

# バイ交渉スキル強化シミュレーション

2015年1月16日（金）13:00～16:00

下記のシナリオに基づいて、合併事業企画案に関する3社間の利害関係を認識しながら、現実的な交渉を成立させる演習を行います。ビジネス・コミュニケーションの究極の目標は、“to motivate your business customers and counterparts to do what you want them to do”であるという認識に基づいて、どのようなメッセージの内容と話し方が効果的かを考えて、プレゼンの構成と表現方法を工夫してみてください。

## 【シナリオ】

あなたは、下記の合併企画案の内容に基づいて、Chiyoda Industries を代表して RePower Battery 社と Shibaura Technology 社の代表に、使用済み電池の再利用ビジネスのための合併事業の提案をすることになりました。合併事業企画案をよく読んで、

- ① 10分程度で、事業の性格、趣旨、実現可能性、役割分担、競争優位性、外的与件、リスクの性格と範囲およびリスク管理策、工程表、将来展望などについて自由な発想で簡潔に表現し、RePower 社と Shibaura 社の賛同を得るためのプレゼンを準備してください。シナリオでは触れられていない事柄（例えば、5～10年の収益予想など）についても、ある程度現実的な前提条件を付して適宜グラフの形で提示してみるのも一案です。PowerPoint などの visual aid の活用も検討してみてください。
- ② 次に、②Chiyoda 社のそのプレゼンを聴いた RePower 社と Shibaura 社が、表明すると予想される質問、反論、再提案などを、それぞれの会社の立場から3～5点を簡潔に纏めてください。
- ③ さらに、③各社の立場から他の2社の主張や意思表示に対して予想される反応についても簡単に纏めてください。

午後に予定されているロールプレイ・セッションでは、3社を代表する3つのグループに分かれて、交渉のシミュレーションを行います。バイ交渉での発言のインパクトをより強くするための有効な手法として、2社の主張や視点をより客観的に解釈・分析するため3社目の存在を加えて、それぞれの主張や視点の有効性を検証することが、この演習の狙いです。当日3社のうちどの会社の role play を担当するか判りませんので、上記①～③のすべてを準備してセミナーに参加してください。

## 合併事業企画案

### Proposal for Recycling of Used Batteries

Chiyoda Industries is going to offer the following proposal in response to RePower Battery's request to form a joint venture in Japan for recycling used batteries. Chiyoda

has found a qualified third party, Shibaura Technology, to operate the actual business and has had a series of discussions concerning Shibaura's functions in this project.

**Joint venture model:**

RePower Battery, Shibaura Technology and Chiyoda Industries will establish a joint venture.

**Capital:**

USD 90 million

Each party will invest approximately one-third of the capital. As the joint venture is not expected to turn a profit for a few years, each partner will contribute equally to increasing the capital of the joint venture in order to manage its deficit.

**Scope of responsibility of joint venture partners:**

|           |                                                                                                    |
|-----------|----------------------------------------------------------------------------------------------------|
| RePower:  | Supply recycling technology to the joint venture                                                   |
| Shibaura: | Operation of the joint venture and supply of office, factory, land to the joint venture            |
| Chiyoda:  | Collection of used batteries and sales of valuable materials collected from the recycling process. |

**Business model**

1. Chiyoda and Shibaura will collect used lithium primary batteries, secondary batteries, sodium-sulfur batteries, and fuel cells through local governments and factories.
2. The joint venture will process used batteries and extract valuable materials.
3. The joint venture will entrust operation of a recycling plant to Shibaura.
4. RePower will supply recycling technology to the joint venture.
5. The joint venture will pay a royalty for the recycling technology to RePower.
6. The joint venture's income will come from battery collection fees and sales of extracted valuable materials.

**Technical royalty:**

RePower will be paid a technical royalty of US\$ 3 million per year in the initial stage of operations, which will be adjusted upward as the joint venture's profit increases.

**Investment in equipment:**

Shibaura estimates that the recycling equipment with the following processing capacity

will cost about ¥70 million.

Capacity: 100 kg/hour = 150 mt/year

Shibaura will bear the cost of setting up the equipment.

Regarding the feasibility of this business model, in major population centers in Japan, consumer batteries are collected by local governments as part of their garbage separation programs, and public compliance is generally high. Factories, on the other hand, are required to provide environmentally sound disposal measure for batteries. This ensures a stable supply of used batteries from fixed sources.

The market for recycled materials from used batteries is still in its infancy, which is the main reason for the projection of a deficit in the joint venture's initial years. Chiyoda will use its industry ties to promote increased usage of such materials, stressing both cost saving and the PR benefits of good corporate citizenship.

At present, the joint venture would have no direct competitors in Japan, as no company combines collection, extraction and sales functions. However, as the use of recycled battery materials expands and government regulations on the disposal of consumer batteries tighten, Chiyoda expects new players to enter the market. Chiyoda is confident that if the joint venture company can establish a dominant position early enough, the company should be well situated to meet that challenge.

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