



慶應義塾大学ビジネス・スクール

Sunstar Inc.

In November 2006 Sunstar Inc.'s Media Promotion Division was examining its marketing communications strategy for toothbrushes, one of its key products.

The toothbrush is one of the main categories of oral care, along with toothpaste, mouthwash, and dental floss. The toothbrush is an important category for Sunstar, which has been providing products to the oral care market for many years. Since the toothbrush has a close relationship with other categories of oral care, any brand management or marketing communications strategy can not be undertaken for the toothbrush alone.

Oral care is Sunstar's primary business, and in 2006 it accounted for about 81% of Sunstar's consolidated sales of 69.2 billion yen. To deal with rivals coming up from behind in this core business division, the Media Promotion Division was looking for an effective marketing communications strategy for oral care products, particularly for toothbrushes.

History of Sunstar Inc.

As of October 2006 Sunstar consists of four business operations-fields. They are the Mouse and Body and the Health and Beauty operations-fields of Sunstar Inc., and the Chemical and the Motorcycle operations-fields of Sunstar Engineering Inc. Although Sunstar has a strong image in oral care, such as toothbrushes and toothpaste, the company started with manufacturing and sales of rubber glue for bicycles and other bicycle parts. Sunstar's origins are closely related to two-wheeled vehicles.

In September 1941 Mr. Kunio Kaneda, who would later become the first president of Sunstar Inc., established the Teikoku Godo Gomu Kogyo Ltd. in Osaka and started manufacturing rubber glue for bicycles and footwear. In 1946 the first Sunstar Toothpaste was created. The same technique used to

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fill a tube with rubber glue was applied. At that time, tooth powder was the main cleanser that people used for their teeth. Sunstar successfully developed a metal tube container and manufactured toothpaste in a tube. This was the beginning of Sunstar's toothpaste business. Sunstar began selling Medicated Toothpaste Sunstar Shionogi in 1948, thereby starting the manufacture and sale of medicated toothpaste.¹⁾ In 1953 Sunstar started manufacturing the Sunstar Toothbrush. Sunstar now had three major brands in oral care. In 1984 the company started selling the Sunstar Do Toothbrush. In August 1988 Sunstar acquired the American company John O. Butler, creating a basis for entering the world market in the oral care business. The next year, in 1989, Sunstar started selling the G·U·M series, which is a system to prevent periodontal disease. The company started selling Ora2 toothpaste, which adsorbs and removes plaque, in 1998.

Manufacturing and selling bicycle parts, which had started from the sale of rubber glue for bicycles, the origin of Sunstar, expanded gradually and came to include gears and cranks among nearly 100 bicycle parts. In November 1946 Tomoe Industrial, which would become the basis of the present Sunstar Engineering Inc., was established. Tomoe Industrial's gear cranks were of very high quality and received an award from MITI in March 1951 for being Japan's highest-quality gear cranks. Now the business of gear cranks for bicycles has grown into the metals business field, such as producing high-precision sprockets and brake disks for use in motorcycles. These products have been adopted by all domestic makers of two-wheeled vehicles, and overseas by Harley-Davidson.

Sunstar entered the motorcycle business in 1965. In 2002 the company developed an electric assist system for bicycles and sold the Intelligent Bike series—the DS-20Li, BX-20Li, AL-14, SP-16, etc.—of foldable electric-assisted bicycles. In late June 2006, when then-Prime Minister Koizumi visited the United States, he presented an AL-14 Intelligent Bike as a gift to then-President Bush, who enjoys cycling.²⁾

Rubber glue for bicycles evolved into the technology of polymer chemistry and expanded into the chemical business field, such as synthetic adhesives and sealants. Sunstar now manufactures paints as well as adhesives and sealants for houses.

The Health and Beauty business has also grown. In February 1966 Sunstar set up a joint venture with Alberto Culver Co. in the US, establishing Alberto-Sunstar Co., Ltd., and entered the hair care field with the VO5 brand. Sunstar created a male hair shampoo market in 1968 with Tonic Shampoo. In May 1985 the company opened the Holistic Kenko Dojo (Shinshin Kenko Dojo, *i.e.*, Health Center), and in 1987 started selling the Kenko Dojo series, which incorporated the ideas of the Sunstar Holistic Kenko Dojo.

As of March 2006 Sunstar's sales were 69.2 billion yen in consolidated accounts and 51.1 billion yen in a separate account. Table 1 shows the consolidated balance sheet, and Table 2 is a consolidated statement of income. The sales ratios of the three business groups are: about 81% for oral care, about 14% for health and beauty, and about 5% for other businesses.

1) In September 1969 Sunstar dissolved its sales partnership with Shionogi Pharmaceutical and centralized its production and sales.
2) Sunstar Inc. PR material; www.i-bike.jp/images/company/PR_060705_ibike.pdf

Table 1 Consolidated Balance Sheet

(millions of yen)

Item		Current fiscal year As of Mar. 31, 2006	Previous fiscal year As of Mar. 31, 2005	Item		Current fiscal year As of Mar. 31, 2006	Previous fiscal year As of Mar. 31, 2005
Current assets	Cash and cash deposits	5,787	5,258	Current liabilities	Notes and accounts payable, trade	5,448	4,974
	Notes and accounts receivable, trade	8,958	8,509		Short-term debt	450	500
	Inventories	5,348	4,355		Current portion of long-term debt	1,060	230
	Deferred income taxes	571	604		Accrued expenses	8,270	7,530
	Other current assets	1,170	1,169		Other current liabilities	1,740	1,856
	Total	21,836	19,898		Total	16,970	15,090
Fixed assets	Buildings and annexed structures	3,956	4,098	Fixed liabilities	Bonds	9,707	9,707
	Machinery, equipment, and vehicles	3,327	3,061		Long-term debt	1,704	1,784
	Land	9,178	9,645		Reserve for retirement allowances	4,137	4,302
	Others	1,737	1,526		Other noncurrent liabilities	926	288
	Tangible fixed assets	18,199	18,331		Total	16,476	16,084
	Goodwill	12,379	11,624		Total Liabilities	33,446	31,175
	Others	1,797	2,227	Common stock	10,782	10,782	
	Intangible fixed assets	14,176	13,851	Capital reserves	12,338	12,338	
	Investment securities	7,805	6,314	Retained earnings	9,613	8,462	
	Deposits, and security money	744	886	Revaluation of investment	3,566	1,865	
	Others	1,082	1,677	Translation adjustment	-2,169	-3,230	
	Investments and other assets	9,633	8,879	Treasury stock	-3,379	-36	
	Total	42,010	41,063	Total Shareholder Equity	30,750	30,181	
Deferred assets	350	395	Total Liabilities and Shareholder Equity	64,197	61,356		
Total Assets	64,197	61,356					

Notes:

1. There were 10 consolidated subsidiaries during the fiscal year under review.
2. Any fractional sum less than 1 million yen is discarded.

Table 2 Consolidated Statement of Income

(millions of yen)

Item	Current fiscal year Apr. 1, 2005, to Mar. 31, 2006	Previous fiscal year Apr. 1, 2004, to Mar. 31, 2005
Sales	69,182	63,878
Cost of goods sold	23,696	21,630
Selling, general, and administrative expenses	40,688	38,039
Operating Income	4,797	4,208
Other income	483	254
Other expenses	1,526	1,416
Ordinary Income	3,754	3,046
Extraordinary income	2	65
Extraordinary loss	689	649
Net interim before Taxes	3,067	2,462
Income taxes—current	1,355	1,135
Income taxes—current deferred	20	82
Net Income	1,691	1,243

Of Sunstar's consolidated sales, more than 70% of sales are in Japan, and about 25% are overseas. Sunstar's management aimed to increase the overseas sales ratio and turn the company into one that makes rapid progress in the wider world. The company pursued a plan to become a "One and Only in Uniqueness," not only in its products but also in every aspect of its management, and aimed to become "the only one" in the minds of people all over the world. On February 14, 2007, SSA Inc., which is a 100%-owned subsidiary of Sunstar SA (a Swiss company that plans to act as Sunstar group's general headquarters in Switzerland, headed by Sunstar Chairman Hiroo Kaneda), expressed its intention to make a takeover bid (TOB) for Sunstar. This TOB was a management and employee buy-out (MEBO) in which the management and employees together make a TOB to significantly limit the number of shareholders. Management and employees can then work under a system of "management by all members as one body" so that drastic management reforms toward globalization can be accomplished promptly and flexibly without any impact from short-term changes in performance.

On March 16, 2007, the TOB by Sunstar SA of 650 yen per share ended successfully with 52.63%, a voting rights base of 28,450,000 shares of subscription. As a result, Sunstar Inc., which was listed in the Second Section of the Osaka Securities Exchange in October 1961 and the First Section in April 1965, will be delisted from the exchange around the end of July 2007. Afterwards, it plans to establish the core of group management functions in Switzerland and accelerate growth of the group in the world market.

The Oral Care Market

The oral care market as a whole is said to be worth 160 to 170 billion yen. Oral care includes mouthwash and dental floss in addition to toothbrushes and toothpaste. The largest product category within the oral care market is toothpaste, which is worth about 80 billion yen. Of this, Sunstar Inc. estimates the market size for toothpaste excluding mouthwash is a little over 63 billion yen. In this toothpaste market, besides second-in-the-industry Sunstar, competitors are Lion and Kao. The liquid toothpaste market (*i.e.*, mouthwash, dental rinse), which has been growing in recent years, is estimated to be worth about 20 billion yen. In this market Sunstar securely holds the number 1 position with a wide margin over other companies. Lion, Pfizer, and Earth Chemical are present in this market.

The second oral care product category following toothpaste is toothbrushes. The market size for toothbrushes is thought to be a little over 37 billion yen. Here again, besides second-in-the-industry Sunstar, competitors are Lion, Kao, and Johnson & Johnson. Growing as much as mouthwash is dental floss. The market size is now considered to be a little less than 10 billion yen. In this market, Sunstar is at the top, and Lion, Johnson & Johnson, Kobayashi Pharmaceutical, Jacks Co., and others are participating.

A distinctive feature of the oral care market in recent years is the expansion of categories. Oral care used to involve a toothbrush and toothpaste, but recently the market for bad breath-preventing gum, tooth decay-preventing gum, and other functional chewing gums has been expanding remarkably.

There was an estimate that the market size for functional chewing gum a few years ago was only about 80 billion yen, but it has reached about 120 billion yen in the last few years. From an early stage Sunstar's Media Promotion Division has been aware of the necessity of marketing responsively on the expanding oral care market and the intensifying competition through the appeal of oral care in these other categories.

In the oral care market, it was estimated that an advertising cost of about 12 billion yen in total was spent for toothpaste, and about 3 billion for toothbrushes. This ratio, about 4:1, was higher than the ratio of the market sizes, which was about 2.5:1. Toothpaste was the main category in expenditures for communications strategy. In sales and in expenditures for advertising, toothpaste was the leading force in the oral care market. Toothbrushes were not actively advertised by manufacturers. Sunstar started the "Find My Toothbrush" campaign, which was deployed on haburashi.com.

Sunstar's Three Major Toothbrush Brands

Sunstar's toothbrush brands are G•U•M, Sunstar Do, Ora2, and Butler. The main subjects of the "Find My Toothbrush" campaign deployed at haburashi.com were the three major brands, G•U•M, Sunstar Do, and Ora2.

G•U•M

Sunstar conducted joint research on periodontal disease, which is a general term for gingivitis and periodontitis, at the State University of New York at Buffalo in 1979. This research identified a periodontal pathogen. In 1987 Sunstar succeeded in stably blending the bactericide CPC, which kills periodontal-disease bacteria. In 1989 Sunstar started selling the G•U•M Home Dentist series, which prevents periodontal disease. In the past, treatment of symptoms was central, but a variety of G•U•M series were provided to the market based on the idea that treatment of causes is the effective way to prevent periodontal disease, with the concept of providing a lineup that can provide total care for periodontal disease. The G•U•M Care series was released in 1997, and in 1999 and 2004 new packaging was introduced. In 2005 the G•U•M Medical series was released, and in 2007 the G•U•M Activital series was introduced.

Sunstar also has been actively involved in conference activities on periodontal disease. Examples include: the 1990 international conference on prevention of periodontal disease, "The periodontal pathogen and the host's immune response"; the 2000 Anniversary Meeting of the Japanese Society of Periodontology held with the American Academy of Periodontology; the most recent 2001 periodontology symposium cosponsored by the State University of New York and Okayama University Dental School; the 2002 specialist meeting on oral health and whole-body health, sponsored by the Sunstar Foundation for Oral Health Promotion; and so on.

G•U•M has achieved more than 35 billion yen in sales worldwide. As of 2006 it provides a product line of toothbrushes, toothpaste, mouthwash such as dental rinse and dental conditioner (released in February 2007), electric toothbrushes, and dental floss.

Figure 1 G•U•M Product Line



Sunstar Do

Sunstar Do is an oral care brand focusing on cariology, which is research on tooth decay. This brand has three categories: toothbrushes, toothpaste, and mouthwash. Cariology is a term created by combining "caries," meaning "tooth decay," and "-ology," meaning "study." Conventional research on tooth decay puts emphasis on how to treat decay, whereas the focus of cariology is on clarification of the cause and mechanism of tooth decay and prevention of tooth decay occurrence and progression. In other words, the brand concept of Sunstar Do is "Oral care with the cariology concept," which identifies the cause and risk of tooth decay and provides good care accordingly.

Sunstar Do provides toothbrushes and toothpaste for both adults and children. Sunstar Do items for children include Oral Health Kids' Tablets to support calcium supplements as a nutritional function food, which is based on the concept of cariology.

Ora2

The key message of the Ora2 brand is "Beauty, every day." Ora2's target market segment is active women in their 20s and 30s. The brand concept is to embrace not only their oral care but also the "beauty" that women seek, and to support their lively smiles.

The Ora2 toothbrush comes in four types: "Miracle Catch Bristles" and "Spiral Catch Bristles" have a compact head that gives easy access to every corner of a woman's mouth, a handle length that fits women's hand size, and a characteristic long neck; the "Stain Clear polish brush" with high-resilience rectangular bristles is for weekly intensive care or partial care; and the "Stain Clear assist brush," released in March 2007, has three components—a vibrating function, whip-up cut for easy air intake, and scrub bristles with grains on the surface.

Ora2 toothpaste has a product line similar to the toothbrush: Stain Clear, Stain Clear polish, White Spot Care paste, and Essence-in paste. Besides toothbrushes and toothpaste, dental floss and mouthwash are appealing for stain cleaning, and there is the Oral Check Mirror and Travel Set. These

make up a wide variety of product lines that responds to the brand concept “beauty” sought by women.

The “Find My Toothbrush” Campaign: haburashi.com, End of 2004

In autumn 2004 the Media Promotion Division was feeling concerned that advertising might not be as effective for sales as in the past.

Sunstar had been conducting a “Year-end toothbrush replacement” campaign, which appealed to consumers to replace their toothbrushes at the end of the year and to see the new year in with a new toothbrush. As a result, the number of consumers who bought toothbrushes at the end of the year was increasing. However, the average number of toothbrushes used per person per year remained at about 2.6. This was far below the replacement frequency of once per 1 or 1.5 months, which was recommended based on considerations over how fast brush bristle ends wear out. Moreover, more than a few consumers continued using toothbrushes with bristles spread out like a shoe brush. They did not recognize that such brushes could not clean the teeth properly. It was undeniable that the Japanese market had less knowledge and awareness of toothbrushes compared with the European and American markets. Sunstar aimed at contributing to oral hygiene and at the same time increasing loyalty to its toothbrushes. Along with this line, the “Find My Toothbrush” campaign was tried out to further increase toothbrush sales at the end of the year, when demand for toothbrushes was highest.

The “Find My Toothbrush” campaign at the end of 2004 (See Figure 2) focused on the bristle ends of the three brands—G•U•M, Ora2, and Do Clear—and consciously combined TV commercials and other media, particularly Internet advertising and at the storefront.

The “Find My Toothbrush” campaign sought a media mix around the Internet to effectively contact its core target, housewives in their late 20s and 30s, including full-time and part-time housewives. First, rather unusually, TV advertising did not call for the year-end replacement, but existing TV commercials for each brand were thrown in. Newspaper advertising (See Figure 3), flier (leaflet advertising, see Figure 4), the “Find My Toothbrush” campaign Web site, and banner advertising on the Internet all appealed for “Find My Toothbrush” and were designed to link with a storefront (See Figure 5). The storefront used sales promotion tools, such as a board that emphasized characteristic features of the bristle ends of each toothbrush, incorporated the theme “Find My Toothbrush,” and deployed a linkage with communications.

The “Find My Toothbrush” campaign Web site, which was the center of the “Find My Toothbrush” campaign, was designed in a domain called haburashi.com and was edited like a magazine. Not only banner advertising but also other newspaper advertising and fliers were created with the intention of inviting viewers to haburashi.com. The haburashi.com site was completely created with Flash, and its opening was devised to announce the “Find My Toothbrush” campaign. The site had four main components: “Find one! You can find one! A toothbrush for you” (See Figure 6), which was the main content; “Replace your toothbrush at least once a month,” “Brush your mouth with Mama,” and “Europe and America versus Japan: oral care comparison.”

Figure 2 “Find My Toothbrush” Campaign Icon



Figure 3 “Find My Toothbrush” Campaign Newspaper Advertisement



Figure 4 “Find My Toothbrush” Campaign Newspaper Flier
 (above: the front; below: the reverse)



Figure 5 “Find My Toothbrush” Campaign Storefront Sales Promotion Tool/ POP



Figure 6 “Find one! You can find one! A toothbrush for you” Web Site

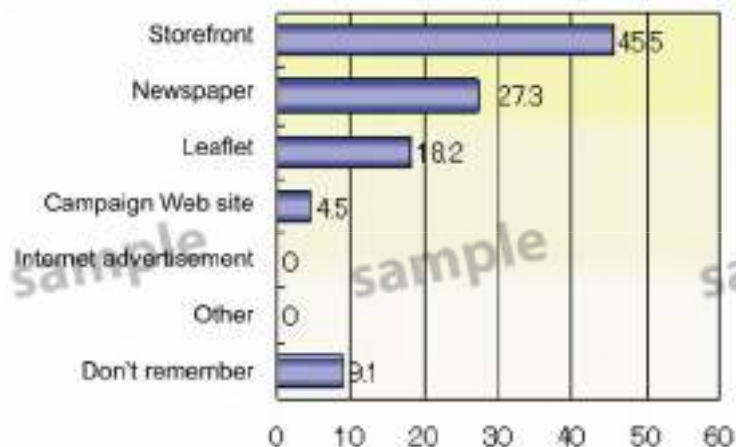


The media plan for the six weeks from the first week of December 2004 to the second week of January 2005 was as follows: TV advertising was deployed from the weekend of the third week of December 2004 to the first half of the first week of January 2005, mainly with spot commercials. Newspaper advertising was submitted at the weekends of the first, second, and fourth weeks of December 2004. Newspaper fliers were distributed between them, at the weekend of the third week. The Internet campaign Web site and banner advertising were deployed during the entire six weeks from the first week of December 2004 to the second week of January 2005. The storefront sales promotion end was also carried out similarly over the five weeks from the first week of December 2004 to the first week of January 2005.

Effect of the 2004 Year-End “Find My Toothbrush” Campaign

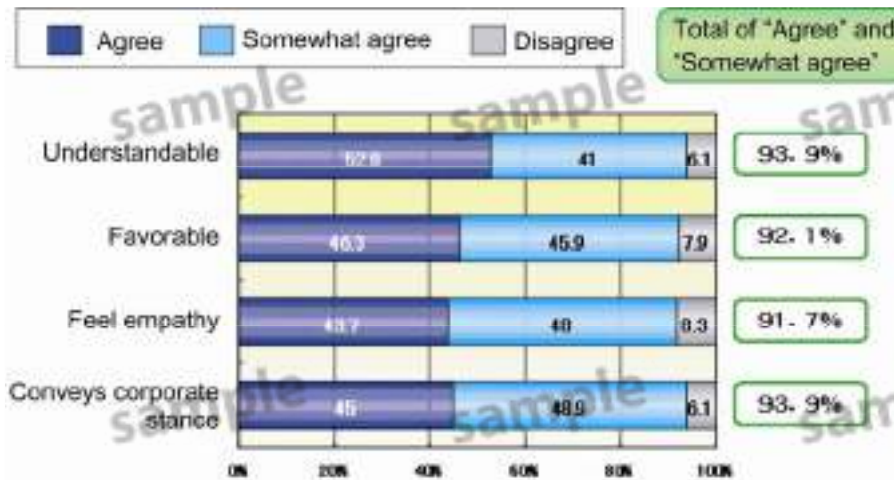
To verify the effect of the marketing communications strategy for the “Find My Toothbrush” campaign over the six weeks that began the first week of December 2004, the Media Promotion Division examined the results of multiple surveys. First, as a recognition route (See Figure 7), “storefront” was highest at 46%, followed by “newspaper” at 27.3% and “newspaper flier (leaflet)” at 18.2%. The Web site was 4.5%. “Internet advertisement” and “Other” were both 0%. “Don’t remember” was 3.1%.

Figure 7 Recognition Routes of the “Find My Toothbrush” Campaign



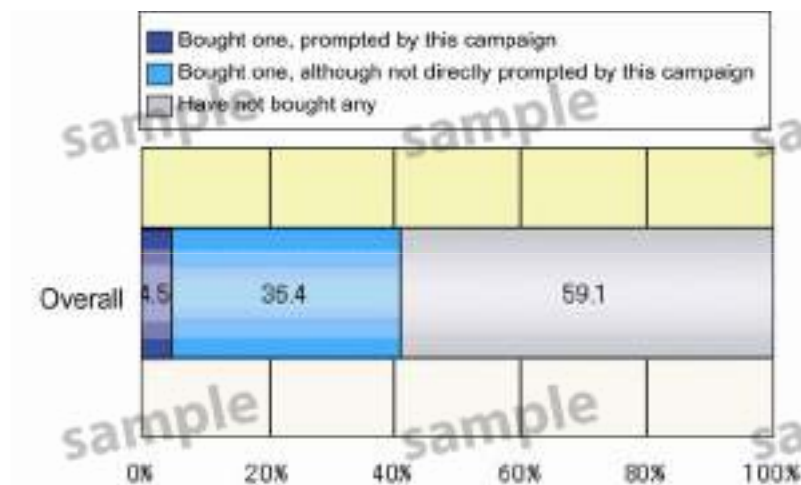
This campaign’s concept “Find My Toothbrush” was highly evaluated (See Figure 8). The total of the top two items in the three-item scale (“Agree,” “Somewhat agree,” and “Disagree”) scored more than 90% for every evaluation item, “Understandable,” “Favorable,” “Feel empathy” and “Conveys corporate stance.”.

Figure 8 Evaluation of the Campaign Concept “Find My Toothbrush”



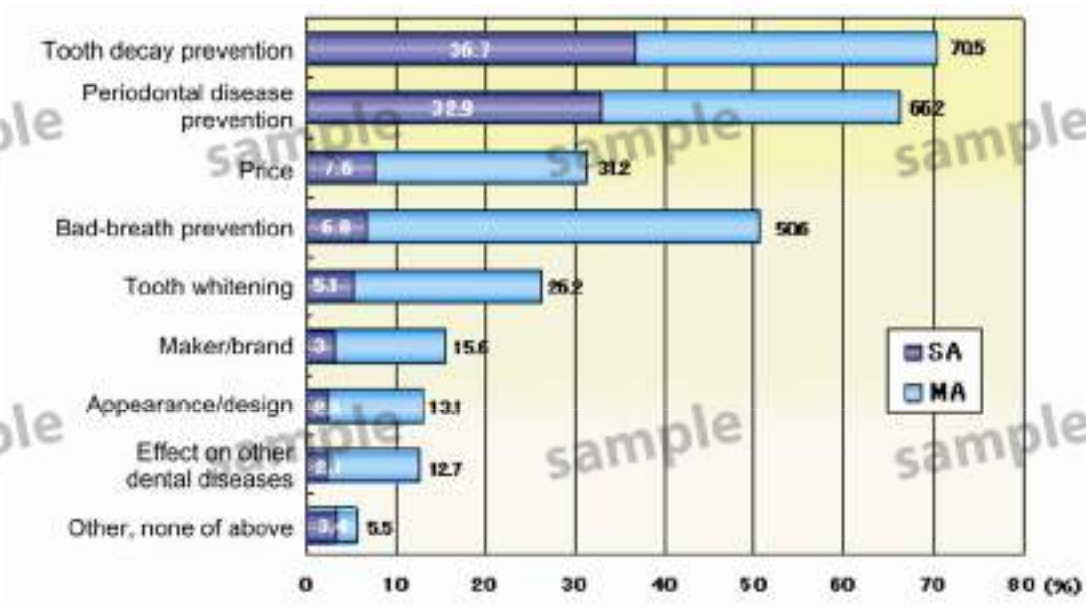
To examine how directly this campaign contributed to sales, the survey asked whether the consumer had bought any of the three brands of Sunstar toothbrush. The results (See Figure 9) showed that 40.9% bought a Sunstar toothbrush after the campaign, but only 4.5% bought one because of the campaign.

Figure 9 Purchase of a Sunstar Toothbrush because of the Campaign



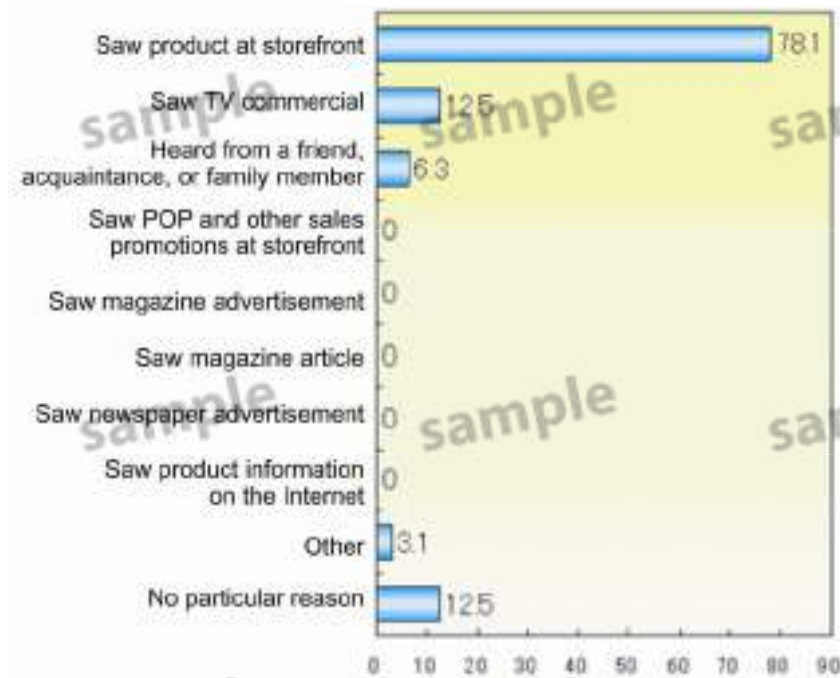
In general, when consumers buy a toothbrush, they regard “tooth decay prevention,” “periodontal disease prevention,” and “bad-breath prevention” as very important, and regard “price” and “tooth whitening” as important. It seemed that they do not regard “maker/brand,” “appearance/design,” and “effect on other dental diseases” as so important (See Figure 10).

Figure 10 Important Points when Choosing a Toothbrush



The survey this time also asked what had prompted the purchase of a Sunstar toothbrush. The results (See Figure 11) revealed that the influence at the storefront was overwhelmingly strong.

Figure 11 Reason for Purchasing a Sunstar Toothbrush



“Find My Toothbrush” on haburashi.com: 2005

Based on the results of the “Find My toothbrush” campaign that was carried out for six weeks from the end of 2004, the Media Promotion Division was considering new operations for haburashi.com.

The purposes for setting up the new site were firstly “improvement in the value of the toothbrush brands,” secondly “deployment of new communications using the Web,” and thirdly “a test of CRM.” In operating the site, attention was paid not only to integrating Sunstar’s knowledge, operating the site as a specialty site of accumulated toothbrush information and providing information on products and campaigns for sales promotion, but also to providing information that can raise awareness about oral care and conducting education and enlightenment about oral care through toothbrushes. Above this operational consciousness, the following was set out as the purpose: improvement in the values of oral care brands, and a wider understanding of Sunstar’s corporate vision and corporate stance among consumers.

Thus a new haburashi.com site for fiscal 2005 was completed (See Figure 12). On this new site, Flash was limited to “Find My Toothbrush” and parts of the content like special features or gravures and games. The site’s content was created in four categories: regular, campaign, interactive participation, and project/interview. Of these, the main part was the regular content, which comprised “Find My Toothbrush,” “Oral Care Lectures,” “Let’s Go to a Dentist!,” “Toothbrush Technology Institute,” “Trivia About Teeth and Toothbrushes,” “Bye-bye Bacteri-King,” and “Sunstar News.” It was decided that all of this content would be refreshed at each update.

Figure 12 The New haburashi.com Site



It was once thought that guiding viewers to the new site would basically be achieved through Web advertising. However, to maximize opportunities to visit the site, a 360° measure was planned that included campaign announcements to the media, announcements on Sunstar’s corporate Web site, announcements through storefront POP, and announcements through product packaging.

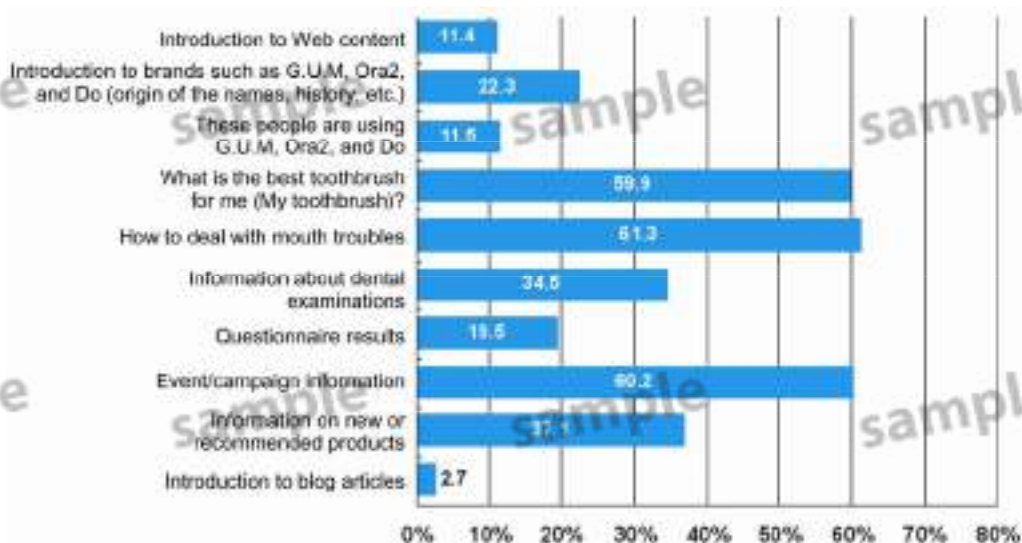
One reason for this 360° strategy was to acquire customer data toward interactive CRM. CRM marketing activities were planned in which information would be sent directly to each subscriber based on the individual’s attributes, such as name, age, gender, occupation, e-mail address, family structure such as marital status and number of family members, and information on teeth such as tooth decay, color, bad breath, and tooth alignment. For these marketing activities, HTML mail distribution, text mail distribution, new product sampling, subscriber-limited campaigns, research, and so on were considered.

During the period from April 2005 to March 2006, Web advertising to invite viewers to the new haburashi.com site was planned elaborately in four components: interactive strategy, site design renewal strategy, HTML mail distribution strategy, and strategy to announce brand information by text mail.

As a result, the number of registered subscribers jumped to 40,000 during the “Site renewal campaign” from June to August 2005. The number of subscribers reached 50,000 with the “Healthy teeth for better taste campaign” held from November 2005 to January 2006. The number leaped to 90,000 with the third campaign, “First anniversary of the founding campaign,” which was held from May to August 2006. The number of subscribers was projected to exceed 100,000 by the end of January 2007.

In May 2006 a survey asked what was most interesting on the new haburashi.com. The results (See Figure 13) showed that people were most interested in “How to deal with mouth troubles,” “Event/campaign information,” and “What is the best toothbrush for me (My toothbrush)?”

Figure 13 What was Interesting on the New haburashi.com



Task: “Find My Toothbrush” on haburashi.com: 2007

In November 2006 Sunstar Inc.’s Media Promotion Division was considering what should be the next fiscal year’s marketing communications strategy for toothbrushes. In addition to conventional TV advertising, newspaper advertising, and newspaper fliers, the Division was considering Web advertising on the Internet, what to do with the new haburashi.com Web site, and about storefront management. Considering the timing of the year-end campaign, it was obvious that a conclusion had to be drawn immediately.

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