

Live Webinar

Globalizing the Japanese Company: Stakeholder Capitalism Meets Shareholder Capitalism

March 10, 2021



Featuring:

Sarah Lubman, Acting Chief Communications Officer, SoftBank Group International

Annamarie Sasagawa, Director, Corporate Culture (Global), Kao Corporation

Moderator:

Alicia Ogawa, Director, Project on Japanese Corporate Governance and Stewardship,
Center on Japanese Economy and Business, Columbia Business School

On March 10, 2021, CJEB held a live webinar featuring Sarah Lubman and Annamarie Sasagawa, with Alicia Ogawa serving as moderator. The speakers discussed how given Japan's declining population and low levels of economic growth relative to the rest of the world, the continued success of many Japanese publicly traded companies will depend upon their ability to grow their businesses outside their home market. They also commented on how Japanese firms' successes and challenges in globalizing their businesses are often explained in cultural terms. They focused their discussion on more concrete issues such as branding, HR management processes, compensation policies, board of directors, investor relations departments, and legal systems. The speakers also noted that stock prices are always a leading indicator of progress—in this case, stock prices will reflect the degree of progress in increasing revenues and human resources from outside Japan. Furthermore, they spoke about some of the specific challenges or opportunities that Japanese firms face in terms of dealing with foreign shareholders. The webinar concluded with a Q&A session with the audience. To view the video recording of the webinar, please visit <https://youtu.be/hZ7Rl1k8UoU>.