



University
of Victoria

Centre
for Asia-Pacific
Initiatives

JARISLOWSKY EAST ASIA (JAPAN) CHAIR REPORT 2012-2014



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Dr. Mary Yoko Brannen, PhD, MBA

Born and raised in Japan, having studied and taught in France, Spain, China and the US, and having worked in the field of cross-cultural management for over 20 years, Professor Brannen brings a multi-faceted, deep knowledge of today's complex cultural business environment to the Centre.

Jarislowsky East Asia (Japan) Chair Report 2012-2014

DR. MARY YOKO BRANNEN, PHD, MBA

OVERVIEW

Dr. Brannen's goal as CAPI's Jarislowsky East Asia Japan Chair is to provide deeper understanding of the opportunities and challenges for today's organizations resulting from workforce mobility, cultural diversity and global integration. Her activities in this first two years of her post included the hosting of conferences, delivering international keynotes and research talks, reinvigorating networks with Asia Japan scholars, developing new partnerships, providing cross-cultural and Japan-related insights and mentorship to students of all levels at the university, as well as serving as Deputy Editor of the leading international business journal—the Journal of International Business Studies. By actively connecting scholars, experts and students doing cutting-edge research in cross-cultural management, particularly in the Asia Pacific region, she aims to make the University of Victoria and CAPI a global center of excellence in this field.

I. Activities

A. Conferences

Conferences hosted by Dr. Brannen are special research events organized around particular current research themes in cross-cultural management, especially concerning East Asia and global business, to connect active scholars in focal thematic arenas to advance knowledge and encourage future research.

- a. June 21-22, 2014. Dr. Brannen is the local organizer of the Special Issue Conference of the Journal of International Business Studies entitled "Internationalization in the Information Age", Gustavson School of Business. Her role in the conference is as distinguished commentator on papers with a cross-cultural theme.
- b. May 23-25, 2013. Convened and led the cross-cultural track of the 8th Annual Organization Studies Conference, Mykonos, Greece, entitled "The Day-to-day Life of Organizational Cultures and Communities" with Professors John Weeks, IMD, Switzerland and Galit Ailon, Bar Ilan University, Israel.
- c. February 21-23, 2013. Dr. Brannen organized and convened the annual meeting of the International Organization Network (ION) at the University of Victoria (UVic) cohosted by CAPI and the Gustavson School of Business. ION is a group of prominent cross-cultural management educators and scholars from around the world interested in extending theory and practice perspectives related to individuals in global organizations around issues of cultural complexity, identity, integration and knowledge-sharing across multiple contexts. As President of ION (2011-

2013), Dr. Brannen organized the 2013 meeting of ION to link CAPI's theme of migration and mobility with cutting-edge ION research, particularly in the Asia-Pacific Region. We were proud to host over 40 participants from around the globe, as well as CAPI associates, UVic interdisciplinary graduate students (from the Gustavson School of Business, as well as Pacific and Asian Studies and other Social Sciences) and other members of the UVic community. The public portion of the program entitled "The Effects of Migration and Mobility: Individuals, Organizations and Country Contexts", February 22, included three research panels: "Migration, Mobility and Integration", "Knowledge-Sharing and Networks", and "Asia-Pacific Contexts".

B. Cross-disciplinary workshops and panels

Open to the public, hosted by CAPI and/or the Gustavson School of Business, these events are impactful and well attended, generally bringing an audience of up to 200 people. Participants from the global research community, as well as Uvic professors and students participate in discussions on a wide range of topics, which affect and are affected by activities in the Asia-Pacific, as well as various issues connected to global migration and international business.

- a. June 21, 2014. Association of Japanese Business Studies 2014 Professional Development Workshop, Vancouver.
- b. May 27-29, 2014. Attended the Master Class workshop on Family Entanglements, Migration, and Media at UVic sponsored by the Migration and Mobility program at CAPI.
- c. March 14, 2014. Organized and hosted Pipeline Palooza III—an unconventional, engaging and fun research conference involving Gustavson School of Business researchers at all stages of their careers and research including PhD students. Whereas traditional conferences generally focus on full papers in the latter half of the research pipeline, this conference aimed to celebrate and support research ideas from inception to impact.
- d. March 11, 2014. Interdisciplinary Panel on Japan's March 11 disasters, titled: *Fallout From Fukushima: nuclear energy, political positioning, civil society and social consequences*. The event brought together experts on Japanese and Asian politics, nuclear science and civil society actors and activists, and included in-depth Skype interviews with Mayor Sugeno of Matsumoto City, and Azusa Yamashita, an activist in the affected prefecture of Iwate, March 11, 2014. Professor Brannen introduced the event and her assistant Natasha Fox conducted the interview with Ms. Yamashita and orchestrated the event. There were roughly 200 people in the audience and the interdisciplinary panel was successful in stimulating a well-rounded discussion of this important affair from which the world has a great deal to learn.
- e. March 10, 2014. *The Artistry of Global Leadership—Finding Beauty in a Fractured World*. Hosted Professor Nancy Adler, the S. Bronfman Chair in Management at the Desautels Faculty of Management at McGill University. Professor Adler gave this well-attended seminar on cross-cultural leadership in today's globalized world that was open to the larger UVic community and public. Dr. Brannen then facilitated one-on-one meetings with Professor Adler and PhD students and faculty at the Gustavson school of Business, and subsequently hosted a networking soirée at her home.
- f. November 8, 2013. Organized two workshops on Qualitative Data Analysis Software Tools led by Julia Gluesing, PhD a well-known organizational anthropologist and professor at Wayne State University, and Ken Riopelle of Cultural Connections, Inc. for faculty and graduate students in order to disseminate best practices in cross-cultural management research.
- g. November 6, 2013. Participated in the CAPI event, *What Is The Real Cost of a 10\$ Dress?*

Lessons from the Rana Plaza tragedy—labour rights, commodity chains and shared accountability.

- h. May 10, 2013. Hosted visiting expert Professor Fiona Lee's Research Seminar, "Increasing Innovation and Identity Integration". Dr. Lee is a world-renowned cross-cultural psychologist at the University of Michigan who is leading the research field on bicultural identity integration in Chinese-Americans and integration's effects on creativity.
- i. April 12, 2013. Organized and hosted a workshop on cutting-edge computer-assisted linguistic analysis software delivered by Ken Riopelle, PhD of Cultural Connections, Inc. for faculty and graduate students at UVic.
- j. November 17, 2012. Represented a Japanese perspective at the CAPI symposium *Nanjing Massacre: 75 years on*.

C. Lunch and Learn Series

Open to both UVic and the greater Victoria community, these CAPI-organized events are smaller (generally attended by 15-30 people), intimate functions designed to bring a breadth of in-depth knowledge around various issues affecting and concerning the Asia-Pacific.

- a. October 29, 2013. Introduced Anne Park Shannon for a CAPI Lunch and Learn on the launch of the book "Finding Japan: Early Canadian Encounters with Asia" on Japanese-Canadian History.
- b. November 5, 2012. Delivered the CAPI Lunch and Learn titled *Work Culture and Business Manners in East Asia*, an event designed to prepare graduate students and undergraduates for cross-cultural experiences of international work placement in East Asian countries.

D. Media Interviews, Awards and News Coverage

- a. World Financial Review spotlight in "Business & Innovation, Emerging Trends" of Dr. Brannen's research on bicultural marginals as global leaders with Professors Stacey Fitzsimmons and Yih-teen Lee, September 13, 2013.
- b. Recipient of the All Academy 2013 Best International Symposium Award for the session entitled "The Upside of Foreignness," by the Academy of Management at the Annual Meeting in Orlando, Florida, August 9-13, 2013.
- c. Globe and Mail Interview with Karl Moore, "How to Invigorate Your Company with an Outsider's View", December 4, 2012.
- d. Globe and Mail Interview with Karl Moore, "Tapping the Potential of Bi-Cultural Employees", July 11, 2012.
- e. BBC World Service Broadcast, Business Daily Series, "How 'hybrid' workers, who have more than one nationality and language have special skills useful in global business", July 9, 2012.

E. Keynote Addresses and other Talks

- a. March 26, 2014. Delivered the keynote address and paper development seminar at the Toulouse Business School's 8th international Groupe d'Etudes Management et Language (GEM&L) conference "Language and Company Performance" in Toulouse, France.
- b. January 19, 2014. Delivered Research Seminar on ethnographic methods and action research at Hitotsubashi University in Japan.

- c. February 19, 2014. Presentation on ethnographic methods and contextually deep cross-cultural research at the Western Washington University School of Business and met and discussed research with faculty in Asia Pacific studies.
- d. January 17, 2014. Presented a paper on “*Bicultural Bridging in Multicultural Teams*” at the Research Institute for Economics and Business Administration at Kobe University, Japan.
- e. September 16-18, 2013. Delivered a competitive paper presentation at the Ethnographic Praxis in Industry Conference, London, UK, on leading an Asian global team of managers from Tesco plc’s subsidiaries in Japan, Korea, China, Thailand, Malaysia and India, through an ethnographic project to help reinvigorate Tesco’s home operations in the UK—challenges, learnings, and opportunities.
- f. August 9, 2013. Presented the papers titled, “*Leveraging Inside-Out Bicultural Knowledge to Reinvent the Core: The Case of Tesco plc*” and “*The Upside of Foreignness—Exploring Outsider Competitive Advantage*” at the Academy of Management Annual Meeting, Lake Buena, Vista Florida.
- g. July 3-7, 2013. Chaired two sessions and panelist on two sessions at the Academy of International Business Annual Meeting, Istanbul, Turkey.
- h. May 23-25, 2013. Chaired five sessions at the 8th Organization Studies Workshop.
- i. May 3, 2013. Invited to deliver research seminar on ethnomethodology and semiotic analysis at McGill University, Centre for Strategy Studies in Organization, Desautels Faculty of Management.
- j. April 3, 2013. Delivered Keynote address at University of Rouen International Business Week in Rouen, France.
- k. March 10-12, 2013. Convened a workshop on teaching strategic ethnography in the MBA curriculum with Dr. Terry Mughan at the University of South Carolina, Darla Moore School of Business.
- l. March 7-10, 2013. Presented paper on Tesco plc. and the utilization of bicultural insiders to reinvent core operations with Dr. Terry Mughan at the University of Miami, Florida.
- m. March 6, 2013. Delivered Keynote address at the Pacific Region Forum of David Lam Centre, Simon Fraser University, “*Biculturals and other Cultural Hybrids: Leveraging the Hidden Strengths of Today’s Multicultural Workforce*”.
- n. February 22, 2013. Invited Keynote Panelist at the XIX Organization Science Winter Conference on Facilitating the Creation and Transfer of Knowledge.
- o. August 3, 2012. Invited panelist on session entitled “Executive Concerns with the International Informal Economy, Northeastern University, Boston, MA.
- p. August 4-8, 2012. Delivered two papers and served as discussant on two symposia at the Annual Meeting of the Academy of Management, Boston, MA.
- q. June 28, 2012. Delivered Keynote speech at the *Association of Japanese Business Studies*, Washington, DC.
- r. June 29-July 4, 2012. Presented two papers and served as panelist and discussant of three sessions at the Academy of International Business Annual Meeting in Washington, DC.
- s. March 21-22, 2012. Chaired a paper development workshop entitled “Identities, Languages and Company Cultures: Cohesion Through Diversity”, at the 7th international Groupe d’Etudes Management et Language (GEM&L) conference, Marseilles France.

G. Other CAPI and University Related Service

- a. CAPI
 - 1. Member of CAPI Executive Committee (2012-present)

2. Member of CAPI Director Search Committee (2012-2014)
 3. Participant in proceedings for CAPI Law Chair search (2012-2013)
- b. Gustavson School of Business
1. Selection Committee for the Canada Research Chair position (2014)
 2. Selection Committee for Cross-Cultural Management/ HR post (2013)
 3. PhD Advisory Committee (2012-present)
 4. Director of Research (2013-present)
 5. Research Committee (2012-2013)
- c. University at large
1. Internal Research Grants Committee (2013-2014)

II. Teaching and Program Development

A. Teaching

- a. Business 601— Fundamentals Course for incoming doctoral students in the Gustavson School of Business's PhD program, Fall 2012 and Fall 2013.
- b. Guest lecturer for PhD programs course on methods, and occasional lecturer in the MBA, and Masters of Global Business Program.
- c. One-on-one mentoring of both undergraduate and graduate students, supervisor for three PhD students— Shazia Karmali, Gustavson School of Business, Juan Quiroga, INSEAD, and Eleonore Mandel, University of Paris (see below).
- d. Co-supervising the doctoral dissertation of Eleonore Mandel, **Thèse en Sc. De Gestion -** Université Paris Est, laboratoire IRG, with Professor Sylvie Chevrier entitled "*Comment les petites entreprises maintiennent-elles des relations d'affaires résilientes à l'international ? Une recherche interprétative concernant les dyades importateur-exportateur : l'articulation entre le contexte d'affaires et les relations interculturelles.*" Trns. "How do small companies maintain resilient international business relationships? An interpretive research on importer-exporter dyads: the interweaving of the business context and cross-cultural interpersonal relationships." Ms. Mandel's field site is a small Normandie fishing net maker that has partnered with a Japanese baby sling maker as distributor and innovator. She will be spending the full month of July 2014 at CAPI with Professor Brannen.

B. Program Development

- a. CAPI Japan Internship Program: Co-founded the new Japan branch of the CAPI internship program with Robyn Fila (CAPI internship Director) to educate undergraduate students on knowledge and understanding of cross-cultural experiences in Japan.
 1. Pre-departure training for outgoing interns on language, communication, cross-cultural awareness, in order to give interns the skills to perform effectively in the Japanese work environment, April 18, 2014 and June 18, 2014.
 2. Visited the internship organization (Citynet) home offices in Yokohama, Japan to build a long-term relationship to benefit UVic students, January 16, 2014.

3. Devoted one years' worth of funding to fully support two interns living and working in Japan in 2015.
- b. Designing a new Boundary-Spanning thread woven throughout the MBA two year course of study to enhance the delivery of "world ready MBA's" into the workforce. This program is distinguished in that it will enable students to understand how their particular cultures-of-origins (many with more than one cultural identity) translate into critical bridging skillsets valuable to todays complex cultural work communities, 2013-2014.
- c. Hosted Professor Hiroko Akiba from Hitotsubashi University, Japan to develop a long-term collaborative relationship with UVic and Hitotsubashi University, March 8, 2014
- d. Retired from five years of service leading program development of the International Division of the Academy of Management as an elected member of the Executive Committee, August 2013.

III. Research

A. Editorial Duties

- a. Deputy editor for the *Journal of International Business Studies*—served first term, July 2010-July 2013; re-appointed for second 3-year term, July 2013-July 2016.
- b. Editor for *Special Issue of the Journal of International Business Studies* on "The Multifaceted Role of Language in International Business", including a peer-reviewed introductory article co-authored with Rebecca Piekkari, Aalto University, Finland and Susanne Tietze, Leeds University, UK, forthcoming June 2014.
- c. Provided editorial advice to Erin Meyer at INSEAD on Japan and Asia Pacific portions of her new book entitled "How They See You: Decoding How People Think, Lead, and Get Things Done Across Cultures", forthcoming 2015.

B. Research-related Activities Internal UVic

- a. SSHRC Insight Research Grant Proposal submitted to the Innovation, Leadership and Prosperity Area, entitled "Understanding Biculturalism as a Strategic Human Resource for the Sustainability and Growth of Canadian Firms," November, 2013 for a 5-year study, Dr. Brannen as Principle Investigator with five collaborators from the University of Victoria, University of Michigan, U.S.A. and Royal Holloway University, UK. Total budget: \$255,460.00 CDN. Decision May 2014: Recommended but not funded for 2014. To reapply in 2014.
- b. Appointed Director of Research at the Business School, July 2013.

C. Global Research Initiatives

- a. Sponsorship of the Academy of Management International Division's Best International Qualitative Paper Award, pledged \$3000.00/year for a five-year commitment 2012-2016.
- b. Sponsorship of \$3000 toward an incoming doctoral student scholarship for a Gustavson School of Business doctoral student who will pursue research on East Asia and business.

D. Publications

Refereed Publications:

- Brannen, M.Y., Piekkari, R. & Tietze, S. (2014) The Multifaceted Role of Language in International Business, Introduction to the Special Issue of *The Journal of International Business Studies*, forthcoming.
- Brannen, M.Y. (2014). Multiculturalism in Business, encyclopedia entry in *The Blackwell Encyclopedia of Race, Ethnicity and Nationalism*, NY: Blackwell, forthcoming.
- Brannen, M.Y. & Lee, F. (2014). How Can the Organizational Literature Inform Psychology Research on Biculturalism?, in *The Handbook of Multicultural Identity: Basic and Applied Psychological Perspectives*, Benet-Martinez, V. & Hong, Y.Y. (eds.), UK: Oxford University Press, forthcoming.
- Tietze, S. Piekkari, R. & Brannen, M.Y. (2014). From Standardization to Localization: Developing a Language-Sensitive Approach to IHRM, in *The Routledge Companion to International Human Resource Management*, Collings, d, Woods, P. & Caligiuri, P. (eds.), NY: Routledge, forthcoming.
- Hanek, K.J., Lee, F. & Brannen, M.Y. (2014). Individual Differences Among Global/Multicultural Individuals: Cultural Experiences, Identity, and Adaptation,” in *International Studies in Management and Organization* 2013 Special Issue: “Advancing the Field: New Directions For Global Mobility,” Y.M. McNulty & H. Decieri (eds.), 44 (2), 76-90.
- Brannen, M.Y., Moore, F. & Mughan, T. (2013). Strategic Ethnography and Reinvigorating Tesco Plc: Leveraging Inside/Out Bicultural Bridging in Multicultural Teams, *Ethnographic Praxis in Industry (EPIC) Conference Proceedings*, London.
- Fitzsimmons, S., Lee, Y.T., & Brannen, M.Y. (2013). Demystifying the Myth about Marginals: Implications for Global Leadership, *European Journal of International Management*, Special Issue on Global Leadership, 7 (5), 587-603.
- Stahl, G. & Brannen, M.Y. (2013). Building Cross-Cultural Leadership Competence: An Interview With Carlos Ghosn, *Academy of Management Learning and Education Journal*, Special Issue on Cross-Cultural Management, 12, (3), 494-502.
- Jack, G., Zhu, Y., Barney, J., Brannen, M.Y., Prichard, C., Singh, K. & Whetten, D. (2013). Refining, Reinforcing and Reimagining Universal and Indigenous Theory Development in International Management, *Journal of Management Inquiry*, 22, (2), 148-164.
- Fitzsimmons, S., Lee, F. & Brannen, M.Y. (2012). Marginals as Global Leaders: Why they just might excel! *European Business Review*, 7-10.
- Brannen, M.Y. & Doz, Y. (2012). Corporate Languages and Strategic Agility: Trapped in your Jargon or Lost in Translation? *California Management Review*, 54 (3), 77-97.
- Brannen, M.Y. & Voisey, C. (2012). Global Strategy Formulation and Learning from the Field: Three Modes of Comparative Learning and a Case Illustration, *Global Strategy Journal*, 2 (1), 51-70.
- Invited Publications:
- Brannen, M.Y. (2012). Learning through Praxis—The New Imperative in Cross-Cultural Management and Global Collaboration, *Afterward Global Collaboration, Intercultural Experiences and Learning*, Soderberg, A.M., Zoelner, M. & Gersten, M. (eds.), London: Palgrave Macmillan, 269-274.
- Brannen, M.Y. & Mughan, T. (2013). Tesco plc: Leveraging Global Knowledge, Case Study in *International*

Business: Environment and Operations, 15th Edition, Ch. 2: The Cultural Environment Facing Business, John Daniels, Lee Radebaugh and Daniel Sullivan (eds.) (2013) New Jersey: Prentice Hall, 78-83.

Edited volumes and Editorials:

Brannen, M.Y., Piekkari, R. & Tietze, S. (2014) The Multifaceted Role of Language in International Business, Special Issue of *The Journal of International Business Studies*, in print, June.

Cuervo, A., Caligiuri, P., Andersson, U., & Brannen, M.Y. (2013). From the Editors: How to Write Articles that are Relevant to Practice, *The Journal of International Business Studies*, 44, 285–289.

IV. Future Planning

I. Activities

Professor Brannen will be spending six weeks in Japan Summer 2014 to meet with colleagues and potential business partners to prepare the groundwork and secure support for the future activities planned and discussed in detail below. She will also be giving the main keynote speech at the 5th ACM International Conference on Collaboration Across Boundaries: Culture, Distance & Technology in Kyoto, August 20-22.

A. Conferences

- a. Dr. Brannen is organizing the 3rd Thought Leadership Conference on Biculturals at CAPI in August 2015 directly prior to the Academy of Management Annual meeting, which will be held in Vancouver. Interdisciplinary scholars ranging from social psychologists, anthropologists, linguists and policy will come together to share research and advance thinking on the boundary-spanning capabilities of biculturals and people with multicultural identities and their impact on industry.
- b. Dr. Brannen has been laying the groundwork to reinstate the Pacific Roundtable on Industry, Society and Management — a small group of Japan scholars focusing on current issues involving Japan's engagement in the Asia-Pacific Region. The group was previously funded by the Japan Foundation, but has not been actively meeting since 2004. With her chair funds, Dr. Brannen will convene the first inaugural reinstatement of this group of interdisciplinary scholars by means of a kick-off conference at CAPI in Fall 2014 that will be open to the public. Thereafter, the group will meet annually around a varied collection of research themes to continue cross-fertilization of ideas stemming from ongoing research on Japan in the Asia-Pacific region.

B. Workshops and Panels

- a. October 2014. Dr. Brannen is planning a workshop on Migration, Mobility and Innovation in preparation for resubmitting her SSHRC Insight Grant proposal to the 2014 competition.
- b. September 2014. Panel on Japan's Gay Pride Week 2014 and LGBT Rights

C. Lunch and Learns

- a. Returning interns from CAPI's newly created Japan internship program will be asked to host a Lunch and Learn debrief to the larger UVic student community.

D. Japan Lecture Series—“Japan and the Other: Societal Change from 1945-Present”

Dr. Brannen will host a lecture series on Japan’s relationship with its foreign “Other” both externally, in regards to its relationship with its neighbors in the Asia Pacific Region, as well as with its Western Other, and internally as it deals with diversity within Japan itself. She intends to host two lectures per semester on this theme.

II. Teaching

During Dr. Brannen’s tenure as Deputy Editor of The Journal of International Business Studies, her teaching load was reduced to one course per year and she will continue to teach the Business 601 Fundamentals course for entering PhD students to fill this formal teaching obligation.

In addition, Dr. Brannen will continue to help to reinvigorate the cross-cultural management curricula in the undergraduate, MBA and Masters in Global Business programs at the Gustavson School of Management. This will entail continuing to connect and nurture relationships with Asia Pacific scholars both in Japan and the Asia Pacific Region, as well as in Europe and North America.

Further, Dr. Brannen will continue to mentor and supervise doctoral dissertations in areas where there is synergy with her own areas of expertise.

III. Research

- a. Single-authored book monograph from a critical socio-cultural perspective on Japan’s relationship with its cultural “Other” 1950’s to the present. She will use her sabbatical term in 2016 to complete the book. She will hire one or two research assistants from the Department of Pacific and Asian Studies, Sociology and/or History to help with the historical research for the book. The lecture series she will convene starting Fall 2014 will also help to enhance the breadth of perspectives she brings to the topic. Expected publication date late 2017.
- b. Book contract signed with Palgrave MacMillan co-authored with Dr. Terry Mughan entitled “Language Strategies in Global Business.” Expected publication date Spring 2015.
- c. Special Issue of Organization Studies on “The Day-to-day Life of Cultures and Communities,” with John Weeks, IMD, Switzerland and Galit Ailon, Bar Ilan University, Israel, forthcoming, winter 2014.
- d. Dr. Brannen is working on a revision of her SHHRC Insight Proposal to resubmit Fall 2014, budget requested \$247,000 for a 5-year project period.
- e. Dr. Brannen is working on several papers to submit to peer reviewed journals from her previous research on Tesco plc. – an ethnographic study of learning across cultures where Tesco leverages the insights of its Asian subsidiaries to reinvigorate its home operations. The working papers include one on language competency in global teams (targeted for *Organization Science*), one on identifying the boundary spanning competencies needed for today’s global firms (targeted for *Academy of Management Journal*) and an ethnographic methods piece (targeted for *Organization Research Methods*).