



Japan Mobility Show postscript

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1 Introduction

The Japan Mobility Show 2023 (JMS) was held in October 2023 after JMS was renamed from the Tokyo Motor Show. The Tokyo Motor Show used to be held every two years. The last show was postponed due to the COVID-19 pandemic. Last year's JMS was therefore held after an interval of four years (Photo 1).

It was the first time KYB had exhibited at the show in six years, since 2017. KYB applied for the show on January 31, 2023, which was the application deadline. We felt that the company was rather hesitant to be an exhibitor, in part because it had not participated in the show for several years.

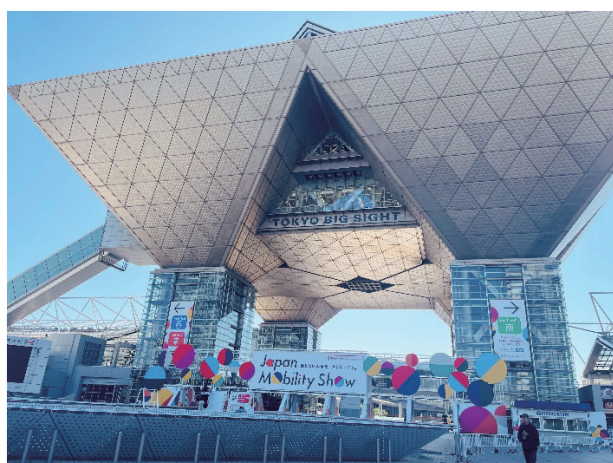


Photo 1 JMS held at Tokyo Big Sight

2 Mobility Show

The automobile industry has entered a once-in-a-century period of great change. The number of visitors to the Tokyo Motor Show, which reached 2 million in the early 1990s, has been on a downward trend since the global financial crisis in 2008. It dropped by more than half to as low as 770,000 in 2017.

The Tokyo Motor Show was then renamed with the intention of sending a message of the future of mobility from Japan to the world after coming through the global financial crisis and COVID-19 pandemic, and to create a

new future of Japan together with new colleagues including visitors to the show, startups, and other industries beyond the framework of the automobile industry, under the themes of "from cars to mobility" and "from Tokyo to Japan".

The JMS 2023 was visited by 1,112,000 people, exceeding the target of one million set by the Japan Automobile Manufacturers Association (Photo 2). It has long been said that the automobile industry enters a once-in-a-century period of great change as mentioned above. Last year's JMS was an inviting event to demonstrate the future of the automobile industry.

The concept of the show was to have "a place to think about the future together". With the three key words of FUTURE, GREEN, and DREAM, the JMS 2023 expressed the intention to provide a place to think about the future of not only mobility but also the entire Japanese industry and environmental conservation focusing on carbon neutrality, and to allow everyone, from children to adults, to have a dream.



Photo 2 Visitors queued to enter the JMS site

3 Exhibitor after a Long Time

To be an exhibitor in the JMS 2023, we made various preparations including selecting the exhibition committee members, determining the concept, and determining and making the showpieces. Actually, we had a lot of difficulty in making all these preparations because we had not been an exhibitor for a long time.

For example, when forming the committee, it was necessary to start with the selection of departments to participate in the exhibition, partly because the company was reorganized after the previous participation (in 2017). In addition, the majority of the selected committee members had not even visited the Tokyo Motor Show. We felt that the committee was groping in the dark to discuss what to exhibit. At the same time, this meant that we did not have to follow any precedents, so we could think of everything from scratch. We remember now that we enjoyed the preparations by expanding our imaginations, which was quite rewarding.

Our concept of the exhibition was based on the concept of the JMS organizer (Fig. 1). We took sufficient time to develop perspectives related to the three key words.

For each of the key words FUTURE, GREEN, and DREAM, we discussed what we could do with KYB's technology based on objective evidence to narrow down exhibit concepts and showpieces. The committee then selected three key slogans: Create the Future, Global Friendly, and Life of Your Dreams, and defined KYB's exhibition concept as "Contribute to and represent the value of securing living space and mobility in a new mobility society" (Fig. 2).



Fig. 1 Concept of JMS organizer

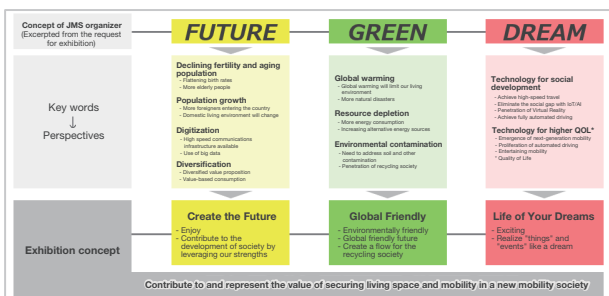


Fig. 2 KYB exhibition concept

4 Uphill Battle of Preparations

It was the end of March 2023 when the internal committee members for JMS began their work. The committee had promotion members consisting of leaders and implementation members in charge of practical work.

4.1 Appeal of the Reborn KYB

The first hurdle in the preparation stage was to determine the concept of the booth and what to exhibit.

Although the committee consisted mainly of members from the Suspension Business (SA Business), we wanted to provide an exhibition of various businesses rather than SA Business alone, since JMS represented a "mobility show". Therefore, we gathered as much information as possible about our product line and latest development status.

Since the purpose was to exhibit at the show, we also collected information about the society/world trend from many literature sources. Being careful not to overemphasize the fact that we are an automobile component manufacturer or our products using hydraulics, we tried to freely imagine "how good if such a thing exists" not only in the mobility field, but in other various fields including service, environment, and education.

We finally decided on the concept at the end of May 2023. It actually took two months to discuss, review, report, and reach internal agreement. As we introduced the above three key slogans for the company's exhibition concept, we established the three themes: Create the Future as a commitment to future challenges, Global Friendly as an initiative to protect the environment, and Achieve the Life of Your Dreams to show our intention to provide technologies for social development and higher quality of life.

The booth concept was determined as the "Kayaba Playground" with the wish of having the company appeal to everyone, regardless of whether they knew KYB or not. Our concept words include the meaning of enjoying various "places" to make them better and to provide safety, security, and joy. We brought the concept words with the company name to the forefront partly because we wanted to let people know that the company name in Japanese was officially changed from KYB to Kayaba in October 2023.

4.2 Making of Showpieces

The difficulty in the concept determination at the beginning resulted in a tighter schedule for the creation of showpieces (the original schedule also had no allowance even if the concept was smoothly determined).

After the concept was finalized, we tried to crystallize the showpieces. That is, we decided what to exhibit and where to place them in the booth.

The following is a list of our exhibits:

1. Full active suspension demonstration
(HYMER motorhome equipped with full active suspension for ultimate ride comfort)
2. SustainaLub
(Static display of the biodegradable fluid under development. Presentation of the cases of its use in the hydrogen-fueled Corolla race car and the KYB rally team vehicle participating in the Japanese endurance race Super Taikyu).
3. Shock absorber experience machine with smartphone
(Product/service that allows visitors to remotely adjust the damping force of the shock absorber via a smartphone to control driving comfort).
4. Pascal's Law feeling machine
(A machine that allows visitors to feel how they can lift up a heavy object with little force by using hydraulic power)
5. Hands-on corner to operate a syringe excavator
(A machine that allows visitors to learn about hydraulics while playing with a syringe that replaces the cylinder and pump assemblies of an excavator)
6. Hands-on corner to experience the shock absorber function on wheelchairs
(Visitors can ride and compare wheelchairs with and without shock absorbers to experience the difference in ride comfort between them).
7. Hands-on shock absorber assembly corner
(A hands-on corner for visitors to actually assemble a shock absorber. Valves that are actually used in mass-produced vehicles are available and have been adjusted to have a clear housing so that visitors can see the inside).

We were able to provide such a variety of exhibits despite the short period of preparation. This was definitely the result of the enthusiasm and energy of the committee members and the generous cooperation of people inside and outside the company.

The committee members played their own roles, and each team promoted the preparations of the various exhibits. We remember that we had a hard time completing each exhibit.

The common difficulty for all exhibits was "how to show". We tried to build the booth for the exhibition with our wish to let all visitors, whether young or old, male or female, get to know KYB. In other words, we wanted to create a booth where even small children could learn about KYB while enjoying the exhibits, rather than reading serious explanations.

KYB employees already have some knowledge of hydraulics. Without taking this for granted, we worked through trial and error to determine the best "how to show" for the basic knowledge of hydraulics and KYB's latest technology.

For example, in the hands-on shock absorber assembly corner, we checked whether the assembly instructions were easy to understand and modified them by asking people around us to try the assembly over and over again. For the hands-on corner to experience the shock absorber function on wheelchairs, we revised the damping force specifications many times so that an unlimited number of visitors could feel the difference. Even a week before the date of carrying-in the showpieces, they remained unconvincing. The members discussed what to change and where, exchanging opinions until late into the night (Photo 3).

The next day, people from the departments of the members who had deliberated late into the previous night came to the showpieces under production to think together and participate in prototyping. The "Playground" color wheelchair (Photo 4) was surrounded by a lot of people coming and going, including employees, section managers, and even department managers. When we saw them all helping us, our hearts were filled with excitement.



Photo 3 Members stuck gawking at the showpieces after 8:00 p.m.



Photo 4 Wheelchair for "Playground"

5

The "Playground" Booth Came Alive with Visitors

We managed to complete the showpieces by the end of October, when the JMS was held at the Tokyo Big Sight.

In a word, we "enjoyed" the exhibition while the preparations were "hard".

5.1 Smooth Operation through Cooperation among Members

While waiting for the opening of the JMS, we were worried about whether our booth would attract visitors, what kind of booths other companies would have, and whether the KYB exhibits would be far off the mark. When we saw the finished booth, our concerns were allayed. Our booth was almost perfect, which allowed us to welcome visitors with confidence.

Although we had no major problems, some of the showpieces were broken, partly because of the long period of 12 days on show at the JMS. In addition, we broke into a cold sweat when the tablet screen held by the presenter blacked out during the demonstration.

By working on repairs and buying time in case of problems, our attendants were able to deal with visitors as circumstances demanded during the period without making them feel dissatisfied. When a problem arose, we shared information with the Gifu area plant, Sagami plant, and members at the head office. They all made efforts to purchase additional repair parts and make the necessary supplies even from remote places.

5.2 Popularity across Generations

The "Kayaba Playground" booth attracted many visitors.

Although the exact number of visitors to the KYB booth could not be determined due to the crowded booth, at least 4,127 visitors answered the questionnaire. It is estimated that around 12,000 people, including flux visitors, played at and enjoyed the "Kayaba Playground".

The visitors included the press, families of parents and children, college students who are car enthusiasts, and people who just happened to be passing by. We felt that the "Kayaba Playground" concept was effective while we were at the booth.

We received many positive comments, including "I enjoyed learning through different experiences", "it was good fun for a wide range of generations", "I saw what's inside the shock absorber that I normally couldn't see and understood how the KYB product works when I watched the movie comparing vehicles with and without damping force", and "the cheerful booth changed my image of somewhat serious parts manufacturers" (Photo 5).

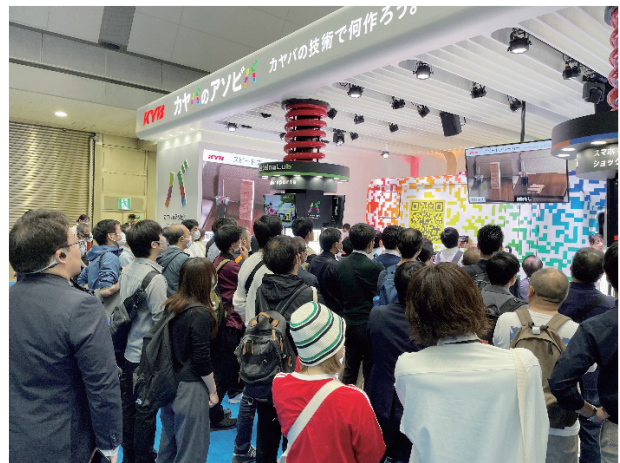


Photo 5 Demonstration of active suspension operation

5.3 Professional

The success of the KYB booth at the JMS could not have been achieved without the advice and cooperation of Quaras Inc. on many processes including booth design and operation.

Quaras generously supported us from the preparation phase to the end of the exhibition period, when we were in the dark about exhibiting at the Mobility Show (formerly the Motor Show) after an absence of six years.

The way the Quaras staff behaved and worked was really professional. We learned a lot and were amazed how they work as professionals while we saw them up close (Photo 6).



Photo 6 Commemorative picture after the end of the exhibition period (members who worked on the last day)

6 Showpieces Still Active after Exhibition

There were many requests internally to take the design wall and showpieces of the "Playground" booth, which were painstakingly created and enthusiastically used at the show.

It was decided that some of the showpieces would be

moved to the company's development center and KYB museum. We hope that the spirit of "Playground" will be passed on to the future.

7 In Closing

We received cooperation and support from many people beyond the AC Business Dept., including Public Relations & Investor Relations Sect., Executive Office

Dept., Head Office, and Basic Technology R&D Center. Thanks to them, we were able to successfully complete the exhibition.

We, all members, would like to express our sincere gratitude.

We would also like to take this opportunity to deeply thank all those who have given us advice from time to time and all those involved.

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