

SHOHEI YAMAMOTO

FINANCE DIRECTOR, BOCONCEPT

A Visionary Leader
Driving Sustainable Success
in the Retail Industry

\$50



CEOINSIGHTSASIA.COM

FINANCE DIRECTOR
BOCONCEPT

SHOHEI YAMAMOTO

A Visionary Leader Driving Sustainable Success in the Retail Industry

SHOHEI YAMAMOTO,

a dynamic corporate leader, holds a Master's degree from The University of Tokyo. Excelling at Accenture, Coach, Versace, and Jimmy Choo, Shohei showcases expertise in diverse industries, making him an accomplished and versatile professional in the corporate realm

- **Hobbies:** Tennis / Workout / Beer / Sauna
- **Favorite Cuisine:** Craft Beer
- **Favorite Book:** Business for Punks: Break All the Rules – the Brew Dog Way
- **Favorite Travel Destinations:** Sauna in Finland
- **Awards & Recognition:** Lew Award in Tapestry (recognized as a world top 99 player)

In the fast-paced and ever-evolving business world, the presence of leaders possessing resilience, ingenuity, and an unwavering dedication to excellence is crucial for a company's prosperity. These tenacious leaders can adeptly navigate challenges and uncertainties, transforming setbacks into opportunities for growth. Their creative thinking and innovative approach keep them ahead of the competition. Demonstrating an unyielding commitment to excellence, they foster a culture of high standards, motivating employees to reach their full potential. One exemplary leader embodying these qualities is Shohei Yamamoto, who serves as an inspiration to teams, drives innovation, and guides companies toward sustainable success in an unpredictable global landscape.

Shohei Yamamoto stands as a trailblazing visionary and a stalwart in corporate leadership. His esteemed role as the Director of BoConcept showcases his indelible impact on the realms of retail and finance, characterized by unparalleled success and innovation. From the outset, Yamamoto's career took an unconventional yet astute trajectory, distinguishing him from his peers. His commitment to excellence and transformative mindset has propelled him to remarkable heights. With a distinct ability to envision the future, Yamamoto navigates uncharted territories with a profound understanding of industry dynamics. As a guiding force at BoConcept, his leadership shines as a beacon of innovation, charting a course for extraordinary achievements.

Below is an excerpt of Shohei Yamamoto's exclusive interaction with CEO Insights ASIA magazine.

How has your professional journey been so far?

My journey as a CFO has been anything but ordinary, characterized by a unique blend of diverse experiences and unyielding dedication. Starting with a business-oriented role, I laid the foundation for my FP&A skillset, shaping me into a multifaceted financial expert. At Accenture, as a Strategy Analyst, I honed my data-driven business acumen, embarking on transformative projects in operational and retail analysis. My expertise in business planning and collaboration with retail merchandising and business development teams at Coach FP&A Retail Finance further fortified my focus on corporate strategy.

Joined Versace Japan/Korea as Finance Director, a regional CFO with full responsibilities for FP&A

and Accounting As the company was in the market re-entry phase, I had to build up many schemes from scratch during the COVID-19 pandemic, which was a profound learning experience, packing five years' worth of knowledge into just five months. Simultaneously supporting Jimmy Choo in the same group as the Head of FP&A was also a great experience to run a mid-sized established brand. Now at BoConcept, I ingeniously leverage my Versace and Jimmy Choo experiences, while roles as interim representative director and operation director offer profound insights into corporate management and strategy implementation.

Throughout my career, I have thrived on challenges, transforming setbacks into stepping stones for growth. Empowered by a profound commitment to excellence, I foster a culture of curiosity and risk-taking, encouraging my team to seek innovative solutions. Moreover, as a transformative leader, I embrace a data-driven approach, harnessing analytics prowess in Excel, Tableau, and other statistical software to make informed decisions. My diverse skillset and visionary leadership have propelled BoConcept to soaring success, a testament to the value of relentless dedication and a strategic mindset in navigating the ever-changing corporate landscape.

How would you describe your learning experience from the university and which are the times you found those lessons beneficial in your journey so far?

My time at Kyoto University bestowed upon me the invaluable PUNK spirit - an indomitable force driving resilience and tenacity. Amidst chaotic experiences, I honed my ability to navigate challenges with determination. Though an employee, my entrepreneur friends inspired me with their risk-taking endeavors and fruitful rewards. Embracing career-defining challenges, I encountered failures that fueled my drive for success. Each setback only strengthened my resolve, leading to returns surpassing the norm.

Simultaneously, my dedicated pursuit of a bureaucrat's path exposed me to a wealth of knowledge in laws, economics, and international politics. This knowledge significantly contributed to my career development, especially in the realm of international retail businesses influenced by global politics and macroeconomics. My legal acumen proved vital in negotiating contracts, while expertise in econometrics and microeconomics empowered

precise retail KPI performance analysis.

Embracing the punk spirit and armed with a diverse skill set, I stand poised as a resilient leader, unafraid of challenges and adept at transforming obstacles into opportunities. My journey is a testament to the power of perseverance and the impact of multidimensional expertise in navigating the intricate landscape of modern-day business with firm commitment and innovative thinking.

Embracing the punk spirit and armed with a diverse skill set, I stand poised as a resilient leader, unafraid of challenges and adept at transforming obstacles into opportunities

What are the factors you take into account when building a specific financial plan?

To drive a compelling business strategy, align financials with ambitious goals while maintaining a grounded approach. Begin with well-formulated hypotheses, evaluating whether our expectations manifest in the numbers. Seek variances against benchmarks like last year's actuals or the budget, especially crucial for our seasonal business. Learning from historical figures empowers us to make informed decisions, unlocking valuable insights. This approach, a blend of flexibility and practicality, enables us to aim higher and seize opportunities, propelling the company toward sustainable growth. By harnessing financial analysis, we navigate the dynamic landscape with precision, always striving for excellence in our endeavors.

What are the methods you have implemented in your team to ensure financial health stays stable at all levels?

To drive success, communicate clear targets, ensuring employees understand how their actions impact EBITDA and free cash flow. Translating actions into financial language fosters consciousness and alignment. Additionally, create apt incentives that motivate employees towards our financial objectives. A well-crafted incentive structure encourages them to propel the company in the desired direction. By synchronizing communication and incentives, we foster a team dedicated to financial excellence and attaining our overarching goals. This holistic approach inspires

and empowers our workforce to make informed decisions, driving the company's financial success and sustainable growth.

Tell us about how your previous experiences helped you to formulate an effective business strategy.

Upon joining BoConcept, I was bestowed with the exceptional opportunity to serve as the interim representative director of Japan and interim operation director within a year. This experience bestowed me with a panoramic view of our corporate processes, enabling me to decipher each divisional action in financial terms. Armed with this knowledge, I gained the ability to wield a multitude of levers to steer our financials dynamically. When the operation team grapples with optimizing excess inventory, I can swiftly choose the most financially effective approach, be it through not only discounts, targeted marketing promotions, or incentivizing employees through HR's salary schemes, all discussed on the same table.

Leveraging my robust hard skillset, I have become a driving force in swift decision-making. My proficiency in Excel and Tableau has earned me a prominent reputation as one of the finest players in the retail industry. My Retail KPI and P&L dashboard empowers me to conduct quick deep dives into root causes, even during C-level meetings with HQ, significantly reducing communication costs and facilitating timely resolutions.

What has been your success mantra so far?

Embrace curiosity, exploring the impact of everything you encounter on your life's journey. Fearlessly embrace risks, for surviving them transforms them into your new norm. Empower others, liberating time for personal growth and progress. Finally, remember the devil hides in the details, so pay heed to the finer nuances. These principles form a strong foundation for professional and personal growth, allowing me to navigate life's challenges with tenacity and creativity while uplifting those around me, and delving deep into the intricacies that define true success.

What are your aspirations and goals for the upcoming years?

My resolute career aspiration is to become an international business leader, conquering new frontiers either as a dynamic employee or an innovative entrepreneur. C

CEO *Insights* Asia

CEINSIGHTSASIA.COM

KYOTO UNIVERSITY, JAPAN, ALUMNI LEADERS - 2023

CEO *Insights* Asia TOP 10 KYOTO UNIVERSITY, JAPAN, ALUMNI LEADERS - 2023

CEO *Insights* Asia

IS PROUD TO PRESENT

SHOHEI YAMAMOTO

Finance Director
BoConcept

AS ONE OF THE

TOP 10 KYOTO UNIVERSITY, JAPAN, ALUMNI LEADERS — 2023

This certificate is an annual global recognition that manifests top-notch professionals and thought leaders who drive corporate realm to its future in multiple dimensions and are alumni of Kyoto University, Japan.



Sujith Vasudevan

Managing Editor