COO Message

Creating a Growth Story for the Next 10 Years with the Lumada Business at the Core

Keiji Kojima
President & COO

Hitachi’s business can be separated into three main categories: IT, projects, and design/manufacturing. Management must be simple to ensure the efficient use of assets characterized by different risks and growth mechanisms. Acting with speed is also crucial in achieving continued growth that keeps pace with changes in the world at large. Finally, the effective use of digital technologies in management is key to increasing speed.

The structural reforms that Hitachi has implemented have been executed to achieve global growth. We are promoting integration with overseas companies that have recently joined the Hitachi Group, including Hitachi ABB Power Grids and GlobalLogic, and we are making a full-scale shift toward management from a global perspective. We are building an emotional structure that will enable us to demonstrate effective Group synergies, while at the same time preserving the speed and culture of a top global company. To do this, even as we press forward with the globalization of existing Head Office functions, we will further accelerate growth by establishing smaller global corporate functions in each region to complement those Head Office functions.

Moving forward, what are the main markets and fields where you expect to see the most growth in the Lumada business?

The markets where I expect to see the most growth are North America and India. North America—particularly the United States—is investing aggressively in infrastructure, and various domestic industries are seeing a recovery, so I see this as a growth market with huge potential. India, which has become the world’s largest source of digital talent, is also a key area that we approach alongside North America as we work to expand the Lumada business. Japan also has many companies that create outstanding products, so I think this market has great potential as well. The sectors that demonstrate the greatest growth potential include the Industry sector and the Smart Life sector, especially the field of genetic engineering, which includes regenerative medicine and iPSC cells.

In closing, please tell us President Kojima’s guiding principles, and give us a message for stakeholders.

Hitachi’s core principle of contributing to society through the power of technology remains unchanged. With that in mind, I will continue my unwavering efforts to maintain a bird’s-eye view of all technological innovation as it unfolds—not only Hitachi’s technologies but also technologies in completely different fields—and to constantly monitor those trends. This approach has been shaped by my own pride as a researcher.

I can declare without fear that we will undoubtedly achieve our goal of recording “10 years of growth” moving forward, and I will embody in my actions the motto “Always follow through on your promises,” which I once saw displayed at the Central Research Laboratory and which has become a central part of my philosophy. During this coming decade of growth, one major theme will be to enhance returns to all stakeholders, including shareholders, investors and employees. My goal is to gain people’s understanding and support by communicating my own thoughts on matters such as growth strategies and to comment on the progress of those strategies in a transparent and easy-to-understand way.