

INTERSEARCH
worldwide organization of executive search firms

InterSearch Japan
**Executive Search
and HR Consulting**



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Introduction

Based in Tokyo, InterSearch Japan is an incorporated executive search and human resource consultancy. Staffed by experienced professionals, we provide innovative and customized personnel solutions for your business in this country. As a partner in InterSearch Worldwide Limited, we are currently represented by more than 70 offices and 40 countries. An international board guides our worldwide activities. The business in Japan is complimented by continuing client consulting, which includes interim and transition management representation along with the human resource solution capabilities.

Specifically for the multinational business our varied international and industry experience enables us to understand complex personnel and organizational problems. This in-depth knowledge ensures successful project management on time and on budget.

We have a proven record in Japan for over 30 years of designing effective business solutions. This is combined with speed of delivery and a thorough understanding of the business culture in this country.

Industry Practices

- Automotive -
- Biotechnology and Medical -
- Chemicals -
- Construction -
- Consumer Products -
- Electronics -
- Finance and Insurance -
- Industrial Engineering -
- Real Estate -
- Software and IT -

MANAGEMENT TEAM:

DAVID A. WOUTERS has a degree in Commerce from Washington & Lee University and an MBA from New York University. Wouters was a Sales Manager with Mobil Petroleum in Singapore and a Marketing Manager with The Coca-Cola Company in Bangkok. He later served Coke in Japan as Corporate Liaison Manager. Wouters has edited past editions of the American Chamber of Commerce, Manual of Employment Practices in Japan, and a CCH publication, the Japan Employers' Handbook. He is now the Training Director for InterSearch Worldwide Ltd.

YOSHIYUKI HONJO has a B.S. degree in Commercial Science from Chuo University, and is a certified CPA. Yoshiyuki worked at PricewaterhouseCoopers in Tokyo and Hong Kong from 1969 to 1985, before starting his own private practice. He has completed accounting, audit and tax responsibilities for Japanese and foreign companies.

NICOLA GRIECO has wide experience in the Asia Pacific rim, having worked in Hong Kong and mainland China for seventeen years. As Marketing Manager for major textile manufacturers, Nicola was responsible for garment production for several famous Italian brands. Nicola has been in Japan since 1997 serving as President of Ciao Italia Giappone (Italian Restaurant Association). Nicola holds an Electrical Science Diploma from Technical Institute ITIS, Italy.

HITOSHI TSURUMOTO has a Bachelor of Arts degree in Philosophy from Hokkaido University of Education. He was the past Director of Human Resources and a member of the Board of Directors of Amway Japan Ltd. Previous to that Tsurumoto was employed by Wyeth (Japan) Corporation, and held various sales and marketing positions with them as well as serving as Personnel Manager. He has authored three books about training and HR related subjects.

HIDEAKI OHWADA has a law degree from Keio University. He has held operations management positions with Goldman Sachs, SBC Japan Ltd. And Lazard Freres K.K. In these assignments he has specialized in HR recruiting, financial planning and legal affairs.

MASATAKA FUJISHIMA is a Meiji University graduate with a Bachelor of Politics and Economics degree. Fujishima is the founder of SIHM Inc., a major licensed real estate developer in Tokyo. He has managed significant real estate projects for Citibank, JP Morgan, UBS, Merrill Lynch, Coca-Cola, Disney, Goldman Sachs, Time Warner, Air Bus, the Tokyo American Club and many embassies.

TODD TANAKA has a degree in Electrical Engineering from Keio University. He served as the Corporate Strategy Manager at Motorola for many years, and earlier in his employment was the co-developer of a wireless LAN business. Todd completed his corporate career as the Country Manager for ScanSoft Japan.

JUN UEDA worked for Hitachi, Ltd and Renesas Technology. During this time he lived and worked in the US for thirteen years. He retired as Director of Marketing at Renesas Electronics America, Inc. Ueda has experiences in microprocessor products with automotive, consumer and industrial applications. He has a degree in Electrical Engineering from Keio University.

YOKO KANEYAMA is a graduate of Osaka Jogakuin Junior College. Her experience includes customer service activities with Delta Airlines and Office Manager with a major Japanese real estate developer.



Executive Search and HR Consulting

- **Provide effective management search capabilities**
- **Provide transition management representation**
- **Develop performance based HR policies**
- **Provide advice on employee localization and retention**
- **Present employee compensation and incentive programs**

Case Study – Retained Search and HR Consulting

Positions: Sales and Marketing Consultants and Trainers
Industry: Automotive
Project Location: Tokyo, Japan
HQ location: Europe

Challenge:

To build a significant Japanese market presence by establishing a distinctive brand image in this market. The company's challenge was to setup exclusive dealerships that would separate its luxury line of vehicles from a competitive brand being marketed through the same dealers. To complete this transition over 200 existing dealerships had to be cancelled and 100 exclusive dealers were newly created.

Requirements:

In order to train and implement an effective marketing and sales team at the dealer level a training Academy was established on a long term contract basis with a major European automotive consulting company. Trainers and consultants had to be hired with proven automotive experience to complete the dealer education process.

Process:

The Academy was established and integrated into the company's headquarters staff in Tokyo. Over 100 candidates with extensive automotive backgrounds were screened for employment interviews over a 12 month period. Over 30 candidates were finally interviewed. It was essential the newly hired Japanese staff had western educational backgrounds or a working appreciation for western business practices to ensure their training presentations were compatible to the company's business culture.

Outcome:

Seven candidates were hired with critical automotive sales and marketing backgrounds. The new staff was carefully trained in Japan and Europe to ensure they understood the corporate sales approach and vehicle performance standards. The Academy continues as an essential part in building the brand image and increasing sales.



Case Study – Retained Search and HR Consulting

Position: General Manager
Industry: IT
Project Location: Tokyo, Japan
HQ location: Tokyo

Challenge:

A major US software company was looking for an effective General Manager to lead their consolidated asset and service management deliveries by driving down costs, increasing productivity and improving return on investment.

Requirements:

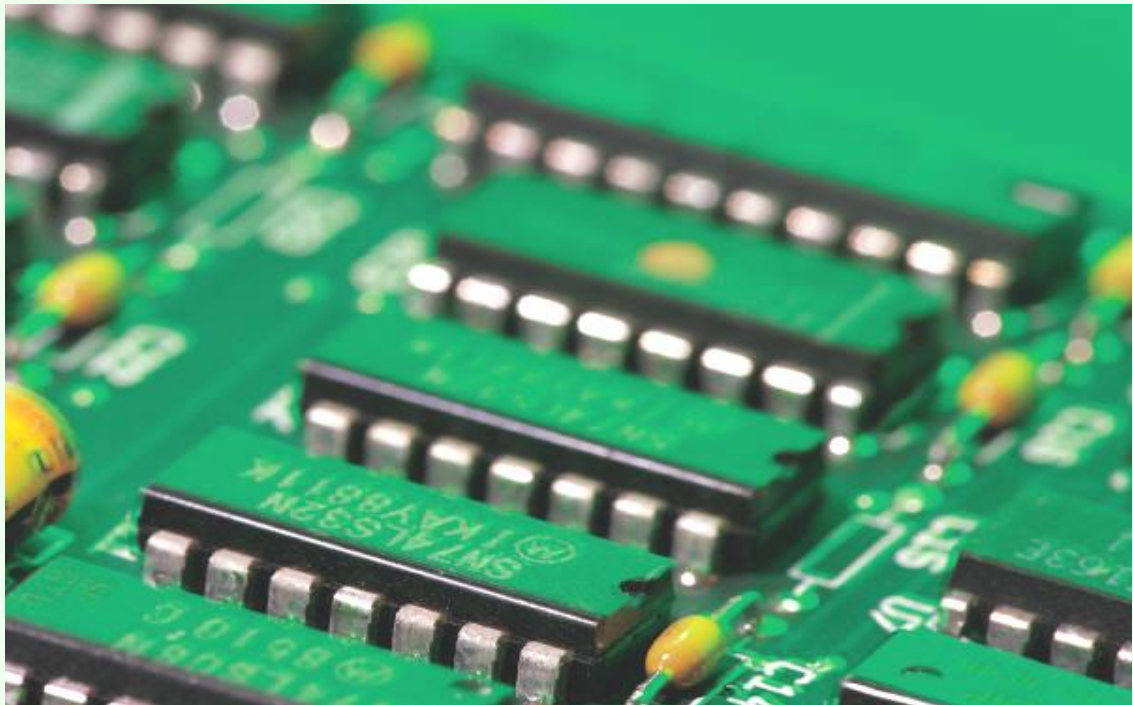
To locate a qualified senior software manager who had qualified asset management experience, and who could generate improved productivity through people and capital. The successful candidate had to be results oriented and hands-on with extensive experience in the Japanese market. English language capabilities were essential for home office communications.

Process:

After interviews with three qualified managers, the selected finalist was asked to make a presentation about his knowledge of the employer's business and how he would go about introducing the products in the Japanese market. The candidate was asked to do this over lunch in an interview with the company's President.

Outcome:

After an overnight flight to London the presentation was made using printed material from a PowerPoint program and delivered effectively over a two hour period. The candidate demonstrated a resourceful presentation skill, and he was hired to lead the company.



Case Study – Retained Search and HR Consulting

Position: Managing Director
Industry: Finance
Project Location: Tokyo, Japan
HQ location: Tokyo

Challenge:

The European financial index leader created a business strategy to expand their brand in the Asia Pacific region and globally become the leading provider worldwide. The company's business had expanded at a rate of 30 to 40% annually. The company works with investment banks, fund managers, data vendors and exchanges.

Requirements:

The company required a seasoned Managing Director for the Asia Pacific region to be located in Tokyo. The position required successful sales management, business development and client relationships within the financial and investment markets.

Process:

A list of prospective candidates was provided by the client company, but the expected qualifications and presentation skills of these candidates fell short of the client's requirements. An exhaustive search was immediately started within the foreign business community in Japan as well as internationally.

Outcome:

After extensive interviewing in Asia and North America a bilingual expatriate candidate was hired in Japan based upon his qualified experience and his personality profile tests. The incumbent Director has spent eight years in the position, and has opened significant new markets in China and Australia for many new products. He has also developed the corporate infrastructure in all the company's principal offices.



Case Study – Retained Search and HR Consulting

Positions: Sales Representatives
Industry: Food and Beverage
Project Location: Tokyo, Japan
HQ location: USA

Challenge:

To build a significant market presence in Japan by establishing a Japanese subsidiary company, and increase distribution to all segments of the retail trade.

Requirements:

To hire an aggressive sales and marketing team that was familiar with western methods of distribution and merchandising.

Process:

Job candidates were selected from various consumer backgrounds and given product and marketing training based upon worldwide company standards. Careful training considerations were given to develop effective product presentations through proven merchandising techniques developed in the US. Corporate management style maintained a balance between accepted company business practice and the local business culture.

Outcome:

During a seven year period the company hired over 40 sales specialists at various levels of management to achieve nationwide coverage of their branded products. Japanese candidates with western educational backgrounds or business experience proved to be the best suited for the positions offered.



Case Study – Retained Search and HR Consulting

Position: Director, Office of the President
Industry: Bioscience
Project Location: Tokyo, Japan
HQ location: USA

Challenge:

To build a performance oriented marketing presence in Japan through integrated business and effective personnel practices. The final objective was to maximize return on investment by encouraging cost efficient operations.

Requirements:

To hire a senior manager, who had both senior marketing and personnel management experience. Key issues had to be identified and corrected in line with worldwide corporate business practices.

Process:

Several senior managers were selected for final interviews. All the candidates had senior marketing management experience in the chemical or bioscience disciplines. The selection process emphasized product knowledge and the effective use of key personnel development programs such as performance management rewards and promotions.

Outcome:

The company hired a candidate with general management experience from a major foreign chemical company that had closed its operations in Japan. The Japanese candidate was hired as Director, Office of the President. The integration of the program was successfully completed.



Case Study – Retained Search and HR Consulting

Position: CFO
Industry: Food
Project Location: Tokyo, Japan
HQ location: USA

Challenge:

To strengthen the financial management and reporting of a leading foreign food importer in the Japanese market. The company has been established in this country for 46 years, but needed to acquire a larger share of the local market to match its worldwide business presence.

Requirements:

To hire a regional CFO, who was familiar with western methods of proactive reporting and local GAAP to carry the company through its M&A growth as well as revitalization. Effective communications was necessary to integrate the business culture and personality of the parent company throughout the Japanese organization.

Process:

CFO candidates were selected from various industrial backgrounds and introduced to the opportunity.

Outcome:

After three months of interviewing, a very capable bilingual foreign manager was selected. His experience included assignments in both Japan and overseas. His multi-cultural background facilitated a smooth transition of western business practices into the Japanese subsidiary.



Case Study – Retained Search and HR Consulting

Position: Sales Director
Industry: Pulp and Paper
Project Location: Tokyo, Japan
HQ location: Europe

Challenge:

An independent family-owned European company founded in the 18th Century needed to establish a strong business presence in the Japanese market. The company maintains European manufacturing facilities with a global sales and service network. The firm is a major producer of wire cloth sold into the pulp and paper industry.

Requirements:

To hire a Sales Director with paper industry experience and effective business relationships.

Process:

Senior sales and marketing executives were selected from various industrial and process industry backgrounds and evaluated against strict employment guidelines. English capabilities were essential for home office communications.

Outcome:

Three well qualified sales directors from major Japanese and European manufacturing companies were interviewed for the position. The final candidate was selected from a successful video conference presentation. He was flown to the parent company's office for further interviews, hired and given immediate training in Europe. The candidate is working very successfully to ensure the company's products are introduced effectively with essential technical support and knowledge.



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Think Globally. Act Locally.