



## Digital pen experiences in everyday life scenes

Wacom envisions the future where people can reap the benefits of digital pen in every aspect of our lives. This will become possible through both Wacom branded products and pen solutions delivered via OEM customers' products.

for  
daily life

# WINNING HEARTS & MINDS

## Playing a key role in digital pen experience

### How Wacom creates an ecosystem around its technologies

Wacom branded products are not the only things powered by Wacom's technology. It's incorporated in a variety of products to support digital pen-based experiences in the IT, stationery, and education industries, providing added value to products manufactured by our partners and the companies that we serve as an original equipment manufacturer (OEM).



#### Delivering digital pen experiences to the world

There are a large number of the devices that are compatible with digital pens. Digital pen and ink technologies provide experiences that are both intuitive and sophisticated. Generally, manufacturers of stationery products and electronics do not possess such technology. This is where the Technology Solution Business comes into play—embedding Wacom technology into a customer's products so that more consumers get to enjoy Wacom's digital pen-based experiences. In that sense, the Technology Solution Business puts Wacom in the role of an original equipment manufacturer (OEM) for their customers.

Kaelin Chang—Senior Director of Technical Marketing—is based in San Francisco and travels constantly

to Japan, Taiwan, and China. She is responsible for the US and Asian markets, where she primarily handles customers who are computer and smartphone makers while also working to sign on new customers. Chang coordinates with the sales staff to ensure their customers are getting the value they expect based on user insight. Her team—diverse in both race and gender—is composed of members from Taiwan, Japan, and the United States. Members are free to work when and where they choose and are in continuous contact with their customers. If there is one word that best describes the team, it is “persistent.” They will not hesitate to employ the full brain power of the company to develop the best strategy for meeting their customers' demands. In this article, we will be taking a closer look at the Technology Solution Business.

#### Meeting expectations

The Technology Solution Business is essentially a component manufacturer for their customers, but their job is not to simply sell the technology. Rather they provide digital pen-based experiences that employ Wacom's technology. Their job is to make sure that the end product—the digital device—incorporates the digital pen-based experience that best suits that product.

When developing relationships with a product manufacturer, Wacom's assets—accumulated through the company's Branded Business such as technology base, experience, and reputation—will be a big help. Many companies open their doors to Wacom in hopes of providing their customers with *drawing and writing* experiences that cannot be found anywhere else. Digital pens would be customized according to the devices they are packaged with, but what sets Wacom apart is its ability to adapt their digital pens so that they perform just as well in different digital environments. “Our clients do not see us as just another digital pen maker,” says Chang. “They know that by incorporating Wacom technology, they can make their products more appealing to their customers.”

In some cases, Wacom branded products may end up competing with those of their customers. However, in terms of speed and volume, Wacom cannot, on their own, meet the world's expectations for digital pen experiences. Wacom's customers, on the other hand, can provide products in greater volumes and can reach markets outside of the creative fields that are Wacom's specialty. By working with these customers, Wacom ensures that products incorporating their technologies reach a much wider audience. This is why Wacom is not stuck on providing digital pen experiences based in Wacom technology solely through

their own products.

While Wacom is forming partnerships with product manufacturers, they also actively search for development partners that are well versed in cutting-edge technology. They are particularly keen on discovering companies developing technologies that can greatly expand the performance of their digital pens—especially in relation to haptic technology and gyroscopes. “Technological partners are very difficult to find; maybe one in ten candidates qualifies if you're lucky,” says Chang. “You need to meet and talk with many companies until you find that one shining diamond.”

#### The element of surprise

Sometimes, a customer makes a request that initially appears very demanding. Even then, the Technology Solution Business will doggedly attempt to meet this demand; for them, meeting their customers' hopes and expectations is more important than anything else. Customer demands can be difficult, requiring multiple departments to come together to explore a solution. “Often, it requires a completely different development process than what we're used to,” says Chang. “But by being persistent in meeting our customers' demands, we as a team become stronger. And sometimes, a project proceeds by the information and know-how that we provide our customers. So you can say that these projects are learning opportunities for both us and our customers.”

Chang says that the key to

remaining attractive to customers even as Wacom's competitors improve their technology is the element of surprise. This is often delivered by presenting the technology in innovative ways that stimulate their customers' interest. Rita Chen of the Technology Solution Business, who is also responsible for bringing in new customers, says that it is important to help their customers envision the world of digital pens—sometimes with the aid of Wacom's entire brain power. “We need to have our customers feel the depths of the technologies and experiences that only we are able to develop as an own-brand product manufacturer that is entirely focused on the digital pen experience,” she says. “You won't get anywhere if your customer is bored. Our strength is that we can work closely with Wacom team members in many different departments—sales, technical marketing, engineering—to explore different approaches to different customers.”

#### Future-based strategies

One important skill needed by a technology company is the ability to predict trends and visualize the direction of technology. Members of the Technology Solution Business meet periodically with their clients as well as top manufacturers in various industries to exchange opinions on the subject. These discussions help the team optimize their technology development strategies for each client and industry. Demand often takes time to catch up with cutting-edge technology; the Technology Solution Business is focused on acting now so

they can provide these needs when demand arises in the future.

One example of this is the Universal Pen Framework (UPF). In the past few years, Wacom has been busy approaching a variety of companies to build a common ecosystem based on their active electrostatic (Active ES®) technology. Their goal is to create a cooperative framework that even includes Wacom's competitors. The continuous innovation occurring in display development has made something like the UPF more desirable. Interest is already increasing in touch display driver integration (TDDI), in which touch sensor and display driver chips are integrated into a single chip to reduce the cost

of producing touch displays while increasing touch sensitivity. Such advances are making digital pen technologies more attractive to display makers.

Instead of limiting their high-quality technologies to their own products, Wacom wants to create an industry standard that will spread their technology all across the world.

Perhaps we will soon see a day where Wacom's digital pens can be used with every digital device—a dream come true for the company.



#### Remarkable digital pen experiences for all

#### Sayatake KOMINE

Executive Vice President  
Technology Solution Business

Our purpose is to provide remarkable digital pen experiences to a variety of end users. This requires defining the experiences that our users seek in our products and refining our technologies so we can bring those experiences to life. Our organization is highly adaptable due to our focus on hiring and nurturing engineers in a variety of hardware and software fields, as well as our commitment towards developing communal relationships with our partners. There is a theory that digital pens can provide certain types of data related to the way we act and think that other mediums cannot. We are only beginning to explore the business possibilities that such a theory suggests.

Far Left:

#### Kaelin CHANG

Senior Director  
Technology Solution Business

After earning her master's degree in industrial engineering and technology licensing at a state university in Taiwan, Chang in 2007 joined Taiwanese display maker giant AUO. In 2013, she began working at Wacom as a business development manager. After playing a key role in strengthening the technical marketing team at Technology Solution Business, she is now working as team leader.

Left:

#### Rita CHEN

Senior Manager  
Technology Solution Business

Chen joined Wacom in 2014. Her duties are varied and include planning technology solutions, developing new business models, and managing strategic partnerships.



# TECHNOLOGY SHINES THROUGH

Wacom's long-time partners include two of the world's leading device makers: Lenovo and Samsung. The two companies have often joined Wacom in developing new products. We talked to representatives from each company about their joint projects with Wacom.

case\_1

## LENOVO

Adding greater value to digital solutions



**Q. Could you tell us why you chose Wacom as your digital pen solutions partner.**

A: Wacom is a leader in the digital pen solutions field. They are a one-stop provider of high-quality solutions that cover touch-screen controller chips, firmware fixes, test reports, pen module design and manufacturing, verification, device drivers, and centralized purchasing.

For consumer products, Wacom provides high-quality designs and responds rapidly to problems with a high level of technical expertise. As a result, we can ensure a stable supply of products without any concerns about parts availability. Wacom even helps us brainstorm and prototype ideas that are indirectly related to these products, such as digital pen experiences for our users or solutions for improving customer productivity. Their robust support has greatly contributed to the kinds of high-quality solutions we at Lenovo aim to produce—like the ThinkPad.

When we launched the world's first foldable laptop in 2020, we were able to provide a digital pen-supporting display thanks to Wacom's involvement from the early stages of development. We could not have incorporated this feature without Wacom's technological expertise.



**Yasumichi TSUKAMOTO**

Executive Director  
Lenovo Japan

Tsukamoto joined IBM Japan in 2002 before moving to Lenovo Japan in 2005. Since then, he has been involved exclusively in the development of the ThinkPad. In April 2017, Tsukamoto was appointed director of system innovation for the ThinkPad, a position that involved leading development on all ThinkPad products. In 2020, Tsukamoto launched the world's first foldable laptop, the ThinkPad X1 Fold, after five years of development.



**Q. What is the added value that a digital pen brings to a device.**

A: Workplace reforms, hybrid work, and digital education have accelerated digital transformation in the last few years. As a result, consumer expectations for computers have changed, and the way we use computers has evolved. The digital pen is increasingly playing a key role in improving the user experience and customer productivity, whether it relates to videoconferencing, e-learning, or creative work. That means a digital pen can provide much greater added value to Lenovo computing solutions. We and Wacom share a common goal: to create a digital pen that can be used on a variety of devices and that can provide fantastic user experiences on a wide range of apps.

We at Lenovo hope to continue working with Wacom towards improving pen protocols and other aspects of the digital pen ecosystem through the knowledge and influence that Wacom possesses as an industry leader. We also hope we can together develop high-quality, accessible pen solutions backed by a high level of technology.

case\_2

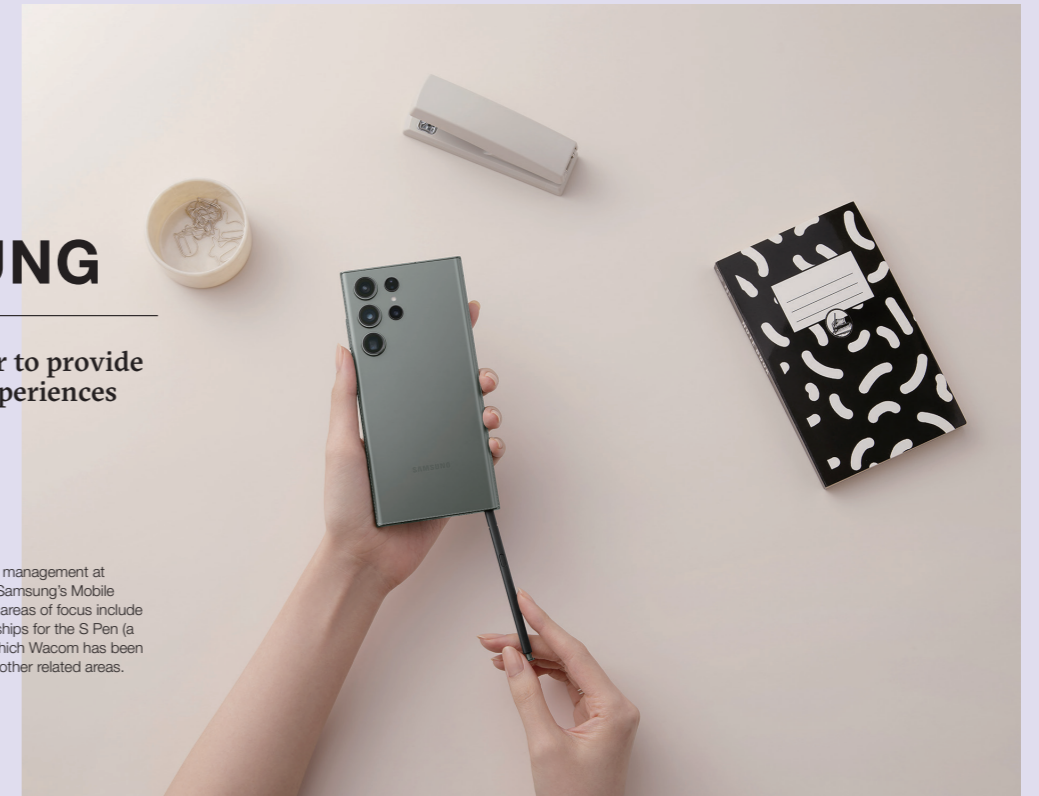
## SAMSUNG

Working together to provide unique mobile experiences

**Catarina CHO**

Senior Professional  
Technology Strategy Group  
Samsung Electronics

Cho is responsible for partnership management at the Technology Strategy Team in Samsung's Mobile Experience Business. Her current areas of focus include strengthening technology partnerships for the S Pen (a digital pen for the Galaxy series which Wacom has been developing with Samsung) and in other related areas.

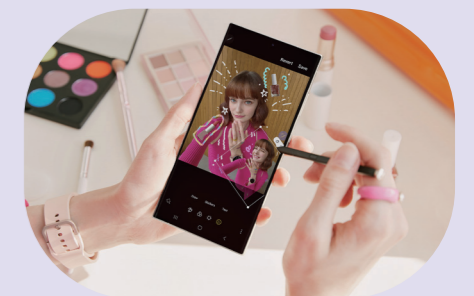


**Q. Could you tell us why you chose Wacom as your digital pen solutions partner.**

A: When we first launched the Galaxy Note back in 2011, we pioneered a new category in the mobile market—the phablet. Combining the characteristics of a smartphone and a tablet, the phablet needed a key differentiator that defined the identity of the Note series. When we decided to pack a small pen within the phone, we needed to find a partner who had the technology for digital pens. This was our first step towards forging our 12-year-long partnership with Wacom. In fact, we at Samsung immediately agreed that Wacom was the only partner who could provide the kind of writing solutions we wanted to implement. To begin with, Wacom's digital pen technology was a proven factor—not just in the patents they registered but also in the many real-life cases of renowned multinational corporations utilizing Wacom products since the '90s. But most importantly, Wacom delivers quality. Quality is one of the core values of our company, which we take very seriously. Wacom understood this, because as the industry leader for digital pen technology, they, too, shared the same values.

**Q. What is the added value that a digital pen brings to a device.**

A: It provides an unrivaled, unique mobile experience. Wacom's digital pen technology is compact enough to fit in a smartphone and provides a seamless writing experience that feels just like writing on paper. The pen needs no charging, allowing anyone to unleash their creativity anywhere and anytime. When developing the Galaxy Z Fold, our foldable smartphone, it was quite challenging to have the screen properly detect the pen signals along the fold. But we managed to solve the problem by using a bit of "magic": we divided the sensor in two. We hope we can continue to expand the world of digital ink with Wacom and that our relationship remains strong ten years from now.



# PROJECTS TO LOOK OUT FOR

case\_1

## Z-kai

Using digital ink to visualize question-answering. A new challenge for Z-kai and Wacom



### Jun WATANABE

System Development Director  
Information Systems  
Z-kai Inc.

Jun Watanabe joined Z-kai in 2001. After working in the company's Educators Department, Education Support Department and Business Strategy Department, he was posted to the New Business Development Department, where he was involved in the planning and release of Z-kai Asteria.

With over 90 years of experience as a leader in correspondence education, Z-kai has always understood the importance of writing in learning. While holding fast to its founding philosophy—"a single practice is worth a hundred lectures"—the company has also shown flexibility in adapting to the evolution of learning environments and technological innovations. Its member students range from toddlers to teenagers preparing for university entrance exams.

When Z-kai began looking for partners for a planned expansion into the digital world, Wacom was an obvious choice, as the two companies share a deep respect for handwriting. "Our initial impression was correct," says Z-kai's Jun Watanabe on the benefits of this collaboration. "Ever since Wacom introduced us to their digital ink technology, WILLTM, our joint research team has branched out into new fields. We have also made use of the ability of Wacom's tablets to replicate the low-tech experience of writing on paper—and the technology that underpins this ability—to come up with new ideas using tablets. Our research in the field of semantics is a prime example."

The first concrete outcome of this collaboration is the Tablet Course. Z-kai's decades of expertise in designing high-quality problems and providing useful corrections is incorporated into an AI program, which is then used in conjunction with personal instruction. The tablet-based learning service, launched in 2021, offers students a streamlined path to mastering course material in the comfort of their own homes.

In the course of their joint research, Z-kai and Wacom have been guided by the two questions of *what* students write on their answer sheet, and *how* they write it. The answers to these two questions are indispensable in providing personalized, optimized teaching to each and every student. For now, the research and development team is focusing on the second question: *how* students fill in their answer sheets. Specifically, the aim is to visualize human thought processes, as this serves as the basis for Z-kai's curriculum design. When a student works through a problem, which part makes him think hard before arriving at the answer? Which part perplexed him or made him hesitate, and in which parts did he proceed confidently? Each student's learning trajectory is recorded in digital ink,

Wacom has collaborated with numerous partners on projects that expand the possibility of digital ink through the development of revolutionary technological products. Here, we will look at a few examples respectively involving Z-kai, Pilot, and mui Lab.



giving researchers insight into these questions.

When marking a student's answer sheet, the instructor not only judges the accuracy of the responses but also deciphers the thought processes so as to provide individualized and constructive guidance. Tracing the student's thought processes allows the instructor to uncover errors in understanding and ascertain why the student may have misunderstood the intent of a question. Finally, the instructor provides feedback in his or her own words before returning the corrected answer sheet. Since Wacom's digital ink technology records not only the lines written by the student, but also the timing, placement, and pressure of the digital pen, the instructor can see exactly how much time was spent on each specific section.

Z-kai and Wacom are attempting to transform this understanding of students' thought processes—that is, the knowledge gained through experience—into collective knowledge accessible to all through digital technology. This digital ink technology also bridges the time gap between when the student writes the answers and when the instructor provides the corrections. The first application of these research results is in a new service named Replay & Heat Map, launched in March 2023. Although the service is being provided as a studying aid, the information that is revealed through the service is also expected to push the teaching skills of Z-kai's accomplished instructors to new heights.

As a company, Z-kai cherishes the values of *fueki ryuko*, or the balance between transience and immutability. This is one of the quintessential aspects of the poetry of Matsuo Basho, who asserted that transience and immutability are not opposing forces. Indeed, some have argued that ever-changing trends—perpetually evolving in the endless pursuit of novelty—are in fact the true essence of immutability. So, what does *fueki ryuko* mean to Z-kai? Watanabe believes that it is a verifiable rule of humankind that true academic ability comes from the repeated act of writing. And in order to uphold this immutable rule, the company must constantly adopt new insights, including cutting-edge technologies, to help children learn. The collaboration with Wacom will surely play an important role in this effort.

case\_2

## PILOT

The writing tools of tomorrow. Pushing the boundaries of drawing & writing

Pilot has long been considered a leader in its field, often being the first to incorporate the latest technologies in its products. By being forward-thinking without sacrificing tradition, the stationery giant has been able to constantly update Japan's writing culture.

Today, the company is making the transition from analog to digital via a collaboration with Wacom that began with the Connected Ink 2020 event. The two companies are exploring the impact of writing sounds on the writing experience as part of a larger project to determine the ideal qualities of a digital pen that can be used for over 8 hours per day (on the basis that this is the average time creators spend on their work every day). "The idea originated from our discussions during Connected Ink," says Junichi Iwami, a sales director at Pilot. "We at Pilot are always exploring ways to provide the ultimate writing experience, which is something that is constantly changing based on the era and social mores. This idea is an example of how we're trying to fuse the analog sensibilities of our past products with the digital sensibilities of today."

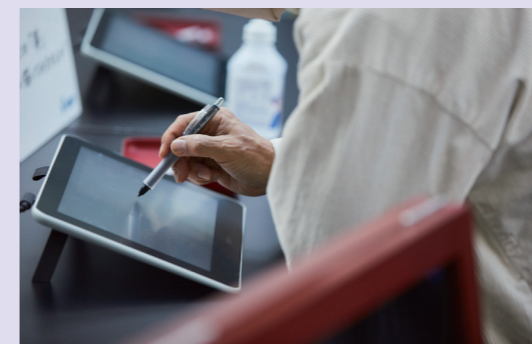
The current project involves combining writing tools and writing sounds in many different ways via digital technology to study the impact that writing sounds have on the way we write. For example, fountain pens and pencils each produce distinctive writing sounds that differ depending on what they are being used to write on (e.g., a notebook or a canvas). It isn't difficult to imagine that these sounds can have an emotional impact on us when we indulge in creative work. Using software, it could be possible to have a single writing tool produce a wide variety of writing sounds. Users would be able to enjoy faithful replicas of analog writing sounds with their digital devices—and perhaps even discover an unlikely tool/sound combination that unexpectedly inspires them.

Future goals include developing a writing tool that can produce the ideal writing sound based on factors such as the user's physical condition, emotional state, level of motivation, and stage in the creative process.

### Junichi IWAMI

General Manager of Industrial Materials Sales  
PILOT CORPORATION

Iwami joined Pilot in 1991. As director of industrial materials sales, he is responsible for leading collaborations with Wacom in the field of digital pens.



case\_3

## mui Lab

Natural-feeling technology that can deepen family history

One company attracting a lot of attention in the world of smart-home is mui Lab. The company's goal is to provide digital technology that blends naturally into living environments. mui Lab's approach involves exploring the relationship between technology and the way humans evolve as a part of nature—drawing inspiration from Calm Technology Design and traditional Japanese aesthetic principles.

Working with Wacom, mui Lab produced *Hashira no Kioku* ("memories on a pillar"). In many cultures around the world, the marking of a child's growth is recorded on pillars or walls around the home. This universal method of recording family memories via height-marking served as inspiration for *Hashira no Kioku*. By digitalizing a familiar tradition, mui Lab wanted to "develop a new form of family communication," says Nobuyasu Hirobe, one of the company's founders.

Designed to look like an ordinary wooden pillar, *Hashira no Kioku* blends right into the home. Anything written on the pillar is recorded and saved as digital ink data—an experience enabled by Wacom's knowledge of digital pens, digital ink, and touch sensors. Furthermore, Wacom's semantic ink technology allows for an analysis of the underlying meanings and references in the handwritten words to be saved along with the digital ink data. This technology will help define the relationship between the seemingly disparate words written on the pillar over the years, as users will be able to revisit the words for years to come, wherever they may be. Over time, new connections or unexpected contexts can be unearthed and cherished by users.

By going beyond searchability and accuracy in relation to data processing, Hirobe explains, one can still discover "new experiences that are hiding in plain sight." There is something heartwarming about rediscovering a forgotten piece of one's family history—like a long-lost memo lying at the back of a drawer or a faded color photograph in an old album. *Hashira no Kioku* is designed to provide a digital version of this experience by adding human context and contextualizing hard data.

### Nobuyasu HIROBE

Cofounder, Creative director  
Mui Lab

After serving as in-house designer, Hirobe proposed the mui board: a wood plank that displays digital information that can make life more comfortable. In his work, he is focused on exploring how information technology can intersect with familiar tactile sensations.



# EVERYWHERE IN DAILY LIFE

## Wacom supports digitalization, whenever and wherever

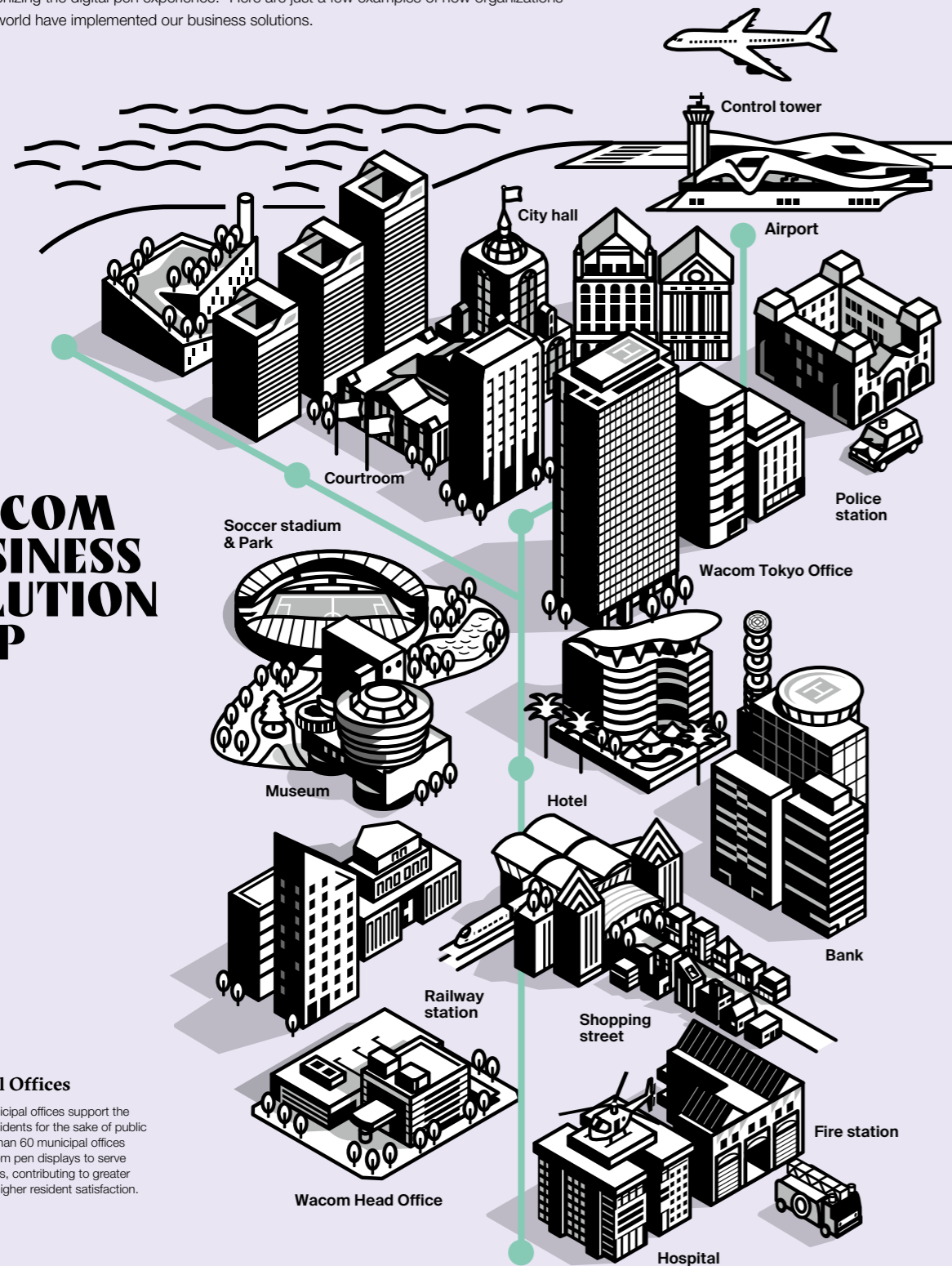
"We at Wacom are committed to having our products incorporated into all aspects of daily life and revolutionizing the digital pen experience." Here are just a few examples of how organizations around the world have implemented our business solutions.

## WACOM BUSINESS SOLUTION MAP

60

### Municipal Offices

Every day, municipal offices support the lives of their residents for the sake of public welfare. More than 60 municipal offices are using Wacom pen displays to serve residents' needs, contributing to greater efficiency and higher resident satisfaction.



1000

### Healthcare Facilities

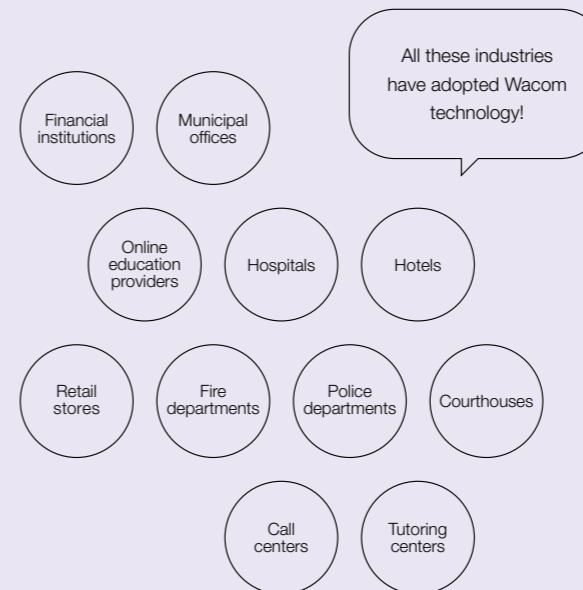
The medical field is one of many industries that are adopting digital administrative tools at an accelerating pace. Wacom pen displays serve many purposes in hospitals and other medical facilities in relation to patient information, medical records, and treatment consent forms. To date, more than 1,000 healthcare facilities are using Wacom pen displays.

800

### Hotels

In the hospitality industry, Wacom pen displays have helped streamline the process of checking into a hotel, allowing guests to input their information digitally instead of needing to write down the information on paper forms. In Japan alone, more than 800 hotels are now using Wacom products.

We live in an era in which digital technologies are evolving rapidly and becoming increasingly widespread. A growing number of services, in both our work and private lives, are going paperless. Driving this shift is the understanding that pen displays and digital pens confer many benefits, including increased work efficiency, simplified procedures, reduced costs, and enhanced security. This global trend also represents an expansion opportunity for Wacom. Its products can be used in myriad applications and industries, from the processing of paperwork at government offices and banks to the facilitation of signing for credit card payments, checking into hotels, and even entering information into patients' medical records. Take a look at some of the industries that have already implemented Wacom products.



And if Wacom successfully facilitates the incorporation of its products into all aspects of daily life and revolutionizes the digital pen experience, the Japanese company can expect to see even more customers turn to Wacom in the future.

## CASE STUDIES Wacom around the World



### OrisLine Dental (Italy)

OrisLine Dental, an IT and software firm based in Milan, provides digitalization solutions for managing dental clinics. OrisLine has streamlined administrative procedures and boosted patient satisfaction by using Wacom DTU-1141B tablets and Wacom Ink SDK multi-display software to digitalize workflows for registering patient information, inputting medical records, and signing treatment consent forms. The company's Italian and Portuguese offices have over 20 years of experience in providing digital solutions to clinics around the world.



### Supreme Court of India (India)

India's e-Courts system was launched in 2016 with the objective of facilitating the implementation of justice and reducing cumbersome paperwork in courtrooms. Wacom pen displays make it possible for judges, plaintiffs, defendants, and court personnel to digitally share documents, materials, and records necessary for court proceedings. Judges can also use their devices to note important information during the course of a trial or hearing. These advanced digitalization efforts have greatly improved efficiency in courtrooms across India.



### Yamanashi Chuo Bank (Japan)

The Yamanashi Chuo Bank was founded in 1941 and is based in Kofu City, Japan. Under its long-term corporate vision as a "value creation bank," Yamanashi Chuo aims to grow into a financial group that satisfies the expectations of all stakeholders by bringing prosperity to local communities, smiles to customers, job satisfaction to employees, and fulfillment to shareholders. As part of its digital transformation, the bank introduced Wacom One 13 pen displays to reduce reliance on paper forms. By going paperless and streamlining teller workflows through digitalization, the bank reduced administrative workloads related to processing paper forms by 65% and significantly improved productivity at branch locations.

# SOLUTION ENABLER

## The World is Full of Potential

### Honing the Powers of Imagination & Social Foresight.

Our daily lives are punctuated with countless moments of *drawing and writing*. Wacom's Business Solution team wants their digital pens and tablets to line up alongside those options. Boasting unique ideas and innovative prowess in addition to a keen insight for the future, the team has been hard at work in the name of materializing a world straight out of a science-fiction story through a process of trial and error.



#### Takashi NAKATSUJI

Senior Director  
Business Solutions Japan

For around 20 years in the Business Solution, Nakatsuji brings Wacom's core technology into a variety of business environments to offer innovative value and experiences to his clients. He is currently pressing ahead with the development of new market demands in the public and medical sectors and focusing his efforts on increasing the value added for customers through state-of-the-art software.

### Always on the Lookout. Wacom's Next Nook

How many times in a day does each of us *draw or write* something? Scribbling down a memo for something that casually popped into your head, arranging your schedule in your calendar or planner, entering patients' information into medical records, checking into hotels, or filling out government documents. When you sit down and think about it, the sheer number of times we *draw or write* may be surprising. The Business Solution sees each of these moments as an opportunity, and they've mobilized themselves with the aim of introducing pen displays, signature pads, and more.

Their mission? The proliferation of Wacom products into any situation possible to add the new "pen experience" to the everyday landscape. "We're always looking for the next 'nook' for Wacom to fit into," says Takashi Nakatsuji, the Business Solution's head of sales and marketing in Japan. He leads a team of sixteen people, including sales, marketing, solutions consultants, and internal sales staff, and is constantly imagining up new ideas to bring Wacom products into society.

The Business Solution began its journey as a pioneer for electronic medical records in Japan. Today, the medical field accounts for around half of its domestic sales, and Wacom's pen displays have spread to regular use in over 1,000 medical institutions (hospitals, university hospitals, etc.), over 800 accommodation facilities (hotels, inns, etc.), and over 60 municipal offices. The Business Solution's job is to secure the adoption of Wacom products to fulfill all kinds of business needs.

When it comes to developing the field of Business Solutions, Wacom

### Leveraging "EXP" to Solve Problems

prides itself on being a "Solution Enabler." Their purpose is supporting their customers, the decision makers. This is for the sake of taking on the mantle of support to create an environment that customers—the decision makers who choose to adopt Wacom products—find conducive to producing results through their systems. As the end users who will actually operate these products exist beyond the decision makers, the two are not one and the same. This is how the team is different from the Creative Solution despite being a part of the same Branded Business.

What the decision makers anticipate from Wacom is none other than a contribution to the business. They expect the Business Solution to contribute not just to the convenience of the end users, but to the decision maker's business as a whole. How can such improvements be made? For that, the Business Solution sketches a hypothesis of how the adoption of Wacom products will improve business efficiency, reduce costs, and simplify business processes; only after that proof of concept has demonstrated its effectiveness will product adoption be secured.

"We have a deep understanding of the businesses who are deciding whether to adopt our products. This understanding is what we value highest. We place the highest priority on quickly grasping the landscape of the industry in which the company belongs and the business processes unique to that industry in order to fully comprehend the value-add required of our products in the workplace.

For that, a thorough consultation is crucial, and we hear from many voices on the front lines of business to figure out what we really need to solve. The best part of working at the Business Solution is the way we can leverage our 'EXP' to identify a company's concerns. Although it's not easy, it's the most interesting part of the job. The value of the Business Solution can be found in the way we make full use of our skills to take on our work. Of course, we also need to keep the burden we impose on the actual users to a minimum. No matter

how much we improve business efficiency, it means nothing if the users themselves can't accommodate it. If all of the applications processes and other procedures that had previously been done by hand on paper were suddenly flipped over into PC-based input, you can imagine how much chaos that would sow among those not accustomed to using electronic devices. In that respect, Wacom is well-acquainted with the world of drawing and writing by hand, and I would say has a significant advantage."

The project continues even after product adoption. Wacom places a lot of value on the delivery of an "experience." Nakatsuji refers to the feedback received from companies who have adopted their products as "a treasure trove of insights." In order to keep the experience up to date, feedback on both the positives and the areas that need improvement must be shared with the development team. Additionally, their track record of achievements becomes a tool for sales within the same industry as well as grounds to promote product adoption. Those precious voices of feedback can only be earned from performance in the field, and as they build up, they raise the persuasive power of the company when it comes to establishing new clients.

### Competitive Imagination. Anticipating Social Trajectories to Seize Opportunities.

When establishing new clients, the Business Solution considers these three points of focus: "industry / industry type," "business uses," and "uses of the standalone digital pen or digital pen and touch function." They remain ever cognizant of their search for an undiscovered frontier where all three of these focuses meet.

"The Business Solution's strongest weapon that we take pride in is our power of imagination. A good example would be when we take an idea and change it so it can apply to a completely different area. Even if it doesn't translate into business immediately, we're able to imagine the world a few years from now and start building relationships with

influential individuals, companies, and organizations within the industry. This is another kind of approach made possible by the power of imagination. In fact, medical professionals with an interest in and understanding of progressive advancements were already using Wacom products even before the legalization of electronic medical records."

In addition to the power of imagination, another key aspect is their ability to adapt to changes in the social environment, especially when it comes to legal reforms. Even in Japan with its culture bound in paper and physical stamps, the shift to paperless documentation is gradually proliferating through various fields, and things like regional elections and real estate contracts are already being digitalized, including the proof of concept cases.

"We are always keeping a close eye on the trajectory of legal reform. Especially in Japan where changes in governance have a huge impact on the private sector, we see the acceleration of digitization in public institutions as a great opportunity. Try to imagine replacing everything you see with a pen display; those are the kinds of opportunities we're imagining. Of course, not everything is about opportunities. For example, let's take the issue of determining an individual's will. You might argue that a written signature shouldn't be necessary to indicate a person's will, but we would find such a claim extremely concerning. Why signatures? Continuing to advocate for the value of a signature while considering both its convenience and cultural aspects is an important job of ours."

This trajectory is common across many countries around the world. Although things like culture and business practices may differ depending on the country or region, the Business Solution as a whole shares the idea that every place that uses paper is a potential opportunity. They draw inspiration from examples in other countries and regions and use them as the "seeds" of future development.



### The 3 Segments of Focus & Envisioning the Potential in Education

The segments that the Business Solution focuses its efforts on are healthcare, finance, and public institutions. Education is the newest to be added to the list. The Business Solution is giving their all in the field of education, but they don't brave it alone—they work in collaboration with the Technology Solution Business and Ink Division. Wacom's primary focus is on the "experience" before the "product." Rather than the adoption of pen displays and signature pads, Wacom sets its sights on the provision of new experiences that center around digital ink technology, such as Semantic Ink (a kind of digital ink that utilizes semantic technology to enable computers to understand the meaning and relevance of information based on its context and background, and to use that understanding to process it autonomously). The Business Solution's sales amount to approximately 4.4 billion yen (for the fiscal year ending in March 2023), which makes up roughly 4% of Wacom's total sales figures (consolidated at 108.8 billion yen). Considering the limitless potential for Wacom products to be adopted all over the world, this leaves plenty of room for that amount to grow even

higher in the future.

When asked what kind of society he wants to create through the use of Wacom products, Nakatsuji raised the future of signatures as an extension of reality. "It would be exciting if we could integrate handwritten signatures with personal authentication systems. In a world of closed systems, it's easy to verify individuals using IDs and passwords. However, each world requires its own authentication system. I'm sure you are all well aware of how much of a hassle that is. I dream of a future where all personal authentication—an individual's declaration of intent—could be indicated using written signatures. A society where a single signature can verify a person's identity no matter where in the world they are. This might be the ideal form of perfection as envisioned by us. (All figures are as of December 2022 unless stated otherwise)