

## **President's Message**

**Welcome to Transcultural Management Society!**

**TMS is an interdisciplinary organization whose purpose is to explore and establish the academic field of transcultural management. It is our firm belief that a close collaboration between the academic and business circle is essential in the effort to find answers to the crucial issue of how individuals and companies can effectively contribute to multicultural environments and to construct a theoretical framework of transcultural management.**

**It is therefore, important to distinguish culture-bound factors from economic and business factors and to pursue globally applicable practices or “best practices” while giving due heed to local cultural assets.**

**The primary arena is international business, but it can also apply to NPOs, educational institutions and others with multicultural backgrounds.**

**Culture does not simply mean national culture; there are regional, organizational, and individual cultures, too. “Transcultural” therefore, signifies diversity and can produce a synergistic effect. In this spirit, we encourage the active exchange of opinion among members transcending gender, age, nationalities and professional status.**

**Please join us and let us embark upon the uncharted journey to transcultural management!**

**Emiko Magoshi  
President of the Transcultural Management Society**

# Transcultural Management Review <Vol.10>

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<Title>

Toward Building a Business Model for Exploitation of Emerging Markets

Yoshiharu KUWANA

Professor, Graduate School of Business Administration

J.F. Oberlin University

<Abstract>

With the rapid economic growth and expansion of markets in emerging countries in recent years, many multinational corporations (MNCs) have entered emerging markets and begun doing business. Thus, competition among MNCs is becoming more and more intense. However, because the business environments in emerging markets are greatly different from those in advanced countries, it is becoming necessary for MNCs to build a new business model to exploit those markets. MNCs must build a new business model that will be suitable for emerging markets as they take into account not only the present needs of consumers in those markets but also various global issues such as the rapid increase in the population, global warming, and the enormous number of people living in poverty. In this paper, we present the argument that a business model will be necessary for the exploitation of emerging markets by examining the issue from the viewpoint of developing a management vision, formulating a strategy, building the organization, and managing human resources. In particular, we stress the importance of the building of the organization and human resource management.

<Keyword>

Emerging markets, Multinational corporation, Business model,  
Building of organization, Human resource management

<Title>

Emerging Market Strategies for Japanese Companies - Mainly on the Viewpoint of “An Institutional- based View Theory” -

Masami NEGISHI

Chuo University Graduate School, General Policy Graduate Course, General Policy Specialty, Doctoral Course

<Abstract>

This paper serves as a proposal for emerging markets strategies for Japanese companies based on an institution-based view of the firm theory. I present a case study of the management reform of some Japanese companies that have entered into emerging countries such as China, India and South Africa and also describe the enhanced competitive advantage Japanese companies have when they adopt an institution-based view of the “firm theory”. An analysis model on this issue is also developed and explained in the paper.

<Key word>

Emerging Markets Strategies, an institution-based view of the firm theory, institution and culture in emerging markets, formal institutions, informal institutions

<Title>

The Introduction of Japanese Production System to Thailand Snack Food Market

Dr. Takuya HAYASHI

Associate Professor, J. F. Oberlin University

<Abstract>

The advancement of the technology evolution among most developing countries in Asia has been successfully promoted since Japanese manufacturing companies began bringing their systems to local subsidiaries during the time of the Technology Acquisition. The aim of this paper is to analyze how local staff of Calbee Tanawat Co., Ltd. acquired necessary skills and then transferred those acquired skills to the entire organization by examining the actions they used that were borrowed from Japanese production processes, and their results.

<Keyword>

Developing country, Technical transfer, Thailand, Japanese production system, Calbee

<Guest Speakers>

Keizo Tannawa,  
Managing Director, Towers Watson

<Lecture Title>

“Challenges of Globalization: Human Resources Perspectives”

<Guest Speakers>

Hidetoshi Fujisawa,  
Managing Director, News Commentators Bureau, Japan  
Broadcasting Corporation

<Lecture Title>

“Globalization from the Perspectives of the News Media”

## TMS Awards

TMS Awards for 2013 were given to the following members:

### Best Paper Award

Ken-ichiro ARAKI (Doctoral candidate at Kobe University)

“Cultural Conflicts in Narrative: Social Constructive Approach”

(*Transcultural Management Review*, No.8, pp.32-50.)

### Best Presentation Award

Tomoyasu KIMURA (Nagoya University of Foreign Studies)

“Global Human Resources Programs at Universities of Foreign Studies”

(Workshop on November 19, 2011)

## **What is Transcultural Management Society?**

**Transcultural Management Society (TMS) was founded in Tokyo in March 2003.**

**TMS is an interdisciplinary organization whose purpose is to explore and establish the academic field of cross-cultural management or transcultural management.\***

**TMS considers collaboration of the academic field and the business circle crucial in its endeavor. The membership reflects this spirit and TMS encourages active exchange of opinions among members of academic and business backgrounds.**

**TMS holds conferences and workshops regularly and publishes its journal annually. TMS promotes communication and interaction among members of diverse cultures: profession, gender, age, nationalities, ethnic group, language, religion and other attributes.**

**TMS covers the following fields : Cross-cultural management, international business, diversity management, multinational companies, global corporations, human resources management, strategic alliance, global marketing, personnel motivation, brand management, transplant of production overseas, implication of information technology, business ethics and others.**

**\*Note : Cross-cultural management and intercultural management can be used interchangeably. TMS prefers to use a new word called “transcultural”: “trans” means both “across” and “beyond” and “transcultural” signifies the encompassing of diverse cultures.**



## Activities

### Inaugural Meeting

The inaugural meeting was held at Rikkyo (St.Paul's) University, Tokyo on March 11, 2003 to officially launch the Transcultural Management Society.

#### Workshop on March 11, 2003

(Saturday 15:00 - 17:00 at Rikkyo University, Tokyo)

- Speaker: Emiko MAGOSHI** Professor, College of Business and Public Administration, Obirin University.

*“Repositioning Transcultural Management toward the New Horizon”*

- Speaker: Toshikazu TAKAHASHI** Ph.D. Candidate Rikkyo University, Graduate School of Economics.

*“Typology and Reconsideration of Cross-Cultural Management Studies: toward an Integrated Theoretical Framework”*

#### Workshop on July 26, 2003

(Saturday 13:30 - 17:00 at Meiji University, Tokyo)

- Speaker: Hideko SAKURAI** Associate Professor, Faculty of Community Development, Sakushin-gakuin University.

*“The Islamic Social System and Business Management”*

- \* **Commentator: Tadao SUMI** Executive Adviser, Shibaura Mechatronics Corporation.

- Speaker: Masayuki KAMIYA** Executive Director, Deputy General Manager, Corporate Planning, Asahi Glass Co., Ltd.

*“AGC Group’s Globalization and Cross-fertilization”*

- \* **Commentator: Masami KAJIURA** Associate Professor, Faculty of Commerce, Aichi Gakuin University.

#### Workshop on November 8, 2003

(Saturday 13:00 - 17:00 at Rikkyo University, Tokyo)

- Speaker: Risaburo NEZU** Senior Executive Fellow, Fujitsu Research Institute.

*“Why the Japanese IT Industry Lost Global Competition and How It Can Recover”*

- \* **Commentator: Yojiro II** Professor, School of Business Administration, Meiji University.
- **Speaker: Hiroo INOUE** Special Adviser, Kao Corporation.  
*“Kao’s Global Strategy: Present and Future”*
- \* **Commentator: Takao KOMINE** Professor, Hosei School of Policy Sciences.

#### **Workshop on March 27, 2004**

**(Saturday 13:00 - 18:00 at Waseda University, Tokyo)**

- **Speaker: Masataka OTA** Professor of International Business, School of Commerce, Waseda University  
*“Metanational Competition and Cross-Cultural Management”*
- \* **Commentator: Yoshiharu KUWANA** Professor, Faculty of Commerce and Economics, Chiba University of Commerce
- **Speaker: LI, Nian Gu** Company Executive, Japan-China Knowledge Center
- **Speaker: Tatsuya KODAIRA** Consultant, Pasona Tech  
*“War for Talent - Global competition starts with China –”*
- \* **Commentator: Kenichi HIRASAWA** Associate Director, Human Resources Development Center, Victor Company of Japan, Limited (JVC)

#### **Workshop on July 3, 2004**

**(Saturday 13:00 - 17:00 at Waseda University, Tokyo)**

- **Speaker: Iwao TAKA** Professor, The International School of Economics and Business Administration, Reitaku University  
*“Corporate Social Responsibility”*
- \* **Commentator: Toyokazu ONO** Director, Planning & Research Department, Japan Overseas Enterprises Association (JOEA)
- **Speaker: Toshifumi OKUI** President, Harley-Davidson Japan, K.K.  
*“Analysis of Harley-Davidson’s Success in Japan from the Viewpoint of Cross-cultural Management”*
- \* **Commentator: Hiroyuki OKAMOTO** Professor, College of International

**Workshop on November 13, 2004**

**(Saturday 13:00 - 17:00 at Waseda University, Tokyo)**

- **Speaker: Rochelle KOPP** Managing Principal, Japan Intercultural Consulting  
*“Issues in U.S.-Japan Business Communication”*
- \* **Commentator: Kenji WATANUKI** Assistant Professor, Faculty of Economics,  
Yokohama National University
- **Speaker: Kichiro HAYASHI** Professor, Graduate School of International  
Management, Aoyama Gakuin University  
*“Mental Models in Intercultural Management: with Reference to Japanese  
Corporations”*
- \* **Commentator: Takabumi HAYASHI** Professor, Graduate School of Business,  
Rikkyo University

**Workshop on March 19, 2005**

**(Saturday 13:00 - 17:00 at Waseda University, Tokyo)**

- **Speaker: Toyoko KATO** Ph.D. Candidate, Hosei University  
*“Human Resources Management of Female Researchers in Pharmaceutical  
Companies: Factors which Prevent Continuous Working”*
- **Speaker: Masataka ASANO** Senior Executive Advisor, Mitsubishi  
Chemical Corporation  
*“The Merits and Demerits of Inviting a CTO (Chief Technology Officer) from  
Overseas”*
- \* **Commentator: Yoji TANIGUCHI** Professor, Graduate School of Economics and  
Faculty of Economics, Chuo University
- **Speaker: Hiroaki NIIHARA** Director, Manufacturing Industries, Ministry of  
Economy, Trade and Industry (METI)  
*“Spontaneous Governance and Corporate Culture: How Excellent Companies are  
Governed”*
- \* **Commentator: Koji OHIRA** Professor, Faculty of Economics, Meiji Gakuin  
University

## Workshop on July 30, 2005

(Saturday 13:00 - 18:00 at Waseda University, Tokyo)

- **Speaker: Masato INOUE** Ph.D. Candidate, Meiji University  
*“Human Resources Management of Female Researchers in Pharmaceutical Companies: Factors which Prevent Continuous Working”*
- **Speaker: Fumikatsu TOKIWA** Former Chairman, Kao Corporation  
*“In Pursuit of the Third Wisdom”*
- \* **Commentator: Hiroshi TANAKA** Professor, Faculty of Business Administration, Hosei University
- **Speaker: Hotaka KATAHIRA** Chairman, Marunouchi Brand Forum  
*“How does a global power brand remain powerful across different cultures?”*
- \* **Commentator: Hirokazu TANAKA** Chief Consultant, Integrated Marketing Communication Center, Dentsu Inc.

## Workshop on November 26, 2005

(Saturday 13:00 - 17:00 at Waseda University, Tokyo)

- **Speaker: Toshikazu TAKAHASHI** Ph.D. Candidate, Rikkyo University  
*“Cross-Cultural Management: A Case Study on the Japanese Multinationals in France”*
- **Speaker: Yoshikazu HANAWA** Honorary Chairman, Nissan Motor Co., Ltd.  
*“The Revival of Nissan and Transcultural Management”*
- \* **Commentator: Isuke KOHTOH** Professor, School of Business Administration, Waseda University.
- **Speaker: Masaru SAKUMA** Professor of International Business and Management Graduate School of Policy Study, Chuo University  
*“A Comparative Study of Workplace Management -The key factor of transformational leadership-”*
- \* **Commentator: Tetsuo SEKIYA** Advisor to the board, NSK LTD

## Workshop on March 11, 2006 (Saturday 13:00 - 17:30 at Rikkyo University, Tokyo)

- **Speaker: Hirohisa NAGAI** Professor of Organizational Behavior, Graduate School of Business Sciences, University of

Tsukuba, Tokyo

***“Global Leadership Competency - Development and Implications-”***

- \* **Commentator: Steve HOFFMAN**      Manager, International Human Resources, Sony Corporation
- **Speaker: Nicole WATANABE**      Director, International Marketing and Sales - Japan, Japan Intercultural Consulting

***“What Do Japanese Workers Want To Know About Intercultural Communication? -An Analysis of Nikkei vs. Gaishi-kei Kigyo Employees-”***

- \* **Speaker: Toyohiro MATSUDA**      Manager, Global HR Team, HRD Center, Mitsubishi Corporation

***“The Pursuit of a Global Human Resource Development System - A Japanese Viewpoint”***

- \* **Commentator: Hisato NAKAMURA**      Professor, Faculty of Business Administration, Toyo University

**Workshop on July 22, 2006**

**(Saturday 13:00 - 17:45 at Meiji University, Tokyo)**

- **Speaker: Kazuhiro ASAKAWA**      Professor, Graduate School of Business Administration, Keio University

***“Metanational Management: Seven Dilemmas and their Solutions”***

- \* **Commentator: Hiroo TAKAHASHI**      Professor of International Management, Hakuoh University

- **Speaker: Atsushi FUNAKAWA**      Managing Partner, Global Impact Inc.

***“Transcultural Management 2006 - Developing Global Managers”***

- \* **Commentator: Takeshi FUJII**      Professor, School of Business Administration, Hakuoh University

**Workshop on November 18, 2006**

**(Saturday 13:00 - 17:40 at Meiji University, Tokyo)**

- **Speaker: Tetsuya USUI**      Lecturer, College of Business Management, Obirin University

***“Interfirm Relational Exchanges and Intercultural Communication Competence: Resource-Based Perspectives”***

- **Speaker: Mitsuhide SHIRAKI** Faculty of Political Science & Economics, Waseda University

*“A Comparative Analysis of International Human Resource Management: From the Viewpoint of Multi-national Internal Labor Markets”*

- \* **Commentator: Hiromasa SUZUKI** Professor, School of Commerce, Waseda University

- **Speaker: Akio KATSURAGI** President, Lehman Brothers, Japan

*“Communication in a Multicultural Environment”*

- \* **Commentator: Shigeki TEJIMA** Professor of Economics, Nishogakusha University, Dean of Graduate School of International Politics and Economics

#### **Workshop on March 17, 2007**

**(Saturday 13:30 - 17:45 at Meiji University, Tokyo)**

- **Speaker: Yu YASUMOTO** MBA program at the Graduate School of Commerce and Management, Hitotsubashi University

*“Key Success Factors for the Globalization of Investment Banking”*

- **Speaker: Mitsuyo HANADA** Professor, Faculty of Policy Management, Keio University

*“In-House Support Paradigm for Career Development”*

- \* **Commentator: Noritake KOBAYASHI** Emeritus Professor, Keio University

- **Speaker: Kumiko SHIRAI** President & CEO, Nihon UNISYS Learning, Co. General Manager, HR Strategic Innovation & Training, Nihon UNISYS, Ltd.

*“Transcultural Management in Case of IT Service Business Development”*

- \* **Commentator: Takeshi OYABU** Assistant Professor, Keio Business School, Keio University

#### **Workshop on July 21, 2007**

**(Saturday 13:00 - 17:45 at Meiji University, Tokyo)**

- **Speaker: Hirofumi OKUYAMA** Advisor, NEC Corporation

*“Strategic Direction for Japanese IT Industry: How to Achieve Global Competitive Advantages”*

- \* **Commentator: Norio GOMI** Professor, Graduate School of Business Administration, Rikkyo University
- **Speaker: Kenichi YASUMURO** Professor, International Business, School of Business Management, University of Hyogo  
*“Synergetic Interaction between Area’s Culture and Organizational Culture - In Connection with Richard Florida's Economic Geography-”*
- \* **Commentator: Shiro TAKEDA** Emeritus Professor, Yokohama National University

### **Workshop on December 1, 2007**

**(Saturday 13:00 - 17:45 at Meiji University, Tokyo)**

- **Speaker: Hiroki KOMAZAKI** President, Florence NPO  
*“Challenge of the Florence NPO’s Day Care Service for Sick Children: Social Venture and Innovation”*
- **Speaker: Sadamori ARIMURA** Professor, Faculty of Economics, Yamaguchi University  
*“The Essence of Diversity Management”*
- \* **Commentator: Kimiko HORI** President, NPO GEWEL
- **Speaker: Yoshinobu (Yoshi ) NAKAMURA** GM Personnel and Administration Group Tokyo Branch Office, Matsushita Electric Industrial Co., Ltd.  
*“Diversity Management of Matsushita Electric Group”*
- \* **Commentator: Mami TANIGUCHI** Associate Professor of International Business Graduate School of Commerce, Waseda University

### **Workshop on March 22, 2008**

**(Saturday 13:30 - 18:00 at Meiji University, Tokyo)**

- **Speaker: Yu Byoung-sub** Doctoral Student, J.F. Oberlin University  
*“Servant Leadership: Theories and Case Studies”*
- **Speaker: Takabumi HAYASHI** Professor, College of Business, Rikkyo University

***“Knowledge Creation and Diversity Management- Centering on the cases of Kao Corp. and P&G”***

- \* **Commentator: Hiroo TAKAHASHI** Professor of International Management,  
Hakuoh University
- **Speaker: Kazuo TOKUBO** Corporate Officer Responsible for R&D  
SHISEIDO Co.,Ltd

***“Influence of Culture on Behavior in Cosmetics – “Skincare” in Japan, “Fragrance” in France, “Cosmetic Surgery” in USA, “Classical Chinese Opera” in China”***

- \* **Commentator: Yoshiharu KUWANA** Professor, J.F. Oberlin University

**Workshop on July 26, 2008**

**(Saturday 13:30 - 18:00 at Meiji University, Tokyo)**

- **Speaker: Yoshihiro OISHI** Professor, School of Business Administration,  
Meiji University

***“A Proposition for Supercultural Management”***

- \* **Commentator: Masahiko AGATA** External Advisor, General Electric  
International Inc.
- **Speaker: Norio OTSUKI** Ex-Representative of Teijin Group Europe and President  
of Teijin Holdings Netherlands B.V.

***“The Netherlands as a Model - A Cosmopolitan Country with a Sophisticated Economy and Open Society”***

- \* **Commentator: Motomichi IKAWA** Professor, Graduate School of Business,  
Nihon University

**Workshop on November 29, 2008**

**(Saturday 13:30 - 18:00 at Meiji University, Tokyo)**

- **Speaker: Zhang Hu** Doctoral Student, Chuo University

***“Large Shareholders/owners and Foreign Investors in Korean Companies”***

- Commentator: Mutsumi SAKAI** Professor of Finance, J. F. Oberlin University
- **Speaker: Shigekatsu YAMAUCHI** President, International Communication  
Institute

***“Japanese Culture Woven in the Language: An Insight into Japanese Mindsets as Compared with English”***



\* **Commentator: Yukiko ADACHI** Former Professor & Director of the Library  
Tokyo Fuji University

□ **Speaker: Jun ONISHI** Professor & Deputy Director International Exchange  
Center Hirosaki University

*“Cross-cultural Conflict and National Culture: A Case of Japanese Manufacturers in Thailand”*

\* **Commentator: Ken-ichi HIRASAWA** Professor, Department of Management and  
Design Junior College of Aizu

□ **Special Guest Speaker: Shinichiro WATARI** CEO, Corns and Company Ltd.  
*“Living and Doing Business in the Multicultural World”*

**Workshop on February 28, 2009**

**(Saturday 13:30 - 18:00 at Meiji University, Tokyo)**

□ **Speaker: Katsushi YAMAGUCHI** Doctoral Student Waseda University  
*“Creating the Value of Life and Happiness through Work for Employees”*

\* **Commentator: Ryozo MURAKAMI** Professor, Graduate School of Beauty  
Business Hollywood University of Beauty  
and Fashion

□ **Speaker: Shinichi KAHEGAWA** Professor, College of Business Management  
J. F. Oberlin University

*“Overseas Business of Kirin Group: its Cross-cultural Challenge”*

\* **Commentator: Toshiko SUDA** Professor, Graduate School of International  
Management Aoyama Gakuin University

□ **Speaker: Masanori KOJIMA** President, Grace Mate Limited  
*“Multicultural Experiences in Business: Did Japanese Management Work in the Cross-cultural Settings?”*

\* **Commentator: Teiichi IGARASHI** Chairman, International Air Cargo Terminal Co.  
Ltd.

□ **Special Guest Speaker: Toyokazu ONO** Professor, School of Political Science and  
Economics Tokai University

*“Youth Friendship Exchange Program between Japan and China: 1255 Years after Jian Zhen's Visit to Japan”*

## Workshop on July 25, 2009

(Saturday 13:30 - 18:00 at Meiji University, Tokyo)

- **Speaker: Nguyen Chi Nghia**      Doctoral Student, Graduate School of Economics and Management, Tohoku University  
*“Research on Business Solutions for Development – Paradigm Shift from Conventional Business and Research Directions”*
- \* **Commentator: Tetsuya USUI**      Associate Professor, College of Law, Nihon University
- **Speaker: Rolf Schlunze**      Professor, Faculty of Business Administration, Ritsumeikan University  
*“Hybrid Managers Creating Synergy in the International Workplace”*
- \* **Commentator: Hideko SAKURAI**      Professor, Faculty of Policy Studies, Chuo University
- **Speaker: Hideshi SAWAKI**      Business Consultant  
*“Japanese Management Styles (JMS) in the Globalizing Environment - an Empirical Research on Japanese Organizations in Malaysia”*
- \* **Commentator: Hideo UEKI**      Professor of International Management, Tokyo Keizai University
- **Special Guest Speaker: Noboru NOTOMI**      Professor, Faculty of Letters, Keio University  
*“Oeconomicus in Ancient Greece”*

## Workshop on November 28, 2009

(Saturday 13:30 - 18:00 at Meiji University, Tokyo)

- **Speaker: Chitose FURUKAWA**      Doctoral Program Student, IMO (International Management and Organization), Birmingham Business School  
*“Case Study: Leadership Competencies and Effectiveness in Multinational Teams”*
- \* **Commentator: Takabumi HAYASHI**      Professor, Graduate School of Business, Rikkyo University
- **Speaker: Wang Junhong**      Doctoral Student, Intercultural Education Course, College of Education, Hokkaido University

***“Impression of Chinese Students of Japanese Major on Japanese Companies: Perspectives of Intercultural Communication Education”***

- \* **Commentator: Takao YAMAMOTO** Associate Professor, Department of Commerce, Economics and Management Chiba University of Commerce
- **Speaker: Motomichi IKAWA** Professor, Graduate School of Business, Nihon University

***“Leadership Style in Multinational Organizations”***

- \* **Commentator: Yoshiharu KUWANA** Professor, Graduate School of Business Administration, J. F. Oberlin University
  - **Special Guest Speaker: Eiichi Eddie Maiwa** Nature Guide, Pacific Links
- “Maui- Alaska Project: Discovering the Instinctive Sense of Native Culture”***
- **Special Guest Speaker: Makio MUKAI** Director, Division of Diagnostic Pathology, Keio University, School of Medicine

***“The Hidden Facts of USA”***

**Workshop on March 27, 2010**

**(Saturday 13:30 - 18:00 at Meiji University, Tokyo)**

- **Speaker: Kanaporn Kumponkanjana** Doctoral Student, Graduate School of Economics & Management, Tohoku University

***“One Tambon One Product (OTOP) Movement in Thailand: How Women can be Successful in Making the OTOP Movement: Case Study of Wat-Taptimdaeng Village”***

- \* **Commentator: Kasumi NOMURA** Senior Research Officer, The Japan Institute for Labour Policy and Training
- **Speaker: Adriana Stoica** Ph.D. Candidate, Graduate School of Commerce, Waseda University

***“Comprehensive Review of Importance and Strategies for Inculcating Cultural Competences for the Success of Business Personnel in a Foreign Business Context”***

- \* **Commentator: Yuka SAKURAI** Lecturer, School of Global Management, Faculty of Economics, Meijigakuin University
- **Speaker: Kenji OTA** Managing Director, Strategist Inc.

***“How to Succeed in the Credit Management in Chinese Business”***

- \* **Commentator: Mariko WATANABE** JSPS Research Fellow, Graduate School of Business Administration, Keio University

< Special Session >

- Guest Speaker: Atsushi FURUKAWA** Managing Partner, Global Impact Inc.  
***“The Challenge for Japan – Making a Global People Company”***

**Workshop on July 24, 2010**

**(Saturday 13:30 - 18:00 at Meiji University, Tokyo)**

- Speaker: Mariko WATANABE** Doctoral Course, Graduate School of Business Administration, Keio University

***“How to Attract, Accumulate, and Utilize Local Human Resources in Japanese MNC's Subsidiaries? : In the New Context of Chinese Business Environment”***

- \* **Commentator: Takashi KUMON** Research Fellow, Department of Civil Engineering, The University of Tokyo

- Speaker: Noriko MORI** Senior Manager, NTT Data Institute of Management Consulting, Inc.

***“Local Employees Recognition of Teamwork, Information Sharing, Delegation and Cultural Value in Japanese Companies' Foreign Subsidiaries”***

- \* **Commentator: Atsushi YASHIRO** Professor of Human Resources Management Faculty of Business and Commerce, Keio University

- Speaker: Koji KIMURA** Senior Consultant, Mercer Japan Ltd  
***“Organizational Cultural Management in M&A Cases”***

- \* **Commentator: Ikushi YAMAGUCHI** Professor, School of Information and Communication, Meiji University

< Special Session >

- Guest Speaker: Seiichi KITAYAMA** Professor Emeritus, Rikkyo University  
***“Eating Habit in France –Constant and New Trends”***

**Workshop on November 27, 2010**

**(Saturday 13:30 - 18:00 at Meiji University, Tokyo)**

- Speaker: Katsushi YAMAGUCHI** Ph.D. Candidate, Graduate School of Commerce,

Waseda University

***“Improving Working Conditions at Suppliers’ Factories Overseas: a Research in Asia”***

- \* **Commentator: Satomi KATO** Associate Professor of Management, Asahi University, Graduate School of Business
- **Speaker: Yu Byoung-Sub** Ph.D. Candidate, International Business Management J.F. Oberlin University, Graduate School

***“Human Resource Management of a Global Company: Comparing Motivation at Samsung Electronics and Google Korea”***

- \* **Commentator: Masayoshi SHINOZAKI** President and Representative Director, Global HR Management Consultant, J&G HR Advisory Ltd.
- **Speaker: Kenichiro ARAKI** Ph. D. candidate, Kobe University, Graduate School of Business Administration

***“Narrative Study of Cross-cultural Interactions in Japan”***

- \* **Commentator: Takeshi FUJISAWA** Professor of International Marketing, School of Business Administration, Kwansei University

< Special Session >

- **Guest Speaker: Christina Ahmadjian** Professor of International Business Strategy, Graduate School of International Corporate Strategy (ICS), Hitotsubashi University

***“Global Leadership”***

**Workshop on July 23, 2011**

**(Saturday 13:30 - 18:00 at Meiji University, Tokyo)**

- Chair: Toyokazu ONO** Professor, School of Political Science and Economics, Tokai University
- **Speaker: Kenji NAGASATO** Ph. D. Candidate, Graduate School of Innovation Management, Tokyo Institute of Technology

***“Global Industry Activities for Chemical Substance Regulations-Comparison of Europe, the United States and Japan”***

- \* **Commentator: Hideo OSHIMA** Managing Director, Oshima Management Institute
- **Speaker: Satoshi OKUMURA** Director of SDLS Online English Communication Program

*“A Report of Philippine Study Tour: An Effect of Fostering International Human Resources through Cross-cultural Study in Developing Countries in Asia.”*

- \* **Commentator: Norihito FURUYA** Visiting Professor of University of Missouri St.Louis./CEO, The Institute of Global Business
- **Speaker: Keikoh RYU** Visiting Research Fellow, Institute of Public Policy, Waseda University

*“Social Construction of Japanese Corporations in the Harmonious Society of China”*

- \* **Commentator: Tetsuo SAITO** Professor, Rikkyo University, Graduate School of Social Design Studies

< Special Session >

- **Guest Speaker: Toyoo GYOHTEN** President, Institute for International Monetary Affairs

*“Globalization and Power Shift”*

### Workshop on November 19, 2011

(Saturday 13:30 - 18:00 at Meiji University, Tokyo)

- Chair: Motomichi IKAWA** Professor, Graduate School of Business, Nihon University
- **Speaker: Gao Jing** Graduate School of Economics, Tokai University  
*“A Study on Globalization of the Japanese Management System -A Case of Japanese Companies in China-”*
- \* **Commentator: Toru TAKAI** Professor, Faculty of Commerce, Nihon University
- **Speaker: Yasuhiro FUKUSHIMA** Research Associate, Research Institute for Languages and Cultures of Asia and Africa, Tokyo University of Foreign Studies  
*“Islamic Finance and Malaysian Studies”*
- \* **Commentator: Hideko SAKURAI** Professor, Faculty of Policy Studies, Chuo University
- **Speaker: Tomoyasu KIMURA** Professor, School of Contemporary International

Studies, Nagoya University of Foreign Studies

***“Global Human Resources Programs at Universities of Foreign Studies”***

\* **Commentator: Yoshinobu NAKAMURA** Advisor, Panasonic Excel International Co., Ltd.

□ **Speaker: Tadashi HANAMI** Professor Emeritus, Sophia University  
***“International Standards in Transcultural Perspectives”***

\* **Commentator: Masataka OTA** Professor, School of Commerce, Waseda University

< Special Session >

□ **Guest Speaker: Kiyoko FUJII** Special Advisor, Yokohama Women’s Association for Communication and Networking  
***“Realizing Gender Equal Society -Work Project by Yokohama Women’s Association for Communication and Networking-”***

**Workshop on March 17, 2012**

**(Saturday 13:30 - 18:00 at Meiji University, Tokyo)**

**Chair: Tetsuya USUI** Associate Professor, College of Law, Nihon University

□ **Speaker: Junhong Wang** Graduate School of Education, Hokkaido University, Ph.D. candidate

***“Considering the Cause of Unemployment of Chinese in the Japanese Companies -from the Viewpoint of Intercultural Communication-”***

\* **Commentator: Jiro USUGAMI** Professor, School of Business, Aoyama Gakuin University

□ **Speaker: Mariko WATANABE** Graduate School of Business Administration, Keio University

***“Mechanism to Overcome Difficulties of Knowledge Transfer in Global R&D: a Viewpoint of Multilevel Context and Network”***

\* **Commentator: Kunio TADOKORO** Professor, Tokyo Campus, MBA program, the University of Wales

□ **Speaker: Toshio FUKUZUMI** Representative Director and President of Global Management Laboratory Inc.

***“The Excellent Global Company”***

\* **Commentator: Misa FUJIO** Associate Professor, Faculty of Business Administration, Toyo University

- **Guest Speaker: Tadatoshi AKIBA** Professor, Hiroshima University National Chair,  
AFS Japan, Former Mayor, City of Hiroshima  
*“The Role of Cities and Citizens in Creating a Better 21st Century”*

**Workshop on July 21, 2012**

**(Saturday 13:30-18:00) at Meiji University , Tokyo**

- **Speaker: Weiwei Ji** Doctoral Student, Graduate School of Business  
Administration, Ritsumeikan University

*“A Comparative Analysis on International Managers in China: a Trans-Cultural Management Perspective”*

- \* **Commentator: Takuya HAYASHI** Associate Professor, College of Business  
Management, J. F. Oberlin University

- **Speaker: Yoshiteru OKAMOTO** Researcher, Utsunomiya University CMPS in  
the Faculty of International Studies (Center for  
Multicultural Sphere)

*“The reasons why the Japanese companies have not been successful in their R&D transfer overseas: the empirical studies of the Japanese companies in Malaysia”*

- \* **Commentator: Hideo UEKI** Professor, Faculty of Business Administration,  
Tokyo Keizai University

- **Speaker: Yoshio MATSUI** Manager, Innovation Office, Yokogawa Electric  
Corporation

**Kunio TADOKORO** Professor, MBA program at HABS validated and  
awarded by University of Wales

*“Developing One Global Team”*

- \* **Commentator: Norio GOMI** Visiting Lecturer, Graduate School of International  
Business, Shukutoku University

< Special Session >

- **Guest Speaker: Koji CHINO** Movie director  
*“Myanmar learned from a film-making”*

**Workshop on November 17, 2012**

**(Saturday 13:30-18:00) at Meiji University**

- **Speaker: Takuya HAYASHI** Associate Professor, College of Business



Management, J. F. Oberlin University

***“Employee Turnover of Japanese Company in Thailand: The Case of Calbee Tanawat Co., Ltd.”***

\* **Commentator: Takao YAMAMOTO** Associate Professor, Faculty of Economics,  
Kanagawa University

□ **Speaker: Jiro USUGAMI** Professor, School of Business, Aoyama Gakuin  
University

***“Global Business Strategy in Collaboration with Contents Business: A Case Study of South Korea and Japan”***

\* **Commentator: Masato INOUE** Assistant Professor, College of Commerce, Nihon  
University

□ **Speaker: Tatsuya KODAIRA** President, Japan Active Solutions, Co. Ltd.

***“The Integration of Heterogeneity and the Role of Line Manager in Organization Management”***

\* **Commentator: Atsushi YASHIRO** Professor, Department of Business and  
Commerce, Keio University

< Special Session >

□ **Guest Speaker: Hitomi OHMORI** AICI CIM, Representative Director and CEO,  
Ohmori Method Inc. Association of Image  
Consultants International Certified Image  
Master, AICI Past Vice President

***“The ABC’s of Being a Successful Global Leader: Appearance, Behavior and Communication”***

### **Workshop on March 16, 2013**

**(Saturday, 13:30-18:00 at Meiji University, Tokyo)**

□ **Speaker: Kohei KAMBAYASHI** Visiting Researcher, Institute of Economics,  
Chuo University

***“Global Alliance in Commercial Aerospace Industry: Featuring Brazilian & Indonesian Aerospace Industries”***

\* **Commentator: Tetsuya KOBAYASHI** Former Senior Managing Director, JAL Aero  
Consulting Incorporated

□ **Speaker: Reiko TAKENOUCI** Associate Professor, Faculty of Life and

Environment Sciences, University of  
Yamanashi

***“The Role of Short-term Expatriates in Managing Foreign Subsidiaries”***

- \* **Commentator: Takao YAMAMOTO** Associate Professor, Faculty of Economics,  
Kanagawa University
- **Speaker: Toshihiro MIZUNO** General Manager, Corporate Planning,  
Brooks Brothers Japan, Ltd.

***“Development and Promotion of Culture Industry — Facilitating Cross-Cultural Communication through the Promotion of Tourism-”***

- \* **Commentator: Ryutaro MIHARA** Visiting Researcher, Keio Research Institute at  
SFC

< Special Session >

- **Guest Speaker: Keizo TANNAWA** Managing Director, Towers Watson  
***“Challenges of Globalization: Human Resources Perspectives”***

**Workshop on July 20, 2013**

**(Saturday 13:30-18:00 at Meiji University, Tokyo)**

- **Speaker: Koji HIZAKA** Associate Professor, College of Business  
Management, J. F. Oberlin University

***“The Status Report of the Education System and the Management Strategy of NPO in Thailand”***

- \* **Commentator: Motoko NAGAO** Professor, Faculty of Commerce, Takushoku  
University
- **Speaker: Toshihiro MIZUNO** General Manager, Corporate Planning, Brooks  
Brothers Japan, Ltd.

***“LCC of Today and Future in the Global World: LCC in JAL and ANA's Strategies”***

- \* **Commentator: Hiroji TANAKA** Professor Emeritus, Tokyo College of Transport  
Studies

< Special Session >

- **Guest Speaker: Hidetoshi FUJISAWA** Managing Director, News Commentators  
Bureau, Japan Broadcasting Corporation  
***“Globalization from the Perspectives of News Media”***

## Workshop on November 23, 2013

(Saturday 13:30-18:00 at Meiji University, Tokyo)

- **Speaker: Noriko SAKURAI** Deputy Chief Executive, World Instant Noodles Association Secretariat, Nissin Foods Holdings Co., Ltd.

*“How Should We Establish Effective Operation in Global Trade Organizations?- Case Study of World Instant Noodles Association (WINA) –”*

- \* **Commentator: Takeshi FUJISAWA** Professor, Graduate School of Business Administration, Kwansai Gakuin University

- **Speaker: Hideshi SAWAKI** Senior Manager, Corporate Management Division, KITO Corporation

*“Turnaround Strategy at Multicultural Company: Case Study on a Printing Company in Singapore”*

- \* **Commentator: Masataka OTA** Professor, International Business, School of Commerce, Waseda University

- **Speaker: Jun ONISHI** Professor, Division of Economics and Business Administration, International College of Arts and Science, Yokohama City University

*“Analysis on Influence of Human Resource Management of the Japanese Manufacturers in Asia to Workplace Conflict between Japanese and Local Employees”*

- \* **Commentator: Toshiko SUDA** Professor, Graduate School of International Management, Aoyama Gakuin University

< Special Session >

- **Guest Speaker: Kimie IWATA** President, Japan Institute for Women’s Empowerment/ Advisor, Shiseido Co., Ltd

*“Diversity Management as Corporate Strategy: Women as a Catalyst for Corporate Growth”*

## International Session

Friday, December 6, 2013, 18:30-20:30 Venue: Aoyama Gakuin University at Aoyama Campus Room 14404 (Building 14, 4F)

- **Opening Remarks: Emiko MAGOSHI** President of the Transcultural

Management Society

- **Speaker: Philippe ORSINI** Associate Professor, Nihon University, Graduate School of Business

*“Career Paths Across Borders and Organizations”*

- \* **Moderator: Norihito FURUYA** CEO, The Institute of Global Business, Visiting Professor, University of Missouri St. Louis

- **Speaker: Tsuyoshi KIMURA** Lecturer, Nagoya University of Commerce & Business DBA Candidate, Chuo Graduate School of Strategic Management

*“Organizational Capability Developed through Global Alliance: Case study of Nissan Motor Co.”*

- \* **Moderator: Masahiko AGATA** Select Professor & Director, Active Learning Support Center, Akita International University, External Advisor, Japan GE Corporation

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