

Introduction

# Consumer & Retail

December 2025

YCP IS A STRATEGY ADVISORY FIRM WITH A FOCUS ON THE GROWTH  
OF FORTUNE 500s AND CONGLOMERATES IN ASIA

# About YCP



**500+**  
professionals



**10,000+**  
projects in Asia



**20+**  
Offices globally

YCP was founded in August 2011 as Yamato Capital Partners (now known as YCP Japan).

In 2021, YCP Holdings (Global) Limited was established in Singapore and listed on the Tokyo Stock Exchange's Growth Market. In 2023, the company rebranded as YCP to expand globally.

## Overview of YCP

### Company Name

YCP Holdings (Global) Limited  
(Listed : 9257, Growth Market,  
Tokyo Stock Exchange)

### Headquarters

20 Collyer Quay #12-06, 20 Collyer Quay,  
Singapore



# How Will You Unlock The Full Potential of Asia's Consumer Market?

Asia's consumer and retail sectors are evolving quickly, creating both opportunities and challenges. With the rise of e-commerce and the demand for personalized experiences, businesses must adapt to stay competitive.

- How are you adapting to the rapid growth of e-commerce and changing consumer expectations?
- What strategies are you using to optimize the customer journey and enhance personalization?
- How will you navigate the complexities of the FMCG market in Asia?
- How are you positioning your brand to capture the growing demand for luxury goods?
- Are you embracing digitalization and omnichannel strategies to stay competitive?
- How do you balance innovation, sustainability, and personalization in your retail approach?



# Our Capabilities in the Consumer & Retail Space



## **Agile strategic twist**

Multiple headwinds are visible in the market: cost increase, geopolitical and commercial tensions, switching consumers, ...

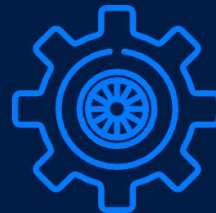
*We help you play tactical to win in the market*



## **Flawless sales execution**

Combining performance and cost in sales execution is a permanent headache  
Many players have outdated models and poor execution overall

*We step change your sales execution*



## **Successful business transformation**

Many players are currently transforming their businesses or thinking about it  
In the reality, many business transformation fail

*We turn your transformation into a clear business success*



# Our Capabilities in the Consumer & Retail Space



## Agile strategic twist



**Current business model testing**

- Risks
- Opportunities
- Priority areas for bold moves

**Strategic bold moves**



**'Where to play'**

- Consumers/customers
- Geographies
- Channels



**Offer**

- Core vs. extension
- Global vs. local
- Services



**Local vs. export**

- Short-term trade-offs
- Mid-term wargaming



# Our Capabilities in the Consumer & Retail Space



## Flawless sales execution



### Key Account management

- Account strategy/planning
- Annual negotiations
- Rituals and performance monitoring



### Distributor management

- Network building
- Joint business planning
- Performance monitoring



### Pay-for-performance investment

- Trade terms
- A&P



### Field sales force execution

- Organization/productivity
- In-store activities
- SFA tools

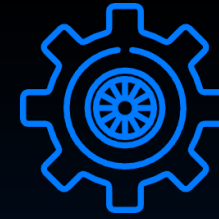


### Partnerships

- Global / local joint sales and supply activities



# Our Capabilities in the Consumer & Retail Space



## Successful business transformation



**Business process streamlining**

- Lean
- Clear roles and responsibilities



**Smart organization**

- Central vs. local
- Ownership at each level
- Intrapreneurship



**Data, tools & AI enablers**

- Data access (e.g. from retailers to distributors)
- Digital eco-system
- Step-by-step AI adoption

***Change management***





"YCP's Asian network is outstanding; those guys know the market realities in detail, and this is really the cornerstone in the Consumer Goods industry."



Bel Gopal  
Out-of-Home VP







"Hands-on consultants, this is what comes to my mind when I think about YCP. They helped us in China in a very pragmatic and efficient way."

 Intersport  
Global Strategy VP





# Meet our Team of Consumer & Retail Experts



## Laurent Fihey

Partner, YCP

### **Key Areas of Expertise:**

Strategic planning, route to market, business transformation

Laurent is our Partner based in Paris. His key areas of expertise include strategic planning, route to market and business transformation, and he has developed deep knowledge in the consumer goods industry with 80+ projects delivered in the past 10 years. His passion for international topics led him to serve clients all around the world (including 5 years based in China). He has over 20 years of management consulting experience, working at Arthur Andersen, Advancy, Kearney, and Shenkuo.



## Masa Matsuoka

Group Officer, Managing Partner, and Japan Regional Manager

### **Key Areas of Expertise:**

Corporate turnaround and revitalization, equity research and capital markets, retail and consumer sectors

Prior to joining YCP, Masa was Co-President (Co-Founder) of Frontier Management Inc. (FMI) for 17 years. Before founding FMI, he worked for the Industrial Revitalization Corporation of Japan, a special-purpose vehicle wholly owned by the Japanese government, where he was involved in the formulation of revitalization plans for Kanebo (Japan's second largest cosmetics company at the time) and Daiei (Japan's largest retail conglomerate at the time), and served as a director of both companies and was involved in the implementation of their revitalization plans. Previously, he spent over 10 years as an equity analyst in the retail and consumer sectors at Nomura Research Institute and UBS Securities Japan. He was also Head of Equity Research at UBS Securities Japan.



## Our Recent Work in the Consumer & Retail Space

Designed and implemented a new end-to-end graphic chain process

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Managed client's business & operation transition and organizational restructuring to ensure a smooth handover to local partner

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Provided strategic and operational assistance to optimize shareholder structure, mitigating restructuring risks, and ensuring smooth transition toward the new JV formation

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Developed and implemented a 360° commercial excellence program

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Managed the post-acquisition integration project to ensure functions are successfully transferred before deal closing

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Led in-depth transformation of the milk valorization unit (MVU) program

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Revamped strategic approach of the Bakery channel in the context of a fast-changing market