

3. 公開セミナーでの配布資料

**Seminar in Business Management for Asia and Pacific Region**

**F.Y.1995**

**Date :**

**July 10 (Mon)--July 30 (Sun), 1995**

**Participants :**

**12 Government Officers and Manufacturing industries' managers in the  
Asia-Pacific Region**

**(2 from Hong Kong, Indonesia, Korea, Philippines, Singapore, Thailand)**

**Contents :**

- (1) Present Economic Situation of Asia-Pacific Region and its Future**
- (2) Development of Japanese Economy**
- (3) Quality of Japanese Products and Japanese Style of Management**
  - a. Marketing**
  - b. Manufacturing Strategy and Technique**
  - c. Sales Strategy and After-sales Service**
  - d. Quality and Japanese Style of Management**
- (4) Country Report Presentation**
- (5) Discussion**

## SEMINAR IN BUSINESS MANAGEMENT FOR ASIA AND PACIFIC REGION

JULY 10(MON)	ARRIVAL
11(TUE)	AM/PM BRIEFING
12(WED)	AM PROGRAM ORIENTATION
	PM L: PRESENT SITUATION AND FUTURE PROSPECT OF ASIA AND PACIFIC ECONOMY
13(THU)	AM O: GROWTH OF A COMPANY
	PM O: PRODUCTION CONTROL
14(FRI)	AM/PM L: MANAGEMENT AND QUALITY
15(SAT)	FREE
16(SUN)	FREE
17(MON)	AM/PM L: QUALITY CONTROL
18(TUE)	AM/PM L: DEVELOPMENT OF JAPANESE ECONOMY AND MANAGEMENT
19(WED)	AM L: IMPROVEMENT OF PRODUCTIVITY
	PM D: COUNTRY REPORT PRESENTATION
20(THU)	MOVE TO KITAKYUSHU
	PM O: QUALITY CONTROL AND TQC
21(FRI)	AM O: POLICY FOR A PRODUCTIVITY
	PM O: QUALITY CONTROL
22(SAT)	AM O: HIROSHIMA
	BACK TO OSAKA
23(SUN)	FREE
24(MON)	AM O: STRATEGY OF A COMPANY
	PM O: PHILOSOPHY OF A COMPANY
25(TUE)	AM/PM L: PRODUCT PLANNING
26(WED)	AM L: WORK OF PRODUCTS PLANNING
	PM L: DISTRIBUTION, SALES PROMOTION IN ELECTRIC APPRIANCE INDUSTRY
27(THU)	AM L: MANAGEMENT COMPARISON
	PM D: FINAL DISCUSSION
28(FRI)	AM EVALUATION MEETING
	PM CLOSING CEREMONY, FAREWELL PARTY
29(SAT)	DEPARTURE
30(SUN)	DEPARTURE

## **Seminar in Distribution System in the Japanese Market**

**F.Y. 1995**

**Date ;**

**October 16 (Mon)--November 18 (Sat), 1995**

**Particitants ;**

**11 Officers and managers who are in charge of promoting exports to Japan  
(1 from China, India, Indonesia, Malaysia, Philippines, Thailand, Egypt,  
Brazil, Mexico, Peru, Papua New Guinea)**

**Contents ;**

- (1) Present Situation of Japanese Economy and Market**
- (2) Purchasing Policy of Japanese Company**
- (3) Distribution Policy of Japanese Company**
- (4) Country Report Presentation**
- (5) Discussion**

## DISTRIBUTION SYSTEM IN THE JAPANESE MARKET

OCT 16(MON) ARRIVAL  
17(TUE) AM/PM BRIEFING  
18(WED) AM PROGRAM ORIENTATION  
PM 0: RETAILERS  
19(THU) AM/PM L: CHARACTERISTICS OF JAPANESE MARKET  
20(FRI) AM L: JAPANESE ECONOMY AND CHARACTERISTIC OF JAPANESE  
MANAGEMENT  
PM 0: RETAIL SHOP / WHOLESALE SHOPS OF CLOTHS  
21(SAT) FREE  
22(SUN) FREE  
23(MON) AM D: COUNTRY REPORT PRESENTATION  
24(TUE) AM 0: FISH AND VEGETABLE WHOLESALE MARKET  
PM L: QUARANTINE AND CUSTOM  
25(WED) AM/PM L: G-BOC(Global Business Oppotunity Convention)  
26(THU) AM/PM L: G-BOC  
27(FRI) AM D: JAPANESE RETAIL SHOP  
PM L: STRATEGIC MANAGEMENT TO PENETRATE THE JAPANESE  
MARKET  
28(SAT) MOVE TO TOKYO  
29(SUN) AM/PM 0: RETAIL SHOPS  
30(MON) AM L: MARKET TREND OF PROCESSED FOOD  
PM L: PARCEL DISTRIBUTION IN JAPAN  
31(TUE) AM L: GOVERNMENT POLICY TO ENCOURAGE IMPORT  
PM L: IMPORT OF FOOD DEVELOPED BY JAPANESE FIRM  
NOV 1(WED) AM 0: JETRO'S ACTIVITY TO ENHANCE IMPORT FROM  
DEVELOPING COUNTRIES  
PM 0: DEVELOPMENT OF INTERNATIONAL TRANSPORT TECHNOLOGY  
2(THU) AM L: ROLE OF TRADING HOUSE(SOGO SHOSHA)

NOV 3(FRI) BACK TO OSAKA  
 4(SAT) FREE  
 5(SUN) FREE  
 6(MON) AM O: QUALITY COMMITMENT TO THE MANUFACTURER BY  
 COMPONENT SUPPLYER  
 PM O: PART PROCUREMENT POLICY  
 7(THU) AM/PM L: STRATEGY OF JAPANESE SUPER MARKET AND CONVENIENCE  
 SHOP  
 8(WED) AM L: STATUS QUO OF JAPANESE APPAREL PRODUCTS  
 PM L: MARKET REQUIREMENT OF APPAREL PRODUCT  
 9(THU) AM L: TRANSITION OF FIBER AND TEXTILE INDUSTRY  
 PM O: STRATEGY OF DEPARTMENT STORE  
 10(FRI) AM L: STRATEGY OF PROCUREMENT OF SMALL AND MEDIUM SIZED  
 SUPERMARKET  
 PM L: QUALITY OF JAPANESE APPAREL PRODUCT  
 11(SAT) FREE  
 12(SUN) FREE  
 13(MON) AM/PM D: FINAL DISCUSSION  
 14(TUE) AM L: PROCUREMENT POLICY FROM OVERSEAS  
 PM L: PROCESSED FOOD TECHNOLOGY  
 15(WED) AM O: FREE FIELD STUDY IN GROUPS  
 PM O: QUALITY OF PROCESSED FOOD  
 16(THU) AM L: HOW MULTIMEDIA WILL GIVE IMPACT TO THE JAPANESE  
 AND INTERNATIONAL MARKET  
 PM CLOSING CEREMONY, FAREWELL PARTY  
 EVALUATION MEETING  
 17(FRI) DEPARTURE  
 18(SAT) DEPARTUTE

## NUMBER OF PARTICIPANTS

### (1) SEMINAR IN BUSINESS MANAGEMENT FOR ASIA AND PACIFIC REGION

YEAR	TOTAL	INDONESIA	PHILIPPINES
1990	9	2	2
1991	10	2	0
1992	14	3	2
1993	11	2	2
1994	11	1	2
1995	12	2	2
TOTAL	67	12	10

### (2) SEMINAR IN DISTRIBUTION SYSTEM IN THE JAPANESE MARKET

YEAR	TOTAL	INDONESIA	PHILIPPINES
1993	8	2	1
1994	10	1	1
1995	11	1	1
TOTAL	29	4	3

New Product Development -- From Japanese Experience

Mr. Yoshiharu Tamaki  
Prof., Dept. of Commerce and Economics  
Osaka University of Commerce

Following is to describe Japanese manufacturers experiences in the field of product planning at a time of economic growth and after. The change of market and it's impact to the business function.

The structure of this briefing is as follow ;

1. National Economy Growth and Business Function
2. A Case of Product Development in the Growth Period
3. Product Development in Electric Home Appliances Industry (E.H.As.)
4. E.H.As. in 60's and 70's
5. Sony's Walkman
6. Implications of S. Corp. and Sony Walkman



## 1. National Economy Growth and Business Function

When national economy grows, an individual in it can expect his(or her) income increases. Personal income increases, and exceeds the portion needed for daily necessities. That portion is called the discretionary income -- which people can spend or save as they wish. It is usually observed that increased discretionary income results in the demand for more and better products, consumer durable and leisure services.

Consumer durable and leisure services are rather new in the market, which means the supplier has to develop the new market. So the marketing becomes very important function in business enterprises.

And importance of marketing is not limited to new product offering. Same occurs into the already familiar product field, such as food and textiles(clothing). The supply of these articles inevitable increases and finally market see the more supply than consumer can absorb -- this market is named as "buyer's market". In buyer's market, the buyer has the right to choose supplier and his product. If it is not satisfactory, the buyer can refuse to pay his money for the offering. So the supplier has to adapt his product and services to buyer's needs and want. Marketing become important in any product market.

## 2. Product Development in the Growth Period

How entrepreneurs find the needs and wants of consumers?  
There were many types of market information gathering. For instance, by business.

- (1) Hunch (Guess and Judging)
- (2) Consumer survey
- (3) advanced country market study (Observations and secondary data gathering)
- (4) Foreign manufactures catalogs
- (5) Foreign trade fair participation and information gathering
- (6) Information collection through movies, publications, radio, TV, and so on.
- (7) Utilization of consultants and so on.

These are a part of what they did. And you can see all these techniques(except (1)) was to get the information from consumer who know what he wants or advanced country market where the better life style did exist already, and also maker who tried to satisfy such advanced consumers.

In a sense, (during the economy growth period,) market demand was easily understood. So, we may call this "visible market", in it maker can adapt rather easily to consumers next needs and wants. If they didn't have the necessary technology, they had to buy it

domestically or from abroad.

Of course, to know what people want to buy doesn't guarantee the business automatic success. The company has to offer "better, cheaper and different product and services" -- They have to follow the B, C, D principle what I call.

### 3. A case of Product Development in Electric Home Appliances Industry (Hereafter as E.H.A.)

As an example of B.C.D. Principle practice, let me recite a case of "S"Corp.

S.Corp. started business in 1947, as a new comer into the industry. Succeeding in introducing "bicycle dynamo" into market, S.Corp tried to find out next product. President of S.Corp. hit upon the radio -- which was the main stream of E.H.A. product. The general headquarter of allied forces which occupied Japan at that time encouraged the government to liberalize the radio broadcasting, so that people could have more information. Moreover, in the hard times just after the World War II, radio broadcasting was so eagerly welcomed by people as entertainment. Two non-government broadcasting stations were newly allowed to do business. All the trend was for the radio manufacturing. Trouble was the fact that about 40 radio mfrer's were already in the market. The largest was "Matsushita", the second "Toshiba" and so on. S.Corp. had to make their product unique from his competitor's.

They first studied the shape of radio which were all rectangle. Because of wooden box, the square or rectangle shape was inevitable. But, S.Corp. used the plastic molding for their product, which allowed them to get whatever shape they wish, round, triangle, hectagonal and so on. Plastic was new material, and provided any color for radio box.

The second was the price. Average radio priced about 12,000 yen when the average wage of worker was about 10,000 yen. S.Corp. expected favorable response by the market, if they could supply the radio at price less than the average wage level. They set the target price -- cheaper than the fore runner's product.

As for the main component of radio, the vacuum tube at that time, S.Corp. could secure it with remarkably tough negotiation with supplier(N.E.C.) and luck.

Because of unique design -- shape and color and comfortable price, S.Corp. radio soon get the remarkable reputation in the market. The Corp. entering into market as 41st incomer, jumped up to No.4 next year and at the end of 3rd year, they positioned as No.3 in radio market.

### 4. E.H.As. in 1960's and 70's

With economy growth period starting 1955-1970 many new products were introduced into market. TV, refrigerator, washing machine were the main items which all the people wished to have. "Keep up with Johns and Smith" was consumer's basic attitude toward E.H.As.

After market was saturated with the above mentioned items, color TV, air conditioner were successively and successfully introduced into market. (People named these as 3C along with car. A kind of

symbols of happy consumption life.)

These were new products for which E.H.As. industry could easily tell the demand, as U.S.A. and European countries went ahead of Japan in Consumption of E.H.As.

Technology and patent needed for manufacturing were introduced from abroad.

Product planning for E.H.As. shifted it's emphasis from new product development to product improvement.

Market in 70's can be simplified as "Heterogenous Market" as consumers become more own life style conscious. People pursued their own way of life regardless of other peoples behavior.

Naturally market could not be easily analyzed -- difficult to detect consumer needs and wants for new product.

The market become "invisible". "Visible market" in 50's and 60's changed to "invisible market" in 70's. Very difficult to search out new opportunity for new product and services, it seemed almost none anymore in E.H.As. industry.

##### 5. Sony's Walkman

It was at this time, Sony introduced "Walkman" into market.

The new product "Walkman" was so peculiar, without having recording function, only reproduction one. Sony had been well known as manufacturer of small tape recorder all over the world.

So, the most of people in Sony Corp. could not expect the new product' success in the market. It is said that most of member's in product planning committee in Sony did not, and could not agree to the commercialization of the new product. Only Mr. Morita(C.E.O.) and few other believed in the potentiality of the product -- not for elder people, but for young consumers. With support by CEO, the product were trially made and handed to the affiliated research laboratory for monitoring test. Young consumers were called into the test room. They were given the test-piece(overhead stereo-phone) to try music. Without much instruction and detailed explanation young monitors enjoyed music through "Walkman" and soon they started to swing to the music. Observing this Mr. Morita had confidence in the success of the product. Decision on "Go" was made.

Even at this stage, however, the marketing department of Sony Corp. was reluctant to launch into large scale communication of Walkman. So slowly they start to move, being ready to retreat at any moment of failure of the product in the market.

For initial two month, response from market was feeble. Sales volume was small. Most of the people thought in mind, "As expected, after all."

But, three month after introduction, Sony saw a sudden boom for the product which was far beyond their expectations.

At the initial stage, Sony marketing people set the sales target of Walkman at 30,000 sets for a year. Factory did not take any mass production shift. When the boom started, the factory was assaulted by dealers waiting for Walkman, they literally waited at the end of production line! They tried to snatch as many products as possible.

As mentioned above, sales target of Walkman for 1979 was 30,000 sets. Actually Sony produced and sold all over the world 12,500,000 sets by '85 and 25 million sets by '87.

## 6. Implications S.Corp. radio and Sony Walkman

Out of Japanese experiences in product planning as is shown in S.Corp.'s radio and Sony Walkman, the following implication can be drawn.

- (1) In market economy, when national economy grow the market inevitably change from "visible market" to "invisible market". But marketing opportunity does always exist for creative entrepreneurs.
- (2) Marketing means to business to adapt to market demand. Adaptive marketing can be the right attitude in "visible market". In the "invisible market", however, business has to change it's basic attitude to "proposal marketing", i.e. propose to market new product or new solution for the consumers problem. New marketing can be named "dialogue marketing" as the invisible market request frequent dialogue between manufacturer and potential consumers to reach the new and right answer to their latent needs and wants.
- (3) Weak signal within and outside company should be picked up carefully. Sensitivity and creativity is basic necessary quality for marketing staff.
- (4) Top management leadership plays important role in the new marketing.
- (5) Flexibility in organization is needed.
- (6) For any new product, basic technology and skill is prerequisite.
- (7) Importance of information system and communication should be stressed upon.

End

# Global Linkage of Trade between Japan and APEC Region

Masayoshi Maruyama

Professor of the School of Business Administration  
Kobe University

## Chapter I International Trade among APEC Region

Section A: Overview of the Trade Among APEC Region

Section B: Close Economic Tie between Japan and APEC Region

Section C: Japanese Trade with Indonesia and Philippine

## Chapter II How Open is the Japanese Market

Section A: Friction of Trade: SII and After

Section B: How Open is the Japanese Market

Section C: Rapid Growth of Product Import

## Chapter III Current Topics of the Japanese Distribution System

Section A: Business Environment of the Movement for Lower Prices

Section B: Private Label Brand and Development Import

Section C: Strategic Alliance and ECR

## Chapter IV In Search for Good Trade Relationship

## Introduction

This report consists of four chapters. In chapter I the current state of international trade among APEC region is described by using national data. Section A gives an overview of the trade among APEC region. Section B shows a close economic tie between Japan and APEC region. Section C treats the Japanese trade with Indonesia and Philippine.

Chapter II considers the problem of how open is the Japanese market. Section A takes up a friction of trade between Japan and the United States. Section B examines the problem of access to the Japanese market by using statistical data. Section C shows a recent rapid growth of product import to the Japanese market.

Chapter III takes up the current topics of the Japanese distribution system. Now the Japanese distribution system is called to be in a period of great change. Section A shows a current business environment surrounding the Japanese distribution system. Section B treats a private label brand developed by the Japanese large retail firms and their attempts to promote development imports. Section C shows the recent trend of strategic vertical alliance between a large retailer and a manufacturer.

Chapter IV summarizes a few points to have a good trade relationship between Japan and APEC region.

## Chapter I International Trade Among APEC Region

### Section A: Overview of the Trade Among APEC Region

In November 1995 the Asia-Pacific Economic Cooperation (APEC) forum summit was held in Osaka. APEC consists of 18 economies surrounding the Pacific Ocean, namely Asian NIES such as South Korea, Taiwan, Hong Kong, Singapore, ASEAN member countries such as Indonesia, Philippine, Brunei, Thailand, Malaysia, and China, Japan, the U.S., Canada, Mexico, Chile, Papua New Guinea, Australia, New Zealand.

Inspection of national data reveals that this region accounted for about 40 percent of the world's population, made up 48 percent of the world's GNP, and accounted for 46 percent of the international trade of all over the world.

In 1994 the Japanese export is about 396 billion dollar. When we compare the Japanese export bound for each other country, the U.S. accounts for 29.7%, followed by Hong Kong 6.5%, South Korea 6.2%, Taiwan 6.0%, and Singapore 5.0%. Japan export 7.7 million dollar to Indonesia, which accounts for 1.9% of the Japanese total export. Japan export 5.9 million dollar to Philippine, which accounts for 1.5% of the Japanese total export. See Figure 1 and Table 1.

As for the Japanese import in 1994 Japan imports 275 billion dollar. Comparing the import from each country, the U.S. accounts for 22.8%, followed by China 10.0%, Australia 5.0, South Korea 4.9, and Indonesia 4.7% (12.9 billion dollar). Japan import 2.7 million dollar from Philippine, which accounts for 1%. See Figure 1 and Table 1.

When we compare the total value of export and import between Japan and each other country, the U.S. is the largest trading partner of Japan, followed by China, Korea, and Taiwan. Indonesia is the 10th and Philippine is the 18th in the rank of trade between Japan. See Table 2.

## Section B: Close Economic Tie between Japan and APEC Region

There is a close economic tie between Japan and APEC region. In fact 73.8 percent of the Japan's export is bound for APEC region and 66.7 percent of the Japan's import comes from APEC region. About 30 percent of Japan's export is bound for the U.S. and 23 percent of the Japan's import is from the U.S. So the trade between Japan and the U.S. holds the highest position. But since 1990 there is a rapid growth of product import from China and ASEAN countries, so a big economic pipe line among Japan and APEC region has been formed.

Table 3 and Table 4 shows a trade between Japan and APEC region. Machine accounts for the majority (74.5%) of the Japanese export to APEC region, followed by textile and other goods (8.5%). As for the Japanese import from APEC region machine accounts for 24.0%, Textile and other goods (20.5%), Food (19.4%), and Mineral fuel (11.1%). It can be also seen that the share of APEC region among the Japanese trade has increased in recent years.

Among the increased amount of Japanese product import from 1985 to 1988, 24 percent of which is from NIES, 26 percent from Europe, 18 percent from the U.S. The share of ASEAN and China was less than 10 percent. However, when we consider the recent trend from 1989 to 1994, the share of NIES rapidly dropped to 8 percent, on the other hand the share of ASEAN and China grew up to 48 percent.

The product import of Japan in 1994 amounted to 151.7 billion dollar and the 22 % of which is from ASEAN and China. Second to the U.S. and NIES this region grew up to be an important source of Japanese product import. Japan has a close economic relationship between the U.S.. Also Japan has a strong global linkage among other APEC regions such as NIES, ASEAN, and China.

## Section C: Japanese Trade with Indonesia and Philippine

### Indonesia

In 1994 Japan export about 7.7 billion dollar to Indonesia, which has increased by 27.4%. The machine accounted for the majority (69.0%) of the total export to

Indonesia, which has increased by 34.1%. Among which automobile parts increased by 70.0%. See Table 5.

Japan imports 12.9 billion dollar from Indonesia, which has increased by 3.5%. The mineral fuel accounted for 52.1%, followed by manufactured goods 27.3%, and food 10.8%. The import of mineral fuel has decreased by 25.8%, which is the effect of the depression in the Japanese economy. On the other hand the import of food has rapidly increased by 82.1%. See Table 5.

### Philippine

In 1994 Japan export 5.8 billion dollar to Philippine, which has increased by 22.4%. The machine accounted for the majority (76.7%) of the total export to Philippine, which has increased by 15.0%. See Table 6.

Japan imports 2.6 billion dollar from Philippine, which has increased by 11.5%. The manufactured goods accounted for 48.6%, followed by food 29.2%, and raw material 18.8%. The import of manufactured goods has rapidly increased by 85.0%. On the other hand the import of food has increased only by 14.5% and the import of raw material has decreased by 25.6%, hence those share has decreased. See table 6.

## Chapter II How Open is the Japanese Market

### Section A: Friction of Trade: SII and After

Along the movement of globalization of economic activities, cross country-differences in structure and performance of distribution systems have become an important issue in the domestic and international economic policy debate. Many criticisms of the Japanese distribution system have been presented so far.

In 1989 *Structural Impediments Initiative* (SII) Talks have been held between Japan and the U.S. The SII Talks, we might recall, were started in response to American complaints of structural barriers that are hindering access to the Japanese market. The ultimate aim of the structural talks is to narrow to gap in Japan-U.S. trade flows by removing the impediments to balanced trade in both countries. Toward this end, the negotiators on each side are calling attention to shortcomings they see in the other country's systems and practices. In the course of this talks, Japan and the United States will gain a better understanding of each other's systems and practices, and they will come across new opportunities for cooperation.

Inevitably, though, the talks did not produce a quick balancing of the bilateral trade. The rapid appreciation of Japanese yen did not quickly balance the trade surplus and deficit between Japan and the U.S. After that the *result-oriented trade policy* has been raised in the U.S., which seeks a quick gain of certain share of American product in the Japanese market. In 1993 economic talks between Japan and the U.S. were held



but the style of negotiation has been changed to be a one-side demand from the U.S. Especially in the political negotiation on the automobile and its parts the U.S. government issues an obligation for Japanese firm to buy American automobile parts in specified amounts. This American trade policy is against the rule of free trade by neglecting the voluntary economic transaction .

## Section B: How Open is the Japanese Market

Certainly, (1) in 1993 the level of product import ratio (value of product import / value of total imports) in Japan (52.0%) is relatively lower than the U.S. (82.7%) , Germany (77.9%), U.K.(82.0%). (2) The ratio of intra-industry trade is also lower in Japan. For example, each country exports its domestic car to the other countries but also imports foreign cars. Intra-industry trade ratio measures the degree of such international trade. In 1991 the ratio of Japan (35%) is lower than the U.S.(53%), Germany (76%). (3) Furthermore the direct foreign investment to Japan is very low. In 1992 the direct foreign investment of Japan is 284 billion dollar, but the direct investment by foreign firms to Japan is only 16 billion dollar.

These fact depend on several factors, and such data in its own do not become a proof of the closeness of the Japanese market. High ratio of the intra-industry trade in Germany reflects the high trade ratio among European countries. And the low ratio in Japan depends on such factors as a geographical location, the distribution of economic size among neighboring countries, and the difference in the structure of comparative advantage. Many econometric analyses explore the Japanese import ratio, but they do not conclude that the Japanese market is closed.

However, many foreign firms have complaints about the Japanese distribution system and business practices as a non-tariff barrier to the Japanese market. The complexity of the Japanese distribution system raises the price of imported goods so that the product import is blocked by them. But in light of the international comparison we can see that the distribution margin in Japan is not so high compared to other countries. Also many foreign firms say that *Keiretsu* distribution system organized by the Japanese maker has a blockage effect on the export to Japan. But even for automobile and electrical appliance, which has been typical examples of *Keiretsu* distribution system, there are now many alternative marketing channels. Especially the share of sales of alternative channels is now dominant in the electrical appliance.

## Section C: Rapid Growth of Product Import

Reflecting a rapid appreciation of Japanese yen, there is an increase of product import in Japan. In 1994 the product import is 151.7 billion yen and it increases at 21.2 %, which records the highest value in our history. Even if the product import ratio is lower compared to the U.S. and European countries, but its ratio (55.2%) also marks the highest value.

In addition to Food and Apparel goods the import of automobile and electrical

appliance have increased. In 1994 the imports of color TV set increased by 77%, VCR 108%, and electric oven 115%. The increase of product import from Asia is largely due to the import of OEM product of Japanese makers and development import of Japanese retail firms. The import of goods manufactured by foreign firms has been rapidly grown.

In 1994 the foreign direct investment of Japanese firm to ASEAN member countries increased by 33.3%, and those to China increased by 63.5%. The rapid growth of product import from ASEAN and China reflects the development of horizontal division of labor among Japan and Asian countries.

## Chapter III Current Topics of the Japanese Distribution System

### Section A: Business Environment of the Movement for Lower Prices

In Japan there is now a strong movement for lower prices. One of the factors to it is a macro-economic condition. Since the crash of economic bubble in 1991 Japanese economy is in a long recession. Consumers become more price-conscious and need lower priced product. Price competition among retailers is very keen.

Several new types of discount stores have appeared and competed with general merchandise store (GMS), department stores, and traditional speciality stores. Those discount stores are *Category Killer* which deals with a specialized category of product with a deep range of assortment, *Off-Price Store* which deals imports of branded products by using parallel imports with a discounted price at 30% or 40 %, *Outlet* which sells unsold products manufactured by them, *Wholesale Club* which is a wholesaler selling to the members of consumers, and *Power Center* which is a shopping center organized by category killers.

Competing with such new types of discount stores, general merchandise stores such as Daiei and Ito Yokado are eager to develop their private label branded product in order to secure the profit under the condition of lower retail prices.

### Section B: Private Label Brand and Development Import

The strategy of developing low priced private label brand lies in an out-sourcing of goods from foreign countries. By using the merit of appreciation of yen and the industrialization of Asian countries, the Japanese retail firms stress the importance of development import of product specified by them.

The gross margin of private label cola is about 45%, and the gross margin of private label men's suit is about 50%. These are typical example of low priced consumer goods, but those profits are incredibly high. Why are those profits so high in spite of low prices. One of the reasons is the low cost of production. But there is another

reason.

Private label branded product is almost ordered in a large lot size under the condition of not returning unsold products. By taking a risk of unsold products, retailers can get lower shipping prices from manufacturers. That is, a low retail price of private label branded product is based on such a speculative inventory investment by retail firms.

But a speculative investment of development imports has a risk of holding much unsold inventories, hence each retail firm must have a balancing factor to it.

### Section C: Strategic Vertical Alliance and ECR

Postponement of inventory investment is a clue to solve such a problem. It means that a retailer postpones its ordering to the point of time of actual selling as close as possible. Postponement of inventory investment is a response of reducing a risk of unsold product by lowering the level of retail inventory.

But the postponement of inventory investment has another risk. That is, a risk of opportunity loss of selling chance. When retailers postpone their inventory investment and reduce their stock of inventory, there is a possibility of stock out. In order to reduce the risk of unsold products and the risk of opportunity loss a vertical system of production and distribution must be organized between a retailer and a manufacturer.

Recently, the word of *strategic alliance* between a large retailer and a manufacturer attracts much attention in Japan. The collaboration between Kao and Jusco is one of the typical example of this movement. A large retail supermarket Jusco disclose their POS data to the daily product maker Kao, and Kao automatically supply their product to Jusco just in time of selling. Convenience store Seven Eleven promotes a team merchandising with several manufacturers. The top retail firm Daiei has a strategic alliance with a food maker Ajinomoto for developing frozen foods. Such a movement is called as *Efficient Consumer Response* (ECR) or the *Quick Response* (QR) system, which is pioneered by the strategic alliance between P & G and Wal-Mart in the U.S.

This strategic vertical alliance has a purpose of lowering the transaction cost, especially the risk of unsold products and the risk of opportunity loss of selling. Based on a continual trade relationship between a retailer and a manufacturer they control the vertical flow of production and distribution by using the information technology such as a POS system and Electric Data Interchange (EDI).

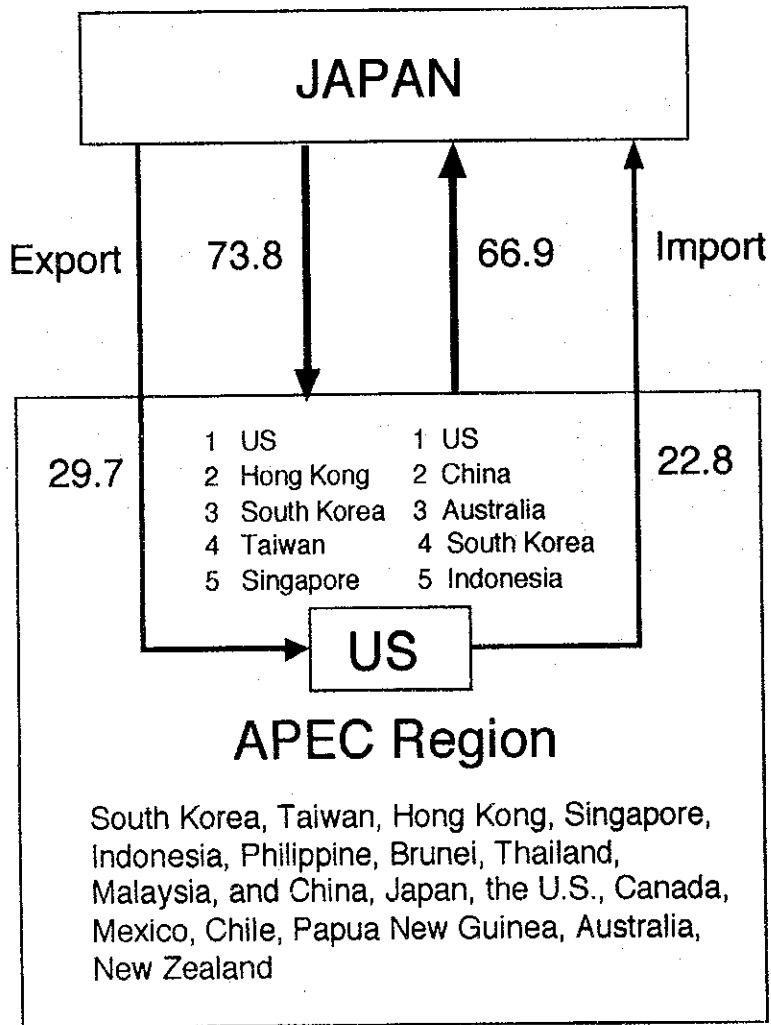
## Chapter IV In Search for Good Trade Relationship

The goal of internationalization is not to turn countries into clones of each other, fusing their systems into a single structure. The objective instead is to weave a tapestry that preserves in its design the special features of each nation.

Interdependence has now progressed to the point where disharmony in the tapestry, or economic friction, is being caused by differing domestic systems and practices. The weavers must note this problem and widen their looms to coordinate such elements within the design.

A passive approach to harmony is to be avoided. An active response to the tide of globalization will produce the best results. Making use of international comparison, nations should learn more about the similarities and differences in their systems, study the problems involved, and adjust their structures so as to strengthen cooperative relations.

Figure 1 International Trade Among APEC Region



**Table 1 Japanese Export and Import in 1994**

million dollar (percentage)

Export			Import		
		(%)			(%)
Total	395,600	100.0	Total	274,742	100.0
1 U.S.	117,560	29.7	1 U.S.	62,659	22.8
2 Hong Kong	25,740	6.5	2 China	27,566	10.0
3 South Korea	24,359	6.2	3 Australia	13,627	5.0
4 Taiwan	23,792	6.0	4 South Korea	13,509	4.9
5 Singapore	19,605	5.0	5 Indonesia	12,917	4.7
6 China	18,682	4.7	6 Germany	11,133	4.1
7 Germany	17,788	4.5	7 Taiwan	10,754	3.9
8 Thailand	14,702	3.7	8 Arabia	9,143	3.3
9 U.K.	12,734	3.2	9 Canada	8,930	3.3
10 Malaysia	12,360	3.1	10 Saudi Arabia	8,385	3.1

(Source) Annual Report of International Trade, MITI, 1995.

**Table 2 Japanese Trade in 1994**

million dollar (percentage)

Export plus Import			(%)
Total		670,342	100.0
1 U.S.		180,219	26.9
2 China		46,248	6.9
3 South Korea		37,868	5.6
4 Taiwan		34,546	5.2
5 Germany		28,921	4.3
6 Hong Kong		27,885	4.2
7 Singapore		24,251	3.6
8 Thailand		22,885	3.4
9 Australia		22,345	3.3
10 Indonesia		20,589	3.1

(Source) Annual Report of International Trade, MITI, 1995.

**Table 3 Japan's Export to APEC**

billion dollar (percentage)

	1992	1993	1994
Export	228.3	256.3	292.0
Share of APEC	67.2	71.0	73.8
Machine	73.5	74.3	74.5
Textile and others	9.6	9.0	8.5
Metal	7.3	7.4	7.0
Chemical	6.1	5.9	6.2
Others	3.5	3.4	3.8

(Source) Annual Report of International Trade, MITI, 1995.

**Table 4 Japan's Import from APEC**

billion dollar (percentage)

	1992	1993	1994
Import	149.2	158.8	183.3
Share of APEC	64.0	66.0	66.7
Machine	19.7	21.2	24.0
Food	19.2	19.2	19.4
Textile and others	18.6	20.0	20.5
Mineral Fuel	15.6	13.6	11.1
Chemical	5.7	5.6	5.5
Metal	4.9	4.5	4.5
Others	16.3	15.9	15.0

(Source) Annual Report of International Trade, MITI, 1995.

**Table 5 Trade between Japan and Indonesia in 1994**

million dollar (percentage)

Export to Indonesia			Import from Indonesia		
		(%)			(%)
Total	7,672	100.0	Total	12,917	100.0
Food	17	0.2	Food	1,401	10.8
Raw Material	97	1.3	Raw Material	1,220	9.4
Textile	213	2.8	Mineral Fuel	6,734	52.1
Chemical	815	10.6	Chemical	120	0.9
Metal	834	10.9	Metal	359	2.8
Machine	5,291	69.0	Machine	287	2.2

(Source) Annual Report of International Trade, MITI, 1995.

**Table 6 Trade between Japan and Philippine in 1994**

million dollar (percentage)

Export to Philippine			Import from Philippine		
		(%)			(%)
Total	5,892	100.0	Total	2,652	100.0
Food	38	0.6	Food	775	29.2
Raw Material	169	2.9	Raw Material	498	18.8
Textile	125	2.1	Textile	124	4.7
Chemical	256	4.4	Chemical	34	1.3
Metal	402	6.8	Metal	124	4.7
Machine	4,520	76.7	Machine	805	30.3

(Source) Annual Report of International Trade, MITI, 1995.



**Table 7 International Trade of Indonesia in 1993**

million dollar (percentage)

Export			Import		
		(%)			(%)
Total	36,843	100.0	Total	28,333	100.0
1 Japan	11,172	30.3	1 Japan	6,248	22.1
2 U.S.	5,230	14.2	2 U.S.	3,255	11.5
3 Singapore	3,372	9.2	3 South Korea	2,103	7.4
4 South Korea	2,220	6.0	4 Germany	2,072	7.3
5 Taiwan	1,436	3.9	5 Singapore	1,793	6.3
6 China	1,249	3.4	6 Australia	1,399	4.9
7 Germany	1,178	3.2	7 Taiwan	1,316	4.6
8 Holland	1,086	2.9	8 China	936	3.3
9 U.K.	1,005	2.7	9 France	853	3.0
10 Hong Kong	900	2.4	10 U.K.	782	2.8

(Source) Annual Report of International Trade, MITI, 1995.

**Table 8 International Trade of Philippine in 1993**

million dollar (percentage)

Export			Import		
		(%)			(%)
Total	11,279	100.0	Total	17,965	100.0
1 U.S.	4,324	38.3	1 Japan	4,103	22.8
2 Japan	1,835	16.3	2 U.S.	3,544	19.7
3 Germany	580	5.1	3 Taiwan	1,027	5.7
4 Hong Kong	546	4.8	4 Singapore	1,023	5.7
5 U.K.	509	4.5	5 Hong Kong	974	5.4
6 Singapore	387	3.4	6 South Korea	820	4.6
7 Taiwan	340	3.0	7 Germany	645	3.6
8 Holland	332	2.9	8 U.K.	398	2.2
9 China	222	2.0	9 Malaysia	365	2.0
10 France	205	1.8	10 Indonesia	324	1.8

(Source) Annual Report of International Trade, MITI, 1995.

4. 援助窓口機関、研修員所属先、研修員に対する質問票およびその取りまとめ

(1) 援助窓口に対する質問内容

Questionnaire to the organization which nominates participants  
(Please type)

1. How do you evaluate "Seminar on Business Management for Asia and Pacific Region" and "Distribution System in the Japanese Market" as training courses from the view point of the national policy?

(当該分野に関する政策)

2. Is it difficult to choose appropriate organizations to which GIs (General Information ; course brochures of this training ) are distributed?

(人選機関)

A. Difficult

B. not so difficult

If you choose A, give the reason of it.

3. How do you choose or select applicants ?

(窓口機関での最終人選)

4. How do you evaluate the training in which participants of your country attended?  
(帰国後、窓口機関での研修成果の確認)

5. Are there any other similar training opportunities rendered by other foreign countries?  
A. Yes                      B. No

If you choose A, give an outline of the training.  
(他機関主催の研修との比較)

6. How does this course help your country promote the trading policy?  
(本研修が当国の商業政策にどのような形で役立っているか)

(2) 研修員所属先に対する質問内容 (様式1)

Questionnaire to the organization of the ex-participants  
(Please type)

1. Name of the Training Course

- A. Business Management for Asia And Pacific Region
- B. Distribution System in the Japanese Market

2. Does your organization place any examinations to select the applicants?

- A. Yes
- B. No

If so, please itemize the qualifications to be examined.

(テキスト項目)

3. Choose and answer each item.

(コース・G Iについて)

(1) Duration of the course

- A. too long
- B. About right
- C. too short

(2) Qualification

- A. too specific
- B. About right
- C. too wide

(3) General Information

- A. too late
- B. About right
- C. too early
- A. Unclear
- B. About right
- C. too precise

4. Do you have any systems to disseminate the knowledge the ex-participants acquired in this training?

(研修結果の普及方法)

- A. Yes
- B. No

If so, what kind of system is it?

- A. Seminar
- B. Reports to be delivered
- C. Others

(Please give explanation)

5. Does participation in the training have influence on promotion of ex-participants in your organization ?

(研修参加と人事評価との関係)

A. a lot      B. somewhat      C. No

6. Do you think this training is beneficial to your organization?

(研修成果の効果)

A. very much      B. somewhat      C. No

If so, give the reason of it.

In what way ?

(2) 研修員所属先に対する質問内容 (様式2)

Questionnaire to the organization of the ex-participants  
(Please type)

Please answer each question about both "Business Management for Asia And Pacific Region"  
and "Distribution System in the Japanese Market."

[ Business Management for Asia And Pacific Region : Course I  
Distribution System in the Japanese Market : Course II

1. Dose your organization place any examinations to select the applicants?

A. Yes                      B. No

If so, please itemize the qualifications to be examined.

(テキスト項目)

2. Choose and answer at each item.

(コース・G Iについて)

(1) Duration of the course

Course I : A. too long                      B. About right                      C. too short

Course II : A. too long                      B. About right                      C. too short

(2) Qualification

Course I : A. too specific                      B. About right                      C. too wide

Course II : A. too specific                      B. About right                      C. too wide

(3) General Information

Course I : A. too late                      B. About right                      C too early

A. Unclear                      B. About right                      C. too precise

Course II : A. too late                      B. About right                      C too early

A. Unclear                      B. About right                      C. too precise

3. Do you have any systems to disseminate the knowledge the ex-participants acquired in these trainings ?

(研修結果の普及方法)

A. Yes                      B. No

If so, what kind of system is it?

A. Seminar                  B. Reports to be delivered                  C. Others

(Please give explanation)

4. Does participation in the training have influence on promotion of ex-participants in your organization ?

(研修参加と人事評価との関係)

A. a lot                  B. somewhat                  C. No

5. Do you think these trainings are beneficial to your organization?

(研修成果の効果)

Course I : A. very much                  B. somewhat                  C. No

Course II : A. very much                  B. somewhat                  C. No

If so, give the reason of it about each course.

In what way ?

(3) 研修員に対する質問内容

Questionnaire to the ex-participants  
(Please type)

1. Personal Data

a. Name in Full \_\_\_\_\_ Age \_\_\_\_\_

b. Name of the Training Course \_\_\_\_\_  
Month 19                      Month 19

c. Training in Japan From \_\_\_\_\_, \_\_\_\_\_ to \_\_\_\_\_, \_\_\_\_\_ ( ) Years ago

2. Employment / Work Experience (研修前職歴)

a. Work experience : Before Training at JICA

Work / Job Position	Dates (from to )	Responsibilities

b. Work experience : After Training at JICA. (研修後職歴)

Work / Job Position	Dates (from to )	Responsibilities

c. What is your present job (現在の仕事内容)

Present Position \_\_\_\_\_

3. Evaluation of the JICA training programme. ( J I C A 研修コース評価)

a. Can you apply the knowledge and technique acquired in the training to your present job?

Please check (X) one of those. (研修コースの意義)

\_\_\_\_\_ All \_\_\_\_\_ Most \_\_\_\_\_ Some \_\_\_\_\_ A little \_\_\_\_\_ None

Please state your answer briefly?



b. Do you think JICA training is beneficial to yourself and your organization ?

To yourself (研修員および研修員所属先にとっての有益性)

A Yes

B No

If yes, please check (X) the reason of it.

- Promotion of the position
- Responsibility
- Increase of salary
- Contents of work
- Professional recognition
- International contacts
- Others (Please five example)

To your organization

A Yes

B No

If yes, please describe it in detail.

c. Which part of the JICA training is most useful in relation with your present job?

(現在の仕事内容との関わり)

d. What kind of problems do you have in promoting and developing the measures for business management and export to Japan?

Please check (X) the problems in the below. (阻害要因)

Lack of _____ instructors	_____ support of management
_____ funds	_____ technical literature
_____ foreign experts	_____ transport facilities
_____ career perspective	_____ foreign currency

Various constraints

_____ economic situation	_____ brain drain
_____ poor management	_____ no suitable training
_____ too much foreign influence	_____ political situation

Please describe the problems in detail.

4. Please give us your suggestions for further improvement of this training.

5. Please draw a detailed chart of your organization and indicate your position in it as well as the number of persons in each department, division, section, work team, etc.

(研修員所属先の組織図)

研修員に対する質問<インドネシア>

アジア：アジア・太平洋経営セミナー

日本市場：日本市場商品流通システムセミナー

質問内容	アジア・太平洋経営セミナー 6名 日本市場商品流通システムセミナー 3名
現在の職務への研修成果の活用度	
1 すべてが役立っている	0名
2 かなり役立っている 5名	<ul style="list-style-type: none"> <li>・日本のシステムや経験を参考にして事務局の従業員の業務を監督する点において。</li> <li>・メンバー企業の利益のために海外の同種の企業と経験を交換し、メンバー企業を運営する点において。('91アジア)</li> <li>・特に日本企業の方策展望、日本人の働く意欲の高さ、日本人ビジネスマンの文化、行動について。バイオファーマ公社の日本人パートナーとの関係を改善するためにも、また、私たちの企画戦略の方向性を洞察する上で、大変役に立った。('93アジア)</li> <li>・研修後、より多くの責任ある仕事を任されるようになった。マーケット戦略にも関わるようになった。('93アジア)</li> <li>・セミナーで学んだTQMの原則について、ディレクターにアドバイスできるようになった。('95アジア)</li> <li>・日本市場における流通システム（特に、消費者商品および農産物）についての最新情報を知ることができた。</li> <li>・商品流通分野においての誰が購入品や輸入業に対しての責任をとるべきなのかということを決めることができた。('93日本市場)</li> </ul>
3 ある程度役立っている 3名	<ul style="list-style-type: none"> <li>・経済開発とビジネス機会についての知識を得た。('92アジア)</li> <li>・TQCシステム。('95アジア)</li> </ul>
4 あまり役に立たない 1名	<ul style="list-style-type: none"> <li>・所属機関の組織が変わってしまったので、今の時点で、このコースで得た知識や技術が現在の仕事に適用しているかどうかは説明できない。('95日本市場)</li> </ul>
5 全く役に立たない	0名
研修員にとっての有益性	
<ul style="list-style-type: none"> <li>昇進 2名</li> <li>責任 7名</li> <li>給与の増 2名</li> <li>仕事内容 6名</li> <li>専門家としての認知 8名</li> <li>国際的な機会 7名</li> </ul>	

研修員所属先にとっての有益性	
<p>あり 8名 なし 1名</p>	<ul style="list-style-type: none"> <li>・日本における方策やシステムを、幅広く深く理解することにより、現在の協会（インドネシア日本企業家協会）を引き続き、有意義に運営していくことができる。（'91アジ太）</li> <li>・①意見交換による相互理解の促進 ②地域的ネットワークの開発 ③アジア・太平洋地域での将来の協力体制の開発 ④日本市場でのビジネス習慣 ⑤日本企業での意思決定の過程（'92アジ太）</li> <li>・公社の将来を見通す上で、役立つ知識を得た。特に国際化問題、国際関係、公社の企画戦略との関連において役立つと考えられる。（'93アジ太）</li> <li>・研修時の同僚とコンタクトをとり、会社にとっても自分にとっても有益な情報を得られるようになった。（'93アジ太）</li> <li>・TQMは、経営にとって大変重要なことである。それについて学んだことにより、自分の能力に何らかの専門性を持つことができた。（'95アジ太）</li> <li>・仕事において、研修プログラムの達成度を評価する際、有益である。例えば、「改善」、「PDCA」等。（'95アジ太）</li> </ul>
現在の仕事内容と関連して、研修のどの部分をもっとも役に立つか	
	<ul style="list-style-type: none"> <li>・様々な企業見学や工場見学、これらの企業との対話。（'91アジ太）</li> <li>・①見学 ②議論 ③講義（'92アジ太）</li> <li>・日本経済の発展の歴史的背景、日本企業経営、太平洋地域の経済と日本経済の見通し、企業見学、有名日本企業の見学。（'93アジ太）</li> <li>・JICAとPREXからの研修修了証を持っていたため、職場において認められた。（'93アジ太）</li> <li>・特にTQMについて。（'95アジ太）</li> <li>・生産性向上のシステム。（'95アジ太）</li> <li>・会社訪問やビジネスサイエンスと関係のある大学教授の講義。（'93日本市場）</li> <li>・研修期間中の会社訪問や講義。（'95日本市場）</li> </ul>

経営管理および日本への輸出を促進するにあたっての阻害要因	
指導者不足 1名 資金不足 4名 海外の専門家不足 4名 昇進の見通し不足 1名 経営側の支援不足 4名 技術文献不足 4名 輸送機関不足 1名 外貨不足 0名 経済状態 3名 経営力 1名 海外からの過干渉 0名 頭脳流出 0名 適切な研修の欠如 2名 政情 0名	<ul style="list-style-type: none"> <li>・日本市場におけるビジネス習慣は独特のもので、他の国々とは全く異なっている（例えば年長者への敬意、保守的、品質に細心の注意を払う等）。但し、インドネシアと日本では政策には相違点もあるが、学ぶべきことも多い。（'92アジ太）</li> <li>・私たちの公社は近年、徐々に生産量や生産品目を増大してきている（特にワクチン）が、同時に国内の需要も著しく増加している。従って、国内の需要をまず満たすことを最優先してきた。現在、国内の需要は最高レベルに達しつつあり、日本のような高い潜在性を持つ市場を含めた国際市場に参入する準備を真剣に始めなければならない。（'93アジ太）</li> <li>・現在のところサービス業に従事しているため、特に問題はない。（'93アジ太）</li> <li>・経済の世界規模化、関税障壁、アセアン諸国による競争のような国内問題である。（'95日本市場）</li> </ul>
研修コース改善への提言	
	<ul style="list-style-type: none"> <li>・様々な大工場の下請け企業のような中小企業への見学の機会がもっと欲しかった。ビジネス特に、生産・流通や人材開発の分野と関係の深い地方自治体とのディスカッションの機会がもっと欲しかった。（'91アジ太）</li> <li>・大学、行政、企業間の協力が研修中は重要である。（'92アジ太）</li> <li>・アジア・太平洋地域のための企業経営に関する研修を同じカリキュラムで、最新資料をもとに継続していくことを強く提案したい。</li> <li>・この大変有益な研修の効果を増大させるため、JICAに同じようなカリキュラムの研修をインドネシアで開くことを提案する。そうすれば20人から30人の研修員を参加させることができる。1週間に濃縮した研修とし、見学はインドネシアの有名日ることにする。この本企業とのベンチャー企業を訪れような研修は、日本における現在の研修に加えて行われるべきである。（'93アジ太）</li> <li>・日本文化をよりよく知るため、1日から2日、日本人家庭で過ごせれば研修はより有意義なものになると思う。（'93アジ太）</li> <li>・研修の最重要項目についての情報をもっと与えてほしい。</li> <li>・工場見学の際に、技術をもっと紹介してくれる場所を選んでほしい。（'95アジ太）</li> </ul>

	<ul style="list-style-type: none"><li>・工場見学の際、文書による説明がほしい。</li><li>・日本企業との交渉の仕方や日本市場への参入の仕方について知りたかった。(195アジ太)</li></ul>
--	--

研修員所属先に対する質問内容<インドネシア>

アジ太：アジア・太平洋経営セミナー

日本市場：日本市場商品流通システムセミナー

質問内容	アジア・太平洋経営セミナー 6名 日本市場商品流通システムセミナー 3名			
研修員選考時のテストの有無				
あり 7名 なし 2名				
テスト項目				
	<ul style="list-style-type: none"> <li>・英語力のテスト（スピーキングおよびライティング）が課される。</li> <li>・現在は管理職対象。可能であればディレクター、少なくともゼネラルマネージャーが望ましいとされる。（'91アジ太）</li> <li>・英語、知識、経験（'93アジ太）</li> <li>・知識、職歴（'95アジ太）</li> <li>・職歴、コミュニケーション能力（'95アジ太）</li> <li>・職歴、語学力、多様効果（'93日本市場）</li> <li>・年齢、学歴、英語力、職業（'93日本市場）</li> </ul>			
コースGIについて				
研修期間	アジ太	長すぎる1	適切6	短すぎる1
	日本市場	長すぎる0	適切3	短すぎる0
資格要件	アジ太	狭すぎる0	適切7	広すぎる0
	日本市場	狭すぎる0	適切1	広すぎる0
GI到着時期	アジ太	遅すぎる1	適切7	早すぎる0
	日本市場	遅すぎる0	適切2	早すぎる0
GIの内容	アジ太	不明瞭0	適切6	細かすぎる0
	日本市場	不明瞭0	適切3	細かすぎる0
研修結果普及方法の有無				
あり 8 なし 1				
普及方法				
セミナー 6 レポートの配布 3 その他 0				
研修参加と人事評価との関係				
大いにある 1 いくらかはある 5 ない 3				



組織にとって研修は有益であったか、またその理由	
<アジア> 大変あった 2 いくらかあった 6 なかった 0	<ul style="list-style-type: none"> <li>・経済開発とビジネス機会の分野において有益であった。日本の民営化の経験についての研修、セミナーを期待する。(’92アジア)</li> <li>・日本の終身雇用や年功序列、5Sについて学んだ。(’92アジア)</li> </ul>
<日本市場> 大変あった 0 いくらかあった 3 なかった 0	<ul style="list-style-type: none"> <li>・個人的能力を高めた。(’93アジア)</li> <li>・自分はセールス部門に所属しているが、少なくとも日本市場の扱い方をより良く理解した。(’93アジア)</li> <li>・生産性、品質についての改善への取り組みについて。(’95アジア)</li> <li>・流通についてごく小規模なものからアジア諸国の経済運営管理のような大規模なものまで学べた。(’93日本市場)</li> <li>・研修の全てが組織に有益とは限らないが、研修が応募者のキャリアにとって非常に重要なものだとしたら、それはやはり応募者にとって有益なものとなる。(’95日本市場)</li> </ul>

研修員に対する質問<フィリピン>

アジ太：アジア・太平洋経営セミナー

日本市場：日本市場商品流通システムセミナー

質問内容	アジア・太平洋経営セミナー 4名 日本市場商品流通システムセミナー 1名
現在の職務への研修成果の活用度	
1 すべてが役立っている 1名	・日本のビジネスや日本全般に関して学んだ知識は、日々、日本のビジネスマンと取引をする際に役立っている。 (’92アジ太)
2 かなり役立っている 3名	・特に、企業と経営技術に関する講義とを関係付ける適切な工場見学が役立った。(’90アジ太)  ・ほとんどの研修項目が私の現在の仕事に適用できる。 (’93アジ太)  ・アジア・太平洋の国々の経済について得た知識は仕事上、大変有益である。会社の中で、ベンチャービジネスを推進することに従事しているため、近隣諸国のそれぞれの特徴を知っていることは重要な財産となっている。(’94アジ太)
3 ある程度役立っている	1名
4 あまり役に立たない	0名
5 全く役に立たない	0名
研修員にとっての有益性	
昇進 0名 責任 5名 給与の増 2名 仕事内容 5名 専門家としての認知3名 国際的な機会 4名	
研修員所属先にとっての有益性	
あり 5名 なし 0名	・組織、生産活動、技術開発に関する示唆を得た。 (’90アジ太)  ・フィリピン・アイランズ銀行は光栄にも、権威ある国際セミナーに国の代表として職員を派遣する名誉に恵まれ、フィリピンでの日本企業との取引に、再度重点を置くことができた。市場を純日本的取引に変換することにより、日本専門のセクターにさらに重点をおくことになった。(’92アジ太)  ・経営、終身雇用、年功序列などの日本式ビジネスのやり方についてのセミナーを行い、品質改善過程における5Sについて議論の場を設けることができた。(’93アジ太)  ・セミナーで得た経験、展望、洞察力により、より生産的で効率の良い仕事ができるようになった。(’94アジ太)

	<p>・生産者、流通業者、小売業者などから成る青果物の流通について議論の場を持つことができた。これは流通研究分析の準備および基本となり、かつ重要な商品の再検討にとっても役に立っている。確実な商品の配達および梱包は、生産者にとっても非常に大切なものであることが認識できた。( '94日本市場)</p>
現在の仕事内容と関連して、研修のどの部分をもっとも役に立つか	
	<p>連する・それぞれの企業が得意とする分野についての講義と関工場見学。( '90アジ太)</p> <p>・日本芸術、文化、日本企業の国際化、日本式経営の基本原則。( '92アジ太)</p> <p>・日本人のチームワーク、品質へのこだわり。5S(整理、整頓、清掃、清潔、しつけ)は職場環境の改善に役立っている。( '93アジ太)</p> <p>・他の研修員の国々の経済についての議論。 ・管理者同士の意見交換。( '94アジ太)</p> <p>・卸売市場、小売店、専門店、ディスカウントストアの訪問、青果物流通のディスカッション、梱包の重要性についての講義、会社訪問。( '94日本市場)</p>
経営管理および日本への輸出を促進するにあたっての阻害要因	
<p>指導者不足 1名 資金不足 3名 海外の専門家不足 2名 昇進の見通し不足 0名 経営側の支援不足 0名 技術文献不足 3名 輸送機関不足 0名 外貨不足 0名 経済状態 3名 経営力 0名 海外からの過干渉 0名 頭脳流出 0名 適切な研修の欠如 2名 政情 1名</p>	<p>・日本とのビジネスを促進、開発していくにあたって、国内的な問題はあまりない。しかし、フィリピンでのビジネスを望む日本のビジネスマンを探す方法がなく、困惑している。自分たちは彼らにフィリピンでビジネスを始めて欲しいと思っている。( '92アジ太)</p> <p>・技術知識および資金の不足。( '93アジ太)</p>
研修コース改善への提言	
	<p>・講義は工場見学後に、当該分野に強い企業によって行われることを薦めたい。また他の国々やプライベートセクターからの研修員を入れると、より効果的に経験を分かち合える。( '90アジ太)</p>

・研修員が日本の企業で実際の仕事を体験することができれば日本企業の経営を理解する上で大変役に立つと思う。

・情報交換のシステムが開発されれば、帰国研修員が自国で日本とのビジネスを促進する際の有益な情報を得ることができる。  
(’92 アジ太)

・フォローアップは非常に良い事だ。ネットワークの開発は重要だ。(’93 アジ太)

・下記の項目をつけ加えることを提案する。①世界の貿易市場の傾向 ②流通に焦点を合わせた日本また輸出市場としての日本 ③商品テスト ④商品市場の一致性 ⑤商品の輸送 ⑥販売促進品。(’94 日本市場)

研修員所属先に対する質問<フィリピン>

アジア：アジア・太平洋経営セミナー

日本市場：日本市場商品流通システムセミナー

質問内容	アジア・太平洋経営セミナー 3名 日本市場商品流通システムセミナー 1名			
研修員選考時のテストの有無				
あり	2			
なし	2			
テスト項目				
	・IQテスト、性格診断テスト ('93 アジ太)  ・貿易・工業省では研修員を選定するのに試験は行っていない。しかし、研修コースの候補者はコースの資格要件または貿易・工業省の基準に基づいてCESTによって審議されている。基準というのは、所属部門との関連性、様々な効果、公正な分配、個々との関連性、技術研修期間などである。 ('94 日本市場)			
コース、GIについて				
研修期間	アジ太：	長すぎる 0	適切 4 短すぎる 0	
	日本市場：	長すぎる 0	適切 1 短すぎる 0	
資格要件	アジ太：	狭すぎる 0	適切 4 広すぎる 0	
	日本市場：	狭すぎる 0	適切 1 広すぎる 0	
GI到着時期	アジ太：	遅すぎる 0	適切 4 早すぎる 0	
	日本市場：	遅すぎる 0	適切 1 早すぎる 0	
GI内容	アジ太：	不明瞭 0	適切 3 細かすぎる 0	
	日本市場：	不明瞭 0	適切 1 細かすぎる 0	
研修結果普及方法の有無				
あり	4			
なし	0			
普及方法				
セミナー	1	・研修員はレポートを、このセミナーに対応する分野の担当上司に提出することになっている。それぞれの部署の企画部門の帰国研修員は、セミナーで得た知識について講義する。 ('92 アジ太)		
レポートの配布	3			
その他	1			
研修参加と人事評価との関係				
大いにある	2			
いくらかはある	1			
ない	1			
組織にとって研修は有益であったか、またその理由				
<アジ太>	・研修員は、銀行内で整備中であった日本デスクの担当であったが、彼がこの研修によって日本式経営について十分理解したことにより、銀行として在フィリピン日本企業へのアプローチが容易になり、対日部門の成長へつながった。フィリピンアイランズ銀行による日本企業との取引の成功に追随し、他のデスクを設置し始めた。 ('92 アジ太)			
大変あった				4
いくらかあった				0
なかった	0			
<日本市場>				
大変あった				1
いくらかあった				0
なかった	0			

	<ul style="list-style-type: none"><li>・研修員Mr. Taruc は見識、経験を深め、将来を見通す力をつけ成熟して帰国した。このことにより、彼は会社にとって、より生産的で有能な価値ある存在となった。彼は帰国後、新たなビジネス関係を結ぶ責任を与えられた。(’94 アジ太)</li> <li>・本コースは経済成長や企業のビジネス拡大についての知識が研修員に付与された点において、貿易・工業省にとって有益であった。(’94 アジ太)</li><li>・貿易・工業省は輸出業者に対して適時に輸出関連情報を提供しているが、本研修によって得られた知識を与えることで輸出業者に世界の市場へ質の良い製品とサービスを提供させることが可能となる。(’94 日本市場)</li></ul>
--	---









