

- The main benefits of collaborations and joint ventures between Japanese and foreign companies can be broadly classified into management, operations, and employees, which have been observed to pertain to common benefits under the multiple cases.

## Management

### Creating new business models and innovations

- Achieved creating new products, new services, and innovations through collaborations and joint ventures with foreign companies that possess unique products, services, technologies, and business models that Japanese companies do not have.
- Contributed to the development of new business fields and technologies that were previously unreachable and the expansion of business portfolios through the creation of such new businesses and innovations

### Strengthening management bases

- Achieved advanced business management by incorporating advanced know-hows and knowledges from foreign companies with respect to business management methods (management governance) such as KPI management and per-capita sales setting.
- Realized business reforms by introducing business know-hows and knowledges of system development and operation optimization held by the foreign partners in collaborations or joint ventures

## Operations

### Improvement of sales and marketing capabilities

- Contributed to the expansion of sales channels for products and services (including overseas expansion) by utilizing the sales channels and marketing methods of the foreign partners in collaborations or joint ventures.
- Also, strengthened the brand power of the products and services of the Japanese companies to enhance their bargaining powers against their business partners and their competitiveness.

### Improvement of production and development capacity and productivity

- Achieved stable procurement of materials and expansion of business scale through collaborations and joint ventures with foreign companies that are expanding their business globally.
- Also, improved the quality of the Japanese companies' own products and achieved lower production costs by incorporating the best practices of foreign companies with respect to manufacturing and quality control methods

## Employees

### Human Resource Development and Retention

- Developed and strengthened global human resources by promoting exchanges with global human resources from foreign companies and creating opportunities to gain business experience overseas.
- In addition, promoted the development of human resources who will handle digital transformation of business model by introducing the IT system utilization know-hows of the foreign partners in collaborations or joint ventures.

### Improvement of working environments and conditions

- Improved employees' motivation and performance by introducing a fair and transparent personnel evaluation system (including a compensation system that reflects employees' performance).
- Also enhanced employees' motivation through participation in overseas projects and interactions with foreign human resources.