



Research Institute for Economics and  
Business Administration, Kobe University

# International Workshop on “INTERNATIONALIZATION ISSUES”

**MAR.11**  
9:00~11:45

Seminar Room, Kanematsu  
Memorial Hall

RIEB, Kobe University

Jointly Supported by RIEB Seminar / Kanematsu Seminar /  
Grant-in-Aid for Scientific Research (B) #24K00283

9:00-9:05 “Opening”

**Ralf Bebenroth** (RIEB, Kobe University)



**REGISTER NOW**

9:05-9:50

**Kiyoshi Miyashita**

(Faculty of Global Management Studies, The University of Nagano)

## “Reasons for Winery Increase in Nagano and their Significance”

Nagano Prefecture is known for its thriving agriculture, and attention is turning to its wine industry, which uses grapes as its raw material. In recent years, Nagano has seen an increase in wineries, drawing significant attention. This growth stems from strategic support and promotion by the prefecture and municipalities, coupled with substantial efforts in cultivating wine industry talent. Viewing wineries as socially valuable regional enterprises that utilize local resources, this study examines the current state and challenges of wine talent development using Nagano Prefecture as a case study. It further explores the utilization of regional resources for achieving future regional revitalization in Japan.

9:50-10:35

**Kevin Massmann**

(Department of Business Economics, Tokyo International University)

## “An Exploratory Study on the Characteristics of Japanese M&A Negotiation Teams”

Japanese multinational corporations (MNCs) frequently pursue cross-border mergers and acquisitions (M&A) to strengthen their competitive position. To control the complexity of these negotiations, they often rely on external consultants. This study explores how M&A consultants perceive Japanese negotiation teams during acquisition processes. Adopting a qualitative and inductive research approach, we conducted semi-structured interviews with consultants in Germany and Japan to generate rich primary data. The findings reveal several characteristics of Japanese M&A negotiation teams that shape, and in some cases challenge, the execution of cross-border acquisitions from the consultants' perspective. Furthermore, the results highlight the potential of emerging technologies like artificial intelligence (AI) to mitigate some of the challenges raised by the consultants.

11:00-11:45

**Matthias Pilz**

(Faculty of Management, Economic and Social Sciences, University of Cologne)

## “Big in Japan? Recruitment and training strategies of German companies in Japan”

The study examines the recruitment and training strategies of German multinational companies in Japan, focusing on the intermediate skill level. It also analyses which Japanese factors influence these strategies. Twenty-five experts from the field of human resource management in ten German companies were surveyed, along with four external experts. The key findings show that German companies in Japan are increasingly hiring older applicants with professional experience. While onboarding is common for all new employees, the dominant form of training for the small number of career starters is on-the-job training. These companies adopt few if any elements of training modes from Germany. These strategies are understandable in terms of institutional logic.