

## PERSONAL DETAILS

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## PROFESSIONAL CAREER

### **NMKV Co., Ltd**

Tokyo, Japan

#### President and CEO

June.2011 – Present

*NMKV was established in 2011 as a fifty-fifty joint venture between Nissan and Mitsubishi Motors, the first case in Japan, to plan and develop new mini cars for both Nissan and Mitsubishi brands.*

- ✓ Established a new business model through setting up JV to jointly share investments and plan & develop the mini cars between Mitsubishi Motors and Nissan. The early success of this JV accelerated the decision to form the alliance between Nissan and Mitsubishi in 2016.
- ✓ Led the company as well as Mitsubishi and Nissan to develop and produce four new vehicle models for Nissan and Mitsubishi respectively after JV establishment.
- ✓ In 2019, successfully launched new Nissan Dayz and Mitsubishi ek Wagon in Japan by fusing strengths of Nissan's engineering and advanced technologies and Mitsubishi's optimized manufacturing for mini-cars. This was the first case of the alliance between Nissan and Mitsubishi and these two models won Car of the Year for 2020 by the Automotive Researchers' and Journalists' Conference of Japan (RJC) and 2019-2020 Japan Car of the Year's Small Mobility award. Nissan Dayz gained the top market share in the mini-height wagon segment in FY2019.
- ✓ By aligning N/M product plans from early stage, achieved common products which allows engineering by one company (Nissan), and one site production (Mitsubishi).
- ✓ Functioned NMKV as a neutral project owner who established transparent common processes for two companies and developed/managed two models under one master schedule.
- ✓ Shared investments as well as best practices between the three companies for the four projects and leveraged the economy of scale.

### **NISSAN MOTOR CO., LTD**

Yokohama, Japan

#### Senior Vice President, Global Marketing & Sales, Member of the Executive Committee

Apr.2007 – Mar.2011

- ✓ Directly appointed by CEO of Nissan, as the youngest Japanese Executive Committee Member in Nissan.
- ✓ Initiated joint Media buying with Renault in Europe and created big synergy.
- ✓ Developed Global Launch of March/Micra with fewer campaign by defining global strategic creative brief and common positioning statement; as a result, production cost halved.
- ✓ Established Nissan Sales and Service Way Quality Standard Assessment and EV Sales and Service Quality Standard Development which led to successful global launch of LEAF.
- ✓ Shared and deployed Smart Pricing Practice framework.

#### Senior Vice President, Global Aftersales and Conversion

Apr.2005 – Mar.2007

- ✓ Directly appointed by CEO of Nissan, as the youngest Japanese SVP in Nissan history.
- ✓ Developed and implemented Global Accessory and Conversion Value Up Plan
- ✓ Developed and globally deployed special projects to drastically enhance productivity of dealer service shops by using IE methods, and to include marketing best practices.
- ✓ Steered key local national sales company's aftersales teams through Global Aftersales Meetings and increased global aftersales profit by 22% in two years.

**AUTECH JAPAN, INC.**

Chigasaki, Japan

President

Oct.2003 – Mar.2005

*Autech Japan is one of affiliated companies of Nissan to plan, develop, manufacture and markets various converted vehicles such as specialty vehicles and life care vehicles.*

- ✓ Directly appointed by CEO of Nissan, as the youngest president in Nissan group.
- ✓ Established mid-term business plan with stretched goals and with global expansion scheme.
- ✓ Initiated change management by applying Nissan Management way.
- ✓ Transformed to optimal organizations, process, rewards, mind-set, through CFT.

**NISSAN MOTOR CO., LTD**

Tokyo, Japan

(April 1984 to September 2003: 19 years and 6 months)

Pilot of Cross Functional Team #1-8 (Conversion Business Development)

Apr.2003-Sep.2003

- ✓ Developed global conversion business development strategy with stretched target and fully approved by the CEO.

General Manger, Domestic Fleet Marketing Department

Jan.2003-Sep.2003

- ✓ Launched new department and new process by integrating captive fleet leasing companies (NFS) with Nissan fleet business marketing.
- ✓ Reinforced operating leasing competitiveness by reducing the maintenance cost of Nissan dealerships; while, maximized overall dealer service turnover.

Pilot of Cross Functional Team #1-7 (Fleet Business Development)

Apr.2002-Dec.2002

- ✓ Impacted on new business process and organization in domestic market by leveraging a captive finance company for more profit and volume expansion to fleet customers in Japan.
- ✓ Led European team to exploit fleet business opportunities.

Pilot of Cross Functional Team #1-3 (Downstream Business Development)

May.2001-Dec.2002

- ✓ Developed Nissan's original package auto insurance in Japan with new scheme by leveraging a captive finance company and maximized COP and penetration rates at dealerships.
- ✓ Strategized about dramatically improving dealer service operations by fully bench-marking Nissan dealers against the most efficient dealership in Japan.
- ✓ Initiated aftersales global organization transformation with key process change by integrating parts and service business development.

Manager, Domestic Service Business Development Dept.

Apr.2000-April.2001

- ✓ Marketed price competitive, shorter waiting, and customer friendly vehicle inspection menu for dealers and deployed them into dealership with training program.

Manager, Parts Administration Dept.

Jul.1999-Mar.2000

- ✓ Benchmarked Renault and Identified synergy opportunities for P&A through the alliance

Assistant Manager, Parts & Accessories Engineering Dept.

Jan.1997-Jun.1999

Supervisor, Parts & Accessories Engineering & Domestic Parts Sales Dept.

Jun.1993-Dec.1997

*(Project leader of New Nissan Second Brand Parts)*

- ✓ Sharpened accessory planning process by directly reflecting target customer's feedback.
- ✓ Developed new second brand ("PITWORK") strategy and expedited the project to launch the brand. Through this effort, won Nissan Golden Prize for the first time in Parts Division.

Staff, Parts Physical Distribution Dept.

Nov.1987-May.1991

- ✓ Coordinated procurement and processing spare parts orders from overseas and domestic distributors through the concept of "Just-In-Time" delivery and production.

- ✓ Solved the parts supply delay hurdle to China by negotiating with China government agency to increase the shipment frequencies; through this accomplishment, won the Nissan President Prize for the excellent contributor of the year.

Salesperson, Nissan Sunny Mie Sales Co. (Car Dealership) Nov.1985- Oct.1987  
Inventory Controller of Spare parts, Parts Physical Distribution Dept. Jun.1984-Oct.1985  
Joined Nissan Apr. 1984

## EDUCATION

**THE WHARTON SCHOOL**, University of Pennsylvania Philadelphia, PA, USA  
 Master of Business Administration May 1993  
 Marketing Major  
 Nissan Motor Co.Ltd Scholarship

**YOKOHAMA CITY UNIVERSITY** Yokohama, Japan  
 B.A. in International Relations Mar. 1984  
 Manager of Public Relations, Yokohama City University Choir

## ADDITIONAL INFORMATION

**Mack Institute Industry Senior Fellow, THE WHARTON SCHOOL,** Oct. 2016 – Present  
 University of Pennsylvania

**Lecturer, THE WHARTON SCHOOL**, University of Pennsylvania Jan.– Mar. 2019  
 Jan.– Mar. 2018  
 Jan.– Mar. 2016  
 Mar.– May 2015

Orchestrated and instructed “Global Supply Chain Management in Japan” and “Sustaining National Competitiveness by Leveraging Capabilities: Japan’s Approach, Progress, and Future Challenges”

**President of the Wharton Club of Japan** Jan. 2016 – Present  
 Tapped into alumni network and reinvigorated the club by increasing club events (from 6 in 2015 to 20 in 2018), organizing the club board and hosting it frequently, and launching a new web site based on Nationbuilder with the guidance of the school. Introduced bank automatic payment withdrawal for paid members and increased the number of paid members from 111 in 2015 to 225 in 2019. Also, to contribute to More Than Ever campaign, encouraged the club to donate \$10,000 to the school with the support of club directors and members.

**Member of the Wharton Executive Board for Asia** Jan. 2011 – Jun. 2020  
 Orchestrated Faculty International Seminar in Japan in 2012 to rebuild relationships between Wharton and Japan and to prepare for future events. In 2013, as an organizing committee members for the Wharton Global Forum in Tokyo, orchestrated the forum which attracted more than 700 participants together with the first GMC, to strengthen Wharton’s ties to Japan. Connected Wharton to local alumni by finding potential clients of executive education via alumni network and helping the school outreach them, by setting up Lauder summer immersion program’s corporate visits and hosted networking events with alumni, and by orchestrating Global Business Week’s visit to Japan and Penn Glee Club’s tour to Japan in 2019. Delivered a keynote speech on “Transformation by Nissan Revival Plan and CFT” at Wharton Asia Business Conference in 2016 and made guest lectures on “New model of partnership: Renault-Nissan alliance” at Nomura-Wharton corporate finance course in 2017, 2018, and 2019.

**Nissan Global Executive Training Advanced Course Trainee** Nov. 2003-Dec. 2005  
 Was selected as one of the 20 trainees out of global Nissan executives to strengthen required competencies and business management expertise.