

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 Society

Purpose

“Through inclusive and active academic activities, we aim to contribute to the creation of a more peaceful, happy, and prosperous society where everyone can play an active role, regardless of culture, nationality, race, language, gender identity, sexual orientation, religion, age, or disability.”

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< Title >

Foreign Expansion and International Experience

Hideyuki TAKENOUCHI

Professor, Faculty of Economics, Department of Management, Sophia University

< Abstract >

In this paper, I review previous studies on the foreign expansion and location choice of firms from the perspective of international experience and cross-cultural experience. I discuss the following three points. Firstly, I argue the roles of international experience, cross-cultural experience, and the interdependent investment behavior when firms deal with Liability of Foreignness (LOF). Secondly, by focusing on a firm's international experience and cross-cultural experience, I clarify the endogenous nature of the Liability of Foreignness concept. Thirdly, I emphasize the importance of approaching international experience and cross-cultural experience at the individual and group levels.

< Key words >

Foreign Expansion, International Experience, Cross-cultural Experience, Liability of Foreignness, Interdependent Investment Behavior

< Title >

Research on Corporate Executives Promoting Youth Empowerment in Finland

Sakae KUMANO

Oukeikai Medical Corporation Association

< Abstract >

This research focused on Youth Empowerment in Finnish companies. Semi-structured interviews were conducted with 9 executives of companies in Finland that employ youth. Qualitative Analysis was conducted using MAXQDA. The findings revealed that Finnish executives empowered youth as an essential and knowledgeable resource. The executives promoted a culture of active listening towards youth. Youth's concerns were considered in organizational transformations. There was an emphasis on diversity and on personalized task assignments. There was an organizational ethos where failure is permitted and is used as a learning tool. These practices benefited all employees and also cultivated a psychologically safe environment within the organization.

< Key words >

Youth Empowerment, Youth; Finland, Nordic, Human Resource Management

< Title >

What Are the Factors That Improve the Performance of a Company That Has Become a Wholly Owned Subsidiary?

Hironobu NOMURA

Doctoral Program, Graduate School of Management, Tokyo Metropolitan University

Chieko MATSUDA

Professor, Graduate School of Management, Tokyo Metropolitan University

< Abstract >

This study aims to identify the factors that improve the performance of a newly transitioned company from listed subsidiary to wholly owned subsidiary by a parent company, which is a phenomenon unique to Japan. The factors affecting the performance of a newly transitioned company have not been sufficiently investigated. We obtained and analyzed data on company information. A comparative analysis of wholly owned subsidiaries whose performance has improved and those whose has not was conducted. Findings show that the improvement measures that affect profit and loss have an impact on business performance.

< Key words >

Financial Performance, Delisting, Wholly Owned Subsidiary, Listed Parent Company, Listed Subsidiary Company

< Title >

The Impact of ESG Incentives on ESG Disclosure and Corporate Value

Atsuko SUZUKI

Doctoral Program, Graduate School of Management, Tokyo Metropolitan University

Chieko MATSUDA

Professor, Graduate School of Management, Tokyo Metropolitan University

< Abstract >

This study examines the impact of ESG-based compensation (ESG incentives) on firm value in listed companies. Companies that adopt this approach are likely to increase their firm value if their management is proactive in ESG efforts and their effectiveness. In this study, we find a positive and significant relationship between ESG incentives and firm value, and there is also a positive relationship between the level of ESG disclosure and firm value, which is enhanced by ESG incentives. This suggests that ESG incentives may be an effective indicator of sustainability management.

< Key words >

ESG-based Compensation, ESG Incentives, ESG Disclosure, Firm Value, Sustainability Management

< Title >

A Study of the Effect on Corporate Value by Global Management Capabilities of Acquiring Companies in Cross-Border M&A

Kumiko TAKEMORI

Doctoral Program, Graduate School of Management, Tokyo Metropolitan University

Chieko MATSUDA

Professor, Graduate School of Management, Tokyo Metropolitan University

< Abstract >

The purpose of this study is to research the possibility that the global management capabilities and Japanese companies with many overseas businesses and M&A experience may improve valuation in the stock market by Japanese companies' cross-border M&A through overseas subsidiaries. We analyze the reaction of the market in the Tokyo Stock Exchange to the cross-border M&A using the event study method. Furthermore, we analyze it by multiple regression analysis method. It is clarified that the stock market is negatively evaluated for cross-border M&A, however, it turns positive, when Japanese companies with many overseas businesses conduct transactions through overseas subsidiaries.

< Key words >

Cross-Border M&A, Event Study Method, Market Effect, Multiple Regression Analysis, Overseas Subsidiary

< Title >

Can Online Overseas Training Enhance Cultural Intelligence?: A Comparison of Fully Online and Blended Learning Conditions

Yukiko KONISHI

Designated professor, Deep Tech Serial Innovation Center, Nagoya University

< Abstract >

The COVID-19 pandemic has resulted in the dramatic rise of online learning. However, little is known about the effectiveness. In a field experiment study involving pre- and post-intervention measures of cultural intelligence (CQ), I examine the impact of online overseas training on CQ. The findings show that cognitive and motivational/emotional CQs increase after the training while behavioral CQ does not. Moreover, the form of online learning does not matter. The improvement in CQ is not different between purely online learning and blended learning combining online based and face-to-face instruction.

< Key words >

Cultural Intelligence (CQ), Study Abroad, Online Learning

< Title >

A Study of Relationship Between Organization and Returnees from Overseas Assignment

Atsuko YAJIMA

2nd grade Certified Skilled Professional of Career Consulting

< Abstract >

This paper is a qualitative study of organizational adaptation upon returning from an overseas assignment. Semi-structured interviews to 10 engineers from a Japanese manufacturer who had returned, and the M-GTA was used to analysis of how the way they perceive their work and organization changes over the course of their work performance in the Japanese organization after their return. As a result, their relationship with the organization, it became clear that their perception changed due to their discomfort with the organization to which they belonged, and that their perception of the organization expanded to that of a Japanese organization within the world.

< Key words >

Japanese Manufacturing Industry, Engineers, Organizational Adaptation, Returning from Overseas Assignment, Organizational Identification.

< Title >

A Study of JOCVs' involvement in Local Culture and Customs

Hideki SATO

Japan Overseas Cooperative Association

< Abstract >

This research is qualitative study on the experience of Japan Overseas Cooperation Volunteers (JOVC) in developing countries. The purpose of this study is to determine how JOCVs interact with local people when they encounter different cultures. Interviews were conducted with 13 former JOCVs. The results confirmed that JOCVs interacted with local people in various ways to adapt to different cultures. I also analyzed the process of socially constructing one's own context through a trial-and-error process between self-culture-centeredness and cultural relativism, becoming aware of problems with what they perceive as self-evident, and repeatedly empathizing with the values of others.

< Key words >

Japan Overseas Cooperation Volunteers (JOVC), Self-Culture-Centeredness, Cultural Relativism, Developmental Model of Intercultural Sensitivity, Same Values,

< Guest Speaker >

Toru TOKUSHIGE

CEO, Terra Drone & CEO, Terra Motors

< Lecture Title >

Rigid Rules for Surviving in Emerging Countries by Learning from Failures and Cross-cultural Management

< Guest Speaker >

Koichi KAWANA

President & Representative Director Lublyst Inc.

(Former President and Representative Director, JGC Corporation (Current JGC Holdings Corporation))

< Lecture Title >

How Can Leaders Effectively Confront and Mitigate Risks?

TMS Awards

TMS Award for 2023 was given to the following member:

Best Presentation Award

Shigeto ENAMI (Managing Director OACD Inc.)

A Study on a Multigenerational Value Creation Organization based on The Subjective Career
of Seniors

(Conference on May 22, 2022)

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.

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