

95年  
YEARS  
GC  CORPORATION





## Imprint

95 years GC Corporation  
Copyright © 2016 GC Corporation, Tokyo

All Rights Reserved.

This book including all of its parts is protected by copyright. Any use that is not expressly allowed by copyright laws requires prior authorization by the publishers. No part of this book may be reproduced, scanned, or distributed in any printed or electronic form without permission.

Publishers: GC International Corporation and Makoto NAKAO, Chairman of GC Corporation, President and CEO of GC International AG

Translation: GC Corporation, Apostroph Luzern AG

Graphic Design: Rocket – Powerful Advertising, [www.rocket.ch](http://www.rocket.ch)

Copy editor: Rocket – Powerful Advertising, [www.rocket.ch](http://www.rocket.ch)

Printing: Dai Nippon Printing Co., Ltd., Tokyo, [www.dnp.co.jp](http://www.dnp.co.jp)

Contact: GC Corporation, 3-2-14 Hongo, Bunkyo-ku, Tokyo 113-0033 Japan, Tel: +81 3 3815-1815

GC International AG, Pilatusstrasse 39, 6003 Luzern Switzerland, Tel: +41 41 203-2729

この本の内容すべては著作権で保護されています。著作権法により、内容の利用は編集責任者による事前承認が必要です。許可なく本書の一部または全部を、転載、スキャン、印刷物または電子形式で配布することを禁じます。

発行者：中尾真 株式会社ジーシーインターナショナル

翻訳：株式会社ジーシー、APOSTROPHルツェルンAG

グラフィックデザイン&コピーエディタ：ロケット – Powerful Advertising,  
[www.rocket.ch](http://www.rocket.ch)

印刷：大日本印刷株式会社、[www.dnp.co.jp](http://www.dnp.co.jp)

連絡先：株式会社ジーシー、東京都文京区本郷三丁目2-14、電話 03 (3815)-1815 (代表)

GC International AG, Pilatusstrasse 39, 6003 Luzern Switzerland, Tel: +41 41 203-2729



## Preface by Makoto NAKAO

When my grandfather founded this company 95 years ago, he didn't know where his journey as an entrepreneur would lead him. Anything seemed possible at the time. The future was uncertain, but also promising. My grandfather had no idea what kinds of unexpected events and challenges he, his colleagues and Associates would face over the decades. Nevertheless, even back then he followed a basic principle that enabled him to address any challenge with determination and a steady hand.

My grandfather knew that one could remain true to his or her values even if one changed them – or precisely because one changed them. The great haiku poet Matsuo BASHŌ referred to this notion as Fueki Ryuko – consistency and change. It is in the synthesis of these seemingly contradictory concepts that the power of renewal lies.

This book shows how strongly this principle shaped the development and expansion of our company over the decades. It also shows that those who want to learn and develop new ideas and methods for the future must look back to the past – this wording refers to the Japanese term Onkochishin, which my father often used from “The Analects of Confucius.” I am very proud to be able to continue the tradition of chronicling the history of our company that my father began when he published a book to mark the 60<sup>th</sup> anniversary of GC. This book focuses on the geographical expansion that our company has undergone in the last almost 50 years. It shows how GC has been able to remain rooted in Japanese culture and business philosophy even as it surmounted borders and defined new horizons.

In my view, the secret of our success lies in our corporate culture – a culture that links people to the company's system and allows everyone to grow and prosper together. The passion of every one of our 2,700 Nakama – our colleagues – around the world fills me with great joy and gratitude. Together, we are moving into a better future, a new “Century of Health.”

### 序章

私の祖父が、95年前にジーシーを創業したとき、その後なかまが、思いがけない出来事や挑戦に直面することになるとは彼には想像もつかなかったであらう。しかしながら祖父は、いかなる挑戦にも基本的な理念に基づき、確固たる判断と実行力をもってすれば打ち克つと確信していました。

祖父は、世の中には「永遠に変わらないものと、時代と共に変化するものがある」とする「不易流行」（松尾芭蕉）の教えのもと、ものごとの本質を捉える努力を重ねておりました。

私の父は、60年史の発刊にあたり、「論語」の「温故知新」を引用して、「未来のために新しいアイデアや方法を学びたい者は、過去を振り返る必要がある。」と語っておりました。本史は、最近の50年間でジーシーが経験した地理的拡大を進めた歩みと数々の国境を越えつつも、ジーシーが日本文化と事業理念に根ざした活動を、いかに続けて来たかをご紹介します。

今日までの成功の秘訣は私達の企業文化にあると考えます。ジーシーの企業文化は、「企業のしくみ」と私達なかまを結びつけ、なかまの成長と繁栄へと導きます。世界中の2,700名のなかまの熱意に心から感謝するとともに、より良い未来、「健康世紀」に向かって、ともに歩みましょう。



<b>Preface by Makoto NAKAO</b>	<b>4</b>
<hr/>	
<b>1. Competing with the Enemy: The Founding Years 1921–1944</b>	<b>15</b>
The Beginning with the Establishment of GC Chemical Research Laboratory	16
Kiyoshi NAKAO's Overseas Trip to Europe and Significant Change in Mindset	20
Background for Corporate Philosophy "SEMUI"	28
Importance of Learning from Competitors	30
Before and During World War II	32
<hr/>	
<b>2. Regaining Strength: Inspiration from Overseas 1945–1970</b>	<b>37</b>
Recovery from Postwar Devastation and Meeting with Lieutenant Colonel RIDGELEY	38
New President in Postwar Situation and New "Associate" Toshio NAKAO	40
Realizing the Importance of Product Testing by Dr. PAFFENBARGER's Visit	42
Successful Introduction of the Blue Band Series	44
Solid Relationships Through the GC Membership Society	46
Restarting the Export Business	47
Unique Concepts Leading the Way	50
Company Song Strengthens GC's Corporate Philosophy	56
<hr/>	
<b>3. First Steps Abroad: Expansion into Europe and America 1971–1983</b>	<b>59</b>
Celebrating GC's 50 <sup>th</sup> Anniversary	60
Opening and Prosperous Development of the First European Branch	62
Fuji-Oyama Factory – A Dream Come True	64
Departure of the Great Founder – Entrepreneur – Associate	70
Establishment and Successful Business of the First American Branch	74
Purchasing Land in Leuven for New European Facilities	76
Concept of GC's Quality Control	78
Departure of GC's 3 <sup>rd</sup> President	82
Expansion Through the Three-Priority Strategy	83



<b>4. Conquering New Frontiers: Makoto NAKAO Becomes President and Takes on the Responsibilities of Toshio NAKAO 1983–1995</b>	<b>85</b>
Makoto, Representing the Third Generation of the NAKAO Family, Becomes President	86
World Dental Federation Congress	88
Succeeded the Will of the Former President: Completed Facilities at Its Own Property in Belgium	88
Succeeded the Will of the Former President: Reform of the Sales and Distribution System	92
Succeeded the Will of the Former President: GQC Activities	94
Promote the 70 <sup>th</sup> Anniversary Project	98
Improve Corporate Quality	98
Strengthened Efforts: The Creation of a World-Class Company	100
Strengthened Efforts: New Product Developments with a Shift from “Product-out” to “Market-in”	104
Strengthened Efforts: Enhancement of Manufacturing Capability	106
<hr/>	
<b>5. Additional Growth: Regional Settlement as Independent Entities 1996–2010</b>	<b>111</b>
International Dental Symposium	112
Preparation for the Challenge to the Deming Application Prize	114
In Pursuit of New Products, New Technologies and New Markets	116
Challenge to the Deming Application Prize	120
GC's 80 <sup>th</sup> Anniversary	122
Start of 10 Billion Yen Investment Plan for Renewal Construction	126
Makoto NAKAO Becomes Chairman of the Japan Dental Trade Association (JDTA)	130
The Fourth Generation of the NAKAO Family Joines the Company	134
Promote Activities Closer to Overseas Markets	136

<b>6. Prevailing in the Global Market: Becoming the World's Best Dental Company 2011–2016</b>	<b>139</b>
90 <sup>th</sup> Anniversary Projects Completed	140
Actions Towards the Realization of the 100 <sup>th</sup> Anniversary: Establishment of GC International AG	142
Communication Loop	146
Accepting Corporate Social Responsibility	148
GQM Activities	150
GC's Innovations in the Century of Health	156
Leading Business Principles	162
Message for GC Associates	164
<hr/>	
<b>Celebrating GC Corporation's 95<sup>th</sup> Anniversary – Message from the President</b>	<b>168</b>
<hr/>	
<b>Regional Summaries</b>	<b>171</b>
Current Expansion of GC Corporation and GC Group	172
GC Europe	174
GC America	176
GC Korea	178
GC Taiwan	180
GC Asia	182
GC Suzhou (China)	184
<hr/>	
<b>Appendix</b>	<b>187</b>
Table of Company History	188
Organizational Chart	194
Figures about GC	196
GC Product List	198

<b>序章</b>	<b>4</b>
<hr/>	
<b>1. 戦いの始まり：創業時代 1921～1944年</b>	<b>15</b>
チーシー化学研究所の設立	17
中尾清の欧州視察と思考の変化	21
社は「施無畏」の形成	29
敵に学び、敵を知ること	31
第2次世界大戦戦前と戦中	33
<hr/>	
<b>2. 復興：海外からの息吹 1945～1970年</b>	<b>37</b>
荒廃からの復興とRIDGELEY中佐との出会い	39
戦後：新社長の誕生と新しい「なかま」中尾敏男の入社	41
PAFFENBARGER博士視察による製品試験の重要性への気付き	43
ブルーバンドシリーズの成功	45
而至友の会を通じた需要家との密接な関係	47
輸出事業の再開	47
独自のコンセプトが道を開く	51
社歌による企業理念の徹底	56
<hr/>	
<b>3. 海外市場への第一歩：ヨーロッパとアメリカへの拡売 1971～1983年</b>	<b>59</b>
創業50周年式典	61
ヨーロッパ支店の開設と好調な発展	63
富士小山工場 -夢が叶う	65
偉大な創業者・経営者・なかまの旅立ち	71
アメリカ支店の設立と成功	75
ルーヴェンにヨーロッパ新社屋のための土地購入	77
GQC宣言と更なる躍進を目指して	79
三代目社長との別れ	82
三重点主義による発展	83

<b>4. 新たな未知の領域へ：中尾眞 社長就任 1983～1995年</b>	<b>85</b>
中尾家三代目社長 中尾眞就任	87
国際歯科学会	89
前社長の遺志を継ぎ：最初の自社施設の完工（ベルギー）	89
前社長の遺志を継ぎ：流通改革	93
前社長の遺志を継ぎ：GQC活動	95
創業70周年記念事業の推進	99
企業品質の向上	99
課題への取組みの強化：World-Class GCの具現化	101
課題への取組みの強化：「Product-out」から「Market-in」の発想に基づく新製品開発	105
課題への取組み強化：生産力の強化	107
<hr/>	
<b>5. 更なる成長：それぞれの組織の独立 1996～2010年</b>	<b>111</b>
国際歯科シンポジウム	113
デミング実施賞への挑戦準備	115
新製品・新技術・新市場を求めて	117
デミング賞への挑戦	121
ジーシーの80周年	123
リニューアルへの投資、100億円計画のスタート	127
日本歯科商工協会会長に就任	131
中尾家4代目の登場	135
より海外と一体となった活動へ	137

<b>6. グローバル市場へ：世界一の歯科企業を目指して 2011～2016年</b>	<b>139</b>
90周年事業の完了	141
100周年を目指しての実行策 – GC International AGの設立	143
コミュニケーションループ	147
企業の社会的責任（CSR）	149
GQM活動	151
健康世紀に向けたジーシーの革新活動	157
ビジネスプリンシパルを先導して	163
ジーシーのなかまへのメッセージ	165
<hr/>	
<b>株式会社ジーシー、創業95周年に寄せて</b>	<b>168</b>
<hr/>	
<b>地域別概要</b>	<b>171</b>
Current Expansion of GC Corporation and GC Group	172
ジーシーヨーロッパ	175
ジーシーアメリカ	177
ジーシー韓国	179
ジーシー台湾	181
ジーシーアジア	183
ジーシー蘇州	185
<hr/>	
<b>Appendix</b>	<b>187</b>
Table of Company History	188
Organizational Chart	194
Figures about GC	196
GC Product List	198

本史の日本語コンテンツは英文の要約となります。

Chapter 1

Competing with the Enemy:  
The Founding Years  
1921-1944

戦いの始まり:  
創業時代  
1921~1944年

Three young chemists, who recently graduated university, establish a laboratory called "GC Chemical Research Laboratory" in Ikebukuro, Tokyo.

Yoshinsuke ENJO becomes 1<sup>st</sup> president of GC and Kiyoshi NAKAO becomes executive director.

Chapter 2

Regaining Strength:  
Inspiration from Overseas  
1945-1970

強さ復活:  
海外からのインスピレーション  
1945~1970年

Kiyoshi NAKAO becomes 2<sup>nd</sup> president of GC.

GC realizes the importance of product testing by Dr. PAFFENBARGER's visit.

GC establishes "GC Membership Society," an organization of 3,600 dentists at the time.

Toshio NAKAO becomes 3<sup>rd</sup> president and Kiyoshi NAKAO becomes chairman of GC.

Foundation of GC International Corporation in order to promote the import-export business.

GC sets up its first European branch in Belgium.

Opening of Fuji-Oyama Factory with its spectacular view of Mt. Fuji peculiar to Japan.

Chapter 3

First Steps Abroad: Expansion  
into Europe and America  
1971-1983

海外への第1ステップ:  
ヨーロッパとアメリカへの展開  
1971~1983年



1921 23 24 25 26 27 28 29 30 31 32 1934 36 37 38 39 40 41 42 43 44 1946 48 49 1951 53 54 1956 58 59 60 61 62 63 64 1966 68 69 70 1971 72 73 74 75 1976 77 78 79



大学卒業まもない3人の若い化学者が東京池袋で「チャーシー化学研究所」設立

尾清が代表取締役専務にそれぞれ就任  
圓城芳之助が初代代表取締役社長に、中

中尾清が第2代代表取締役社長に就任

パフフェンバーガー博士訪問をきっかけに製品試験の重要性を認識

「ジーシー友の会」発足(会員 歯科医師 3600名)

中尾敏男が第3代代表取締役社長、中尾清が会長にそれぞれ就任

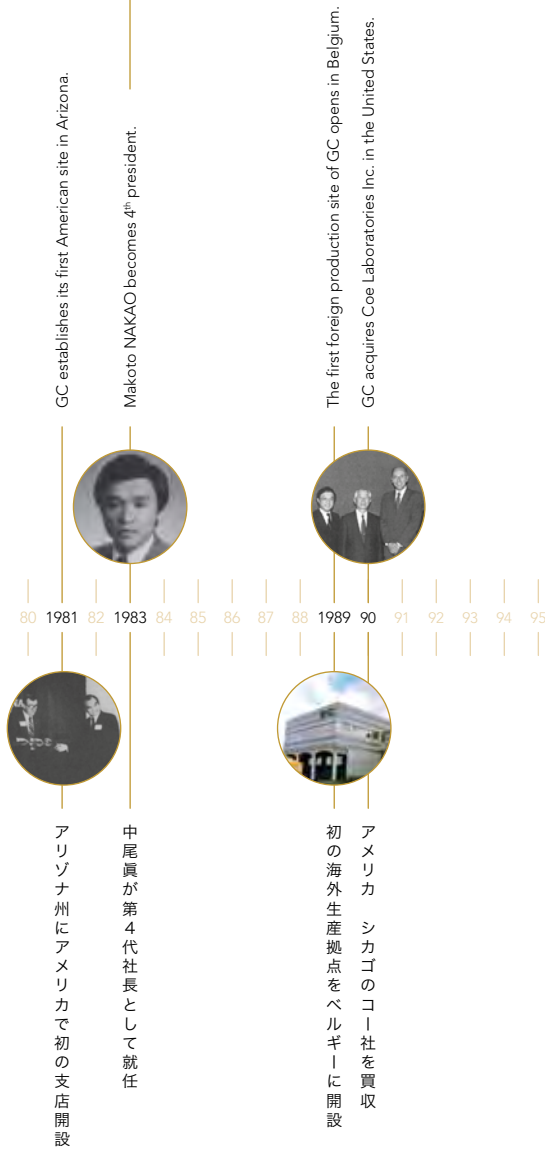
ベルギーに欧州で初の支店開設  
輸出入拡大の為、GCインターナショナルを設立

富士山を望む小山工場の開設

Chapter 4

Conquering New Frontiers: Makoto NAKAO Becomes President and Takes on the Responsibilities of Toshio NAKAO 1983-1995

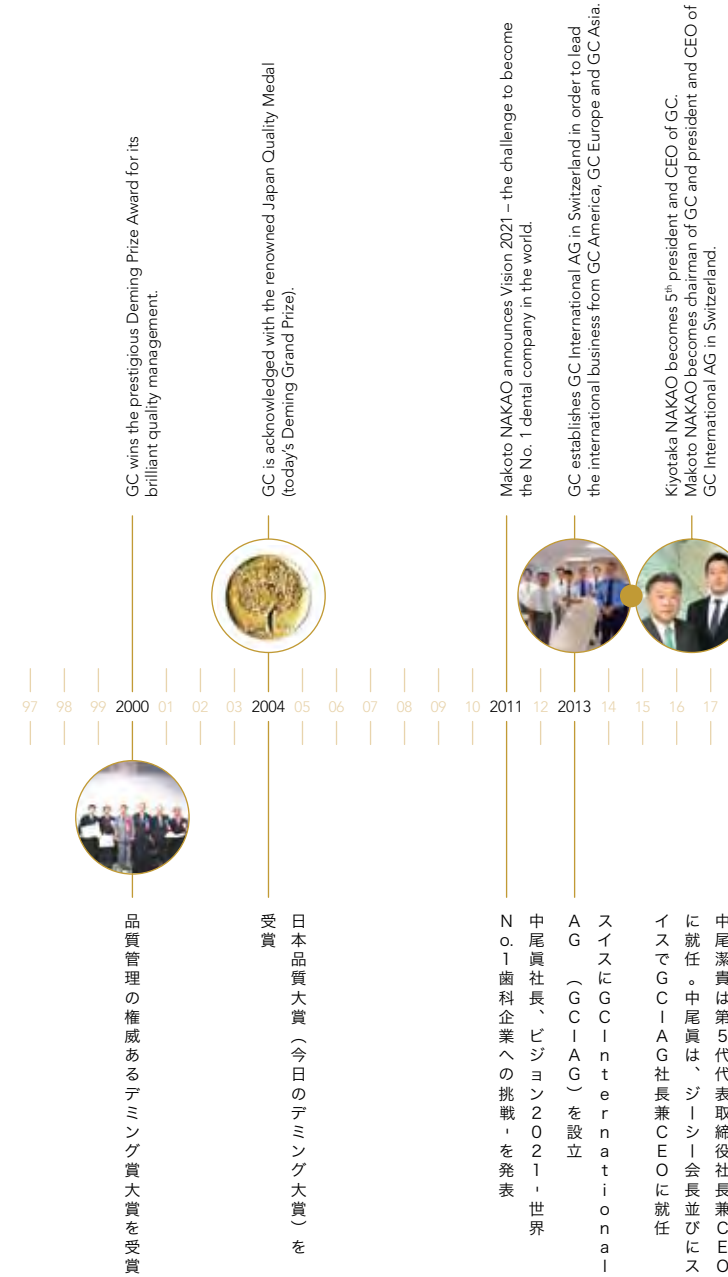
新たな未知の領域へ：  
中尾眞 社長就任  
1983～1995年



Chapter 5

Additional Growth: Regional Settlement as Independent Entities 1996-2010

更なる成長：  
それぞれの組織の独立  
1996～2010年



Chapter 6

Prevailing in the Global Market: Becoming the World's Best Dental Company 2011-2016

グローバル市場へ：  
世界一の歯科企業を目指して  
2011～2016年







## The Beginning with the Establishment of GC Chemical Research Laboratory

### Searching for a Suitable Business Field

The origins of GC Corporation are to be found in Tokyo. This is where three young Japanese chemists laid the foundation in 1921 for what is today one of the world's largest and most successful suppliers of dental products.

After completing a degree in Applied Chemistry at Tokyo Imperial University (now the University of Tokyo), company founder Kiyoshi NAKAO began working as an Engineering Officer in the Ministry of Agriculture and Commerce in 1918. In 1920, his older step-brother advised him to establish a company so that he might be able to ensure a prosperous future for his family. Motivated by this suggestion, NAKAO got in touch with two friends from his university days: Yoshinosuke ENJO and Tokueemon MIZUNO. ENJO and MIZUNO were excited by NAKAO's idea of establishing a chemistry laboratory, and the two quickly agreed to team up with him.

Unlike the usual procedure for founding a company, the trio decided to establish a firm first and then choose a field in which to operate. The chemists began searching for a promising business field that would meet the following three criteria:

1. Contribute to the people.
2. Fully utilize unique technologies.
3. Mobilize the capacity of the "Associate" without the financial support of capitalists.

The three founders then narrowed down the potential business activity to the following three fields: dental materials, mayonnaise, and spark plugs for engines. ENJO developed several prototypes. After extensively discussing the results and asking for advice from friends, the three decided that their company should manufacture dental materials.



左から中尾清、圓城芳之助、水野徳右衛門

Kiyoshi NAKAO, Yoshinosuke ENJO and Tokueemon MIZUNO

## チーシー化学研究所の設立

### 業種選定

チーシーは3人の日本人化学者によって、1921年に東京で設立されました。

農商務省臨時産業調査局技師として働いていた中尾清は、義理の兄の勧めもあり、会社設立を考えるようになった。同じ帝国大学を卒業した中尾の親友、圓城芳之助、水野徳右衛門も興味を持ち、すぐに自分たちの事業を興すことに同意した。

次の3つの基準を満たす条件で業種の選定を始めた：

1. 国民生活に真に役立つものを。
2. 製品に高度の技術が要求されるもの。
3. 資本力に頼るのではなく、なかまの力によるもの

歯科材料、マヨネーズ、自動車エンジン用点火プラグの3分野から、最終的に歯科材料の製造で最終決定した。

会社設立目論見書



Company business plan



池袋工場正面

Gateway of the factory in Ikebukuro

### **Building the First Laboratory Facility**

In the summer of the ninth year of the rule of Emperor Taisho (1920), there was a widespread feeling of panic due to the global economic depression. Despite this, the three young men, who had all successfully completed their university degrees, were determined to realize their dream of establishing their own company. Driven by this determination, they set up a 50 square meters laboratory in Ikebukuro, Tokyo, in order to make their dream come true. This is how the company now known as GC Corporation was born shortly after the end of World War I, in spring 1921. Yoshinosuke ENJO was wealthy enough not to be dependent on a steady income. He therefore quit his job and turned his complete attention to his new position as founder of GC Chemical Research Laboratory. All three men were determined to work on the development of dental materials for a short period of time only and then turn their full attention to applied chemistry. For this reason, they intentionally left the word “dental” out of the laboratory’s name. The name they decided on was meant to symbolize a grand vision for applied chemistry, which is why the letters GC (General Chemical) were used at the beginning. The three men also chose this format for the name because they were fascinated and inspired by large American companies such as GM (General Motors Corporation) and GE (General Electric Company). The company’s name today – GC Corporation (GCC or GC) – was chosen in 1991 after a decision had been made to shorten the original name.

Back in the 1920s, all dental materials that were available in Japan were imported from European and US companies such as L.D. Caulk and SS White. The young chemists were determined to change that and become the first Japanese manufacturer of zinc phosphate cement, which they chose to work on as the first product. From the very beginning, they pursued the goal of manufacturing quality Japanese dental materials that could compete with the products imported from the US. However, it soon became apparent that their great dream of establishing a successful laboratory for applied chemistry would be more difficult to realize than they thought.

### **Launching the First Product “Standard Cement”**

On February 11, 1922, the three chemists launched their first product, “Standard Cement,” just one year after establishing their laboratory. However, when they presented it at the Nihonbashi Dental Association conference in Tokyo, they were ridiculed, with participants at the conference describing “Standard Cement” as being completely useless. The year they had spent researching and experimenting had not led to the result they had anticipated. In the end, their first product would never be mass produced or launched on the market. This setback permanently changed the way the three company founders approached their business: they now realized that a product must display clear utility for those who might use it. In order to always remember their “failure day,” February 11, 1921, and what they have learned from it, GC celebrates this day annually.

### 最初の研究所の建設

第一次世界大戦の終了直後の1921年春、東京の池袋に50平方メートルの研究室を作った。研究所の名前から「歯科」の名称を外し、会社名ジーシー(GC、General Chemical)とした。GM(ゼネラルモーターズ社)とGE(ゼネラル・エレクトリック・カンパニー)と言った米国大企業に影響され、大きな願望がこめられた社名であった。

当時、日本で使用されていた歯科材料は、LD CaulkやSS Whiteなど欧米企業からの輸入品ばかりであった。3人の若者は、輸入品に匹敵する歯科材料の国産化を考えていたが、その実現が困難であることがすぐに明らかになった。

### 初めての製品「スタンダードセメント」

3人は最初の製品「スタンダードセメント」を創業後1年で発表したが、完全な失敗作となってしまった。この失敗から、3人の創業者は、「需要家の立場に立った製品の開発」を学んだ。

また、2月11日を「失敗記念日」として、ジーシーの創業の日としている。



Standard Cement, 1921

スタンダードセメント  
1921年



ジーシー化学研究所入口

Entrance to GC Chemical Research Laboratory

## Kiyoshi NAKAO's Overseas Trip to Europe and Significant Change in Mindset

### Rise Again After Failure with the First Product

Kiyoshi NAKAO, Tokuemon MIZUNO, and Yoshinosuke ENJO saw no reason to give up just because of this unsuccessful start to their business. They were encouraged here by the fact that they had sufficient funds to invest further in research and development. They were also convinced that they had identified the main problem with their cement and would soon be able to correct it. With uncompromising dedication and an excellent understanding of the meaning of high quality, they went back to work and started over again.

After some time, and with additional support from Chojiro TEZUKA from the Tokyo Industrial Experiment Center, they discovered that solving their problem would be more difficult than they had imagined. The three chemists were becoming increasingly nervous

because they were running out of money. Their research had yet to yield the good results they needed to quickly solve the problem with their cement. In May 1923, Kiyoshi NAKAO was sent to Europe on a 10-month business trip by the Ministry of Agriculture and Commerce. MIZUNO took over NAKAO's work in the laboratory during this time, which meant he was responsible for the company's finances. It was an unhappy time, with a lot of money being spent on research – but without any indication that the cement problem might soon be solved. That year, Japan was also devastated by the Great Kanto earthquake, which destroyed 60 percent of Tokyo's infrastructure. GC Chemical Research Laboratory was heavily damaged but was fortunately not destroyed by the fire tornadoes that broke out in the aftermath of the earthquake. Still, the situation appeared hopeless. The company faced a tight cash-flow situation and had failed to eliminate the laboratory's financial problems. Yoshinosuke ENJO and Tokuemon MIZUNO decided that the company should be dissolved after Kiyoshi NAKAO returned to Japan.

關  
東  
大  
震  
災

1  
9  
2  
3  
年



Devastation after the Great Kanto earthquake, 1923



研究室の手塚長次郎

Chojiro TEZUKA in the laboratory

## 中尾清の欧州視察と思考の変化

### 最初の挫折からの教訓

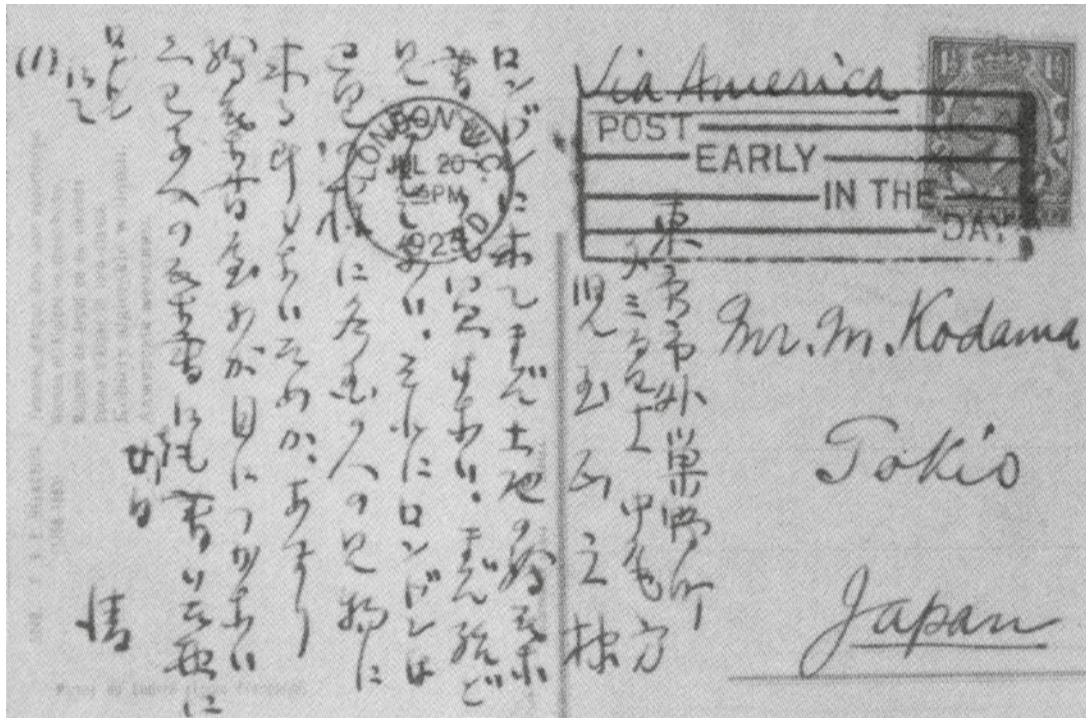
中尾清、圓城芳之助、水野徳右衛門の3人は、最初の挫折でこのビジネスをあきらめなかった。研究開発への追加投資をする十分な資金があったことがその大きな要因であった。

手塚長次郎が会社に加わったことにより、当初問題解決は簡単と考えていた。しかし実際は、その解決が予想以上に困難であった。そんな時に、中尾清は農商務省の仕事で1923年5月から10ヶ月にも渡る長期間をヨーロッパで過ごすことになった。その年に発生した関東大震災は東京のインフラの60%を破壊してしまった。会社は資金繰り問題に直面し、研究所の財政問題を解決できなかった、圓城芳之助、水野徳右衛門の2人は、中尾清が帰国後会社を解散すべきと決断した。

### **Impressions of the Journey**

Kiyoshi NAKAO had no knowledge of any of this during his trip, as the following excerpt from his travel journal illustrates: *“I only found out about this after my return because ENJO and MIZUNO had decided not to tell me anything about the damaged lab and the desperate situation in Tokyo while I was on my trip, so as not to put any additional strain on me. I was in Europe for the first time and I learned a lot about Europeans. I found out that Europeans have a remarkably creative and rich culture. For example, it’s impossible for me to forget how many art masterpieces I saw in Europe, and this made me realize that ‘art is long and life is short.’ During my long trip, I also got the impression that Europeans tend to truly enjoy their lives more than we do. I, who had internalized the negative way of thinking in the East, was very impressed by the positive mood among Europeans and by their flexible way of thinking and behaving. I also found Europeans to be more individualistic than we Asians are – in both a positive and negative sense. The rights and freedoms of every individual are recognized and respected in Europe. Everyone has the right to think, act, and enjoy their life in the way they see fit, as long as they don’t do anything illegal or anti-social. Europeans also don’t like to get involved in other people’s affairs that much because they themselves prefer to be left alone. It seemed to me that we Japanese are more concerned about each other than is the case with Europeans. However, we often pay too much attention to other people without respecting their freedom. Such an attitude can lead neither to independence nor to a true democracy, which is why we Japanese should think more about our own attitudes. When I first saw the mountains of Japan upon returning from my 10-month trip, my first thought was that their rugged lines appeared to be very sharp and by no means moderate or magnanimous. It seemed to me that the mountain ridges were a symbol of the way Japanese people think and behave.”*





Postcard from Kiyoshi NAKAO from the UK, 1923

### ヨーロッパ出張から学んだこと

ヨーロッパ出張における日本での出来事について、中尾清は次のように語っている。

『圓城と水野は、私に余計な心配や負担をかけないように、地震被害を受けた研究所と会社の危機について何も言わず、帰国後初めてこのことを知った。ヨーロッパ人は卓越した創造性と豊かな文化を持っており、「芸術は永く人生は短い」ことを実感した。また、ヨーロッパ人はアジア人よりも良くも悪くも個人主義である。個人の権利と自由がヨーロッパでは尊重される。違法または反社会的なことをしない限り、自分の人生を楽しむことができる。私たち日本人はヨーロッパ人よりも、他人について心配しているようだ。このような行動は、自立や真の民主主義のどちらにも結びつかず、私たち日本人自身の態度について考慮する必要がある。日本への帰国途中に見た日本の山々を見たとき、山の稜線がいかにも尖り立っていた。風光は明媚であるにしても、人間の住むにはあまりにもトゲ立っている。そういう風景は日本人の性向を象徴しているように思われてならなかった。』

### Founders Do Not Give Up and Continue Their Research

Kiyoshi NAKAO was at a loss for words when he returned to the laboratory in Ikebukuro, Tokyo, and saw what had happened. It was only then that he realized the true extent of the destruction. Although the situation was very bad in the area around the lab, he refused to give up. His continued belief in the project may have had something to do with the fact that he had not been involved with the experiments that had been conducted over the previous few months. He was also motivated by the fact that the American dental material manufacturer L. D. Caulk had recently launched a new product known as “Petloid Cement.” On the one hand, this enraged the three chemists because they had been unable to manufacture a similar product. On the other hand, it motivated them to continue their research in order to stand up to the American imports by offering Japanese products.

Fortunately, Kiyoshi NAKAO’s return seemed to have a positive effect on his two partners, and so they decided not to give up and close down the laboratory. Instead, they put together a small budget and relaunched their experiments. In that same year, Kiyoshi NAKAO visited the managing director of the Osaka office of the Japan Dental Company, Koichiro SUGIYAMA, and asked him to buy “Temporary Stopping.” SUGIYAMA agreed without even asking for further details about the quality or price of the product and ended up purchasing 23 kg (50 lb). This major order further motivated the chemists. They did not expect that “Temporary Stopping,” which was of low quality at the time, would be the product that would put the name of GC on the map for the first time.

テンポラリーストッピング



Temporary Stopping



クリスタリンセメント

Crystalline Cement

### 一念岩をも通す

中尾は、池袋の研究室に戻り初めて、損害の大きさを理解した。研究所周りの被害はひどいものであったが、あきらめることはなかった。LD Caulkは、「Petloid Cement」発売したばかりであり、この製品に中尾は大いに刺激を受けていた。同時に、3人の創業者は、同様の製品を製造できないことに苛立ちを隠しきれなかった。その後、アメリカからの輸入品に匹敵する国産製品の製造目標を改めて確認し、研究を継続した。

幸いなことに、中尾清の帰国は他の2人の創業者に良い影響をもたらし、研究所の閉鎖中止を決定した。その間、テンポラリーストッピングの大量23キロを購入してしてもらったなど、3人の創業者を大いに勇気づけた。

クリスタリンセメント



Crystalline Cement

### **First Success After Finding a New Approach in Production**

Shortly after this, Kiyoshi NAKAO came up with an innovative approach for producing the cement. Instead of the conventional theory-based approach, he tried a theoretically almost impossible approach. Although they prepared themselves for the eventuality that this would be the final experiment, the experiment produced a desired outcome. It is said that theory and practice may conflict. However, in the fields of chemistry, theory and practice can never be in conflict. The fact was that the theoretically almost impossible approach they tried as a last resort was in fact a valid approach. In this manner, and after a lot of additional research, the chemists were able to produce a cement-like material that met their requirements. Eighteen months later, in the 15<sup>th</sup> year of the reign of Taisho (1926), they presented their new “Crystalline Cement” product during the Japan Dental Association’s General Conference in the Industry Club of Japan. This time their product was praised. With “Crystalline Cement,” they had launched a high-quality product for the first time – one that could compete with the American imports. This was their first recognized success, and it occurred five years after the establishment of GC Chemical Research Laboratory.

The founders’ research and development activities were driven by the desire to change society. From the beginning of the 1920s, they had attempted to use their knowledge to pave the way for a new era, and to create new opportunities. Their efforts here were underpinned by their vision of “creating a bright future for people throughout the world,” and these efforts ultimately paid off four years after their initial setback.

As NAKAO put it, his 10-month trip abroad enabled him to begin thinking “outside the box.” This change of perspective is what enabled him to find a new approach to the manufacture of cement. According to NAKAO, the new production method was nothing extraordinary, but neither ENJO nor TEZUKA had managed to come up with it during their research, because they were too closely involved.

The company founders now understood that although great dedication and effort are indeed required to complete a task, it is also sometimes important to take a step back and look at things from a distance. This attitude was in fact the key to the ambitious scientists’ ability to successfully navigate through difficult times after the Great Kanto earthquake (1923) and throughout the Great Depression in Japan (1919–1940).

### 革新的な製造方法と最初の成功

この後まもなく中尾清は、革新的なセメント製造方法を考えだした。1年半後の大正15年（1926年）に、3人は日本工業倶楽部で開催された、大日本歯科医学会総会において「クリスタリンセメント」を発表し、臨床家からの評価にも合格した。高品質な初めての国産製品であり、アメリカからの輸入品と匹敵する国産品と評価された。

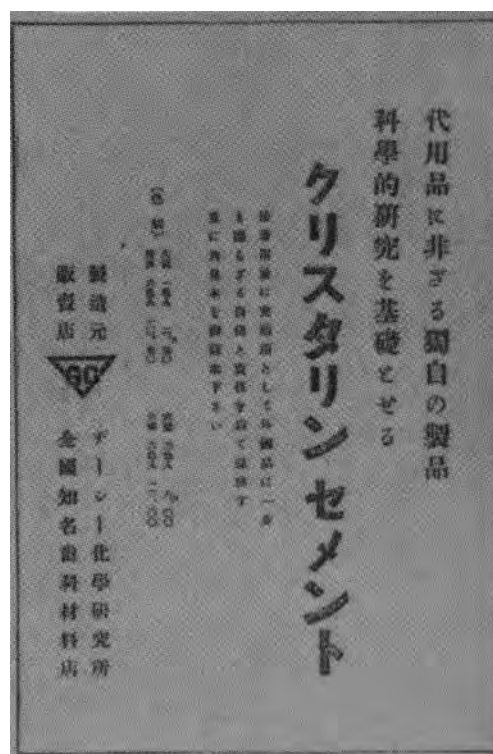
中尾はこう語っている。彼の10ヶ月の留守によって、製造方法について「渦中の外で」考えることができた。新たな製造方法は、特別なことは何もなかったが、当事者であった圓城と手塚はあまりにも研究に没頭し、自由な判断力を失っていたことに原因があった。

創業者達は、困難な立場に臨んだとき、それに打ち克つべく、真正面から取り組んでいくことはもちろん大切であるが、時には暫く渦中から一歩退いて事態を監視することが大切であることが分かったのである。この考え方を身に付けたことにより、関東大震災（1923年）や大恐慌（1919年～1940年）の困難にも打ち克つことが可能となった。

大日本歯科医学会推薦クリスタリンセメント



Japanese Associations for Dental Science promotes Crystalline Cement



クリスタリンセメント初めての宣伝

First advertisement for Crystalline Cement

## **Background for Corporate Philosophy “SEMUI”**

Kiyoshi NAKAO would later state that the establishment of GC was a totally unrealistic undertaking, and that the success they thought they would achieve was a completely unrealistic expectation. He attributed their unsuccessful start to the fact that they were all very young and simply did not have enough knowledge about the properties of dental materials. They were also too sure of themselves and underestimated the complexity involved in manufacturing dental materials.

The three founders were devastated by the failure of their first product, which was mainly caused by their arrogant elitist viewpoint of the most prestigious university graduate and stance of not humbly accepting or meeting user needs. Learning through reflection on the failure of the first product and taking on a challenge to an innovative approach for producing cement without being preoccupied with the conventional thinking, GC's Corporate Philosophy “SEMUI” had been gradually brought into shape and completed.

Kiyoshi NAKAO would later describe how the theoretically almost impossible approach occurred to him. *“In doing anything, the more we devote ourselves to it, the more we tend to be caught up in it and lose a sense of direction. Meanwhile, returning from my 10-month overseas trip, I could tackle the project a fresh perspective and come up with what the researchers could not think of. This experience taught me that it is important to take a step back and look at things from a distance in planning for anything.”*

This proves that he had acquired one of the essential attitudes of top executive for better management. He also commented on the researcher's indispensable stance: *“Usually, we tend to give non-constructive criticism to a competitor's products or criticize their products with undeserved hatred, while we tend to take special interest and give special affection to our own product as our beloved child. We also tend to lose direction while fully and completely involved in our own research project. The longer we lose our mind, the further we will be away from the goal and it will become more difficult to escape from the maze. If lost in a maze, purely objective thinking is the only way to make an escape. Purely objective thinking is to think from a third person's viewpoint. A third person's viewpoint can be fully activated only when we think for the good of others and not for our own sake. While being lost and struggling in a maze, we cannot make a wise judgment. Therefore, keeping one's mind calm is an indispensable skill to be acquired as a researcher. This literally describes the essence of our corporate philosophy SEMUI: ‘We must be free from selfish thoughts, think for the good of others and co-exist for mutual benefits. Without devoting ourselves to making as much money as possible, we must accept and meet user needs. We must coexist for mutual benefits with the user.’ The state of doing something free from materialistic desire or being open-minded describes the peaceful state of mind that we reach after contemplating in a solemn setting such as temple or church. Later, this led to the decision to enshrine the Yumetagai Kwannon in our company facilities.”*



Yumetagai Kwannon at GC's Corporate Center in Hongo, Tokyo



施無畏

SEMUI

## 社は「施無畏」の形成

後に中尾清は、ヂーシーの創立企画や、創業時に期待した会社の成功は非現実的であったと述べている。また、創業者3人の若さに加えて、歯科材料の特性を十分に理解していなかったこともその失敗の原因と述べている。彼らは歯科用製品の開発製造の難しさを過小評価していた。

スタンダードセメントの失敗は、創業者3人のエリート意識による思い上がりや、歯科材料の特質を十分に理解していなかったことがその原因であった。この失敗により、革新的な製造方法を生み出した。ヂーシーの「施無畏」は少しずつ形作られていったのである。

また中尾は、研究者の大切なスタンスについてコメントしている「自身の研究プロジェクトでは、その方向性を見失ってしまう傾向もある。見失う時間が長ければ長いほど、その目標からは遠ざかり、その迷路から脱出することが困難になる。道に迷ったら、純粋に主観的な思考が迷路から抜け出す唯一の方法である。純粋に主観的な思考とは、第三者の視点から考えることである。第三者の視点とは、自身の利益の為でなく、他の人の利益のために考えている場合のみ、働かすことが可能となる。心の平穏を保つことは、研究者として必要不可欠なスキルである。物理的欲望から離れ、オープンマインドであることは、寺院や教会などの厳粛な環境の中で到達する心の平和な状態である。その考えが、後に夢違観音を安置することにつながる。」

## Importance of Learning from Competitors

At the end of the sixth year of the Showa period (1931), prices of imported goods escalated due to the reintroduced ban on gold export and the promotion of domestically manufactured products. Therefore, sales of cement produced by SS White had fallen to a low level in Japan. Fusajiro ISHII, who was SS White's Japanese representative, did not carry out any additional promotion to increase sales of its product "Zinc Cement." However, this changed in 1936, after the president of SS White paid a visit to Japan and the Japanese dental industry. Following that visit, ISHII began an extensive advertising campaign for his company's cement. The "Zinc Cement" ad contained two main messages. Firstly, cement powder should ideally be made of a mixture of fine and coarse particles. Secondly, dental cement needed to be surrounded by a cold environment in order to prevent an undesirable expansion of the material. The SS White ad confirmed that its cement was made of a mixture of fine and coarse particles. The ad also pointed out that SS White cement generated less heat and therefore did not expand as much as the two competing products from L.D. Caulk and GC. So SS White promoted its cement by claiming that "Zinc Cement" met the two key requirements and was therefore superior to the competition.

The first argument made by the advertisement – the composition of the particles – attracted a lot of attention. This topic was also the subject of heated discussions during the annual Prosthetic Dentistry Conference, and Yoshinosuke ENJO was asked to look into it. ENJO began conducting research into how particle size influences cement adhesiveness. He carried out countless tests with particles of various sizes. Ultimately, he was able to prove in an experiment that the use of extremely fine particles maximizes cement adhesiveness. ENJO was thus able to refute the first claim that had been made by SS White.

The second claim in the "Zinc Cement" advertisement contained an element that ENJO hadn't thought about before. He and TEZUKA therefore began looking at ways to alter GC's cement so that it would release less heat and therefore not expand as much. Fortunately, the two were able to quickly eliminate the problem related to the way GC's "Crown Bridge Cement" expanded. After additional research was conducted and further adjustments were made to the cement, the Japanese chemists were confident that their cement was now superior to the American competition. After all, "Crown Bridge Cement" was made from powder that was finer than that used in "Zinc Cement" and was therefore more adhesive. GC's cement also released less heat than "Petloid Cement" and therefore did not expand as much.

The founders later realized that the research they had conducted before the production of "Crown Bridge Cement" had not been sufficient. It was only after they saw the "Zinc Cement" advertisement that they came up with the idea of conducting tests related to particle size and heat emission with "Crown Bridge Cement." Ultimately, their work in these two areas enabled them to improve their product. Japanese cement now displayed a higher level of quality than the two competing American products. The founders had learned a valuable lesson: If you're going to offer a product, you should always know who your competitors are and be prepared to learn from your rivals, rather than just viewing them as enemies to be hated.



Advertisement for SS White's Zinc Cement



## 敵に学び、敵を知ること

昭和6年（1931）の終わりには、金輸出再禁止と国産製品奨励の影響で、輸入品の価格が高騰した。これにより、SSホワイト製セメントの売上高は低迷した。しかし、1936年にSSホワイトの社長が日本を訪問、「Zinc Cement」の宣伝を開始した。広告には2つのメッセージが含まれていた。1つ目に、セメント粉末は微粗いりまじった物が良い、2つ目に、歯科用セメントは、硬化膨張を抑制するために、クールセッティングが望ましいとあった。広告はまた、SSホワイトセメントは熱の発生が少なく、膨張がLD Caulkやチーシーほど大きくないと主張していた。

粒子の微粗混合説は多くの注目を集め、毎年恒例の日本補綴歯科学会でも白熱した議論の対象となった。圓城は、粒度の異なる粉末を配合した製品で無数の試験を行った。結果、非常に微細な粒子は、セメント接着性を最大化することを証明した。

また、圓城と手塚は、硬化膨張の問題解決に取り組み、比較的短期間で解明できた。結果、Zinc Cementよりも粉末の微細な点並びに接着力に勝ること、クールセッティングにおいて「Petloid Cement」を凌駕する点で創業者達は自信を深めた。

しかし同時に、「クラウン・ブリッジセメント」の生産前に行っていた研究は十分ではなかったことに気づかされた。「Zinc Cement」の宣伝開始まで、粒度と硬化膨張に関連するテストについて気がつかなかったのである。創業者達は、この経験から「敵を敵とのみ見て憎むべきではなく、敵に学び、敵を知ることの大事さ」という貴重な教訓を学んだ。

クラウンブリッジセメント



GC's Crown Bridge Cement



Thirtieth meeting of the Japanese association for the dental science

## Before and During World War II

### Incorporated as a Joint Stock Company and Exports Started

In 1934, the founders of “GC Chemical Research Laboratory” transformed the organization into a stock corporation. Yoshinosuke ENJO was named president of the company, while Kiyoshi NAKAO served as its executive director.

That year, Kiyoshi NAKAO resigned from the Ministry of Agriculture and Commerce, and GC Chemical Research Laboratory was transformed from an anonymous association into a joint stock company. Concluding that an anonymous association, a unique type of corporation, would not be able to quickly cope with the “change of the times” and business trans-

formation for future company growth, they decided to transform GC Chemical Research Laboratory into a corporate structure for better operation. The three founders, Associates and people involved became the stockholders.

When Kiyoshi NAKAO joined GC in 1934, GC had one more important task; export. He had been convinced that “exports are the only way for Japanese small and medium-sized companies to expand, survive and prosper” since he was working for the Ministry of Commerce and Industry. Immediately after he joined GC in 1934, he started to prepare for exporting GC products as “a grand plan for the next 100 years of GC.” However, the Second World War started in 1939 and deprived GC of the chance to export its products.

池袋の工場  
1930年代



Overview of the factory in Ikebukuro in the 1930s

株式会社化告知パンフレット



Pamphlet of the transformed company organization

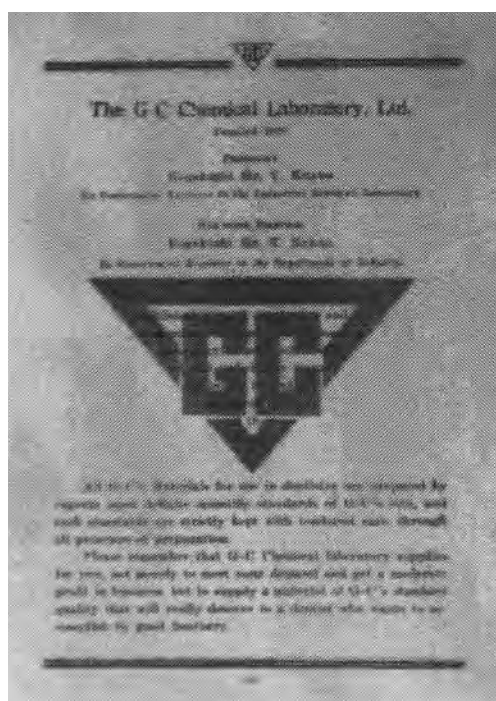
## 第2次世界大戦戦前と戦中

### 株式会社化と輸出の開始

1934年、「チーシー化学研究所」は、株式会社となった。圓城芳之助が代表取締役社長に、中尾清は代表取締役専務にそれぞれ就任した。

その年、中尾清は農商務省を辞め、「チーシー化学研究所」は、匿名組合組織から株式会社に転換した。中尾清は、もう一つの重要な課題「輸出」に着手した。「輸出は、中小企業が拡大、存続、繁栄する唯一の方法である」と確信していたが、1939年から始まった第2次世界大戦により、海外への道は閉ざされてしまった。

初めての英文パンフレット



First English pamphlets

## A New Plant Completed and the Second World War Started

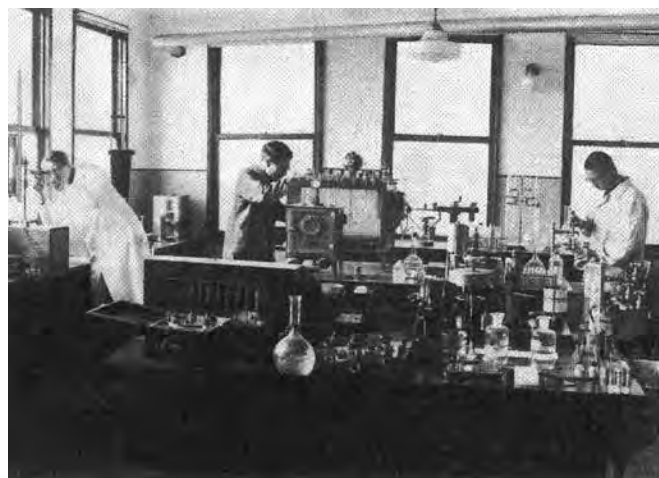
In 1938, in order to cope with increasing demand of dental products, a new plant with floor space of 1,651 square meters, six times larger than the factory in Ikebukuro, was completed at the site of the current GC R&D Center in Itabashi, Tokyo. However, soon after the completion of the new plant, the “National Mobilization Law” was legislated in March 1938 and Japan entered the “era of the war.”

In the 15<sup>th</sup> year of the Showa period (1940), Japan was already at war and even the minutest materials for the production of dental products could be obtained only by making an official request to the government. Such requests also had to contain estimates of the quantities of each material required for the entire industry. Because the procedure for making such requests was very complex, Kiyoshi NAKAO and other representatives from the industry teamed up to establish the “Association for Dental Mercury.” This alliance of dental product manufacturers made it possible for companies to obtain the raw materials they needed, despite the war. In other words, although it was difficult to procure raw materials even at the beginning of the war, all manufacturers of dental products – even small companies – were able to keep their production going. In part, this was due to the fact that the manu-

facturers had joined together in the “Association for Dental Mercury” and could therefore allocate the material allowances themselves. In addition to the “Association for Dental Mercury,” other 10 similar Associations were formed. However, it was also the result of the decision by the Japanese government to classify dental materials as vital goods during this time, which in turn meant that their production was not completely neglected.

As the state of the war worsened, all the dental associations were forced combine as one association of dental manufacturers, and then into one distribution controlling association toward the end of the Second World War. Thus, all the free business activities were eliminated. Meanwhile, companies involved in military industry were provided with every possible benefit from the government, such as a smooth supply of necessary materials. Based on the concept of “GC’s mission through dental business,” Kiyoshi NAKAO did not get involved in military business. However, he dedicated himself to the pursuit of the dental material business with the strong conviction that “the more challenging situation I face, the more enthusiastic I become about protecting the dental business, which we have pursued since GC’s establishment. At the same time, I took great pride in the fact that GC was the only company that could provide dental materials as the leading company.”

研究室



The new laboratory in Itabashi

戦時下の  
歯科用水銀協会



Association for Dental Mercury in wartime



New plant in Itabashi, 1938

### 新工場の完成と第2次世界大戦勃発

1938年に、歯科用材料の需要増に対応するために、池袋の工場の6倍にあたる1,651平方メートルの床面積を持つ新工場が、現在のR&D Centerのある板橋に完成した。だが、新工場の完成直後の1938年3月に、「国家総動員法」が制定され、日本は戦争の時代に入りました。

昭和15（1940）年には、すでに日本は戦時体制となっており、歯科用材料を生産する原材料も配給制となった。配給への申請手順が非常に複雑であったことから、中尾清や業界他代表が提携し、「歯科用水銀協会」を設立させた。歯科材料は、生活必需物資に指定され、生産活動が完全ストップすることはなかった。

次第に戦争状況が悪化すると、歯科材料製造組合の統合がなされ「日本歯科用品配給統制株式会社」が設立された。こうして自由な企業活動が廃止された。チーシーのコンセプト「歯科事業を通じて」をベースに、中尾清は軍事産業に手を出すことはなかった。しかし、彼は「より困難に直面すればするほど、チーシーの創立以来守ってきた歯科産業の保護に情熱を傾ける」という強い信念を持っていた。同時に「チーシーはリーディングカンパニーとして、歯科材料を提供できる唯一の企業であることに大きな誇りを持っていた。」

## Products during the Second World War

Regrettably, “quantity” was emphasized over “quality” of dental materials during the war. Toward the end of the war, various substitutes were used as raw materials. In the most difficult situation, we were forced to convert zinc chloride to zinc oxide for ourselves. However, proper industrial equipment was not available and the self-manufactured zinc oxide did not meet the required quality. This meant that the quality

of the cement made of this zinc oxide did not meet the requirement and was far below the conventional “GC Cement.” However, the research on substitute raw materials during wartime was not useless. The difficulties experienced during the war were applied to quality improvement and research on new products after the war.

### 戦時下における製品

戦時下において歯科材料の「量」は「品質」より重要視された。中でも、原料を塩化亜鉛から酸化亜鉛への変更は困難を極めた。チーシーのセメントの品質として納得できるものではなかった。しかし、戦時中の代替原料の研究は無駄にはならなかった。その経験は、戦後の新製品の品質改良と新製品の研究に適用可能となった。



戦時中の東京 神田（毎日新聞社）

Kanda, Tokyo in wartime (The Mainichi Newspapers)



### **Recovery from Postwar Devastation and Meeting with Lieutenant Colonel RIDGELEY**

The war finally ended, but the challenging situation for the dental material industry still continued. Fortunately, GC was able to start operations as usual from August 16, 1945, a day after the end of the war. Though only on a small scale to begin with, operations gradually improved little by little. Though the postwar trend allowed illegal business, Kiyoshi NAKAO bluntly said no to illegal transactions, and “honored business rules” under any circumstances. In the midst of the most difficult management situations, after carefully discussing the direction of the company and the vision for postwar business, GC decided to set two major targets: an increase in production and recovery/improvement of quality. Then GC accelerated efforts to recruit and increase competent workers. GC had been heavily involved in rebuilding the solid foundation of business during the six months after the end of the war, and was back on track after a great struggle. It was in 1946 that GC finally started the fully-fledged operation.

Japan was occupied by Allied forces after the end of World War II. The US General Douglas MACARTHUR was appointed Supreme Commander for the Allied Powers and his office was referred to as General Headquarters (GHQ) in Japan. Shortly after the end of the war, GHQ announced that it would be examining companies in various business sectors. The Allied Lieutenant Colonel RIDGELEY, who was responsible for the dental industry, visited manufacturers of

dental products. The chemists at the GC lab were in the middle of cleaning up and repairing their facility when RIDGELEY arrived for his visit. The Lieutenant Colonel conducted his brief examination of the site with typical American efficiency. At the end of his examination, he suggested to Kiyoshi NAKAO that the company’s production machines should be arranged in a different sequence in order to maximize efficiency. RIDGELEY explained that the arrangement he was proposing would allow the products to “flow” from one machine to another, much in the way water flows in a river. NAKAO wanted to do what RIDGELEY had advised because it made a lot of sense to him. Nevertheless, the chemists did not switch any equipment around because it was simply too difficult to move the heavy machines.

Kiyoshi NAKAO described what happened next in one of his essays: *“Shortly after Lieutenant Colonel RIDGELEY’s visit to our company, I ran into him by coincidence at the Ministry of Health. RIDGELEY remembered who I was and asked me if I had rearranged the machines, since, as he said, it really shouldn’t have taken more than two or three days to do it. He was talking about a couple of days, while we were planning to do the job over the course of a year. I was very happy that he remembered our company, but I was also envious of his American way of looking at things. I thought how great it would be if everything could be adjusted and changed so quickly – in the way Americans believe such things to be possible.”*





厚木 1945年8月30日  
Douglas MACARTHUR 元帥の到着時

Arrival of US General Douglas MACARTHUR in Atsugi, near Yokohama, Japan, 30 August 1945

## 荒廃からの復興とRIDGELEY中佐との出会い

ジーシーは、幸いにも終戦翌日の8月16日から平常どおりの業務を立ち上げることができた。しかしながら業務の回復は正に一歩一歩であった。ヤミ行為が横行する時代風潮の中、「筋を通すこと」を大事にした中尾清は、本格的な戦後の経営構想を練り、増産と品質の回復・改良を二大目標とし、必要ななかまの補充・増員を急いだ。

終戦後、連合国軍最高司令官総司令部（GHQ）により様々な事業分野に調査が入り、歯科界は、その責任者となったRIDGELEY中佐により各歯科製品メーカーへの視察が行なわれた。RIDGELEY中佐がジーシーを訪問した際、典型的なアメリカ人らしく、効率の良い手短な調査が行なわれ、「Flow」を重視した機械装置から機械装置へと「流れる」ような製造ラインの配置換えを中尾清に提案した。

中佐のジーシー訪問直後、中尾は偶然厚生省で中佐と出くわし、機械装置の配置換えを行なったかどうかを問われた。ジーシーが配置換えを行なうのに1年は要すると考えていた一方で、彼らは2、3日もかからないと話し、中尾はそのアメリカ人の物事の捉え方を羨望するとともに、アメリカ人のように迅速に全てを動かして変えていくことが出来たらなんと素晴らしいことだろうかと思ったのである。

## New President in Postwar Situation and New “Associate” Toshio NAKAO

### Renamed “GC Chemical Industry Co., Ltd.”

At the first postwar shareholders’ meeting on May 5, 1946, the Company was renamed and the election of board members including the replacement of president was held. With a renewed determination to expand business for the success in the new era based on the Corporate Philosophy “SEMUI,” “Laboratory” was removed and the Company was renamed to “GC Chemical Industry Co., Ltd.” Kiyoshi NAKAO was unanimously elected as the new president by the board. After his installment as president, with his strong personality and outstanding management skills, GC started to work hard towards becoming a leading manufacturer of dental materials. Aiming to rebuild the sales organization, which had been devastated under the wartime state-controlled economy, a new authorized dealer system was also built in 1946.

## Toshio NAKAO Joins the Company

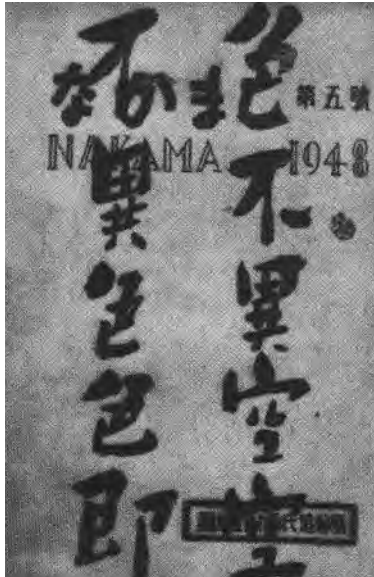
GC’s postwar reconstruction plan was started, and Toshio NAKAO joined the company in March 1946. Toshio married Kiyoshi NAKAO’s eldest daughter, Reiko (Makoto NAKAO’s mother). Though he majored in machine engineering at university, he loved and showed strong interest in arts such as paintings, books and theaters. Toshio stated that he was deeply impressed with Kiyoshi NAKAO’s views on Buddhism. After joining GC, he started his career in the Production Department. Participating in the core management activities step by step, he continued his career path as the successor of Kiyoshi NAKAO. Under the leadership of Toshio NAKAO as executive director, the company journal “Nakama (GC Associates)” was published and plans such as the establishment of the company theater club “Nakama-za” were suggested to get rid of the postwar dark social situation.

社  
内  
誌  
な  
か  
ま  
創  
刊  
号

1  
9  
4  
7  
年



First edition of the company journal Nakama, 1947



Fifth edition of Nakama, 1948



Company theater club Nakama-za

## 戦後：新社長の誕生と新しい「なかま」中尾敏男の入社

### 「而至化学工業株式会社」への社名変更

1946年5月5日に開催された戦後初の株主総会において、創業の精神を忘れずに新しい時代に向かったの事業規模拡大への決意のもとに「而至化学工業株式会社」と社名変更がなされた。また、役員改選も行なわれ、全員一致で中尾清の社長就任が決定され、以降、而至は中尾の強烈な個性、経営手腕の下で、歯科材料総合メーカーを目指して邁進することとなる。また、壊滅していた販売組織の再生を図っての新しい特約店制度の構想が実現したのも、この年である。

### 中尾敏男の入社

戦後の再建計画がスタートした1946年3月、中尾敏男が入社した。清の長女 玲子と結婚した敏男は、而至入社後、生産部勤務を振り出しに社業に携わり、次第に経営の枢機に関わりながら、中尾の後継者としての道を歩み始めることとなった。また敏男専務を中心に社内誌「なかま」の創刊、職場劇団「なかま座」の結成等、当時の暗い世相を吹き飛ばそうとの企画が次々と打ち出された。

### Realizing the Importance of Product Testing by Dr. PAFFENBARGER's Visit

A decision was made to challenge and surpass the superior dental material of the US competitors at the 30<sup>th</sup> anniversary in 1951 under the “modernization” slogan. At that time, standards of US dental materials were set by the National Bureau of Standards (NBS) and the American Dental Association (ADA). In particular, the ADA standards became the internationally accepted authoritative standards. GC developed the first Japanese dental products that met the ADA standards: the “Blue Band Series.” The Blue Band Series was initiated on the recognition that the company should “be bluer than indigo” meaning exceeding its teachers and superiors: US competitors.

In response to the invitation from the Japan Dental Association (JDA), the ADA delegation visited Japan in July 1951, whereas GC continued efforts to develop new products that met the ADA standards. One member of the ADA delegation was Dr. George

PAFFENBARGER, who was an internationally recognized authority on dental materials and a Senior Research Associate at the National Bureau of Standards. As GC chemists had just finalized the prototypes of the Blue Band Series before the delegation visit to GC, they hoped that Dr. PAFFENBARGER could directly give them guidance about NBS testing. Although this could not be realized during his first visit, Dr. PAFFENBARGER generously agreed to visit GC again during his stay, despite the tight schedule of delegates. Fortunately GC was given an opportunity to receive kind and constructive advice on product standards and experimental methods from him. It led to significant progress in the development of the Blue Band Series.

In the 1951 US delegation's report, it was suggested that “improvement of industrial infrastructure should be the key to a brighter future of dentistry in Japan.” This suggestion brought rays of hope to the Japanese dental companies at that time.

ジ  
ー  
シー  
の  
な  
か  
ま  
  
1  
9  
5  
1  
年



GC Associates, 1951

から二人目）中尾清（写真左）と1951年ADA使節団PAFFENBARGER博士（写真右）



Kiyoshi NAKAO (left) with the ADA delegation, including Dr. PAFFENBARGER (second from right), 1951

## PAFFENBARGER博士視察による製品試験の重要性への気付き

創業30周年の1951年に「近代化の旗印」として、先進国アメリカの歯科材料に挑戦し、それらを凌駕する製品を発売しようとの構想が打ち出された。アメリカの歯科材料規格は、国立標準局（NBS）とアメリカ歯科医師会（ADA）にて制定され、ADA規格は、国際的に権威ある規格となっていた。この規格に基づいて日本で初めて研究開発され、また本家をも凌駕する製品群を「ブルーバンドシリーズ」\*と命名した。

1951年7月、ADA規格に適合する製品開発の模索が続く中で、日本歯科医師会の招聘によりアメリカ歯科使節団が来日し、日本の産業界視察の一端としてジーシーを視察されたNBSの上席研究員のGeorge PAFFENBARGER博士から再指導の機会を得て、製品規格や試験法等について懇切丁寧な指導を受けて、ブルーバンドシリーズの製品化が飛躍的に進んだ。

\*ブルーバンドの由来：「青は藍より出でて藍より青し」からとっている。藍草から採った青い染料は、もともとの藍草より濃いという意味で、弟子がその師より抜きんでることをいい、ジーシー製品の師であり、先輩でもあるアメリカ製品より抜きんでるという意欲を「ブルー」で表現した。

## Successful Introduction of the Blue Band Series

In October 1951, the “Blue Band Series” was finally launched. A total of three years was spent on the promotional activities in organizing nearly 250 “Blue Band Series Products Demonstration Meetings” across the country. The efficacy and physical properties of dental material are by its nature influenced a lot by usage of a customer. That three-year campaign was held based on the idea that it should be GC’s mission as a manufacturer to meet face to face with customers and give explanations about the products directly by GC’s researchers, in order to expand use of the Blue Band Series products.

Four years after the American delegation’s visit and following a successful introduction of the Blue Band Series, Executive Director Toshio NAKAO and General Manager of Research and Development (R&D) Chojiro TEZUKA left for the US, to investigate the status of US dentistry, which was leading the dental material market at that time. It was the first overseas business trip by GC Associates. NAKAO and TEZUKA had training about the methods of testing dental materials used for setting standards at the National Bureau of Standards. They also visited major US universities and their departments such as Prosthodontics, Conservative Dentistry or Science and Engineering, as well as dental clinics, laboratories and manufacturers. They received a heartwarming welcome in each place and were quite impressed with the spirit of generosity which they found in US dentistry, even though Japan had been their enemy country 10 years before the visit. The purpose of their visit: “Do anything! See anything!” was fully achieved. It allowed the company to decide a new research direction that formed a core of their business in the coming years and brought them a momentum to vigorously generate new products.

Toshio NAKAO wrote the following about this research tour of the US, which took place in 1955: *“Although we only spent two months in the US, we achieved some remarkable successes during the trip. First of all, we found out that the reason why the National Bureau of Standards and US universities and manufacturers had made such great advances in dentistry and in the production of dental materials was because they continually improved dental products in their labs. Secondly, the one-week training program taught us a lot of valuable things about methods of testing dental materials. Thirdly, our relationship with Dr. PAFFENBARGER made it possible to visit leading manufacturers such as SS White, L.D. Caulk, and Dentists Supply. Finally, we were able to become acquainted with the latest dental products in the US – products that were not yet available on the Japanese market. We are incredibly grateful to Dr. PAFFENBARGER for enabling us to participate in the training program and meet with other manufacturers of dental materials. The huge amount of knowledge we gained was put to use in our research and production operations and we were able to remain a step ahead of our competitors in Japan as a result.”*



ブルーバンドシリーズの広告  
1951年

Advertisement for the Blue Band Series, 1951

## ブルーバンドシリーズの成功

1951年10月、ブルーバンドシリーズは発売された。製品発売に際しての宣伝販売活動に3年を費やし、全国巡回の「ブルーバンドシリーズ製品実示説明会」を250回近く開催した。歯科材料は使用方法次第でその効果、性能が左右されるという宿命を持っており、この3ヵ年キャンペーンは、ブルーバンドシリーズ製品の普及を図るために、「直接需要家と会ってジーシーの研究者が説明することがメーカーとしての使命である」との考えに基づくものであった。

アメリカ使節団による視察とブルーバンドシリーズの成功から4年後となる1955年、敏男専務と手塚研究部長は、当時歯科材料を主導するアメリカの歯科事情視察に出発した。これは、ジーシーのなかまによる初めての海外出張であった。アメリカ国立標準局で歯科材料規格試験の実地教示を受け、主要歯科大学、開業医の診療所、技工所、歯科メーカーを訪問し各所で大変温かく迎えられた。

中尾敏男は、この2ヶ月間のアメリカ出張で大きな成果を挙げる事ができた。その第一は、アメリカの各分野が非常に進歩しているのは、弛まぬ改良研究が進められているからだと学んだことである。二番目には、材料試験の方法を一週間にわたり教えていただいたこと、そして三番目はPAFFENBARGER博士のご紹介によりリーディング企業と接触できたことであった。これらの成果が、その後のジーシーの躍進の源となった。

1951年  
ブルーバンドシリーズのチラシ



Brochure for the Blue Band Series, 1951

1955年  
中尾敏男と手塚長次郎の米国視察出張



Research trip to the US by Toshio NAKAO and Chojiro TEZUKA, 1955

## Solid Relationships Through the GC Membership Society

The promotional activity at the launch of the Blue Band Series paved the way to establishing the GC Membership Society years later. Company President Kiyoshi NAKAO had his own theory that GC's research in the new era should be conducted in cooperation with customers, whereas GC reaffirmed the importance of a tie with customers its their activity in organizing Product Demonstration Meetings as mentioned earlier. Those ideas overlapped each other and led to an announcement of the prospectus for the GC Membership Society in 1955, with Kiyoshi NAKAO's strong determination. The prospectus stated: "Advance in dentistry promotes advance in dental material industry, and vice versa. In such a sense, dentistry and dental material industry are mutually dependent and inseparable just like a pair of wheels. However, dental materials

are currently distributed to clinicians only by the same mechanism as consumer products. In order to improve this situation and launch a new challenge for building not only rhetorical ties but also substantial ties between clinicians and a manufacturer that is working in a dedicated area, we hereby announce the establishment of the GC Membership Society."

The GC Membership Society was then established in 1956. This organization for dentists, which had 3,600 members when it was founded, still exists today. The purpose of the GC Membership Society is to establish solid relationships with those who purchase dental products, as this is the only way to ensure customer requirements can be met effectively. GC understood as early as the mid-1950s that in the future, product research would have to be carried out in cooperation with those for whom the products were intended. The organization's goal was and still is to contribute to scientific research and the development of state-of-the-art dental technologies and products. This goal is pursued through an extensive exchange of useful information between dental professionals and manufacturers. The GC Membership Society serves as a conduit of advice and support for all different types of providers of dental services before they make their purchasing decisions. Today, more than 60 years after its establishment, the GC Membership Society has over 58,100 members around the world.

而至友の会創設時の広告  
1956年



Announcement of the foundation of the GC Membership Society, 1956



FDI exhibition in Rome, 1957

FDIローム大会  
1957年



## Restarting the Export Business

The first overseas trip to the US in 1955 triggered a restart of GC's challenge in export business. However several factors blocked a fully-fledged entry into the overseas market; for example, public image about "Japan devastated by the War," negative reputation of Japanese poor quality products and the language barrier. Overcoming such a difficulties one by one, GC continued its persistent efforts. There were several epoch-making events over the following years: a Japanese delegation's tour to Southeast Asia in a group of 17 members from the Japan Dental Association and dental manufactures in 1956, first participation and exhibition at the FDI (World Dental Federation) annual congress in Rome in 1957, and exhibition at the American Dental Association's centennial celebration in New York in 1959.

The company's progress through the 1950s and 1960s steadily built a network of contacts and brought an encounter with key people leading to a quantum leap in the next era. In all eras of history, it is indispensable to build and value a network of contacts. It is also important to note that the personal magnetism of Toshio and his wife Reiko NAKAO greatly contributed in this area.

Another noteworthy topic is that the Japan's trade liberalization policy introduced in 1960 allowed an entry of various dental products from the US and Europe. However, GC showed its presence by countering this foreign power in the Japanese market and proved that GC products were competitive enough in the overseas market. It further fueled the company's motivation to expand its business overseas.

## 而至友の会を通じた需要家との密接な関係

ブルーバンド製品発売に際しての宣伝販売活動が、その後の而至友の会の創設に向けた布石となった。新しい時代の研究は需要家と共に行うべきであるという中尾清の持論と、先の実示説明会の活動を通しての需要家の方々との絆の重要性が相重なり、1955年、友の会の創設に向けた趣意書が発表された。そこには「歯科医学の進展は歯科材料工業の発展を促し、逆にまた歯科材料工業の進歩は歯科医学の発展に寄与するという意味で、歯科医学と歯科材料工業とは両輪の如しと言われている。しかしながら歯科材料は一般消費材料と同様なメカニズムにより臨床家に届けられている。この状況を改善すべく、また、臨床家と製造者たる会社との関係を言葉ばかりでなく実質的な関係において結びつける新しい試みとして、而至友の会を創設する」と而至友の会の理念が語られている。その翌年、而至友の会はスタートした。ジーシー友の会の目的は今日も引き継がれ、科学的研究及び優れた技術や製品の開発に貢献し、創設時3,600名の会員だったのが、現在では世界中で58,100名に及んでいる。

## 輸出事業の再開

1955年の初めてのアメリカへの視察出張はジーシーの輸出事業への再挑戦へのきっかけとなったが、「戦争で荒廃した国」といったイメージ、粗悪品という風評や語学の障壁等日本企業の海外市場への壁は高いものだった。その中でジーシーは、1956年の東南アジアへの視察出張、1957年のFDIローマ大会での初めての展示、1959年のADA100年祭での展示を展開した。

50・60年代と一歩ずつ着実に海外にネットワークを作り上げ、次世代のキーパーソン達との人脈作りは大きな進歩をもたらした。この時の敏男・玲子夫妻の人柄が大きく貢献していることは忘れることは出来ない。

1960年には貿易為替自由化大綱が導入され、欧米製品が日本市場に入ることとなったが、ジーシー製品は海外製品とも十分に競合できるとの存在感を示した。このことが海外市場への開拓に一層の意欲を燃やす大きな原動力となった。

### Decision to Modernize the Facilities for Further Growth

During the Japanese economy's miracle growth in the 1960s, GC enjoyed double-digit sales growth and started to make aggressive investments to strengthen production as well as its sales system in 1966 under the solid leadership of Kiyoshi NAKAO as chairman and Toshio NAKAO as president. First, with the aim of modernizing factory facilities, a five-story factory building was completed in 1967, and GC focused more efforts on Quality Control. At that time, no industrial standards were available for dental products. Since its establishment, claiming "research-based and quality-first policy," GC set the required product quality level and worked hard to establish testing methods. After the post-war economic recovery, GC was quick to adopt the ADA standards and spearheaded the Japanese dental industry in the establishment of Japanese Industrial Standards (JIS), with the aim of assuring the quality of Japanese dental materials. In addition, GC introduced QC (Quality Control) in the

new factory. The concept of Total Quality Control (TQC) advocated by Dr. W. Edwards DEMING was also mentioned in its pamphlet. This can be said to be the very first step in the long history of GC's challenge to the Deming Prize. There were two possible ways for GC to succeed with its products in the competitive field: It could either improve product quality or try to sell as many units of its products as possible, and at the lowest possible price. Product quality had been the top priority at GC from the very beginning, so the company attempted to outperform its rivals by offering higher quality products.

Second, a new company building, Hongo Annex, was completed in 1969, as a base for sales and export-import business at the site of the current GC Corporate Center in Tokyo.

#### 更なる事業拡大を目指しての「近代化施設建設」の決定

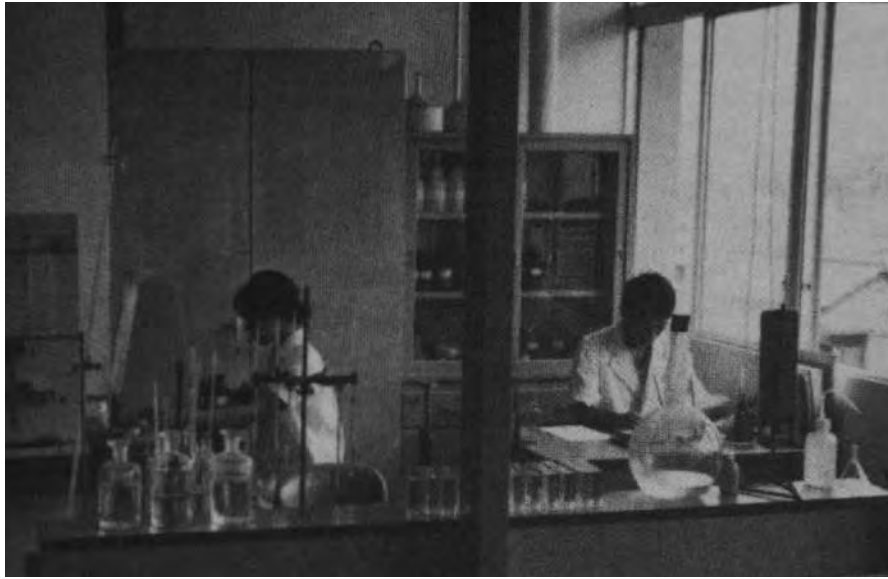
1960年代 日本の高度成長期をジーシーも二桁の成長率を記録し、1966年に中尾清会長、敏男社長体制のもと、生産・販売体制強化のための積極的な投資活動が展開された。

一つ目は、1967年の5階建てのビル型工場の完成と更なる品質管理への傾注である。会社創立当初より「研究重点、品質第一主義」の標榜のもと、まだ世の中に歯科材料規格が無い中、製品品質に一定の基準と検査法の確立を進め、戦後はADA規格の一早い採用とJIS規格制定の為に業界で先頭に立ち、日本の歯科材料の品質確保の旗振り役を務めてきた。また、この新工場においてはQCを導入するに至った。新工場のパンフレットには、この時既にDeming博士らのTQCについて記載されており、後のDeming賞獲得への長い歩みの第一歩がこの時と言える。

二つ目は1969年、現在のジーシーコーポレートセンター所在地に、営業・貿易の拠点として新社屋「本郷別館」が完成した。

品質管理室  
(第一工場内)

1967年



Quality Control room at first factory in Itabashi, Tokyo, 1967

第一工場  
(板橋)  
1967年



First factory in Itabashi, Tokyo 1967

本郷別館  
1969年



Hongo Annex, 1969

## Unique Concepts Leading the Way

The well-being of Associates was very important to President Kiyoshi NAKAO, which was why he tried to ensure a comfortable work environment and contribute to the achievement of a healthy society in general. Because of this attitude, Kiyoshi NAKAO introduced pioneering concepts, such as SEMUI and Nakama, to the company, which he also instilled with his own Corporate Vision. In addition, he established GC for all GC Associates. All these measures were designed to promote a pleasant work environment and motivate each individual to work hard to achieve their common company goal.

During Kiyoshi NAKAO's first business trip to Europe in 1923 - 1924, he witnessed the misery of the war after Germany's defeat in World War I. In addition, World War II devastated his own country and left him traumatized. A strange mixture of the hierarchical society, which lay heavily in the minds of Japanese people, and Western ideas, adopted by throwing himself into an unknown world in his youth, had structured his mentality. At that time what healed the wound of his mind and led him to something he could rely on was his visits to the historic city Nara. Thirteen hundred years ago, the imperial capital was transferred to Nara, where several historical monuments still exist, such as the Todaiji Temple which is famous as the site of the world's largest bronze statue of the Buddha. In the Nara Period, Japan was struggling to secure its position as an independent nation in the face of the overwhelming power of the Tang Dynasty. One of the examples symbolizing this approach is the Great Buddha mentioned earlier. Many foreign engineers were invited to Japan to help construction. At the eye opening ceremony of the Buddha in 752, a number of monks were invited from various countries like India and China. Utilizing diversity and accepting dif-

ferences, people of that time gradually digested the continental culture as well as the cultivated maturity of Japanese original culture. Reflecting this cultural background, there are a number of temples and Buddhist statues that still exist today in the Nara area.

### SEMUI

The word "SEMUI" is from the teachings of Kwannon Bodhisattva, who is revered in Hokekyo Buddhism. The associated texts form one of the key foundations of the Kwannon Sutra (Avalokitesvara). Put simply, SEMUI is a type of umbrella term that combines selflessness, pure objectivity, charity, and great wisdom. Its main tenet can also be found in the Christian Golden Rule: "Do unto others as you would have them do unto you."

After the unsuccessful launching of "Standard Cement" the founder, Kiyoshi NAKAO, introduced the corporate philosophy SEMUI. For GC, SEMUI takes on the following meaning: "True products are made for the good of others, not for your own sake" (in other words, they co-exist for mutual benefits) and "an action for the benefit of a user will never fail to make us happy." GC Corporation's philosophy can thus be summed up in one word (SEMUI). Another implication here is that you should look at things from the point of view of the person you happen to be dealing with. If that other person is a customer, then you should think and look at things from that customer's point of view. When performing work, you should take into account both the previous process and the one that will follow. GC is convinced that when Associates adopt the spirit of SEMUI, they become more motivated and have more energy. In this sense, the Associates work together in a type of community, and together they strive to manufacture products that create value and leave customers completely satisfied.



SEMUI

## 独自のコンセプトが道を開く

中尾清はなかまの幸せこそ会社にとって重要であると、快適な労働環境を確保すべく注力し、「施無畏」そして「なかま」のような先進的な考え方が経営ビジョンに取り入れられた。また、組織による経営を取り入れ、働き易い労働環境の推進と会社目標達成のためになかまの「やる気」の向上を図っている。

中尾清は、1923～24年の初めてのヨーロッパ出張における第一次世界大戦後のドイツの惨状、そして、第2次世界大戦での敗北は、日本人の心に重くのしかかる昔からの武士階級制度と、青年時代に自ら飛び込んでいった西洋思想が奇妙に交じり合った自分の精神構造に大きな痛手を負わせた。その心を癒し、新たな抛りどころを見出すに至ったのが古都奈良の旅であった。1300年前の奈良は、唐の巨大な力の前に如何に独立国としての立場を確保するかに苦心していた。その苦悩の中で、世界の最先端の技術を導入しそれらを具現化することだと言う知恵を見出し、その代表例が奈良の大仏である。当時の人々は多様性を活用し、違いを受け入れることで、大陸文化を消化するだけでなく、日本独自の文化も成熟させていったのである。

### 施無畏

「施無畏」という言葉は、仏教の法華経で崇められている観音菩薩の教えである。「個我を離れての無我」「純客観」「慈悲」「大智」などで表現される。この教えは、キリスト教のゴールデンルール「おのれの欲するところを人に施せ」にも見られる。

「スタンダードセメント」の失敗後、中尾清はこの「施無畏」を社是としたのである。中尾は「真の製品とは自己を空しうして相手の身になってつくったもの。いわば相依る存在である。」と語っており、「相手の立場にたって考え全てを行なうことであり、なかまが共にこの教えのもとに考え、行動することが出来れば、需要家の満足を得ることが出来る」とした。

### Nakama Spirit

Every GC employee is referred to as a “GC Associate,” regardless of what position they hold in the company. GC is thus a “Company of Nakama (Associates),” as it was established with the conviction that the source of a company’s energy lies not in the power of capital but instead in Nakama. In other words, the success of a company depends on the quality of the people who work for it (Nakama). This in turn means that it is Nakama (the Associates), rather than investors, who drive the enterprise forward. The management approach at GC Corporation places the organization’s two most important forces – the intelligence and energy of Nakama (the Associates) – at the center of everything. One of the main principles of the GC Nakama Spirit is therefore the idea that we do not work to make a profit for investors but instead to safeguard the continual development of dental science and dental health in society in general.

### Labor Union Act and GC

The Japanese Labor Union Act was issued in 1945 and the Labor Movement regained its power in Japan. An Internal Committee was established at GC to re-

place the role of the Labor Union, as proposed by Associates. This committee decided and executed matters democratically according to the Labor Union Act. With the principles that “management care for the welfare of Associates, Associates respect the management’s perspective and both aim for the prosperity of the company’s business.” As the democratic movement in Japan intensified in the 1950s, GC’s young Associates were deeply influenced by this national trend and aimed for the establishment of an independent labor union. This opened up the distance between GC’s Associates and its President, Kiyoshi NAKAO, who always pursued a company of “Nakama.” NAKAO admonished the Associates for their approach, saying: “The sudden request to establish a labor union is out of line since there is still the Internal Committee.” After a discussion with the Internal Committee, GC’s independent labor union was realized in May 1955. Although there was a slight difference of opinion at the time of the establishment, what followed was satisfactory to both sides. Since Kiyoshi NAKAO cared very much for “Nakama,” they unified beyond the labor-management relationship and “Nakama” became even stronger.

而  
至  
合  
員  
と  
化  
学  
社  
側  
幹  
部  
合  
創  
立  
1  
9  
6  
4  
年  
記  
念  
祝  
賀  
会  
時  
の  
男  
子  
組



Management Team with male Associates of GC's labor union, 1964

### なかまの精神

ジーシーで働く人々は皆「ジーシーのなかま」と呼ばれている。ジーシーは、資本の力ではなく、「なかま」一人ひとりの能力とエネルギーが会社を動かす「なかまの会社」なのである。このなかまの精神の原理は、「ジーシーのなかまは、投資家の利益のために働くのではなく、歯科医療の発展と口腔保健向上のために働く」ことである。

### 労働組合法の公布とジーシー

1945年労働組合法が公布され、日本の労働運動が息を吹き返すとともに、なかまからの提案により、労働組合に代わる社内業務委員会が結成された。会の綱領は「経営者は従業員の福祉を思い、従業員は経営者の立場を尊重し、共に社業の発展を期する。」というものであった。その後、1955年5月、ジーシー独自の単一組合が結成された。意見の相違が双方にあったものの、「なかま」を愛す中尾清と会社を愛する「なかま」は、労使の垣根を超えて一体となり、「なかま」の結びつきは更に強固なものとなったのである。



ジーシー労働組合創立50周年記念祝賀会

50<sup>th</sup> anniversary of GC's labor union

## Yumetagai Kwannon

Kwannon is the goddess of compassion and mercy. Yumetagai Kwannon is a type of Kwannon that transforms bad dreams into good ones. The original statue of Yumetagai Kwannon from the Nara Period reflects the Japanese philosophy of life. This statue is housed in the Hōryū-ji Temple in Nara Prefecture. The temple was built in the year 747 and has been a UNESCO World Heritage Site since 1993. It stands on the same site as the world's oldest existing wooden buildings.

The fundamental idea of Kwannon is “exert without fear.” More specifically, this means you should devote yourself to what you’re doing without being afraid. That’s because those who pray to Kwannon will be protected by her – even if your house is on fire, she will make sure it doesn’t burn. With Kwannon, everything always remains, including you. Those who pray to Kwannon from the bottom of their hearts thus achieve a state of consciousness that does not recognize a “self,” and such a person therefore no longer needs to fear anything. Kwannon herself takes the place of the suffering individual – the person who worships her – and saves that person by taking on their misfortune.

夢  
違  
観  
音  
像



Statue of Yumetagai Kwannon

Yumetagai Kwannon was very important to GC founder Kiyoshi NAKAO. Following Japan’s defeat in the Second World War, he tried with great determination to get the company moving again. His favorite place to be at the time, the place that gave him comfort and new hope, was at the foot of the statue of Yumetagai Kwannon in the Hōryū-ji Temple in Nara.

Nara provides proof of Japan’s struggles for survival and efforts to promote exchanges with other countries as well as to protect important Japanese values. It has been passed down to the present throughout the long history and even after 1,300 years is reflected in a number of temples and Buddhist statues that still exist today. Ancient Nara gives us an opportunity to learn the importance to cope with diverse challenges in a time of rapid change.

A Yumetagai Kwannon statue was built for the ceremony in 1959 that marked the opening of the GC Research and Development Laboratory in Itabashi, Tokyo, and the launch of operations at GC Dental Products. The Japanese artist Jiro AMENOMIYA sculpted the statue, which since that time has stood in the lobby of the R&D Center. These days, statues of Yumetagai Kwannon also welcome Associates and visitors to all GC group company offices around the world. It should be pointed out here that the placement of these statues is not meant to send a religious message but instead to provide peaceful encouragement and solace to GC Associates.





Hōryū-ji Temple in Nara Prefecture

### 夢違観音

夢違観音は「悪夢を見た時に一心不乱にお祈りをすれば吉夢に変えて下さる」と言われ、奈良の747年に建てられた世界最古の木造建築の法隆寺に安置されている。

観音様の中心思想\*は「無畏の心境」を求めることである。「畏れることなく取り組めるように自分自身を導くこと」である。

敗戦後、強い決意を持って会社を再建しようと取り組む中尾清にとって、奈良の法隆寺の夢違観音の足元は、慰めと新しい希望を与える場所であった。

中尾清にとって、法隆寺の夢違観音は、「心の癒し」と「新たな希望」をもたらす場であった。1,300年前、奈良は、国の存亡をかけ日本と世界との交流を促進するとともに、日本として守るべき事柄を大切に、長い歴史を経てその姿を現代に伝えている。正に変化の時代への対応は多様化への取組みにあると教えられたのである。

1959年、雨宮治郎氏製作による夢違観音が研究所の開所、而至陶歯工業操業開始に合わせて安置された。今日においては、ジーシーの国内外全ての事業所に安置され、ジーシーのお客様となかまを迎えるとともに、心の拠りどころとなっている。

## Company Song Strengthens GC's Corporate Philosophy

Kiyoshi NAKAO wrote the GC Company Song in 1959 in order to strengthen the GC corporate philosophy. The three verses contain many concepts that reflect both this corporate philosophy and the personal ideas of founder Kiyoshi NAKAO. NAKAO stated the following about the Company Song in an essay: *"Every GC Associate works for himself or herself, but at the same time for others as well. It's also important that all Associates respect each other. The various GC Associates may occupy different positions at the company, and also be paid different salaries, but each and every one of them has the same rights as a human being. Along with ensuring a dynamic work environment, it's also important that Associates have good relationships with customers. That's because truly good products satisfy customers and the best way to create products that are truly good is with employees who have a positive emotional attachment to them.*

*Many companies have a social component, but it's usually designed to improve the organization's image. That's why it's very important to me that GC should have a real social component with goals that are higher-minded than such self-serving objectives. Because we manufacture products that are vital for the health of the people who use them, we perform a service that directly benefits society. I'm proud to be doing work that helps others.*

*'Mui' means 'without fear,' which is why it's in the Company Song: Only a selfless person can be free of fear. Those who look at things from the other person's point of view without selfish motives are practicing SEMUI. Those who live like this go through life without fear and can therefore apply themselves with total commitment and dedication."*

## 社歌による企業理念の徹底

1959年、中尾清はジーシーの企業理念を徹底すべく社歌を書き下ろした。三章から成る社歌は、中尾の企業理念と信念が多く盛り込まれている。中尾はエッセイの中で以下のように述べている。

「我々は、高い志と社会奉仕の心持ちで、お役立ちに誇りを持つ者である。ジーシーのなかまは自分自身のために働くと同時に他者のためにも働いている。それと同時に、共に相互敬愛の心を持つことが重要である。多くのなかまが集うジーシーでは、立場や給与が違えど人間としては平等である。そして、活気のある労働環境のもとで、需要家と良い関係性を持ってこそ真に良い製品が生まれるのである。また、多くの企業が自身の都合主義的な社会活動をする一方で、ジーシーは我々が生み出した製品が人々の健康に深く関わり、社会に直接的に奉仕している。そして「無畏」とは、自分自身に執着せず無私無欲であれば何も畏れることはないという意味であり、自我を捨てて相手の立場になって物事を見られる人が施無畏の実践者であり、真の役割と貢献を果たすことができる。」

**Lyrics**

*With the mind of love and respect  
Singing aloud song of labor  
The working place has life  
Those proceeding with GC  
Colleagues we are all Associates*

*With the flag of ideal of serving  
For the development of society  
Dental materials made have light  
Those raising the name of GC  
Colleagues we are all Associates*

*With the shining glory of Mui  
High spirit for only one way  
Tradition held has power  
Those building eternal thrive  
Colleagues we are all Associates*

(Kiyoshi NAKAO, 1959)

**社  
歌**

中尾 清 作詞  
林 光 作曲

一、敬愛の心胸にひめ  
勤勞の歌高らかに  
うたう職場に生命あり  
而至と共に進む者  
同志われらぞ なかま

二、奉社の理想かかげつつ  
社会向上の旗の下  
つくる齒材に光あり  
而至の名を擧ぐる者  
同志われらぞ なかま

三、無畏の榮光輝きて  
一筋道の意気高く  
守る伝統に力あり  
とわのさかえを築く者  
同志われらぞ なかま

Score of company song





### **Celebrating GC's 50<sup>th</sup> Anniversary**

Achieving steady growth, GC reached its 50<sup>th</sup> anniversary milestone in 1971. Authorized dealers from six overseas countries; Belgium, the UK, the US, People's Republic of China and Republic of Korea were invited to the 50<sup>th</sup> anniversary event. In GC's history, it was the first time that overseas authorized dealers had joined the anniversary event. Their attendance demonstrated the expansion of GC products in overseas markets. Marcel PUTMAN started business with GC and also joined the 50<sup>th</sup> anniversary celebration. PUTMAN later became the first branch manager of GC International European branch, and president of Martin Halas Dental in Australia. He was tremendously impressed with GC's challenge to the ADA standards and the excellent performance of its products.

In his speech at the 50<sup>th</sup> anniversary event, Chairman Kiyoshi NAKAO suggested some likelihood, that Japan's economy would gradually shift to a lower growth path. Emphasizing the need to enter and expand into new markets, overseas markets and equipment category, which was a new area for GC, Kiyoshi NAKAO inspired and motivated each and every GC Associate to tackle a higher challenge.

### **Promotion of Export-Import Business**

In any case, in order to generate additional momentum for its export-import business, GC established a subsidiary known as GC International Corporation (GCI) in 1971. GCI started sales of imported dental products, but only those that passed stringent internal inspections and were therefore designated as "sufficient." In this manner, it became possible to round out GC's portfolio with imported products from other manufacturers. GC's plan with the establishment of GCI was to sell high quality imported products in order to boost GC's business operations. The company had no problem with the extra work this would entail because the additional effort and expense involved in selling imported products would ultimately benefit GC.

Kiyoshi NAKAO was aware of the fact that the investment in GCI would initially be larger than the returns. However, he also knew that the establishment of GC International Corporation would be very helpful in the future to further satisfy customers in both of overseas and Japanese market.

The 1980s were difficult times from a business perspective, due to the Second Oil Crisis and the yen's appreciation. There was also internal disagreement as to whether GC should invest in an export operation. Nevertheless, GC International Corporation was able to achieve several successes. Within 10 years after it was founded, GCI was exporting dental products and accessories to more than 80 countries and had established business relationships with 100 partners worldwide.

### 創業50周年式典

1971年、好調な業績のもと迎えた創業50周年式典には、ベルギー、英国、アメリカ、オーストラリア、台湾、韓国6カ国の海外代理店の代表が参加した。海外代理店が式典に参加したのは初めてのことであり、まさにジーシー製品の海外進出を物語るものであった。この時に後のヨーロッパ初代支店長となるMarcel PUTMANが代表として参加している。この50周年式典の際の挨拶で、清会長は、これからの日本経済が低成長時代に移行する可能性を示唆し、ジーシーは新市場を目指さなければならないと宣言、新しい市場である海外と新分野である器械事業への進出の必要性を語り、なかまの挑戦意欲を高めた。

### 輸出入事業の促進

1971年、ジーシーの輸出入事業の勢いを更に加速すべく、ジーシーインターナショナル（GCI）が設立された。社内の厳しい検査を通った品質の良い外国製品の輸入を行なうことで、品揃えを充実させ、ジーシー営業活動を更に促進させることが目的の一つであった。清としては、GCIへの投資のバランスは取れなかったものの、将来国内外の需要家の皆様のお役に立てると確信していた。また1980年代は、事業上の観点から言えば、第二次オイルショックと円の急騰により難しい時代であり、輸出事業に投資すべきかの点については社内において反対意見もあった。しかしながら、GCIは設立から10年もかからぬ内に、80カ国以上に歯科製品を輸出し、世界100カ国と取引をするに至り、成功をおさめたのである。

創業50周年式典



50<sup>th</sup> anniversary ceremony



Announcement of GCI's foundation, 1971

ジーシーインターナショナルの設立広告  
1971年

### Opening and Prosperous Development of the First European Branch

In 1972, GC established its first office outside Japan – in Kortrijk, Belgium. This subsidiary of GC International Corporation was called GCI European Branch. Around that time, Henri GUNS, the father of current GCE Vice President, Jean GUNS, joined GC as one of the first overseas Associates.

Marcel PUTMAN, was a representative from Europe at GC's 50<sup>th</sup> anniversary and the owner of EDB (European Dental Business) in Kortrijk. Furthermore, he had a dental technicians laboratory in Kortrijk and was appointed as first European branch manager. When the European branch opened in Kortrijk there were only four people working for GC Europe: PUTMAN, a secretary, an accountant and the overseas Associate Henri GUNS. GUNS was dental technician before he joined GC Europe, where he was in charge of product consulting and customer relations with dentists all over Europe.

Good relationships with the customers was one of the key priorities of the Japanese dental material supplier. GC Europe took up on the implied concept of SEMUI by GC. To give truthful consulting and continually talk to customers was therefore already a core business for GC Europe in the 1970s.

The first product to be established in Europe was a material used for taking impressions. In order to promote the presence of GC to European dentists and to raise the buying inducement from a new supplier on the European market, GCE offered with each purchase of the pearl was offered to customers buying a composite called Epolite this product was introduced shortly after the impression material. This was a smart stroke that increased sales immediately.

（展示会で製品説明をするHenri GUNS氏から右）



Henri GUNS working at an exhibition (second from right)



### ヨーロッパ支店の開設と好調な発展

1972年、ジーシーはベルギー、コルトレイク市に初めての海外支店を立ち上げ、GCIの子会社として、GCI ヨーロッパ支店 となった。この時に最初のなかまとして入社したのが、現在のジーシーヨーロッパで副社長を務めているJean GUNSの父親であるHenri GUNSである。

GCIの初代支店長として、ブラッセルで歯科代理店EDB社を営し、コルトレイク市で歯科技工所を営んでいたMarcel PUTMANが就任した。当時は4人のなかまという小所帯であった。なかま第1号のHenri GUNSは技工士であった特性を活かし、全ヨーロッパの需要家との窓口として活躍し、施無畏の心を胸に、良い顧客関係構築に努めた。この時の最初の製品は印象材で、この時の拡売ツールとして日本の「真珠」が使用された。

G  
C  
I  
  
ヨ  
ー  
ロ  
ッ  
パ  
支  
店  
コ  
ル  
ト  
レ  
イ  
ク  
市



GCI European Branch N.V. in Kortrijk

## **Fuji-Oyama Factory – A Dream Come True**

### **Stunning Mount Fuji**

Mount Fuji is a stratovolcano, and with an elevation of 3,776 meters above sea level (12,400 feet), it's also the highest mountain in Japan. Mount Fuji is located around 100 kilometers (60 miles) southwest of Japan's capital, Tokyo. The mountain has been considered sacred for centuries in Shintoism, a religion practiced almost solely in Japan. Mount Fuji was named a UNESCO World Heritage Site in 2013.

### **Impact on Kiyoshi NAKAO's Childhood**

Kiyoshi NAKAO was born and raised in Yoshiwara (known today as Fuji City) in Shizuoka Prefecture. The city has an outstanding view of Mount Fuji. In response to a request by the "Nippon Dental Review," Kiyoshi NAKAO wrote a personal essay in 1980 titled "A Certain Memory," which then became a series in the dental magazine. He wrote the following about his childhood: "Mt. Fuji, which can be seen directly from the second-story windows (of my parents' house) without obstacle, is truly magnificent, and while growing up I used to find myself gazing at Fuji's form with some reverence for one reason or another." For a very long time now, Mt. Fuji has filled Japanese people's hearts with pride and affection. This unique mountain had an even more powerful effect on Kiyoshi NAKAO. Indeed, from a very early stage of the company's development, he dreamed of one day establishing a GC facility at a location with a view of Mt. Fuji.

## 富士小山工場 -夢が叶う

### 素晴らしき富士山

富士山は、標高3,776メートル、海拔12,400フィートの成層火山である。日本の首都である東京から100キロメートル西南に位置し、日本で一番高い山である。富士山は、古来より神聖なものとして崇められてきた。2013年にはユネスコ世界遺産に登録された。

### 中尾清 幼少時代の記憶

中尾清は、富士の素晴らしい景色を仰ぎ見る静岡県吉原（現在の富士市）で生まれ育った。中尾は幼少時代について、「日本歯科評論」誌への寄稿の中で「(生家の) 二階の窓から何の障害物もなく真正面に見える富士山は実に雄大で、長ずるに従い私は何となく、この富士の姿を一種畏敬の心をもって眺めるようになっていた」と語っている。古来より、富士山は日本人にとって誇りであり、信仰の対象でもあった。富士を眺めて育った中尾にとっては更に格別の思いがあり、ジーシー事業発展のかなり初期の段階より、富士の見える場所にジーシーの工場をいつの日か建設したいという夢を持っていたようである。

富士山



Mount Fuji

### Haikus by Company Founder Kiyoshi NAKAO

Kiyoshi NAKAO left two Haiku poems about Mt. Fuji, which was always present in his mind throughout his life.

Flowing stream  
Through my hometown  
With Mt. Fuji to the north

This piece poeticizes young Kiyoshi NAKAO who returned home and saw Mt. Fuji from the second-story window. With a feeling of awe, he was trying to find an answer to his complex internal argument in his adolescence. At the same time, he reminded himself constantly to live a clean and upright life like pure water, viewing the limpid stream flowing out of the window.

Wintry blast made  
One way path up to  
The top of Mt. Fuji

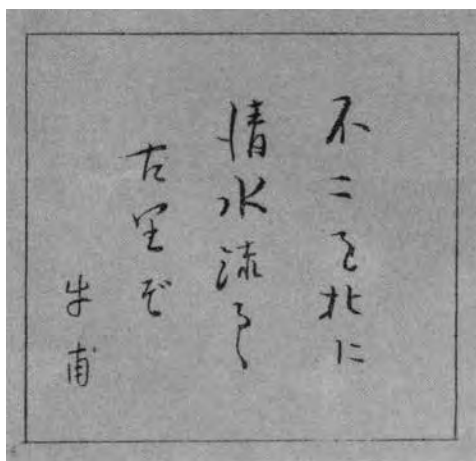
This piece poeticizes the scene where there was a path up to Mt. Fuji with typhoon blast blowing across, expressing his mind in wartime. It symbolizes his strong determination to go “Throughout One Way,” which means to follow his own beliefs whatever happens in the world.

### Looking for a Suitable Potential Site

Kiyoshi NAKAO, shared this dream of building a GC facility at the base of Mt. Fuji with his son-in-law Toshio NAKAO. This shared dream of father and son-in-law would eventually come true. It all began with a plan to construct a GC factory that would have a view of Mt. Fuji. At the time this plan came into being, GC was modernizing its main production facility, which was no longer able to accommodate production of all GC products. Expanding this existing facility was not an option, however, so the company began looking for a suitable location to build a new factory. Kiyoshi NAKAO set three conditions that had to be met by any potential site:

1. Location in Shizuoka Prefecture, with a view of Mt. Fuji
2. Location in an environmentally sound natural area in order to ensure harmony between nature and an environmentally friendly production plant
3. Total land area of at least 10,000 tsubo (Japanese unit of measurement corresponding to approximately 8.2 acres)

中尾清の富士を詠んだ句



Haiku about Mount Fuji by Kiyoshi NAKAO



Haiku by Kiyoshi NAKAO at Fuji-Oyama factory

富士小山工場の句碑

### 創業者中尾清が詠じた俳句

中尾清は、生涯にわたって自身の心に投写される富士山に関して、二つの俳句を遺している。

不二を北に 清水流るる 古里ぞ

この句は、帰省をする度に家の二階の窓から畏敬の念をもって富士を眺め、その富士に彼の複雑な青年時代の問いかけの答えを見出そうとするとともに、窓から見える清流を眺め、その水のように、「生涯、心をきれいに過ごすこと」を自身に言い聞かせた句である。

不二を指す 道一筋に 野分かな

この句は、富士に向かって一筋の道があり、そこを台風の強風が吹きぬけて行く様を表現している。戦時中の心の中を表現したもので、例え時勢が変転しようとも、信ずるところに従って「ただ一筋にわが道を行く」との決意が込められている。

### 最適な建設地を探して

中尾清は富士の麓にジーシーの工場を持つという夢を敏男と共有し、その後二人の夢が叶うことになった。ジーシーの全製品を製造するにあたって手狭になっていた当時の工場は、拡張工事ではならず、新たな土地を探すことになったのである。そこで、清は建設地を探すに当たって以下の3つの条件を設定した。

1. 富士を望む静岡県 の地
2. 自然と環境に優しい製造工場を実現できる自然豊かな場所
3. 最低10,000坪の土地面積

新工場用地調査時の中尾清ほか会社幹部



Kiyoshi NAKAO and others inspect land for a new factory



富士山の写真を使用したフジアイオノマーの広告

Use of Mount Fuji in GC's advertisement for Fuji Ionomer

### Establishment and Thriving Production at Fuji-Oyama Factory

Following a long drawn-out search for a suitable site, GC found a parcel of land in the southern part of the Nakahinata District of Oyama Town in Shizuoka Prefecture. The land was near Gotenba City and particularly attractive with a good view of Mt. Fuji, despite the fact that it was located on swampland. After eight months of negotiations with the owner, GC was finally able to purchase the site in 1974. Planning of the relocation gave GC a golden opportunity to trigger a fundamental review of conventional approaches and accelerate promotion of the 5Ss (Seiri, Seiton, Seiso, Seiketsu, Shitsuke: Sort, Set (in order), Shine,

Standardize, Sustain (the discipline)). Pursuing an environmentally friendly factory prevents environmental pollution, which was said to be often caused by Japanese factories at that time, GC aimed to realize in the true sense a “Forest Factory.” Two years after that, GC celebrated the grand opening of the Fuji-Oyama (yama = mountain) factory at the base of Mt. Fuji. It was there that the company began manufacturing its “Fuji” brand series, including the revolutionary new glass ionomer cement known as “Fuji Ionomer,” which was launched in 1977. In this manner, Mt. Fuji not only remained a symbol over the years of Japan and its religious and even artistic values, it also became a symbol of GC.



富士  
小山  
工場  
1  
9  
7  
6  
年

Fuji-Oyama factory, 1976

### 富士小山工場の設立と

長期に亘る用地調査の後、ジーシーは、御殿場市に程近く偉大な富士を眺める点で大変魅力的な静岡県小山町中日向の南に位置する土地を見つけた。土地の所有者との8ヶ月に亘る交渉の末、ジーシーはついに1974年に土地を購入した。

工場の引越しという一大作業は、従来の仕事の進め方の抜本的な見直しをする大変良い機会であり、同時に5S（整理、整頓、清掃、清潔、躰）を加速することが出来るチャンスであった。また、当時日本の工場が生み出すと言われていた公害問題とも距離を置くべく、環境に考慮した「森林工場」作りを進めた。その2年後、富士小山工場の開所式が盛大に執り行なわれた。この時が、1977年に発売された「フジアイオノマー」を筆頭とした「フジ」ブランドシリーズの製造の始まりである。このようにして、富士山は日本だけでなく、ジーシーのシンボルにもなったのである。

中尾清による富士小山工場完成時の祝辞



Kiyoshi NAKAO expresses his gratitude on the completion of the Fuji-Oyama factory



Advertisement for GC's Fuji Ionomer Type II

ジーシーフジアイオノマータイプIIの広告

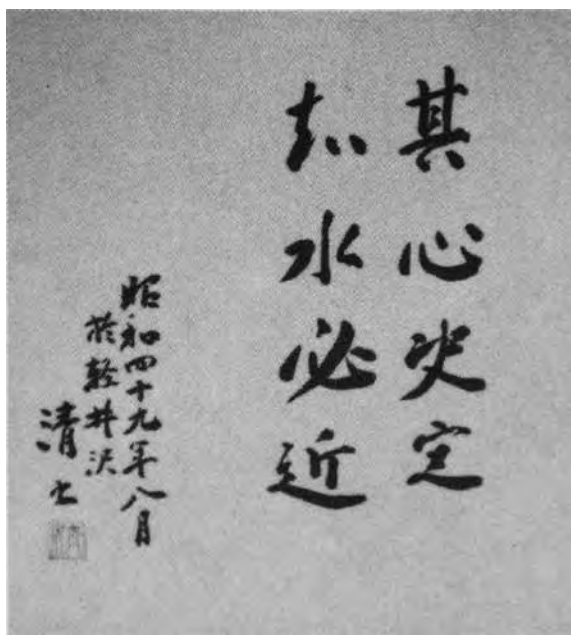
### Departure of the Great Founder – Entrepreneur – Associate

In August 1976, shortly after the Fuji-Oyama factory opened, the 83-year-old founder of GC, Kiyoshi NAKAO, passed away. For decades, Kiyoshi NAKAO had been the driving force behind GC, as well as the company's inspiration.

Kiyoshi NAKAO regularly came to the Fuji Oyama factory until two months before his death. Regrettably, the first birthday party for the Factory Associates became his last visit. Always saying: *“Those who do not work, do not deserve to live,”* Kiyoshi NAKAO remained active as an entrepreneur throughout his life. His last calligraphy “其心決定知水必近” (quoted from Hokekyo: Lotus Sutra, meaning, “Now he is determined in his mind to go on, for he knows that he is bound to be nearing water”) was written about a

year before he passed away. His last words had something in common with the wise words by Friedrich NIETZSCHE, a German philosopher, who said: *“Where you stand, dig deep and pry. Down there is the well.”* Devoting his whole life too the dental business, Kiyoshi NAKAO dug deep throughout his life and lived a great life. Amidst the confusion throughout the dental industry and within GC, his successor, Toshio NAKAO, had to keep calm and lead GC. People both inside and outside GC closely watched how he was going to spearhead and oversee GC’s business activities.

遺墨「其心決定  
知水必近」



Kiyoshi NAKAO's last calligraphy



Funeral of company founder Kiyoshi NAKAO, 1976

創業者中尾清の葬儀  
1976年



### 偉大な創業者・経営者・なかまの旅立ち

1976年、富士小山工場のオープンの直後、83歳で中尾清は逝去した。死の2ヶ月前まで富士小山工場に顔を出しており、本人は家族に「働かざる者、生きるべからず」と語り、正に人生の最後まで現役を続けたのである。清の遺墨「其心決定知水必近」は亡くなる一年前に書かれたものであるが、ニーチェの格言「乙の立てる所を深く掘れ。そこに必ず泉あらん。」と通ずるものがあり、正に歯科医療一筋に歩んだ偉大な人生であった。

創業者中尾清の社葬  
1976年



Funeral of company founder Kiyoshi NAKAO, 1976

### **New Strategies by Toshio NAKAO**

Having acquired management skills during 10 years as president, he clearly underlined the following strategies for a new era:

1. Aggressively promote research and development of original products that meet customer needs
2. Expand overseas markets
3. Enhance organic collaboration between departments
4. Promote rationalization inside the company
5. Expand services for customers and dealers

Under those five strategies, President Toshio NAKAO started a challenge in the era of significant change, together with his son, Makoto NAKAO, who was installed as executive director at the tender age of 28.

The great founder Kiyoshi NAKAO was well versed in every detail of GC's business. Losing such a leader, Toshio NAKAO thought that it would be a key for further growth of GC to "maximize capability of Associates and organization." Therefore he actively planned various in-house workshops for Associates by inviting lecturers from outside. The first workshop theme was "Cost Management." Learning from this workshop was utilized in establishing GC's management system. In addition, GC started a discussion to formulate the "Management Plan" as the first step.

Various themes were covered in those internal workshops, such as marketing and production management, etc. Professor Rintaro MURAMATSU, Makoto NAKAO's professor at Waseda University and leading expert in industrial engineering, was also invited as a lecturer for production management-related themes. It led to a launch of consultation meetings on site at the actual production process, starting the path to the introduction of TQC started at a later stage.

### **Expansion Through the Network "World Class GC"**

In the 1980s, GC also set up a network known as "World Class GC," the goal of which was to help GC obtain a foothold in various countries. Five principle objectives were defined, and these were to be attained over the next few years:

1. Maintenance and expansion of European branches
2. Full-scale participation in the US market
3. Activities as a trading department: consolidation export section and import section
4. Examination of region-specific marketing strategies: dividing the world into seven regions based on the standard of living, economic conditions and medical level, and marketing products that fit the criteria of each region
5. Resolution of deficiencies that affect other departments: production and logistics-related issues

GC then moved ahead with its expansion abroad and entry into new markets, always keeping in mind these objectives. With the establishment of GCI, GC had created a flagship for World Class GC. The approach taken by GC helped gain the trust of partners and customers around the world and allowed the company to establish a presence in markets beyond Japan.

### 中尾敏男による新戦略

社長就任から10年と言う手腕のもと後継者である敏男の新しい時代への対応策は明確なものであった。需要家のニーズに応えるオリジナル製品開発の積極的な推進、海外市場の拡大、社内各部門の有機的な連携の強化、社内合理化運動の推進、需要家・歯科商店へのサービス拡大の5つを掲げ、28歳の若さで専務に就任した眞と共に激動・変革の時代へ挑戦して行くのである。

偉大な創業者である中尾清は、ジーシーのビジネスの細部にまで精通していた。このようなリーダーを失い、敏男はジーシーの更なる成長のためには「なかまと組織の能力を最大限に活かすこと」が鍵であると考えた。そこで敏男は、社外から講師を招き、積極的になかまのために社内研修会を開いたのである。

「原価管理」や「マーケティング」等、様々なテーマの研修会が開催されたが、「生産管理」に関連したテーマで、中尾眞の早稲田大学時代の恩師であり生産管理の第一人者の村松林太郎教授が招かれた。その後、実際の生産現場での指導も行なわれ、これが後にスタートするTQC導入への道筋となったのである。

### World Class GCを通しての事業拡大

1980年代、ジーシーは世界中に基盤を築くべく「World Class GC」というネットワークを立ち上げた。ヨーロッパ支店の展開、アメリカ市場への全面的参入、輸出入業務を強化するための貿易部署としての活動、地域に応じたマーケティング戦略調査、製造・物流における品不足の解決、の5つを目標に設定し、GCIの旗印のもと、その後数年の間に達成されることとなった。

村松教授による現場指導



On-site guidance by Prof. MURAMATSU

### Establishment and Successful Business of the First American Branch

An important milestone was achieved in 1981 with the establishment of a GC branch in the United States. This move into America was crucial for GC's future success on the world market, as the North American dental market is at least three times bigger than the dental market in Japan. In addition, dentists in the US were demanding better dental technologies and were prepared to do whatever it took to perfect their services and performance. After participating in the ADA centenary celebration exhibit for the first time in 1959, GC experienced a great struggle in the US market. Before it could compete with competitors in product quality, GC needed to overcome and replace the negative images of Japanese products. The expansion into America was also a huge achievement for a Japanese company, given the history of conflict between the two countries in the recent past.

GC had already begun exporting its products to the US before it established its first branch there. David CARTER and Bill REGAN were responsible for the dental business activities of the American Hospital Supply Corporation (AHSC). At that time, GC was active as the exclusive Japanese distributor of the Midwest American Division under the AHSC. Later both David CARTER and Bill REGAN moved to Esmark Inc., the parent company of Patterson Dental Co., and paved the way for distribution of GC products through Patterson Dental Co. It was these two Americans who advised Toshio NAKAO to establish a GC subsidiary in the United States. Toshio NAKAO eventually took their advice and in 1981, GCI's first US office was established in Scottsdale, Arizona (near Phoenix). The company's first branch manager was Donald A. MCKENZIE, who later became vice chairman. He had been recommended to GCI by the two Americans from the American Hospital Supply Corporation. MCKENZIE had previously served as Treasurer and chairman of the Board of the American Dental Trade Association (ADTA) and was therefore considered a very well suited candidate to develop GC's business in America. MCKENZIE started out in Scottsdale with a staff consisting of his wife and five other Associates.

Strong sales of the "Fuji Ionomer" and "Exaflex" products soon led to a situation in which the offices and warehouse in Scottsdale were bursting at the seams, and GC therefore began looking for a new and larger location in the city.

In the meantime, shortly after the establishment of its new US branch, GC had become the first Japanese dental material manufacturer to be accepted into the American Dental Trade Association (ADTA). The ADTA examined problems in the American dental industry and attempted to solve them through research. It was therefore important for the ADTA to work with as many dental product manufacturers as possible in order to establish networks. This explains why about 75 percent of all dental products in the US today are manufactured by companies that are members of the Dental Trade Alliance (DTA), which resulted from the merger between the ADTA and the Dental Manufacturers of America. DTA members also discuss and exchange information on the production of dental accessories and on sector innovations. For GC, membership of the ADTA was a huge achievement, especially as the Japanese dental material manufacturer benefited greatly from the information exchange. This soon became apparent when GC was officially recognized as a key company in the US dental industry.

G  
C  
I  
ア  
メ  
リ  
カ  
支  
店  
の  
開  
所  
式  
  
1  
9  
8  
1  
年



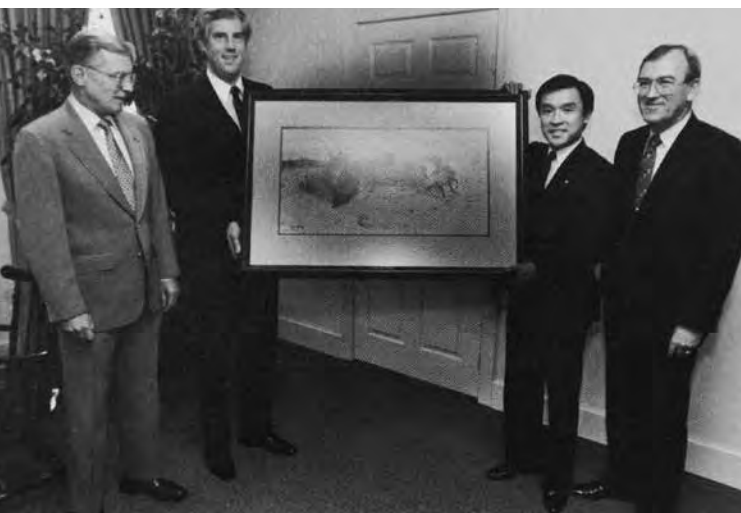
Inauguration of GCI America, 1981

### アメリカ支店の設立と成功

アメリカへの進出は、世界市場での成功を目指すジーシーにとって大変重要なものであった。しかしながら、1959年ADA100年祭での初めての出展以来、アメリカ市場では苦戦を強いられており、製品の品質で競争する以前に日本のネガティブなイメージを一つ一つ克服することがアメリカ市場では求められていた。

当時ジーシーは、AHSC (American Hospital Supply Corporation) 傘下のMidwest American社の製品の日本の総代理店として活動していた。そして、当時のAHSCの歯科部門の責任者であったDavid CARTER とBill REGANが中尾敏男にアメリカ人の採用と支店の開設をアドバイスしたことより、1981年、アリゾナ州スコッツデールにジーシーのアメリカ支店が設立されるに至った。また、同じく彼らの推薦により初代支店長としてDonald A. MCKENZIEが就任し、彼の妻とその他5名のなかまと共にビジネスが始まった。「フジアイオノマー」と「エクザフレックス」は、すぐにスコッツデールの倉庫では足りないほどの好調な売上を見せることとなる。

アメリカ支店を開設してまもなく、ジーシーはアメリカ歯科工商協会 (ADTA) の正式会員として日本企業で初めて加えられた。これはジーシーがアメリカ歯科業界の一員として認められたことを意味する大きな功績であった。



ADTA members with Makoto NAKAO and Donald A. MCKENZIE

中尾眞、Donald A. MCKENZIE  
(右)とADTAメンバー



Exaflex with calculator as a gift with each product

エクザフレックスと販促品の電卓

### **Purchasing Land in Leuven for New European Facilities**

In 1982, Toshio NAKAO took the last business trip to Europe at the timing of FDI Vienna and visited the Haasrode Researchpark in Leuven, Belgium, where he made an unofficial decision to purchase a plot of land on a hill at the site. Toshio NAKAO requested Makoto NAKAO and Shozo KASUYA of Planning & Research Office to conduct research and analysis on companies that had entered international markets for business expansion, in order to cope with the rapid appreciation of the yen. In their report, it was recommended that GC should set up an overseas locally-incorporated company at its own property by purchasing a property and dispatching Associates from Japan. This report and the strong passion of Osamu NAGATANI (the second branch manager of GCI European Branch) inspired Toshio NAKAO to choose the Haasrode Researchpark in Leuven.

With its proximity to important markets such as Germany and France, Belgium was an ideal location for GC in the heart of Europe. The competent Belgian workforce with knowledge of several languages and the KUL (Catholic University of Leuven), one of the best global universities and extant oldest universities in Europe, played major roles in GC's decision-making (the Toshio Nakao Chair was established at the KUL in 1998 and has made a great contribution to research, development and clinical study of dental materials). The country's multilingual population ensured smooth communication with business partners in other European countries. Eventually, GC purchased the land located directly across the street from the European office of the Japanese medical equipment company Terumo Europe N.V., which Toshio NAKAO and Osamu NAGATANI had visited for investigation.

Being responsible for the construction project, Osamu NAGATANI, the second branch manager of GCI European Branch confirmed the intention of the newly installed President Makoto NAKAO in September 1983. Makoto NAKAO firmly replied that the project should proceed as originally planned.

These circumstances accelerated the progress of the new GCI European Branch construction project. This project was designed by GC's favorite architectural office, Marunouchi Kenchiku Jimusho, and its construction work was done by Takenaka Europe GmbH. The project went smoothly as planned.

### ルーヴェンにヨーロッパ新社屋のための土地購入

1982年、中尾敏男はFDIウィーン大会に際してのヨーロッパ出張の折に、ルーヴェンのハースロードリサーチパークを訪問した。この地に土地の一面を購入することを検討していたためである。敏男は、円高に伴う各海外進出企業の調査について、中尾眞と企画調査室の粕谷庄三に依頼しており、その報告書にはジーシーからの人材派遣と自社物件による現地化の必要性が記載されていた。この報告書とGCEの二代目支店長永谷修の熱意が、ヨーロッパに自らの投資による新社屋を建設するという中尾敏男の決断に繋がったのである。

ベルギーは、ドイツとフランスなどの重要な市場に隣接しており、ジーシーにとっては理想の場所であった。また、数カ国後を操る優秀なベルギー人たちと、ヨーロッパでも最古を誇る最有力の大学、ルーヴェン・カトリック大学(KUL)が存在していることが、場所の選定にあたり大きく影響した。(1988年に中尾敏男講座がKULに立ち上げられ、今日においても歯科材料の研究開発、臨床研究に大きな貢献をしている。)

その後、ジーシーはルーヴェン、ハースロードリサーチパークの地に土地を購入した。中尾敏男と永谷修が調査に訪れたテルモ社の道を挟んで真向かいにあたる土地であった。

この建設プロジェクトの責任者である永谷は、1983年9月に新社長として就任した中尾眞に確認を取り、計画通りにプロジェクトを進めたのである。

G  
C  
  
E  
u  
r  
o  
p  
e  
第  
一  
工  
場  
の  
デ  
ザ  
イ  
ン



Design of the GC Europe factory

### Concept of GC's Quality Control

Having already acknowledged the importance of "customer-oriented approach" learned from the failure of the first product, the slogan of "quality first" pursued since the prewar days, the QC (Quality Control) enhanced since 1960s and Total Quality Control (TQC) advocated by Dr. Deming, in the midst of the difficult circumstances and significant changes of the Japanese economy and dentistry, GC started to tackle another company-wide reform.

Professor Rintaro MURAMATSU, who was Makoto NAKAO's professor at Waseda University and the author of a book on Production Management based on the ideas of Taiichi OHNO, former vice president of Toyota Motor Corporation and the father of the Toyota Production System, emphasized that "the problem solution should start from Genba (frontline)" and "a company's success depends on the quality of its employees." He explained the benefits of TQC to Toshio NAKAO. After careful and extensive discussions, GC decided to introduce TQC.

The following are the four factors explaining the background of the announcement of GQC (GC's Quality Control):

1. Reduction of medical fee coverage to improve Japanese government's finances
2. Increasing competition among dental clinics
3. Increasing competition among manufacturers and distributors due to slow sales and reduced profits
4. Increasing distrust among patients of medical care providers

The basic ideas of GQC as below, were also shared with Associates:

1. Always pursue rationalism based on scientific thinking. Aim to make GC "The No. 1 dental company in the world."
2. Create a team of positive GC Associates, full of mutual respect and vitality.
3. Strive to create a quality product, provide it to customers around the world at a fair price, and contribute to society.

なかま News より

GQCだよ			
<p>〈新! 品質調査研究発表会の報告〉</p> <p>多岐に亘る日本において第1回GQC品質調査発表会が開催されました。</p> <p>参加者の声。見聞が素晴らしい。電線さんと云うことで非常に熱心な方でしたが、一般社員の皆さんのサークル活動に負けない熱心さでテーマ解決に努力されました。</p> <p>役員テーマ</p> <p>1. 経営購買管理のBDF化について</p> <p>2. 各種市場情報収集</p> <p>3. 標準化推進(専門分野の標準化について)</p> <p>4. 職制によるQCサークルの</p>	<p>活性化</p> <p>5. 新製品の初期立ち上げの困難さについて</p> <p>6. 人工座掛かり在庫の削減</p> <p>7. 全社製品在庫システムの構築</p> <p>8. 学会発表情報とその効果について</p> <p>9. 石井生産設備の増設計画</p> <p>以上のように、いずれのテーマも重要な社内問題を取り上げたものが多かったです。</p> <p>このようなテーマであった為、サークル内だけの解決は難しく、全社に渡る組織力は、その部門に属するものとかあり現段階のみに限るサークルもありました。</p>	<p>発表の中ではサークル活動での苦みや、悩みの点とどの程度か解決できたか、サークルの成果も出ました。今後このような発表会をとおして一般社員のサークル活動にもより一層の理解と協力とが得られることと思います。</p> <p>尚、当日は特賞授賞として五社(大学・工学部・赤見洋二教授)に「品質発展賞」として表彰しました。</p> <p>〈社長訓諭要旨〉</p> <p>一部等に、第一回という方針で実施しています。社長訓諭についてここでも一一般社員の目的とねらいを述べたいと思います。</p> <p>目的(品質向上)</p>	<p>1. トップ役らが各部署の社員の仕事を助ける。</p> <p>GQC活動についてトップが方針管理を中心に各部署の推進を支援するプロセス、特に社員の仕方をレベルアップについて指導・指導を行うものである。</p> <p>2. 社長が部下にきくと、理解を促され、進捗を確認していることを確認する。</p> <p>3. トップが各部門の現状を正しく把握するとともに社員の仕方を把握を改善するよう指導する。</p>

From GC Associate News

GQC基本理念

**GQC基本理念**

1. 常に科学的思考・合理的主義。徹し、世界一第一の歯科企業を目指す。
2. 常に敬愛・活潑・明朗・活発・向上心を以て行動し、チームを形成し。
3. 常に「良い製品」用を以て、内外の顧客に満足・信頼の供給。社会に貢献する。

**GQC推進委員 中尾敬賢**

Basic Ideas of GQC

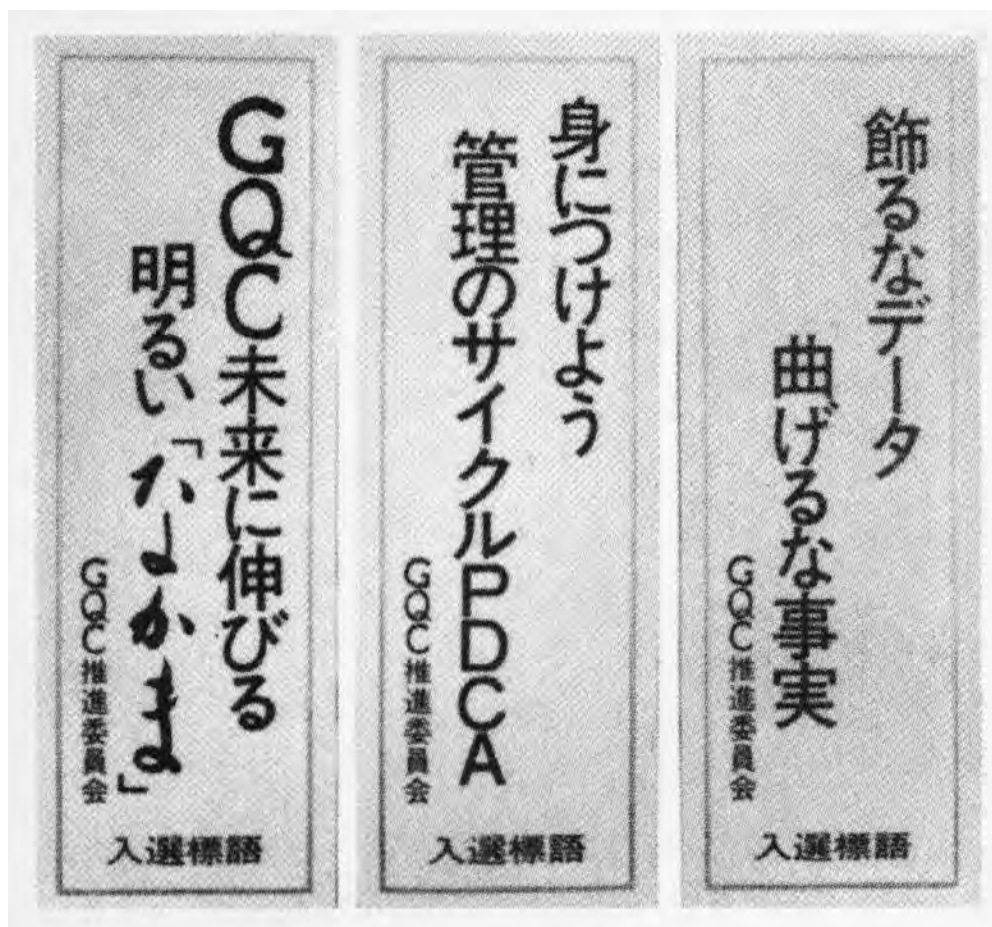


### GQC宣言と更なる躍進を目指して

創業時の第一号製品の失敗から学んだ「顧客重視の姿勢」、戦前からのスローガン「品質第一主義」、60年代に強化を進めたQCそしてこの時既にDeming博士の提唱するTQC (Total Quality Control) の重要性を認識していたジーシーは、新たな社内改革運動への挑戦を開始した。

トヨタ生産管理システムの生みの親である大野耐一副社長の考え方を生産管理の書としてまとめ上げ、「現場こそが課題解決の原点」「人こそが企業の力の源泉」であるとの教えを中尾眞に授けた眞の早稲田大学時代の恩師でもある村松林太郎教授が、TQCの有用性について中尾敏男に説き、慎重な協議の末にその導入が決定された。GQC (GC's Quality Control) 導入の背景として、国家財政再建のための医療費抑制、歯科医院間の競争激化、売上低迷・利益低下に伴う生産・流通業者の競争激化、そして国民の医療機関への不信感の増幅の4点が説明された。

G  
Q  
C  
ス  
ロ  
ー  
ガ  
ン



Slogan of GQC's promotion

### GC's 60<sup>th</sup> Anniversary

At the 60<sup>th</sup> anniversary of GC in 1981, Toshio NAKAO announced in a loud voice: *"In order to grow more as a leading dental company, GC has to establish and nurture a solid corporate culture through each GC Associate's incessant efforts for self-development, which enables GC to build a strong structure to meet the changing needs of the times such as outstanding technologies to create a unique new product and strong sales capability. The aim of GQC is to establish a company-wide unique quality assurance system, to increase satisfaction of customers outside GC as well as improve quality of service for the next process inside GC."* Insisting that efforts for GQC are the key to GC's sustainable growth in the future, Toshio NAKAO requested concerted and united efforts of Associates, and appointed Makoto NAKAO as a leader of GQC promotion.

Following Toshio NAKAO's "Announcement of GQC," GC established two new departments: the Materials Quality Assurance Department and the Equipment Quality Assurance Department. In June 1981, a company-wide GQC promotion structure was further enhanced by installing President Toshio NAKAO as the chairman of the GQC Promotion Committee and each managing director as a vice chairman of the committee. A key activity "QC Circle" was launched during the same period. The company also announced its approach to tackle the company-wide tasks under the company's fiscal year management policy.

### Toshio NAKAO's Last Words

Actively promoting GQC with a series of concrete actions as described above, Toshio NAKAO inspired Associates in his speech at the 62<sup>nd</sup> anniversary ceremony: *"GC has grown steadily and celebrates the 62<sup>nd</sup> anniversary with so many Associates participating today. Concerted and united efforts of Associates are indispensable for GC's sustainable growth in the future. Taking this opportunity, I would like to ask every one of you to read the 60<sup>th</sup> anniversary company history book, share understanding and become unified as one."*

*A positive mindset will change one's way of thinking. Whenever you tackle something, you need to think of it as something interesting. If you tackle something, thinking that it is not interesting, it will not go well and will not become interesting. Whenever you tackle something, tackle it straightforwardly without unnecessary thoughts. Ignore stereotypes and a fixed mindset.*

*In an excerpt of the poem "Innate Spirit" by DOGEN, a Japanese Buddhist priest (1200–1253), he says: 'In the spring, cherry blossoms, in the summer the cuckoo, in autumn the moon, and in winter the snow, clear, cold.'* (Edward SEIDENSTICKER's translation of Japanese author Yasunari KAWABATA's Nobel Prize speech). *It is really important to stay calm, relaxed and to maintain composure of the mind in difficult situations. By doing so, you will be able to have extra mental space. Enjoy beautiful things and smile whenever you feel happy even in hard times. I strongly recommend you to lead a life with peace of mind."*



60<sup>th</sup> anniversary logo

### 創業60周年と品質改善活動

1981年の60周年を記念して、中尾敏男は「ジーシーが業界のリーダーとして更に成長していくためには、変わりゆく時代に即応できる強固な会社の体制作りが求められており、そのためにはなかま一人一人のたゆまぬ自己啓発が不可欠であることを説いた。GQCはすなわち全社をあげての品質保証体制を整えること、それにより社外のお客様の満足度の向上、そして社内の後工程へのサービスの向上を達成することであり、それがジーシーの成長の鍵である」と強調し、なかまのチャレンジを求め、中尾眞をGQC推進のリーダーに任命した。

敏男のGQC宣言の後、ジーシーは材料品質保証部と機械品質保証部を設立した。QCサークルが発動したのもこの頃のことである。

### 中尾敏男の最後の言葉

敏男は62周年式典でなかまへ次のように語りかけ、これが敏男からなかまへの最後のメッセージとなる。

「今日ここに皆様のご努力のおかげで創業62周年を祝うとともに、これからの成長も皆様のご努力に拠るところであるが、是非60周年史を読みこなしていただきたいと思う。」

「人の考え方は心の持ち方一つで変わる。物事に取り組む時には、面白いな、と思って取り組もう。つまらないと思って取り組んだら、何事もうまくいかないし、面白くないでしょう。そして物事に取り組む時には真正面から取り組みなさい。既成概念に縛られずにやりなさい。」

「道元の詩に『春は花 夏ほととぎす 秋に月 冬雪すぎて 冷しかりけり』というのがある。苦しい中にも気持ちにゆとりを持つことはとても大切だ。美しいものを見たときには感動し、嬉しいときは喜ぶ、そんな生活をしたらどうだろう」

創業60周年記念式典における中尾敏男によるGQC宣言



Declaration of GQC by Toshio NAKAO at the 60<sup>th</sup> anniversary

### Departure of GC's 3<sup>rd</sup> President

This speech became Toshio NAKAO's last word to Associates. After a long period of illness, he passed away at the age of only 68 years while Makoto NAKAO was away on a business trip to the US. Toshio had been a great inspiration as GC's president. His son Makoto NAKAO, who was installed as the fourth president of GC at the age of only 34, kept with his father's plan to expand further outside Japan and continue developing and improving the company. Makoto NAKAO announced that he would continue efforts and further expand business by following Toshio NAKAO's management policies, such as GQC promotion and the enhancement of overseas business.



Funeral of Toshio NAKAO

中尾敏男社葬

### 三代目社長との別れ

62周年記念式典におけるスピーチが敏男夫社長のなかまへの最後のメッセージとなった。長い闘病の末、中尾敏男は68歳で亡くなった。中尾眞は34歳の若さでジーシーの4代目の社長に就任した。眞は敏男前社長の経営理念を受け継ぎ、GQCの推進や海外ビジネスの強化を通じて会社の更なる発展を目指すことを表明した。

中尾敏男社葬  
青山葬儀所にて



Company funeral of Toshio NAKAO at the Aoyama funeral home

## Expansion Through the Three-Priority Strategy

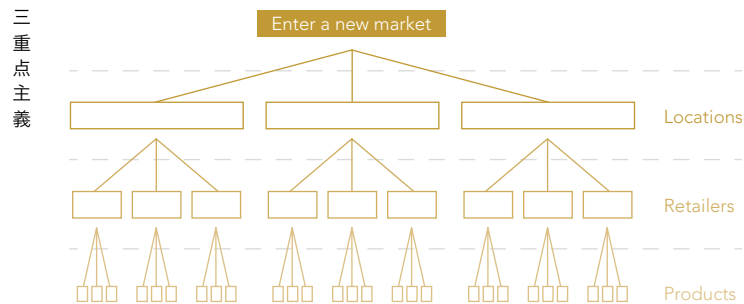
GC's expansion abroad was always governed by a management concept that the company had developed itself: the Three-Priority Strategy. The guiding principle here is to consistently focus on three priorities, whereby the image that best represents the fundamental idea behind the strategy is that of a three-legged chair. Such a chair needs to have three legs to support it – or to put it another way, every idea needs to have at least three points of support. GC took this concept to a new level and used it as a strategy for the company's expansion abroad. More specifically, this meant that each time GC entered a new market, the company would first focus on that

market, a GC product, and a retailer. After that, the company would select three locations, three products, and three retailers.

For example, in Europe, GC launched three products in three markets in the 1970s: Fuji Ionomer, Fujirock, and Ceravest in the Benelux countries, France, and Germany. In the 1980s, GC launched three products in America – Fuji Ionomer, ExaFlex, and Fit Checker – and used three retailers: Patterson and Major ADC dealers such as Guggenheim and JB Dental. In Asia, GC initially concentrated mainly on Japan but then shifted its focus to Korea and Taiwan as well.

### 三重点主義による発展

ジーシーの海外ビジネス展開は、常にジーシー独自の経営概念である三重点主義に基づいて行われた。三重点主義は、どのような思想にも少なくとも三つの支点が必要であるというコンセプトである。ジーシーは海外事業においてもこれを実践し、新しい市場に進出する際には、市場、ジーシー製品、ディーラーの三支点を確立させ、その後は三つの地域、三つの製品、三つのディーラーへと言うように発展させていったのである。



Three-priority strategy graphic



# 4

## 4. Conquering New Frontiers: Makoto NAKAO Becomes President and Takes on the Responsibilities of Toshio NAKAO 1983–1995

Japan's management culture was held in high regard, as evidenced by the book "Japan as Number One: Lessons for America," which was written by Harvard University professor and sociologist Ezra F. VOGEL in 1979. Japan then experienced the bubble economy, an asset price bubble that lasted from 1986 to 1991.

Meanwhile, with a mix of anticipation and some trepidation, Makoto NAKAO, representing the third generation of the NAKAO family, became the fourth president of GC in 1983 at the tender age of 34. Announcing boldly that he would follow the cherished wishes of his beloved father, he addressed the issues of sales and distribution and the continued promotion of GQC activities, while also placing an extra focus on overseas business activities. During the era of the bubble economy, Makoto NAKAO felt there was a great gap between GC's steady efforts and the light-hearted trends of Japanese society. However, not allowing itself to be easily influenced by such dangerous trends, GC continued its honest efforts to successfully overcome the challenges it faced.

### 4. 新たな未知の領域へ：中尾眞 社長就任 1983～1995年

1983年、ジーシー4代目、中尾家としては3代目の社長に34歳の若さで就任した中尾眞は、中尾敏男の遺志を継ぎ、海外市場に特に重点を置きつつ、日本市場の流通改革と更なるGQC活動推進に取り組んだ。1986年～91年、日本はバブル景気の真っ只中にあり世の中は浮かれていた。しかしながら、中尾眞はそういった風潮に簡単に流されることはなく、GQC活動への実直な取組みを含め、真摯に業務に励むことで、ジーシーが直面する様々な試練を乗り越えたのである。

### **Makoto, Representing the Third Generation of the NAKAO Family, Becomes President**

In 1983, two years after the GQC declaration at the 60<sup>th</sup> anniversary and the establishment of the first US branch, the company's President, Toshio NAKAO, passed away. Makoto NAKAO was quickly named president of GC in July 1983. Regrettably, Makoto was away from Japan on a business trip to the US when his father passed away. Toshio's last, but lasting message over the phone was, *"Continue to make the utmost effort. It is in adversity that a person shows his resilience!"* This statement always inspired Makoto. His first message to the GC Associates as president was based on his last conversation with his father before he left on the business trip. Toshio NAKAO had said: *"We must always question ourselves; Do we really meet our customers' needs? Do we really work for the well-being of our Associates? These days, I feel a lack of internal argument among the Associates."* Inspired by Toshio's words, Makoto emphasized the following three messages in his inaugural speech:

1. We must meet our customers' needs and must work for the well-being of "Nakama" (Associates).
2. We must be prepared to revise any decision quickly when needed. Law is not necessarily the same at morning and at night. I may make a sudden change of instructions or reasonable adjustments if necessary.
3. We must take action with a long-term view: I will take a long-term view in order to help ensure the success of our company's business activities.

Makoto also expressed his strong determination to the GC Associates: *"With the strongest love for dentistry, I have decided to assume the heavy responsibility as president of GC. Succeeding my father, and in line with his wishes, I would like to promote his management policies for the time being."*

Although Makoto was a grandson of GC's founder, Kiyoshi NAKAO, many people expressed deep concern about the 34-year-old's ability to be "a leader of Associates." Fortunately, Makoto had already built up several key personal connections while accompanying his grandfather on business trips from the time he was a student. These connections enabled him to smoothly launch various business activities.

中尾眞社長就任挨拶



Makoto NAKAO's inaugural address after becoming GC's new president





Makoto NAKAO becomes GC's 4<sup>th</sup> president in the Nakama News

### 中尾家三代目社長 中尾眞就任

1983年7月、父敏男の急逝に伴い、中尾眞が社長に就任した。アメリカでの業務出張中の父親との別れとなったが、父との最後の電話での「頑張れよ」という言葉は今でも眞を励まし続けている。眞は、出張前に父と話していたことをジーシーのなかまへの最初のメッセージとした。それは、お客様のお役に立つ仕事・なかまの為になる仕事をする、若さ故に朝礼暮改も辞さない、長期的視野に立って仕事をする、の3点であった。さらに、「歯科医療を愛する人間として、父の遺志を継ぎ、ジーシーの社長として重責を全うしたい」との強い意志を表明した。

34歳の若さで「なかまの指揮官」となる立場を心配する声は高かったものの、祖父が眞を学生時代から出張に同行させており、そこでの人脈が、眞の業務を円滑に開始させる力となった。

### World Dental Federation Congress

At the FDI Annual World Dental Congress held in Tokyo in 1983, Makoto NAKAO received warm condolences from international dentists. At the dinner party for the FDI executive members held at Makoto NAKAO's home in Meguro, Tokyo, all the FDI executive members gathered and encouraged the young new President Makoto. The FDI Annual World Dental Congress in Tokyo marked a record success, with about 47,000 participants. The GC group showed its presence through aggressive marketing activities utilizing its booth with space of 700 square meters. GC's success at the FDI Tokyo, the first big event for Makoto NAKAO after the installment as president, brought a sense of relief and built a consensus on expansion of overseas business activities within GC.

The ISO meeting was successfully held in Oiso Town in Kanagawa Prefecture following the FDI. Toshio NAKAO had continued his persistent efforts until just before his departure. He had played a leading role in Japanese dental industry organizing the ISO/TC 106 (Dentistry) annual meeting for the first time in Japan. With the eye-catching nickname "Oh! ISO Meeting," suggested by Toshio NAKAO himself, participants put focused efforts into task group activity, as a P-member: official participants who had a voting right.

### Succeeded the Will of the Former President: Completed Facilities at Its Own Property in Belgium

#### Shift to Facilities in Haasrode Researchpark in Leuven

The construction of the GC Europe office in Leuven, Belgium, was completed in 1984 and the company's European headquarters was then moved from Kortrijk to Leuven. GC Europe also set up a small warehouse at the new site in order to simplify sales of its products in Europe. The ground-breaking ceremony was held in April 1984, and the first phase of the construction project was completed in October 1984. During that first phase, GCI's new European subsidiary started operating with only an office building and a warehouse with a total floor space of 800 square meters.

At the inauguration ceremony, Makoto NAKAO planted three cherry trees next to the red brick building that housed the offices. The Japanese cherry is strongly associated with Japanese culture in which it stands for beauty, vitality, luck and purity. At that time, the four GC Associates worked at the office in the morning and at the warehouse in the afternoon to cover the various tasks they had to manage.

FDI 東京大会  
1983年



FDI Congress in Tokyo, 1983





Construction announcement of GCI's European branch N.V. office



Ground-breaking ceremony for the European branch

## 国際歯科学会

1983年東京で開催されたFDI年次総会では、FDI幹部は敏男前社長の逝去を悼むとともに、新社長を大いに励まし勇気づけた。FDI東京は、47,000名の参加者と言う新記録での成功をもたらした。ジーシーも、700平方メートルのスペースを生かした、積極的なマーケティング活動を展開し、社長として、初めての大きなイベントに臨んだ眞もその成功に安堵した。

FDIに引き続き、神奈川県大磯でISO会議が開催された。旅立ちの日まで、日本歯科界でISOのP-メンバー化等の先導的な役割を担った敏男のこれまでのたゆまぬ努力が、ISO/TC 106会議の日本での初めての開催へとつながったのである。敏男自ら、この会議のキャッチコピー「Oh! ISO Meeting」を考案し、関係者はそれぞれの活動に注力したのであった。

## 前社長の遺志を継ぎ：最初の自社施設の完工（ベルギー）

### ルーヴェン、ハースロードリサーチパークへのGCE移転

1984年、ルーヴェンにGCE新社屋が完成し、コルトレイクからルーヴェンヘジーシーのヨーロッパ拠点へ移転された。敷地内には、ヨーロッパ内での販売業務の簡素化のための倉庫も併設され、新事務所と倉庫を併せた総面積は約800平方メートルであった。1984年10月には、開所式に際し、中尾眞は事務所の隣に3本の桜の木を植えている。桜は日本文化に深く関わり、美・活力・幸運そして純潔を意味している。



Makoto NAKAO plants three cherry trees at the inauguration ceremony



Toshio's wife, Reiko NAKAO, cuts the ribbon

### First Foreign Production Site

Five years later, in June 1989, the first European factory was completed, after which the plant began shipping out “made in Belgium” GC-Vest – a phosphate-bonded investment material that gained a solid reputation in European markets. In an effort to reduce transport costs for heavy products and eliminate wintertime transport problems, GC took on the challenge of transplanting production operations. As this was the very first transplant project, GC’s European plant began operating with the support of GC Corporation, one of Japan’s leading engineering companies. Thus, the third chapter of GC’s overseas business expansion began with the European factory’s independent operation on its own property. The extensive connections GC had established over the years bore fruit in many different ways, and through the various arrangements he made for business expansion overseas, young President Makoto NAKAO, who had only limited experience, learned how important it was to establish and maintain good connections.



First GC Europe factory, 1989

GC  
ヨーロッパ第一工場  
1989年

GC  
ヨーロッパ第一工場の新聞記事  
1988年

Vrijdag 29 april 1988 / 12

# G-C: nog een Europees hoofdkwartier te Haasrode

## Vlamingen in het Japans, Japanners in het Nederlands

Een ongewone plichtigheid in het research park te Haasrode-Luven was met de zegen van de Japanse goden, met sake, met een schop en een hoop zand de symbolische eerste steen werd gelegd van de productie-eenheid van G-C International Corporation. Dit is een Japans bedrijf dat een gamma van 400 producten produceert voor tandtechnici, tand-technische laboratoria en tandartsen. G-C had al een vestiging voor administratie, distributie en opslagplaats te Haasrode, maar die wordt nu uitgebreid met een eigen productie-eenheid, de eerste in Europa. Daarmee is Haasrode het Europees hoofdkwartier van deze multinational, die in Japan marktleider is en waarvan de hoofdzetel gevestigd is in Tokio.

Met deze uitbreiding telt G-C te Haasrode nog maar een 15-tal werknemers, maar het vooruitzicht bestaat om er nog een laboratorium en andere afdelingen neer te zetten, zodat de tewerkstelling er zal toenemen.

De plichtigheid werd bijgevoerd door de voorzitter van de Vlaamse Evcourative, Gustaaf Geens, ambassadeur Kato en G-C voorzitter Makoto Nakao. Zij wisselden hoffelijkheden uit in elkaars taal. Geens in het Japans, de Japanners in het Nederlands. G-C bestaat nog maar 67 jaar en levert producten in meer dan 85 landen: aluminiummaterialen, silicoon-derivaten, was, cement en dergelijke. Zij zijn bekend voor tandtechnici en hun klanten. Die producten moeten bijdragen tot betere tandprothesen.

Her Japanees bedrijf vestigde zich in 1972 eerst te Koetrijk, maar verbuilde met zijn distributiecentrum naar Haasrode. Een Vlaamse economische missie in Japan, onder de leiding van Gustaaf Geens en arrondissementscommissaris Vercurysse, kon de leiding van G-C warm maken voor de wai in Haasrode-Luven. De Japanners kwamen en bouwden nu een Europees productiecentrum.

Her Japanees bedrijf vestigde zich in 1972 eerst te Koetrijk, maar verbuilde met zijn distributiecentrum naar Haasrode. Een Vlaamse economische missie in Japan, onder de leiding van Gustaaf Geens en arrondissementscommissaris Vercurysse, kon de leiding van G-C warm maken voor de wai in Haasrode-Luven. De Japanners kwamen en bouwden nu een Europees productiecentrum.

Over de investeringen in Vlaanderen van buitenlandse origine is en dat 0,7 t.b. van Japanees investeringen in Europa maar Vlaanderen en België komen. Omdat er nog meer investeringen op stapel staan moet de ontwaarinfrastuctuur voor Japanners in oost land uitgebreid worden.

Over de investeringen in Vlaanderen nergens zijn er zoveel 4-talgen als bij ons, en dit gekoppeld aan een gunstig industrieel klimaat.

Ambassadeur Kato weet op de nauwe betrekkingen tussen België en Japan en loofde zich zeer verheugd dat Europa in 1989 zal worden gewijd aan zijn land, het allereerste buiten Europa.

D.V.C.

News article on the first GCE production site in 1988



Makoto NAKAO cuts the ribbon

#### ジーシー初の製造工場

1989年、ヨーロッパ市場で定評のあったリン酸系埋没材のGC-Vestのヨーロッパ製造工場が完成した。重量物としての製品の輸送コストを削減し冬期の輸送トラブルを解消するために、海外工場への初のトランスプラントが行われた。このようにして、ジーシーの海外事業拡大の第三幕は、ヨーロッパ工場の単独操業開始をもって幕が上がったのである。工場の設立・操業にあたっては、ジーシーが長年築き上げてきた人脈が様々な形で実を結び、まだ経験の浅い中尾眞としては、ご縁の大切さを改めて学ぶ機会となった。



GC-Vest advertisement from the late 70s/early 80s

### **Succeeded the Will of the Former President: Reform of the Sales and Distribution System**

One would expect that the GC authorized dealer system would have worked smoothly without any serious problems, and that a continual stable supply of GC products was thus ensured. However, as in other industries, competition in the dental business gradually increased over time, and profit margins gradually decreased. More intense price competition among authorized dealers was accompanied by a serious problem: Instead of visiting customers, some authorized dealers were sending so-called “paper bombs” – special discount price lists – to customers outside their regular sales territory. This problem was serious and was repeatedly discussed at the GC Authorized Dealer Meetings. Meanwhile, some wholesalers who worked within the GC dealer system started to expand their transaction volume with competing products. These issues led to heated discussions. It was in the midst of these challenging circumstances that Makoto NAKAO became the new company president. Describing the three years after his father’s death (1983–1986) as a “period to overcome the pending problems from my father’s time,” Makoto, who had already learned about these problems from his father, began taking action with a firm determination that “I must take action now or miss opportunities.” With the cooperation of GC’s major authorized dealers, GC daringly “announced the termination of existing dealer agreements” and introduced new dealer agreements in 1985.

Facing intervention by the Japan Fair Trade Commission, GC began to promote a reform of the sales and distribution system in order to clean up the commercial distribution system with all the pros and cons in the dentistry sector. Consequently, GC’s reforms also had a negative effect and slowed down the unification of sales and logistics within the dental industry. However, with the launch of the “share-up strategy” by GC in 1993, the chaotic situation was finally stabilized.

A company is a living organism, and a company’s business environment is constantly changing. As a result, a company has to pay close attention to changes and adapt to them. In particular, companies involved in the rapidly changing sales and distribution sector must always be well prepared for any changes that may come about.

## 前社長の遺志を継ぎ：流通改革

他の業界同様、時代の経過とともにジーシーも国内市場で競争の激化・利幅の圧縮に直面していた。特約店間の価格競争、さらには「紙爆弾」と呼ばれる安値価格表を通常商売の圏外にまで送り付ける業者も出現し、ジーシー特約店会議では深刻な問題として繰り返し取り上げられていた。また、ジーシー代理店であった卸商が競合製品の取り扱いを拡大し始めており、このことを父からも聞いていた眞は、確固たる決意をもって、既存の契約の終了を宣言し、1985年には新たな特約店・代理店契約を導入した。公正取引委員会の介入もある中、ジーシーは流通制度改革を推し進め、ついに1993年にジーシーが推進した「シェアアップ作戦」をもって、混沌とした市場は沈静化することとなる。

企業はまさに生き物であり、常に変化する環境に適応すべく周囲の状況に常に注視していなければならない。特に変化の激しい流通市場においては常に備えが必要なのである。

ジーシー特約店会議



GC authorized dealer meeting

### Succeeded the Will of the Former President: GQC Activities

After announcing the establishment of the GQC concept during the company's 60<sup>th</sup> anniversary celebration in February 1981, then President Toshio NAKAO declared FY 1983 (October 1982 through September 1983) as the "first fiscal year for the Deming Level Challenge." In an effort to fulfill his wishes, Makoto NAKAO announced the "Deming Level Challenge" as a company goal and daringly applied to the Deming Prize Committee for a Quality Control (QC) Diagnosis in 1985. The results of the QC Diagnosis were quite disappointing: GC's Quality Control was severely criticized as being "merely a formality and superficial – with insufficient follow-up." GC's top management suffered a complete loss of self-confidence as a result.

Meanwhile, Japan experienced the "bubble economy" – an asset price bubble that lasted from 1986 to 1991, and which was often viewed favorably. On some occasions, Makoto NAKAO would run into executives of thriving companies at a bank meeting, for example. There he would hear managers bragging about having made "big profits on stock markets and from real estate." These comments disturbed Makoto NAKAO and made him uneasy: *"I always ask the Associates to reflect on their actions, but GC isn't actually feeling the benefits of the economic bubble. Something is wrong."* Makoto NAKAO even began questioning the effectiveness of GQC, and his own management skills.

Makoto NAKAO then reflected on the following words of his grandfather, Kiyoshi NAKAO: *"You must get rid of selfish thoughts and put yourself in the situation of others. Believe in yourself and pursue your own way for the sake of it without being disturbed by your surroundings, and a door will open."* He then summed up this view in the following three essential points, which he silently and firmly followed.

1. Pursue GC's own business.
2. Never forget the "Free Pendulum Principle:"  
When we experience a series of good things, we should be prepared for a bad thing, just in case. On the other hand, when we experience a series of bad things, we should take positive action in the belief that we will have an opportunity sooner or later. We should always remain flexible in our thinking and be prepared for an opportunity.
3. Goals are attained by continuous effort.

After constructive discussions about "What role does GQC play for GC?" the company kicked off its "Power-up 70" activities in March 1989 and once again began the process for the Deming Prize competition. GC promoted the introduction of a Vision Management system and also received an unofficial QC Diagnosis in June 1989. Regrettably, the results of this QC Diagnosis were also disappointing. Although GC had a lot of challenges ahead to overcome, it was also in danger of losing the direction of "what GC must do now."

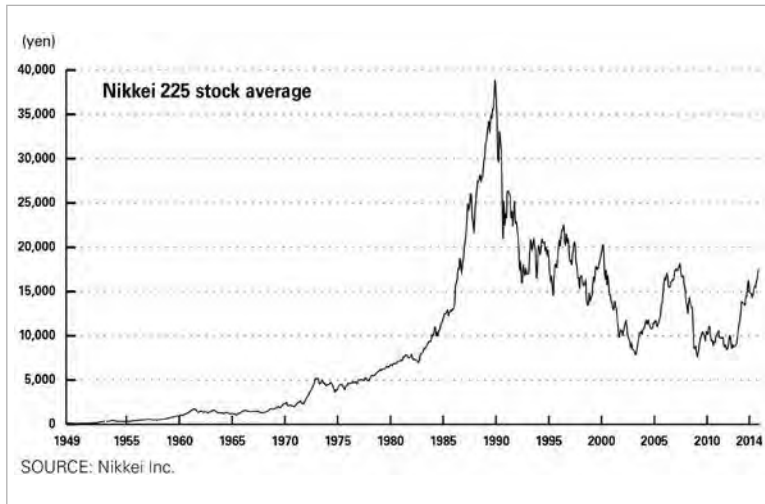
With renewed determination, Makoto decided that GC would do what GC does best, step by step – and also put more emphasis on the implementation of fundamental business activities. Consequently, in March 1990, Makoto NAKAO made the difficult decision of postponing GC's entry into the Deming Prize competition, which had been a long-cherished ambition of former President Toshio NAKAO.

創業  
60  
周年  
記念  
式典



60<sup>th</sup> anniversary ceremony





Nikkei stock average



Power-up 70

#### 前社長の遺志を継ぎ：GQC活動

1981年2月の創業60周年式典でのGQC宣言後、敏男は1983年度を「デミングレベルチャレンジ第一年度」として掲げた。その遺志を継ぎ、眞も「デミングレベルチャレンジ」を企業目標とし、1985年には大胆にもデミング賞委員会にQC診断を申し入れた。しかしながら、その結果は惨憺なるもので、ジーシーの品質保証体制を厳しく酷評されるものであった。

その頃、日本はバブル景気の真っ只中であつた。世の中の景気の良さと楽観さの一方で、ジーシーがバブル景気の恩恵を受けていないことに、眞自身もGQCへ疑問と自分自身の経営手腕に悩み始めていた。しかしながら、祖父清の「心を空しうして我が道を進めば、自ずと道は開ける」という言葉を思い出し、「本業を追及する」、良いときもあれば悪いときもある「振り子の法則」である、「継続は力なり」の3つを心に掲げ、実直に基本業務にあたったのである。

その後1989年、デミング賞再挑戦を目指し、ジーシーは「パワーアップ70」運動を掲げ、Vision経営を導入したものの、1989年6月の私設QC診断の結果は前回同様の惨敗であつた。

その結果として、眞は、ジーシーの根幹となる事業活動に重点を置くことを決め、デミング賞挑戦を見送る難しい決断をしたのである。

### Focus on Tackling Major Tasks

During the first half of his presidency, in an effort to fulfill the wishes of the late President Toshio NAKAO, Makoto NAKAO moved forward steadily, began expanding business in global markets, and proceeded with the reform of the sales and distribution system in Japan. At the same time, Makoto NAKAO failed to achieve significant progress with the promotion of GQC. After much deliberation, Makoto NAKAO finally decided “to cope with what GC must do now and achieve an outcome.” He strove to harmonize opinions and create alignment within GC. He also focused on the following three tasks in the early 1990s:

1. To carry out practices that would make GC a world-class company.
2. To implement new product developments, shifting from the concept of “product-out” to “market-in.”
3. To establish additional production capacity, which is an indispensable element for the success of a manufacturer.

### Change of Name

Throughout the years GC renamed its company several times:

- 1921 GC Chemicals Laboratory
- 1941 GC Chemicals Laboratory Co., Ltd.
- 1946 GC Chemical Industrial Co., Ltd.
- 1973 GC Dental Industrial Corp.
- 1991 GC Corporation

1922年の旧ロゴ



First GC logo from 1922

1936年の旧ロゴ



Redesigned in 1936

1977年の旧ロゴ



Redesigned in 1977

現在のロゴ



Current GC logo since 1991



Advertisement for Hu-Dent

#### 課題への取組みの強化

中尾眞の社長任期の前半においては、海外市場への事業拡大・国内の流通改革の遂行を進め、父敏男社長の遺志の実現に尽力した。同時に、GQC推進においては大きな進展を得られずにいた。眞は、熟考した結果、「ジーシーが今やらなければいけないことで結果を出す」と心に決め、1990年代初期には、以下の3つの課題に集中することにした。

1. World-Class GCの具現化を目指しての施策の実行
2. 「Product-out」から「Market-in」の発想に基づく新製品開発
3. メーカーの原点となる生産力の確立

#### 社名変更

長い歴史の中で、ジーシーは幾度かの社名変更を行なった。

- 1921年チーシー化学研究所
- 1941年株式会社而至化学研究所
- 1946年而至化学工業株式会社
- 1973年而至歯科工業株式会社
- 1991年株式会社ジーシー

## Promote the 70<sup>th</sup> Anniversary Project

Positioning the 70<sup>th</sup> anniversary as a milestone towards the new chapter of GC, the 70<sup>th</sup> anniversary project was launched under the slogan “Hu-Dent (Human & Dental, GC providing technology backed by reliability towards 21<sup>st</sup> century).” It was the time when the company accelerated its globalization process symbolized by several key topics: start of local production in Europe, M&A in the US and enhancement of sales bases in the Far East. It led to an idea to strengthen and unify the image of GC group as well as increase GC’s presence worldwide by introducing CI (Corporate Identity). In addition, various events were planned and organized, such as the international authorized dealer meeting by inviting GC dealers from around the world and enhanced support of several international dental congresses, etc. Those events formed the basis of GC’s marketing activity that followed later.

As for activities within GC, President Makoto NAKAO presented five key phrases for 2000: “Human being,” “Innovation of technology,” “Globalization,” “Advanced information society” and “Value-creating management.” Those five key phrases were considered to be complexly intertwined to create a new business environment in dentistry. After a thorough deliberation, GC announced “Vision 2000 – To Become the World’s Largest Dental Corporation by the Year 2000,” aiming to promote Vision Management as a core GQC activity.

Under the above five key phrases and Vision 2000, the new Management Principles were compiled and announced on the occasion of the 70<sup>th</sup> anniversary.

### New Management Principles

1. To contribute to society through the improvement of dental care around the world.
2. To meet customer trust and expectations under the quality-first policy.
3. To create a team of GC Associates full of energy and respect.

The words “contribute to society” and “world” were included and emphasized. Marking another milestone on its 70<sup>th</sup> anniversary, GC further accelerated its efforts towards a fully-fledged group management.

## Improve Corporate Quality

Makoto NAKAO found a new term “Corporate Quality” when GC suffered the sluggish GQC activity at the time of the Japan’s bubble economy. GC brought up the term “Improve Corporate Quality” for the first time as a slogan of “New GQC Activity” launched in 1991. The aims were to review its 10-year activities since the introduction of GQC in 1981 as well as realize the Vision 2000 announced on GC’s 70<sup>th</sup> anniversary. This slogan was positioned as a core of GC’s Quality Management and emphasized at each milestone event such as the launch of GQM activities in 1996 and the Deming Prize on-site examination, etc.

This slogan symbolizes GC’s utmost united efforts in promoting GQC, and its aim to become a company contributing to its five stakeholders: customers, partners, Nakama, shareholders and local communities.

ジ  
ー  
シ  
ー  
C  
ー  
導  
入  
の  
廣  
告



Advertisement of CI



The International Distributors Meeting

## 経営理念

1. 世界の歯科医療の向上を通じ、社会に貢献する。
2. 品質第一主義に徹しお客様の信頼に応える。
3. 敬愛に満ち、明るく活力にあふれた“なかま集団”を形成する。

取締役社長 中尾 真

New Management Principles at the 70<sup>th</sup> anniversary

### 創業70周年記念事業の推進

新たな節目となる創業70周年としての位置付けから、「Hu-Dent」(Human & Dental -21世紀を見つめる技術と信頼のGC-)のスローガンの下、事業プロジェクトが立ち上げられた。この頃ジーシーは、ヨーロッパにおける現地製造の開始、アメリカでのM&A、極東アジアでの販売拠点の整備といったように、グローバル化を加速させていた時である。そこで考えられたのが、CIの導入によるジーシーグループの統一イメージ及び世界でのジーシーの存在感の強化であった。更には、世界の特約店が集結した国際特約店総会など様々なイベントが企画され、国際学会企画へのサポートも検討が開始された。

また2000年に向けて、中尾眞は「人間」「技術革新」「グローバル化」「高度情報化社会」「創造の経営」の5つのキーワードを社内に提示し、その後、GQC活動を核としたVision経営を推進すべく、「2000年ビジョン-世界一の歯科企業を目指す-」を宣言した。

これらの5つのキーワードと2000年ビジョンのもとに、創業70周年記念式典において、「社会への貢献」と「世界」が強調された新たな経営理念が制定され、これを節目として、本格的なグループ経営が始動することとなった。

### 企業品質の向上

バブル景気の中でGQC活動に低迷に悩んでいた頃、中尾眞は「企業品質」という言葉と出会った。1981年のGQC導入からの活動の見直しと1991年の創業70周年記念式典で宣言された2000年ビジョンの実現のために、1991年に始動した「New GQC」活動のスローガンとして「企業品質の向上」を初めて提起した。このスローガンは、お客様、お取引先、なかま、株主そして地域社会といったジーシーを取り巻く5つのステークホルダーの皆様のお役に立つことを目指し、GQCを推進していることを意味している。

## **Strengthened Efforts: The Creation of a World-Class Company**

### **Pursuit of the “Three-Priority Strategy”**

Pursuing the “Three-Priority Strategy,” Makoto NAKAO focused on the three regions of Europe, America, and Asia and developed effective “three-priority” regional strategies for the next step in those markets. The Asian markets are indeed not far from Japan, and had quite active cross-border economic interaction with Japan. In particular, GC dealers in South Korea and Taiwan had maintained their status as the most influential dealers in their local markets. However, GC also had to closely watch for changes in the power balance that might be brought about by a changing market environment and changed management policies. In an effort to better understand its local markets, GC also began to actively recruit local individuals as GC Associates.

### **Establishing Subsidiaries in Korea and Taiwan**

In addition, Japanese GC sales representatives regularly visited the markets in question and worked hard to acquire new business. Having pursued such an approach since the prewar days, GC relied heavily on Jung Ang Dental Industrial Co., Ltd. in South Korea and Jisantan Enterprise Corp. in Taiwan – GC had also invited representatives from both companies to its 50<sup>th</sup> anniversary celebration. However, the modernization of local dentistry and increasing competition were also accompanied by a significant change in the power balance in those markets. President Jong-Yoon PARK of Jung Ang Dental Industrial Co., Ltd. decided to shut down his company, while President Shyh-Fang KUO of Jisantan Enterprise Corp. decided to launch equipment production and initiate business with universities, which marked a major shift in business strategy.

The changing power balance in the two markets is described in more detail on page 178–181. The lesson here is that it’s very important to be able to cope with changes and turn them into business opportunities. Todent Korea, the predecessor company of GC Korea, was invested in 1987, and the authorized dealer system was also established in South Korea at that time. GC Taiwan was established as a denture factory in 1988 with a financial contribution from KUO. It was later transformed into a sales company.

### **Expanded Overseas Bases by the Establishment of GC Asia Dental**

Japanese manufacturers had the dominant presence in the Southeast Asian markets for years after the end of the Second World War. In the meantime, the ASEAN countries started to follow the growth path in the 1980s. Enjoying the rapid growth of the domestic market, Japanese companies wasted time to develop successful strategies in those rapidly growing emerging markets. Aiming to build a beachhead in Southeast Asian markets, GC selected Singapore and established GC Asia Dental Pte., Ltd. in 1994. With four Associates including Michael J. WILLIAMS as managing director, GC Asia steadily solidified foundation in Oceania.

## 課題への取組みの強化：World-Class GCの具現化

### 三重点主義の推進

中尾眞は、「三重点主義」を推し進める中で、ヨーロッパ、アメリカ、そしてアジアの三地域に重点を置きつつ、アジアの中で、距離的に近く、ビジネス交流が盛んな韓国・台湾にも注目していた。また、ジーシーとして市場の変化を察知するため、ジーシー社員の採用を積極的に進めた。

特に韓国と台湾のジーシーの代理店は、地元でも老舗として地位を築いていたが、市場環境の変化と代理店幹部の経営方針により影響を受け易い点で注視していなければならなかった。また、現地の市場をより把握するために、日本からもジーシーの営業マンが定期的に出張し新規の受注に努めた。

### 韓国・台湾における子会社設立

その頃、韓国と台湾の市場は、歯科医療の近代化とライバル企業の出現によって大きく変化しつつあった。変化に対応し、その変化をいかにチャンスに変えることが出来るかが重要であり、その結果、韓国では1987年にジーシー韓国の前進となるトーデント코리아に出資し、同時に特約店制度を確立した。台湾では1988年に人工歯の製造会社を立ち上げ、その後、販売会社へと移行している。

### GC Asia Dentalの設立による海外拠点の拡大

第二次世界大戦後から長年にわたって、日本メーカーは東南アジアで独占的な存在感を見せていたが、1980年代になるとASEAN各国は、成長軌道に乗り始めた。日本メーカーは、国内市場での急速な成長を享受していた一方で、これらの急速な成長市場に対する戦術展開のタイミングを逃していた。そこで、ジーシーは東南アジア市場への足がかりとして、1994年、シンガポールにGC Asia Dental Pte., Ltd. (GC Asia) を設立した。GC AsiaはMichael J. WILLIAMS社長を含む4名のなかまとともにスタートした。

ジーシー台湾



GC Taiwan

ジーシー韓国



GC Korea

### Acquisition of the Coe Laboratories Inc.

GC's business expansion in the US lagged far behind the company's development in Europe. GC Dental Industrial Corporation's headquarters acquired Coe Laboratories Inc. from British Imperial Chemical Industry Ltd. (ICI) in May 1990. In line with the concept of a regional headquarters system, certain functions were changed and the new company was renamed GC America Inc. (GCA) in January 1992.

### Establishment of Regional Management Companies

In line with this same regional headquarters concept, GC International's European subsidiary was renamed GC Europe SA (GCE) after the construction of the second European plant was completed in March 1994. The main functions at GC International were then transferred to GC Corporation (GC), after which the GC International Department was newly established in March 1994. With the aim of promoting business activities with a strong global mindset, GC implemented organizational reform in order to achieve "in-house globalization" and focus its business activities on meeting the given requirements in each region. GC had reached the fourth step of "globalization."

### Activities for the Industry

GC also put more emphasis on dental industry activities. In an effort to contribute to the development of a regional community in those areas where GC's facilities were located, GC joined regional dental organizations such as the American Dental Trade Association (ADTA – now the Dental Trade Alliance, DTA), the Verband der Deutschen Dental-Fabrikanten (Association of German Dental Manufacturers – VDDI), and the Japan Dental Trade Association (JDTA). GC actively supported the activities of the various associations, and President Makoto NAKAO also became the third president of International Dental Manufacturers (IDM), acting as an intermediary between the global dental industries and FDI & IADR for two years – from April 1994 through March 1996. His involvement in negotiations with other major dental organizations such as FDI made a significant contribution to strengthening GC's presence in the industry.

イリノイ州アメリカ



GC America Inc. in Illinois



Introduction of Coe Laboratories Inc. in the Nakama News

Coe Laboratories Inc. の紹介 なかま



### Coe Laboratories Inc.の買収

同じ頃、ヨーロッパでの事業に大きく遅れを取っていたアメリカでの事業も、1990年5月にGCDI本社がCoe Laboratories Inc.をBritish Imperial Chemical Industry Ltd.から買収し、1992年1月には、地域統括会社化構想に基づきGC America Inc. (GCA) と社名変更した。

### 地域統括会社の設立

同じくGC International ヨーロッパ支店も、1994年3月の第二工場の建設後、GC Europe SAと変更された。また1994年3月には、GCIの主要業務がジーシー本体に移され、より国際的な感覚で業務を推進すべく、新たに海外事業部が設置され、国際化の第四段階に移行している。

### 業界活動への参画

ジーシーは、業界活動も重要視し、それぞれの地域での事業発展に貢献すべくアメリカ・ドイツ等での業界活動にも積極的に加盟した。1994年には、中尾眞はInternational Dental Manufacturers (IDM)の会長職に就き、欧米日産業界とFDI・IADR等のの仲介役として務め、ジーシーの世界における存在感を高めるに至った。



#### idm Presidents 1988 – 2014

1988 – 1992	Antoine d'Hollosy (Honorary President)	(FIDE)
1992 – 1994	Burton Borgelt	(ADTA)
1994 – 1996	Makoto Nakao	(JDTA)
1996 – 1998	Dr. Jürgen Eberlein	(FIDE)
1998 – 2000	Gene Babos	(DMA/DTA)
2000 – 2002	Hiyochiro Morita	(JDTA)
2002 – 2004	Axel R. Buchner	(ADIA)
2004 – 2006	Dr. Jürgen Eberlein	(FIDE)
2006 – 2008	Milly Goldstein	(DTA)
2008 – 2010	Haruo Morita	(JDTA)
2010 – 2012	Pam Clark	(ADIA)
2012 – 2014	Dr. Jürgen Eberlein	(FIDE)



IDM 会長時の中尾眞

IDM president

### Strengthened Efforts: New Product Developments with a Shift from “Product-out” to “Market-in”

It was indeed Fuji II LC that established and increased GC’s reputation as a leading glass ionomer cement (GIC) company worldwide. A summit organized by GCI’s US subsidiary triggered the development of this product, with extensive support provided by Dr. Ralph PHILLIPS, who chaired the summit meeting. It was natural for people at GC at the time to view resin critically, since most believed in the advantages of GIC. However, Dr. PHILLIPS taught them that an engineer should adopt an objective view in order to identify the benefits of both, and that a researcher should maximize such benefits in a product. His valued guidance led to the successful launch of Fuji II LC.

Another example of a market-in approach was GC’s dental chair EOM- $\alpha$ , which became a core element of GC’s equipment business. Dr. Kazuyoshi KANEKO, one of the key opinion leaders in the private-practice sector in Tokyo, once made the following comment about GC: *“GC tends to listen to the opinions of its own sales people instead of the voice of customers.”* KANEKO also said that, *“if sales people’s opinions are needed, GC should talk to the service and maintenance staff, who are actually working on the front lines.”* Having noted these valuable opinions, GC’s EOM- $\alpha$  project team visited the front lines where the products were actually being used – and did so night and day across the country – in order to collect as much feedback as possible. Those persistent efforts bore fruit and EOM- $\alpha$  was finally completed.

It is also important to create a market environment that allows for sales of a certain product. One of the most successful examples of this involved the collaboration with WHO (World Health Organization). GC made a focused effort to expand sales of GIC through the participation in the Asian Pacific Dental Congress and, in parallel, by supporting the research activities on ART (Atraumatic Restorative Treatment) that had been organized in various regions by WHO. The direction to be taken with the promotion of oral health in Asian and African regions was summarized in “Oral Health for a Healthy Life” – the theme of the World Health Day on April 7, 1994, which was co-sponsored by 24 health-related organizations, including WHO. GC officially participated in the “Day of Oral Health” in Geneva, Switzerland, and also played an active role as an official supporter of various activities and events to commemorate this special year for promoting oral health: One such event was the 1<sup>st</sup> World Oral Health Congress in Tokyo. These vigorous efforts contributed to greater recognition for GC and its GIC brand.



Fuji II LC

### 課題への取組みの強化：「Product-out」から「Market-in」の発想に基づく新製品開発

「グラスアイオノマーセメント（GIC）のジーシー」として、世界にジーシーの名を確立させたのは、正にFuji II LCである。GCIアメリカ支店が主催するサミット会議にて、Ralph PHILLIPS教授がGICとレジンセメントの両方の良さを最大限に発揮せしめるのが真の研究者であると指導し、完成したのがこの製品である。

また「market-in」のアプローチの例として、ジーシーの機械製品の中核となったEOM-αが挙げられる。東京で開業されている金子一芳先生からの「需要家の意見を聞かずに社内の営業マンの話をしている」「営業の意見が必要ならば、アフターサービスで活躍する現場から聞け」との意見より、プロジェクトチームが各地の現場に赴き意見を集約し、EOM-αは完成したのである。

また、製品の販売を成功に導くには市場環境を創り出すことも重要である。最も成功した一例が、WHOへの協力である。ART (Atraumatic Restorative Treatment)活動への協力、94年を「口腔保健年」とする活動へのオフィシャルサポーターとしての参加等によって、ジーシー及びGICブランドのイメージアップに繋がったのである。

1 口  
1 腔  
の 保  
口 健  
年 年  
ゴ オ  
1 イ  
9 シ  
9 ヤ  
4 ル  
年 サ  
ポ



ジーシーは口腔保健年の  
オフィシャル・サポーターです。

Logo of "Year of Oral Health" Official Supporter, 1994



E  
O  
M  
・  
α

EOM-α

### **Strengthened Efforts: Enhancement of Manufacturing Capability**

Manufacturing in general is considered to be a normal, practical activity. However, manufacturing capability serves as a driving force for new product developments, which in turn hold the key to success. With medical devices especially, genuine manufacturing capability is indispensable for ensuring a stable supply of products at a fair price for customers.

#### **Introduction of G-MAP**

In this regard, GC began to address two major issues. The first involved the digitization of manufacturing-related information. Here, GC started a project to establish a good manufacturing practice (GMP) that would also comply with the stipulations of Japanese Pharmaceutical Affairs Law. The project was completed in 1992 with the establishment of a system known as G-MAP (GC Material Planning). This formed the basis for the successful introduction of ERP (Enterprise Resource Planning) in a company-wide, streamlined information system in 1999.

#### **Introduction of QA Certified Line**

The second issue GC focused on improving the robustness of the manufacturing process itself. Obviously, it is always important to ensure a stable supply of products without defects, which would lead to customer complaints. GC went a step further with its “QA certified line” after 1992, as it aimed to establish a system in which every Associate working at a manufacturing line would promote the improvement of their process on their own initiative. Another goal was for GC Associates to improve their expertise as regards the Standard Operation Procedure and transfer knowledge with confidence to other less experienced Associates. The scope of such activities has since been expanded to other departments and manufacturing sites worldwide, having originated at GC’s mother factory – the Fuji Oyama factory.

### **Receipt of ISO 9001 Certification**

Linking consistent day-to-day GQC activity with the two above-mentioned approaches, GC successfully received ISO 9001 certification in November 1994 and used this achievement as a “passport” to the global market. The ISO 9001 was certified only 13 months after GC’s announcement, that it would seek such a certification. By the end of the same year, GCE had also received ISO 9001 certification – and GCA then followed in June 1995. It proved to be a significant catalyst for group-wide growth, and also ensured unified activity at a world-class level.

Even in the period when there was a slowdown in GQC activity, GC Associates continued their consistent daily efforts to make improvements and implement fiscal year policy management. The ISO 9001 certification confirmed “GC’s long dedicated promotion of GQC” and served as a strong source of motivation for all GC Associates, as their persistent efforts had finally borne fruit. It led them to the firm belief that “TQC is an effective tool for business.” During this time, Makoto NAKAO himself also reaffirmed his determination to improved Corporate Quality and he announced this intention on the occasion of GC’s 70<sup>th</sup> anniversary in his address to stakeholders. He harmonized this goal with GC’s aims for the future and presented a clear image of what GC was seeking to achieve through TQC.

## 課題への取組み強化：生産力の強化

### 「G-MAP」、「QC認定ライン」の導入

製造現場は、一般的に地道な活動とみなされるが、実は優れた新製品が生まれる鍵を握るのは現場の生産力であり、ましてや医療用器材の場合は、安定供給と適正なコストを実現することが出来る真の生産力が求められる現場である。この点において、ジーシーは2つのテーマに挑戦している。1つ目は、生産に関する情報のデジタル化を目指し、この為の製造工程の確立と業事法にも関わるG-MAP (GC Material Planning) システムとの導入であった。この導入成功がその後の99年ERPの導入へと結びついている。また2つ目は、製造工程自体の強靱化である。製造ラインのなかまが作業工程の改善に努め、標準書に落とし込むことで、そのノウハウがしっかりと後輩に引き継がれるとともに、不良品を生み出さない安定製品の供給ラインが確立され、「QA認定ライン」と呼称された。

### ISO9001の認証取得

そして、日頃の地道なGQC活動と上記2つの活動がリンクし、ジーシーは1994年11月に「世界市場へのパスポート」と位置づけていたISO9001の取得に成功した。年末にはGCE、翌年6月にはGCAもISO9001の取得に至り、世界レベルで一体となった活動が出来るようになった証であった。中尾眞は、ステークホルダーに向け表明した「企業品質の向上」とジーシーのあるべき姿を重ね合わせ、そこにTQCを通してジーシーが目指しているものの焦点が合ったのが正にこの時である。

ISO  
9001  
認定証



ISO 9001 Certification

QA  
認定  
セク  
ション  
証



QA certified line

### TQC Leads to TQM

At some point, the Japanese TQC community decided to change the name used for TQC activity to TQM (Total Quality Management) with the aim of breathing new life into the weak Japanese economy following the burst of the asset price bubble. Consequently, GC also made a decision to shift from GQC to GQM (GC's Quality Management) in order to further vitalize this group-wide activity. GC intended to take a step forward in this area by shifting from "Control: activity to keep processes under control between UCL (Upper Control Limit) and LCL (Lower Control Limit)" to "Management: activity contributing to the achievement of corporate objectives, in a challenging sense." This shift was also a response to changing needs in the business environment:

1. Focus shifted from a "mass society" to a "society of individuals" in an effort to maximize the quality of life for people living in a rapidly aging society with a low birth rate.
2. Customer-oriented approach: employing customer satisfaction as a key indicator.
3. Need to create added value, with a focus on speed (delivery), quality, and costs.

Under the slogan: "Improve Corporate Quality," GQM continues to play a key role in GC's corporate philosophy and business activities. GC's approach was to transform quality control into a consistent management system that would pursue three objectives: the improvement of customer satisfaction, the improvement of GC Associate satisfaction, and the improvement of the quality of work.

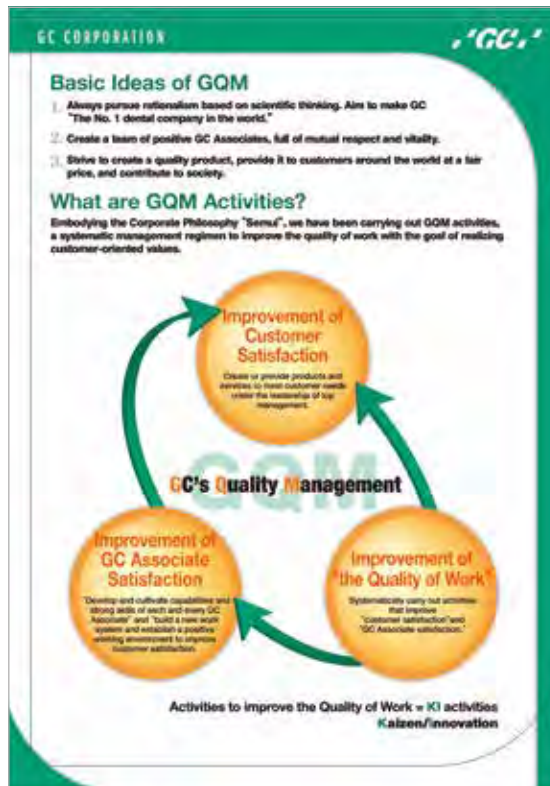
GC also launched KI (Kaizen Innovation) activities in order to improve the quality of work at the company. The idea here was that the consistent application of the company's SEMUI philosophy should strengthen cooperation among GC Associates. This led to the extensive promotion of Kaizen (continual improvement) and innovation, whereby measures here included an internal competition. For example, even today, all GC departments come up with ideas every year that are designed to improve the quality of work at the company. They also present the results of the implementation of these ideas. This type of competition supports GC's company-wide efforts to improve quality.

GC believes that quality must form the foundation for all daily activities. To put it another way, quality should create the basis for satisfaction at work and a positive view of life for every GC Associate. GC pursues the goal of enriching the daily lives of people and avoiding negative effects as much as possible. Quality products from GC help improve quality of life, as these products can literally make people smile. It is such happy faces that strengthen the GC Associates' commitment to quality. After many years of hard work and optimizations, GC's quality management system is one of the best in the world today.

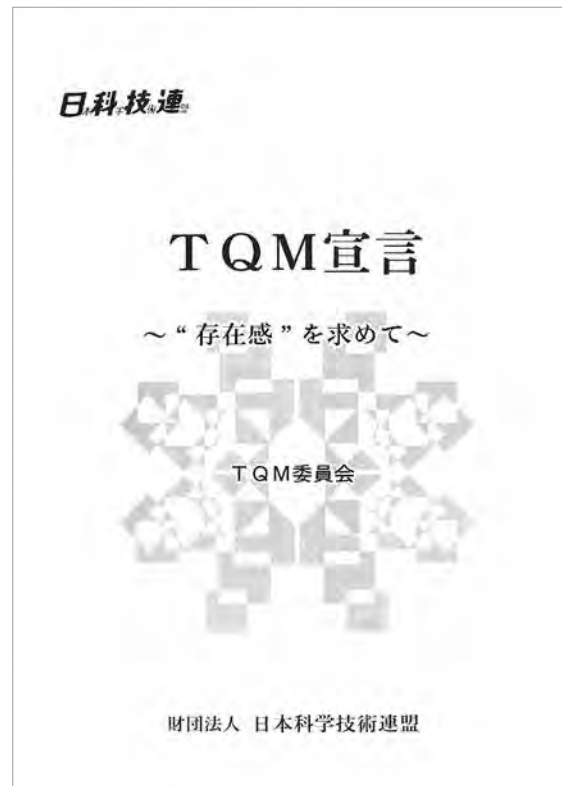


Announcement of GQM 1995

GQM強化宣言 1995年



GC's Quality Management



Announcement of the change from TQC to TQM

#### TQCからTQMへ

日本のTQC委員会は、バブル崩壊後の日本経済界に新たな風を吹き込もうと「TQC」から「TQM (Total Quality Management)」へと名称変更を決定した。「Control」という管理する概念から「Manage」へと拡がりのある解釈にジーシーも大いに賛同し、ジーシーもGQCからGQM (GC's Quality Management) へと、グループ全体の活動へと名称の変更を決定した。

GQMは、「企業品質向上」のスローガンのもと、ジーシーの経営理念と事業活動において最も重要な役割を担っている。ジーシーのアプローチは品質管理から、お客様満足の上・人と組織の活力向上・仕事の質の上の3つを柱とした全社的なマネジメントシステムへと形を変えることであった。また、仕事の質の向上のためにKI (Kaizen Innovation) 活動が取り入れられ、一貫した施無畏の実践がジーシーのなかまの相互の助け合いを強化するという発想のもとで行われている。

長年にわたる努力と最適化の結果、ジーシーが生み出す品質の保証された製品は、人々の笑顔を生み出し、QOLを向上させ、そして人々の笑顔は我々なかまの「Quality」への努力を力付けてくれるのである。今日、ジーシーの品質管理マネジメントシステムは世界で最高のシステムの一つとなったのである。







## International Dental Symposium

In 1996, GC Corporation conducted its first International Dental Symposium in Yokohama, Japan. On the one hand, the event was held to celebrate the 40<sup>th</sup> anniversary of the establishment of the GC Membership Society – but it was also staged in honor of the 75<sup>th</sup> anniversary of the founding of GC Corporation. Various programs were organized such as a panel discussion “Towards dental medicine in the 21<sup>st</sup> Century” led by Dr. Heinz A. ERNI, then president of FDI (World Dental Federation), and “Glass Ionomer symposium” coordinated by Dr. Gordon J. CHRISTENSEN, and many more. The two-day symposium attracted 8,000 participants. Combining several key factors, such as leadership by Makoto NAKAO as the president of IDM (International Dental Manufacturers), cooperation from GC’s overseas group companies and the fundamental strength of the GCC Dental Information Center, GC successfully hosted the event, proving the company’s capability to plan and organize an international symposium. The company demonstrated its growth by shifting from a “mass approach” to an “individual approach” that could properly understand and deliver what a customer needs.

## Introduction of the Heartful Program

From a perspective of promoting “individual marketing” by diverging from “mass marketing,” GC introduced the “Heartful Program” for the Japanese market in 1996. It was a loyalty program, allowing customers to earn points for the gifts offered by GC.

However, this program was considered to be unsuitable for a medical device business under the social insurance system. Therefore, GC terminated the “Heartful Program” in 1997.



第  
一  
回  
国  
際  
歯  
科  
シ  
ン  
ポ  
ジ  
ウ  
ム  
  
1  
9  
9  
6  
年

First International Dental Symposium, 1996

## 国際歯科シンポジウム

1996年、ジーシーの創立75周年とジーシー友の会40周年を記念し、第一回国際歯科シンポジウムが横浜で開催された。当時のFDIのHeinz A. ERNI会長による「21世紀の歯科医療をめぐって」をテーマとしたパネルディスカッション、Gordon J. CHRISTENSEN先生をコーディネーターとした「グラスアイオノマーシンポジウム」など様々なプログラムが企画された。2日間で8,000名が参加し、IDMの会長としての中尾眞のリーダーシップ、海外グループ会社の協力、そしてデンタルインフォメーションセンターの底力によって、シンポジウムは成功を収めた。ジーシーは、このような国際的な大イベントを運営できる企業力と「マス」アプローチから需要家の皆さんが望むものを確実に把握する「個」のアプローチへの成長を示したのである。

## ハートフルプログラムの導入

「マス」から「個」へのマーケティングの考え方から1996年にハートフルプログラムが導入された。これは、ジーシー製品をご使用いただいている需要家の皆さんに製品の購入ごとにポイントを付与し、集めたポイントに応じてプレゼントをお届けするものであったが、社会保険制度のもとでの医療用器具業にはふさわしくないとみなされ、1997年には残念ながら廃止となった。

ハ  
ー  
ト  
フ  
ル  
プ  
ロ  
グ  
ラ  
ム  
の  
導  
入



Heartful Programm

## Preparation for the Challenge to the Deming Application Prize

The first GC Group KI Activity Presentation Meeting was held in 1996. This KI Activity Presentation Meeting was introduced with the aim of improving the company-wide quality of work through steady efforts. Every department had to select a theme for “work improvement” and present their efforts and results in order to achieve mutual enlightenment. This presentation meeting was held twice a year.

## IT Strategies

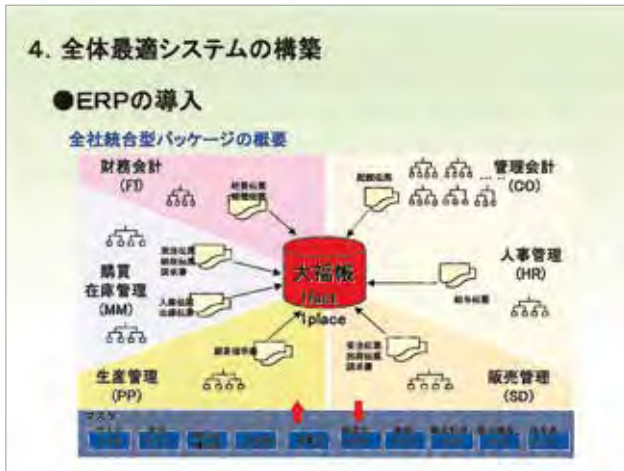
With the aim of expanding the in-house e-mail network, and significantly speed up and improve the quality of information exchange, the “Nakama Net” was launched in 1996, and even board meeting minutes became available on the intranet. Its rich accessible contents stimulated GC Associates’ motivation to access and utilize this new intranet system.

In order to cope with the “Year 2000 Problem,” which was projected to create havoc in computers and computer networks around the world, GC decided to introduce the ERP system in 1998 and realized streamlining of information from key function: production, sales, purchase and finance & accounting within GC group including GCE and GCA. Before the launch of the ERP system, two Distribution Centers – East Japan Distribution Center and West Japan Distribution Center – were newly built to realize a delivery system to GC authorized dealers throughout Japan. However, due to a gap between designed system and actual work, the large-scale system change caused a lot of problems and considerable inconvenience to partner dealers. Pursuing realization of an ideal system, countermeasures were taken day after day, and finally the system was completed as originally designed. Those strenuous efforts led to the realization of GC’s current Core System.

1 第一回  
9 9 年 KI  
6 年 KI  
活  
動  
發  
表  
大  
會



First KI Activities Presentation, 1996



Introduction of ERP

### デミング実施賞への挑戦準備

1996年に第一回KI活動発表大会が開催された。この大会は、各部門ごとに職場改善のテーマを選び、その取組みと成果を発表し相互の啓発に結び付けることで、全社的な「仕事の質の向上」を図る目的で導入された。年2回の開催が企画されている。

### IT戦略

社内にノーツを使用した電子メールを普及させ、情報交換の飛躍的なスピードと質の向上を図るため、1996年に「なかまNet」が立ち上げられた。これは、取締役員会の議事録をもイントラネット上で閲覧可能にする等、なかまのイントラネット利用の促進を図るものであった。また、いわゆる「2000年問題」に対処するために、1998年にERPシステムの導入を決め、GCE・GCAを含むジーシーグループの生産・販売・購買・財務会計の情報の一気通貫化が実現された。これに先立ち、1999年には東西のロジスティクスセンターを新設し、日本中の特約店への配達を可能にしている。稼動にあたっては数々の不具合が生じ、特約店の皆さんにご迷惑をおかけすることとなったものの、連日の対応策によって無事に機能発揮するに至った。

これらのたゆまぬ努力が今日のジーシーの根幹システムの実現につながっている。

## In Pursuit of New Products, New Technologies and New Markets

### Development of Gradia

New product development is the key to sustainable growth for any manufacturer. The announcement of the late Chairman Kiyoshi NAKAO and President Toshio NAKAO: *“Enter into new markets for more success in the future”* at the 50<sup>th</sup> anniversary in 1971 was deeply engraved on Makoto NAKAO’s memory. After the report on the slowing sales of Thermoresin LC II, which had enjoyed limited success in the European markets, GC had to consider solutions to address a rush of new products from competitors at the International Dental Show (IDS) in Cologne. The Resin Development Group was launched in 1997 for research and development of laboratory resins and Makoto NAKAO spearheaded it to realize a product with a specific target quality, meeting target cost and by a due date. Usually, it is desirable that the top management do not get deeply involved in an individual task to avoid the lack of total balance. However, considering the success of EOM- $\alpha$  led by President NAKAO in the early 1990s and targeting the future market expansion of composite products, Makoto NAKAO’s leadership was really needed. It led to a launch of the new laboratory composite “Gradia” in November 1999 with three-week delay against the target launch date. GC made a big leap forward in the global composite market. Following the success with Gradia, GC developed “Gradia direct,” a chair-side composite. Since then GC’s composite products have won a good reputation and been on a growth path in global markets.

### New Opportunities

Moreover, in 1997, in order to make a crucial breakthrough in the equipment business, believing that “to squarely face an opportunity and make the most of every opportunity” is one of the biggest responsibilities of the top management, Makoto NAKAO resolutely made a bid for the acquisition of Siemens Medical Technology Division (which later became Sirona Dental Systems, dental systems division) of Siemens AG, the German multinational conglomerate company. Regrettably, GC’s efforts resulted in failure, but paved the way for the strategic alliance with Planmeca Oy. It is essential that GC keeps moving forward under all circumstances.

### Launch of Mini Pack Products

Affected by the Asian financial crisis, the Asia Pacific Dental Congress (APDC) in Bangkok in 1997 experienced a significant decrease in the number of visitors. Under such circumstances, companies exhibiting at the congress, faced uncertainty in terms of the prospective business outlook in the region of Southeast Asia.

As a countermeasure to overcome the situation, GC introduced the new tactics of launching smaller packages in order to decrease the unit price and allow an affordable cost per purchase to the customer. The “Mini Pack” series were launched in 1998 covering 11 major product items of GC Asia.

G  
r  
a  
d  
i  
a



Gradia



Sirona dental chair

シ  
ロ  
ナ  
社  
製  
デ  
ン  
タル  
ユ  
ニ  
ット

## 新製品・新技術・新市場を求めて

### Gradiaの開発

新製品開発は、メーカーの継続的な成長への鍵である。当時、ヨーロッパ市場で小さな成功を収めていたサーモレジン  
の売上の停滞とInternational Dental show (IDS) での競合他社による新製品の発売ラッシュを目の当たりにした中尾  
眞は、次なる打開策として、1997年、「レジン開発室」を立ち上げた。中尾眞自身が製品開発の先頭に立ち、1999年  
11月「Gradia」が発売された。その後「Gradia direct」も開発され、以降、ジーシーのコンポジットレジン  
は世界市場で名声を得るとともに、飛躍的な成長を遂げているのである。

### 新たなチャンス

1997年、器械事業の大きな飛躍を目指して、「チャンスに真正面から取り組み、最大限に活かすことが経営者の最大の  
責務である」の信念に基づき、中尾眞はシーメンス社の歯科部門の買収交渉を断固とした決意を持って進めた。残念な  
がら、結果は失敗に終わったものの、この経験はプランメカ社との戦略同盟の道を開き、どんな状況でも前へ前へと進  
んでいくことが重要であると教えている。

### Mini Pack製品の導入

1997年にバンコクで開催されたAsia Pacific Dental Congress (APDC) は、アジア通貨危機の影響で参加者が極端  
に減少し、展示業者は今後の東南アジアでの市場の見通しが全く不透明な状態となった。その一つの打開策として、ジ  
ーシーは小口包装形態によって需要家が購入し易い価格とする戦術を導入した。1998年、「Mini Pack」シリーズはGC  
Asiaの11主要製品で導入された。

M G  
i o  
n l  
i d  
  
P L  
a a  
c b  
k e  
l

Gold Label Mini Pack

### Establishment of the “Toshio Nakao Chair”

The dental product manufacturer’s presence in Leuven was honored in 1998 with the establishment of the “Toshio Nakao Chair” at the Catholic University of Leuven (KUL). The purpose of the new academic chair was to conduct research on biomaterial adhesion in dental structures and to develop dental biomaterials that would improve dental clinic performance. The new chair marked GC’s first long-term partnership with one of Europe’s leading university dental faculties. In 2011 – after more than 10 years of support and collaboration – GC Corporation extended its scientific cooperation with the Catholic University of Leuven. GC remains convinced that no progress can be made without knowledge transfer and that innovation is not possible without research. The current co-chairs of the “Toshio Nakao Chair” are the world renowned professors Dr. Bart van MEERBEEK and Dr. Paul LAMBRECHTS.

### MI Concept

In addition, a new concept called “Minimum Intervention (MI),” was introduced and spotlighted at the 78<sup>th</sup> General Session of IADR 2000. For its promotion, Michael J. WILLIAMS, then managing director of GC Asia Dental Pte., Ltd., was appointed as general manager in charge of international marketing to be responsible for coordination and marketing of MI products and its total system.

### Efforts to Tackle Environmental Problems

The need for a better global environmental management increased, and the ISO14001 certification, the world’s first international environmental management standard certification, was published in 1996. Many European and US companies that were active in the global markets started their efforts to obtain the ISO14001 certification. With a solid determination to become the first dental company to obtain the ISO14001 certification, GC established the “Environmental Policy” in December 1997 and acquired the ISO14001 certification in 1998. GC believes that a booth at a dental show is the best way of providing information to people both inside and outside the company. In 1997, GC introduced an eco-friendly “zero-waste booth” designed by Shigeru BAN, recipient of the Pritzker Architecture Prize, considered as Nobel Prize of architecture. Since then, GC’s continuing eco-friendly efforts have impressed many people in dentistry.

ル  
ー  
ヴ  
ェ  
ン  
・  
カ  
ト  
リ  
ッ  
ク  
大  
学  
(  
K  
U  
L  
)



Catholic University of Leuven



Signing of the agreement to establish the “Toshio Nakao Chair”

中  
尾  
敏  
男  
講  
座  
開  
設  
の  
調  
印  
式





MI Concept



ISO 14001 Certification

### 中尾敏男講座の開設

1998年、ルーヴェンでの歯科材料メーカーとしての存在意義が称えられ、ルーヴェン・カトリック大学（KUL）に中尾敏男講座が開設された。この新講座は、ヨーロッパの有力大学歯学部とジーシーの長期的なパートナーシップを意味するものである。「知識の移転なくしては進歩はなし得ず、研究なくしては革新はなし得ず」を確信しているジーシーは、現在に至るまで、この講座を通して科学的協力を行なっている。

### MIコンセプト

新概念「Minimum Intervention (MI)」が導入され、2000年の第78回IADR総会では注目を集めた。このコンセプト促進のために、GCアジアのMichael J. WILLIAMS社長が、国際市場におけるMI製品とトータルシステムの取りまとめとマーケティングの責任者として指名された。

### 環境問題への取り組み

地球レベルでの環境問題への取り組みの必要性が叫ばれる中、1996年、環境に関する国際規格ISO14001が制定された。世界を舞台に活躍する欧米企業がこの認証取得に励む中で、ジーシーも歯科界初の認証取得企業を目指すべく、1997年には「環境方針」の策定がなされ、翌年1998年にはISO14001認証を取得したのである。また、ジーシーは、展示会が環境問題に取り組む企業として社内外に情報をアピールする良い機会になると考え、建築家坂茂先生設計による「ゴミゼロブース」を導入した。それ以降、ジーシーのエコフレンドリーの姿勢は歯科界の多くの人々を驚かせている。

## Challenge to the Deming Application Prize

### Reinforcement of GQM activities

In July 1999, Managing Director Norio HATA stated: *“Almost 20 years have passed since the former President Toshio NAKAO announced the concept of GQC at the 60<sup>th</sup> anniversary in 1981.”* In response to his statement, many Associates agreed to take on a challenge to the Deming Application Prize in 2000, the 50<sup>th</sup> year of its establishment. At that time, the introduction of ERP went smoothly and GC’s company policies for FY2000 were formulated after a careful consideration of what GC should become in the 21<sup>st</sup> century.

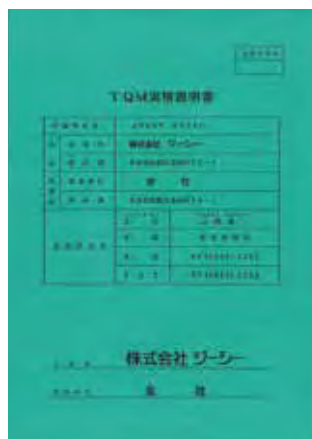
President Makoto NAKAO resolutely said: *“In order to make another big leap in the 21<sup>st</sup> century, we must improve the level of GQM activities as management tools and further strengthen the system, which GC needs in order to gain the world’s topmost level. We must receive a diagnosis by a trusted third party organization with an objective evaluation and findings.”* As a corporate leader, President NAKAO demanded that each member of GC’s management team should establish his own way of thinking and approach to realize independence and self-discipline as an executive. President NAKAO also decided to reflect the results of the diagnosis in the formulation of FY 2006 mid-term Management Plan, which would be vital for the long-term success of GC.

## Seven Characteristics of GQM

As a core of preparation for the diagnosis of the Deming Application Prize, the following seven key characteristics of GQM were summarized in order to align the company-wide goal:

1. Promote vision management with GQM as the core management approach.
2. Deploy global strategies based on the concept of “reducing production costs through locating production facilities at the best place globally for procuring raw materials.”
3. Implement product strategies to make “the No. 1 dental product in the world” possible and enter into new product categories.
4. Realize a production capability to achieve “quality” that satisfies customers’ needs.
5. Deploy sales strategies by clearly defining the separate roles of a “manufacturer,” a “distributor,” and a “user.”
6. Improve the quality of work through digital management utilizing IT (information technologies).
7. Fully disseminate the “GC Associate” understanding that “a company’s success depends on the quality of its employees.”

Those characteristics were presented to Associates as the core of GC’s management system, and accelerated the establishment of an organic structure of management, function and department.



Description of TQM practices



On-site examination



Receipt of the Deming Prize

## デミング賞への挑戦

### GQMの強化宣言

1999年、端紀夫常務は「中尾敏男が60周年式典でGQCの導入を宣言してからまもなく20年が経とうとしている」と述べ、その発言に呼応して、多くのなかまがデミング賞への挑戦に賛同した。

中尾眞は強い決意をもって以下のように述べた。

「21世紀を更なる飛躍の時とすべく、経営ツールとしてGQM活動のレベルアップを図るとともに、世界最高レベルを実現するためにもジーシーが必要とするシステムをより強化しなければならない。そのために、第三者による評価を受け、客観的な指摘を受けよう」

そして、中尾眞は経営陣一人ひとりにリーダーとしての自立と自律を求めると同時に、受審結果を2006年度の中期経営計画に反映することを決めたのである。

### GQMの7つの特徴

デミング賞受診準備作業のコアとして、全社的な目標を統一すべく、以下の7項目がまとめ上げられた。

1. GQMを経営管理手法の核としたビジョン経営の推進
2. 「世界最適地」指向を基本としたグローバル戦略の展開
3. 「世界ナンバーワン製品」作りと新規分野への進出を実現する製品戦略
4. お客様ニーズを満たした「質」を作り込む生産力の実現
5. 「作る人 売る人 使う人」の役割分担を徹底した営業戦略の展開
6. ITを活用したデジタル経営による業務の質の向上
- 7 「ひと」こそが企業の力の源泉とする「なかま」の会社。

これらの特徴は、ジーシーのマネージメントシステムの根幹として示され、経営・機能・部署の有機的な組織の構築を進めたのである。

### What GC learned from the Deming Application Prize Examination

GC received the two-day on-site examination for Deming Application Prize in extreme tension. “Who is an end user for GC?” and “If GC believes that QM is really useful, does GC have any plan to spread QM in/throughout GC group, dental industry and dentistry?,” were two questions that remained strong in President Makoto NAKAO’s thoughts. As concrete answers to them, President NAKAO spread the Deming Prize Challenge within the GC group, formulated the “Vision for Future Dental Material /Equipment Businesses” through concerted and united efforts of dental clinician, academia and industry/Japan Dental Association (JDA), Japanese Association for Dental Science (JADS) and Japan Dental Trade Association (JDTA) in 2007. In addition, he opened Kamulier, a showroom and concept shop to raise people’s awareness and understanding about the importance of “good oral health,” in 2013 and launched “Oral Health for Aging Population Partnership” with FDI in 2015. The definition of important terms was standardized within GC group as follows: End User = Patient (People), Customer = Dentist, Dental Technician and Dental Hygienist, and Partner = Distributor, Dealer and Supplier.

### GC’s 80<sup>th</sup> Anniversary

#### 80<sup>th</sup> Anniversary Ceremony

Under the mottoes of GC’s 80<sup>th</sup> anniversary project: “Celebrating our 80<sup>th</sup> anniversary thanks to your support” and “Serving Dentistry Worldwide,” the revised management principles and corporate slogan with changes in line with the times were established and officially announced at the anniversary ceremony.

The revised management principles were the following:

1. To contribute to global society through the improvement of oral health.
2. To improve corporate quality and meet customers, trust and expectations.
3. To create a team of GC Associates full of energy and respect.

Ten years after GC revised its management principles on the occasion of the 70<sup>th</sup> anniversary, the company again fine-tuned the wording from these perspectives:

1. Change from “dental care” to “oral health” aiming at an expansion of its business domain.
2. Change from “society” to “global society” aiming to contribute to global society and environment.
3. Change from “quality-first policy” to “corporate quality” aiming to improve the quality of all activities group-wide.

The corporate slogan reads as follows:

Towards the realization of the “Century of Health.” This was also updated from the previous one as a slogan of new GQC activity: “Improve Corporate Quality.”

デミング賞受賞通知



Letter to notify winning Deming Application Prize

### デミング賞受賞から学んだこと

極度の緊張感の中、ジーシーは2日間にわたるデミング賞の受賞を受けた。「ジーシーのエンドユーザーはどなたですか?」「GQMが本当に役立つものとお考えならば、ジーシーグループ・業界内・歯科界にこの活動を拡大される計画はありますか?」の2つの質問が中尾眞の心に強く残っている。この具体的な答えが、その後のグループ会社のデミング賞獲得、2007年の日本の歯科界が総力を挙げて取りまとめた「医療機器産業ビジョン」であり、さらには2013年の「口腔保健の重要性への気付きと理解を促すコンセプトショップ「カムリエ」のオープン、2015年のFDIと共同して立ち上げた世界の高齢者の口腔保健のためのプロジェクトへとつながるのである。

ジーシーグループ内における重要な用語として、エンドユーザーは患者の皆さん、カスタマーは、歯科医師、歯科技工士そして歯科衛生士の皆さん、そしてパートナーは代理店、特約店そして購買先の皆さんを指している。

### ジーシーの80周年

#### 80周年記念式典

80周年記念プロジェクトの標語である「おかげさまで80年」「Serving Dentistry Worldwide」をもとに、時代に合わせた新しい経営理念と企業スローガンが発表された。

#### 経営理念

1. 「口腔保健の向上を通じ、地球社会に貢献する」
2. 「企業品質の向上を図り、お客様の信頼にお応えする」
3. 「敬愛に満ち、明るく活力にあふれた「なかま集団」を形成する」

企業スローガン：みんなで築こう健康世紀



80th anniversary ceremony

創業80周年式典



Century of Health

健康世紀

### Global Promotion of the 80<sup>th</sup> Anniversary Event

An organization's capability to plan and organize a special program dedicated to customers depends on how much its local network has been enhanced. It also reflects the attractiveness quotient of GC to customers.

To understand customer's view of GC on the occasion of the 80<sup>th</sup> anniversary, President Makoto NAKAO requested GC in Japan as well as overseas operations in the US, Europe and Asia to organize a symposium commemorating the 80<sup>th</sup> anniversary. Each operation came up with their plan after great effort and struggle. In Japan, the international symposium commemorating the 80<sup>th</sup> anniversary of GC and 45<sup>th</sup> anniversary of the GC Membership Society was held during the 70<sup>th</sup> General Session and Exhibition of the IADR (International Association for Dental Research). As for overseas operations, symposiums commemorating the 80<sup>th</sup> anniversary were held by collaborating with leading dental organizations and during the 3<sup>rd</sup> symposium on adhesive dentistry in Germany, AADR (American Association for Dental Research) in the US and FDI Annual Dental Congress in Malaysia. GC received a lot of positive feedback on those events. However, there was room for improvement in each region and cost-effectiveness should be fully analyzed.

Just before the FDI Malaysia in 2001, the September 11 attacks happened in the US and escalated tensions worldwide. As a result many people refrained from traveling and the American Dental Association (ADA) delegates decided to cancel participation in the congress. It created an opportunity for GC to learn how difficult it would be to plan and organize an international symposium.

Another project commemorating the 80<sup>th</sup> anniversary was the expansion of the logistics center in Europe and the US, with the aim of optimizing supply chain efficiency by installing an ERP (Enterprise Resource Planning) system to cope with increased amount of supply in the future. In the US, GCA's logistics center was relocated two kilometers away from the head office with warehouse floor space of 3,000 square meters. In Europe, a new logistics center building was constructed with total floor space of 2,211 square meters, as the first building in an empty lot on the south side of GCE premises.

創  
業  
メ  
リ  
ト  
8  
0  
カ  
周  
年  
シ  
カ  
ゴ  
イ  
ベ  
ン  
ト  
ジ  
ー  
シ



80<sup>th</sup> anniversary event in Chicago



80<sup>th</sup> anniversary event in Berlin



80<sup>th</sup> anniversary event in Kuala Lumpur

### 80周年イベントのグローバル展開

需要家向けの特別プログラムを企画する力は、地域における企業活動の充実度を示し、お客様から見た企業の魅力度を反映しているといえる。

創業80周年に際し、需要家の皆様の声を理解するために、眞は日本だけでなく、アメリカ、ヨーロッパそしてアジアでもイベントを企画するように指示を出した。

日本では友の会45周年も兼ねて国際シンポジウムを開催、ドイツ、アメリカ、マレーシアでも80周年を記念したシンポジウムを開催し、沢山のポジティブな評価を受けた。

2001年のFDIマレーシアの直前には、アメリカで9.11同時多発テロが発生し、世界的に緊張が高まった。ADA代表団がFDIへの参加を取り止めるなど国際シンポジウム企画運営の難しさを教えられる大会ともなった。

また、80周年を記念してヨーロッパとアメリカの物流センターの拡大も実施し、ERPシステムの導入によりサプライチェーンの最適化と将来の供給量の増加に備えた。

### Start of 10 Billion Yen Investment Plan for Renewal Construction

The relocated and newly constructed Osaka sales branch made a big appeal to the Japanese dental industry. It convinced GC that a building could bring positive energy to a company and allow the company to convey a powerful message to the outside. This new sales branch building was designed by the architect Shigeru BAN, who also designed GC's booths earlier at dental shows in Japan. At the stage of quotation for construction cost, major construction companies started a fierce competition to receive an order from GC, illustrating BAN's strong influence as a leading architect. It taught GC a good lesson: "It is not too expensive to select a famous architect to design a building, considering the huge benefits against cost." Upon construction of the new Nagoya sales office building also designed by Shigeru BAN, GC announced the completion of the "modernization" construction project over the past 45 years since the opening of the R&D Center in Itabashi, Tokyo, in 1959.

At the same time from a risk management perspective, GC completed the anti-seismic reinforcement of Fuji Oyama factory, as was inevitable for a company in Japan with frequent earthquakes. For the office in Itabashi, GC decided to rebuild it as a totally new building rather than a partial reinforcement construction.

This led to the launch of the "10 billion yen investment plan" serving as a core part of the 90<sup>th</sup> anniversary project. GC decided to designate an architect in competition style. Although GC felt a sense of gratitude to the architect firm and construction company that had worked with GC in the past, the company was determined to pursue "power for the new era."

The new GC R&D Center construction project started in November 2005. After three construction phases until the completion in August 2012, and at the same time, by also moving forward with the construction of GC's Corporate Center in Hongo, Tokyo, a totally new iconic workplace was finally implemented.

While working on this construction project, GC received a lot of encouraging and valuable suggestions from key opinion leaders. Professor Sen NAKAHARA, chairman of the Regent Board of the Nippon Dental University, said: "*Relocation should be a good occasion for Seiri (separating unnecessary from necessary and take them away from workplace).*" Dr. Masao YAMAZAKI stated: "*I look forward to an iconic GC building with excellent design in Hongo, which serves as an information distribution base.*" Dr. Toru MATSUO uttered: "*A new 'showcase-the-workplace' concept is needed in the new era.*"

大阪支店



Osaka branch



Nagoya branch

名古屋営業所





R&amp;D Center in Itabashi, Tokyo

### リニューアルへの投資、100億円計画のスタート

大阪支店の新築移転が業界への大きなアピールとなり、新しい建物は企業にプラスのエネルギーを注ぎ込むとともに力強いイメージを発信することを確認した。この大阪支店は建築家の坂茂先生によりデザインされ、それにより大手の建設業者の受注競争が激化したことから、有名デザイナーに依頼することは決して高価ではないことを学んだ。この後名古屋営業所も坂先生のデザインによる建て替えをもって、1959年の板橋研究所建て替え以来、45年間の「近代化計画」が完了した。近代化計画が完了した。

同時に、リスク管理の意味から、小山工場の耐震補強工事が完成したが、板橋の事業所についても耐震性を考慮し部分改築ではなく全面建て替えを決定し、こうして90周年記念プロジェクトのコアとなる100億円投資計画がスタートした。設計事務所、建築会社はコンペ形式で選定された。

板橋R&Dセンターの建設プロジェクトは2005年11月にスタートし、2012年8月に完了した。この間に、多くの有識者の方から建設的な御意見をいただき、本郷に全く新しいジーシーの顔となるジーシーコーポレートセンターの建設が実現した。

### Ideas Lead to Further Expansion

Based on those ideas, the 3<sup>rd</sup> phase of construction of the R&D Center was postponed to allow the construction of the Corporate Center in Hongo. During that time the Tokyo Sales Branch was relocated to Itabashi, in a move to drastically eliminate unnecessary belongings in the office. The design concept of the Corporate Center in Hongo was profoundly influenced by the favorable opinions from visitors to the R&D Center on its “Communication Loop” concept, as well as the great success of the GC Europe Campus. The GC Europe Campus was established in 2008 based on the idea of Henri LENN, then president of GCE and his sales team, that a training center should have a significant impact on corporate value. Next, GCE also opened the new administration building in 2013, in order to consolidate administration-related offices located in separate buildings. Both GCE Campus and the new administration building were designed based on the “Communication Loop” concept and with an “open-office” floor plan, enjoying great popularity among customers who visited GCE for product trainings.

For the construction of the GC Corporate Center (GCCC) in Hongo, GC designated Yoshio TANIGUCHI, one of Japan’s most respected architects, who designed MoMA (Museum of Modern Art) in New York and the Gallery of Hōryū-ji Treasures in Tokyo National Museum, in consideration that GCCC would become a symbol of the GC group. In addition, the world-famous architect Kengo KUMA designed the Prostho Research Center, which was constructed as part of the 50<sup>th</sup> anniversary project of GC Dental Products Corp. in 2010.

As described above, Japan’s leading architects participated in GC’s new building construction project. All the buildings demonstrate the distinguished artistic expression of those architects, as well as strongly embodying the spirit and values of the GC group.

ジ  
ー  
シー  
コー  
ポ  
レ  
ー  
ト  
セ  
ン  
タ  
ー



GC Corporate Center

### 更なる拡張

本郷のコーポレートセンターのデザインには、R&Dセンターを訪れた方々から「コミュニケーションループ」のコンセプトが高い評価を受けたことと、ジーシーヨーロッパのトレーニングセンターの成功が大きく影響している。GC Europe Campusと呼ばれるこのトレーニングセンターは、「研修センターの存在が企業のValueに影響する」というアイデアから2008年に実現した。その後ヨーロッパでは、2013年に事務管理部門が結集するAdministration Officeも建て替えており、GCE CampusとAdministration Officeどちらも「コミュニケーションループ」とオープンなオフィスを基本として建設され、来客の方々からは好評を得ている。

ジーシーコーポレートセンターは、ニューヨークのMoMAや東京国立博物館法隆寺宝物館を手掛けた谷口吉生先生に、またプロソリサーチセンターは世界で活躍する隈研吾先生にデザインいただいた。このようにジーシーの建物は日本を代表し世界有数の建築家が携わっており、ジーシーグループの精神と価値観を具現化したものとなっている。

プロソリサーチセンター



Prothro Research Center

ジーシーキャンパス



GC Europe Campus, Meeting and Education Center

### Makoto NAKAO Becomes Chairman of the Japan Dental Trade Association (JDТА)

President Makoto NAKAO became chairman of the JDТА, as the 3<sup>rd</sup> president he assume the position as his grandfather and father. When he was installed, a new organizational structure with three vice chairmen was introduced at the JDТА, with the intention to support the decision taking action of the new chairman. Michizo YAMANAKA (president and CEO of Yoshida Dental Mfg. Co., Ltd.), Haruo MORITA (president and CEO of J. Morita Corporation) and Masami TANIYAMA (president of the Japan Dealers Association) were installed as vice chairmen, with a view to the coming 10 years in dental industry. YAMANAKA later became the chairman of the JDТА after President NAKAO and MORITA also followed after YAMANAKA.

Immediately after the installment, Dr. Soichiro IWAO, former director-general at the Ministry of Health, Labor and Welfare of Japan, asked a leading question: *“It seems dentistry does not have its own vision, doesn’t it?”* President NAKAO as the JDТА chairman immediately countered his argument and launched

a project to compile the “Vision for Future Dental Material/Equipment/Technology Businesses,” in collaboration with the Japan Dental Materials Manufacturers Association and the Japan Dental Machine Manufacturers Association.

In March 2006, the draft vision was presented to the director and his team of the economic affairs division of the Health Policy Bureau, Ministry of Health, Labor and Welfare. Director Kazuo FUTAGAWA asked President NAKAO if the draft vision had been prepared by hearing opinions from the Japan Dental Association (JDA) and the Japanese Association for Dental Science. This suggestion was unexpected for President NAKAO, as collaboration between industry and academia was not so active in dentistry at that time. However, he promptly met Dr. Mitsuo OKUBO, then president of the JDA, to convey a congratulatory message on his installment and took the opportunity to consult on the topic of dentistry’s vision. President OKUBO said: *“What is the opinion of Dr. Kazuhiro ETO, president of the JADS?”* President NAKAO immediately consulted President ETO and his answer was quite positive, agreeing on the importance of the vision in dentistry.

JDТА会長就任挨拶 JDТАニュースより



Makoto NAKAO becomes president of JDТА



Cover page of “Vision”

歯科医療機器産業 Vision の表紙



Three presidents' meeting by Japan Dental News Press

## 日本歯科商工協会会長に就任

中尾眞が日本歯科商工協会（JDTA）の会長に就任し、これで中尾家としてJDTA会長を務めるのは三代目となった。新会長の暴走を危惧してか、この時JDTAは三名の副会長制を導入した。眞が会長に就任すると、厚生労働省官僚である岩尾氏より、歯科界にはビジョンがないことを指摘され、眞はすぐに産業Visionの策定に取り掛かった。2006年3月には材料機械両組合の協力を得てドラフトが作成され厚生労働省に発表したところ、日本歯科医師会（JDA）、日本歯科医学会（JADS）の意見が反映されているかを聞かれ、歯科での産学の連携が盛んでなかった当時、眞には思い及ばなかったことであった。そこで当時の日本歯科医師会会長、日本歯科医学会会長に相談し、歯科産業Visionの重要性について賛同を得られた。

## Learning for the Future

As a result of those discussions, President NAKAO was invited as a representative of the JDTA to the JDA's executive camp in Shonan and presented the vision draft to executives from both the JDA and JADS. Both President OKUBO and President ETO were "visionaries," who understand the importance of managing the various problems in dentistry with united efforts under the motto "No vision, no future." The idea "collaboration among clinicians, academia and industry," became common and was frequently mentioned among those involved. As expected, there were a lot of opinions within the JDTA, arguing it would not be possible to be aligned with the JDA and JADS. Even amid those negative opinions, President NAKAO continued to focus efforts, strongly believing: *"Unless Japanese dentistry further evolves, there will be no room for companies to grow in the Japanese dental industry."*

Those efforts bore fruit and the "Vision for Future Dental Material/Equipment/Technology Businesses" was finally completed in October 2007. In the following year, 11 items related to dentistry were included for the first time in the "New Medical Device and Medical Technology Industry Vision" announced by the Ministry of Health, Labor and Welfare.

The next big challenge was a materialization of the vision. A task force was formed on home-visit dental care, including key members such as Professor Keiichi SASAKI of Tohoku University, JDTA, JDA and JADS. It led to the launch of "Dentapac Kokoro," a set of portable dental equipment and materials for home-visit dental care.

President NAKAO served as the chairman of JDTA for three terms. When he eventually retired on the advice of his wife Makiko, on health grounds, DOYUKAI, the association of dental corporate executives, made a proposal to him in 2010 to start a business with a new distributor: a mail-order company. GC, with its mission to "purify dental industry," started the challenge to cope with purification of distribution under its authorized dealer and dealer system, on agreement by the JDTA and member organizations as well as authorization from the Japan Fair Trade Commission.

Most fortunately, during his six-year period as the chairman of the JDTA, President NAKAO had the privilege of working with two excellent leaders: President OKUBO and President ETO, and successfully changed the view on dentistry of the Ministry of Health, Labor and Welfare to a positive one. Former GC Associates also assumed the key position at the JDTA and member and cooperating organizations, allowing various support to GC. Furthermore, YAMANAKA assumed the chairman's position after President NAKAO, positively following the path taken by Makoto NAKAO. He worked further for materialization of dentistry's vision.



厚生労働省から発表された文書

Government paper

Dentapac Kokoro

**未来への歩み**

こうして、産業Vision案はJDAとJADSの幹部にお披露目することになる。大久保会長と江藤会長はどちらも「Vision無き処、明はない」とのお考えで、この頃から「臨産産連携」という言葉が多用されるようになった。もちろん、中には否定的な意見もあったが、眞は「日本の歯科界が良くならなければ、我々企業の発展もない」との信念でVisionの完成に注力した。

こうして、2007年10月ついに産業Visionは完成し、翌年、厚生省から発行された「新医療機器・医療技術産業ビジョン」の中に初めて歯科の11項目が記載された。

この後はVisionの具現化という大きな課題に取り組んでいった。その取り組みの一環として、東北大学の佐々木教授他JADSを中心とした高齢者訪問診療のためのプロジェクトを立ち上げ、「デンタパックこころ」を完成させている。眞はJDTA会長を三期務め、退任直前には、同友会から新規流通形態への商品供給について申し入れを受け、特約店・代理店制における商流の清流化への取り組みを開始した。

幸いなことに、眞がJDTA会長を務めた六年間は久保会長と江藤会長という優れたリーダーと共に国としての歯科への評価を変化させることのできた恵まれた時期であった。JDTAは眞の退任後、山中会長の率いる中、歯科界のVisionの具現化に取り組みを進めている。

### **The Fourth Generation of the NAKAO Family Joins the Company**

President Makoto NAKAO became 55 years old and celebrated the 20th anniversary of his presidency in 2002. Meanwhile, he felt people's voiceless question more frequently: "Who will be a successor?" He undertook this topic by clearly mentioning it as his own mission and at the same time launched the NAKAO School, with the aim of cultivating future GC executives. He also put energy and effort into finding a successor. As a result of his efforts, he finally and fortunately met Dr. Kiyotaka KANO, who later married into the NAKAO family.

The key person who introduced Dr. Kiyotaka KANO to President NAKAO was Dr. Soichiro IWAO, former director-general of the Health Policy Bureau, Ministry of Health, Labor and Welfare. The NAKAO family met Dr. Kiyotaka KANO in January 2005 for the first time. Makoto's daughter Ayako and Kiyotaka became engaged in October of that year, and were married on February 11 2006, followed by an official announcement to GC Associates at the occasion of the 85<sup>th</sup> Anniversary ceremony. Kiyotaka NAKAO joined GC as from April 1, 2006. Fortunately and surprisingly, things went smoothly.

With such a big and quick change for Kiyotaka NAKAO, he needed to manage the handover of his former work to his family in parallel. For the first year he came to work at GC on an occasional basis. He started a fully-fledged training from his second year in 2007. By reflecting President Makoto NAKAO's own experience, a two-year training plan was formulated covering on-site programs at each department as well as overseas operations.

Kiyotaka was born as the first son of the KANO family in Takasaki City. Both his father and mother were dentists who graduated from Tokyo Medical and Dental University and ran the KANO family's second-generation dental clinic. Just after Kiyotaka had started his career as head of the KANO dental clinic as a promising successor, he made a big move to the new direction of life. With strong determination and self-responsibility to "choose for himself his direction of life and do what he chose to do," Kiyotaka NAKAO continued his utmost persistent efforts as the only way to realize what he wished to achieve – to contribute to better dentistry around the world through GC and with his background as a dentist.

There is also a story about an unexpected link between the KANO and NAKAO families from an earlier age. Kiyotaka's grandfather, Dr. Motoshige KANO, visited GC's old office in Itabashi. In the picture taken on that occasion, he appeared with Ayako's grandfather, Toshio NAKAO – a curious coincidence.



## 中尾家4代目の登場

眞は55歳になり社長就任20周年を迎えた頃、後継ぎについて考えるようになり自身のMISSIONとして明記し、ジーシーの将来の幹部を育てる目的で中尾塾を立ち上げた。また、2005年に厚労省元官僚である岩尾氏の紹介により4代目である潔貴と出会うことになる。眞の娘の綾子と潔貴はその年の10月に婚約、翌年の2月に結婚とトントン拍子に進み、2006年4月に潔貴はジーシーに入社した。

潔貴は一年目こそ前職である歯科医院の院長職の引継ぎのためフルタイムでの勤務とはならなかったものの、2007年からは海外拠点を含む2年間の各職場巡回という本格的な研修を開始した。

潔貴は歯科医師の両親のもとに長男として生まれ、高崎市の歯科医院の三代目として院長に就任した矢先であったが、自分の人生は自分が決めるという信念を貫き、世界の歯科医療をより良いものにしたいという思いを実現するため、人生の大きな方向転換を決めた。ご縁とは奇なもので、潔貴の祖父である加納先生は、昔、板橋のジーシー本社を訪れており、敏男と写真に収まっている。

創業85周年記念式典にて、  
中尾潔貴の紹介



Introduction of Dr. Kiyotaka NAKAO at GC's 85<sup>th</sup> anniversary

潔貴の祖父のジーシー訪問



Grandfathers at GC office

### Promote Activities Closer to Overseas Markets

With advancements in dental technologies, new technologies were actively introduced for new product development at GC. As a manufacturer, GC had to tackle the next strategy to collaborate with other companies. Its conventional policy to research, develop and manufacture everything within its facilities would not work to fill the gap in the required speed and cost and it became inevitable to ally with other companies that had expertise in each specialized area. GC's concrete tactics was to form a strategic alliance and promote M&A in the area of what we call in Japanese dentistry "new three sacred treasures in dental clinics:" digital x-ray, implantology and CAD/CAM. With the aim of establishing a workflow solution that ranged from CAD/CAM to implants, the GC Milling Center global deployment concept was launched and shared group-wide. The company successfully completed the GC Europe Milling Center in 2008 by installing one of the most advanced milling machines, which represented the competitiveness of Japanese industry. The Milling Center service network was established, allowing milling services from three bases worldwide: Europe, US and Japan.

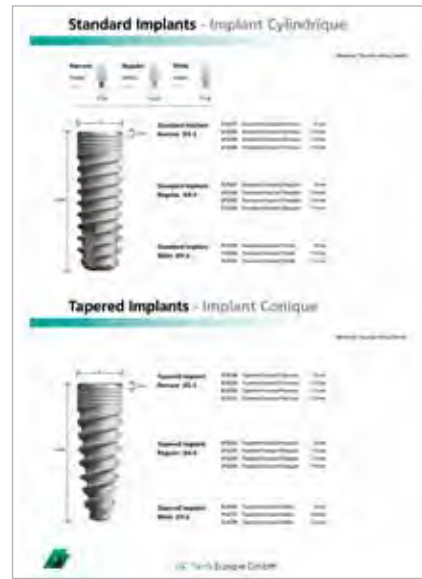
As for its regional activity, GC took the following policies at that time. The company enhanced its sales operation in East Europe, established a base in South America and concentrated efforts in India to make it grow further as a business unit. When choosing strategies and tactics to achieve those policies, the company always took a challenging option purposely. Although such an option looked the most difficult in the beginning and took longer to realize, the company firmly believed it would allow GC to be rooted deeper in each region.

The improvement of the overseas production ratio was another challenging task, but GC completed the transplant of full production for dental stone products from Fuji Oyama factory to GC America in 2010. This project was initiated to cope with a problem in raw material procurement in Japan. It was an extremely big challenge for all people concerned, as GC aimed to establish all the processes covering raw material procurement and production at GC America starting from zero. As of 2015, 70 percent of dental stone production is covered by GC America and 30 percent by GC Europe to allow supply to GC group-wide.

GM  
1000



GM-1000



Implant products

イン  
プラ  
ント  
製  
品

## より海外と一体となった活動へ

歯科医療技術の進化が進む中、ジーシーは従来からの「自前主義」では求められている開発スピードとコストのギャップは解消できないと考え、他企業とのコラボレーションを戦略として掲げた。デジタルX線、インプラント、CAD/CAMの分野で戦略同盟軍作りとM&Aの実践を目指し、ジーシーミリングセンターの立ち上げに乗り出した。2008年にはジーシーヨーロッパミリングセンターが開設され、世界で三つの拠点、ヨーロッパ、アメリカ、日本をベースにミリングサービスを提供するネットワークが出来上がった。

この頃の地域的な活動としては、ジーシーは東欧地区への営業活動の強化と南米拠点の立ち上げ、またインドでの事業としての成長に力を注いだ。

もう一つのチャレンジとして、海外生産比率向上を狙い、2010年に石膏製品の製造を小山工場からジーシーアメリカに完全移行するという挑戦を開始した。本プロジェクトは、アメリカでの原料調達から製造工程など全てのプロセスを作り上げていく大胆な挑戦であったが、2015年までに石膏製品の70パーセントをアメリカ、30パーセントをヨーロッパで製造するまでに至っている。



ジーシーアメリカの製造工場

Manufacturing plant, GCA





## 6. Prevailing in the Global Market: Becoming the World's Best Dental Company 2011–2016

The GC Corporation has firmly established itself on the global market over the last few years. Through its Vision 2021 strategy, GC is striving to make an important contribution to the “Century of Health,” as GC calls it, and to become the world’s leading dental company. In this regard, GC is seeking to adapt itself to an increasingly aging society, which GC believes harbors extensive potential for the future of the dental business. GC views innovation and research as the keys to success. The dental material manufacturer also continues to operate in accordance with its longstanding values in order to ensure it can achieve new milestones in the dental industry in the future as well.

GC International AG was established in Lucerne, Switzerland, as the central organization for managing GC’s global expansion into Europe, America, and Asia. The company is responsible for managing the global business of the multinational group. Its establishment was accompanied by a new generation at the top of the GC Corporation, as GC’s longstanding President, Makoto NAKAO, passed his position on to his son-in-law Kiyotaka NAKAO.

### 6. グローバル市場へ：世界一の歯科企業を目指して 2011～2016年

ジーシーは、グローバル市場での確固たる足がかりを築いたが、Vision 2021「健康世紀への貢献」を掲げ、2021年にNO1 歯科企業になるべく活動している。ジーシーは、健康長寿社会における歯科ビジネスの、更なる発展に向けて活動を強化している。また、技術革新と研究が成功への鍵であり、将来の歯科業界での新しいマイルストーン構築活動を強化していく。

GC International AGは、ヨーロッパ、アメリカ、更にはオセアニア、インド市場を含む東南アジア地域統括会社としてスイス ルツェルンにて発足した。同社は、マルチナショナルカンパニーの統括責任を負う。ジーシーで永年社長を務めた中尾眞自らGCIAGの社長に、娘婿である中尾潔貴がジーシーの総本社代表取締役社長にそれぞれ就任した。

## 90<sup>th</sup> Anniversary Projects Completed

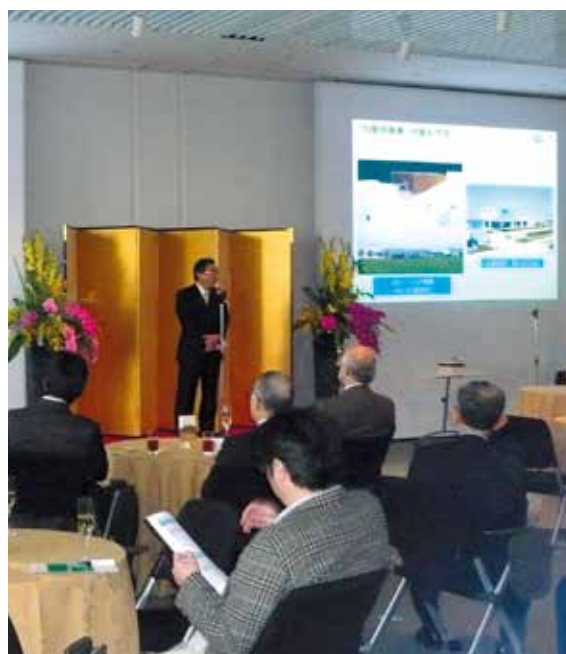
In order to achieve sustainable global success, top management of a company needs to always improve its system to maximize the performance of each business function. The fundamental components of a company are the same: “people, system and culture.” These components determine the characteristics of 60 million companies in the world. GC had a plan of building facilities to create mental resonance among GC Associates and breathe life into it. This concept was named “Communication Loop.” With the completion of GC Corporate Center in January 2011, the 10 billion yen investment plan for the realization of the communication loop in R&D and the Information Distribution Base, Sales and Head Office, was finally completed. Now that the facilities for the three major functions, research and development, manufacturing and sales, were completed, GC needed to make a shift to a system to accelerate more organic linkage. This was what President Makoto NAKAO intended to convey to GC Associates and dentistry at the 90<sup>th</sup> anniversary.

Sometimes, natural forces cause massive and unexpected disasters. The Great East Japan earthquake, one of the world's largest earthquakes, hit the northern part of Japan on March 11, 2011. On that very day, GC planned to hold the official opening party of the GC Corporate Center (GCCC). The severe devastation caused by the terrible gigantic disaster was repeatedly reported on the large TV screen. An emergency task force was immediately formed at the celebration party venue under the leadership of the Japan Dental Association (JDA) executives. The venue for celebrating the culmination of what President NAKAO had been aiming for all those years turned into a venue to receive shocking and disastrous reports on the devastated area every minute. President NAKAO learned that no one can escape the vicissitudes and uncertainties of life. With a shade of the anxiety about the unforeseeable impact of the massive disaster on GC's future business activities, NAKAO remained at the party venue with many guests who could not return home far into the night. Tuomas LOKKI, senior vice president of Planmeca Oy, stayed at the party venue with Presi-

dent NAKAO until its closing. The fear and anxiety in him and his far-away family is easily imagined.

On the next day, March 12, President Makoto NAKAO faced and tackled a series of daunting tasks. He promised full support to the JDA emergency task force as JDTA chairman, offered emergency relief supplies, set up GC's task force for supporting the affected area and took action to secure a production and logistics system with an insufficient power supply, etc. Unfortunately, the man-made nuclear power plant accidents after the earthquake caused serious anxiety among GC's overseas customers. Soon after the earthquake, President NAKAO participated in the IADR General Session & Exhibition in San Diego, US (March 16–19) and IDS in Cologne, Germany (March 22–26), and he received many questions and kind donation offers from participants.

President Makoto NAKAO learned the importance of taking whatever concrete action one deems necessary and appropriate from those tough, but valuable experiences.



ジーシーコーポレートお披露目パーティー当日に発生した東日本大震災

The big earthquake at GCCC's unveiling ceremony, 2011

## 90周年事業の完了

「人」「しくみ」「風土」の三要素が企業を特徴づけると云われ、世界市場で継続的な成功を収めるためには、常に「しくみ」を改善しなければならない。ジーシーでは、人と人の心の共振エネルギーを生み出す場を「コミュニケーションループ」と呼び、2011年1月のGCコーポレートセンターの完成をもって、2005年以来続けられていた100億円事業が完成した。三大基本機能（R&D、生産、営業）の受け皿を完成したが、より有機的な結合を促進する体制へ移行を図る必要がある。

大自然は我々の予想外の事態を引き起こすことがある。

2011年3月11日の東日本大震災は、GCコーポレートセンターお披露目のパーティーの当日に発生した。パーティー会場は、正に日本歯科医師会幹部を中心とした対策本部へと変わった。

真にとっては、自分の社長業の集大成の場のお披露目が、正に悲劇を刻々と伝える場になってしまった。人生の流転を教えられるとともに、これからの事業展開に一抹の不安を感じるようになった。

翌12日には、日本歯科医師会対策本部へのJDTAとしての全面協力の申し入れと、緊急物資の手配対応、そしてジーシーの被災地支援体制の確立、また電力供給不足に伴う、生産、ロジスティクス体制の確保等、次々と難題に取り組まなくてはならなかった。一方、人災による原発事故は、我々のお客様と海外のなかまを極めて不安な状態に陥れ入れているとの事から、急遽IADR学会サンディエゴ、IDSケルンに参加したものの、多くの歯科界の方々から質問と義援についてのご相談をいただいた。この時の経験は、「良かれと思うことを具体的な行動に即移す事」であった。

東日本大震災で発生した津波



Tsunami occurred after the earthquake



Monument to the disaster at GCCC

ジーシーコーポレートセンター内の震災被害者の慰霊碑

### **Actions Towards the Realization of the 100<sup>th</sup> Anniversary: Establishment of GC International AG**

After successfully celebrating the 90<sup>th</sup> anniversary in 2011, Makoto NAKAO decided to pass the baton on to the new generation, “Make a shift to the next generation” in 2013, which marked the 30<sup>th</sup> anniversary of his presidency and his 65<sup>th</sup> birthday. He was also convinced that the most effective way to maximize his vitality was to support GC group’s “globalization.” Aiming to turn this conviction into a reality, President NAKAO chose to “express in writing,” “put into words” and “put into practice” as the three cardinal rules, and started an action in autumn 2011.

For the realization of the “shift to the new generation,” President NAKAO carried out the first steps: “write” and “announce” by explaining his plan at the GC Board Member Camp, the meeting to announce FY Company Policies, in the document called Explanation of FY Company Policies and at the GC Shareholders’ Meeting, etc. He then “put an idea into practice” and became chairman of GC Corporation on October 1, 2013.

In terms of the globalization, based on the understanding that Keio University Professor Emeritus Mitsuyo

HANADA’s theory on multi nationalization of enterprises perfectly suits GC’s business model, GC decided to shift its overseas business management function physically to overseas. This business model was initially conceived in the 1990s, when GC promoted a shift overseas to locally-incorporated companies from branch offices. As a concrete action towards its 100<sup>th</sup> anniversary, GC reached the time to “put an idea into practice.” Fortunately for the company, its great advantages in human network enabled a smooth collaboration with Swiss foreign business development support offices. After finally choosing Lucerne in Switzerland as a place to establish a multinational support company in June 2012, GC steadily carried out all the necessary steps: completed company registration in February 2013, opened a tentative office as from April 1, 2013 and finally started a fully-fledged operation of GC International AG (GCIAG) in September 2013.

The fact that Makoto NAKAO has moved from the Land of the Rising Sun to the banks of Lake Lucerne underlines how important international coordination is to the company.

The GC Associates who work for GC International AG in Lucerne have a marvelous view of Mount Pilatus. Like Mt. Fuji, Mount Pilatus is a famous landmark with its own unique character.



G  
C  
I  
A  
G  
O  
f  
f  
i  
c  
e

GCIAG Office



## 100周年を目指しての実行策 – GC International AGの設立

創業90周年事業を無事完了後、眞が自分に課した事は、社長業満30周年を迎え、また65歳となる2013年のバトンタッチすなわち「世代交代」であり、また自分の力を有効に活かす道は「ジーシーグローバル化のお手伝い」であると確信していた。そこでこの自分の信念を実現するには「書き」、「話し」、「実行する」との三大鉄則を自分で決め、2011年秋から具体的な実行に移し、2013年10月1日には会長に就任している。

またグローバル化については、慶応大学花田教授の理論「マルチナショナル化」のモデルに合致するとの理解から、海外事業統括部門の海外移転計画の実行を図った。この考えは海外支店から、現地統括法人化を進めた90年代から構想を温めていたが、正に実行の時を迎えた。幸いな事に人脈からスイス国との連携が極めて順調に進み、2012年6月にスイス ルツェルンに進出先を決定、2013年3月には会社設立、4月1日仮事務所オープン、9月から本格操業とトントン拍子で進んだ。

G  
C  
I  
A  
Gオ  
ー  
プ  
ニ  
ン  
グ  
セ  
レ  
モ  
ニー  
の  
招  
待  
状

Invitation card to the inauguration ceremony of GC International AG

### Actions towards the Realization of the 100<sup>th</sup> Anniversary – Promote GQM 2021

More than 10 years had passed since GC had received the Japan Quality Medal (renamed Deming Grand Prize in 2012). With an increasing number of Associates, who had not experienced the challenges to the Deming Prize and were not deeply involved in GQM, GC launched an activity to enhance vertical and horizontal collaboration within the organization by appointing a GQM Promoter to each office, in order to secure a link between GQM and daily work as well as an enhancement of GC Associate's capability for improvement.

Considering that the true value of GQM could be fully appreciated in each and every Associate's capability for improvement at Genba (on-site), global KI (Kaizen Innovation) Presentation Meetings were planned with the aim of vitalizing the KI activity at every department of GC group-wide. At the same time, GC started reviewing standardized operational systems and procedures by function in accordance with the establishment of GCIAG. GC also promoted the utilization of younger Associates. However, in the process of those approaches, GC found a gap between what GC intended to be and its current status, raising a need to tackle another challenge with a sense of crisis.

GC is making persistent day-to-day efforts to promote GQM, calling this group-wide activity since 2013 "GQM 2021." Through "GQM 2021," GC aims to promote the utilization of "QC viewpoints and approaches" for any occasion in the workplace and encourage mutual enlightenment among each GC Associate.



GC I A G 内に安置された夢違観音

Yumetagai Kwannon at GCIAG in Lucerne



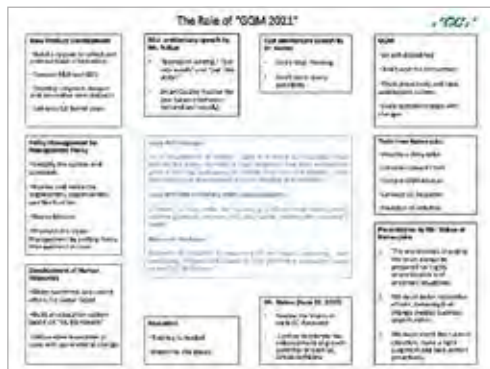
GC International AG overlooking Mount Pilatus

**創業100周年の実現に向けて：GQM2021活動の促進**

ジーシーが日本品質管理賞（2012年にデミング賞大賞に改称）を受賞してから10年以上が経過し、デミング賞挑戦未経験者やGQMへの深い関与が無いなかまが増えてきた。そこで、GCDP・ジーシーデータランドの関連会社を含む各部署からGQM推進担当者を任命し、組織内の縦と横の連携を強化し、改善力アップを図っている。

GQMの価値が、現場におけるなかま一人ひとりの改善力にあることを理解してもらう為には、全世界KI発表大会を企画し、グループ会社の全部門の参加により、KI活動の活性化を図っていく必要がある。また、GCIAGの設立に伴い、機能別の業務手順・フローの見直しを開始したが、この機会に若いなかまの活用を強化して作業を進めた。この過程で、あるべき姿と現状のギャップに気が付き、そのギャップ解消に向けて危機感を持って課題に挑戦する気概が生まれている。

ジーシーは、GQM活動推進に向け日々努力している。この2013年からスタートし全グループに展開する「GQM 2021」は、なかま全員がQC的なものの見方・考え方、物の見方を日常業務実践するとともに、相互啓発することを狙っている。



G  
Q  
M  
2  
0  
2  
1

GQM 2021

## Communication Loop

The “Communication Loop” is GC’s key to implementing the Vision 2021 strategy. It is based on the conviction that along with the development of innovative products, the most important strategic aspect involves the improvement of the skills of each GC Associate.

The communication loop concept is even used in the Research and Development department, where GC has made extensive changes. The concept can be seen at work in the development of these three principles:

1. The renowned Rutherford Appleton Laboratory in the UK has already produced 12 Nobel Prize Laureates and is famous for its direct communication policies. Scientists are allowed to extensively exchange ideas at any time in the laboratory.
2. Conversation is considered a source of inspiration for Associates, and it channels energy, which contributes to a positive work environment.
3. A creative space is needed in order to counteract the fact that people generally understand only one-sixth of what they hear.

GC therefore aimed to achieve two goals with the communication loop: First, to intensify cooperation among GC Associates, and secondly, to accelerate the creation and distribution of information.



R  
&  
D  
  
セ  
ン  
タ  
ー

R&D Center

## コミュニケーションループ

「コミュニケーションループ」は、「Vision 2021」実現への鍵となる。イノベティブな製品の開発は、会社として最重要戦略であり、その実現にはなかま一人ひとりのスキル向上が必要となる。

近年、未来を見据えて数々の変革を進めてきた研究開発部門において、この「コミュニケーションループ」の概念が活用されている。これら3つの概念は次のとおり。

1. ノーベル受賞者を12人輩出しているイギリスの有名なラザフォード・アップルトン・ラボラトリーでは、ダイレクトコミュニケーションポリシーを実践している。科学者たちは、ラボ内で自由にアイデア交換をする。
2. コミュニケーションは、そこで働く人々のインスピレーションの源泉であり、ポジティブなエネルギーの伝達によって、ポジティブな労働環境を生み出す。
3. 通常、コミュニケーションの受け手は、その内容の6分の1しか理解せず、創造空間が理解度アップの役割を担う。

ジーシーは、「コミュニケーションループ」において、なかまの協力度の強化及び情報の創出と伝達の加速 という2つの達成目標を設定した。



Ernest RUTHERFORD



アーネスト・ラザフォード

## Accepting Corporate Social Responsibility

Corporate social responsibility (CSR) was not yet an issue in Japan in the mid-20<sup>th</sup> century. However, over time, more and more companies began engaging in non-business activities in order to draw attention to themselves and gain a favorable reputation among the public. Today, many companies contribute to the betterment of society by initiating social projects and supporting them financially or through material donations.

GC assumes social responsibility by promoting interest in the dental industry among young people and sharing its knowledge with such individuals. For example, the Corporate Center and the Fuji-Oyama factory conduct tours for students that offer an insight into GC's advanced technologies and the high quality of the company's products. In this manner, GC supports the transfer of dentistry knowledge to coming generations.

GC Europe employs people with disability in various departments, including in the logistics center and in repackaging. With the employment of people with disability, GC also assumes social responsibility and supports equal employment opportunities in society.

In March 2011, Japan was devastated by the massive Tohoku earthquake that was followed by an extremely destructive tsunami. More than 18,000 people died and another 6,000 were injured. In addition, more than a million homes were either damaged, partially collapsed, or completely destroyed. Offers of assistance then poured in from around the world within just a short period of time. The Japan Dental Trade Association (JDTA) set up a special bank account for donations to help with the extensive reconstruction of infrastructure that had been destroyed, in particular dental industry infrastructure. GC Europe, GC America, and GC Asia created the "Restore Japan" project to provide extensive assistance. In addition, the companies launched various campaigns to collect donations for Japan, including a campaign that involved the sale of special T-shirts and dolls. However, the companies also collected donations by transferring up to 10 percent of the sales price of selected GC products to the JDTA relief account between September 2011 and March 2012.

小  
中  
学  
生  
向  
け  
製  
品  
体  
験  
会



Lectures for elementary and junior high school students



Restore Japan Check to JDA after Tohoku earthquake

レ  
ス  
ト  
ア  
ジ  
ア  
パ  
ン  
義  
損  
金  
を  
日  
本  
歯  
科  
医  
師  
会  
に  
お  
届  
け  
す  
る  
2  
0  
1  
2  
年  
3  
月



レ  
ス  
ト  
ア  
ジ  
ア  
パ  
ン  
T  
シ  
ャ  
ツ

Restore Japan T-Shirt

## 企業の社会的責任（CSR）

企業の社会的責任（CSR）は、20世紀半ばまで日本ではあまり重要視されていなかったが、近年では非事業活動が増え、社会的信用の向上が大切になってきた。今日、多くの企業が社会貢献に努めている。

ジーシーは、若者の歯科への関心を増やし、かつ情報発信強化という社会的責任を担っていると考えている。例えば、コーポレートセンターや富士小山工場では、歯科生を初め、通常の小中学生向けに社内見学ツアーを組み、ジーシーの先進技術や品質に触れる機会を提供している。

ジーシーヨーロッパで、物流センターやリパック工程で、知的弱者に雇用機会を創出するなど、ジーシーは社会的責任を担い、雇用機会の均等創出をサポートしている。

2011年3月、また、東日本大震災とその後発生した津波により、日本は大きな被害を受けた。死者18,000人以上、負傷者6,000人であった。百万家屋以上が、損傷、半壊、全壊となった。ジーシーのヨーロッパ、アメリカ、およびアジアは「Restore Japan」プロジェクトを立ち上げ、Tシャツや人形の販売を通じて日本への寄付を募った。また、2011年9月～2012年3月間の販売期間で、事前に決められていたジーシー製品の販売価格の10%を日本歯科医師会に寄付している。

## **GQM Activities**

### **Deming Prize for Individuals**

In 2012, Makoto NAKAO had the great honor of receiving the Deming Prize for Individuals. He was given the award in recognition of his many years of work and exceptional dedication in developing and promoting GQM (GC's TQM) as the centerpiece of GC's management system (see Chapter 4, p. 108). The Deming Prize was still a far-off goal for Makoto NAKAO at the end of the 1990s, he was finally able to bring about this great achievement for GC as president of the company with the help of the hard-working GC Associates.

### **GCE's Challenge in Business Excellence with EFQM**

The success achieved through the efforts of GC Europe Associates became apparent in 2006, when GCE became the first European dental product manufacturer to receive the seal of excellence in business from the European Foundation for Quality Management (EFQM). The GC subsidiary was given an award certificate with the title "Committed to Excellence." GCE had thus successfully taken the first step on the path to the European Quality Award. Two years later, in December 2008, the continued outstanding performance of GC Europe was once again honored by the Brussels-based world-renowned European Foundation for Quality Management. This time, GC Europe Head office in Belgium was "Recognized for Excellence" and moved yet another step closer to the European Quality Award. GC Europe had also once again demonstrated that it was seeking to do more than offer dentists and dental technicians practical and forward-looking products. The company was specifically looking to move up to the level of the most successful and respected European companies in its sector – as defined by the EFQM. Indeed, achieving business excellence has been the stated goal of GC's European subsidiary for many years now. During this time, the business excellence activities were expanded to GCE branches. In 2011, GCE was awarded its third quality certificate, with the title "Recognized for Excellence 5 Stars." This time the scope covered all GCE territories, hence head office as well as branches. Then, in 2013, GCE was named a finalist in the compe-

tion for the prestigious European Excellence Award, which was the new name for the European Quality Award. Finally GCE meets the challenge of the prestigious European Excellence Award in 2016.

These recognitions were given based on the efforts GCE made towards quality. Since 2005, with the introduction of the EFQM membership, GCE steadily concentrated on expanding its GQM and Business Excellence activities. It started with the completion of the first self-assessment, and continued with visual factory management, introduction of 5S, and best practice activities in production, logistics and sales. In the following years, upon completing further self-assessments were completed, GCE realized the extension of Kaizen Innovation activities, improvement and redesign projects on critical processes, customer survey, Associates survey, deployment of policy management, project improvement in investment product quality/logistics and achievement of QA certified section. Furthermore, education on GQM activity as well as the unique "GC No Kokoro" training were provided in GCE head office and branches. Together with central indications from GC Corporation, the assessments reports and auditors, feedback provided the basis for these improvement activities within GCE.

In addition to GCE's journey to excellence recognized by EFQM, GCE branches also kept demonstrating high quality work and excellence locally. These efforts were recognized by various institutes and committees, including Krakdent (Poland) highest quality medal in 2005, 2006, 2008, and 2011, and CEDE (Poland) Grand Prix in 2006, 2007, 2008 and 2009.



## GQM活動

### デミング賞本賞

2012年、眞は栄誉あるデミング賞本賞を受賞した。永年ジーシーのマネジメントシステムの核として（第4章参照）、GQMの発展と促進に努めてきた功績を認められたのであった。デミング賞は、1990年代後半においても、眞にとっても実現が遠い目標であったが、なかまの努力により、ジーシー社長としてこの目標を達成すること出来た。

### GCEのEFQMへの挑戦

ジーシーヨーロッパは、2006年にヨーロッパの歯科メーカーとしては初めて、「Committed to Excellence」を、EFQM（欧州品質管理財団）より受領した。これが欧州品質賞獲得への最初のステップとなった。2年後の2008年12月には、「Recognized for Excellence 4 Stars」を受領し更なる前進を進めた。ジーシーヨーロッパは、お客様がご希望になる製品を提供しただけではなく、ヨーロッパ内で成功している一流企業と同じレベルに到達できたと評価されたのである。2011年には、GQM活動の輪を全ジーシーヨーロッパ支店に広げ、「Recognized for Excellence 5 Stars」を受賞する。2013年には、欧州品質賞のファイナリストに選ばれ、今後（2016年）「European Excellence Award」に挑戦する予定である。

この成果は全て、ジーシーヨーロッパが品質への妥協を許さない努力によって成し遂げられたのであった。2005年のEFQM活動の導入時、最初の自己評価から始まり、生産活動のビジュアル化、5S活動、製造、ロジスティクス、販売のベストプラクティスを実施してきた。次の段階では、改善活動の拡大、重要工程の改善と再構築、顧客調査、社員満足度調査、方針管理の展開、QA認定セクションへの挑戦が実施された。それに加えて、ジーシー本社と調整を進めながら、GQM活動の教育の一環として「GCこころ」トレーニングがジーシーヨーロッパ内で実行されている。

デ  
ミ  
ン  
グ  
本  
賞  
の  
受  
賞



Makoto NAKAO receives the Deming Prize



GCE's EFQM Finalist Certificate, 2013

E  
F  
Q  
M  
フ  
ア  
イ  
ナ  
リ  
ス  
ト  
楯

Furthermore, GCE received the Trends Gazellen Award from the province of Vlaams-Brabant (Belgium) for being one of the fastest growing companies in the region in 2004, 2008, and 2010. In 2011, GC Spain received the excellence award for the best product 2011 for Gradia. The award was given by the Madrid Association of Dental Technicians. In 2012, GC was announced as a winner in the category “Dental Materials” and was awarded the Top of Pragodont 2012 Prize (Czech Republic). In the same year, GC Europe received the “year’s most significant contribution to oral health award” from the UAE International Dental Conference & Arab Dental Exhibition – AEEDC Dubai 2012. In February 2012, GCE received the Dun & Bradstreet rating certificate, “Rating 1” (the highest creditworthiness class with minimal risk of failure).

GCE was among the top 16 percent of all companies in Belgium (including all sizes and sectors), that obtained this rating level. This reflects GC Europe’s strong financial management, economic stability and business reliability.

With its Vision “To become a benchmark company in Europe,” GCE continues efforts to deliver solid business performance, aiming to realize Vision 2021 of GC group as well as to increase GC’s visibility in Europe. At the same time, through the challenge to the EFQM European Excellence Award in 2016, GCE’s persistent day-to-day efforts are expected to achieve another significant milestone.



EFQM  
ファイナリスト表彰

Receipt of EFQM finalist certificate

各マーケットにおいても、各地域の機関や委員会によってその品質は認識されている。例えば、ベルギーのフラムス=ブラバント州からは、州で最も早く成長している企業に贈られるTrends Gazellen Award を2004年、2008年、2011年に受賞。ジーシースペインは、歯科技工士会よりグラディアが2011年に最優秀製品に選ばれている。

2012年には、チェコで歯科材料部門の最優秀賞を受賞。UAEでは、2012年UAE国際歯科学会並びにアラブ歯科展示会より、「口腔衛生への最優秀貢献」賞を受領。2012年2月には、D&Bはジーシーヨーロッパをランク1として認定した。

GCEは、ベルギーにおけるトップ16%企業にも選ばれている。

ジーシーヨーロッパは、「ヨーロッパにおけるベンチマーク企業となる」Visionのもとに、ジーシー本社のVision 2021を実現し、ヨーロッパにおける確固たる地位を築くべく努力を継続していく。その集大成の一つとして、2016年にはEFQMのチャンピオンに挑戦の年を迎えている。

ジーシーヨーロッパ



Aerial view of GC Europe in Leuven, 2013

### GC America receives the Deming Prize

GC America attracted even more attention in 2014, when it won the prestigious Deming Prize – and did so 14 years after its parent company, GC Corporation, had been honored with the same award. The Deming Prize recognizes both individuals and companies for extraordinary contributions in the field of Total Quality Management (TQM). GCA had worked extremely hard to meet the requirements for the award. Before entering into the challenge for the Deming Prize, GCA developed a plan for improving its quality management. GCA executive members had an initial discussion with Dr. Noriaki KANO, a well-known quality management authority, as early as 2005. After receiving “TQM Diagnosis” in 2007, GCA redoubled efforts in order to elevate the company to the highest level of quality. Based on the TQM diagnosis, GCA started to “brush up” its activities. This was carried out in various aspects, such as:

1. Increase communication – establishment of GC Nakama way and Town Hall meeting.
2. Increase departmental mid-term Plan perspectives through GQM action plan for three years.
3. Clarify responsibilities by developing Departmental Job Description and Control Measure List.
4. Establish new document management system by reviewing document hierarchy.
5. Clarify improvement points by introducing KI activity evaluation system.

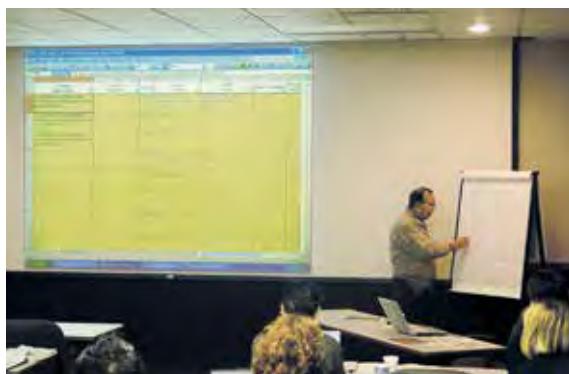
That was the period of strategic expansion preparation: Sales gap analysis from the past was carried out, in conjunction with gap analysis towards the future (vs. Vision 2021). Cross Functional Management (CFM) was introduced, and the business strategies were deployed to each function. Additionally, the strategic documents such as the five-year mid-term plan and the GQM three-year action plan were updated. Following all these concentrated efforts, GCA was eventually ready to face the Deming Prize challenge. With a big and bright smile, then President Yutaka SUZUKI received the prestigious Deming Prize at the Award Ceremony in November 2014 on behalf of GCA Associates.

Scott BRADSHAW, vice president of sales and marketing of GC America, said the following after GCA won the Deming Prize in 2014: *“The Deming Prize is one of the oldest awards and probably the most prestigious TQM award a company can win. We are particularly proud to have the privilege of accepting the Deming Prize this year (2014), as only three other American companies have ever won this award for outstanding TQM.”*

Similar to its parent and sister companies, GCA has also utilized the valuable feedback report to carry out further improvement activities.

Since then, with renewed determination, all of GCA Associates started the next chapter to their challenge to the Deming Grand Prize.

狩野先生ご指導会



Dr. Noriaki KANO guiding GCA



GC America's 2014 Deming Prize

G  
C  
A  
2  
0  
1  
4  
年  
度  
デ  
ミ  
ン  
グ  
実  
施  
賞



Day of auditing

### ジーシーアメリカ デミング賞受賞

ジーシーが日本でデミング賞を受賞した14年後の2014年、ついにジーシーアメリカも同賞を受賞した。2005年に品質管理界の権威者である狩野紀昭先生との相談会を実施してから、品質管理改善についての計画を立案し実行してきた。特に、2007年の「TQM診断」受診後に実践した品質管理活動の「ブラッシュアップ」により下記のしくみの構築・改善を行った。

1. コミュニケーション力の向上と深化 – GC Nakama Wayの設置と、タウンホールミーティングの開始。
2. GQM 3ヶ年計画を通じて、部門毎の中期計画の明確化。
3. 部署別の業務分掌並びに管理項目の作成による責任の明確化。
4. 文書階層見直しによる新たな文書管理システムを構築。
5. KI活動評価システムを導入による改善点の明確化。

戦略的成長の準備期間には、Vision 2021との比較によるギャップ分析、過去からの販売ギャップ分析、機能別管理（CFM）の導入と機能別戦略の明確化、中計とGQM 3ヶ年の更新等準備を着々と進めた。こうしてGCAはデミング賞挑戦への準備を整えていった。社長の鈴木が満面の笑顔で授賞式に参加することが出来た。

デミング賞の受賞後、販売&マーケティング担当副社長スコット・ブラッドショーは、「デミング賞は最古の品質に関わる賞であり、最も権威のあるTQMの賞である。GCAは米国企業で受賞した3社に加わることができた。デミング賞を受賞したことは誇りである」と語った。

その後もGCAは品質管理活動を継続し、デミング賞受賞時の意見書を利用し、更なる改善活動を実施するとともに、次なる賞となるグランプリへの挑戦を開始している。

## GC's Innovations in the Century of Health

GC Corporation has proclaimed the 21<sup>st</sup> century as the "Century of Health." Associated with this concept are GC's goals to become the world's No. 1 dental company and to actively promote the vitality and well being of people around the world. GC also understands that dental care, which promotes both oral and dental health, helps to improve quality of life. GC contributes to the "Century of Health" by responding to global trends such as the aging society and greater health consciousness. In this manner, the company promotes the creation of a society that focuses on health and longevity.

Back in 2006, Makoto NAKAO said in a speech on the occasion of GC's 85<sup>th</sup> anniversary: *"Every day, people around the world wish to be healthier, more beautiful, and younger. The most important thing we can do both now and in the future is to help make this wish come true. As an innovative company, we therefore seek to continually improve further and conduct productive research. Indeed, the success GC has enjoyed for 85 years now is based on a combination of responsibility, innovation, and experience."*

## Prostho Research Center

In the summer of 2010, GC opened its Prostho Research Center in Kasugai City, Japan. The remarkable wooden building in which the center is housed was constructed in honor of the 50<sup>th</sup> anniversary of the establishment of GC Dental Products Corporation – the prosthetic tooth manufacturer. The creation of the Prostho Research Center was designed to promote communication in the dental medicine sector and establish a location for innovative research that would help meet the requirements of clinics and technicians.

Gigeiten is the goddess of the arts and technologies presiding over every kind of arts and artistic skills. With its elegant figure attracting many people, Gigeiten is sometimes called "Venus of the East." The goddess is enshrined at the Akishino-dera Temple in Nara, Japan.

Believing that "Continuous pursuit of real goodness and beauty with broader aesthetic sense should be the basis for developing the best dental materials in the world," Kiyoshi NAKAO decided to place the statue of Gigeiten in the first factory building in Itabashi, which was completed in 1967 as the second-phase modernization construction project.

As of 2015, the statues of Gigeiten are located in both, the GC R&D Center and the Prostho Research Center.

GC  
D  
P  
ブ  
ロ  
ソ  
リ  
サ  
ー  
チ  
セ  
ン  
タ  
ー



Prostho Research Center



GC tooth in front of the Prostho Research Center

セ  
ン  
タ  
ー  
前  
の  
歯  
の  
シ  
ン  
ボ  
ル

## 健康世紀に向けたジーシーの革新活動

ジーシーは21世紀を「健康の世紀」と宣言し、「世界一の歯科企業になる・世界の人々に真の健康を提供」という目標に結びつけ、世界の人々の高齢化と健康志向に貢献することを目指している。

2006年の創業85周年の際、眞は次のように述べている。

「世界中の人々はより健康で、より美しく、より若々しくありたいと常に望んでおられる。我々はその願いをかなえるお手伝いが出来るということを知る事が出来た。今後とも革新的な企業であり続ける為には、絶え間ない改善と効率的な研究を追求し続ける事である。これ等は85年のGCの成功の礎ともなっている、責任感と革新の志、そして数々の経験これら等の組み合わせがベースとなっている。」

### プロソリサーチセンター

2010年夏、GCDP設立50周年を祝い、愛知県春日井市に木造建築のProstho研究センターを開設した。歯科医学分野でのコミュニケーションを促進し、歯科医師や歯科技工士の皆様の要求を満たす革新的な製品作りの為の研究が出来る場所をとの狙いをもって設計された。

技芸天は、「技術」と「芸術」の女神で、あらゆる技芸を司る女神として、その優雅な姿は万人に親しまれ、別称「東洋のヴィーナス」とも呼ばれ、奈良の秋篠寺に安置されている。

清が「世界で最も優れた歯科材料を作るには、広い意味での美的感覚が必要である」として、ジーシーの施設近代化計画の第二フェーズとして1967年に完成した板橋の第一工場落成に際し、安置した。現在は、R&Dセンターとプロソリサーチセンターに安置されている。

技芸天の除幕式



Prostho Research Center unveiling of the Gigeiten statue



Gigeiten at the Prostho Research Center

プロソリサーチセンター内に安置された技芸天像

### Corporate Center and Kamulier

GC Corporation celebrated its 90<sup>th</sup> anniversary in 2011. GC opened a new headquarters in Hongo, Tokyo: the GC Corporate Center. Several floors in the center were set up especially to provide expert information to GC customers. The idea here was to create a platform for a public exchange of dentistry information in order to enhance the status of dental care.

The concept that “Communication Loop” is to be used as a bridge between the customers and Associates have realized. More than half of the floors are used as spaces for customers. GC accepts 20,000 customers per year for seminars where they can feel GC products.

A new showroom and concept shop known as Kamulier opened near the new GC Corporate Center in 2013. The modern establishment, which offers cooking workshops, was initiated by GC. A support team concept was also developed in order to teach people how to chew properly and enjoy their food, as GC Corporation believes both are very important for one’s health and longevity. The GC Research & Development Center was also opened at this time while GC’s communication loop (see Chapter 5, p. 128), was being developed.



GC Corporate Center, Simulation floor



GC Corporate Center

ジョーシーコーポレートセンター  
シミュレーシ  
ョンフロア

ジョーシーコーポレートセンター



### コーポレートセンターとカムリエ

2011年に建設されたコーポレートセンターでは、歯科医療の向上のために歯科情報の公開交換のためのプラットフォーム作りをするというアイデアのもと、お客様に専門知識を提供できるフロアを設けている。

正に「Communication Loop」の輪をCustomerの皆さまとなかまの接点へと拡大したコンセプトが実現している。全フロアの面積の半分以上をCustomerのスペースとして活用している。毎年2万名のCustomerをお迎えし、研修活動、GC製品に触れる場となっている。

2013年、コーポレートセンターの隣に「カムリエ」をオープンした。人々の健康に直結する咀嚼のあり方、食事の楽しみ方などをお客様にお伝えするというサポートチームコンセプトもまとまった。

カムリエ



Kamulier

## Launch of Aging Population Task Force

The “super-aging society” was picked up as the major theme of the “Vision for Future Dental Material/Equipment/Technology Businesses” and considered by the Japanese government as the biggest challenge in the future. Under such circumstances, President Makoto NAKAO’s last task as the chairman of the JDTA was to materialize dentistry’s vision on this specific topic. In collaboration with the Japanese Association for Dental Science and the Japan Prosthodontic Society and under the leadership of Professor Keiichi SASAKI of Tohoku University, a joint project with the JDTA was launched. For each theme related to the super-aging society, academia and industry built a close collaborative framework to jointly develop the targeted product. Thanks to the intensive efforts by the new JDTA chairman, Michizo YAMANAKA, installed after President NAKAO, the project succeeded in receiving a subsidy from the Ministry of International Trade and Industry. In March 2015, “Dentapac Kokoro,” a set of portable dental equipment and materials for home-visit dental care, was finally presented at the World Congress 2015 on dental care and oral health for healthy longevity in an aging society.

GC group, understanding that the importance of dental care will increase along with the coming super-aging society, announced its official support of FDI, which started to face the topics discussed at the World Congress 2015 and summarized in the Tokyo Declaration. A task force “Oral Health for an Aging Population Partnership” was officially launched between FDI and GC in August 2015. Both parties agreed to hold a conference in Lucerne, Switzerland, in May 2016 and present the outcome of the meeting at the 2016 FDI Annual World Congress in Poznan, Poland.

As described above, GC extends consistent support in generating awareness of the importance of dental care around the world, and understands its responsibility as a leading company in dentistry.



World Congress in March, 2015



Announcement of FDI sponsored by GC



R&amp;D Center

#### 高齢化社会に向けたタスクフォースの立ち上げ

超高齢化社会が「歯科材料/機器/産業Vision」の主要なテーマとして、また、日本政府においても今後の最も大きな挑戦課題として取り上げられていた。眞は、この問題に関するVisionの具体化をJDTAの会長としての最後の仕事として取り組んだ。日本歯科医学会と日本補綴学会の協力および東北大学佐々木啓一教授の指導の下、JDTAとの共同プロジェクトが開始され、学界と産業界が共同で超高齢化社会に対応する製品開発を進める為のフレームワークを構築し、2015年3月「Dentapac Kokoro」として商品化が実現、同年の世界歯科会議で発表された。

超高齢化社会に向けた歯科治療の重要性は増しているが、GCグループは2015年世界歯科学会で議論され東京宣言にまとめられた課題今後継続して挑戦するFDIをサポートすると発表した。2015年8月、「Oral Health for an Ageing Population Partnership」というプロジェクトをFDIがGCのサポートで立ち上げ、2016年5月にスイス ルツェルンで会議を開催し、2016年ポーランド ポヅナンのFDI世界会議でその成果を発表する予定となっている。

## Leading Business Principles

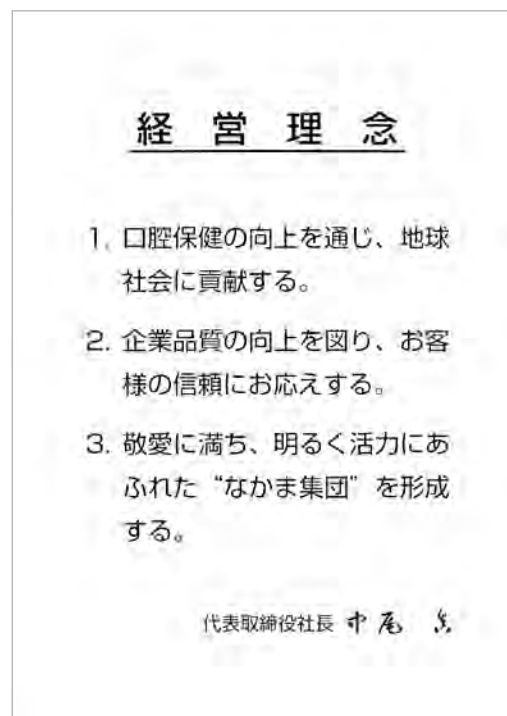
GC views innovation as the key to growth and success. Sustainable growth can be achieved only through continually alternating phases of innovation, development, and improvement. No progress or innovation is possible without research and knowledge transfer – and this applies especially to the constantly changing medical sector. One of the main reasons why the dental material company founded in 1921 has been so successful has to do with its strong focus on research and development. However, the main consideration here is not only the product but also people and their need for health and security. The customer will therefore remain the focus of dental material manufacturing activities in the future as well.

GC's founder, Kiyoshi NAKAO, was well ahead of his time, as he had already pointed out the great importance of values and business morality in a speech he made on the occasion of the company's 50<sup>th</sup> anniversary in 1971: "We at GC Chemical (now GC Corporation) have a philosophy and a slogan. Business morality used to be the norm in all industries – there was a commonly agreed standard for doing business and all business people were aware of it. Today, however, the top priority is to make money and there are neither norms nor morals any more. We live in a world in which the sole purpose of a service is to make money. There's no doubt that such behavior is wrong. So, why is it that this wrong behavior is not being corrected? The reason probably has to do with the fact that people allow themselves to be led by their animal instincts rather than by their true human nature. We therefore must try to adhere to human values and norms when we do business. There is in fact a norm known as the business ethic. Because I grew up in a time when the word humanism was very much in fashion, I am convinced that a company belongs to its employees. I believe that a company should create an environment in which a group of 'Associates' – or workers – can continually act in accordance with their rich human nature, while at the same time serving society with their products. I am convinced that such an attitude should be the norm – the business ethic – in every manufacturing company."

The founders and chairmen of GC Corporation introduced a broad range of new corporate concepts and philosophies over the decades, including SEMUI, Nakama, and the Corporate Vision, as well as My Vision and Fueki Ryuko. The company has also taken on social responsibility from the very beginning through its work in social projects and on environmental issues, and with initiatives such as the workshops at the Kamulier café. Additional concepts designed to promote cooperation among GC Associates have also been implemented within the company. For example, innovations and quality-related efforts are honored with internal awards. The company's extensive network of principles not only supports business activities; it also enhances GC's public image.

In addition, GC Corporation wishes to utilize its varied business principles in order to improve health and increase life expectancy around the world in the future.

経営理念



Business principles of GC Corporation



SEMUI

## ビジネスプリンシプルを先導して

ジーシーはイノベーションを発展と成功への鍵と位置づけている。持続的な成長は継続的イノベーション、発展、改善の交互位相を以って初めて達成される。特に変化が続く医療関係では、研究開発、知識移転なくしてはどんな進歩、イノベーションも不可能である。しかしながら、真のイノベーションには製品に関するだけでなく、顧客の皆様ひいては患者の皆様を常に我々メーカーの視点の中心に置かなければならない。

創業者中尾清は、ビジネスにおける価値観やモラルを重要視する姿勢において時代を先取りしていた。1971年のジーシー50周年式典挨拶で、「われわれジーシーは、近年流行している規範、モラルなき拝金主義を排し、理念とスローガンを持った会社として、真の人間性、ビジネス規範に則った行動をするべきである。会社はなかまに帰属し、製品を以って社会に貢献すると同時に、我々なかまが豊かな人間性に基づいた行動ができるような環境を作る必要がある」

ジーシーの創設者たちは「施無畏」、「なかま」、「Corporate Vision」、「My Vision」、「不易流行」などの新たなコンセプトを永年長年に亘って社内に醸成し取り込んだ。設立当初より企業の社会的責任や環境問題に対しても積極的に取り組むとともに、品質やイノベーションに取り組むなかま間の協力体制を促進するために、社内褒賞表彰制度を整備している。

これらは、実際のビジネス活動を支え、また会社のイメージアップにも大きく寄与した。

## Message for GC Associates

### Kick-off Vision 2021 and Embark on the New Era

On the occasion of the 90<sup>th</sup> anniversary in 2011, GC proudly announced Vision 2021 towards the next milestone: the 100<sup>th</sup> anniversary. Aiming to contribute to better general health through oral hygiene and realize a healthy long-living society as world citizens face an aging society, GC reiterated its determination to enhance its corporate structure and expand activities world-wide to win recognition as the world's best company in both name and substance.

GC's former President Makoto NAKAO addresses the GC Associates with following words: *"At the same time, a company always needs to improve its metabolism just like a human body, in order to realize sustainable corporate activity. For this purpose, it is crucial to accelerate a shift to the new generation as well as to show its approach to 'generating a change' inside and outside a company. Those ideas are based on the learning from several experts who advocate 'Uncertainty is permanent'<sup>1</sup>, 'It is not the strongest species that survive, nor the most intelligent. It is the one that is most adaptable to change'<sup>2</sup>, and 'Identify the future that has already happened. Realize the Vision; in other words, create the future themselves'<sup>3</sup>.' By combining the occasion to put what we leaned into practice with GC's global business development strategy, a multinational support company, GC International AG, was established in Switzerland.*

*In order to establish brand and product in the market, activities fulfilling each local market needs should be indispensable; in other words, we need 'multi-national' business activity. Based on this idea, we chose Switzerland as our base as it allows a better mobility and accessibility in Europe and the US. At the same time in autumn 2013, Kiyotaka NAKAO took over as the 5<sup>th</sup> president of GC Corporation, and the 4<sup>th</sup> generation president of the NAKAO family.*

## Stand Up to the Changing Global Market

*After moving our base to Switzerland, I strongly feel that Europe is in the midst of various changes such as coping with advanced technologies (shift from metal restoration, etc.), developing capitalism (chain-style business in dentistry), shift to new dental materials and devices and accelerated digital dentistry. On the other hand, a series of issues such as the Greece debt crisis, the Ukraine crisis and the migrant crisis have caused social unrest among European citizens, both materially and mentally. The US also is in the midst of rapid changes such as the growing chain-style business of dental clinics, amalgam alternatives, and accelerating integration in the dental supply chain, etc., although with less feeling of tension compared to Europe. In emerging countries, cutting-edge technologies are being introduced rapidly just like the explosive diffusion of cell phones.*

*I have been impressed by the manner in which each country has quickly coped with those changes and taken action to realize their strategy based on the concept of 'Strategy without implementation is the slowest route to victory.'*

\*1: Jim COLLINS, "Built To Last: Successful Habits of Visionary Companies."

\*2: Charles R. DARWIN, "On the Origin of Species by Means of Natural Selection, or the Preservation of Favoured Races in the Struggle for Life."

\*3: Peter F. DRUCKER, "Management Challenges for the 21<sup>st</sup> Century."

## ジーシーのなかまへのメッセージ

### Vision 2021のキックオフと新時代到来

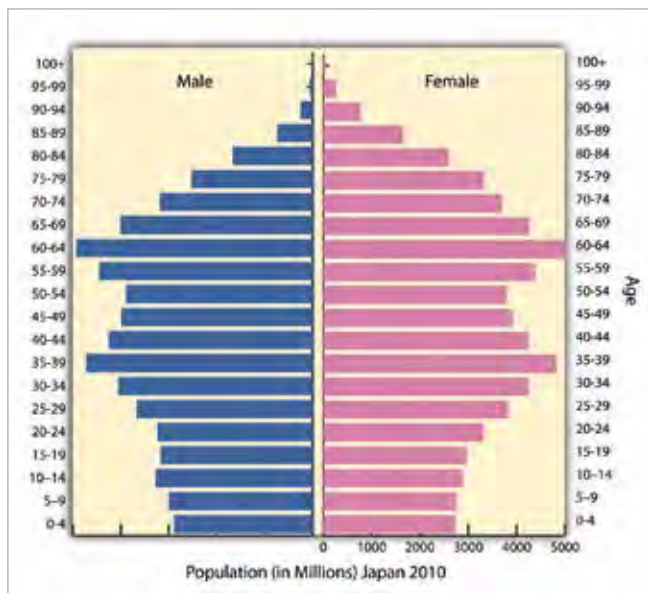
2011年のジーシー創立90周年記念に100周年に向けてのVision 2021宣言を実施した。世界NO1企業を目標に掲げ、世界的な少子高齢化社会に直面しつつ、口腔保健の向上を通じて健康長寿社会を実現するために、GCは会社組織の質の向上、世界規模に拡大を展開してきた。

世の中の有識者達が「不安定こそが常態\*1」「適者生存の法則\*2」「未来を知ることは自らのVisionを実現すること\*3」と指摘している。これらの実践が、我々ジーシーにおいては人体同様の新陳代謝を意味する「世代交代」と、地域別に異なる市場ニーズにお応えする「マルチナショナル」戦略のためのスイスでのサポート企業の設立であった。スイスの地は、地理的にも主要市場である欧米への最適地と判断し、眞自身も移住を決意し、同時にジーシーの五代目社長として中尾潔貴が就任した。

### 変化する世界市場に立って

欧米・アジア市場はそれぞれ取組みは異なっても、変化への対応に極めて積極的に取り組んでいるという事実に大きな感銘を受けた。正に「実行のともなわない戦略こそが、成功への一番遠い道程である。」と教えられた。

高齢社会



Aging Society

世代交代



Shift in presidency, Makoto NAKAO to Dr. Kiyotaka NAKAO

\*1 『ビジョナリー・カンパニー — 時代を超える生存の原則』ジム・コリンズ、ジェリー・I・ポラス [著]

\*2 『種の起源』 チャールズ・ダーウィン[著]

\*3 『チェンジ・リーダーの条件—みずから変化をつくりだせ！ (はじめて読むドラッカー (マネジメント編))』P・F. ドラッカー [著]

### **Core of Global Business Development**

*If we simply explain the 'core' of our business development for taking on challenges in the global market, it should be a thorough implementation of GQM (GC's Quality Management), which has been promoted through concerted and united efforts of GC group since 1981. Currently it is required to challenge the three major tasks; 'Change,' 'Speed' and 'Centrifugal Force and Centripetal Force.'*

*First, for taking actions to cope with changes, an action taken by every GC Associate working on the front line may have an impact on overall company-wide activity. Therefore it should be a key to develop 'Awareness,' 'Capability to judge' and 'Capability to take actions' and every GC Associate. For this purpose it is important to confirm approach to his/her own work at first by implementing 'PDCA Cycle.' The next important point is a continuous promotion of improvement activities, which is considered a core of TQM. Accumulated efforts in clarifying operational tasks, understanding the gap with what we intend to become, always being aware of problems, and solving them steadily one by one through utilization of 'QC Tools,' should serve as a genuine driving force for a company.*

*Secondly, in order to 'take actions in speedy manner,' it will be indispensable to share a globally-common 'operational system' and accumulate improvements continuously to realize a better 'system.'*

*The third key topic is 'Centrifugal Force and Centripetal Force.' Accelerated globalization and M&A naturally lead to increased centrifugal force away from the head office. However, a company can maximize its strength only when each and every Associate works together by sharing the same direction. Therefore, it will be indispensable for us in Switzerland to promote activities to generate 'Centripetal Force.' As a concrete measure, we aim to disseminate understanding and practices of 'GC No Kokoro' group-wide.*

### **On the Occasion of the 95<sup>th</sup> Anniversary**

*Thanks to everyone's support, GC will be able to celebrate the 95<sup>th</sup> anniversary on February 11, 2016. All GC Associates hope to realize a healthy long-living society for world citizens as a company supporting day-to-day dental practices. GC is positioned far apart from the other enterprises working for investors on Wall Street. We are convinced that we will be able to celebrate the next milestone 100<sup>th</sup> anniversary, and build a brighter future, if each and every 2,700 GC Associates worldwide can share GC's mission to contribute to the improvement of global dental medicine and implement 'SEMUI' on a daily basis.*

*It is my great pleasure to share GC's history in this series of articles. Thank you for your kind attention."*





95<sup>th</sup> anniversary logo

### グローバルビジネスの核

我々がグローバルマーケットに挑戦する上での核となるものは何か、それはジーシーグループが1981年からの一致団結した活動であるGQMの徹底となる。現在の主な課題としては「変化」「スピード」「遠心力と求心力」の3つの挑戦がある。

#### 「変化」

なかま一人ひとりの行動が全体に大きな影響を及ぼすこととなる。それ故になかまの「気付き」「判断力」「行動力」を養う必要がある。このポイントは「PDCAサイクル」とQC手法にある。

#### 「スピード」

スピーディな対応の為に、「業務のしくみ」の世界共有化が重要である。

#### 「遠心力と求心力」

グローバル化、M&Aを進めることは、「遠心力」が働くことを意味する。しかしながら、会社はすべてなかまが同じ方向を向いて働くことで最大の力が発揮される。そのため、スイスは「求心力」を生み出す活動を実施していくことが不可欠となる。具体的な活動としては、「ジーシーのこころ」の理解、実践をグループ会社に広めることにある。

### 95周年に際して

皆さんのおかげで2016年2月11日にジーシーは創業95周年を迎えることができる。ジーシーのなかまは、日々の歯科診療をサポートし、世界の人々の健康長寿社会の実現を願っている。ジーシーはWall Streetの投資家の為に働いている会社とは大きく異なる。2700名のなかまが世界の歯科医療の向上に貢献するとのミッションを共有し、日々、「施無畏」を実践することが出来れば、次なる100周年に向けて更に輝かしい未来を描けると確信している。

## Celebrating GC Corporation's 95<sup>th</sup> Anniversary – Message from the President

A tiny laboratory set up in Tokyo, Japan, 95 years ago has become a global company that is committed to contributing to people's oral health around the world. I believe passionate devotion and strenuous efforts of "GC Associates" have brought this successful growth.

Looking ahead to our 100<sup>th</sup> anniversary in 2021, GC has and will be making continued efforts under "Vision 2021 – Challenge to become the No. 1 dental company in the world" through making further contribution to a healthy long-living society. However management should cope with "external business environment." It is however unpredictable and cannot be changed. We need to take proactive action, and make changes and innovations aggressively. Moreover, we need to increase "organizational strength and resilience" to cope with any change. I firmly believe that those efforts are indispensable for GC to flexibly cope with future possible changes in the external business environment, realize our vision to become the world's No. 1 dental company, and enjoy prosperity in the coming years.

Thanks to the "strenuous efforts" of GC Associates, GC's "Corporate Quality" including products, services, etc. has been highly evaluated. "Corporate Quality" should be built through constant customer-oriented efforts of all GC Associates throughout GC group including R&D, manufacturing, sales and indirect departments. If customer-oriented efforts are neglected, GC will face a crisis. In short, "self-conceit" can be our biggest competitor. In our efforts to improve "Corporate Quality," we should never be satisfied with current status, by concluding "it is acceptable" or "good enough."

The "Unity of GC Associates" maintained over the past 95 years is a great advantage of GC group. Under our corporate philosophy "SEMUI," we will make continued efforts towards realization of Vision 2021 and a quantum leap forward.

### 株式会社ジーシー、創業95周年に寄せて

東京の片隅に誕生した研究所は、今や世界中の皆様の口腔健康に貢献する企業となりました。この偉業は、全ての「なかま」の皆様の情熱とたゆまぬ努力の成果であります。

さて、私たちは創業100周年に向けて「Vision 2021」を掲げ、その大目標である「世界一の歯科企業」を目指し、更なる努力と共に進んでいます。しかしながら、ビジネスは様々な「外部環境」に左右され、それは自らの力では予測する事も変える事も出来ません。私は外部環境の変化に受動的に対応するのではなく、能動的に変化を起こし、如何なる環境にも耐えうる「強い体力」を身につける事が、将来起こりうる外部環境の変化に柔軟に適応し、世界一の歯科企業という目標を達成し、更なる繁栄を築く事が出来る唯一の方法であると確信しております。

現在、私たちの製品、サービス等の「企業品質」は非常に高い評価を得ております。これは皆様の「たゆまぬ努力の成果」であります。企業品質とは、研究、製造、営業から間接部門に至る全てのなかまの皆様が常に顧客志向を忘れず、全社でその向上に努め続ける事です。私たちの危機は顧客志向を忘れ、おろそかにしてしまう事だと考えます。そう、つまり私たちの競争相手は「自らの慢心」という事になるのでは？と考えております。企業品質を向上させていく事において「これで良い」「これで十分」と思ったらそこで終わりです。

私たち株式会社ジーシーの強みは、95年の長きにわたって変わる事無く続く「なかまの結束」にあります。これからも社は「施無畏」の精神の下、なかまと共にVision 2021の達成と更なる飛躍を目指していきましょう。

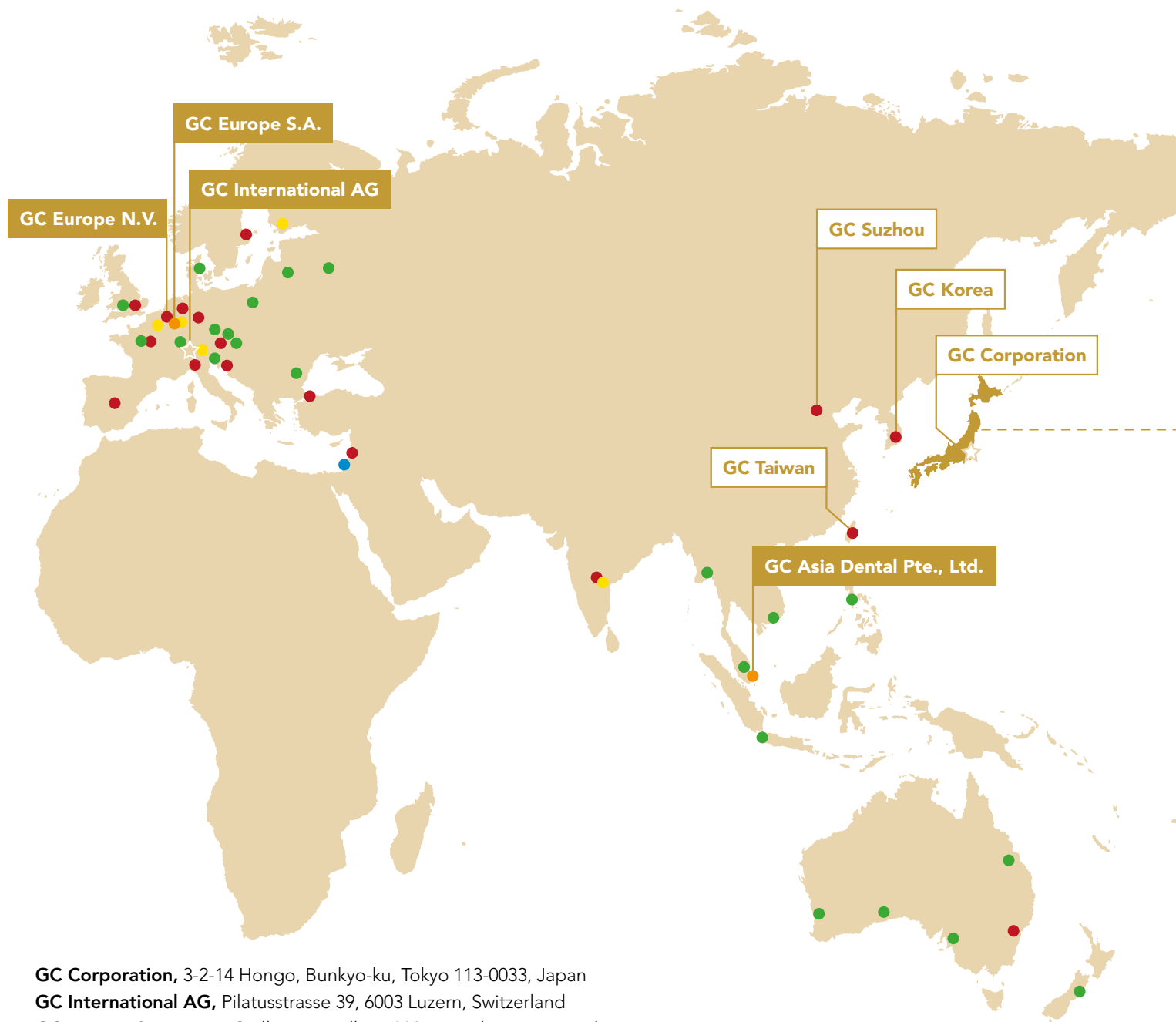


中尾 潔 貴





## Current Expansion of GC Corporation and GC Group



**GC Corporation**, 3-2-14 Hongo, Bunkyo-ku, Tokyo 113-0033, Japan

**GC International AG**, Pilatusstrasse 39, 6003 Luzern, Switzerland

**GC Europe S.A.**, 5 Rue Guillaume Kroll, L-1882 Luxembourg, Luxembourg

**GC Europe N.V.**, Researchpark, Haasrode-Leuven 1240, Interleuvenlaan 33, 3001 Leuven, Belgium

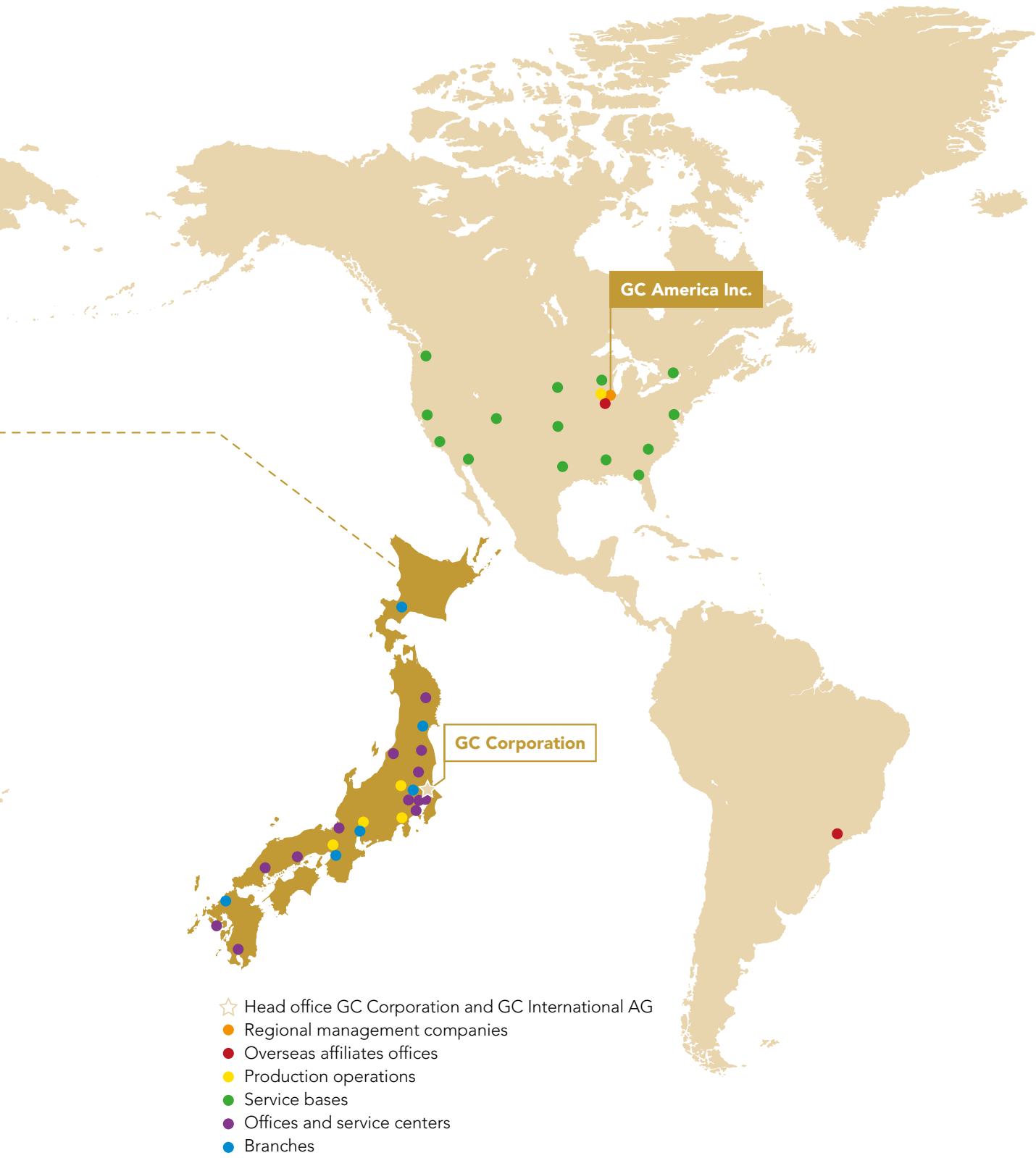
**GC America Inc.**, 3737 West 127th Street, Alsip, Illinois 60803 USA

**GC Asia Dental Pte., Ltd.**, 11 Tampines Concourse, #03-05, Singapore 528729

**GC Korea**, #90 Changjeon-Ro, Mapo-Gu, Seoul, 04094, Korea

**GC Taiwan**, 16F, No.176, Jian 1st Rd., Zhonghe Dist., New Taipei City, Taiwan R.O.C.

**GC Suzhou**, 127 Qing Qiu Street, Suzhou Industrial Park, Suzhou, 215021, P.R. China



## GC Europe

### Establishment of First-Ever Foreign Branch

In 1972, GC established its first office outside Japan – in Kortrijk, Belgium. This subsidiary of GC International Corporation was called GCI European Branch. Marcel PUTMAN was installed as its first branch manager and Henri GUNS joined GC as the first overseas Associate. GC Europe's business increased steadily over the years.

A report written by Makoto NAKAO and Shozo KASUYA recommended in 1982 that GC should set up an overseas locally-incorporated company at its own building by purchasing a property and dispatching Associates from Japan. This report and the strong passion of Osamu NAGATANI (GCE's second branch manager) inspired Toshio NAKAO to choose the Haasrode Researchpark in Leuven, Belgium, to set up a new office. The construction of the GC Europe office in Leuven was completed in 1984 and the company's European headquarters was then moved from Kortrijk to Leuven. With the office GCE also set up a small warehouse at the new site in order to simplify sales in Europe. At that time, the four GC Associates worked at the office in the morning and in the warehouse in the afternoon to cover the various tasks they had to manage.

### First Production Facility Outside of Japan

Five years later, GC achieved another important milestone in its success story: In 1989, GC opened its first manufacturing facility outside Japan. The factory, which was also located on the site in Leuven, manufactured GC-Vest products that were then sold in various European countries. GC's worldwide marketing strategy and global development benefited very much from the decision to manufacture abroad in the future. The production boosted sales in Europe and that is why GCE had sold a total of more than 130 tons of its GC-Vest-G product and its predecessor, GC-Vest, two years after the establishment of the production facility. Another successful product, Fuji II LC, was launched in 1992 and turned out to be a huge success.

Due to the increasing sales, European business expanded continually. In order to better manage the spread of the network of GC companies in Europe, GC established GC Europe Holding Company (GC Europe S.A.) in Luxembourg in 1994. GC gradually incorporated all European offices, manufacturing locations, and sales outlets into independent corporate units known as GC France S.A.S., GC Germany GmbH, etc.

However, not only were European offices incorporated into independent entities, but GC Europe's production facility was also expanded twice. The first addition was made in 1994 and the second followed two years later. In that period, GC launched two new products, Fujivest and Fuji-rock EP, which both immediately became a huge success.

GC's first long-term partnership with one of Europe's leading university dental faculties started in 1998: the "Toshio Nakao Chair" was established at the Catholic University of Leuven (KUL). That same year, GC Europe was awarded the environmental management award, ISO 14001 certificate.

### Further Expansion

The rising production volume in Leuven quickly made it almost impossible to manage product sales, and this in turn led to the establishment of GCE's Logistics Center in 2002. GC had already purchased further land in order to extend the production site in two steps and make room for additional facilities. In 2008, GCE's Meeting and Education Center, known as the GC Europe Campus, followed. The Campus provides training facilities, where various courses are attended by dental professionals and other people who are interested in dentistry. In the same year, GC Europe inaugurated its Milling Center named GC Tech. Europe. It is GC's third Milling Center and was installed in the former warehouse from the mid-1980s. GC Tech. Europe provides a wide variety of customized implant treatment solutions, as well as prosthesis and applications used for tooth restoration. Further technologies are constantly being innovated by GCE Associates.



The need for suitable facilities in order to better manage the expanding business activities led to the construction of a new administrative building in 2013. GC's incorporated company philosophy induces GCE's high efforts in quality assurance. The joint efforts of GC Europe Associates were a beacon and its achievements were rewarded by the European Foundation of Quality Management. In 2013, GCE was named a finalist in the competition for the prestigious European Excellence Award, which was the new name for the European Quality Award. And finally GCE will meet the challenge of the prestigious European Excellence Award in 2016.

GC Europe takes responsibility of growing the sales of its core business and of launching new businesses such as Implant, Orthodontics and newly addition of Digital impressions. Now GC Europe has 491 Associates in total of the Core business and the New Business in Europe, and represents 51 percent of the total GCIAG group sales.

## ジーシーヨーロッパ

ジーシーは、1972年ベルギー・コートレーに 海外初の事務所（ジーシーインターナショナル ヨーロッパ支店）を設立した。その後、ヨーロッパ活動強化の為に、1984年ベルギーのルーベンにオフィスを建設し、欧州本部を移動した。

1989年、ルーベンに海外初の工場を建設し、ジーシーベストの製造販売を開始。グローバルマーケティング・販売活動はジーシーヨーロッパの成長に大きく貢献した。製造工場はその後拡張しフジロックEP等を取り扱い製品に加えている。

売上増加に伴い欧州事業は飛躍的に拡大。1994年に地域統括会社としてGC Europe SA（GCE）をルクセンブルクに設立、ジーシーフランスやジーシージャーマニーなど販売支店を設立し、各国の異なった市場ニーズへの対応を強化した。2008年には、先生方への情報発信強化を目的とし、研究拠点となるGCヨーロッパキャンパスを建設。

2013年、GCEは、ヨーロッパにおけるTQM分野で権威のあるEuropean Excellence Awardのファイナリストに選ばれた。2016年にはEuropean Excellence Awardへの挑戦を控えている。

現在GCEは、継続的成長を目指すコアビジネスと、今後の市場拡大が期待されるインプラント、矯正やデジタルデンティストリーに対応するニュービジネスで、更なる発展を担って行かなければならない。GCEは、コアビジネス並びにニュービジネス合算で491名のなかまがあり、GCIAGグループ総売上上の51パーセントを担っている。

## **GC America**

### **Coe Laboratories and its Former Presidents**

In 1924, Ernie Dalton, dental laboratory visionary, founded Coe Laboratories Inc. in Chicago, Illinois. DALTON utilized the “Akers Technique” for the production of removable partial dentures developed by Dr. Polk AKERS. This technique was unique due to the usage of low carat gold. DALTON also started CAL (Certified Akers Labs) Labs, launched the “Coe Bilt” lab equipment business, and established a Coe/Austenal partnership where in 1932 vitallium was developed.

In 1935, Dr. William STAFFORD “Major” Rice became president of Coe Laboratories. Major Rice started the worldwide publication of CAL Magazine, launched “Coe Cal” dental stone, developed the first zinc oxide eugenol products for restorative and prosthodontic application, developed the first practical American alginate, and introduced a complete variety of dental impression trays.

After the death of Major Rice in 1956, Jack NEVIN became president of Coe Laboratories. NEVIN developed a reputation as a high quality dental manufacturer (Coflex/Omniflex, Coe-Pak, Coe Soft/Coe Comfort, laboratory equipment and materials).

### **Establishment of GC’s American Branch**

In 1981, under the leadership of Toshio NAKAO, then president of GC Dental Industrial Corporation (presently GC Corporation), GC International USA was formed in Scottsdale, Arizona, under the management of Donald “Mac” MCKENZIE. All the while in Chicago, the family business of Coe Laboratories Inc. was ready to take a step forward towards high tech product development and research. The search began and in 1984, Imperial Chemical Industries (ICI) purchased Coe Laboratories Inc. to increase sales of the composite “White Amalgam” in the United States.

### **Acquisition of Coe Laboratories Inc. and Establishment of GC America**

In 1990, GC Dental Industrial Corporation acquired Coe Laboratories Inc. in Chicago, Illinois. In 1991, GC International USA merged with Coe Laboratories Inc. and in 1992 Coe Laboratories Inc. changed its corporate name to GC America Inc. Since 1992, GC America has founded several subsidiaries – GC Advanced Technologies in 2006, GC Orthodontics America in 2012 and GC South America in 2013.

GC America’s facilities have also grown and expanded over the years. Administrative offices were expanded in 1991, renovation of office areas occurred in 2002 and 2013, including the addition of a warehouse for GC Orthodontics finished goods, and the most significant expansion to the manufacturing facility – the 1,400 square meters addition to accommodate the plaster manufacturing operation transplanted from Japan. In addition, in 2001, the logistics and training center was established.

### **Launching Social Projects**

GC America Associates have also proven to be charitable and caring in many ways. From donating time and products to underprivileged children in Central America, giving underserved children free oral health services in the US through the American Dental Association’s “Give Kids a Smile” initiative, to helping victims of the 2011 tsunami in Japan through personal donations and the launching of the “Restore Japan” campaign for GC America customers.

### Receiving Renowned Prizes

GC America Associates have also worked hard to achieve important certifications and awards. The International Organization for Standardization (ISO) 9001 – Quality Management Systems certification was achieved in 1993, ISO 13485 Medical Devices – Quality Management Systems certificate in 2002, and most notably, the achievement of the prestigious Deming Prize Award in 2014. Following its founder's beliefs, GC America strives to contribute to the people of the world by fully utilizing unique technologies, and by mobilizing the capacity and maximizing the capability of GC Associates, "Nakama." In following these beliefs GC America endeavors to meet its customers' expectations and deliver the highest customer satisfaction.

### Into the Future

GC America now faces two important tasks. Firstly, it needs to reinforce its sales/marketing activities in the Central and South America markets, as well as in the new market segments such as Orthodontics, Implants and Digital dentistry. Secondly, GC America also needs to strengthen and improve its production capabilities for Preventive product lines, which are expected to grow for many years to come. Now GC America has 290 Associates and represents 39 percent of the total GCIAG group sales. Ultimately, GC America hopes to contribute to the global community through the ongoing enhancement of oral healthcare.

## ジーシーアメリカ

アメリカ最初の活動拠点（ジーシーインターナショナルUSA）をアリゾナ州に設立し活動していたジーシーは、日本で開発し、昇華させた研究・技術とアメリカの製造・販売能力を活用すべく、1990年コー・ラボラトリーズ社を買収した。その後両社が1991年に合体し、地域統括会社ジーシーアメリカ（GCA）が誕生した。

新たに誕生したGCAは、その後活動の範囲を広げ、先進技術を生かした製品の販売を目的としたGC Advanced Technologiesを 2006年に、矯正製品の販売会社のGC Orthodontic Americaを2012年に、中南米での活動強化を目的にGC South Americaを 2013年に、それぞれ設立した。

また、お客様満足の向上を目指し新ロジスティックセンターを建設、先生方への情報発信強化を目的としたトレーニングセンターの新設、トランスプラントの推進並びに製造活動のレベルアップを実行してきた。2014年には、TQM界で最も権威あるデミング賞を受賞している。

GCAは現在、二つの重要なタスクに直面している。まず、中南米の市場と矯正、インプラント、デジタル歯科といったニュービジネスの販売/マーケティング活動強化。次に予防製品の生産能力の拡充が求められている。GCAには、290名のなかまがおり、GCIAGグループ総売上の39パーセントを担っている。

## GC Korea

### Establishment of GC Korea

In December 1986, Daesung Dental Co., Ltd. established itself as a distribution company that supplied the widest range of GC products available in the Korean market. However, the illness of its 2<sup>nd</sup> president, Jong-Yoon PARK, was becoming more serious. Due to this unhappy situation, it was expected that continuing business would be very difficult, so the company decided to close its business completely.

As a response to this decision, GC International Corporation explored the possibility of setting up a Korean branch by direct investment from Japan. Since foreign investment into South Korea was prohibited by law at this time, it was not possible to found the branch. Therefore, GC acquired the Korean branch of the Tokyo Dental Industrial, Ltd. and used this branch as a bridgehead in South Korea. At the time, the company was called Todent Korea and had 8 Associates and 17 dealers across the country. As the impact of capital liberalization such as the Olympic Games in Korea in 1988, the Korean market became more open. Finally, in December 1993, GC Korea was established.

### New Culture Pioneer with a Motto of Co-Existence and Co-Prosperity

Todent Korea, predecessor of GC Korea, introduced a revolutionary GC dental distribution system in South Korea on May 1, 1987, creating the nationwide distribution network with GC products in the center of distribution. The market share of GC products grew increasingly higher year by year in the motto of "co-existence" and "co-prosperity" of both dealers and GC in the new distribution system. Dr. Heun-Talk JHEE, the adviser of the Korean Dental Association provided many supports. Around this time, Dr. Heungryeol YOON and Makoto NAKAO co-incidentally met each other in the airline to attend the FDI Helsinki 84. Since then, Dr. YOON gave tremendous supports for many years including a successful APDC in Korea in 1989, his presidency of the Korean dental association, and his service as the FDI president. The relationship with him became a long time close cooperation.

In addition to the supply of GC products, the Korean Society for Dental Materials and GC Korea co-hosted lectures nobody could expect as a result of mutual agreement between Dr. Jong-Youl LEE and Makoto NAKAO, which contributed to the development of the Korean dentistry. These co-hosted lectures became common and the relationship with the Korean Dental Society of Materials Science has continued for 28 years. These lectures created tremendous opportunities for the Japanese dental researchers, such as Professor Minoru AI (Tokyo Medical and Dental University, prosthetics) and Professor Tatsuya ISHIKAWA (Tokyo Dental College), as well as the opportunity to introduce themselves to Korean dental researchers. GC gained market share for glass ionomer-based products and precision impression material in Korea during these activities.

### Overcoming the Korean Financial Crisis

The sudden severe financial crisis hit Korea in November 1997 (the offer of IMF assistance), driving the Korean economy, people's lives and the dental market into turmoil. And many other companies became financially unhealthy and bankrupt eventually. The exchange rate was also unfavorable, making it harder for a stable supply of dental products in quantity at the right price. GC won much trust from our dealers by conducting careful inventory management and supply. Although the Korean market was facing a critical situation, GC Korea was able to change this into an opportunity for growth. Under the strong leadership of President Yutaka SUZUKI, GC Korea was able to overcome the hardest time in its history with the support of all members of the team.

### In the Rapidly Changing Social Atmosphere

The sinking of MV Sewol in April 2014 and an outbreak of the Middle East respiratory syndrome (MERS) in June, 2015 had a tremendous impact on the politics and economy in Korea. In particular, the "diligence and save" atmosphere spread widely leading to stagnating economic activity and sluggish domestic demand caused by economic stress. In dentistry direct purchasing behavior through the internet continued to increase. Though GC Korea went through the severe market environment, GC Green Society established in 2001, based

on GC Society in Japan, became the physical and spiritual pillar of GC Korea. GC Green Society started its first year as Korea's first dentist membership system with 834 members. The number grew to more than 4,000 people in 2015 in the Korean market, where domestic products are developed and marketed strongly.

### **Towards the Future with Sure Steps**

GC Korea has become a must-have company in Korean dentistry over the past 28 years. Along with this growth under a leadership and guidance from Makoto NAKAO and Kiyotaka NAKAO, GC Korea obtained and moved into a company-owned building in January 2016 with a total of 26 Associates. GC Korea captures approximately 3 percent of the total GC Japan sales (Japan, Korea, Taiwan and China). GC Korea continues to contribute to dentistry, and to the creation of a culture. GC Korea is willing to proceed with sure steps and with enthusiasm.

### **ジーシー韓国**

第二次世界大戦前よりお取引が続く老舗、中央歯科産業二代目社長、朴社長が突然病気を理由に廃業を決意された。そこで当惑したジーシーは、1986年東京歯科産業の子会社Todent-Koreaの軒先をお借りしての特約店制度がスタートしている。

その後のソウルオリンピック（1988年）、経済危機（1977年）等の変化の時を乗り越え、永年の担当の鈴木氏の活躍のもと、高いジーシー製品の普及率を誇り、東アジアの売上の3%を確保している。現在は29名の社員とグリーンソサエティ（友の会）会員4,000名まで成長している。

北野社長を中心に、韓国のDigital Technologyとジーシーの技術の融和を図らねばならない。

## GC Taiwan

Onkochishin (present things are judged by past things)  
– Learn the history and Challenge for the Future.

### Foundation of Dental Societies and GC Taiwan

In 1988, GC Taiwan established a small factory in the northern part of Hsintien City of Taiwan. Koujyu YUYAMA became the first representative person in charge, and GC Taiwan received the production business license. Jisantan Enterprise Corp. which had a long history and was the exclusive distributor in Taiwan for GC, kept an eye on GC's changing movement of the distribution system in South Korea and Japan. In addition, in order to respond to these changes, President Shyh-Fang KUO, 2<sup>nd</sup> generation, developed direct communications with Makoto NAKAO to draw up a continued sales expansion plan of GC products in Taiwan. The answer was the establishment of the merger knockdown factory of artificial teeth. GC products were sold to dental clinics, large hospital and dental universities by the Taiwan dealers from Jisantan Enterprise Corp. Around this time, Taiwan was in an uneasy situation after the Tiananmen incident occurred in China. At the same time, new trends in the dental industry resulted in the establishment of the Association for Dental Science of the Republic of China (founded in 1977) and the Taiwan Dental Association (established in 1983) in the mid-1980s.

### Glass Ionomer Products and Changes in the Distribution System

GC Taiwan invited the two doctors, Dr. Sueo SAITO in 1993, and Dr. Hideo ONOSE in 1994, to give lectures in Taipei, Taichung and Kaohsiung for the introduction of the glass ionomer products and other helpful dental information. The year 1994 was a big turning year in the change of the distribution system. Jisantan Enterprise Corp. had been an exclusive importer of GC products. GC Taiwan made the tough decision to take over the shares and business of the joint-stock company suffering from accumulated financial deficits. In 1995, GC Taiwan hosted a GC Taiwan dealers'

general meeting (a total of 21 distributors participated) with the presence of Makoto NAKAO. President Shyh-Fang KUO, Jisantan Enterprise Corp's third generation, gave a lecture on "Dental perspective after 'National Health Insurance for all people is introduced.'" The bridgehead was built with Jisantan Enterprise Corp. and other distributors, when the distributor system started. GC Taiwan had only five Associates. It had become possible to deliver GC products to more dental professionals than ever through the reconstructed distribution system.

### Overcoming Earthquake and SARS

A large scale of earthquakes (M7.3) occurred in central Taiwan in 1999. Taiwan suffered from the extensive damage in which 3,000 people were killed. In 2003, the respiratory disease called severe acute respiratory syndrome (SARS) occurred in Guangdong Province of China and hit the whole world. These two tragic events left big blows and also affected the dental industry. In spite of these, dentistry in Taiwan took a strong step ahead. In 2001, Taipei Medical University, School of Oral Hygiene opened, followed by Kaohsiung Medical University, School of Oral Hygiene, in the following year. The number of dentists was 8,944 and 5,659 of dental clinics at that time. GC Taiwan was moved to the New Taipei Ken Ichiro in the same year. In 2003, GC Taiwan Green Society started with 500 dentists. While the scars of SARS and the earthquake remained, GC products were strongly supported by the dentists.

In 2007, due to Makoto NAKAO's improper language in GC Mail, critical problems led many dentists in Taiwan to boycott GC products within GC Taiwan Green Society. Although the boycott was finally settled in efforts and contributions by many people involved, it was recognized as an example of how careless mail from the top of the company could cause tremendous impacts on business.

### Into the Future

Even after the Second World War, relationship between Taiwan and Japan became more active, the era when the core members of Taiwanese dentistry were familiar with the Japanese dentistry, dental science of Taiwan and now faced the era of globalization along with the development of the Taiwan economy with increased students studying outside of Taiwan such as the United States.

GC Taiwan will always keep in mind the past difficulties that pioneers had to overcome, and will remember each step of the past history that GC Taiwan had

to go through from its foundation to the current. GC Taiwan always does its best to improve the GC brand by changing into a multinational company from the Japan originated company, and by expanding actively into new business with the concept of "Thinking globally, acting locally" in mind. GC Taiwan will keep making efforts to be a must-company for people and dentistry of Taiwan.

As of November 2015, GC Taiwan has 29 Associates, 2,107 members of GC Green Society, and captures approximately 1 percent of the total GC Japan sales (Japan, Korea, Taiwan and China).

### ジーシー台湾

第二次世界大戦前よりお取引が続く日生堂、勢力的な二代目社長、郭大洋氏と1988年、今後の変化に対応すべく、人工歯のノックダウン工場GC台湾有限公司を湯山氏を代表に立ち上げた。

その後1994年には、ジーシー台湾がロジスティクス業務を担い、その後マーケティング活動にも注力し、社員数29名、2003年立ち上げの友の会は2,107名となり、東アジア売上の1%を確保している。

尚、2007年の中尾眞のホームページ問題では、一時不買運動に直面する等、苦悩の道も歩んでいる。今後も高山社長を中心にジーシーグループの新製品の御案内に注力しなければならない。

## GC Asia

The Oceania market was already well established by 1992 and growing fast, thanks to the introduction of the new innovative glass ionomer products. The expansion in Asia was lent further momentum by the establishment of GC Asia Dental Pte., Ltd. in Singapore. When it was established in 1994, just four staff were working for GC Asia of which Michael J. WILLIAMS was the first branch manager. At the time GC Asia was working together with a regional distribution company that allocated GC products to a total of 20 countries, including Oceania, Southeast Asia and the Indian subcontinent.

Before the establishment of GC Asia, most of the overseas countries that GC was successful were in mature markets such as America, Europe, Japan and Korea. Southeast Asia being relatively close to Japan was an enormous area with a large population that over time had huge potential as the standard of living in each country began to rise. However, at that time the infrastructure was not ready to support such expansion uniformly and markets were expanded on a turnover basis rather than geographical size.

### Successful Products

GC Asia worked very closely with Japan and Singapore and became the distribution hub for all products made in Japan as well as by GC Europe. These products were sold in the Asian territories, including Oceania as mentioned earlier. Major success stories on the Asian market was the following GC products: Fuji II LC, Fuji Bond LC, Fuji IX (A.R.T.) Fuji IX GP, GC Mini Packs, GC Tooth Mouse and GC Dry Mouth Gel. Each of these products were first launched in Asia before becoming available in other GC global territories. The current basic concepts from GC, such as "Minimum Intervention," are the huge success of Michael J. WILLIAMS who was the general manager of GC's international marketing department.

After the success of the mini packs in 1998 following the Asian crisis, the market began to grow at a much faster rate. By that time, GC Asia was running out of space and therefore moved into the Changi Logistic Center in Singapore.

## Establishment of an Indian and Australian Branch

In 2003, GC Asia began its cooperation with India, which was after Australia the second largest, but most populous country in GC Asia territories. GC Asia started to employ a large number of sales and marketing personnel, for they knew there was a large Indian middle class of around 300 million. Plans had already been made to consider the establishment of a branch office when the annual turnover reached a certain level. Later, when annual sales could support the cost of such an operation, the people in charge knew it would be crucial to install an Indian operating subsidiary. In 2008, GC India was established in India's fifth largest city, Hyderabad. Over the next few years, India provided the largest sales turnover of the GC Asia region and spearheaded further growth and expansion for GC Corporation.

One year after the foundation of the Indian subsidiary, GC formalised its presence in the Australian and New Zealand markets with the establishment of GC Australasia Dental Pty., Ltd.

### GC Asia's Current Expansion

GC Asia covers the market of the rapidly growing Asian countries. GC Asia has the important task of gaining market share by continuing the activities based on GC's strengths with more fine and longer perspectives. GC Asia also must challenge in creating "Smart Quality" for the Indian market, which is growing rapidly. Now GC Asia has 93 Associates, and represents 10 percent of the total GCIAG group sales.



## ジーシーアジア

ジーシーは、オセアニア市場で、地元代理店ハラス社長のジーシー製品はADA規格を凌駕しているとの評価から、市場性を70年代台に確保できた数少ない市場であった。今後、急速な成長が期待される東南アジア市場や、巨大市場であるインドでの成功を目指し、1994年 GC Asiaを設立した。責任者のマイケル・ウィリアムズは、国際マーケティング部長を兼務し、様々な新製品を成功に導き、またジーシーの「MIコンセプト」の骨子を作り上げた。

また、インドでの活動を強化していたジーシーアジアは、更なる活動強化のため2008年にジーシーインドをハイデラバードに設立した。

成長著しいアジア地域を活動拠点としているGC Asiaは、ジーシーの強みを生かしたきめの細かい活動とGQMを地道に取り入れつつ、長期的な展望を持った活動を強化し、更なる市場シェアを獲得していかなくてはならない。また、「スマートクオリティー」製品の創出を促進し、インド市場に果敢にチャレンジしていかなくてはならない。GCアジアには、93名のなかまがおり、GCIAGグループ総売上の10パーセントを担っている。

## GC Suzhou (China)

### Background and Circumstances of GC China's Establishment

GC entered into this huge Chinese market later than its competitors. GC had been investigating seriously the possibility of production transplant to the East and Southeast Asian markets since 1995. In 1995, GC checked on the acquisition of a foreign company in Shanghai, which was the No. 1 dental company in China, and the possibility of setting up a joint venture with an Indonesian government-owned company. However, due to the Asia financial crisis in the entire SE Asia, the plan had been frozen.

In 2001, the East and Southeast Asian economy became active again with increased incoming foreign investments into the markets. GC considered the situation as a trigger to unfreeze the plan. Around this time, China received a lot of attention and due to that, the third investment "boom" broke out. China started to open its doors as a free economy. China's entry into the World Trade Organization (WTO) under such circumstances made the Chinese market even more attractive. GC picked and narrowed the candidate sites for a factory in China. In early spring of 2002, Noriaki MOURI, senior managing director, and Mitsushi KOMATSU visited these Chinese candidate sites. They picked Suzhou as the top candidate and requested approval from the Board meeting of GC Corporation. After gaining approval, GC started its preparation.

### Establishment of GC Dental (Suzhou)

In July 2002, the company registration under the name of "GC Dental (Suzhou) Co., Ltd." was completed. On October 9, 2003, GC China celebrated its opening with new Associates and its start of the business. The first management team of MOURI as chairman and KOMATSU as general manager started.

### Further Development at GC China

In March 2007, GC Dental (Suzhou) Co., Ltd. obtained inventories from GC Shanghai Co., Ltd. out of trading zone, and integration of the two companies was completed. Two months later, Michael J. WILLIAMS, former president of GC Asia, became the second chairman after MOURI. WILLIAMS started building the "fighting" team with his extensive experience of more than 40 years in the dental industry. His extraordinary marketing sense, his oratory to attract the presidents of dental dealers of each region, and more importantly his creation of his sales team ran through the Chinese operations as a new wind.

In November 2010, GC Suzhou became the first Deming Prize winner in China at the Quality Month of Japan.

The second phase of the plant expansion of GC Suzhou was completed in summer 2012. About the same time, the transplant of the artificial teeth manufacture process to GC Suzhou was completed. GC Suzhou became the factory for the complete manufacturing operation of artificial teeth.

In April in 2014, the management team of Katsumi TORII as chairman and Syougo OKADA as general manager started as GC All China. With the very high speed of amendment to the Pharmaceutical Affairs Law regulations, and continuous price changes, meant the new management system started with the big surprises.

GC China covers the market of the World 2<sup>nd</sup> largest economy (listed 2<sup>nd</sup> in GDP) with the elderly people on the rapid increase. The needs for oral care are expected to be growing and to be much larger. In this environment, GC China has very important tasks to catch up in this market as a company with the "slow entry handicap." GC China must act to gain the market share through practicing "Quality first, customer first" and through changing the mindset from "Production facility" to "Service facility." Now GC China has 172 Associates, and captures approximately 2 percent of the total GC Japan sales (Japan, Korea, Taiwan and China).

## ジーシー蘇州

ジーシーの中国市場への参画は、他市場に比して遅れている。数々の理由は並べることが出来るものの、ジーシーブランドの評価は残念ながら定まっていない。

このような環境下、2003年に毛利専務の指揮下、小松総経理のもとに蘇州工場がオープンし、本格的に人工歯の製造及び中国での営業活動を開始した。

2010年には、中国企業として初めて、TQM界の権威であるデミング賞に輝くとともに、2012年に増築工事が完了している。現在は172名の社員で、東アジア売上高2%を確保している。

世界第二位のGDP大国において、鳥居社長を中心に、より「サービス機能の強化」を図らなければならない。





## Table of Company History

- 1920 • Made out prospectus of development and manufacture of dental materials.
- 1921 • “GC Chemical Research Laboratory” established in Ikebukuro, Tokyo.  
• Zinc Phosphate Cement developed.
- 1922 • First product “Standard Cement” failed to establish itself on the market.
- 1925 • With “Crystalline Cement” first success launched.
- 1934 • Incorporated as a joint-stock company with Yoshinosuke ENJO as first president and Kiyoshi NAKAO as executive director.
- 1935 • Export started, sales channels to major markets sought, GC logo changed.
- 1938 • New firm completed in Itabashi, Tokyo. From Ikebukuro to Itabashi. Total number of Associates: 45.
- 1941 • 20<sup>th</sup> anniversary.  
• Company renamed “GC Chemicals Research Laboratory.”
- 1946 • Company renamed “GC Chemical Industrial Co., Ltd.”  
• Kiyoshi NAKAO installed as 2<sup>nd</sup> president.  
• “GC Authorized Dealer Agreement System” founded with 200 dealers.
- 1948 • Firm for manufacturing porcelain teeth completed.  
• “Plastone,” hard dental plaster, launched.
- 1950 • Economic boom due to special procurements by Korean War.
- 1951 • American dentistry delegation (Dr. George PAFFENBARGER) visits Japans dental industry.  
• Development of new products that meet ADA standards, “Blue Band Series.”
- 1954 • President Kiyoshi NAKAO receives the Medal of Honor with green ribbon from the Japanese Government.
- 1956 • “GC Membership Society” founded with 3,600 members.
- 1958 • “GC Tousei Kogyo Corporation” established in Kasugai, Aichi.
- 1959 • R&D Center completed in Itabashi, Tokyo, with enshrined “Yumetagai Kwannon” statue.
- 1961 • 40<sup>th</sup> anniversary.  
• Special lectures organized to commemorate 5<sup>th</sup> anniversary of the “GC Membership Society.”

■ GC Japan Operation

■ GC Europe Operation

■ GC America Operation

■ GC East Asia (GCK, GCT, GCSZ)

■ GC Asia (Southeast Asia, Oceania, India)

- 1963 • Office in Osaka completed.
- 1966 • Kiyoshi NAKAO installed as chairman, Toshio NAKAO installed as 3<sup>rd</sup> president.
- 1967 • New plant completed in Itabashi, Tokyo, with enshrined "Gigeiten" statue.
- 1969 • Founder Tokueemon MIZUNO passes away.
- 1971 • GC International Corporation (GCI) established.
- 1972 • GCI establishes a European branch (GCE) in Kortrijk, Belgium.
- 1973 • Company renamed "GC Dental Industrial Corporation."  
• "GC Dental Equipment Corporation" established.
- 1974 • GCI French Sales Office opened in Paris, France.
- 1976 • Fuji-Oyama factory completed in Oyama, Shizuoka.  
• Chairman and former President Kiyoshi NAKAO passes away.
- 1977 • "Fujiiionomer," a revolutionary new glass ionomer cement, launched.
- 1978 • Increasing international exchanges.
- 1981 • 60<sup>th</sup> anniversary.  
• President Toshio NAKAO announces the concept of GQC (GC's Quality Control).  
• GCI USA Branch established in Scottsdale, Arizona.  
• Joins ADTA (American Dental Trade Association) as the first Japanese dental company.
- 1983 • Makoto NAKAO installed as 4<sup>th</sup> president. Former President Toshio NAKAO passes away.
- 1984 • GC European Branch (GCE) completed, moves from Kortrijk to Leuven, Belgium, opening also a warehouse.  
• USA facility expanded.
- 1986 • 65<sup>th</sup> anniversary, therefore a ceremony is held.  
• GC visits 20,646 customers throughout Japan and the gained information and data is analysed to enable improved operations.  
• GC Germany established in Hofheim.
- 1987 • Todent Korea (predecessor of GC Korea) established.
- 1988 • GC Hong Kong Branch established (GCSZ).  
• GC Taiwan Corporation established as artificial tooth factory in Sindian City (GCT).

- 1989 • 1<sup>st</sup> European factory built in Belgium, which starts to ship "GC Vest" (made-in-Belgium product) from European factory.
- 1990 • GC Dental Industrial Corp. merge "Coe Laboratories Inc."
- 1991 • Company renamed "GC Corporation."  
 • Introduction of Corporate Identity (including company philosophy, name, brand and corporate color) as a part of the Vision 2000 plan.  
 • 19 Korean dealers visit Fuji-Oyama factory.  
 • Import business from Taiwan branch started, products sold to Taiwan dealers through Nisseido (GCT).
- 1992 • The world's first light-cured glass ionomer filling material, "Fuji Ionomer II LC" launched.  
 • GC Italy established in Milan.  
 • "Coe Laboratories Inc." renamed "GC America Inc." Main office/ factory and Logistic Center move to Alsip, Illinois.  
 • Artificial tooth factory closed and GCT moves to Zhonghe City (GCT).
- 1993 • Distribution Center in Fuji-Oyama factory completed.  
 • GC UK office established in Newport Pagnell, Buckinghamshire.  
 • GCA acquires ISO 9001 certification.  
 • GC Korea established in Seoul.
- 1994 • Dental industry's first company to acquire ISO 9001 certification.  
 • President Makoto NAKAO assumes chairmanship of IDM (International Dental Manufacturers Federation).  
 • 2<sup>nd</sup> European factory completed.  
 • GC Europe Holding Company (GC Europe SA) established in Luxemburg. Branches and sales offices converted into independent corporate entities in sequence (GC France SA, GC Germany GmbH...).  
 • GC Belgium acquires ISO 9002 Certification.  
 • GC Asia Dental Pte., Ltd. in Singapore established.
- 1995 • GC Quality Control becomes GC Quality Management.
- 1996 • 1<sup>st</sup> International Dental Symposium held in commemoration of 40<sup>th</sup> anniversary of GC Membership Society and 75<sup>th</sup> anniversary of GC Corporation.  
 • GCE's 25<sup>th</sup> anniversary.  
 • 3<sup>rd</sup> European factory completed.  
 • European Conformity Certificate acquired.  
 • President Makoto NAKAO elected as ADA (American Dental Association) honorary member.
- 1997 • GC Israel branch established in Tel Aviv.

■ GC Japan Operation

■ GC Europe Operation

■ GC America Operation

■ GC East Asia (GCK, GCT, GCSZ)

■ GC Asia (Southeast Asia, Oceania, India)



- 1998
  - Start of co-development with PLANMECA.
  - Fuji-Oyama factory receives ISO 9001 Certification.
  - GCE acquires ISO 14001 Environmental Management System Certification.
  - GC Asia Dental Pte., Ltd. moves to Changi Logistic Center Singapore.
  
- 1999
  - Introduction of ERP.
  - Awarded a "Vendor" from Henry Schein and an "Excellent Nakama training" from Economic Development Committee.
  
- 2000
  - Awarded "Deming Prize."
  - Beijing Office established (GCSZ).
  - Letter of appreciation from Nepal.
  
- 2001
  - GC Symposium held in Berlin in celebration of GC's 80<sup>th</sup> anniversary in conjunction with the 3<sup>rd</sup> European Adhesive Dentistry.
  - GC America Logistic Center opens headquarters building.
  
- 2002
  - Logistics Center established and opens in Leuven, Belgium.
  - GCA acquires ISO 13485 Certification.
  - GC Dental (Suzhou) Co., Ltd established (GCSZ).
  - Launch of Tooth Mousse in Oceania, Asia region.
  
- 2003
  - GC Dental Products Corporation receives "Deming Prize."
  - 20<sup>th</sup> anniversary of Makoto NAKAO as president and CEO of GC Corporation.
  - GC Corporation awarded ISO 13485 Certification.
  - GCT Membership Society founded with 500 people registered (GCT).
  - GC Shanghai Co., Ltd. established (GCSZ).
  - GC Asia Dental – India Liaison Office established.
  - GC Asia Dental enters joint venture in Cooperative Research Centre for Oral Health Science with the School of Dental Science, University of Melbourne, Australia.
  
- 2004
  - ISO 14001 certification acquired.
  - Awarded "Japan Quality Medal" (only the 18<sup>th</sup> company in the world to have won the pinnacle of quality control).
  - Nagoya office completed in Aichi, Japan.
  - GCE acquires ISO 14001 Certification.
  
- 2005
  - President Makoto NAKAO appointed 6<sup>th</sup> chairman of JDTA (Japan Dental Trade Association).
  - GC Corporation ranked 18<sup>th</sup> in JUSE (Japanese Union of Scientists and Engineers) and Nikkei's Corporate Quality Management Survey.
  - GCSZ acquires ISO 13485 and ISO 9001 certification (GCSZ).

- 2006
- 85<sup>th</sup> anniversary of GC Corporation.
  - 50<sup>th</sup> anniversary of GC Membership Society.
  - 60<sup>th</sup> anniversary of GC Authorized Dealer Agreement System.
  - GC Spain and GC Iberic branch established.
  - GC Advanced Technologies Inc. established.
  - KGMP (Korean Good Manufacturing Practice) Certification acquires (GCK).
- 2007
- GC Advanced Technologies Inc. established.
  - GC Corporation ranked 14<sup>th</sup> in JUSE and Nikkei's Corporate Quality Management Survey.
  - GCE awarded EFQM (European Foundation for Quality Management) "Committed to Excellence" certification.
  - GC Austrian, GC Benelux Office and GC Nordic AB established.
  - GC Brazil established.
  - GCK's 20<sup>th</sup> anniversary (GCK).
  - Busan and Guwangju Office established (GCK).
  - "GC Dental (Suzhou) Co., Ltd." merges with "GC Shanghai Co., Ltd." (GCSZ).
- 2008
- GC Corporation ranked 8<sup>th</sup> in JUSE and Nikkei's Corporate Quality Management Survey.
  - GC Corporation receives award for Excellence in Innovation from the Australian government.
  - "GC Europe Campus, Meeting and Education Centre" established in Leuven, Belgium.
  - GC Shanghai Co., Ltd. closed (GCSZ).
  - GC Asia Dental – India Branch established in Hyderabad, India.
- 2009
- GC Corporation ranked 12<sup>th</sup> in JUSE and Nikkei's Corporate Quality Management Survey.
  - GCE receives EFQM "Recognized for Excellence" Prize.
  - GC Australasia Dental Pty. Ltd. established in Sydney, Australia.
- 2010
- GC Corporation ranked 3<sup>rd</sup> in JUSE and Nikkei's Corporate Quality Management Survey. 1<sup>st</sup> in the sub-category ranking "New Product Development" and 4<sup>th</sup> in "Quality Assurance and Staff Promotion."
  - GC Dental (Suzhou) receives Deming Prize (GCSZ).
  - Number of GCT Membership society achieves 1,700 members (GCT).
  - 10<sup>th</sup> anniversary of GC Taiwan Green Society (GCT).
- 2011
- 90<sup>th</sup> anniversary.
  - International Symposium celebrating 55<sup>th</sup> anniversary of GC Membership Society.
  - GC Corporate Center opens in Hongo, Tokyo.
  - Vision 2021 kicks off.
  - GCE receives EFQM Quality Certificate "Recognized for Excellence 5 stars."
- 2012
- President Makoto NAKAO receives Deming Prize for individuals.
  - GC Corporate Center in Hongo wins 53<sup>rd</sup> BCS-Prize.
  - GC Corporation ranked 6<sup>th</sup> in JUSE and Nikkei's Corporate Quality Management Survey.
  - GC India incorporated as a Pvt. Ltd. Company.

■ GC Japan Operation

■ GC Europe Operation

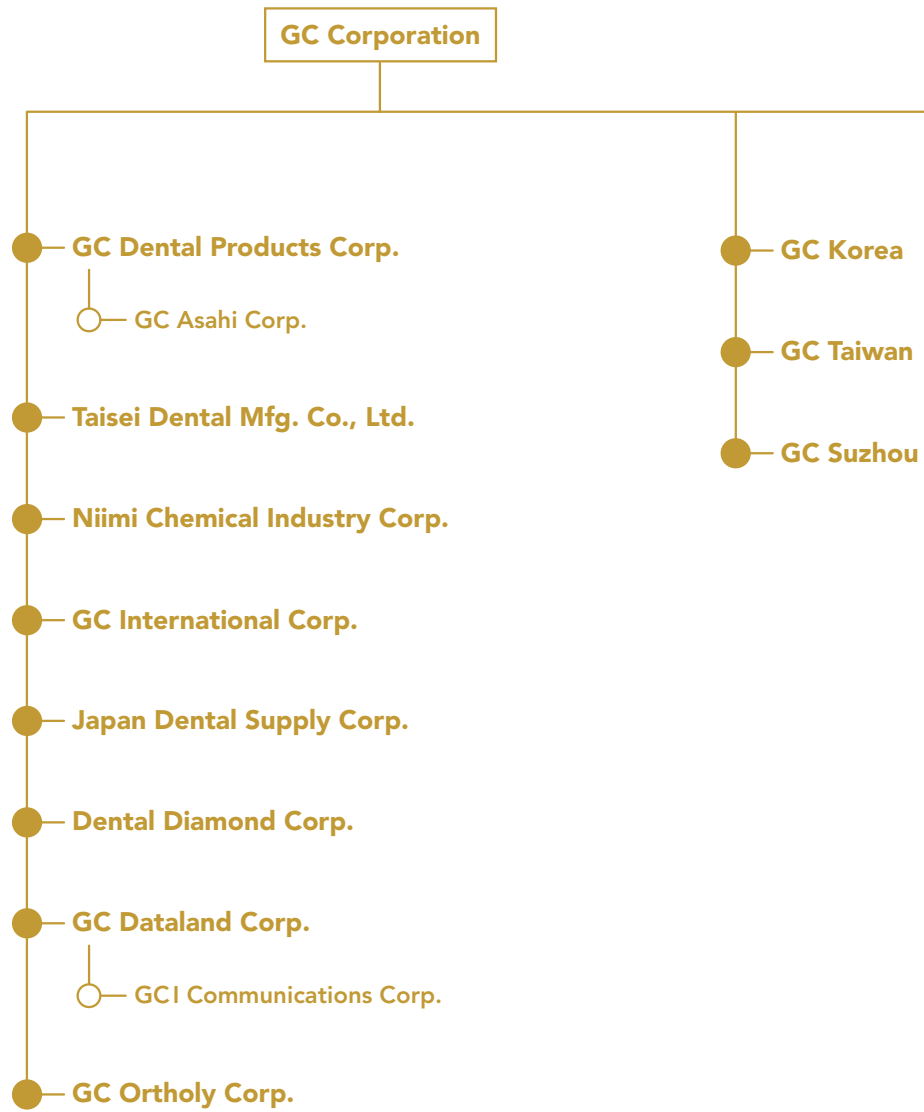
■ GC America Operation

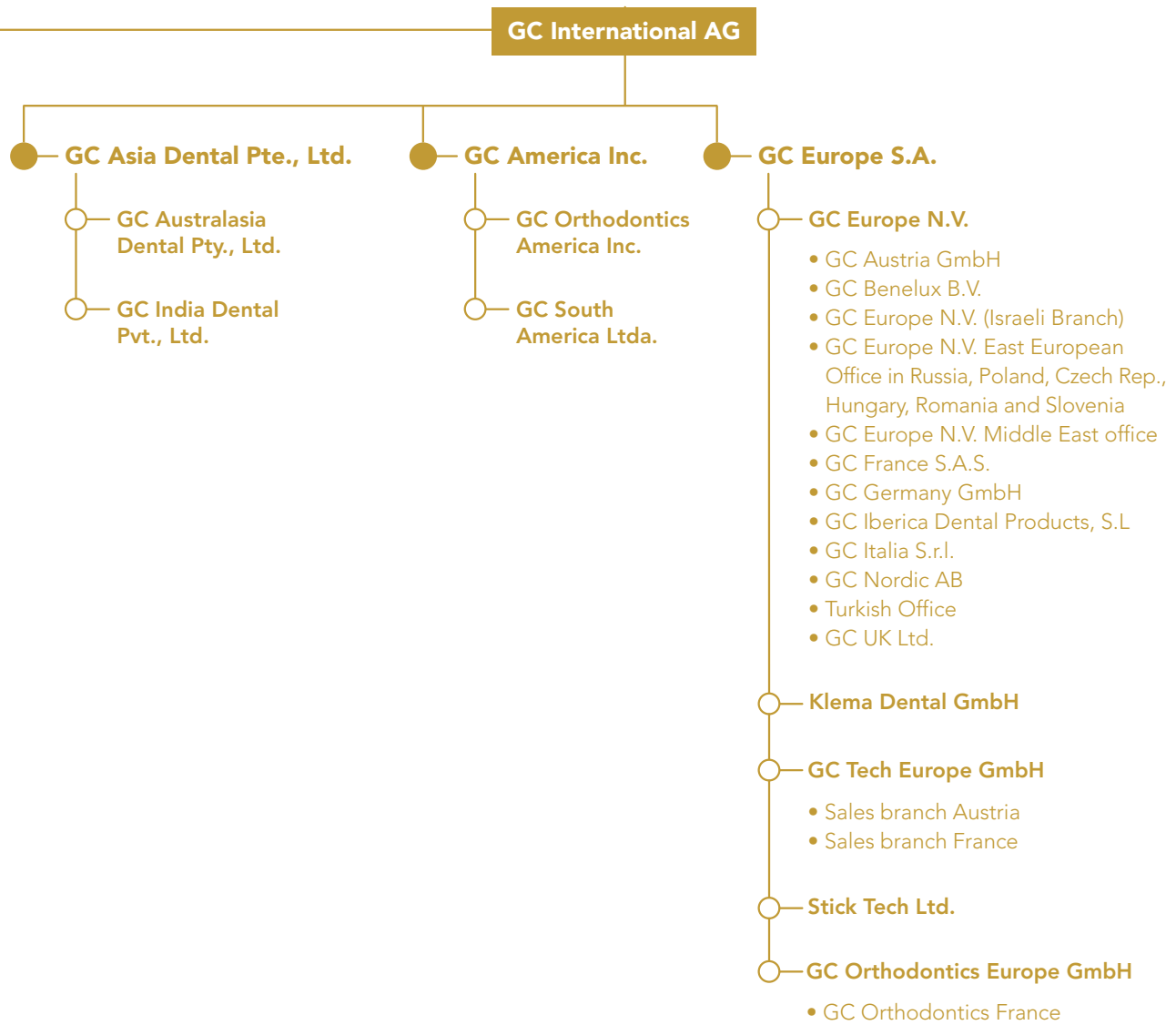
■ GC East Asia (GCK, GCT, GCSZ)

■ GC Asia (Southeast Asia, Oceania, India)

- 2013
- GCE opened a new Administration Center in Leuven.
  - GC International AG established in Lucerne, Switzerland as new management platform that leads activities in Europe, America and Asia.
  - GC R&D Center in Tokyo wins 26<sup>th</sup> Nikkei "New Office Promotion Award."
  - GCE is one of the 10 finalists at EFQM "Excellence Award."
  - Dr. Kiyotaka NAKAO installed as 5<sup>th</sup> president and CEO of GC Corporation, his father Makoto NAKAO functions as chairman of GC Corporation and additional CEO and president of GC International AG in Lucerne.
- 2014
- GC Corporation ranked 2<sup>nd</sup> in JUSE and Nikkei's Corporate Quality Management Survey.
  - GCA awarded Deming Prize.
  - GC India receives ISO 9001:2008 and ISO 13485:2003 certificates.
- 2015
- FDI and GC established the new project called "Oral Health for an Aging Population Partnership."
  - GCC introduced a new "Functional Management Model."
  - GCC put a "revised and simplified wholesale system" in operation.
- 2016
- 95<sup>th</sup> anniversary of GC Corporation.

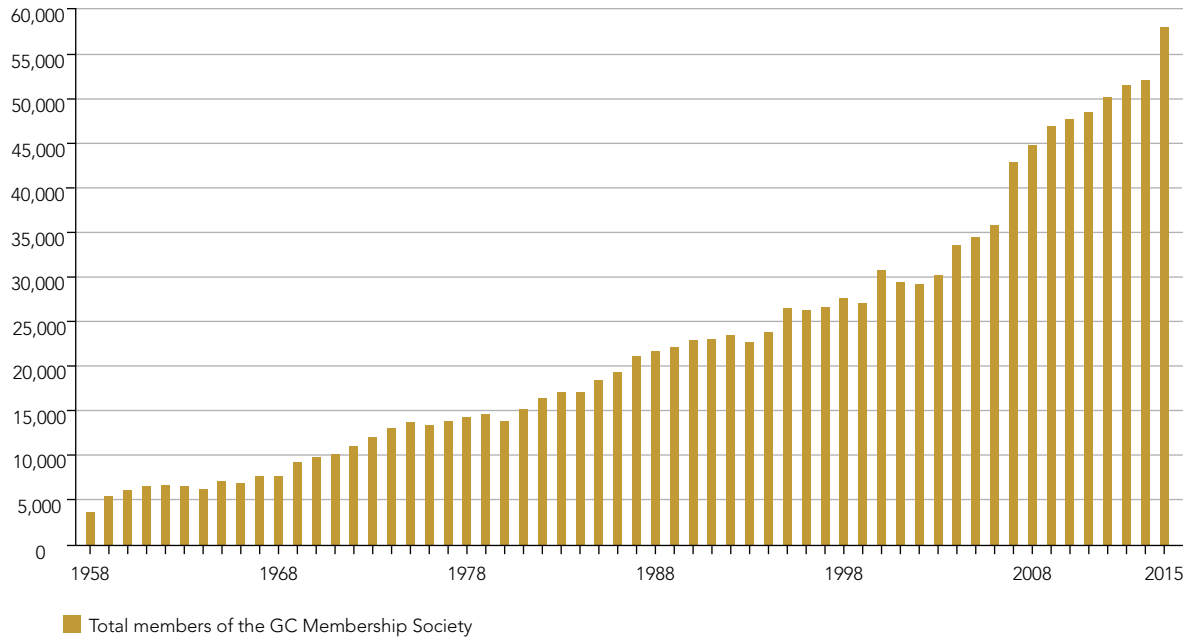
### Organizational Chart



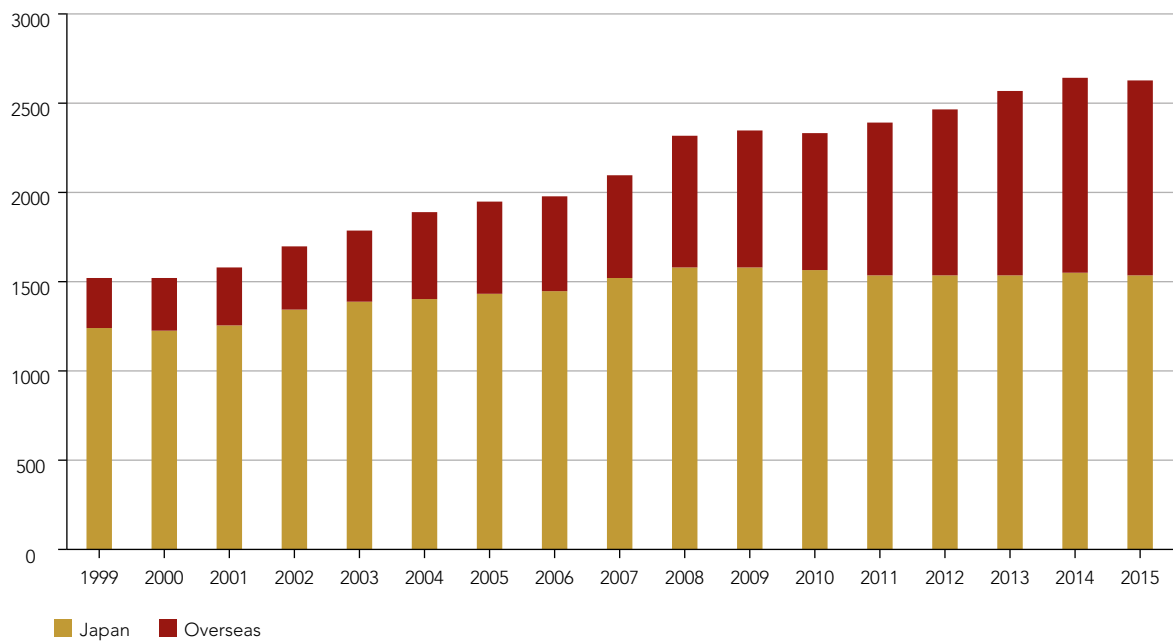


## Figures about GC

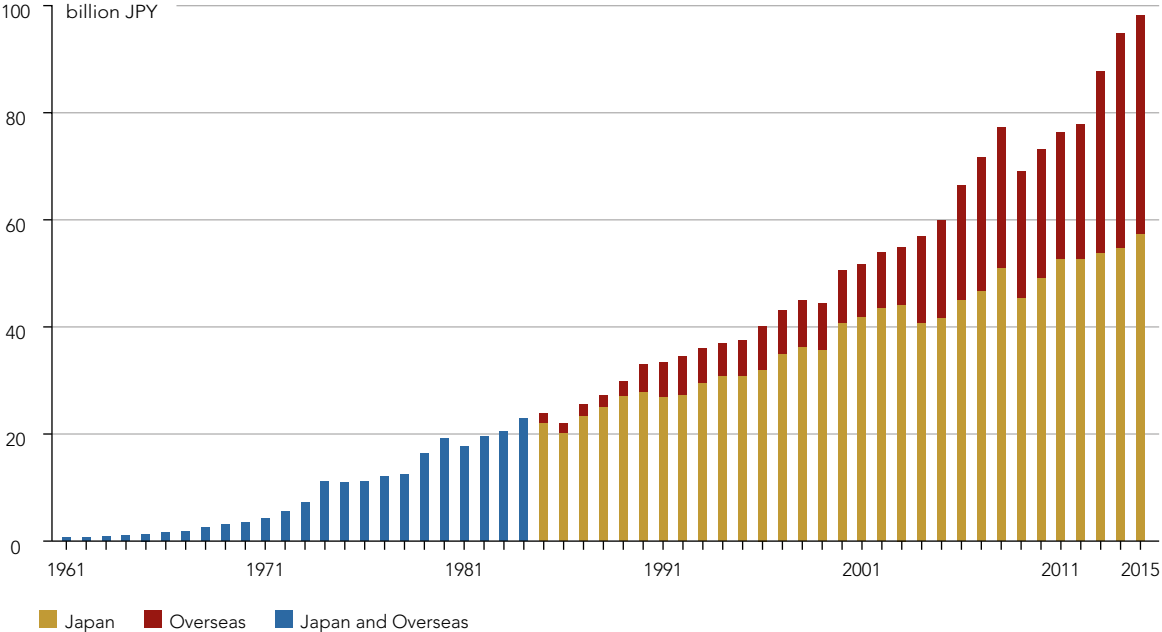
### Number of GC Membership Society Members



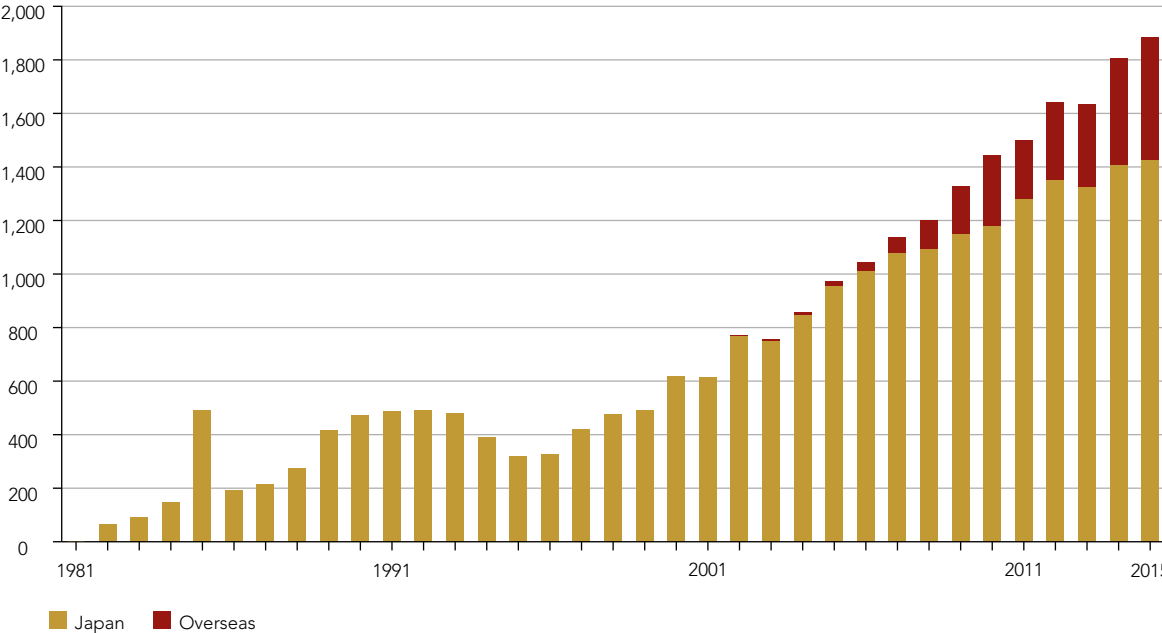
### Number of Associates of GC Corporation



### GC Consolidated Sales



### Number of KI Activities



## GC Product List

### Cements/Restoratives

- GC Fuji I
- GC Fuji I CAPSULE
- GC Fuji II LC
- GC Fuji II LC (Improved)
- GC Fuji II LC CAPSULE
- GC Fuji II LC CORE Material
- GC Fuji II CAPSULE
- GC Fuji III
- GC Fuji III LC
- GC Fuji VII, GC Fuji TRIAGE
- GC Fuji VII EP CAPSULE
- GC Fuji VII CAPSULE, GC Fuji TRIAGE CAPSULE
- GC Fuji VIII
- GC Fuji VIII GP
- GC Fuji VIII GP CAPSULE
- GC Fuji IX
- GC Fuji IX GP
- GC Fuji IX GP EXTRA
- GC Fuji IX GP CAPSULE
- GC Fuji IX GP FAST
- GC Fuji TEMP LT
- GC Fuji Ionomer Type II, GC Fuji II
- GC Fuji Ionomer Type II F
- GC Fuji ORTHO
- GC Fuji ORTHO LC
- GC Fuji ORTHO LC CAPSULE
- GC Fuji ORTHO BAND LC PASTE PAK
- ORTHO CONDITIONER
- GC Fuji ORTHOBAND PASTE PAK
- GC Fuji COAT LC
- GC FujiCEM Mixing Tip
- GC Fuji VARNISH
- GC Fuji Filling LC
- GC Fuji PLUS
- GC Fuji PLUS (EWT)
- GC Fuji PLUS CAPSULE
- GC Fuji BOND LC
- GC Fuji LINING LC
- GC Fuji LINING LC PASTE PAK
- GC FujiCEM 2 Dispenser
- GC FujiCEM 2
- GC FujiCEM 2 (SL)
- GC FujiCEM 2 SL Mixing tip
- ever X Posterior
- GC EXPERIA CEMENT
- GC Gold Label HS Posterior EXTRA
- G-CEM LinkAce
- GC Gold Label High Strength Posterior Restorative
- GC Gold Label Light-Cured Universal Restorative
- GC Gold Label Luting & Lining Cement
- GC Gold Label Universal Restorative
- ELITE CEMENT 100
- GC ORTHO GEL CONDITIONER
- Copper-Seal Cement
- GC Capsule Applier IV
- CAVITY CONDITIONER
- CAVITON
- COCOA BUTTER
- COMPOSITE PRIMER
- Cervical Cement
- G-CEM
- G-CEM Automix
- G-CEM CAPSULE
- CERAMIC PRIMER (liquid A)
- CERAMIC PRIMER (liquid B)
- CERAMIC PRIMER II
- SELF CONDITIONER
- DENTIN CONDITIONER
- Dentin Cement
- EQUIA Fil
- EQUIA Forte Fil
- everStick
- FREEGENOL TEMPORARY PACK
- Miracle Mix
- Miracle Mix (Alloy)
- Miracle Mix CAPSULE
- EUGENOL CEMENT
- LINING CEMENT
- LIVCARBO
- NOGENOL ROOT CANAL SEALER
- NOGENOL TEMP CEMENT STD PKG
- TEMP ADVANTAGE BULK PKG
- GC Fuji PLUS CONDITIONER
- GC Capsule Elongation Tip
- PASTE PAK DISPENSER
- CD Dispenser III



### **Impression Materials/Wax**

- AROMA FINE PLUS
- FLEXCEED Putty
- FLEXCEED Lightbody
- EXAIMPLANT
- EXAJET (HV: Normal, Fast)
- EXADENTURE
- EXABITE III
- EXAHIFLEX (RG, Tray Type, Heavy Body Type)
- EXAFLEX (IJ, REG, Mono, Heavy)
- EXAHIFLEX (Tray Type)
- EXAFINE (IJ, Monophase, Heavy Body)
- EXAFINE (RG, RGH), EXAFINE PUTTY
- EXAFLEX (Regular, Regular Hard), EXAFLEX PUTTY
- EXAFINE ADHESIVE
- EXAFAST (IJ, HV, REG, Monophase), EXAFAST PUTTY
- EXAMiX/EXAMIXFINE (Injection)
- EXAMIX/EXAMIXFINE (RG, RGH, MONO, HB)
- EXA'lence PUTTY
- EXA'lence (Light Body/Regular Body/Heavy Body/Monophase)
- EXA'lence 370 (Medium Body/Heavy Body/Monophase)
- EXACLEAR
- 精彩
- BITE-CHECKER
- Hydroflex all types
- FIT CHECKER (Black)
- FIT CHECKER
- FIT CHECKER Retarder
- FIT CHECKER ADVANCED (Tube & Cartridge)
- FIT CHECKER II (Cartridge)
- FIT CHECKER II Retarder
- FUSION II 370 (Heavy Body/Monophase)
- FIT CHECKER ADVANCED BLUE
- PERI COMPOUND
- Mixing Tip
- Mixing Tip II
- Technicol Bond Thinner
- Mixing Paper (Impression) No.1~4
- GC SEP
- Impression Paste Hard
- ISO FUNCTIONAL
- INLAY WAX (Margin)
- INLAY WAX (Oval)

- INLAY WAX (Medium, Soft, Hard)
- Carving Wax
- Green Inlay Wax
- Green Sheet Wax
- New Sticky Wax
- Hard Plate Wax
- Bite Wax
- Blue Inlay Wax
- Boxing Wax
- UTILITY WAX
- Carving Wax Stick Type
- GCLT LABORATORY PUTTY
- Exaclear
- TEMPORARY STOPPING
- TRECLEAN
- BITE COMPOUND
- COE ALGINATE
- COE FLEX
- COE FLO STD PKG
- COE PAK STD PKG
- OMNIFLEX
- OMNIFLEX Fast
- COE COMFORT
- COE RECT
- COE SOFT
- COE LUBRICANT
- GC RELINE SELF CURING RESIN
- COE HARD
- KOOLINER

### **Stone/Investments**

- Fujirock EP (GCE)
- New Fujirock (GB/Al)
- New Fujirock IMP (GB/Al)
- GC FUJIROCK OPTIXSCAN, INCA BROWN 5KG
- Cosmotech Vest (GCA: G-Cera Vest)
- G-CERA Cosmotech II Vest
- G-CERA ORBIT VEST (Inlay)
- G-CERA ORBIT VEST (Crown)
- CERAVEST G (GCE: GC Vest-G)
- CERAVEST QUICK
- CERAVEST QUICK 20
- SOLDERVEST
- SOLDERVEST QUICK
- NEW PLASTONE II
- NEW PLASTONE II HE

- NEW PLASTONE II LE
- NEW PLASTONE II LE FAST
- NEW PLASTONE II WHITE
- NEW PLASTONE II FAST
- NEW PLASTONE II WHITE FAST
- Roclean
- High Expansion Stone to China
- Multipress Vest
- GC Fujivest II
- GC Fujivest Platinum II
- ADVASTONE
- Ideavest Micro
- Soldering Investment
- COECAL (BUFF/WHITE)
- DUPLI-COE-LOID
- POLYPOUR
- COE-SEP
- MULTI-SEP

### **Denture Resin/Composite Resin**

- G-BOND
- G-ænial Bond
- G-Premio BOND
- G-ænial Universal Flo
- G-ænial Flo
- G-ænial Flo X
- G-ænial Sculpt
- Essentia
- GC KALORE
- GC KALORE Shade Guide
- GRADIA DIRECT Shade Guide
- GRADIA DIRECT X
- GRADIA DIRECT (Anterior)
- GRADIA DIRECT (Posterior)
- G-ænial (Anterior)
- G-ænial (Posterior)
- G-ænial Sculpt
- SOLARE
- SOLARE shade guide
- SOLARE P
- SOLARE X
- GRADIA Opaque
- GRADIA Dentin
- GRADIA Enamel
- GRADIA Cervical Translucent
- GRADIA Air Barrier
- GRADIA DiaPolisher
- GRADIA Separator
- GRADIA Die Hardner
- Gradia Flowable Composite
- GRADIA Gum
- Gradia Gum Fiber
- Unifil Flow/GRADIA DIRECT Flo
- Unifil Bond
- Unifil Loflo Plus/GRADIA DIRECT LoFlo
- Acrosep
- ACRON
- ACRON MC
- GC Ortho Connect
- GC KommonBase
- GC Ortho Etching Gel
- SOFT LINER
- GC TISSUE CONDITIONER
- GC Fiber Post
- MILD REBARON
- GRADIA CORE
- TEMPRON
- Nanocoat Lab/OPTIGLAZE
- Nanocoat color/OPTIGLAZE color
- PATTERN RESIN
- PATTERN RESIN LS
- METAL PRIMER II
- METAL PRIMER Z
- UNIFAST Trad
- UNIFAST LC
- UNIFAST III
- LUXON
- REBARON
- GC RELINE Soft, Extra soft, Ultra soft
- EQUIA Coat
- EQUIA Forte Coat
- G-COAT PLUS
- OSTRON 100
- Orthofast
- GC OptiGlaze
- PATTERN RESIN LS
- NATURE-CRYL (MC/HI/POUR/SUPER HI IMPACT/POUR COE LOR)
- SUPER SOFT
- ALIKE
- CROWNTEK
- REVOTEK LC-LT. CURED RESIN

- Repair Resin
- REVOTEK LC
- CERASMART / CERASMART UNIVERSAL
- Brush NO. 4~9
- Rubber Cup
- RETENTION BEADS II ADHESIVE
- RETENTION BEADS II
- Brush Round No.1B
- Brush Handle
- Powder Weigh Scale
- FRP Flask
- FRP Flask Bolt/Nut
- FRP Flask Wrench
- POUR-N-CURE FLASK

### **Asepsis**

- COE FOAM II
- COE SPRAY II GAL REFILL
- COECIDE XL PLUS GALLON
- COECIDE XL GALLON
- COEZYME 1/2 GALLON W/PUMP
- GC SPRAY-CIDE GALLON REFILL

### **Tray & Tray Materials**

- COE ADHESIVE
- UNIVERSAL VPS ADHESIVE
- TRAY CLEANER
- GC TRAY ADHESIVE REMOVER
- TRAY PLASTIC
- COE TRAYS

### **Porcelains**

- GC Initial
- G-CERA ORBIT
- G-CERA ORBIT Spatula Set
- G-CERA ORBIT Palette B
- G-CERA ORBIT Palette O
- G-CERA ORBIT Palette S (DRY)
- G-CERA ORBIT Palette S (WET)
- GC Initial AL, LF, Ti, IQ-M (Fluo Crystals)
- GC Initial IQ L-O-Zr
- GC Initial PC, IQ-M, IQ-Zr
- GC Initial MC, Zr-FS, IQ L-O-M, IQ Lustre Pastes, Stain

### **Implant**

- Aadv Ti Block (Overseas Abutment)
- Aadv Accessory (Overseas)
- Aadv Blend Base
- Implant Aadv (Fixture)
- Implant Aadv (Sterile component)
- Implant Aadv (Non-Sterile component)
- Implant Aadv (Drill)
- Implant Aadv (Instruments)
- Aadv Surgical Box
- Aadv Scanning Gig
- Bulk drill extension

### **Miscellaneous**

- MI Paste
- MI Paste Plus
- GC Tooth Mousse
- GC Tooth Mousse Plus
- EPITEX
- NEW METAL STRIPS
- Dry Mouth Gel
- GC Tri Plaque ID Gel
- MI VARNISH
- Brown Silicone Points
- Removal Pliers KY
- Saliva-Check BUFFER
- SALIVA-CHECK MUTANS
- PLAQUE INDICATOR KIT
- Brush No.4 (Common)
- ACRIDENSE
- WAX-RITE WAXING UNIT
- CAPSULE MIXER CM-II
- COE CapMixer
- OCCLUSAL MATRIX

## **Acknowledgement**

The preparation of this book would not have been possible without the great support and assistance of the research and editorial team of GC Corporation. We would like to express our great appreciation to Rei MIYANO, Noriko SHIBATA and the GC Associates at the General Affairs Department in Tokyo, Japan. Furthermore, a special acknowledgement goes to Takanari ABE and Satoko YUSA from GC International AG in Lucerne, Switzerland. We are also very grateful to current and former GC Associates from all over the world for their kind cooperation in order to provide regional research material. In addition, we would like to thank the team, especially Mathias SCHÜRMAN, Beat NIGGLI, Désirée LUGINBÜHL, Katrin ANDERGASSEN and Lukas HADORN, of the advertising agency Rocket – Powerful Advertising, that was a great support in terms of conception, editing and designing the present book.







