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Philanthropy Management in Japanese Companies: A Case Study of IEON

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With the changing of external environment and increasingly competition, Japanese companies encounter the challenge of continually enhancing effectiveness. More over, they are strongly required to undertake social responsibility and social contribution, which is called “philanthropy management” in this research.

The purpose of this research is to explore and examine philanthropy management in Japan. Through a concrete example of how philanthropy management is performed within the IEON, this research further constructs a model of philanthropy management for Japanese companies.

The major research question of our research is that how the philanthropy management is effectively carried out within the IEON. It includes three following questions: (a) How is the importance of philanthropy management explained to middle-managers and employees by top management; (b) what role does the department of Philanthropy Management play in organizational development; (c) what is the adopted management system for Philanthropy Management within IEON?

Based on literature review and case study analysis, the Department of Philanthropy

Management (DPM) within IEON plays a role of inter-mediator or facilitator between customers, suppliers, NPO, stakeholders and the IEON Company. First, the DPM adopts “the system of the customers being the vice store manager” to examine how the service is satisfied from perspective of the customers; secondly, the DPM helps the employees understand Philanthropy Management and promotes their self-improvements; thirdly, the DPM connects the branch stores at the top level and organizes conversations among them, besides, the DPM brings customers, suppliers and other departments within IEON together to trigger potential collaboration among them and solve organizational problem; fourthly, the DPM also adopts employee registration system and employee development support. The management system involved in the DPM of IEON is transparent and effective.

For the theoretical implications, this research redefines Philanthropy Management, recognizes the role of Philanthropy Management for an organization, and proposes a model of Philanthropy Management. For the Practical implications, this research can be used as a reference for other companies who are confused of or intend to implement Philanthropy Management.

This research didn't describe philanthropy management in Europe. A comparison of similarity and difference between Europe, America and Japan should be further dug up in the future regarding Philanthropy Management.