

2021 AOTS Webinar [KROP29] Learning from Japan's Long-lived Companies For Sustainable Business Succession and Innovation

Organized by The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)
Collaborated by AOTS Alumni Societies

BACKGROUND

The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) is an organization for human resources development mainly in overseas countries to promote technical cooperation through training, experts dispatch and other programs. Through those programs, we aim at contributing to the mutual economic growth of developing countries and Japan as well as enhancing friendly relations among those countries.

AOTS Webinar KROP29 “Business Succession and Innovation Learning from Japan's Long-lived Companies” is an online seminar (webinar) designed for corporate managers, executives, and successors of companies in developing countries to deepen their understanding of the history and key points of business development and continuation, as well as management decision-making methods, through case studies of Japanese long-lived companies in order to apply them to their own smooth and amicable business succession strategies.

OUTLINE

The management of small and medium-sized enterprises (SMEs) in many countries, including developing countries, has not only been greatly affected by the global pandemic of COVID-19, such as a decline in sales, but has also been forced to make tough choices, such as postponing the timing of business succession or closing the business itself. In Japan, the number of companies that closed or dissolved in 2020 reached a record high of about 50,000, and the pandemic has added to the difficulty of finding successors, which has long been an issue for small business owners. In the case of business succession in Japan, the management resources and philosophies accumulated by successive generations of managers can be a constraint for the current manager and his successors. On the other hand, for the successors, innovation is essential not only to simply take over the business, but also to further grow and develop the company. However, in the face of the global crisis, it has become more difficult than ever to stabilize current businesses, gain the trust of stakeholders, and innovate. As the business and social environment changes in each country, it is urgent to further devise and continue efforts for business succession to ensure business continuity.

In Japan, there are approximately 33,000 companies that have been in business for more than 100 years, which is said that it is the highest number of long-lived companies in the world. In this webinar, we will learn from the case studies of so-called family businesses that have sustained their operations for a long period of time about their essential concepts that support management common to long-lived companies, such as ingenuity and strategies for corporate perpetuation (innovation, search for new businesses, corporate governance, and deepening of existing businesses). The webinar is designed to help participants develop strategies for smooth and amicable business succession.

Specifically, we will look at examples of long-lived companies in Japan to deepen our understanding of the history and key points of business development and continuity, the cultural background of Japan, and the decision-making methods of management. In addition, we will learn perspectives that foreign companies can refer to and put into practice, including timely examples such as ingenuity and innovation in overcoming the management crisis due to the COVID-19.

OBJECTIVES

We aim for owners, executives, and successors of companies and organizations in developing countries to achieve the following goals:

- 1) Deepen their understanding about the characteristics of long-lived companies in Japan.
- 2) Learn about the business succession of Japanese long-lived companies and their innovative approaches.
- 3) Learn about the initiatives and innovations of long-lived companies in the COVID-19 pandemic through case studies, and be able to decide how to promote innovation and how they should prepare for business crisis situations in their own companies.

DATE AND TIME

Friday, 4 March 2022, 4:00-7:00PM (Japan)

*Please check the webinar start time in an applicant's country with **[Table 1] TIME DIFFERENCE WITH JAPAN IN THE TARGET ZONE** or ask it to the AOTS Alumni Society in the leaflet.

TARGET COUNTRIES

All Developing Countries

*Please refer to **[Table 2] LIST OF TARGET COUNTRIES** for details.

NUMBER OF PARTICIPANTS

150 participants in total

TARGET PARTICIPANTS

Owners, executives, successors of companies or organization in developing countries.

[Basic Requirements for Participants]

In order to participate in the training program, the following conditions must be satisfied, in addition to the work experience and position requirements specified for each program.

- a) Participants should live and work in target countries. Japanese is NOT applicable.
- b) Participants should belong to either corporation or organization.
- c) Participants should be 20 years old and over.
- d) Participants should have enough Japanese or English language ability so as to be able to understand the program content.
- e) Participants should not be armed forces personnel.
- f) Participants should not be students.

Notes:

- 1) In the case of applications from other than Japanese-affiliated companies or local companies that hold local capital, the priority for selection becomes lower.
- 2) This training is mainly aimed at the people working in the companies/organizations in the private sector, so those who belong to national or local government agencies are not eligible to participate.

THEME OF THE WEBINAR

- 1) Characteristics of long-lived companies in Japan
- 2) Business succession and innovation in long-lived companies
- 3) Efforts of long-lived companies to cope with business crisis in COVID-19 pandemic

LECTURER

Dr. Yasumiro OCHIAI



Professor, School of Management and Information &
Professor and Acting Dean, Graduate School of Management Information
Innovation, University of Shizuoka

After joining Daiwa Securities Co., Ltd, he was in charge of labor management and RM operations for institutional investors. After that, he turned himself into a researcher and was appointed to Japan University of Economics in 2014 and to University of Shizuoka in 2018.

He is currently engaged in university-based research on corporate business succession from the perspective of business strategy and management. In addition to his research and educational activities at universities, he has taught business succession courses (case method) at Nagoya University of Commerce and Business School and Waseda University Business School. He has been the chairman of the planning and editing committee for the White Book on Family Business since its publication. His book, "The Dilemma of Business Succession," won the Meito Prize of the Japan Society for Applied Management and the Family Business Society Prize (2017).

LANGUAGE

The webinars of the both days will be conducted in **English**.

The lecture material will be prepared and distributed to participants in **English**.

PARTICIPATION FEE

Free. This program will be implemented with the subsidy from the Japanese Government and sponsored by **AOTS Alumni Societies**.

HOW TO APPLY

Contact the AOTS Alumni Society nearby and send the completed application form by email to the person in charge of the Society by the application deadline. After the deadline, AOTS will screen the applicants and select the participants, who will be notified from the AOTS Alumni Society by email. If no AOTS Alumni Society exists in an applicant's country (region), please apply through the AOTS Alumni Society in the nearest area.

For the list of AOTS Alumni Societies, please visit <https://www.aots.jp/en/alumni/about/>.

APPLICATION DEADLINE

Thursday, 10 February 2022 (Japan Time)

*After the deadline, the applicants will be notified as to whether accepted or not by e-mail from the Alumni Society in his/her area.

ONLINE TOOL

Zoom Webinar

*When selected as a participant, the participant will receive an invitation email from the AOTS Alumni Society that he/she applied for. Please register for the webinar by clicking on the link in the email. After registration, a registrant will receive another email including participation button for the webinar. On the webinar day, just click this button.

*Invitation/Confirmation emails will be sent to all the approved participants. If a participant does not receive emails, please contact the AOTS Alumni Society he/she applied for.

NOTES

- ◇ AOTS certificate will not be awarded for this webinar.
- ◇ Attending a webinar in a group is admitted. For details, please ask the AOTS Alumni Society that the participant applied for.
- ◇ Personal information provided by the participants may be used to publicize other AOTS Training Programs and conduct questionnaires based on consent of the participants.
- ◇ Participants shall not reproduce, distribute, or alternate the distributed lecture materials or film the webinar without prior permission from AOTS. Participants are asked to make a pledge not to commit any violation.
- ◇ In the event of an unavoidable accident (war, riot, labor dispute, earthquake, storm, fire, flood, epidemic, etc.) or network / equipment trouble, AOTS may cancel the implementation of the webinar.
- ◇ Do not transfer the meeting information (meeting link/number/password) given to the participants to anyone other than the participants without permission.
- ◇ AOTS will not be held responsible if it becomes difficult for participants to participate in or continue to participate in the webinar due to an unavoidable accident or network/equipment trouble.

INQUIRY

The Association for Overseas Technical Cooperation and Sustainable Partnerships
Overseas Cooperation Group

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[Table 1] TIME DIFFERENCE WITH JAPAN IN THE TARGET ZONE
(Only countries with AOTS Alumni Societies are listed.)

| Country (Region) | Time difference with JST () indicates the time difference during daylight savings time. |
|------------------------------------|---|
| Mongolia (Ulaanbaatar) | JST - 01:00 |
| Malaysia | JST - 01:00 |
| Philippines | JST - 01:00 |
| Cambodia | JST - 02:00 |
| Indonesia (Jakarta) | JST - 02:00 |
| Thailand | JST - 02:00 |
| Viet Nam | JST - 02:00 |
| Myanmar | JST - 02:30 |
| Bangladesh | JST - 03:00 |
| Nepal | JST - 03:15 |
| India | JST - 03:30 |
| Sri Lanka | JST - 03:30 |
| Pakistan | JST - 04:00 |
| Georgia | JST - 05:00 |
| Iran | JST - 05:30 (JST- 4:30) |
| Ethiopia | JST - 06:00 |
| Kenya | JST - 06:00 |
| Tanzania | JST - 06:00 |
| Turkey | JST - 06:00 |
| Egypt | JST - 07:00 |
| South Africa | JST - 07:00 |
| Sudan | JST - 07:00 |
| Zambia | JST - 07:00 |
| Cameroon | JST - 08:00 |
| Nigeria | JST - 08:00 |
| North Macedonia | JST - 08:00 (JST - 07:00) |
| Ghana | JST - 09:00 |
| Argentina | JST - 12:00 |
| Brazil (Sao Paulo, Rio de Janeiro) | JST - 12:00 (JST - 11:00) |
| Bolivia | JST - 13:00 |
| Paraguay | JST - 13:00 (JST - 12:00) |
| Venezuela | JST - 13:00 |
| Peru | JST - 14:00 |
| Mexico (Mexico City, Monterrey) | JST - 15:00 (JST - 14:00) |

[Table 2] LIST OF TARGET COUNTRIES

Applicants should be residing in the following countries.

| Asia (24) | Oceania (15) | Middle East (9) | Europe (10) |
|------------------|---------------------|------------------------|------------------------|
| Afghanistan | Fiji | Armenia | Albania |
| Bangladesh | Kiribati | Azerbaijan | Belarus |
| Bhutan | Marshall | Georgia | Bosnia and Herzegovina |
| Cambodia | Micronesia | Iraq | Kosovo |
| India | Nauru | Jordan | Moldova |
| Indonesia | Niue | Lebanon | Montenegro |
| Iran* | Palau | Palestine | North Macedonia |
| Kazakhstan | Papua New Guinea | Syria | Serbia |
| Kyrgyzstan | Samoa | Yemen | Turkey |
| Laos | Solomon | | Ukraine |
| Malaysia | Tokelau | | |
| Maldives | Tonga | | |
| Mongolia | Tuvalu | | |
| Myanmar | Vanuatu | | |
| Nepal | Wallis and Futuna | | |
| Pakistan | | | |
| Philippines | | | |
| Sri Lanka | | | |
| Tajikistan | | | |
| Thailand | | | |
| Timor-Leste | | | |
| Turkmenistan | | | |
| Uzbekistan | | | |
| Viet Nam | | | |

| Africa (54) | | Latin America (28) | |
|----------------------|-----------------------|---------------------|-------------|
| Algeria | Liberia | Antigua and Barbuda | Guyana |
| Angola | Libya | Argentina | Haiti |
| Benin | Madagascar | Belize | Honduras |
| Botswana | Malawi | Bolivia | Jamaica |
| Burkina Faso | Mali | Brazil | Mexico |
| Burundi | Mauritania | Colombia | Montserrat |
| Cabo Verde | Mauritius | Costa Rica | Nicaragua |
| Cameroon | Morocco | Cuba | Panama |
| Central African Rep. | Mozambique | Dominica | Paraguay |
| Chad | Namibia | Dominican Republic | Peru |
| Comoros | Niger | Ecuador | St. Lucia |
| Congo | Nigeria | El Salvador | St. Vincent |
| Congo, Dem. Rep. | Rwanda | Grenada | Suriname |
| Côte d'Ivoire | Sao Tome and Principe | Guatemala | Venezuela |
| Djibouti | Senegal | | |
| Egypt | Sierra Leone | | |
| Equatorial Guinea | Somalia | | |
| Eritrea | South Africa | | |
| Eswatini | South Sudan | | |
| Ethiopia | St. Helena | | |
| Gabon | Sudan | | |
| Gambia | Tanzania | | |
| Ghana | Togo | | |
| Guinea | Tunisia | | |
| Guinea-Bissau | Uganda | | |
| Kenya | Zambia | | |
| Lesotho | Zimbabwe | | |

*Iran is a member of South Asia Federation of AOTS Alumni Societies (SAFAAS) and is classified as Asia not Middle East.

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