2017年度研究推進プログラム（科研費獲得推進型）研究成果報告書

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研究課題
Japanese expatriates managing with intercultural competence in a changing business environment of the EU

Ⅰ. 2017年度研究推進プログラム（科研費獲得推進型）研究実施計画について
申請時に計画された研究計画を簡潔に記載してください。

Articles, material and data about Japanese expat migration will be collected and reviewed. I will present and exchange research insights at the session on the ‘dynamics of business mobilities’ at the RGS-IBG Annual Conference; and participate in a pre-conference workshop about Brexit. Conducting interviews with JETRO London and UK-based Japanese managing directors about Japanese firms’ locational strategy in Europe.

Ⅱ. 研究成果の概要
Ⅰ.に基づき、平成30年度科学研究費助成事業（科研費）申請に向けて実施した研究活動や調査内容、その成果について記載してください。

In my presentation at the RGS-IBG Annual Conference and the JAEG I discuss how individuals address managerial embeddedness by revealing the role of boundary spanning as a specific network strategy. My statistical analyses showed that cultural synergy can be created by the boundary spanner through cultural adjustment and socializing with a culturally fluent advisor when cooperation in the value chain and workplace harmony is achieved. The research result implies that normally expatriate managers do have an important function as boundary spanners in the firm internal environment connecting the overseas subsidiary with the headquarters and other relevant places in the corporate network. Pinpointing on strong preferences for networking in the workplace I assume that Japanese expatriates having a boundary spanner role able to maintain workplaces and serve the EU market successfully.

Using the confirmatory sampling method I introduced case studies for four different types of managers who are characterized by globalizing, networking, embedding and localizing activities. Case study research outlines that the importance of developing our understanding of the geography of topical spaces highlighting how the ‘receptivity’ of a location may affect synergy creation of actors with different cultural backgrounds.

Identify the importance of geographically boundary spanning activities in studies of managerial responses to institutional complexity and change within the EU. Interviews with and Japanese management and JETRO in London, Amsterdam and Berlin showed that rather than BREXIT trendsetting topics as Industry 4.0, the provision of co-working spaces for start-ups will change the dynamics of Japanese businesses and lead to increasing mobility within the EU.