



azbil Eastern Petrochemical FIELD Company (SHARQ) azbil MIND Azbil Taiwan's solutions deliver high added value to customers in Taiwan by bringing together the capabilities of azbil's businesses and cultivating the market from a new perspective

Feature Sonic Landscape in Japan SHOGI

Sonic Landscape in Japan

SHŌGI

nent's by color: both sides use visually identical pieces. Instead, shōgi pieces are five-sided with two sides forming an "arrow" shape. The "arrow" sides of opponents' pieces always face each other, thereby indicating whose pieces are whose.

The rules involving the use of mochigoma, or captured pieces, make

shōgi different from other chess-like

games. The rules allow players to re-

use pieces captured from their oppo-

nents. This is a concept not seen in

similar games. There are different

theories surrounding the origin of

these unique rules, for example that

they reflect the commercial aspects

of battle, for example the trading of

resources such as gold, silver, hors-

es, and so forth, or that these rules

arose because generals were disillu-

sioned with the loss of life in war and

professional shogi competitors

There are professional organizations

for shogi. Professional players that

participate in tournaments, which are

generally hosted by newspaper com-

panies, are referred to as kishi. At

present, there are about 160 active

began to let pawns (soldiers) live.

as a reflection of Japanese

The demanding world of

player who wished to become a professional dropped out of formal education upon graduation from middle school, apprenticed with a professional player, and trained every day to polish the skills they would need for the career that awaited them. In addition to a base salary (awarded by the Japan Shogi Association) that is linked to their professional rank, professional shogi players earn fees based on the number of official games they play and bonuses when they win tournaments. There are about 12 major tournaments held per year, including seven title tournaments. Tournament winnings range from several million yen (tens of thousands of U.S. dollars) to a maximum of 32 million yen. Top kishi can earn upwards of 100 million yen in a year.

The finals of major tournaments are often held at historic Japanese ryokan (traditional inns) and exclusive Japanese restaurants, and most kishi don traditional kimono. Each player is allotted four to nine hours for each game, which are held in best-of-five or best-of-seven style tournaments. Players can choose to spend long periods of their time considering their next move (a process called chōkō, which literally means "long thought"). It is not rare for a player to spend two hours or more pondering a single move. A single move and the accompanying pachin sound may very well be part of a carefully-considered strategy by that player. Like other sports, shogi is often de-

picted in fiction. It is a common fea-

Silver generals (ginshō) Silver generals can any direction.

If a player is able to move pieces to within his opponent's encampment (called the "promotion zone"), he can choose to "promote" those pieces once they leave that zone Promoted pieces are flipped over Once promoted rooks and bishops are allowed to move like king, while promoted silver generals, knights, lances, and pawns can move like gold generals. Kings, however, like gold generals, cannot be promoted

A traditional Japanese board game

A unique and competitive

shōgi is said to have evolved

from the ancient Indian game of

The game on which shogi is based

or xiangqi, a player's shōgi pieces

are not distinguished from their oppo-

aame with a distinctive

【pachin】 ~パチン

Shōgi is a two-player traditional Japanese board game. The number of people who play shogi at least once a year is estimated to be around six million people. This is significantly lower than in the past, when there were fewer forms of entertainment available to people, but it nevertheless remains one of the most popular board games in the country. Traditional shōgi boards and pieces are made of hardwood. The gratifying sound made when the pieces are deftly laid on the board is often expressed in Japanese with an onomatopoeic word: pachin. Two players enjoying a game of shogi will stare intently and silently at the board, while moving and setting down their pieces in turn: pachin...pachin... pachin. The sights and sounds of a game of shogi are reassuringly familiar to most Japanese.

Japanese background In shogi, the players are initially given 20 pieces, which they move around the nine-by-nine square board in turns. The object of the game is to capture the opponent's king. pachin Like chess, popular in the U.S. and Europe, and xiangqi, popular in China,

chaturanga. Chaturanga is thought to be the forerunner to a number of similar games popular throughout Eurasia, including janggi in the Korean Peninsula and makruk in Thailand. is thought to have been brought to .923 Japan as early as the sixth century. The game then evolved and devel-44 oped the unique set of rules that make it distinct today. Unlike in chess

Shōgi pieces



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rectly forward.

pieces.

Pawns Note: (fuhyō) Pawns can move one space di-



kishi. There are now kishi who are university students, but traditionally, a (kinshō)





move one space directly forward or one space diagonally in

ture in many works of manga in particular. Works that painstakingly illustrate stories of boys and girls cultivating their skills so that they can make it in the unforgiving world of professional shogi have proved especially popular, and as a result there are numerous manga series centered on shogi aimed at a range of generations, from small children to mature adults.

Generally speaking, shoqi is a relatively easy game to get started in.



One often encounters local shoai clubs or just people playing shogi at public park benches and tables. There are also electronic shogi games at most arcades. Typical living arrangements in Japan have changed substantially over the years, but many years ago, the sight of neighbors going head-to-head against one another on their sunlit porches was a weekend fixture. The distinctive sound of pachin...pachin reverberating in the calm weekend atmosphere was akin to an iconic symbol of peace.

Case Study

azbil FIELD

Eastern Petrochemical Company (SHARQ)



Eastern Petrochemical Company (SHARQ)*. located in Saudi Arabia, has upgraded its analog valve positioners to digital ones with communication capabilities in order to improve maintainability of the valves used in ethylene glycol production. As a result, the maintenance workload was greatly reduced. Now that detailed knowledge of valve and positioner condition is available, the company has taken the first step toward realizing "predictive maintenance".

* SHARQ means "east" in Arabic, and the company was so named because it is located in Saudi Arabia's Eastern Province and it is a joint venture with an eastern country, Japan.

A partner supporting petrochemical volume of 5 million tons a year. plants for 30 years

Saudi Arabia by itself makes up most of the Arabian Peninsula and it is the largest country in the Middle East. With the largest oil reserves and oil export volumes in the world, Saudi Arabia's oil resources are the core of its industry and economy. It has been developing oil-related industries such as oil refining and petrochemical as its mainstays.

With its plants in Al-Jubail, one of the world's leading industrial cities located in eastern Saudi Arabia along the Persian Gulf, Eastern Petrochemical Company (SHARQ) was established as a joint venture between Saudi Basic Industries Corporation (SABIC)*1 and Saudi Petrochemical Development Corporation (SPDC)*2 in May 1981. The company manufactures four products: ethylene glycol, linear low-density polyethylene, high-density polyethylene, and ethylene; with a total production

Ethylene glycol production began at the EG1 plant in 1985, expanding to EG2 in 1993, EG3 in 2000, and EG4 in 2009. These production facilities now rank among the world's largest, producing 2.2 million tons per year.

Of these plants, EG1, EG2, and EG3 have adopted Azbil Corporation control valves.

Mr. Al-Ahmadi said: "In the first plant, EG1, we rated the reliability and durability of Azbil control valves and the stability of maintenance parts supply very highly. When we expanded production to EG2 and EG3, we continued to use Azbil products."

Mr. Al-Mutairi said: "When a problem does occur, we only need to give the tag number and, based on that product's delivery date, etc., the correct replacement part is always delivered, which gives us considerable peace of mind. Azbil has been

our reliable partner for 30 years."

Introduction of smart valve positioners greatly reduced maintenance load

At SHARQ, shutdown maintenance*3 is conducted once every three years, at which time valve operation and leakage are checked. Additionally, once every five years valves are overhauled: after disassembly, cleaning, and reassembly, they are restored to like-new condition.

Previously, maintenance personnel made daily inspections, patrolling sites to check the outward appearance of valves; and also checking the degree of valve opening or other aspects of operation from the DCS^{*4}. But checking valve appearance will not disclose small problems occurring inside the valves. In some cases, a valve that previously seemed to be free of problems can suddenly malfunction and affect the manufacturing process.



To eliminate such problems at SHARQ, Azbil proposed replacing the analog valve positioners with communications-capable SVP3000 Alphaplus[™] digital smart valve positioners. SHARQ accepted the proposal and at first introduced the SVP3000 Alphaplus for about 60 valves operating in EG1 in 2008.

Until that time, the analog positioners required assembly and adjustment work that even skilled experts found difficult, such as adjusting spring strength or balancing air supply. But after the introduction of digital positioners, auto-setup can be done using only a screwdriver, and maintenance efficiency has improved-a help in this country of severe summer conditions where the outside temperature can exceed 50°C. Also, digital information, such as the input/output range, output characteristics and malfunction condition of a smart valve positioner, can be entered into Azbil's CommPad[™] smart communicator (a handheld information terminal) and checked in detail while at the actual valve.

Mr. Al-Otaibi said: "Introducing smart valve positioners has reduced the daily maintenance work load and time tremendously. We can understand a device's condition at any time, which has eliminated production line downtime caused by serious valve failure."

SHARQ replaced the rest of the approximately 70 analog valve positioners in EG1 with SVP3000 Alphaplus, as a second step in 2012.

spite of the severe environment, where sandstorms are likely blow, Azbil Corporation's CV3000 Series Pressure Balanced Cage-type Control Valve and SVP3000 Alphaplus Smart Valve sitioner are operating smoothly

Expectation from a new Azbil subsidiary

SHARQ hopes to create a system to further reduce valve maintenance work load, enhance safety and peace of mind on the production line, and strictly prevent the occurrence of valve failure.

To that end, when proposing the use of smart valve positioners, Azbil also suggested the Valstaff[™] control valve maintenance support system. By introducing this system, data from valves equipped with smart valve positioners can be collected by Valstaff, and device diagnosis and decision-making necessary for maintenance can be made quickly and precisely. Also, field instrument conditions can be checked in the control room without going to sites where environmental conditions are severe. Before using Valstaff, SHARQ plans to systematically introduce smart valve positioners in the plants other than EG1.

Mr. Al-Otaibi said: "Valstaff is the ideal product for achieving predictive maintenance. Valve condition can be monitored and the degree of wear can be checked without opening the valve for inspection, which will be a great help by reducing the number of overhauls."

Also, SHARQ is looking forward to the support from an Azbil overseas affiliate, Azbil Saudi Arabia Limited, established in 2013.

Mr. Al-Mutairi said: "Now that the new affiliate is established and a valve maintenance center is to open soon, we are looking forward to Azbil's finely tuned response, such as faster parts supply and expanded service."

Mr. Al-Ahmadi said: "Above all else, with their new operating base near us, we expect that Azbil will create solutions that meet our needs more than ever. We hope that Azbil, as a good partner, will continue to increase its support of our manufacturing activities."



***3** ► Shutdown maintenance

Large-scale inspection and repair work conducted regularly in various production facilities or plants. This is carried out when the plant is shut down for a fixed period of time.

*4 ► DCS (Distributed Control System)

A system that monitors and controls the manufacturing process or production facilities in plants and factories. To achieve even distribution of load, the DCS distributes the functions of each device over a network, resulting in safety and excellent maintainability



Azbil Taiwan's solutions deliver high added value to customers in Taiwan by bringing together the capabilities of azbil's businesses and cultivating the market from a new perspective

In view of the mature market conditions in Taiwan, Azbil Taiwan Co., Ltd., a provider of products, services, and solutions to the building and industrial sectors in Taiwan, has begun to approach the market with a new strategy based on the keyword of energy conservation and life cycle solutions. By delivering services and technologies that leverage the strength of the BA, AA, and LA businesses, Azbil Taiwan is striving to provide customers with the high added value that only azbil can.

Reinforce customer relationships by providing added value to a growing market

he azbil Group has designated the four years of its medium-term plan from fiscal years 2010 to 2013 as the "period of growth," and it is developing business with the objective to contribute to further solving problems at the customer's site. One of the group's key initiatives for growth is the expansion of its global operations. In particular, it considers Taiwan as one of its especially important markets, which has shown stable economic growth in the long term, primarily in the high-tech industry such as semiconductor manufacture.

Azbil Taiwan Co., Ltd. plays a central role in the azbil Group's activities in Taiwan. Since the 1980's, before its establishment as an overseas affiliate (initially Yamatake Taiwan Co., Ltd.), it has been expanding business alongside Japanese companies entering the Taiwan market, and has supplied a multitude of products in both the Building Automation (BA) and Advanced Automation (AA) business domains.

Against this backdrop, Azbil Taiwan was established in 2000, and has since focused on expanding business



Taro Sento President Azbil Taiwan Co., Ltd.

in the factory market. In Taiwan, there are many factories producing raw materials such as thin films for the semiconductor market, including a large number of factories owned and operated by Japanese firms. And the BA business has mainly provided these Japanese transplants with HVAC systems, clean room equipment, and related installation and maintenance.

The AA business also delivers products and services to factories producing raw materials for semiconductors. Furthermore, it has seized the opportunity to provide measurement and control instruments such as valves and sensors, control systems, and maintenance to new factories and extensions to factories producing basic chemicals, which are essential to the industrial infrastructure for the development of the Taiwan market.

Outline a growth strategy tailored to Taiwan's mature market

aiwan, whose rapid economic growth period is over, is now entering the period of economic maturity, similar to Japan. And in a few years, Taiwan is expected to move into a phase of shrinking population. Under these circumstances, largescale capital investments cannot be expected as before, and it will be difficult to develop business by solely taking the traditional approach. So, during the past several years, Azbil Taiwan has begun formulating a new business model and trying an approach from a different perspective than before.

First, in the BA business domain, azbil's business in Taiwan has centered on providing HVAC systems to factories owned by Japanese firms. However, under the keyword of energy conservation, Azbil Taiwan is also expanding business and broadening channels in other markets, such as for general commercial buildings owned by local companies.



Azbil Taiwan has obtained the qualification to carry out ESCO business activities in Taiwan. It is working toward instilling a more aggressive sales style through employee training programs, and also cultivating new local partners and strengthening cooperation with them. Specifically, the company is aggressively pursuing collaborative partnerships with energy conservation consulting firms, manufacturers of building facilities and equipment such as refrigerating equipment, leasing companies as partners in the financing of ESCO projects, as well as major trading companies. Already, Azbil Taiwan is seeing the results of expanding channels through collaboration with such companies, and is winning orders for large-scale projects to provide energy saving renovations of HVAC facilities and to install monitoring and control systems in universities and shopping malls in Taiwan.

Increased awareness of preventative maintenance will give an enormous boost to business

eanwhile, in the AA business domain. Azbil Taiwan is cultivating channels by leveraging its strength of having supplied a multitude of products in Taiwan, from the days of the former Yamatake Corporation. For example, it has been strengthening ties with a major petrochemical company in Taiwan through valve selection, supply, installation, and maintenance; as a result, this petrochemical company is currently using a large number of valves, of which 70 to 80% were pro-



vided by Azbil Taiwan.

Also, like Japan, customers in the industrial sector in Taiwan understand that globalization is necessary for survival, so Azbil Taiwan is employing a strategy of developing business abroad together with the customer. For example, it bolstered cooperation with a Taiwan-based plant manufacturer (and engineering, procurement, and construction (EPC) company) developing its business globally, and is providing full-scale support for the plant maker's projects in China, Thailand, and the Middle East

In addition, Azbil Taiwan has positioned its maintenance business based on the keyword of life cycle solutions as an important business in its strategy. In 2011, a massive fire and explosion accident occurred at a plant owned by a major petrochemical company in Taiwan, which was caused by the plant's inadequate maintenance and safety measures due to excessive cost cutting. As a result, government authorities have strengthened regulations regarding facility maintenance and safety.

In Taiwan, breakdown maintenance (BM) or "repair after breakdown" has been the norm; however, there is an increasing awareness for preventative maintenance, such as TBM*1 and CBM*2. In response, Azbil Taiwan established a valve maintenance center in Kaohsiung City in 2008 to provide finely-tuned maintenance based on Japanese high technology. These days, the center offers local custom-

ers a valve maintenance service for advanced preventative maintenance. This enhancement of the business foundation is expected to be an even bigger boost for Azbil Taiwan, which possesses advanced know how in this field

Furthermore, equipment manufacturers of semiconductors, fuel cells, and flat panel displays are using nonflammable gases such as liquefied natural gas, nitrogen, and argon in their factories; and Azbil Taiwan can provide flow control of gases. In addition to promoting mutual cooperative ties between the BA business (with its factory HVAC expertise) and the AA business (with its factory process control expertise), the company is aiming to further enhance collaboration in the Life Automation (LA) business domain, together with Azbil Kimmon Technology Corporation, which manufactures gas meters in Taiwan.

In Taiwan, the BA, AA, and LA businesses are working closely together, across business boundaries, to deliver services and technologies that leverage their individual strength. Providing customers with services and technologies with the high added value that only the azbil Group can is an important role of Azbil Taiwan.

^{*1} TBM (Time Based Maintenance)

Periodic maintenance and the replacement of parts and equipment in a specified time period, in order to prevent future failure

^{*2} CBM (Condition Based Maintenance)

The replacement of individual parts and equipment de pending on its condition, in order to maintain the facility appropriately and without waste



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Yamatake Corporation changed its name to Azbil Corporation on April 1, 2012.

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