Success of Japan-based North American managers
– Global places of negotiation for cultural synergy

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Management geography remains unclear about the impact of geographic location on the behaviors and business success of North American managers in Japan. Work on individual actors in Japan, mainly European and Chinese, has been done in recent years (R. D. Schlunze, Ji, Mori, & Li, 2015; Schlunze, 2007, 2012). This survey based research provides information about acculturation, negotiation, networking, and Cultural Intelligence (CQ) and the link to company success among North Americans in Japan.

This original empirical study draws data from fifty one survey responses. A slight majority of these were the top leader of the business. These respondents were reached via a combination of Linked In messages and emails gathered from various sources. Over 600 individuals were contacted one or two times over the course of approximately 24 months. Survey elements come from previous efforts by SIEM, and the Cultural Intelligence (CQ) survey (Ang et al., 2007; Earley & Mosakowski, 2004).

The SIEM model below shows how the environments around an individual, their adjustment, and their negotiation skill impact the performance of the company.

![Fig. 1: SIEM Model – A Contextual Management Appraisal](image)

Location is investigated based on the Globalization and World Cities (GaWC) Research Network that classifies Global Cities in alpha, beta, and gamma tiers. The data in this survey provide some evidence that respondents in the Alpha+ city of Tokyo have a different relationship than respondents from the Gamma city of Osaka or other locations among company success, networking, and negotiation skills. First analysis shows a closer correlation between negotiation skills and profitability as well as cultural ability and sales improvement than among the same relationships shown by Alpha+ city Tokyo respondents. The explanation requires further investigation; however the initial data is compelling.

Initial results appear to show a moderately strong connection between the ability to adjust cultural knowledge when interacting and improvements in company performance in terms of sales, market share and gaining quality human resources. This ability to adjust correlates even more strongly with negotiation ability with clients, suppliers, and similarly with local staff.

The correlation of improving profitability and market share with negotiation skill among managers outside of the Alpha+ city Tokyo, in the Gamma city Osaka or unrated locations, is even stronger. The implication, not yet confirmed, is that in the Alpha+ city there is less powerful demand to localize the manager’s cross cultural skills. Thus the Tokyo location may provide more opportunities for less cross culturally skilled individuals.

Reference List