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# What do Business Bios look like?

## David Taylor

BUSINESS BIOGRAPHY



Taylor Consulting Inc.



David Taylor

CEO, Taylor Consulting Inc.

Japan's leading I.T. Consulting company

### Business Innovator Fueling Asian I.T. Consulting Sector Growth

How did a tiny company founded by a savvy British businessman in 1987 transform into Japan's largest I.T. consulting enterprise with global operations in Europe, China and the U.S.? And what is the secret formula behind the company's success that saw it pull in after-tax earnings of ¥88 billion in 2007?

Taylor Consulting Inc. (TCI) Chief Executive Officer **David Taylor** explains.

Based in Tokyo, TCI employs 1,675 staff and provides I.T. consulting and research services to an extensive range of clients spread throughout 28 countries on four continents. The company promotes 3 key business growth-focused brands: **ITConsole** for a I.T. consulting, **ResearchX** for business research, and **TotalReg** for strategy building.

Small beginnings hid potential

How did Taylor's drive to the top begin? After moving to Japan in 1985 the Londoner launched several companies in the marketing, real estate, media and consulting industries. In 1986, Taylor formed a partnership with American executive Max Baxter and together the two entrepreneurs opened a consulting business before Taylor formed TCI's management team in 1988, became CEO in 1990, and stepped into his current President/CEO role in 1991.

Outlining TCI's corporate philosophy, Taylor says the company operates under a profit-centric model. TCI's success comes from studying, adapting and applying international

PROFILE

Name: Taylor Consulting Inc.  
 CEO: David Taylor  
 Industry: Information Technology  
 Established: July 1987  
 Location: Tokyo, New York, Beijing  
 After-tax earnings 2007: ¥88 billion  
 Employees: 1,675

Contact Taylor Consulting Inc.

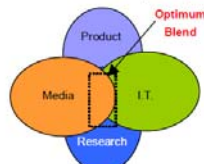
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The above model maximizes branding power through multimedia

"From that, we learnt the importance of brand image and being able to brand products and services."

The ITConsole-MAX strategy has enabled TCI to expand brand awareness and recognition for its top selling products to the point where since 1995 the business has had the best selling brand in Japan in categories such as I.T. Consulting, Research Monitoring, BackOffice Servicing, and Overseas Market Development.

To further stimulate growth, management in 2007 re-branded the business as a

business enrichment company.

"We created 3 brand names within our framework: **ITConsole**, **ResearchX**, **TotalReg**," Taylor says. "ITConsole targets larger companies, ResearchX targets business executives in mid-career, and our latest brand, **TotalReg**, targets smaller and niche companies."

Taylor believes the differentiation between these brands has been the secret formula behind the company's success.



David Taylor discussing strategy with staff

Focus on empowering staff to succeed

Now, in 2008, TCI's mission continues to evolve around the combining of Global Best Practices with Japanese Values to create Business Enrichment. **ITConsole** takes the best from every relevant industry to deliver aesthetic, creative international "flair" coupled with rock solid rules for business growth.

**Japanese Values** emphasize quality and detail, signifying an unwavering effort to improve product quality and all areas of the business leading to the provision of detailed and passionate service, without error, which in turn ensures that TCI earns the trust of customers and partners.

The result is **Business Enrichment** – a Client who has become more effective in their work, more knowledgeable, and better able to overcome and profit from the business challenges they face. ←



### CASE STUDY

#### Success in Beijing

Sales of TCI's **ITConsole-MAX** DVD consulting set marketed in TCI's new I.T. Max category and fronted by American business guru **Robert Atley** surpassed 1.5 million in January 2005, cementing its place as the most popular consulting DVD ever released in China.

TCI's promotion strategy was so successful that brand recognition of the hard-hitting training program rocketed from around 5% in November 2004 before Atley's December Beijing Tour, to an unprecedented 89.7% six months later. What was behind this meteoric ascent of product awareness? Taylor says the phenomenon was largely fueled by viral marketing through blogs – that were largely beyond the company's control.

Growth in awareness was sparked by **Eagles** (influential people in the community who discover the product), boosted by **Networkers** (people with large networks) and finally sent rocketing into the stratosphere by **Sales People**, comprising leading business people from throughout the region.

#### Successful I.T. practices put TCI on business radar

Touching on innovation, Taylor says one of TCI's key philosophies for building the business has been to look for best practices and be the first to apply them. "The reason we created our own 24/7 I.T. consulting Hotline was because no call centers that we tried to hire in the 90s would offer 24-hour service," he says. With the aim of boosting the bottom line, TCI introduced two other successful sales techniques – **multiple consultation meetings with 5 or more executives**, and a **simple Client profiling service**. "All of this cost us no money," Taylor explains. "So, we were looking for successful sales techniques and strategies from around the world and applied them first in Japan. Seeing who is doing what and how we can apply that to our business here in Japan has been a very effective strategy for us."

#### Effective strategy is key

When discussing the critical importance of capturing accurate data and being "data centric," Taylor admits TCI excels in data and information management. Why is he so sure?

"Staff consult with over 850 clients a month and we create unique Client Profiles for each," he says. "These unique profiles allow us to track exactly what it costs us to consult, profits, and the makeup of every Client. All this data goes into our database which allows us to schedule our future Client consultations more accurately and intelligently."

#### Taylor Consulting Inc. PRODUCTS / SERVICES

##### I.T. CONSULTING

- Direct I.T. Consulting
- I.T. Data Mining
- Planning and Production of Direct Marketing Tools
- Internet-related Business
- On-site Service Appraisal
- Staff Training

##### I.T. RESEARCH

- Research Radar
- Customized Research Software
- Live Online Monitoring
- Global Research Tracking

## Business Bio-PRO

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# Business Bio-PRO

**Bold. Impacting. Designed to impress.**

## Nissan Motor Corporation, Ltd



Entrepreneur  
Association  
of Tokyo  
Tel: (03) 5336-9226  
E-mail: info@ea-tokyo.com  
URL: www.ea-tokyo.com

DECEMBER 2005



Simon Sproule

*"Speed, relevance  
and trust are at  
the core of all  
communications."*

Shared Learning for  
Faster Business Growth

## Expert Insight

### Revving up your Corporate Communications

Effective corporate communications is vital for a business regardless of whether it is used to promote new products or strategies, talk with the press, or communicate with stakeholders and customers. One business that has turned good communication into an art form is Nissan Motor Co. Ltd., Japan's second largest and arguably most competitive automobile enterprise. Under the stewardship of CEO Carlos Ghosn, Nissan's phoenix-like rise from the ashes has captured not only hearts and minds, but also hundreds of hours of advertising and media time and thousands of headlines worldwide.

Business expert **Jonathan Walsh** spoke with **Simon Sproule**, Vice President of Global Communications at Nissan, to discover some of the company's corporate communications secrets that, with a touch of creativity, can empower entrepreneurs to more effectively promote their businesses and communicate with customers.

#### Providing stakeholders with timely information

Nissan needs little introduction. The automaker's stunning turnaround from out of a spiraling black hole of debt, poor employee morale and plummeting global market share

into a high-growth, highly profitable efficient car-making machine has captured headlines the world over.



Nissan's Fairlady Z Roadster two-seater convertible with power-operated soft top.

The mission of Sproule's department is global communications, sustainability and investor relations. "Our goal is to provide key stakeholders with timely information about Nissan and its brands that allow them to make informed decisions concerning our company and its products. Speed, relevance and trust are at the core of all communications."

**Key departmental responsibilities** include media, analyst, and shareholder relations, crisis and employee communications, corporate citizenship, media activities, motor shows, product launches, publications, websites, broadcast media services and event management.

"On the global communications side, our principle tools are the website, press releases, media presentations, media, analyst & shareholder events, speeches, conference presentations, and other activities."

PTO...



Nissan's LaFeita.

**What are the most effective methods Nissan uses to communicate with customers?**  
Sproule says that it depends on the stakeholder. "In our area with the media, the website is the cornerstone of what we do. Every journalist has access to the Web so that is the primary port of call. After that, it gets into personal communication, physically talking and meeting with analysts and journalists, and putting on events and shows where we interact with them. While that, we use tools such as press releases, media kits, and so on. A lot of the time we are communicating through the Web—that's how journalists are picking up information about us."

**How does Nissan monitor feedback from customers and vendors?**

"Ultimately, it is through sales. There are a variety of methods. We have tools to measure the effectiveness of a promotional channel, i.e. we can tag a website to monitor whether someone clicks through it, and we can see which pop-ups or Web pages someone clicked on to get to the Nissan website and track them that way. Likewise with special offers in magazines, incentives, etc. We also measure feedback in terms of media coverage. For example, we were mentioned in the number of articles and described in that tone, and that is how it compared with our competitors, etc."

**What structure does Nissan use to process and action useful feedback from customers?**

- **Customer Assistance Center**—a live, personal phone-line which is very often for complaints or issues, but also to solicit feedback, both positive and negative.
- **The ability to receive e-mail from any of their websites.**
- **Nissan relies on dealers to relay concerns, likes, dislikes, etc.**
- **Nissan conducts surveys to measure customer satisfaction.**

PTO...

#### INNOVATION SPOTLIGHT

In contrast with the company's high-tech image, Nissan recently used a surprisingly low-tech communication tool—a simple manga booklet called *The GTR* released at the 2005 Tokyo Motor Show. The scale of positive response and requests for copies took Nissan by surprise. "The basic idea was to tell the history of the GTR in a more entertaining way than a boring fact sheet. We distributed more manga comics that actual press kits at the show!" Sproule says, underscoring how something simple can make a serious impact.

Regarding running a business in Japan, Sproule suggests **people can think big**. "You can be dramatic and provocative and you can challenge conventional thinking in ways that maybe you can't in other markets. And the size of Japan and the dominance of Tokyo means you can focus your activities in this city and have a very big impact on the population as a whole."

#### Strategy starts with a message

"It starts with a message," Sproule advises regarding the **basic ingredients of a good corporate communications strategy**, which he summarizes as What, How, Who and When. "We often start with a headline and ask ourselves, 'WHAT do we want to see in the press? What is the end aim? What are we trying to tell? Because unless you have that at the core, then you are going nowhere. Then we work on HOW we

#### STRATEGY SPOTLIGHT

"For example, if we want to communicate that we are a technology leader, the 'WHAT' message might be, 'Nissan is a technologically advanced company.' HOW do we want to deliver it? We might plan to stage a technology event in our engineering centre. And the WHO is newspaper media, broadcast and lifestyle press. Finally, we work out the WHEN."

#### HISTORY OF NISSAN MOTOR CO., LTD.

Nissan Motor Co., Ltd. was established in 1933 to manufacture and market the Datsun, a small passenger car, and related automotive components. The company markets a wide range of passenger cars, commercial vans, trucks and buses, parts and components in over one hundred and seventy countries. The company has also expanded its operations to include forklifts, textile machinery and other industrial machinery and equipment. Nissan's affiliation with French automaker Renault in 1999 has helped produce Nissan's best results in a decade. The company has three hundred and forty two consolidated subsidiaries worldwide.

**Carlos Ghosn** is the president and chief executive officer of Nissan Motor Co., Ltd., a global automotive company with 183,607 employees and \$6 billion dollars in revenue. He Ghosn joined the company as its chief operating officer in June 1999, became its president in June 2000 and was named chief executive officer in June 2001.

On April 29, 2005, Mr. Ghosn was named president and chief executive officer of Renault S.A. In addition to his current responsibilities at Nissan, As head of the Renault-Nissan Alliance, Mr. Ghosn is responsible for two separate companies with combined annual global sales of 5.2 million vehicles.



Carlos Ghosn with the Nissan Murano.

CONTINUES...

- **If you are contacted by a potential client** – Simply send them your Bio and they will quickly see a profile of your business, learn what you do and sell, discover how you can assist them, read about your experience, and find out how to order.
- **If you are going to be speaking at a seminar or conference** – Arrange for your Bio to be distributed to all attendees in advance.

### Why not have your Business Bio converted into a corporate newsletter?

- Corporate newsletters (like the sample shown below) are longer documents designed to help businesses provide key information to staff and clients in a clear, easy-to-read format – *and advertise and on sell at the same time.*
- Corporate newsletters can provide information about products, services, news, special offers, company achievements, product launches, and more.
- Corporate newsletters can be distributed either in-house to staff, or externally to customers, partners, sponsors, investors and media.
- Subscriptions can be arranged to enable you to send your highly polished corporate newsletters to your staff and clients on a regular basis.

## NISSAN CORPORATE REPORTS

### Tools in Nissan's corporate information library include:

The following are a selection of the printed media Nissan uses to get the word out. Entrepreneurs may find *Press Files*, *Press Kits* and *Corporate Profiles* to be useful communication tools.

**Annual Report**  
Presents financial results for the latest fiscal period. The Annual Report also provides shareholders with insight into the company's management team.

**Press Kit**  
Hardcopy packs containing information and photographs about the company.

**Business Report**  
Half-Year and other kinds of Business Reports.

**Environmental Report**  
Provides an overview of environmental achievements and more detailed information specifically about ongoing environmental activities.



**Sustainability Report**  
Describes how Nissan conducts business to ensure equal commitment to their economic, environmental, and social responsibilities.



**Fact File**  
May present information such as: Corporate Data, a Business Overview, Products, Major Events in company history, information about Subsidiaries and Affiliates, etc.



**Corporate Profile**  
A Corporate Profile may include a message from the President/CEO, Business Overview, information about Environmental Activities, Safety, R & D, Manufacturing, Sales & Marketing, Product and Service Line-ups, and more.



**CONTACT INFORMATION**  
NISSAN MOTOR CO., LTD.  
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# Business Bio samples – Program Management

## EXECUTIVE IMPACT

Executives on the Cutting Edge of Japanese Business

PM-Global

Creating Project Success



Entrepreneur Association of Tokyo

Tel: (03) 5336-9236  
Email: info@a-tokyo.com  
URL: www.a-tokyo.com

FEBRUARY 2006



### 10-SECOND BRIEFING

**INDUSTRY:** Project Management Services  
**LOCATION:** Tokyo, Japan  
**ESTABLISHED:** June 2001  
**SENIOR PARTNER & REPRESENTATIVE DIRECTOR:** Jim (Coach) Hunter  
**COMPANY TYPE:** K.K.  
**EMPLOYEES:** 16 full time plus 6 freelance consultants

## Revolutionizing Program Execution

*How did a small Tokyo-based project management company reach the stage where they now enjoy 80% repeat business with some of the biggest names in the Japanese business arena?*

It was only late in the last decade when many companies in Japan saw little if any need for outsourced project management (PM) services. But that attitude was rocked to the core when Y2K—the so-called “Millennium Bug”—drove thousands of companies the world over to purchase outsourced PM services to guarantee their Y2K projects were seen up right before midnight 2000.

Then, only two short years later, writes business reporter **Jonathan Walsh** in this report about a growing Tokyo-based project management company, the necessity of PM scored its way into the consciousness of the business community again.

As if by fate, the fiasco that surfaced in early 2002 resulting from the merging of three Japanese banks into Mizuho Holdings underlined the critical importance of PM. The prime cause of the glitches that plagued the launch of Mizuho was inadequate project management, says **Jim (Coach) Hunter**, Senior



PM-Global management team.

Partner of Tokyo-based PM company **PM-Global**. “There was more poliolekicking going on among the three entities than project management. With proper project management using defined international guidelines, those kinds of problems do not occur.”

### Enabling companies to experience project success

With more than 25 years in the IT industry in many countries and a 3-year stint (1997-2000) as Senior Project Manager for an IT consulting company in Tokyo, Coach co-founded PMP-Japan with two other partners in June 2001. The company name was changed to PM-Global in 2005 to reflect its status as a rapidly growing global PM service provider.

Why are PM-Global's services important for business? “It's fairly common knowledge in Japan and around the world that people in organizations have trouble effectively and successfully conducting projects of any sort in accordance with requirements, scope, budget, and time frame,” Coach says. “So, our service is to provide the opportunity

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Coach conducting a JPMF seminar.

for these companies to experience how to succeed in projects.” PM-Global's service in a nutshell enables clients to achieve, develop and maintain a competitive advantage with the timely introduction of new products. “The most important point here,” Coach emphasizes, “is the timing of the successful completion of projects. Time to market is directly related to competitive advantage.”

### Growth through word of mouth, referrals

Business growth for the company, which now employs 16 full-time and 6 freelance consultants, has come through word of mouth and referrals from satisfied customers. “In my previous company, I created a large business network through the ACXJ and by working with various companies. When I launched my own company, I spread the word throughout that network and as requirements came up within the network, people started calling me.”

Staff growth has only recently occurred in 2004. “That was part of our strategy from the very start—slow organic growth to minimize overheads so that we would not bog ourselves down with debt and the stress of overheads. There is a driving strategy behind this—



PM-Global management team at work.

we have to have fun, and if you have the stress of overheads, debt and venture capitalists, you're not having much fun.”

*How does Coach keep staff motivated?* “We make sure everyone is having fun by holding team activities, monthly power breakfasts (the entire team is brought together for a half day event in a team meeting), then we have a very successful unique system called the 3C

**Program** (Commitment, Cost and Compensation)—this program gives every team member the opportunity to be an entrepreneur—an inside entrepreneur and allows staff to pursue their career goals—sponsored by PM-Global—that are related to the company. For example, one team member is pursuing her undergraduate degree and we are paying for it. Another staff member wants to develop a new consulting service line, so we are sending that person to a special school and providing support.”

### Fired the customer

Business highlights have included 80% repeat business with clients including Citigroup, NTT DoCoMo, Vodafone, NEC/ST, Aozora Bank, Yahoo! Japan, HSBC, Morgan Stanley, and many others; the completion of a major project with an international insurance company; the recognition of a senior PM-Global consultant by the Tokyo chapter of PMI; the creation of the English speaking professional PM group—JPMG Global SIG; and long-term sponsorship of EA-Tokyo and ICA (International Computer Association).

“Our participation in the EA-Tokyo organization has been one of our most successful sponsorships in Japan, for 2 reasons: EA-Tokyo's diverse membership is an excellent resource pool and they have given us broader and deeper access to more industries and corporate executives than we could have accomplished on our own in the same period of time. And by participating in EA-Tokyo speaking engagements, workshops and other activities, I received extensive coverage throughout Tokyo via websites, broadcast media; word-of-mouth campaigns and Fuji TV! This

### KEY ACHIEVEMENTS

Established long-term service relationships involving project management consulting and training with major companies in Japan (including Citigroup, NTT DoCoMo, Vodafone, Aozora Bank, NEC/ST).  
Operated with zero debt since inception.  
Established business partnerships and alliances with international and domestic companies to broaden PM-Global's capability bandwidth.  
Established global business relationships with organizations outside Japan.

*“We now screen clients before we take them on.”*

free publicity has enhanced PM-Global's image and resulted in new business referrals and opportunities.”

Coach highlights a major project that became an important lesson. “In our first project, we actually fired the customer because there was too much stress. We walked away from that engagement because the customer did not allow us to bring value to the deal, take our advice or use our solutions.” What did he learn? “We now screen clients before we take them on just like they screen us—it's a two-way street.”

*What lessons did Coach learn the hard way when setting up his business, and how did he overcome them?*

**Working with Western managers**—“Western managers who come to Japan on short-term assignments, say from the U.S., expect their model, in terms of consulting rates and how consultants operate, to work. Well, the model is somewhat different here in Japan. We find it easier to work with Japanese management and long-term western management. In fact, it takes more time

PTO...

# Business Process Outsourcing



Entrepreneur Association of Tokyo

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JUNE 2005



Paul Butler

Shared Learning for Faster Business Growth

## Expert Insight

### Strata-gizing Your Biz with Outsourcing

“If you make widgets and can sell them, it's really necessary to have payroll specialists and accountants on your staff? Not unless you've got a specific need to, says entrepreneur **Paul Butler**, Manager at Strata Works, a Tokyo-based business processing outsourcing (BPO) company.

Most companies, even start-ups, are better off focusing on their core competencies and not on getting too bogged down in day-to-day business operations, he says. As one of Strata Works' top financial experts, Butler should know. He and his bilingual team of CPAs, attorneys, and human resources specialists have assisted multinational firms such as **Hill-Rom**, a medical equipment manufacturer, manage their monthly accounting reporting as well as eased the back office burden for many smaller companies such as **Wall Street Institute**, an English language school that recently entered Japan's competitive, cutthroat language universe.

In nearly every case, Butler says, his company's clients need some kind of workable solution to a problem, whether it's inadequate financial reporting, a legal compliance concern, or an overspending issue that has become unmanageable. These are problems that nearly all companies face, Butler insists. “Even in our company, it's very hard to see where the problems lie. An outsider's perspective can often get to the root of the problem very quickly.”

### How does BPO work?

Once hired, Strata Works goes to work mapping out each client's business processes, analyzing each layer and gap to see which things are working and which aren't, and ultimately providing a solution. Then they get out. “It's kind of like interim management. We don't really want the client to become too comfortable with us.”

### Case Studies

Butler says one of the biggest challenges facing businesses in Japan is the effective allocation of human resources. The case of a large private club in Tokyo that was overstaffed is instructive. Strata Works was brought in to carry out an HR audit of the whole company. Many of the company's functions and employees—gardeners, lifeguards, waiters, cooks and cleaners—were not outsourced, and there was a lack of overall planning from an HR perspective, he says. From the audit, Strata Works found that finance and accounting was the culprit, and sent one of their CPAs to spend a couple of months on site to “fix things up.” The company became a more streamlined operation as a result.

Often, Strata Works outsources work for large, high profile clients with narrowly specific requests. Soon after Strata Works was established, Nike hired the company to audit their shoe and garment factories in Japan with the aim of ensuring their suppliers met internationally recognized labor standards. “It was a one-off. They could have used a big accounting firm, like Ernst & Young, but they liked

PTO...



Paul Butler and his Strata Works coworkers.

our independence and small size.” Butler explains that many of the well known multinational companies typically run tiny operations in Japan, so it doesn't make sense for the larger accounting firms to do the small project work. So, “they'll often refer those clients to us. Strata Works doesn't have the cost structure that these big [accounting] firms have, so we can come in with competitive bids.”

Sometimes, opportunities for such outsourcing come unexpectedly. A U.K.-based healthcare conglomerate sells a brand name acne cream in Japan. It has a staff of nine in Tokyo. The company is struggling because of Japan's demographics—fewer teenagers means lower sales. The Japan subsidiary is about to be sold, Butler says, and with this cloud overshadowing the business, some people have jumped ship. Strata Works was hired to do the company's financials, reporting results in Japan to the company's headquarters. “A firm like Strata Works can fill the gaps where

there are sudden, unplanned changes at companies. We can work on an interim basis until things settle and the company has a better understanding of where it wants to go.”

### Why more companies are outsourcing in Japan

Butler says that BPO is a growth industry in Japan. Strata Works' revenue grew 20 percent last year, and is projected to reach 33 percent this year. Here's some reasons why:

- **It's cheaper in the long run.** On an annualized basis and taking into account other benefits such as social insurance, termination payments, hiring costs and headhunting fees, it actually works out cheaper for companies to outsource.
- **You can get an honest opinion.** “If you ask foreign companies, the big issue that they have is that they never know what is happening in Japan. Our clients like to get on the phone or e-mail and talk to someone who can communicate with them in their own language. Also, we're not part of the company. So, we'll tell them the good results and we'll tell them the bad results.”
- **Flexibility suits businesses better.** A lot of companies' business fluctuates; they're busy one month but slow the next. Strata Works signs only one-month contracts, and that's especially attractive in Japan because it's difficult to hire and fire people because of the inflexibility of the labor market.

### KEY LEARNINGS: BPO offers companies

- a way to free up resources so you can focus on your core business
- an outsiders discipline that can be used as a strategic weapon
- an urgent, short-term interim management solution
- the benefits of economies of scale, helping companies reduce costs
- a means to get an honest opinion about their operations

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Design by Steele Design Studios: [johndesign.com](http://johndesign.com)

### Do's and Don'ts

**DO Start small.** Try to take a small piece, i.e., “In three days time will fix your billing system. It's much better trying to climb the mountain than starting at the mountain top and trying to go down.”

**DON'T Run out of cash.** Many entrepreneurs have a great product that might be selling well, but they're not managing their cash flow. Eventually, they face crunch time and have to close up or sell. “That's a real tragedy. They need to make sure that they can do that. If they can't do it, then get someone who can.”



STRATA WORKS

Founded: 2000  
Staff: 32 (20 foreign, 12 Japanese)  
Revenues: 400 million yen

### Contact information

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URL: [www.strataworks.co.jp](http://www.strataworks.co.jp)

*“It's kind of like interim management. We don't really want the client to become too comfortable with us.”*



# Corporate Catering

## EXECUTIVE IMPACT

Executives on the Cutting Edge of Japanese Business



SEPTEMBER 2005



### 10-SECOND BRIEFING

**INDUSTRY:** Catering & Events  
**LOCATION:** Tokyo, Japan  
**ESTABLISHED:** March 2002  
**OWNER:** Corrine Smith  
**COMPANY TYPE:** Yugen Gaiisha  
**REVENUE 2004:** JPY 60 million  
**EMPLOYEES:** 3 F/T, 20 P/T

## Cooking up a Storm!

Let's be honest—the big question on most peoples' minds at functions and official events—whether they'll admit it or not—is, "What's for dinner?" Yes, dining at functions is always a pleasure, but what about the people behind the scenes who put food on tables and transform a rather ordinary affair into a gourmet feast?

Jonathan Walsh peered into the kitchen and discovered how an ambitious small business owner with a taste for fine food launched a growing catering industry player that turned over more than JPY 60 million in 2004 and is now the caterer of choice for more than 100 private and corporate companies in Japan.

In Japan's culinary capital, the person behind the next function you attend could well be Australian entrepreneur Corrine Smith, owner of *Corporate Gourmet*, a growing service business specializing in corporate and social catering events. Since its launch in March 2002, Smith's business has taken on three full-time and around 20 regular part-time staff and catered for a host of clients

**CORE SERVICES:**  
• Off Premises Catering Services  
• Event Management  
• Service Staff Hire  
• Equipment Rental  
• Food Consulting, Promotion and Import

**KEY ACHIEVEMENTS:**  
1) Catered for 1,000 VIP guests at VIP warehouse opening party for Costco Wholesalers.  
2) Arranged food and beverages for 3,000 guests at a Fashion Show Charity event.  
3) Served food and beverages to 50 Cadbury staff for 4 days straight.  
4) Catered the opening party for Microsoft Japan's new Shinjuku office.



Corrine Smith assessing her latest smorgasbord.

including embassies, global corporates, chambers of commerce, PR agencies, production and modeling agencies.

**Planned for win-win outcome**  
What special ingredients were stirred into the mix to cook up this sizzling hot business? Smith first set foot in Japan in 1994 after completing a one-year course in Hospitality Management in Australia. On her arrival, she immediately fell in love with the country, culture and way of life, and six months later she returned to Australia and completed a Bachelor of Commerce degree majoring in Marketing and Japanese. Through some fortunate connections, Smith eventually returned to Japan, followed her passion back into the food industry and established *Corporate Gourmet*.

The biggest hurdle was finding somewhere to cook. "There are huge upfront costs when opening a commercial kitchen and I could not get a decent loan," she recalls. "It was such a 'catch 22' situation—we had to prove we were profitable in order for a bank to lend us money, but how could we prove that without being given the opportunity? I finally approached a restaurant with my idea

PIO...



and we set up a kitchen and chef-share agreement arrangement. This was not ideal but served us well for the first year in business and got us started."

Language differences can wreak havoc on a business, especially in the high-speed service industry where every second counts. How do staff cope with language differences? "Most of our staff are bilingual. The working environment in the kitchen is in Japanese, predominantly, with written instructions in English. Most of our clients speak English though, so a large majority of the office work

is done in English. It really all depends on the situation and staff member; a bilingual environment is essential!"

Clients are found through networking and often approach *Corporate Gourmet* directly through word of mouth. "Many clients that attend our events will use us at their events in the future," proving that good business gets business.

**Good business gets business**  
The major highlight to date for Smith was when her company catered an event for 1,000 guests at the Costco VIP opening party in late 2004. "When the catering request came in we had never worked on an event of that size before—not even close—and it was such an accomplishment to do something on that scale," she says. "We received such good feedback from the client. It proved that after a lot of hard work, organization and preparation, we are able to do anything."

"I'm not afraid to take chances," Smith says about the key entrepreneurial qualities she possesses that are crucial to running her business. "Regardless of whether a business was mine, or not I would always treat it as my own. I instill this mindset in my staff—this is crucial in the catering business."

With her eye on opening a cafe with a catering kitchen and becoming the No.1 caterer of choice in Tokyo, the potential future of *Corporate Gourmet*, Smith believes, is turning from savvy to simply scrumptious.

### SOLUTION SPOTLIGHT

#### SETTING UP A KITCHEN-SHARE ARRANGEMENT

Smith approached several restaurants with her business idea. "I determined which establishments weren't being used very much at the times we would need to use their premises and offered them the appropriate monetary incentives for a win-win outcome. One of the restaurants also imported raw food produce from the U.S.A. and we were able to utilize these products in our menus which was a further benefit to them."

#### SOURCING AND HIRING STAFF

"My full-time staff approached me directly, while many part-time staff have been introduced to me through friends. I have also used means such as [www.gaijinpot.com](http://www.gaijinpot.com), Tokyo Notice Board and Metropolis magazines."

### INSIDE INFORMATION

- Establish win-win outcomes with Partners.
- Find clients through networking and word of mouth.
- Staff can be sourced for little or no cost.
- Good business gets business.
- Risk taking can be an effective growth strategy.
- Treat any business as your own.

### CONTACT INFORMATION

**CORPORATE GOURMET Y.K.**  
TEL: (03) 5791 1459  
FAX: (03) 5444 1786  
E-MAIL: [catering@corporategourmet.jp](mailto:catering@corporategourmet.jp)  
[www.corporategourmet.jp](http://www.corporategourmet.jp)



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# Wine Production

## NICK NOBILLO

### BUSINESS BIOGRAPHY



### NZ Wine Master Producing a World Class Drop

By Jonathan Walsh

They say a passion for wine helped bring down the mighty Roman Empire after years of splendor and decadence. However, a love of the same nectar has brought not ruin but great success for Nick Nobillo, pioneer of the modern New Zealand wine industry and Managing Director of New Zealand-based wine company *Vinoptima* Estate.

Hailing from New Zealand's most celebrated winemaking family, Nobillo has spent much of his life building an empire of his own, albeit on a somewhat smaller scale. Through years of effort and a strong passion for the grape, Nobillo has become a seriously successful businessman, received numerous awards and helped shape New Zealand's entire wine industry.

After playing a pivotal role keeping his family's wine business a step ahead, Nobillo oversaw the sale in 2000 of Nobillo Wines, at the time NZ's second-largest public wine company, to BRL Hardy, one of Australia's largest wine producers. So, what's a passionate wine master to do when he sells the family business? Go out on his own and do it all again—but this time on his own terms—of course!

#### Nick Nobillo -

- Nobillo produces New Zealand's first German style Muller Thurgau.
- Nobillo develops New Zealand's first true generic wine "White Cloud".
- Nobillo receives Export Award from NZ PM.
- Nobillo Icon wine World Champion Sauvignon Blanc award at London Wine and Spirits Competition

#### Doing it his own way

Nestled just outside NZ's North Island city of Gisborne, *Vinoptima*, established in 2000, is a single variety 10 hectare, self contained vineyard and winery estate focused on producing world class Gewurztraminer for high end markets.

Nobillo says the experience gained from his more than 40 years in the NZ wine industry played a key role in the launch of the business, which produced 3,000 cases in 2006. Drawing on this expertise, Nobillo chose what he believed was the perfect terroir for growing world class Gewurztraminer, then planned, designed and built a winery to produce a world class drop.

How did Nobillo spread the word about his product? After the 2003 inaugural vintage was first released into the NZ market in 2005 and into the Australian market later the same year, a specialist distributor was chosen in each country and allocated an agreed quantity of wine at an agreed price. "Wine writers were sent samples of the wine for evaluation and distributors sold their allocated stock into high end retail and top restaurants," Nobillo says. "Wine writers wrote about the wine very positively and wine enthusiasts sought out the wine wherever it was available." Nobillo introduced *Vinoptima* wine into the Japanese market in early 2007.

#### Frost slashed production

Starting and growing a wine business is a long, difficult and expensive process, and like most business people, Nobillo has his

PTO...



...share of horror stories to tell. "One major problem was underestimating capital requirements in the initial establishment phase," he recalls. "I overcame this through acquiring more capital through other assets outside the business." Another major lowlight, albeit completely out of his control, was when his vines were hit by a frost at budburst in 2003 that slashed the crop by 25%.

Despite these challenges, Nobillo has been happy to find overwhelming acceptance of *Vinoptima* in all markets. "Once people tasted the wine they wanted to list it despite its high cost," he says. "Another highlight was the excellent 2004 vintage, which allowed the production of a noble late harvest wine to be released in late 2007."

#### Positive approach, persistence, patience

Nobillo says the 3 most important lessons he has learnt in business can be encapsulated in the "3 P's"—namely:

1. **Positive approach:** "I have found that business success comes from maintaining a positive attitude and approach at every moment even if you know the situation is negative and without resolution. There is a solution for everything and by combining a positive approach with persistence and patience, you eventually come out on top."

2. **Persistence:** "After suffering one or two knock backs the majority of people withdraw from the opportunity. There may be a great opportunity in pursuing a sale, however after a couple of negative responses they back away and go on to the next one. In my experience, persistence always wins the day, but you do have to be patient. More than 15 years ago I succeeded to get Maribini Corporation to take on the Nobillo brand in Japan at a time when NZ wine was unheard of."

"When the NZ Trade Commissioner asked the chief executive of the Marlborough Division as to why they had taken on the NZ brand, his reply was simply, 'Mr Nobillo's persistence.'"

3. **Patience:** "I have learned from Nature that every cycle has a time frame. The same principles apply in business. Being aware of this and then having patience to allow the natural process to occur will always lead to success. Looking for shortcuts often frustrates the situation and leads to bad outcomes."



Vinoptima wine

#### Lessons for success

Every business owner finds their own unique ways of adapting and growing, often learning what to do right by facing the fallout from mistakes and bad decisions.

What has Nobillo found to be the most effective ways to:

- **Secure funding?** Have adequate and secure assets on which to borrow from lending institutions.
- **Find staff?** Know exactly what you want then head hunting the appropriate people.
- **Advertise?** Public relations and word-of-mouth endorsement of the wine and brand.
- **Find customers?** Research appropriate distributors who will represent the brand in a particular marketplace.

In addition, Nobillo believes the key entrepreneurial qualities that are crucial for entrepreneurs to possess in order to run a business are:

- 1. Positive attitude.
- 2. Will to succeed.
- 3. Hard working.
- 4. Ability to take the "knocks".
- 5. Picking the right people to work with.

What two things would Nobillo never do again in business?

1. **Have insufficient capital**  
"The wine industry is a very capital intensive industry that takes 10 years to realise a return from the planting of a vineyard to selling the finished wine. If you have to rely on large borrowings, profitability is deferred while servicing and repaying the debt. Sufficient capital, say 75% equity ratio, means returns to shareholders occur earlier."
2. **Take on incompatible partners**  
"Most investors are looking for a quick return. The wine industry does not provide this. Some investors get involved for the romance of the industry without understanding the need for patience to obtain a return and consequently get frustrated waiting. In the past we had a couple of investors who exited and caused problems. I am pleased to say that those who remain for the long term not only receive a good return but also healthy capital appreciation."



Vinoptima winery

**Vinoptima's Products and Services**

1. Grape Growing
2. Wine Making
3. Cellaring and Bottling
4. Marketing
5. Selling ultra premium Gewurztraminer wine

#### Newsletter produced by Business Grow

- Corporate/publicity writing/editing
- Corporate & business newsletters
- Business promotion throughout Japan's foreign community
- Business biographies
- Promotional faxes, press releases

### FACT SHEET

**Vinoptima Estate -**  
**Industry:** Wine  
**Location:** Gisborne, New Zealand  
**Established:** 2000  
**Managing Director:** Nick Nobillo  
**Net sales 2006:** 3,000 cases  
**Employees:** 5

Produced by Business Grow

e-mail: [info@businessgrow.net](mailto:info@businessgrow.net)

URL: [www.businessgrow.net](http://www.businessgrow.net)

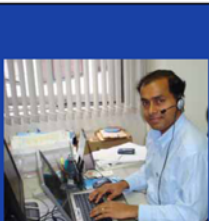


# Software Development



**TopTech Informatics**

## Leveraging Offshore Software Development



**Biju Paul**  
Chief Executive Officer  
TopTech Informatics

Founded in Japan in 2003 with a vision to provide companies with integrated Information Technology services including but not limited to Management Consultancy and Document Management Solutions also known as Digitalization Services, TopTech Informatics has served many government and private organizations.

### FACT SHEET

#### TopTech Informatics

Industry: Information Technology  
Established: 2003  
Location: Japan, India  
CEO: Biju Paul  
Employees: 20

TopTech Informatics  
Tel: +81 (0)3-5095-4441 Email: info@toptechinfo.com URL: www.toptechinfo.com

Outsourcing is on the increase and the benefits of this cost saving process are being realized by a growing number of business managers worldwide. While outsourcing – in particular of computer software development – can produce significant benefits for companies, it also involves inherent risks. How can business managers in Japan take advantage of offshore software development and get ahead of the competition?

TopTech Informatics, a Tokyo-based IT company specializing in outsourcing and offshore software development, is superbly positioned to help clients reap the benefits of having software developed overseas.

Chief Executive Officer Biju Paul says TopTech's prime focus is to provide a full range of IT services to companies efficiently, inexpensively and securely. TopTech's suite of services includes IT staff augmentation, on-site engineering support, network management and office relocation. With offices in Tokyo and an Offshore Development Center in India, TopTech is able to scale rapidly to meet the outsourcing requirements of companies, and enable clients to take advantage of the

significant cost savings available from offshore outsourcing.

For Japanese clients, TopTech offers the additional advantage of being able to provide access to native Japanese speakers settled in India, thus making the company uniquely positioned to offer tailored bilingual solutions to customers. To further benefit local clients, TopTech has tied up with eBusinessware (www.ebusinessware.com), a large, multinational IT solutions provider in India that employs more than 300 developers and infrastructure support staff. TopTech is also a registered Cisco partner, and is the Japan distributor of Norman Virus Control, a Norway-based company marketing a suite of anti-virus products.

### 80% of revenues from repeat business

How was TopTech founded? The company was originally founded in India as a software house before Biju Paul single-handedly launched the company in Japan in mid-2003 by marketing it under the brand name 'TopTech Informatics'. Six months later, TopTech had grown into a team of 5 but the business legally remained an IT division of a separate company called Global Family. In February 2006, TopTech spun off and became a fully independent and legal Japanese entity. By the end of 2007 the company had a team of 20 working hard to provide tailored business solutions to clients, and had achieved year-on-year revenue growth of 50% + between 2004 and 2006-07.

Where is growth being generated from? 'Approximately 80% of revenues are a result of repeat business while 15% comes from referrals from existing customers,' Biju says.

PTO...

## TopTech Informatics



TopTech staff working for a client in Tokyo

hours behind Japan, TopTech does not experience any time lag in our communications and hence we are able to deliver projects on time and at the desired quality. To ensure customer expectations are met, Biju is personally in touch with the development team on an almost daily basis supervising the progress and delivery schedule. 'As you know, in Japan, timeliness is very important and we do deliver on time.'

'I consider the 15% referral business is a good yardstick to measure the confidence our customers have in us and our abilities.'

### Offshore Development Center

When considering the cost efficiencies associated with outsourcing, it's no wonder that companies are increasingly looking overseas for their development and back office maintenance needs. And when it comes to location, no country is more popular than India. Why? Cost and confidence.

TopTech's India-based Offshore Development Center has approximately 15 full-time experienced and professional staff skilled in the latest technologies including .NET, JAVA, C#, and JSP. While the team's core strengths lie in .NET based development, members are also proficient Microsoft SharePoint operators as highlighted by their recent deployment of SharePoint 2003 to 33,000 users across the UAE.

What benefits can clients leverage from utilizing TopTech's Offshore Development Center? 'By having a development center in India, companies can take advantage of low costs and high levels of quality,' Biju says. 'Since our center is located in Noida, a low cost center, and not in an expensive location like Bangalore or Delhi, clients are able to take further advantage of the cost effectiveness of offshoring to India. With Indian technology being what it is today and India being just 3.5

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### TopTech in Action – Case Studies

#### CASE STUDY 1

In 2007, TopTech completed and delivered a unique (EU) Trade Settlement system for a mid-sized securities trading company in Tokyo. The product received high praise from the company president due to its ease of use and real-time language switching feature.

**Net Savings to Client:** Between JPY 10-12 million.

#### CASE STUDY 2

In mid-2007, TopTech assisted a Japanese investment advisory firm to move to new premises. Before the move, the client did not have any properly managed IT infrastructure so TopTech helped establish a proper IT environment complete with Network and Server equipment, and implemented policies and procedures that were literally non-existent. The client's high level of satisfaction resulted in them recommending TopTech to their sister company to set up their IT infrastructure.

**Net Savings to Client:** Approximately JPY 2 million.

### CASE STUDY 3

In 2005, TopTech provided IT consultancy services to a large European transport company that involved an in-depth analysis of their existing IT infrastructure. TopTech provided detailed recommendations to improve not only network security but also file, user and database structures for the client's entire server infrastructure.

**Net Savings to Client:** Between JPY 10-12 million.

### Our Guiding Principles

**Integrity**  
Business integrity and honesty of purpose are central to our philosophy.

**Precision**  
We are focused and deliberate in our work and actions. We do the right thing, at the right time, in the right manner.

**Quality**  
We are committed to delivering quality solutions to our clients. Both management of quality and quality of management are central to our solution while maintaining cost-effectiveness.

**P&P**  
People-Service-Profit. Your need is the start of a people-to-people relationship and gives us an opportunity to prove. Profit comes last.

**Customer Focus**  
Our clients' priorities are important to us. Understanding clients' needs better and achieving quality solutions increase the likelihood of success.

**Education**  
We share knowledge and leading ideas with our clients to help demystify the process.

### TopTech Informatics Products and Services

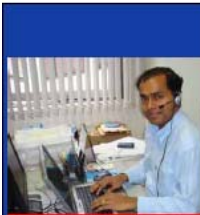
- Offshore Software Development
- IT Support Services
- Document Scanning and Digitization
- Office Relocation
- Sharepoint Implementation

## Sell more to the huge Japanese market with a Japanese version of your Bio



**TopTech Informatics**

## オフショア・ソフトウェア開発を成功へと導きます



**ビジュ・ポール**

CEO (代表取締役)  
トップテック インフォーマティクス

外部委託が増加するにつれ、委託によるコスト削減の利点は世界中の多くの企業経営者によって、認識されてきています。特にコンピュータ・ソフトウェア開発においては、外部委託は企業に著しい利益をもたらしますが、それに伴うリスクもあります。日本の企業経営者は、どのようにオフショア・ソフトウェア開発を有効利用し、競合他社に差をつけることができるのでしょうか。

東京に本社を構える弊社は、外部委託とオフショア・ソフトウェア開発に特化したIT企業です。海外でのソフトウェア開発による利益をクライアントにもたらす企業として位置に立っています。

代表取締役はビジュ・ポール。「弊社は、効果的で、低コストでありながら品質が安定した、万全のITサービスをクライアント様に提供すること、をもっと大切な企業理念として、」弊社の業務内容はITスタッフの派遣、現場でのエンジニアリングサポート、ネットワーク構築、IT開発サポートなどです。東京本社とインドのオフショア開発センターとの協力を駆使して、クライアント様のニーズに即応いたします。これにより、クライアント様は海外委託による大きなコスト削減の恩恵

を得ることができます。

クライアント様向け特別サービスとして、インド出身の日本人の採用をできるようにし、クライアント様それぞれに個別対応したバイリンガル・ソリューションを提供する会社としてユニークな企業である点と自負しております。さらにクライアント様の利益のために、インドにおいて多国籍ITソリューション・プロバイダーとして500人以上の開発者とインフラストラクチャー・サポートスタッフを擁するeBusinessware (www.ebusinessware.com) とも提携しております。また、シスコ認定パートナーであり、一連のアンダー・ウェア製品を市場展開しているルネサス企業との「ノーマン・ウイルス・コントロール」の日本ディストリビューターでもあります。

収益の80%はリピーターのお客様から弊社はインドで設立されたソフトウェア専門会社を前身に、2003年半年、代表取締役ビジュ・ポールが、日本で代表取締役ビジュ・ポールと名乗るまで、6ヶ月間は5名のチームへと成長しました。この間、法的にはグローバル・ファミリーという別会社でIT部門として存在しておりました。2006年2月、弊社はグローバル・ファミリーから完全に独立し、日本の法人となりました。2007年の後半には20名からなるチームを擁するまでになり、クライアント様の個別ニーズに即したソリューションを提供できるような日々努めております。あがが来年度2008年度以降、2006-2007年度比で毎年50%の増収を見込めることとなりました。弊社の成長はどこからもたらされているのでしょうか。「弊社の利益の約80%は既存のお客様からのご推薦、15%は既存のお客様からのご推薦、ご紹介による新規のお客様からです。」

PTO...

## TopTech Informatics



東京でクライアント様と弊社スタッフ

がたった3.5時間であることからします。弊社はコミュニケーションの障壁がありません。プロジェクトを時間通りに、そして望まれる品質のレベルでお届けすることができま。クライアント様の要望に応えるため、代表取締役自ら開発チームとほぼ毎日連絡を取り、進捗状況と納品スケジュールを管理しています。『日本においてはタイムリーであることが必ずしも重要ですから、弊社は必ず時間通りに納品します。』

「この15%というご推薦、ご紹介の数は、お客様が弊社と弊社の能力に置いてくださっている信頼を重んじるよき基盤だと考えております。」

オフショア開発センター  
外国企業と契約結果の差を縮めて考慮する際、多くの企業が開発やバックアップ体制を海外に求めることは不慣れではありません。ではどこがいちばん良いかといえば、インド以上に好まれる国はないでしょう。なぜかといえば、コストと信頼性によっていからです。

弊社はインドに置くオフショア開発センターには、「.NET」「JAVA」「C#」「JSP」を専攻の技術のバックアップ体制を海外に求めることは不慣れではありません。ではどこがいちばん良いかといえば、インド以上に好まれる国はないでしょう。なぜかといえば、コストと信頼性によっていからです。

弊社のオフショア開発センターを利得することによりクライアント様が得ることに利益は多いでしょう。インドに開発センターを置くことにより、お客様は低コストでありながら高品質という利益を得られます。弊社の開発センターは人件費を低く抑えることであり、バックアップのバックアップというコスト削減は期待していません。お客様はインドにオフショアすることにより得る費用効果の高さという利益を最大限に活用できます。現在のインフラネットワーク、インドと日本の時間

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### 活動紹介～事例をも～

#### 事例1

2007年、弊社はバイリンガル(英語/日本語)の開発プロジェクトを、東京の弊社に依頼、開発し、提供されている仕事を、的確なタイミングで、しかも手際よく行っています。高品質の提供、高い信頼性を確保し、クライアント様のニーズに即応いたします。これに加えて、日本でも同じ開発を行っていたら2500万円かかっていたことでしょうか。

#### 事例2

2007年の半ば、弊社は日本の投資顧問事務所の移転プロジェクト、新設、きんちと整備されたITインフラストラクチャーを構築し、手続方法を導入しました。クライアント様には高くご満足いただき、関連会社のITインフラストラクチャー構築にも弊社にご依頼いただきました。

**クライアント様の削減額**  
およそ200万円

### 事例3

2005年、弊社はヨーロッパ(英語/日本語)のITコンサルティングとして、既得のITインフラストラクチャーの詳細な分析を行いました。クライアント様のサーバー・データベースの仕組みにまで踏み込んだ詳細な改善案を提示しました。

**クライアント様の削減額**  
およそ1000万円～1200万円

### 経営方針

**経営者**  
弊社は、正直にビジネスを行うことが、弊社の経営です。

**顧客**  
弊社は顧客に価値、行動し、期待されている仕事を、的確なタイミングで、しかも手際よく行っています。

**高品質**  
弊社は高い品質のソリューションをクライアント様に提供します。高品質の提供、高い信頼性を確保し、クライアント様のニーズに即応いたします。

**人・サービス・利益**  
人・サービス・利益、そして「人・サービス、利益」の順です。

**お客様のニーズが「人」と「人」の両方である場合、弊社は両方に注力する開発と提供をします。「人」が「人」の両方です。**

**お客様中心**  
クライアント様の要求事項は弊社にとって重要で、クライアント様の要望をよりよく理解し、質の高いソリューションを提供することが弊社への成長の鍵となります。

**迅速な対応**  
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## Non-Profit

### Making Hunger History

An innovative entrepreneur shows how thinking twice before disposing of unwanted product can fuel a company's bottom line



**Charles E. McJilton**  
Founder and Executive Director  
Second Harvest Japan

By Jonathan Walsh & Rob Ooss  
- Business Grow

Food is so abundant in Japan that most of us take it for granted and never consider what it would be like if there was little, let alone none.

But scarcity of this invaluable resource is a very real problem for a growing number of people living below the poverty line in Tokyo and other Japanese cities.



Currently, 15.3% of Japan's population lives below the poverty line according to a 2005 OECD report. At the same time there are more than 650,000 people who live without food security, while an estimated 6,000 metric tons of food waste is thrown away in Tokyo each day largely for cosmetic reasons.

Thankfully Second Harvest Japan (2HJ), Japan's first incorporated food bank, and its Executive Director Charles E. McJilton are taking the lead in creating the infrastructure to save food from destruction and get it to those in need. But how exactly is 2HJ doing that?

#### Food security for the nation

To secure safe and nutritious food for all, 2HJ has adopted a four-pronged approach. The first activity is a hot meal service, in which 2HJ prepares and distributes 500 hot, tasty and nutritious meals in Utsunomiya each Saturday. The second activity—launched in 2006—is Harvest Party, in which 2HJ delivers groceries directly to close to 100 individuals and families in need via a courier service every week. "Harvest Party is the first step to creating a national network of parties where those in need can go to get emergency groceries," Charles says. "We are always looking for churches, community groups, and agencies who will partner with us to support those in need."

#### Food for all people PTO

#### Organization Profile

Founder: Charles E. McJilton  
Based in: Tokyo, Japan  
Revenue 2006: 220 million yen  
e-mail: info@2hj.org

The third activity and "the heart of the business," as Charles calls it, is food banking. Food banking can be considered as the wholesale business of 2HJ's multi-focused "food for all" operation wherein they take large donations of edible food that have been designated for disposal from food companies and then distribute them to other agencies. In the process, 2HJ offers benefits to companies such as a reduction in disposal costs—the average cost for disposal of food is 100 yen per kilo—free marketing, and the satisfaction of seeing edible food rescued from the incinerator and put in the hands of those who need it. Finally, 2HJ works to promote the development of food banking in Japan and advocates on behalf of those living without food.

#### Putting 2HJ together

2HJ started out in 2000 as Food Bank Japan, a coalition of groups involved with the homeless and day laborers. After two years in the coalition, what is now 2HJ decided to legally restructure as a non-profit organization (NPO) and the Tokyo Metropolitan Government officially approved 2HJ as Japan's first legally incorporated non-profit food bank on July 25, 2002. But gaining NPO status was not easy. Once 2HJ had come up with a business plan, they had to go about the process of submitting paperwork. And there was plenty of it—a charter that followed government specifications, a list of board members with their

**FACT:** Tonnage of food deliveries increased from 114 tons in 2004 to 255 tons - about the same weight as 190 new Toyota sedans - in 2006

addresses and official residence registration, a list of at least 10 voting members along with their addresses, a detailed list of activities to be engaged in along with a budget, a list of current assets, a budget for the current fiscal year, an explanation of why they were incorporating, and the minutes from their inaugural meeting.

But the paperwork didn't stop there - after 2HJ was recognized they had to officially register the organization with the local justice office with a further detailed description of their activities and also buy and register a company seal (jishin). 2HJ is also expected to submit a long list of documents annually, so for entrepreneurs who are thinking about setting up an NPO, it is best to be prepared.

#### Good things are easy to market

Between 2004 and 2006, 2HJ's total revenue and financial support rocketed 157% from \$5.7 to 220 million yen, while over the same period the wholesale value of food distributed by 2HJ leaped nearly 125% from 68.4 million yen to 153 million yen. This mirrors the growth in food deliveries, up from 114 tons in 2004 to 255 tons - about the same weight as 190 new Toyota sedans - in 2006 that saved donating companies an estimated 27.7 million yen on return and destruction fees. Considering such growth, it

comes as a surprise when Charles says that 2HJ does not market itself. "The closest thing we do is participate in networking events at the American Chamber of Commerce Japan," he says. "Our best 'marketing' has come from introductions from other companies that have chosen to donate to us." Once 2HJ has been introduced to a potential donor, the benefits they offer donor companies market themselves.

On a personal level, Charles is an example of how active and passionate leadership is vital for promoting an organization. His accessibility to the media and 2HJ regularly featured in both Japanese and English language print media, giving 2HJ great free exposure. Charles and 2HJ were also featured in a documentary that was broadcast on national television on March 26, 2007. The program, which gave a clear explanation of food waste and the status of food banking in the U.S. and Japan, had an immediate effect.

"Since that program aired, we have had many, many food companies contacting us inquiring about donating," Charles says.

#### How you can help

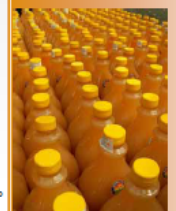
##### There are four key ways to assist 2HJ:

- **Volunteer time**  
2HJ is currently seeking volunteers to help with a variety of activities.
- **Donate food**  
2HJ can pick up food from donating companies and ensure that it is handled safely and professionally.
- **Donate money**  
2HJ welcomes financial sponsorship of all sizes.
- **Donate equipment**  
2HJ is seeking equipment to enhance their operations, including paper cups and other kitchen equipment.

#### 2HJ OPERATIONS



Volunteers serving food in Tokyo's Utsunomiya



Boxes of donated juice



Hot meals for Utsunomiya



2HJ staff load a van with food donated by Costco



#### What's Your Story?

Like to be featured in a business newsletter, feature article or business biography? - If you have a product or service you want to promote, or an eye-opening success story you would like to share with Japan's foreign business community while promoting your business at the same time - contact Jonathan Walsh to discuss options. e-mail: info@businessgrow.net

## Intercultural Consulting

ServiceBio



InterComJapan Inc.

InterComJapan Inc.

### Maximizing Returns from Intercultural Consulting

Getting the right message across to a client clearly and succinctly is never more important than in a cross-cultural business environment. That's where companies like InterComJapan Inc., Japan's leading intercultural consulting firm, come in to play. Founded by Chief Operating Officer Mika Tanaka in 1995, InterComJapan has become a leading player in an industry whose driving aim is to boost business by fostering better communication between business people from diverse different cultures. Tanaka is the driving force behind the phenomenal growth of the Tokyo-based firm, which, since its founding, has taken on 165 staff in 18 offices spread throughout Japan and Asia.

#### How can InterComJapan assist your business?

##### Simple first steps

First, clients are invited to an informal meeting where they are requested to fill in a 20-page questionnaire and asked about their company's aims. Next, InterComJapan prepares a comprehensive proposal document outlining all costs, rates, and expected project time frames.

#### Implementing best practices

InterComJapan utilizes a select set of industry-specific best practices to assist both Japanese and foreign companies to sell and grow more in their respective markets. InterComJapan's corporate culture and Western-style management focuses on implementing the best practices from Japan and around the world.

#### Cross-cultural communications

InterComJapan utilizes specifically trained staff to disseminate cross-cultural best practices to clients looking for information and advice in this area. "Our services include on-site training programs, online training modules and in-house seminars," Tanaka says.

Assessing management capabilities is a major stumbling block for companies wishing to address intercultural issues among staff, Tanaka says.

Tanaka's company manages this problem by

PTO...

#### Company Profile

##### Key Facts

Chief Operating Officer: Mika Tanaka  
Industry: Intercultural Consulting  
Location: Tokyo, Osaka, Beijing  
Revenue 2007: US\$230 million  
URL: www.intercomjapan.jp  
E-mail: info@intercomjapan.jp

##### InterComJapan Services

- Cross-cultural Communications
- Japanese Business Practices
- Intercultural Consulting Programs
- HR Management Assessment
- Human Resource Consulting