

Cultural Anthropological Study on Oversea Business Development and Talent Localization

–Case of a Japanese Human Resource Development Company in Myanmar–

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Abstract

This paper attempts to clarify the failure and success factor of talent localization from the cultural context of Myanmar, using the case of JC Company, a Japanese-affiliated human resource development company located in Yangon, Myanmar. Talent localization is when a foreign subsidiary actively promotes local staff for managerial posts and delegates authority to encourage them to participate in management instead of using Japanese expatriates[Hattori 2006: 27 et al]. It is “the most important part” [Xu et al. 2014: 179] in “localization” which means to adapt the management of overseas subsidiaries to the local circumstances in some way.

JC is a company established by Mr. Matsuda in 2014. He planned to complete the talent localization within three years from the company’s establishment by providing the local Myanmar staff with knowledge of human resource development or management strategy. However, JC has been operating in the red since its establishment, and the delegation of authority from Matsuda to local staff has not been successful. Meanwhile, JC seems to be successful in keeping staff which is important for talent localization in developing countries like Myanmar where the turnover rate is generally very high due to soaring labor costs.

From the data obtained by field work in JC, this paper examines how the various knowledge from Japan is understood by local staff in relationships with the Japanese staff. Then, using the explanatory concept of “reciprocity”, how the interpretation by local staff affects the success and failure of talent localization is clarified.

References

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