



New Horizon

How Asian/Pacific Business Schools Can Respond
to Changing Expectations from Globalizing
Asian/Pacific Regional Businesses?

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My Objectives Today

- I would like to try to share with you my personal perspective based on my business experiences for 35 years in an MNC, Honda, and 15 years in academic society both in Japan and the U. S.

My points

- 1 Asian/Pacific business schools have to be vital centers to develop business leaders for globalizing regional (Asian/Pacific) corporations with deeper understanding of their future direction.
(Not a simple copy of European and American business schools)
- 2 However, we have many things to learn from them.

Color Coding

for following slides

- **First Page of New subject will be indicated by blue letters**
- **Examples will be shown with green letters**

Examples are mainly based on my past experiences at Honda and current observation at OSU

Asian/Pacific Market is Drastically and Quickly Changing

First stage

Manufacturing for export to other parts of the world

Mainly by foreign investors

Taking advantage of low labor cost

Second stage

Additional manufacturing for own growing regional market

Still mainly by foreign investors but some regional investors



Further Development



Third stage

Export for other parts of the world by more regional investors

More aggressive sales activity by regional investors in global market

Forth stage and future stage

Manufacturing in global market by Asian and Pacific MNCs

As an Example

Honda's Activity in Asian/Pacific

In early stage

1964 Asian Honda (Thailand)

Motorcycle production

Thailand 1967

Malaysia 1969

Indonesia 1971

Philippine 1973



As an Example
Honda's Activity in Asian/Pacific

Automobile production

Malaysia 1969

Indonesia 1975

Thailand 1984

New Zealand 1988

The Philippines 1992

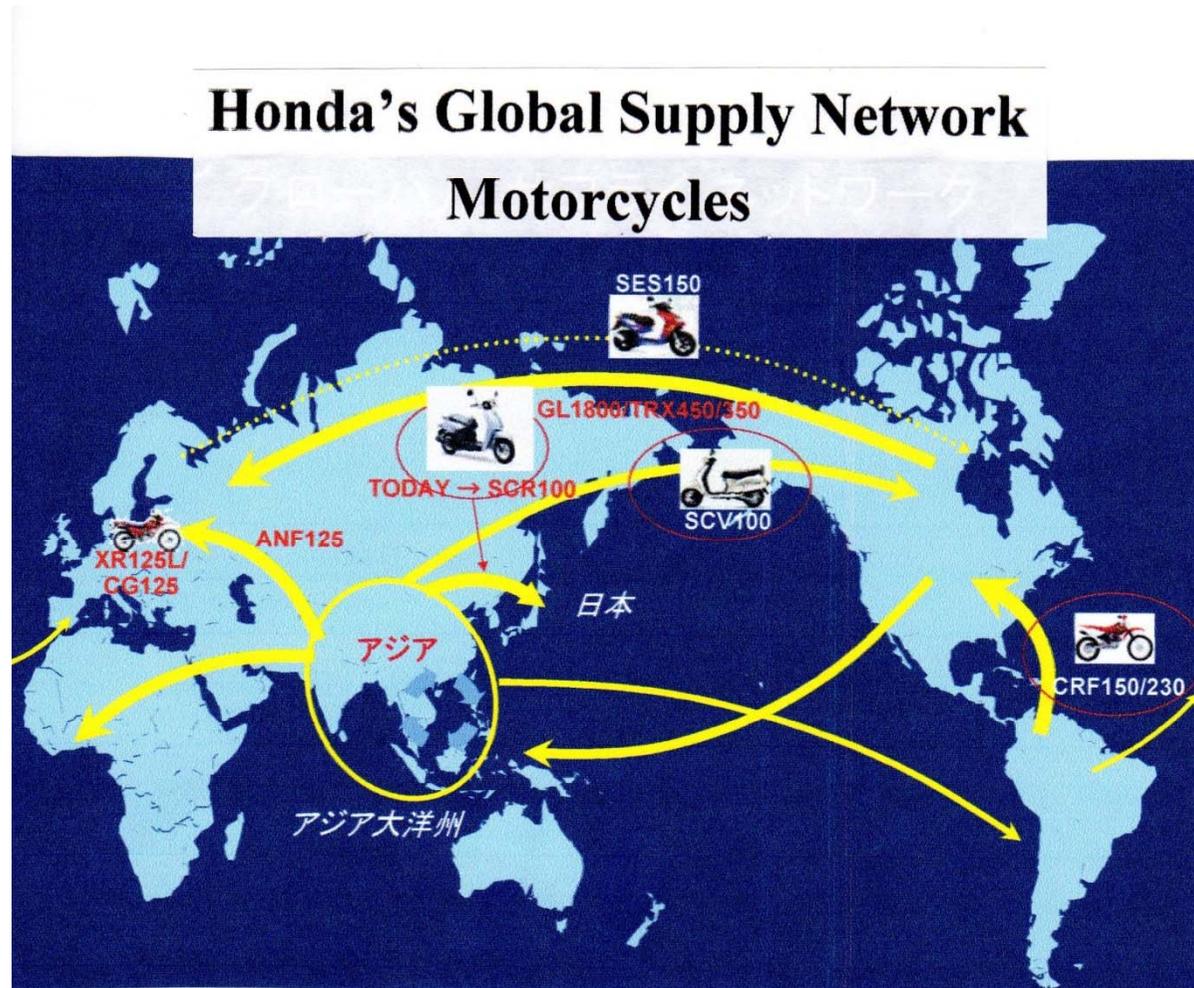
Pakistan 1994

India 1998



From Regional Market to Global Arena

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Honda's Regional Transaction for Shanghai Motorcycle Plant

Parts and engine supply, Export



Honda's Regional Structure

Asia/Oceania Region

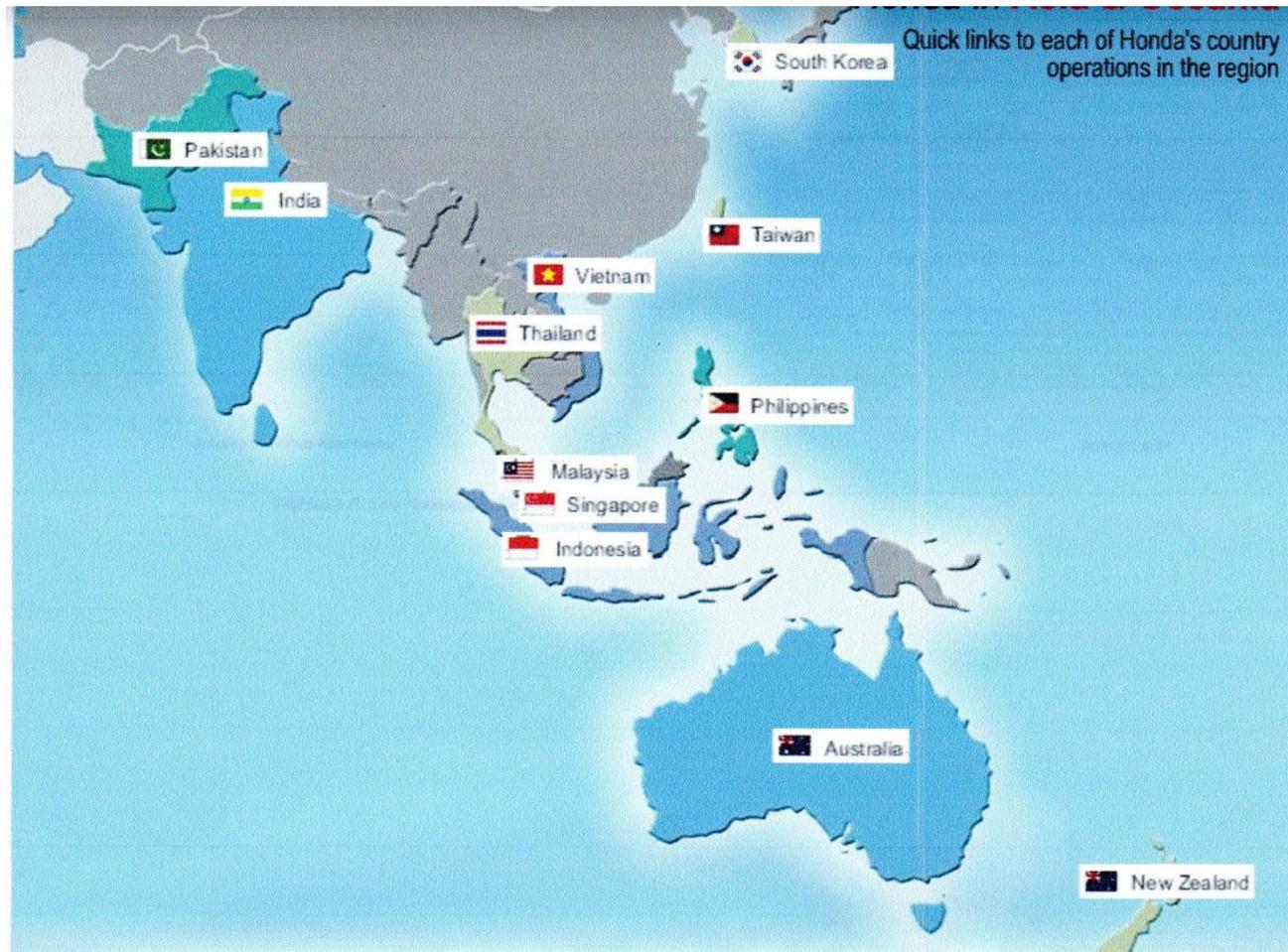
Regional headquarters Bangkok, Thailand

- 9 Automobile Plants
- 8 Motorcycle Plants
- 3 R&D Centers
- 2 Engineering facilities
- Sales Office in each country



Honda has China Region separately

Honda's Operation in Asian/Pacific Region



Honda's Operation in Asian/Pacific Region

In summary, Honda's operation in Asian/Pacific Region can be characterized as

- 1 Self-reliant production and sales activity for the region

At the same time

- 2 A vital part of Honda's global operation

Changing Expectation for Future Business Leaders in Asian/Pacific Region

Previously Asian/Pacific business leaders were not necessarily required to have deep understanding about global market and strong background in global business. However

Here Are New Expectations

Future business leaders should

- Always maintain global viewpoint
- Have deeper cross-cultural understanding.
- Be capable to work with people who have different cultural background.
- Have high communication skill including language proficiency.
- Flexibly respond to unexpected changes of business environment.
- Be willing to live in foreign countries.

Establish Unique Asian/Pacific-Business Schools

- Asian/Pacific business schools are responsible for developing future business leaders who can contribute to regional (Asian/Pacific) corporations to make them competitive in global arena.
- Asian/Pacific business schools need to develop unique MBA programs and teaching methods that are not simply a copy of European and American business schools.



Business Schools Which Can Cope with Changing Corporate Behaviors and Structures

- In many MNCs, cross-functional, project-oriented internal activity is becoming more crucial and common.
- They have to knock down many internal silos in their organization to meet ever-changing market situation.

*For example,
Honda's SED System*

Cross-functional team

- S: Sales
- E: Engineering, Production
- D: R&D
- Many small and large projects
- Examples
 - New product development,
 - New plant construction,
 - New business model

HONDA

The Power of Dreams

Cross-functional MBA Education



- Universities are still silo society which may not be functional to cope with corporate direction.
- Universities should try to find an effective way to mobilize their resources to respond to new direction in business community.
- Business schools could be a pioneer to destroy academic silos internally because business schools are located at the best position to work with business community and convey their expectations to academic community.

Cross-functional MBA education

- Mobilize all available resources of your university into MBA education
- Develop curriculum with more involvement of other colleges/ departments
- Provide joint degree programs

For example: Fisher College of Business
Master in Business Logistics
Engineering

Industry expectation

- Designing and coordinating the flow of goods and information through supply chains is one of today's fastest growing and exciting professions.
- Companies are continuously challenged to reduce logistics costs while providing higher service levels to their customers.
- In response, many firms are looking for a new breed of logistics professionals who combine strong managerial and technical skills.

MBLE (Master in Business Logistics Engineering)

- Fisher College of Business and College of Engineering are jointly offering a specialized graduate program,
The Master in Business Logistics Engineering (MBLE).

MBLE Faculty

- Fisher College's Department of Marketing and Logistics and the College of Engineering's Department of Integrated Systems Engineering



To Insert Global Viewpoint in Every Discipline of MBA Program

- Establish Faculty Development Program to meet changing global business environment
- Keep deeper understanding about regional business and try to connect it to the understanding of global business
- Revise your syllabus from global viewpoint
- Promote more routine involvement of global business executives (Retired and active) in your classroom as guest speakers, adjunct professors, mentors, and partners for team teaching.

More Effective Collaboration between BS and Corporations

An Example at OSU

Center for Operation Excellence

- The COE is a unique partnership of business leaders and educators who share a common ideal of achieving competitive advantage and excellence in operations management through education, research and networking.

COE



- Financial support by member corporations to COE
- Many seminars for member corporations
Speakers: Faculty and managers of members
- Consultation for members
by faculty and MBA students
- Joint projects to develop cases

Excellent mutual learning process between faculty and member corporations

*Center for International Business
Education and Research
(CIBER)*



- U. S. Department of Education Says
“This program provides funding to schools of business for curriculum development, research, and training on issues of importance to U.S. trade and competitiveness.”
- **CIBER is funded by U.S. Department of Education.**

CIBER Mission

- *Be national resources for the teaching of improved business techniques, strategies, and methodologies that emphasize the international context in which business is transacted;*
- *Provide instruction in critical foreign languages and international fields needed to provide an understanding of the cultures and customs of U.S. trading partners;*

CIBER Mission (Continued)

- *Provide research and training in the international aspects of trade, commerce, and other fields of study;*
- *Provide training to students enrolled in the institution or institutions in which a center is located;*

CIBER Mission (Continued)

- *Serve as regional resources to local businesses by offering programs and providing research designed to meet the international training needs of such businesses; and*
- *Serve other faculty, students, and institutions of higher education located within their respective regions*

CIBER

- Now 30 CIBERs in U. S.
- <http://www2.ed.gov/programs/iegpscibe/index.html>

CIBER is contributing to promote globalization of BS education in U. S.

- Encourage more BS faculty to be globalized
 - Financial and administrative support to more faculty to go abroad for research
 - Recruit faculty as a coordinator for students' overseas project
 - Facilitate collaboration between BS and other colleges/department
 - Connect faculty to international organizations and government agencies

*Another demand for Asian/Pacific BS
Future Emphasis on Executive MBA
Program*

- Ever-globalizing MNCs in Asian/Pacific Region need to develop their executives to meet changing global and regional markets and more sophisticated business models in the future.
- Business schools should be prepared well for this coming challenge.
- Executive MBA program could be an effective tool to respond to future educational demand from business community.

My Proposal for Asian/Pacific Business Schools



(1) Case study

- Systematic development of cases about regional corporations, especially MNCs
- Case study training for faculty
 - Case writing and teaching method
- Asian/Pacific Case Library administrated by AAPBS

(Harvard University now has 100 China cases and 70 of India. Dean Nitin Nohria, WSJ 9-2-10)

My Proposal (Continued)

- (2) At least one CIBER for each country in Asian/Pacific region funded by each government.
- (3) “Business Schools-Business Community Collaboration Model Contest” sponsored by AAPBS.



Value Addition to MBA Graduates

- Business schools need to strive continuously to maintain or increase market value of MBA graduates from strategic viewpoint even if they are currently earning high appreciation in business community.



Competition

Old and new competitors to Asian/Pacific MBA graduates

MBA graduates from European and American BSs who are looking for growing and exciting job opportunities in Asian/Pacific Region, including “Returnees”

Question: Who can produce more competitive MBA graduates for Asian/Pacific business community?

European/American BS or Asian/Pacific BS?

How?

Institutional approach to understand

- Changing business community
- Changing expectation to BS from them

Systematic and continuous approach

How?

Tracking survey (Customer Satisfaction Survey)

- How BS graduates are doing in business community after they completed MBA degrees?
- How are they contributing?
- Why they are not doing well, if so?

Use MBA students as junior consultants to increase their market value

An Example

Fisher Professional Services (FPS)

- The fee-based consultancy housed within Fisher College of Business. FPS delivers solutions to global, national, and local clients focused on lines of business that bridge Fisher and OSU's academic departments and functional areas.
- MBA students work as consultants under the guidance of faculty. An excellent opportunity for them to be prepared for “real” world.

In Summary

- Asian/Pacific business is moving toward more globalization.
- Business Schools have to be well prepared by globalizing its activity.
 - Let establish Business Schools with Asian/Pacific taste
 - However don't forget many things we can learn from American/European BS



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**Your comment by e-mail is very much
appreciated**

