

Introduction

About me...

- Asahi Beverages is a \$2bn in ANZ, employing 2500 people, with products such as Pepsi, Cool Ridge, Solo, Schweppes, Asahi, Vodka Cruiser, Estrella, Mountain Goat.
- In charge of our IT and Shared Services operations across ANZ with approx. 50 employees and over 150 FTE in various outsourced partners.
 - Highly integrated and automated: If our IT systems stop then our business stops.
 - Critical services of call centre, payroll, accounts payable and accounts receivable.

Asahi Beverages in Asia

- IT support services delivered out of India – Kolkata and Hyderabad
- Shared Services operations out of The Philippines – Cebu.
- Dotted line reporting to Asahi Japan - Tokyo.

How has engaging in Asia helped grow the business?

- Outsourcing: Significant cost reduction as a result of outsourcing
- Outsourcing: Improved customer service levels and revenue growth
- Faster internal approvals for major investments
- Establishing our ANZ operations as a regional provider for the global business

Introduction

What difficulties/hurdles/barriers can be faced when doing business in Asia?

- India: Strictly process driven – culturally will not ‘think outside the box’
- Outsourcing: key staff retention
- Japan: I am not Japanese!.....relationship driven, very structured with informal and formal reporting/approval lines, and requires a lot of effort to achieve a management decision- ‘nemawashi’.

What are the main things companies can do to ensure success?

- Local presence/ trusted partners...a local manager paid by you
- Plan to travel if you’re not based in Asia...& a translator that you know and pay!
- Strong senior management relationships required
- Strong Service Level Agreements with partners – financial impacts of non performance that are able to be enforced.