

## Opinions from the Third Party

# Thinking back on Murata's CSR

Information about the Murata Group's CSR management is available in two ways: in a printed publication titled "Murata Report 2012" and on the Murata Group website. This printed booklet only contains the most important information, while the website presents more detailed data. To provide basic information for a better understanding of the Murata Group's CSR management, the printed report consists of two sections: corporate and CSR reports. Filled with attractive photos, both sections are designed to directly convey employees' messages, which will hopefully help the reader feel closer to them.

Despite showing key information, I believe that, as an annual report, the booklet still needs a means of clarifying the connection between policies and organizations on one hand, and achievements and results on the other. In other words, it should introduce some KPIs (key performing indicators) to indicate developments in CSR management year after year. It is no easy task to establish KPIs for social activities, but the important thing is to continue to run a PDCA management cycle in pursuit of this. At the same time, I would suggest that individual projects and initiatives be presented in greater detail.

The feature article, "New Businesses and CSR," presents new products relevant to our aging society and next-generation energies—an embodiment of Murata Philosophy and an example of CSR integrated into core business operations. Indeed, it is an important mission of any corporation to develop businesses that meet the needs of society and contribute to social development. The Medium-term Management Plan, which is positioned between Murata Philosophy and practices, could be given a greater focus to improve the Murata CSR report even further. Here, it could provide a clearer picture of the transparent decision-making process.

As a global company, the Murata Group roots its CSR principles throughout the entire organization. This report includes articles about Murata operations in China and Thailand, showing that the company applies its stringent domestic CSR standards to overseas sites as well. The data section in the website shows that Murata is now starting work to recognize CO<sub>2</sub> emissions from overseas logistics operations. This makes it clear that the company is steadily building global CSR management. I would recommend that a global company like Murata develop common indicators for grasping and controlling progress in CSR management on a group-wide basis.



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