An Integrated Framework for Strategic International Human Resource Management: Combining Internationalization Strategies and the 5-P Model of Strategic Human Resource Management

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Abstract

Strategic human resource management (SHRM) research suggests that human resource management (HRM) should align with organizational strategy. However, the mechanics of this for international organizations requires further understanding. We integrate two fundamental models from the fields of international business and SHRM—internationalization strategies and the 5-P model of SHRM. We illustrate its utility by examining two Japanese multinational companies' (MNCs') subsidiaries utilizing local labor in Vietnam—one profitable and the other unprofitable. Based on the 5-P model of SHRM activities, we classify their Philosophies, Policies, Programs, Practices, and Processes as either embracing global integration or local responsiveness. We suggest that consistency between HR activities and internationalization strategies is beneficial for subsidiaries' outcomes. We conclude with a discussion of implications and future directions.

BACKGROUND

Vietnam has emerged as a destination favored by more and more multinational companies (MNCs) because of its economic strength, open business environment, natural resource, supportive government policy, and competitive workforce. It is obvious that Japanese companies already realized these attractive points. According to the Japanese External Trade Organization (JETRO), Japan was the biggest foreign investor

in Vietnam in 2018 with 630 projects worth nearly US$8 billion. As Hironobu Kitagawa [1] said, in 2018 up to 70% of Japanese companies would like to expand their operations in Vietnam, especially in the manufacturing, trade and service, and retail sectors. However, not all of these Japanese companies have made success in Vietnam. For example, among Japanese companies listed in Toyo Keizai's Overseas Japanese companies database (2017) (hereafter referred to as "OJC database") [2], around 20% were at a loss and 25% only can be made both ends meet.

There may be many factors such as managerial experience concerning producing, marketing and human resource, firm size, establishment year and industrial difference, for explaining why some Japanese companies in Vietnam are profitable while others are unprofitable. Meanwhile, International human resource management (IHRM) is of growing importance for MNCs today and tomorrow, with the increasing globalization and complexity of the business world. Therefore, in this research, we mainly focus on human resource (HR) activities at the subsidiary level and multinational strategy to explain the outcomes differences of Japanese companies in Vietnam for two main reasons. One is that HRM issues have distressed Japanese companies. According to both The Japanese Chamber of Commerce and Industry in Vietnam (JCCI) and Research Institute of Economy, Trade and Industry (RIETI), more than 70% Japanese companies have difficulties in hiring and training Vietnamese employees, promoting Vietnamese employees into management positions. The other is that subsidiary-HRM practices are significantly related to multinational strategy, especially the everlasting debate on local responsiveness versus local integration. For domestic companies, human resources (HR) activities naturally support the organization's strategy, but this is a daunting task for overseas subsidiaries when internationalization enters the equation. Prahalad and Doz (1987) and Bartlett & Ghoshal's (1989) provide scholars and practitioners with useful ways in which to understand how MNCs adopt either global integration strategy or local responsiveness strategy in their operations. However, the use of internationalization strategies in the IHRM literature has largely been limited to discussions of the degree to which staffing should be comprised of host country nationals or expatriates (e.g., Williams, Colovic, & Zhu, 2017), which is not enough to reflect whole HR activities. Hence, the purpose of this research is to explore the consistency between HR activities and internationalization strategy, with regard to aligning HR philosophies, policies,

programs, practices, and processes (so-called Schuler's (1992) "5-P Model") with local responsiveness strategies.

The rest of this research provides a framework integrating HR philosophies, policies, programs, practices, and processes with local responsiveness strategy. Then, an example of its application and a discussion of the implications and future directions will be discussed.

LITERATURE REVIEW

In this section, first we briefly review Schuler's (1992) 5-P Model and the seminal work on internationalization strategies introduced by Prahalad and Doz (1987) and Bartlett and Ghoshal (1989). After discussed each body of work and implications thus far, we identify a gap in our understanding of concrete HR activities supporting internationalization. Then, we present the framework on SHRM-strategy alignment for HR activity alignment in international organizations.

Schuler's (1992) 5-P Model

Schuler (1992) noted that SHRM is mainly about integration and adaptation of HRM efforts to the organization's strategy, presenting a "5-P Model" of SHRM activities. Consistent with prior research, we define SHRM as "the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals" (Wright & McMahan, 1992, p. 298). This 5-P model suggests that organizations must align five aspects of HR activities *(philosophy, policies, programs, practices, and processes)* to the organization's strategy. This model has two significant merits. One is demonstrating the interaction of HRM activities that have always been treated as separated, and the other is stressing the significance of the strategy-activity link. However, as some propositions in this model might be thought of as tentative, subjective to revision(Jackson, Schuler, & Jiang, 2014), it has to be modified or integrated with other elements.

Internationalization Strategies: local responsiveness and global integration

Globalization versus localization is often the first topic practitioners consider when discussing the management of MNCs. A dominant model for understanding the

internationalization strategies of MNCs is that proposed by Bartlett and Ghoshal (1989). This model entails two dimensions: local responsiveness and global integration, originally introduced by Prahalad and Doz (1987). Local responsiveness refers to when MNCs offer autonomy to their subsidiaries, leveraging their resources to meet local needs. Global integration refers to when MNCs attempt to maximum parent control in order to integrate subsidiaries. Indeed, this seminal model has had a huge impact on the international business literature broadly (Bartlett & Ghoshal, 1989; Rašković, Makovec Brenčič, & Jaklič, 2013). Simultaneously, SHRM scholars over the last two decades have debated convergence versus divergence (Farndale, Brewster, Ligthart, & Poutsma, 2017; Rowley & Benson, 2002) in IHRM, regarding global integration versus local responsiveness of HR strategy (Hartmann, Feisel, & Schober, 2010; Prahalad & Doz, 1987; Rosenzweig, 2006).

Contextual factors and Internationalization Strategies

Based on Barney's (1991) resource-based view (RBV) and Value-Rarity-Inimitability-Organization (VRIO) framework (Barney, 1997), Wright and McMahan (1992) explained that HR, as a collective concept, can create a firm-specific competitive advantage. The failure to integrate aspects of the Vietnamese context to build HR as a VRIO resource could be one of the reasons why many subsidiaries of Japanese MNCs in Vietnam often fail to maximize performance. On the one hand, local isomorphism (the degree of similarity to local practices) will be influenced by contextual factors related to local responsiveness such as the method of founding, subsidiary age, subsidiary size, local resource dependency, unionization and local regulation and etc,(P. M. Rosenzweig & Nohria, 1994). In this case, HR activities tend to bear a more resemblance to the practices of local competitors (Brewster, Wood, & Brookes, 2008; Clark & Pugh, 1999; Mayrhofer, Brewster, Morley, & Ledolter, 2011; P. M. Rosenzweig, 1994). On the other hand, contextual factors related to global integration such as parent country culture, international experience of parent and control orientation of the parent may entail subsidiary to adopt HRM practices from parent companies.

In summary, subsidiaries' HR activities are formed by the interaction of local responsiveness and global integration (P. M. Rosenzweig & Nohria, 1994). Besides, different national contexts provide frameworks which allow MNCs greater or lesser

flexibility for external management practices (E. Farndale et al., 2017; Furusawa & Brewster, 2016; Li, Quan, Stoian, & Azar, 2018; Sekiguchi, Froese, & Iguchi, 2016; Vo & Rowley, 2010). For example, Vo and Rowley (2010) analyzed how HRM policies and practices of Japanese and U.S companies were applied in the Vietnamese context, and found that in the aspect of industrial relationships, Vietnamese context is a highly regulated context but a low level of constraints on operations.

DEVELOPMENT OF THE INTEGRATED FRAMEWORK

Strategic international human resource management (SIHRM) attempted to connect MNC strategies and HR activities. SIHRM is defined as "HRM issues, functions, and policies and practices that result from the strategic activities of multinational enterprises and that impact the international concerns and goals of those enterprises" (Taylor, Beechler, & Napier, 1996: 961), or "human resource management issues, functions, and policies and practices that result from the strategic activities of multinational enterprises and that impact the international concerns and goals of those enterprises" (Schuler, Dowling, & De Cieri, 1993: 422). By definition, effective SIHRM therefore requires organizations to understand how internationalization strategies align with HRM practices. However, SIHRM research thus far has occasionally drawn on the control orientation of parent companies instead of subsidiaries' activities. Meanwhile, Schuler (1992) presents the "5-P Model" for understanding how HR can better align with the organization's strategy, which we propose can also be applied to internationalization strategies. Therefore, it is conceivable to offer a more extensive view on the alignment between subsidiaries' HR activities and internationalization strategies. Thus, we describe the five elements in detail below as we construct a conceptual framework for understanding optimal HR activities in international organizations. Our framework is also summarized in Table 1.

Philosophy. HR philosophy has been described as "a statement of how the organization regards its human resources, what role the resources play in the overall success of the business, and how they are to be treated and managed" (Schuler, 1992, p. 21), and HRM systems philosophy been described as "the guiding principles that identify and characterize the value and treatment of employees covered by a particular HRM system" (Kepes and Delery, 2007, p. 390). We propose that an MNC may hold an

ethnocentric HR philosophy or a polycentric HR philosophy. The former holds that parent country nationals (PCNs) should play a more important part in subsidiaries' development; the latter contends that host country nationals (HCNs) should contribute more. While the HR philosophy is by definition a very important driver of HR activities, scholars have noted the lack of attention in research thus far and the need to examine the role of firm-level HR philosophy when managing different types of employees (Lepak & Snell, 2002; Lepak, Taylor, Tekleab, Marrone, & Cohen, 2007).

We propose that this is particularly important for international organizations, given that they often employ a very culturally diverse workforce with very different underlying business values and philosophies. The organization's philosophy, if communicated clearly, can work to align HR activities and employees to a single philosophy, or it can acknowledge and possibly validate multiple philosophies across different regions, departments, and/or organizational groups. If an organization is pursuing local responsiveness, its HR philosophy should reflect this by emphasizing hiring a local labor force and nominating local managers. An organization pursuing global integration, on the other hand, should have a philosophy that there is a set of HRM practices can be applied to both headquarters (HQ) and subsidiaries at the same time.

Policies. HR policies do not simply refer to an "HR Policy Manual" or "rule book" (Schuler, R. S. 1992, p. 22); they should rather be described as "guidelines and benchmarks for specific HR activities" (Kepes & Delery, 2007, p. 390). Examples of policies include guidelines around work-life balance, overtime, vacation, and so on. Because they signify what the organization and its members value, policies and their interpretations will vary as a result of cultural diversity in much the same way that philosophies do. International organizations that aim for local responsiveness should have HR policies that make sure local employees have the equal employment opportunity and performance evaluations from managers by considering local conditions and the context. Meanwhile, organizations that aim for global integration should have HR policies that a standard of evaluations, salary increases, pay advances, or even termination should be formulated.

Programs. Schuler (1992, p. 24) notes that "HR programs are "shaped by HR policies" and "represent coordinated HR efforts specially intended to initiate,

disseminate and sustain strategic organizational change efforts necessitated by the strategic business needs." They are initiated, maintained, and terminated as needed by strategic directions, and their effectiveness can be measured in a relatively straightforward manner against established strategic goals. HR programs may include such efforts as employee training programs to build capabilities needed by the organization in the future.

According to cross-cultural psychology and management research, the acceptability of change and uncertainty may vary from culture to culture (Hofstede, 1980; House et al., 2004). Reactions to HR programs may therefore vary according to the context, making program planning and implementation quite complex for international organizations. We propose that as with other HR activities, approaches to HR programs must be aligned with an organization's internationalization strategy. Specifically, a local responsiveness strategy would require cultivating local employees who are more familiar with local customers and institutional conditions, according to its customization product/service strategy. On the other hand, a global integration strategy would require both HQ and subsidiaries to integrate a universal program which may adopt best practices and avoid shortcomings observed globally.

Practices (systems). In contrast with HR policies, HR practices "identify broad HRM activities and techniques to ensure the actual implementation of the HRM policies" (Kepes & Delery, 2007, p. 390). Schuler (1992) emphasizes the importance of roles played by individuals in leadership, management, and operations positions. These roles might include taking care of employees' mental and physical health and setting up workplace flexibility practices. However, scholars have argued that the additive and synergistic effects (both positive and negative) of HR practices need more attention (Becker et al., 1997; Kepes & Delery, 2007). We extend this view to suggest that roles and practices more broadly will vary with such cultural characteristics as power distance, or culture-based views about organizational hierarchies and the distribution of power (Hofstede, 1980), potentially requiring adaptation across cultures. This is an important consideration that the international organization must make. To align with a local responsiveness strategy, organizations must put more emphasis on the communication between local employees and expatriates to customize practices for different contexts and avoid possible misunderstanding. However, to align with a global

integration strategy, organizations adopt a standard of practices.

Processes. HR processes have been defined as "how all the other HR activities are identified, formulated and implemented" (Schuler, 1992, p. 26), or "detailed explanations of how the HRM practices are executed" (Kepes & Delery, 2007, p. 390). Kepes and Delery (2007) note that the more HR process directly affects employees, the more their behaviors and attitudes are influenced by policies. Schuler (1992, p. 26) further points out that "HR processes seem to vary along a continuum of extensive participation by all employees to no participation by any employees." Similar to HR philosophy, the role of HR process has attracted relatively little attention by scholars, perhaps because "they are the least tangible aspect of the HR system, and cannot easily be identified and measured in the same way as HR practices" (Monks et al., 2013, p.3). Nonetheless, this is likely to be a particularly important activity for international organizations, because processes are likely to be influenced by a range of factors, including culture and legal systems. Organizations must therefore take care to ensure that their processes are aligned with their international strategies. Specifically, we propose that local responsiveness would require processes to be transparent and contextual, However, global integration would require processes to be complete and exhaustive.

The integration is summarized in Table 1. The left column denotes the five HR activities, and the second and third columns specify what those activities would look like under local responsiveness and global integration strategies, respectively. In the next section, we present an example of how the integrated framework might be practically applied using two Japanese subsidiaries in Vietnam.

APPLICATION OF THE INTEGRATED FRAMEWORK

As an illustration of the utility of our new framework, we can apply it to understand how SIHRM-strategy alignment may impact the performance of Japanese MNCs in Vietnam. Vietnam's comparative advantage is largely based on the country's endowments of labor and natural resources (Vo & Rowley, 2010). Highly skilled laborers are primarily located in Hanoi and Ho Chi Minh City, and the Vietnamese government has promoted industrial parks and clusters which feature quality infrastructure, labor training, and help with administrative procedures. In addition, the cost of doing business in Vietnam is lower than it is in many other countries in the region.

Using recent (2017) Toyo Keizai's OJC database, we identified 48 manufacturing Japanese subsidiaries in Vietnam. As all of them have utilized Vietnamese labor force at the most (with little or no reliance on expatriates) and provided products and services primarily for the local market, we identified them as subsidiaries have adopted local responsiveness HR strategy. Of these 48 Japanese subsidiaries, 12 (25%) were unprofitable and 36 (75%) were profitable during the period from 2009 to 2017. As an exploratory exercise, we compared two of the organizations which had very similar profiles: Takako Vietnam Company, Ltd. (TVC) and Asahi Intecc Hanoi Company, Ltd. (Asahi-Intecc). Both are 100% Japanese-owned manufacturing firms (direct investment) with 300 or more employees, established in 2004 and 2005, respectively. Table 2 summarizes the profiles of these two organizations. Despite their surface-level similarities, TVC was unprofitable during the period from 2009 to 2017, while Asahi-Intec was profitable. A number of reasons account for the different outcomes, for example, the two companies provide different products and services and they don't share the same financial conditions. Besides, the appropriate strategy-structure configuration or alignment is also important to improving organizational performance (Gebauer, Edvardsson, Gustafsson, & Witell, 2010). This research discusses to what extent the alignment between HR activities and internationalization strategy will make the outcome difference.

We identified the 5-Ps of these two firms from publicly available information, as summarized in Table 3. The HR philosophy can be found in the company's statement of business values. Descriptions of organizational culture tend to reflect HR philosophy and HR values (Schuler, 1992). As noted previously, HR policies do not equate to the HR policy manual or a rule book; they are rather reflected as shared values and guidelines for action on people-related business issues. HR policies also provide a basis for the development of HR programs and practices (Schuler, 1992), and some aspects of the process may be inferred from the narrative around other activities. Thus, insight into these activities can often be found in HR- and employee-related descriptions that are available publicly. Each aspect of each firm's HRM approach was categorized as largely consistent with a local responsiveness strategy or a global integration strategy. We should note that our analysis relies on organizations' *stated*, rather than *enacted* values (Brunsson, 1989), but we argue that this nonetheless provides additional insight over

previous approaches to analyzing SIHRM. With that said, we acknowledge that future research would benefit from accounting for enacted values.

Prior operationalizations of these firms' SIHRM would likely be based primarily on their reliance on expatriates versus local staff, putting them both into a local responsiveness category. However, as is apparent from the application of our integrated framework, neither firm can be entirely categorized as such, given that their strategy seems to vary with different HR activities. Specifically, the profitable Asahi-Intec exhibits local responsiveness in its HR philosophy, programs, and (to some degree) process (which arguably has features of both strategies), but it exhibits global integration in its policies, practices, and other aspects of the process. On the other hand, the unprofitable TVC exhibits global integration in its HR philosophy and programs, but local responsiveness in all other activities.

By comparison, HR philosophy and HR programs of Asahi-Intec are consistent with its local responsiveness strategy while TVE are not. Though our analysis does not allow us to conclusively determine which matches and mismatches determine profitability, the literature reviewed above would suggest that alignment among HR activities and with the organizational strategy are important to performance (Bartlett & Ghoshal, 1989; Schuler, 1992). Furthermore, HR philosophy and HR programs are two more critical HR activities than others. As the driver of HR activities, HR philosophy specifies the values that inform a subsidiary's management approach(Jackson et al., 2014). As the hinge of HR activities, HR programs link between the preceding HR philosophy/policies and the following HR practices/process. Therefore, we infer that the consistency between critical HR activities and internationalization strategies are beneficial for Asahi-Intec' outcomes.

While it is not a conclusive empirical test of our framework, the example illustrates the utility of such a framework in identifying nuances of SIHRM and potential misalignment among HR activities, strategy, and opportunities presented by the external environment. We discuss our contribution and such implications further in our next section.

DISCUSSION

Our framework integrates two fundamental models from the fields of

international business and SHRM. As can be seen from our application of the framework to cases of Japanese subsidiaries in Vietnam, this integration creates some concrete recommendations for international organizations as they consider the optimal SHRM approach for their internationalization strategy. We outline the scholarly contributions and the practical implications of our framework, before concluding with a discussion of potential future directions for research in this area.

This work makes two important contributions to scholarship. First, our integration helps to inform the international business and SIHRM literature by bringing in Schuler's (1992) the more concrete framework to specify different activities that international organizations may employ within their internationalization strategies. As has been mentioned, previous approaches have focused largely on the extent to which expatriates and local staff are utilized in international organizations. However, the incorporation of Schuler's (1992) 5-P model provides practitioners with more concrete steps to design HR activities to align with their internationalization strategies. Second, we contribute to the general SHRM literature by demonstrating that international business frameworks like those of Prahalad and Doz (1987) and Bartlett and Ghoshal (1989) can be applied to increasing our understanding of how the international nature of many of today's organizations' strategies may be considered under existing SHRM models.

Similarly, as was illustrated through the example in the previous section, our work has practical implications. According to Smyth (2004), a useful framework should provide applicability, develop a set of guiding principles, act as a set of references, and organize the content with the conclusion. As the example explicitly shows, this framework manifests the efficacy in two main ways. Firstly, this framework provides practical guidelines. The integrated framework also provides a tool with which practitioners may diagnose and correct mismatches among their HR activities, as well as to determine whether they need to be redesigned in light of their internationalization strategy. It has to be mentioned that shifting internationalization strategy simply from local responsiveness to global integration is not a shortcut to success because companies may get stuck in a mismatch again between strategy and subsidiary-HRM practices. Secondly, this framework is expected to demonstrate possible transferability more generally into different national contexts.

One key aim of presenting this integrated framework is to motivate further research in this area, toward a better understanding of SIHRM. Although the current paper is conceptual in nature, we propose that further conceptual work is yet warranted. For example, we have applied internationalization strategies to Schuler's (1992) 5-P model, because of its prevalence in the literature and its practical utility. However, further work could integrate strategies with other HRM models, such as the ability-motivation-opportunity (AMO) model (Boxall & Purcell, 2003). Similarly, other models of internationalization strategies could be used, such as that of Dickmann and Müller-Camen(2006), which incorporates a knowledge networking dimension. In addition, our illustration of how we might apply our integrated framework implies the importance of future empirical work. Both qualitative and quantitative work could validate and further expand on the specific HR activities that might occur in SIHRM, as well as the effects of their alignment and misalignment with each other and with the organization's overarching strategy. Questions around the alignment with the national contexts are also important, likely calling upon industry comparisons and comparisons across countries and across cultural settings.

In conclusion, we have contributed an integrated framework to enhance our understanding of SIHRM, particularly with regard to the alignment between HR activities and subsidiaries' local responsiveness strategy. Our aims were to make scholarly and practical contributions and to guide future research in this area, which has increasing relevance in today's global business environment.

<Endnotes>

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[1]   chief representative of JETRO Office in Hanoi City.

[2]   OJC is one of the largest database in Japan about Japanese company's expansion overseas.

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Table 1: 5-P Framework for International Organizations

HR Activity	Local Responsiveness Strategy	Global Integration Strategy
Philosophy	Emphasizing hiring local labor force and nominating local managers	Applying a set of HRM practices to both HQ and subsidiaries at the same time
Policies	Ensuring local employees have equal employment opportunities and performance evaluations from managers by considering local conditions and context	Formulating a standard of evaluations, salary increases, pay advances, or even termination
Programs	Cultivating local employees who are more familiar with local customers and institutional conditions, according to its customization product/service strategy	Integrating a universal program for both HQ and subsidiaries, which may adopt best practices and avoid shortcomings observed globally
Practices	Emphasizing communication between local employees and expatriates to customize practices and avoid possible misunderstandings	Establishing global standards of practices
Process	Developing transparent and contextual processes	Developing complete and exhaustive processes

Note. Based on Schuler (1992)'s 5-P Framework and modified by the author.

Table 2: Profiles of Two Japanese Subsidiaries in Vietnam

Organization	Asahi Intec Hanoi Co., Ltd. (Asahi-Intecc)	Takako Vietnam Co., Ltd. (TVC)
Location	Thang Long Industrial Park in Hanoi	Vietnam Singapore Industrial Park near Ho Chi Minh City
Industry name	Manufacturing (precision equipment)	Manufacturing (machinery)
Business Content	Manufacture of medical equipment	Manufacture of hydraulic piston pump built-in parts
Capital	US$16 million	US$8 million
Total Employees	1,431 employees, including 13 Japanese expatriates	651 employees, including 6 Japanese expatriates
Establishment	September 2005	February 2004
Total Japanese investment	100%	100%
Investment company	Asahi Intec (100%)	Takako (100%)
Profitability, 2009-2017	Profitable	Unprofitable
Investment objective	Securing and using labor force, building international production network	Securing and utilizing labor force, using local government's preferential treatment system, building international production network

Note. Sorted by the author using information from Toyo Keizai's Overseas Japanese companies database (2017).

Table 3: Applying the Integrated SIHRM Framework to Two Japanese Subsidiaries in Vietnam

HR Activity	Asahi Intecc Hanoi Co., Ltd (Asahi-Intecc) (Profitable)	Takako Vietnam Co., Ltd. (TVC) (Not Profitable)
Philosophy	*Local responsiveness* • Employees work toward customer-oriented values around: o Weaving dreams; o Ultimate delivery for life; and o Discovering what the real needs are.	*Global integration* • Employees work toward quality- and customer-oriented values around: o 4S (Speed - Sustainability - Smart - Successor) culture toward sustainable and long-term growth; o the vision of offering customers the highest satisfaction, as a member of Takako Group; and o supplying products as in Japan, in terms of QCD (Quality - Cost - Delivery).
Policies	*Global integration* • Japanese HRM policies are exported into subsidiaries.	*Local responsiveness* • Enhance employees' abilities and provide them with a workplace that is focused on health and safety. • Top priority is placed on building a team of successors for sustainable development.
Programs	*Local responsiveness* • Programs are largely built around providing employees with experience and drawing upon that experience in the firm's operations, with the view that without first-hand experience, good products cannot be made.	*Global integration* Programs are built around three missions: • Provide customers with products from Vietnam using Japanese quality standards in a timely manner; • Contribute actively to the global growth strategy of Takako Group; and • Enhance employee ability and provide them a safer and healthier workplace.
Practices	*Global integration* • Local emphasis on operational roles (execution of tasks), with leadership and managerial roles largely filled by the Japan head office.	*Local responsiveness* • Emphasis on the fulfillment of leadership and managerial roles locally (with operational roles also being fulfilled locally).
Process	*Possible combination of local responsiveness & global integration* • Obtain and respond to feedback from customers.	*Local responsiveness* • Employee participation/involvement.

Note. Sorted by the author using information from http://www.asahi-intecc.co.jp, http://www.takako-intecc.co.jp, http://www.takakovietnam.com, and https://www.vietnamworks.com.