

Harvard Business Review

76 The New Analytics of Culture

60 Competing in the Age of AI

102 The Elements of Good Judgment

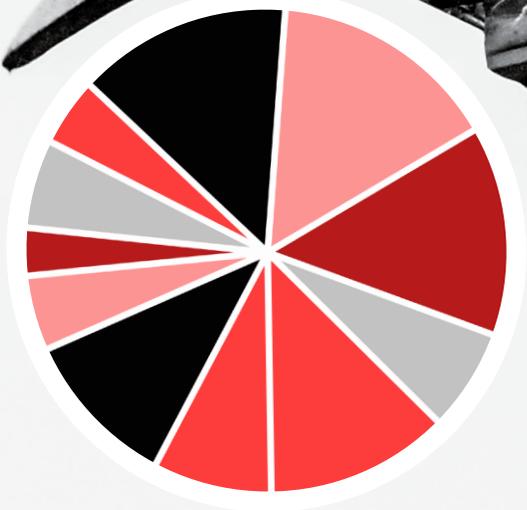


HBR.ORG
January-February
2020

When Data Creates Competitive Advantage

...and when it doesn't

94



Changes for the Better: Mitsubishi Electric's Next 100 Years Growing in Line with Human Development

Mitsubishi Electric has been at the forefront of Japan's technical ingenuity and product innovation from our founding in 1921. Since the introduction of our first hit product—an electric fan for consumer use—Mitsubishi Electric has created a long list of groundbreaking new technologies that have shaped our business fields all around the world.

The year 2021 will mark the 100th anniversary of our company, which has become a suite of independent companies that are active in almost every sector of industry worldwide, ranging from utility systems and consumer electronics to semiconductors and space technologies.

As we look forward to the next 100 years, Mitsubishi Electric is focused on becoming an environmentally advanced company that can realize our “conglomerate premium,” leveraging the unity and diversity of our 12 business units (see graphic

below) around the world, to enhance the quality of life in our society and achieve sustainable growth.

We know that as an integrated electronics and electrical manufacturer, we can address challenges like climate change, the growth of sustainable cities, and clean energy while at the same time generating value through technological and business synergies. Under our “Environmental Sustainability Vision 2050,” we will work on climate change countermeasures, resource recycling and natural coexistence.

We signed the UN Global Compact in May 2018 to promote CSR activities that align with the international standard. Now, with our Global Only One strategy, we are focused on using our technological development at the global level to offer solutions to the grassroots level so that we can contribute to the sustainable development goals (SDGs).

In order to develop the right products and solutions, Mitsubishi Electric carried out fact-finding missions to gain insight into explosive social issues in each region and country. We addressed these issues through our best disruptive innovation solutions in an effort to facilitate growth according to four economic development stages: 1) underdeveloped developing, 2) emerging, 3) newly industrialized, and 4) developed economies.

With this understanding of the unique needs and challenges in each country/area, we have built a regional strategy that allows us to tap our wider global portfolio of the company group and the expertise accumulated over 100 years to solve social issues and accelerate economic growth in each country. As a global general electronics and electrical manufacturer, we believe we are in a unique position to provide solutions, in one stop, geared to each region's social issues and development stages.

Mitsubishi Electric Focuses on a Wide Range

Infrastructure



Clean & safe water

Stable Water & Electricity

Industry



Productivity improvement & labor optimization

Generating Employment Opportunities Manufacturing Evolution



Water resource management



Labor saving & automation



ENERGY
SYSTEMS



VISUAL INFORMATION
SYSTEMS



PUBLIC
SYSTEMS



COMMUNICATION
SYSTEMS



IT SOLUTION
SYSTEMS

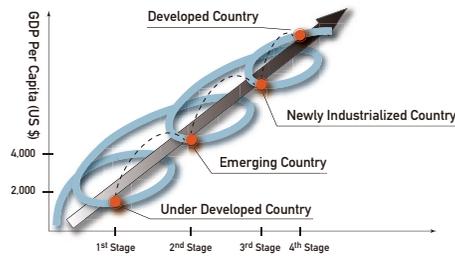


FACTORY AUTOMATION
SYSTEMS



SEMICONDUCTORS AND
DEVICES

As countries face challenges around industrialization and urbanization, our solutions are focused on four pillars of social issues: “Infrastructure,” “Industry,” “Mobility,” and “Life,” as detailed in the graphic below.



Our company is already a leader in innovation and sustainability. For instance, the efficient use of energy has grown in importance globally. Consumers are conscious of not only their utility expenses, but the impact on the environment when selecting home appliances such as air conditioners and heating systems.

As a leading air conditioning system manufacturer that has long strived to

provide comfort in a sustainable manner, we ensure that our products are at the forefront of energy efficiency. The Air to Water (ATW) Heat Pump System, which has been installed in homes across Europe and in other regions, exemplifies our expertise. It is markedly more efficient than traditional boiler systems that use electricity, gas, or oil. With conventional boiler systems, one kilowatt of input energy yields less than one kilowatt of output energy or heat. Our system uses a heat pump that can produce two to five times more heat in a hot water boiler by absorbing heat from outdoor air.

We are also innovators in transportation. The motor that propels a train can be used to generate power when it is slowing down or stopping, and this power can be transformed and used elsewhere as electricity. Mitsubishi Electric has developed advanced equipment to harness and share this power—called “regenerative power”—so it can be used not only by other trains when they accelerate, but in station buildings as well. It is realized with our in-house power device “IGBT.” Today our Advanced Power Technology for Trains can greatly reduce the

massive energy requirements of modern-day railway systems.

As we approach our 100th anniversary, our goals are both to become a group company that responds to the demands of our era and to achieve a higher level of growth through continuous innovation. It is boosted through the advantage of our “conglomerate premium.”

To realize a society that is simultaneously “sustainable” and “safe, secure, and comfortable,” we are committed to delivering satisfaction to all parties related to us, including society, customers, shareholders, and employees, while at the same time nurturing sound growth.

The Mitsubishi Electric Group hopes to build a better tomorrow by contributing to the creation of new societies, industries, and lifestyles. For more information, visit Mitsubishi Electric’s website at www.MitsubishiElectric.com.



of Innovation to Create a Sustainable Future

Mobility



Improvement of traffic congestion

Fast & Safe Mobility

Life



Quality of life

Healthy & Comfortable Life

Enriching people’s lives with smarter mobility

TRANSPORTATION SYSTEMS

SPACE SYSTEMS

AUTOMOTIVE EQUIPMENT

Sustainable comfort to the corners of the earth

AIR CONDITIONING SYSTEMS

BUILDING SYSTEMS



Written and produced by Angelia Herrin,
Special Project and Research Editor,
Harvard Business Review.