

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

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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.