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## Kirin Group Overseas Business – A Transcultural Management Perspective

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<Abstract>

Historically, Kirin's overseas business had two different concepts. One was development focusing on Kirin Beer ("Kirin business"). The other was expansion through M&A ("Non-Kirin business"). According to the "Bartlett and Ghoshal" model, "Kirin business" was classified as "global", and "Non-Kirin business" as "multinational".

In 2006, the "Kirin Group Long-Term Business Framework" was announced, which signified the first step by the Kirin Group toward establishing a "genuine global enterprise". One critical subject was group synergy to be achieved by taking advantage of the human resources of the Group. Kirin is now pursuing a "transnational" method through networking the two different modes mentioned above.

<Key Words>

Kirin-business, Non-Kirin business, Bartlett and Ghoshal Model, Kirin Group Long-term Management Plan, group synergy