

Local Marketing Talent Management for Local Marketing Success:

The Case of Japanese Subsidiaries in Southeast Asian Market

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ABSTRACT

Recently, Japanese firms are aiming to develop foreign local markets. In order to realize this, optimal local marketing adaptation is essential, and the key to achieve that is in division and cooperation of duties between expatriate managers and local marketing talent. Moreover, Japanese firms are experiencing problems in local marketing talent management. However, prior research has not revealed the processes of division and cooperation of duty between expatriate managers and local marketing talent, nor management methods of successful firms in developing local markets. Thus, this study conducted interviews with Japanese firms who are successfully developing local markets to research the processes and appropriate management methods. There are two principal discoveries in this study. First, this study discovered that there are three stages in the division and cooperation process. Second, building good personal relationships between expatriate managers and local marketing talent has a positive impact on local marketing talent management.

Keyword: Adaptation, Expatriate manager, Local marketing talent, Division and cooperation of duty, IHRM, Personal relationship

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1. INTRODUCTION

The purpose of this study is to examine the dynamic process of division and cooperation between expatriate managers and local marketing talent and local marketing talent management.

The Japanese market is becoming less and less attractive every year for Japanese firms (Oki & Shintaku, 2012). In recent years, developing countries such as those in Southeast Asia have attracted many Japanese firms and the number of Japanese firms in developing countries is growing. In the past, Japanese firms expanded their business into developing countries searching for abundant and cheap labor. However, the globalization of the economy has brought more capital into developing countries such as those in Southeast Asia and has enabled citizens of these countries to become potential consumers of the very products the companies produce. Consequently, companies that produce products in developing countries can also consider targeting those very countries for the consumption of their products. To develop local markets, marketing adaptation is essential because the cultural gap between Japan and developing countries makes for great market heterogeneity.

When Japanese firms expand their business to local markets, they struggle at identifying local consumers' needs. For this reason, use of *local marketing talent (LMT)* becomes a core element to achieve local adaptation. However, situationally, excessive adaptation can be inefficient in terms of cost and it could disturb the developing local market. Consequently, establishing optimal local marketing adaptation is what firms need. To achieve this, they must

divide and cooperate duties between expatriate managers and LMT. By reviewing numerous case studies and articles, the actual process of the division and cooperation is still unclear. Therefore, illuminating the process of division and cooperation between expatriate managers and LMT is needed for Japanese firms who want to expand their businesses in developing countries. However, it will not be practical if firms have fundamental trouble hiring and retaining (management) LMT. This situation is relevant to Japanese firms that are expanding into new local territories. As a result of checking numerous human resource management (HRM) studies, there were few studies about the LMT management process that we could find.

The goal of the present study is to determine optimal methods for local marketing adaptation. We aim to achieve this goal by better understanding two facets of local marketing adaptation of the dynamic process: (1) development of the division and cooperative structure between expatriate managers and LMT, and (2) for management methods of LMT.

2. THEORETICAL BACKGROUND

2.1 How to Implement Local Market Adaptation

Choosing between standardization and adaptation is necessary when firms expand their business, and it has been one of the main concerns for the firms. Standardization refers to using the same marketing strategy such as product design and characteristics, brand name, package, distribution method, etc., as the home country and local market. On the other hand, adaptation is to individually adapt to special circumstances within the local market (Morokami *et al.*, 2019). Some argue that it is best to standardize (Levitt, 1983 : Ramarapu *et*

al., 1999), but others argue that it is best to adapt to local markets (Douglas & Craig, 2011 : Masuyama, 2015). For example, Levitt (1983) argues that cultural differences are becoming more and more alike because of technology. Therefore, markets are being homogenized and standardization is suitable. Against this, scholars like Douglas and Wind (1987) argue that standardization is a discussion that is only used in global market segments with homogeneous needs, and cannot be applied to all industries, products, and services. Masuyama (2015) argues, detailed marketing responses are needed for the diversity of developing countries (ASEAN). Therefore, when Japanese firms expand or invest in regions with great diversity and market heterogeneity like developing countries (ASEAN) needs local adaptation. Like in *Table 1* there are a number of MNCs (Multinational Corporations) developing local markets with successful local marketing adaptation.

Table 1. Case studies of successful local marketing adaptation

Firm	Context
LG (Kim, 2017 : Lee, 2015)	LG electronics, which has had the NO.1 refrigerator market share for multiple years in India, LG presented a refrigerator that smells of spices that don't mix for Indians who enjoy various types of spices. Also, because India has poor power supply conditions with experience often blackout, they designed refrigerators to keep the cold air without power.
Renault (Lee, 2015)	Renault, the car manufacturer, reinforced the door durability and as well as internal conveniences such as reading armrests in consideration of the fact that Indians shut the door hard and have long reading time. They also reinforced the suspension in consideration of road conditions in India. The price range was also released in the middle of local and foreign cars.
Ajinomoto (Fujitsu journal, 2017)	A food company Ajinomoto focuses on the concept of "Easy to buy, can be used for anything, can be bought anywhere". Specifically, to local market retailers, they develop a business model in which their sales directly send goods and sell them in cash. The price and volume of ingredients alone vary from country to country. So, to make it a package that can be bought with one coin according to the local standard of living, it is sold in 50g (4,000 Dong) package in Vietnam and 0.7g (50 rupees) package in Indonesia. In

	addition, it is familiar with the local tone, easy to remember naming, with emphasis on packages with maximum flavor.
Daewoo Electronics (Jung, 2011)	Daewoo electronics, which sells laundry machines in Mexico is a good example of local adaptation. In Mexico, the middle-class consumers use housekeepers, so they do not need to buy premium products. Because of it, Daewoo targets the mid to low priced market. In Mexico, they also released products that do not have dehydration functions, which is due to the fact that in Mexico, where the sun is strong, laundry is easy to dry without dehydration, the dehydration function is removed and the price is lowered.
Hindustan Unilever (Kim, 2009)	Hindustan Unilever has been on the path to success since its launch by developing products suitable for locals and introducing local sales methods in consideration of India's income level and weak distribution systems. As for marketing strategies, they have chosen product downsize and simplification strategies. It created a sensation by releasing a four-cent disposable shampoo soap, not a large-capacity package. They also launched a soft-made skin-and-wash soap that does not irritate the skin for Indian consumers who use it without distinguishing between skin-based and laundry-based soap. Under the distribution strategy, the company has implemented a "Power mom program" (Shakti Amma) that uses women as front-line salesmen to target small villages that lack road facilities. The program enabled the establishment of sales channels to even areas where retail stores are difficult to enter.

Source: Authors based on Fujitsu journal, 2017 : Jung, 2011 : Kim, 2009 : Kim, 2017 : Lee,

2015

From the above cases, local marketing adaptation has been shown to be effective in numerous situations. Therefore, local marketing adaptation is effective and the key to success in order for firms to move their bases to overseas markets and succeed in the local markets.

However, it is not cleared whether the local marketers are effective in adaptation.

2.2 The Talent in Charge of Local Marketing Adaptation

Local marketing adaptation is essential for firms to achieve success in local market development. However, excessive local adaptation might exclude the strength of headquarters. Consequently, establishing optimal local marketing adaptation is what firms need. To achieve this, they must divide and cooperate duties between expatriate managers and LMT.

The key to adapt marketing locally is to understand the culture and needs of each region. Expatriate managers often experience hard times in these areas. Therefore, it is necessary for someone who is familiar with the region such as local talent. Local talent often has an edge over expatriate managers in their understanding of the local market, culture, customs, etc. Because of this, it is thought that participation in local employee decision-making plays an important role in local adaptation, especially in adapting to the local market (Kim, 2012 : Oki, 2016). Consequently, hiring competent local managers and giving them substantial autonomy in both formulation and implementing strategy is likely to be critical to success in these markets (Douglas & Craig, 2011 : 91). For example, A firm in India called Hindustan Unilever, shows great use of local talent, that locals believe that the company is a local originated firm (Lee, 2015). Moreover, LG, which has expanded into India, entrusted Indian people in marketing works arguing that it is more advantageous for local talent to set up marketing strategies (Lim, 2011).

Firms that utilize local talent for marketing can identify local needs and better reflect them in their marketing, indicating that LMT is effective in adapting to the local market. In this study, LMT is defined as a group of people from the target market who collects information and makes decisions rather than a group of people who work in a factory producing the company's product. LMT are people who collect information, and start marketing planning and implementation.

Developing countries (Southeast Asia) are heterogeneous and diverse in many ways compared to Japan and there is a high need of local marketing adaptation to this environment. However, excessive adaptation will make it difficult to develop the local market due to inefficient and high costs. Therefore, it is necessary to develop a basic system in the home country to gain the advantage of standardization and develop only the parts that need local adaptation (Masuyama, 2015). The expatriate managers are responsible for the transfer of knowledge from the home country. In addition, authority of expatriate managers influences the management activities and performances of overseas subsidiaries (Gao, 2015 : Oki, 2016). There have often been cases in which local employees try to take independent measures, such as pioneering new local supplies, but do not reach adoption due to non-compliance with Japanese standards. This situation negatively affects the self-reliant and innovative activities of local talent (Aoki, 2020 : 80-81). Thus, to realize optimal marketing adaptation, it is necessary to divide and cooperate duties with local employees as well as local talent.

Table 2. Case studies of division and cooperation in duty

Firm	Context
Kao (Ihara, 1999)	Kao, a company that makes detergent, toothpaste, shampoo etc., succeeded in adapting locally to production technology and logistics. In Thailand, because of the habit of washing hair with fizzy cold water, it is necessary to increase the mixing ratio of the proliferator of shampoo. In order to understand these local needs, Kao Thai 's marketing division conducted a market survey of Thai consumers, and both the Japanese and Thai staff at the Kao Thai research institute conducted the development of these local specification-change products.
Casino Group's	Casino Group's Vietnamese store (Big C) has locally produced seasonal fresh food in cooperation with local producers. Moreover, convenience stores in Vietnam are focusing on developing high convenience with the lifestyle of consumers living in the area, which is a countermeasure such as

(Sahara & Watanabe, 2016)	increasing business hours. Among them, an executive of Casino Group is directing as a marketing director in Vietnam. In other words, by incorporating the store brand into the development of Vietnam by the executive director of the headquarters as the marketing director, a strategy is being implemented to develop Vietnamese independent brands jointly with local suppliers and adapt to the local market.
LG electronics (Lim, 2011)	Judging that Indians are the ones who know best about India's consumers and market conditions, LG Electronics entrusted Indians with production, management, planning, promotion and sales. Out of the total about 3,000 employees, the number of home country expatriate managers is 20 people, who are not supervisors for the sector, but rather have them act as a facilitator to help local talent.

Source: Authors based on Ihara, 1999 : Lim, 2011 : Sahara & Watanabe, 2016

From these cases, linking expatriate managers who own parent companies' knowledge and know-how to local talent who can identify local needs is essential. In other words, division and cooperation of duty between expatriate managers and LMT is essential. According to Saito and Oshima (2017), firms need long-term transfer of knowledge and know-how, such as marketing functions. In order to realize this, it is expected that the transfer of authority from the Japanese headquarters to overseas subsidiaries and Japanese expatriate managers will become more important in the future. In other words, division and cooperation of duty between expatriate managers and LMT are needed in the early stages of entry, but in order to successfully advance overseas in the long term, the authority needs to be fulfilled as a local talent. However, it is necessary to investigate the process of realizing optimal local adaptation from the early stages of entry.

2.3 Management Methods of Local Marketing Talent (LMT)

One factor as to why Japanese firms struggle with integrating local talent into their larger operation is because the Japanese style of HRM is often not fitted into the target local context.

According to a report by Deloitte, Japanese firms still presuppose long-term employment, and it is common that their human resource system is designed for it. Moreover, the Japanese firms often do not compensate the local talent fairly nor do they pay on a merit-based approach. This type of scheme increases the likelihood that the competent local talent will look for better opportunities for his or her career and salary, and change jobs when the opportunity arises. Furthermore, competition to recruit and foster talent is intensifying in developing countries (Nikkei sangyo shimbun, 2015 : Sakata and Takayanagi, 2014). As for talent in management, Japanese firms generally have lower wage standards compared to European and local firms, and some say they struggle to secure competent talent. To compound matters, the turnover rate is high and the dissuasion of human resources is also becoming a challenge.

Table 3 shows the composition of international human resource management (IHRM). "IHRM" is defined as a human resource management system in which multinational corporations employ people with multiple nationalities and cultural backgrounds with various characteristics under their own values, ideologies, policies, and strategies, and are employed to fully utilize their abilities (Shiraki, 2006 : 1). Comparing four scholars' arguments there are four common categories (Talent Allocation, Talent Development, Compensation, Evaluation). According to Sekiguchi *et al.* (2016), international talent allocation includes activities called first-time placement, promotion, and relocation in the form of consideration of transnational talent transfers by joining the recruitment and recruitment screening of each country. In order to establish international talent development in a multinational company, the headquarters

generally develops and builds education and training programs to establish a competitive advantage as a group of multinational companies, and transfers them to overseas subsidiaries and conducts them at their respective bases. International Compensation is the provision of monetary and non-monetary remuneration, including basic salary, benefits, allowances, and short-term incentives. Evaluation is the establishment of a complex evaluation system based on the ideology of each company. As a result of compiling the views of multiple scholars and articles, this study selected (1) Allocation, (2) Development, (3) Compensation, (4) Evaluation, and (5) Retention.

Table 3. International human resource management framework

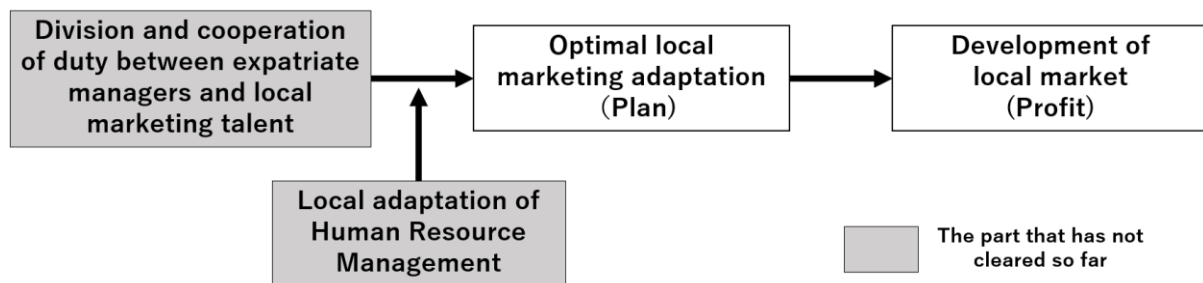
	Sekiguchi <i>et al.</i> (2016)	Kasahara (2014)	Nakamura (2016)	Shiraki (1995)
IHRM framework	International talent allocation	Recruitment and allocation	Recruitment	Recruitment
	International talent development	Education and training	Allocation	Allocation
	International compensation	Work evaluation	Talent development	Selection
	Evaluation	Incentive	Compensation	Education and training
	Labor-management relation		Evaluation	Personnel planning
			Employment guarantee	Evaluation
			Policy making	Labor-management relations
				Treatment (remuneration, promotion)
				Communication within the enterprise

Source: Authors based on Kasahara, 2014 : Nakamura, 2016 : Sekiguchi et al., 2016 : Shiraki,

1995

To roughly gauge the extent to which talent management has been studied, multiple academic materials on “Google Scholar” were researched. With the multiple search keywords (“local talent”, “management”, “IHRM”, etc.) a wide array of study types was identified. From the research, it was clear that Japanese firms have challenges in securing and maintaining local talent in developing countries. Therefore, management of LMT also deserves attention, because the structure of effective division and cooperation of duties between expatriate managers and LMT otherwise cannot be realized (*Figure 1*).

Figure 1. The flow to local market development



Source: Authors

As a result of examining the management methods of local talent, many academic materials addressed the issue of how to manage local talent in certain countries and the problem of Japanese-style HRM. However, the management method of LMT has not been revealed. Thus, in this study, the following research question is set up to conduct this study.

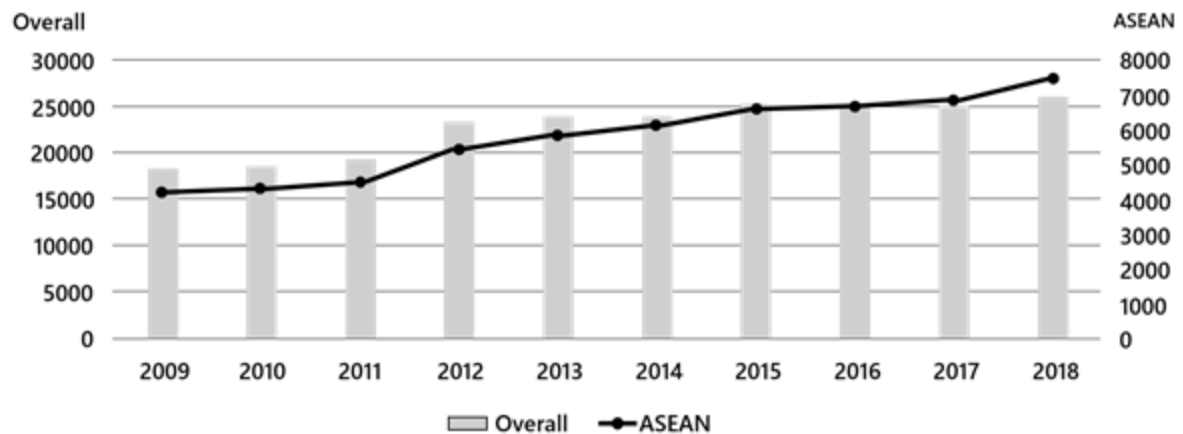
Research Question: *How does the division and cooperative structure between expatriate managers and local marketing talent, and the dynamic process for management methods of local marketing talent, realize optimal local marketing adaptation?*

3. METHODOLOGY

3.1 Selecting Method and Subjects

The purpose of this study is to reveal the division and cooperative structure between expatriate managers and LMT, and better understand the dynamic process for management methods of LMT. However, there is almost no data in these areas. Because of this, qualitative research is required for this study (Doz, 2011 : Eisenhardt, 1989). Furthermore, case studies would best suit the present study, because case study research is well-suited for the investigation of complex phenomena due to information-rich cases, which would be too complex for surveys (Yin, 2009). As a case study, this study collects data from multiple firms, and it samples Japanese firms in Southeast Asia for two reasons: (1) A large number of Japanese firms are expanding their businesses in Southeast Asia, and (2) Southeast Asian markets have greater heterogeneity compared to Japanese market. As seen in *Figure 2*, the number of Japanese firm's overseas expansions have continuously grown from 2009 to 2018. The number of Japanese firms that expanded in ASEAN (The Association of Southeast Asian Nations) countries has almost doubled during this period (Ministry of Economy, Trade and Industry of Japan, 2009-2018).

Figure 2. The number of Japanese firm's oversea expansion



Source: Authors based on Ministry of Economy, Trade and Industry of Japan, 2009-2018

In the 1990's, when the Chinese government announced reforms and the opening up of China's economy, Japanese firms started to make direct investment in China. However, by the end of the 2000's, myriad Japanese firms made direct investment plans to move into ASEAN countries such as Vietnam and Thailand (JOI, 2013). A number of reasons fueled this decision, such as the Chinese Yuan strengthening and rise of production cost (ex. labor cost and raw material cost) making China a less lucrative market for Japanese firms than initially thought. However, the major reasons why Japanese firms are returning to Japan from ASEAN are "Sales decline of local market" and "Production cost rise" (JETRO, 2019).

As the form of Japanese firms entering Asia changes from their production bases to a consumer market, marketing activities increase, and the importance of culture increases at the same time (Masuyama, 2015). Furthermore, China has less market heterogeneity compared to Southeast Asia (Kurabayashi & Nagao, 2013 : Masuyama, 2015). As a result, Southeast Asia enjoys substantial market heterogeneity, with different ethnicities, languages,

religions, and lifestyles represented. In addition, there are various consumers and consumer goods such as electronics and medical products, in each ASEAN country. These goods are closely related to food and lifestyle in the respective countries (Sahara & Watanabe, 2016).

3.2 Selecting Firms to be Investigated (Sampling and Data Collection)

To investigate the successful division and cooperative processes and management methods, firms were selected using the following 5 conditions (*Table 4*).

Table 4. The five conditions to select sample firms

Condition	Explanation
1. Culture bound industries	By setting this condition, this study can focus on investigating businesses that are easily affected by culture (e.g., construction, food, cloth, electronics, pharmaceuticals, transfer machines, chemicals, etc.). Wind and Douglas (1972) points out that culture-free products that are not affected by national or regional cultural factors tend to be more standardized than culture-bound products (e.g., food-and-food products). Also, Wakatsuki (2020) argued that cultural outbound products that rely on the country's culture includes clothing, food, and daily necessities.
2. Focus on businesses who serve general consumers	Setting up Condition 1 does not filter every business that is easily affected by culture. In particular, business to business dealing is less affected by culture. Therefore, by adding this condition, this study focuses on businesses that make consumer goods that are strongly tied to culture. According to Douglas and Wind (1987 : 23), the key to success in consumer and service industry markets is an understanding of the tastes and purchase behavior of target customers' distribution channels, and tailoring products and strategies to these rather than production efficiency.
3. Capital contribution rate over 51%	Although there are joint ventures that are invested and operated by multiple entities, it can be difficult to specify which companies are directing local marketing. In order to understand the relationship between the local talent and local marketing, it would be better to target the companies that are actually directing the local marketing, so this study targets the firms with decision-making rights. That is, firms that have a capital contribution rate of over 51 percent.
4. Firm was an established five or more years ago	According to Sato (1984 a, 1984 b), in five to eight years after beginning the local operation typically local talent begins a rapid progression (oriented by production design and technology sectors), and the number of Japanese expatriate managers can be decreased. From this point, local

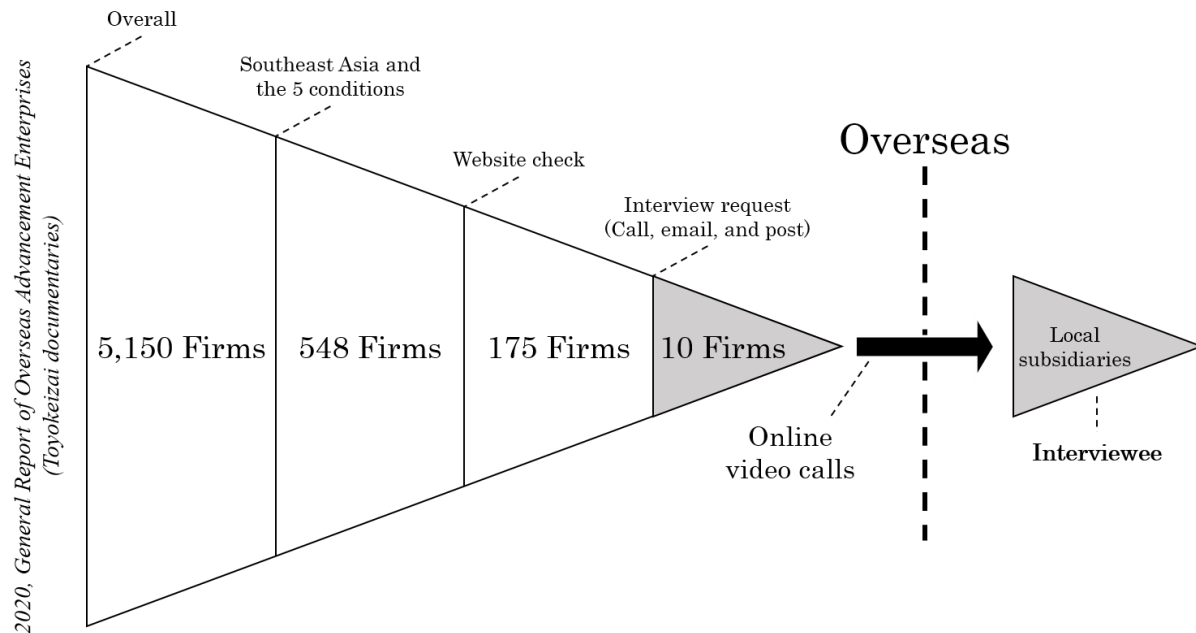
	talent often takes over managerial and vice-ministerial positions within the local subsidiaries.
5. Business targets local markets	This study focused only on companies that aimed to develop local markets rather than those companies that entered Southeast Asia as a production company. This condition was adopted because it was necessary to investigate the stories of companies that aim to develop local markets.

Source: Authors based on Douglas and Wind, 1987 : Investopedia : Sato, 1984 a, 1984 b : Wakatsuki, 2020 : Wind and Douglas, 1972

In order to select firms for interviews, this study referenced the *"2020, General Report of Overseas Advancement Enterprises"* (Toyokeizai documentaries, 2020). Starting from overall 5,150 firms, firms in Southeast Asia with following the five conditions outlined above, 548 firms met the interview criteria. Out of these, 175 firms were selected by looking at corporate websites and confirming that they do B to C businesses. Lastly, this study contacted each firm to request their cooperation. We contacted either overseas subsidiaries, Japanese headquarters, or both. For overseas subsidiaries, we sent emails or used a website inquiry in English, and for Japanese headquarters, we sent emails in Japanese or called the office. To those firms who gave interest, we sent our papers by post or email. Ultimately, 10 firms agreed to cooperate with our study. These firms are outlined in *Table 6*. Of the 10 firms, 17 people (including CEOs, managers of international business headquarter, local subsidiary marketing managers, expatriate managers and others) joined the interviews. Besides Firm I, most of the interviews were conducted via online video calls (Microsoft Teams and Zoom) due to COVID-19 or workers being located outside of Japan. This study decided to use semi-structured

interviews because Semi-structured interviewing is a very flexible technique for small-scale research (Drever, 1995). This study prepared three primary questions (*Table 5*).

Figure 3. Selecting sample firms



Source: Authors

Table 5. Interview questions and the purpose

1	Question	Does your firm utilize local marketing talent, and does it help develop the local market?
	Purpose	To check the effectiveness of local marketing talent.
2	Question	Please tell us about the changes in division and cooperation of duties between expatriate managers and local marketing talent compared to the early stages of expansion.
	Purpose	To reveal the processes of division and cooperation between expatriate managers and local marketing talent.
3	Question	Please tell us about the changes in local marketing talent management (allocation, development, compensation, evaluation, and labor-management relation) compared to the early stages of expansion.
	Purpose	To reveal the process of local marketing talent management method.

Source: Authors

Table 6. Interview information of 10 sample firms

Firm	Country	Type of business	Interviewee (number of people interviewed)	Duration (H=hour)	Number of interviews	Method
A	Vietnam	Construction	Expatriate manager of Vietnam subsidiary (1)	About 1.5H	1	Zoom
B	Singapore	Food	CFO (Chief Financial Officer) of Japanese headquarters (1), Expatriate manager of Singapore subsidiary (1)	About 1H, About 1H	2	Zoom
C	Thailand	Food	Japan headquarters' HR manager (1), International business department manager (2)	About 1.5H	1	Zoom
D	Malaysia	Construction	International business headquarter (1)	About 1H, About 1.5H	2	Microsoft Teams
E	Singapore	Pharmaceuticals	CEO (Chief Executive Office) of Singapore subsidiary (1)	About 1.5H	1	Zoom
F	Thailand	Food	CEO of Thailand subsidiary (1), Sales department manager (1), Marketing department manager (1)	About 1.5H	1	Zoom
G	Thailand	Transfer machine	Sales and planning executive senior director (ASEAN office) (1) Research and product planning manager (ASEAN office) (1) Executive senior director (ASEAN office) (1)	About 2H	1	Zoom
H	Indonesia	Pharmaceuticals	Expatriate manager of Indonesia (1)	About 1.5H	1	Zoom
I	Thailand	Chemical	Managing executive officer / Director on Board (1)	About 1.5H	1	Offline interview
J	Thailand	Electrical equipment	Sales Head of ASEAN/INDIA/UAE (1)	About 1.5H, About 1.5H	2	Microsoft Teams

Source: Authors

4. CASE STUDIES

4.1 The Effectiveness of Local Marketing Talent (LMT)

Regarding Question 1, 10 out of 10 firms answered that they do utilize LMT, and it does help develop the local market. For example, *Firm A* answered that although they do not directly employ LMT, they are indirectly utilizing it by consigning with Vietnamese firms. That's because their major business partners are Japanese firms in Vietnam. However, when they decide to deal with local firms, it's hard to grasp local needs just with expatriate marketers. For example, Japanese houses usually contain only one toilet and bathroom, but Vietnamese expect multiple of them including the guest room.

Firm C also answered that they are utilizing LMT on collecting information (such as tastes and values). When they taste a new product, even if it satisfies expatriate managers, there are situations when the locals do not agree. Because of this, they said LMT are the ones who decide the final taste and ingredients. Furthermore, since they can't expect popular Japanese products to be popular as well, LMT's food value and information are vital to them.

Firm E answered that only the president is Japanese (Expatriate manager), while the regional managers and the rest of employees are local talent. Local talent excels at communicating with local customers as they do not face as many barriers as expatriate managers such as language barriers, currency problems, and the problem that locals don't tell foreigners what they are actually thinking.

4.2 Changes in Dividing and Cooperating Marketing Duties

Regarding Question 2, every firm was utilizing LMT in collecting information, however some firms were using them in planning and implementing marketing. *Firm F* said they wanted to be recognized as a Japanese brand clearly to build up local brand power. They said they have to keep original Japanese quality and emphasize that it's a Japanese original brand. Because of their strategy, rather than LMT, expatriate managers were centered in sales and marketing. However, they needed and hired LMT when they decided to make local products. For this, both expatriate managers and LMT cooperate to analyze local products from competitors and decide who to target and where to locate promotions.

Firm G explained that departments are divided into two main sections: 1. Marketing Support Services (MSS), and 2. Research and Development (R&D). For MSS, In the early stage of expansion, there were 5~6 expatriate managers with operating training to make LMT understand products and strategies. At present, there is only one expatriate manager who works as a pipeline with the headquarters and other international subsidiaries and introduces other subsidiaries' strategies and case studies. However, in the R&D department, expatriate managers and LMT are cooperating to collect information. When the LMT does an interview, they collect the local's latest trend and demands. But when they develop a new product, it takes 4~5 years to present. Therefore, expatriate managers are the one who analyze and plan for this job.

Firm I described that in the early stage of expansion, mainly expatriate managers did most of the marketing jobs while LMT collected information with the expatriate managers. However, now, the company has transferred the authority to trained LMT, and launch new products by cooperating. As an implementation, expatriate managers take charge presentations on large retailers, and LMT takes charge of presentations on large retailers.

Firm J explained that in the early stages of expansion, LMT was only utilized to collect information under the instruction of the expatriate manager, and only the expatriate manager worked on planning, and implementation. That's because they don't have any knowledge regarding the firm and their product. However, since they have the knowledge now they can work by themselves to collect information and implementation, and cooperate with expatriate managers on marketing planning.

4.3 How to Manage Local Marketing Talent (LMT)

Allocation: *Firm D* commented that when they allocate talent, they prioritize who can communicate with knowledge of the business. That is because it's hard to know if the person has a marketing ability just by a recruitment interview. *Firm F* answered that they recruit people who have basic knowledge of the industry. This is because such knowledge helps communication between expatriate managers and LMT. *Firm G* said they recruit people by recommendation from workers. They called this "in-company talent network". That's because when they use a talent dispatch service or online recruiting service, it is costly and hard to

know the characteristics of that person. However, if they use the in-company talent network, they can set detailed qualifications to find a new recruit.

Development: *Firm B* said they make detailed instructions when they give directions to LMT, because without detailed instructions, there is a possibility of work disruptions. *Firm D* said having a conference through a marketing manager meeting is important. The purpose of the conference is to understand the firm's philosophy and thoughts between expatriates and LMT. Then the company allows LMT to brainstorm and propose ideas and solutions to be vetted by the expatriate managers. *Firm D* also said, creating a framework to afford LMT to propose ideas is important because too much focus on details could be forcing Japanese thoughts on them which would undermine the original purpose of hiring LMT. *Firm H* said they have a training program for employees, and they pair up with competent senior employees to do on-the-job training (OJT). Gaining experience is essential in order to let the LMT work on their own.

Evaluation and compensation: *Firm D* commented that they evaluate processes rather than results in marketing. Marketing takes time to come up with results, so evaluating by result disturbs their motivation until it comes up. As compensation, *Firm D* negotiates conditions on an individual basis, but because it causes unfairness, they systematically adjust wages later on. In addition, they pay incentives by the number of years they work. In Japan, they pay it every 10 years, but because Malaysia has a higher turnover rate they pay every 5 years. Because results of marketing are hard to show in numbers, *Firm H* answered that they have

an evaluation sheet system to measure the performance. In the early stage of expansion, they didn't have any evaluation sheet system, so they had to have interviews. However, they said it helped LMT to have better motivations for accomplishments. As compensation, local employees share information regarding how much they make with coworkers. Therefore, keeping balance between employees is important. *Firm J* responded that the expatriate manager interviews LMT in order to set LMT's work goals. Considering the goal, expatriate managers and LMT communicate to determine final evaluation. The key point is to communicate with LMT by providing feedback to them. By this way, they can prevent possible misunderstandings regarding the evaluation. Furthermore, they mentioned that they have annual meetings every 3 months, occasional lunches and dinners, and go out for drinks occasionally to maintain good relationships and hear honest opinions.

Retention: *Firm A* commented that building good relations with LMT via daily communication is important. To facilitate the building of good relations, understanding LMT is essential and *Firm A* runs events such as employee trips, and company barbecues. *Firm B* noted that communication is important because work becomes difficult if there is trouble in human relation in the workplace. Moreover, the interviewee said that their method of securing and holding on to competent talent was grounded compensating them well. *Firm B* does not offer any other incentives such as company barbecues or all-expenses paid trips. *Firm E* explained the importance of that giving LMT discretionary authority. First, *Firm E* explains the vision of a career-arc, then they listen to LMT and accede to their promises. *Firm G* said

they consider human relationships seriously because training talent in the development department takes about 10 years and local people easily move their work. When expatriate managers move into Thailand, they get an education to understand Thai characteristics.

5. ANALYSIS AND DISCUSSION

5.1 Process Analysis (1-3) and Propositions

Table 7. The 3 Stages of local marketing adaptation through LMT management

Duty	Marketing Research		Marketing Planning & Implementation		Local Talent Management
	Expatriate Manager	Local Marketing Talent	Expatriate Manager	Local Marketing Talent	
Stage 1	<ul style="list-style-type: none"> Marketing research method Data analysis Knowledge of firm's technology and product 	<ul style="list-style-type: none"> Access to local marketing data 	<ul style="list-style-type: none"> Decision making Planning Implementation 		<ul style="list-style-type: none"> Personal relationship development
Stage 2		<ul style="list-style-type: none"> Marketing Data Collection Data analysis 	<ul style="list-style-type: none"> Decision making Teaching of <ul style="list-style-type: none"> Planning Implementation 	<ul style="list-style-type: none"> Learning of <ul style="list-style-type: none"> Planning Implementation 	
Stage 3		<ul style="list-style-type: none"> Marketing Data Collection Data analysis 	<ul style="list-style-type: none"> Decision making 	<ul style="list-style-type: none"> Planning Implementation 	

Source: Authors

As a result of the interviews, we classified marketing duties into two categories: (1) Marketing Research, and (2) Marketing Planning & Implementation. Marketing Research is the collection of information and analysis that can be obtained from the communication with customers in the business sales or researching such as competitor information or the needs of local customers. The purpose of Marketing Planning & Implementation is to use information from Marketing research to planning until the final decision and execution is made. According

to the above classification, the firms could be divided into three stages. Stage 1 includes *Firms A and B*, Stage 2 includes *Firms C, D, F, I and J*, and Stage 3 includes *Firms E, G and H*. In this study, we applied these stages to analyze and discuss the management methods.

Stage 1

Stage 1 is when expatriate managers and LMT cooperate in the Marketing Research, and expatriate managers do the Marketing Planning & Implementation. The reasons for using LMT to collect information were language and cultural barriers. LMT can easily communicate with local customers during their business sales activities compared to the expatriate managers. In some cases, because of cultural differences, identical words could feel different for Japanese and local customers. For example, the idea of “big car” in Japan might not be the same as what a person in a local market thinks of as a “big car”. So LMT can deliver the information more accurately and precisely. Moreover, local partners or customers can talk to LMT more directly and frankly than they might with expatriate managers. In market research, regional data such as local newspapers can be collected faster and more accurately by LTM than expatriate managers. expatriate managers who are not familiar with local languages. However, those advantages cannot be delivered to local consumers or partners if LMT does not understand a firm’s products and strategies. Therefore, they need to cooperate with the expatriate managers to maximize all advantages.

By operating with LMT, expatriate managers will share their experiences and know-hows to foster LMT. In Japan, most firms will be the first to conduct training and take on positions

(such as sales) after recruiting, but if they recruit LMT overseas, it will be difficult to transfer the training system used in Japan, so the system itself needs to be adapted to the target market. In addition, training requires time and money to nurture, so it is necessary to learn the work on site by operating with the expatriate managers in the field to understand their products and local market's need faster at the beginning. Based on the preceding arguments, we suggest the following research proposition:

Proposition 1: In the first stage of expansion, expatriate managers and local marketing talent cooperating in Marketing Research is effective in developing the local market.

Stage 2

Stage 2 is when LMT operates in the Marketing Research, and expatriate managers and LMT cooperates in the Marketing Planning & Implementation. In this stage, LMT has acquired knowledge and know-how to work by themselves in the work of Marketing Research. However, if the Marketing Planning & Implementation is conducted only as expatriate managers, it is difficult to properly reflect local demand or information that has been collected by LMT. Vice versa, if the work is conducted only by LMT, it may be against the company's strategy or policy as it cannot utilize the knowledge or know-how held by expatriate managers. Therefore, expatriate managers and LMT should cooperate to perform in the Marketing Planning & Implementation.

As a method of fostering LMT at this stage, OJT becomes important because the usual methods of fostering training do not work well due to differences in language and culture. Regarding this, expatriate managers believe that giving a basic framework for LMT to think of leads them to growth. Furthermore, once the performance is evaluated by this method, the corresponding career improvement and position will be granted depending on the ability. However, since the results of marketing are hard to prove by numbers, it is more important to evaluate them with processes than results. By having interviews with LMT, the evaluation is set up and the performance is quantified to visualize the evaluation. In addition, there is a possibility that there will be a lack of motivation or dissatisfaction if they do poor evaluations. Therefore, to solve this problem, by feedback of evaluation to LMT. Based on the preceding arguments, we suggest the following research proposition:

Proposition 2: After stage 1 is completed, expatriate managers and local marketing talent cooperating in Marketing Planning & Implementation based on information that's collected by local marketing talent is effective in developing the local market.

Stage 3

Stage 3 is when LMT operates both Marketing Research and Marketing Planning & Implementation without expatriate's help. In this stage, expatriate managers set aside much of their authority. They act as a pipeline between the headquarter and other overseas subsidiaries, and carry out the headquarters' policies or utilize successful cases of other

overseas subsidiaries to their subsidiaries. Since the expatriate managers work as an ultimate supervisor, they only make the final decisions. However, they transfer authority to LMT so they can make the rest of decisions and reduce the number of expatriate managers.

In this stage, they often employ experienced talent. Since there are fewer expatriate managers than in Stage 1 and Stage 2, there are fewer expatriate managers who can be in charge of fostering. Therefore, LMT acquire some knowledge of the business from the time they enter the company. When the firm recruits new talent, the talent's former achievement becomes a key indicator to recruit. Furthermore, human resource dispatch agencies and online recruitment sites are costly and hard to know the characteristics of that person. However, because the firms already have numbers of LMT, they can use LMT's personal networks to introduce new talent. This often works better to recruit new talent, because they can set detailed qualifications since they already know them in person. As a method of fostering, the expatriate managers set the goal and zone of the job and as long as it's in the zone, the authority is transferred to the LMT to perform freely. Based on the preceding arguments, we suggest the following research proposition:

Proposition 3: After stage 2 is completed, exclusively utilizing local marketing talent in Marketing Research and Marketing Planning & Implementation, expatriate managers keep their least amount of authority is effective in developing the local market.

Overall Stage

From the results of the interview, it is apparent that building a good personal relationship between expatriate managers and LMT for all stage's management is essential (OJT, interview, feedback, etc.). In order to do so, the firms should focus on formal communication such as meetings and online video calls, as well as informal communication such as setting up meals with firm expenses, holding firm dinners, barbecues, and going on employee trips.

This will make it easier for LMT to communicate with their innermost thoughts, creating an environment where they can take their opinions properly. For this reason, expatriate managers can find proper LMT management methods (development and evaluation) and manage them. Having good relationships also helps in retention. In the preceding study, only high salaries or careers were considered to lead to the securing and maintaining of local talent. However, through this interview, building good human relations could be also effective through interviews. Based on the preceding arguments, we suggest the following research proposition:

Proposition 4: Building a good personal relationship between expatriate manager and local marketing talent has a positive impact on the management of local marketing talent and the local market development.

6. CONCLUSION

6.1 Theoretical Implication

First, this study revealed the processes behind adaptation of Japanese companies abroad. Reviewing previous literature we understood dividing and cooperating duties between expatriate managers and LMT, and local talent management is essential to achieve optimal local marketing adaptation. However, the process of division and cooperation of duty between expatriate managers and LMT, and the process management methods of LMT was still unclear. Regarding this, the present study argued that the process of division and cooperation of duty between expatriate managers and LMT can be divided into three stages. Furthermore, this study provided suggestions as to what duty and tasks expatriate managers and LMT needs to perform in each stage. This finding contributed to reveal a possible theoretical missing link as to how to optimize local adaptation.

Second, regarding local marketing management methods, this study revealed that expatriate managers and LMT need to build good personal relationships. In the background study, IHRM is mainly discussed in four categories which is Allocation, Development, Compensation, and Evaluation. Furthermore, for communication within the enterprise, unification of language and communication tools, management ideology, and corporate culture were discussed (Shiraki, 1995), however specific methods for these were unclear. This study presents a proposition that building good personal relationships between expatriate managers and LMT through their face-to-face and meaningful communication is effective on local talent

management. For this, firms should give attention to informal communication, possibly in the form of social gatherings such as barbecues, as much as formal communication such as conferences, and try to balance these adequately. Therefore, they can collect more LMT's opinions such as complaints related to work, evaluation, and compensation. This will contribute to make a much more satisfying LMT management. However, building good personal relationships did not receive much attention in previous studies. Thus, this study will contribute to develop IHRM study.

6.2 Practical Implication

First, this study proposed that three stages of division and cooperation between expatriate managers and LMT to firms that are considering new overseas expansion in the future and firms that are experiencing difficulty in local marketing adaptation due to market's heterogeneity. This study covered successful local marketing adaptation case studies such as LG Electronics and Hindustan Unilever as second data in the background study. From these data, we know that the key to success in local marketing adaptation was letting the local talent do the most of marketing work. However, their method was impossible to apply to a majority firms because how they did that was not clear. Thus, this study proposed three stages to help executives and managers process local marketing adaptation more strategically and appropriately.

Second, this study's propositions can help in an appropriate method of managing the LMT. Numbers of Japanese firms are losing to western firms in terms of paying high salaries, and

Japanese style HRM such as long-term employment and seniority systems are experiencing problems in local talent management. Therefore, apposite LMT management to solve these problems was not cleared. This study argues that building a good personal relationship between expatriate managers and LMT has a positive effect on the LMT management. Thus, building good personal relationships contributes to improvement in Allocation, development, Evaluation & Compensation, and Retention in IHRM. Thus, Japanese firms will be more competitive against other local and overseas firms.

6.3 Future Research Direction

Lastly, we propose the future directions for this study. Firms need to adapt to their local market when they proceed overseas expansion. The purpose of this study was to reveal the processes of division and cooperation of duty between expatriate managers and LMT, and how to manage LMT. Thus, this study interviewed 10 Japanese firms that entered Southeast Asia and provided consumer goods which are easy to affect local culture. However, there are limitations in our study that lead our future research directions.

First, because of the narrow scope of this study, Southeast Asia, it's unclear whether this study's propositions will be to applicable to developing countries in other regions such as Africa and South America. Furthermore, because this study narrowed down to consumer goods, it's unclear that the propositions will be able to apply to wider industries and businesses such as telecom service and retail businesses. Thus, in order to confirm the propositions, it is

necessary to give more diversity in a wider region and industry to conduct research in the future.

Second, after conducting qualitative research on a more diverse range, the next step would be to conduct quantitative research to test the propositions and develop hypotheses to generalize the argument of this study. In this study, only a qualitative survey of 10 companies could be conducted, so the results of the survey are insufficient to be generalized. Therefore, it is necessary to build a framework that can be applied to a larger range of firms by conducting large-scale quantitative research and scrutinize the propositions. Nevertheless, this study provided the illumination findings as to how expatriate managers and LMT can effectively work together and supplied the groundwork for more generalizable quantitative research. This study is expected to make a tangible contribution to local market development.

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Accompanying material 1. Interview result

Anonymous Firm					
No.1	Alphabet number	Type of Industry	Date and Duration	Method	Country
	A	Construction	Oct 08, 2020 16:00 ~ 17:00	Zoom	Vietnam
Q1	Because local companies can collect local demands and information rather than expatriate managers, they are entrusting marketing to local companies.				
Q2	They utilized local marketing talents at interpretations and translation in the early days. Now they utilize them in collecting information as well. They collect the right information without the expatriate manager's instructions. By operating business with expatriate managers but not just with the local marketing talent, it helps earning trust from the partners.				
Q3	Allocation	They would like to hire talented people who can speak English to trade extensively.			
	Development	Transferring the authority with letting local marketing talent do the actual work and asking their intention helps them growth. Also, allow local marketing talent to participate in seminars that they have interest in. For the growth of local marketing talent, the company is providing advice such as FB regarding how to work.			
	Evaluation and Compensation	They try to give good evaluation to everyone and make no gaps between employees because some complains if they give good evaluation to just one person. However, they are willing to pay suitable rewards to Those who have achieved good results.			
	Retention	Building good human relations in daily communication is most important, and understanding local marketing talent is essential. For example, scolding Vietnamese in front of people will hurt their pride so they scold local marketing talent where no one is around. In addition, satisfaction other than pecuniary reward is important, and transferring authority motivates them and helps in retention. Company welfare helps in retention. They didn't have any company welfare in the early days, but they offer employee trips, and barbecue events now.			

Yoshimura Food Holdings K.K.					
No.2	Alphabet number	Type of Industry	Date and Duration	Method	Country
	B	Food	Aug 31, 2020 14:00 ~ 15:00 Oct 09, 2020 11:00 ~ 12:00	Zoom	Singapore
Q1	They utilize local marketing talent to collect information, because expatriate managers don't know about local's preference and needs.				
Q2	In the early days of expanding, local marketing talent used their intuition for marketing, but now they do marketing numerically by utilizing the knowledge and know-how from the expatriate manager. Since they can hear more information that can't numberize from local marketing talent in daily conversation then conferences, they are building a human relationship to take communication.				
Q3	Allocation	They recruit honest and sure talent as a person			
	Development	In order to prevent misunderstanding in work, detailed instructions are being given to local marketing talent.			
	Evaluation and Compensation	Without using evaluation sheets, the expatriate managers are usually doing their work and judging remuneration and working hours according to daily work. They pay the talents of those who have achieved results.			
	Retention	Daily communication is important because it becomes difficult to work when employees have bad relationships. In addition, the method to keep competent talent is to pay a high salary or bonus, and company welfare is not that important.			

NH Foods Ltd.					
No.3	Alphabet number	Type of Industry	Date and Duration	Method	Country
	C	Food	Oct 14, 2020 09:30 ~ 11:00	Zoom	Thailand
Q1	They recruit local marketing talent by gathering information on the taste of food or its values in food. The value of local marketing talent is important because it cannot be sold locally just because it is sold in Japan, and the information of local marketing talent is effective.				
Q2	In the early days of entry, expatriate managers did all of the marketing work because of brand awareness. However, local marketing talents currently have final decisions such as whether to add or not in the final taste. While wholesale to the local market, sometimes it doesn't match local tastes and local customers don't feel delicious, even though the expatriate managers feel delicious.				
Q3	Allocation	Experienced talent is desirable, but it is difficult to hire. Recruit people who have interest in the industry because they are attached to their company and products.			
	Development	Depending on the local marketing talent's abilities, they are giving the local marketing talent the right position. Since local marketing talent has a strong career orientation, it is necessary to determine the talent's ability and take office in the corresponding position.			
	Evaluation and Compensation	Because marketing is difficult to evaluate by numbers, they are introducing evaluation sheets. Product development introduces meritocracy such as sales, number of development, etc.			
	Retention	Competencyism is appropriate for local marketing talent, and it can lead to motivation and prevent turnover by giving discretion according to individual abilities.			

Takenaka Corporation					
No.4	Alphabet number	Type of Industry	Date and Duration	Method	Country
	D	Construction	Aug 28, 2020 10:00 ~ 11:00 Oct 15, 2020 10:00 ~ 11:00	Microsoft Teams	Malaysia
Q1	They use local marketing talent in sales, use as sales marketing. They are effective on interface with local customers and local needs.				
Q2	The early stages of entry, local marketing talents were collecting local demand and market information, and marketing analysis and planning were conducted by the expatriate managers.				
Q3	Allocation	Since it is difficult to see the talent's marketing ability at the recruitment stage, they hire local talent by determining whether he can communicate with customers rather than work or industry knowledge.			
	Development	At first, by having meetings, it is necessary to understand each other, such as business ideas and ways of thinking. After that, they let local marketing talent think and act on their own to make them move to the next level. The framework for local marketing talent to think is given because it is likely that giving detailed instructions is forcing the Japanese to think.			
	Evaluation and Compensation	They said that local marketing talent is being evaluated using an assessment sheet. It is also important to convince yourself, so feedback is needed after the assessment. To do so, communication between local marketing talent and expatriate managers is important. Moreover, they value processes more than marketing results. It takes time for the results of marketing to come out, and if the results are evaluated at the stage, the motivation of local marketing talent will be reduced until the result comes out. In terms of compensation, the original decision to enter the market was made by negotiation, but because of unfairness, the compensation is decided based on the evaluation table. In Japan, incentives are given every 10 years, but Malaysia has a higher turnover rate than in Japan, so incentives are given every 5 years.			
	Retention	Making local marketing personnel do rewarding work eventually leads to retention. Because of it, some people retire and come back. In addition, they send local marketing talent to Japan for training and tours.			

TAIHO PHARMACEUTICAL CO., LTD.					
No.5	Alphabet number	Type of Industry	Date and Duration	Method	Country
	E	Pharmaceuticals	Oct 16, 2020 14:00 ~ 15:30	Zoom	Singapore
Q1	local marketing talent is effective because they can grasp demands that are in the market.				
Q2	In the early days of its entry into the market, the company focuses on marketing by expatriate managers and local marketing talent operate on sales in order to make new inroads into the market. When local marketing talent have capabilities, they will gradually transfer their authority and carry out marketing with local marketing talent as the main force.				
Q3	Allocation	It is important to trust and communicate with each other first because local marketing talent has different cultures and ways of thinking. However, if they can't trust each other there, expatriate managers and local marketing talent can't communicate smoothly, so they hire people who can trust and don't lie.			
	Development	Instead of giving detailed instructions to work, it is important to give big topics and make local marketing talent think, so they are asked to speak their opinions and ask questions. As a result, local marketing talent can improve their ability to work and gradually transfer authority.			
	Evaluation and Compensation	They are making an evaluation that fits the market and setting up an evaluation sheet (KPI) while discussing with local marketing personnel. By listening to what the local marketing talent think, they can prevent complaining and misunderstanding from both expatriate managers and local marketing talent. The assessment is based on meritocracy.			
	Retention	It is important to give discretion and to give a rewarding job. After hiring local marketing talent, expatriate managers ask them what kind of work they want to do. They also tell local marketing talent what kind of career local marketing talents can expect and realize what expatriate managers promised.			

Anonymous Firm					
No.6	Alphabet number	Type of Industry	Date and Duration	Method	Country
	F	Food	Oct 22, 2020 10:00 ~ 11:00	Zoom	Thailand
Q1	Even if expatriate managers acquire a local language, it is difficult to resolve the language gap. Because of this, communicating in a common language is effective because local marketing talent can accurately communicate to local consumers.				
Q2	The priority is to make local consumers aware that the brand is a Japanese brand, and the role of Japanese expatriate managers in this regard is significant. It is important to collect opinions from local marketing talent about the region or target group, asking them whether the product name or USP is attractive to the Thai people, or where it is effective to do the promotion.				
Q3	Allocation	The focus is on "Job(ジョブ型)" recruitment, which assigns necessary tasks, not regular recruitment. They hire suitable talent to specialize in the job and work contents, and talent with necessary basic knowledge. Those who are close to new graduates with little working experience are also required to hire talented people who can become leaders by the age of 30.			
	Development	OJT in the working place is the center of education after the "Job(ジョブ型)" recruitment, which is based on the basic knowledge required for the work in charge.			
	Evaluation and Compensation	The evaluation sheet determines the promotion once a year.			
	Retention	Competent talents work for a long time if they can understand that working at their company leads to career improvement and self-growth, not just in terms of salary and treatment. To do this, it is important to build a human relationship that can draw the honest thoughts of local marketing talent, such as daily communication and having dinners together, and listen to their opinions properly.			

Mazda Motor Corporation					
No.7	Alphabet number	Type of Industry	Date and Duration	Method	Country
	G	Transfer machine	Oct 27, 2020 12:00 ~ 14:00	Zoom	Thailand
Q1	It is effective in grasping local needs because that is something only those who grew up in the local knows.				
Q2	Since there were 5.6 employees in the early stages of entry, the company has trained local marketing talent to understand its products and strategies. After that, the authority has been transferred step by step. Currently, they have 1 expatriate manager, and the local marketing talent is in charge of all sales and marketing. The expatriate manager works as a connection with other overseas subsidiaries and the headquarters, including utilizing the successful case studies of other subsidiaries. In the R&D sector, expatriate managers are cooperating with local marketing talents. When local marketing talent conduct interviews, they mainly collect current trends or local demand. However, since developing a new product takes four to five years, when the expatriate managers conducts an interview, they collect it with a long look and judge what products will be sold in the next generation.				
Q3	Allocation	Human resource dispatch companies and recruitment sites are not only expensive, interviewers can not know the characteristics of applicants. However, recruitment based on the local talent's personal network is possible to be attached with detailed conditions.			
	Development	It is important to let the local marketing talent work first, and if they gain some skills, they should be given a position to take responsibility. At first, they use Matsuda's talent development system, but they ask local marketing talent what they want to do. But the point is letting the local talents think not just to do the job. They withdraw a plan or proposal that without local marketing talent's thoughts don't.			
	Evaluation and Compensation	Although they employ world-wide common evaluation indexes, they independently set their own half-year goals at each base and confirm and decide on the assessment of their goals with each other. The pay depends on one's results because they adapted meritocracy.			
	Retention	It is important to give high compensation to competent talent and to dissuade them to stay. However, to nurture development talent, it takes about 10 years, so they value rewarding or human relations for the Thai because they easily change jobs. It is also important to understand the characteristics of Thai people when expatriate managers move into Thailand from Japan, however expatriate managers should not force local talent to understand the culture or method of Japan.			

Osaki Medical.Inc					
No.8	Alphabet number	Type of Industry	Date and Duration	Method	Country
	H	Pharmaceuticals	Oct 28, 2020 11:00 ~ 12:00	Zoom	Indonesia
Q1	Local marketing talent is effective because the expatriate managers do not know who to use such as culture, national character, or who will be used for advertisement.				
Q2	In the early days, local marketing talent worked on sale with expatriate managers, and learn knowledge and develop their strength, by doing marketing such as analysis. Currently, the work is divided in sales and marketing, and local marketing talent focuses on marketing. Expatriate managers are in charge of the role of pipe with the management or headquarters.				
Q3	Allocation	Recruitment of experienced workers by a talent dispatch company, with considering of applicants' past work achievements.			
	Development	In order to make local marketing talent work on their own, they are taught in the field as OJT, because experience is considered more important than just teaching. In addition, although the scope of work is set by the expatriate managers, it is important to give them a free work environment and motivate them within the work range while communicating with local marketing talent.			
	Evaluation and Compensation	The results of marketing are difficult to quantify, so they use evaluation sheets to quantify as much as possible. At first, local marketing talent evaluates themselves, and then the managers evaluate them before the final evaluation is decided. Initially, the evaluation was decided by meeting with the boss directly because there was no evaluation sheet, but there was a change in the sense of achievement of the goal by using the evaluation sheet. In the past, they didn't explain about the evaluation to local marketing talent, but now, they explain to them and it leads to local marketing talent's growth. As a compensation method, taking a balance is important in Indonesia because there is a culture that local marketing talents talk about how much salaries each other get.			
	Retention	Although local marketing talent values better living standards such as salary, giving motivations, sending overseas trips, and conducting employee trips once a year are effective in retaining talent by enhancing the sense of attribution of local marketing talent.			

Earth Corporation					
No.9	Alphabet number	Type of Industry	Date and Duration	Method	Country
	I	Chemical	Nov 05, 2020 09:00 ~ 10:00	Offline interview	Thailand
Q1	Only local marketing talent can know locals' favorites such as taste, smell of air fresheners, etc.				
Q2	<p>When they entered the market, the expatriate managers showed leadership and engaged in a series of marketing activities.</p> <p>Local marketing talent were collecting information with the expatriate managers. Now, they transfer authorities to trained talent and cooperate to analyze local needs and present new products. In implementation, presentations to large retailers are conducted by expatriate managers, and other presentations are conducted by local marketing talent.</p>				
Q3	Allocation	Because of the manpower shortage, the market price is also high, so if they don't give local talent a high salary, they can't hire them. Because they want talent who can be worked without training, they hire experienced people from local talent agencies.			
	Development	It could be an expatriate manager's problem, but developing local talent is difficult because local marketing talent often does not understand the teachings from expatriate managers. It is important to gain experience and to get it within the OJT.			
	Evaluation and Compensation	Visualizing is needed in evaluation such as assessment sheets. The same evaluation and compensation is being made for blue color employees. Because the local talent shows how much each other makes, if only competent talent gets paid high salaries, there is a possibility of dissatisfaction, so evaluation standards are needed.			
	Retention	They give local marketing talent to have opportunity to training in Japan. By communicating and working together, a sense of fellowship arises. As it values satisfaction, they give discretion to promote motivation.			

ALPS ALPINE CO.,LTD					
No.10	Alphabet number	Type of Industry	Date and Duration	Method	Country
	J	Electrical equipment	Aug 21, 2020 13:00 ~ 14:00 Nov 06, 2020 11:00 ~ 12:00	Microsoft Teams	Thailand
Q1	Local marketing talent is effective because only they know about information collecting such as local needs and digital marketing.				
Q2	In the early days of its entry, local marketing talent did not have much knowledge, so they worked with expatriate managers and learned about the company's products by gathering information and analyzing such as whether the products will be sold in the market. Now, expatriate managers and local marketing talent are transferring knowledge, through analysis and marketing planning.				
Q3	Allocation	They value whether local applicants will be able to build a career or raise their salary by the age of 30. Because of that, new graduates quit easily, and experienced talent is desirable. Although they usually hire people on the talent dispatch site, sometimes they hire from a local employee's connections because they do not know the personality of the applicants.			
	Development	In the early phase, they conducted OJT, but when everything got settled, a talent developing program was introduced. They send them on business trips to Japan to learn about Japanese culture and their products and build personal connections. They also send local talents a business trip to a Malaysian factory to learn the product flow.			
	Evaluation and Compensation	An expatriate manager came to Thailand and made an English-language evaluation sheet. They meet twice a year in the first and second half of the year to clarify a goal. However, due to the changing situation (such as project cancellation) in half a year, an interim check is made. Although it was basic to raise remuneration when results were made for the goal, they also evaluate and reward efforts and steps to improve the results because marketing results are difficult to visualize. The most important thing is to communicate, which reduces complaints from local marketing talent. That's because the evaluation of local marketing talent and expatriate managers are not at odds.			
	Retention	They can prevent turnover by working hard on talent training. Let them work on rewarding jobs. Be strict but pay a high salary for competent talent.			