



Discover, Connect, Retain

Our Service Guide for Foreign Companies

San-Ten Consulting LLC is a Management Consulting business based in Tokyo, Japan, specialized in Market Entry Support and Innovation Sourcing in the B2B business of chemicals and materials. For more information, visit www.san-ten.com.



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San-Ten helps you discover, connect, and retain B2B opportunities in Japan

San-Ten Consulting LLC is a boutique consulting firm based in Tokyo specialized in market entry support and innovation sourcing. Our focus is in the B2B business of chemicals and materials, including all adjacent industries such as automotive, health care, pharmaceuticals, paint and coatings, and construction chemicals.

Utilizing our many years of experience in Japan, we can bridge cultures and ease the difficulties that arise when different business customs and habits meet. San-Ten Consulting can help your business succeed across borders.

The San-Ten Approach:

Under our motto **Discover – Connect – Retain**, we deliver customized solutions for your actual needs. If you are in search of a distributor for your goods, a representative to develop your business, or a new technology for your innovation pipeline, we can help you with our knowledge, network, and experienced team of partners with hands-on managerial experience.

Discover → Connect → Retain

	Discover	Connect	Retain
For Market Entry Support			
Market Research	○		
Business Partner Search	○	○	○*
Representation / Business Development	○	○	○
For Innovation Sourcing			
Technology Scouting	○	○	○*
CVC Investment Support*	○	○	○

* In cooperation with our financial service partner: M&A support, integration management and board representation

Depending on your market situation and needs, we can **discover** the market potential for you in Japan. We can find and **connect** you to business partners, that can sell your products in the Japanese market. We can also be your representative in Japan, discover new clients, introduce your products or services, and **retain** the relationship on the ground, without founding an expensive subsidiary in Japan.

If you are looking for new technologies and developments for your innovation pipeline, we can scout and **discover** new technology that is relevant for your business, **connect** you to the respective institutions, and help you in licensing, investments, and acquisitions.



Market Entry Support:

In the light of many other Asian countries still in the development stage or experiencing significant economic downturns, the Japanese market is robust. With its 127 million consumers and high buying power, Japan is considered by more and more companies as a target for business expansion – sometimes even as a hub for other Asian markets.

The Japanese market can be very attractive and rewarding, particularly when it comes to high-quality and high-technology products, in addition to providing a safe harbor regarding IP protection.

However, doing business in Japan is also conceived to be rather complicated, with unusual business customs and unique culture. But, as so often, it is all about understanding the cultural differences and adjusting the market entry process accordingly in order to find beneficial and reliable business partners in Japan to eventually expand business successfully.

San-Ten Consulting wants to provide you with an individual, tailor-made approach to enter the Japanese market and eventually do successful business in Japan. Along the value chain **Discover – Connect – Retain**, we will support your market entry activities to Japan based on your actual needs and products or services you have to offer.

If you are new to the Japanese market, we can support your market entry decision-making process with market research activities to discover opportunities in Japan. If you are not sure about your options on how to enter the market, we also offer our **Japan Unique Market Preparedness (JUMP) Assessment** for more clarity. It is a one-day assessment of your current situation resulting in recommendations resulting in recommendations about how successful business could be achieved in Japan.

If you have ready-to-use products that don't need much further development on the buyer side, we usually recommend cooperating with a local partner who can do the import and sales and marketing, but also service and maintenance for your products in Japan. In this case, we will discover the possible partners for your business in Japan, introduce your company and products, and connect you to the most promising partners.

For companies with rather intermediary products needing further development and longer time to commercial sales, we would be happy to become your representative in Japan. We can discover new clients, introduce your products, and retain the relationship and communication over the time necessary to develop the final products and achieve commercial sales. We usually do this on the basis of monthly retainer fees, amounting to much lower costs than founding your own subsidiary.

If you are interested in more detailed information, please contact us without hesitation. You can also find a brief article about “How to Enter the Japanese Market” on our website.

An alternative approach to gain market access in Japan and jump on an existing sales network is to acquire a Japanese company with similar or complementary products. Together with our financial partner, we can discover suitable M&A targets, approach them anonymously if preferred, and identify their interest in further entertaining your proposal. In ongoing negotiations, we can support your due diligence and help you with interim and integration management.

For more information about M&A in Japan, please have a look to the article “Establishing Contacts without Loss of Face” on our website.



Innovation Sourcing Support:

New products and innovations are the essential lifeline of each and every company. Older products usually have to face deteriorating prices, fierce competition from emerging markets, threats from new legislative regulations, and a loss in market share to new and advanced products. To keep market shares and to survive as a company, a continuous pipeline of innovations is a necessity – now more than ever before.

However, in-house R&D is rather expensive and, in many cases, focuses only on incremental developments of existing technologies rather than on completely new solutions. In addition, given organizational structures and complex decision-making processes in bigger companies limit the flexibility and creativity of R&D departments.

As a solution, many companies have started to look outside their own premises over the past decade to find new solutions, technologies, and eventually innovation. Strategies like “technology scouting,” “open innovation,” or “technology M&A” are clearly successful in obtaining new, innovative products and processes.

Without doubt, Japan is still developing high technology in many areas. Robotics, battery technology, and iPS stem cell research are just some of them, where Japanese companies and universities are at the forefront of the development. However, a perceived opaqueness of the market, language barriers in communication, and publication of technology developments makes it difficult for many foreign companies to find and benefit from Japanese inventions.

San-Ten Consulting wants to provide you with the

possibility to participate and benefit from technology developments and innovations in Japan. Along the value chain **Discover – Connect – Retain**, we will support your technology scouting activities as well as the search for promising investment targets for your (corporate) venture capital operations.

With our substantial network to leading universities, (governmental) institutions, and startup ecosystems, as well with our technology background, San-Ten Consulting can effectively support your Technology Scouting activities in Japan. We can discover important technology developments and startups to help filling your innovation pipeline and venture capital portfolio. After connecting you to the R&D institutes, spin-offs, or startups, we will be here for you to negotiate licenses and technology transfer. Together with our financial partner, we also support your (corporate) venture capital investments by searching for suitable consortium partners, and can represent your interests on the board of the portfolio companies.

In addition to startups and academia, small- and medium-size companies (SMEs) are the backbone of

“We had been presented from the outside with approaches our best and year-long experts in the area had not thought to be possible.”

Dr. Peter Nagler

Former Chief Innovation Officer, Evonik Industries

Japan’s industry and still a very relevant part of the innovation system. San-Ten Consulting can discover SMEs with interesting new technologies, and connect you to cooperation partners that also might become potential acquisition targets in a later stage. Furthermore, anonymous monitoring of competitor developments is also an option.



Foreign Companies Support:

Companies that are already well established in Japan know that Japanese companies and universities are leading in many fields of technology such as robotics, iPS stem cells, and batteries – just to name a few. It is not surprising that many foreign companies would like to participate in these technologies by partnering with Japanese companies, investing into startups, or cooperating with universities.

However, more often than not, new technology and business development is located in centralized R&D organizations in the home country. Geographical distance as well as language barriers make it difficult to identify promising developments and potential partners. Funding additional local staff for business development and technology scouting can be cost intensive. On the other hand, local sales staff may have limited capacity and will focus on developments in main business areas but not in new and rising technologies. Setting cost and time perspectives aside, in some cases it might also be advantageous to approach a company or startup anonymously without disclose your company's name first.

San-Ten Consulting can provide you with individual, tailor-made support of your local forces in order to help fulfill the needs and demands of the headquarter without difficulties. Along the value chain **Discover – Connect – Retain**, we will support your technology search, CVC investments, and market research activities.

With our technology background and our focus on B2B activities in the chemicals and materials industry, San-Ten Consulting can effectively support your technology scouting activities in Japan. Backed by our network to leading universities, (governmental) institutions, and startup ecosystems,

we can discover important technological developments to help filling your innovation pipeline and venture capital portfolio. After connecting you to the technology owner, we will be here for you to negotiate licenses and technology transfer.

If you are looking for investment opportunities for your (corporate) venture capital activities, we will support you by discovering promising startups. Together with our financial service partner, we can also find suitable consortium partners and represent your interests on the board of the portfolio companies.

Small- and medium-sized enterprises (SME) are the backbone of Japan's industry and a very relevant part of the innovation system. Therefore, we can also focus on and discover SMEs with interesting new technologies and connect them to you as cooperation partners. Moreover, these companies might also be interesting acquisition targets which we can monitor for new developments, and eventually approach anonymously.

Marketing and market analysis in a Western style are still not very common in Japan, and experience is rarely found with local staff and managers. San-Ten Consulting can support, advise, and guide your local staff on all relevant topics and tasks – like market research and analysis, information gathering, methodologies, presentations, etc. In addition, we can also perform trainings in order to develop your staff to discover potential markets and technologies autonomously in the long run.

For improving oral presentation skills and slide design to give compelling English presentations to an international audience, we have developed a workshop together with the Center for International Careers (CfIC). Please find more information on the website of the CfIC.

About San-Ten Consulting:

San-Ten Consulting was founded by **Dr. Ralf Mayer** who has worked for 15 years in different managerial positions in a leading German chemical company and knows the consulting business from both sides. Therefore, we always focus on individual, custom-tailored advice and consultation leading to practical results and implementation. We want to become your long-term partner in Japan and add value to your business, foster partnership, and support your innovation pipeline.

You can find a more detailed background and experience overview of [Dr. Ralf Mayer](#) on our website.

Our Competitive Advantages:

- Many years of consulting experience with broad knowledge in the areas of market entry support and innovation management
- Well experienced in market studies, business strategies, joint developments with companies, and joint research with academia in Japan, as well as M&A and CVC
- Insights into several markets and industries on a B2B level, e.g. chemicals, automotive, health care, pharmaceuticals, paint and coatings, and construction industries
- Existing network to many corporations and SME, research institutes, universities, (governmental) institutions, venture capital organizations, and M&A agents in Japan
- Deep understanding of Japanese culture and business customs, as well as intercultural, cross-border management
- Provision of a one-stop solution by cooperating with reliable partners in other consulting areas like legal advice, tax & accounting, communications, back office, or recruitment
- Support of the Master of Business Engineering program at Steinbeis University as well as other universities and NPOs in Japan with lectures and mentorship
- Membership in several foreign chambers of commerce in Japan

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