

BYU Management Society Asia Pacific Regional Conference

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Personal Introduction

- Japan Sapporo Mission 1979-81
- Graduated from BYU in Japanese, Economics
- 32 years in Japan, and now 3 in Hong Kong
- Began career as management consultant in Tokyo
 - 8 years in industry
 - Strategy development & implementation for Japanese corporations and multinational corporations in Japan
- Founded Advantage Partners in 1992 with Japanese partner
- Together founded and led 2 successful start-up companies
 - Meridian VAT Reclaim → sold to US public company in 1999
 - Advantage Risk Management → IPO in Japan in 2006
- Established 1st Private Equity buy-out fund in Japan in 1997, and have subsequently raised funds focused on buyouts in Japan, public investments in Japan, and buyouts in Asia
 - Over \$4 billion of capital invested
 - Over 70 companies acquired
 - Over 50 companies exited

Success in life comes by setting and working toward definite goals.

In order to accomplish the things we desire and for which we have been set apart, we must have positive and definite goals in mind.

Success in life, school, marriage, business, or any other pursuit doesn't come by accident, but as the result of a well-defined plan and a concentrated effort to bring about a realization of the plan.

Howard W. Hunter

The Teachings of Howard W. Hunter, p.259

“Pray as though everything depended on the Lord and work as though everything depended on you.”

Brigham Young?
Saint Augustine?

“Our prime purpose in this life is to help others”

Dalai Lama

“Spread love everywhere you go. Let no one ever come to you without leaving happier.”

Mother Theresa

“He who lives only unto himself withers and dies, while he who forgets himself in the service of others grows and blossoms in this life and in eternity.”

President Gordon B. Hinckley
(Aug 1982 Ensign, First Presidency Message)

And now, for the sake of these things which I have spoken unto you – that is, for the sake of retaining a remission of your sins from day to day, that ye may walk guiltless before God – I would that ye should impart of your substance to the poor, every man according to that which he hath, such as feeding the hungry, clothing the naked, visiting the sick and administering to their relief, both spiritually and temporally, according to their wants.

Mosiah 4:26

18. But before ye seek for riches, seek ye for the kingdom of God.

19. And after ye have obtained a hope in Christ ye shall obtain riches, if ye seek them; and ye will seek them for the intent to do good — to clothe the naked, and to feed the hungry, and to liberate the captive, and administer relief to the sick and the afflicted.

Jacob 2:18-19

“The Advantage Way”

Client Advantage

- Dedication to Clients
- Awareness of Source of Compensation

Initiative Advantage

- Initiative
- Logical, Analytical
- Speed
- Output Oriented

The Advantage Way

Advantage Partners will always create new markets or radically redefine existing markets, and achieve leadership positions in these markets. By doing so, we will be able maximize economic value to be shared with employees, collaborators, and society in general.

Quality Advantage

- Highest Quality Work
- Leading-edge Management Technology

Fairness Advantage

- Fair Evaluation and Opportunities based on Results
- Respect and Gratitude for Collaborators
- Effective Mutual Communication

The Advantage Way – Client Advantage

- 献身すべき顧客への尊敬

我々は顧客に対し、常に尊敬の気持ちを有し、最大の付加価値を提供する。我々は、献身すべき真の顧客が誰であるか見誤らない

- 顧客への最大の付加価値提供

我々が受け取る報酬は、すべて顧客が支払って下さる物であり、我々は、業務時間内の各瞬間で各自が行っていることが、
本当に顧客への付加価値提供に直結しているか、常に確認する

- Highest level of respect for and dedication to clients

We will always have the highest feelings of respect for our clients and provide them with the highest level of value-added. We will not be mistaken as to who are our true clients to whom must be dedicated.

- Create value for clients at all times

We recognize that our clients provide the compensation we receive, and each of us always confirms that the things we are doing at any moment are contributing directly to client value.

The Advantage Way - Quality Advantage

- **最高品質の業務提供**

我々は、グローバルスタンダードの観点から、最高の品質の業務を提供する。我々のサービスの標準と内容は、常に属する市場における最高のものであり、新しい業界標準となる

- **最先端の経営テクノロジー**

我々の採用する経営テクノロジーは常に最先端 (The edge of the state of the art)のものであり、企業の新しい戦略と運営形態の標準となる

- **Highest-quality work setting new standards**

We provide the highest quality work based on global standards. The standards and content of the service we provide are always the highest in their respective industries and become the new standards of those industries.

- **Employ leading edge management technologies**

The management technology that we employ is always at "the edge of the state of the art", and becomes the standard for our strategies and management structures.

The Advantage Way – Initiative Advantage

- **主体的・論理的な思考、スピーディーな行動**

我々は常に主体的に考え、行動し、自らの知性と行動力と粘り強さによって、問題を解決していく

我々は、ワークプランの作成と徹底管理を習慣づけることにより、社会の平均を上回るスピードで業務を遂行する

- **詳細な分析と解決策の立案**

我々は、常に最先端の経営理論を駆使し、論理的に考え、行動する。業務推進上の諸問題を可能な限り詳細に分析し、解決策を立案する

- **具体的アウトプットと活動価値の共有化**

我々の日々の業務は、必ず具体的なアウトプット（成果）をもたらすものでなければならない。アウトプットは、売上、利益などの最終的な経済的効果だけでなく、日々の報告書、分析資料、マニュアル、改善企画書など、それにより組織全員が活動の価値を共有化できるような成果をいう

- **Proactive thinking backed by logical and quick action**

We will always take the initiative in our thinking and action. Each of us will proactively utilize our intelligence, execution capability and persistence to solve problems.

Through the habit and discipline of developing and thoroughly executing detailed work plans, we will always perform at a speed faster than the industry average.

- **Detailed analysis and solutions**

We will always think and act logically, making use of cutting edge management theories. We will analyze problems to the highest level of detail practical in proposing solutions.

- **Results oriented output leading to improved organizational behavior**

Our daily activities must always produce concrete results (output). Output includes not only final economic results such as sales and profits, but also daily reports, analyses, manuals, improvement plans, etc. which when shared lead to improved organizational behavior.

The Advantage Way – Fairness Advantage

- **実績主義による公平な評価と機会**

アドバンテッジ パートナーズグループにおいて
は、人種、性別、年齢、学歴、職歴など各個人の生
来的属性、あるいは過去の経歴などを、採用後の社
内における評価、昇進、待遇その他業務上の機会提
供の決定に一切、考慮しない。各個人の能力、目標
の継続的な達成実績、組織の円滑な運営に対する協
力、業務への前向きな態度、各局面で発揮される
リーダーシップによってのみ決定される

- **協力者への敬意と感謝**

我々は、事業運営を支援して下さる協力者に対し、
最大の敬意と感謝の気持ちを常に持ち続ける。それ
により、我々は社会との共生にもとづく継続的な発
展を実現することができる。協力者とは、投資家・
銀行など資金の提供者、顧客企業での窓口担当者、
顧問の皆様、仲介者、資材の納入業者、我々の業務
へのコミットメントを理解してくれる家族、友人を
含む

- **円滑で能動的な相互コミュニケーション**

我々は、社内の他部門、同僚、上司、部下を、顧客
への付加価値を最大化するために信頼し協力しあう
べき最も重要な仲間と考える。必要な情報を能動的
に遅滞なく共有し、相談しあい、最適の問題解決を
行っていく

- **Fair evaluation and opportunities based on results**

We do not consider innate characteristics such as race, gender, age, or educational/occupational background as criteria for performance evaluation, promotion, compensation or providing increased responsibilities and opportunities. Only each individual's capabilities, consistent achievement of goals, organizational contributions, forward-looking attitude and demonstrated leadership are considered.

- **Highest respect and appreciation for partners and advisors**

We will always maintain feelings of highest respect and gratitude to the various collaborators and supporters of our business. By doing so, we will be able to realize sustainable growth based on a symbiotic relationship with society. Collaborators include providers of capital, advisors, contacts within our clients, mediators, suppliers, and our families and friends who support us in our commitment.

- **Proactive and timely communication**

We consider other internal sections, colleagues, superiors and subordinates as our most trusted and important associates in maximizing client value. We will always communicate necessary information in a proactive and timely manner.

Fund Investment Philosophy

“To nurture our portfolio companies into entities that are sufficiently competitive to realize self-sustained growth and profitability even after the Fund’s exit.”

“To implement the investment process and subsequent management process such that, over the course of our investment, economic value will be created not only for the Fund’s investors, but also for all related parties including other shareholders, employees, their families, business partners, financial institutions, etc.”

Things Work Out

“It isn’t as bad as you sometimes think it is. It all works out. Don’t worry. I say that to myself every morning. It will all work out. If you do your best, it will all work out. Put your trust in God, and move forward with faith and confidence in the future. The Lord will not forsake us. He will not forsake us.... If we will put our trust in Him, if we will pray to Him, if we will live worthy of His blessings, He will hear our prayers”

-President Gordon B. Hinckley

“Latter-day Counsel: Excerpts from Addresses of President Gordon B. Hinckley,” Ensign, Oct 2000, 73
(Jordan Utah South regional conference, priesthood session, 1 Mar. 1997)