



Case Study

How DENSO Improved Internal Communication in a Speedy Way During COVID-19

DENSO is a global manufacturer of automotive components offering advanced automotive technologies, systems, and products. As a member of the Toyota Group with more than 70 years of history, the company promotes a work style reform by changing management and others' mindset, reforming business processes, and improving the human resource system and information systems. In particular, in response to the changing times, there is a need to improve business processes to speed up decision-making and create a work environment that is not constrained by time and place.

DENSO had been using web conferencing tools so far. With the expansion of the user base as the scope of IT-based operations expanded and the need for further quality improvements to sound, the company had been considering implementing a new conference room system since the end of 2019. In addition, with the commencement of remote working for employees in the Tokyo area in February 2020 for the countermeasure against COVID-19, a web conferencing system needed to be in place for all employees to use.

While multiple services were being considered, "To roll out a single service to 45,000 employees, we had to consider not only the awareness of the service but also its usability, quality, and cost," said Masayuki Naruto, General Manager, DENSO. After a highly successful internal trial in March, DENSO announced the implementation of Zoom Meetings and Zoom Video Webinars across the company on April 1.

Challenge

As a global company, DENSO had been using a web conferencing system for many years. Still, to further innovate their operations, they needed to implement a service that could be used by a broader range of employees. In particular, "We needed a tool that was easy to use and intuitive to use, as it would increase opportunities for employees who

DENSO CORPORATION

Founded: 1949

Location: Kariya city, Aichi prefecture, Japan

Industry: Manufacturing, Automotive Components

Challenges: Unreliable audio quality and operational difficulties of existing systems and the associated high support load

Solutions: Zoom Meetings, Zoom Video Webinars

Business benefits: Intuitive operability and good sound quality reduce both the burden on employees and the support workload. Enabled flexible working styles, including working from home, which contributed to faster internal decision-making. Significantly increased webinar participation.

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- Masayuki Naruto
General Manager at DENSO

are not used to using IT tools or don't have the time to learn how to use them," said Makoto Okawa, Project Manager.

At the same time, audio quality was also important. According to Okawa, with the previous system, "We were able to make calls as long as the person in charge of Information Systems Div.

Digital Work Promotion Dept adjusted the system, but there was an issue of inconsistent audio quality when used by employees who were not familiar with how to use the system. Some of the services we considered had issues with voice control, such as the fact that voices in the distance were picked up by the microphone when we spoke from our seats."

The internal support workload was also an issue. Although we had established an internal help desk, we had to deal with problems that could not be resolved by the help desk, and we had to prepare and disseminate Q&As regularly.

Solution

After a trial, DENSO has implemented Zoom accounts for 45,000 people at 54 domestic group companies and overseas offices in South Korea and China.

"When we were considering the introduction of the system, we were concerned that it had not been adopted by the automotive industry in large numbers, but we dispelled this concern by providing opportunities to experience the high quality and ease of use through internal briefings and trials," Naruto said. "We conducted the trial on nearly all employees, and the results of the post-trial survey showed that more than half of them said it was 'easy to use,' and only 5% said it was 'difficult to use,'" Okawa said.

By the 'Associated Domains' feature, which automatically registers employees in their accounts when they sign up for Zoom, "We've been able to roll

out the system quickly without having to set up a single sign-on, which has been a huge benefit. We couldn't have achieved this speed manually, with up to 2,000 people signing up in one day. We also appreciate the fact that our employees can operate Zoom easily without detailed manuals or support," Okawa said.

Since its implementation, approximately 7,000 meetings a day have been conducted in DENSO using Zoom Meetings. DENSO has the highest rate of working from home among Toyota Group companies. Depends on each department's situation, it has realized a flexible working style that includes working from home during the emergency declaration by COVID19 and afterward.

As for usability, Naruto says, "For example, when a microphone is connected to a computer, it is automatically recognized as the primary input and output source, which I think is another benefit of Zoom's UX, without the user having to make any conscious adjustments. This kind of easy to use feature has reduced the burden on both users and support staff." Regarding feedback from employees, Okawa says, "A common response was 'easy to use and of good quality.' 95% of respondents also rated the stability of the connection as better than before. It was also gratifying to hear people say, 'Good job on your decision.'"

In addition to meetings, the use of Zoom video webinars is expanding. According to Okawa, "In particular, the corona pandemic has spurred a movement to increase the number of internal communications and to invite outside experts to study. The Zoom video webinar has been beneficial, with 200 to 300 attendees for an internal meeting and sometimes more than 1,000 attendees when conducting a seminar by outside speakers. We also use Zoom to hold internal exhibitions and research presentations. We also hold company-wide policy meetings with as many as 2,000 people in a division. Zoom Webinar eliminates the need to arrange a venue and set up and reduces the amount of work for staff, making it easier to hold and participate



in such meetings. In the past, when we held a webinar or seminar for hundreds of people, our department would receive a support request each time, but with Zoom, we don't have to provide that kind of support; it's all done by the users. This has resulted in a five-fold increase in the size of our internal event attendance compared to six months ago."

Results

Naruto says, "We've made progress in raising awareness of the work style reform at DENSO. The introduction of Zoom has contributed greatly to our ability to create a work environment with fewer time and place restrictions and faster decision-making."

Regarding future developments, Hironori Koda, General Manager says, "We are considering expanding the introduction of this system to our offices in Europe and North America. Furthermore, in the future, we will consider the implementation of Zoom Rooms while listening to the needs of our employees, considering that more meetings will be held in conference rooms in addition to using individual PCs of employees working from home."

About the future with Zoom, Koda says, "The relationship between DENSO and Zoom is excellent, and we hope that they will continue to offer their current Zoom service, which is customer-focused and quick to respond, as the company expands."

Zoom helps businesses and organizations bring their teams together in a frictionless cloud environment to get more done. Our easy, reliable, video- first unified communications platform for video, voice, content sharing, and chat runs across mobile devices, desktops, telephones, and room systems. Founded in 2011, Zoom is a publicly traded company on Nasdaq (ticker: ZM) and headquartered in San Jose, California.

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