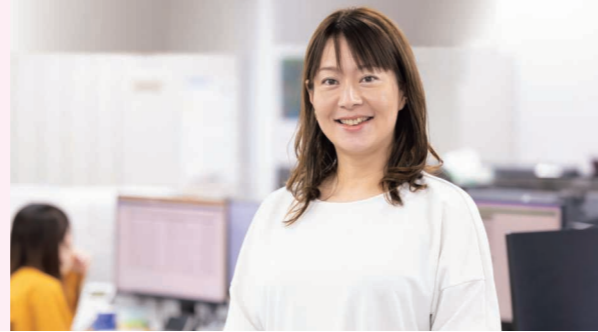


New strategy: Initiatives to realize DX —DX Promotion Department, Construction Division

*I want to increase the number of DX evangelists, even if just by one at each worksite.*

**Manager Hiromi Sugiki**  
Promotion Team, DX Promotion Department,  
Construction Division  
Haseko Corporation



**Current job responsibilities**

Right now I work in the DX Promotion Department of the Construction Division as Manager (equivalent to section manager) of the Promotion Team. This department was newly established in 2020 with the aim of “realizing DX,” one of the focused strategies in Plan NS, through the deployment and utilization of digital technology. Our objective is to improve productivity by (1) digitizing and centralizing information, (2) sharing accurate information in real time, (3) visualizing operations from the start of design to delivery, and (4) sharing information with external parties.

To hit our target of a 20% improvement in efficiency and productivity of worksite operations in the fiscal year ending March 31, 2025 by leveraging BIM, DX, and other digital tools, I am working to promote action in each area by personally visiting over 120 worksites in the Tokyo metropolitan area and raising awareness of our *BIM, DX, and Other Digital Tools Case Study Booklet*. In addition, I manage progress with the DX themes we are exploring within the department, and as leader of the working group for the introduction of cloud storage services, I am also involved in coordinating activities with people inside and outside the Construction Division and facilitating co-creation with vendors.

**Career until now**

I originally joined Haseko as a non-career-track worker for a specific post. Initially, I was assigned to the Construction Division’s Business Promotion Team (as it was then known), and as I communicated with all the worksites via e-mail and the telephone, mainly in connection with workplace expenses and various clerical tasks related to construction, I had a sense that there must be a more efficient way to centralize, communicate, and share information between the worksites and the head office. I also wasn’t really satisfied with the limited duties I was performing, so after a decade with the company, I decided to take advantage of the company’s job transfer system and level up to a career-track position. I gave the personnel manager at the time my resume and a document describing my ideas for the future. These documents summarized my past work experience, challenges I had encountered, and what I wanted to contribute to the company. Thankfully, they decided to give me the chance to show how well I could do. I spent the next



four years gaining practical experience in the Construction IT Promotion Department, and eventually I was put in charge of the operation and management of the approximately 1,000 company-supplied smartphones in the Construction Division, which led me to earn the MCPC Mobile System Technologies Certificate, a qualification administered by Japan’s Mobile Computing

Promotion Consortium. Every day, people were contacting me saying, “Something’s wrong with my smartphone,” or “How do I log in to this app?” So I started thinking, “If I’m going to do this, I should know more about smartphones than anyone else in the company,” so I studied for and obtained the certification.

Then, in 2021, a year after the DX Promotion Department had been established in 2020, I was unexpectedly promoted to Manager. And as well as becoming a Manager, I found myself working on the big mission of “DX promotion,” an area I knew little about. The pressure saw my confidence sagging day by day. I had no experience at worksites and no knowledge of construction. And I had only halfway decent knowledge of IT, so I was worrying all the time about what I could do. But then I recalled the ideas I had come up with when I applied for the job transfer, i.e., centralizing information for worksites and head office and improving ways of communicating and sharing information. I found myself re-invigorated, with a renewed desire to deliver progress in these areas. “I have to do this,” I thought. My attitude totally changed. Since then, in addition to building up my DX knowledge through my work, I have taken advantage of the Haseko Business College, which offers self-learning support programs, to develop my IT skills and also acquire business skills to improve my productivity. This has given me the opportunity to hone my skills on a daily basis.

**Future outlook**

DX promotion is often thought of as cutting-edge, trendy work involving digital technology, but in reality, it is steady, down-to-earth work that involves dealing with *people*, and things tend not to go according to plan. DX is about more than just digitization. In a nutshell, it means using digital technology to transform the ways in which we work. And changing people’s work habits and methods is incredibly difficult. However, through my experiences until now, the way I work has changed completely. Basically, it is important to regard oneself as a player not a spectator, and to have the mindset of “let’s change things.” This mindset has already been established at worksites. This is because condominium construction is a very time-consuming and labor-intensive task, and since long before the term “DX” was coined, the Construction Division has had a long tradition of being able to make improvements in order to work more efficiently.

And we do not focus only on our own DX targets. In Haseko Group, the Architecture & Engineering, Construction, and Technological Promotion divisions as well cooperating companies work together as a “quaternity” (four-part team effort) to improve quality, and DX is also being pursued by this quaternity. As part of that, I really want to increase the number of evangelists who promote DX, even if just by one, and to contribute to bringing about a 20% improvement in productivity and the achievement of the Plan NS targets through the collective strength of our quaternity, which no other company can imitate.

New strategy: Initiatives to realize DX —FIT Development Department, Value, Technology and Innovation Division, Haseko Anesis Corporation

*Working within a climate of undaunted fearlessness of failure, I am dedicated to doing what I need to do and accumulating quick wins.*

**Manager Rena Tobaru**  
FIT\* Development Department, Value,  
Technology and Innovation Division  
Haseko Anesis Corporation  
\*Future Innovation Transformation



*I am endeavoring to re-examine our existing services and operations with a healthy sense of skepticism, to see if I can find more areas for improvement.*

**Akira Onodera**  
FIT Development Department, Value,  
Technology and Innovation Division  
Haseko Anesis Corporation

The Value, Technology and Innovation Division of Haseko Anesis Corporation is the department that drives the Haseko Group’s growth strategy with the aim of realizing DX, one of the focused strategies in Plan NS, through the proactive utilization of advanced tech such as data/digital technology, AI, and IoT to transform existing operations and create/verify new business models.

The FIT Development Department, to which we belong, comprises a cross-section of mid-career and young employees from various Group companies, and develops new businesses with an emphasis on customer value based on needs, rather than on technology or seeds.

**Tobaru:** Besides new business development, another of my key roles is running the “DX Academy.” In FY2023, I planned and administered the third round of the DX Academy as the leader of the secretariat. It targeted the general manager who lead organizations, and was designed to accelerate DX initiatives within each company and division to produce measurable outcomes. Specifically, unlike the courses in the first and second rounds, which saw participants learn about IT/ICT



elemental technologies, the curriculum focused on methods of evaluating DX ideas and the role that management personnel should play in order to drive DX initiatives across their organizations. During the practical exercises, in addition to being asked to come up with ideas for utilizing DX technology to resolve issues in their own divisions, the participants had to produce detailed information on the probable impact on revenue of their ideas, their rationale, the degree of difficulty in putting the ideas into practice, and challenges with implementation. This resulted in various ideas related to workflow, customer management, visualization of sales knowledge, and so on being put forward. The Value, Technology and Innovation Division and the Group DX Promotion Committee will now be analyzing these ideas, carefully assessing their feasibility, and ranking them in order of priority. While I am aware of my heavy responsibility of working out how to elevate these ideas, I am pleased that the third round of DX Academy ended with a reasonable outcome, including the various ideas from the approximately 700 participants. This gave me an immense feeling of satisfaction and accomplishment.

The Value, Technology and Innovation Division is a very motivating environment to work in, with fearlessness of failure as part of its culture and a wide range of tasks, from planning to execution, being left to the discretion of individuals. It is a department in which even failure is regarded as an asset for the future. Looking ahead, I intend to remain undaunted, and continue doing what I can do and what I need to do and accumulating quick wins (small successes), which are vital for value creation and DX.

**Onodera:** Right now, most of my work relates to LIM (Living Information Modeling), a concept based on the utilization of “living information” collected from sensors installed in buildings. I moved to the FIT Development Department in April 2023 through the company’s open recruitment system. Until then, I had been engaged in consulting services for facility management and extensive refurbishments in the Technical Division of Haseko Community Inc., which handles the Haseko Group’s condominium management businesses. One of the policies declared in Plan NS is “fundamental innovation of existing business productivity,” and I found myself personally becoming more conscious of the importance of this. It also led to me wanting to play an active role in bringing DX to my company’s management business, and I kept putting forward ideas for business improvement and transformation. Fortunately, I was chosen as one of the 80 people from each Group company for the second round of the DX Academy. I focused on the development of new services and technologies through the application of cutting-edge technologies, and presented a proposal to senior management that could be applied in a wide range of areas, including new construction, management, and renovation. I became more and more interested in applying what I had learned to future businesses for the Group, so I used the open recruitment system to apply for a DX opening and was lucky enough to be accepted.

I am acutely aware that I still lack the skills required in my work, so I strive to learn from others in the field, both inside and outside the company. In addition, I try to re-examine, with a healthy sense of skepticism, our past operations and the services provided by other related departments, and ask myself whether further improvements could be made.

To be honest, I feel a little anxious as I have only just been transferred, but the fact that *the Haseko Group’s services and technologies lead to safe, secure, and comfortable living environments* gives me motivation and job satisfaction, and this is what keeps me going.

The Value, Technology and Innovation Division aims to provide new value to the people who live in our condominiums by testing and verifying various solutions. And since we are a diverse group of people, I feel that our efforts to communicate within the division are generating synergies and spurring the creation of new services. I myself am determined to further sharpen my skills and do my best to develop the ability to make a significant contribution in this regard.

