

พลิกฟื้นกำไร ในภาวะยอดขายซบเซา

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สามารถติดตามข่าวสารสัมมนาหรือบทความเคล็ดลับอย่างการพัฒนารูปร่าง
ได้ตามช่องทางต่อไปนี้



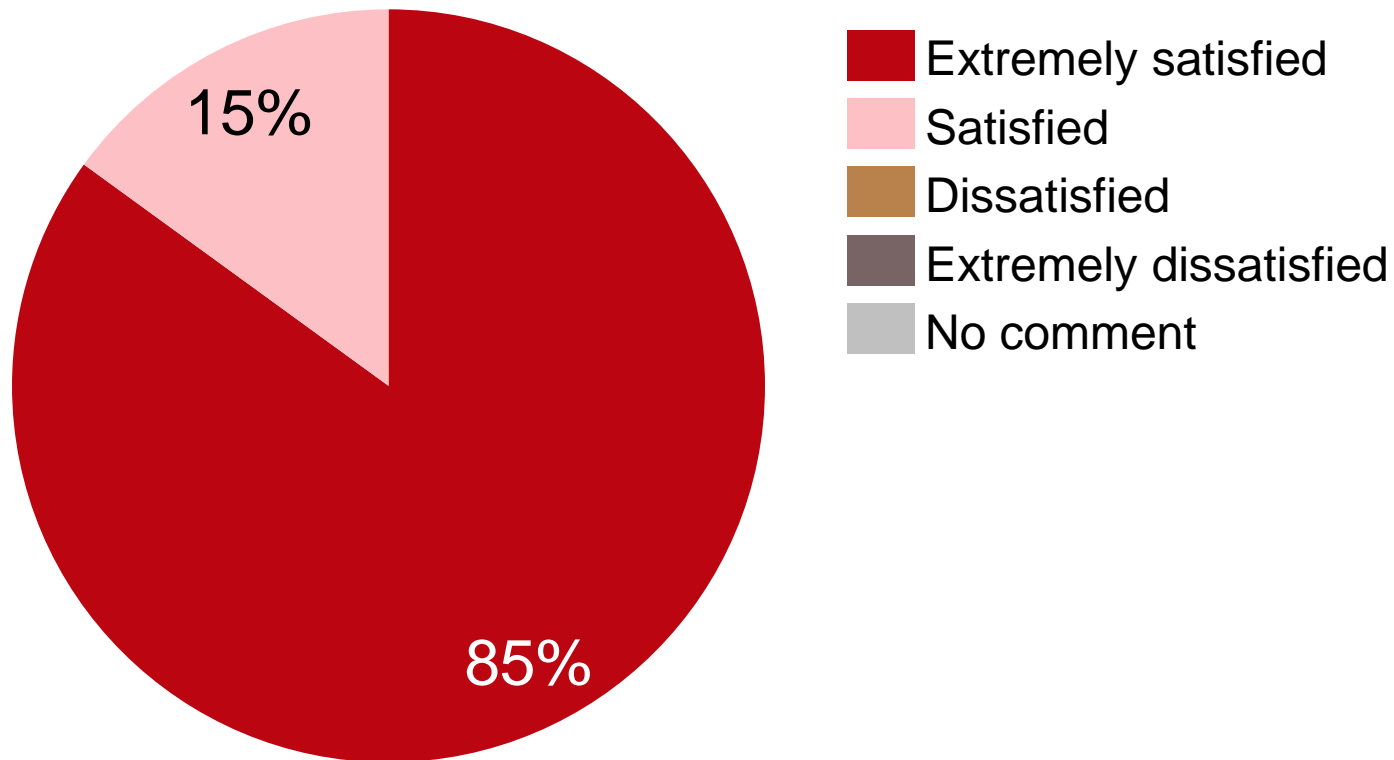
LiB Consulting Thailand



Feedback from the cost down seminar is 100% satisfaction with 85% extremely satisfied

Seminar satisfaction score

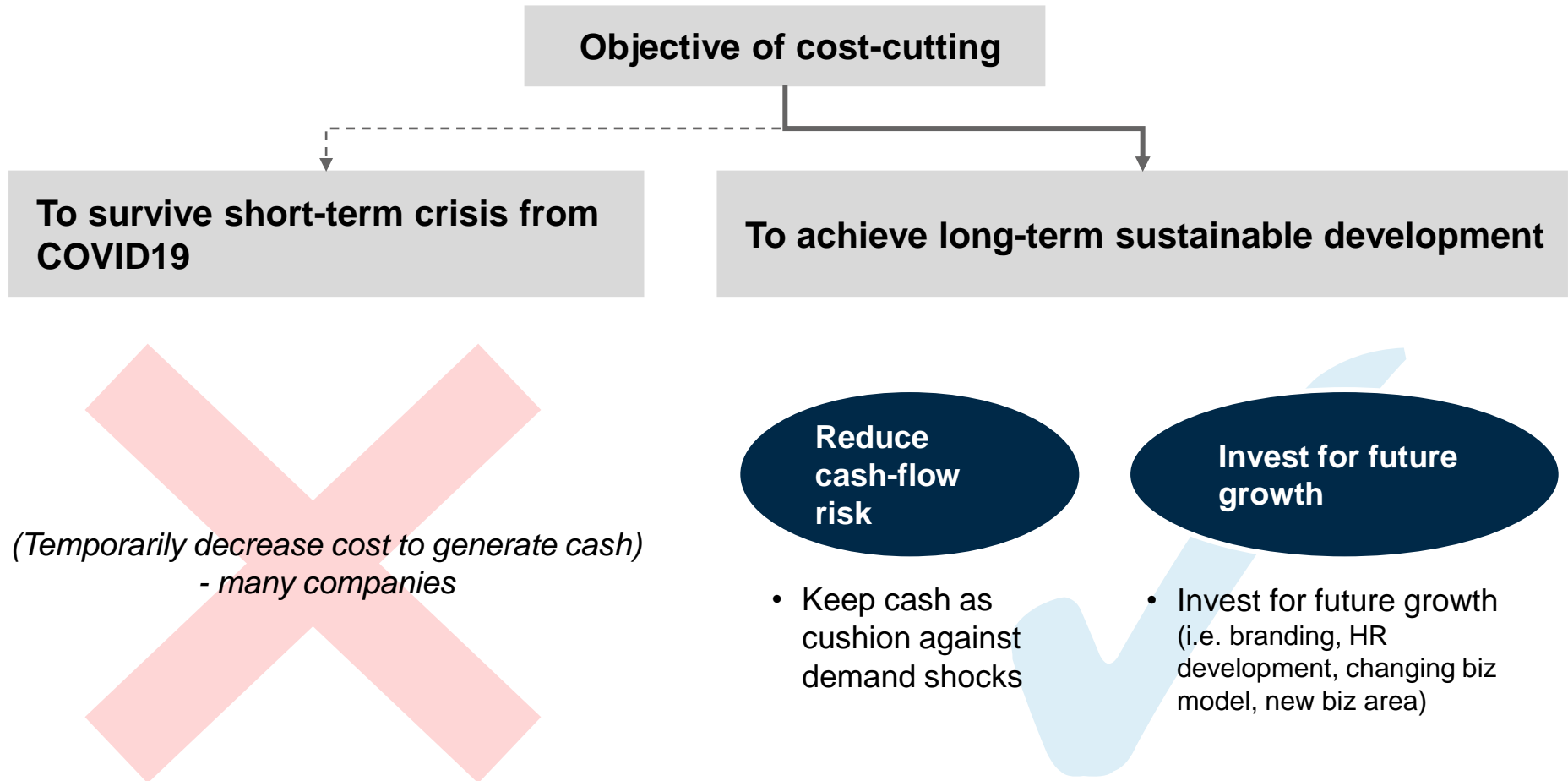
Seminar satisfaction scores



Overview of cost-reduction

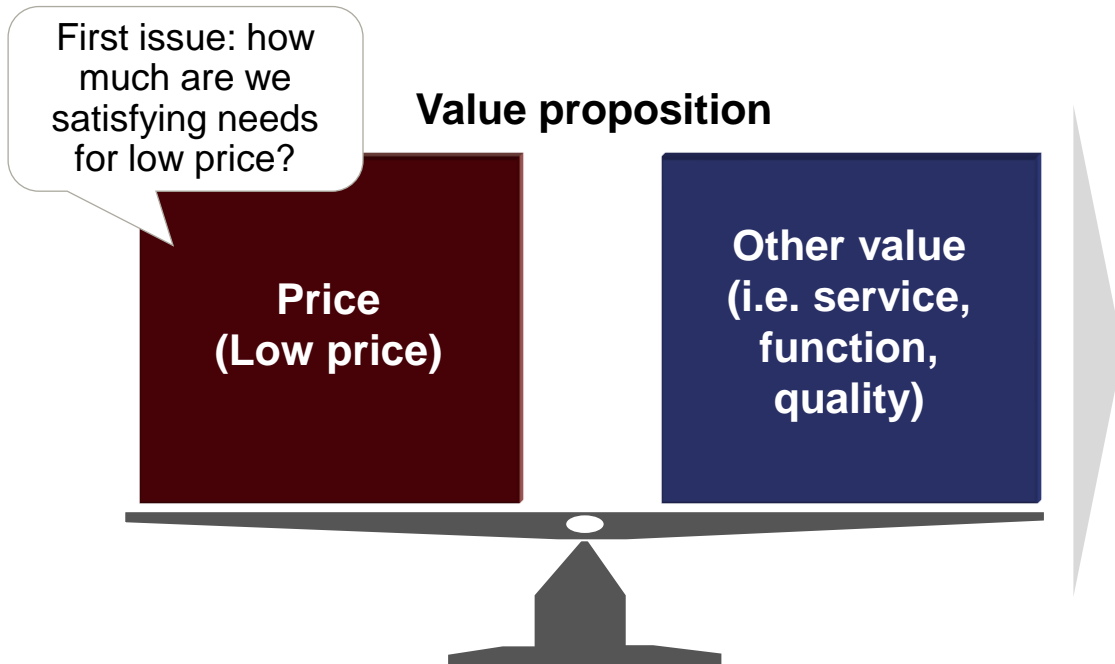
The objective of cost-cutting is to achieve sustainable development in the long run, not only to survive a short-term crisis

Objective of cost-cutting



Regardless of business model, decreasing costs is unavoidable in most cases in order to win and grow

Objective of cost-cutting – viewpoint from strategy & business model



Three main strategies

Need to decide direction for business model: low price or differentiation

1. Overwhelmingly low price (cost leadership)
2. Low price & differentiated product/service
3. Premium price & overwhelmingly differentiated product/service (only one) or barriers to entry etc.

In most cases, it is hard to win only with overwhelmingly differentiated product/services; lower price/cost is unavoidable to win competitors

“Tekisei Thinking” is about adjusting the cost to its correct level by 3As – Ask Analyze and Act

Japanese concept in controlling costs

“Teki” “Sei”

Adjust *Correct*

3As in Tekisei thinking

Ask

- What costs do we have?
- What are the “volume” “price” “conditions” and “supplier” of each item?

Analyze

- Is this item necessary? Really?
- Can we use less?
- Can we make the process more efficient?

Act

- How can we effectively cut costs?
- How can we keep monitoring cost level?

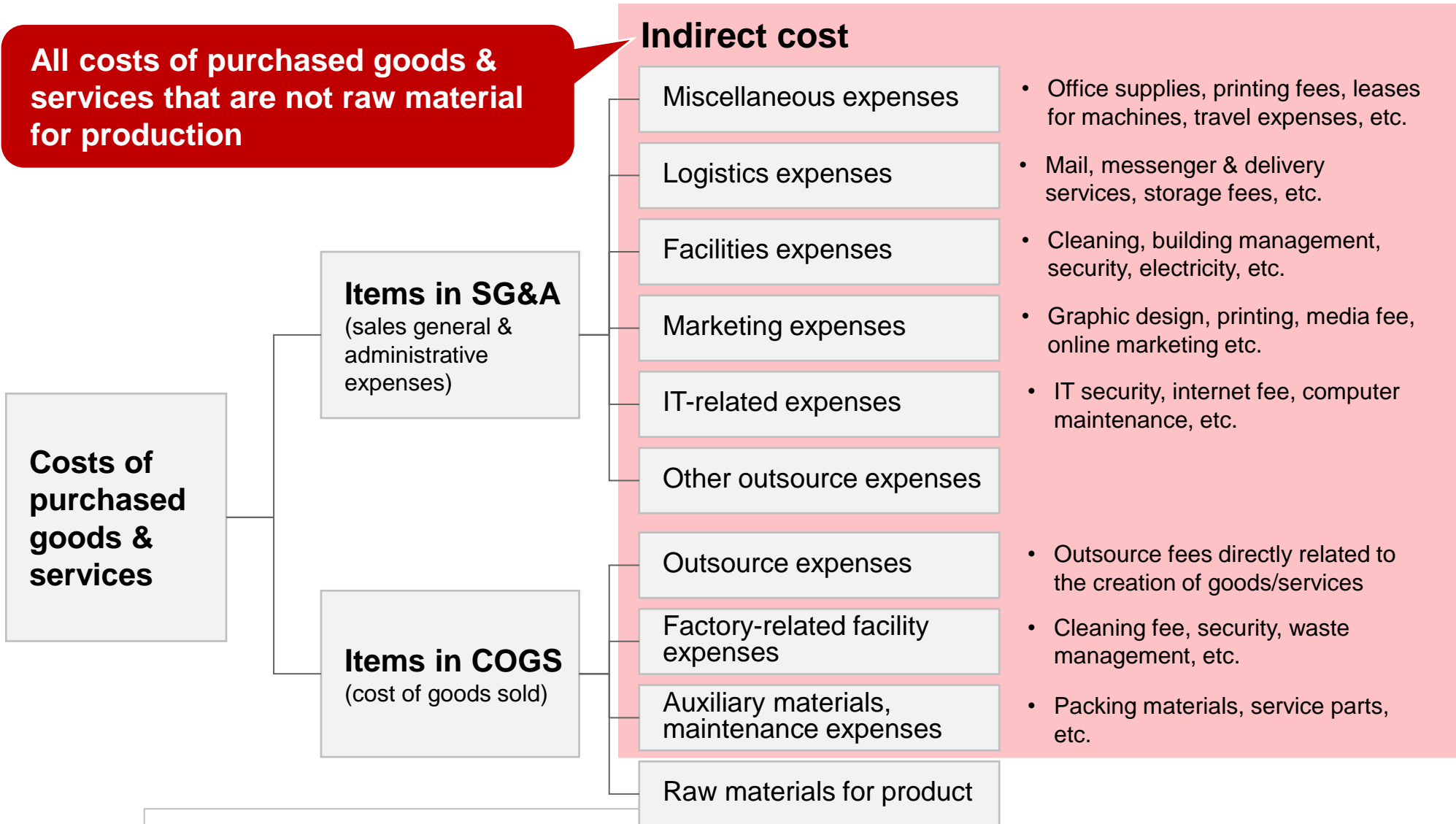
“Tekisei thinking” - Keep adjusting the costs to its correct level

Decreasing indirect cost

Indirect costs refer to all costs of purchases of goods or services from external companies, excluding materials needed for production

What is indirect cost?

All costs of purchased goods & services that are not raw material for production

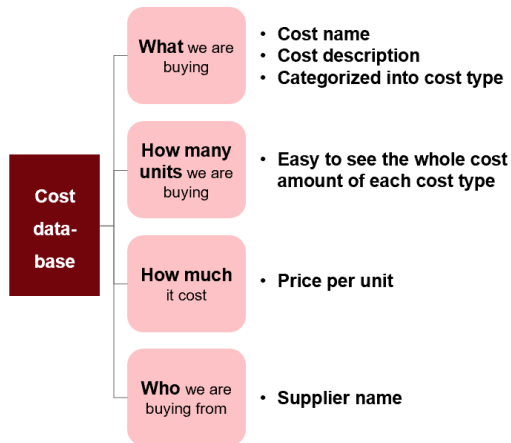


Steps & key points to effectively reduce indirect costs

Recap

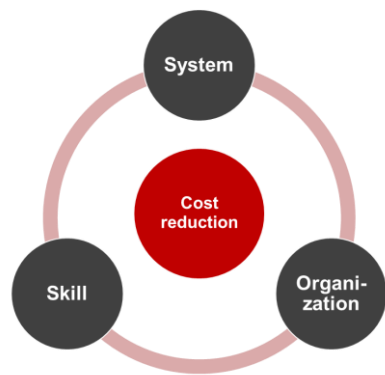
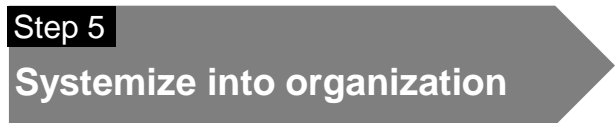
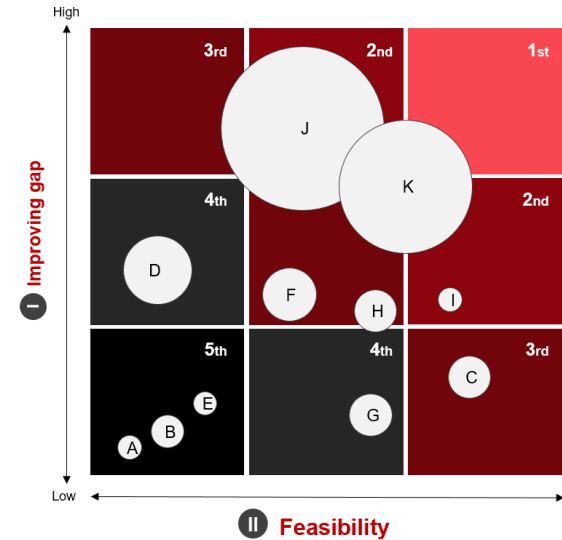
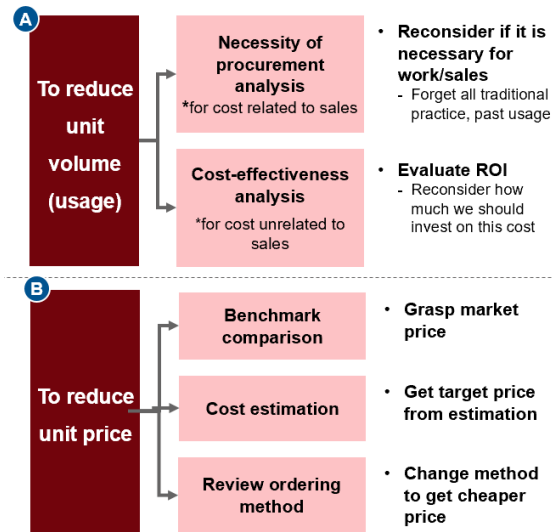


Required database for cost reduction



Cost reduction approach

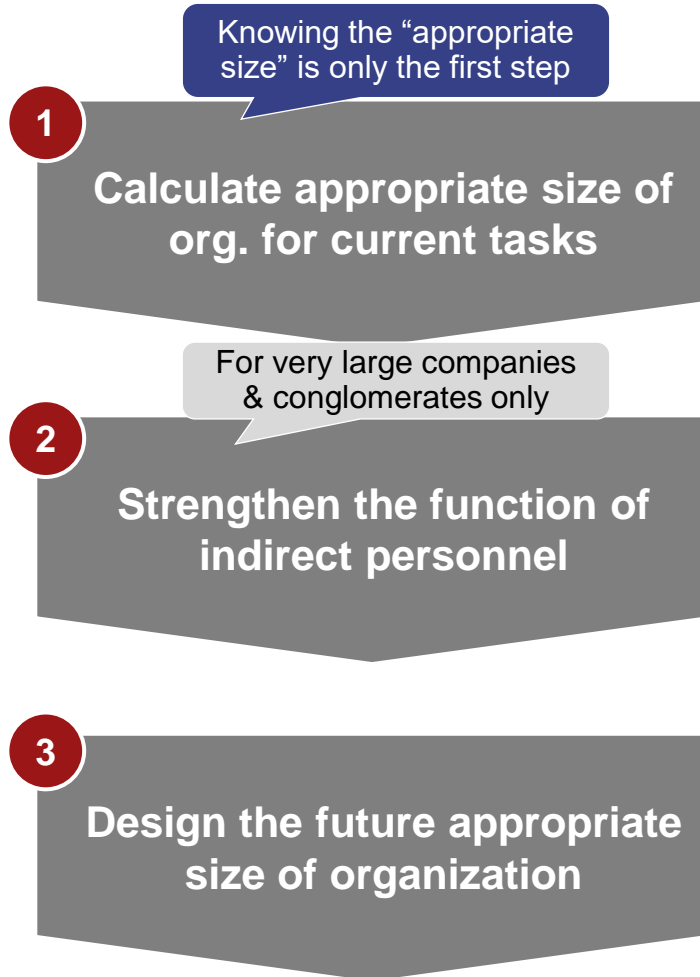
Point



Capacity management - controlling labor cost

Steps & key points of capacity management – controlling labor cost

Recap



- There are top-down & bottom-up approaches
- Perspectives: 1)tasks, 2)do in-house vs. outsource, 3)organization structure, 4)PDCA
- Clarify any centralized function that should exist for sustainable growth
- Match number of full-time personnel to sales revenue in worst-case scenario for max flexibility
- Create logic for sales forecast & adjust variables to forecast worst case

The first step in business reform is to understand the appropriate size of organization

1

Calculate appropriate size of org. for current tasks

Knowing the appropriate scale: The idea of the appropriate scale of the head office department

Top-down approach

(Think from external indicators)

Set the goals of indirect divisions from a macro perspective

(Example)

- Compare with various personnel efficiency indicators (benchmarking)
- Calculate from revenue
- Calculate from the role that head office should do

**Appropriate size
(for current tasks)**

Bottom-up approach

(Calculate manpower needed to do tasks)

Calculate # of people needed to do tasks in indirect divisions from a micro perspective

- Survey each business process and analyze how to increase efficiency
 - Including elimination of wasteful processes

The first step is to understand the appropriate size (=current surplus of personnel) from both top-down and bottom-up perspectives

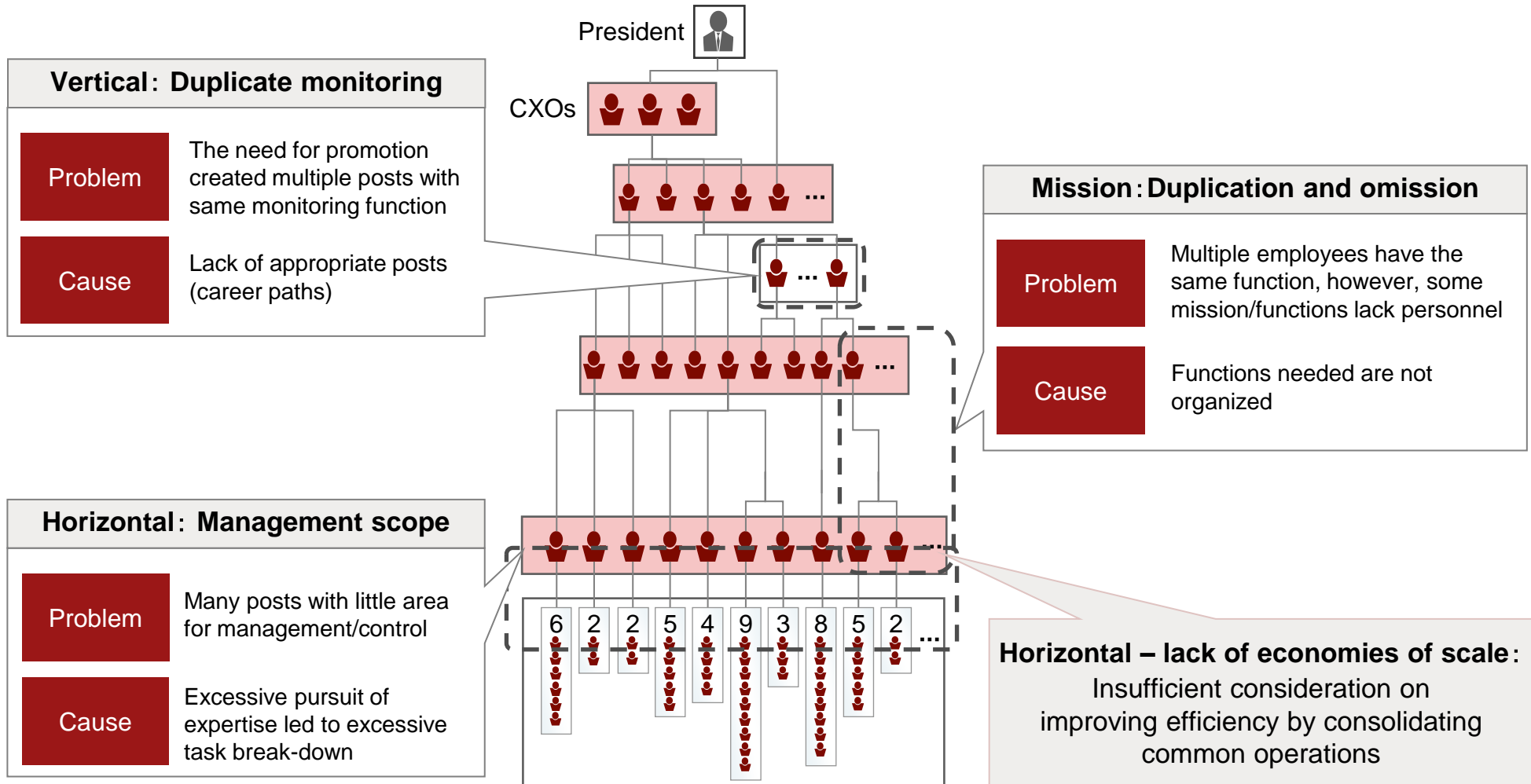
There are many traps in org structure – i.e. “duplicate monitoring,” or “lack of economies of scale”

1 Calculate appropriate size of org. for current tasks

Bottom-up

3 Organization structure

Organization structure



Company profile

Company introduction

Company Name

LiB Consulting Co., Ltd.

Business

Management Consulting

Corporate Philosophy

“To increase companies that makes the world a better place in the next century”

Employees

170 (Total in affiliated companies: 300) - as of January 2020

CEO

Iwao Seki

Offices

Thailand Office

388 Exchange Tower 29F, Sukhumvit Road,
Klongtoey Subdistrict, Klongtoey District, Bangkok 10110

Tokyo Office

Otemachi First Square West Tower 20F, 1-5-1
Otemachi Chiyoda-ku Tokyo

Osaka Office

Yachiyo Shin-Osaka Building 10F 4-1-45 Miyahara
Yodogawa-ku Osaka-shi Osaka

Korea Office

Two IFC 15F 10, Gukjegeumyung-ro, Yeongdeungpo-gu, Seoul



LiB Consulting's value proposition: your genuine business thought partner

“Not only a thought partner at the strategic level but also in-action partner for success”



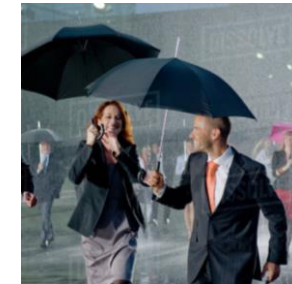
- We have **not only Japanese but also worldwide** subject matter experts who will bring creative yet practical recommendations to you



- At LiB, we focus on providing **not just recommendations but actual results** or value-added deliverables for your business impacts

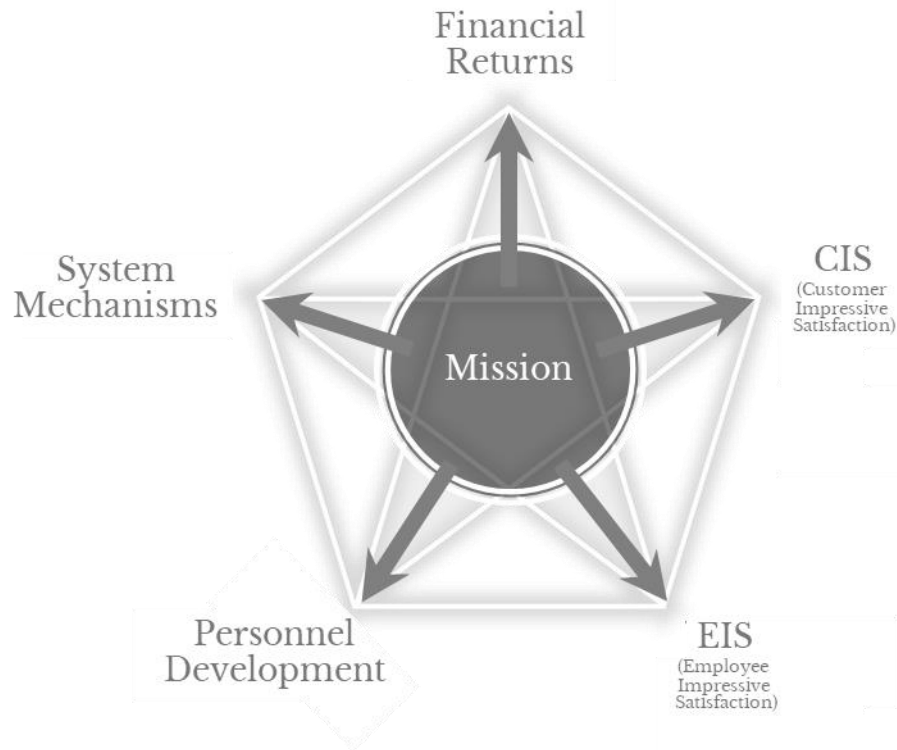


- We put **both management and staff's interests** to ensure that our input is of genuine value



LiB's mission is to increase companies that shape a better world in the next century

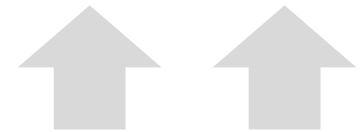
5 Core Pillars as foundation for companies with long-term value focus



LiB has proved to be a part of our clients for business achievement with meaningful impacts

Sustainable competitive advantage


to lift up capabilities for the clients



Characters of successful companies

- ✓ Is ambitious
- ✓ Is unique
- ✓ Has passion
- ✓ Contributes to society
- ✓ Pursues the “five qualities”

LiB aims to help clients to improve and sustain performances in the 5 Core Pillars

LiB Consulting is one of the fastest growing management consulting firms

One stop-shop management consulting from strategy to execution

We offer business and functional strategy and execution practices to several industries



Chemicals



Consumer Products



Energy & Environment



Financial Institutions



Healthcare Systems & Services



Infrastructure



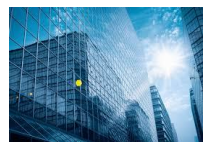
Auto



Real Estate



E-Commerce



Conglomerates



Public Sector



Retail



Hospitality



Telco



Logistics

More than 130 consultants specializing in industry

130+ specialist consultants



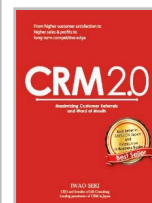
More than 100 clients per year

100

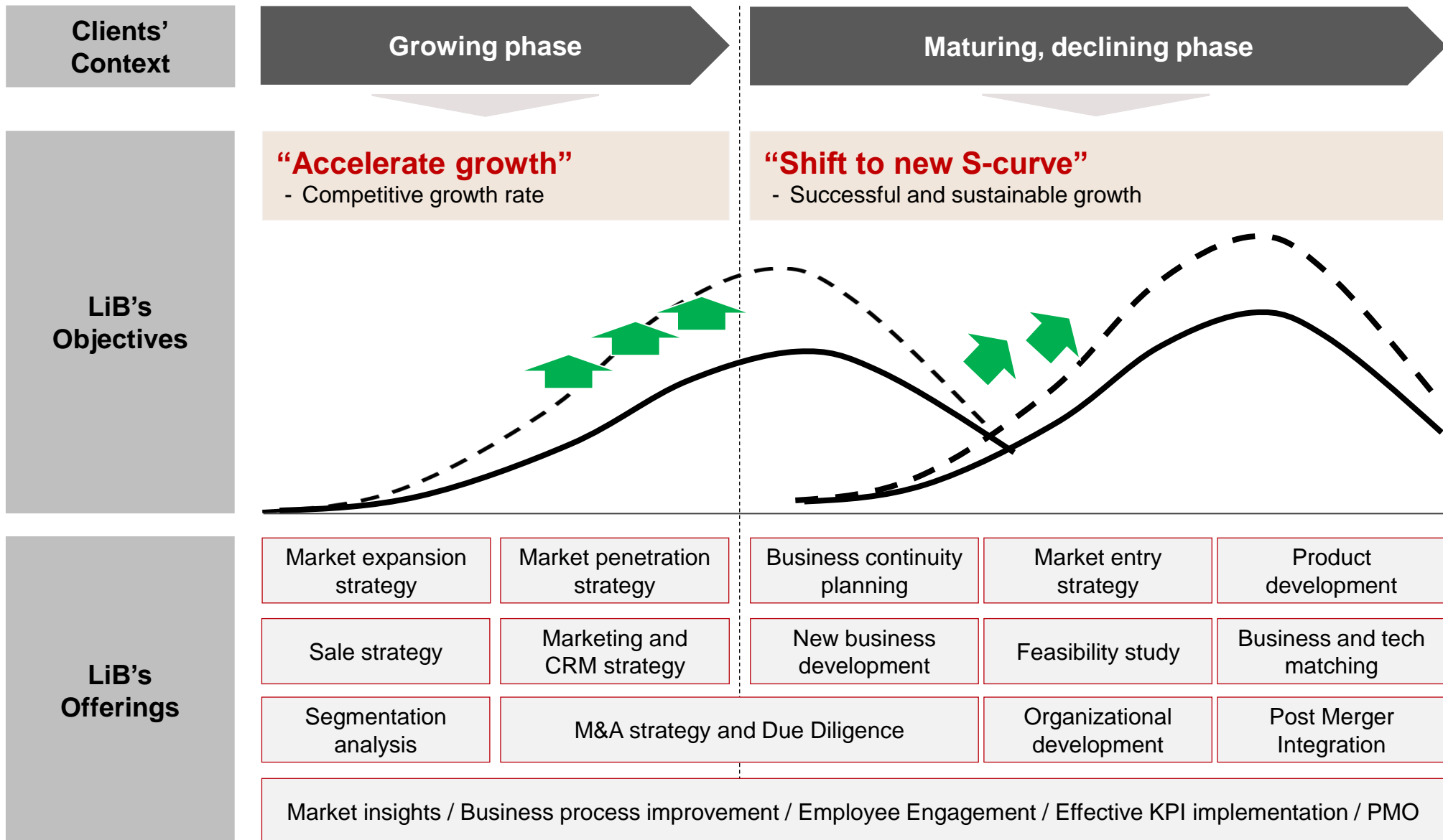
client companies all over Japan



Best selling books



LiB provides consulting practices with experienced team to fit the clients with different needs under different contexts



Track record of business continuity planning (BCP) project – including cost reduction

Industry	Project details
Auto parts manufacturers	<ul style="list-style-type: none"> ➤ Clarify gap for cost reduction in manufacturing ➤ Create action plan for cost reduction execution ➤ Review technology and mechanism for cost reduction ➤ Support implementation of action plan
Industrial Machinery Manufacturers	<ul style="list-style-type: none"> ➤ Clarify the scope for cost reduction in the area of production engineering and manufacturing ➤ Clarify target goals and create action plan for procurement cost reduction ➤ Develop a value engineering feasibility plan with enhanced production technology ➤ Set milestones for each cost-saving expense item
Food and Beverage Manufacturers	<ul style="list-style-type: none"> ➤ Create medium- and long-term capital investment planning ➤ List cost-saving items that can be implemented in the short term, and realize labor savings ➤ Create action plans and milestones for cost reduction execution ➤ Examine production plans and procurement plans linked to sales
Material Processing Manufacturer	<ul style="list-style-type: none"> ➤ Create medium- and long-term capital investment planning ➤ Plan and implement the labor cost reduction plans ➤ Develop and implement a productivity improvement plan to reduce labor cost ➤ Reduce production costs by improving production yields through using IoT
Housing Manufacturer	<ul style="list-style-type: none"> ➤ Reduce construction and installation costs with increased productivity ➤ Increase sales & sales efficiency through manufacturing & sales cooperation ➤ Improve the efficiency of construction management by reviewing the number of construction management man-hours in the field to eliminate waste ➤ Redesign business process to reduce man-hours from design to construction

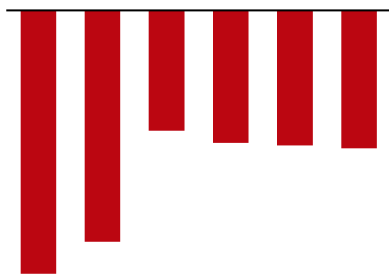
Example of track record: LiB formulate and co-implement cost reduction project to successfully reduce cost, leading to more +10% profit in a year

LiB's client's case: cost down strategy and execution

Issue

- Auto parts manufacturing client wants to **reduce cost to make profit** even facing 50% sales declined due to COVID-19

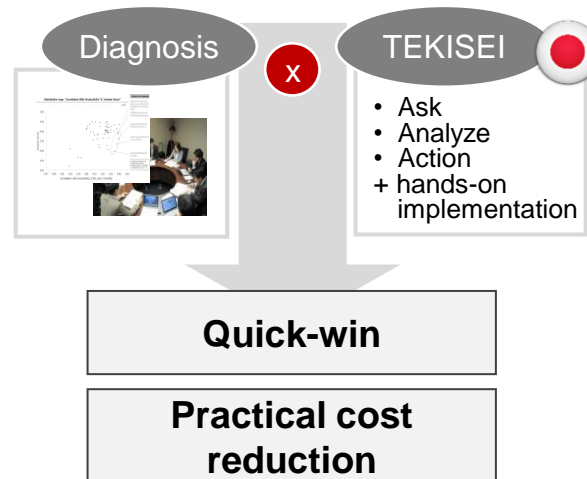
Need to decrease loss



Apr May Jun Jul Aug Sep

LiB's added-value

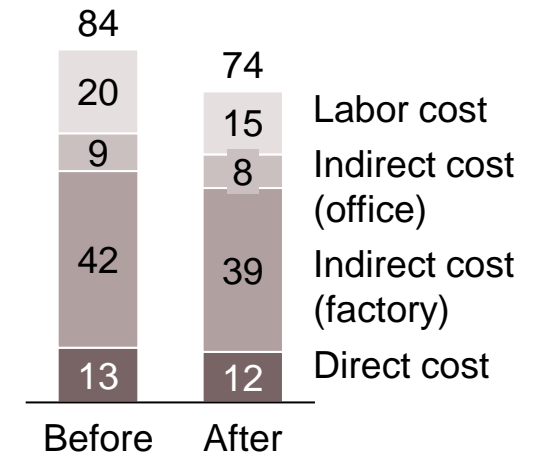
- LiB conducted a **hands-on diagnosis** of overall cost structure and use **TEKISEI best practices** to prioritize and reduce big impact costs -2.8



Results

- In 3 months, we realized -19 million quick-win and **can reduce cost: 10% of sales**

Reduced cost: 10% of sales



LiB has earned trust from leading companies and become their thought partner

Some of our clients across Japan, South Korea and Thailand

SHISEIDO

よろこびがつながる世界へ
KIRIN

HONDA

YANMAR

SONY

FUJIFILM
Value from Innovation

SUNTORY



DUNLOP

NTT

NIKEN®

EPSON
EXCEED YOUR VISION

Pioneer

COSMO

FamilyMart

KAGOME
自然を、おいしく、楽しく。

SAMSUNG



true

DAIKIN

Aji
AJINOMOTO

FUJI XEROX

HITACHI
Inspire the Next

airbnb

今日を愛する。
LION

LiB has earned industry recognition in media and public relations in Japan for proven knowledge and know-how to help clients achieve their goals

Newspapers

Leading newspapers LiB Consulting has been featured in



Magazines



Harvard Business Review



Nikkei Business



Keizaikai



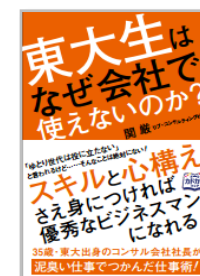
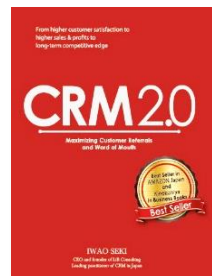
Business Chance



Strategic Management

Publications

Publications by CEO and consultants



Key reasons why LiB can be an effective thought partner for you

Experience



- LiB has extensive experience in several practices to address issues for management

Implementation



- LiB is capable of implementing the consulting practices we offer to clients

Success



- LiB has successful track records in driving measurable results for clients

Best practices from Japan

Delivery team in local contexts

Our hands-on approach and commitment to results, combined with international expertise, leads to high customer satisfaction and retention

What makes LiB different?



Not only offering consulting practices, LiB also successfully utilize our know-how to drive our own organization

Examples of results for LiB implementing know-how at LiB

Various aspects of organizations to increase engagement

- Platforms for employee to point out the problems and propose solutions to make company a better place.
- Using engagement survey to diagnose problems and monitor improvement actions
- Monthly, quarterly, and annual awards to motivate employees
- Coaching sessions to share employee's career development path and company's visions
- LiB's university to educate young consultants
- "LiB Mind" activity to develop employees' mindset and increase empathy towards company mission

Won "**best workplaces**" award for **4 consecutive years** out of 480 companies



2nd place of "**best motivation company**" 2019 out of 1,213 companies

