



Press Release

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Toppan Printing Co., Ltd.

Kyoto University

**Toppan Printing and Kyoto University Support Human Resource Development by
Creating a New Methodology Based on Art Thinking**

Supporting human resource and business development with new value creation based on a framework for applying the thinking logic of artists to business

Toppan Printing Co., Ltd. (Head Office: Chiyoda-ku, Tokyo; President & Representative Director: Hideharu Maro; hereafter “Toppan Printing”) and Kyoto University (Kyoto City, Kyoto Prefecture, President: Juichi Yamagiwa) are engaged in a joint project to create innovative social value by combining art and cutting-edge technologies. Based on this concept, the three-year “Toppan Printing Art Innovation Industry-Academia Joint Research Project” was established at Kyoto University Graduate School of Advanced Integrated Studies in Human Survivability (hereafter Kyoto University GSAIS) in May 2019.

As part of the results of this research, we have developed an "Art Innovation Framework™" that connects the way in which an artist thinks (art thinking) to new ideas in business settings. This framework was developed under the supervision of Professor Naoko Tosa of Kyoto University GSAIS (hereafter Prof. Tosa), based on the idea of utilizing the thinking logic that artists demonstrate while creating artwork. This is a new thinking method that aims to create completely new value through its application to business settings.

Utilizing this framework, Toppan Printing has been conducting a human resource training program with the aim of creating new businesses. The two-day training program includes lectures on "Art x Culture x Technology" and visits to various cultural venues in Kyoto. The program began in 2019 and has so far been held four times for selected mid-level managers, with a total of about 100 people participating. As of the end of February 2020, approximately 100 business plans have been developed within the program.

By implementing a human resource development program that utilizes this framework, we aim to develop businesspersons who can create unprecedented new value aligned with a new era.

Applying artists' art creation process based on their thinking (art thinking) to business scenes



■ **Background**

Toppan Printing is driving the transformation of its business model from one based on providing solutions in response to the individual needs of customers to one based on new business creation providing products and services that exceed customers' expectations. Companies today are required to create completely new value beyond existing frameworks in order to respond to drastic changes in society.

Against this background, Toppan Printing and Kyoto University have developed the Art Innovation Framework™, which is a thinking method that links the thinking logic of artists (art thinking) to new ideas in business settings.

■ **Outline of Art Innovation Framework™**

The Art Innovation Framework™ consists of the 5 steps shown below. Based on the way of thinking of artists (art thinking), who have focused on the creation of completely new value, we will create ideas and new businesses by applying art thinking to business settings.

① Discovery	To discover and identify what one believes to be interesting, beautiful, and valuable based on one's subjectivity and curiosity. The main point is that it is based on one's own subjectivity, interests, and sensibilities, rather than on the requests of customers.
② Research	Based on the target or idea identified in the first stage, the person verifies whether similar things or ideas exist and confirms the uniqueness of their own idea. It is important and necessary to confirm that there is no similar thing even from a historical point of view.

③ Development	To find a method to refine the specified target to be original, and to examine its novelty.
④ Creation	To create output. An important factor is that the output should be something that has never existed or that has not been created by someone else.
⑤ Meaning	Finally, to verbalize the reason and meaning of the output so that others can understand and evaluate it.

■ **“Kyoto Field Work”: Toppan Printing’s activities utilizing the framework**

Aim	While studying new value creation through the research on “Art x Culture x Technology” at Kyoto University, take on the challenge of creating new value as a next-generation leader through fieldwork in Kyoto, the center of Japanese culture.
Theme	Creation of new value based on the concept of “Art x Culture x Technology”: To create new value by giving new meaning that comes deep from one’s heart to something that is not necessarily currently recognized as valuable in society.
Duration	Two-day training program was conducted four times in fiscal 2019. (In fiscal 2018 a preparatory program was carried out to develop the framework.)
Organized by	Toppan Printing/Human Resource Development Center; Kyoto University/Prof. Tosa.
Target	Selected mid-level managers of Toppan Printing. (About 25 people per program)
Example	The two-day program includes lectures on “Art x Culture x Technology” by Prof. Tosa and others, visits to museums, temples, and workshops of highly distinguished craftsman, and creation of output based on group discussion.



Snapshots of “Kyoto Fieldwork©” by Toppan Printing Co., Ltd.

■ Future development

Toppan Printing and Kyoto University aim to commercialize the ideas created in the human resource development program utilizing the framework. In addition, we will consider external sales of the human resource development program that utilizes the newly developed “Art Innovation Framework™”.

■ About "Toppan Printing Art Innovation Industry-Academia Joint Research Project"

Within the framework of the Toppan Printing Art Innovation Industry-Academia Joint Research Project established at Kyoto University GSAIS, we are conducting two joint research projects for three years from May 2019 to April 2022.

(1) As research on art content and the development of art technology, the theme of "Invisible Beauty: beauty in nature visualized by advanced technology" is being explored with Prof. Tosa, focusing on Japanese beauty and culture. We are pursuing the social implementation of art by combining the media art created in the project with the expression technology of Toppan Printing.

(2) For human resource development based on art thinking, we aim to develop methods for corporate branding and the creation of new business domains by applying artists' creative processes. Another important issue is the development of art innovation methodology for human resource development aiming for new value creation.