What happens to the traditional work practices of Japanese firms when they are taken over by European and American firms? How do the employees react? What lessons can be learned from examples of successful and unsuccessful acquisitions?

Ten years ago, such questions would never have been asked, simply because the incidence of takeovers of Japanese firms by foreign companies was virtually non-existent. However, in the past decade, a number of major Japanese companies have come under the control of foreign firms. Conflict and Change focuses on five Japanese companies acquired by foreign firms in the last ten years (including Nissan, Chugai Pharmaceutical and Shinsei Bank) to show how takeovers by foreign companies have changed HR and organisational practices traditionally associated with Japanese firms. This provides invaluable information for researchers and managers about the choices and challenges associated with the cross-border acquisitions of firms that are embedded in “institutionally distant” frameworks.

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Conflict and Change: Foreign Ownership and the Japanese Firm

GEORGE OLcott
For Caroline
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Acknowledgements

This study involved a large number of interviews at nine Japanese companies, five that had been taken over by foreign firms and, for comparative purposes, four that had not. This meant that I was very reliant on the assistance of a large number of people, those who helped to coordinate and set up the interviewees, as well as the interviewees themselves. Without the help of these people, this book would never have been completed. In particular, at Nissan, Thierry Moulonguet (who is now back at Renault), at Chugai Pharmaceutical, Osamu Nagayama and, at Shinsei Bank, Masamoto Yashiro, Koiichiro Nakaya and Tom Pedersen were all instrumental in assisting me to set up interviews.

At two case companies whose identities are not revealed and at four Japanese firms, there were people who I would like to acknowledge but am unable to. In all cases, they extended to me every possible courtesy and helped me enormously with my fieldwork. I hope that in some small way I will one day be able to repay the debt I owe them. I would like to thank the Ministry of Finance’s Policy Research Institute for hosting me as a Visiting Scholar in the spring of 2004. In addition to those who provided me with direct help, there were a number of people whose support “behind the scenes” was particularly valuable. In particular I would like to single out Messrs Yoshiyuki Kasai and Aki Katagiri, who were, and remain, a never-ending source of inspiration and moral support. I would like to thank them for their interest in my project, their constant encouragement and their friendship.

The original inspiration for this book was provided by my spell at what used to be LTCB Investment Management (a subsidiary of the Long Term Credit Bank of Japan), which was taken over by UBS in 1998. The alliance between LTCB and UBS ultimately failed due to the collapse of LTCB but was in my view a genuine attempt by a Japanese bank to find a new way of globalising its operations. There were many people from whom I learned a great deal during that period, such
Acknowledgements

as Katsunobu Onogi, Koji Hirao, the late Takashi Uehara and the employees of LTCB Investment Management, including Yuji Kage.

At the Judge Business School, I would like to express my sincere thanks to my mentor, Professor Nick Oliver, now head of the University of Edinburgh Business School. Without his consistent support and guidance throughout the research process, I would never have been able to complete this work. His perceptive guidance and his enthusiasm have been an inspiration. I should also thank John Roberts who read an early draft and provided helpful comments. A number of other academics have kindly read the manuscript and provided helpful and candid advice. In particular, Ron Dore, whose past work has provided so much of the intellectual framework of the book, has been extremely generous with his time in offering constructive criticism as well as a huge amount of enthusiastic encouragement. I am also indebted to Chris Ahmadjian and Gillian Tett for kindly agreeing to review the book. The Foundation for Management Education generously provided a fellowship during the period of writing this book and I would like to thank in particular Director Mike Jones for his support and encouragement, as well as John Wybrew and Bob Lintott.

Finally, I would like to thank my family for their love and support. My mother kindly put me up on my many visits to Tokyo. My wife Caroline and my children Flora, George and Ellie put up with long periods when I was away on fieldwork and were constant in their enthusiastic support and encouragement.