

Doing Business in Japan

“Understanding and responding to cultural differences”

Waste Management 2017

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AECOM Management Services

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AECOM

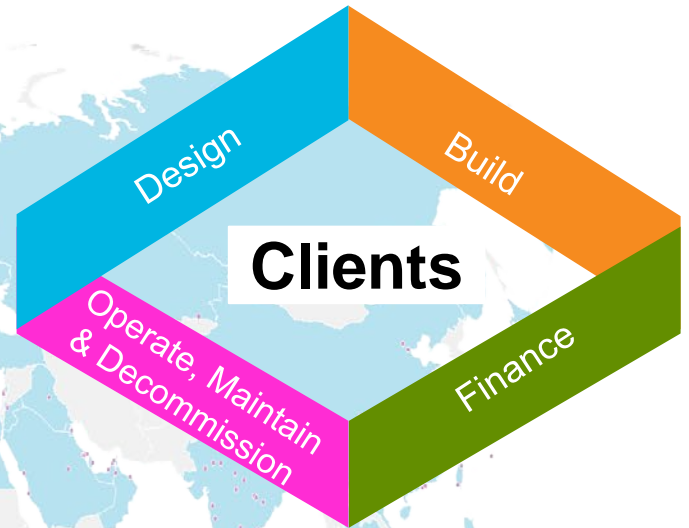
AECOM - A Global, Integrated, Service Provider

150+ Countries

90,000 Employees

US\$18 Billion Revenue

“Making the world a better place”



515 cities - we provided construction management to the One World Trade Center



7 continents - we helped design & build the Halley VI Antarctic Research Station



>1 planet - we supported the Mars Rover Project

Over 30 Years' of Experience in Nuclear Decommissioning

Some Differences between “East” and “West”

- “Relationship” before “Contract”



- Speed and Process of Decision making



- Greater Focus on “What” rather than “How”



“Relationship” before the “Contract”

- Relationships need to be established first – both corporate and individual - before any contracts
- Familiar (trusted) organisations can be given preference
- Both parties are selecting a partner – the Japanese side will be thinking long term
- Behaviours can be at least as significant as technical capability



What was AECOM’s approach ?

- Had a sincere focus on the longer term
- Valued the support of a respected “advocate”
- Demonstrated commitment, including establishing a local presence
- Tried to be aware of our behaviours

Capability + Behaviours → Relationship → Contracts


Speed and Process of Decision Making

- Process and pace is not better or worse – just different
- Who is/are the decision maker(s) ? Reputations are at stake
- Bottom up vs. top down – and side to side ! Group vs Individual
- Questions on top of questions – checking and double checking
- Most meetings are to exchange information rather than seek/push for a decision
- Once decisions are made – often followed by short notice requests



What did AECOM do ?

- Prepared for a longer process than we were used to
- Responded to extensive and detailed questions – validated references
- Tried to be aware of our behaviours
- Were cautious about trying to accelerate the process

Patience + Responsiveness  Success

Greater Focus on “What” rather than the “How”

- Greater focus on “Technology” than on optimising the strategy or approach – looking for the “Silver Bullets”
Great if you have a unique and relevant technology
- Decommissioning is not a mature industry in Japan – less references to call upon
- Easier to demonstrate technology than service capability - lots of people say “We are the best”
- Focus seems to be changing



What did AECOM do ?

- Highlighted the range of technologies that we had adapted and deployed
- Demonstrated the value we could bring from our innovative, but proven, approach
- Provided as many references/examples as possible
- Worked to be responsive to challenge and questions

Clear Offering + Evidence  Being Considered

どうもありがとうございます

Thank you