



ENERGY SOLUTIONS

Recognizing the Differences,
Adapting to the Japanese Approach to Business

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EnergySolutions Over 15 years Successful Business Relations in Japan

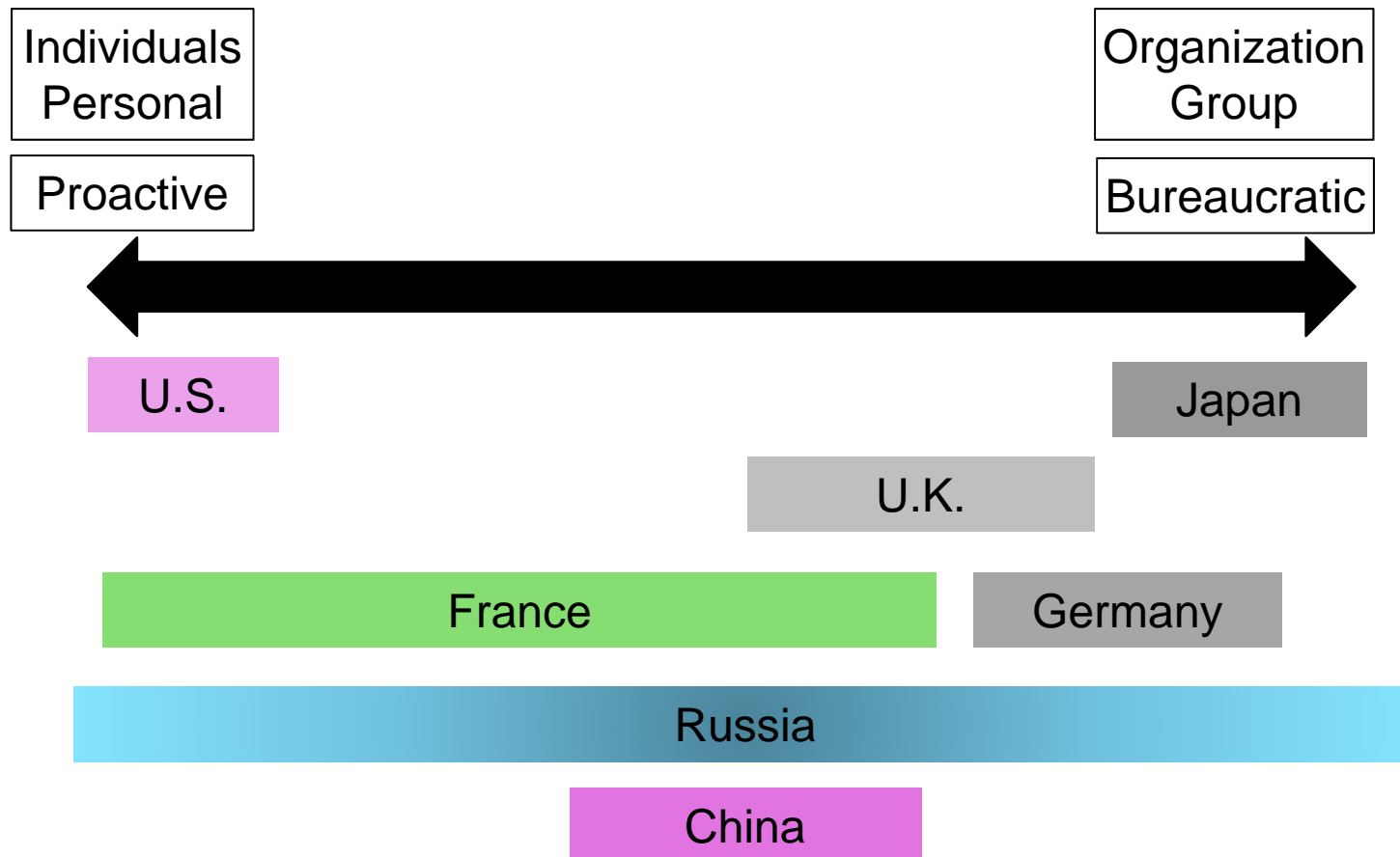


- JNFL (IHI)
 - Vitrification Technology Support (Rokkasho)
- TEPCO (Toshiba / MKC)
 - Fuel Pool Processing Equipment (Fukushima Daini)
 - ALPS Water Processing (Fukushima Daiichi)
- JAPCO (Japan Atomic Power Company)
 - D&D Collaboration NPP D&D (Tsuruga-1)
- NDF (Nuclear Damage-Compensation D&D Facilitation Corp)
 - Waste Management Guidelines (Fukushima Daiichi)



Graduate – Post Graduate

Cultural Differences in Decision Making



General Consensus – U.S and Japan are toward the Extremes

Long Rich History with Extended Period of Seclusion

Japanese Envoy to China 20 times to learn Buddhism 600-900?

Japanese Pirates trading Silver 13-16C

Tensho Boy Mission to Europe to learn Christianity 1582-90

鎖国 Seclusion
400 years
Still inward attitude inherited?
SONY? Toyota?

Originated from past different feudalistic system from China?

Japanese business culture will not change for foreign businesses



To succeed, foreign business must adapt to Japanese business culture

- Language
- Culture
- Decision Making Process
- Indigenous competition
(Toshiba / Hitachi / MHI)
- Different and often
complicated rules / regulations

Japanese Clients Understand

Theirs is not an easy market for foreign businesses

- The higher the summit is, the more joy from the achievement you get
- Once reputation is obtained, you become a member of the society, and you may enjoy the games more

Some Market Characteristics

- **Very curious about anything new –
But, take time to accept, often
misconstrued and frustrates
foreigners**
- **Quick to extend existing
relationships / contracts**
- Rarely accept without successful
physical precedence
- Strong spirit of completion
(Timekeeping, punctuality etc.)
- High Concentration – often can not
“see the wood for the trees”



- In early relationship - difficult to recover from lack of success
- **No recovery from lack of integrity**
- **Personal Trust most important – often more important than detail sales talk**
- **You will be tested – expect it**
- Sometimes you have to work out what the client is thinking – often they will not tell you

- **Salesmen have to be:**
 - Sincere
 - Knowledgeable (Product, Company, Client, Need)
 - Never Lie (judicious use of information can be dangerous)
 - Eloquent
 - Reliable
 - Consistent
 - **GOOD LISTENER!!!!!!**
- Deliver what you promise – pay attention to the contract
- Continuous networking critically important
- **Listen to voices from different sources: Site, HQ, Managers, Executives**
- **Be prepared for (AND ACCEPT) numerous questions on detail – respond with care**



- **Respect existing relationships between client and traditional vendors**
 - No impolite criticism of existing / prior relationships
 - No criticism of traditional vendor products
- Focus on your strengths and uniqueness - differentiate yourself (generalities do not work)
- Partner rather than compete with Japanese vendors
- **Be present in Japan – Client must be clear you are committed long term**

**Expect to Invest
It's a long term proposition**