

# Panasonic

# **COMPANY ANALYSIS**

# PANASONIC CORPORATION

TECHNOLOGY ENTREPRENEURSHIP (ENT600): CASE STUDY

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#### **EXECUTIVE SUMMARY**

Panasonic Corporation is a Japanese brand company that focusing on electric product. In this case study, I was given an opportunity to do analysis on this company that manufactured the same product that I interested to develop. Even though this company have many types of product, I would like to focus on their cooking products. The product that I want to develop is Juice Maker which blender and extracts juice from fruits, vegetables, herbs and others.

In this case study analysis, it is focusing on the cooking products by Panasonic to be analyse, investigate and identify along with their current problems and figure out a better solution that can be implemented in the company to improve the existing system in business development growth. There are several competitors that faced by Panasonic company such as Toshiba, LG and others. Due to this, Panasonic has to do more strategies in order to be a great company. Therefore, some analysis and implementations have been done for the blueprint. Moreover, SWOT analysis also have been drew out to enhance the strength, weaknesses, opportunities and also threats that Panasonic company has and also to find initiative and solutions to improve the company.

# 1.0 INTRODUCTION

#### 1.1 BACKGROUND OF STUDY

Cooking products or kitchen equipment is a great tools in maintaining the cleanliness in the kitchen. Some of the equipment could help the cooking process became smooth and neat. Cooking equipment specially made for such, and they are designed to be mess-free as well. There are many types of cooking products that exist in this world for example kettles, microwave, mixers, food processor, blenders, juicers and other. Juicers which is one of the cooking products have make people life become easier as it is effective and useful to extract juice from fruits and vegetables. Juicer first invented was in 1920s by Dr. Norman Walker. He invented the first juicing machine and made juicing become more widely available. His juicing machine called the Norwalk, grates and squeezes fruits and vegetables. The pulp is then placed into a linen bag and presses with a hydraulic press. Around mid-1950s, the first juicer or blender for home use was invented. Nowadays, many companies has produce juicer with improved advancement and technology that can be used by all people over the world for cooking purpose especially in juicing.

## 1.2 PROBLEM STATEMENT

Nowadays, the market of juicer in every different company is quite wide and its function on every types of juicer are almost the same. The only different on the products is the brands and some improvement on the technologies that applied in their own product. Clearly, the function of juicer usually used for juicing and extract juice from fruits and vegetables. The problem happened when customers want to use the juicer that is not heavy weight and also have the function of calories counting and so on.

# 1.3 PURPOSE OF THE STUDY

The purpose of this case study is to improve and refine the quality of Panasonic products, mainly their cooking products by analysed and identify the problems that the company have and giving solutions as regards of their problems. Therefore, I will examine the chance for constructing new advancement products in order to determine whether the product have a potential to be market or not.

#### 2.0 COMPANY INFORMATION

# 2.1 BACKGROUND COMPANY

Panasonic is a major Japanese brand company for electric products manufactured by Panasonic Corporation. It was founded by Konosuke Matsushita in 1918 as a light bulb sockets manufacturer. Panasonic Corporation, formerly known as Matsushita Electric Industrial Co. Ltd., and headquartered in Kadoma, Osaka, Japan. Matsushita, founded the company to manufacture an electric plug that he had invented in the 1920s. Guided by his great business management and philosophy, the company grew to become the largest Japanese producer of electronics. In 2007, Panasonic is one of the Worldwide Top 20 Semiconductor Sales Leader and was ranked the 59th company in the world by Forbes Global 500 (Panasonic, 2019). The company changed its corporate name from Matsushita Electric Industrial Co. Ltd. to Panasonic Corporation on January 10, 2008. The Panasonic brand name was used for the first time in 1955 for audio speakers and lamps. Before, the company has sold products under several other brand names such as "National" and "Technics" during its history. Panasonic's first global tagline which is "Panasonic ideas for life" was launched in May 2003. The brand slogan had changed to "A Better Life, A Better World" in September 2013 for a better illustration of the company vision. Panasonic offers a wide range of products and services including electronic components, telecommunications equipment, automotive systems, industrial equipment, and also nonelectric products such as home renovation and construction. Nowadays, Panasonic's operations are organised into seven domain companies such as Appliances, Automotive, Life Solutions, Connected Solutions, Industrial Solutions, and two overseas branches superintend the businesses in the Asia and United States.

## 2.2 ORGANIZATIONAL STRUCTURE

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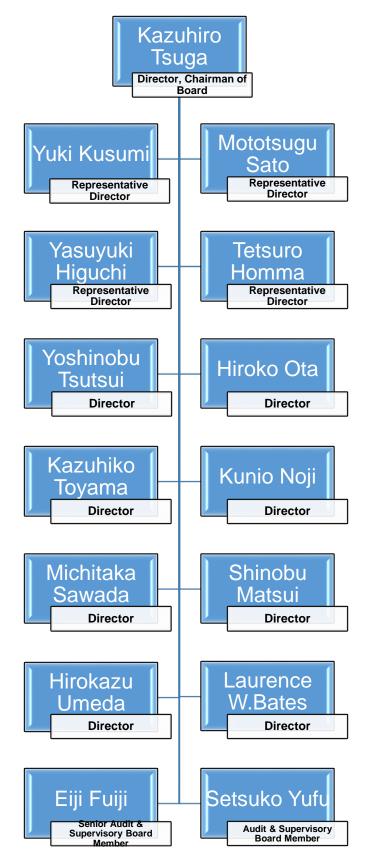


Figure 2.2 Organizational Structure of Panasonic Company

# 2.3 PRODUCTS / SERVICES

Panasonic produce variety of products which can be classify into 8 type of product. In every type, they consist more than 40 products. Here are some examples of every type of products.

Type of Product	Name of Product	Description
1. TV & AV  Television Audio Blu-ray & DVD Player Headphone	Epic OLED Movie Performance with Elegant Design TH-65HZ1000K	65" / 4K ULTRA HD OLED / Ultra Bright Panel / Hexa Chroma Drive PRO / HDR 10+ / Dolby Vision <sup>TM</sup> / Dolby Atmos® / Cinema Surround Pro / Smart Features - Netflix, YouTube, Alexa, Mirroring
	SC-UA90GSX-K	Woofers that throb. Dynamic audio that stirs the emotions. And a stylish silhouette that accents any room. The UA90's unparalleled quality and powerful performance let you connect with those you love.
2. AIR SOLUTIONS  Air Conditioner  Air Purifier  Ceiling Fan  Ventilating Fan  Stand & Table Fan  Wall & Ceiling Fan  Air Curtain  Accessory	3.0HP Premium Inverter R32 AERO Series Air Conditioner with nanoe-GCS-U28VKH-1 (3.0HP)	Wall-Mounted Premium Inverter Aero Series:Inverter, iAutoX, AEROWINGS, nanoe-G, R32 Refrigerant, 5-Star Rating.



		<u></u>
<ul> <li>Blender &amp; Hand Blender</li> <li>Juicer &amp; Slower Juicer</li> <li>Thermo Pot</li> <li>Food Preparation</li> <li>Breakfast Appliance</li> <li>Built-In Appliance &amp; Others</li> </ul>	ECONAVI Induction Heating IH CooktopKY-C227EHSK	Enjoy fast, precise and controllable cooking. Safe, Energy Efficiency, Comfortable & Easy Cleaning. Cooking Menu: Deep Frying, Pan Frying, Congee.
5. BEAUTY & HEALTH CARE  Hair Care Hair Dryer Hair Styler, Straightener & Brush Iron Face Care Epilators & Lady's Shayer	nanoe <sup>™</sup> and Double Mineral Ions Hair DryerEH-NA98RP655/K655	Moisture-rich nano hydrates hair and scalp, while nano & Double Mineral Ions prevent damage from brushing and protect from UV rays. Four special modes for hair, skin and scalp.
<ul> <li>Mobile Beauty</li> <li>Men's Shaver</li> <li>Men's Trimmer</li> <li>Oral Care</li> <li>Scalp Head &amp; Eyes Massager</li> <li>Hygiene Care</li> </ul>	Wet/Dry Epilator features 30% Wider Head and Double Discs with 60 TweezersES-EL8A-P421	Smooth skin comfortably in one stroke. Panasonic's wet/dry epilator features a 30% wider head, and double discs with 60 tweezers to enable highly efficient hair removal.
6. CAMERAS & CAMCORDER  • LUMIX G  Mirrorless  (DSLM)  Camera  • LUMIX G	GHS	LUMIX G mirrorless camera featuring 20.3MP MOS sensor, C4K 60p/50p 10-bit video recording and wireless live

DC-GH5M2GA

Lense

streaming capability.

<ul> <li>LUMIX Digital Camera</li> <li>Camcorder</li> <li>Accessory</li> <li>LUMIX S Camera</li> <li>Lumix S Lense</li> <li>LUMIX Box-Style</li> </ul>	Geared for the ProfessionalHC-	A Full-HD camcorder with built-in LED video light, 1/3.1-inch BSI sensor, 20x zoom lens, and a host of functions for professionals
7. PHONE, FAX & VIDEO INTERCOM  INTERCOM  Home Network System  Cordless Phone Single Line Phone Home Fax Video Intercom System Wireless Door Camera	PV100  VL-SWD501	Stylish Wireless Video Intercom System • 6 Wireless Monitors connectable • Touch Panel (5-inch wide screen) • SD card Recording
	Cordless DECT Phone with Link- to-Cell Bluetooth Convergence SolutionKX-TGH260MLB	Digital Cordless Phone with Nuisance Call Block with Call Block Key and Enhanced Receiver Volume. Link-to-Cell Bluetooth Convergence Solution with 1 Handset
8. BATTERY & TORCHLIGHT  Battery Battery Appliance eneloop Solar Storage	BF-BG20FT-W  Table 2.3 Type of Product and Descriptio	Perfect for lighting up your campsite or for emergency home use, this standard flashlight features a 7.5 mm φ white LED light source for bright, long-lasting illumination.

Table 2.3 Type of Product and Description

# 2.4 BUSINESS, MARKETING, OPERATIONAL STRATEGY

# 2.4.1 BUSINESS STRATEGY

A business strategy are known as the plan of action to achieve the vision and set objectives of an organization and guides the decision-making processes to improve the company's financial stability in a competing market (Heubel, 2021). Every company that established around the world will have their own vision and mission. Same goes to the Panasonic Corporation also have their own specific of the vision and mission. The vision of Panasonic company they want to be a top global company by pursuing the management objectives of realizing a ubiquitous networking society and coexisting with the global environment through cutting edge technologies. Hence, Panasonic company stated that their mission is they want to strive for the creation of new values, by pursuing user-friendliness and accomplishing high-tech mindset, driven by challenging spirits and full speed of actions (*Panasonic Vision: A Top Global Visions & Missions of Fortune Global 100*, 2010).

Measures taken so far, 3-year Midterm Plan and long-term vision of the growth strategy are the three points of business strategy in the Panasonic Corporation. Tsuga (2013) mentioned in fiscal 2013, Panasonic had the significance losses for the two consecutive years and increased financial risk. As the president of Panasonic Corporation, Kazuhiro Tsuga had taken the four measures. Firstly, reorganizing 'corporate structure'. They considerably reduced the function of the head office and implemented the business division system. Each Business Division (BD) is in charge of global Research and Development (R&D), production and sales as well as maintaining a steady increase in cash and profit. They also introduced the 4 Divisional Company system at that time. Each divisional company is made up of several BDs. It can handles large scale business development that would be difficult for BDs to handle on a stand-alone basis, creation of new businesses and strengthening key devices and more. Secondly, guidelines for unprofitable businesses. They reviewed the direction of the major unprofitable businesses and have been proceeding with radical forms. They also formulated strategies for "transferring" (changing business directions or customers) and growth at the same time. Following on that, they started the mid-term management plan "CV2015" in April that year. Furthermore, for escape from financial crisis a group-wide are generate cash activities, which was an urgent issue. In the result

of these measures, the financial position has been improving steadily (Tsuga, 2013).

Next, 3-year Midterm Plan which is mid-term plan "CV2015" until fiscal 2016 which started in April 2013. Tsuga (2013) said in fiscal 2014, they aim for "over 250 billion yen of operating profit and over 50 billion yen of net income attributable to Panasonic Corporation". The minimum level for restoring a dividend is 50 billion yen of net income. They are eliminate unprofitable businesses and complete the large scale restructuring without any delay in the next two years leading up to fiscal 2015. In the meantime, each BD aims to achieve "over 5% Operating Profit (OP) margin" and improve profitability continuously. Through these measures, they aim to achieve "over 350 billion yen of operating profit and over 5% OP margin" as well as "over 600 billion yen of 3-year accumulated free cash flow" in fiscal 2016. Regarding to "eliminate unprofitable businesses", they are focusing on 3 types which are TV or Panel, semiconductor and mobile phone. For the TV or Panel point, they are focus on major market and expand non-TV business. In semiconductor area, they transfer businesses, promote business alliances and asset reduction. While in mobile phone area, they transfer to BtoB and improve R&D efficiency in BtoC. They also have restricted other businesses. In portable rechargeable battery business, an ICT area are dramatically expand their business for engine and storage. To expand the Panasonic's production in Japan, they established their sales forces to meet increasing demand of Electric Vehicle (EV). They also started to ship the first storage systems for mobile phones base stations in India (Tsuga, 2013).



Figure 2.4.1 Panasonic in future.

Last but not least, long-term vision of the growth strategy from the customers' viewpoint. On the chart above shows that Panasonic in future. With their 'DNA of consumer electronics', Panasonic company will pursue 'better life' for each individual customer in various spaces and fields, such as home, community, business, journey and car. Panasonic are having a strong relationship with their industrial partners closely related to each area to further contribute customers with their four Divisional Companies. They believe that 'better life' established with their industrial partners will be a driver to create the new electronics (Tsuga, 2013).

# 2.4.2 MARKETING STRATEGY

The Audio Visual (AV) and Home Appliances (HA) industries in Malaysia fluctuate like a roller-coaster in response to the constantly shifting business environment. Panasonic Malaysia (PM) is Panasonic's sole authorised sales and marketing firm in Malaysia, where the Panasonic brand has been a market leader for decades. However, the current increase in oil prices, as well as the economic crisis, have put pressure on the AV and HA business and created numerous uncertainties. Panasonic Malaysia was up against stiff competition from its industry rivals, in addition of a poor and lethargic economy. As a result, Panasonic Malaysia must adapt its strategy in order to thrive in this competitive industry and achieve a larger market share. It would be difficult for Panasonic to compete with local, Korean, Japanese, Chinese, and other up-and-coming ASEAN manufacturers without creative services and marketing initiatives and tactics.

Panasonic began its adventure by producing National-branded bicycle lighting. It then began manufacturing electrical products and components such as electric irons and light fixtures. Panasonic began selling radios and related equipment, as well as bicycles, after World War II. The firm began manufacturing television sets in 1961 and is currently the world's fourth largest television maker. Panasonic's current portfolio includes electronic goods, semi-conductors, home appliances, and non-electronic services such as house remodelling. Panasonic's product portfolio is divided into these business units: Appliance Company (TVs, air conditioners, and refrigerators), Eco Solution Company (Industrial Lighting and Wiring, Energy Solutions), AVC Networks Company (Professional Cameras and Broadcasting recording devices), and Automotive & Industrial Systems Company (Automotive Spares, Infotainment Systems).

Besides that, Panasonic began its adventure in Japan and expanded its operations across Asia during World War II. It began producing televisions for the US market in 1961 and eventually extended to Europe. Panasonic began business in India in 1972. Panasonic now has over 580 subsidiary firms across the world. With the help of its 9 Domain Companies, such as Eco Solutions, AVC Networks, Systems & Communications, Energy, Industrial devices, Automotive systems, Appliances, Healthcare, and Manufacturing Solutions, the company's operations are organised broadly into three business fields: Consumer, Solutions, and Components & Devices. Automotive Systems provides audio equipment to numerous vehicle manufacturers as a subcontractor. In Ireland and the United Kingdom, Panasonic has a chain of stores that sell just Panasonic products. Panasonic products are available for purchase in official outlets, shopping malls, franchised shops, merchants, and online shopping sites, which have become the company's primary selling outlet.

Panasonic is a worldwide brand that believes in producing high-quality goods for a global audience. It has always had fairly straightforward pricing practises. Because the firm made its products for the typical family, it kept its pricing low. Because of its reasonable price methods, the corporation ensures that its products are accessible to people from all walks of life. As a result, the brand has adopted a fair Price Policy, with prices that are reasonable rather than fixed. The corporation has explored a variety of cost-cutting measures in order to access as much of the market as feasible. The brand has maintained a low profit margin, which has resulted in better sales and profits for the corporation. Various special occasion discounts have also aided in cutting product prices and increasing revenues while attracting new customers.

Panasonic has long believed in large-scale campaigns to promote its many goods and services, and has hired a number of celebrities as brand ambassadors to help with advertising and brand awareness. The firm has also taken part in the "Greener Electronics" campaign, which promotes the manufacture of environmentally friendly goods. The Panasonic marketing mix's promotional approach focuses on 360-degree branding across all media. Panasonic has a number of sponsorship agreements in place to keep its brand visible in the international market, including sporting events, football teams, events and forums, and so on. This brings the Panasonic marketing mix to a close.

# 2.4.3 OPERATIONAL STRATEGY

A business operational strategy is a decision-making process that determines an organization's long-term strategy to meet the mission statement's objectives. It entails the particular activities that management intends to take in order to attain a given goal in the company's operations. Operational strategies link the company's programmes, rules, guidelines and employees so that each branch may help the others achieve a similar goal. Panasonic Corporation has unveiled a three-pronged plan to grow its electrical components and housing materials business in Southeast Asia. Panasonic's Life Solutions Company will launch the goal in the new fiscal year to reach 100 billion yen in sales in the region by March 2022.

The first strategy is to increase product variety and enhance human resources to become a fully integrated manufacturer of electrical components. As well as having a strong sales network, Panasonic has been leading Japan's electric component sector. Panasonic intends to be a full electric component provider in Southeast Asia by applying Japanese techniques and knowledge, boosting sales through local partnerships, increasing product variety and developing human resources. This includes a "learning environment" for successful learning and reading, as well as a "pleasant sleeping place" that helps people wake up more refreshed.

Besides, the company wants to enter the kitchen and housing materials markets through local partners. Panasonic's Housing Systems Business Division will aggressively enter Southeast Asian home appliance markets, leveraging Japan's cutting-edge technology, skills and experiences. The organization is committed to helping develop living space in Southeast Asia by partnering with local businesses. The company will design and introduce packaged housing solutions, such as modular kitchens and bathrooms, to ensure quality and ease of installation. An IoT-enabled "Smart Box" parcel delivery box that can be operated remotely via a smartphone is tested in Thailand.

Moreover, the company wants to grow prefabricated home and water purifier sectors. Southeast Asia's societal challenges include health, labour shortages and ageing. Panasonic has been developing solutions to these issues. Therefore, the business created air and water purifiers in health, including a Central Water Purifier. With labour

shortages, the company will launch prefabricated apartments and homes throughout Southeast Asia, reducing building time and improving quality. These prefabricated dwellings were introduced in China last year to great reviews. Panasonic also proposes a robotic bed to increase geriatric autonomy and independence. Both products are already available in Japan. Panasonic, a leader in electric components and housing materials, continues to deliver solutions that enhance living space by integrating engineering, production, and sales expertise.

# 3.0 COMPANY ANALYSIS

# **3.1 SWOT**

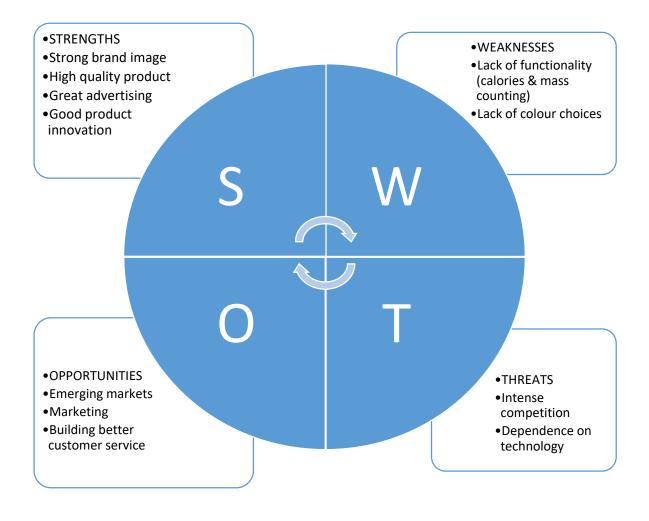


Table 3.1 SWOT Analysis

# 3.1.1 STRENGTHS

There are many strengths in this product, juicer which had been examined. Firstly, strong brand image. Panasonic is a well-known company that had been selling a lot of products throughout its history. Panasonic also has earned the trust of their customer and people around the world. Thus, people will prefer to buy from Panasonic as it is a familiar brand rather than buying from a new brand.

Other than that, high-quality product. Panasonic produces long-lasting electronics of high standards of quality. Panasonic products mostly are guaranteed good quality. Moreover, Panasonic has been a firm that has consistently given a great quality of products since its establishment.

Next, is great advertising. Panasonic has really great advertising to commercialize their product. They advertise on social media platforms such as Youtube, Facebook page, Instagram, and also Twitter. Other than that, they also have their own website which includes all the list of their products for people who want to know about the products in detail.

Then, is good product innovation. Panasonic has been improving its products in the advancement of technologies and producing products that are unique from other brands. They also constantly produce products that are suitable for everyone and have a high demand from time to time.

## 3.1.2 WEAKNESSES

Even though Panasonic company has many strengths, they still have some weaknesses in their product. Firstly, the lack of functionality. The juicer from Panasonic has less function than the other brands. For example, Panasonic does not produce a smart juicer that can calculate nutrition information. Mostly, juicer from the Panasonic brand always has the same design and function.

Secondly, is lack of colour choices. In Panasonic company, there are only some colour choices of juicer which is black, white and sometimes in grey. There is no other

colour such as blue, pink, red and more. This will affect sales as the consumer prefer to buy from other brands that have more colour choices.

# 3.1.3 OPPORTUNITIES

Even though Panasonic has faced some weaknesses, the company still has a few opportunities that can be used by them. Firstly, is emerging markets. Panasonic products always have a great demand from all around the world. As a result, there is demand for Panasonic products from poorer regions. This multinational has plenty of opportunities to expand into markets in the regions.

Then, is marketing. Marketing is one of the most important factors for every company. Although Panasonic has smarter marketing strategies, it does not market as heavily as a mass brand should, and therefore its investment in marketing activities needs to be improved.

Next, is building better customer service. Having great customer service will affect the company to grow higher and faster. Panasonic is known for having customer service issues and thus focusing on customer service problems will be a better move for the brand.

#### **3.1.4 THREATS**

The threat that Panasonic company needs to face is intense competition. LG, Sony, Toshiba, Philips, and others all compete directly with the same products that Panasonic has been produced. Each of the products from every company has its own strengths and weaknesses. If Panasonic cannot keep up with the innovation, the company will be pushed behind by others.

Then, is dependent on technology. If the technology of the products is outdated, the other new one needs to be caught up fast. If there is one company that invented or creates products with new technology, the other company needs to follow up with the same brand so they will not lose the demand of the market. Thus, this dependence on technology is a threat and challenge for Panasonic.

#### 4.0 FINDINGS & DISCUSSION

# 4.1 FINDINGS

Panasonic is the best major company for its electronic products especially juicer. The juicer which one of the cooking products from Panasonic still have a several problems.

# 4.1.1 Problem 1: Juicer has a lack of functionality.

Juicer from Panasonic does not have a lot of function and mostly all of the juicers looks the same which always has the same design and function. One of the functions that need to be on one of the Panasonic juicers is that it can calculate nutrition information from the fruits and vegetables. Nowadays, most people who are using a juicer are someone that is on diet or having a healthy lifestyle. They need to know how many calories of the juice they drink.

#### 4.1.2 Problem 2: Juicer has lack of colour choices.

Panasonic juicer does not have a variety of colour choices. They only have two options which are black and white, and sometimes in grey. People nowadays love to buy things or products that have a lot of colour choices and designs. If one brand does not have colour choices, the customer will go and find other available brands. This will affect the product's sales and demand.

#### 4.2 DISCUSSION

# 4.2.1 Suggested solution for Problem 1: Produce a smart juicer that has a function of calculating the nutrition information.

To overcome this problem, the company should produce a smart juicer that has a function of calculating the nutrition information.

# 4.2.2 Suggested solution for Problem 2: Produce a juicer with variety of colour choices.

To overcome this issue, the company should produce more colour and design of the juicer so that people can have a lot of options to choose rather than having only one or two choices that can affect the consumer to not buy the product.

# 5.0 RECOMMENDATION AND IMPROVEMENT

According to the SWOT analysis, the Panasonic juicer has many strengths and also a few weaknesses. The major problems with their juicer are it has lack of functionality, colours, and designs. By that, Panasonic should be able to produce or manufacture a new product that has a lot of functionality and colour especially the one that can calculate the nutrition information. If they are accomplished to produce this kind of product, it would be a one-of-kind product and also their strength compare to other companies.

One solution that can be used to solve the problems is to produce a new juicer. I would like to propose a new product name as a **smart juicer**. The main objective of this product is to replace or improve one of the old juicers from Panasonic to be a smart juicer for the company.

Then, the company should produce a smart juicer that has a lot of various choices of colours and design. This will solve the second problem from the existing juicer. A collection of colours and designs of the juicer will attract more customers or people to buy the products. This will affect the product's sales and gain high demand.

# 6.0 CONCLUSION

In conclusion, the smart juicer is one of the function that need to be available on juicer products. By having a smart juicer, the consumer can know the nutrition information by letting them know exactly how much the calories are in the juice as you build it. I am very confident this product can go further as a new innovation for cooking products in our industries. Hence, this product will guarantee the Panasonic Company to be one step further than other companies or competitors.

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# 8.0 APPENDICES

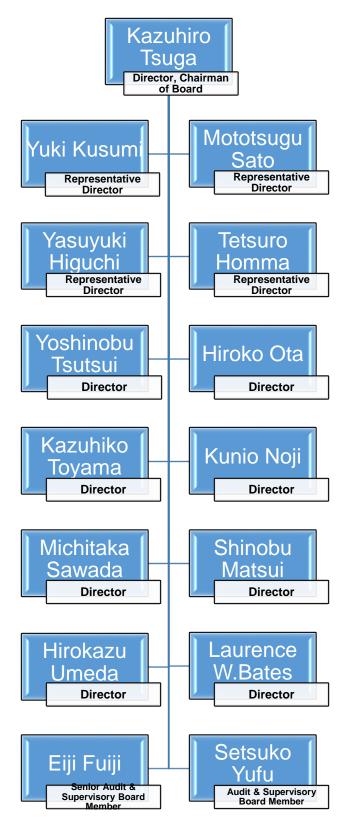


Figure 2.2 Organizational Structure of Panasonic Company



Figure 2.4.1 Panasonic in future.

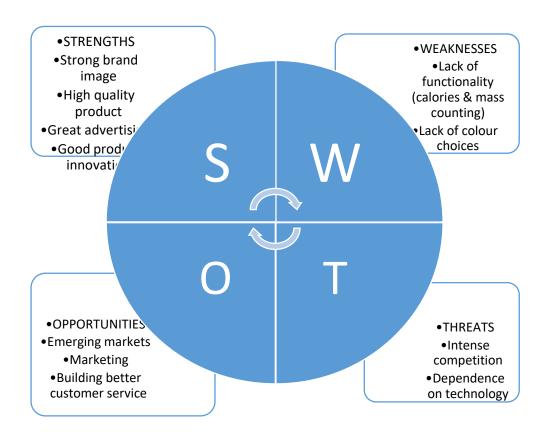


Table 3.1 SWOT Analysis