I’D LIKE TO EARN MONEY BY MYSELF TO PAY FOR THE SCHOOL.
WE DON’T HAVE THE MONEY, BUT I STILL CAN GO TO HIGH SCHOOL TO STUDY IN THE ELECTRICAL DEPARTMENT.
YOU’RE OPENING A TUTORING SCHOOL FOR ELEMENTARY AND JUNIOR HIGH SCHOOLERS?!

A FEW YEARS LATER SHIGENOBU (A HIGH SCHOOL STUDENT)

SHIGENOBU WAS KIND AND GOOD AT TEACHING; AND HIS TUTORING SCHOOL WAS A GREAT SUCCESS.

DOES EVERYONE UNDERSTAND THE ANSWER TO THIS QUESTION?!

HE CHOSE A UNIVERSITY IN TOKYO THAT HAD AN ELECTRICAL ENGINEERING COURSE AND OFFERED A SCHOLARSHIP.¹

I WILL NEED TO BE ABLE TO SEE HOW ECONOMY CHANGES.

WITH HIS EXTRA MONEY, SHIGENOBU STARTED STOCK INVESTMENT.²

¹ A stock company collects money to operate itself by selling certificates called stocks. When the company grows larger and makes profit, the company’s value increases, and people who own its stocks can make profit by selling them.
² A system that offers students financial support so that excelling students can study without problems.
KAMABOKO, * DO YOU WANT TO GO HAVE SOME FUN AFTER CLASS WITH US?

WE CALL HIM “KAMABOKO” BECAUSE HE IS STUCK TO HIS DESK, AND STUDIES.

I STILL REMEMBER THIS EXCITEMENT FROM WHEN I WAS AN ELEMENTARY STUDENT.

ESPECIALLY SMALL PRECISION MOTORS! DON’T YOU FIND THEM FUN?

INCREIBLE ... YOUR ENTHUSIASM BEATS ME.
PLUS, I KNOW HOW ECONOMY AND BUSINESS WORK AT LEAST A LITTLE BIT.

I WANT TO START A COMPANY …

I WILL START A MOTOR COMPANY!!

WHILE STILL STUDYING, SHIGENOBU BECAME EVEN MORE ACTIVE IN STOCK INVESTMENT.

HE CONTINUED TO SAVE MONEY LITTLE BY LITTLE TO START A COMPANY.

SHIGENOBU’S DREAM WAS CLEAR AND SPECIFIC BY THEN.
THEN SHIGENOBU MET HIS MENTOR DURING HIS FINAL YEAR AT UNIVERSITY.

MY NAME IS TAKASHI KENJO, YOUR NEW LECTURER.

PLEASE HELP ME WITH MY GRADUATION RESEARCH.

OKAY, BUT I WILL NOT TOLERATE QUITTING HALF-WAY!

THOUGH MR. KENJO WAS A TOUGHER TEACHER, SHIGENOBU NEVER GAVE UP AND REWROTE HIS PAPER MANY TIMES ...

SHIGENOBU IS SUCH AN AMAZING HARD WORKER ...!

HE'S SO DRIVEN! HE WOULD BE MY IDEAL MENTOR ...!

NO ONE KNOWS MORE ABOUT MOTORS THAN I DO!

GOOD WORK, SHIGENOBU.

I FINALLY FINISHED WRITING A THESIS THAT I LIKE! THANK YOU, MR. KENJO!!

THANK YOU, MR. KENJO!!

HE IS SUCH AN AMAZING HARD WORKER ...!

HE'S SO DRIVEN! HE WOULD BE MY IDEAL MENTOR ...

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HE'S SO DRIVEN! HE WOULD BE MY IDEAL MENTOR ...!
Recommended by Mr. Kenjo, he joined an audio product manufacturer called TEAC in 1967.

A company that makes equipment related to sound, like speakers, microphones, reproduction devices, etc.

Then he joined a precision tool manufacturer, Yamashina Seiki, and worked hard on studying motors.

I'll make you vice president!

Starting up your own company?! Can you do that?!

I have an idea! When I become a president, I will make you vice president!

Have to live frugally for now!!

I will save salary and bonus for my future dream.

It's strange... when he says he can do something, I feel he will actually make it happen....

It's possible, if you stay focused on the future!
STARTING UP YOUR OWN COMPANY ...

I DON’T WANT TO SEE YOU FAIL.

WHAT IF YOU FAIL!

MOTHER ...

I DON’T WANT TO SEE YOU FAIL.

BUT, PLEASE UNDERSTAND THAT THIS IS MY DREAM!

OKAY ...

BUT PLEASE PROMISE ME THAT YOU WILL WORK TWICE AS HARD AS OTHERS ...

I WILL WORK HARD, AND MAKE IT!!

IF OTHER PEOPLE WORK FOR 8 HOURS, I WILL WORK FOR 16 HOURS!

OF COURSE!
THEN,
FINALLY,
ON JULY 23,
1973:

“NIDEC CORPORATION”

THIS IS OUR COMPANY’S NAME.

OUR AIM IS TO BECOME NO. 1 IN THE WORLD!

WE WILL MAKE THIS COMPANY OPERATE WORLD-WIDE!

THESE ARE OUR COMPANY MOTTOS.

“PASSION, ENTHUSIASM, AND TENACITY”
“INTELLECTUAL HARD WORKING”

WHENEVER YOU DO YOUR JOB, DO IT RIGHT AWAY, MAKE SURE YOU DO IT, AND NEVER GIVE UP UNTIL YOU DO IT.”

“WHENEVER YOU DO YOUR JOB, DO IT RIGHT AWAY, MAKE SURE YOU DO IT, AND NEVER GIVE UP UNTIL YOU DO IT.”

WE WILL MAKE THIS COMPANY OPERATE WORLD-WIDE!
NIDEC CORPORATION STARTED WITH FOUR EMPLOYEES, USING A RENTED PRIVATE RESIDENCE AND A PREFABRICATED HUT AS A FACTORY.

BUT …

WE CAN’T GIVE WORK TO A COMPANY WITHOUT ANY EXPERIENCE.

I NEED TO GO SOMEWHERE WHERE THEY LOOK AT QUALITY AND NOT AT CREDENTIALS.

NOBODY IS EVEN TALKING WITH US …!

THAT’S RIGHT! I WILL GO OVERSEAS …!!

WE WILL MAKE ANY MOTOR!

FORGET IT.
FINALLY, A MAJOR MANUFACTURER, 3M, DECIDED TO MEET NAGAMORI.

I’LL CALL ALL COMPANIES IN THIS PHONEBOOK ONE BY ONE!

NEW YORK, USA

SO WE NEED SMALLER MOTORS.

OUR COMPANY IS TRYING TO MINIATURIZE CASSETTE TAPE DUPLICATORS NOW.

MR. LEE PASTOR
3M’S ENGINEERING MANAGER

I SEE.

WE WILL REDUCE THE SIZE BY 30% WHATEVER IT TAKES!!

THIS SAMPLE HERE ... CAN YOU MAKE IT SMALLER?
NAGAMORI STARTED TO WORK ON THE MOTORS AS SOON AS HE RETURNED TO JAPAN.

LET’S MAKE SOMETHING GOOD, AND THAT FAST!

YES!

W...WONDERFUL! YOU ACTUALLY MADE IT!

NEXT YEAR

I LIKE IT! WE WILL ORDER 1,000 MORE OF THIS!

THANK YOU!!

WITH THIS NIDEC CORPORATION’S REPUTATION GREW BOTH INSIDE AND OUTSIDE JAPAN.
KED DECIDED TO INVEST, AND NIDEC CORPORATION SUCCESSFULLY BUILT A FACTORY IN KAMEOKA.

WELL, THIS PLACE REMINDS ME OF OUR COMPANY WHEN WE STARTED IT.

YOU ARE DOING GREAT. KEEP UP THE GOOD WORK.

Y ... YES!

KAZUMA TATEISHI
KED'S PRESIDENT AND FOUNDER OF OMRON
AS NIDEC PRODUCED MORE PRODUCTS AND BUILT MORE FACTORIES, NAGAMORI'S DREAM BECAME LARGER.

I WANT TO MAKE THIS COMPANY LARGER … BUT THIS MEANS SPENDING A LOT OF TIME AND HARD WORK.

I HAVE AN IDEA!! HOW ABOUT BUYING OTHER COMPANIES TO MAKE THEM PART OF US?!

THAT'S A GOOD IDEA - WE CAN HAVE A BROADER RANGE OF TECHNOLOGY QUICKLY.

THIS STRATEGY IS CALLED "M&A."

BUT WE CANNOT TAKE OVER OTHER COMPANIES JUST LIKE THIS.

WE SHOULD HAVE OTHERS GIVE US THEIR COMPANIES IN THE RED*, AND SUPPORT THEIR REBUILDING EFFORTS.

IN EXCHANGE, WE'LL GET WHATEVER MOTOR TECHNOLOGY THEY ARE GOOD IN!

* Companies that spend more money than they earn

I HAVE AN IDEA!! HOW ABOUT BUYING OTHER COMPANIES TO MAKE THEM PART OF US?!
NAGAMORI PURCHASED OTHER COMPANIES ONE BY ONE THROUGH M&A AND FOCUSED NIDEC’S TECHNOLOGY ON HIGH QUALITY.

AT THE SAME TIME, HE SUCCESSFULLY HELPED THE COMPANIES HE PURCHASED*1 MAKE PROFIT.*2

*1 Buying other companies
*2 For a company to earn more money than it spends

NIDEC’S BUSINESS EXPANSION SURPRISED OTHER BUSINESS MANAGERS.

HOW DID YOU DO IT? DID YOU DO IT BY FIRING LOW-LEVEL PERFORMERS THROUGH RESTRUCTURING*3?

*3 Reducing the number of employees to improve a company’s management

NO WAY! I NEVER FIRE ANYONE WHEN WE PURCHASE A COMPANY.

OUR COMPANY, SANKYO SEIKI MFG.*4, WILL BE PURCHASED BY NIDEC CORPORATION IN OCTOBER 2003.

*4 Current Nidec Sankyo Corporation

WILL OUR COMPANY BE OKAY?

ARE WE GOING TO GET FIRED, OR BE FORCED TO WORK LIKE HELL ...?

NAGAMORI’S METHOD TO TURN AROUND COMPANIES IS SIMPLER AND SOUNDER THAN FIRING PEOPLE.
PLEASE TAKE MY WORD, AND SUPPORT ME.

MR. SHIGENOBU NAGAMORI, PRESIDENT OF NIDEC CORPORATION, OUR NEW TOP ADVISOR.

... THAN JUST ONE PERSON MAKING 100 STEPS FORWARD.

LET’S BE UNITED, WORK HARD, AND TURN THIS COMPANY AROUND!!

WE DO NOT NEED ANY GENIUS. 100 PEOPLE TRYING TO MAKE ONE STEP FORWARD IS MORE IMPORTANT ...

I WILL RESTRUCTURE THIS COMPANY AT MY FULL RESPONSIBILITY.

3Q 6S

- Quality Worker
- Quality Company
- Quality Products

- Seiri (Keep things organized)
- Seiton (Keep things easily available)
- Seiketsu (Keep yourself clean)
- Seiso (Keep things clean)
- Saho (Keep good manners)
- Shitsuke (Keep good discipline)

THE “3Q6S POLICY” HAS BEEN NIDEC CORPORATION’S POLICY SINCE ITS BEGINNING. NAGAMORI MADE ALL COMPANIES HE PURCHASED FOLLOW IT.
CLEAN UP THE FACTORY - IT'S DIRTY!

CLEAN YOUR DESKS BEFORE YOU START WORK EVERY MORNING.

LET'S KEEP THE WORKPLACE CLEAN AND COMFORTABLE TO WORK IN!

GREET OTHERS WITH A LOUD VOICE!

TURN OFF THE LIGHT HERE DURING THE LUNCH BREAK.

YES!

DON'T WORRY ABOUT IT!! LET'S JUST SIT DOWN AND EAT TOGETHER!

SAY ANYTHING YOU WANT TO ABOUT YOUR WORK.

A...ARE YOU PAYING FOR OUR LUNCH?

* Spending less money for everyday things

AND THE COMPANY STARTED MAKING PROFIT WITHIN ONLY ONE YEAR.

THUS PEOPLE AT SANKYO SEIKI MFG. BECAME MOTIVATED AND ACTIVE AGAIN.

2004 ¥28.7b Deficit
2005 ¥17.7b Profit

UP

55

56
People can change if they change the way they think. Motivated people can do anything if they work hard.

It's not people's talents that matter.

They can make their dreams come true!

Wow, you've really made your dreams come true, and your motors are now basically everywhere.

That's right!

As well as home appliances such as air conditioners and microwaves, automobiles, and NIDEC motors are even used to rotate little glider propellers.

NIDEC's motors are used in mobile phones, game machines, DVD players, personal computers,
I WANT TO MAKE MOTORS LIKE THAT WHEN I GROW UP!! DO YOU THINK I CAN?!

IN THE WHOLE WORLD?! UNBELIEVABLE!!

OUR SMALL PRECISION MOTORS ARE USED MORE THAN ANY OTHER MOTORS IN THE WORLD.

OF COURSE!! IF YOU WORK TWICE AS HARD AS OTHERS, YOU WILL!!

AM I RIGHT?
I'M COMING!

MR. NAGAMORI! TIME FOR THE NEXT MEETING.

MOTHER

OKAY, READY FOR WORK AGAIN!!

HA, HA! DON'T WORRY.

GOOD LUCK WITH THE WORK, SIR.

NAGAMORI'S DREAMS WILL CONTINUE TO SHINE - MORE BRIGHTLY THAN EVER.