# Citizen Group Value Creation

This section provides an overview of Citizen's value creation activities in the watches and clocks business.

Citizen recognizes human resources and technologies as its two most important drivers of growth. In pursuing our business model, we aim to augment the brand strength of our products and services and maximize the value we provide to customers, society, and employees.

## Human resources achieving increases in brand value

#### Inventors of the Future

"Invent through creativity."

Imagine new methods, and have the courage to invent.

# Diligent Artisans "Create with passion."

Work with diligent passion, continuing to craft with great skill down to the smallest details.

# People Who Strive for Ongoing Improvement

"Improve through aspiration."

Believe that all successes and failures contain the seeds of opportunity for improvement, and maintain forwardlooking initiative.

#### The Citizen Group's Value-Creation Process

Research and Development

Creating new value requires marketing skills and the ability to develop new technologies. This understanding is at the origin of manufacturing at Citizen.

**Design** 

Designing timepieces requires extreme precision, as impressions are different at the µm level. The Citizen brand personifies the imagination of our designers.

▶▶▶ P.12

▶▶▶ P.11

VALUE







## Augmenting Brand Strength

Production

Success as a company that handles all processes from manufacturing to sales inhouse builds on the accumulated persistent efforts that go into making each component. The result is the Citizen Group's inimitable strength.

▶ ▶ ▶ P.13-14

Sales and Follow-up Services

As our direct point of contact with customers, the sales floor must convey our brand appeal. We aim to provide high-value-added services that stimulate our customers.

▶ ▶ ▶ P.15–16

### Customers

By augmenting brand value, we provide value to customers.

#### Society

By enhancing brand value, we deliver value to society.

## **Employees**

By boosting brand value, we offer value to our employees.

