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Description	シンポジウム

2B12      Air Liquide's R&D in Japan : Transnational  
            Operation of a Medium Size Chemical Company

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**ABSTRACT**

The Presentation will discuss the motivations, procedure, achievements and difficulties of our R & D activity in Japan.

Viability of R & D operation in Japan is mostly restricted to global firms aiming at a transnational operational strategy (as an intermediate between international and multinational) and possessing at least one significant edge (preferably technological) against domestic industries.

Major factors of success rely on the definition and implementation of a stable, long term industrial corporate policy, supported by a hybrid personnel management system and determined organizational commitment. Functional structuring of synergy between Research, development, product implementation and marketing on local ground is essential for the success of the operation. Attracting talented local human resources will depend critically on the delegation of motivating R & D challenges within above environment.

The story of transnational R & D operation

Prerequisite :           Definite Corporate Commitment  
                          Long term strategic Plan  
                          Corporate Culture shared effectively  
                          Credible technological (other?) asset

Factors of success

Wholly controled operation  
Physical domestic presence  
Domestic corporate integration and recognition  
Motivating objectives and recognition of  
achievements

Internationalization Criteria :

2 Sided Problem :    Us   <---> Others

Knowledge of oneself  
Emphasis on universal, common values  
Understand the remaining few differences  
    ---> Tolerate, accept, work within them  
    ---> Adjust in order to become global  
          corporation

Major Differences = Mutual Inspiration for global firms

?	?
----->	<-----
Recognition and reward of Individual	Industrial philosophy Capacity for creation of market
Corporate globalization	Patience, Commitment
Communication skills	Personnel as asset (not tool) Globalization of job
Cartesian Logics	Harmonious fuzziness

Difficulties :

Talented Personnel and motivating him properly.  
Reach harmony within intrinsic conflictual environment.  
Structural : Land, Regulations, Cost, Communication.