

## What Participants Say About BDTI's "Director Boot Camp"

*"Thank you, Nick. That was a very informative and helpful seminar. I'm glad I went."* - **Joseph Schmelzeis, President, JPS International, Inc., former corporate director, SEGA Corporation.**

*"The BDTI seminar was a real eye-opener for me. I thought I knew the ins and outs of corporate governance in Japan, but this seminar gave me insights into the subject that I didn't have before. The seminar materials were extremely well done and I continue to use them as a reference for corporate governance issues and best practices for board room participation. The other attendees were also valuable new connections as well as some old acquaintances, all of who contributed positively to the discussions. I recommend the seminar to anyone who has a need to really learn about corporate governance in general and corporate governance in Japan, in particular."* - **Bill Wilder, former President and CIO, Nikko Asset Management; former President, Fidelity Investments Japan**

*"The BDTI Director Boot Camp is a highly valuable program that I can only recommend to anyone who has a stake in corporate governance – especially, anyone on a board or reporting to one. It provides the participants with insights into the best practices of corporate governance and director responsibilities in combination with the particular conditions in the changing Japanese environment. As an added benefit, case studies and active group participation make it possible to relate to real life situations."* – **Claus Eilersen, President and Representative Director, Novo Nordisk Pharma Ltd., Japan**

*"Highly recommended. An excellent overview of the state of corporate governance in Japan, as well as a granular look at the roles and responsibilities of directors. Nick Benes and his team do a great job of bringing this complicated topic to life in an interesting way."* - **Debbie Howard, Chairman CarterJMRN K.K. and President Emeritus, The American Chamber of Commerce in Japan (ACCJ)**

*"Time well spent and highly recommended. Nick takes a small group of participants through all the important areas of regulations and practices that a director in Japan has to be aware of. The sessions are very interactive and lively, which allows one to also learn from experiences outside of one's own industry."* - **Dieter Schwaller, Chief Operating Officer, BlackRock Japan**

*"The BDTI Director Boot Camp is a well researched and documented overview of the current state of Japanese corporate governance and what company directors MUST know about their responsibilities. I attended with a group of high-powered local executives and between Nick's lecturing and the "war stories" from the other participants, the day was a really rewarding interactive learning and networking experience."* - **Retired partner, Global Accounting Firm**

*"I can directly apply what I learnt during this course in my work to turn around foreign subsidiaries in Japan, and to my current board position. I found particularly useful the combination of lectures by Nick with intense discussions by the participants, who all were active business people here in Japan. I can strongly recommend the course to anyone managing a company in Japan."* - **Gerhard Fasol, CEO, Eurotechnology Japan KK; Outside Director, GMO Cloud K.K.**

*"I would strongly recommend BDTI's course for directors of both publicly and privately held companies in Japan. Having been a director of a several private companies as well as non-profits, I believe it is critical to have a thorough understanding of good corporate governance. BDTI provided me with exactly that, demonstrated through both the legal framework and a case-based approach. Spending a full day provided deeper understanding and a well-rounded perspective."*

*"This was time well spent."* - **Jim Weisser, Co-Founder and CEO, PBXL KK; Vice President, American Chamber of Commerce in Japan (AC CJ)**

*"Enlightening and should be required for any director or soon-to-be director of a company in Japan. The cost-value trade-off is a no-brainer. In particular, companies in highly regulated industries, including those with a limited number of shareholders, would benefit greatly from having a common grounding and understanding among their directors. The small group setting of senior executives, the well-thought-out structure, and the highly useful course materials clarified what is often a misunderstood function, and provided immediately applicable practical advice and insight to improve corporate governance. Given the importance of the subject, it is a day very well spent."* - **Gary Lane, Founder, AK Japan Enterprises; former Director, Deutsche Asset Management Japan**

*"As a legal advisor to the board of a foreign subsidiary in Japan I found this course extremely useful to expand my knowledge of the board structure, the nature and obligations of the Directors and Statutory Auditor and corporate governance in general. The day-long session was enhanced by the participation of a long-standing Japanese Statutory Auditor who gave unbridled practical advice and the input of a group of foreign executives in manufacturing, finance and related industries who could share their own experience and tips. I would recommend the course for those advising your Representative Director or those who are themselves Representative Directors or serving on the board of a Japanese company."* - **Catherine O'Connell, Division Counsel, Global Micro Products Division & Regional Counsel APAC North, Molex Japan Co., Ltd**

*"One of my director tasks is to introduce best-practices into a 50-year old Japanese consulting firm. So I needed up-to-date information about the legal, ethical and financial aspects of the director role: the BDTI training delivers just that. The Japanese version of the BDTI program provided the needed terminology while the comments of high-level Japanese executives in attendance added their perspective. Taking the BDTI course again in English supplemented my knowledge with additional international cases along with thoughtful comments by the long-term expat U.S. and European executives in attendance."* - **Richard May, Director - International, JMR Japan Consumer Marketing Research Institute**

*"The BDTI English Boot Camp brought me up to speed on issues ranging from director liability to smart contract agreements to practical considerations about director responsibilities. Additionally I gained an overview of the needs and concerns of boards and the businesses they serve in Japan today. The Boot Camp was an engaging and busy day of information exchange with other members of the Tokyo business community. It was a day of serious learning and thinking. I can strongly recommend the event to people interested in business management in Japan."* - **Will Baber, Associate Professor, Kyoto University, Graduate School of Management**

*"The BDTI Boot Camp brought together an experienced Board Director as our seminar leader, a diverse group of seminar participants, and a first-rate syllabus. We learned, discussed, debated and shared a fast moving and valuable set of topics. Among the most interesting topics in the seminar were the gray areas, where current corporate practices often can vary from what the laws actually say. Even though I have several years experience in dealing with corporate finance and corporate leadership, I found this seminar to be extremely valuable. I highly recommend it irrespective how much experience you think you may have."* - **Frank Packard, President, TAP Japan, a boutique investment firm and a long time investment banker**

*"The BDTI "Boot Camp" was a great experience. As the person tasked by my company to develop and implement a global corporate-wide Management Leadership & Succession Development Program, I found the all-day event to be extremely helpful in understanding Japanese company*

*law and Japanese board structure. I highly recommend the Boot Camp to anyone who is a director or manager of a Japanese corporation or is involved with leadership and succession development programs which involve a Japanese corporate board of directors.” - Michael Reber, Human Resources Division Talent Management Group, YOROZU CORPORATION*

*“Very valuable . . . deepened my understanding of the relations between Board directors and CEO's in Japan, and their legal and moral duties and standing.” - Steve Romaine, former banker and long-time search consultant*

*If you sit on a board, have plans to sit on a board or present to a board of directors I highly recommend that you take The Board Director Training Institute of Japan's "Director Boot Camp" course. Although tuned to boards in Japan, Nick Benes' careful treatment of corporate governance best practice (and the discussion of differences in practice where they arise) will make you a wiser, more effective leader anywhere in the world. - Director and Chief Strategic Officer, Baroque Japan Limited*

*“The boot camp was a fantastic introduction to not only one’s own responsibilities as a director, but also of cooperate governance in general. Good materials were provided as a take away, but much of the boot camp itself focused on different “life examples” that not only made the content much easier to understand, but also turned a fairly dry topic into something really interesting. I run a very small company in Japan, but even as a managing director of a privately held company, the content exceeded my expectations and I really learnt much”. - Steve Burson, President, H&R Consultants K.K.*

*“Late last year I attended the English language BDTI Director Boot Camp Program. To my pleasant surprise the entire day was led by Nick Benes himself. It was very well structured, initially laying out a foundation of the various legal entities in Japan and how that would affect the makeup and impact a board of directors – and of course an individual board member – could have on corporate governance, and built from there. Although it was a full day course running straight through lunch, it was totally engaging and never lagged. If Nick were to offer a follow-on advanced or possibly topic/industry-focused program I would immediately enroll.” - Roger J. Marshall, Partner & Managing Director, Odgers Berndtson Japan*

*“The first step in being able to fulfill your responsibilities as a Director is to understand what those responsibilities are, and learn to be guided by market Best-Practices. BDTI is the one and only place you should look to for this invaluable and practical insight. As a former Director of a TSE 1st Section company, I can attest to the sorry state of affairs at many firms. I wish BDTI had been around to help me before that experience!” - Country Executive, financial institution*

*“The Director Boot Camp was an excellent introduction to the requirements and responsibilities of a director in a Japanese company. Well-presented and moderated, it was a very cost-effective and worthwhile day – highly recommended to anyone involved or thinking of becoming involved in corporate governance.”- Experienced investor and board director*

*“BDTI is addressing one of corporate Japan's weak links in a practical and proactive way. Their Boot Camp is essential knowledge for anyone who considering serving as a director of a Japanese co. It is also extremely valuable for anyone trying to understand the mechanics of Japanese co decision making, such as lenders, investors and analysts.” - International Bank Executive*

*“At the time I took part in the Director's Boot Camp I was already involved in a board dispute, and wished I had taken the course earlier. Highly recommended to directors or prospective directors*

*looking to address issues such as role under Japanese law, personal risk, and responsibilities to shareholders." - **Investor and board member in Japan***