



Company Overview: Japanese Business Model

- Largest parcel delivery service company in Japan with 42% market share
- "TA-Q-BIN"--"remarkable and convenient"
- Hub-and-spoke model
- Recognized brand
- Sales drivers as managers
- Company culture and customer culture are very compatible

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The Situation



- Stagnant growth in Japan
- International expansion into Singapore
 - Considered to be the gateway to other Southeast Asian markets

Situation Diagnosis: Move into Singapore

- Same Japanese business model
- Marketing: Word of mouth and logo recognition
- Reliance on sales drivers for business growth
- Mis-interpretation of consumer preferences
- Sales drivers trained in Japan to instill company culture



Key Facts: Business Model Conflict

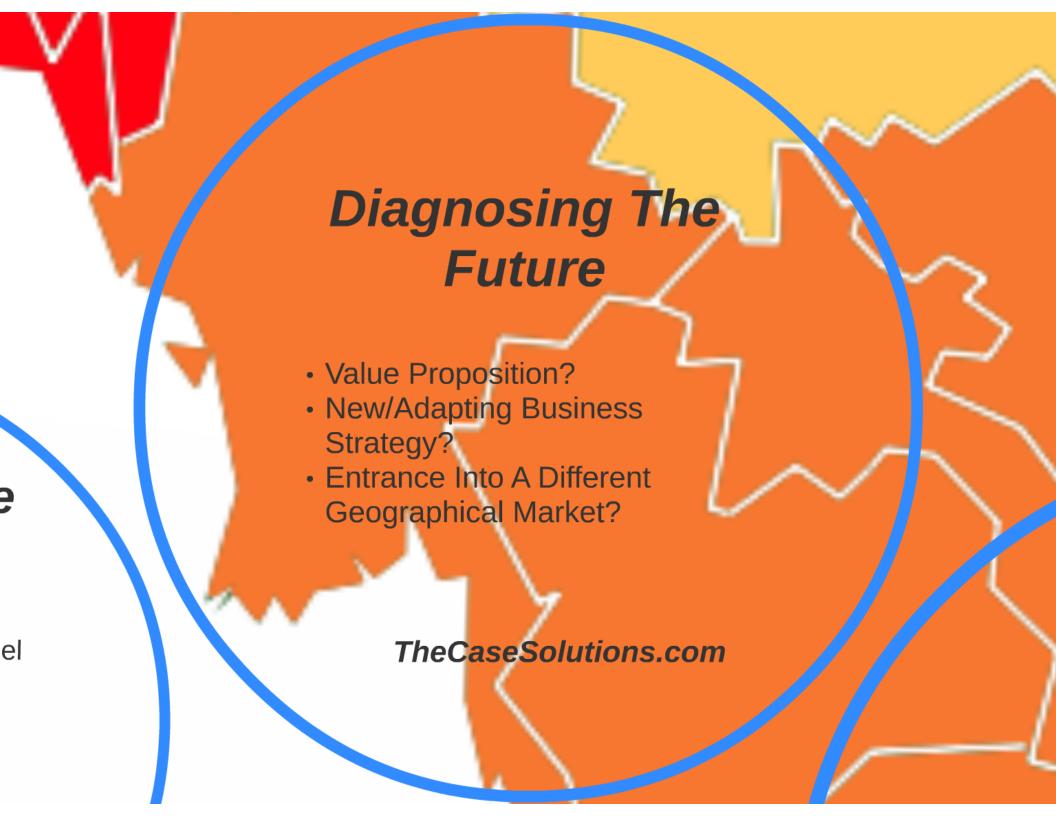
- Culture disparity
- Culture mix on top of disparity
- Dynamic communities
- Distribution center snafu

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Key Facts: Adaptation

- Redefine qualifications
- Redefine incentives
- Redefine customer relationship
- Redefine customer preferences



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Value Proposition

- "Human Feel"
- Not Adaptable To Singaporean Market
 - Business Savvy,
 Efficiency Culture &
 Society