

Developments In Business Simulation & Experiential Exercises, Volume 17, 1990

AN INQUIRY INTO JAPANESE MARKETING: WORKSHOP ON TEACHING JAPANESE MARKETING

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ABSTRACT

This workshop on teaching Japanese marketing covers a complete course module based on current research. Pedagogical tools included in the presentation are a problem solving slide program, an experiential exercise on a Japanese consumer, a student run video case on Kodak and Fuji and a bibliography on Japanese marketing. The discussion will focus on the basic marketing paradigm and four major international marketing debates in relation to Japanese marketing today.

INTRODUCTION

The international marketing course is taught in over 58% of Business Schools in the USA (AIB Survey 1986). While there is general agreement on the inclusion of the course in the curriculum, there is a lack of Consensus on the content areas to be included in the course. The customary approach has been to teach the course as applied US marketing. This ethnocentric preoccupation (Cavusgil and Nevin 1981) has hampered the development of alternative approaches to course content, pedagogy and research methodology (Schollhammer 1973). Another problem has been costs: the transactions costs and production costs of developing an area of study (Dunning 1989).

A properly designed international marketing course can reduce both the ethnocentric preoccupation and the costs; by balancing European, Japanese and American marketing perspectives and issues. Another approach is to offer separate courses in each of these areas. The costs of the second approach would be higher. A focus on any single perspective may make the course eurocentric or nijponcentric. While there is considerable familiarity with European marketing in the US, Japanese marketing has not been integrated into the international marketing course. Japanese culture and several US-Japan trade issues have appeared in a few recent textbooks in international marketing (Onkvisit and Shaw 1989).

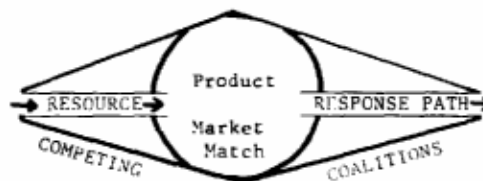
The objective of this workshop is to bridge the present gap between teaching interest in Japanese marketing and lack of familiarity with the subject.

MARKETING PARADIGM

Is There a Japanese Marketing Concept?

Prevailing marketing paradigms have been criticized for being passive stimulus - response models (Thomas and Soldow 1988) or dyadic models (Bagozzi 1978). There is general recognition that competitive responses may be incorporated, especially in international marketing. It can be shown that marketing operates within a framework of internal and external coalitions (Pfeffer and Salancik 1978). An adaptation of the marketing concept employed by the Japanese, focuses on resource procurement and deployment. The marketing concept is viewed as a stream of strategic resource-response actions (Mintzberg 1978). A simple diagrammatic presentation of the Japanese marketing concept follows. See figure i.

FIGURE 1
JAPANESE MARKETING CONCEPT



US FOUNDATIONS

The foundations of Japanese marketing were established in the USA, but have subsequently been transformed; that is japanized and internationalized around the world (Lazer, Murata, Kosaka 1986). There is substantial evidence to show that Japan's transformational marketing model is a successful international marketing model. There are important lessons that American marketing can draw from a study of Japanese marketing in Japan and outside Japan (Kotler, Fahey, Jatusripitak 1986). Japanese marketing may therefore like Japanese management be included in a business school curriculum.

CURRENT DEBATES

A review of the current literature in international marketing shows that a study of Japanese marketing may contribute appropriate evidence to several current issues. Four representative issues of International marketing have been selected and fitted into the following classification scheme based on the Cavusgil and Nevin 1981 model. See Figure 2.

The Issues were identified after a review of over 256 current articles, books, and press reports related to Japanese marketing. While keeping the key issues in Perspective, the discussion will proceed along the following lines:

FIGURE 2
CLASSIFICATION SCHEME

	Managerial	Conceptual
Macro	Competitive issues: Sustainability renewal and replacement	Marketing systems & trade strategies
Micro	Marketing Program: Standardization & differentiation	Cross cultural behavior: Busi ness/market

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Section 1 - JAPANESE MARKETING IN JAPAN

COMPETITIVE CASE ANALYSIS

The Marketing Approach

1. Marketing Concept in Japanese Marketing:
Historical development.
2. Strategic Assessment of Japanese Marketing:
Strengths and weaknesses.
3. Marketing Barriers: Problems and opportunities.

The Japanese Consumer: Marketing Appraisal.

4. changing demographics and lifestyles.
5. The Japanese housewife: an assessment.

Japanese Marketing Practices

6. Comparative market selection practices.
7. Formulation of marketing strategy: growth and expansion.
8. Japanese Product strategies.
9. Japanese Price strategies.
10. Japanese Promotion strategies.
11. Japanese Distribution strategies.
12. Japanese Probe and Procurement strategies.

A video case on Kodak and Fuji is presented based on a comparison of the marketing programs of the two companies in the US and Japanese markets for photo film.

Several commercial video cases are used by business schools. Very few international marketing cases on video are available at this time. This case is an in-house noncommercial presentation by undergraduate marketing majors. Students were assigned to the teams (Kodak or Fuji). Information needs were identified. Decision options were based on the 1981 Kotler and Singh marketing warfare framework and Porter's value chain model (1985). Such cases can be used in future classes as reference material or as model cases for analysis by international marketing instructors.

CONCLUSION

The workshop is not a photographic reproduction of Japanese marketing. It is an attempt to identify a theoretical framework in constructing a learning experience in international marketing. It addresses the need to focus on the enginery of international marketing while developing a descriptive representation of the processes of ideation, configuration, symbolization, valuation, facilitation, coordination and control.

References (available upon request)

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Section 2 --JAPANESE MARKETING OUTSIDE JAPAN

Japan: An Economic Audit

13. Japans Internationalized Industries.
14. International Resourcing strategy.
15. Managing political risk: Government/Marketing links.
16. US/Japan Trade Issues.

Marketing Strategy: The International Headquarter Role

17. The changing Japanese marketing organization.
18. Appraisal of entry strategies.
19. What does the Japanese marketing manager do?

Future Issues in Japanese Marketing

20. Future areas of research.
21. Pedagogical sources in Japanese marketing.

CONSUMER BEHAVIOR SIMULATION

Numerous models integrating various aspects of consumer information processing (Kahneman and Tversky 1979) and perceptual mapping have been developed (Hauser and Shujan 1980). Design issues in simulating Individual consumer behaviors are considered in the following sequence:

- a. Description of a Japanese consumer
- b. Model development
- c. Decision to shop
- d. Decision to purchase
- e. Decision to discuss the brand
- f. Product experience
- g. Computer simulation considerations