

Appendixes

1. Summary of Questionnaire of Participants in Online Presentation
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Appendix 1

Summary of Questionnaire of Participants
in Online Presentation

Appendix 1. Summary of Questionnaire of Participants in Online Presentation

Survey Period: May 18, 2021

Target: KOSGEB Personnel (100)

No. of Responses: 48 (48.0%)

Section 1: Feedback Outline		No.	%
1.1	Level of Overall Satisfaction		
	Satisfied	36	75.0%
	Relatively Satisfied	10	20.8%
	Not Very Satisfied	2	4.2%
	Not Satisfied	0	0.0%
1.2	Usefulness of the Online Presentation		
	Satisfied	23	47.9%
	Relatively Satisfied	22	45.8%
	Not Very Satisfied	3	6.3%
	Not Satisfied	0	0.0%
1.3	Performance of the Interpreters		
	Satisfied	39	81.3%
	Relatively Satisfied	8	16.7%
	Not Very Satisfied	1	2.1%
	Not Satisfied	0	0.0%
1.4	Japanese SME Supporting Systems which the Participants Are Most Interested (multiple answer)		
	Yorozu Support Centers	10	37.0%
	SME 119 referral service	6	22.2%
	General line of SME support system in Japan	4	14.8%
	SME digitalization supporter	2	7.4%
	Local (municipal, provincial, etc.) support systems and the types of Japanese SME consultancy	1	3.7%
	Support in formulation of Business Continuity Plan	1	3.7%
	J-Good tech digital program	1	3.7%
	Japan Mall	1	3.7%
	COVID-19 related program	1	3.7%
1.5	Opinions on How to Improve the Presentation (multiple answer)		
	More detailed examples and case studies	7	38.9%
	Longer time of the presentation	5	27.8%
	Face-to-face interaction	1	5.6%
	More information on how to adopt into the Turkish system	1	5.6%
	Legislative details	1	5.6%
	Details on monitoring and evaluation system	1	5.6%
	More simple and attractive presentation	1	5.6%
	Detailed explanation of each process	1	5.6%

Source: Prepared by the Survey Team based on the results of the questionnaire

Appendix 2

Presentation Documents for Online Presentation

Utilization of Consultants in SME Support Services in Japan

Online Presentation Prepared by:
Data Collection Survey on SME Development in Turkey
May 18, 2021

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Timetable

Time	Program	Presenter
10:00-10:15	1. Outline of SME Support System in Japan	Miwako Oikawa
10:15-11:00	2. Consultation Desks and Expert Dispatch	Shingo Kikuchi
11:00-11:10	(Short Break)	
11:10-11:50	3. SME Consultants in Financial Support Programs	Miwako Oikawa
11:50-12:00	Questions and Answers	Miwako Oikawa Shingo Kikuchi

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1. Outline of SME Support System in Japan

Miwako Oikawa
Data Collection Survey on SME Development in Turkey
May 18, 2021

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Contents

- 1) Overview of Support Service Delivery System
- 2) SME Consultant Systems
- 3) Policy Measures and Systems in Topical Fields

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1) Overview of Support Service Delivery System (1)

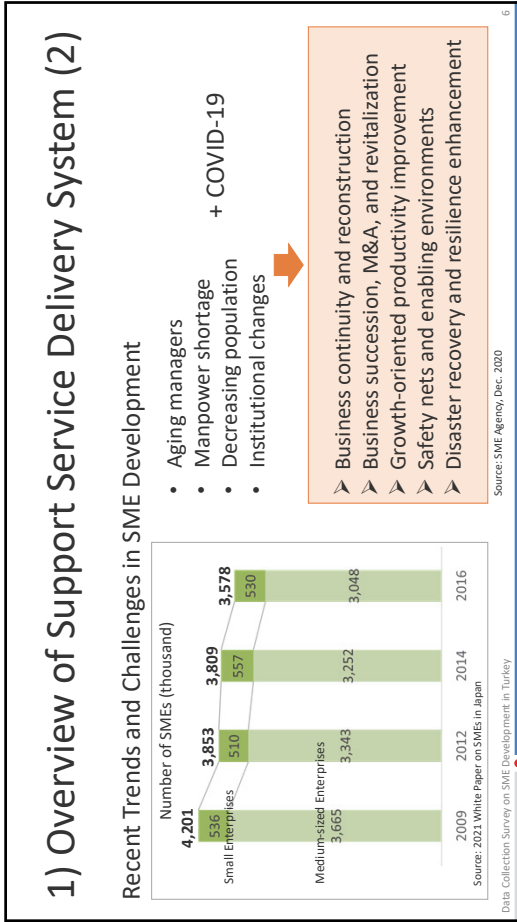
Definition of SME in Japan

Sector	SME Basic Act		Corporation Tax Act
	SME Capital amount (JPY) or No. of Employees	Small enterprise No. of Employees	SME Capital amount (JPY)
Manufacturing and others NEC	up to 300 million	up to 20	Up to 100 million
Wholesale trade	up to 100 million	up to 5	
Services	up to 50 million	up to 5	
Retail trade	up to 50 million	up to 5	

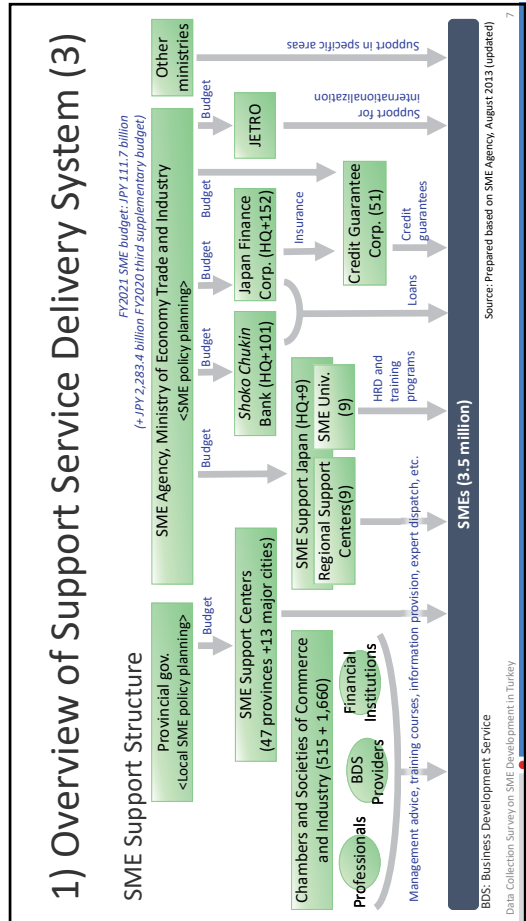
NEC: not elsewhere classified
JPY 100 million = TRY 7.58 million

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2) SME Consultant Systems (1)

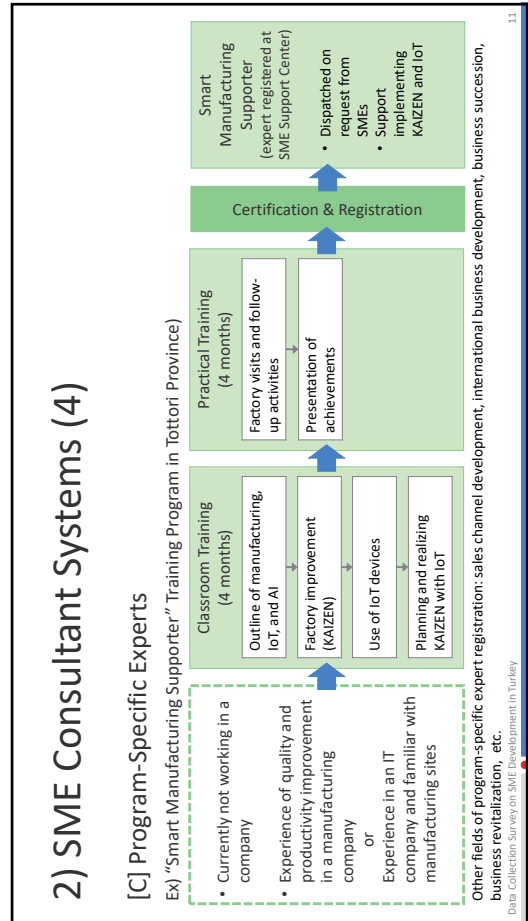
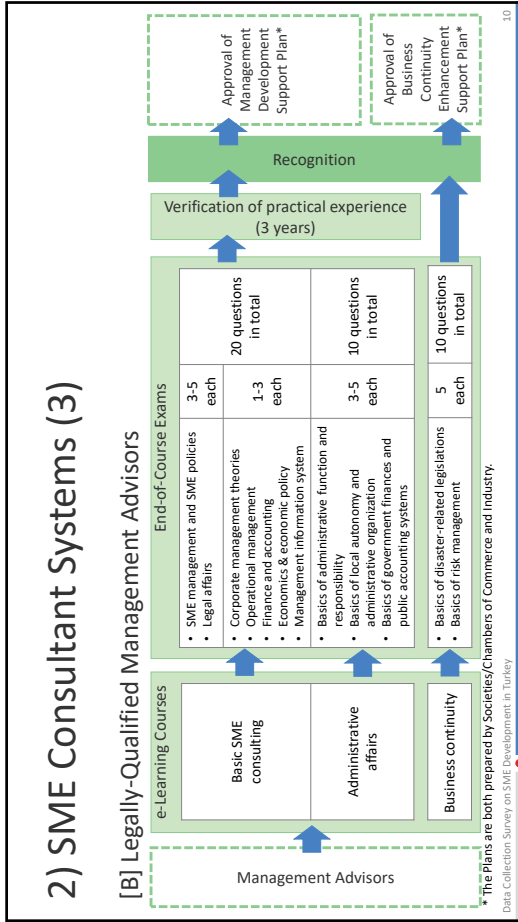
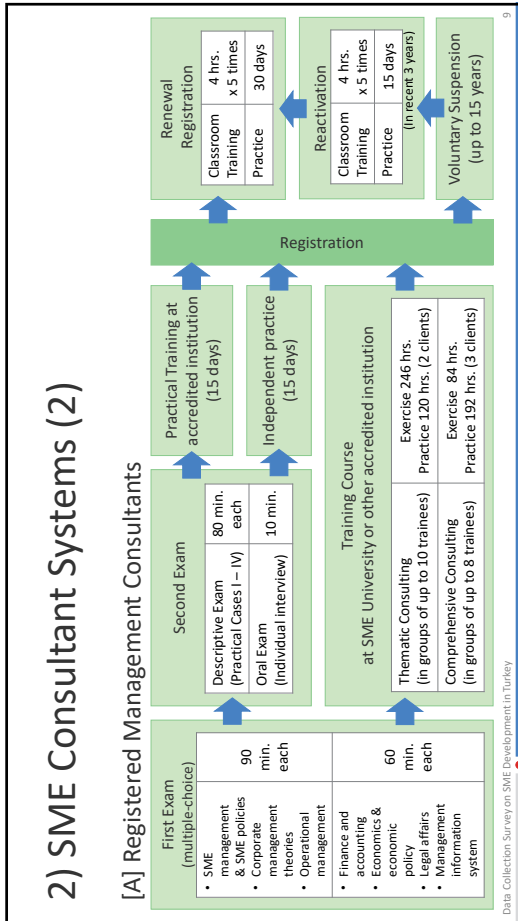
Types of SME Consultant in a Broad Sense

Title	Outline
[A] Registered Management Consultants	<ul style="list-style-type: none"> • National certification of specialists who has a certain level of abilities to advise SMEs on business management • Around 27,000 registered (March 2019) • Valid for 5 years
[B] Legally-Qualified Management Advisors	<ul style="list-style-type: none"> • National recognition of Management Advisors* who satisfy the prerequisites for engaging in certain support programs • Qualification system started in 2019: 1,986 qualified (March 2021) • Valid for 5 years
[C] Program-specific experts	<ul style="list-style-type: none"> • Training and registration of experts in specific fields • SME Support Centers, Chambers and Societies of Commerce and Industry, and other support institutions individually operate a registration system.

* As of March-April 2015, Chambers and Societies of Commerce and Industry had 11,570 Management Advisors in total.

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3) Policy Measures and Systems in Topical Fields

	Information & Consulting Service	Financial Support	Business Continuity	Business Succession	Digitalization	Innovation	Int'l Business Development
National Level SME Agency SME Support Japan, JETRO, Japan Finance Corporation	<ul style="list-style-type: none"> One-Stop Support Center SME 119 Expert Dispatch Approval of "Small Enterprise Management Development Support Plan" E-Consultation 	<ul style="list-style-type: none"> Small Enterprise Managerial Improvement Loans Sustainability Benefits Safety-net Credit Guarantees 	<ul style="list-style-type: none"> Approval of "Business Continuity Enhancement Plan" Approval of "Business Continuity Enhancement Support Plan" BCP Loans Seminars Expert dispatch 	<ul style="list-style-type: none"> Subsidies Matching support Special loans for business, integration and revitalization 	<ul style="list-style-type: none"> Smart Manufacturing Supporter Dispatch SME Digitalization Supporter Dispatch IT Subsidy 	<ul style="list-style-type: none"> Supporting Industry Program Agriculture-Commerce-Industry Collaboration JETRO Innovation Program J-Startup Approval of "Management Innovation Plan" 	<ul style="list-style-type: none"> Japan Brand Development Assistance Program Japan Mail Program Export Promotion Consortium Cross-border EC support programs
Provincial Level Local governments, SME Support Centers	<ul style="list-style-type: none"> Loan facilitation programs (interest subsidies) Support counters 	<ul style="list-style-type: none"> Loan facilitation programs (interest subsidies) 	<ul style="list-style-type: none"> Business Succession & Acquisition Support Centers 	<ul style="list-style-type: none"> Local IoT Acceleration Lab 	<ul style="list-style-type: none"> Information and referral service 	<ul style="list-style-type: none"> Information service Business networking 	<ul style="list-style-type: none"> Exhibitions and biz meetings Mission dispatch
Municipal Level Local governments, Chambers/Societies of Commerce and Industry	<ul style="list-style-type: none"> Management Advisors Expert Bank 	<ul style="list-style-type: none"> Referral to special loans, subsidies, etc. 	<ul style="list-style-type: none"> Business continuity enhancement support 	<ul style="list-style-type: none"> Successor coaching Primary counseling 	<ul style="list-style-type: none"> Information and referral service 	<ul style="list-style-type: none"> Information service Business networking 	<ul style="list-style-type: none"> Exhibitions and biz meetings Mission dispatch

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The Table does not cover all measures related.

Examples of Japanese Approach to SME Support

Shingo Kikuchi

Data Collection Survey on SME Development in Turkey
May 18, 2021

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Summary of the Session

- Examples of Japanese Approach to SME Support
 - Yorozu Support Centers
 - SME 119 Dispatch Service
 - Other SME Support Systems (international business and digitalization)

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My Profile

- Registered SME Consultant (since 2016)
- Experience in International Cooperation for more than 15 years (JICA, AfDB, NGO, etc.)
- Stationed in Africa for a total of 10 years (Senegal, Rwanda, Tunisia and Cote d'Ivoire)
- Experience in supporting private sector development in Africa and Asia
- Experience in supporting MSMEs in Japan

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Yorozu Support Centers

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What is Yorozu?

- Yorozu stands for ‘ten thousands’ in Japanese that is to say ‘everything’ or ‘anything’.
- Yorozu Support Centers are meant to help local MSMEs solve *any* problems as one stop center.



YOROZU

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General Information of Yorozu Centers

- Created in 2014
- Every prefecture has one Yorozu Center.
- Business owners can get business advices for free (no limit of times).
- Run by national budget – approx. USD 46 mil for FY2021 (including SME 119).



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Team Work – 19 Coordinators in Yorozu Kagoshima



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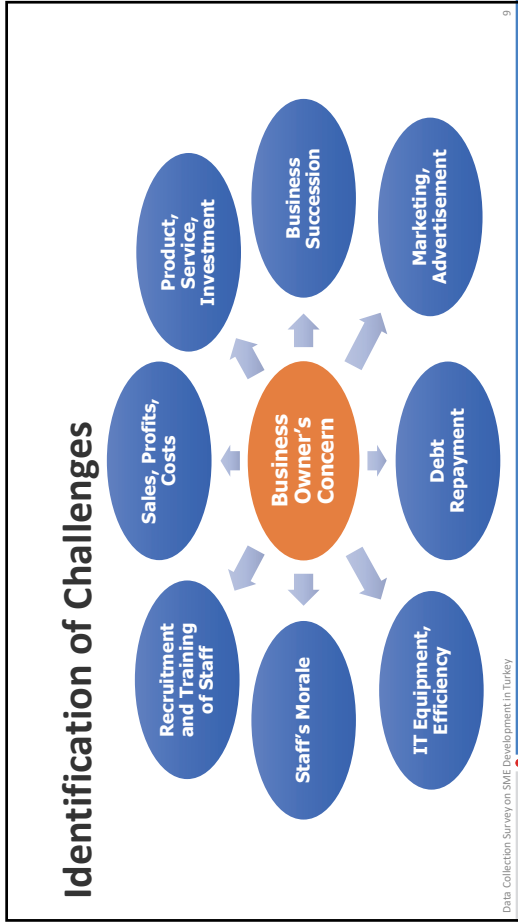
7

Various Expertise of Coordinators – Examples

- Designer
- Interior Coordinator
- Financial Advisor
- Buyer for Retail Chains
- Restaurant Manager
- HR Management Consultant
- Food Exporter
- IT Specialist
- Web Marketer
- PR Strategist
- Handcraft Specialist
- SME Consultant

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Development of New Product

- “Tradition plus Trends” – traditional local drink with sophisticated taste and package for young generation.
- Matching with potential buyers.

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Financial Management & Marketing

- Business plan to borrow money from a financial institution.
- Advertisement to a focused group of potential customers.

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Shop Layout & Products Display

- Improved shop layout and products display for customers’ greater convenience.

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Online Seminars on Various Topics



What should you consider when employing staff?
(March 29th, 2021)



Crowdfunding for mobilization of resources
(March 26th, 2021)



Steps to successful SEO for more sales
(March 23th, 2021)




How to use Instagram for marketing?
(March 19th, 2021)

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Annual Performance Review

- Quantitative evaluation (number of consultations, cases to solve problems, etc.)
- Qualitative evaluation (satisfaction surveys, collaboration with other institutions, etc.)



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Pros and Cons of Yorozu Centers

Pros	Cons
<ul style="list-style-type: none"> • Private sector (coordinators) for private sector (MSMEs) 	<ul style="list-style-type: none"> • Duplication of roles with other supporting agencies
<ul style="list-style-type: none"> • Transparent M&E system for healthy competition 	<ul style="list-style-type: none"> • Differences in service quality among Centers
<ul style="list-style-type: none"> • Commitment to results (increased sales, problem solving, etc.) 	<ul style="list-style-type: none"> • Fixed daily fee for coordinators, not corresponding to performance
<ul style="list-style-type: none"> • Professionals' advice for tangible outcome – high satisfaction rate 	
<ul style="list-style-type: none"> • Mitigation of disparities between urban and rural areas 	

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SME 119 Dispatch Service

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What is SME 119?

- 119 is an emergency telephone number in Japan to call an ambulance or a fire truck.
- In that sense, SME 119 is a system to swiftly dispatch experts on demand from SMEs.
- Experts such as lawyers, accountants, and SME consultants are registered to be readily dispatched.

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How does SME 119 work?

(Ref: <https://chusho119.go.jp/#introduce>)

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Canteen Management

- SME Consultant dispatched.
- Analyses of profitability and identification of issues to be addressed.
- Value propositions for better performance.

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General Process of SME Consultant's Support

- Collection of Information**
 - General Information (Website)
 - Interview (Business owner, employees, banks)
 - Description of Business Model (7P, etc.)
- Financial Analysis**
 - Business Performance (B/S, P/L, CF, Break Even Point, Contribution Margin, etc.)
- Identification of Challenges**
 - SWOT Analysis
 - Market Analysis (5 Forces, etc.)
 - Productivity, Efficiency
 - Customer Satisfaction
 - Staff Satisfaction
- Value Propositions**
 - Strategy Development (Target Setting, Action Plan)
 - Introduction of IT system

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Business Succession

- Accountant dispatched.
- Analyses of company's financial status and evaluation of assets.
- Facilitation of business succession through proper acquisition.



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Package Design for New Product

- Designer dispatched.
- Development of package design based on the target customers and pricing.
- Advice on marketing channels.



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Challenges of SME 119

- NOT results-oriented.
- Weak follow-up on beneficiary SMEs.
- Some experts abuse the system for their own profits.
- Administrative costs of operating the system.

→ ***The supporting agencies should be accountable and responsible for the outcomes.***

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Other SME Support Systems (international business and digitalization)

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“Japan Mall” Project

- Connection with more than 60 EC sites around the world through buyers based in Japan.

(Ref: https://www.ietro.go.jp/ext_images/czech/A3_IP_CR_Import/12065164721.pdf)

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“Japan Mall” Project (cont.)

- Mitigated risks and costs for SMEs to sell their products to foreign customers.

(Ref: https://www.ietro.go.jp/ext_images/czech/A3_IP_CR_Import/12065164721.pdf)

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“Japan Mall” Project (cont.)

- More than 2,000 companies and 14,000 products have been registered.
- 2,000 deals have been made in FY 2020.

(Ref: https://www.ietro.go.jp/services/japan_mall/)

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SME Digitalization Supporter Dispatch

The fee for IT experts would be subsidized up to USD32/hour (USD2,800 in total) with at least USD5/hour of SME's own expenses.


(Ref: <https://digitalization-support.jp/>)

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SME Digitalization Supporter Dispatch (cont.)

- Security enhancement
- Digital marketing
- Cashless payment
- Remote work
- EC site
- Cloud software
- IT training
- Groupware



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(Ref: <https://sample.digitalization-support.jp>)

Thank you!

3. SME Consultants in Financial Support Programs

Miwako Oikawa

Data Collection Survey on SME Development in Turkey
May 18, 2021

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Contents

- 1) Approval of Special-Purpose Plans and Funding/Financial Support
- 2) Management Guidance as Prerequisite for Loans
- 3) Assistance of Preparation and Screening of Applications for Subsidies

2

1) Approval of Special-Purpose Plans

Development of Plan

- Government announces requirements for approval.
- SMEs prepare a plan in accordance with the guidance.

SME Consultants advise and support SMEs during the planning process

Official Approval

- SMEs submit the plan by following the procedure (preparatory consultation, etc.).
- Government approves the plan submitted.

SME Consultants participate in examination committee

Special Support Measures

- Subsidies
- Special loans
- Tax benefits
- Credit guarantee
- Expert dispatch etc.

SME Consultants support SMEs for successful implementation

3

1) Approval of Special-Purpose Plans

Business Continuity Enhancement Plan (1)

Outline

- SMEs prepare a plan of precautionary measures for disaster prevention and reduction and have it approved by the Minister of Economy, Trade and Industry.
- Once approved, the SME can utilize support measures including tax benefits and privilege in competitive subsidies.
- The plan may be prepared by a group of enterprises as coordinated effort toward disaster prevention and reduction.

```


graph TD
    SME[SME] -- "[1] Prepare and submit a plan" --> METI[Minister of Economy, Trade and Industry (METI Regional Offices)]
    METI -- "[2] Approve the plan" --> SME
    
```

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1) Approval of Special-Purpose Plans
Business Continuity Enhancement Plan (2)

Cooperative Business Continuity Enhancement Plan

- i. **Horizontal Collaboration through industry associations**
 - Industry associations in two remote provinces established a contact network and guidelines for production support and substitution in emergency.
- ii. **Vertical Collaboration in a supply chain**
 - Suppliers to a company leveraged an existing cooperative network among themselves to formulate BCP and prepare for production substitution.
- i. **Areal Collaboration in a region**
 - Led by a large company, companies participating in an industrial park association discussed measures against natural disasters and jointly conducted emergency drills while working with the local government to plan emergency responses.



Source: SME Agency, October 2020

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1) Approval of Special-Purpose Plans
Business Continuity Enhancement Plan (3)

Contents of Plan

- Identification of disaster risks
 - By using a hazard map, etc.
- Initial response procedure in emergency
 - Safety confirmation, evacuation process, damage confirmation and report, etc.
- Precautions measures to protect resources
 - Personnel, facilities and equipment, funding, and information resources
- Concrete actions to ensure effectiveness
 - Emergency drills, periodical review, etc.

Business Continuity Enhancement Plan = Plan to start preparing for disasters

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1) Approval of Special-Purpose Plans
Business Continuity Enhancement Plan (4)

Cases of effective precautionary measures




- Flower shop (5 employees)
 - Taking a lesson from past flood, placed an electrical equipment for refrigerators in high place.
 - When the shop was flooded due to heavy rain, the electrical equipment was not damaged. The shop was able to resume business early.
- Press processing company (26 employees)
 - Developed substitute production arrangements with a remote counterpart.
 - When a disaster hit the company, critical metal molds were brought to the partner company and production was started.

Source: SME Agency, October 2020


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1) Approval of Special-Purpose Plans
Business Continuity Enhancement Plan (5)

Special Support Measures after Approval of Plan

- Low-interest loans for facility investment funds by Japan Finance Corporation
- Addition of a separate quota for credit guarantee
- Tax benefits
- Advantage in competitive subsidies (receive added points for the adoption of subsidies)
- Use of logo of approval
- Various support from partner businesses and organizations



Logo of Approval

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1) Approval of Special-Purpose Plans
Business Continuity Enhancement Plan (6)
 SME Disaster Prevention and Reduction Investment Promotion Tax System

Eligibility	SMEs which have a Business Continuity Enhancement Plan approved by the Minister of Economy, Trade and Industry during the period for approval from 16 July 2019 to 31 March 2023
Equipment covered	Items which applies to the table below and are confirmed by Minister of Economy, Trade and Industry as contributing to realization of the Business Continuity Enhancement Plan Machinery (JPY 1 million and above) Power generators, water purifiers, lifting pumps, drainage pumps, seismic control/quake absorbing apparatus, etc. Appliances and fixtures (JPY 300,000 and above) Seismic-control/quake-absorbing racks, satellite phones, thermographic devices, etc. Building accessories (JPY 600,000 and above) Power receiving and distributing equipment, lighting facilities, uninterruptible power supply apparatus, storable evaluation equipment, water storage tanks, water stop board, fire prevention shutters, etc. Special depreciation at 20% (18% for items acquired after 1 April 2023) Items must be acquired within one year after approval of a plan.
Benefits	
Applicable Period	

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1) Approval of Special-Purpose Plans
Business Continuity Enhancement Plan (6)
 Funds for Facility Preparation Corresponding Social Environment

Eligibility	Businesses which prepare a BCP or similar plan and invest in facilities for disaster prevention
Purpose	Equipment fund and long-term working capital needed for introducing, improving or repairing facilities for disaster prevention, including seismic testing fees
Loan Limits	Direct Loans: JPY 720 million (of which working capital 250 million) Agency Loans: JPY 120 million
Annual Interest	Equipment fund Up to 270 million: 0.46% Nevertheless, funds for (1) seismic repairs and (2) an approved business continuity enhancement plan: 0.30% Over 270 million: 1.11%
Loan Period	Working capital 1.11% Equipment fund Up to 20 years (of which grace period up to 2 years) Working capital Up to 7 years (of which grace period up to 2 years)
Collateral & Guarantors	Decided through consultation JPY 100 million = TRY 7.58 million Interest rates are those for 5-year loans (as of May 2021) Current interest rates at commercial banks: 2% - 3.5%


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1) Approval of Special-Purpose Plans
Business Continuity Enhancement Plan (6)
 How are **SME Consultants** involved?

Shokochukin Bank, SME Support Japan, SME Management Consultant Association, and Japan Finance Corporation established the National SME Resilience Enhancement Support Council in January 2020.

About 60 experts nationwide are assigned for supporting SMEs in preparation and implementation of Business Continuity Enhancement Plans.

SME Support Japan dispatches experts for hands-on support to SMEs.



SME Resilience Enhancement Support Program by SME Support Japan:
• Sensitization through symposiums and promotional materials
• Planning support through expert dispatch and workshops
• Capacity building through training of support professionals, matching support, and follow-up on approved plans

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1) Approval of Special-Purpose Plans
Management Improvement Plan

SMEs prepare a plan for improving management capacity and have it approved by the Minister in charge of the industry sector.

Guidelines are provided by industry sector to set target outcomes and specific actions to be taken.

- Target outcome (manufacturing): Labor productivity +2% or ordinary profit margin +5% or value added +2% in 5 years
- Support measures:
 - Tax benefits for investment in equipment or land
 - Funding support by loans, credit guarantee, etc.
 - Exceptional legal measures for business succession etc.
- Experts at Accredited Support Agencies for Business Innovation provide advice and support throughout the planning and implementation processes.




Idaseni Ltd.
 (Japanese clothing manufacturer)

After installing spreading and cutting machines to automate manual labor, takt time was reduced by 80% and 60% respectively. As a result of insourcing the entire production process, high-mix low-volume production became possible, and the value added also increased.

Source: SME Agency, July 2018

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1) Approval of Special-Purpose Plans
Management Innovation Plan

- SMEs prepare a plan of a new business activity that will lead to significant growth and have it approved by the provincial Governor.
- Target Outcome: 1) Value added increase by 15% and 2) Total amount of salaries increase by 7.5% in 5 years
- Support measures:
 - Expansion of credit guarantee limits
 - Low-interest loans by Japan Finance Corporation
 - Facilitation of overseas funding etc.
- Experts at Accredited Support Agencies for Business Innovation provide advice and support throughout the planning and implementation processes.



Ooshima Corporation (bicycle retailer)
 Plans to launch bicycle rental service and open a bike station by making a locker room and a lounge, as well as cloak and concierge service in the shop.


Source: SME Agency, February 2021

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1) Approval of Special-Purpose Plans
Plan of Agriculture-Commerce-Industry Collaboration Project

- SMEs and farmers/foresters/fishermen jointly prepare a plan for a new product or service and have it approved by the Minister of Economy, Trade and Industry or the Minister of Agriculture, Forestry, and Fisheries.
- Target Outcome: Value added increase by 5% in 5 years for each of the partner businesses
- Support measures:
 - Subsidy up to JPY 5 million/year (prototype development, exhibition, etc.)
 - Expansion of credit guarantee limit
 - Low-interest loans by Japan Finance Corporation etc.
- Experts at SME Support Japan provide advice and support throughout the planning and implementation processes.



OBINATA Co., Ltd. (noodle manufacturer)
 X
Soba-no-Kuni (buckwheat grower)
 Development, production, and sale of frozen buckwheat flour which maintains the freshly-ground color and texture for a long time.

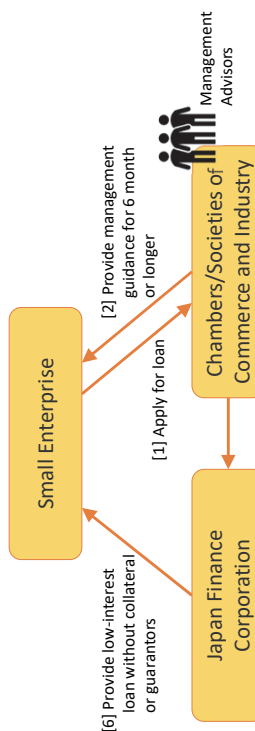
Source: SME Support Japan, December 2020

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2) Management Guidance as Prerequisite for Loans
Managerial Improvement Loans (1)

Small enterprises receiving management guidance can utilize funds needed for managerial improvement without collateral or guarantors.



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2) Management Guidance as Prerequisite for Loans
Managerial Improvement Loans (2)

Eligibility	Small businesses which have been receiving management guidance of Chamber/Society of Commerce and Industry for 6 months.
Purpose	Equipment fund and working capital needed for managerial improvement
Loan Limits	JPY 20 million
Annual Interest	1.21% (as of 6 May 2021)
Loan Period	Up to 10 years (grace period up to 2 years)
Working capital	Up to 7 years (grace period up to 1 year)
Collateral & Guarantors	<ul style="list-style-type: none"> No collateral or guarantor needed Recommendation from the president of Chamber/Society of Commerce and Industry required



Diotech Corporation (Industrial tools manufacturer)
 Fund used for purchase of business vehicles that became necessary as the business grew.

Source: Okazaki Chamber of Commerce and Industry

JPY 100 million = TRY 7.58 million
 Current interest rates at commercial banks: 2% - 3.5%

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2) Management Guidance as Prerequisite for Loans
Management Development Support Fund (1)
 Small enterprises assisted by certified management development support program can utilize funds for executing a business plan.

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    graph TD
        SE[Small Enterprise] -- "(1) Report progress of business plan" --> JFC[Japan Finance Corporation]
        JFC -- "(2) Examine loan application" --> SE
        SE -- "(3) Apply for loan" --> CSI[Chambers/Societies of Commerce and Industry]
        CSI -- "(4) Provide management guidance for 6 month or longer" --> SE
        SE -- "(5) Submit plan" --> METI[Minister of Economy, Trade and Industry (METI Regional Offices)]
        METI -- "(6) Approve plan after consultation with provincial governor" --> CSI
        CSI -- "(7) Recommend qualified applicant" --> JFC
        JFC -- "(8) Examine loan application" --> SE
        SE -- "(9) Report progress of business plan" --> JFC
    
```

(8) Provide low-interest loan
 (9) Report progress of business plan
 (1) Submit plan
 (2) Examine loan application
 (3) Apply for loan
 (4) Provide management guidance for 6 month or longer
 (5) Submit plan
 (6) Approve plan after consultation with provincial governor
 (7) Recommend qualified applicant

Japan Finance Corporation
 Chambers/Societies of Commerce and Industry
 Minister of Economy, Trade and Industry (METI Regional Offices)

Data Collection Survey on SME Development in Turkey 17

2) Management Guidance as Prerequisite for Loans
Management Development Support Fund (2)
Management Development Support Plan

- Chambers or Societies of Commerce and Industry and the municipal government jointly prepare a plan of advanced support program for small enterprises and have it approved by the Minister of Economy, Trade and Industry.
- The plan should identify the Legally-Qualified Management Advisor who provides management consulting under the plan.
- The management development support program must be provided regardless of membership.
- A list of Chambers and Societies of Commerce and Industry and corresponding municipalities will be published on the website of SME Agency.

Approval of Management Development Support Plan
 = Confirmation that the Chamber/Society provides management consulting to non-members

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2) Management Guidance as Prerequisite for Loans
Management Development Support Fund (3)

Eligibility	Small enterprises which work towards sustainable business development, having been assisted with developing and executing a business plan through certified management development support programs offered by Chambers or Societies of Commerce and Industry.		
Purpose	Equipment fund and working capital needed for executing a business plan intended for sustainable growth of the business		
Loan Limits	JPY 72 million (of which working capital JPY 28 million)		
Annual Interest	0.71% - 1.70%		
Loan Period	Equipment fund	Up to 20 years (of which grace period up to 2 years)	
Collateral & Guarantors	Working capital	Up to 8 years (of which grace period up to 2 years)	
Conditions	Decided through consultation		
	<ul style="list-style-type: none"> During the first five years, the borrower shall report Japan Finance Corporation on the progress as compared to the business plan at least annually. The borrower shall maintain the number of employees for at least 6 month after lending. 		
	JPY 100 million = TRY 7.58 million Current interest rates at commercial banks: 2% - 3.5%		

Data Collection Survey on SME Development in Turkey 19

3) Assistance of Preparation and Screening of Applications for Subsidies
Subsidies for COVID-19 Affected SMEs

Sustain business and employment

- Subsidy program for sustaining businesses
- Short-time compensation for reduced working hours

Reconstruct and grow business

- Subsidy program for Business Reconstruction
- Business plans and outcome targets required

Adapt to new environment

- Subsidies for equipment for working from home
- Project for Facilitating Productivity Revolutions (Subsidies for equipment investment, sales channel cultivation, and IT introduction)

SME Consultants support SMEs with application
 SME Consultants support governments with screening

Data Collection Survey on SME Development in Turkey 20

- Financial support is among most significant needs of SMEs.
- Management consultation is embedded in key financial support programs in Japan.
- This should maintain relevance and effectiveness of use of financial support and promote SMEs' use of consulting services in a long run.
- SME Consultants also gain business opportunities and improve consulting skills through experience.

Thank you.

Appendix 3

Summary of Questionnaire of Participants
in Online Management Seminars

Appendix 3. Summary of Questionnaire of Participants in Online Management Seminars

Appendix 3.1 Summary of Questionnaire of Participants in Online Management Seminars (Basic Information Collection)

Survey Period: August 4-12, 2021

Target: Participants of the Online Management Seminars (345)

No. of Responses: 210 (60.9%)

Section 1: Outline of the MSEs (n=210)		No.	%
1.1	Location (multiple answer)		
	Ankara	46	19.7%
	İstanbul	45	19.3%
	İzmir	23	9.9%
	Konya	20	8.6%
	Kayseri	11	4.7%
	Bursa	9	3.9%
	Kocaeli	9	3.9%
	Şanlıurfa	9	3.9%
	Elazığ	8	3.4%
	Manisa	7	3.0%
	Düzce	6	2.6%
	Giresan	6	2.6%
	Mersin	5	2.1%
	Batman	5	2.1%
	Antalya	4	1.7%
	Erzincan	4	1.7%
	Aydın	4	1.7%
	Adana	3	1.3%
	Malatya	3	1.3%
	Kahramanmaraş	2	0.9%
	Adiyaman	1	0.4%
	Erzurum	1	0.4%
	Gaziantep	1	0.4%
	Kirşehir	1	0.4%
1.2	Business Type (multiple answer)		
	Manufacturing	176	83.8%
	Service	86	41.0%
	Trading (Domestic)	105	50.0%
	Export	90	42.9%
	Other	18	8.6%
1.3	Industry Sector		
	Computer, electronic and optical products	49	23.3%
	Machinery and equipment	33	15.7%
	Scientific research and development	25	11.9%
	Food products	24	11.4%
	Rubber and plastic products	17	8.1%
	Textiles	16	7.6%

Appendix 3.1 Summary of Questionnaire of Participants in Online Management Seminars
(Basic Information Collection)

	Fabricated metal products, except machinery and equipment	10	4.8%
	Basic metals	9	4.3%
	Printing and reproduction of recorded media	4	1.9%
	Chemicals and chemical products	4	1.9%
	Leather and related products	4	1.9%
	Motor vehicles, trailers and semi-trailers	3	1.4%
	Repair and installation of machinery and equipment	3	1.4%
	Beverages	2	1.0%
	Other transport equipment	2	1.0%
	Non-metallic mineral products	2	1.0%
	Furniture	2	1.0%
	Clothes	1	0.5%
1.4	No. of Factories /Office/ Stores		
	1	163	77.6%
	Less than 3	46	21.9%
	Less than 10	1	0.5%
1.5	Years of Operation		
	Less than 3 years	72	41.9%
	Less than 10 years	88	34.3%
	Less than 30 years	41	19.5%
	Less than 50 years	9	4.3%
1.6	Business Trend since 2020		
	Better	85	40.5%
	Worse	51	24.3%
	No Change	74	35.2%
1.7	Whether the MSEs have any business expansion plan		
	Yes	189	90.0%
	No	6	2.9%
	Not Sure	15	7.1%
1.8	Whether the MSEs have any customer/client related to the defense industry		
	Yes	36	17.1%
	No	153	72.9%
	Not Sure	21	10.0%

Section 2: Needs Related to Consulting Service by the MSEs		No.	%
2.1	New Business Development (n=210)		
	Very Interested	145	69.0%
	Interested	59	28.1%
	Not Very Interested	2	1.0%
	Not Interested	4	1.9%
2.2	KAIZEN (n=210)		
	Very Interested	120	57.1%
	Interested	83	39.5%
	Not Very Interested	2	1.0%
	Not Interested	5	2.4%
2.3	BCP (n=210)		
	Very Interested	127	60.5%
	Interested	76	36.2%
	Not Very Interested	5	2.4%
	Not Interested	2	1.0%

Appendix 3.1 Summary of Questionnaire of Participants in Online Management Seminars
(Basic Information Collection)

2.4 Overseas Market Development (n=210)			
	Very Interested	166	79%
	Interested	37	18%
	Not Very Interested	7	3%
	Not Interested	0	0%
2.5 Digital Marketing (n=210)			
	Very Interested	147	70.0%
	Interested	53	25.2%
	Not Very Interested	10	4.8%
	Not Interested	0	0.0%
2.6 Financial Management (n=210)			
	Very Interested	140	66.7%
	Interested	58	27.6%
	Not Very Interested	11	5.2%
	Not Interested	1	0.5%
2.7 Energy Efficiency (n=210)			
	Very Interested	117	55.7%
	Interested	60	28.6%
	Not Very Interested	25	11.9%
	Not Interested	8	3.8%
2.8 Whether the MSEs Would Like to Participate the Individual Consultation/the Online Workshop (n=210)			
	Yes	181	86.2%
	No	29	13.8%
2.9 Topics that the MSEs Would Like to Focus on at the Individual Consultation (multiple answer)			
	Overseas Market Development	60	21.6%
	New Business Development	54	19.4%
	Digital Marketing	49	17.6%
	KAIZEN	41	14.7%
	BCP	38	13.7%
	Financial Management	36	12.9%
2.10 Other Topic that the MSEs Would Like to Focus on at the Individual Consultation			
	<ul style="list-style-type: none"> • Development of network and partnership with overseas institutions/companies • How to make a contract with overseas partner companies • Production planning • Management strategy • Development of material procurement channel • How to recruit human resource form the rival companies • Compliance and quality standard 		

Appendix 3.1 Summary of Questionnaire of Participants in Online Management Seminars
(Basic Information Collection)

Section 3: Feedback for the Online management Seminars		No.	%
3.1	Sustain Program: Evaluation of Lecture 1 (BCP) (n=63)		
	Very Satisfied	35	55.6%
	Satisfied	27	42.9%
	Not Very Satisfied	1	1.6%
	Not Satisfied	0	0.0%
3.2	Sustain Program: Evaluation of Lecture 2 (KAIZEN) (n=63)		
	Very Satisfied	38	60.3%
	Satisfied	23	36.5%
	Not Very Satisfied	2	3.2%
	Not Satisfied	0	0.0%
3.3	Sustain Program: Overall Flow (n=63)		
	Very Satisfied	33	52.4%
	Satisfied	29	46.0%
	Not Very Satisfied	1	1.6%
	Not Satisfied	0	0.0%
3.4	Sustain Program: Interpretation (n=63)		
	Very Satisfied	32	50.8%
	Satisfied	27	42.9%
	Not Very Satisfied	3	4.8%
	Not Satisfied	1	1.6%
3.5	Grow Program: Evaluation of Lecture 1 (Overseas Market Development) (n=63)		
	Very Satisfied	35	55.6%
	Satisfied	25	39.7%
	Not Very Satisfied	3	4.8%
	Not Satisfied	0	0.0%
3.6	Grow Program: Evaluation of Lecture 2 (Digital Marketing) (n=63)		
	Very Satisfied	35	55.6%
	Satisfied	27	42.9%
	Not Very Satisfied	1	1.6%
	Not Satisfied	0	0.0%
3.7	Grow Program: Overall Flow (n=63)		
	Very Satisfied	31	49.2%
	Satisfied	31	49.2%
	Not Very Satisfied	1	1.6%
	Not Satisfied	0	0.0%
3.8	Grow Program: Interpretation (n=63)		
	Very Satisfied	28	44.4%
	Satisfied	32	50.8%
	Not Very Satisfied	3	4.8%
	Not Satisfied	0	0.0%
3.9	Innovate Program: Evaluation of Lecture 1 (New Business Development) (n=84)		
	Very Satisfied	60	71.4%
	Satisfied	24	28.6%
	Not Very Satisfied	0	0.0%
	Not Satisfied	0	0.0%
3.10	Innovate Program: Evaluation of Lecture 2 (Financial Management) (n=84)		
	Very Satisfied	54	64.3%
	Satisfied	28	33.3%
	Not Very Satisfied	2	2.4%
	Not Satisfied	0	0.0%

Appendix 3.1 Summary of Questionnaire of Participants in Online Management Seminars
(Basic Information Collection)

3.11 Innovate: Overall Flow (n=84)			
	Very Satisfied	50	59.5%
	Satisfied	34	40.5%
	Not Very Satisfied	0	0.0%
	Not Satisfied	0	0.0%
3.12 Innovate Program: Interpretation (n=84)			
	Very Satisfied	43	51.2%
	Satisfied	35	41.7%
	Not Very Satisfied	6	7.1%
	Not Satisfied	0	0.0%
3.13 Opinions on How to Improve the Seminars			
	<ul style="list-style-type: none"> • More interactive and participatory lectures • Improved internet environment for some lecturer • Prompt recovery in case of communication trouble • Lectures according to the types and interests of participating companies • Introduction of more concrete and applicable case studies • Longer lectures and Q&A sessions time 		

Source: Prepared by the Survey Team based on the results of the questionnaire

Appendix 3.2 Summary of Questionnaire of Participants in Online Management Seminars
(Detailed Information Collection)

Survey Period: August 4-31, 2021

Target: MSEs that requested to participate the Individual Consultation/the Online Workshop among the participants of the Online Management Seminars (67)

No. of Responses: 45 (67.1%)

Section 1: Outline of the MSEs		No.	%
1.1	Satisfaction Level of the Current Management Condition		
	Satisfied	21	46.7%
	Relatively Satisfied	16	35.6%
	Not Very Satisfied	6	13.3%
	Not Satisfied	2	4.4%
1.2	Self-Assessment on Competitiveness		
	Strong	17	37.8%
	Relatively Strong	18	40.0%
	Relatively Weak	6	13.3%
	Weak	3	6.7%
	Not Sure	1	2.2%
1.3	Major Product/Service		
	Automotive Part	1	N/A
	Aluminum and Glass	1	N/A
	Antibody And Kits on Research and Diagnosis in The Field of Biotechnology	1	N/A
	Artificial Intelligence-Based Performance Monitoring Platform for Solar Power Plants	1	N/A
	Auto Accessory Parts	1	N/A
	Automotive And Defense Industry Test Systems, Avas System for Electric Vehicles, Test Services	1	N/A
	Bakery Products and Furniture	1	N/A
	Basalt Plaque Stone	1	N/A
	Coffee And Coffee Whitener	1	N/A
	Consultancy on Product Production and Service Related to the Tax Dimension	1	N/A
	Consulting and Software Sales	1	N/A
	Cyber Security and Forensics Hardware and Software	1	N/A
	Dishwasher Products	1	N/A
	Educational Technologies	1	N/A
	Electronic Sensor	1	N/A
	Environment Monitoring and Temperature Humidity Monitoring Systems	1	N/A
	Handheld Analyzer and Kit Sets	1	N/A
	Herd Tracking and Management System	1	N/A
	Honey	1	N/A
	Industrial Internet of Things Applications and Low Power Wide Area Networks	1	N/A
	Internet of Modular Objects Hardware Platform	1	N/A
	Isgbys Software	1	N/A
	Machinery and Automotive Spare Parts Production (Contract Manufacturing)	1	N/A
	Medical Packaging Machinery Production	1	N/A
	Metal	1	N/A
	Military Electronics Products	1	N/A
	Mold and Plastic Product	1	N/A

Appendix 3.2 Summary of Questionnaire of Participants in Online Management Seminars
(Detailed Information Collection)

	Plastic Injection Mold Production	1	N/A
	Machine Parts (Pneumatic Guns)	1	N/A
	Machinery and Equipment for Metal Plating (PVD, CVD)	1	N/A
	R&D - Design - Production	1	N/A
	R&D Studies	1	N/A
	Roof Window Systems	1	N/A
	Rubber Based Conveyor Belt Production and Sales	1	N/A
	Sales and Installation of Automatic, Industrial, Photocell Doors	1	N/A
	Skin Bands	1	N/A
	Small Home Appliances R&D and Production	1	N/A
	Software	2	N/A
	Software / Service	1	N/A
	Software And Connected Hardware	1	N/A
	Textile	1	N/A
	Toy	1	N/A
	Veterinary Medical Devices	1	N/A
	Women's Clothing	1	N/A
1.4	Type of Customers/Clients		
	BtoB	17	37.8%
	BtoB and BtoC	20	44.4%
	BtoC	8	17.8%
1.5	Industry Sector of Major Customer/Client (n=36)		
	Base metals (metal casting etc.)	2	4.4%
	Chemicals and chemical products (soap, detergent, fertilizer, etc.)	1	2.2%
	Coal and refined petroleum products	1	2.2%
	Computer, electronic and optical products	6	13.3%
	Electrical equipment (electrical wire/cable, etc. household appliances etc.)	1	2.2%
	Food products	1	2.2%
	Machinery and equipment	1	2.2%
	Motor vehicles, tractors and semi-trailers	3	6.7%
	Rubber and plastic products	3	6.7%
	Other	17	37.8%
1.6	Strength of the Respondent MSE (n=33)		
	<ul style="list-style-type: none"> • Solutions for each customer's problem, including software, hardware, plan, and marketing support • IoT home appliance software • Long work experience in manufacturing • R&D • Competitiveness in consultancy service • High R&D capacity, trained personnel, fast decision making and implementation • Fast Response, Design and Sectoral Experience • A young and dynamic team that attaches importance to research and development • Young and expert staff, Technopolis support • Quick decision making and implementation, Following the competition, innovation • Technical infrastructure, technical support • Software, R&D and marketing • Competitiveness due to its low expenses, its suitability for flexible working • Automotive Industry-Knowledge and Management-Competence, Quality / Cost / shipment performance • Innovative, closely following technological developments, striving to catch up with world standards • Innovative, agile, a strong management and R&D team • Market dominance in the domestic market, Raw material. • Strong R & D studies, desire to become a leading company in the domestic and foreign market • 10 years of automotive experience, strong technical and well-established customer network (domestic and international), patented products 		

-
- Product variety, dominant partners to run the business, industry experience, managers to have an innovative perspective
 - Launching a new product that is not in the market but has equivalent competitors
 - Deep-learning based software capability for audio, image, video and text analysis using Artificial Intelligence techniques
 - Provide quality service
 - 30 years of technology and management experience, communication skills, software production in special and niche areas
 - Wholesale retail and online sales
 - R&D Capability
 - 15 years of experience in electronic design and software
 - Sectoral experience, Qualified Engineering, International market potential, References
 - Working debt-free with own capital
 - Business network and experienced team members
 - Recognition, honesty, good and timely delivery
 - Raw materials are processed inside the company
-

1.7 Weakness of the Respondent MSE (n=33)

- Lack of staff, marketing problems and financial problems due to COVID-19
 - Lack of experience in global competition
 - Lack of personnel, marketing problem and financial problems due to COVID-19
 - The workplace where our business is located is small and poses a problem for development
 - Sales
 - Problems experienced during the commercialization of the developed devices
 - The digital marketing aspect is not strong
 - Inadequacy of the technical personnel, lack of technical knowledge and skills
 - Difficulty in recruitment and keeping staff
 - Financial Problems
 - Adapting to technology, improving quality and efficiency, lack of experienced employees
 - Lack of staff, problems with reaching customers
 - Digital marketing, sales, accounting
 - Place of establishment and financial opportunities
 - Lack of capital, lack of technology, entry into new markets
 - Financial Problems, Lack of Labor Staff, Machine Deficiencies
 - Overseas market research
 - Qualified personnel, financial support for R&D studies
 - Sales / Marketing , Organic Growth Rate , Foreign markets , alternative channels
 - Staff shortage
 - Product sales, managing cash flow, team and resource shortages
 - Marketing network, sales, advertising, operating expenses, capital structure
 - Lack of team, marketing, and financial scarcity
 - Financial support to employ qualified personnel
 - Financial structure, having a fragile market and structure against the country's financial crises.
 - Customer potential has not yet reached the desired level
 - Finding qualified employees
 - There are few customers in the Turkish market and the company is far from the foreign market. Lack of experience with proper investment support.
 - Hierarchical structure, Physical infrastructure, Hesitations in the decision mechanism
 - Lack of vision
 - We think that our marketing skills are open to development
 - Accounting Administration
 - Finance Management, Capital , Redundancy, Marketing
 - Marketing
 - Unable to export
 - The core staff is yet to be established
-

Appendix 3.2 Summary of Questionnaire of Participants in Online Management Seminars
(Detailed Information Collection)

Section 2: Transition on Financial Condition of the MSE (currency: TRY)

2.1 Annual Sales			
	<i>2018</i>	<i>2019</i>	<i>2020</i>
MSE (a)	492,748	1,072,929	614,712
MSE (b)	705,243	791,207	399,413
MSE (c)	3,150,000	4,200,000	1,750,000
MSE (d)	2,000	2,000	2,000
MSE (e)	924,166	841,964	426,964
MSE (f)	813,753	1,656,421	1,599,373
MSE (g)	1,456,000	1,878,000	1,329,000
MSE (h)	529,028	702,045	599,853
MSE (i)	830,007	857,435	577,336
MSE (j)	1,500,000	2,000,000	2,500,000
MSE (k)	100,000	100,000	100,000
MSE (l)	200,000	200,000	200,000
MSE (m)	500,000	550,000	600,000
MSE (n)	1,000,000	1,000,000	1,000,000
MSE (o)	N/A	350,000	500,000
MSE (p)	1,942,000	1,598,000	2,443,000
MSE (q)	16,000,000	16,000,000	16,000,000
MSE (r)	3,340,082	5,904,036	11,161,053
MSE (s)	317,583	459,171	1,664,118
MSE (t)	1,441,438	2,110,478	2,665,741
2.2 Net Profit			
	<i>2018</i>	<i>2019</i>	<i>2020</i>
MSE (a)	67,259	583,867	-9,720
MSE (b)	20,307	24,771	N/A
MSE (c)	N/A	N/A	N/A
MSE (d)	200	200	200
MSE (e)	118,293	85,729	13,592
MSE (f)	40,517	35,052	22,309
MSE (g)	28,000	36,000	26,000
MSE (h)	-24,142	89,099	31,567
MSE (i)	44,633	62,332	51,812
MSE (j)	60,000	75,000	90,000
MSE (k)	100,000	100,000	100,000
MSE (l)	100,000	100,000	100,000
MSE (m)	100,000	150,000	200,000
MSE (n)	150,000	200,000	240,000
MSE (o)	N/A	200,000	300,000
MSE (p)	350,000	275,000	420,000
MSE (q)	1,000,000	1,000,000	1,000,000
MSE (r)	121,529	354,128	1,550,174
2.3 Asset, Equity and Liability in 2020 or recent			
	<i>Asset</i>	<i>Equity</i>	<i>Liabilities</i>
MSE (a)	1,257,046	617,540	154,252
MSE (b)	1,000,000	110,000	30,000
MSE (c)	N/A	N/A	0
MSE (d)	600	100	0
MSE (e)	600,000	80,000	400,000
MSE (f)	315	500	
MSE (g)	1,000,000	100,000	220,000

Appendix 3.2 Summary of Questionnaire of Participants in Online Management Seminars
(Detailed Information Collection)

	<i>Asset</i>	<i>Equity</i>	<i>Liabilities</i>
MSE (h)	554,917	177,950	345,000
MSE (i)	673,209	508,571	N/A
MSE (j)	500,000	220,000	660,000
MSE (k)	100,000	100,000	100,000
MSE (l)	2,000,000	2,000,000	700,000
MSE (m)	1,000,000	500,000	25,000
MSE (n)	500	200	20,000
MSE (o)	100,000	50,000	N/A
MSE (p)	486,000	5,000,000	220,000
MSE (q)	8,000,000	500	150,000
MSE (r)	7,127,885	2,747,841	0
MSE (a)	N/A	50,000	0
MSE (b)	N/A	N/A	5,000,000

Section 3: Topics that the MSEs wish to discuss at the Individual Consultation

	No.	%
3.1 Topics that the MSEs would like to consult (multiple answer)		
Marketing and sales strategy	20	26.7%
Business strategy	13	17.3%
Overseas market development	12	16.0%
Human Resource management	5	6.7%
Production management	5	6.7%
Financial management	4	5.3%
Quality management	4	5.3%
Product development	3	4.0%
R&D	3	4.0%
Customer management	1	1.3%
Design	1	1.3%
Doing business in Asia	1	1.3%
Doing business in Japan	1	1.3%
Intellectual property	1	1.3%
Product development	1	1.3%

3.2 Other Requests for Japanese Experts

- Establishment of business network in Japan
- Partnership development with overseas institutions/companies
- Continuous consultation service by Japanese experts for 1 year
- Condition of incubation centers in Japan
- Formulation of production plan

Source: Prepared by the Survey Team based on the results of the questionnaire

Appendix 4

Presentation Documents for Online Management Seminars

JICA Online Management Seminar Series
Rise Above Crisis



Proactive Management for Business Continuity


5 August | 10 August 2021
 Yutaka Shimogaki




Data Collection Survey on Development of SMEs in Turkey

1

Self Introduction (Disaster Prevention and Business Continuity Plan (BCP) related experience)



- 1977～Japan Aviation Electronics Industry, Ltd.
- 1993～Asia Air Survey Co., Ltd.
 - 1999 Development of Highly Accurate Hazard Maps Using an Aircraft Laser Profiler
 - 2002 Participation in "Project for Mitigating Major Disasters in Major Cities" by the Ministry of Education, Culture, Sports, Science and Technology
- 2003～Hitachi, Ltd., Telecommunications Group
 - 2007 Participated in establishment and operation of the Business Continuity Advancement Organization (Non-Profit Organization)
 - 2010 Supporting Disaster Mitigation through Seamless Indoor/Outdoor Positioning Using Quasi-Zenith Satellites
 - 2012 Industry-Academia Collaboration Support for Tsunami Simulation System for Local Governments
- 2016～SME Support Consultation
 - Member of the Tokyo SME Management Consultant Association
 - Director of the Machida-city Management Consultation Association
 - Expert Dispatch Coordinator at the Metropolitan Industrial Revitalization Association
 - Business Continuity Enhancement Advisor at the SME Support Japan (Nation wide public organization for SME support)

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1. Background of BCP: Catastrophic Disasters
2. What is BCP?
3. Approaches to BCP by SMEs
4. Challenges in BCP Formulation
5. How to Gain and Enhance Business Continuity

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3

1995 Great Hanshin-Awaji Earthquake

At the moment of the earthquake (5:47), the studio of Asahi Broadcasting Corporation, the only live broadcasting local station
<https://www.youtube.com/watch?v=rTgH75f1d30>



4

2011 Great East Japan Earthquake

From the earthquake to the arrival of the tsunami, recorded by an officer of the Miyako City

<https://www.youtube.com/watch?v=9luB8-eodcg>



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2018 Heavy Rainfall Disaster in Western Japan

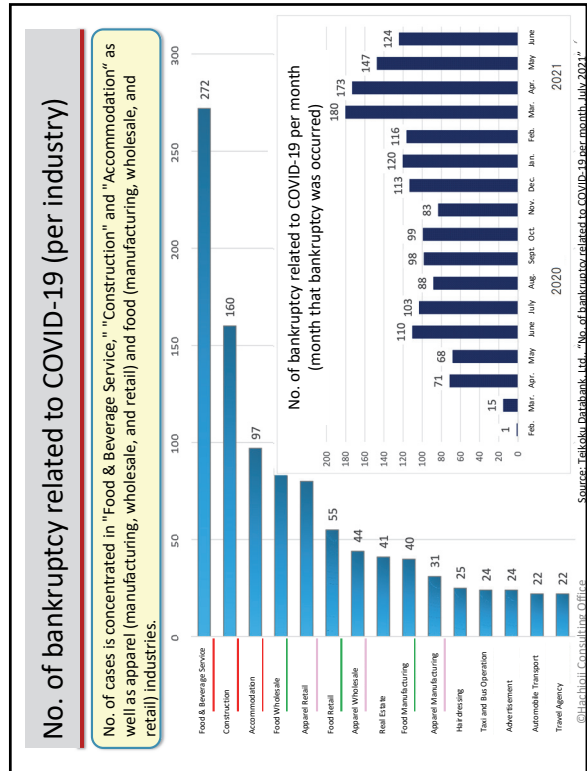
Landslides and river flooding in various areas

<https://www.youtube.com/watch?v=FOJaA-K5QTI>



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7

Background and History of BCP/BCM (Business Continuity Management)

- 1995 Jan. Great Hanshin-Awaji Earthquake: Awareness of BCM has raised
- 1999 Sept. Earthquake in Taiwan: Disruption of semiconductor supply chains simultaneously
- 2001 Sept. September 11 attacks in the US: some companies managed to recover early by alternative locations based on BCM
- 2003 Sept. "Business Continuity Working Group" in the Central Disaster Management Council of the Cabinet Office was established to discuss on BCP
- 2004 Oct. Niigata Earthquake: Economic loss due to prolonged recovery of semiconductor factories
- 2004 Oct. Importance of BCP formulation was mentioned in "Recommendations for Disaster Reduction Strategies" by the Expert Committee.
- 2005 Aug. Cabinet Office published "Business Continuity Guideline" to promote BCP
- 2005 Ministry of Economy, Trade and Industry (METI) formulated "BCP Formulation Guideline"
- 2007 July Niigata Earthquake: Automobile industry stopped nationwide as supply chain damaged
- 2009 Nov. Cabinet Office issued 2nd edition of "Business Continuity Guideline" in response to new influenza
- 2011 Mar. Great East Japan Earthquake: Parts supply interruptions spread nationwide and overseas. Importance of BCM was strongly recognized.
- 2011 Aug. Flood in Thailand: Many factories shut down and the supply chain was disrupted.
- 2012 Mar. SME Agency released 2nd edition of "Operational Guideline for Formulating BCP for SMEs"
- 2013 Aug. Cabinet Office released 3rd edition of "Business Continuity Guideline" including lessons learned from the Great East Japan Earthquake
- 2018 July Heavy rain in western Japan: Record-breaking rainfall over a wide area caused severe disaster
- 2019 May "SME Resilience Enhancement Act" enacted. Business Continuity Enhancement Plan rolled out.
- 2020 onwards The Spread of COVID-19

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Necessity of BCP

If it takes a long time to recover from earthquake, flood, etc., you will lose customers. This may cause financial loss. Moreover, it will be difficult to bring back the customers once you lost.

If companies that involved in the supply of raw materials, production of parts, assembly, transportation, and sales, etc. are affected by the disaster, the entire supply chain will come to a halt. This may affect the entire country and the world.

BCP: Business Continuity Plan

Companies should ensure its business continuity and quick recover of its major operations no matter what happens, in order to survive and fulfill its social responsibility.

The Role of Companies in Basic Disaster Management Plans

©Hachioji Consulting Office Source: Cabinet Office "Business Continuity Guideline" 9

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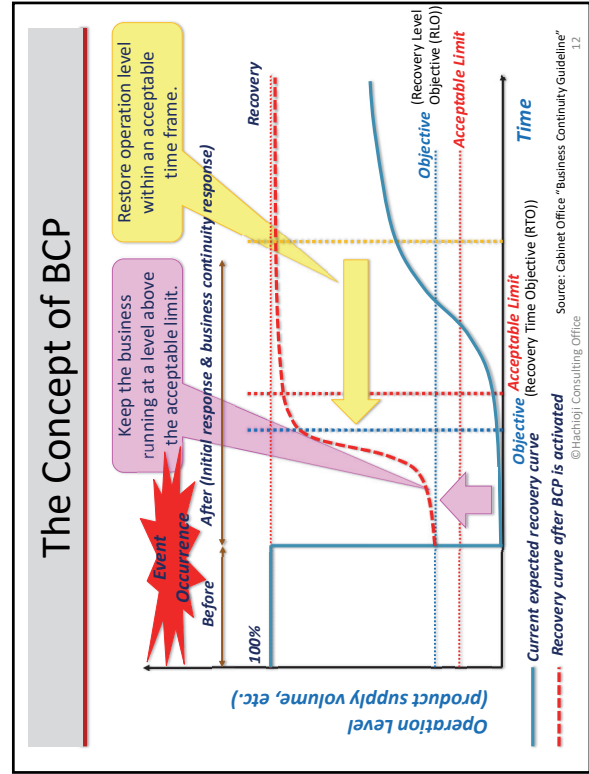
The Concept of BCP

BCP is a plan that describes policies, systems, and procedures for ensuring continuity of important business operations under the event of natural disasters such as earthquakes, the spread of infectious diseases, terrorist incidents, major accidents, supply chain disruptions, sudden changes in the business environment, and other unforeseen events.

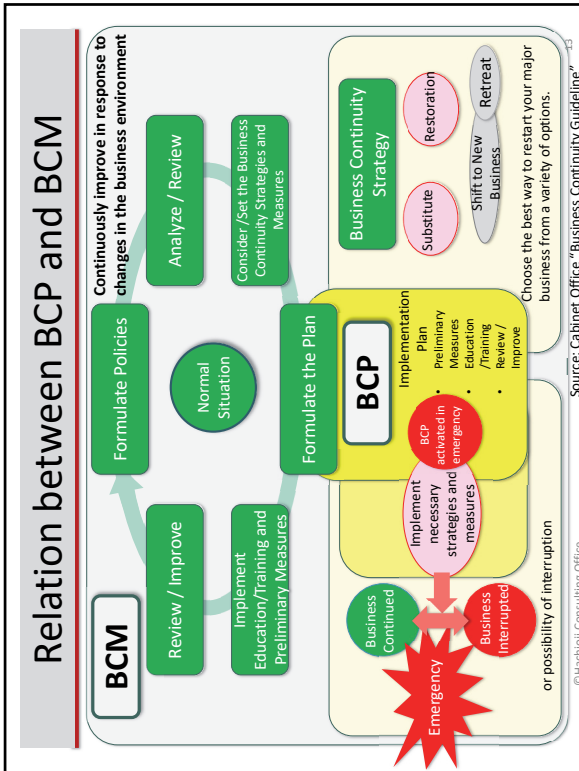
By preparing BCP, recovery is achieved in the shortest possible time.

Source: Cabinet Office "Business Continuity Guideline" ©Hachioji Consulting Office 11

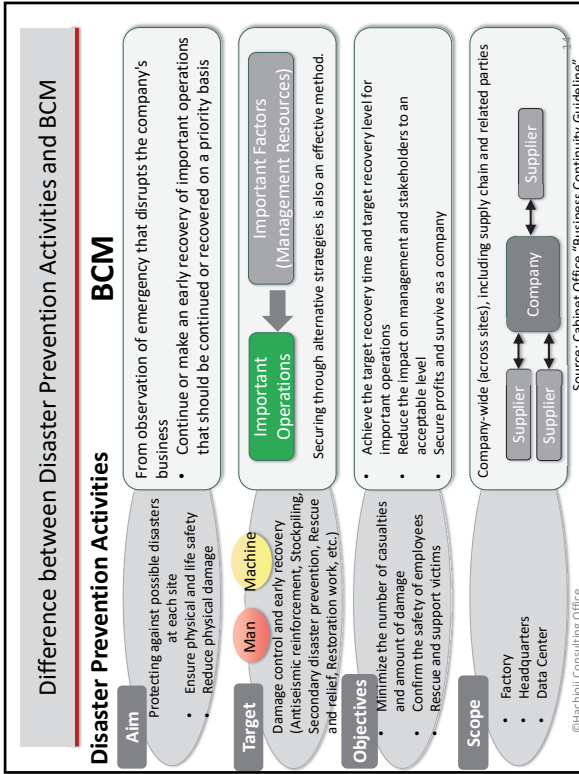
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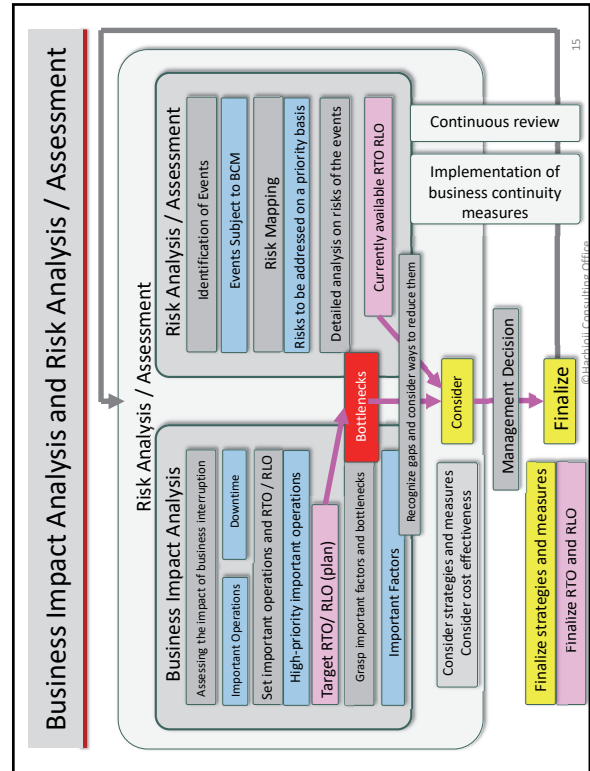
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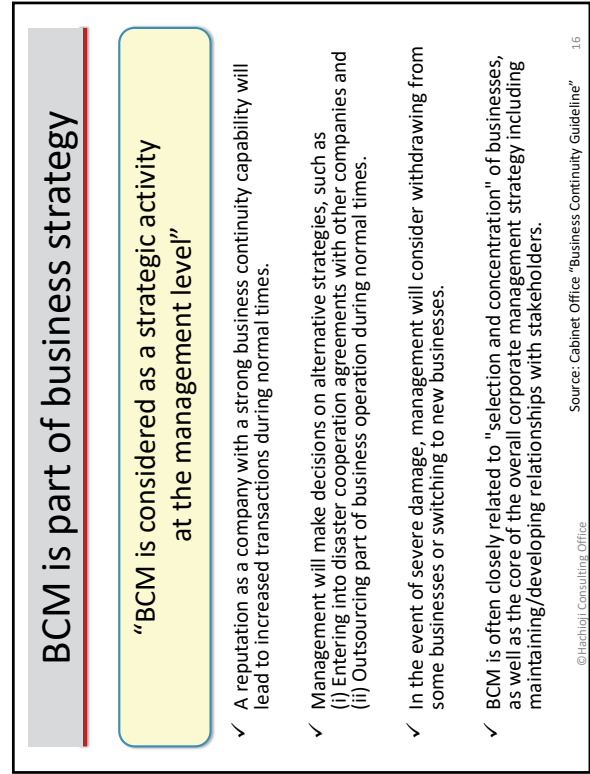
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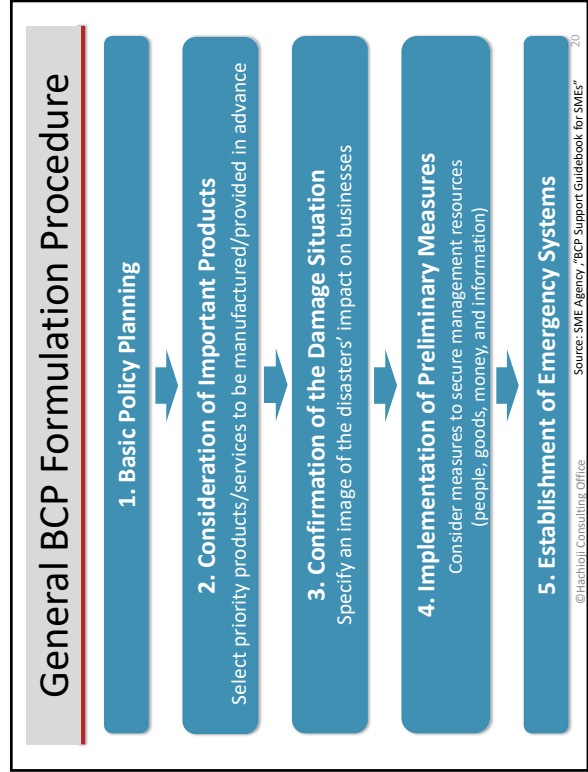
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<h2>Key Points for Developing BCP</h2>
<ul style="list-style-type: none"> ✓ <u>Identify important products (businesses)</u> <ul style="list-style-type: none"> • Identify businesses that should be prioritized for continuation and recovery in an emergency • In an emergency, available human resources and funds are limited • Therefore, narrowing down the businesses is a shortcut to corporate survival ✓ <u>Consider the target time for recovery</u> <ul style="list-style-type: none"> • Consider the target time to restore major businesses in an emergency • Without a target, it is impossible to take appropriate action • Re-establish the target based on the damage caused by the disaster ✓ <u>Discuss with business partners in advance</u> <ul style="list-style-type: none"> • Discuss important businesses operation and its recovery times with business partners in advance • In an emergency, prompt and smooth communication with customers is essential ✓ <u>Prepare and consider alternative measures</u> <ul style="list-style-type: none"> • How should the management act in an emergency • Establish a common understanding of how you want your employees to act

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<h2>BCP Activities in Conjunction with Management Improvement</h2>
<ul style="list-style-type: none"> • Bulletin board with information on how to respond to disasters and contact information for major business partners • Conducting employees and leaders training on disaster response • Incorporate the perspective of disaster prevention into workplace cleaning/layout management and SS activities • Calculate the funds needed in the event of a disaster when developing a financing plan • Consider how to raise the funds • Back up important data during normal times, in line with the introduction of IT systems • Learn how to use IT in times of disaster. • Actively publicize BCP initiatives, in addition to quality and price of your product/service • Involve customers and business partners at in-company disaster prevention training • Examining business forms for times when employees are unable to come to the workplace, in addition to improving work efficiency • Promote equalization of work and diversification of employees' skills • Incorporating BCP elements into business succession planning

©Hachioji Consulting Office 19 Source: SME Agency, "BCP Support Guidebook for SMEs"



BCP Formulation Procedure: (4) Implementation of Preliminary Measures

■ Preliminary Measures

- Establishment of safety confirmation rules
- Secure alternative personnel
- Funds needed for emergencies
- Prepare cash and deposits

Severe damage (Local recovery is impossible)

- Fixing equipment
- Securing alternative methods
- Storage of important data
- Means of information collection and dissemination

Goods

People

Money

Information

Minor Damage (Local recovery is possible)

Major Damage (Local recovery is impossible)

■ Need for alternative methods

Emergency

Local recovery, Normal procurement

Alternative production and procurement

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Stakeholders Surrounding SMEs

- Inability to make payments
- Deteriorating business performance
- Decrease in corporate value
- Difficulty in paying salaries
- Obtaining loans will be difficult by deterioration in business performance
- Inability to perform tasks required by law based on agreements
- The market will be taken by competitors
- Inconvenience to customers by not being able to provide products or services. Losing customers.
- Parts and materials are not coming in as suppliers are affected by the disaster
- Failure to meet community expectations

Source: SME Agency, "BCP Support Guidebook for SMEs" 22
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Case 1: Sawane Spring Co., Ltd. (1)

■ Company Overview

- Location Hamamatsu City, Shizuoka Prefecture
- Capital: 30 million Yen
- No. of employees: 53
- Type of Business Manufacturing

Manufacturing and sales of various types of springs and related products, as well as medical-related coils

■ BCP/Disaster Response

- Assumed Damage: Company building damaged by earthquake or flooded by tsunami
- Management philosophy: Make the company last for good
- Countermeasures
 - Shift from mass-production order system to small-lot order system for multiple products
 - Preparation of manuals
 - Measures for company buildings and machinery: Installation of a system and substitute installed on the 2nd floor
 - Agreements for mutual support in times of disaster with five companies outside of the prefecture
 - Education and training: annual disaster prevention training (theme: power outage in 2018)

Evacuation stairs to the factory rooftop

Source: Shizuoka Prefecture, "Disaster Response and BCP Case Studies" 23
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Case 1: Sawane Spring Co., Ltd. (2)

■ Situation at the time of the disaster

- In September 2018, a typhoon caused power outages to a total of more than 1.15 million homes throughout Shizuoka Prefecture, and it took nearly a week to restore power in some areas.
- The company continued to post information on their website about the suspension of factory operations, temporary communication methods, and the resumption of operations.
- Small-lot handmade products and standard stock items were available as long as there is a communication environment to receive orders from customers. Priority was given to securing means of communication with stakeholders by allocating private power generation to PCs and communication equipment.

■ Effectiveness of BCP formulation

- The concept and significance of BCP based on the management philosophy has been spread throughout the company
- Continuity of minimum necessary operations even during power outages
 - The company had prepared a "switchover procedure manual" for a power outage and had conducted training to switch to private power generation.
 - The power supply to the communication equipment led to continuity of the minimum necessary operations, such as manual ordering and manufacturing.
- Enhancement of business continuity in the event of a disaster

Source: Shizuoka Prefecture, "Disaster Response and BCP Case Studies" 24
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Case 2: Oguma Kensetsu (1)

Company Overview

Example of aseismic reinforcement



- Location: Setagaya city, Tokyo
- Capital: 20 million yen
- No. of employees: 13
- Type of Business: Construction
 - Construction work and renovation work including aseismic reinforcement as well as modification for handicapped accessible

BCP/Disaster Response

- Assumed Disaster: Earthquake, typhoon and flood
- Basic Policy: Contribution to the community is crucial
- Countermeasures
 - Management of materials, equipment, fuel, etc.
 - Alternative locations
 - Education and training for disaster prevention: conducted twice a year
 - "Resilience Certification" acquired in 2017



Resilience Certification



Spare storage batteries for power tools

©Hachijii Consulting Office. Source: Shizuoka Prefecture, "Disaster Response and BCP Case Studies". 25

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Case 2: Oguma Kensetsu (2)

Situation at the time of the disaster

- A typhoon caused damages of roofs and windows of many houses in Setagaya city, Tokyo.
- The city office received many inquiries from residents about repairing broken window glass.
- As it took two to three days for the new glass to arrive after placing order, cardboard and veneer boards were attached to the broken glass within the day for an emergency measure.

Effectiveness of BCP formulation

- Detailed management of resources
 - The company had prepared checklists, supply lists, and inventory/storage lists for disaster prevention
 - Optimizing inventory also caused improving normal operations and reducing costs
 - The company was able to act immediately by keeping a larger inventory of veneer boards and cardboard boxes for disasters response
- Revitalization of employee communication
- Improvement of the company's brand reputation
 - With BCP and resilience certification, the no. of application for new employees increased and two new highly-skilled employees joined the company

©Hachijii Consulting Office. Source: Shizuoka Prefecture, "Disaster Response and BCP Case Studies". 26

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Case 3: Suzusan Zaimokuten (1)

Company Overview


- Location: Hamamatsu City, Shizuoka Prefecture
- Capital: 10 million yen
- No. of employees: 50
- Type of Business: Wholesale and retail
 - sales of lumber for construction, interior building materials, housing equipment, pre-cut processing of constructional material, plywood, etc.

BCP/Disaster Response

- Assumed Damage: Damage to buildings by earthquakes
- Basic Policy: Reduce the number of people who are inconvenienced by disasters.
- Countermeasures
 - Identification of materials and alternative materials
 - Use the showroom as a shelter for employees, etc.
 - Secure means of communication in the event of a disaster
 - Cooperation with construction companies: 100 companies



Construction wood stockyard



Showroom

©Hachijii Consulting Office. Source: Shizuoka Prefecture, "Disaster Response and BCP Case Studies". 27

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Case 3: Suzusan Zaimokuten (2)

Situation at the time of the disaster

- A typhoon caused power outage and damage on buildings over a wide area in September 2018.
- A large-scale power outage provoked traffic lights to go out and disruption of communication systems such as telephones and the internet. The company was unable to contact the clients (construction companies) for several days.
- Four to five days after the disaster, the company received many requests for repairs from the client companies.

Effectiveness of BCP formulation

- Each department confirmed the safety of employees and decides whether they should come to work.
 - The priority is safety in the initial response. Thus, the company decided that it is too dangerous to come to work if traffic lights are not functioning
- Horizontal cooperation between departments
 - the policy was to focus on housing repairs and each department mutually shares information
 - There was no confusion in priorities of initial response across departments
- Implementation of basic policies (repair work as social responsibility, sense of mission)
 - Even if the burden of repair work became excessive, the company continued to contribute and was able to make decisions based on the BCP policy.

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Case 4: Kayou Giken (1)

Company Overview

- Location: Kaga-gun, Okayama Prefecture
- Capital: 6.2 million yen
- No. of employees: 25
- Type of Business: Manufacturing
 - Metal press work, manufacturing of a die/mold and jig



Organized inventory of a die/mold

BCP/Disaster Response

- Assumed Damage: Changes in the industry/market environment and natural disasters
- Basic Policy: Improvement of the company's name and brand recognition
- Countermeasures
 - Collaboration in emergency operation with companies in other prefectures
 - Confirmation of employees' safety, the damage situation and sharing damage information
 - Preparation of products list in order of highest profit margin
 - Organize dies/molds so that in case of emergency, dies/molds can be immediately delivered to collaborating companies.

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Case 4: Kayou Giken (2)

Situation at the time of the disaster

- In 2018, a torrential rain in western Japan caused an explosion and fire at an aluminum factory 20 km away.
- The day after the rain, several employees informed that they could not come to work due to flooding at their house and landslides on their commuting routes.
- The president decided to close the company for a day, while the company confirmed the safety of the employees.
- One of the company's suppliers (subcontractors) that held a large amount of the company's products, had been flooded above floor level and was heavily affected.

Effectiveness of BCP formulation

- Business Cooperation ~ Implementing a profitable BCP~
Business cooperation with partner companies enabled to receive new order for drawing work which is the new filed for the company
- Gathering information on damage at subcontractors
 - The company was able to make the right decision to transfer the company's products from the damaged subcontractor.
- Alternative Strategy
 - The company was able to react immediately in order to find an alternative subcontractor.

©Hatchioji Consulting Office. Source: Shizuoka Prefecture, "Disaster Response and BCP Case Studies". 30

Case 5: Seisei Shoji Corp. (1)

Company Overview

- Location: Shimada City, Shizuoka Prefecture
- Capital: 30 million yen
- No. of employees: 35
- Type of Business: Manufacturing
 - Processing and sales of paper products



Shimada City, Shizuoka Prefecture

BCP/Disaster Response

- Assumed Disaster: Earthquakes
- Basic Policy: Safety and security for employees' families
- Countermeasures
 - Private generators to run specific machines
 - Specific guidance including agreements with local communities, water supply, etc.
 - Maintaining inventory of raw materials, data backup at alternative locations
 - BCP teams were formed by representatives of each department
 - Certification and support by Credit Guarantee Association's BCP Special Guarantee Program



150kw diesel generator

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Case 5: Seisei Shoji Corp. (2)

Utilization of BCP

- The previous president passed away suddenly in 2017. At that time, the current president had not been nominated as a successor and was not even a board member, but a single chief executive officer.
- At a morning meeting the day after the sudden death of the previous president, the BCP was activated. In accordance with the provision, the acting president (the current president) took command.

Effectiveness of BCP formulation


- Initial response and division of roles based on BCP
 - Prior to the official announcement, the new management visited the bank and suppliers to directly convey the company's intention to continue its business.
 - The new management was able to give the minimum necessary instructions and leave the rest of the operation to the on-site managers in the factory.
- Realization of smooth business succession
 - Since the order of command authority was listed in advance, the new management structure was smoothly explained to the employees.
 - Most importantly, it led to the new president's determination that he would be in charge

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Case 6: Asahi Shuzo Co., Ltd. (1)

Company Overview

- Location: Iwakuni-shi, Yamaguchi Prefecture
- Capital: 10 million yen
- No. of employees: 220
- Type of business: Manufacturing and sales of alcoholic beverages



The temperature inside storage tanks is controlled by sensors

BCP/Disaster Response

- Assumed Damage: Power outage by typhoon
- Basic policy: Provide delicious beverages for customers as quickly as possible
- Countermeasures
 - An emergency power generator has been installed to cope with power outages due to broken power lines caused by typhoons.
 - The emergency power supply is normally applied for the air conditioning system to control the temperature of the fermentation room (controlled at 6 °C throughout the year)
 - Utilization of SNS (Line) to communicate with employees for emergency

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Source: Shizuoka Prefecture, "Disaster Response and BCP Case Studies" 33

Case 6: Asahi Shuzo Co., Ltd. (2)

Company Overview

- In July 2018, heavy rains in western Japan caused a landslide upstream of the river near the headquarters warehouse. A large amount of sand and trees flowed out and accumulated on a bridge near the main warehouse, causing the river to overflow.
- The warehouse was flooded up to 80cm, and the power lines were broken. The emergency generator on the first floor was also broken due to the flooding.
- Due to the power outage, the temperature of fermentation tanks could not be controlled, and quality standards could not be guaranteed any more.
- About 500,000 liters of the product (alcoholic beverages) were affected.

Effectiveness of BCP formulation

- Rapid Announcement
 - A press conference was held just two days after the disaster. He informed customers of the company's situation and reassured them.
- Emergency/Ordinary Division of Labor
 - The employees removed sand that was accumulated by flooding without waiting for instructions. (The employees were aware of "how they should act in emergency")
- The company was able to resume manufacturing about one month after the disaster and resumed shipping nationwide about two months after the disaster.

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Source: Shizuoka Prefecture, "Disaster Response and BCP Case Studies" 34

Case 7: Shinsan Jutaku Co., Ltd.(1)

Company Overview

- Location: Minami-city, Kumamoto Prefecture
- Capital: 176 million yen
- No. of employees: 126
- Type of Business: Construction



Office with scattered items after the earthquake

BCP/Disaster Response

- Assumed Disaster: Typhoon
- Basic Policy: Safety of the employees is the top priority
- Countermeasures
 - Maintain a telephone response manual and a check sheet for asking about the damage situation.
 - In the event of a disaster, adjust plans according to the actual damage situation.
 - Relief supplies from group companies
 - Agreement with a construction company in Kagoshima Prefecture to cooperate in the event of typhoon damage

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Source: Shizuoka Prefecture, "Disaster Response and BCP Case Studies" 35

Case 7: Shinsan Jutaku Co., Ltd.(2)

Company Overview

- The company was hit by the 2016 Kumamoto earthquake (M6.5 on April 14 and M7.3 on April 16).
- The priority was to ensure the safety of employees, for example, the employees told each other "do not go up to the roof until the aftershocks stop."
- The company confirmed and responded to damaged buildings by prioritizing them
- The company responded to requests for repairs and safety inspections for approximately 3,000 houses

Effectiveness of BCP formulation


- Prompt response with top priority on employees' lives
- Continuous review and improvement activities
 - Continuously revised the disaster response manual after each typhoon damage to reflect on new findings
- Responding to the unexpected Kumamoto earthquake
 - Early the next morning after the foreshock, the president instructed to rewrite the windstorm and flood response manual for earthquakes.
 - The ability to cope with disasters that the company has cultivated was useful in dealing with the unexpected Kumamoto earthquake.

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Source: Shizuoka Prefecture, "Disaster Response and BCP Case Studies" 36

Case 8: Oizuru Corp. (1)

Company Overview


- Location: Mizuho town, Nishi-tama county, Tokyo
- Capital: 10 million yen
- Number of Employees: 58
- Industry: Manufacturing
 - Manufacturing of plastic foamed products; packaging services including packaging design, processing, and testing; distribution processing services



Disaster Prevention Training

BCP/Disaster Response

- Assumed Disaster: Earthquake
- Purpose of BCP Formulation: Creation of Company Culture
- Content of Measures
 - Clearly define the infection control system for each work area including humidifiers, room ventilation, and sterilization rules.
 - Visualization and BCP training to raise awareness
 - BCP pocket-sized manual and initial response cards for major earthquakes distributed to all employees



Bulletin Board for BCM Activities:
Initial response flow, disaster prevention training, countermeasures, activity plans, and current challenges are posted on the board.³⁷

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Case 8: Oizuru Corp. (2)

Reason to prepare for BCP

- After the pandemic of the new-type influenza in 2009, the company recognized that it is necessary to have measures to reduce an impact on the customers if the company cannot supply the products for a long time.
- One of the customer, a pharmaceutical company that manufactures dialysis fluid, requested to establish a business continuity system in the event of a pandemic or disaster.



Disaster prevention cabinet with first aid tools³⁸

Effectiveness of BCP formulation

- BCP formulation is a management strategy
- Credibility of the company has increased significantly.
 - The customer was looking for several suppliers. However, when they learned about BCM initiatives that could ensure the supply of products through alternative production even in the event of a disaster, they decided to purchase from a single supplier.
- Internal communication has increased
- Increase in the number of improvement proposals in various operations
- Obtained certification of international standards for BCM systems
- As a response to the spread of COVID-19, guidelines for countermeasures were formulated to help avoid risks.

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Source: Shizuoka Prefecture, "Disaster Response and BCP Case Studies"³⁸

Case 9: Fujisaki Department Store (1)

Company Overview

- Location: Sendai City, Miyagi Prefecture
- Capital: 400 million yen
- No. of employees: Approx. 730
- Type of Business: Retail (Department store)



Inside the store at the time of the Great East Japan Earthquake

BCP/Disaster Response

- Assumed Disaster: Earthquake
- Basic Policy: Ensure customer safety
- Countermeasures
 - Clarification of the workflow during emergencies
 - Prompt recovery and support for local community
 - Ensure effectiveness of the measures through disaster prevention training



In-company disaster prevention training

©Hatchioji Consulting Office

Source: Shizuoka Prefecture, "Disaster Response and BCP Case Studies"³⁹

Case 9: Fujisaki Department Store (2)

Situation at the time of the disaster

- In March 2011, the Great East Japan Earthquake, a very large earthquake with a magnitude of 9.0 hit the department store.
- The store staff broadcasted a message in the building urging shoppers to ensure their safety
- Employees called out to shoppers to leave the shelves.

Effectiveness of BCP formulation

- The fire and disaster prevention trainings that were held twice a year enabled a quick and appropriate response. The training was conducted through hypothetical scenarios that could occur under actual disaster conditions.
- 3,500 shoppers and 1,000 employees were evacuated to the outside without a single person being injured.
- The store resumed sales on the street the next day. Then, two days later, the store conducted repair work of the building, and about a month later, fully resumed business.

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Source: Shizuoka Prefecture, "Disaster Response and BCP Case Studies"⁴⁰

Examples of Ineffective BCPs (1)



- **Low level of management involvement**
 - No prioritization
 - No alternative strategies
 - Target recovery times are too theoretical, without feasibility
 - **Training has become superficial, without practical efficiency**
- **Lack of an appropriate BCM promotion system (Disaster prevention plan without promotion)**
 - No understanding of the social responsibility to supply products and services
 - The responsible person/party is from the general affairs department
 - BCP only focuses on safety confirmation, stockpiling, injury prevention, etc.
 - BCP only set early recovery strategy, without target recovery time
- **Lack of awareness and education on BCP**
 - **Training that does not distinguish between earthquake disaster prevention and BCP**
 - **BCP and its manuals are prepared, however only the secretariat knows them**

©Hachioji Consulting Office Source:Tokio Marine dR Co., Ltd., "Ineffective BCP and Future of BCP, March 2018". 41

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Examples of Ineffective BCPs (2)



- **No mechanism for continuous improvement**
 - **The volume of documents has become so large that it is impossible to maintain them**
 - **Personnel changed without handing over work duties and the successors do not know about BCP**
 - No regular review, and no response to changes in major products, factory reorganization, organizational restructuring, supply chain, and business partners
- **Not responding to the revision of BCP guidelines**
 - Lack of understanding of the importance of alternative strategies, and **too much focus on the level of damage assumptions that the company could handle, resulting in under-estimation and failure to function in the event of unexpected damage.**
 - **The company was unable to respond flexibly as a result of formulating documents for each risk, such as earthquake BCP, flood BCP, flu BCP, fire BCP, and information-security BCP**
 - **Lack of securing and strengthening the continuity of head office functions**
 - **Lack of cooperation with group companies and business partners**

©Hachioji Consulting Office Source:Tokio Marine dR Co., Ltd., "Ineffective BCP and Future of BCP, March 2018". 42

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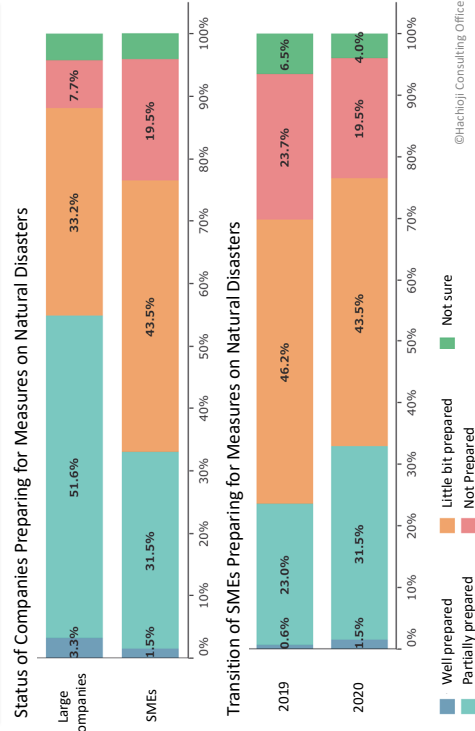
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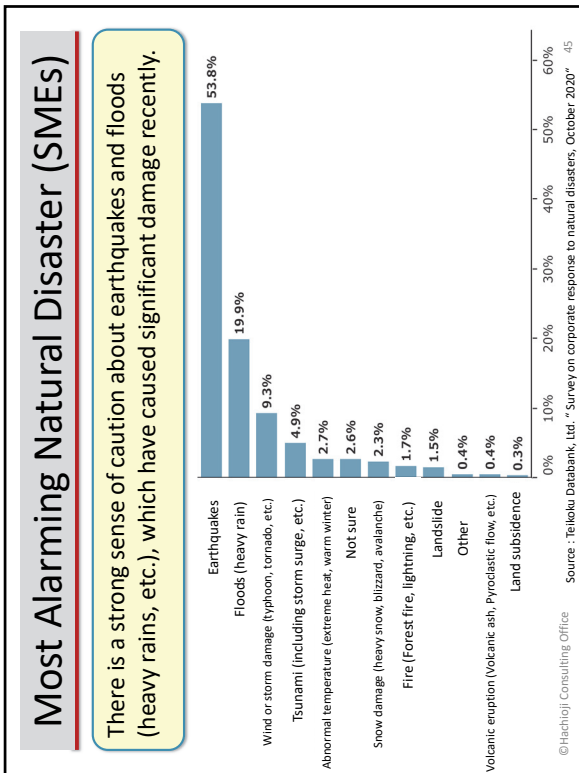
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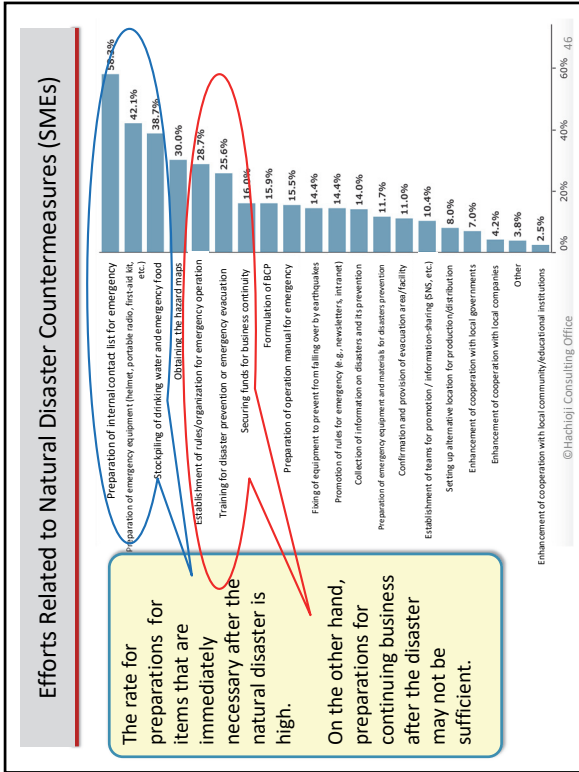
Status of Companies Preparing for Measures on Natural Disasters



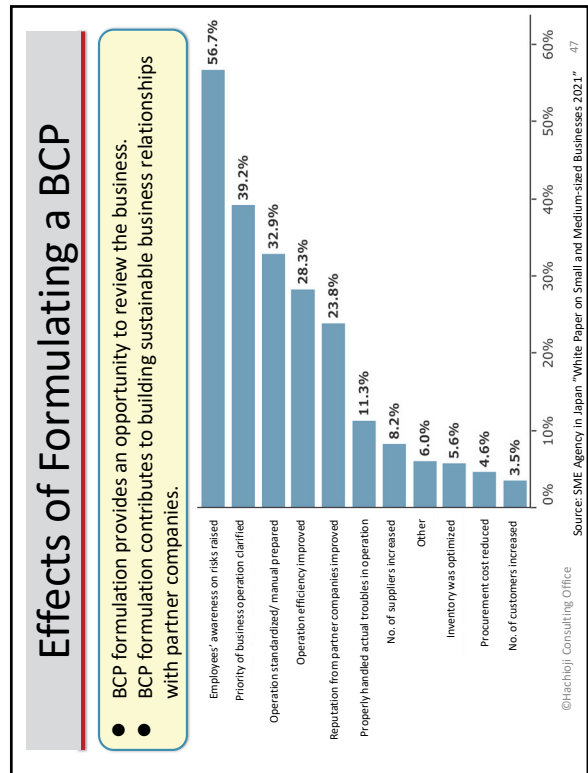
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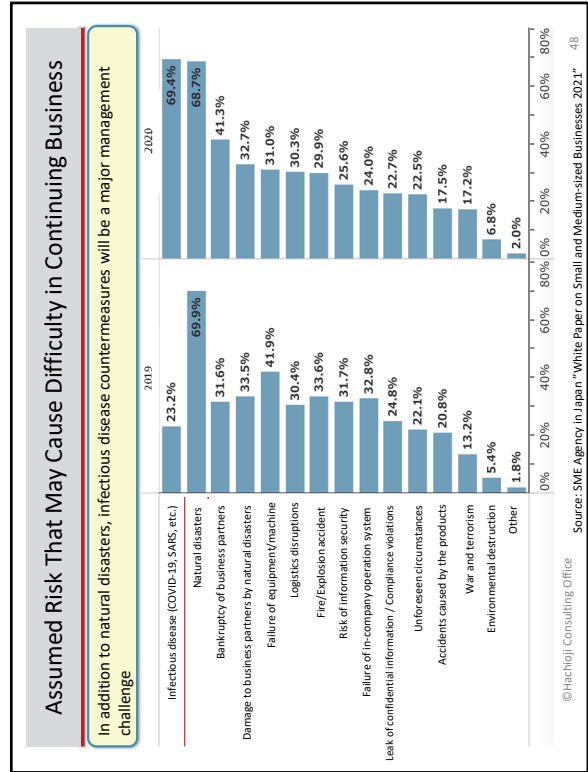
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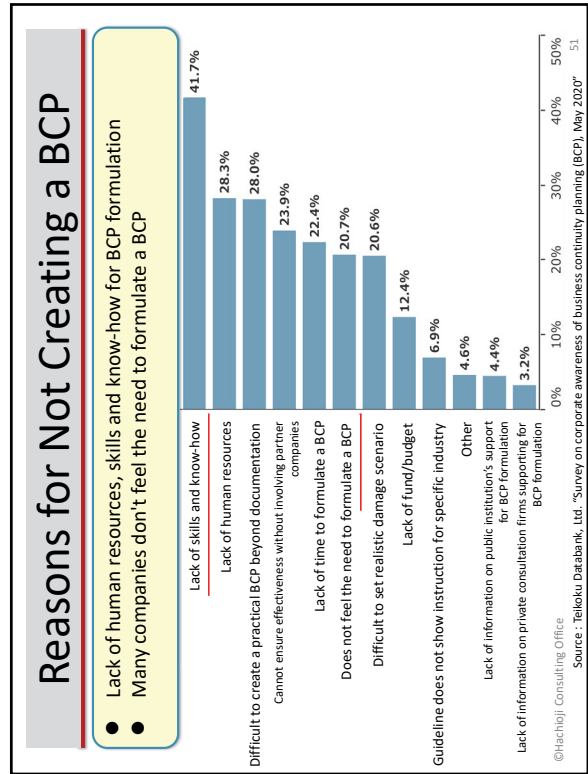
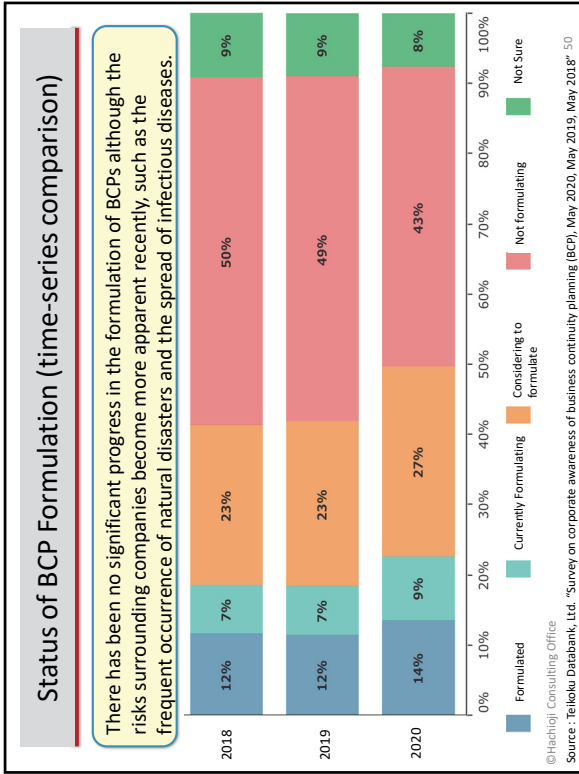
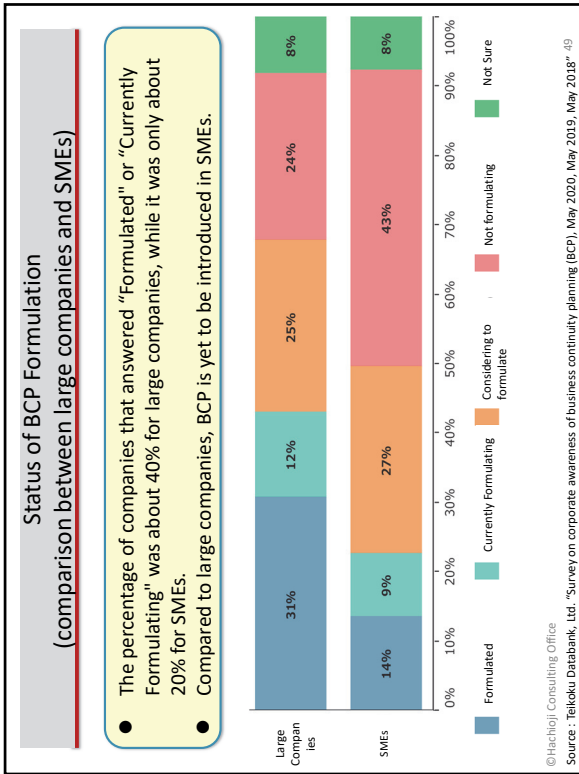
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Direction of Efforts to Strengthen Business Continuity

SME resilience enhancement act enacted in Japan in May 2019

- **Current Status of Preliminary Measures for SMEs**
 - Low priority among many management challenge
 - Inadequate understanding of risks, such as checking hazard maps
 - Lack of human resources, know-how, etc. to promote preliminary measures
- **Targets of the initiative**
 - Core supply chain businesses that support the local economy and employment
 - Cooperation of commercial and industrial organizations, to involve other SMEs.
- **Key points of the initiative**
 - Recognize the risks of natural disasters in the company and focus on training and education necessary to ensure the effectiveness of the initial response, considering the elements necessary for business continuity including people, goods, money, and information.
 - Encourage top management to understand the purpose of preliminary measures and provoke continuous improvement

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Efforts Expected by SMEs

- Create effective disaster prevention/mitigation measures, not just a document
- Think about purpose of the measures and create measures based on your own business.

(1) Purpose

Establish objectives and basic policies and share it in your company and their families

1. Ensure the safety of employees and their families
2. Responsibility for supplying products to customers
3. Maintain employment

(2) Risk recognition and damage assumption

Use hazard maps, etc. to understand the impact on the company and its business partners, etc.

1. Risk recognition
2. Earthquake, tsunami, windstorm, flood, etc.
3. Assumption of damage

(3) Establishment of promotion system

Assign a responsible person and a promotion team

1. Commitment of top management
2. Clarification of responsibility
3. Establishment of internal system to respond disasters

(4) Preliminary measures

1) Initial response
Evacuation method and safety confirmation, Formulation of procedures

2) Securing personnel
Ensure substitute for key personnel

3) Equipment
Earthquake-proofing or flood-proofing measures, etc.

4) Risk finance
Secure necessary expenses through property insurance, etc.

5) Information security
Backupup of important data

6) Operation system
Arrangements for alternative production

(5) Ensuring effectiveness

Ensuring effectiveness through regular training and review

1. **Periodic training**
Education and training for employees
2. **Review**
On-the-job and desktop training
2. **Periodic review**
At the time of budget formulation and organizational change

©Hatchiji Consulting Office, Source: SME Agency in Japan, "Textbook for Training Session for Instructors of SME Resilience Enhancement Project" 54

Difference between BCP and Business Continuity Enhancement Plan (BCEP)

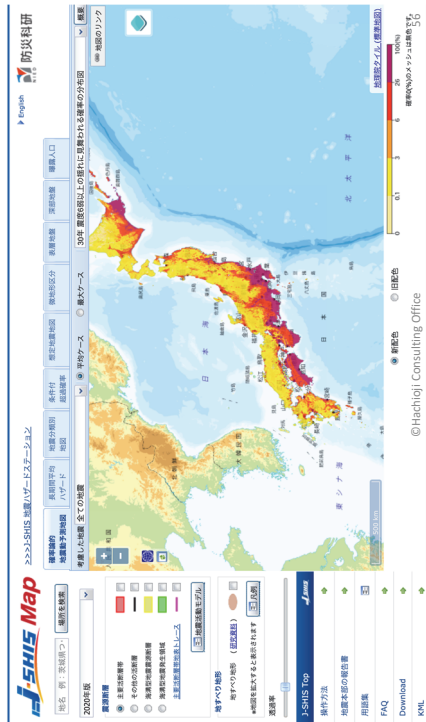
BCP	(Cooperative) BCEP
1. Establish purpose and basic policy	Step1 Consider purpose of BCP
2. Assume expected damage	Step2 Recognize risk of disasters <ul style="list-style-type: none"> ● Assume damage by natural disasters ● Impact on business activities (people, goods, money, information, and others)
3. Specify core business and operation*	Step3 Consider initial responses <ol style="list-style-type: none"> 1. Ensuring safety 2. Establish system to respond emergency 3. Collect/share damage condition 4. Other
4. Set target recovery time and target recovery level*	Step4 Response to people, goods, money, information <ol style="list-style-type: none"> A) Establishment of a personnel system in the event of a disaster B) Installation of facilities, equipment and devices C) Secure means of financing D) Protection of important information
5. Business impact analysis and bottleneck identification*	Step5 Promotion system in normal times <ul style="list-style-type: none"> ● Training ● Review
6. Measures to mitigate impacts and secure alternative resources*	
7. Fundraising plan based on financial measures	
8. BCP preparation and implementation of preliminary measures	
9. Develop operational systems for normal times and emergencies	
10. Implementation / Education and training	
11. Review and improvement	

*Items not necessary for BCP ©Hatchiji Consulting Office

Example of Risk Assumption for Natural Disasters

J-SHIS (Earthquake Hazard Maps/Station in Japan)

<https://www.j-shis.bosai.go.jp/>



©Hatchiji Consulting Office

Example of Risk Assumption for Natural Disasters

Hazard Map Portal Site by the Ministry of Land, Infrastructure, Transport and Tourism in Japan
<https://disaportal.esri.go.jp/>

The screenshot shows the Hazard Map Portal Site interface. It includes a search bar, filters for '利用目的' (Purpose of Use) and '危険度' (Risk Level), and a map of Japan with a zoomed-in view of Oosaka. The interface is in Japanese and provides information on risk assumptions for natural disasters.

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Promotion of BCEP

- BCEP is a simplified version of BCP
- Narrowed down to the minimum contents, easy for SMEs to formulate
- The plan (application form) is 4 to 5 pages on A4 paper
- "Guide to Formulating a BCEP" by SME Support Japan and SME Agency in Japan
- From October 2020, the scope of support will include not only natural disasters but also infectious diseases.

The diagram illustrates the evolution of BCP to BCEP. It shows three stages: 'Risk of natural disasters (earthquake, flood, etc.)', 'Other than natural disasters such as cyber attack', and 'Other risk: cyber attack and infectious diseases, etc.'. A 'Revised' arrow points from the first stage to the second, and another 'Revised' arrow points from the second to the third. The final stage is labeled 'Scope of support' and includes 'Credit insurance, etc.'.

As of the end of March 2021, a total of 25,627 BCEP cases have been certified.

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Effectiveness of BCEP

Effectiveness of BCEP by the SMEs with Certified BCEP in the July 2020 Torrential Rains

Effectiveness	Percentage	Sample Size (n)
Benefited by BCEP	55%	
No impact	36%	
Did not feel benefit by BCEP	9%	69

Source: SME Agency in Japan "White Paper on Small and Medium-sized Businesses 2021"

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Case 1 : IWAI System Creative Co., Inc (1)

Location: Tokyo, Assumed disaster: Earthquake, Industry: Information service, No. of Employees: 21

Planned period	September 2019 ~ August 2022
Purpose	1. In the event of a natural disaster, protect the safety of employees and their families 2. Minimize the impact on customers by continuing or quickly resuming development, operations, and equipment sales
Assumption of natural disasters and other events	Earthquake - 70% chance of a large-scale earthquake in the next 30 years Flooding - 0.5 m to 3 m of flooding is possible by heavy rain
Impact of natural disasters and other events on business activities	Impact on human resources Injuries due to falling equipment or during evacuation would make operation difficult to resume in areas where specific employees were exclusively in charge. This would suspend specific services and/or slow down system development work. Impact on buildings and facilities Although the building meets the new earthquake-proof standards, there is a concern that the commuting and logistics network from nearby prefectures will be disrupted by flooding due to river inundation. The disruptions are expected to affect about 80% of the staff, and all or part of the operation and maintenance services are expected to be suspended. Impact on cash flow There is a risk that working capital may become tight due to the inability to generate operating revenue by the shutdown of facilities or the suspension of operations. Impact on information If a server or host in the office is damaged, there is a risk of losing important information entrusted by customers, except for the data that is backed up.

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Case 1 : IWAI System Creative Co., Inc (2)

Contents of business continuity enhancement

Items	Initial Response	Timing	Preliminary Measures
Ensuring the safety	Evacuation of employees	Immediately after the disaster	<ul style="list-style-type: none"> Establish safe areas in the company's premises Familiarize employees with evacuation routes Confirm routes to evacuation facilities
	Confirmation of the safety of employees	Immediately after the disaster	<ul style="list-style-type: none"> Establish a safety confirmation scheme and employee contact list (phone numbers, email addresses, SNS, etc.)
Establishment of operational system for emergencies	Establishment of a task force headed by the President	Within 1 hour after the disaster	<ul style="list-style-type: none"> Set standards to activate the task force Establish a system (roles and responsibilities) for the task force. Consideration of action plans based on specific damage assumptions
Collecting and sharing of the damage situation/info rmination	<ul style="list-style-type: none"> Confirm impact on production and shipping by the disaster or infectious disease Report the information to customers, business partners, local authorities, and the Chamber of Commerce and Industry. 	<ul style="list-style-type: none"> Within 12 hours after the disaster 	<ul style="list-style-type: none"> Organize procedures for checking damage information Prepare a list for each business partner. Formulate methods for reporting damage information and recovery prospects to related parties externally and internally.

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Case 1 : IWAI System Creative Co., Inc (3)

Measures that contribute to business continuity enhancement

Installation of facilities/equipment that contribute to business continuity enhancement	<p>Current Measures</p> <ul style="list-style-type: none"> The main server rack at the head office has been reinforced against earthquakes Uninterrupted power supply for one-hour power outage installed High quality equipment installed to protect the server room (disclosed to customers) <p>Future Plans</p> <ul style="list-style-type: none"> Examine measures for aging equipment to protect the server room, and consider additional measures for fire, toxic gas, etc. in addition, prepare emergency supplies on each floor.
Protection of critical information to continue business activities	<p>Current Measures</p> <ul style="list-style-type: none"> Data management at the headquarters and data centers in other regions Off-site backup Privacy Mark and ISO 9001 certification <p>Future Plans</p> <ul style="list-style-type: none"> Consider a second office with security Consider using a variety of new infrastructure Continue to ensure off-site backup Renewal of Privacy Mark and ISO 9001 certification and further improvement of information protection system Consider cloud computing and related security, including financial infrastructure Secure a solid power supply and facilities even if the scale is small

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Case 2 : Ebara Factory (1)

Location: Isewaki city, Gunma prefecture, Assumed disaster: Earthquake, Infectious disease, etc.
Industry: Transportation machinery and equipment manufacturing, No. of Employees: 21

Purpose of business continuity enhancement

Planned Period	August 2020 ~ July 2023
Purpose	<ol style="list-style-type: none"> Ensure the safety of employees and their families Contribute for the safety and security of local communities Cooperate with customers to support early resumption of operations and restoration the supply chain
Assumption of natural disasters and other events	<ul style="list-style-type: none"> Earthquakes - The area is surrounded by the Fault Zone in the Kanto Plain, triggering major earthquakes in the past. Flooding - Large scale flooding occurs once every 40 to 50 years Infectious disease - Secondary and tertiary spread of COVID-19
Impact of natural disasters and other events on business activities (in case of infectious disease)	<p>Impact on human resources</p> <p>There is a possibility of temporary limitation or suspension of a certain operation. The capacity of operation or information sharing, including that of the head office may be reduced to prevent from infection among employees or its families.</p> <p>Impact on buildings and facilities</p> <p>It may be necessary to temporarily prohibit entry to all relevant areas of the business premises, implement disinfection, and dispose of equipment, and materials, etc.</p> <p>Impact on information</p> <p>Employees and visitors may be restricted or prohibited from entering or leaving the business premises, which may lead to delays in timely response to customers, etc. In addition, working from home without information collection at the factory, etc. could cause decline of productivity.</p>

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Case 2 : Ebara Factory (2)

Measures that contribute to business continuity enhancement (Response procedures in the event of an outbreak of infectious diseases, etc.)

Item	Type	Measures
Prevention of internal and external infections	Internal	<ul style="list-style-type: none"> Encourage employees to wear masks, installation of disinfectants, periodic disinfection of equipment/tools that people often touch, and periodic ventilation Limit the number of people in the office, implement social distancing, install boards, etc. to ensure social distancing Confirmation of health condition and temperature of employees every morning
	External	<ul style="list-style-type: none"> Use phone calls and e-mails for communicating with non-employees (visitors), avoid factory visit by visitors whenever possible. Set rules for visitors as much as possible (health condition and temperature check, wearing masks, hand washing and sterilization).
Response if there is an infected person in the company	Internal	<ul style="list-style-type: none"> Each section/team leader will be the point of contact to consolidate initial responses, including information collection. Track the activity history and persons in contact with infected person for last two weeks. Contact and seek instructions from the public health center, isolate/treat infected persons, organize the list of persons in contact with infected persons, and carry out activities in accordance with the instructions.
Operation in emergencies	External	<ul style="list-style-type: none"> Each section leader will be responsible for proper information sharing Confirm means and contents of announcements, consider privacy of infected persons
Other measures	Internal	<ul style="list-style-type: none"> Prohibit non-essential visit to partner companies Implement staggered working hours/shift work or suspend operation
	External	<ul style="list-style-type: none"> Consider working from home Consider working in the office by staggered working hours

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Case 2 : Ebara Factory (2)

Measures that contribute to business continuity enhancement (Items related to the infectious diseases, etc.)

<p>Maintain a personnel system in the event of an outbreak</p> <ul style="list-style-type: none"> Current Measures <ul style="list-style-type: none"> Collect information and seek guidance from local public health centers and other medical and administrative support institutions on how to deal with emergencies. Future Plans <ul style="list-style-type: none"> Examine the possibility and scope of working from home, promotion of digitalization including increase of PCs that can be connected to servers or utilization of the cloud computing service. Consider creating a system that would continue operation with a limited number of personnel. 	<p>Installation of facilities/equipment that contribute to business continuity enhancement</p> <ul style="list-style-type: none"> Future Plans <ul style="list-style-type: none"> Consider the possibility of installing drainage pumps to cope with minor water-related disasters. Examine measures and guidelines for securing emergency power sources to operate information and communication devices Examine the possibility of always installing body temperature measurement devices, disinfectant, etc. Consider using a face-shield (in-house product) at divisions with frequent face-to-face work
<p>Securing the means to raise funds to continue business activities</p> <ul style="list-style-type: none"> Current Measures <ul style="list-style-type: none"> The company currently has comprehensive insurance for its business activities covering fire, water, theft, etc. of buildings, facilities, and products. Future Plans <ul style="list-style-type: none"> Review the scope of current insurance and consider switching to effective insurance for natural disasters and infectious diseases that are expected to occur in the future. Consult with the financial institutions to ensure that emergency loans are available in the event of a disaster. 	

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Obtaining business continuity from BCEP

Acquisition and improvement of business continuity (Goal)

1. Reduce the probability of severe damage in the event of natural disasters, infectious diseases, and other threats
2. Realize rapid response in the event of disaster
3. Ensure a financial structure/support that can enact in the event of disaster
4. Establish a realistic process of continuous improvement

BCP

1. Set critical operations and target recovery time
2. Formulate business continuity strategy (recovery, substitution, cooperation with partner companies, etc.)
3. Clarify business recovery system and resumption process
4. Set continuous improvement process and training plan

BCEP (certified by public institutions in Japan)

1. Recognize the need to enhance business continuity
2. Recognize the potential threats and damage
3. Identify necessary precautionary measures (including disaster prevention, business continuity and training) and formulate an implementation plan
4. Clarify the initial response system and action process (safety assurance, damage assessment, reporting to customers)

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Source: SME Agency in Japan, "Textbook for Training Session for Instructors of SME Resilience Enhancement Project"

Obtaining business continuity from BCEP

Key Perspective = Gaining Pivot Leverage

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Source: Business Continuity Advancement Organization in Japan, "Public Awareness Seminar in FY2020"

That brings me to the end of my presentation. Thank you for your attention.

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JICA Online Management Seminar Series
Rise Above Crisis



KAIZEN: Tools to Improve Quality and Productivity

5 August | 10 August 2021
 Mitsuo Tamada




Data Collection Survey on Development of SMEs in Turkey

1

Table of contents

Table of contents

No.	Topic
1	What is concept of KAIZEN?
2	QCC (Quality Control Circle)
3	5S and Elimination of 7 wastes

2

Introduction of Lecturer

Name : Mitsuo Tamada, JICA Expert, EBRD Senior Industrial Advisor
 Email address: mitsuo.tamada@truspire.com

Company : Truspire Co., Ltd. (www.truspire.com)

Experience : (1) 30 years Japanese textile company
 International Business, Marketing & Administration
 (2) 3 years in Textile/garment factory in Africa
 (3) 12 years consulting in Kaizen, Production/Operation,
 Sales Management, Marketing in various countries.



3

1. What is concept of KAIZEN

4

KAIZEN

KAIZEN is derived from the word "KAI" which means "to improve" and "ZEN" which means "to make it better."

Kaizen is synonymous with "Continuous Improvement".

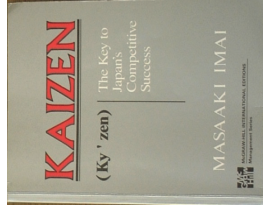
Kaizen is written in Japanese letters as below

改(KAI) 善(ZEN)

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What is KAIZEN?

The word "KAIZEN" as a general term for small step and continuous improvement was first used in the Japanese manufacturing industry but is now recognized worldwide.



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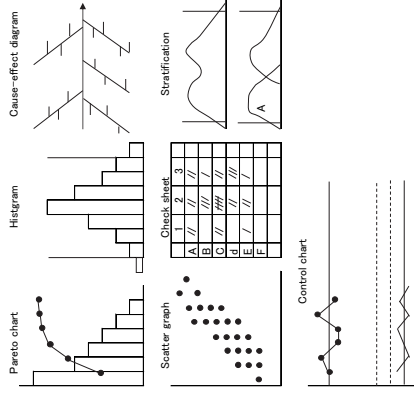
Points in KAIZEN

- Bottom-up and Top-down approaches
- Management Acceptance/Commitment
 - Implement any idea.
- Tools/Methods are necessary to find improvement opportunities.
 - ECRS (Industrial Engineering: IE) ECRS: Eliminate, Combine, Re-arrange, Simplify
 - Motion Economy, Time Study
 - 7 Tools in QC Circle Activities
 - 5S
 - Elimination of 7 Wastes (One of TPS principles)
 - TPS (Toyota Production System) Principle (Just in Time, Autonomous machine, Andon, Poka Yoke, etc.)
- Tools are from Production/Quality Management.

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QC 7 Tools

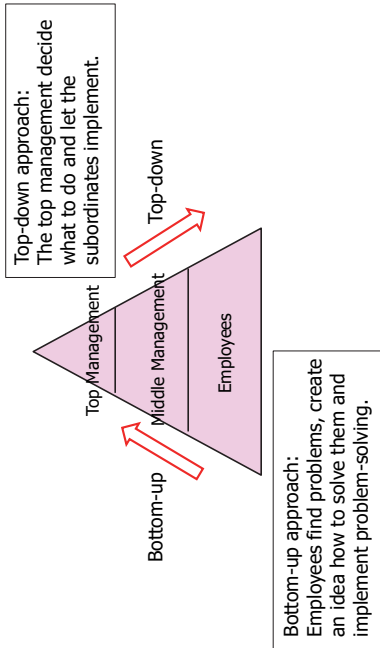
- 7 tools
1. Cause Effect Analysis (Fish Bone Chart)
 2. Histogram
 3. Pareto Analysis (80/20 rules, ABC analysis)
 4. QC Chart (Control Chart)
 5. Graph (Stratification)
 6. Check Sheet
 7. Scatter Chart



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Top-down and Bottom-up approaches



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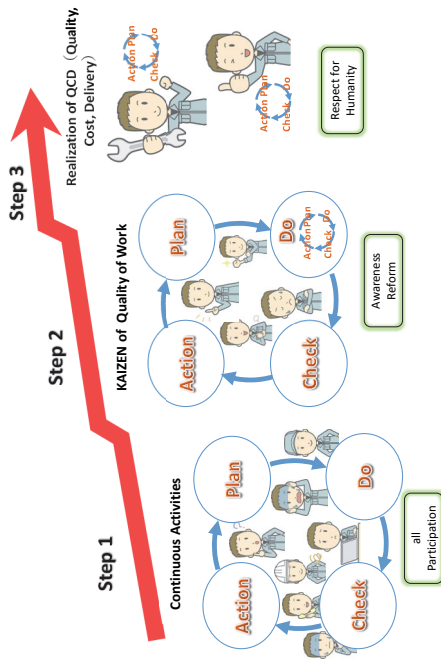
Operational effectiveness

- Operational Effectiveness has been developed through Japanese Production Control Method.
 - Toyota's way is known most.
 - Applicable not only for production sites but also for offices.
- Team approach
- BPR (Business Process Reengineering) principles are all from Toyota's Method.
- Strategy with operational effectiveness really differentiates the company from the competitors.
- Production & Quality Management is the core of operational effectiveness.

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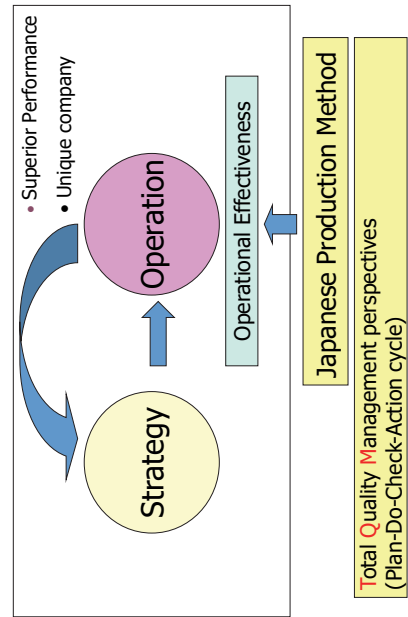
KAIZEN implementation and PDCA Cycle



9

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Strategy + Operational effectiveness

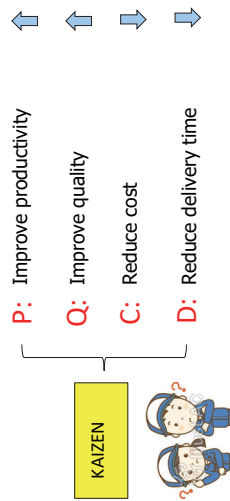


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Objectives of KAIZEN

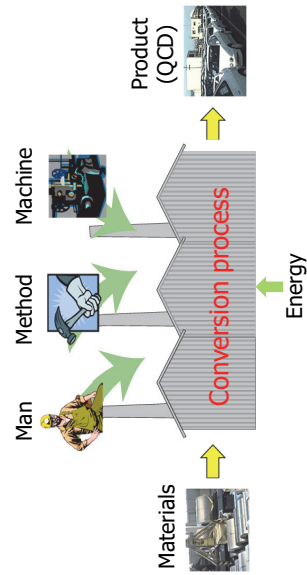
Objectives of KAIZEN are to make products (goods or services) more efficiently, with better quality, with lower cost and in shorter delivery time, by considering that the existing method is not the best one, but there may be a better method.



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Basic Knowledge of Production Management



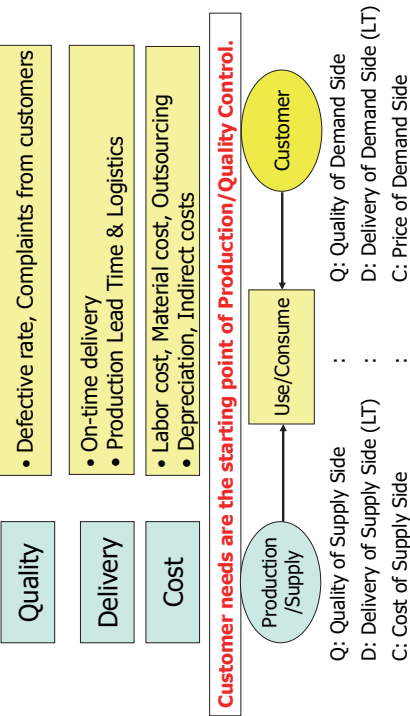
Production is an activity to input material, man, method and machine into a conversion process to make goods or services.

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Key Performance Indicators

KPI in Operation Management:



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What is ANDON?

- ANDON is an electrical board which lights up to show at a glance the current state of work operations.
- ANDON allows speedy corrective action to be taken by supervisors when a problem arises.
- Everyone in the factory can easily see ANDON to recognize the operation status of each machine.



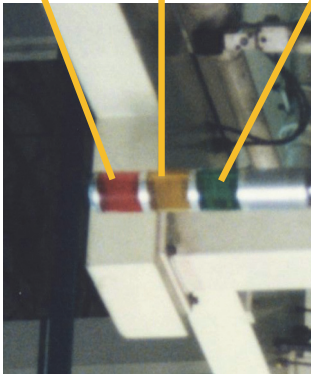
Original An-don



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What is ANDON?



Red light means this equipment is out of order or detected abnormality to stop.

Yellow light means this equipment is under setup or worker needs an assistance.

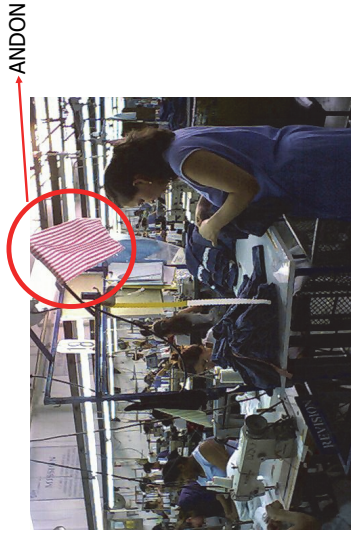
Green light means this equipment is operated normally.

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What is ANDON?

> Example shows an economic way of ANDON practice with using flag instead of electronic ANDON.



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Case: Poka Yoke (Mistake proof)



When a PC in assembly comes to the labeling process, the red lamp turns on to indicate the label box for the PC. When the operator there tries to take a label from a different box, alarm is on.

All necessary parts, tools and fixtures are set to this auto-movable container which is beside the cell to assemble sub-assembly parts. If some parts are remained, the assembly process is wrong. Only if all things in the container are used, the process is OK.

Final weight check

Weight check is to find if there is a case where some necessary attachments are missed.

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Cases: Poka Yoke (Mistake proof)



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**KAIZEN Case Study (1)
at manufacturing site**

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Cosmetics company in Japan
Use of Air Balancer (Improvement of efficiency)

BEFORE



AFTER



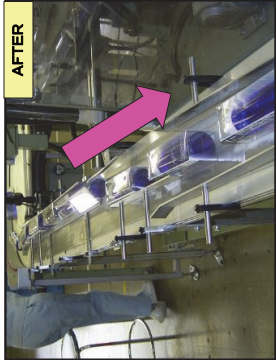
1. Process: Weighing liquid
2. 20kg cans were handled by hands before. Air balancer helps lift the can and pour liquid to weigh now. A woman handles the operation now.


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Cosmetics company in Japan
Guide to turn the product (Improve efficiency)

AFTER





1. Process: Packaging
2. In packaging process product is turned by a simple guide without worker's involvement.

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Cosmetics company in Japan
Seal part cooling after filling into tube (Improve quality)

1. Process: Tube product filling
2. Spot cooler and air nozzles cool down the seal parts which is attached by heat. Quick cool down of the seal is good to keep the strength of the seal.



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Cosmetics company in Japan
Attachment of product filling line (HAKAMA) (Improve efficiency)

BEFORE

AFTER

1. Process Filling of liquid type product
2. Set-up and adjustment which required changes and adjustment of guide and parts, took a lot of time. Use of transporting jig eliminates such cumbersome set-up work.

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Furniture company in Uzbekistan

Current storage of plywood

The plywood should be kept in the rack according to the size vertically

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Socks factory in Kyrgyz

Before

After

Avoidance of contamination of raw materials with dust or other foreign materials on the floor.

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Socks factory in Kyrgyz (5S)

Before

After

Various parts were sorted out and kept in separate box, so that the workers can easily pick up necessary parts.

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Socks factory in Kyrgyz

5S at the warehouse

Before



After

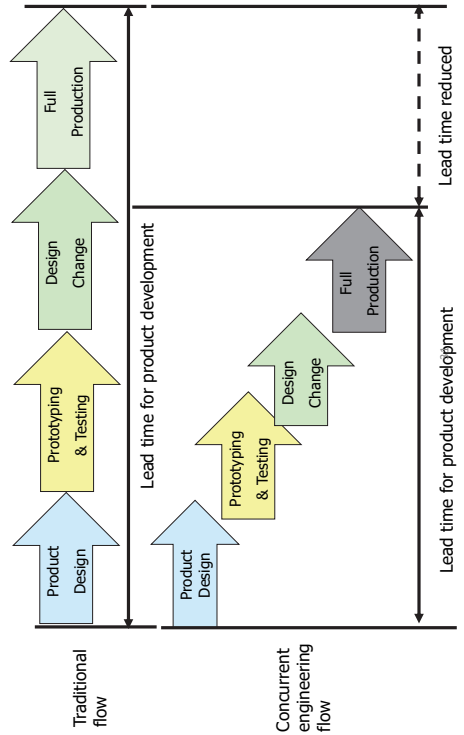


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**KAIZEN Case Study (2)
(New product development and production)**

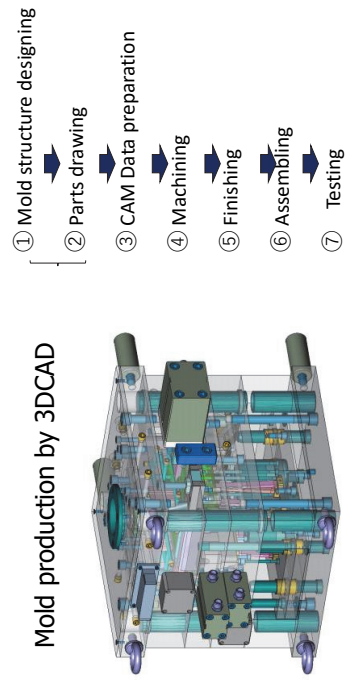
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Concurrent engineering (CE)



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Concurrent engineering (Case)



Mold production by 3DCAD

By using 3DCAD, mold structure designing and parts drawing (above ① & ②) can be done simultaneously.

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3D printer

Production(Print) using digital data from prototype samples to actual products



3D printer



Prototype made by 3D printer

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Suitable items for production with 3D printer

- Artificial teeth
- Medical orthosis
- Shoes



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KAIZEN Case Study (3) in Healthcare industry

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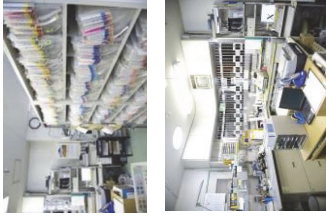
Case: Ideshita Clinic (Japan)

Goal: Arrival to departure within 60 minutes

- Use of video
- Analysis of movement of medical record file

↓

- Elimination of Wastes
- Layout changes



Remark: National Institute of Health (NIH) in USA is Promoting Toyota Production System in Healthcare industry

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Case: Ideshita Clinic (Japan)

Ideal: Provision of best medical, welfare and nursing services.

Target: The time from reception to check out shall be up to 60 min.

Activities:

- Waste elimination by applying Toyota Production System
- Efforts for reduction of psychological waiting time
 - Regular questionnaire survey of outpatients
 - Serving drinks, books, massage chair, etc.

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Case: Ideshita Clinic (Japan)

KAIZEN activity by applying TPS starts with thorough implementation of 5S, including cleaning around the hospital.



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Case: Ideshita Clinic (Japan)

- Waste elimination by Toyota Production System
 - Reviewing indoor layout (video shooting, flow line checking)
 - Improvement of medical chart management by IE method
 - Visual control by KANBAN method



Work efficiency of the nurse station was sharply improved by modifying indoor layout.

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Case: Ideshita Clinic (Japan)

Achievement

Percentage of patients completed examination within 60 min.
38% (before) → 65% (after)



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Case: Ideshita Clinic (Japan)

Point of KAIZEN

Improve work process and efficiency starting with thorough elimination of wastes.

Effect

Achieve steady improvement of customer satisfaction by a significant reduction of outpatients' waiting time.



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2. QC(Quality Control Circle)

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Organization for improvement

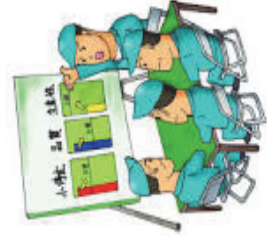


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What is QCC

QCC (QC Circle) is a small group consisting of first-line workers who continually control and improve the quality of their work, products and services.



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Objectives of QCC

- (1) To solve problems of the workplace
 - Reduce fatigue
 - Ensure occupational safety
 - Elimination of waste
 - Improve productivity, quality, cost, delivery, etc.
- (2) Activation of the workplace.
 - Setting group objectives and promoting attainment of them, thereby strengthen the sense of teamwork.



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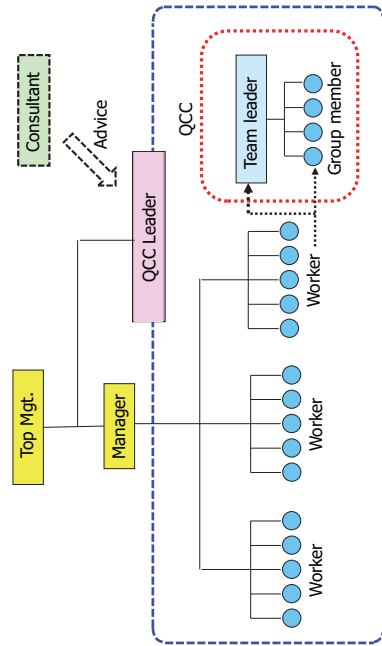
Objectives of QCC

- Group members share and coordinate their respective roles better.
 - Communication between workers and the management, and between workers of different ages is improved.
 - Motivation is improved.
- (3) Human Resource Development (HRD)
- Workers acquire new knowledge and skills and develop more cooperative attitudes.

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Organization for QCC



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Roles of the top management in QCC

- ① Show enthusiasm for KAIZEN with his/her own words and attitude.
- ② Position QCC as an important management measure and supply appropriate resources.
- ③ Share awareness of problem through interactive communication with employees of each level.
- ④ Attend QCC meetings without fail, praise for their efforts and show expectation.
- ⑤ Evaluate achievement correctly and take necessary actions for it.



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Roles of the QCC leader

QCC leader is the person within the company and takes a lead in KAIZEN activities, including implementing recommendations made by the consultant, if any.

His/her enthusiasm and leadership are the keys to the success of KAIZEN activities.



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Roles of the QCC leader

- ① To serve as the leader for KAIZEN implementation (under guidance of KAIZEN consultant, if necessary)
 - Guidance relating to selection of the QCC team leader
 - Preparation of a logo, a poster, and pamphlet for promotion
 - Transfer basic KAIZEN knowledge and skills to QCC members
 - Support for a QCC that is delayed in QCC activity



50

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Roles of the QCC leader

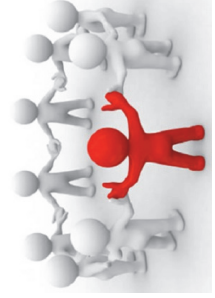
- ② To execute the plans for KAIZEN implementation, such as annual activity plan, education plan, and a budget proposal
- ③ To fulfill a role as a pipe between QCC and the top management
- ④ To compile the status of progress of KAIZEN activity and report to the top management
- ⑤ To make presentation at the KAIZEN conference

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Roles of the manager

- ① Learn about QC concepts and methods and practice them
- ② Always have interest in QCC activities and support them
- ③ Evaluate and praise QCC activities
- ④ Develop results of QCC activities to enhance their effects in the workplace

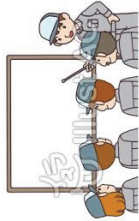


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Roles of the QCC members

- ① Actively participate in QCC activities and carry out problem solving and improvement activity
- ② Cooperate with the QCC leader and strive to create a good atmosphere
- ③ Actively study knowledge, technology and QC methods to develop their own abilities
- ④ Report and share improvement results



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3. 5S and Elimination of 7 wastes

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Accumulation of wastes

During the long time of business operation, many wastes and unnecessary things are accumulated in the workplace such as:

- Excessive work-in-process
- Defective products
- Useless machines, equipment and tools
- Useless documents and papers



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Accumulation of wastes



Wastes at the workplace



Defect products



Uncleaned machines

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Description of 5S

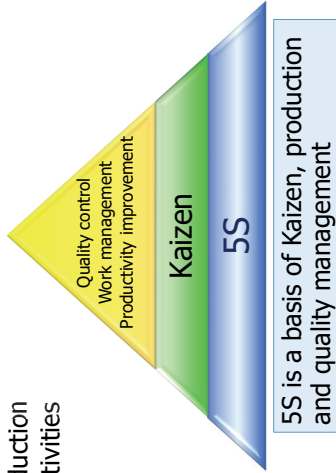
5S comes from five Japanese words.

Japanese	English	Description
<i>Seiri</i>	Sorting	Clearly separate necessary things from unnecessary ones and discard the latter.
<i>Seiton</i>	Setting in order	Arrange necessary items in good order so that they will be easily picked up for use.
<i>Seiso</i>	Shining	Clean and inspect the workplace thoroughly so that there is no dirt on the floor, machines and equipment.
<i>Seiketsu</i>	Standardizing	Maintain a high standard of workplace organization by keeping everything clean and orderly at all times.
<i>Shitsuke</i>	Sustaining	To train people to practice 5S continuously so that it becomes habitual and ingrained in the culture of the organization.

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What is 5S?

- 5S is a discipline approach to keep the workplace clean and organized to improve productivity and quality.
- Most of the production improvement activities start from 5S.



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What is 5S?

Workplace before 5S



Warehouse before 5S



Warehouse after 5S



Tools before 5S



Tools after 5S



Office before 5S



Office after 5S



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Visualization of 5S activities

Company in Kyoto, Japan

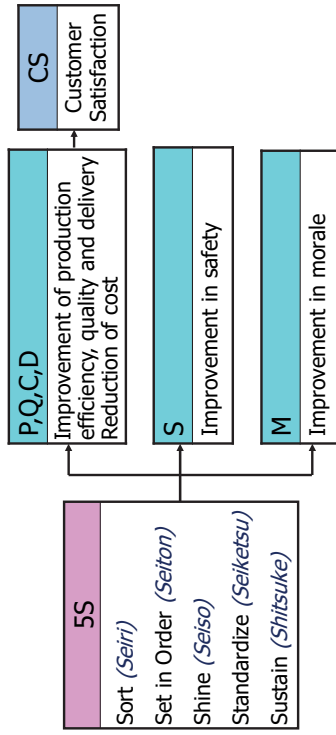
All departments declare what kind of activity they will undertake every week by putting the board on the wall and share their progress company wide.



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Benefits of 5S



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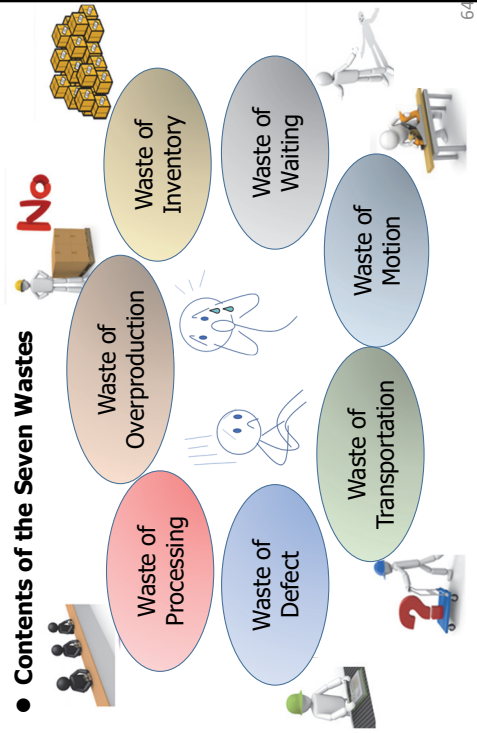
What is the Seven Wastes?

- **Identification of the seven wastes**
It is required to make the operations thoroughly efficient;
 - to satisfy the needs of consumers
 - to enhance profitability

Thoroughly eliminate waste that does not produce added value.

"Seven Wastes" in TPS (Toyota Production System)

Identification of the Seven Wastes that is hidden in the workplace.



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Seven Wastes in Manufacturing

Wastes	Definition	Frequent phenomena
Motion	Motion within a local area that does not add value	<ul style="list-style-type: none"> • Searching for materials, components drawings or documents • Reaching for tools • Lifting boxes of components • Walking away to bring tools to the area
Waiting	Idle time created when people, materials, information, or equipment are not available when required	<ul style="list-style-type: none"> • Waiting for parts or drawings • Waiting for information • Waiting for machine repaired • Waiting for people
Over production	Generate more than the customer requires	<ul style="list-style-type: none"> • Producing for stock/inventory • Working in large batches to avoid set ups • Adding 'scrap' allowances
Processing	Efforts to create no added value from the customer's view	<ul style="list-style-type: none"> • Unnecessary operations • Over-tight tolerance • Bad design • Multiple cleaning

65

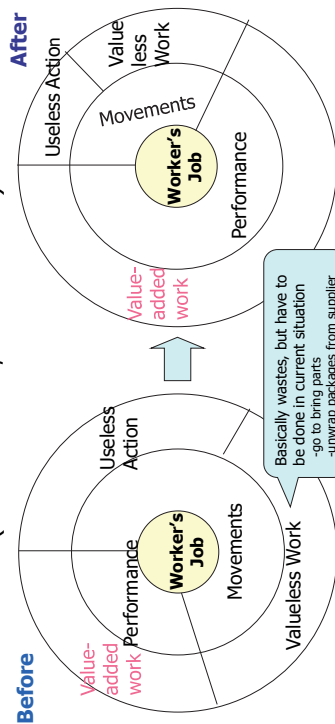
Seven Wastes in Manufacturing

Wastes	Definition	Frequent phenomena
Defects	Not perfect products	<ul style="list-style-type: none"> • Scrap • Rework • Defects • Corrective actions
Transport	Movement between plants or offices or areas that does not add value of to the finished goods or services	<ul style="list-style-type: none"> • Moving parts or equipment in and out of storage • Moving materials from one area to another • Moving parts between processes
Inventory	More materials or information on hand than currently required	<ul style="list-style-type: none"> • Raw materials • Work in process • Finished goods • Consumables • Off site inventory

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Waste: Motion

Job = Performance (valuable work) + Movements (valueless work/useless action)



Movements are, more or less, recognized as a kind of waste.

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Discussion point

Waste	Current situation	How to eliminate
Motion		
Waiting		
Overproduction		
Processing		
Defects		
Transport		
Inventory		

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**Thanks a lot for your kind
attention to the presentation on
KAIZEN (Quality and Productivity
Improvement)!**

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JICA Online Management Seminar Series
Rise Above Crisis



Strategy to Sell Your Product Overseas

4 August | 12 August 2021
 Mitsuo Tamada




Data Collection Survey on Development of SMEs in Turkey

1

Table of contents

Table of contents

No.	Topic
1	Framework for Export marketing
2	Procedures for realization of export business
3	Case study of export business

2

Introduction of Lecturer

Name : Mitsuo Tamada, JICA Expert, EBRD Senior Industrial Advisor
 Email address: mitsuo.tamada@truspire.com

Company : Truspire Co., Ltd. (www.truspire.com)

Experience : (1) 30 years Japanese textile company
 International Business, Marketing & Administration
 (2) 3 years in Textile/garment factory in Africa
 (3) 12 years consulting in Kaizen, Production/Operation,
 Sales Management, Marketing in various countries.



3

1. Framework for Export Marketing

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Export marketing

Studies conducted on SMEs showed that export success depends on:

- 1 Management commitment,
- 2 Quality,
- 3 Better marketing,
- 4 Innovation, and
- 5 Acculturation

NOT COMPANY SIZE, FINANCE, or a FAVOURABLE currency.

The keys to achievement are INFORMATION, PREPARATION, and COMMITMENT

5

Assessing your company's readiness for export

Export readiness

What makes a business ready to export?

Business having

- a marketable product or service
- the capacity to produce,
- necessary resources
- management commitment to compete on a global scale.

Are you ready?

6

What is your motive to export?

The basic reason: to grow your business internationally by exporting your products or services.
Other objectives: (Please discuss.)

	INTERNAL	EXTERNAL
PROACTIVE	<ul style="list-style-type: none"> • Managerial urge • Marketing advantages • Economies of scale • Unique product competence 	<ul style="list-style-type: none"> • Foreign market opportunities • Regional trade agreement
REACTIVE	<ul style="list-style-type: none"> • Risk diversification 	<ul style="list-style-type: none"> • Unsolicited orders • Small home market • Stagnant or declining home market

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Export Marketing Planning Process

Traditional Approach

Many SMEs adopt an export approach that is sale-driven and product-focused

- Produce something you can make,
- Get an order,
- Fulfill the order and
- Close the sale.

This can work in the short-term but leaves the exporter at the mercy of price competition.

Appropriate Approach

To succeed, companies must

- Build market knowledge,
- Operational competencies and
- A customer-driven mindset.

8

Marketing plan

A market plan begins with

- Market identification (through market research) of specific customer needs and
- how the firm intends to fulfill customer needs while generating an acceptable level of return.

9

Define your business

“What you produce for whom”

- ...and why they buy.

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SWOT Analysis

Internal Assessment of the Organization

External Assessment of the Environment

SWOT Analysis

What are our strengths?

- Manufacturing efficiency?
- Skilled workforce?
- Good market share?
- Strong financing?
- Superior reputation?

What are our weaknesses?

- Outdated facilities?
- Inadequate R & D?
- Obsolete technologies?
- Weak management?
- Past planning failures?

What are our opportunities?

- Possible new markets?
- Strong economy?
- Weak market rivals?
- Emerging technologies?
- Growth of existing market?

What are our threats?

- New competitors?
- Shortage of resources?
- Changing market tastes?
- New regulations?
- Substitute products?

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Phase 1: Research

RESEARCH

Research on market, industry and customers

- Market size, trend and growth drivers
- Industry structure, distribution channels
- Customer needs & pain-points
- Positioning
- Market share
- Competitors
- Distribution channels
- B2B or B2C etc.

B2B: Business-to-business sales B2C: Business-to-consumer sales

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Phase 2: Business plan



MESSAGING

BUSINESS PLAN



Develop business and market entry plan Negotiation

- SWOT analysis
- ROI (Return on Investment)
- Actionable business plan
- Marketing & sales strategy
- Web strategy
- Branding
- Regulations, Legal, Tax etc.

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Phase 3: Export business execution

KAI ZEN

改善

Change for Good

Continue supplying quality products and services to the customers

- KAIZEN : Improve quality of product and service based on customer feedback
- Meet delivery time required by the customers
- Quote competitive prices to the customers
- Establish reliable sales/distribution network

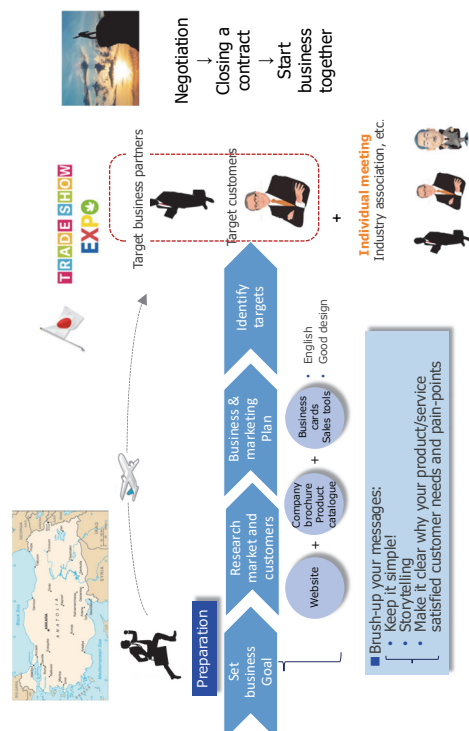


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2. Preparation for realization of export business

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Attitude for doing international business - good example for export marketing to Japan



Brush-up your messages:

- Keep it simple!
- Storytelling
- Make it clear why your product/service satisfied customer needs and pain-points

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Market research, evaluation and analysis for export marketing to Japan

Information sources

- Government statistics and reports**
 - Ministry of Foreign Affairs <http://www.mof.go.jp/policy/economy/japan/index.html>
 - Ministry of Economy, Trade and Industry <http://www.met.go.jp/english/index.html>
- Research papers by private research companies**
 - Fuji Keizai <http://www.fujikeizai.co.jp/jp/service/sashi.html>
 - Yone Keizai http://www.yone.co.jp/market_reports/industry.asp
 - Nikkei Newspaper Market research report : @USD 1,000-3,000/report
- Industry association, Economic journals, newspapers**
 - Nikkei Business Journal
 - Toyo Keizai Journal
 - Diamond Journal
 - Nikkei Newspaper
 - etc.
- Others interview etc.**

Options

Consulting Firm

Consultant

- Country specialist
- Industry specialist
- Market, industry, customer needs,
- Strategy, Marketing and sales
- Languages
- Cultural communications
- etc.

Research method

WEB

Support Centers :

JICA, JETRO, Chamber of Commerce, etc.

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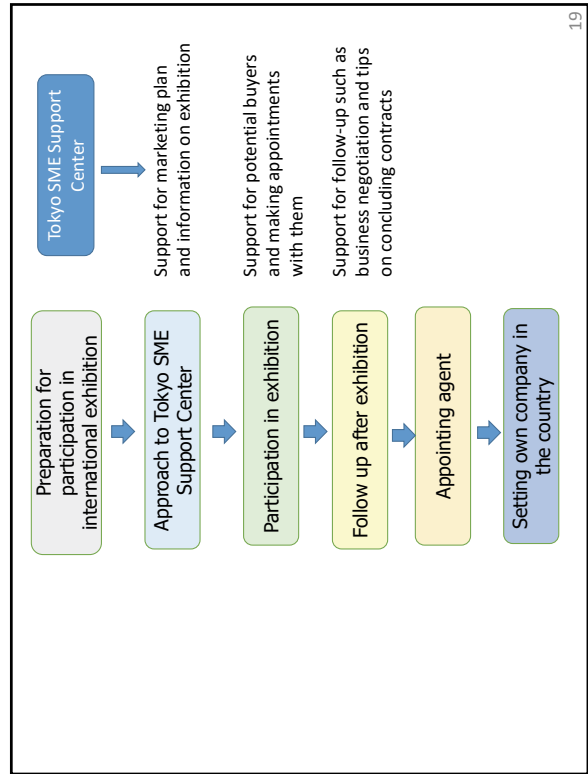
Case study of export business realization by a manufacturer of bag sewing machines

Took advantage of high manufacturing technology and production capacity to meet demands in Japan and overseas market.

Utilized export support system of Tokyo SME Support Center.

Use of bags: Fertilizer bags, paper bags, etc.

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Manufacturer of bag sewing machines

Bag sewing machine heads

The company has been manufacturing bag sewing heads, bag making machines, automatic bagging machines since 1941 with having a large market share in Japan in this field.

The company started export business in 2002 and extended its sales network in Taiwan, Singapore, Malaysia, Dubai, Thailand and Indonesia.

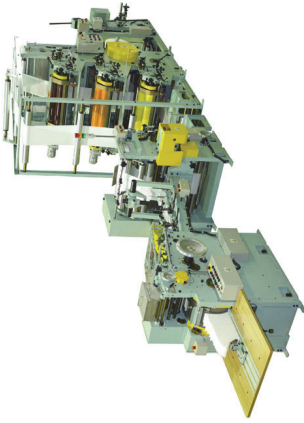
Total sales: USD 100 million per year
Export sales: USD 60 million per year

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Manufacturer of bag sewing machines

Automatic bagging machine



The company has been expanding its export business in Indonesia by participating in the Manufacturing Indonesia exhibition through the program of "Support for Developing Overseas Sales Channels" by Tokyo SME Support Center.

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Export business development

1st Step: Automatic sewing machine



2nd Step: Automatic packing machine system



3rd Step: Automatic bag making & printing machine

TS3636FH



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Export business development

1. Finding agents in the target country.
2. Developing export business Step 1 to Step 2 and Step 3 in previous slide.
3. Sending their own staff to the agent while developing export business.
4. Establish own company in the country.
5. Sales and maintenance work by the company incorporated in the country.

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Export business to Turkey

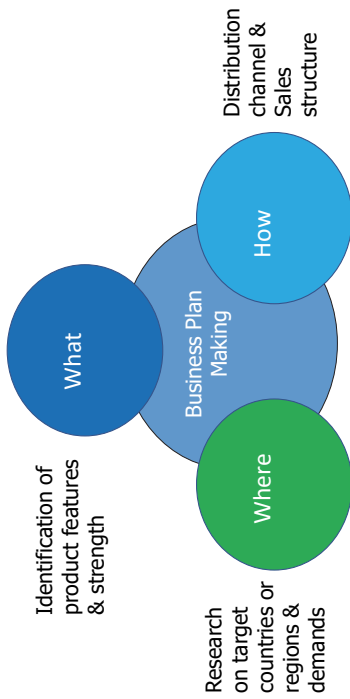
1. Automatic sewing machine:
5,000 to 6,000 units per year
2. Automatic bag making & Printing Plant:
3 plants

The company in Turkey has installed automatic bag making & printing machines and has been manufacturing paper bags and exporting them to EU market.
Thanks to the quality paper bags, their export business has been growing over the years.

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Tokyo SME Support Center



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Tokyo SME Support Center

Profile of Tokyo SME Support Center

Tokyo Metropolitan Small and Medium Enterprise Support Center is a public-interest corporation established by Tokyo Metropolitan Government for promoting business development of small and medium-sized enterprises (SMEs) in Tokyo, and it supports SMEs in various business fields to meet their level of growth.

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Tokyo SME Support Center

1. Support for Making Overseas Expansion Plan
2. Business matching support
 - Making appointments with the companies showing their interest in the products before the exhibition
3. Business support during exhibition
 - Arranging booth for displaying products inside "Tokyo Pavilion" during exhibition gaining a lot of attention from the visitors
4. Follow-up support after exhibition

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Export Case Study

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Case study 1. Organic cotton T-shirts from Uganda to the United States, Europe, and Japan

Export of value-added products with Organic certification instead of export of raw cotton to generate job opportunities and income.

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World cotton production map

Total output of cotton in the world: 26 million tons.

(Unit: million ton)

1. India: 6.2
2. China: 6.1
3. U.S.A.: 3.6
4. Pakistan: 2.4
5. Brazil: 1.4
6. Uzbekistan: 1.1
7. Australia: 0.9
8. Turkey: 0.8

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Organic cotton output

Top five countries for organic cotton production

Year	1	2	3	4	5	Total (mt)
2016-17	India (67%)	China (12%)	Kyrgyz (6%)	Turkey (5%)	Tajikistan (2%)	117,525
2015-16	India (56%)	China (14%)	Kyrgyz (7%)	Turkey (7%)	Tajikistan (6%)	107,980
2014-15	India (67%)	China (12%)	Turkey (6%)	Kyrgyz (5%)	U.S.A. (2%)	112,489

Total output of organic cotton is less than 1% of total cotton output.

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World organic cotton annual output

Organic cotton output (mt)

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Uganda 100% Organic Cotton T-shirts



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Growing raw cotton

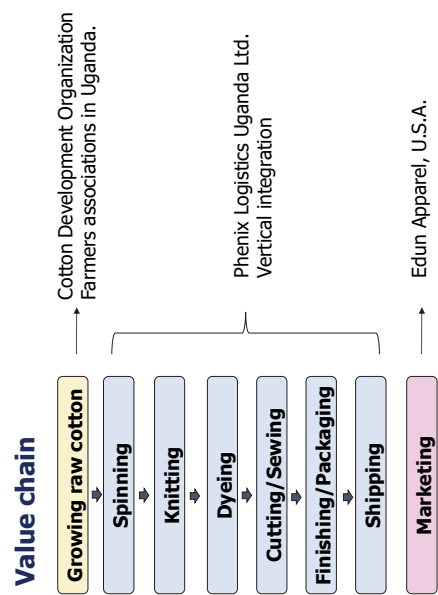
Organic cotton, chemical free, is grown in northern part of Uganda. (Normally, a lot of chemicals such as insecticide and pesticide are applied for cotton growing.)



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Organic cotton T-shirt value chain



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Spinning + Knitting



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Dyeing + Sewing



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Participation in international fashion exhibitions



MAGIC SHOW

The world's largest fashion show in Las Vegas, U.S.A.



Organic cotton products such as T-shirts were displayed at the booth at MAGIC SHOW.

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Buyer of organic cotton T-shirts in U.S.A

Buyer's brand:

EDUN



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Organic certification (Value addition)

**ECOCERT
France**



**COSMOS
ORGANIC**

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SWOT Analysis

SWOT Analysis for Organic cotton project

Strength	Weakness
<ul style="list-style-type: none"> • Availability of quality organic raw cotton in Uganda • Management by seasoned Japanese entrepreneur • Availability of skilled engineers • Government support 	<ul style="list-style-type: none"> • Low production capacity • Aging machines • Financial constraints
Opportunity	Threat
<ul style="list-style-type: none"> • Growing demands for organic products in EU, USA, Japan, etc. • AGOA (African Growth Opportunity Act) • International support to African countries for poverty eradication (Concert by a Rock Band, U2, etc.) • Growing awareness for eco-friendliness 	<ul style="list-style-type: none"> • Competition of organic cotton products from other developing countries • Low recognition toward organic cotton

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International support to African countries

U2



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Case study 2 MIGUSA TATAMI

Utilizing HIGH-grade resin processing technology, manufacturing Japanese traditional TATAMI flooring materials of superior levels of functionality and sophisticated design.



Tatami mat on the floor

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Application of TATAMI

British school in Malaysia



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Case study 3 Export of vehicle suspension

Utilizing HIGH technology to manufacture every type of vehicle suspension to various markets including Turkey, Saudi Arabia, Iran, U.A.E, Egypt and Russia

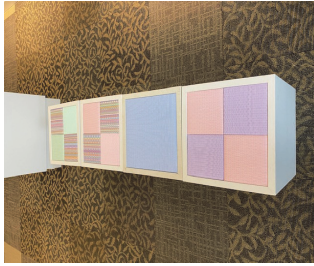
Their total annual sales revenue : USD 4 million (about 40% of which is from export business)

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MIGUSA TATAMI

Chairs with Tatami



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Current export markets

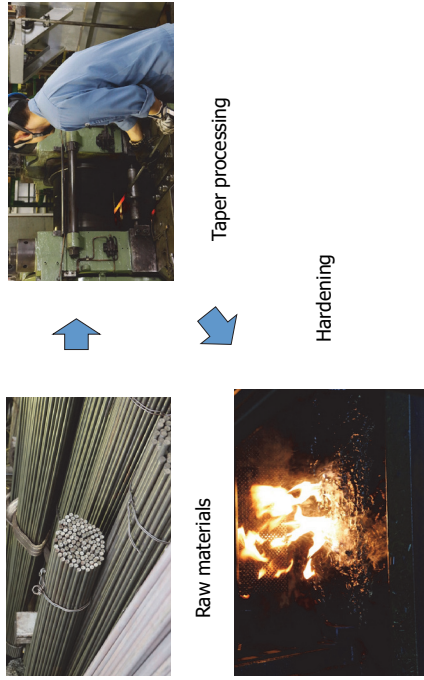


Exporting to:
Indonesia
Thailand
Malaysia
Myanmar
Taiwan
and
Canada (Vancouver)
U.S.A. (Hawaii state)

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Production process



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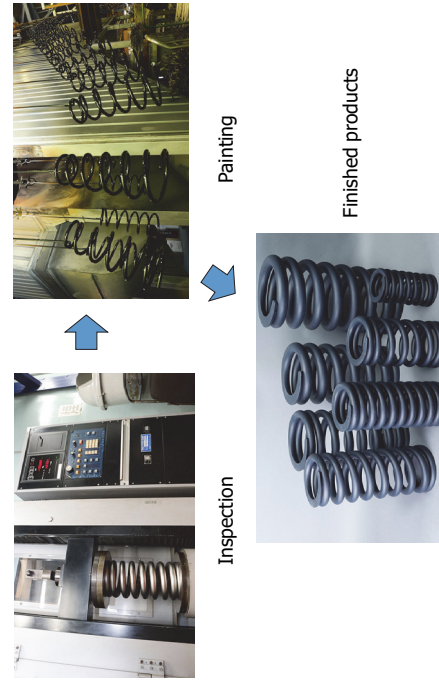
Manufacturer in Higashi-Osaka, Japan



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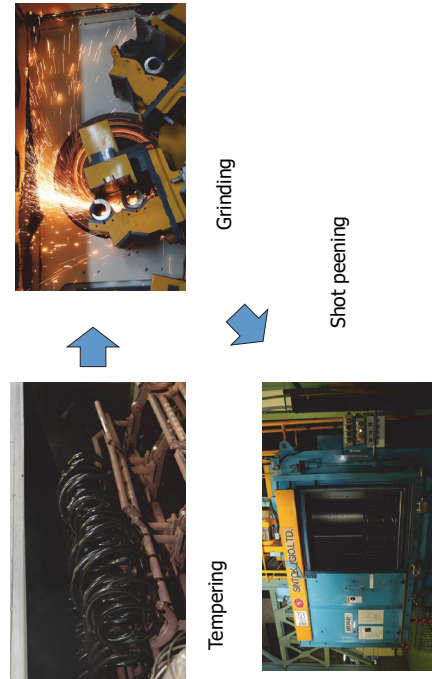
Production process



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Production process



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How to develop export business

Main export market: Russia
4 distributors throughout Russia



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How to develop export business

The company got an inquiry from a trading firm in Japan for springs for used cars exported from Japan to Russia.



The company held business seminars about 15 times inviting importers and about 100 dealers throughout Russia to promote its spring business in the Russian market.



Generally, the road conditions in Russia are tough due to severe weather conditions during winter season.
(Frozen underground pipes buckling upward)

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How to develop export business

The company found out that the dealers were replacing shock absorbers frequently but not suspension (spring) for the vehicles and suggested them to replace suspension at least one time while they replace shock absorbers two times.



This is how the company created demands for spring in the Russian market.

55

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Thanks a lot for your kind attention to the presentation on Export Market Development!

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JICA Online Management Seminar Series
Rise Above Crisis



Go Digital - Latest Marketing Tips for Small Manufacturers

4 August | 12 August 2021
 Yukitoshi Tanno




Data Collection Survey on Development of SMEs in Turkey

1

JICA Online Management Seminar Series




Go Digital - Latest Marketing Tips for Small Manufacturers

- Learn basics of Digital Marketing
- Take the 1st small action “Today” for “Growth”




Yukitoshi(Yuki) TANNO
 Aggregator Japan Inc.
 Chief Executive
 Management Consultant
 August, 2021

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JICA Online Management Seminar Series

Self-Introduction



Yukitoshi Tanno

- Work and professional experiences
 - For over 20 years, taken executive leadership roles for supply chain strategy and innovation at leading companies in a variety of industries in Japan, the US, and the UK.
 - Currently a Supply Chain and Management Consultant.
- Qualification
 - Japanese Govt. – Approved Support Agencies for Business Innovation
 - Japanese Govt. – Registered SME Management Consultant
 - Japan Productivity Center - Accredited Management Consultant
- Education
 - Univ. of Electro-Communications, Bachelor of Engineering
 - Tokyo Institute of Technology, Master of Engineering
 - Arthur D. Little School of Management, MBA (Boston)



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3

JICA Online Management Seminar Series

Agenda

- Digital Society**
 - Technology advancement
 - Status quo of DX in Japanese SMEs
 - Changing business environment
- Digital Marketing Basics**
 - Conventional vs. Digital
 - Customer journey/brand touchpoint
- B2B Digital Marketing for Manufacturing**
 - Content Marketing Roadmap
 - Lead generation and KPI Management
 - Building Marketing Organization
- Case study of Japan**
 - Best practice of the Japanese manufacturer
- Q&A**

<https://forms.gle/kUz2rWFeRUIzY8>




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I. Digital Society

Scan QR code and access to the real time survey

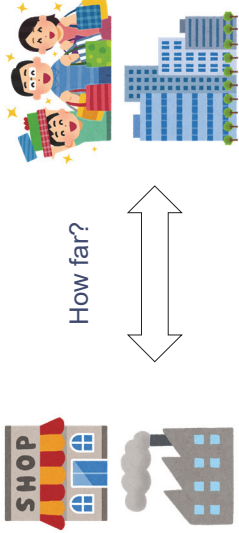


<https://forms.gle/kuBz2hwPeRUiizY8>

1st Question

How many kilometers(km) away is your farthest customer located?

How far?



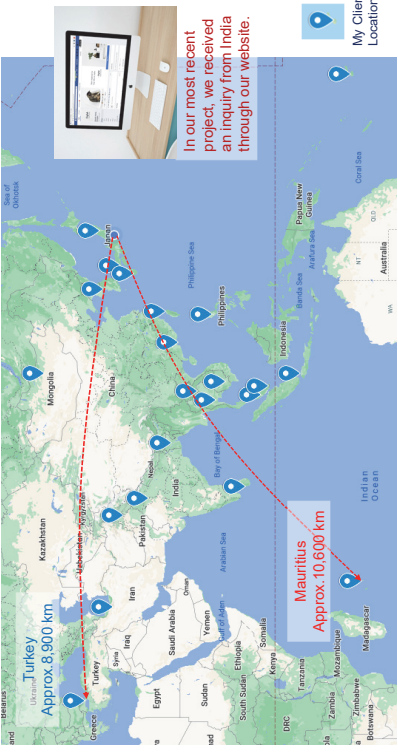
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I. Digital Society

The most distant client is 10,600 km away.

In other words, it has taken 21 hours on an airport-to-airport basis



Mauritius Approx. 10,600 km

India Approx. 8,900 km

In our most recent project, we received an inquiry from India through our website.

My Client Locations


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I. Digital Society

1. Technology advancement

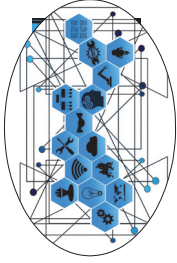
Air Travel, Business Trip




Face-to-face Meeting



Internet, 4G/5G network



Online meeting, Webinar



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I. Digital Society

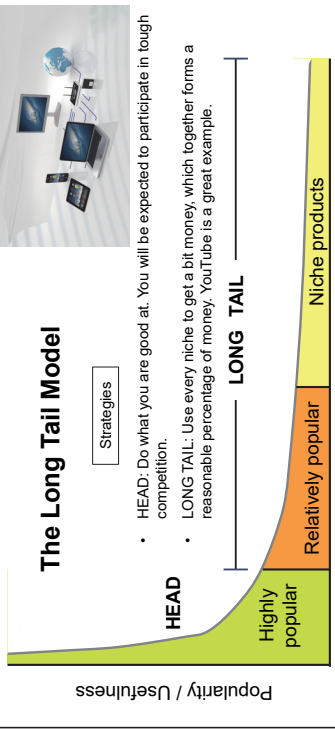
1. Technology advancement

Even if you are a remote or a niche player, you can succeed in business if you can develop 10 to 100 enthusiastic customers worldwide.

The Long Tail Model

Strategies

- HEAD: Do what you are good at. You will be expected to participate in tough competition.
- LONG TAIL: Use every niche to get a bit money, which together forms a reasonable percentage of money. YouTube is a great example.



Popularity / Usefulness

HEAD

LONG TAIL

Highly popular

Relatively popular

Niche products

of unique products

Source: The Long Tail, Chris Anderson

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Aggregator Japan

Scan QR code and access to the real time survey

<https://forms.gle/kuBz2nwPeRUi1zY8>

Real Time Survey

2nd Question

Which media and tools are you using for your sales and marketing efforts?

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Aggregator Japan

1. Digital Society

2. Status quo of Digital Marketing in Japanese SMEs

- Sales from new and existing customers are the most important.
- Manufacturers focus on company websites and trade shows.

Source: SME Digital Marketing Survey Data March 2018 Survey RICH-O

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Aggregator Japan

1. Digital Society

2. Status quo of DX* in Japanese SMEs

Challenges of digitization for SMEs

Overcoming the two barriers

Cost Effectiveness

- Unclear effectiveness
- Cost burden

IT Literacy

- Lack of know-how
- No Image
- Lack of skills
- Lack of understanding

*DX: Digital Transformation (the adoption of digital technology)

Source: Japan Ministry of Economy, Trade and Industry, "White Paper on SMEs (2018)

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1. Digital Society

3. Changing business environment

Buyer Behavior

- Behavior of B2B* buyers is changing
- Info. on the internet is indispensable
- Are you sure to provide the correct info?
- Selection by buyers starts before inquiring

Do you provide information on products and services to solve the customer's problem?

- Online Media
- Conventional Media
- Office/Physical

* B2B: Business to Business

Source: Marketline <https://marketline.ibarticle/detail/30175>

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I. Digital Society

3. Changing business environment

Globally, digital advertising is getting into a mainstream media of ads expense.

Year	Television (billion \$)	Digital Display Ads (billion \$)	Newspapers (billion \$)
2010	~1500	~270	~1000
2011	~1500	~270	~1000
2012	~1500	~270	~1000
2013	~1500	~270	~1000
2014	~1500	~270	~1000
2015	~1500	~270	~1000
2016	~1500	~270	~1000
2017	~1500	~270	~1000
2018	~1500	~270	~1000
2019	~1500	~270	~1000
2020*	~1500	~270	~1000
2021*	~1500	~270	~1000
2022*	~1500	~270	~1000

Source: Statista, WARC 2020

Source: Statista <https://www.statista.com/statistics/237974/online-advertising-spending-worldwide/>

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I. Digital Society

3. Changing business environment

The new normal/post-Covid

As work styles change, Digital Contact is becoming increasingly important.

In addition to the DX trend, COVID-19 is accelerating the changes in the way we work.

Difficult to grasp the true intentions and interests of customers

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II. Digital Marketing Basics

1. Conventional vs. Digital

3C

- Customer**: Market/Customer, Market size, growth potential, needs, structural changes
- Company**: Strengths: brand, technology, quality, salesforce, share, resources, etc.
- Competitor**: Oligopoly, barriers to entry, differentiation, marketing strategies

4P Analysis

- Product**: Quality and function of product/service required
- Price**: Appropriate price and payment method
- Promotion**: How to increase awareness of product/service
- Place**: How to deliver product/service to customer

STP

- S**: Segmentation
- T**: Targeting
- P**: Positioning (Low Cost, High Quality)

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II. Digital Marketing Basics

1. Conventional vs. Digital

Bow-Tie Funnel in Digital Society

- Aware**: Aware via ads, and word-of-mouth info.
- Ask**: Research products online or in stores.
- Act**: Purchase and use products.
- Advocate**: Recommend favorite products on SNS, EC-sites, etc.

Customer touch points with corporate brands

No. of customers

Spread the word on SNS, EC-sites, etc.

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II. Digital Marketing Basics

2. Customer journey

Purchasing decision-making process

	①Aware	②Ask	③Act	④Advocate
(a) People who do not know the product	<ul style="list-style-type: none"> Samples Advertising Listings Advertising 	<ul style="list-style-type: none"> Video Advertising 	<ul style="list-style-type: none"> Support on owned media Initial purchase 	
(b) People who know the product	<ul style="list-style-type: none"> In-store explanation 	<ul style="list-style-type: none"> Customer case studies in owned media Member Registration 	<ul style="list-style-type: none"> Purchase on support on owned media Initial purchase 	<ul style="list-style-type: none"> Directing people to mail magazine Referral campaign to acquaintances
(c) People who have purchased the product once	<ul style="list-style-type: none"> Replacement support 	<ul style="list-style-type: none"> Issue coupons for replacement 	<ul style="list-style-type: none"> Lead to point campaigns Repurchase 	<ul style="list-style-type: none"> Measures to increase customer engagement (user attachment and intention to recommend)
(d) Repeater	<ul style="list-style-type: none"> By providing a variety of personalized information through owned media, you can turn repeat customers into your best customers. 		<ul style="list-style-type: none"> Firmware Update Repeated purchases 	<ul style="list-style-type: none"> Incentives for participation in the user community and posting comments

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Real Time Survey

3rd Question

Does your company have a marketing person, a sales person, and a web/IT person?

Scan QR code and access to the real time survey

https://forms.gle/kUBz2nWP_eRUiz2Y8

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III. B2B Digital-Marketing for Manufacturing

1. Content Marketing Roadmap

B2B Buyer's Journey

B2B buyers are looking for answers to solve their problems. Your marketing contents should focus on that.

Awareness	Consideration	Decision	Retention	Advocacy
GET TRAFFIC <ul style="list-style-type: none"> Newsletter and Email Marketing Blog Posts White Paper Tip Sheets Checklist Infographics Social Media Updates 	GET LEADS <ul style="list-style-type: none"> Case Studies Videos/Live Streaming Webinars Live Events Reviews & Testimonials 	GET SALES <ul style="list-style-type: none"> Sales Conversation Demos Free Assessment Quotes/Proposals Free Consultations Free Trial 	RETAIN & REFERRALS <ul style="list-style-type: none"> Nurturing Campaigns including: <ul style="list-style-type: none"> Social Media Updates Email Marketing Videos/Live Streaming Blog Posts Case Studies 	ADVOCATE <ul style="list-style-type: none"> Warm Introductions and Referrals Social Media Engagement Social Sharing of Content Webinars

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III. B2B Digital-Marketing for Manufacturing

2. Lead generation and KPI* Management

Digital Marketing KPIs and information sharing

Marketing Data should be shared cross-functionally

Lead Generation → Lead Nurturing → Sales/Deal Management → Contract Renewal

- Lead Generation:** Various Measures Acquisition rate, # of Prospective customers, Case rate, # of Case. *Web page view information*
- Lead Nurturing:** # of Prospective customers, Case rate, # of Case.
- Sales/Deal Management:** Lost order list, # of Case, Conversion rate, # of Order.
- Contract Renewal:** List of Up-sell and Cross-sell, # of Order, Renewal rate, # of Renewal.

* KPI: Key Performance Indicator
Digital marketing KPIs and information sharing

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III. B2B Digital-Marketing for Manufacturing

3. Building the Organization for Digital-Marketing

Organization

```

            graph TD
            GM[General Manager] --- MS[Marketing Manager]
            GM --- IS[Inside Sales/Sales Representative]
            GM --- IT[IT Manager]
            
```

To-Do and Skills

Role	To-Do	Skill
General Mgr	<ul style="list-style-type: none"> Strategic planning, determination of marketing direction Planning (Web/Mail Magazine) Content creation and execution Effectiveness measurement Scenario design for each measure 	<ul style="list-style-type: none"> Experience in sales and marketing Ability to coordinate with the president Experience in website management
Marketing Mgr	<ul style="list-style-type: none"> Scenario design for each measure Scrutiny and migration of business card information 	<ul style="list-style-type: none"> Have experience in inside sales
Inside Sales Sales Rep.	<ul style="list-style-type: none"> Embedding tracking tags DNS settings for email authentication 	<ul style="list-style-type: none"> Knowledge of general IT infrastructure Knowledge of HTML

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IV. Case study and Govt. support of Japan

1. Best practice of the Japanese Manufacturer

“archelis” Removing pain from standing works




<https://youtu.be/DXWVZRqZ4>
<https://www.archelis.com/>

We sell and rent “archelis”, an exoskeleton assist suit that enables leg-strain-free standing works. When “archelis” is attached to the legs, the weight of the wearer is dispersed and supported by shins and thighs, making long-hour standing works easier.

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IV. Case study and Govt support of Japan

1. Best practice of the Japanese Manufacturer

“NITTO” is the parent company of “archelis”.



Die making Press work Machining

金型製作 プレス加工 機械加工

治工具・設備 開発・設計

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IV. Case study and Govt support of Japan

1. Best practice of the Japanese Manufacturer

Nunchaku style iPhone case

You Tube video became a hot topic in overseas and succeeded in receiving orders from outside Japan.



Trick Cover Web

「Nunchaku」スタイルのiPhoneケース「Trick Cover」

GrandmasterGauri 6年前
This is why I love Japan
9 返信

Serge Wazuki 6年前
Damn you, Japan! You are so amazing! XD
返信

reliaetworknu 6年前
This is how you drop your phone.
4 返信

<https://youtu.be/LtB8bHxeE>

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IV. Case study and Govt support of Japan

1. Best practice of the Japanese Manufacturer

Key Success Factors:

- Manufacturing capability
- Simple but, well-planned traffic induction




The screenshot shows the NITTO Products Shop website. At the top, it says 'Made in JAPAN'. Below that, there's a video player with a play button. To the right, there are product listings for 'Trick Cover Aluminum' and 'Trick Cover Alumite 8 colors'. The website is in Japanese and features a clean, organized layout with clear navigation and product information.

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Thank you for your listening!

Q & A session



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JICA Online Management Seminar Series
Rise Above Crisis



Go Lean - Approaches to New Business Development


6 August | 11 August 2021
 Yukitoshi Tanno



Data Collection Survey on Development of SMEs in Turkey

1

Self-Introduction



Yukitoshi Tanno

Work and professional experiences

- For over 20 years, taken executive leadership roles for supply chain strategy and innovation at leading companies in a variety of industries in Japan, the US, and the UK.
- Currently a Supply Chain and Management Consultant.

Qualification

- Japanese Govt. - Approved Support Agencies for Business Innovation
- Japanese Govt. - Registered SME Management Consultant
- Japan Productivity Center - Accredited Management Consultant

Education

- Univ. of Electro-Communications, Bachelor of Engineering
- Tokyo Institute of Technology, Master of Engineering
- Arthur D. Little School of Management, MBA (Boston)


Logos: JAL, GE Healthcare, amazon, Coca-Cola

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Agenda

- Turkey's competitive position**
 - Economic growth (GDP)
 - Productivity Comparison
 - Contribution of SMEs
- Need to create new business**
 - The Ultimate Goal of Business
 - Learning from Centuries-long Companies
 - Business Life Cycle and Innovation
- Challenges and enablers for NBD (New Biz Development)**
 - Mindset of Innovator
 - Customer/Value-based Business Model
 - Go Lean with MVP, Prototyping and DX
 - Japan Best Practice: SME IoT Business
- Japanese Government Support**
 - Subsidy for Business Reconstruction
- Q&A**

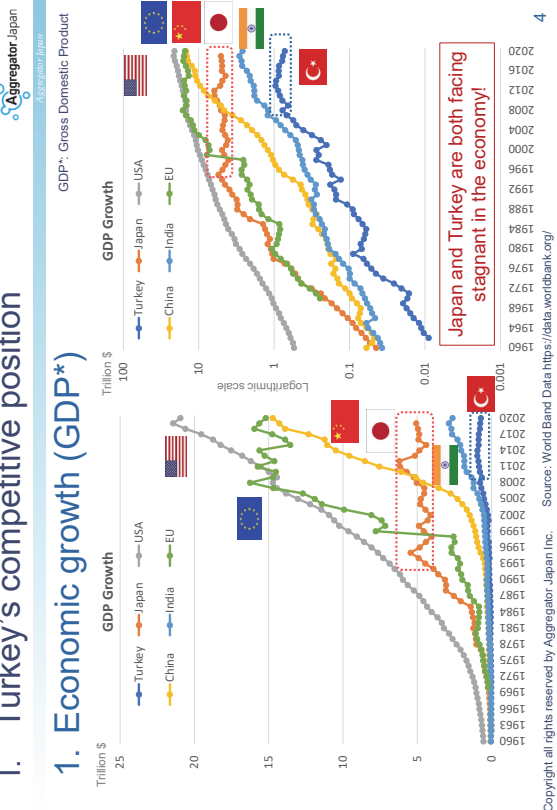


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I. Turkey's competitive position

1. Economic growth (GDP*)



Copyright, all rights reserved by Aggregator Japan Inc. Source: World Bank Data <https://data.worldbank.org/>

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II. Need to create new business

1. The ultimate goal of business

The ultimate goal of business ?

Going Concern → Survival

→ Company Sustainable in **VUCA era.**

□ Volatility
□ Uncertainty
□ Complexity
□ Ambiguity

How?

Source: Bank of Korea, 2008

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II. Need to create new business

2. Learning from centuries-long companies

5,586 business entities in the world were established at least two centuries ago.

Centuries-long Companies
Total 5,586 in 41 countries

Source: Bank of Korea, 2008

Japan is the No.1 country in centuries-long business.

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Time-honored Companies - Japan

As of 2003

Approx. 20,000 (1.6%) of the 1.24 million business entities in Japan were established at least a century ago.

1,200 (0.1%) have been in existence for at least 200 years, and some 400 (0.03%) for at least 300 years.

Around 30 (0.002%) Japanese firms have endured for 500 years or more, and 7 have been in existence for a millennium or more.

Source : <http://www.nippon.com/en/features/c00615/>
Timeless ventures : 32 Japanese companies that imbibed 8 principles of longevity
Author : Haruo Funabashi
Publisher : New Delhi : Tata McGraw-Hill Pub. Co., ©2009

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8 Principles

- 1 Leadership driven by clear values, vision and mission
- 2 Long term viewpoint and strategic approach
- 3 Importance of people and human merit system
- 4 Customer oriented and building the economy
- 5 Socially minded and building the nation
- 6 Continuous innovation (change) and improvement
- 7 Frugality and efficient use of natural resources
- 8 Efforts to embody and generate culture/legacy

Innovation & Kaizen


Source : Timeless ventures : 32 Japanese companies that imbibed 8 principles of longevity
Author : Haruo Funabashi
Publisher : New Delhi : Tata McGraw-Hill Pub. Co., ©2009

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Case of the world oldest company

Construction company "Kongo Gumi" established in 578

■ The divine art



World War II eliminated the demand for the construction of shrines and temples.

shaving wood into one-third of paper thickness

Innovation for survival

Use your strengths to capture the change

Strengths

- Flexibility
- Craftsmanship with 1,400 years of history

Change

- Demand for coffins - military use

https://www.youtube.com/watch?v=GAQN4uWpBw

Source: ABC News (Australia) * Oldest company hangs on in turbulent times

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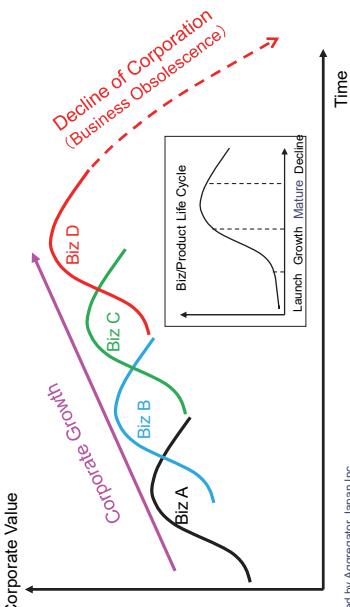
13

13

II. Need to create new business

3. Business life cycle and innovation

- Innovation (new business) is essential for growth
- Business (products / services) has a life cycle (lifetime)
- Stagnation of innovation is the beginning of business decline



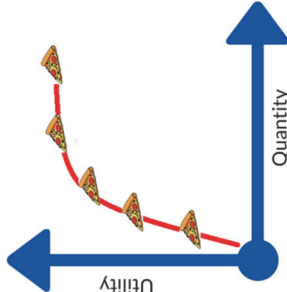
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Accelerating business obsolescence

■ People get bored
"Emotion fades quickly"
- law of diminishing marginal utility -



The 2nd pizza cannot surpass the 1st ?!

Intensifying competition (Global, cross-industry)

Accelerated consumption (Spread of SNS and online media)

Consumers are becoming "bored" at a faster pace

Accelerated obsolescence and increased risk

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What is Innovation?


Q?

Innovation = new combinations

Something A X Something B

≠ Invention

0 ⇒ 1



J. A. Schumpeter (1883 - 1950)

Innovation is not Rocket Science.

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Typical example of familiar innovations

KAMOJI's Innovation

Fly trap ribbon → Fashionable masking tape

Tape adhesive technology

Strengths

New Market (Customer)

Opportunity

Now

Masking tape for stylish stationery mt

Interior tape for coloring walls and furniture mt CASA

Masking tape for stationery [mt] 2008

Masking tape for car painting 2003

Masking tape for construction sealing 1981

Fly trap ribbon (Fly trap paper tape) 1930

Source: KAMOJI <https://www.kamoji.net.co.jp/>
<http://www.masking-tape.jp/en/sp/hello/>

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Business Growth Strategy

H. Igor Ansoff (1918-2002)

Strategic Vector:

- Existing Product
- Existing Market
- Existing P/M

Existing (Familiar) Markets	<p>1</p> <p>Market Penetration</p>	<p>2</p> <p>Market Development</p>	<p>3</p> <p>Product Development</p>
New (Unfamiliar) Markets	<p>Market Development</p>	<p>Diversification</p>	<p>Diversification</p>
	Existing	New	New (Unfamiliar)

⇒ New Market Good --- OK

⇒ New Product Good --- OK

⇒ New P/M ??? --- Risky

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Change mindset to cope with change

- Envision the future
 - Grasp the big picture
 - ✓ The many things already happening
 - How the company should be in the future
 - ✓ What do we want to be?
 - Redefine the value provide to your customers
 - ✓ What value do we want to provide to whom?
 - **Free from the curse of having the right answer**
 - No right answer. Just thinking will not give you the answer.
 - Fail fast, fail cheap, and fail smart ! The only way to find the answer is through repeated practice & failure.
 - Backcasting, not forecasting
 - Extension of the present → What the future should be
 - Product appeal → Customer demands
 - Today's common sense → Future standard

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Survival and Prosperity

“It is not the strongest of species that survives, nor the most intelligent, but the one most responsive to change.”
 -Charles Darwin, 1809

Resilience to change ↑

Change yourself. (Change=Innovation)

Diversity ↑

Many variants

Survivability ↑ → Sustainability ↑

Charles Darwin, 1809

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III. Challenges and enablers for NBD


2. Customer-oriented Business Model

Case Pedestrians not obeying traffic signals

2nd Question What measures would you take?



Pls access to answer the question.



https://www.youtube.com/watch?v=SB_DVR0ieCk

<https://forms.gle/A1wDooa6VzKN8w7>

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The 3rd approach to business success

Feasibility FEASIBILITY (Technology/Capability)

Desirability DESIRABILITY (Human Emotion)

Viability VIABILITY (Business rational)

New Approach Customer Viewpoint

Empathy (Empathize)

Think Feel Interest Emotion

Conventional Approach

Investment of Management Resources

Market/Business Chance

Innovation: Human-centered Value Proposition

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What do customers really want?

Question 3

What did the customer, who bought the drill, really want?




Answer 3) Hole



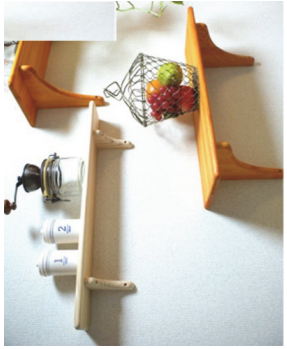

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What do customers really want?

Question 4

Why did the customer need a hole?

Answer 4) want to install a stylish storage shelf



The 1st step of new approach to NBD is to define the "Customer Job".

What the customer wants to do or solve is called the "Customer Job".

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Customer-based business approach

Now	To Be
Product Out	Customer-, Value-based
To whom?	Whose?
What kind of Products/Services?	What kind of Problems/Issues?
How to sell?	How to solve? How to deliver value?

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III. Challenges and enablers for NBD

3. Go Lean with MVP, prototyping and DX

Enablers for NBD (New Business Development)

- Lean Start Up Cycle
- Prototyping and Pivoting
- DX with easy-to-use digital

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Lean Start Up Cycle

Customer-, Value based

Pivot (Quick and small fix)

Learn

Build MVP: Minimum Viable Product

Prototyping Mock up

Measure

Data

Speed

Prototype Product/Service

Ask customers if they like it

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Can market research generate new business?

Question 5 When there were still no automobiles, Henry Ford asked people what they wanted. What was their response?

(Response)
A Faster Horse!

- People don't know if they want something until they actually see it.
- That's why I don't rely on market research.
- My job is to read what is not yet written in the pages of history. Steve Jobs

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Pivot (Strategic process of changing direction)

- Pivot is the process of "matching" an idea or prototype to the needs of the market.
- Without trying out your idea, product/service or having potential customers use it, you will not be able to notice gaps, large or small, with the market and customers.
- In this sense, failure (minor corrections) is never a waste.
- In fact, it is riskier not to make a move or not to test the possibilities.
- The key to success in NBD is how quickly and how many pivots you can make.

⇒ Try and Learn
Small, quick challenges and repeated learning

Goal

Now

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III. Challenges and enablers for NBD

3. Go Lean with MVP, prototyping and DX

Enablers for NBD (New Business Development)

- Lean Start Up Cycle
- Prototyping and Pivoting
- DX with easy-to-use digital

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DX with easy-to-use digital

New formula for the success of innovation

We live in an age where products and services that were previously unimaginable can now be developed and provided quickly and at a low cost.

Your Company's Strengths X **Digital** = Strengths x Opportunities

↓

New value added = Strengths x Digital

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IoT cloud platform

□ IoT data platform and Dashboard tools

dweet.to ~ IoT platform <https://dweet.io/>

Freeboard ~ Dashboard <https://freeboard.io/>

kintone (Japan) ~ Dashboard <https://kintone.cybozu.com/jp/>

Many off-the-shelf IoT cloud tools are ALREADY available!

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Web Services and API



https://aws.amazon.com/solutions/?nc2=hl_q1_s



<https://cloud.google.com/solutions/>



<https://azure.microsoft.com/en-us/solutions/>



<https://www.ibm.com/watson/products-services/>

Many off-the-shelf web services are **ALREADY** available!

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Demo - Microsoft Azure Cognitive Services

Overview solution Product document price training Marketplace partner support Blog Other
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home > product > Cognitive Services > Face
Inquiries to sales representatives: 1-800-367-1389

Face

- ✓ Detect human face and compare similar ones
- ✓ Group images according to similarity
- ✓ Identify the tagged person in the image


[Try Face >](#)




<https://azure.microsoft.com/ja-jp/services/cognitive-services/face/>

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Small size computers




□ Raspberry Pi Computer
Credit card sized computer ~ 35 USD




□ micro:bit
Tiny programmable computer for education ~ 15 USD


<http://microbit.org/>




□ Arduino
Single board computer ~ 22 USD



□ Raspberry Pi Zero
~ 10 USD




Sensors, Camera




Infrared PIR motion sensor


Many off-the-shelf small & inexpensive PCs are **ALREADY** available!



Sensors and Electronic parts
~ a few dollars



Temp & Humidity Sensor



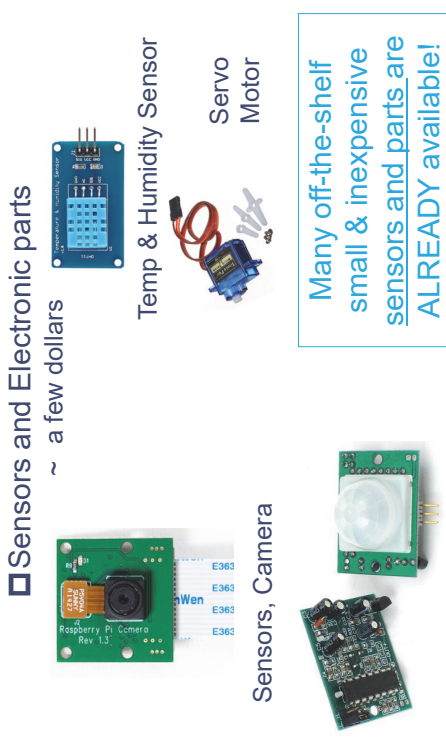
Servo Motor

Source : Raspberry Pi Foundation
<https://www.raspberrypi.org/>
<https://www.facebook.com/yukitoshi.tanovideos/>
<https://www.arduino.cc/>

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Sensors and parts

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Many off-the-shelf small & inexpensive sensors and parts are **ALREADY** available!

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Face Detection System for Retail

Monitor

kintone

age: 20
gender: male
Smile: xxx

1. Detect

2. Take a picture

Raspberry Pi + Camera + Sensor

age: 20
gender: male
smile: xxx

3. Upload images to the face API

Microsoft Face API

4. Return analysis result with attributes

5. Upload data of attributes to the aggregate systems

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Easy-to-use IoT Block

Sony - MESH

Build projects for the Internet of Things

Shop only

http://meshpj.com/en/

https://www.indego.com/projects/mesh-creative-diy-kit-for-the-connected-life/#

https://youtu.be/hDCPUjPv6U

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Japan best practice: IoT implementation to SME

- Challenges for SMEs in Japan for IoT Implementation
 - No Knowledge
 - No Experts
 - No Funds

It is critical to overcome 3 shortages.
- Success story of IoT implementation by ASAHI Tekko in Aichi, Japan
 - Benefit derived by DIY IoT with off-the-shelf sensor (50¢)
 - Equipment investment ▲ 4 M-US\$
 - Labor cost ▲ 1 M-US\$

New business!

IoT Business	=	Kaizen Expertise	×	easy-to-use IoT device
--------------	---	------------------	---	------------------------

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Look back at the key points of the story!

SME IoT Leader
CEO of Asahi Tekko
Mr. Tetsuya Kimura

IoTの革命児
旭鉄工
木村哲也社長

Source: JETRO Global Eye in Japanese
https://www.youtube.com/watch?v=AanyOK3_yOU

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Strategy:
Existing Machines x IoT → Productivity Improvement



Source: JETRO Global Eye in Japanese
https://www.youtube.com/watch?v=AanyOK3_YOU

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IoT system proposed was extremely expensive.
Developed "DIY IoT" with off-the-shelf parts.




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Photo sensor detects on/off status of the operation lamp and transmits data via wireless LAN.



Andon (Japanese word) is a manufacturing term referring to a system to notify management, maintenance, and other workers of a quality or process problem. - Wikipedia

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Photo sensor (50 φ) mounted with packing tape and bands. Simple DIY!



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Proximity Magnetic sensor (2.50 USD) can detect when work is completed.

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What did IoT bring?

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Eliminate waste of production (*muda*) based on accurate data → Improvement of line productivity

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(Results) Operational Availability: 66% → 80% (+14 points)
 Throughput : 5.1 → 3.9 sec/part (▲1.2)
 Production: 465 → 738 parts/hour (+273)

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(Results)

- Cost avoidance in equipment investment ▲4 M-US\$
- Labor cost saving ▲1 M-US\$

旭鉄工 木村 哲也 社長
設備投資としては約4億円の節減

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(Other benefits)

- Launched new business renting IoT system to SMEs
- Monthly rent of 80 USD per production line

15ヶ月約8,000円(月額)

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Aggregator Japan

Message from Mr. Kimura, President of Asahi Tekko

- SMEs are the ones that really needs IoT.

旭鉄工 木村 哲也 社長
今後は中小企業こそ(IoTが)必要ではないかと思っている

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Aggregator Japan

IV. Japanese Govt. Support

1. Subsidy for Business Reconstruction

To help SMEs restructure their businesses in order to facilitate structural transformation of the Japanese economy in the post-COVID19 era.

FY2021 Budget : 1,148.5 billion yen(10.4B-US\$)

Type	Subsidy range (upper) Subsidy rate(lower)
Small & Medium-sized under emergency	<ul style="list-style-type: none"> • 5 employees and below • 6-20 employees • 21+ employees
Small-sized	<ul style="list-style-type: none"> • 1million~5million JPY • 1million~10million JPY • 1million~15million JPY • 1million~60million JPY • 2/3
Medium-sized	<ul style="list-style-type: none"> • Graduation* • Standard • Global V-return

* Business growing from a small to medium-sized enterprise

- Small:3/4
- Medium:2/3
- 60million above~100 million JPY
- 1million~80million JPY
- 1/2 (1/3 for 40 mil above)
- 80million above~100 million JPY
- 1/2

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IV. Japanese Govt. Support

Case of Business Reconstruction

Industry	Manufacturing	Retail business
Category	New market penetration	Business model change
	<ul style="list-style-type: none"> Aircraft parts manufacturing Sales down 	<ul style="list-style-type: none"> Men's clothing sales Sales down
Before		
After	<ul style="list-style-type: none"> Start medical equipment parts manufacturing 	<ul style="list-style-type: none"> Converting business model to online men's clothing sales and rental business

◆Development of new business fields ◆Change of business category ◆Business-industry change
 ◆Business restructuring ◆Overseas expansion
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Thank you for your listening!

Q & A session

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JICA Online Management Seminar Series
Rise Above Crisis



**Financial Management to Start
 or Expand Business**

6 August | 11 August 2021
 Mitsuhiro Mukaiyama




Data Collection Survey on Development of SMEs in Turkey

1

This Seminar

Objectives

Participants will learn basics in financial management during the seminar. Based on what to be learnt in the seminar, they are expected to be inspired how to apply those ideas and concepts to start new business.

Goals

- To recognize management issues to be solved by financial management
- To understand key points in each topic of financial management
- To be able to apply ideas and methods in financial management for management issues practically

2

Schedule

**Welcome to
 Financial Management Seminar.**

3

Introduction of the Speaker

Name: Mitsuhiro Mukaiyama
 JICA Expert for Business Course at Japan Centers
 EBRD EGP Senior Industrial Advisor/ Financial Specialist

Company: Truspire Co., Ltd. (www.truspire.com)

Professional Experience: Almost 20 years Accounting, Tax, Management Consultant
 8 years Auditor, Consultant/ PricewaterhouseCoopers Japan, Belgium and Turkey
 1 year Lecturer for Bookkeeping/ Ohara Accounting School

Expertise: Financial Management, Business Planning, Corporate Governance, Tax, Accounting, Auditing, Internal Control

Qualification: Certified Public Accountant in Japan

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Contents

1. How much money you need to start new business
2. When you can make profit (CVP* analysis)
3. Financial planning (Budgeting)
4. Financial statements
5. Bookkeeping
6. What else you need to think about

*CVP: Cost-Volume-Profit

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Subject 1

How Much Money You Need to Start New Business

- What You Are Going to Spend on
- Let's Begin with a Simple Estimation

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What You Are Going to Spend on

- Initial investment; purchasing machinery, equipment, furniture, vehicles, renting office, etc.
- Cost to make your products: raw materials, salary payment and related expenses such as social insurance premium, utility bills, telecommunication expenses, office supplies, etc.
- Expenditure to run the business: salary payment and related expenses such as social insurance premium, utility bills, telecommunication expenses, office supplies, advertisement, etc.
- Fixed costs and variable costs

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Let's Begin with a Simple Estimation

Let's start Estimation of expenditures

	Fixed costs	Variable costs	Estimated amt./month	@Cost	Quantity
Initial investment (basically, one time payment)					
machinery	✓				
equipment	✓				
furniture	✓				
vehicles	✓				
security deposit for renting office	✓				
Cost to make your products					
raw materials		✓			
salary and wages		✓			
social insurance premium		✓			
utility bills		✓			
transportation expenses		✓			
telecommunication expenses		✓			
office supplies, etc.		✓			
Expenditure to run the business					
salary and wages		✓			
social insurance premium		✓			
utility bills		✓			
transportation expenses		✓			
advertisement expenses		✓			
telecommunication expenses		✓			
office supplies		✓			
rent expenses		✓			

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Subject 2

When You Can Make Profit (CVP Analysis)

- How Much Sales You Are Going to Make
- What is CVP Analysis?
- How to Calculate/ Consider
- Basics in Chart
- Basics in Mathematics

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How Much Sales You Are Going to Make

1st year Estimation of sales revenue (In: TRY)

	Product type	@Price	Quantity	Estimated sales
Jan	A			
	B			
	C			
Feb				
Mar				
Apr				
May				
Jun				
Jul				
Aug				
Sep				
Oct				
Nov				
Dec				
Total				

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What is CVP Analysis?

1. What for? Why important?
To understand the required level of volume of sales to achieve break-even or expected profit.
2. Example scenario: Imagine you open a Kebab takeaway ...
(Q) How many sandwiches do you need to sell a month if
 - Necessary costs (/month): 12,000 TRY (your salary), 6,000 TRY (shop rent)
 - Unit price: 5 TRY
 - Unit cost (meat & bread): 2 TRY
 → How much profit do you get per one sandwich?

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What is CVP Analysis? (cont'd)

3. Type of costs by behavior ... fixed or variable (or semi-variable) (ref. Module 5)
4. Key terminologies
 - Contribution (margin)
 - Break-even point/sales

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CVP Analysis in Detail

This is a very simplified economic decision model and a form of cost accounting. However, it is still a very useful and common tool to explain financial parameters or targets such as **selling price** and **sales volume** especially in a short run. Therefore, it is often used in business planning and financial budgeting.

Break-Even Point

A critical part of CVP analysis is the **point where total revenues equal total costs** (both fixed and variable costs), namely **break-even point**.

CVP assumes the following:

- Constant sales price;
- Constant variable cost per unit;
- Constant total fixed cost;
- Constant sales mix;
- Units sold equal units produced.

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How to Calculate/ Consider

CVP analysis

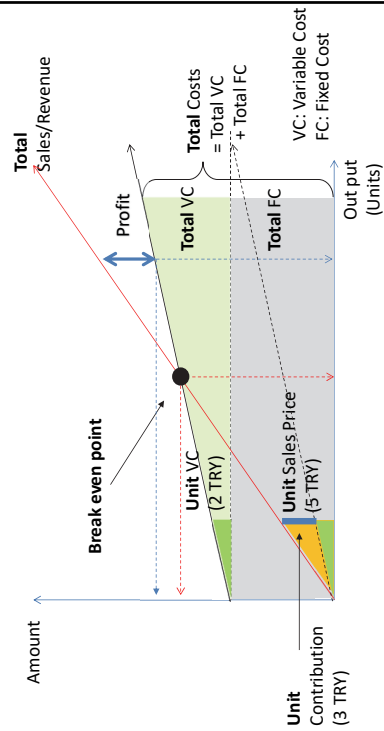
(In: TRY)

Sales volume*	0	600	6,000
Sales (@5)	0	3,000	30,000
Variable cost (@2)	0	1,200	12,000
Contribution margin	0	1,800	18,000
Fixed cost**	18,000	18,000	18,000
Net profit/loss	-18,000	-16,200	0

* assuming per month
 ** assuming 12,000 TRY (your salary) + 6,000 TRY (shop rent)

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Basics in Chart



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Basics in Mathematics

The assumptions of the CVP model yield the following linear equations for **total costs** and **total revenue (sales)**:

$$TC = TFC + V \times X$$

• TC = Total costs • TFC = Total fixed costs • V = Unit variable cost (variable cost per unit) • X = Number of units

$$TR = P \times X$$

• TR = Total revenue = Sales • P = (Unit) sales price

Profit is computed as **TR-TC**; it is a profit if positive, a loss if negative.

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Subject 3

Financial Planning (Budgeting)

- What is Financial Budgets?
- Preparing Budgets
- Overview of Financial Budgets

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What is Financial Budgets?

Financial budgets are projected profit and loss statement.

Mid-term financial plans (budgets)

	1st year	2nd year	3rd year
Sales			
Cost of sales			
Gross profit			
Operating expenses			
Operating profit/ loss			
Taxes			
Net profit/loss			

(in: TRY)

To make financial budgets over the coming years, you need to estimate growth rate in your business, simply sales revenue.

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Preparing Budgets

What is Financial Budgets?

Financial budgets are financial plans that are structured to detail projections on incomes and expense, production costs and cash flows as well as capital expenditure.

It typically covers a period of at least one year, although it is not unusual for some organizations to prepare financial budgets on a monthly and/or quarterly basis too.

It may also be prepared for a medium term that is usually three years. Financial budgets are included in a business plan as one of essential components that present financial targets or goals in a business.

There is no business plan without financial budgets.

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Preparing Budgets

Why Do You Need Financial Budgets?

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Preparing Budgets

Why Do You Need Financial Budgets?

Planning Function

- Financial budgets are operating plans translated into monetary terms.
- No financial budgets equals to not having any clear targets and goals.
- It serves as a blueprint or a goalpost for operations to attain.

Control Function - A Quantitative and Subjective Road Map to the Future

- Through periodic comparison of financial budgets and results, an organization is able to adjust its operation of a business when unforeseen changes in financials occur.
- It also makes the organization to adequately address all aspects of the operation, rather than focusing just on financial matters.
- It is important when required to focus on customer care, improving the efficiency in a production or manufacturing setting, or creating a viable marketing plan.

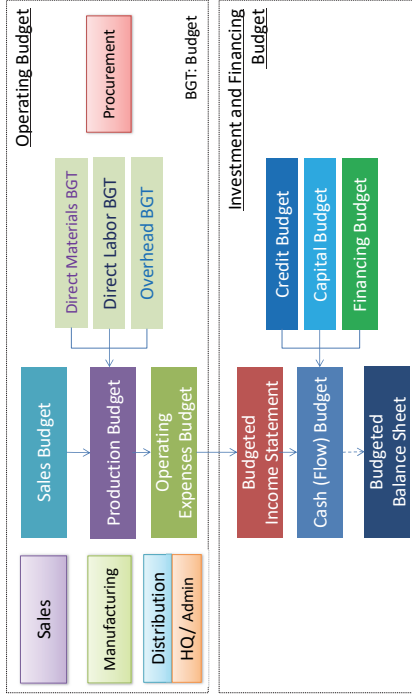
Performance Measurement

- Therefore, it becomes a powerful tool for measuring how well the organization is doing with meeting its financial goals and;
- being able to report its progress to relevant people in a timely manner.

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Overview of Financial Budgets



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Subject 4

Financial Statements

- Types of Financial Statements
- Balance Sheet
- Accounting Equation on Balance Sheet
- Income Statement
- Cash Flow Statement
- Shareholders Statement
- Relationships between Financial Statements
- Relationships between Trial Balance and Financial Statements

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Types of Financial Statements

There are four main financial statements.

Balance Sheet	To show what a company owns and what it owes at a fixed point in time.
Income Statement	To show how much money a company made and spent over a period of time.
Cash Flow Statement	To show the exchange of money between a company and the outside world, over a certain period of time.
Shareholders Statement	To show changes in the interests of the company's shareholders over time.

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Balance Sheet

- Balance sheet provides detailed information about a company's **assets, liabilities and shareholders' equity**
- It shows a snapshot of them at the end of the reporting period.
- It does not show the flows into and out of the accounts during the period.

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Balance Sheet

Current Assets		Current Liabilities	
Cash/ Bank Accounts	320,000	Payables	1,300,000
Receivables	600,000	Tax Payables	400,000
Inventory	500,000	Advance Received	180,000
Advance Payment	150,000	Deposit	300,000
Advance Expense	90,000	Short term Loans	200,000
Other	50,000	Other	150,000
1,710,000			70,000
Non-Current Assets		Long-term Liabilities	
Property, plant and equipment:	2,640,000	Long-term debt	1,535,000
Land	2,070,000	Retirement benefits	900,000
Buildings	550,000	Other	600,000
Machinery and equipment	670,000		35,000
Investments:	850,000		
Securities	570,000		
Goodwill	360,000		
Intangible assets	120,000		
Other	78,000		
	12,000		
4,350,000			4,350,000
Total Assets		Total Liabilities and Equity	

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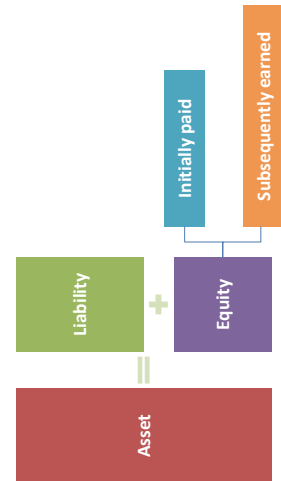
Accounting Equation on Balance Sheet

$$\text{Asset} = \text{Liability} + \text{Equity} (+ \text{Revenue} - \text{Expense})$$

Balance sheet is set up like the basic accounting equation shown above.

On the left side of the balance sheet, companies list their assets.

On the right side, they list their liabilities and shareholders' equity



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Income Statement

Income statement is a report that shows how much revenue a company earned over a specific time period (usually for a year or some portion of a year). An income statement also shows the costs and expenses associated with earning that revenue. The literal "bottom line" of the statement tells you how much the company earned or lost over the period.

How it is structured?

To understand how income statements are structured, think of them as a set of stairs. You start at the top with the total amount of sales made during the accounting period. Then you go down, one step at a time.

At each step, you make a deduction for certain costs or other operating expenses associated with earning the revenue.

At the bottom of the stairs, after deducting all of the expenses, you learn how much the company actually earned or lost during the accounting period. People often call this "the bottom line."

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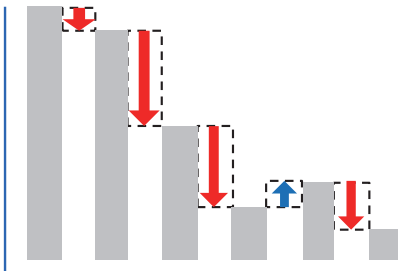
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Income Statement

Gross Sales	5,000,000
Returns, Discounts, etc. (-)	11,000
Net Sales	4,989,000
Costs of Sales (-)	3,000,000
Gross Income	1,989,000
Operating Expenses (-)	1,500,000
Operating Income	489,000
Other Income and Expenses (+/-)	44,000
Income before Income Taxes	533,000
Income Taxes (-)	233,000
Net Income	300,000



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Cash Flow Statement

A cash flow statement shows changes over time rather than absolute amounts at a point in time. It uses and reorders the information from a company's balance sheet and income statement.

Cash flow statements are divided into three main parts;
 (1) operating activities;
 (2) investing activities; and
 (3) financing activities.

The bottom line of the cash flow statement shows the net increase or decrease in cash for the period.

Cash Flows from Operating Activities:	
Net Income	300,000
Depreciation Expense	112,000
Loss on Sale of Equipment	7,000
Gain on Sale of Land	-51,000
Increase in Accounts Receivable	-84,000
Decrease in Prepaid Expenses	8,000
Decrease in Accounts Payable	-97,000
Increase in Other Payable	76,000
Net Cash Flow from Operating Activities	271,000
Cash Flows from Investing Activities:	
Sale of Equipment	89,000
Sale of Land	247,000
Purchase of Equipment	-100,000
Net Cash Flow from Investing Activities	236,000
Cash Flows from Financing Activities:	
Payment of Dividends	-200,000
Payment of Borrowings	-150,000
Net Cash Flow from Financing Activities	-350,000
Net Change in Cash	157,000
Beginning Cash Balance	165,000
Ending Cash Balance	320,000

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Shareholders Statement

Shareholders statement details the change in owners' equity over an accounting period by presenting the movement in reserves comprising the shareholders' equity.

	Share Capital	Retained Earnings	Revaluation Surplus	Total Equity
Balance at 1 January 2011	1,000,000	300,000	-	1,300,000
Change in equity for the year 2011	-	-	-	-
Issue of share capital	-	250,000	-	250,000
Income for the year	-	10,000	-	10,000
Revaluation gain	-	-	10,000	10,000
Dividends	-	(150,000)	-	(150,000)
Balance at 31 December 2011	1,000,000	400,000	10,000	1,410,000
Change in equity for the year 2012	-	-	-	-
Issue of share capital	-	300,000	-	300,000
Income for the year	-	5,000	-	5,000
Revaluation gain	-	-	5,000	5,000
Dividends	-	(200,000)	-	(200,000)
Balance at 31 December 2012	1,000,000	500,000	15,000	1,515,000

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Relationships between Financial Statements

Financial statements are related to one another as they are organized and prepared with components in the trial balance and relevant accounts.

Balance Sheet – Income Statement

The changes in assets and liabilities that you see on the balance sheet are also reflected in the revenues and expenses that you see on the income statement, which result in the company's gains or losses.

Balance Sheet – Cash Flow Statement

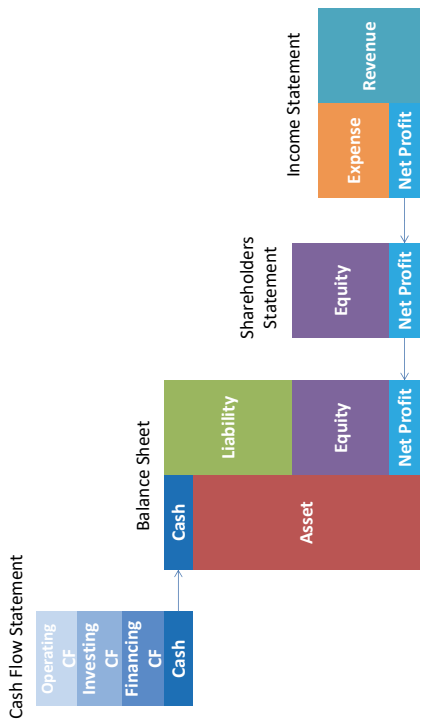
Cash flows provide more information about cash assets listed on a balance sheet and are related, but not equivalent, to net income shown on the income statement.

Balance Sheet – Shareholders Statement

The movement in reserves comprising the shareholders' equity as part of the balance sheet that you do not see on the balance sheet is detailed in the shareholders statement.

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Relationships between Financial Statements

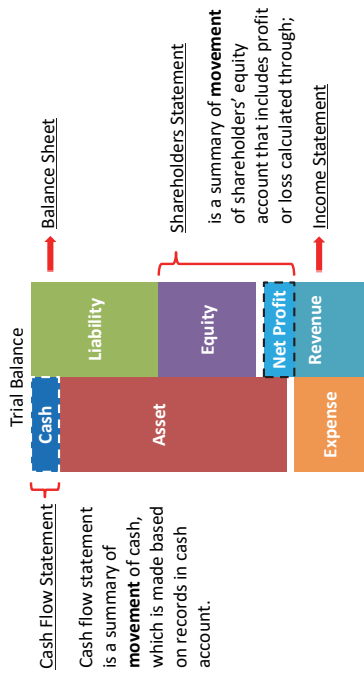


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Relationships between Trial Balance and Financial Statements

Trial balance can be separated into Balance Sheet and Income Statement.



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Subject 5

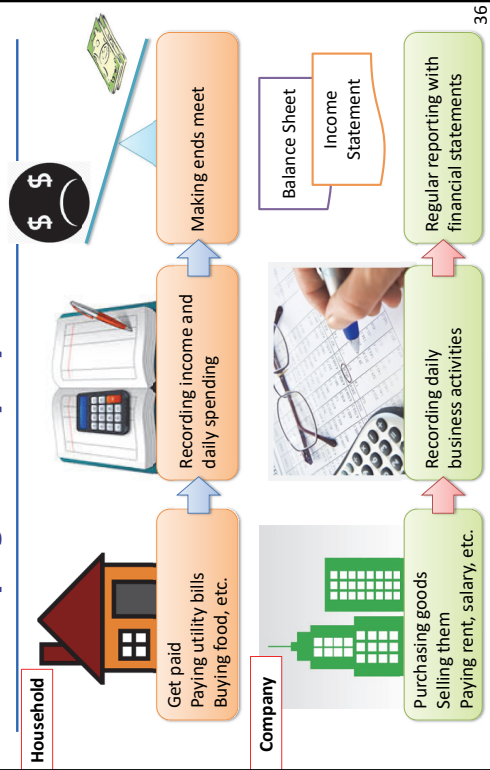
Bookkeeping

- Bookkeeping in Everyday Life
- Stakeholders around a company
- Workflow from Beginning Balance to Financial Statements
- Account (Period (Year) End) Closing Process

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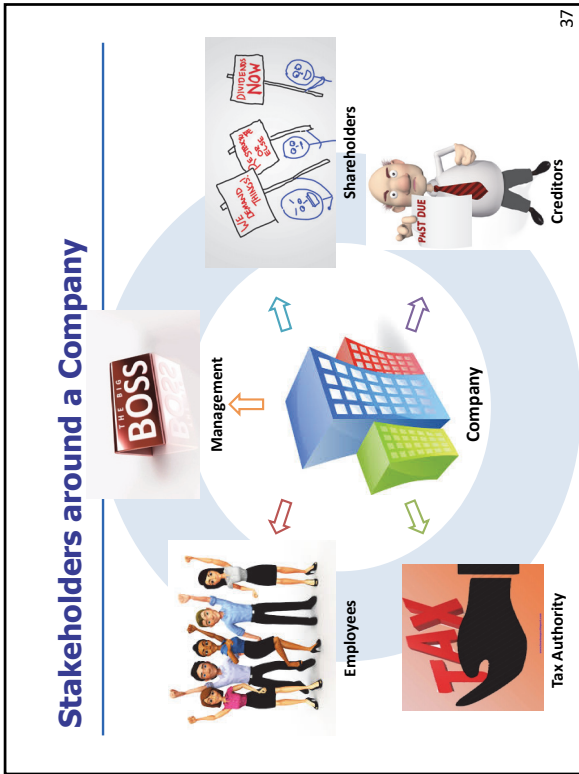
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Bookkeeping in Everyday Life

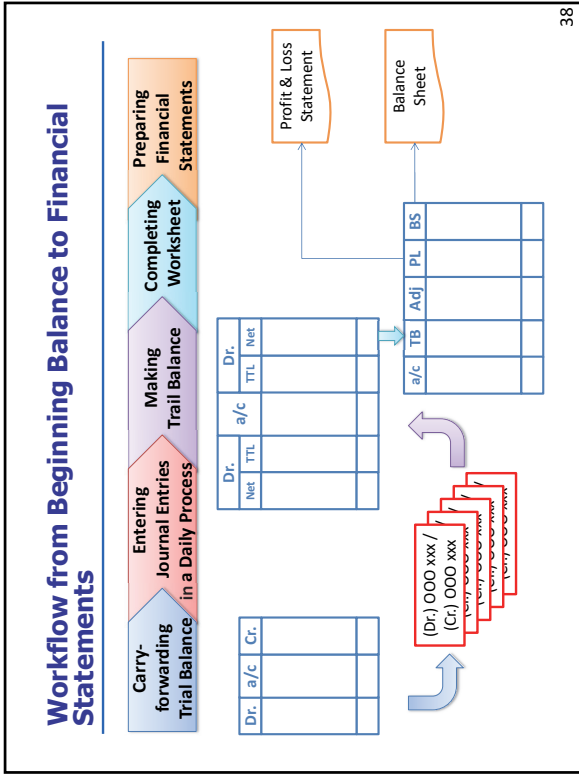


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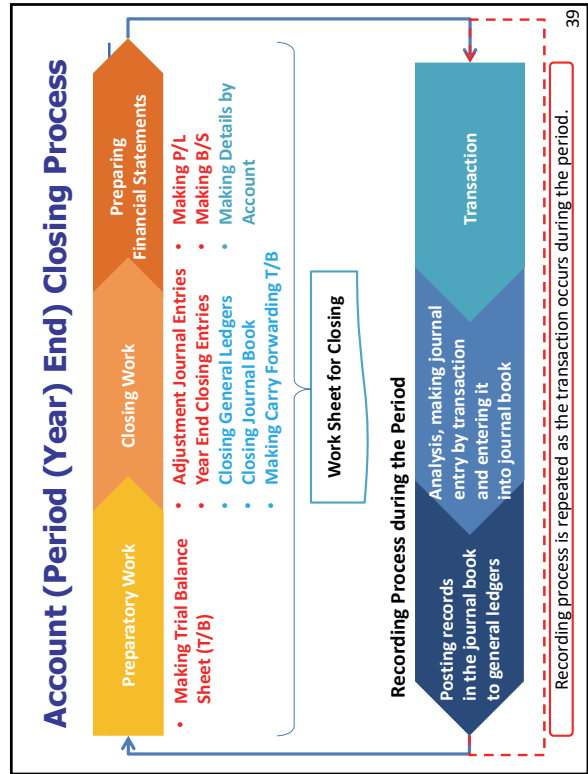
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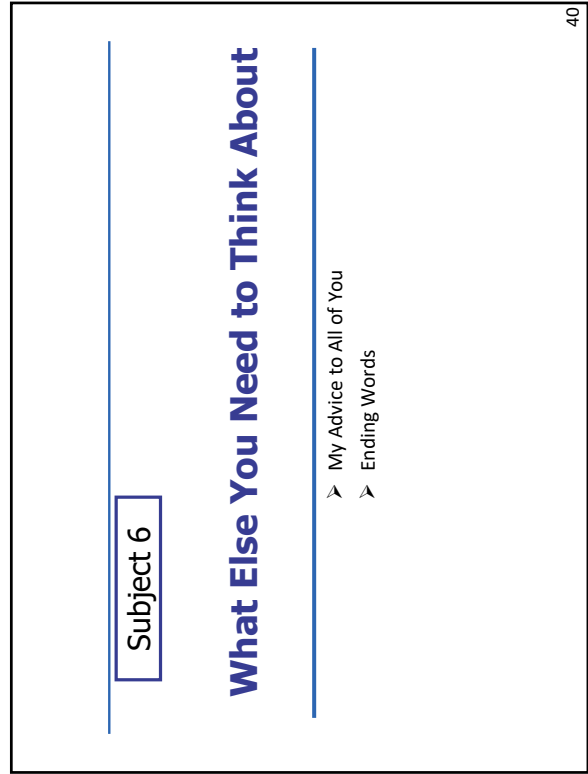
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My Advice to All of You

You have to be afraid of failure

- You know how much degree you may fail in doing your business
- Never lie at least to yourself
- You have to calculate the maximum costs when it fails
- You have to think about your financial obligation after when it fails
- You have to make business plans including this risk
- If you are afraid of the risk as the normal successful business owner, make financial plans beforehand and review and update them while you are going on, before it's too late

Bankruptcy



Don't rely on only god's plan from the beginning

- God asks you to make efforts
- Don't expect something miracle will happen
- God helps you only when you are in need

Take on a competent accountant, bookkeeper or financial advisor

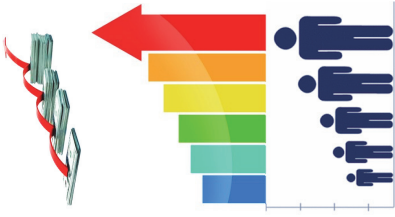
- You need a competent accountant, bookkeeper or financial advisor if you think that you are not good at dealing with financial issues

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Ending Words (Starting Words for You)

**Start with
smaller,
grow it bigger**



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End of File
Thank you very much!

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Appendix 5

Records of Individual Consultation Program

Appendix 5.1 Summary of the Questionnaire for the MSEs that Participated the Individual Consultation Program

Survey Period: November 9-24, 2021

Target: MSEs that participated the Individual Consultation Program (27)

No. of Responses: 22 (81.5%)

Section 1: Feedback for the Individual Consultation Program		No.	%
1.1	Performance of Japanese Experts		
	Satisfied	16	72.7%
	Relatively Satisfied	2	9.1%
	Not Very Satisfied	1	4.5%
	Not Satisfied	3	13.6%
1.2	Performance of Interpreters		
	Satisfied	18	81.8%
	Relatively Satisfied	0	0.0%
	Not Very Satisfied	2	9.1%
	Not Satisfied	2	9.1%
1.3	Flow of the Individual Consultation		
	Satisfied	16	72.7%
	Relatively Satisfied	2	9.1%
	Not Very Satisfied	1	4.5%
	Not Satisfied	3	13.6%
1.4	Overall Level of Satisfaction		
	Satisfied	16	72.7%
	Relatively Satisfied	2	9.1%
	Not Very Satisfied	1	4.5%
	Not Satisfied	3	13.6%
1.5	Points that Were Particularly Useful in the Individual Consultation		
	<ul style="list-style-type: none"> • Knowledge about the Japanese market. Solutions to marketing problems • Bringing the problems to the surface again. • Improvement of ability in sales, marketing, and digital marketing. • Information to access the foreign market. • To understand the strengths and weaknesses. • Use of social media • Designing action plans and its management. • Quality, discipline, institutional • Japanese expert systemized confused concepts into an understandable way. • Using social media and improving potential customers • It was enlightening about learning company's current condition and entry into new markets. • To exchange ideas with new perspectives. • To make our action plan more active with the Critical Success Formula and Key Performance Indicators. • Clarifying the current shortcomings of the company and presenting opinions on how we should act at the current stage. • Marketing strategies • Developing a business plan. • To have broad view on diverse areas. • Creating international market plans. • Japanese experts shared their experiences with us. • Identifying KPI, outside look, adjusting plans. 		

1.6 Opinions on How to Improve the Individual Consultation			
<ul style="list-style-type: none"> • More active methods should be used in solving problems. • More meeting opportunity. • Another session by finding interested parties related to the business and discussing a cooperation. • Business improvement support. • To come together with experts directly to solve the problems. • Visiting the workplace and detecting the deficiencies on site. • Some detailed explanation the procedures and the forms could be sent beforehand. • This should repeat frequently. • We could have more time. • Some presentations are presented in English, it will be easier to understand if these presentations were in Turkish. • To assign an expert according to the field of study and the expectations of the company. • To inform the scope and method for preparation before the interview. • Checking the implementation of the obtained result to real life. • Some modules for the entrepreneurial ecosystem can be added considering the needs of the startups. 			
<hr/>			
Section 2: Experience of Previous Consulting Services			No.
			%
2.1 Obstacles to the Use of Consulting Services (multiple answer)			
	Cost	13	36.1%
	Finding a consultant	8	22.2%
	Uncertainty of the consultant's ability	6	16.7%
	Concerns of information security	2	5.6%
	My company does not need a management consulting service	1	2.8%
	There is no barriers or concerns	4	11.1%
<hr/>			
2.2 Whether the MSEs Has Used Any Consulting Services Before			
	Yes	9	40.9%
	No	13	59.1%
<hr/>			
2.3 Topics Discussed at Previous Consulting Services			
<ul style="list-style-type: none"> • Advertising and digital marketing • Legal advice, how to find investors • Business model 			
<hr/>			
2.4 How the MSEs Found Previous Consulting Service			
<ul style="list-style-type: none"> • Incubation center and individual network • Business partners and personal network • From the academic staff of the university • KOSGEB 			
<hr/>			
2.5 Whether the MSEs Used Public Institutions' Support for Previous Consulting Service (n=9)			
	Yes	4	44.4%
	No	5	55.6%
<hr/>			
2.6 Difficulties or Points to Improve in Using Consulting Services			
<ul style="list-style-type: none"> • It is difficult to find qualified and effective consultants. They can be good personally but not sufficient professionally, vice/versa. • Quality support often comes at a high cost • It was useful in terms of analysis, but its applicability was weak. 			

Appendix 5.1 Summary of the Questionnaire for the MSEs that Participated the Individual Consultation Program

Section 3: Needs Related to Consulting Service		No.	%
3.1	New Business Development		
	Very Interested	15	68.2%
	Interested	4	18.2%
	Not Very Interested	2	9.1%
	Not Interested	1	4.5%
3.2	KAIZEN		
	Very Interested	9	40.9%
	Interested	7	31.8%
	Not Very Interested	4	18.2%
	Not Interested	2	9.1%
3.3	BCP		
	Very Interested	9	40.9%
	Interested	7	31.8%
	Not Very Interested	5	22.7%
	Not Interested	1	4.5%
3.4	Overseas Market Development		
	Very Interested	15	68.2%
	Interested	3	13.6%
	Not Very Interested	3	13.6%
	Not Interested	1	4.5%
3.5	Digital Marketing		
	Very Interested	16	72.7%
	Interested	1	4.5%
	Not Very Interested	4	18.2%
	Not Interested	1	4.5%
3.6	Financial Management		
	Very Interested	12	54.5%
	Interested	5	22.7%
	Not Very Interested	4	18.2%
	Not Interested	1	4.5%
3.7	Energy Efficiency		
	Very Interested	8	36.4%
	Interested	3	13.6%
	Not Very Interested	7	31.8%
	Not Interested	4	18.2%
3.8	Other Topic that the MSEs Would Like to Learn		
	<ul style="list-style-type: none"> • Branding and financial support • Collaboration of model companies and managers of newly experienced companies • Human resource management • How to find investors and how to start international trade • Management and supervision of foreign contracts 		

Source: Prepared by the Survey Team based on the results of the questionnaire

Appendix 5.2 Summary of the Questionnaire for the SME Experts that Participated the Individual Consultation

Survey Period: November 12-23, 2021

Target: SME Experts that participated the Individual Consultation Program (25)

No. of Responses: 17 (68%)

Section 1: Feedback for the Individual Consultation Program (n=17)		No.	%
1.1	Performance of Japanese Experts		
	Very Satisfied	13	76.5%
	Satisfied	4	23.5%
	Not Very Satisfied	0	0.0%
	Not Satisfied	0	0.0%
1.2	Performance of Interpreters		
	Very Satisfied	16	94.1%
	Satisfied	1	5.9%
	Not Very Satisfied	0	0.0%
	Not Satisfied	0	0.0%
1.3	Flow of the Individual Consultation		
	Very Satisfied	12	70.6%
	Satisfied	4	23.5%
	Not Very Satisfied	1	5.9%
	Not Satisfied	0	0.0%
1.4	Overall Level of Satisfaction		
	Very Satisfied	14	82.4%
	Satisfied	2	11.8%
	Not Very Satisfied	1	5.9%
	Not Satisfied	0	0.0%
1.5	Whether the Individual Consultation Was Useful to Improve Quality of Daily Work		
	Useful	7	41.2%
	Relatively Useful	7	41.2%
	Not Very Useful	1	5.9%
	Not Useful	2	11.8%
1.6	Points that Were Particularly Useful in the Individual Consultation		
	<ul style="list-style-type: none"> • It proved that consultancy service can be carried out remotely in an effective way. • Documents shared by Japanese experts can be used in our work. • Consultation method and approach to companies were an inspiration for us. • Identifying the specific current situation of the business, identifying the main changes related to the current situation, listing the challenges, and preparing priorities and actions. • SWOT analysis. 		
1.7	Opinions on How to Improve the Individual Consultation		
	<ul style="list-style-type: none"> • Total quality management processes are not always applicable and useful for software companies although it was standardized for manufacturing companies. • The face-to-face meetings would be more effective. Working environment could be observed by seeing the companies on site. • Selection of the companies should be more specific. Companies should be specially selected by certain criteria such as the NACE code, the number of employees, etc. • Some additional actions should be taken to encourage and persuade companies to involve in the process so that they can willingly follow their improvements. • I don't think it helps other than practicing English. • Unfortunately, I couldn't contribute. I was overload and was so busy because my KOSGEB works. It was not possible for me to focus on. 		

Appendix 5.2 Summary of the Questionnaire for the SME Experts that Participated the Individual Consultation

Section 2: Condition of Consulting Services Provision (n=13)		No.	%
2.1 Vocational Qualification Certificate of SME Consultants			
	Already certified.	0	0.0%
	Not certified yet, but I wish I will get certified.	10	76.9%
	No. I do not wish to be certified.	3	23.1%
2.2 Action to Take When a Client Company Seeks to Hire a Consultant			
	Never had such a case	4	30.8%
	Ask a university professor for recommendation, or tell the client to do so	2	15.4%
	Provide the client with information of consultants I know of.	1	7.7%
	Assist the client with support application procedures only after it finds a consultant for itself.	1	7.7%
	Other	5	38.5%
2.3 Action to Take When a Client Company Seeks to Hire a Consultant (answers from those selected "Other")			
	<ul style="list-style-type: none"> • As a public institution, we do not recommend consultants to companies in this regard. • No consultancy service is required for KOSGEB supports. It is enough to check the website and call the SME specialist for consultancy. • It is not necessary to provide consultancy services for SME supports. All kinds of information are available on the KOSGEB website. • Not sure how effective we do our jobs. When we offer another consultant, there may be a perception for companies that we are doing business jointly with those consultants and that we are making a profit together. 		
2.4 Difficulties or Opportunities for Improvement in Working as SME Expert			
	<ul style="list-style-type: none"> • Work overload: companies have desire to ask any questions in all areas and therefore not being able to focus on the main job. • A lack of knowledge about the comprehensive examination and evaluation of the feasibility reports of enterprises in their investment projects as well as providing financial support to companies. • The description of support programs is not clear. Different meaning could be derived. • There are lot of problems with the management of online software system. The software which we use are not efficient and practical. • A process to conduct support program is done without standardization. • KOSGEB supports are note flexible as it is given within the scope of the legislation which does not always meet requirements of the companies. 		
2.5 No. of SMEs that the SME Experts Are Looking After in Their Daily Work			
	<i>SME Expert</i>	<i>No. of SMEs Assigned</i>	<i>No. of SMEs under Regular Monitoring</i>
	a.	1	1
	b.	250	60
	c.	565	100
	d.	246	200
	e.	4,000	250
	f.	14,000	1,000
	g.	5,000	500
	h.	2,800	100
	i.	400	35
	j.	3,000	200
	k.	3,000	0
	l.	500	75
	m.	2,876	500

Appendix 5.2 Summary of the Questionnaire for the SME Experts that Participated the Individual Consultation

Section 3: Needs Related to Consulting Service (n=13)		No.	%
3.1	New Business Development		
	Very Interested	8	61.5%
	Interested	5	38.5%
	Not Very Interested	0	0.0%
	Not Interested	0	0.0%
3.2	KAIZEN		
	Very Interested	6	46.2%
	Interested	3	23.1%
	Not Very Interested	4	30.8%
	Not Interested	0	0.0%
3.3	BCP		
	Very Interested	6	46.2%
	Interested	4	30.8%
	Not Very Interested	3	23.1%
	Not Interested	0	0.0%
3.4	Overseas Market Development		
	Very Interested	8	61.5%
	Interested	3	23.1%
	Not Very Interested	1	7.7%
	Not Interested	1	7.7%
3.5	Digital Marketing		
	Very Interested	10	76.9%
	Interested	2	15.4%
	Not Very Interested	1	7.7%
	Not Interested	0	0.0%
3.6	Financial Management		
	Very Interested	6	46.2%
	Interested	5	38.5%
	Not Very Interested	2	15.4%
	Not Interested	0	0.0%
3.7	Energy Efficiency		
	Very Interested	6	46.2%
	Interested	3	23.1%
	Not Very Interested	3	23.1%
	Not Interested	1	7.7%
3.8	Other Topic that the SME Experts Would Like to Learn		
	<ul style="list-style-type: none"> • Business evaluation studies, management-organization, marketing, foreign trade, digital transformation. • Financial strategies while managing a company. 		

Source: Prepared by the Survey Team based on the results of the questionnaire

Appendix 5.3 Individual Consultation Service Report Form

Bireysel Danışma Hizmeti için Taslak Rapor Formatı <i>Individual Consultation Service Report</i>		İl	JICA Danışman <i>JICA Consultant</i>	
		KOSGEB Müdürlükleri <i>KOSGEB Office</i>	KOBİ Uzman <i>SME Expert</i>	
Şirket Adı <i>Company Name</i>			Şirket N <i>Company ID</i>	
Temsilcinin Adı <i>Name of Representative</i>	Kuruluş Yılı <i>Year of Establishment</i>	Çalışan Sayısı <i>No. of Employees</i>		
Genel Merkez Adresi <i>Address of the Headquarters</i>		Sektör <i>Sector</i>		
Ana Ürün/Hizmet <i>Major Product/Service</i>		Yaklaşık Yıllık Satış Geliri <i>Approx. Annual Sales</i>		
İş Alanı <i>Business Outline</i>				
Talep Edilen Danışmanlık Türü (<input checked="" type="checkbox"/>) <i>Type of Consultation Requests (<input checked="" type="checkbox"/>)</i>	<input type="checkbox"/> Yeni İş Gelişimi <i>New Business Development</i> <input type="checkbox"/> Dijital Pazar Gelişimi <i>Digital Marketing</i> <input type="checkbox"/> Üretim/Kalite Gelişimi veya KAIZEN <i>Productivity/Quality Improvement or KAIZEN</i> <input type="checkbox"/> Finansal Yönetim <i>Financial Management</i> <input type="checkbox"/> İş Devamlılık Planı <i>Business Continuity Plan</i> <input type="checkbox"/> Diğer (belirtiniz) <i>Other (specify)</i>			
Talep Edilen Danışmanlık İçeriği <i>Contents of Consultation Request</i>				

Birinci Ziyaret Bilgileri <i>Record of the First Visit</i>		Toplantı Katılımcılarının ismi ve Kurumun adı <i>Name and Organization of Meeting Participants</i>	
Tarih ve zaman <i>Date and Time in Turkey</i>			
Danışmanlık talebi göre spesifik olarak mevcut durum <i>Current condition of specific theme based on consultation request</i>			
Mevcut Durumla İlgili Ana Değişiklikler <i>Major Challenges of the Current Condition</i>	Öncelik / Priority	Değişim İçerikleri / Contents of Challenges	
	1		
	2		
	3		
Notlar <i>Remarks</i>			

Appendix 6

Summary of Questionnaire of Participants
in Online Workshop

Appendix 6. Summary of Questionnaire of Participants in Online Workshop

Survey Period: November 9-24, 2021

Target: SME Experts and MSEs that participated the Online Workshop (61)

No. of Responses: 13 (21.3%)

Section 1: Characteristics of the Respondents		No.	%
1.1	Characteristics of the Respondents		
	Private Companies	10	76.9%
	SME Experts	3	23.1%
1.2	Offices of the SME Experts		
	Istanbul Imes	2	66.7%
	Eskişehir	1	33.3%
Section 2: Feedback for the Online Workshop (n=13)		No.	%
2.1	Performance of Japanese Experts		
	Satisfied	11	84.6%
	Relatively Satisfied	1	7.7%
	Not Very Satisfied	1	7.7%
	Not Satisfied	0	0.0%
2.2	Performance of Interpreters		
	Satisfied	12	92.3%
	Relatively Satisfied	1	7.7%
	Not Very Satisfied	0	0.0%
	Not Satisfied	0	0.0%
2.3	Flow of the Online Workshop		
	Satisfied	9	69.2%
	Relatively Satisfied	3	23.1%
	Not Very Satisfied	1	7.7%
	Not Satisfied	0	0.0%
2.4	Overall Level of Satisfaction		
	Satisfied	10	76.9%
	Relatively Satisfied	2	15.4%
	Not Very Satisfied	1	7.7%
	Not Satisfied	0	0.0%
2.5	Points that Were Particularly Useful in the Online Workshop		
	<ul style="list-style-type: none"> • Case study was a very good sample of a traditional Turkish company. • I have gained a broad and different perspective about development of businesses. • The cost analysis process in our group has been very beneficial. • Examining our own company through case study. • The guidance of Japanese experts. • The most beneficial aspect is not limited to the sectors we are currently working in, but we were able to see the problems encountered even in different sectors. In this way, we learned how to cope with crisis situations with challenges we face in our work environment. • Case analysis. • It was illuminating on what data to examine when analyzing a business. • Expert's guidance and contribution on managerial, financial and production issues in a company were very helpful. • Contributed to my ability to analyze business needs. 		

2.6 Opinions on How to Improve the Online Workshop			
<ul style="list-style-type: none"> • It would be better to organize this event face-to-face. • Increase the number of participants. • The final format of the case report may be more standardized. • Time was not enough. • It would be better to organize this kind of event frequently. • Timing and balanced team creation could be improved. Participation in my team was very low. • Strategies to enter Japanese market and Japanese potential customers could be the main purpose. 			
<hr/>			
Section 3: Experience of Previous Consulting Services (n=10)			No.
			%
3.1 Obstacles to the Use of Consulting Services (multiple answer)			
	Cost	8	34.8%
	Finding a consultant	7	30.4%
	Uncertainty of the consultant's ability	4	17.4%
	My company does not need a management consulting service	2	8.7%
	Concerns of information security	1	4.3%
	Lack of records and documents to show	0	0.0%
	There is no barriers or concerns	1	4.3%
3.2 Whether the MSEs Has Used Any Consulting Services Before			
	Yes	2	20.0%
	No	8	80.0%
3.3 Topics Discussed at Previous Consulting Services			
<ul style="list-style-type: none"> • Developing a business plan • Human resources management • Technology 			
3.4 How the MSEs Found Previous Consulting Service			
<ul style="list-style-type: none"> • By the referral of professors from the university 			
3.5 Whether the MSEs Used Public Institutions' Support for Previous Consulting Service (n=2)			
	Yes	2	100.0%
	No	0	00.0%
3.6 Difficulties or Points to Improve in Using Consulting Services			
<ul style="list-style-type: none"> • They were not qualified to provide consultancy services. Being a professor is one thing, knowing a job is another. Knowing is one thing, knowing how to do is one thing, being able is another. 			
<hr/>			
Section 4: Needs Related to Consulting Service(n=13)			No.
			%
4.1 New Business Development			
	Very Interested	7	53.8%
	Interested	3	23.1%
	Not Very Interested	2	15.4%
	Not Interested	1	7.7%
4.2 KAIZEN			
	Very Interested	9	69.2%
	Interested	3	23.1%
	Not Very Interested	0	0.0%
	Not Interested	1	7.7%
4.3 BCP			
	Very Interested	7	53.8%
	Interested	5	38.5%
	Not Very Interested	0	0.0%
	Not Interested	1	7.7%

Appendix 6. Summary of Questionnaire of Participants in Online Workshop

4.4 Overseas Market Development			
	Very Interested	10	76.9%
	Interested	2	15.4%
	Not Very Interested	1	7.7%
	Not Interested	0	0.0%
4.5 Digital Marketing			
	Very Interested	4	30.8%
	Interested	7	53.8%
	Not Very Interested	2	15.4%
	Not Interested	0	0.0%
4.6 Financial Management			
	Very Interested	9	69.2%
	Interested	3	23.1%
	Not Very Interested	0	0.0%
	Not Interested	1	7.7%
4.7 Energy Efficiency			
	Very Interested	7	53.8%
	Interested	3	23.1%
	Not Very Interested	1	7.7%
	Not Interested	2	15.4%
4.8 Other Topic that the MSEs Would Like to Learn			
	<ul style="list-style-type: none"> • Strategic management. • Support on product planning. • Hardware issues. • Human resource inventory management. Application of the culture of personality tests, intelligence tests, aptitude tests. • How to contact Japanese market. • Sustainability. 		

Section 5: Condition of Consulting Services Provision (n=3)		No.	%
5.1 Vocational Qualification Certificate of SME Consultants			
	Already certified.	0	0.0%
	Not certified yet, but I wish I will get certified.	3	100.0%
	No. I do not wish to be certified.	0	0.0%
5.2 Action to Take When a Client Company Seeks to Hire a Consultant			
	Never had such a case	1	33.3%
	Ask a university professor for recommendation, or tell the client to do so	0	0.0%
	Provide the client with information of consultants I know of.	0	0.0%
	Assist the client with support application procedures only after it finds a consultant for itself.	0	0.0%
	Other	2	66.7%
5.3 Action to Take When a Client Company Seeks to Hire a Consultant (answers from those selected "Other")			
	<ul style="list-style-type: none"> • The business does not need any consultant in order to receive support from KOSGEB. • I would leave the preference to the company itself. 		
5.4 Difficulties or Opportunities for Improvement in Working as SME Expert			
	<ul style="list-style-type: none"> • The rules and regulations on support system always changes. 		
5.5 No. of SMEs that the SME Experts Are Looking After in Their Daily Work			
	<i>SME Expert</i>	<i>No. of SMEs Assigned</i>	<i>No. of SMEs under Regular Monitoring</i>
	a.	1	1
	b.	1	1
	c.	1,930	1,101

Source: Prepared by the Survey Team based on the results of the questionnaire

Appendix 7

Presentation Documents for Online Workshop

SDD MAKİNE Ltd. Şti.
SDD Machinery Ltd.
 8 Kasım 2021
 JICA ONLINE WORKSHOP - KRİZE RAĞMEN BÜYÜME

Bu örnek, Olay Sakarya Üniversitesi web sitesinden alınmıştır.
 This case description is derived from Sakarya University web site.

1

İŞLETME
 Management

Otomotiv sektörü için plastik enjeksiyon kalıpları üreten bir firma
 Manufacture of plastic injection molds for the automotive industry

- 1996 yılında Düzcede kurulmuştur
 Established in Düzce in 1996
- Firmanın kurucusu ve sahibi olan Ahmet Sezgin, halen firmanın işletme müdürü olarak en yetkili kişidir.
 Ahmet Sezgin, the founder and owner of the company, is still the most authorized person as the business manager of the company

Source: <https://www.rapidirect.com/>

2

İŞLETME
 Management

- SDD Makinenin müşterileri çoğunlukla Kocaeli, Sakarya ve Bursa'da bulunan ve bölgesel alanda faaliyet gösteren ana ve yan sanayi firmalarıdır.
 Customers are mostly main and sub-industry companies located in Kocaeli, Sakarya and Bursa
- İşletmenin planlama konusundaki başarısı ile terimin sürelerini müşterileri için uygun zamanlara çekimleme yeteneği, rakiplerine karşı avantaj sağlamaktadır.
 The company has come to the forefront with its high quality and fast mold production for its customers in this region.
- 1. ana rakibi ve küçük ölçekli 28 tane rakibi bulunmaktadır.
 1 main competitor and 28 small-scale competitors.
- Firmanın orta vadede büyüme, tüm Türkiye'ye ve yurtdışına hizmet verme planları vardır.
 The company has plans to grow in the medium term and to serve all over Turkey and abroad.
- Pazarın genişleyeceği ve çeşitleneceği tahmin edilmektedir.
 It is estimated that the market will expand and diversify.

3

FINANS
 Finance

- İşletmenin finansal yönetimi firma sahibi tarafından yürütülmektedir.
 The financial management is carried out by the owner.
- Firmanın bir önceki yıla göre satışları %7 artarken FAVÖK'ü %10 artırmıştır.
 The company's sales increased by 7% compared to the previous year, while its EBITDA increased by 10%.
- Firmanın faaliyet gösterdiği sektörde uzun vadeli sözleşmeler pek yapılmamaktadır.
 Long-term contracts are not often made in the sector.
- Sektörde devralmalar yaşanmaktadır.
 Takeovers are happening in the industry.
- İşletmenin geleceğe yönelik büyüme planlarında sektör çeşitlendirmeye girme ve kalıp üretimine ihtiyaç duyan diğer sektörlerle de girmek bulunmaktadır. Ancak buna alternatif olarak firmanın halihazırda müşterisi olan firmalara başka hizmetler de sunması da mümkündür.
 Diversifying the sector and entering other sectors or offering other services to companies that are already customers.

4

AKTİFLER		PASİFLER	
I. DÖNEN VARLIKLAR	3.011.997,59	III. KISA VADELİ YABANCI KAYN.	1.894.906,91
A. Hazır değerler	178.554,23	A. Mali borçlar	1.082.429,90
C. Ticari alacaklar	732.455,80	B. Ticari borçlar	662.114,88
E. Stoklar	2.100.987,56	C. Diğer borçlar	28.474,24
		F. Ödenecek vergi ve diğer yükümlülükler	120.568,64
II. DURAN VARLIKLAR	2.286.761,33	G. Borç ve gider karşılıkları	1.319,25
D. Maddi duran varlıklar	2.273.187,18		
E. Maddi olmayan duran varlıklar	13.574,15	IV. UZUN VADELİ YABANCI KAYNAKLAR	736.755,01
		A. Mali borçlar	736.755,01
		V. ÖZKAYNAKLAR	2.667.097,00
		A. Ödenmiş sermaye	200.000,00
		D. Geçmiş yıl karları	2.038.036,82
		F. Dönem net kârı	429.060,18
AKTİF TOPLAMI (as of 31.12.2018)	5.298.758,92	PASİF TOPLAMI	5.298.758,92

FINANS - BİLANÇO Finance - Balance Sheet



5

A. Brüt satışlar	4.685.514,66
B. Satış indirimleri (-)	48.938,00
C. Net satışlar	4.636.576,66
D. Satışların maliyeti (-)	3.685.052,85
Brüt satış kârı veya zararı	951.524,01
E. Faaliyet giderleri (-)	248.865,16
Faaliyet kârı veya zararı	702.658,85
F. Diğer faaliyetlerden oluşan gelir ve kârlar	30.235,12
G. Diğer faaliyetlerden oluşan gider ve zararlar (-)	2.423,60
H. Finansman giderleri (-)	165.336,44
Olağan kâr veya zarar	565.133,96
I. Olağandışı gelir ve kârlar	23.080,76
J. Olağandışı gider ve zararlar (-)	51.889,49
Dönem kârı veya zararı	536.325,23
K. Dönem kârı, vergi ve diğer yasal yükümlülük	107.265,05
Dönem net kârı veya zararı	429.060,18
(2018)	

FINANS - GELİR TABLOSU Finance - Income Statement



6

İNSAN KAYNAKLARI Human Resources	1
ön muhasebe pre-accounting	1
kalite kontrol ve belgelendirme uzmanı quality control and certification specialist	1
üretim planlama production planning	1
kalıp tasarımcısı mold designer	1
takım yolu tasarımcısı toolpath designer	1
kalite kontrol teknisyeni quality control technician	1
CNC operatörü CNC operator	18

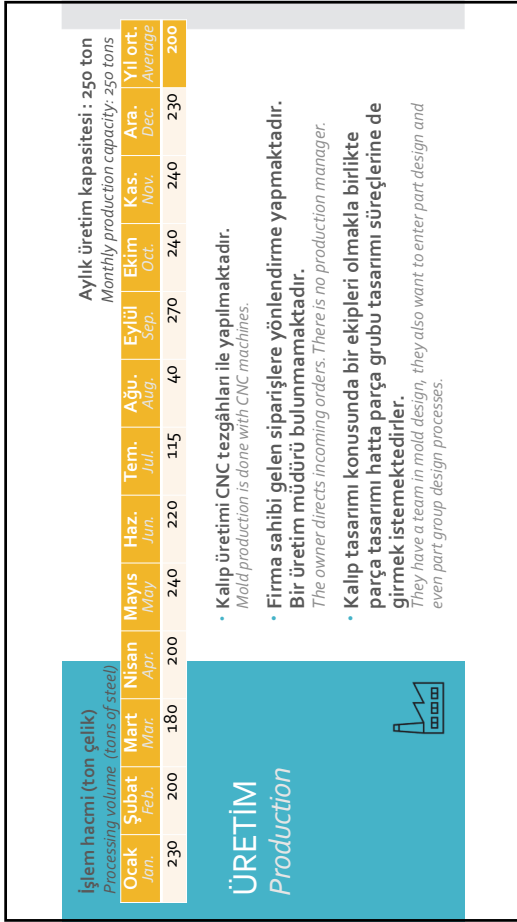
- Firmanın firma sahibi ve iki çocuğu haricinde 24 personeli bulunmaktadır. *24 personnel excluding the owner and his two children.*
- Firma sahibi işyerine alıncak yeni personellerin kararını tek başına almaktadır. *The owner decides recruitment alone.*
- Firma çalışanlarına yeni teknoloji, yeni belgelendirme çalışmaları ve benzeri öğrenme süreçleri ile ilgili herhangi bir eğitim imkânı tanınmamaktadır. *No training opportunities regarding new technology, new certification studies and similar learning processes.*
- 2018 yılında ortalama çalışan sayısı 24 iken işten ayrılan 6 çalışan olmuştur. *While the average number of employees was 24, in 2018, 6 employees left the job.*

7

PAZARLAMA VE SATIŞ Marketing and Sales	2018 Toplam Satış Değeri (Yaklaşık Değer) 2018 Total Sales Value (Approximate Value)
Rakip X şirketi Competitor X company	7.500.000,00 TL
Diğer 28 rakip toplamı Other 28 competitors total	18.000.000,00 TL
SDD Makina SDD Machinery	4.500.000,00 TL

- Hali hazırda iş yaptığı 3 büyük müşterisi bulunmaktadır ve bu müşteriler yıllık cironun yaklaşık %90'ını sağlamaktadır. *3 big customers provide approximately 90% of the annual turnover.*
- Bu müşteriler büyük partiler halinde sipariş vermektedir ancak bunların düzenli bir periyodu veya garantisini bulunmamaktadır. *The big customers order in large batches, but they do not have a regular period or guarantee.*
- Sektördeki değişen talep eğilimleri sebebiyle özellikle yaz aylarında talep düşerken kiş aylarında gelen yüksek talep yüzünden birçok iş geri çevrilimkte ve işler sıkışmaktadır. *The demand is low in the summer months and high in the winter months*
 - İşletmenin geleceğe yönelik büyüme planlarında sektör çeşitlendirmeye gitme ve kalıp üretimine ihtiyaç duyan diğer sektörlere de girmek bulunmaktadır. Ancak buna alternatif olarak firmamız halihazırda müşterisi olan firmalara başka hizmetler de sunması da mümkündür. *Diversifying the sector and entering other sectors or offering other services to companies that are already customers.*

8



9



10

10:40 ~
Alt Grup Bölümü

Alt Grup A
<https://us02web.zoom.us/j/86997213906>
Meeting ID: 869 9721 3906
Passcode: kosgeb

Alt Grup B
<https://us02web.zoom.us/j/87169058710>
Meeting ID: 871 6905 8710
Passcode: kosgeb

Alt Grup C
<https://us02web.zoom.us/j/83015573624>
Meeting ID: 830 1557 3624
Passcode: kosgeb

Alt Grup D
<https://us02web.zoom.us/j/83627242634>
Meeting ID: 836 2724 2634
Passcode: kosgeb

11

JICA ONLINE WORKSHOP
KRİZE RAĞMEN BÜYÜME

Örnek Olay Analizi: **SDD Makine Ltd. Şti.**

İŞLETME

SDD Makine Ltd. Şti. plastik enjeksiyon kalıpları imalatı üzerine faaliyet göstermektedir. 1996 yılında Düzce’de kurulmuştur. Kuruluşunun ilk yıllarında talaşlı imalat ile makine parçaları üreten firmanın üretim faaliyetleri zaman içerisinde enjeksiyon kalıplarının üretimine doğru genişlemiştir. Otomotiv sektörüne kalıp üretimi yapan firma bölgedeki önemli oyuncularından biridir. Firmanın kurucusu ve sahibi olan Ahmet Sezgin, halen firmanın işletme müdürü olarak en yetkili kişidir. Ahmet Sezgin’in bir kızı ve bir oğlu vardır. İşletme bölümünden mezun olan kardeşler mezuniyetleri sonrasında firmada çalışmaya başlamışlardır. Ahmet Bey genellikle işletme ile ilgili önemli kararları kendi başına almakta, değişime ve yeniliklere kapalı bir tutum sergilemektedir. Bu durum farklı arayışlar içinde olan çocukları olumsuz etkilemekte ve onların planlarını hayata geçirme noktasında engel teşkil etmektedir.

SDD Makinenin müşterileri çoğunlukla Kocaeli, Sakarya ve Bursa’da bulunan ve bölgesel alanda faaliyet gösteren ana ve yan sanayi firmalarıdır. Firma bu bölgedeki müşterilerine kaliteli ve hızlı şekilde kalıp üretimi yapması ile ön plana çıkmıştır. İşletmenin planlama konusundaki başarısı ile termin sürelerini müşterileri için uygun zamanlara çekebilme yeteneği, rakiplerine karşı avantaj sağlamaktadır. Öte yandan ülke çapında otomotiv sektörünün büyüyen bir pazar olduğu göz önüne alındığında

firma mevcut talepleri karřılamakta zorluk çekmektedir. Bu sebeple firmanın orta vadede büyüme, tüm Türkiye'ye ve yurtdışına hizmet verme planları vardır. Firmanın bölgedeki en yakın rakibi sektördeki ciro ve üretim miktarı açısından lider kalıp üreticisi olan X firmasıdır. İkinci sırada SDD Makine ve ardından küçük ölçekli ve rekabet gücü düşük olan firmalar gelmektedir. SDD Makine rakipleri arasında teknolojik imkanlar açısından avantajlı durumdadır. Büyüme hedefleri doğrultusunda son 5 yıl içerisinde tüm makine ve tesisat yenilenmiş durumdadır.

Pazardaki müşteriler ana ve yan sanayi olmak üzere ikiye ayrılmaktadır. 8 tane ana sanayi firması büyük ölçekli alım yapmaktadır ve pazarlık güçleri yüksektir. Yan sanayi firmaları arasında büyük firmalar olmakla birlikte çoğu küçük ölçekli enjeksiyon baskı üretimi yapan firmalardır.

SDD Makine firması yıllardır birlikte çalıştığı müşterilerinin de kendileriyle ilgili görüşlerini bilmek istemektedir. Çünkü az da olsa kaybettikleri önemli müşterileri olmuştur ve bunun sebepleriyle ilgili firma içinde fikir ayrılıkları vardır. Firma müşterilerine verdiği hizmeti çeşitlendirme veya müşteriye göre düzenleme yapmak istemektedir. Ancak hangi müşteriye yönelik yatırımların ne büyüklükte yapılması gerektiğini veya hizmetin nasıl geliştirilmesi gerektiğini bilmemektedir.

Büyük otomotiv firmalarının yakın gelecekte ülke pazarında üretime geçme potansiyeli bulunmaktadır. Bunun haricinde hibrit ve elektrikli araçların ülkemizde üretilmeye başlaması ve kullanımının gelecekte yaygınlaşacağı öngörülmektedir. Pazarın genişleyeceği ve çeşitleneceği tahmin edilmektedir. Firmamız bu gibi piyasadaki değişimleri nasıl analiz etmesi ve yorumlaması gerektiğini bilmemektedir. Ayrıca pazardaki mevcut ve gelecekteki talebin nasıl gerçekleşebileceği ile ilgili talep eğilimlerini de hesaplamak istemektedir.

FİNANS

SDD Makine Ltd. Şti. plastik enjeksiyon kalıpları imalatı üzerine faaliyet göstermektedir. 1996 yılında Düzce’de kurulmuştur. İşletmenin finansal yönetimi firma sahibi tarafından yürütülmektedir. Ancak ön muhasebe işleri ile ilgilenen bir personel bulunmaktadır. Ayrıca firma dışından mali müşavirlik hizmeti alınmaktadır.

Firma sahibi KOBİ danışmanlığı hizmeti almak istemektedir. Zira geleceğe yönelik projeleri vardır ve ne yönde hareket etmesi gerektiği konusunda kararsızdır. Öncelikle firmanın mevcut finansal durumunu bilmek istemektedir. Bu sebeple işletmenin son yıla ait bilançosu ve gelir tablosu aşağıda verilmiştir.

BİLANÇO 31.12.2018

AKTİFLER		PASİFLER	
I. DÖNEN VARLIKLAR	3.011.997,59	III. KISA VADELİ YABANCI KAYN.	1.894.906,91
A. Hazır değerler	178.554,23	A. Mali borçlar	1.082.429,90
C. Ticari alacaklar	732.455,80	B. Ticari borçlar	662.114,88
E. Stoklar	2.100.987,56	C. Diğer borçlar	28.474,24
		F. Ödenecek vergi ve diğer yükümlülükler	120.568,64
II. DURAN VARLIKLAR	2.286.761,33	G. Borç ve gider karşılıkları	1.319,25
D. Maddi duran varlıklar	2.273.187,18	IV. UZUN VADELİ YABANCI KAYNAKLAR	736.755,01
E. Maddi olmayan duran varlıklar	13.574,15	A. Mali borçlar	736.755,01
		V. ÖZKAYNAKLAR	2.667.097,00
		A. Ödenmiş sermaye	200.000,00
		D. Geçmiş yıl kârları	2.038.036,82
		F. Dönem net kârı	429.060,18
AKTİF TOPLAMI	5.298.758,92	PASİF TOPLAMI	5.298.758,92

GELİR TABLOSU**2018**

A. Brüt satışlar	4.685.514,66
B. Satış indirimleri (-)	48.938,00
C. Net satışlar	4.636.576,66
D. Satışların maliyeti (-)	3.685.052,65
Brüt satış kârı veya zararı	951.524,01
E. Faaliyet giderleri (-)	248.865,16
Faaliyet kârı veya zararı	702.658,85
F. Diğer faaliyetlerden olağan gelir ve kârlar	30.235,12
G. Diğer faaliyetlerden olağan gider ve zararlar (-)	2.423,60
H. Finansman giderleri (-)	165.336,41
Olağan kâr veya zarar	565.133,96
I. Olağandışı gelir ve kârlar	23.080,76
J. Olağandışı gider ve zararlar (-)	51.889,49
Dönem kârı veya zararı	536.325,23
K. Dönem kârı, vergi ve diğer yasal yükümlülük	107.265,05
Dönem net kârı veya zararı	429.060,18

Firma finansal bir durum değerlendirmesi yapmak amacıyla likidite pozisyonunu, finansal ve faaliyet kaldıraç düzeyini, varlık kullanım etkinlik düzeyini ve karlılık düzeyini bilmek istemektedir. Bu konuda aşağıdaki oranların hesaplanması istenmektedir. Ayrıca bu oranların sektör ortalamaları ile karşılaştırılması istenmektedir. Sektör ortalamaları da aşağıda belirtilmiştir. Faaliyet kaldıraç oranının bilinmesi açısından firmanın bir önceki yıla ait satış ve FAVÖK değişim rakamları belirtilmiştir. Firmanın bir önceki yıla göre satışları %7 artarken FAVÖK'ü %10 artmıştır.

	Firmamız SDD Makina için doldurunuz	Sektör ortalaması
Cari oran		1,32
Finansal kaldıraç oranı		0,86
Faaliyet kaldıraç oranı		1,20
Alacak devir hızı		4,36
Faaliyet kârı oranı		23,80

Firmanın çapalama makinaları pazarında 1 ana rakibi ve küçük ölçekli 28 tane rakibi bulunmaktadır. Bu firmaların finansal durumu ile ilgili net bir bilgi olmamakla birlikte tahmini olarak ciroları bilinmektedir. Bu firmalar ile birlikte firmamız yerel pazarın tamamına hakimdir. Yabancı üreticiler son yıllarda pazardan çekilmişlerdir ve pazarda yerli üreticiler kalmıştır. Bu bilgilerden ve diğer bilgilerden de yola çıkarak firmamız sektöre yönelik aşağıdaki bilgileri hesaplamak istemektedirler. Ayrıca bu bilgilerden yola çıkarak bu rakipleri ile firmanın mali ve operasyonel kıyaslamasının yapılması beklenmektedir.

	2018 Toplam Satış Değeri (Yaklaşık Değer)	Pazar paylarını yüzdesel olarak hesaplayarak doldurunuz (%)
Rakip X şirketi	7.500.000,00 TL	
Diğer 28 rakip toplamı	18.000.000,00 TL	
Firmamız SDD Makina	4.500.000,00 TL	

Firmamız bunlar haricinde geleceğe yönelik olarak birçok projenin hazırlığı içerisinde. Bunlardan ilki firmanın öncelikle kendi ana müşterilerine yönelik hizmet çeşitliliğini arttırarak enjeksiyon baskı işine girme projesidir. Bu proje için yüksek yatırım maliyeti ve yeni niteliklerde insan kaynağı alımına gitmesi gerekecektir. Bu projede yatırımın geri dönüşünün uzun sürmesi öngörülmektedir ancak büyük bir ciro elde edeceğinden sektör liderliği elde etmede önemli bir fırsat yakalama imkânı kazanılabilecektir. İkinci proje ise kalıp üretimine ihtiyaç duyan farklı sektörlerle girebilmek amacıyla yapacağı düşük maliyetli yatırımlardır. Bu yatırımın geri dönüşünün kısa vadede olacağı tahmin edilmekte ancak firmaya büyük bir ciro katkısı yapması kısa ve orta vadede beklenmemektedir. Ayrıca yeni müşterilere ulaşılması sürecinde önemli bir pazarlama çalışması yapılması da gerekecektir. Firma bu yatırımlardan hangisini tercih etmesi konusunda kararsızdır ve yönlendirme beklemektedir.

Firmanın faaliyet gösterdiği sektörde uzun vadeli sözleşmeler pek yapılmamaktadır. Ancak sektör lideri olan rakip firmanın bir ana sanayi firması ile kalıp üretimi konusunda uzun vadeli ve maliyetleri düşüren bir anlaşma yaptığı duyumları alınmıştır. Firma bu ve benzeri anlaşmaların sektörlerindeki rekabeti nasıl etkileyebileceğini merak etmektedir. Bunun haricinde sektörde devralmalar yaşanmaktadır. Firma bu biçimdeki

birleşme ve devralmalara sıcak bakmamaktadır ancak var olan sektör şartlarına göre nasıl bir yol izlemesi gerektiğini de bilmemektedir.

İNSAN KAYNAKLARI

SDD Makine Ltd. Şti. plastik enjeksiyon kalıpları imalatı üzerine faaliyet göstermektedir. 1996 yılında Düzce’de kurulmuştur. Firmanın firma sahibi ve iki çocuğu haricinde 24 personeli bulunmaktadır. Bu çalışanların dağılımı şu şekildedir:

- 1 kişi ön muhasebe
- 1 kişi kalite kontrol ve belgelendirme uzmanı
- 1 kişi üretim planlama
- 1 kişi kalıp tasarımcısı
- 1 kişi takım yolu tasarımcısı
- 1 kişi kalite kontrol teknisyeni
- 18 kişi CNC operatörü

Personel işleri ile genel olarak firma sahibinin oğlu ilgilenmektedir ancak insan kaynakları departmanı bulunmamaktadır. İnsan kaynaklarına yönelik faaliyetler, bordroların düzenlenmesi, çalışanların sorunları ile ilgilenilmesi vb. konularla sınırlıdır. Firma sahibinin diğer çocuğu olan kızı ise satış ve pazarlama konularına yardım etmektedir.

Firma sahibi işyerine alınacak yeni personellerin kararını tek başına almaktadır. Genel olarak referans yöntemi veya mevcut çalışanların aile/arkadaş tavsiyeleri doğrultusunda personel alınmaktadır. Bu alımlarda herhangi bir kritere dikkat edilmemektedir. Ayrıca yeni gelen personel iş yoğunluğu sebebiyle derhal işe başlatılmakta, işe uyumla ilgili bir eğitime tabii tutulmamaktadır. Genel olarak ustabaşı yeni elemanların işi öğrenmesinde yardımcı rol üstlenmektedir.

Firma çalışanlarına yeni teknoloji, yeni belgelendirme çalışmaları ve benzeri öğrenme süreçleri ile ilgili herhangi bir eğitim imkânı tanımamaktadır. Bu durum çalışanların yeni süreçlere adapte olmasını geciktirmektedir. Ayrıca çalışanların işyerine yönelik aidiyet

duygusunu oluřturacak ve alıřan verimliliđini arttıracak motivasyon oluřturma ile ilgili de iřletmede herhangi bir bilinli alıřma yapılmamaktadır.

İřletmedeki alıřanların huzursuz olduđu bir konu da aynı iři yapan kiřiler arasında maař farklılıklarının bulunmasıdır. Ayrıca iřini olması gerektiđi gibi yerine getirmeyen bazı personellerin herhangi bir yaptırımla karřılařmadıđı sorunu da alıřanlar arasında huzursuzluđa sebep olmaktadır. Bunun yanında alıřanların grevlerinde ykseltmelerinde firma sahibinin inisiyatifıyla hareket edildiđi grlmektedir ve bu kararın neye gre verildiđi alıřanlar tarafından bilinmemektedir. Bu durum da alıřanların iřten ayrılmasına sebep olmaktadır.

2018 yılında ortalama alıřan sayısı 24 iken iřten ayrılan 6 alıřan olmuřtur. İřletme bu durumun sebeplerini tam olarak analiz edebilmiř deđildir.

PAZARLAMA VE SATIŐ

SDD Makine Ltd. Őti. plastik enjeksiyon kalıpları imalatı üzerine faaliyet gstermektedir. 1996 yılında Dzce'de kurulmuřtur. Halihazırda iř yaptđı 3 byk mřterisi bulunmaktadır ve bu mřteriler yıllık cironun yaklařık %90'ını sađlamaktadır. Firmanın pazarlama ve satıř faaliyetleri ođunlukla firma sahibi tarafından planlanmakta ve yrtlmektedir. Bu faaliyetler iinde mřteri grřmeleri bařta olmak zere fuar katılımları da bulunmaktadır. Bu konuda firma sahibinin kızı yardımcı olmaktadır.

SDD Makine blgesel mřterilere sahip olan ve ođunlukla Kocaeli, Sakarya ve Bursa'da bulunan ana ve yan sanayi firmalarıdır. Firmanın ana mřterileri olan 3 iřletmenin firmanın rnlerine ynelik talep yapısı net olarak belli olmaması iřletmenin karar verme ve planlama yapmasını zorlařtırmaktadır. Bu mřteriler byk partiler halinde sipariř vermektedir ancak bunların dzenli bir periyodu veya garantisi bulunmamaktadır. Ayrıca mřterilerden gelen talep miktarları da belirsizlik tařımaktadır. Bir rne ođu zaman planlanan adetlerde sipariř gelmeyebilmektedir.

Firmanın blgedeki en yakın rakibi sektrdeki ciro ve retim miktarı aısından lider kalıp reticisi olan X firmasıdır. İkinci sırada SDD Makine gelmektedir ve ardından kk lekli ve rekabette geri planda olan firmalar yer almaktadır. Ancak iřletme

rakipleriyle ilgili ayrıntılı bir bilgiye sahip değildir. Bu durum özellikle pazarlamaya yönelik strateji geliştirmede işletmeyi zorlamaktadır ve rakiplerin analiz edilmesi önemli bir ihtiyaç olarak görünmektedir. İşletme tahmini olarak yerel pazarda %15 pazar payına sahip olduğunu düşünmektedir ancak net olarak bu konuyla ilgili herhangi bir araştırma yapılmamıştır.

Firma mevcut ve potansiyel müşterileri ile görüşmelerinde elde ettiği bilgiler doğrultusunda pazarlama stratejilerini oluşturmaktadır. Ancak bu konuda nitelikli bir araştırma yapılmadığı için müşterilerin gerçek beklentilerini ve memnuniyet seviyelerini belirlemede eksik kalındığı düşünülmektedir çünkü dönem dönem müşteri şikayetlerinde artışlar olmaktadır.

Sektördeki değişken talep eğilimleri sebebiyle özellikle yaz aylarında talep düşerken kış aylarında gelen yüksek talep yüzünden birçok iş geri çevrilmekte ve işler sıkışmaktadır. Firma bu duruma çare bulamamaktadır. Bu eğilimi önceden öngörmesini sağlayan tekniklerin kullanılıp kullanılmayacağını bilmek istemektedir.

İşletmenin geleceğe yönelik büyüme planlarında sektör çeşitlendirmeye gitme ve kalıp üretimine ihtiyaç duyan diğer sektörlerle de girmek bulunmaktadır. Ancak buna alternatif olarak firmanın halihazırda müşterisi olan firmalara başka hizmetler de sunması da mümkündür. Örneğin kalıp üretimi haricinde enjeksiyon baskı, kalibrasyon hizmetleri gibi işlere de girmesi firmaya ilave işler getirebilir. Firma bu konuda öncelikli olarak pazarı anlayabilmek açısından bölümlendirme araştırması yapmak istemektedir ancak bu konuda nasıl bir yol izleyeceğini bilmemektedir.

İşletme ürünlerini fiyatlandırmada ayrıca imaj yaratmada rekabetteki konumuna uygun karar verme konusunda sıkıntılar yaşamaktadır. Bu durum işletmeyi müşteriye memnun etme konusunda zorlamaktadır.

ÜRETİM

SDD Makine Ltd. Şti. plastik enjeksiyon kalıpları imalatı üzerine faaliyet göstermektedir. 1996 yılında Düzce’de kurulmuştur. Kalıp üretimi CNC tezgâhları ile yapılmaktadır. Kalite kontrol aşamaları üretim öncesinde blok halinde gelen çelik malzemenin testleri

yanında CNC işleme sonrasında kalıpların çatlama ve ölçü kontrolleri süreçlerini kapsamaktadır. Bunun haricinde firma dışından kalıp baskı hizmeti alınarak üretilen parçaların kontrolü yapılmaktadır.

Firma sahibi ve iki çocuğu tarafından firma idare edilmektedir. Firmanın üretim yönetiminde firma sahibi yetkili kişidir ve gelen siparişlere göre yönlendirme yapmaktadır. Kendisi haricinde bir kişi üretim planlama sorumlusu olarak görev yapmaktadır ve cihazların üretim sırasını belirlemektedir. Ayrıca bir üretim müdürü bulunmamaktadır.

İşletmenin aylık olarak üretim kapasitesi 250 ton çelik olarak ölçülmüştür. Firma kapasite kullanım oranını bilmek istemektedir. Son bir yıldaki kullanım miktarları ise şöyledir (Şu an itibari ile yeni yılın ocak ayında olduğumuzu varsayınız):

Ocak	Şubat	Mart	Nisan	Mayıs	Haz.	Tem.	Ağu.	Eylül	Ekim	Kas.	Ara.	Yıl ort.
230	200	180	200	240	220	115	40	270	240	240	230	200

Üretimde ayrıca kalıp ve malzeme ayarlamaları ile çapaklarla birlikte giren plastiğin bir kısmı ürüne dönüşmeden kalmaktadır. Bu şekilde geçen ay üretilen 230 ton malzemenin 23 tonu fire olarak çıkmıştır.

İşletmenin stok durumu incelendiğinde bir önceki yılın stok değerleri yaklaşık 4 milyon TL olarak hesaplanmıştır. Aynı yılda satılan ürünlerin maliyeti ise yıllık 20 milyon TL olarak hesaplanmıştır. Sektördeki stok devir hızının 12 olduğu bilinmektedir ve firma kendisinin de stok devir hızının hesaplanmasını istemektedir.

Firma yeni üretim teknolojilerini entegre etmekte başarılı olmasına rağmen firmanın kendilerine özgü yeni ürün geliştirme faaliyetleri yoktur. İnovasyon yeteneklerinin geliştirilmesine yönelik destek almayı düşünmektedirler. İşletmenin yöneticileri firmanın yenilikçi ürünlere ağırlık vermesini istemektedirler zira işletmede hazır tasarımların kalıplarını yapılmaktadır. Eğer tasarım faaliyetlerine girerlerse karlılıkları artacaktır. Kalıp tasarımı konusunda bir ekipleri olmakla birlikte parça tasarımı hatta parça grubu tasarımı süreçlerine de girmek istemektedirler. Ancak bunun için nereden başlamaları gerektiğinden emin değillerdir.

