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 研究課題名(和文) Management Strategies of Humanitarian Support by Global Enterprise after the Great Tohoku Kanto Earthquake - Lessons Learnt for Future Disasters
 研究課題名(英文) Management Strategies of Humanitarian Support by Global Enterprise after the Great Tohoku Kanto Earthquake - Lessons Learnt for Future Disasters
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研究成果の概要(和文)：この調査は企業による人道的支援が企業の啓発された自己利益であるか、あるいは現代社会に組み込まれた強力な管理に従うかどうかという問題に焦点を当てていました。Patronage(柔らかい基準)と Sponsorship(厳しい基準)の2つのアプローチがあり、会社によっては、両方のアプローチが適用されました。予期せぬ結果は、受益者が様々な理由で寄付を受け入れることが困難であったことです。研究の直接的な部分ではありませんが、他の外国企業と日本企業の両方がドイツ企業と非常に類似しているという知見もありました。残念なことに多くの企業が1年以内に支援を停止しました。そのプロジェクトは短期的なものでした。

研究成果の概要(英文)：The research was focussing on the question if humanitarian help by enterprise is an enlightened self-interest of companies or if they follow a strong control embedded in modern society. Two approaches can be found: patronage (German: Maezenatentum, soft criteria) and sponsorship (hard criteria). Depending on the company, both approaches were applied. An unexpected result was, that quite frequently the beneficiaries had difficulties accepting donations for various reasons. A side-effect, though not directly part of the research, was the finding, that both other foreign and Japanese companies acted quite similar as German companies. Unfortunately, many companies stopped their help within one year; their projects were short-term orientated. For giving orientation in future, a catalogue was developed to match the need of companies and the beneficiaries in the ethical context of society.

研究分野：Management

キーワード：Japan Sponsorship CSR Germany Management Patronage

1 . 研究開始当初の背景

The Tsunami 2011 in northern Japan was the biggest natural disaster effected an industrialized country after World War II. Still today, more than 300.000 people cannot return to their houses – entire cities completely disappeared. Reconstruction takes much longer than expected, and places affected with radioactive fall-out may be a no-go-zone for generations. This shows: today everybody living in any country in the world, not only people from developing countries, may be affected by disasters of large scale at any time. If the disaster is linked with man-made effects, the effect may go much beyond entirely natural disasters. Sometimes academic interest has (and can have) its roots in private life: My family and me were directly effected in the triple-disaster: The German embassy ordered my family and me to leave the Kanto-area. The University of Tsukuba strongly suggested me to remain in Tsukuba and was referring on a working contract. At the same time, the government of Prime Minister Naoto Kan was considering to evacuate Tokyo. - The research is not analyzing the different thoughts and political movements at that time, referring to different scientific positions, but they were a historical fact affecting the life of people including my own.

2 . 研究の目的

The thoughts up to here show: Companies have to consider natural and man-made disasters in large scale within their future business strategies. Especially global private business has to question if and up to what

level humanitarian help for example as CSR is appropriate within its business core function. They have to be aware, that business core functions change in a global economy – and enterprises are the only social systems operating truly on a global level.

In the last two decades, globalization is regarded as one of the major social innovation with major impact (Horx 2011) on the world economy. Private enterprise became the only social systems on the globe to operate on a worldwide-level. Public pressure from local societies, including national governments, requested enterprise to contribute to their environment and to be responsible corporate citizens. Future orientated companies understand this in the context of an enlightened self-interest. The EU-Commission requests: “To fully meet their social responsibility, enterprises *“should have in place a process to integrate social, environmental, ethical human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders.”* (EU-Commission, 2011)

But even though large companies have own CSR-departments and publish regularly CSR-reports in line with their annual reports, most of them were taken by surprise when being faced with the triple-disaster in Japan. CSR was largely focused on projects planned beforehand. The Tsunami demanded management to react from an unprepared position and to act ad hoc.

Taking the example of the 390 German

companies operating subsidiaries in Japan and employing there more than 74.000 staff (German Chamber of Commerce in Tokyo, 2015), they were faced a spontaneous public solidarity for the affected population in Japan in their home country following the disaster. There was no German mid-size city without public collection of money, public solidarity concerts in churches and many other activities. At the same time, some of these companies understood that this disaster is a management chance to prove being a good corporate citizen in Japan and with that a possibility to milden the unbelievable sorrow by the people being affected of the disaster.

Basically the companies can be divided in three groups: (a) Global companies (operating also in Japan) which completely ignored the disaster and continued doing business-as-usual, (b) global companies which showed actively sympathy, but did not have a management strategy, and (c) global companies which actively participated as corporate citizen, either as global corporate citizen and/or as local corporate citizen.

The same challenges have been faced, embedded in different cultural environments, by companies of other industrialized countries.

Some examples:

a. Bosch:



Activities of Bosch (Japan) KK for the

Survivors of the Tsunami

b. Harmonic Drive AG:



The Chairman of the Board of Harmonic Drive AG is handing over the key of a house for recreation ("House of Hope") to the citizens of Natori in 2012 which the German company gave as present.

c. Siemens: "The company's international fundraising campaign has collected around €4 million in monetary donations to support those affected by the earthquake and its aftermath from March 11. 2011 in Japan. Employees from 45 countries contributed a total of around €2 million. The company has matched this amount and, in addition, donated about €1 million in kind to provide immediate assistance. On March 16, Siemens launched a company-wide fundraising campaign. In the first ten days alone, company employees transferred a total of more than €1 million to special donation accounts at international aid organizations. Siemens promised to match all employee donations made by April 15. To support local medical services, the company has also provided donations in kind such as

mobile ultrasound devices and reagents for lab tests.”

d. Schenker AG (Group German National Railways)

The company provided with business partners several electric cars to communities, where many citizens lost their private cars. The citizens may use the cars for shopping, going to medical services etc. By doing so Schenker does not only want to help citizens, but also promote the idea of eco-car-sharing to change society. The parent company German National Railways Car Sharing provided the knowhow.

e. Shinhan Bank (Example of a Korean company)

2011: The company groups donated 100 Mio. Yen and provided free bank accounts for public donations.

In co-operation with the Movie Theatre Kobe the victims were provided with free films.

2012: Together with the Federation of Korean Associations in Japan company staff provided free aid in the disaster area.

2013: The Shinjuku branch of the bank provided local organizations goods for the daily life.

3 . 研究の方法

The project was conducted by using different methods of investigation. In the first part, a situation analysis was applied by interviewing people being involved in decisions and by analysing lectures of public conferences, for example organized by Nikkei. In a second step, the information collected was set into context of the macro-situation by using a PESTEL-analysis. As third and last step, in a scenario-analysis concluding recommendations were worked out.

4 . 研究成果

The research was focussing on the question if humanitarian help is an enlightened self-interest of companies or if they follow a strong control embedded in modern society. Two approaches can be found: patronage (German: Maezenatentum, soft criteria) and sponsorship (hard criteria). Depending on the company, both approaches were applied. An unexpected result was, that quite frequently the beneficiaries had difficulties accepting donations for various reasons. A side-effect, though not directly part of the research, was the finding, that both other foreign and Japanese companies acted quite similar as German companies.

As a result of the research, a catalogue was developed to match the need of companies and the beneficiaries in the ethical context of society.

5 . 主な発表論文等

(研究代表者、研究分担者及び連携研究者には下線)

{ 学会発表 } (計 1 件)

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6 . 研究組織

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