Connecting the present to a richer future

Uniden Holdings strives to unite people and ideas through the power of communication as incorporated in their extensive line-up of wireless equipment, as well as cordless telephones.

Initially founded in 1966, Uniden has been an established international presence for more than 50 years, with outposts in the U.S.A., Australia and, more recently, China and Vietnam.

A company whose strength lies in manufacturing analog, rather than digital, equipment, it is perhaps still best known for its production of cordless phones. However, representative director and CFO Tatsuhiro Muto is keen to emphasize how Uniden is starting to break with its past.

"Our strategy is to focus on high-end models in the niche market, since although consumers generally pay close attention to prices, they tend to concentrate more on quality and technology," he states.

The decision to move away from its conventional product portfolio and focus instead on high-end niche products has, in recent times, led to the acquisition of the South Korean company, Attowave.

Mr. Muto adds: "I think this acquisition can contribute to our future strategy. Labor costs in South Korea are high, but if we manufacture high-end models targeting a particular market, I believe we can make a profit. Rather than simply concentrating on consecutive mass production in Vietnamese factories, we want to try to sell high-end products at a higher price in a specific market."

The Push-to-Talk over Cellular market (POC), meanwhile, offers similar opportunities for growth. Take the rapidly changing automotive industry, for example.

After explaining how radar detectors such as those manufactured by Attowave are value-added products which can be used as options for the Connected Vehicles ecosystem, Mr. Muto turns his attention to POC. "We believe that POC will encourage legacy LMR (Land Mobile Radio) users to migrate to the next-generation Connected Vehicles platform, reducing the operational bur-



den on the user's side. In addition to the push-to-talk functionality, POC devices can be used as a smartphone, significantly changing the way drivers communicate, especially in the public safety, logistics and transportation industries."

Uniden's decision to enter the POC segment is an interesting case study. Though Mr. Muto may be keen to focus on the future, he is under no illusions that Uniden's prospects in the field are linked to the company's name, and in particular its longstanding presence in the U.S.

Having built a reputation for reliability with its conventional product portfolio, Uniden is able to move more seamlessly into new markets and make use of its existing business relationships in public safety and defense-related areas, as well as firefighting and schools.

For a different company, in other words, the move into the POC industry could be intimidating; for Uniden, however, it represents a clear business opportunity. To this end, Mr. Muto has already started to headhunt from major telecommunications companies to ensure that Uniden can achieve its aim of being a major market player.

Looking to the future, Mr. Muto is clear about Uniden's next steps: "The U.S. is our top priority because it is the only country in the world where a population increase can be expected. If we provide highquality products at a certain price, we are sure that we can sell well in the U.S."

If the company's goal is to corner the "space between" the digital and analog markets, then Mr. Muto is not shy in naming a more personal ambition.

By Uniden's 60th anniversary in 2026, he hopes to be a professional, full-fledged CEO. "There are many professional CEOs in the U.S. but not many in Japan," he states. "When I was a university student, I wanted to be the CFO of a company. Hence, I gained significant background experience at university."

And while events have conspired to install him as CEO of Uniden, for now he believes he is better known for his capabilities as a CFO.

Just another way in which Mr. Muto, and Uniden more widely, is seeking to break with its past and usher the company into a brave new future.

