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# Consulting

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## Management Consulting-GENKEN Method

GENKEN has been contributing to the innovation and development of management in Japanese companies for over 50 years.

We promote consultation through our unique methods, strategy development, ability to offer new management thinking, techniques of achieving projects, creation of new ideas and analysis of company structure.

We provide solid advice to achieve client's growth and foresee risk factors in their business. We give clear advice for new competitive practices from an early date, and current competitive power from past identity.

We expand our consulting service by considering the creation of human resources and systems that are vital for the continual success with well-defined and powerful consulting.

### Characteristics of GENKEN consulting;

1. Discovery and extraction of potential problems
2. Solution creation
3. Actual system designing
4. Expansion based on companies past strength
5. Standardization of education activities and training human resources

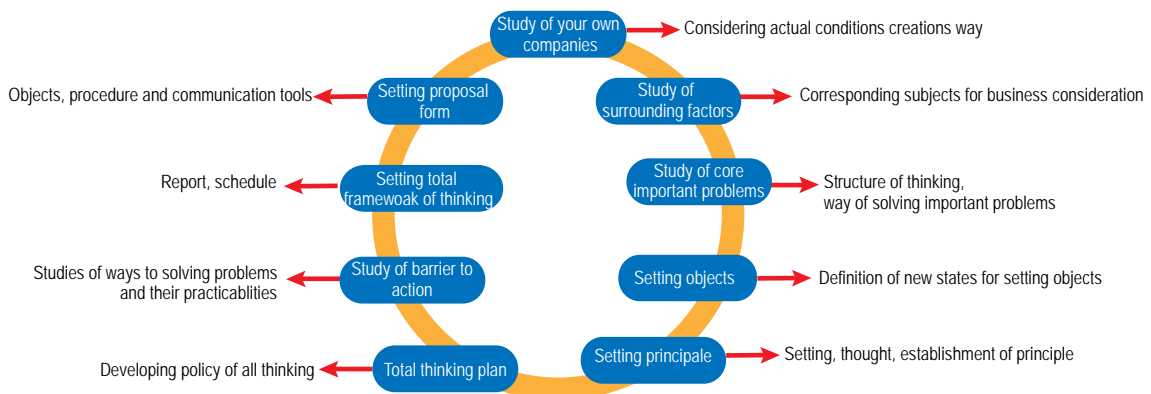
## Strategic Thinking

- Constructing the core strategy for realizing new management based on company vision.
- Which strategy to be chosen for response to current situation, and able for use in future trends.
- Which strategy to be chosen that demonstrates company's maximum current ability and also potential strategy.
- Constructing suitable organization systems and their component parts.
- The integration of various corporate businesses from the viewpoint of competitive strength.
- Breaking barriers of conventional behavior when entering a new market.
- Innovating management styles that realize better creative technology and product development.

The above points support the new "strategic thinking" for planning. For 51 years since its foundation, GENKEN has been continuously solving new and old problems, and obtaining successful results.

Such activities are all required for each development stage of a business, for the growth of technology, for progress to the company's next growth, for this new era. GENKEN has been making great efforts to capturing such new trends and respond to needs of the clients' strategic creative thinking.

### Outline of Setting processes of thinking



## Project Building

We believe that the action of projects for product development, seeking new markets and system adjustment are ways of corporate organization corresponding to various changes.

After successful start and continuation of organizations the chance of failure will be very low.

GENKEN guides company itself or department projects to innovate business structure and to consolidate management frame work.

Area of developing systems for strategies and management, rationalization of management system according to corporate organization, developing new business, product development, reforming personnel system, strengthening research and development function and developing system for accurate and speedy.

These are all important actions to enhance competitiveness when adapting to changing circumstance and new breakthroughs.

A functional project must affect job actions, so we deal with leaders varying jobs.

GENKEN promotes consultation through our unique methods and considers that the thrust of efficiency on projects and creative results are important.

1. We meditate strategic spot and things that should be considered. Shallow analysis invariably caused confusion and delay of progressing projects.
2. Procedure of projects will affect efficiency of their progress. During of progressing projects, if we abruptly make an important discovery or you make a great suggestion, we will consider them as point of view and skip some steps scheduled.
3. Unless it is creative, the project won't succeed, and will be just arrangement of project as in the past. We regard project members' will and concentration as important, and lead to have them demonstrate their creativity.

GENKEN provide our method and know-how to project's members freely.



## Global Management

GENKEN has been making much progress in the global management of Japanese companies. The progress is widespread such as in strengthening of a risk management system, new CSR (Corporate Social Responsibility) for overseas development and realizing global business growth. The following are the most important themes that Japanese companies are facing.

1. Global standardization of the suitable management systems.
2. Delegation of local authority to overseas companies and local progress of management.
3. Setting global standards of Human Resources and financial benefit.
4. Designing human resources for long-term development, including all above.

### Five steps of setting up a global group company —Relation between headquarters & its subsidiaries—

#### Level 5 Step of Symbiosis

The relation between headquarters and subsidiaries is established as a win-win state. These subsidiaries have capacities not only to cover their own companies with management effort but to cooperate with headquarters in order to contribute to total group management.

#### Level 4 Step of Coexistence

This step is covered with a part of strategic management plan by subsidiary. Both group of headquarters and subsidiaries cooperate mutually respect each other. In many cases, top management of subsidiaries are appointed from local staff.

#### Level 3 Step of Cohesion

At this step, headquarters and subsidiaries hold their sense of values by adapting headquarters philosophy and actions among subsidiary staff. Among subsidiary members, pride as a group company's member is formed too. Further, they can seize some chances to be appointed as management staffs.

#### Level 2 Step of Common Properties

At this step, management expects profit by subsidiary, and step of an investment cycle that some profit is returned subsidiary and re-invested by host company. At this step, overseas companies are advanced.

#### Level 1 Setting up Subsidiary

The step of establishing some business or service to a subsidiary by headquarters. At this step, the removal is out of Japan.

Overseas branches usually work on those themes in cooperation with the Japan head office. When needed, a senior consultant from GENKEN conducts a field survey and a business analysis, and then advises for management changes.

For example, GENKEN recommends that Japanese companies redefine their corporate identity and action guidelines, for use after adopting new qualities that enhances their global management. When they do not sufficient corporate identity and action guidelines, or underuse them, GENKEN advises on creation of their corporate identity and action guidelines from the viewpoints of global necessity.