

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.17>

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< Title >

Transfer of Japanese Services to Foreign Countries: On Cases of Three Leading Japanese Companies

Yoshiharu KUWANA

Professor Emeritus, J. F. Oberlin University

< Abstract >

In recent years, many Japanese service companies have been entering foreign markets. They have tried to transfer their services that have a high reputation throughout the world into foreign countries as one of their competitive advantages. There are, however, a lot of barriers to transferring Japanese services into foreign countries. In particular, the culture in foreign countries is highly likely to be a big barrier for Japanese companies. While there are some elements in Japanese services that are fairly likely to be acceptable to foreign employees and customers, there are also some that are difficult for foreigners to understand. If Japanese companies succeed in transferring their services into foreign markets, these services might become a global standard in the future. In this paper, we examine these issues by introducing cases of three Japanese leading companies.

< Keywords >

Service Business, Japanese Service, International Transfer, National Culture, Cross-cultural Communication

< Title >

Building a Sustainable Business Ecosystem in the Inbound Tourism Industry —A Case Study of Napa Valley Wine Tourism—

Yoko INOUE

Associate Professor, College of Commerce, Nihon University,

Jusuke IKEGAMI

Business School Professor, Waseda University

Kyoko YAGI

Lecturer, Department of International Tourism Management, Toyo University

< Abstract >

The purpose of this study is to establish a conceptual framework of the business ecosystem for Japan's inbound tourism industry. For this purpose, we conducted empirical research on wine tourism in Napa Valley to verify the viability of the suggested framework. The conclusion of this study is that, as Japan's tourism industry is coming to a mature phase, a new framework that focuses on quality over quantity is in need. To achieve this transition, we argue that a business ecosystem that includes the interests of all stakeholders, especially the local community, is promising. This research brings new dimensions into the existing transcultural research arena since the cultural differences among different communities will be a major issue in generalizing this concept. Therefore, it has the possibility of opening up new frontiers for research in the future.

< Keywords >

Cross-cultural Comparison Studies, International Business Studies, Business Ecosystem Studies, Sustainable Development, Tourism Competitive Strategies.

< Title >

Can Board Diversity Have an Effect on Decision Making for Investment?

Chieko MATSUDA

Professor, Ph.D. of Management

Tokyo Metropolitan University, Graduate School of Management

< Abstract >

This study analyzes corporate governance in Japan—particularly the relationship between management decision making on investments and the diversity of the management board, which has been increasingly important in recent years. To comply with the Japanese corporate governance code, many Japanese companies aim to hire female or foreign independent directors. However, does diversity mean only gender and national origin? Can such board diversity have a positive effect on decision making on investments? This study investigates these questions and empirically reveals that other factors such as age, the existence of internal executives, and their career history have some effect.

< Keywords >

Corporate Governance, Board Diversity, Investment, Management Decision Making, Capital Market

< Title >

Characteristics of the Industrial Structure that sustains the “Fude” Industry of Japan

Naotaka HIRAMI

Professor (Special Appointment)

Office of Academic Research and Industry-Government Collaboration, Hiroshima University

< Abstract >

The purpose of this research is to clarify the characteristics of the industrial structure of the Japanese Brush industry, which is one of the active traditional craft industries in Japan, to contribute to the maintenance and development of the others. The research was conducted through interviews with key persons in the industry at four major production areas: Kumano, Kawajiri, Toyohashi, and Nara. The characteristics of the industrial structure were compared with the industrial network of Northern Italy. In addition, regarding Kumano, the historical transition of products was examined from the viewpoint of corporate growth strategies and product planning.

< Keywords >

Traditional Craft Industry, Local Industry, Japanese Brush, Makeup Brush, Industrial Network

< Title >

Recognition through the “Face” of a Product Package by Consumers —Consideration of “Face Culture” of a Cosmetics Company—

Fumiyuki MIYAMOTO

Associate Professor of Marketing, Consumer Psychology, J. F. Oberlin University

< Abstract >

Although the product package is not one of the 4 Ps of marketing, it is said to be the “5th P,” a “brand’s symbolic element,” etc., and its communication ability has been attracting attention. In addition, it is often said that the “package is the face of a product (brand).” One of the reasons for this ability is that consumers may unconsciously recognize a product package as if it were a human face. In this paper, we consider the possibility that consumers’ information processing of product packages is similar to that of the human face, using the case of a packaging method based on “face culture” in a cosmetics company.

< Keywords >

Product Package, Face, Corporate Culture, Consumers’ Information Processing, Image Motif

<Guest Speaker>

Nobuyuki IDEI

Founder & CEO, Quantum Leaps

<Lecture Title>

Next Paradigm for Japan in the Age of VUCA

TMS Awards

TMS Awards for 2020 were given to the following members:

Best Book Award

Hiroo Takahashi (Professor Emeritus Hakuoh University)

“Everything originated from Milk-case of Nestle”

(DOUBUNKAN-SHUPPAN, 2019)

Best Presentation Award

HAN Samtaek (Chief, KR2 Management Research Institute, Inc.)

“A New Perspective of the Understanding of Organizational Cultures between on South Koreans and Japanese – Focused on Daily Conversations-”

(Conference on Nov 24, 2019)

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

Conference on May 26, 2019

(Sunday 12:30-18:30 at Waseda University, Tokyo)

- MC: Yoshionbu NAKAMURA** Executive Advisor, Relo Panasonic Excel International Co.,Ltd.

- Speaker: Yuko INADA** Graduate school of Advanced Management, Kwansai Gakuin University
“The effects of field work from JICA/MBA learner’s point of view”
- * **Commentator: Toyokazu ONO** Former Professor, Tokai University
- Speaker: Yukiko KONISHI** Waseda University, Graduate School of Commerce
“Motivations for Choosing to Study Abroad”
- * **Commentator: Jiro USUGAMI** Professor, School of Business, Aoyama Gakuin University
- Speaker: Akio YAMAMOTO** Meiji University
“Introduction of negotiation theory to university education – a case study of teaching strategic negotiation in English for undergraduate students”
- * **Commentator: Atsushi YASHIRO** Faculty of Business and Commerce, Keio University
- Speaker: Nobutaka HIRABAYASHI** Professor, Faculty of International Business Management, Kyoei University
“Extraction and quantification of performance indicators to measure synergy effects of multinational team’s diversity”
- * **Commentator: Motoko NAGAO** Professor, Faculty of Commerce, Takushoku University
- Speaker: Izumi INOUE** NISSAN SHATAI CO., LTD. Audit & Supervisory Board Member (Outside & Independent)
“The Development and limits of the Threefold Auditing Structure - The conflicts within the Transcultural System”
- * **Commentator: Hiroo TAKAHASHI** Former Professor, Hakuoh University
- Speaker: Chieko MATSUDA** Professor, Graduate School of Management, Tokyo Metropolitan University
“Can board diversity have an effect on decision making for investment ? – a preliminary analysis of corporate governance in Japan–”
- * **Commentator: Miyuki ZENIYA** General Manager Investment Planning Dept. Responsible Investment Dept. The Dai-ichi Life Insurance Company, Limited
- Guest speaker: Mitsudo URANO** Former Chairman and Representative Director, Nichirei Corporation
“Innovation and Corporate Governance”

Conference on November 24, 2019
(Sunday 13:00-18:00 at Waseda University, Tokyo)

- MC: Hiroyasu FURUKAWA** Assistant Professor, College of Economics,
Nihon University
- Speaker: Lee Yong sook** Professor, Kansai University of International
Studies
*“Exploring the effectiveness of SNS on ‘Visit Japan’ promotion: A case study on YouTube
Utilization in Korea”*
- * Commentator:**
Yasuhiro WATANABE Professor, J.F. Oberlin University
- Speaker:**
Yukiko NAKAGAWA Specially Appointed Professor, Rikkyo University
*“Strategic activities in HRM system and workplace management lead to business success for
diversity management in German and Swiss multinational companies”*
- * Commentator:** Professor, Faculty of Commerce,
Motoko NAGAO Takushoku University
- Speaker:** Professor Korean Productivity Center University
HAN Samtaek & Global Business Promotion Center
*“A New Perspective of the Understanding of Organizational Cultures between on South
Koreans and Japanese – Focused on Daily Conversations-”*
- * Commentator:** Professor, Faculty of Business
Satomi KATO Administration, Aichi Institute of Technology
- Speaker:**
Fumiyuki MIYAMOTO Associate Professor, J.F. Oberlin University
“The effect of image-motif in product packaging on Chinese consumers”
- * Commentator:** Professor, School of Business, Aoyama Gakuin
Jiro USUGAMI University
- Guest speaker: Nobuyuki IDEI** Founder & CEO, Quantum Leaps
“Next Paradigm for Japan in the Age of VUCA ”

Conference on November 28, 2020
(Saturday 10:00-18:30 on Zoom Online)

- MC: Masashi ARAI** Associate Professor, Faculty of International
Relations, Asia University
- Speaker: Aki OGANE** The University of Tokyo Graduate School of
Humanities and Sociology
Cultural Resources Studies
*“Private Donation for Non-profit Orchestras and Performing Arts Organizations in Japan:
How should it be designed and operated?”*
- * Commentator:** Professor, School of Commerce, Waseda
Jusuke IKEGAMI University

- **Speaker:** Sachiko **MARUYAMA** Global Women’s Association Representative director
“Global human resource development utilizing overseas Japanese network”
- * **Commentator:** Toshiko **SUDA** Graduate School of International Management, Aoyama Gakuin University
- **Speaker:** Takashi **TANEMURA** AXA Life Insurance Co., Ltd. Corporate Officer, Head of Internal Audit
“Commonality in management style of European insurers and its comparison with those of Japanese and US Insurers, based on my work experience.”
- * **Commentator:** Atsushi **YASHIRO** Professor, Faculty of Business and Commerce, Keio University
- **Speaker:** Hidemitsu **SASAYA** Visiting Professor, The Graduate School of Information & Communication
“A Study on Cross-Cultural Management Using SDGs”
- * **Commentator:** Toyokazu **ONO** Former Professor, Department of Business Management, School of Business Studies, Tokai University
- **Speaker:** Cheng, An-chun Center for the Multicultural Public Sphere , Utsunomiya University
“Issues on the Acceptance of Care-giving Foreign Workers in Taiwan: A Focus on the Problem of “Missing” workers in the Changing Labor Market”
- * **Commentator:** Satomi **KATO** Professor, Faculty of Business Administration, Aichi Institute of Technology
- **Speaker:** Yukiko **NAKAGAWA** Professor, Rikkyo University, Business School
“Global Human Resource Management of HUAWEI , Operating in 176 Countries”
- * **Commentator:** Motomichi **IKAWA** Senior Associate, JCMS
- **Speaker:** Naotaka **HIRAMI** Office of Academic Research and Industry-Government Collaboration, Professor (Special Appointment)
“Management characteristics for the survival of fude industry in Japan An analogy with the rebozo industry in Mexico”
- * **Commentator:** Chitose **FURUKAWA** Associate Professor, Faculty of Business Administration, Aichi University
- **Speaker:** Nobutaka **HIRABAYASHI** Professor, Faculty of International Management, Kyohei University
“A study on personality trait extraction considering user’s ego state, and service development adapted to personality traits using ACL”
- * **Commentator:** Motoko **NAGAO** Professor, Faculty of Commerce, Takushoku University

- Guest speaker:** Representative Executive Officer, President and
Yasuo NAKATANI CEO, Hitachi Transport System Ltd.
“Toward New Dimensions ~ LOGISTEED of Hitachi Transport System”

The 12th International Session

Friday, May 17, 2019, 18:35-20:15 Venue: Aoyama Gakuin University at Aoyama Campus Room 14605 (Building 14, 6F)

- MC: Sean Michael Hackett** Professor, School of Business, Aoyama Gakuin University
- Opening Remarks:** President of the Transcultural Management Society
Emiko MAGOSHI
- Speaker: Atsushi FUNAKAWA** Managing Partner, Global Impact Inc
“Learning English can enrich our liberal arts - Global English 2.0”

The 13rd International Session

Friday, December 13, 2019, 18:35-20:15 Venue: Aoyama Gakuin University at Aoyama Campus Room 14603 (Building 14, 6F)

- MC: Jiro USUGAMI** Professor, School of Business, Aoyama Gakuin University
- Opening Remarks:** Vice President of J.F. Oberlin University
Emiko MAGOSHI President of the Transcultural Management Society
- Speaker: Joel Daniel Anderson** Ph.D candidate, J.F. Oberlin University
“LGBT Expatriate Workplace Experiences in Tokyo: Research findings and implications for diversity management practice”
- * **Moderator:** Executive Advisor, Relo Panasonic Excel International Co., Ltd.
Yoshinobu NAKANURA
- Speaker: Yoshiko KURISAKI** Founder, Europe-Japan Dynamics
“Why is cultural intelligence imperative in business management”
- * **Moderator:** Professor, School of Business, Aoyama Gakuin University
Sean Michael Hackett

The 14rd International Session

Friday, Dec. 11, 2020, 19:00-21:00 Venue: Zoom Online

- MC: Jiro USUGAMI** Professor, School of Business, Aoyama Gakuin University
- Opening Remarks:** Vice President of J.F. Oberlin University
Emiko MAGOSHI President of the Transcultural Management Society
- Speaker: Dr. ZHENG Wei** Associate Professor, Takushoku University
“How do we develop intercultural management skills for Japanese expats working globally?”

- * **Moderator:**
Dr. Sean M. HACKETT Professor, School of Business, Aoyama Gakuin University
- Speaker&Panelist:**
Ms. Claudette Byers Executive Officer and Head of Human Resources, AXA Life Insurance Co., Ltd.
“Living in a cross-cultural setting”
- * **Moderator&panelist:**
Prof.& Dr. Emiko Magoshi President of the Transcultural Management Society, Vice President of J.F. Oberlin University

Regional Session

The 6th Session of the Kyushu Division

Saturday, March 9, 2019, 13:15-17:15

Venue: Tokai University, Kumamoto Campus, Siesta

- MC: LEE Soji** Assistant Professor, Department of Tourism Business, Faculty of Business Administration, Tokai University
- Opening Remarks:**
Emiko MAGOSHI President of the Transcultural Management Society
Professor, J. F. Oberlin University
- Speaker: LEE Yang hee** Professor, Hyogo University
*“Sightseeing business strategy based on private belief
~centering on Itako, Aomori Ososesan~”*
- Speaker: Hideshi SAWAKI** Specially Appointed Professor, Asia University
*“Cross-cultural management and networking
~Case of Philippine Japanese Entrepreneurs~”*
- Speaker: Toyokazu ONO** Former professor, Tokai University
“The moral mind trap that the recognition of “Baby Box” is not rooted in Japan ~From the efforts of Jikei Hospital of Kumamoto~”

<Special Session1>

- Guest Speaker:**
Hiroyuki ONO Kumamoto Music Reconstruction Support Hundred Committee Member / Representative Director of Child Design Institute
“As a strong supporter of Kumamoto earthquake reconstruction prayer concert invitation activities~Make the most of the unique artists who meet for the first time in Kumamoto Volunteer group that has moved the affected citizens through the harmony~”

<Special Session2>

- Guest Speaker:**
Yoshiaki KATO Former Nishiharamura village chief, NPO Aso, chairman of Regionally based<old men& women> Industry Promotion Council
“Nishihara Village’s support circle has been able to re-challenge rice production”

<Mini talk>

- two Guest Speakers + Chairman**
Kyushu Division

“What is the bond that linked the benefits and benefits of the Kumamoto earthquake?”

- Overall comment:** Associate Professor, Faculty of Business
Katsuyuki IWAMOTO Administration, Tokai University
- Closing Remarks: Toyokazu ONO** Chairman, Kyushu Division

The 6th Session of the Chubu Division

Saturday, June 15, 2019, 14:00-18:00

Venue: Nagoya University of Foreign Studies

- MC: Tomoyasu KIMURA** Nagoya University of Foreign Studies
- Greetings from the President** President of the Transcultural Management
Emiko MAGOSHI Society
- Opening Remarks:**
Tomoyasu KIMURA Nagoya University of Foreign Studies
- Speakers:**
Miyoko MIZUTA Professor, Nagoya University of Foreign Studies
Keiko IMAIZUMI Associate professor, Nagoya University of Foreign Studies

“Transcultural Management at Air Line Companies –HR Management and Customer Services–”

- Moderator: Hisako SHINOZAKI** Nagoya University of Foreign Studies
- Speaker:** Professor Korean Productivity Center University
HAN Samtaek & Global Business Promotion Center
- “A Study of Differences in the Understanding of Organizational Cultures between South Koreans and Japanese – Focused on Daily Conversations –”*
- Moderator: Satomi KATO** Aichi Institute of Technology

<Special Session>

- Guest Speaker: Tadao UCHIDA** International Journalist
- “U.S. President Donald Trump and Global Challenges – Where will the U.S. go? –”*

The 7th Session of the Chubu Division

Saturday, June 20, 2020, 14:00-18:00

Venue: Zoom Online

- MC: Tomoyasu KIMURA** Professor Emeritus, Nagoya University of Foreign Studies
- Greetings from the President** President of the Transcultural Management
Emiko MAGOSHI Society
- Opening Remarks:**
Tomoyasu KIMURA Professor Emeritus, Nagoya University of Foreign Studies

- **Speakers:** Associate Professor of Education Center for
Dr. KIM Eunju International Students at Nagoya Institute of
Technology
“On the Employment and Retention of International Students”
 - **Moderator: HAN Samtaek** Professor Korean Productivity Center University
& Global Business Promotion Center
 - **Speaker:** Professor Emeritus, Nagoya University of
Mr. KIMURA Tomoyasu Foreign Studies
*“Contemporary International Studies Special Lecture B–Reviewed in Terms of Diversity
Management–”*
 - **Moderator: HAN Samtaek** Professor Korean Productivity Center University
& Global Business Promotion Center
- <Special Session>
- **Guest Speaker:** Economic News Correspondent
Ms. OSADA Hiromi
“International Media and Japanese Media on Reporting”

The 8th Session of the Kansai Division
Saturday, February 9, 2019, 14:00-17:10
Venue: Kindai University

- **MC: Taehyun LEE** Hannan University
- **Opening Remarks**
Shohei TABATA Kindai University
- **Speaker: Masayuki FURUSAWA** Kindai University
*“A study on localization: A case study of operations in Vietnam of Nakano Manufacturing
Co., Ltd. (a small and medium-sized company in Higashi-Osaka)”*
- * **Commentator: Toshiya MURATA** Relo Panasonic Excel International
- **Speaker: Qiuli YANG** Ritsumeikan University
*“Restructuring of large state-owned enterprises in China: From bureaucratic competition
oriented to global competition oriented”*
- * **Commentator:** Osaka University of Commerce,
Kenichi YASUMURO University of Hyogo
- **Speaker: Tsuguyuki UMENE** Kobe University
“Does globalization of Japanese firms affect their behavior on cash?”
- * **Commentator:**
Takeshi FUJISAWA Kwansei Gakuin University
- **Closing Remarks:** President of the Transcultural Management
Emiko MAGOSHI Society, Professor, J. F. Oberlin University

The 9th Session of the Kansai Division
Saturday, September 28, 2019, 14:30-17:10
Venue: Kindai University

- MC: Yuko TSUDA** ECC Junior
- Opening Remarks:**
Masayuki FURUSAWA Kindai University
- Speaker: Shugo TSUJI** University of Marketing and Distribution Sciences

“A survey of intercultural communication friction of Chinese employees in Japanese companies: Through the interview with Chinese employees”

- * **Commentator:**
Sadanori ARIMURA Yamaguchi University

- Speaker: Takeshi FUJISAWA** Kwansei Gakuin University

“The determinants of distinguishing culture-free products with culture-bound products in the world market”

- * **Commentator: Shohei TABATA** Kindai University

Topics *“Japanese universities from the perspectives of business persons”*

- Panelists: Kenji TSUJIMOTO** Kansai Productivity Center
- Noboru YAMAZAWA** Osaka University of Commerce
- Akio YAMAMOTO** Meiji University

- Coordinator**
Masayuki FURUSAWA Kindai University

- Closing Remarks:**
Emiko MAGOSHI Vice President, Professor of International Management, J.F. Oberlin University

The 10th Session of the Kansai Division
Saturday, September 26, 2020, 14:00-17:00
Venue: Zoom Online

- MC: Kyuho CHE** Osaka University of Commerce

- Opening Remarks:**
Masayuki FURUSAWA Kindai University

- Speaker: Masayuki FURUSAWA** Kindai University

“A study on job-hunting issues of international students in Japan: Based on the questionnaire survey of career centers of the universities”

- * **Commentator:**
Akira TAI IoT Link Labo

- Speaker:**
Etsuko TSUTSUMI, Hokkai School of Commerce,
Junichi ICHIKAWA Orio Aishin Junior College

“Entrepreneurial spirit and regionality: Fostering an entrepreneurial mindset after Covid-19”

- * **Commentator: Yasuro UCHIDA** University of Hyogo
- Closing Remarks:** Vice President, Professor of International
Emiko MAGOSHI Management, J.F. Oberlin University

Online interactive session

The 3rd Session of the Hokuriku Division
Saturday, October 26, 2019, 14:00-17:15
Venue: IT Business Plaza Musashi 6F

< Special Session >

- Speaker: Masahiro KASHIMA** Emeritus professor, Kanazawa University
“Cultural Characteristics of Arab Countries – Focusing on the Influences of Islam”
- Opening Remarks:** President of the Transcultural Management
Emiko MAGOSHI Society
- Speaker: Ma, Jun** Professor, Faculty of Economics, University of
Toyama
“Working Attitudes and Behavior of Foreigners in Japanese Companies”
- Speaker: Ayako TAKAGI** Associate Professor, Department of Management
and Information, Toyama College
*“A Research on the Non-symmetric Information of Small and Midsize Companies’
Recruiting”*

< Special Session >

- Guest Speaker:** Kaiho Industry Co., Ltd, Representative director
Norihiko KONDO and chairman
“Economic Growth with Healthy Environment”
- Closing Remarks:** Professor, Graduate School of Business,
Yasuro UCHIDA University of Hyogo

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