

Japan's extraordinary postwar industrial success was defined by lean production, consensus and continuous improvement. But lately it has been the country's perceived weak points, such as lifetime employment and over-regulation, that have come to the forefront of the debate on Japanese management.

Reliable point of contact and customer service Website with detailed product information Basic self-introduction phrases in Japanese Having an interpreter or bilingual assistant when appropriate Japanese Business Culture Basics An appreciation of Japanese business culture and social practices is also useful to establish and maintain business relationships in Japan. Finally, exporters must take time to understand the demands and expectations of the Japanese consumer, in areas such as product quality, appearance, packaging and display, delivery and after-sales service. Additional business culture concepts to keep in mind: Japanese society is complex, structured, respectful of age, hierarchical and group-oriented Group decision-making is important in Japan. Reaching consensus may take longer than in Western business culture. Japanese companies often take a long-term approach to developing business relationships. Business travelers to Japan should bring a large supply of business cards with their title when they come to Japan; printing two-sided bilingual cards is recommended. Most major Japanese companies, trade associations, and foreign companies have their headquarters or major branches in Tokyo. Consumers in the capital are more likely to encounter foreign products, foods, and fashions than elsewhere in Japan, and consumer trends often originate in Tokyo. Attractive areas for U. The region is anchored by Osaka, a vast metropolitan area second only to Tokyo in scale, and includes the major port city of Kobe as well as two historically significant political and cultural treasures in Nara and Kyoto. The region leads Japan in the production of lithium-ion batteries, medicinal drugs and solar cells. Its SMEs also hold world market share in products as diverse as gear measuring machinery, parts for nuclear power plants, and barber chairs. In addition to its manufacturing base, Kansai has a history of providing leading research in the life sciences. The construction will start in fall and will open in With recently approved legislation allowing for integrated resort IR , Osaka is currently the front runner location for the site of a future IR, with potential for integrated gaming, hotels, convention facilities, entertainment, as well as potential luxury retail and dining. For sports lovers, the region is a go-to destination in baseball-crazy Japan and home to two professional baseball teams, the Hanshin Tigers and the Orix Buffaloes. Between sumo wrestling, soccer, and a plethora of other spectator sports, there is something for all sports lovers in Kansai. They are known for their pragmatic, entrepreneurial and down-to-earth personalities, and keen business sense. Demographic trends have led to a decreasing reliance on family farms and the number of corporate farms has more than quadrupled since International tourism to Kyushu has been a driver of growth in recent years, with foreign arrivals doubling since Hakata and Nagasaki Ports, both in Kyushu, were the two top seaports for international passenger arrivals in Japan in and two other regional ports have launched public-private partnership plans to vastly expand their cruise ship infrastructure capacities. As of , Kyushu has approximately offices of America-related companies excluding hotels, airlines, retail outlets, insurance and food services with almost half of these in the pharmaceutical and medical fields. With a still growing population of 1. This zone places an emphasis on facilitating new businesses and the employment of foreign workers, which has allowed regulatory relaxations including simplifying the investor visa process and a tax break for new firms. The quality of universities in the region is high, with many institutions engaged in technological and energy-related research projects. Fukuoka and neighboring Saga Prefecture are increasingly hosting headquarters support and call centers for major Japanese corporations due to the relative seismic stability of the area and low tsunami threat, along with lower operating costs. Agriculture and fisheries are predominant in central and southern Kyushu, with many Small and Medium Sized Enterprises SMEs and smaller manufacturing industries. Kumamoto Prefecture was hit by a devastating earthquake in April but is rapidly rebuilding private and public infrastructure, and its recovering economy has prompted growth in many industries. In Yamaguchi Prefecture, agriculture and fisheries predominate on the northern Sea of Japan side, with industry including heavy manufacturing concentrated on the southern Seto Inland Sea coast, where

maritime transportation links are strong.

Chapter 2 : Differences in business culture between Japan and West - Japan Today

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Differences in business culture between Japan and West Apr. It is an intriguing look at differences in business culture between Japan and the west. It makes one realize that there is no perfect business strategy as such but by incorporating the best parts from each culture, one can get pretty close to their own perfect business model. Just the other day I had the privilege of liaising with several western businessmen who gave me some rather interesting views relating to differences in business customs between Japan and the West. They mentioned having recently listened to a lecture before coming to Japan on how to conduct business the Japanese way. Something that really stood out to me were their impressions of the Japanese business culture as a whole: All four men worked in such high power roles as international manufacturing or as planning designers at construction companies. They are the type of elite that upon coming to Japan enter into managerial positions giving Japanese workers orders and undertaking transactions with other high-ranking Japanese companies. Their period of employment is usually no longer than a year and a half, after which they often shift to positions in other countries. Below, I would like to introduce the five most interesting things from the lecture imparted to me by the foreign businessmen. If a Japanese person says they can complete the job, it is best to take them on face value. The businessman from England commented that in contrast to their foreign counterparts, the Japanese modestly accept the job at hand while delivering exceptional results. He went on to comment: Whether it be the person who places the order from the supplier, or those who deal with the transaction thereafter, from beginning to end the level of service is consistently high. Thus, for the Western worker, one can, to some degree, avoid responsibility. The fact they carry out the job with consistency means they are easy to work with. From a Japanese perspective, the customer is God. According to the American businessman: This takes root through the idea that one is exchanging money for a service and the view that both are equal components. In this way, it is seen as fully acceptable for the person providing the service to declare from the outset that they refuse to do something as they see fit. However, in Japan customer service is paramount, which also has the benefit of keeping the customer happy and maintaining healthy mutual relations. For the Japanese, the company conference room is not a place for discussion but rather somewhere to report progress. Many westerners find the idea that Japanese workers use the conference room simply to report findings rather bewildering. However, one French businessman takes a more positive approach to this style of conduct. Rather, it has to do with a difference in the decision making process. Imagine that you have the option of considering four different companies. Company A estimates that it can complete the work in two months for , yen. Company B estimates 2. Company C estimates two months at , yen. Lastly, company D estimates over a course of a month and a half that it can complete the project for 50, yen. However, from a Japanese perspective one would consider each company on their individual merits. Increase the budget by , yen or extend the work for an extra two weeks, are factors that would also enter into the consideration process. Ultimately, the priority lies with the company that provides the best service. Therefore for the Japanese, the entire decision making process takes considerably longer. The French therefore view paying too much attention to which company to use a waste of time. In other words, a French company treats the job at hand with great importance and upon reaching a decision is reticent to negotiate or return to a previous deliberation process. However by looking back on their decisions and considering how it could affect the overall result, the Japanese demonstrate a clear focus on the end result rather than the decision-making process itself. This same French businessman mentioned that after actually having worked with the Japanese, what the lecture taught him was correct. Alcohol allows many Japanese to reveal their true thoughts; however drinking with business colleagues is also regarded as work. However, from the lecture, it is recommended for anyone working in Japan to make a positive effort to go drinking with your sub-ordinates. The reason being that alcohol helps us relax and allows us to share opinions that we keep to ourselves in the work place. The English businessman added another comment about what he learned from the lecture. One of them is India. The other one is Japan.

Maintaining the aspects of Japanese business deemed as virtuous in the lecture and discarding of the areas that received criticism can be advantageous. In addition, when working with colleagues from the western world, being adaptable to alternative working methods might also be beneficial. Read more stories from RocketNews

Chapter 3 : Japan business strategy: breaking into Japan's market

By the late 70s people had started to notice how successful Japanese industry had become. In industry after industry, including steel, watches, ship building, cameras, autos, and electronics, the Japanese were surpassing American and European companies.

Secrets of Japanese business etiquette
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Japanese business etiquette is another misunderstood aspect of doing business in Japan: There has been much written about Japanese business etiquette, but sadly much of it seems written by people who have not been to Japan since the s. Such authors often wrongly suggest that Japanese business etiquette is a mystical art endowing even the most trivial business meeting in Japan with the level of etiquette expected of a tea ceremony in Kyoto. Yet in practice, Japanese business etiquette is not so different from good business etiquette elsewhere: Fortunately for foreign company executives doing business in Japan, Japanese businesspeople will not hold them to the same strict standards expected of their Japanese colleagues: The key personal aspects of Japanese business etiquette to consider, are mostly related to first meetings, especially first meetings with senior Japanese executives. As time passes, the relationship with a Japanese customer strengthens and the formalities will decrease, especially after one or two dinners, lunches, or even offsite meetings at Starbucks. Regardless, I recommend that a foreign executive never assumes he or she has reached the same level of business intimacy with a Japanese senior manager or executive, as he or she might have with executives in the US or elsewhere. A since retired President of a Toyota Motors subsidiary, told me that Japanese usually do not begin to trust a person in business until having known them for at least 10 years. It happened that at that time I had known him for 10 years and met him many times, but even now, I have no idea about his family life, or even if he has sons and daughters: Japanese business cards are a must have. Have double-sided business cards printed, with the Japanese side using the same design elements as the English side. Carry at least Japanese business cards for a one week business trip to Japan, but expect to hand out 3 to 4 cards at a small meeting and as many as 10 to 12 at a larger meeting. If attending a trade-show, expect to hand out or more Japanese business cards each day. If speaking at a conference, expect to hand out 50 or more cards. Some very important points to remember: Never flick, throw, slide, or push a business card across the table to a Japanese businessperson, because it implies you have no pride in the company you represent. Unless a foreign executive speaks Japanese fluently, or wants to take the risk of a verbal slip, I recommend not to try using a Japanese greeting at a first meeting. Sometimes it can help to break the ice, but sometimes it can confuse the Japanese side. At most first meetings, the Japanese side will introduce their team in descending order of rank. I recommend waiting for the Japanese side to start the exchange as it avoids slighting the senior managers by first inadvertently exchanging cards with their juniors. Never write notes on a Japanese business card. Enter any notes into a phone, tablet, or a small notepad. Never fidget with, play with, bend, or fold a Japanese business card. Keep Japanese business cards in a proper carrying case and treat them with respect. Always carefully pick up all the Japanese business cards received at a meeting. Consider that many of the junior employees at a Japanese company will be with it for life: Japanese business etiquette has become less formal, but business attire has not changed much since I first wrote this section back in From October thru April, most Japanese businessmen, especially senior managers, executives, and salarymen, wear dark navy, charcoal gray, or black suits, with white shirt and subdued tie. Do not wear black suit, white shirt, and black tie because that is funeral attire. Japanese businesspeople tend to wear formal coats in the winter months of December thru February, and Burberry-style short raincoats in March and April. From May thru September, Japanese businessmen swap their dark suits for light gray suits. Japanese summers are hot and humid, so most Japanese men wear half-sleeve shirts during the summer months. Private companies followed, thus few Japanese salarymen except salespeople wear ties in summer. Japanese businessmen generally have well-groomed short hairstyles. Avoid wearing too much aftershave or cologne in a meeting. Consider that most Japanese companies do not allow male employees to wear beards nor to shave their heads. Sadly, little has changed for women in Japanese business since I first wrote this site over a decade ago: Based on having worked in Japan with and for several foreign female

executives, the following are my recommendations for any female executive who wants to avoid being treated below her corporate level: Look strong but avoid looking too glamorous. Wear shorter or tied back hair. Wear trouser suits or longer skirt suits with seasonal colors as described in the section above for men. Venture Japan does not impose a dress-code on female employees but I notice they always wear trouser suits for external business meetings. Avoid wearing too much perfume. Consider that most Japanese companies do not allow female employees to wear jewelry, above the knee skirts, or high-heeled shoes in the office. In Japan, face to face business meetings are the life-blood of business relationships and the more successful meetings a foreign company executive attends, the more likely successful Japanese business will follow. In the previous section about Japanese business culture, we looked in detail at the Japanese business meeting, but here are some points related to Japanese business etiquette as it relates to meetings: Plan an exact agenda for the meeting. Japanese businesspeople tend to have tight schedules, so if the Japanese side say the meeting must finish at 4pm they probably mean it. Never use an English-language presentation. Foreign company executives should always use presentations translated into Japanese. Take printed copies of presentations to the meeting to handout to the Japanese side. If a foreign company needs a non-disclosure agreement signed, send it to the Japanese side well before the meeting. Many Japanese companies do business without written contracts and are wary of foreign company contracts because of horror-stories they hear about litigation. If a foreign company executive suddenly produces a non-disclosure agreement at a first meeting, the Japanese side will probably refuse to sign it without a legal review and very likely avoid meeting again. Always use a Japanese interpreter, not only for the reasons described in the section about Japanese business culture, but because it shows consideration to the Japanese side and ensures they will understand the meeting. Always telephone 1-2 hours before a meeting to confirm attendance. Always call at least 45 minutes before a meeting if unavoidably late. Again, Japanese businesspeople tend to have tight schedules and might need to reschedule. Always arrive 10 minutes early for a meeting; 20 minutes if senior executives will attend. There is a Japanese custom about which party sits on which physical side of the table it depends where the door is and supposedly dates back to the samurai era. Japanese society is unusually formal, polite, and conformist; attributes which, especially formality, permeate the way Japanese businesspeople conduct themselves at business meetings and social gatherings. To avoid slip-ups, I recommend foreign business executives adopt the following simple precautions: Japanese do not generally use handkerchiefs or tissues and do not blow their nose in public; neither should foreign company executives. In part this habit arises because Japanese companies do not generally give paid sick-leave other than paid annual vacation, thus Japanese businesspeople are very sensitive about coming into contact with anyone who might be ill. Many Japanese seldom shake hands and might be so uncomfortable doing so that they might avoid meeting again. Japanese businesspeople have very strong pride in their company and expect a foreign executive to similarly be proud of his or her employer, so never make derogatory remarks about co-workers.

Chapter 4 : How to start business in Japan “ Venture Japan

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Global Market Strategies of U. Yip and Johny K. Johansson, , Related Topics: Should companies use global strategies and to what extent? The term "global" has been given many meanings, the common thread among them being the need and opportunity to integrate strategies across countries. As fierce as the debate has been, there has been little evidence gathered to date on the actual practice of global strategy. Integrating a worldwide strategy involves five key dimensions: To what extent do companies engage in these activities? How do industry conditions influence the use of global strategy? Does global strategy improve performance? This study takes a first step toward gaining a better understanding of these issues by 1 looking at the linkages between industry global conditions and the use of global strategy, and 2 comparing the globalization experiences of a sample of U. In particular, it addresses two questions: Are there significant differences between the ways in which U. What model best captures the globalization processes of U. Does a "structure follows strategy" model or a "strategy follows structure" model better describe how these firms conceive and carry out a globalization strategy? Methodology To answer these questions, the authors developed a series of research questions concerning industry globalization potential, use of global strategy, the role of organization and management, and the impact of global strategy on performance-and they considered possible similarities and differences between U. They analyzed the data using simple statistics and a partial least squares causal model. Findings The study produced the following key findings: Industry globalization drivers defined as the industry conditions that determine industry globalization potential and organization and management factors largely determine the use of global strategy. Drivers have the strongest influence. The use of global strategy in industries with high globalization potential improves business performance. Most businesses have strategies that are less global than they should be. A gap between actual global strategy and desired global strategy hurts business performance. Inappropriate management processes account for much of the lag between desired and achieved global strategy. The Japanese see cost drivers as being more favorable and government drivers as being less favorable to global strategy. Japanese businesses have a greater desire than U. Differences in management processes largely account for differences in how U. Managerial Implications Most of the industries in the sample showed high globalization potential, and the findings suggest a significant relationship between financial performance and the extent of globalization. Managers of worldwide businesses should benefit from studying the globalization potential of their industries and making an appropriate global strategy response. Companies that succeed in implementing global strategy consistently take the following difficult but essential actions: They assume that strategy should be global unless proven otherwise, and they think and act globally and locally. This report is not currently available online. To purchase a print copy of the full report, please contact pubs msi.

Chapter 5 : blog.quintoapp.com - doing business in japan

She studies Japan's corporate strategy, business organization, management, financial markets, and regulation. Her most recent book is Choose and Focus: Japanese Business Strategies for the 21st Century (Cornell UP,).

Gaining Competitive Advantage By the late 70s people had started to notice how successful Japanese industry had become. In industry after industry, including steel, watches, ship building, cameras, autos, and electronics, the Japanese were surpassing American and European companies. Westerners wanted to know why. Numerous theories purported to explain the Japanese success including: Higher employee morale, dedication, and loyalty; Lower cost structure, including wages; Effective government industrial policy; Modernization after WWII leading to high capital intensity and productivity; Economies of scale associated with increased exporting; Relatively low value of the Yen leading to low interest rates and capital costs, low dividend expectations, and inexpensive exports; Superior quality control techniques such as Total Quality Management and other systems introduced by W. Edwards Deming in the s and 60s. In fact by the Japanese cost structure was higher than the American. And post WWII reconstruction was nearly 40 years in the past. The first management theorist to suggest an explanation was Richard Pascale. The remaining four factors skills, staff, style, and shared values were called soft factors and were not well understood by American businesses of the time for details on the role of soft and hard factors see Wickens P. Americans did not yet place great value on corporate culture, shared values and beliefs, and social cohesion in the workplace. In Japan the task of management was seen as managing the whole complex of human needs, economic, social, psychological, and spiritual. It was quite common for Americans to exhibit a very different personality at work compared to the rest of their lives. Pascale also highlighted the difference between decision making styles; hierarchical in America, and consensus in Japan. He also claimed that American business lacked long term vision, preferring instead to apply management fads and theories in a piecemeal fashion. He claimed that strategy in America was too analytical. Strategy should be a creative art: It is a frame of mind that requires intuition and intellectual flexibility. He claimed that Americans constrained their strategic options by thinking in terms of analytical techniques, rote formula, and step-by-step processes. He compared the culture of Japan in which vagueness, ambiguity, and tentative decisions were acceptable, to American culture that valued fast decisions. Also in Tom Peters and Robert Waterman released a study that would respond to the Japanese challenge head on. They looked at 62 companies that they thought were fairly successful. Each was subject to six performance criteria. To be classified as an excellent company, it had to be above the 50th percentile in 4 of the 6 performance metrics for 20 consecutive years. Forty-three companies passed the test. They then studied these successful companies and interviewed key executives. They concluded in *In Search of Excellence* that there were 8 keys to excellence that were shared by all 43 firms. A bias for action "Do it. Customer focus "Get close to the customer. Entrepreneurship "Even big companies act and think small by giving people the authority to take initiatives. Productivity through people "Treat your people with respect and they will reward you with productivity. Stick to the knitting "Do what you know well. Keep things simple and lean "Complexity encourages waste and confusion. Simultaneously centralized and decentralized "Have tight centralized control while also allowing maximum individual autonomy. The basic blueprint on how to compete against the Japanese had been drawn. Rehfeld explains it is not a straight forward task due to differences in culture. He says, for example, that Japanese style kaizen continuous improvement techniques, although suitable for people socialized in Japanese culture, have not been successful when implemented in the U. *Alchemy of a Leader*:

Chapter 6 : Global Market Strategies of U.S. and Japanese Businesses - MSI Web Site »

Secrets of Japanese business etiquette. Japanese business etiquette is another misunderstood aspect of doing business in Japan: as with the section on Japanese business culture, maybe it's not surprising that hundreds of thousands of people have also browsed this Japanese business etiquette section since it first went online over a decade ago in

Some features of this site may not work without it. The business strategy of Japanese Slers Alternative Title: Business strategy of Japanese System Integrators Author: Kashibe, Masahiro Other Contributors: Sloan School of Management. Massachusetts Institute of Technology Date Issued: The fundamental role of the System Integrators Slers is to provide customized IT systems or services that satisfy the unique requirements of each customer by integrating the various products and services that many IT companies produce. Originally, the IT companies in the different business segments such as the consulting business, hardware business, and software product business have complemented each other, and Slers played the roles of coordinators between these various IT companies and the customers. However, the business model of IT companies is rapidly changing. The firewalls separating business segments in the industry are becoming obsolete, and the Japanese Slers are now getting involved in the intense new competition. This thesis identifies key elements that influence the future business of Japanese Slers. It also proposes sound strategies that will enable Japanese Slers to grow solidly from the viewpoint of top management. From the technological viewpoint, my research finds that the commoditization and openness of technologies have made hardware and software product companies shift their business focuses from products to services. On the other hand, from the market viewpoint, customers are implementing the strategies that select and focus on core businesses. Customers are actively trying to find outsourcing opportunities. The enterprise IT systems are no exception. Customers are trying to maximize business value using IT by distinguishing strategic systems that should be customized and owned by themselves from commodity systems that should reduce costs by adopting outsourcing services. Under these changing environments, Slers will be unable to maintain the sustainability of their business simply by improving their current core competency: I argue that Slers should create new relationships with complementers. Developing open-application platforms and sharing them with IT service providers widely will allow Slers to create a new software ecosystem that will provide mutually beneficial relationships with their current competitors. The Slers should not focus on cost reduction in offshore development; rather, global sourcing and global business expansion should be the center of the strategies for offshoring. I also show that the development of consulting services and the hybrid services that combine outsourcing and system integration services will be the keys to further growth.

Chapter 7 : Secrets of Japanese business etiquette « Venture Japan

Success doing business in Japan will also greatly enhance a company's valuation as investors correctly perceive that a company able to succeed in the Japanese market is a company able to succeed anywhere.

Chapter 8 : Business Strategy/The Japanese Challenge - Wikibooks, open books for an open world

What We Can Learn from Japanese Management of a major new strategy. Until the Japanese understood that the decision in Japan to be the greatest weakness of Japanese business“and of.

Chapter 9 : New Strategies of Japanese Corporate Leaders | Center on Japanese Economy and Business

Japan's leadership on CPTPP is not only significant in terms of global trade. It's an important signal that Japan is continuing to open itself more fully to international business. And with.