

10 Years since the Great East Japan Earthquake
—Beyond reconstruction—

新しい東北



復興庁

Reconstruction Agency

Case Studies of Business Recovery

in Iwate, Miyagi and Fukushima

2020 - 2021



なりわいをむすぶ

復興庁 企業連携推進室

Published in February 2021

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Building your own brand / new business

01

A chicken company continuing challenge

A model of sustainable company

A What kind of company?

Biomass energy project utilizing chicken droppings

B Moment of recurrence

Attracting new human resources through changing work style

C Current status / prospect

Sales are satisfactory despite COVID-19 pandemic, opening the door to new opportunities.



President and CEO
Yasuo Jumonji

Lessons from the earthquake

We are not afraid to change.

I think that it was really fortunate that there was almost no damage to our employee and the company's buildings by the earthquake. After the disaster, the local government helped us very much by exempting us from fees for the quarantine inspection of chicken meat or giving advice for recovery. Our company sets a slogan every year. In 2020, when we celebrated the 70th anniversary of inauguration of the company, the slogan was "Even after 70 years, we can still change!" We will continue going forward, keeping balance between environment, growth and the customers' satisfaction.

[SDGs] Towards 2030

Goal to aim for

7

AFFORDABLE AND
CLEAN ENERGY

8

DECENT WORK AND
ECONOMIC GROWTH

Jumonji Chicken Company Co., Ltd.

Industry Agriculture / food manufacturing / electricity

Representative Yasuo Jumonji [President and CEO]

Address 25 Higiyozuka, Ishikiridokoro, Ninohe City,
Iwate Prefecture

TEL. +81(0)195-23-3377

FAX. +81(0)195-22-4366

Established April 7, 1975

Capital 100 million yen

Sales 46,264 million yen (2019)
44,266 million yen (2018)

employee 1,728 people

HP <http://www.chicken.co.jp/>

A Biomass energy project utilizing chicken droppings

Founded in 1950, Jumonji Chicken Company Co., Ltd. developed its business focusing on production and sales of chicken meat products. Ninohe City, Iwate Prefecture, where the head office of the company is located, has favorable conditions; there is abundant land where poultry houses can be built, near from the feed complex in Hachinohe City, Aomori Prefecture, and there is supply route using the Tohoku Expressway. The company's latest sales was 46.4 billion yen, supporting the local economy of northern part of Iwate Prefecture.

Although the company's employees and buildings such as the poultry houses suffered no damage by the Great East Japan Earthquake, supply of the feed for chickens stopped, killing 3.6 million chickens equivalent to one month's production. Fortunately, the feed supply was restored smoothly and normal operations resumed after June 2011. After that, there was no confusion in the market and sales steadily recovered.

The company produces 50 million chickens annually. Disposal of chicken droppings has always been a big problem for the company. Originally, the company disposed of them as industrial waste at a high cost, but Mr. Yasuo Jumonji, CEO of the company, tried to find the way of utilizing the waste from the viewpoint of environmental protection, and in July 2012, the company launched a biomass electricity generation project utilizing chicken droppings. After negotiations with the local government, with reference to successful example in the

Kyushu region, operations started in November 4, 2016 (photo at the upper right: biomass power station). Mr. Jumonji's initiative has proven to be more cost-efficient way of processing chicken droppings.

B Attracting new human resources through changing work style

The company is planning to expand its main factory in Kuji (photo: lower right). The number of chickens processed for meat was 68,000 a day, but it is expected to increase to 120,000 a day. They are also building a new poultry farm and chicken houses because the number of chickens will dramatically increase. The company will continue to expand its business by strategically balancing the scale of its factory with chicken production.

As their business grows, shortage of human resources becomes a serious issue. Therefore, Mr. Jumonji started to review working environment not only for new employees but also for existing workers in order that they all can stay and work for the company for long time. They are promoting work style reform by reducing workdays per year. The number of workdays per year has reduced from 280 10 years ago down to 267 in this fiscal year. The company also focuses on providing flexibility for working mother employees and tries to create a working environment where as many as 1,700 employees can work more effectively, reviewing employees' treatment such as salary and other benefits.

C Sales are satisfactory despite COVID-19 pandemic, opening the door to new opportunities

Based on the Corporate Social Responsibility (CSR), Mr. Jumonji is considering launching environment initiatives. The company is looking for ways to reduce energy consumption because it uses a large amount of energy in the chicken breeding and meat processing.

Furthermore, they are boldly challenging a new business. The company established a new company in April 2018, together with Maruzen Foods Co., and started soup production. At that time, COVID-19 pandemic began, and because of that, sales channels for the catering industry don't expand. Currently, they are developing a new, high-end products using brand-name chicken, in order to improve the value of their products. They are considering starting online sales as well.

On the other hand, the pandemic does not only have negative effect on the company. Because many people stay home a lot due to the pandemic and it increased the sales of chicken meat at mass retailers, the price of chicken meat is also increasing on the market.

"I'm worried because I can't see the future trends in the world. But we have thousands of employees in our factories, so we will continue to expand the production scale while paying close attention to avoiding outbreak of infection cluster. Despite the pandemic, we will strive to maintain employment and contribute to the local economy."





Building your own brand / new business

02

“customers’ smile” is the President’s creed Surviving the times with a policy of “Selection and Concentration”

- | | |
|------------------------------------|--|
| A What kind of company? | A long-established company that has evolved with constant innovation |
| B Moment of recurrence | Expanding sales channels, changeless creed |
| C Current status / prospect | “Selection and Concentration” to solve management challenges |



President and CEO
Tsugihiko Shu

Lessons from the earthquake

Company that loves the community and is loved by the community

We continue kamaboko making experience workshops and factory visit for the purpose of mingling with the local community. By seeing children enthusiastically listen to the explanations about fish-eating culture and reading their letters of gratitude afterwards, I strongly feel that we should aim to create a company that loves the community and is loved by the community.

[SDGs] Towards 2030

Goal to aim for

2

ZERO
HUNGER



14

LIFE
BELOW WATER



Matsushima Kamaboko Honpo Co., Ltd.

Industry Manufacturing / retail / wholesale
Representative Nobuo Suda [Chairman and Representative Director]
 Tsugihiko Shu [President and CEO]
Address 120 in Matsushima character town, Matsushima town, Miyagi district, Miyagi prefecture

Established 1934
Capital private
Sales 540 million yen (2020 Forecast)
 651 million yen (2019)
employee 84 people
HP <http://www.matsukama.jp/>
TEL. +81(0)22-369-3329
FAX. +81(0)22-353-3530

A A long-established company that has evolved with constant innovation

Suda Shoten, the predecessor of the present Matsushima Kamaboko Honpo Co., Ltd., was founded in 1934. Since then, the long-established company has produced fish-paste (nerimono) products in Miyagi Prefecture. Currently, Matsushima Kamaboko Honpo operates its own stores, restaurants, cafes and mail-order businesses, and the company expects sales of 500 million yen in the current fiscal year in spite of severe business environment brought from COVID-19.

At the time of the Great East Japan Earthquake, the company's factory was severely damaged by the tsunami. With quick management decisions and employees' efforts, production resumed only after three months, but due to the factory's aging infrastructure and worsening land subsidence, they decided to construct a new factory. Having difficulties in selecting the site for the new factory, they got to know the plan of developing a new industrial park in Tagajo City. The location of the industrial park is perfect because it is easily accessible to their main supply hubs of Matsushima, Sendai Station, and Sendai Airport. They decided to build a new factory in the industrial park in Tagajo City.

According to the company, the sales was surprisingly satisfactory in the next year of the earthquake thanks to the support mood coming from all over the country. Three years after the disaster, support mood began to settle down and the sales declined. After the completion of the new factory, it became necessary for the company to strengthen their strategic measures for recovering sales. Their steady efforts, such as developing new products and new sales

channels, returning to the on-site sales at post office, increasing sales at the newly built factory, etc. proved successful, and in 2018 the sales exceeded pre-earthquake level.

B Expanding sales channels, changeless creed

Since the earthquake, the company's sales have expanded by developing new products and new sales channels. Before the earthquake, products were mainly sold directly by the company, and they started sales at the local hotels and others and also started to sell their products for catering. Tohoku Co-op adopted fried kamaboko product using tofu called "Muu". "We sell our products to distributors who really understand the value of our products, rather than expanding the market excessively," said Mr. Shu, CEO of Matsushima Kamaboko Honpo. According to him, the company will focus on increasing the number of customers who can directly receive consumers' feedback, for example, through wholesaling products to restaurants, etc.

Also, the company started new attempts which became popular: factory visit and hand-making experience of kamaboko fish-paste. "The experience we offer also serves to educate our customers about foods they eat. I would like to increase opportunity of kamaboko making experience for our customers so that they can enjoy it even more. Our company's vision remains stable: smiles of customers are important."

C "Selection and Concentration" to solve management challenges

The company's sales have drastically dropped in the past 2 years due to typhoon disaster, a consumption tax hike and COVID-19 pandemic. Almost 10 years have passed since the earthquake. There are many management challenges such as increase of costs for replacing production equipment, improving productivity through work style reform and others.

Therefore, the company started "Matsushima Business Reform" in FY2019 with the purpose of "selection and concentration" of business. Structural reforms, such as withdrawal from restaurant business which was on a downward trend in sales and sale of assets, were carried out, and consequently, reduction of fixed costs was realized and the company obtained new funds through sales. The company is planning to invest in food material production for catering purposes and in the expansion of the kamaboko making workshop. The company is also working on starting frozen products range and strengthening online sales.

"At the time of the earthquake, we had to start from a very weak position, but we were able to predict the future and set a goal to some extent. But now, with the COVID-19 outbreak, the situation is totally unpredictable. We believe that we should be keen to "select" our business and "concentrate" our management assets accordingly, and we will improve both productivity and profitability so that we can flexibly respond to the market changes after the COVID-19 disaster," said Mr. Shu, assessing the current position of the company.

Despite the difficulties posed to management, the company actively continues recruitment activities. It is expected that the company will create more local employment opportunities.





Unique products and services

03

Taking an advantage of strength without being discouraged, we challenge to revitalize local economy through developing new dairy products

A What kind of company?

Fatal reputational damage after the earthquake

B Moment of recurrence

Pursuit of quality and taste, development of high-end products

C Current status / prospect

Developing new products in collaboration with local companies

Representative Director
Hiroyasu Sakuma

Lessons from the earthquake

Heart-felt support from others will help

To get orders, we have received a help from various manufacturers and channels including online sales of Zen-Noh. After that, we went around to the temporary housing for evacuees and handed out yogurts one by one, hoping to maintain the physical and mental health of them. Some people told us heart-felt supportive comments, those were very encouraging. We also wish to support people in the affected area including Fukushima prefecture through our dairy products.

[SDGs] Towards 2030

Goal to aim for



Tohoku Kyodo Milk Industry Co., Ltd.

Industry	Food manufacturing industry
Representative	Hiroyasu Sakuma[Representative Director]
Address	14 Arai Shimohara, Motomiya City, Fukushima Prefecture
TEL.	+81(0)120-663175
FAX.	+81(0)243-36-2746

Established	December 13, 1966
Capital	90 million yen
Sales	4,400 million yen(2020 forecast) 4,300 million yen(2019)
employee	84 people
HP	http://www.tk-holstein.com/

A Fatal reputational damage after the earthquake

Tohoku Kyodo Milk Industry Co., Ltd., as the name states, manufactures and sells dairy products. Since its establishment in 1966, it has been supplying wholesome milk and dairy products, contributing to the local community. However, due to the impact of the Great East Japan Earthquake, sales of milk, their main product, has dropped sharply due to a series of false rumors. Hiroyasu Sakuma, CEO, reflects back on those days.

“Despite using a precise inspection such as a germanium semiconductor radiation measurement to prove our products have no problem with radiation levels, I still had a difficult time convincing our wholesale buyers and consumers that our product was safe for consumption.”

They are now starting to restore customer faith in their products. However, despite this fact, milk production still remains at 40% of the levels prior to the earthquake. Due to this dip in sales, the company was forced to adapt a new business model.

B Pursuit of quality and taste, development of high-end products

Before the earthquake, the company produced low-priced, low-end products in

volume. However, after the earthquake, consumer demand changed. Therefore, they decided to reduce the cost of conventional products as much as possible and to allocate management resources to value-added products jointly developed with Tokyo University. From this, “11 / 19-B1 Lactic Acid Bacteria Yogurt” was created in 2014. It is a product with superior health benefits found in the lactic acid bacterium “11 / 19-B1 strain” with high innate immune activation discovered by Professor Sekimizu Kazuhisa of Tokyo University. In addition, they don’t compromise taste, using abundantly available raw milk, which resulted in its rich taste.

“Generally, our product sold only in Fukushima because we want to sell directly, not using a mass retailer, to make this a regional product exclusively. Due to this, our sales did not grow at first. We began to make efforts to spread its product reputation via tastings and events.”

The product became very popular among the customers who tasted it, saying that it tastes good while also making them feel better as well. This product has become the company’s main product with annual sales of 1.2 million units. After that, “11 / 19-B1 Lactic Acid Bacteria Yogurt’s” product line expanded to 8 different items. Online sales began to expand as well. This development of high-end products aiming to pursue quality and taste, brings a hope to the company surviving in difficult situation.

C Developing new products in collaboration with local companies

The company is also currently focusing on collaborative products with local companies. It has jointly developed “Amazake Yogurt” with Horaiya Co. Ltd., a local company that makes “amazake” (sweet sake), and “Aizu Yama Shio Vanilla Pudding” with the Aizu Salt Business Association, and all of them are sold including mass retailers and are very popular. Sales has recovered to 86% of the levels prior to the earthquake for these years with the help of these new hot-selling products.

On the other hand, the influence of the COVID-19 pandemic cannot be ignored. Sales of raw milk, the raw material for canned coffee, are sluggish due to restrictions on going out and remote work.

“Dairy product sales at mass retailers are very good. For our business to stay afloat, we shouldn’t stick to traditional methods and identify sales channels” says Mr. Sakuma. “11 / 19-B1 Lactic Acid Bacteria yogurt” utilizes the slogan, lactic acid bacterium grows strength.” It can be said that the advantage of Tohoku Kyodo Milk Industry Co. Ltd. is the dedication to developing new products without being discouraged by rumors. Expectations are high for the company that supports the health of Tohoku in the future.





Foreign-affiliated companies

04

Bringing the eye-opening new wave to the future of medical care from “Tohoku” as advanced region in facing challenges in health care issues

A What kind of company?

Bringing a health-technology solution from Tohoku to the world

B Moment of recurrence

"Revitalization" is a key word for cooperative work

C Current status / prospect

Creating new business models and implementing them in the society

[SDGs]Towards 2030

Goal to aim for



Strategic Pursuits & Management
Ryo Akasaka

Philips Japan Co., Ltd.

Industry	Providing a series of healthcare solutions and health informatics from health, prevention, diagnosis, treatment, and home care
Representative	Hiroyuki Tsutsumi[Representative director]
Address	3-6-1 Kokubuncho, Aoba-ku, Sendai City, Miyagi Prefecture Sendai Park Building 3rd floor
TEL.	+81(0)3-3740-5896

A Bringing a health-technology solution from Tohoku to the world

An ultra-modern building stands in the center of Sendai City, right next to Sendai City Hall.

This is Phillips Co-Creation Center (CCC) which introduces the latest health technology solutions to the world directly from the Tohoku region.

The head office of Philips is located in Amsterdam, Netherlands. The company is a global company leading the industry in the

field of health care products and medical care-related apparatus. “Co-” means “together” in English, and CCC was established with the aim of creating innovation through the collaboration with a variety of partners, regardless of type of industry or its position, etc.

“We concluded a comprehensive cooperation agreement with Tohoku University two years ago and have been cooperating together in the field of medicine, science and engineering. CCC established its satellite office in Tohoku University so that we can discover issues and needs through daily discussions. Our goal is to create health technology innovations to solve global health issues from here, Sendai,” say Mr. Ryo Akasaka, Director of CCC and Mr. Eiji Sasaki, manager of strategy division. They, as a secretariat, also lead health care related projects from public proposals which is difficult to carry out only by local governments. As its name speaks for itself, CCC has been carrying out seminars for personnel training in addition to discovering, sharing and disseminating newly arising needs in medical field by recruiting cooperation from various partners within and outside the company. In FY2019, 63 companies and 143 individuals participated in CCC’s project which gave 19 new business innovations.

B “Revitalization” is a key word for cooperative work

Mr. Akasaka comes from Ishinomaki, Miyagi Prefecture. He has dreamt of working back in Sendai.

“The key word for both cooperative work with the city of Sendai and collaboration with Tohoku University was ‘Revitalization’. Our relationship deepened after working hand in hand, walking towards the same direction in harmony. We all keep our hope in our hearts

to progress forward”.

Mr. Akasaka also says about the strengths of Tohoku when it comes to starting a new business. The main role of CCC is to discover business needs, create models, and implement them in the society. In doing so, it is necessary to go through a process of creating new businesses by identifying the medical needs and issues in today’s Japan facing issues of aging society. Establishing the CCC in Tohoku was needed.

“There is no doubt that Tohoku has so many issues related to health care. Japan’s population is rapidly aging, Tohoku’s population is aging even faster. This makes Tohoku a unique region where we can preemptively target health care challenges that Japan as a whole and other parts of world face in the near future.”

That CCC is in Tohoku, the advanced area in facing challenges in health care issues enables them to maintain close communications with medical organizations, companies and researchers and also to make practical approach to them, say both Mr. Akasaka and Mr. Sasaki.

C Creating new business models and implementing them in the society

There are three segments in CCC’s business practice: Consumer products, large sized medical devices, and connected care (IT health care system such as image reporting). It is essential to maintain networking with core and large hospitals in order to creating

new businesses in the above three fields. As the number of hospitals are decreasing, it is also necessary to accelerate the telemedicine services through cooperation between hospitals and DX (Digital transformation). The aim of Philips is not only to sell medical equipment and devices, but also creating solutions that meet customers’ needs. “We are currently trying to make efficient entire health care issues in a wide range including preventive medicine. Our goal is to establish a business model which encompasses the entire health care system while maximizing our company’s original strength”.

Currently there are clinical specialists and data scientists among CCC’s staff. CCC has the ability to successfully launch new businesses by utilizing company’s resources in “the right person in the right place” basis through cooperating with Japan’s main office in Tokyo and the global headquarters. CCC has all the skills and know-how related to clinical practices, health care and preventive medicine and R&D ability in health technology.

“We are always trying to offer something that gives an impact to current health care issues in our society. Please hold us to your highest expectations,” said Akasaka and Sasaki, with their faces filled with passion.





Foreign-affiliated companies

Q5

Crossover: traditional city meets digital technology Innovation focusing on the people of Aizuwakamatsu

- | | |
|------------------------------------|--|
| A What kind of company? | Transforming Aizuwakamatsu City, Fukushima into a city of the future |
| B Moment of recurrence | Aizuwakamatsu becomes Smart City, establishing a successful model |
| C Current status / prospect | Solving digital divide, into the era of local cities as main player |

[SDGs]Towards 2030

Goal to aim for

9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE16 PEACE, JUSTICE
AND STRONG INSTITUTIONSCenter joint supervision
Shojiro NakamuraAccenture Innovation Center
Fukushima

Industry	Consulting business
Representative	Eiichi Aikawa[Center management] Shojiro Nakamura[Center joint management]
Address	1-77 Higashisakaemachi, Aizuwakamatsu City, Fukushima Prefecture Aizuwakamatsu City ICT Office Building (Smart City AiCT)
TEL.	+81(0)242-27-5713

A Transforming Aizuwakamatsu City, Fukushima into a city of the future

Aizuwakamatsu City, Fukushima Prefecture is a pioneer city in Japan which promotes Smart City development. Accenture plc, a

multinational general consulting company, set up its base "Accenture Innovation Center Fukushima" in Aizuwakamatsu immediately after the Great East Japan Earthquake, and has been promoting this initiative in collaboration with local companies and government. Accenture positions Aizuwakamatsu, one of the main cities of Fukushima Prefecture, with a population of

approx. 120,000, positioned as a model city for showcasing regional revitalization utilizing digital technology.

"Aizuwakamatsu City has been drawing attention from national and other local governments as a model for local revitalization utilizing digital technologies. In addition to the City government, major organizations and industries such as

Aizuwakamatsu City Council, University of Aizu, Aizu Medical Association, Chamber of Commerce, and the Aizu Tourism Association are collaborating to promote digitalization of the city, and this initiative gains recognition and participation of citizens of Aizuwakamatsu, and the city has great potential as a demonstration field,” says Shojiro Nakamura, Co-Managing Director of the Accenture Innovation Center Fukushima.

Aizuwakamatsu has flourished as a castle city of the Aizu clan since the Edo era, having many historical sites attracting tourists, and the city is currently attracting attention also due to creating new industries and local human resources development utilizing ICT.

B Aizuwakamatsu becomes Smart City, establishing a successful model

Smart City initiative creates new cities with a focus on convenience for its citizens by utilizing ICT and other advanced technologies. Recently, many cities and municipalities throughout Japan are promoting Smart City initiative, and most projects focus on singular, specific area such as energy, health care or transportation, etc. But in Aizuwakamatsu, the city government, universities, chamber of commerce and industry, the local companies, etc. are collaborating to develop social infrastructure encompassing various sectors.

“At the core of the city’s digitalization is neither companies nor local government, but citizens of Aizuwakamatsu. We pursue all endeavours in this initiative with a

focus on bringing convenience to its end-users, citizens. We then go forth collecting necessary data for the purposes of improving our services only after receiving explicit consent from citizens, and we implement services based on our three-party rule that : it should be beneficial for all three parties: the citizen, the local community and participating companies.”

Accenture established its base in Aizuwakamatsu right after the disaster. At the beginning, their focus was reconstruction support, but after that, the company has shifted their focus to promoting city development utilizing state-of-the-art technologies such as AI, Big Data and IoT with the aim of creating a citizen-centric, next generation’s society, together with the local government, companies and organizations which have advanced technologies and ideas. Accenture has positioned Aizuwakamatsu as a model city and faced common challenges of local cities across the country. Accenture is promoting expansion of the model demonstrated in Aizuwakamatsu to the whole country, contributing to regional revitalization.

C Solving digital divide, into the era of local cities as main player

Digital divide becomes an issue in the Smart City project which promotes digitalization in the whole region. Digital divide refers to the difference in social wealth and opportunities that arise between those who can and

cannot incorporate IT technologies to benefit their everyday life.

“Actually, the digital divide issue exists only in Japan. Digitalization means measures to assist elderly citizens. For example, IT technology enables the bedbound elderly citizens to vote remotely. Also, IT technologies may shorten the time you have to wait in the hospital or check on your smartphone the progress of doctor’s examinations with patients. Aizuwakamatsu City actively organizes workshops for elderly citizens in order to minimize the digital divide between the elderly people and others and to attain a certain level of smartphone or tablet computer literacy.”

It is necessary to focus on overcoming the digital divide, with the understanding that elderly people and local residents can enjoy the benefits of the digitalization. Solving the digital divide issue contributes to decentralization, therefore, it is also expected that the difference between cities and rural areas will disappear in Japan in the near future.

“Centralization of people, resources, and production chains in cities was the driving force of economy so far. However, the Great East Japan Earthquake and the Covid-19 pandemic promote decentralization. Industries which decentralized their operation have more possibility for growth and improvement in productivity. From now on, not Tokyo but provincial areas will be the driving force of economical and industrial growth and development,” says Nakamura.





Foreign-affiliated companies

06

Bringing innovation to an orthopedic surgery Contributes to our ever-growing aging society

A What kind of company?

To become a company beloved for generations to come

B Moment of recurrence

Resumption from the earthquake disaster, establishment of joint venture with a company of Thailand

C Current status / prospect

New Products extending Healthy Life Years

[SDGs] Towards 2030

Goal to aim for



Representative Director
Hidetoshi Nakajima

PURERON JAPAN Co., Ltd. (PiXRON Japan Co., Ltd.)

Industry	Manufacturing industry
Representative	Hidetoshi Nakajima [Representative Director]
Address	145-1 Yomogida, Uchigotakasakamachi, Iwaki City, Fukushima Prefecture
TEL.	+81(0)246-38-7146

A To become a company beloved for generations to come

In recent years in the field of orthopedic surgery, computer assisted surgery using 3D imaging such as CT, MRI, or cone beam CT (CBCT) has become the new standard.

Taking it as a tailwind, PURERON JAPAN Co., Ltd. located in Iwaki City, Fukushima Pref. has been inventing and supplying Portable OI-vision as well as Portable CT. It was more than 20 years ago, when (Dr.) Mr. Hidetoshi Nakajima, CEO of PURERON JAPAN Co. Ltd., found the region of Tohoku as an ideal home for his company.

“As I experienced the economic bubble

burst, I instinctively knew keeping our factory in metropolitan areas was not a wise idea. Reasonably priced real estate and cost of living in Tohoku provided an ideal circumstance. Especially, Iwaki City was provided fascinating opportunities because of its warmer climate within the Tohoku region, and being a transportation hub for major cities within the region.”

Many companies were relocating their factories to provincial cities after the great economic bubble burst of the 1990s. This movement led to the creation of more job opportunities in local cities that did not exist before. PURERON JAPAN Co. Ltd. was one of them.

"It is essential for local employees to stay in our company for the long term in order to become a truly local company. Many people can spend quality time with their families while working if they work close to their homes. It also creates future employment opportunities for the next generation. The people of Tohoku are an excellent workforce. Our employees are one of our competitiveness."

B Resumption from the earthquake disaster, establishment of joint venture with a company of Thailand

After the Great East Japan earthquake of 2011, the company had overwhelming support from their local employees. Despite a majority of companies in the industrial district being unable to restart operations after the earthquake, PURERON JAPAN Co. Ltd. managed to restart operations in just 12 days after the disaster thanks to their employees.

"Our company was able to recover to our current state thanks to the unity, cooperation, trust and a sense of mission of our employees for overcoming the historic disaster. Immediately after the disaster,

our employees evacuated to Hokkaido and the suburbs of Tokyo. We delivered rice, food, gasoline, as well as homemade water filters to ensure safe drinking water for each employee and their households. We exist as we are now thanks to the great support from our employees."

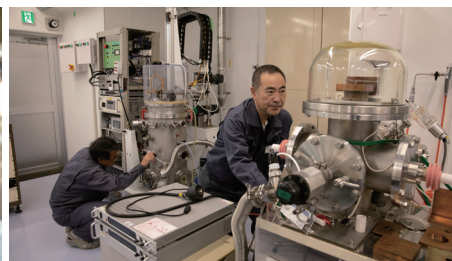
PURERON JAPAN joined the exhibition of industrial machinery in Thailand in 2018 as a member of Fukushima prefectural booth for recovery for the Great East Japan earthquake, and Fukushima local government recommended to collaborate with a Thai company. PiXRON Japan Co., Ltd. is established in 18 Oct. 2018, as a joint venture with a medical equipment manufacturer, PiXATEC Co. Ltd. PiXRON is aiming to develop new equipment through combining the cold cathode X-ray tube originally developed by PURERON JAPAN Co. Ltd. and the cone beam CT developed by PiXATEC Co. Ltd.

C New Products extending Healthy Life Years

As our country's population gets older, the importance of healthy life years into our older ages has been emphasized more than ever, increasing the need/demand for orthopedic surgery.

"Older adults suffer fractures due to osteoporosis, compression fractures of the spine, proximal femur fractures, and fractures around wrist joints, leading to a reduction in their everyday activities and mobility. Bone density tests and low-level

radiation imaging have become necessary for early diagnosis and prompt treatments." By using reconstruction subsidies, PURERON JAPAN Co. Ltd. is currently in the process of inventing the compact portable, CT which weighs approximately 200kg as compared to the typical CT scanner which usually weights from 500kg to upwards of 2t. The advantage of a lightweight portable CT is that it allows healthcare professionals to perform scanning by the patient's bedside and it makes maneuvering the lightweight device easier for less physically capable individuals as well. The company is ready to release more of their innovations to the world as the company expands in the Tohoku region in addition to their secondary location in Iwaki. The company has expanded to open their third and fourth affiliate factories as well. Based in the Tohoku region, the company is succeeding in maintain a lean operational cost while expanding productivity of its factories. As a company which contributes to our ever-growing aging society, their future is brighter than ever.



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