

## **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.**

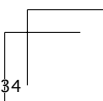
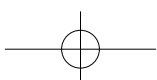
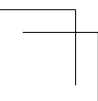
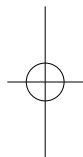
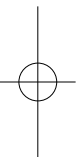
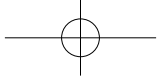
**It is therefore, important to distinguish culture-bound factors from economic and business factors and to pursue globally applicable practices or “best practices” while giving due heed to local cultural assets.**

**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!**

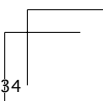
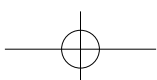
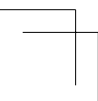
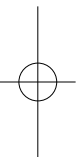
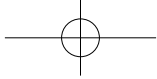
**Emiko Magoshi  
President of the Transcultural Management Society**



# 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 >

Job Change and Employment System: Based on the Snowballing Interviews with Alumni of a Large Non-Japanese Companies in Japan.

Atsushi YASHIRO

Professor, Keio University

<Abstract>

The characteristics of labor markets in Japan are established internal labor markets, so called Long-term Employment. It is, however, also true that Long-term Employment is only the part of the whole of labor markets. Labor markets are actually divided into sub-groups and each of them has different recruitment and turnover. In this article, we deal with a Large Non-Japanese Companies in Japan and consider its recruitment and turnover, based on the snowballing interviews with alumni of the company.

< Key words >

Employment System, Internal Labor Markets, External Labor Market, Mid-career Recruitment, Turnover, Up-or-Out

< Title >

Educational Key Elements for Building a Framework of Global Executive Development for Science and Engineering Human Resources: From a Hearing Survey of Global Executive Education

Akiko RYU INNES-TAYLOR

Graduate School of Shibaura Institute of Technology, PhD.

Otsuka Holdings Ltd., Senior Vice President

Jusuke IKEGAMI

Waseda Business School, Professor

Atsuko K. YAMAZAKI

Graduate School of Digital Hollywood University, Specially Appointed Professor

Kayoko H. MURAKAMI

Graduate School of Shibaura Institute of Technology, Professor

< Abstract >

This paper discusses the promotion of managerial career development for science and engineering personnel to play active roles in the middle to long term in the Industry 4.0 era, where globalization and digitalization are accelerating. While the demand for engineering and science human resources has been increasing, the issue of managerial career development is becoming apparent as competency development. We surveyed of executive education programs in Europe, the US, and Japan and interviewed faculty members to identify key elements for growing global managerial talents and engineers and to elucidate the foundation of an educational framework.

< Key words >

Engineer, Management, Career development, Education, Cross-cultural Comprehension



< Title >

Japan-U.S. Comparison of Orchestras' Fundraising and Financial Management

Aki OGANE

Doctoral Student of Cultural Resources Studies, Cultural Management  
Graduate School of Humanities and Sociology, The University of Tokyo

< Abstract >

The purpose of this paper is to explore issues that may provide suggestions for Japanese orchestra management by comparing the way of fundraising and financial management based on comprehensive previous research on American orchestras. As a result, it became clear that private support and investment income play an important role in America, whereas in Japan, the “cost disease” is dealt with by controlling expenses, including personnel costs. In contrast, private support and investment returns play an important role in America. The study also showed the possibility that Japan’s unique “culture of giving “ could contribute to future management.

< Key words >

Orchestra, Japan-U.S. Comparison, Cultural Arts Organizations, Financial Management, Cultural Policy

< Title >

## The Effect of Food Neophobia Changes Depending on Visual Appearance

Risa JITOSHO

Associate Professor of Policy Science, Ryukoku University

< Abstract >

Food neophobia refers to the unwillingness or refusal to eat new foods. Previous empirical studies have not adequately considered the role of visual appearance. This study examined the relationship between visual appearance of food and eating refusal caused by food neophobia. The results revealed that for disliked/inappropriate foods, eating refusal caused by food neophobia was likely to occur, regardless of the tendency level. A difference in eating intention was also found to be dependent on food neophobia when the food was familiar. The results indicated that food appearance influences the tendency for food neophobia and refusal to eat.

< Key words >

Food Neophobia, Novel Food, Eating Behavior, Ethnic Food, Visual Appearance

< Title >

## Entrenchment of Labor Structures in the Employment of Japanese-Brazilian Workers

Kazuyuki HAYAKAWA (doctoral candidate)

Graduate School of Regional Policy Design, Hosei University

< Abstract >

As a result of the revision of the Immigration Control and Refugee Recognition Act (hereinafter referred to as “Immigration Control Act”) in 1990, Brazilian-Japanese workers who came to Japan for the purpose of “dekasegi” ( 1 ) became a new presence in the blue-collar labor market in Japan. Many are still positioned as marginal social entities (“Nikkeijin”) that differ from Japanese workers, and they are entrenched in the working class with unstable working conditions such as indirect or non-regular employment.

According to the Immigration Services Agency’s (2021) “Foreign Nationals by Status of Residence,” approximately 63% of Brazilians in Japan, including spouses of Japanese nationals, have obtained permanent resident status. While there is a high preference toward permanent residence, their employment status remains the same as when they came to Japan as “dekasegi,” leaving them in unstable working environments. Meanwhile, small-to-medium-sized manufacturers (SMMs) are experiencing a noticeable labor shortage, and directly employing Japanese-Brazilian workers as permanent employees could be a measure to alleviate the labor shortage.

Based on a questionnaire survey and interviews with Japanese-Brazilian workers and SMMs conducted in Hamamatsu City, Shizuoka Prefecture (hereinafter referred to as Hamamatsu), this paper examines the reasons why Japanese-Brazilian workers continue to be entrenched in the working class and are engaged in indirect employment such as dispatch and contract work.

< Key words >

Small-and Medium-sized Manufacturers, Japanese-Brazilian Workers, Labor Market Hierarchy, Indirect Employment, Dispatch Company

< Title >

## A Study on the Relationship between Language Management and Human Resource Strategy of Japanese Companies

Yukiko FUJIWARA

Associate Professor, Faculty of Business Administration, Kobegakuin University

< Abstract >

This paper explores the relationship between language management and human resource strategy. It focuses on human resource internationalization in the parent company, human resource localization in overseas subsidiaries and top managements' careers in Japanese parent companies. According to the survey analysis, the presidents' experience at a foreign-affiliated company in Japan is related to the use of English as a corporate language. At some Japanese companies, English has become the corporate language after the appointment of a foreign president. However, this study shows that English can be an official language even if the president is Japanese.

< Key words >

Japanese Company, Corporate Language, Human Resource Internationalization, Human Resource Localization, Top Managements' career

< Title >

Career and Diversity Issues of Young Japan-based South Americans: A Study Focusing on the “Deep-level Diversity” of 13 University Graduates

An-chun CHENG

Researcher, Center for the Multicultural Public Sphere, Utsunomiya University

< Abstract >

The numbers of young South American Nikkeijin coming to Japan with their families has been increasing since the 1990's. Prior studies show that many of them have difficulties in obtaining higher education, although some have managed to overcome these challenges nevertheless. However, these young people are not fully recognized by Japanese society. Do they have any specific problems related to job searches? Where they work, and what they think? Based on the in-depth interviews of thirteen young people who have graduated from university, this paper examines both the specific problems and the opportunities of their hard-to-foresee futures and deep-level diversity.

< Key words >

Young Japan-based South Americans, Deep-level Diversity, Transnationalism, Bottom Consciousness, ATCK (Adult Third Culture Kid)

< Title >

## Hypocrisy or Naïve Insularity? Cultural Implication on the Legitimacy of the Policy Implementation Process in Institutionalized Japanese Organizations

Yoko OKA

Fukuoka University, Faculty of Commerce, Associate Professor

< Abstract >

This paper asks why Japanese people are not acknowledging their insularity despite being famously described as an inward-looking and homogeneous nation. I examine the reasons for Japanese people being so confident in their broad-mindedness despite the obviously discriminatory organizational settings. To uncover how Japanese people have come to believe their self-righteous tolerance, it scrutinizes the limitations of policy implementation in institutions and shows how an institutional theory can go beyond its premises when considering culture. It suggests that the main reason for Japanese people not noticing their intolerance is Japan's form-supremacy culture. Since making the form perfect has been praised and valued in traditional Japanese art culture, not surprisingly, the daily procedures of organizations also value making processes perfect at the cost of the outcome. Without understanding the influence of the form-supremacy culture, merely emulating global trends and diversity-friendly policies will not bring about the desired outcomes in Japanese organizations.

< Key words >

Policy Implementation Process, Japanese Organization, Diversity, Institutionalism, Form-supremacy, Cultural Virtues

< Title >

## Research on Learning through Engineers' Experiences of International Assignments: The Case of a Japanese Manufacturing Company

Atsuko YAJIMA

2nd grade Certified Skilled Professional of Career Consulting

< Abstract >

This paper is a qualitative study on the experience of engineers assigned overseas. The main purpose is to clarify what kind of experience engineers are learning by experiencing international assignments. As a result of an interview survey with 30 Japanese automobile parts manufacturing engineers, the following was clarified. First, engineers are adapting conflicting work practices between the “rubbing” peculiar to the Japanese automobile industry and the “rational” methods overseas, and the process of changing attitudes before, during, and after the assignment was found. Discovered three growth cycles. Second, it was found that engineers regard their own growth as growth due to technical experience and do not recognize growth due to overseas experience.

< Key words >

Japanese Manufacturing Industry, Engineers, International Assignments, Human Resource Development. Consciousness Transformative Process

< Title >

## Case Study for Implementation of Global Talent Management by Japanese Manufacturing Companies

Hiroaki NISHIMURA

Senior Project Manager, Human Resources Division, Yanmar Holdings Co., Ltd.

< Abstract >

This report analyzes and compares global talent management initiatives implemented by 2 Japanese manufacturing companies since year 2000. Both companies were more than 50% of sales ratio outside Japan when implementing and under strong request from top management. Both companies set special team under the head office, conducted global job evaluation and continuously implemented global talent management cycle such as recruitment/transfer – development – assessment – positioning – C&B – succession planning. In order to successfully implement global talent management, it is crucial to realize Transparency (clear rules and elimination of glass ceiling), Fairness (proper reward management, fair appointment, diversity) and Commitment by top management.

< Key words >

Implementation of Talent Management Cycle, Global Job Evaluation, Transparency, Fairness, Commitment by Top Management



< Title >

Relevance to Thailand 4.0 and the Small and Medium Sized Enterprises Promotion

Yoshiko MIURA

Associate Professor, Department of International Management, Faculty of Business Administration, University of Nagasaki

< Abstract >

The Prayut administration has recognized that Thailand has also fallen into the “Middle-Income Country Trap”, and has launched Thailand 4.0 in 2018, which embodies the 20-year national strategy and its vision, in an effort to break out of the trap and promote industrial upgrading and high value-added development. The 4th SME Promotion Plan has been formulated for SMEs, which are the driving force behind economic development, and is consistent with the direction of Thailand 4.0. It aims to provide support measures to promote the sophistication and high value-added of existing SMEs and the creation of innovation-driven startups.

< Key words >

Thailand 4.0 Industrial Policy Small and Medium Sized Enterprises (SMEs) Promotion Definition of SMEs Middle-Income Country Trap

< Guest Speaker >

Kazuya MATSUMOTO  
President, Matsumotomethod, Inc.

< Lecture Title >

How to 'hook' your audience when speaking online

< Guest Speaker >

Kazuo YANO  
CEO, Happiness Planet Co., Ltd. Fellow, Hitachi, Ltd.

< Lecture Title >

What is Management of Wellbeing? New Way of Life, Organization, and  
Happiness Revealed by Data

TMS Awards

TMS Award for 2022 was given to the following member:

**Best Book Award**

Shinichiro Terasaki, Ph.D. (Associate Professor, College of Business Administration, Ritsumeikan University)

Consumer Cognitive Structure in a Multicultural Society: Globalization and Country Biases  
(Waseda University Press, 2021)

## 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 16, 2021

(Sunday 13:00-18:30 on Zoom Online)

- MC: Nisato SUZUKI** Senior Assistant Professor, Meiji University
- Speaker:** Student (Doctoral program), Graduate School of Business Administration, Meiji University  
**IDRISSOVA, Ainash**  
*“Systematic Review of the Immigrant Entrepreneurship Research”*
- \* **Commentator:** Professor, Faculty of Global and Interdisciplinary Studies, Department of Global and Interdisciplinary Studies, Hosei University  
**Takamasa FUKUOKA**
- Speaker:** Researcher, Keio Economic Observatory, Keio University  
**Yukiko NAKAGAWA**  
*“Effective management of Diverse and Inclusive Organization to educe all members’ capabilities: Insights from interviews with multinational companies in Germany and Switzerland”*
- \* **Commentator:** Director, EQ Partners  
**Yoshinobu NAKAMURA**
- Speaker:** Professor, Faculty of Economics, Takasaki City University of Economics;  
**Takeshi MIZUGUCHI,** Professor, Faculty of Economics, Takasaki City University of Economics;  
**Keiji ABE,** Associate Professor, Faculty of Economics, Takasaki City University of Economics;  
**Atsuko SATO,** Associate Professor, Faculty of Economics, Takasaki City University of Economics;  
**Yoichi MIYATA**  
*“Comparative Study on Individual Investors’ Sustainability Preferences.”*
- \* **Commentator:** Professor, Waseda Business School, Waseda University  
**Jusuke IKEGAMI**
- Speaker:** Professor Emeritus, Hakuoh University  
**Hiroo TAKAHASHI**  
*“ Management of Intercultural Cohesion — a case study of Nestle, the world’s biggest beverage & food company “*
- \* **Commentator:** Professor Emeritus, J.F. Oberlin  
**Yoshiharu KUWANA**
- Guest speaker:** Founder, Daiso Industries Co., Ltd.  
**Hirotake YANO**  
*“My Life Story”*

Conference on November 20, 2021  
(Saturday 10:00-18:00 on Zoom Online)

- MC: Fumiyuki MIYAMOTO** Associate Professor, College of Business Management, J. F. Oberlin University
- Speaker: XU, Yijing** Assistant Professor, Tsukuba Gakuin University  
*"The influence of intercultural experience on employee motivation"*
- \* **Commentator:** Researcher, Keio Economic Observatory, Keio University  
**Yukiko NAKAGAWA**
- Speaker:** Chief Executive Officer, EdMuse Co., Ltd.  
**Keisuke FUKUI**  
*"Intercultural Management and Innovation: Experience in Business Development in Vietnam and Indonesia"*
- \* **Commentator:** Professor, Waseda Business School, Waseda University  
**Jusuke IKEGAMI**
- Speaker:** Lecturer, Department of Cross Cultural Studies, Gifu City Women's College  
**WANG, Zhangzhang**  
*"Implementation of Japanese philosophy on breeding marine animals through employee training: A case study of a Chinese marine theme park"*
- \* **Commentator:** Associate Professor, Faculty of Social Sciences, Waseda University  
**Yukimi SHIMODA**
- Speaker:** Singapore Office General Manager, Global Business Division, Toppan Forms Co., Ltd.  
**Masaaki HASHIMOTO**  
*"The Enhancement Activities of a Governance System in an Overseas Subsidiary"*
- \* **Commentator:** Professor, Graduate School of Management, Tokyo Metropolitan University  
**Chieko MATSUDA**
- Speaker:** Lecturer, College of Business Management, J. F. Oberlin University  
**Sho KAWASAKI**  
*"Gender Diversity Management in the Workplace: A Case Study of Dualistic, Pluralistic, and Monistic Approaches"*
- \* **Commentator:** Associate Professor, Faculty of Business Administration, Aichi University  
**Chitose FURUKAWA**
- Speaker:** Manager, Corporate Communications, Panasonic Europe B.V.  
**Katsuhiko (Kevin) OTANI**  
*"10 years in Europe - live case studies from the front line for cultural difference"*
- \* **Commentator:** Director, EQ Partners  
**Yoshinobu NAKAMURA**
- Speaker:** Associate Professor, Ritsumeikan University;  
**Shinichiro TERASAKI,** Associate Professor, Aoyama Gakuin University;  
**Hiroaki ISHII,** Lecturer, Kochi University  
**Yuriko ISODA**  
*"Consumer affinity and regulatory foci: An approach from psychological distance toward foreign countries"*

- \* **Commentator:** Professor, Faculty of Economics, Nanzan University  
**Takashi HAYASHI**
- Fellow Session:** Professor Emeritus, J.F. Oberlin  
**Yoshiharu KUWANA**  
*“Toward the New Growth of Japanese Multinational Enterprises in an Era of Great Change As Viewed From the Perspectives of Organizational Evolution, Innovation and Diversity”*
- Guest speaker:** President, Matsumotomethod, Inc.  
**Kazuya MATSUMOTO**  
*“How to ‘hook’ your audience when speaking online”*

**Conference on May 22, 2022**

**(Sunday 10:00-18:00 at Waseda International Conference Center, Conference Room 1 & Zoom online)**

- MC: Motoko NAGAO** Professor, Faculty of Commerce, Department of International Business, Takushoku University
- Speaker:** Student(Doctorial program), Graduate School of Regional Policy Design, Hosei University  
**Kazuyuki HAYAKAWA**  
*“A Study on Employment of Brazilian Workers and Fixation of Working Class-the Relationship between Cross-Cultural Experience and Employee Motivation-”*
- \* **Commentator:** Professor Emeritus, J.F. Oberlin  
**Yoshiharu KUWANA**
- Speaker: Aki OGANE** Student(Doctorial program), Graduate School of Humanities and Sociology, The University of Tokyo  
*“The Comparative Study of Japanese and American Orchestra from the Aspects of Fundraising and Financial Management”*
- \* **Commentator:** Professor, Waseda Business School, Waseda University  
**Jusuke IKEGAMI**
- Speaker:** Student(Doctorial program), Graduate School of Commerce, Waseda University ;  
**Yuka KUDO-HARA**  
**Jusuke IKEGAMI** Professor, Waseda Business School, Waseda University  
*“Diverse and Selfish Actors Shaping the “Value” of Organic: A Comparison of Organic Food Markets in Japan and France”*
- \* **Commentator:** Associate Professor, School of Business Administration, Meiji University  
**Hiroyasu FURUKAWA**
- Speaker: Shigeto ENAMI** Owner, OACD (ex Dai-ichi Life Insurance HR dep General Manager. Dai-ichi Life Reserch Institute Managing Director)  
*“A Study on a Multi-Generational Value-Creating Organization Relying on Internal Career of Seniors”*

- \* **Commentator:** Atsushi YASHIRO Professor, Faculty of Business and Commerce, Keio University
- Speaker:** Toyofumi KASHI Responsible person for DX promotion, AEON Co.,Ltd. (ex. President Director, PT.AEON Indonesia)
- “Transcultural Management of Global Business in Retail -The Case Study of AEON Indonesia-”*
- \* **Commentator:** Tetsuya USUI Professor, Faculty of International Social Science, Gakushuin University
- Speaker:** Hiroko KOIKE Visiting Professor, Department of International Liberal Arts, Kaichi International University
- “Decomposition of the Gender Wage Gap: From a Perspective of International Comparison”*
- \* **Commentator:** Satomi KATO Professor, Faculty of Business Administration, Aichi Institute of Technology
- Speaker:** Hiroyasu FURUKAWA Associate professor, School of Business Administration, Meiji university;  
Shinichiro TERASAKI Associate professor, College of Business Administration, Ritsumeikan University,
- “How does Cosmopolitanism Change Relationships between “Country of Origin Image” and Consumer’s Purchase Intention?”*
- \* **Commentator:** Nisato SUZUKI Senior Assistant Professor, School of Commerce, Meiji University
- Guest speaker:** Kazuo YANO CEO, Happiness Planet Co., Ltd. Fellow, Hitachi, Ltd.
- “What is Management of Wellbeing? New Way of Life, Organization, and Happiness Revealed by Data”*

**Conference on Nov 12, 2022**  
(Saturday 10:00-18:00 at Waseda International Conference Center, Conference Room 1 & Zoom online)

- MC:** Shinichiro TERASAKI Associate professor, College of Business Administration, Ritsumeikan University
- Speaker:** Hironobu NOMURA Student (Doctorial program): Graduate School of Management, Tokyo Metropolitan University
- “Key Factors of Improving Subsidiary Performance after Becoming Wholly Owned Subsidiary”*
- \* **Commentator:** Shigeto ENAMI Owner, OACD (ex HR dep General Manager, Dai-ichi Life Insurance, Managing Director, Dai-ichi Life Research Institute,)
- Speaker:** Tomoko KOBORI Part-time Lecturer, Chiba University of Commerce



*“A Study on Corporate Reorganization Taxation System Focusing on Net Operating Loss Carryforwards”*

\* **Commentator:** Toshiaki UCHINO AGS Consulting Co., Ltd./AGS Tax Accountant Corporation, Financial Advisory Division, Financial Advisory Planning Department

**Speaker:** Kenji NAGASATO Associate Professor, School of Economics and Management, University of Hyogo

*“A Study on Cross-cultural Management at the Japanese Subsidiary of an American Company -Analysis Using Hofstede 6-Dimensional Model-”*

\* **Commentator:** Jiro USUGAMI Professor, School of Business, Aoyama Gakuin University

**Speaker:** Yasuhiro EZAKI Senior Specialist for Global Business, International Division, Yachiyo Engineering. Co., Ltd.

*“A Scenario to Rebuild Japanese Semiconductor Industry by TSMC Kumamoto New Factory”*

\* **Commentator:** Toyokazu ONO Former Professor, Tokai University

**Speaker:** Chieko MATSUDA Professor, Tokyo Metropolitan University

*“Board Diversity and Investment Activities in Japanese Companies”*

\* **Commentator:** Yukiko NAKAGAWA Researcher, Keio Economic Observatory, Keio University

**Fellow Session:** Yoshihiro OISHI Professor Emeritus, Meiji University

*“The Prospect of Global Marketing”*

**Guest speaker:** Toru TOKUSHIGE CEO, Terra Drone & CEO, Terra Motors

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

### The 15rd International Session

Friday, May. 21, 2021, 19:00-21:00 Venue: Zoom Online

**MC:** Jiro USUGAMI Professor, School of Business, Aoyama Gakuin University

**Opening Remarks:** Emiko MAGOSHI Vice President of J.F. Oberlin University  
President of the Transcultural Management Society

**Speaker:** Norikazu KOBAYASHI General Manager, Strategy & Business Development, NEC Europe

*“Organizational Strategy for the European Operation - A Case Study in the IT Industry-”*

\* **Moderator:** Nobutaka HIRABAYASHI Professor, Department of International Business Management, Kyohei University

- **Speaker: Rochelle Kopp** Managing Principal, Japan Intercultural Consulting  
*"How Work-at-Home is Working Out in Japan During COVID-19"*
- \* **Moderator:** Professor, School of Business, Aoyama Gakuin University  
**Sean M. HACKETT**

**The 16rd International Session**

**Friday, Dec. 17, 2021, 18:10-21:00 Venue: Zoom Online**

**MC: Sean M. HACKETT** Professor, School of Business, Aoyama Gakuin University

**Opening Remarks:** Professor, School of Business, Aoyama Gakuin University  
**Jiro USUGAMI**

**Speaker: Yasuhiro WATANABE** J. F. Oberlin University

*"What the Japanese Destination Management Organizations (DMO) should learn from the Western DMOs."*

**Moderator: Rolf D. Schlunze** Professor Ritsumeikan University

**Speaker: CHI Cheng (Cindy)** Ritsumeikan University

*"Cultural-crossvergence: A Chinese SOE and its subsidiaries' IHRM hybridization in sub-Saharan Africa"*

**Moderator: Yoshitaka OKADA** Honorary Professor Institute for International Strategy Tokyo International University  
 Professor Emeritus, Sophia University, Professor Institute for International Strategy Tokyo International University

**Special Guest Speaker: Matthew J. Dean, Temple University, Japan Campus Wilson, Esq.**

*"Developing Global Ready Employees Through Higher Education"*

**Closing message:** President of the Transcultural Management Society, Professor J.F. Oberlin University  
**Emiko MAGOSHI**

**The 17rd International Session**

**Friday, May. 13, 2022, 19:00-21:00 Venue: Zoom Online**

**MC: Sean M. HACKETT** Professor, School of Business, Aoyama Gakuin University

**Opening Remarks:** President of the Transcultural Management Society, Professor, J.F. Oberlin University  
**Emiko MAGOSHI**

**Speaker:** Professor, Department of Global Innovation Studies, Toyo University  
**Masato MOURI**

*"Summary of in-depth fraud case analysis for early detection of accounting fraud at overseas subsidiaries"*

**Moderator:** Professor, Department of International Business Management, Kyoei University  
**Nobutaka HIRABAYASHI**

**Guest Speaker:** Global Head of eCommerce - Digital Transformation  
**Nate SHURILLA** Office, Shiseido Group HQ

*“Applying Global Innovation in a Japanese Company: Cases from Social/Digital Commerce & Marketing”*

**Closing Remark:** Professor, School of Business, Aoyama Gakuin  
**Jiro USUGAMI** University

### The 18rd International Session

**Friday, Dec. 2, 2022, 19:00-21:00 Venue: Zoom Online**

**MC: Sean M. HACKETT** Professor, School of Business, Aoyama Gakuin  
University

**Opening Remarks:** President of the Transcultural Management  
**Emiko MAGOSHI** Society, Professor, J.F. Oberlin University

**Speaker:** Ritsumeikan University  
**Shinichiro TERASAKI** University of Central Florida  
**Tadayuki HARA** Waseda University

**Jusuke J.J. IKEGAMI**

*“Effect of Revised Macro Country Image over Affinity and Repeat Intent of Visitors”*

**Moderator:** Professor, Faculty of International Social  
**Tetsuya USUI** Sciences, Gakushuin University

**Guest Speaker:** Principal/Founder - Bailey Consulting &  
**Tim BAILEY** Advisory

*“DENON: A Case Study of the 2011-2015 Turnaround Years from the Perspective of an American President”*

**Closing Remark:** Professor, School of Business, Aoyama Gakuin  
**Jiro USUGAMI** University

### Regional Session

#### The 7th Session of the Kyushu Division

**Saturday, March 14, 2021, 13:15-17:00 Venue: Zoom Online**

**MC: Junichi ICHIKAWA** Associate Professor, Department of Economics,  
Orio Aishin Junior College

**Opening Remarks:** Chairman, Kyushu Division  
**Toyokazu ONO**

**Speaker: Junichi ICHIKAWA** Associate Professor, Department of Economics,  
Orio Aishin Junior College

*“Verification of support and efforts for startups and regional revitalization in Kitakyushu City”*

**Commentator: Katsuyuki IWAMOTO** Associate Professor, School of Business  
Administration, Tokai University.

**Speaker: Toru TAKAHASHI** Visiting Professor, School of Business  
Administration, Meiji University

*“Innovation that the Japanese sports world has influenced the world”*

**Commentator: Tatsuya KARASAWA** Associate Professor, College of Business Administration, Kanto Gakuin University

**Speaker: Etsuko TSUTSUMI** Professor, Hokkai School of Commerce  
*“Class consciousness / regionality of members in corporate management and new working style after Covid-19”*

**Commentator: Tomoko KOBORI** Part-time lecturer, Chiba University of Commerce

<Special lecture >

**Speaker: Toyokazu ONO** Former Professor, Tokai University

*“The origin of Mr. Arō Naito, the translator of “The Little Prince” and the French culture of the Meiji, Taisho and Showa periods”*

**Closing Remarks: Emiko MAGOSHI** President of The Transcultural Management Society

**The 8th Session of the Kyushu Division**  
**Saturday, March 12, 2022, 13:20-17:00**

**Venue: JR HAKATA City Conference Room 3 & Zoom online**

**Opening Remarks: Toyokazu ONO** Former Professor, Tokai University, Chairman, Kyushu Division

**Speaker: Junichi ICHIKAWA** Associate Professor, Department of Economics, Orio Aishin Junior College

*“The case of an international student from South Asia launching a new business using Japanese-style management techniques”*

**Speaker: Katsuyuki IWAMOTO** Associate Professor, Faculty of Business Administration, Tokai University

*“Why RPA (Robotics Process Automation) is different from AI ~ Digital knowledge and analog knowledge ~”*

**Speaker: Tamio OHTA** Former Professor, Tokai University

*“Impact of media coverage of Covid19 on the public”*

**Guest Speaker: Reiko AOKI** CEO, DLC-GB Consulting Co., Ltd  
*“A bridge of friendship, no borders in people’s hearts”*

**Overall Comment: Katsuyuki IWAMOTO** Associate Professor, Faculty of Business Administration, Tokai University.

**Closing Remarks: Emiko MAGOSHI** President of The Transcultural Management Society

**The 8th Session of the Chubu Division**  
**Saturday June 19, 2021, 14:00-18:00 Venue: Zoom Online**

**MC: Tomoyasu KIMURA** Emeritus of Nagoya University of Foreign Studies

**Greetings from the President**  
**Emiko MAGOSHI**

President of the Transcultural Management  
Society

**Opening Remarks:**  
**Tomoyasu KIMURA**

Nagoya University of Foreign Studies

**Speakers: LIN Qingyun**

Professor of Nagoya University of Foreign  
Studies

*“Cultural Factors in Accounting”*

**Moderator:**  
**Tomoyasu KIMURA**

Nagoya University of Foreign Studies

**Speaker: CHENG An-chun**

Coordinator, Center for the Multicultural Public  
Sphere of Utsunomiya University

*“The Education and Career Issues of Young Japan-based South Americans in their  
Transnational Life – Focused on the Learning Experiences of 10 University Students —”*

**Moderator: Satomi KATO**

Professor, Aichi Institute of Technology

<Special Session>

**Guest Speaker:**  
**Hitoshi YASUMURA**

Former President of Chukyo University,  
Academic Advisor

*“The lifestyle of Leo Tolstoy in Ivan The Fool and His Other Works”*

### **The 9th Session of the Chubu Division**

**Saturday June 18, 2022, 14:00-18:00**

**Venue: Aichi University Nagoya Campus L806 and Zoom meeting**

**MC: Chitose FURUKAWA**

Associate Professor, Aichi University

**Greetings from the President**  
**Emiko MAGOSHI**

President of the Transcultural Management  
Society

**Opening Remarks:**  
**Tomoyasu KIMURA**

Nagoya University of Foreign Studies

**Speakers: Wanli, GUO**

Assistant Professor, Faculty of Business  
Administration, Aichi University

*“A Corporate Strategy in Expanding Exports of Processed Foods  
-An Examination of Chinese Local Food Retailers as Sales Channels-”*

**Moderator:**  
**Chitose FURUKAWA**

Associate Professor, Aichi University

**Speaker:**  
**Takashi HAYASHI**  
**Yuji YUMOTO**

Professor, Faculty of Economics, Nanzan  
University;  
Professor, Faculty of Business Administration,  
Nanzan University

*““Knowledge Appropriation vs. Knowledge Sharing”: A Case Study of Positive and Negative  
Effects of Localization in Asian Subsidiaries of Japanese Firms”*

**Moderator: Satomi KATO**

Professor, Aichi Institute of Technology

<Special Session>

**Guest Speaker:**  
**Yasuhiro DOI**

Professor at Graduate School of Economics,  
Nagoya University, Vice-President Advisor  
(Student Support), Director of Career Support  
Center

*“Global Education for Business Assignments -Cross-cultural Workshops for International and Japanese Students-”*

**Closing Remarks:**  
**Tomoyasu KIMURA**

Nagoya University of Foreign Studies

### **The 12th Session of the Kansai Division**

**Saturday, February 27, 2021, 14:00-16:40 Venue: Zoom Online**

**MC: Kenji NAGASATO**

University of Hyogo

**Opening Remarks:**  
**Kyuhō CHE**

Osaka University of Commerce

**Speaker:**  
**Masayuki FURUSAWA**

Kindai University

*“A study on the impacts of the COVID-19 outbreak on the overseas management of Japanese multinational companies: Based on the interview survey of Japanese expatriates who have returned to Japan temporarily due to the pandemic - an analysis by using M-GTA”*

**Commentator:**  
**Takashi HAYASHI**

Nanzan University

**Speaker:**  
**Hideshi SAWAKI**

Professor, Tsuru University

*“Cross-cultural management issues and problem solving: Japanese entrepreneurs in ASEAN”*

**Commentator:**  
**Takeshi FUJISAWA**

Kwansei Gakuin University

**Closing Remarks:**  
**Emiko MAGOSHI**

President of the Transcultural Management  
Society  
(J. F. Oberlin University)

### **Housekeeping announcement**

### **The 13th Session of the Kansai Division**

**Saturday, September 25, 2021, 14:00-16:45 Venue: Zoom Online**

**MC: Hiroyuki YAMABE**

Nara Prefectural University

**Opening Remarks:**  
**Toshiya MURATA**

ReloExcel

**Speaker:**  
**Masayuki FURUSAWA**

Kindai University

*“A study on the recruitment activities of Japanese companies for international students: Based on a questionnaire survey of the companies”*

**Commentator:**  
**An-chun CHENG**

Utsunomiya University

**Speaker: Naotoshi UMENO** Osaka University of Commerce  
*“CSR activities of the Indian companies, focusing on the companies in the Kerala State”*  
**Commentator:** Tokyo International University  
**Norio SAKURAI**  
**Closing Remarks:** President of the Transcultural Management  
**Emiko MAGOSHI** Society  
(J. F. Oberlin University)

**Housekeeping announcement**

**The 14th Session of the Kansai Division**  
**Saturday, March 19, 2022, 14:30-17:50 Venue: Zoom Online**

**MC: Toshihiro ASAKA** Clean Chemical  
**Opening Remarks:** Clean Chemical  
**Toshihiro ASAKA**  
**Speaker:** Ritsumeikan University  
**Shinichiro TERASAKI**  
*“Holistic review of “place-related constructs”: How made-in images change consumer buying behaviors?”*  
**Commentator:** Kochi University  
**Yuriko ISODA**  
**Speaker:** Kindai University  
**Masayuki FURUSAWA**  
*“A study on human resource management of former international student employees at Japanese companies from the perspectives of diversity and inclusion”*  
**Commentator:** Yamaguchi University  
**Sadanori ARIMURA**  
**Speaker:** Hokkai School of Commerce  
**Etsuko TSUTSUMI**  
*“Human resource management from a global perspective”*  
**Commentator:** EQ PARTNERS  
**Yoshinobu NAKAMURA**  
**Closing Remarks:** President of the Transcultural Management  
**Emiko MAGOSHI** Society  
(J. F. Oberlin University)

**Housekeeping announcement**

**The 15th Session of the Kansai Division**  
**Saturday, October 1, 2022, 14:00-17:30**  
**Venue: CURIO-CITY (a satellite office of Tanioka Gakuen Educational Foundation)**  
**MC: Yanhua JIN** HAGOROMO University of International Studies

<b>Opening Remarks:</b> <b>Masayuki FURUSAWA</b>	Kindai University
<b>Speaker:</b> <b>Masayuki FURUSAWA</b>	Kindai University
<i>“A study on diversity &amp; inclusion: The case of employment and utilization of international students at HONDA KIKO Co., Ltd.”</i>	
<b>Commentator:</b> <b>Yukiko FUJIWARA</b>	Kobe Gakuin University
<b>Speaker:</b> <b>Toyoko FUNAHASHI</b>	Ritsumeikan University
<i>“Micro retailers in emerging countries”</i>	
<b>Commentator:</b> <b>Risa JITOSHO</b>	Ryukoku University
<b>Speaker:</b> <b>Shinichiro TERASAKI</b>	Ritsumeikan University
<i>“Four-step procedure of long interview”</i>	
<b>Commentator:</b> <b>Shohei TABATA</b>	Kobe International University
<b>Closing Remarks:</b> <b>Emiko MAGOSHI</b>	President of the Transcultural Management Society (J. F. Oberlin University)

#### Housekeeping announcement

#### The 4rd Session of the Hokuriku Division Saturday, October 30, 2021, 14:00- Venue: Zoom Online

- Speaker: Gen NAGATA**      Lecturer , Department of Management Information, Toyama College  
  
*“Current Situation and Issues of Modal Shift : Focusing on Social Environment Changes in Rail and Marine Transport”*
- Commentator: Yanhua JIN, Ph.D**      Lecturer, Department of Social Sciences, Haboromo University of International Studies
- Speaker: Ryo ANDO**      Director , Collaborative Research Center, Kanazawa Professional University of Food Management  
  
*“Promotion and leadership of art projects involving human resources from different fields in the region Taking the Kanaza WAZA Research Institute in Kanazawa as an example”*
- Commentator:**  
**Takayuki SHINODA**      Associate Professor, Frontier Science and Social Co-creation Initiative, Kanazawa University
- Speaker: Hideyuki NOMA**      General Manager , International HR Group, Human Resources Department, YKK CORPORATION



- Speaker: Kenichi SUZUKI**                      Manager , Planning Team, International HR Group, Human Resources Department, YKK CORPORATION

*“Activities of Diversity Management and Utilization of International Human Resource of YKK Group”*

**The 1st Session of the International Human Resource Management (IHRM) Division**

**Saturday, December 18, 2021, 14:00-17:30 Venue: Zoom Online**

- MC: Qiuli YANG,**                      Kyoto Tachibana University;  
**Takashi HAYASHI**                      Nanzan University
- Opening Remarks;**                      President of the Transcultural Management Society (J. F. Oberlin University)  
**Emiko MAGOSHI**                      Director of the International Human Resource Management (IHRM) Division of the Transcultural Management Society (Kindai University)  
**Masayuki FURUSAWA**                      Kindai University
- Speaker:**                      Kindai University  
**Masayuki FURUSAWA**

*“An empirical study on the inward-looking/overseas orientations of Japanese university students: Based on their situations surrounding the requirements for ‘global human resources”*

- Speaker: Toshiya MURATA**                      ReloExcel  
*“Trends in training before overseas assignment and global human resources training: Thinking from the standpoint of providing corporate training”*

- Speaker:**                      Yanmar Holdings  
**Hiroaki NISHIMURA**  
*“Global human resources development in Yanmar Group: Continuous actions to develop global talents”*

**Closing Remarks:**                      University of Hyogo; Osaka University of Commerce  
**Kenichi YASUMURO**

**Housekeeping announcement**

**The symposium commemorating the establishment of the Diversity & Governance Session (D&G Session)**

**Sunday, February 20, 2022 Venue: Zoom Online**

**The 1st Early Stage Research (ESR) Session (2022)**

**Thursday, October 20th, 2022, 18:00-20:10**

**Venue: Zoom Online**

- Opening Remarks;**                      Chair of the Early Stage Research Session,  
**Toshikazu TAKAHASHI**                      Associate Professor, Rissho University

- Speaker:**  
**Ainash IDRISOVA** Graduate School of Business Administration,  
Meiji University  
*“Support of Foreign Startups in Japan”*
- Commentator:** Associate Professor, Meiji University  
**Hiroyasu FURUKAWA**
- Speaker:** Graduate School of Commerce, Waseda  
**Yuka KUDO-HARA** University  
*“Does Gastronomy Tourism Contribute to the Sustainability of Local Food Systems?”*
- Commentator:** Professor, Sophia University  
**Hideyuki TAKENOUCI**
- Closing Remarks:** President of the Transcultural Management  
**Emiko MAGOSHI** Society,  
Professor, J.F. Oberlin University
- Housekeeping announcement**

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