Vol.36

Mentor　Executive Chairman, Sony Group Corporation

Kenichiro Yoshida

June 30, 2026

Keidanren *Women's Executive Network*

Leadership Mentor Program

Management That Takes on the Challenge of Creating Kando (Emotion)

Keidanren Women's Executive Network

Leadership Mentor Program Vol.36

June 30, 2026　Keidanren Kaikan, Otemachi, Tokyo

Becoming a Company That Creates Kando

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Hoping to lead a company, I requested a transfer to So-net, where I served as president. Convinced that the 21st century would be the age of entertainment, I pursued a wide range of entertainment ventures.
After returning to Sony, I found myself having to lead structural reforms due to challenging conditions, including the withdrawal from the PC business and suspension of dividends. At the same time, we pressed ahead with focused investments in CMOS image sensors (semiconductors) and games, music, and film content.
In the 20th century, Sony was a company that delivered Kando to people through products like TVs and the Walkman. In the 21st century, we are staking our future on being a company that creates Kando.

Leaders Set the Direction

It is vital for leaders to set the direction of their organization or company. That is why Sony established its Purpose: “Fill the world with emotion, through the power of creativity and technology.”
People spend a great deal of their lives at work, so employees need to be able to identify with that Purpose and find a sense of meaning for their lives in what they do professionally. This is the concept of Work in Life.

People Decisions and the Speed of Management

The success or failure of management comes down to whom you entrust with the work and what kind of team you build.
Our management team operates under the shared rule of never optimizing for your own tenure. To make sure that executives do not chase results only during the time they spend in their position, Sony sets KPIs that extend beyond a single year. We have continued to invest in growth, winning the trust and support of each of our businesses, and we have also brought in talent through acquisitions.
In the relationship between the board and the executive team, the executives need to make management decisions, explain them carefully to the directors, and take responsibility for the outcomes.

Learning from Others

One of the values that Sony embraces is “Dreams & Curiosity.” Curiosity is not about acquiring new knowledge. It is the willingness to understand others and learn from values different from your own. It is also a way of showing them respect.
Especially since becoming a top executive, I have had many opportunities to meet a diverse mix of people, from employees and capital market participants to business leaders around the world. I have engaged in dialogue with these stakeholders, always with a spirit of sincerity and honesty, and put what I have learned to work in my own management.

Mentor Profile

Kenichiro Yoshida

Vice Chair, Keidanren
Executive Chairman,
Sony Group Corporation

Kenichiro Yoshida joined Sony Corporation in 1983. After working in finance, investor relations, and domestic sales, he served as Chief of Staff to then CEO Nobuyuki Idei. In 2000, he was seconded to So-net and, in 2005, became its President and Representative Director, leading the company's listing on the Tokyo Stock Exchange. Following Sony's acquisition of So-net in 2012, he returned to Sony the next year as CFO and led its structural reforms. Appointed President and CEO in 2018, he focused on investments in semiconductors and content IP. Since April 2025, he has served as Executive Chairman.

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