Toray’s Marketing Strategy

Toray Group will make inroads into the global market with its ability to offer comprehensive solutions that transcend the boundaries of its businesses.

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How the Corporate Marketing Planning Division was established, as well as its strengths and structure

Q1 Please tell us the reason behind transitioning from what was the Corporate Marketing Planning Department, to the Corporate Marketing Planning Division that offers an array of functions.

A1 First of all, the market is changing. Toray’s sales and marketing, production, technology, and research organizations, as well as its subsidiaries and affiliated companies, collaborate closely together in each business. However, customer needs are diversifying, including in the areas of mobility and environmental initiatives, and it’s necessary to work at expanding business in a cross-functional manner, not only through vertically segmented marketing according to business, but also in terms of marketing based on Toray’s group-wide solutions. Another point is to stay a step ahead of the competition in providing unique value for innovations in the markets we should focus on, by being quick off the mark in developing optimal materials by combining the superior technological resources in our respective businesses. In addition, we hope to create a virtuous cycle by strengthening external communication about Toray Group businesses and initiatives to raise our profile and gain recognition in various markets, while at the same time improving employee engagement.

Q2 What stands out about the chief characteristics and strengths of Toray’s marketing?

A2 Toray’s sales and marketing personnel, who are also marketers, stand at the front lines of each business to create customer value through materials-driven solutions, or in other words, leveraging our strength in problem solving to dramatically increase customer product value through innovative materials. Toray delivers a variety of materials in desired forms by optimizing the supply chain, from material supply to end products, in response to customer requirements. In particular, we are proud of our information network built up through years of overseas expansion and our operational capabilities in long, global supply chains, which are superior to those of our competitors. Viewing the diversifying market and customer needs as opportunities, the newly established Corporate Marketing Planning Division will support business model reform beyond single material sales by leveraging these strengths, bolstering functions in all business areas and globally, and deepening and extending the value chain.
Q3 In what way do you collaborate with the various departments?

A3 As an area that transcends business boundaries and one should be addressed by Toray Group as a whole, we have newly established the Environment & Mobility Development Center, putting in place a framework for technology development. At the same time, we established the Next Mobility Department and the Environmental Solutions Department within the Corporate Marketing Planning Division. This will quicken the pace of materializing market needs in long-term growth areas from both technology and marketing perspectives.

In Next Mobility, we will propose advanced total solutions combining fibers and textiles, resins, films, electronic & information materials, carbon fiber composite materials, etc., in light of developments in mobility revolution such as electric vehicles (xEVs) and autonomous driving, and in cooperation with regional companies in China, a country driving growth markets, and in Europe, a leader in terms of environmental regulations. Environmental Solutions has established a group-wide review system that spans businesses and promotes strategic planning. In particular, customer needs for the circular economy are rapidly increasing, and we will strengthen our cross-business strategy formulation and implementation functions, including for carbon neutrality, in parallel with initiatives in each business division.

Marketing Strategy

Q4 Please tell us about your marketing strategy initiatives.

A4 In terms of current corporate branding initiatives, Toray is well known in Japan, but its global brand lift* has not surpassed a certain level. However, considering Toray's growth strategy, it’s necessary to elevate this level and strengthen B-to-B marketing overseas. That’s why the Corporate Marketing Planning Division, in parallel with redoubling efforts to improve the value of our corporate brand, has established the Branding & Communications Department to actively communicate to the world the materials and technologies that contribute to society, as well as our approach that Toray Group is endeavoring to achieve its Sustainability Vision through brand communication in line with the business strategies of each division.

*Brand lift: The changing of attitudes through branding advertisements, etc.

Q5 Please tell us about your strategy to raise awareness worldwide.

A5 I believe that appeals for business, products, and technology are not inherently different from one another. Toray's products are backed by advanced technology and reliable quality and should be delivered to customers in the desired form and timing. That makes marketing essential to making an impression to the effect that Toray’s valued products and technology play an important role as elements within customer products. To this end, the newly established Corporate Marketing Planning Division will firmly execute core branding that strengthens efforts to effectively communicate that Toray’s products and technologies support the added value of customer products, thereby raising our profile in the market.

Our branding efforts are ultimately meant to make the appeal that we are a company that contributes to the realization of a sustainable future society by offering optimal solutions under our corporate slogan, “Innovation by Chemistry.” In more specific terms, we believe that this means communicating the excellence of our product and technology portfolio, for example, helping provide clean water and air as well as minimize energy consumption with carbon fiber. We also supply fibers and textiles that combine comfort and innovative functionality to enrich people’s lives. These efforts at communication enable Toray to promote its entire product and technology portfolio, which is built on the wisdom of Toray’s predecessors, and contribute to advanced problem solving for customers and society while globally instilling our support for the future of society.