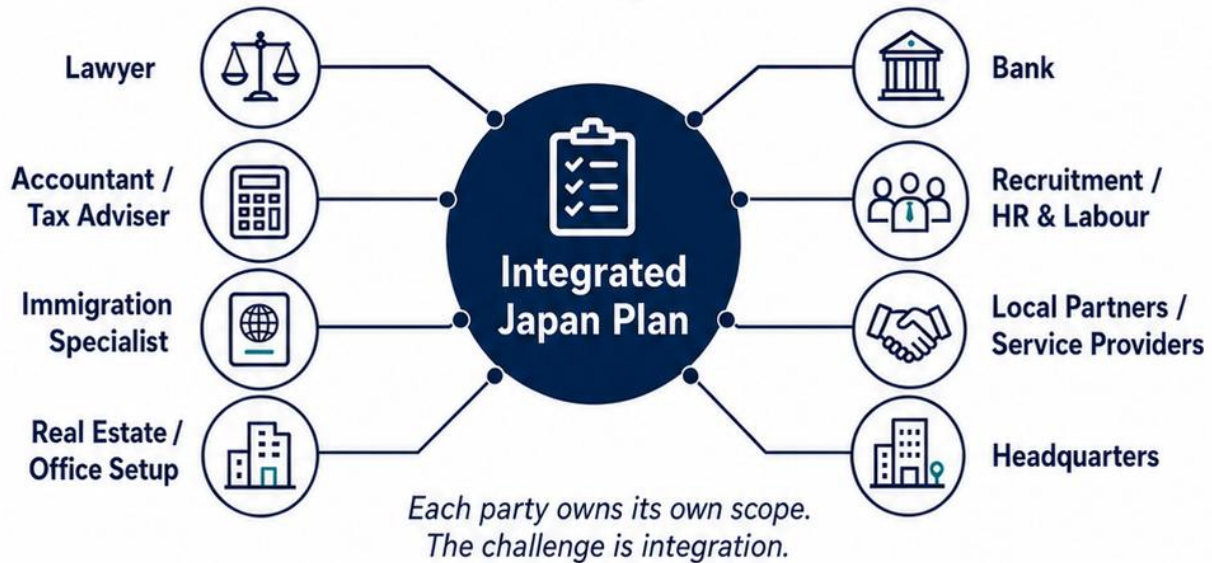


Cross-Border Execution Insights #5

When Several Advisers Are Involved, Who Owns the Integrated Japan Plan?



When no experienced Japan lead connects the work

- Advice is not translated into management decisions
- Documents are prepared separately and become inconsistent
- Dependencies between workstreams are missed
- Headquarters cannot see what remains unresolved
- Meetings occur without a clear follow-up process
- No one maintains the full decision, action and risk record



An integrated Japan-entry plan should define

- The management decision to be made
- Executive sponsor and decision rights
- Workstreams and responsible parties
- Required information and evidence
- Dependencies and deadlines
- Unresolved risks and escalation points
- Handover to the permanent Japan organization



Role of a Japan-side project coordinator

A project coordinator does not replace licensed professionals. The role is to help management define what must be decided, prepare coherent information, coordinate communication, maintain the integrated plan, and ensure the client understands what remains to be done.



Before appointing multiple advisers, ask:

Who will connect their work into one management process?

#CrossBorderExecution #JapanMarketEntry #ProjectCoordination #DecisionSupport #InternationalBusiness

When Several Advisers Are Involved, Who Owns the Integrated Japan Plan?

EXECUTIVE TAKEAWAY

Selecting the right specialists is essential. But someone must connect their work into one management process and keep decisions, dependencies and unresolved risks visible.

Why integration becomes a management issue

- Japan-entry projects often involve lawyers, accountants, tax advisers, immigration specialists, banks, real-estate advisers, recruitment and labour specialists, service providers, local partners and headquarters.
- Each party may take responsibility within its own scope. The difficulty arises when no experienced Japan lead connects those scopes into one management process.

Typical consequences

- Advice is received but not translated into management decisions
- Documents are prepared separately and become inconsistent
- Dependencies between workstreams are missed
- Headquarters cannot see what remains unresolved
- Meetings occur without a clear follow-up process
- No one maintains the complete decision, action and risk record

What an integrated plan should identify

- The management decisions to be made
- The executive sponsor and decision rights
- Each workstream and responsible party
- The information and evidence required
- Dependencies, deadlines and sequencing
- Unresolved risks and escalation points
- The handover to the permanent Japan organisation

Role of a Japan-side project coordinator

- The coordinator does not replace licensed professionals. The role is to prepare coherent information, coordinate communication, maintain the integrated plan and ensure that management understands what remains to be done.

**Each party may own its own scope.
The management challenge is integration.**