

米国でのインフラ維持管理技術の 実務知見の習得と応用可能性の研究

訪問先：NEXCO-West USA社

期間：2025/8/7-8/25

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Outline

What I've learnt from the tasks I assigned



Learning from NEXCO-West USA
Future application



Appendix

What I did at work

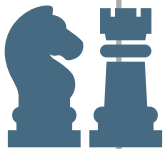
Organized...

Open recruitment for road surface condition surveys



Extracted outlines of each project from the public recruitment documents. This task took more time than expected.

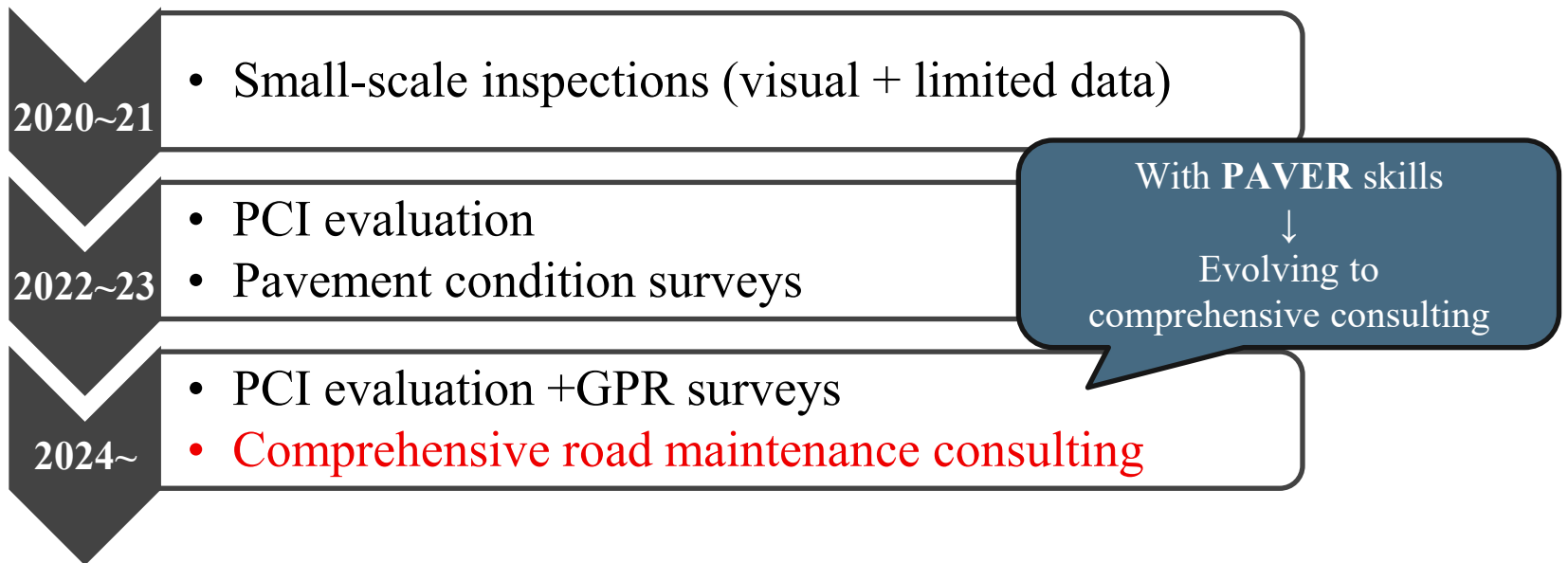
NEXCO-West USA's bidding policy and strategy



Organized the transition of projects that NWU can bid for & strategy based on President Matsumoto's insights.

What I've learnt from the tasks I assigned

Expansion and Advancement of Services



What I've learnt from the tasks I assigned

PPP Contractor vs Road Maintenance Company

Item	PPP Contract	Maintenance Contract
Duration	Long (15–30 yrs)	Short (1–3 yrs)
Scope	Design–O&M (all-in-one)	Limited (inspection, repair)
Finance & Risk	Private invests, long-term risk	Public funds, short-term
Technical Level	High (lifecycle, advanced tech)	Med–High (cost-focused)

Strategic Direction

PPP Projects	Maintenance Projects
Advanced tech, Sub → Prime	Volume, Large projects with partners

- **Differentiators:** GPR, Deterioration forecasting, **Integrated consulting**
- **Trust Building:** **Earn confidence** from both clients and partners

What I did at work (PPP report Chapter2)

Theme of this report: **How NEXCO-USA will enter the US road PPP business**

PPP consortium main member in some projects

	<u>PPP No.1</u>	<u>PPP No.2</u>	<u>PPP No.3</u>	<u>PPP No.4</u>
Equity member				
Construction	Company1	Company2	Company3	Company4
engineering				
Operator	Operator1	Operator2	Company3's subsidiary	Company4's subsidiary



Including Lead operator

(Construction companies and road maintenance companies are separate)



Self perform

(Construction company owns a road maintenance company)

Summary of what we've learnt from the tasks

Operator's role	The actual work is performed by...
O&M	Operation company A, etc..
Inspection	NEXCO-West USA, etc..
Maintenance planning	?

+ NEXCO-West's experience as Road manager in Japan.. = NEXCO-USA's business chance

It is necessary to **build a track record as a subcontractor** to the operator of road maintenance and PPP projects

“Road Preservation Consulting”

Building trust with clients through advanced technical expertise and proposal capabilities (BLUE ACEAN!)

Keys to Expanding Overseas Business



Provide Full Solutions

Not only core technology, but also implementation & operation support



Proactive Promotion

Actively present technology via seminars, conferences, publications



Trust-Building Strategy

Start with low-price/free projects
→ gain credibility → high-value contracts



Professional Credentials

Obtain qualifications (e.g., PE)
to strengthen authority and voice



Localization & Flexibility

Understand local needs
Adapt and customize services accordingly

From “All Japan” to the First Penguin



A culture that values harmony and cooperation, often expressed “**All Japan.**”

The national ideal

Promoting collaboration and communication on a country-wide scale.

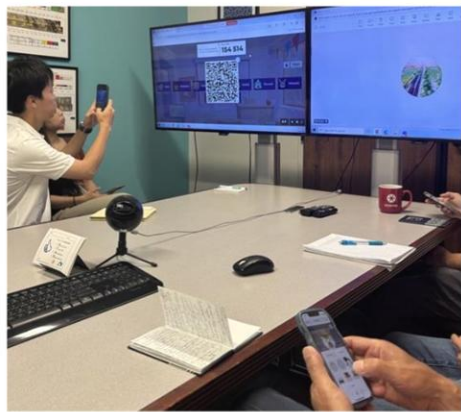
? **However**, does collaboration among companies without overseas track records truly generate effective outcomes?

More realistic strategy

- Take a “First Penguin” approach
- Diving into the overseas market and serving as a gateway for others.



Team Spirit at NEXCO-West USA



Daily morning meetings
& Kahoot quizzes



Energetic work culture
Tennis, Ping-Pong

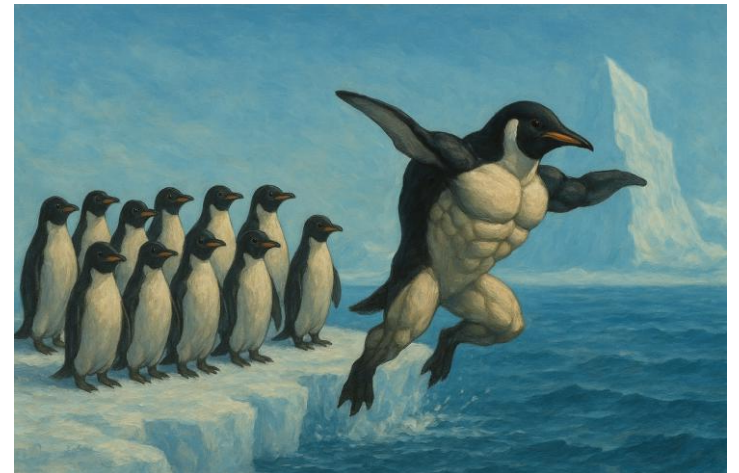
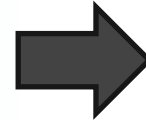


「Good Job Card」
Visible recognition of
contributions

Corporate culture : teamwork-oriented, making a good atmosphere

Merging results-oriented mindset with teamwork is crucial for overseas business

Moving Forward



Learning from NWU

Accumulate
Knowledge & Skills

Under the “**Muscular first penguin**” spirit to pioneer new challenges

My Future Direction

Expand technologies from Japan to global markets



Contribute to **safe, sustainable, and eco-friendly** global infrastructure



Future application

$$[\text{Societal Needs}] + [\text{My Strengths}] = \text{Value}$$

Operator's role	The actual work is performed by...
O&M	Roy Jorgensen, etc..
Inspection	NEXCO-West USA, etc..
Maintenance planning	?

+ NEXCO-West's experience as Road manager in Japan.. = NEXCO-USA's business chance

For me.. in the future..

Infrastructure needs (development & maintenance)	+	• Civil engineering expertise • Field experience & Certifications • Language & Communications • Management & leadership	=	My path to becoming a global engineer
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Do it as the first penguin (but sometime pioneers help me)

△ Working overseas

◎ Establishing a base overseas, developing markets on your own, and supporting people's everyday lives

Needs × Strength = Value

“How can I use my strengths to contribute to society's needs?”

“Anticipate”

Conflict sometimes, compromise sometimes, keep thinking and always anticipate

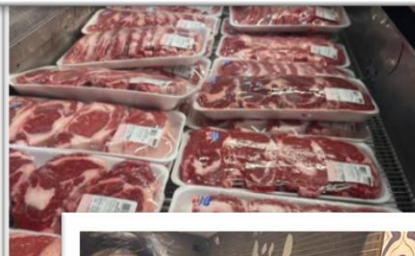
Appendix (Activities)

Work like play, Play like work!

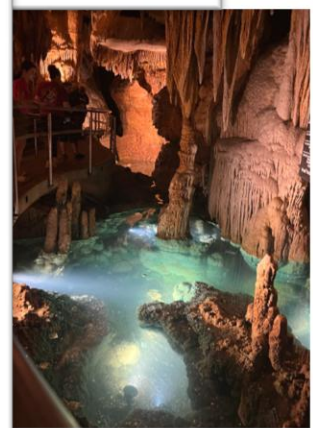
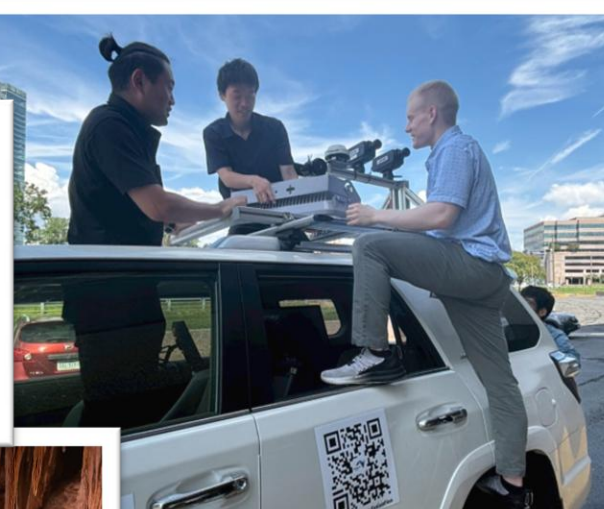
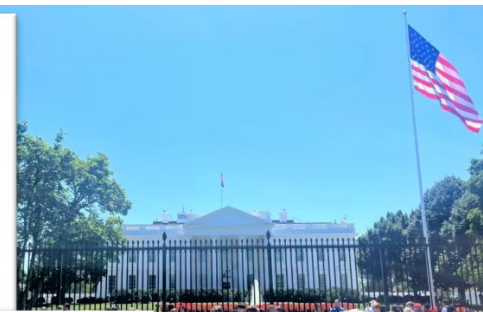
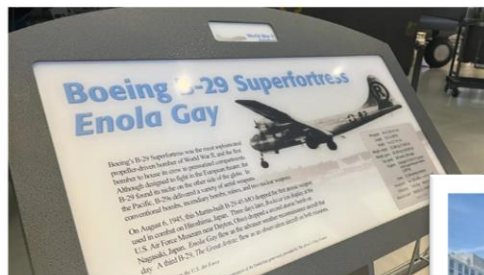
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Appendix (Food)



Appendix (Experience)





We truly appreciate
everyone's kind support