

NMI Operations Forum



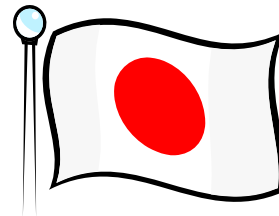
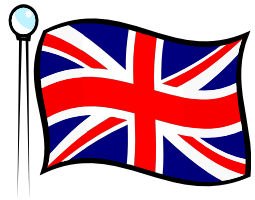
Sharing experiences /
Suppliers/ customers
What we can learn?

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In this presentation

- Quick reminders about Japan
- 3/11 2.46 pm
- 4/28 call with a semiconductor maker
- Supplier/ customer relations

Culture : important differences



- Many peoples.....vs.....homogeneous people
- International.....vs.....isolation (new: "galapagos")
- Individualism.....vs.....conformity
- Education: questioning.....vs.....learning facts
- Individual decisions...vs.....group decisions("wa")
- Accepting risk.....vs.....avoiding risk
- Flexible, uncoordinated.....vs.....Rigid, reliable

Some Japanese themes

Hypercompetitive

Exciting with many product offerings

A vision of the products coming here in future ...

UK companies are having success in Japan and can then be world leaders, thanks to world class Japanese customers “If you can succeed in Japan probably you can succeed anywhere”

The carp swims against the stream...



Ten steps to an order (see LinkedIn)

- 1 Have something unique, or at least better than the rest !
- 2 Describe its USPs clearly and convincingly
- 3 Visit face to face... with someone who might need it
- 4 Follow up questions/requests *immediately*
- 5 Keep following up to show you are serious and provide samples on time or agreed delay (no surprises... must build confidence)
- 6 Answer *all* the questions even if seem unnecessary, and visit to explain if needed. Ask them also!.. They expect you need their comments too
- 7 Welcome them to your facility if asked, and also show that your company will be viable in the future (financial info may be requested)
- 8 Make quotations near to the level you need, so that time is not wasted, but be prepared to negotiate of course,
- 9 Accept a trial order even if its small, so that you are in their family
- 10 Deliver on time and keep personal relationships strong.. You still want to get the big order...

(and be prepared to keep negotiating if the market changes, you are not just a supplier, you are now "in it together")



3/11..... 2.46 pm

- You have seen it on TV
- “keeping calm”
- Immediate crisis control
- Uncertainties
- “Gaijin” became “Flyjin”
- Power outages , unknown since WW2
- Radiation... what to do?
- Government/TEPCO communication reliable?

4/28... conversation with Semi Co

- “Keeping calm”
- Daily conf calls, all understand status daily
- Customer and customers customer every two days
- Don't over-order, wont get them
- Massive effort on recovery
- Customers understand and adjust their production
- Detail detail detail

Japan is proud to recover

- Tohoku shinkansen ..damage of 1750 locations on rails, electric poles, river bridges, and train stations were mostly repaired in the Tohoku Shinkansen line, running in 49 days “ no doubt this recovery would come”
- Renesas factory had 1500/2000/2400 recovery staff working in it, flooded with people, incl from customers.. Expecting to be one month early
- Japan didn't need the power outages (everyone supporting Japan)
- Yamato spirit, farming background, we always survive
- Japan monozukuri culture, making things.. Will survive and improve
- Don't drop us
- Toshiba president Sasaki-san asked all staff for suggestions how to help the distressed area.
- Move , relocate, substitute... but some companies have 60/80% ww share of e.g electrolytic foil



Japan Customer/supplier relations

- Can we use these in reverse? ... Show we respect this approach?
- (not banging the table, but building relationships in tough times)
- Customer is king/ god... (do as we say...)
- Sticking through tough times... (we need extra help now)
- Respect not antagonism... (can we work together to fix it)
- Top management is watching daily ... (better perform as you say)
- Detail detail detail
- No surprises (we depend on your information as true)
- Personal relations extend and deepen? Learn.
- Working through golden week , would we work through christmas?
- Living in Japan taught me about being a customer



Some stories

- “You are from the government, fix it...”
- “Go to your German factory to collect our products”
- “How many from each wafer, how many TVs can we make”
- Etc..

Finally..

“gambarimashoo!”

Thanks for your attention