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研究課題名(和文) Global Sustainability Strategies of Asian Multinational Enterprises: Beyond COVID-19 Pandemic

研究課題名(英文) Global Sustainability Strategies of Asian Multinational Enterprises: Beyond COVID-19 Pandemic

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研究成果の概要(和文)：この研究は、新型コロナウイルス感染症後の新たな現象を利用し、学際的な視点を取り入れて国際ビジネスの理論と実践を前進させる。多国籍企業は、グローバル化において経済的合理性よりも、リスク管理と制度的論理に重点を置く必要がある。この研究の目的は、1) グローバル化の規模、時期、モードを決定、2) 企業、政府、社会の多層的なインターフェースを探究、3) グローバル統合とローカルな対応への圧力に対応する多国籍企業の動的能力を調査、4) グローバルバリューチェーンの再構成を決定、5) 持続可能な開発目標を達成するためにグローバル化を推進する複数のレベルでの要因の優先順位付けを行うことである。

研究成果の学術的意義や社会的意義

この研究プロジェクトは、新型コロナウイルス感染症後の時代に出現している現象を活用し、マルチレベルのステークホルダーアプローチを採用して国際ビジネス理論を洗練し、発展させることを目指している。このようなアプローチは、グローバル環境の最新動向における国際ビジネスに関連する実務家、政策立案者、社会の問題に、より適切に対処することも目的としている。

研究成果の概要(英文)：This research uses emerging phenomena after the COVID-19, especially the political tensions between governments and adopts interdisciplinary perspectives to advance the international business (IB) theories and practices. Such phenomena require multinational enterprises (MNEs) to focus more on risk management and institutional logics rather than the economic rationales in their globalization. The research aims to 1) determine the scales, timing, and modes of globalization, 2) explore the multi-level business-government-society interface, 3) investigate the MNEs' dynamic capabilities to overcome internal and external impediments to respond to simultaneous pressures for global integration and local responsiveness, 4) determine the reconfiguration of global value chains through reshoring, regionalization, and replication, and 5) prioritize factors at firm, industry, national, subnational, and supranational level that drive the globalization to achieve sustainable development goals (SDGs).

研究分野：strategic management and international business

キーワード：Globalization Sustainability Multinational Enterprise Asia COVID-19

## 1. 研究開始当初の背景

After the Coronavirus disease 2019 (COVID-19) pandemic, the global economy has been facing even greater challenges, including economic upheavals, political tensions, public health, inequality, and global warming (UN, 2023). The United Nations (UN) considers multinational enterprises (MNEs) as a key instrument, along with government and non-profit organizations (NPOs), for addressing the social, economic, and environmental sustainability issues that are threatening the long-term survival of humanity. Given the significantly increasing role of the government and other MNE's stakeholders, international business (IB) research must go beyond narrow questions of firm performance defined exclusively by shareholder and investor benefits to addressing the pressing need for MNEs to achieve the UN's Sustainable Development Goals (SDGs). (Doh et al., 2023).

Such challenges have arisen from the emerging phenomena that potentially shape the IB theories and practices, including the decoupling between the U.S. and China, the fear of 'China's Rise', the escalating nationalism, and the ongoing wars between Russia and Ukraine and tensions between their respective allies (Nikkei, 2023). Strategies of MNEs in post COVID-19 era will therefore not be driven mainly by economic rationales, but also by these emerging issues, which require MNEs to focus more on risk management and institutional logic. This tension between geopolitics and economics has created unsettled priority between the globalization and deglobalization logics.

In the post COVID-19 era, at the global level (overseas trends), the political and economic tensions between the U.S. and China have increased the level of decoupling between the two countries, especially in science and technology (Kwan, 2023). The U.S. government has restricted on exports of advanced computing to China (Nikkei, 2023). The rising tensions are driving the respective investors away from each market. As the result, the Chinese investment in Southeast Asia has skyrocketed, while the U.S. imports from the region are expanding rapidly (Lardy, 2023).

Many MNEs have adopted a 'China Plus One' strategy to build new manufacturing units outside China (Basu & Ray, 2022). For the last 20 years, western companies have invested mainly in China due to the low production costs, and enormous domestic consumer markets. This new 'China Plus One' strategy aims to avoid investing mainly only in China and to reduce supply chain risks by diversifying investments in manufacturing to other promising, especially developing economies, such as India, Indonesia, Thailand, and Vietnam (Reuters, 2023).

At the domestic level (in Japan), Japanese MNEs are also facing the need to respond to such geopolitical changes. Especially, the U.S. government has asked Japan and other allies to impose restrictions on semiconductor exports to China (Global Times, 2023). However, most Japanese economists and business executives believe that the full decoupling between Japan and China will be extremely costly to both countries and the government should not pursue any political interests at the unbearably economic costs. Indeed, such decoupling have made the U.S. increase imports of minerals needed for electric vehicles from Japan. Also, several Japanese companies still do not have effective measures in place to address the trade conflicts between the U.S. and China (PWC, 2022).

Based on these overseas and domestic trends, this research project therefore uses interdisciplinary perspectives to refine and advance the IB theories and practices, especially the role of the global and local business, government, and society in shaping the globalization of Asian MNEs to achieve the SDGs in the post COVID-19 era.

## 2. 研究の目的

Based on the above tensions, as well as such important overseas and domestic background and trends, the main purpose of this research project is to use interdisciplinary perspectives to refine and advance the extant IB theories and practices, considering the emerging phenomena that have redefined the globalization logic in the post COVID-19 era. In particular, this research project aims to find out 1) how the emerging political and economic issues would impact the scales, timing, and modes of the globalization, 2) to what extent, MNEs should account for the politicization in their business-government-society interface, 3) how MNEs should respond to simultaneous pressures for global integration and local responsiveness, 4) how MNEs should

reconfigure their global value chains of industries and products according to three main alternative trajectories, and 5) how MNEs should prioritize factors at firm, industry, national, subnational, and supranational level in their strategy formulation and implementation.

### **3 . 研究の方法**

The implementation of this research project lasts three years. This research project reviews related key theories and perspectives in the IB and strategic management from leading international and domestic journal articles to develop theoretical frameworks and hypotheses for the sustainability strategies, particularly in the globalization of MNEs from Asian economies in the post COVID-19 era.

Several case studies particularly from Asian countries, including China, Japan, and other Southeast Asian countries are employed to build the theoretical frameworks and to prove the hypotheses. In addition to case studies, statistical data at macro, industry, and firm level are also used to verify the hypotheses. These case studies and statistical data are available from the public and proprietary databases, field surveys, and the principal investigator 's previous research projects, as well as from various institutional and individual collaborators. Induction and deduction research methods, with case studies and statistical data are employed to draw conclusions and implications from this research project for the benefits of academic, practitioners, and policy makers all over the world.

### **4 . 研究成果**

The scientific originalities and creativities of this research project are based on the use of emerging phenomena in the post COVID-19 era to refine and advance the IB theories and practices. Particularly, this research project 's findings are as follows.

First, the emerging political issues between the governments and the risk management plays an increasingly critical role in determining the globalization strategies rather than the traditional economic rationales. These issues determine the extent to which MNEs should globalize or de-globalize their global value chain when facing such emerging political issues that potentially shape the IB theories and practices. These strategies also involve the scales, timing, and modes of globalization (Ciravegna & Michailova, 2023; Vertinsky, et al., 2023).

Second, investors and shareholders are no longer prioritized first, but instead, their interests must be commensurate with those of the governments, NPOs, and societies to ensure the sustainability in addition to the profitability. Essentially, the management of stakeholders focuses on the politicization in the interface among business, government, and society. Essentially, MNEs use political strategies, including lobbying, participation in hearings, campaign contributions, advocacy, and nurturing and exploiting political ties to shape the diverse expectations of actors involved in such an interface to achieve sustainable competitive advantages. Their subsequent performance must be defined more broadly from sustainability aspects rather than the traditional narrow economic performance (Bozonelos & Tsagdis, 2023; Saittakari, et al., 2023).

Third, the dynamic capabilities and flexibility become more critical to reconfigure the global value chain through reshoring, regionalization, and replication. Particularly, such capabilities are very important to overcome internal and external impediments to sense and seize emerging opportunities and thus to respond to simultaneous pressures for global integration and local responsiveness. To develop dynamic capability (DC), MNEs undergo the process of building new and recombining existing capabilities and thus organizational flexibility to address such pressures (Grøgaard, Colman, & Stensaker, 2022; Verbeke, 2023).

Fourth, MNEs should reconfigure their global value chains of industries and products according to three main alternative trajectories. They should determine the extent they should bring their manufacturing back to home country (reshoring), diversify it to other countries in the different or same regions (regionalization), or implement it through multiple facilities located in many countries (replication) (Elia, 2023).

Finally, IB issues must be addressed from the interdisciplinary, multilevel approach, and phenomena-driven perspectives to ensure that their outcomes contribute to the development of IB theories and the subsequent implications for the managers and the policy maker in the post COVID-19 era. Importantly, such an approach needs to prioritize factors at firm, industry, national, and subnational, and supranational

level that drive the globalization strategies to achieve the SDGs. These factors at each level in this new multi-level approach mutually interact with each other rather than the traditional approach where higher-level factors influence lower-level factors that are embedded within them for MNEs to best achieve the SDGs (Doh et al., 2023; McIntyre, Ivanaj, & Ivanaj, 2022).

This research project informs the academics in the IB field and the practitioners, government, and policy maker how their respective MNEs should deal with the business-government-society interface from the country to the sub-national and supra-national level in their globalization in the post COVID-19 era. The results of this research project improve our understanding on whether and how emerging phenomena arising from the COVID-19 pandemic can advance the IB theories. Practically, through the refined theories, executives of MNEs would be able to make a better strategic decision regarding the scales, timing, and destinations for globalization of their operations. The government and public authorities would be able to devise the 'rule of the game' that could benefit the country, the society, and the company.

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5. 主な発表論文等

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掲載論文のDOI（デジタルオブジェクト識別子） 10.1108/EEMCS-04-2020-0128	査読の有無 有
オープンアクセス オープンアクセスではない、又はオープンアクセスが困難	国際共著 該当する

〔学会発表〕 計1件（うち招待講演 1件/うち国際学会 1件）

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2. 発表標題 Global Sustainability Strategies of Asian Multinational Enterprises: Beyond COVID-19 Pandemic
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〔産業財産権〕

〔その他〕

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6. 研究組織

氏名 (ローマ字氏名) (研究者番号)	所属研究機関・部局・職 (機関番号)	備考
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7. 科研費を使用して開催した国際研究集会

〔国際研究集会〕 計0件

8. 本研究に関連して実施した国際共同研究の実施状況

共同研究相手国	相手方研究機関
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