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研究成果の概要(和文)：本研究は、中国市場での競争優位性を維持するために、日本企業がより良い地元の消費者や法人顧客を満足させる新しい製品やサービスと新たなビジネスモデルの開発に注力していることを示した。本研究のケーススタディでは、技術革新の開発に、日本企業は以下の三つの主要な課題に直面していることを示した。(1) R&D および事業開発における中国現地従業員の能力の低さ(2) 非効率なグローバル組織(3) 中国現地従業員のコミットメントの低さ。中国で成功した日系企業のケーススタディに基づいて、本研究では多数のベストプラクティスを選定した。

研究成果の概要(英文)：The research shows that in China's markets, Japanese companies increasingly emphasize on developing new product and service and new business model that can better satisfy local consumers and corporation clients. On the one hand, it is because the demand and needs from consumers in China have been changing dramatically; on the other hand, competition from local firms becomes a big threat to Japanese companies. My case studies find that in developing technological innovations, Japanese companies face three main challenges: (a) low competence of local Chinese employees in R&D and business development, (b) low responsiveness to rapid changes in market and customer needs because of ineffective global organization, (c) low commitment from local Chinese employees due to ineffective human resource system. Based on case studies of successful Japanese companies in China, the research identifies a number of best practices in coping with the challenges.

研究分野：Management

キーワード：Innovation

1. 研究開始当初の背景

China, the largest emerging economy, has been changing from a global manufacturing base to a rapidly growing consumption market. The number of global and local competitors increases dramatically; demand from the exploding number of "middle income" customers is increasing and changing fast. Success in China for multinational companies has more and more relied on technological innovation (i.e., new technology, product and service). In addition, reverse innovation (i.e., innovation firstly developed in an emerging market, and then transferred to other emerging markets and developed countries) has recently been recognized as an important factor for multinational companies to leverage individual emerging markets such as China to enhance their global competitiveness and growth.

The importance of innovation in China is particularly true for multinational companies from Japan. Enhancing innovation in China would help Japanese companies convert simply global presence into global competitive advantage and realize the full potential of Chinese markets for growth. As METI's 2010 Monozukuri White Paper shows, 68% of Japanese manufacturing companies intend to promote localization of production development in emerging economies (including China) in the next five years.

In spite of the growing importance of innovation in China for Japanese companies, academic research has not kept pace with the practice. We are lack of knowledge about how to strategize and manage technological innovation activities in China, and how to effectively coordinate innovation operations between subsidiaries in China and headquarters in Japan. To advance our understanding in this field, I propose to study the innovation activities and organization of Japanese multinational companies in China.

2. 研究の目的

Taking organization theory perspectives, I have examined how Japanese multinational companies conduct technological innovation in China. The objective is to advance the research on multinational companies' international innovation in emerging markets and to help Japanese companies better manage technological

innovation in China to enhance their global competitiveness and growth.

3. 研究の方法

This research is an explorative study. The main research method I have used is the case study method (Yin, 2009), including company visit, interview with executives, and second-hand data collection.

4. 研究成果

(1) The research shows that in order to maintain competitive advantage in China's markets, Japanese companies increasingly emphasize on innovation in developing new products, services and business model that can better serve local consumers and corporate clients. All the Japanese companies of my case study have expressed their strong desire of innovation for China's markets and seen innovation as the key for future success in China.

(2) My case studies and interviews have identified three main challenges that Japanese companies in China have to overcome in order to more effectively develop innovations in product, service and business model. The three challenges are Competence, Commitment, and Coordination.

Competence: How to recruit and develop local Chinese employees with high ability and competence in R&D and new business development is the first challenge facing Japanese companies in China. This is particularly difficult given the facts that China does not have existing pool of such kind of talent because of the short history of marketization and China's labor market is very fluid which is dramatically different from Japan's life-long employment system. For example, Panasonic's R&D Centers in China have dramatically increased the number of local Chinese R&D employees in order to rapidly develop products that better fit local consumer needs. However, the newly hired local employees' ability of R&D is much lower than those in Japan. To make things worse, the 3-year turnover rate is very high, which puts Panasonic in a dilemma in which Panasonic needs to spend resources to train local employees but once they become qualified they may move to Panasonic's competitor companies.

Commitment: The second challenge is

how nurture local Chinese employees' commitment and develop right mindset and culture to achieve strategic goals in innovation. Innovation and new business development in nature require high commitment and motivation from employees. However, due to rigid human resource management system and policies, Japanese companies find it very difficult to develop a highly committed group of local talents. For example, Nissan needs to develop highly localized cars to cope with fierce competition in China. However, in Nissan's years in China, the alignment of local employees' attitude and efforts with Nissan's strategy was very problematic due to the fact that Nissan China's local employees mainly came from its Chinese Joint-Venture partner company, Dongfeng.

Coordination: How to effectively coordinate activities, efforts and resources among different functions and units, and between China's divisions and HQ's in Japan is the third challenge. Although many Japanese companies in China have already developed a group of capable local employees with right mindset and culture, some of them have had to overcome the ineffectiveness of internal organization (i.e., the combination of organizational structure, work processes, coordination mechanisms, & communication channels etc.) in coordinating activities and decisions across divisions and borders.

This research found the most challenging one is the coordination between China's subsidiaries and HQs in Japan. A major reason why it is difficult is because Japan HQ's lack of understanding of local market dynamics and low level of trust of Japanese top management in local general managers.

(3) Based on case studies of successful Japanese companies such as Daikin, Nissan, and Panasonic, the research has identified a number of best practices that Japanese companies might find useful for their innovation development in China. One example is Daikin's open innovation model in developing competent local talents for their service-driven, solution provider new business model.

(4) Importance of the findings of this research: This research is the first one

that systematically examines importance and challenges of Japanese companies' innovation in China. It not only contributes to the academic literature, but more importantly it has a big potential to help Japanese companies better understand how to be more effective in developing new product, service and business in emerging markets like China.

More specifically, this research contributes to the research on international management in general and Japanese management of international innovation in particular. Specifically, there are many studies on international innovation of Japanese companies in developed countries. However, very few studies have examined Japanese companies' innovation in China due to the fact that innovation in developing countries has only recently become necessary and important for global competition.

Moreover, the very few existing studies on Japanese innovation in China have largely been focused on issues related to R&D centers in China such as strategic considerations of whether & where to establish R&D centers in China. As a consequence, the current literature does not offer much knowledge about how to organize and coordinate various innovation activities across different functions and between different units (subsidiaries and headquarters) to effectively manage innovation in China.

Finally, the Chinese business context has shown a lot of features that are very different from those of developed countries. Managing innovation operations in China requires approaches different from what the existing literature would suggest. By systematically studying Japanese companies' innovation activities and organization in China, this research is able to fill these gaps.

(5) Future prospect of this research: This research is an explorative one. It has identified many areas for further investigation. For example, how to reform Japanese global human resource management system? How to transform Japanese global organization structure and processes to better capture growth in emerging markets? I believe this research also offers research opportunities for not only myself

but also other scholars who are interested in understanding how to make Japanese companies successful globally.

More specifically, I will continue this stream of research to further examine all these internal organization dimensions, theoretically and empirically, with regard to their influence on innovation performance in China. I will analyze the effectiveness of different best practices that I have identified. In particular, I will identify the internal organization mechanisms that efficiently link different functions (i.e., research, product development, marketing and manufacturing), and effectively coordinate between subsidiaries in China and headquarters in Japan in identifying new technological opportunities and moving from product development through manufacturing to the marketplace quickly, with high quality and a relatively low purchase price.

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6 . 研究組織

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