

AN EXECUTIVE COURSE



CALIFORNIA INSTITUTE OF TECHNOLOGY INDUSTRIAL RELATIONS CENTER



Competing and Partnering With Japanese Business

Strategies for Success

David W. Everhart

Susan M. Place

December 1-2, 2005

May 18-19, 2006

www.irc.caltech.edu

Competing and Partnering With Japanese Business

COMMENTS FROM PAST PARTICIPANTS

“Understanding the Japanese culture, building successful relationships, and understanding Japanese customer expectations will all be incorporated into my job as I interface daily with Japanese clients. Both instructors display a vast knowledge of Japanese culture and business practices.”

Richard Moore

*Sales Account Manager
ITW Deltar IPAC*

“I found the communication cues to be powerful. The course addressed how to interact in a high-context, culture-based approach to business. Overall, Susan and David’s presentations offer an understanding from which a rewarding Japanese business collaboration can be launched.”

Laurie Witherwax

*Clinical Project Manager
Allergan*

“I am directly responsible for growing our business in Japan. The broad course coverage helped me understand specific issues and details about the Japanese that I’m not sure I would have picked up on otherwise.”

John Eleftherakis

*Vice President of Technology
SPX Filtran*



Business Issues Addressed

You will gain a detailed knowledge of Japanese business organizations and practices—coming away with a deeper understanding of the motivations and expectations of Japanese partners, colleagues, and competitors.

Understanding quickly evolving Japanese business practices and the Japanese market has become a necessity for the American executive. Having a working knowledge of how Japanese business people think and the factors influencing their decision making is critical to your success.

You will study the cultural values that affect communication between Japanese and Westerners, the dynamics of inter- and intra-company relations, and the opportunities and potential pitfalls of working with Japanese organizations.



Key Topics

The course focuses on:

- The fast-changing dynamics of corporate Japan
- How Japanese business executives approach problems
- Factors influencing Japanese decision making
- Developing business relationships with corporate Japan
- Acquisition opportunities for Western companies
- Common mistakes made when doing business with Japanese firms

Use this course to improve your business relationships with Japanese-owned parent companies.

Course Agenda

Understanding Japanese Business Culture

- Cross-cultural communication with Japanese
- Japan in context: overview of current economic, business, and social events
- Values that shape the behavior and communication of Japanese business people
- Common points of conflict between Japanese and Americans at work

Working With Changing Japanese Corporate Dynamics

- Economic recession and political stagnation: can Japan's leadership lead
- Are *keiretsu* still relevant? Changes in how Japanese industrial groups function
- The corporate pecking order: obligation and dependence between companies

Understanding the 21st Century Japanese Company

- Lifetime employment, company unions, and the seniority system of pay and promotions: changes in the three pillars of traditional Japanese management
- Management hierarchy: who is who in Japanese corporations
- Japanese decision making processes

Competing in Japan: Meeting the Expectations of Your Japanese Customers

- Japanese expectations of customer-supplier relationships
- What is the meaning of customer service: managing the demands of Japanese corporate customers
- Effectively supporting your team on the ground in Japan
- Working for or with a Japanese company overseas

Developing and Managing Japanese Commercial Relationships, Strategic Alliances, and Acquisitions

- Understanding Japanese expectations of business relationships
- Building the right partnerships in Japan: beginning, maintaining, and changing relationships
- Protecting your intellectual property rights
- Managing a Japanese acquisition: the cases of Nissan (automotive) and Seiyu (retail)
- Japanese-American teams: developing multicultural team effectiveness

Japanese Business Behavior and Etiquette

- After-hours socializing: why participation is important
- American business women in Japanese companies
- Social etiquette: bowing, business cards, and gift giving

Effectively Communicating With Japanese

- Managing the language barrier
- Getting feedback from Japanese
- Learning to use 'international English'
- Effective email communication with Japanese colleagues
- Basic Japanese greetings and phrases

Meetings and Negotiations: Getting Results

- Understanding the purpose and format of meetings with Japanese
- Japanese logic and presentation style
- Negotiating with Japanese

Increase your knowledge of Japanese business culture and improve your relationships and business results in working with Japanese customers and colleagues.



Bring This Course To Your Company

All courses offered by the Caltech Industrial Relations Center can be customized to meet the specific needs of your organization and offered at significant cost savings at your facility.

Customized courses address important company issues in a confidential environment, build a team with a common language, and save travel time and costs for participants.

Among the wide selection of courses which can be customized to your company's requirements, are the following:

- **Competing and Partnering With Japanese Business**
- **Partnering With Chinese Business**
- **Global Business Strategy and Implementation**
- **Strategic Alliances**
- **Understanding American Business: A Program for Asian Executives**

For complete details regarding customized courses, please call 626.395.2348 or email cstprg@caltech.edu.



Special Features

After-hours socializing is an important part of building business relationships in Japan. Participants will experience Japanese customs and practices at a traditional Japanese style dinner, held at a fine Japanese restaurant. This special evening activity provides an opportunity to meet with the instructors and other participants to share information and ideas.

Participants receive *Passport Japan* by Dean Engel and Ken Murakami, a guide to understanding the people, culture, etiquette, and communication styles of Japan.

Internet Access

See this course and others at our website:
www.irc.caltech.edu

Course Leaders

David W. Everhart, a founder and owner of Ionis International, Inc., has supplied business communication training, consulting, and coaching services to organizations operating in the Pacific Rim for over 20 years.

Mr. Everhart assists both Western and Asian managers to develop and implement effective business strategies across cultures. He has coached executives to effectively negotiate joint venture agreements, manage overseas acquisitions, and lead teams in the Pacific Region. Mr. Everhart has conducted training programs for American and Asian managers from Amgen, Boeing, Fujitsu, Hewlett-Packard, Honeywell, LSI Logic, Miller Brewing, Mitsubishi, Nomura Securities, Pfizer, Sharp, Sony, Tektronix, Walmart, Weyerhaeuser, and Yamaha.

Mr. Everhart teaches from his extensive experience working, negotiating, and communicating with Asian and American business people. Mr. Everhart spent four years as the president of a Japanese owned firm in the U.S. He has lived and traveled extensively throughout Asia and speaks Japanese. Mr. Everhart holds an MA in Asian Studies from the University of Michigan and a BA from Cornell University.

Susan M. Place, a founder and owner of Ionis International, Inc., has been involved with U.S./Japan relations for over 20 years. She has developed and conducted intercultural executive training programs and multicultural team building seminars in the U.S., Japan, and Southeast Asia for American and Japanese managers. A trained mediator, she also actively coaches executives and consults for Western firms on effective strategies for building and maintaining successful relationships with Japanese colleagues, partners, and suppliers.

Ms. Place has worked with executives from AT&T, ExxonMobil, Fujitsu, Hewlett-Packard, Hitachi, Lockheed Martin, Mentor Graphics, Nikon, Nomura Securities, Pillsbury, Quantum, Read-Rite, SC Johnson, Sony, StorageTek, Timken, Walmart, Western Digital, and Yamaha. Ms. Place was a member of the start-up team of a large Japanese automotive industry manufacturer in Michigan, managing relations between the company and its American customers as well as working as an on-staff intercultural communication specialist. She was involved with all aspects of business, from boardroom meetings to manufacturing quality circles. She has also worked as an interpreter with Japanese manufacturing consultants.

Ms. Place lived in Japan and was employed as an international education specialist by the Japanese Ministry of Education in Hitachi, Japan. Ms. Place holds a bachelor's degree in economics from Cornell University and speaks Japanese.

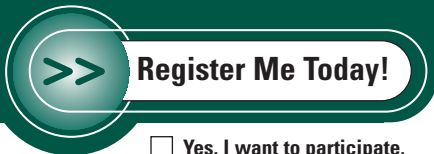


***Competing and Partnering With Japanese Business* is eligible for credit in the Engineering Management Certificate Program. See our website for details, www.irc.caltech.edu, or call us at 626.395.4043.**

Competing and Partnering With Japanese Business

December 1-2, 2005 Express #2611205

May 18-19, 2006 Express #2610506



Yes, I want to participate.

Fax: 626.795.7174
Mail: California Institute of Technology
Industrial Relations Center, 1-90
Pasadena, California 91125-9000
Phone: 626.395.4043
Email: excedu@caltech.edu
Internet: www.irc.caltech.edu

Registrants will immediately receive a fax acknowledging enrollment. Approximately one month prior to the course, participants will receive a confirmation letter containing further details regarding the course schedule, location, and directions to hotels and the Center.

Course Location: California Institute of Technology Industrial Relations Center, 383 South Hill Avenue, Pasadena, California 91106-3405

Schedule

First Day: Registration and continental breakfast 8:00 a.m.-8:30 a.m.
Course 8:30 a.m.-4:30 p.m.
Dinner 5:00 p.m.

Second Day: Continental breakfast 7:30 a.m.-8:00 a.m.
Course 8:00 a.m.-4:00 p.m.

Course hours: 14, Continuing Education Units (CEUs): 1.4

Payment: To pay by credit card, complete the form below. Please make checks payable to Caltech Industrial Relations Center, enclose the registration form, and send to the mailing address. The California Institute of Technology's tax identification number is 95-1643307.

Competing and Partnering With Japanese Business

December 1-2, 2005

May 18-19, 2006

Name (Mr./Ms./Dr.) _____

Title _____ Function _____

Company _____

Address _____ Mail Code _____

City _____ State _____ ZIP + 4 _____

Telephone _____ Fax _____

Email _____

Bring a colleague...duplicate this form for multiple registrations.



California Institute of Technology
Industrial Relations Center
1200 East California Boulevard
Pasadena, CA 91125-9000

Address Service Requested

Register Using This Code:

Code: R FAX

Course Fee: The 2005 course fee is \$2095. The 2006 course fee is \$2195. The fee includes the course, instructional materials, textbook, adjacent parking, continental breakfasts, lunches, and a dinner. The fee is due four weeks prior to the course. Each course is limited to 34 participants. If the course is not held for any reason, California Institute of Technology's liability is limited to refund of the course fee.

Transfers/Cancellations: We offer the registrant an opportunity to either:
1) send a substitute to the original course or
2) transfer **once** to a later session.

Please notify us at least 11 business days prior to the course date to receive a full refund. If a cancellation is made within 10 business days prior to the course date, one-half of the course fee will be refunded. **Refunds cannot be granted for cancellations made the day of the course or following a transfer.**

Hotel Accommodations: (Hotel rates are subject to change)		
Caltech Athenaeum (Faculty Club)	626.395.8200	(\$99)
Old Pasadena Courtyard by Marriott	626.403.7600	(\$122)
Pasadena Hilton Hotel	626.577.1000	(\$134)
Ritz-Carlton Huntington Hotel & Spa	626.568.3900	(\$169)
Sheraton Pasadena Hotel	626.449.4000	(\$125)
Westin Hotel	626.792.2727	(\$144)

Please request the California Institute of Technology/Caltech rate indicated. To ensure your reservation, guarantee for late arrival. Hotels listed are within 3 miles of the Industrial Relations Center.

Travel Savings: Protravel International, Gina Robles, grobles@protravelinc.com or Gloria Lopez, glopez@protravelinc.com, call 800.481.7774 or 626.796.4448. Fax 626.844.3055. Request the Caltech Industrial Relations Center participant rate.

Credit Card Payment Please charge:

Visa MasterCard American Express

Name As It Appears On Card

Billing Address/ZIP

Card Number

Expiration Date

Cardholder's Signature