

Starting with a blank page



Thank you for flying with Japan Airlines.

The summer travel season is here. In Japan, families traveling with children may be concerned about summer homework assignments.

Last year, JAL created an Independent Study Sheet to help children learn about sustainability during summer break. The front side introduces “ways to promote sustainability in air travel that may not be immediately recognized” with illustrations and quizzes. The back is blank so that children can illustrate the ways to support sustainability they’ve discovered during their travels at places like airports, on the aircraft, and at their destination. I was worried at first, to be

honest, that it might be too big a challenge, but the children wrote things like, “I left a toy at home because lighter airplanes have lower CO₂ emissions” or “I’ll make friends around the world, so I’m sure there’ll be no more wars.” Their pure-hearted observations were very moving. We also received feedback from parents expressing their surprise and delight at their children’s unexpected insights.

Instead of using the models or instructions that adults typically provide without much thought, perhaps a blank sheet prompted the children to think hard for themselves, looking at airplanes and examining their surroundings with new eyes. Consequently, this process probably helped to expand their

ideas. I feel I have been reminded how important it is to think independently.

Come to think about it, it seems that the more boldly we eliminate our unconsciously held preconceptions and stereotypes when creating products and services, the longer customer loyalty lasts. I would like to encourage our employees to think as freely and take on challenges as readily as children.

We look forward to serving you on your next flight.

由“白纸”萌发的创意

非常感谢您乘坐本次航班。

现在正是放暑假的季节，对于有孩子的家庭来说，也是一个为作业犯愁的月份吧。

去年，为了支持孩子们的暑期学习，JAL制作了“自由研究单”。其正面通过插图和猜谜游戏的方式，介绍了“航空旅行中隐藏的可持续性”，背面则是空白的。旨在让孩子们自由描绘在机场、机舱和目的地等旅行的各个场景中发现的可持续性。坦白说，起初我们担心这会不会太难了，但收到的研究单上写着“飞机变轻的话就可以减少二氧化碳排放，所以我把一个玩具留在了家里”“在世界各地交朋友，这样就不会有战争了”等等，孩子们纯真的洞察力令人感动不已。家长们也在点评中表示，为孩子们意想不到的视角感到惊喜和欣慰。

或许，面对这张没有任何大人预设的“框架”和“引导”的“白纸”，孩子们才拼命思考，以不同于以往的视角观察飞机、环顾周围的事物，丰富的想象力得以自由驰骋。这也让我再次认识到了“自由思考”的重要性。

仔细想来，只有我们敢于打破潜移默化中形成的先入为主的观念和固定概念而创造出来的产品和服务，才能长期受到顾客的喜爱。今后我们也将继续鼓励员工，进行不输于孩子们的自由想象与挑战。

衷心期待您再次选乘日航航班。



President and
Group CEO

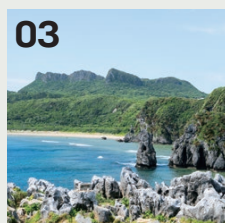
**TOTTORI
Mitsuko**

Born in Kurume, Fukuoka in 1964. Joined JAL in April 1985 as a cabin attendant. Appointed vice president of the Cabin Safety Promotion Department in 2019, executive officer and senior vice president of the Cabin Attendants Division in 2020, managing executive officer and senior vice president of the Cabin Attendants Division in 2022, senior managing executive officer and senior vice president of the Customer Experience Division in 2023, and representative director, senior managing executive officer, and group chief customer officer (CCO) in June 2023. Assumed her current position in 2024. Loves listening to music and watching historical dramas.

鸟取 三津子 1964年出生于福冈县久留米市。1985年4月进入本公司（客舱乘务员）。2019年任客舱安全推进部部长，2020年任执行董事 客舱本部长，2022年任常务执行董事 客舱本部长，2023年任专务执行董事 客户体验本部长。同年6月就任代表专务执行董事、集团CCO，2024年起担任现职。爱好是音乐鉴赏和日本大河剧（长篇历史电视连续剧）。

ILLUSTRATION: YAMAMOTO YUKO

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* Page numbering is reversed in the Japanese Section. Magazine information is subject to change.

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