

Marketing

## Differentiation Essential to Achieving Substantial Sales Growth

### Ana Paulina Velazquez

Brand & Marketing Director  
Mitsubishi Motors  
de Mexico S.A. de C.V. (MMDM)

One of our key goals under the mid-term business plan, “Challenge 2025,” is to achieve significant sales growth. We are currently working toward a 40% year-on-year increase. Mexico tends to be a very competitive market, and it is becoming even more so. Around 2020, 22 car brands were competing in Mexico, but since then more Chinese brands have entered the market. In 2024, there will be 46 brands competing with each other, 25 of which are Chinese brands.

To meet our targets, we must differentiate ourselves in this highly competitive field, so we are marketing our products with the utmost “Mitsubishi Motors-ness.” We appeal to our customers in a way that satisfies their mobility needs and arouses their sense of adventure. In addition to new car sales, we are working on strategies involving after-sales service. We are particularly focused on our customer experience strategy. Here, we seek to ensure that our customers are

satisfied with their overall experience with Mitsubishi Motors through attractive products and excellent service, and to maintain their loyalty. Through such initiatives, we strive to differentiate ourselves and ensure that our customers have an enjoyable experience throughout the entire time they use a Mitsubishi Motors vehicle.

In addition to significant growth in sales, I have another goal that motivates me to work hard at Mitsubishi Motors—the proliferation of electrified vehicles. Electrified vehicles will be an important way to reduce pollution in Mexico, and I believe Mitsubishi Motors is a dependable brand that can achieve this.



Employees at MMDM

## We are pursuing quality that exceeds expectations to ensure growth in sales volume.

### Ritsu Imaeda

President  
Mitsubishi Motors Philippines Corp.  
(MMPC)

MMPC, which has around 1,400 employees, is engaged in the manufacture and sale of automobiles and boasts the second largest market share in the Philippines. Currently, sales volume in the Philippines is growing dynamically, and this is one of the most important markets for Mitsubishi Motors.

Since I took office, I have been working to strengthen our quality-related systems. Quality requires a multifaceted approach, incorporating manufacturing quality, sales quality, and service quality. To sustain the growth in sales volume we have experienced in recent years and to grow further, it is very important to achieve quality that exceeds customer expectations. We will pursue quality that increases customer satisfaction in each process from sales to service, including improvement activities focused on customer service at dealers.

From a sustainability perspective, we also want to continue contributing to the development of

Sales



the Philippine machinery industry and the local economy through our business. In 2023, Mitsubishi Motors celebrated its 60th anniversary in the Philippines. We have overcome a number of difficulties during this period, including the Asian currency crisis and the global financial crisis. We are proud of the fact that we have been able to surmount these challenges and continue to manufacture and sell our products in the Philippines, which has contributed in no small measure to the fact that we have the second largest market share and are well accepted in the market. We value this trend and

will continue to do our part, including by supporting the technological growth of our employees and our approximately 60 suppliers.

In closing, I would like to note that even though Japanese cars account for about 80% of the Philippine market, we cannot rest on our laurels. Filipinos have a strong affinity not just for cars, but also for the Japan brand. In order to further enhance our presence, we must not only promote the value of Mitsubishi Motors, but also make contributions that incorporate the appeal of the Japan brand value.



Xforce unveiling ceremony





**We promote human resource strategies that encourage new value creation.**

### Akihito Imai

Assistant Division General Manager  
Human Resources Division

To support the fulfillment of our mid-term business plan, Challenge 2025, we have established a Human Resources Development Council consisting of the president and other members of the management team to promote HR strategies that are linked to management strategies. The council is developing specific measures after clearly identifying gaps in human resources. Specifically, to meet current gaps we are striving to thoroughly implement the "MMC WAY" HR philosophy. We are working on human resource recruitment and retention, HR development, organizational development, and DE&I, with a focus on improving quantity and quality.

To ensure the thorough implementation of our HR philosophy, each year we hold workshops at our workplaces based on the MMC WAY, which we updated in fiscal 2022. We have introduced an evaluation system to measure the degree of embodiment by conducting behavioral evaluations based on the new MMC WAY. To secure and retain human resources, we are working

to revise our personnel structure and strengthen the recruitment of new graduates and career workers against a backdrop of new technology development and new business initiatives. In human resource development, we are enhancing management training to strengthen organizational management and guidance and development. We are also stepping up the development of next-generation leaders by introducing a selective training program (Leadership Development Program). For general positions, we define the ideal human resources for each function and job classification. On this basis, we have established an assortment of training programs to provide detailed human resource development. We provide career support for young and mid-career employees through the Global Career Development Program (GCDP), a training program for employees dispatched overseas through mutual personnel exchanges with overseas affiliates. We also conduct engagement surveys to monitor and verify

the effectiveness of company-wide and departmental initiatives, and develop organizational development support programs to cultivate a vibrant workplace.

Based on the "Three Principles," which are positioned as the basic principles common to the Mitsubishi Group, as well as our "Vision," "Mission," and the "MMC WAY," we are proud to work for Mitsubishi Motors, and we are committed to supporting the career development of diverse human resources who respect each other and take on the challenges of change. We are also working to create an environment that encourages the success of each and every one of our employees.



Global Career Development Program (MMTh)

**Embracing a Five-Step Approach to Challenge 2025**

### Madelene Nieves

Vice President  
Mitsubishi Motor Sales of  
Caribbean, Inc. (MMSC)

I currently oversee the operations of MMSC, which comprises a local distribution center and 19 dealers. My role is to enhance delivery and dealership operations, as well as to improve the customer experience and enhance the brand image. To realize Challenge 2025, MMSC has adopted a five-step approach to the transformation process.

The first step is employee engagement, organizational reform, and diversity. A few years ago, we started engaging employees in the transformation process to embed Mitsubishi Motors-ness, a customer care approach, and social responsibility. Now, our employees understand our role in the transformation process, and our organization is moving from a traditional business model to a customer care approach. Also, we are demonstrating diversity. In a traditionally male-dominated industry, 43% of MMSC's employees and 55% of managers are women.

The second is dealers' holistic business approach. To encourage



this change, MMSC has introduced a "scorecard" that highlights dealers' overall improvements in operational areas.

The third step is brand image enhancement. In pursuit of "Mitsubishi Motors-ness," we are creating digital content that promotes new experiences related to Mitsubishi Motors products. We are offering test drive experiences and reinforcing exhibitions to expand touch points.

Fourth is enhanced compliance. We have created a Compliance Division and are reviewing and revising poli-

cies and procedures, internal controls, contract management, and decision-making process management.

The fifth and final step is contribution to a sustainable society. In 2023, MMSC launched "Mi Society," a social responsibility program. Specific actions are to foster the island's economic development, promote land protection and natural resource conservation, and underpin health and well-being initiatives.

I will continue to make a social contribution through these transformation processes.



MMSC's CX Workshop





**Delivering Quality  
All Over the World  
from MMKI**

**Oktobriyanto**

Manager  
Mitsubishi Motors  
Krama Yudha Indonesia (MMKI)

Undeniably, the key to successful production activities is quality. We are confident that MMKI's products deliver the high quality that satisfies our many customers.

The support of all departments and suppliers is crucial to maintaining consistently high quality. For this reason, we are striving to deepen communication and strengthen cooperation among departments, and suppliers not only those involved in production, but also those involved in the next stages, pre-delivery inspection, dealers, and all processes up to the delivery of the vehicle to the customer.

Under our mid-term business plan, "Challenge 2025," our top priority is to meet production targets and improve quality, and we have set quantitative goals. Our quality department has a strategic role in achieving these goals and my challenge is to do my best to meet them. So, as I mentioned, we have put in place a system of close infor-

mation exchange and deeper communication to address quality issues step-by-step. Specifically, quality is discussed daily at three on-site follow-up activity meetings, at the weekly quality review meeting, at the monthly quality review meeting, and at the daily vehicle audit follow-ups. We implement measures to prevent defective products based on close communication at each meeting. In the event of a defective product, we respond promptly, conduct investigations in parallel, and introduce permanent measures to



address the root cause.

Ultimately, in fiscal 2023 we produced approximately 143,000 vehicles. Our defect rate for the first three months after new vehicle launch was 1.0 (below the target of 1.6). We are pleased to have met our production target, improved quality, and delivered high quality products to customers in more than 50 countries and regions around the world. We will continue with these activities so we can surpass the targets set under Challenge 2025.

**We contribute to  
the environment  
and safety through  
liaison activities in  
the ASEAN region.**

**Kazuhiko Watanabe**

Division General Manager  
Development Management Division

The Development Management Division consists of Development Management Department, which manages workload, facility, and development budget to support development, and Certification & Regulation Compliance Department, which investigates regulation information from around the world to support vehicle development in compliance with regulations and works to obtain certifications.

One of our unique activities is our technical liaison activities in the



ASEAN region, where we proactively strengthen communication with local governments and ministries to build win-win relationships that contribute to the environment and safety of the country or region.

For example, ASEAN countries tend to specialize in battery EVs to enforce environmental regulations and promote electrification. However, we understand that HEVs and PHEVs will also be important for some time in the promotion of electrified vehicles. We share this under-

standing with governments, and encourage them to consider supportive policies on an ongoing basis.

In addition, a survey of the needs of customers, governments, and ministries in the ASEAN region has shown that, in addition to reducing CO<sub>2</sub>, reducing traffic fatalities is also an issue. In response, we have been planning and implementing activities in the area of road traffic safety in collaboration with industry, academia, and government.



**Energy Security & Carbon Neutrality Seminar in Indonesia**  
(Sponsored by the Bandung Institute of Technology)

At the November 2023 conference, we participated in presentations and panel discussions on the current status and challenges to achieving carbon neutrality and energy security.



**Thailand Road Traffic Safety Forum**  
(Sponsored by the Thailand Accident Research Center)

At the forum held in March 2024, we participated in a presentation and panel discussion on the current status and future vision of traffic accident data analysis, including fatal accidents involving motorcycle riders, which are characteristic of the ASEAN region.