# The Invisible Link

Japan's Sogo Shosha and the Organization Trade M. Y. Yoshino Thomas B. Lifson

# The Invisible Link Japans Sogo Shosha And The Organization Of Trade

**Jonathan Morris** 

#### The Invisible Link Japans Sogo Shosha And The Organization Of Trade:

The Invisible Link Michael Y. Yoshino, Thomas B. Lifson, 1986 A sogo shosha is like no other type of company The Invisible Link provides a systematic and well balanced description that covers virtually all aspects of sogo shosha operations from finance to personnel The sogo shosha is not defined by the products it handles or even by the services it performs for it offers a broad and changing array of goods and functions Its business goals are equally elusive for maximization of profits from each transaction is clearly not the major goal at either the operating or philosophical level. The sogo shosha could be broadly defined as a large diversified multinational enterprise engaged primarily in trading Yet it is a uniquely Japanese business operation whose structural and strategic dynamics have no close counterparts in North America and Europe There are only nine sogo shosha in Japan six of them of major significance and the largest employs fewer than 15 000 Among them they handle about one half of all of Japan's exports and imports The sogo shosha typically deal in bulk in products that are highly standardized and technologically unsophisticated raw materials commodities intermediary products A large sogo shosha will finance develop manufacture and or carry over 20 000 different items from noodles to missiles as one slogan has it The Invisible Link gives detailed coverage to such topics as historical evolution of the sogo shosha strategic responses and competitive dynamics culture and organization administrative structures and processes human resource systems career outcomes interunit and interfirm coordination sectional and network organization and emerging challenges as the nature of the Japanese economy changes M Y Yoshino is Professor of Business Administration at the Harvard Business School Two of his books Japan's Managerial System and The Japanese Marketing System were published by The MIT Press Thomas B Lifson is an Associate in the Program on US Japan Relations at Harvard University On the Record Re Japan ,1993 Tapan and the Global Economy Jonathan Morris, 1991 First published in 1991 Routledge is an imprint of Taylor Francis an informa American Power, the New World Order and the Japanese Challenge W. Nester,1992-12-18 This book analyzes company US Japan relations amidst the changing nature of power and international relations Chapters explore the relative successes and shortcomings of American liberalism and Japanese Neomercantilism the bilateral trade duels over finance high technology agriculture and other industries and the costs and benefits of foreign investment and military spending The book concludes with suggestions for a systemic and radical overhaul of American policies toward itself the global economy and *Industrial Dynamics* B. Carlsson, 2012-12-06 This book is based on the papers presented at a conference on New Iapan Issues in Industrial Economics held at Case Western Reserve University Cleveland Ohio June 8 10 1987 The conference was organized by the Research Program in Industrial Economics RPIE in the Department of Economics at CWRU and was sponsored by The Cleveland Foundation the Eaton Corporation and The Standard Oil Company later renamed BP America Inc Their generous support is gratefully acknowledged All of the papers have been revised in several cases extensively since their presentation at the conference One of the primary reasons for organizing the conference was the concern that

Industrial Economics has become too narrowly focused in most academic programs largely being confined to Industrial Organization i e issues of public policy towards enterprise with emphasis on antitrust and regulatory policy This subject definition leaves out a number of interesting and important questions about how industries evolve over time what the role of technological change and organizational change is in that process and the associated structural changes within industries and firms The object of this book is to derme these issues and suggest a framework within which they can be analyzed I would like to thank all the conference participants for their contributions particularly my colleagues at CWRU Asim Erdilek and William S Peirce without whose encouragement and support the conference would not have taken place Corporate Finance Jonathan Barron Baskin, Paul J. Miranti, 1999-12-28 An overview of the role of institutions and organisations in the development of corporate finance The Rise of Modern Business Mansel G. Blackford, 2012-07-01 The Rise of Modern Business compares and analyzes the development of business and business institutions in several countries from the preindustrial era to the present Paying close attention to connections between business development and political social and cultural changes Blackford addresses both manufacturing and nonmanufacturing firms small firms as well as big businesses For this third edition he updates his study in light of new scholarship with special attention paid to the structural diversity of business firms and with a timely discussion about the reciprocal relationship between business and the environment The business history of Germany is extensively updated and there is entirely new coverage of the business history of China a country whose growing political and economic prowess on the world stage demands the historical and contextual understanding of business scholars today **Technology Transfer in International Business Tamir** Agmon, Mary Ann Von Glinow, 1991-08-01 This important collection examines the means by which technological knowledge is transferred from countries that develop it to those who need it Written by well known authorities and derived from a conference held at the University of California and sponsored by IBEAR International Business Education Research Program the contributions focus on the transfer of technology from Western countries to Asian countries Enterprise as an Instrument of Civilization Hirochika Nakamaki, Koichiro Hioki, Izumi Mitsui, Yoshiyuki Takeuchi, 2015-07-25 In this book the functions and dynamics of enterprises are explained with the use of anthropological methods The chapters are based on anthropological research that has continued mainly as an inter university research project which is named Keiei Jinruigaku of the National Museum of Ethnology Japan since 1993 These studies have a twofold aim to clarify that enterprises are not only actors in economic activity but also actors that create culture and civilization and to find the raison d tre of enterprises in a global society Business anthropology is an approach to the investigation of various phenomena in enterprises and management using anthropological methodology e.g. participant observations and interviews Historically its origin goes back to the 1920s 30s In the Hawthorne experiments the research group organized by Elton Mayo recruited an anthropologist Lloyd W Warner and conducted research on human relations in the workplace by observation of participants Since then

similar studies have been carried out in the United States and the United Kingdom In Japan however such research is guite rare Now in addition to anthropological methods the authors have employed multidisciplinary methods drawn from management economics and sociology The research contained here can be characterized in these ways 1 Research methods adopt interpretative approaches such as hermeneutic and or narrative approaches rather than causal and functional explanations such as cause consequence relationships 2 Multidisciplinary approaches including qualitative research techniques are employed to investigate the total entity of enterprises with their own cosmology In this book the totality of activities by enterprises are shown including the relationship between religion and enterprise corporate funerals corporate museums and the sacred space and or mythology of enterprises Part I provides introductions to Keiei Jinruigaku and Part II explains the theoretical characteristics of Keiei Jinruigaku In addition research topics and cases of Keiei Jinruigaku are presented in Part III The Role of Foreign Direct Investment in East Asian Economic Development Takatoshi Ito, Anne O. Krueger, 2007-12-01 The international flow of long term private capital has increased dramatically in the 1990s In fact many policymakers now consider private foreign capital to be an essential resource for the acceleration of economic growth This volume focuses attention on the microeconomic determinants and effects of foreign direct investment FDI in the East Asian region allowing researchers to explore the overall structure of FDI to offer case studies of individual countries and to consider their insights both general and particular within the context of current economic theory Traders Geoffrey G Jones, 2013-02-01 This book is a detailed account of the evolution and theory of multinational trading companies The book features contributions from an international selection of US European and Asian economists and business historians which demonstrate the importance of trading companies in trade and investment flows in the world economy from the nineteenth century to the present The authors adopt evolutionary and comparative perspectives to examine diversification strategies and organizational structures This innovative study provides a major new dimension to our knowledge of the history and theory of international business Japan's Postwar History Gary D. Allinson, 2004 The second edition of the book that provides a unique integrated analysis of Japan's social political and economic history from 1932 until the present day **Learning in Likely Places** John Singleton, 1998-09-13 In this collection of nineteen case studies edited by John Singleton the contributors describe the transferral of knowledge and practice within particular communities of Japanese artisans workers artists musicians and professionals Together the essays aim to demonstrate the rich variety of pedagogical arrangements and learning patterns both historical and contemporary through which the Japanese pass on both cultural and practical knowledge **Japanese Takeovers** W. Carl Kester, 2003-11 This is a reprint of a previously published work It deals with japanese mergers and acquisitions which reached a zenith in the 1980s

**Globalizing the Soybean** Ines Prodöhl,2023-03-09 Globalizing the Soybean asks how the soybean conquered the West and analyzes why and how the crop gained entry into agriculture and industry in regions beyond Asia in the first half of the

twentieth century Historian Ines Prod hl describes the soybean s journey centered on three hubs Northeast China as the crop s main growing area up to the Second World War Germany to where most of the beans in the interwar period were shipped and the United States which became the leading cultivator of soy worldwide during the 1940s This book explores the German and U S adoption of the soybean being closely tied to global economic and political changes such as the two world wars and the Great Depression The attraction of the soybean to stakeholders on both sides of the Atlantic was linked to a need for cheap alternatives to butter and lard and a desire for greater quantities of meat which led to the soybean becoming a cheap resource for fat and fodder Only occasionally was it also used as food This volume is useful for anyone who is studying or interested in economic history and commodity trading in the twentieth century It is also connected to the histories of capitalism globalization imperialism and materiality The Open Access version of this book available at www taylorfrancis com has been made available under a Creative Commons Attribution Non Commercial No Derivatives 4 0 license **the Forest** Peter Dauvergne, 1997 This book is the first to analyze the environmental impact of Japanese trade corporations and aid on timber management in the context of Southeast Asian political economies It is also one of the first comprehensive studies of why Southeast Asian states are unable to enforce forest policies and regulations **Japanese Influences and Presences in Asia** Ian Reader, Marie Soederberg, 2013-11-19 While scholarly works on this topic have to date mainly concentrated on Japan's influences in economic and political terms this volume examines Japanese influences in Asia from a broader perspective. The text takes into account human factors such as the presence of Japanese people as workers managers and visitors in Asian societies and the flow of Japanese goods in terms on their impact on popular culture In addition the book examines the feelings within other Asian nations such as India and Malaysia to the Japanese presence looking at Japanese the people's aspirations expectations and at times disappointments Written by Asian and Western scholars from variety of academic perspectives the essays in this volume analyze the topic at both macro and micro levels. They examine the variegated and highly differing influences and presences of Japan as seen from a number of view points from street perspectives and the world of popular culture to global political issues to questions of regional investment and the cultural and economic aspirations of Chinese students in Japan An Empire of Schools Robert Cutts, 2015-05-20 Based on in depth analysis extensive interviews and a journalist s keen insight An Empire of Schools provides a new framework to explore the misunderstandings that have arisen between Japan and the United States The vital determining issue that complicates U S Sino communications Cutts says is not the cultural incompatibilities of the people or economies but the fact that all Japanese leaders emerge from the same educational treadmill or cartels of the mind This revered system crowned by five national and private universities and from which almost all Japanese leaders emerge teaches its students that they are inherently incapable of sharing their values civic or personal with those of any other civilization Describing an educational system that has been left fundamentally unchanged since the Meiji Empire Cutts depicts the elites who graduate from the system

describes what ethical philosophy is imparted to those graduates and warns of the dangers of nationalist elitism that arise from the system Filled with personal anecdotes as well as critical interviews An Empire of Schools traces the potential consequences to Japan and the Pacific Rim of an educational system that begins imparting an elitist doctrine in kindergarten that extends to the highest levels of Japanese government **How Asia Got Rich** Edith Terry, 2015-05-20 Within a few short months in 1997 Asian economies that had been considered not only healthy but miraculous suddenly fell off a precipice as investors withdrew massively first from Asian currencies and in rapid order from equity markets across the region On October 27 1997 the turmoil in Asian markets spooked Wall Street in the largest single day decline in history a drop of 550 points It was predicted that the Asian crash could drive the US trade deficit from 191 billion to 300 billion by 1998 creating huge new tensions in relations with some of the largest US trading partners. These wrenching changes following a generation of success raise numerous questions about the steps that led to the crisis its likely outcome and the limits and constraints of Asian capitalism Edith Terry presents a blow by blow account of the crisis beginning with the 1996 collapse of the Bangkok Bank of Commerce In her overview she links the fall of the Asian miracle with the theme of globalization arguing that the crisis demonstrates the urgency of dismantling restraints to trade investment and financial services and that the United States should take leadership in pushing for new and sweeping reform through the World Trade Organization and in bilateral negotiations with its trading partners The final section of the book deals with the rise of the Asian miracle how the myth was created who created it why it succeeded for so long and is informed by analysis of the Japanese prototype *Iapanese* Business Subhash Durlabhji, Norton E. Marks, Scott Roach, 1993-01-01 This collection of readings is intended to serve as a foundation for those expecting to have commercial interaction with the Japanese The selections from sources not limited to mainstream business journals address various aspects of the cultural environment of Japanese business and discuss communication and interpersonal relationships the institutional and legal environment management and marketing and the Japanese approach to manufacturing Some specific topics the influence of Confucianism and Zen on the Japanese organization gift giving the ethnography of dinner entertainment spiritual education in a Japanese bank women managers

Unveiling the Magic of Words: A Report on "The Invisible Link Japans Sogo Shosha And The Organization Of Trade"

In a world defined by information and interconnectivity, the enchanting power of words has acquired unparalleled significance. Their power to kindle emotions, provoke contemplation, and ignite transformative change is really awe-inspiring. Enter the realm of "**The Invisible Link Japans Sogo Shosha And The Organization Of Trade**," a mesmerizing literary masterpiece penned by way of a distinguished author, guiding readers on a profound journey to unravel the secrets and potential hidden within every word. In this critique, we shall delve to the book is central themes, examine its distinctive writing style, and assess its profound impact on the souls of its readers.

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