Because during my school years and my working life until today I have had little direct involvement in the realm of technology, I hesitated to accept the request to write a foreword for the Koyo Engineering Journal. However, because at the same time I thought this would be a good chance to help "career engineers" understand that matters can be seen from another angle, I decided to accept.

In recent years China, India, and many countries of Eastern Europe and South America have achieved amazing economic progress, and in Japan concerns are often expressed that this is leading to a "hollowing-out" of domestic manufacturing industries as production is shifted abroad. There are many who advocate that technology is the only means of offsetting this trend and that we must strengthen the technological base of Japan. How should Koyo Seiko as a manufacturing company respond to this situation? From the viewpoint of one who has served the company for many years mainly in the field of financial management, I would like to make the requests below, which are based on my expectations for young engineers and things I have felt recently.

I recently heard a certain professor state the following: "Until around the age of 40, I concentrated on writing theses and was proud to have produced a great number of them. However, at a certain point I realized that my writings were nothing more than theoretical ponderings of little practical value to society. At that point, I changed my focus and began engaging in research with the aim of contributing to society." These comments caused me to think deeply. When people are young, they often become consumed by a certain goal or aim and pursue that with single-minded determination. Such people in many cases encourage themselves with phrases such as "don't be afraid of criticism," but in reality such actions often turns out to be exclusive, self-convincing and self-satisfaction.

Applying the above professor's comments to the realm of manufacturing, we should ask ourselves, "Is what we produce contributing to society?" and "Are we obtaining the satisfaction of customers through the provision of technology with originality and based on future needs?" There are many approaches to product development and manufacturing, of course, but my belief is that the proper approach includes the following.

1. Humbly strive to absorb and understand related knowledge and to achieve excellence in one's field through continual advanced study.
2. Discard dogmatism and grasp social trends, and work with strengthened sensitivity and efficient ingenuity to create products that anticipate future needs.
3. Maintain a strict code of conduct and an indomitable spirit.

Please keep in mind that from ancient times it is often true that things created from a wholehearted effort have left their mark on history. The approach described above represents the concept of manufacturing products with such a wholehearted effort, which I believe is the key to preventing the hollowing-out of industries in Japan and will enable Koyo Seiko to be a manufacturing company with a solid technological base. I hope that young engineers and all other employees in our company will maintain this attitude.