



37th Annual Conference Program Information

Louisville, USA
June 28-29, 2025

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Last Update
8 June 2025

Welcome to the 2025 AJBS Conference!

It is my great pleasure to welcome you to the 37th Annual Conference of the Association of Japanese Business Studies (AJBS), held this year in Louisville, Kentucky, a city renowned for its unique culture, Southern hospitality, and dynamic business community.

This year's programme features 30 carefully selected papers, chosen through a rigorous double-blind peer review process, involving 29 reviewers and 73 evaluations. We are pleased to present a diverse array of academic content through eight paper sessions (competitive and interactive), complemented by two plenary sessions.

The programme also includes a special Executive Panel, titled "Japanese Companies and the Business Environment in Louisville, USA", which brings together distinguished practitioners and scholars to explore the evolving role of Japanese firms in the Southeast of the United States.

Beyond academic sessions, we invite you to engage in opportunities for informal networking and cultural exchange, including a welcome cocktail party and an optional Four Roses Bourbon Distillery tour, offering a taste of Kentucky's rich heritage.

We are sincerely grateful to all members of the AJBS Conference Organising Committee for their dedication and thoughtful coordination throughout the planning and preparation of this year's event. I would like to particularly thank President Carol Reade, Vice-President Derek Lehmborg, Treasurer Naoki Ando, Secretary H. Richard Nakamura, Public Relations Officer Ting Liu, and Executive Director Diane Bird for their unwavering support and collaborative spirit. It has been an honour to work with such a committed team in bringing the 2025 AJBS Conference to life in Louisville.

We also thank Palgrave Macmillan, publisher of Asian Business & Management, for generously sponsoring the Best Paper Award, and extend our appreciation to the Academy of International Business (AIB), particularly Tunga Kiyak, AIB Executive Director, for their continued institutional and logistical support.

I would like to express special appreciation to Professor James Hagen (Hamline University) as Executive Panel Moderator and Tom Roehl as Chair of the Best Paper Award Committee, whose contributions have been invaluable. I am also sincerely grateful to Erica Fields, Founder of Brooks Grain, for her generous support and for hosting the AJBS Cocktail Party, and to Matt Alt, Director of Quality, Four Roses Bourbon, for generously gifting a tour, all of which brings a distinctive local flavour to our gathering.

This conference would not be possible without the engagement and enthusiasm of our authors, reviewers, and participants. Whether you are joining us here in Louisville or supporting the conference from afar, your presence is what makes AJBS a thriving academic community.

We hope that you find the 2025 AJBS Conference both intellectually enriching and personally rewarding. Enjoy your time in Louisville!

Warm regards,
Masashi Arai
Conference Chair
2025 AJBS Louisville

PROGRAM OVERVIEW

July 28 (Sat)

Time		ID Session	Session Type	Session Title	Room
8:00	8:30	REGISTRATION			TBA
8:30	10:10	Opening Plenary	Opening Remarks Executive Plenary		TBA
10:10	10:40	COFFEE BREAK			TBA
10:40	12:10	Parallel session1.1	Competitive	Entrepreneurship	TBA
		Parallel session1.2	Competitive	HRM & OB	TBA
		Parallel session1.3	Interactive	Strategy	TBA
12:10	13:10	LUNCH BREAK			TBA
13:10	14:40	Parallel session 2.1	Competitive	Management	TBA
		Parallel session 2.2	Interactive	HRM & OB	TBA
14:40	15:00	COFFEE BREAK			TBA
15:00	16:30	Parallel session 3.1	Competitive	Strategy	TBA
		Parallel session 3.2	Interactive	Management & OB	TBA
16:30	16:45	SHORT BREAK (No refreshments)			TBA
16:45	17:45	Closing Plenary	Business Meeting, Awards, Closing Remarks		TBA
18:00	19:30	AJBS Cocktail Party & Socializing (Special Event) Location: 415 East Market Street, #203, Louisville 40202			

June 29 (Sun)

Time		Activity	Place
10:00	15:00	Four Roses Bourbon Tour (Pre-paid, bring a sack lunch)	

COMMITTEE MEMBERS

Conference Organizing Committee

Conference Chair: **Masashi Arai**, *Asia University, Japan*
President: **Carol Reade**, *San José State University, USA*
Vice-President: **Derek Lehmborg**, *North Dakota State University, USA*
Treasurer: **Naoki Ando**, *Hosei University, Japan*
Secretary: **H. Richard Nakamura**, *University of Gothenburg, Sweden*
Public Relations: **Ting Liu**, *Kyoto University, Japan*
Executive Director of the Secretariat: **Diane Bird**, *Forest Grove, USA*

Best Paper Award Committee

Tom Roehl, *Western Washington University, USA* (Committee Chair)
James Hagen, *Hamline University, USA*
Fabian Jintae Froese, *University of Goettingen, Germany*
Tomoki Sekiguchi, *Kyoto University, Japan*

CONFERENCE REVIEWERS

We sincerely thank the 29 reviewers listed below for their invaluable contributions to the success of the 2025 AJBS Conference. Their dedication and hard work in providing 73 insightful blind reviews for 30 papers, helped ensure the quality and impact of the conference.

<i>Akitsuo Oe</i>	<i>Tamiko Kasahara</i>
<i>Carol Reade</i>	<i>Ting Liu</i>
<i>Dennis Gleissner</i>	<i>Tomoki Sekiguchi</i>
<i>Derek Lehmborg</i>	<i>Yue Zhong</i>
<i>Fabian Froese</i>	<i>Yutao Bian</i>
<i>Fabio Hiroshi Tomoyose</i>	
<i>Faisal Saeed Malik</i>	
<i>Hanna Trojanowska</i>	
<i>Haruo Hagiwara Horaguchi</i>	
<i>Henock Semaw Melesse</i>	
<i>Hiroaki Kumamoto</i>	
<i>Joey Soehardjo</i>	
<i>K. Skylar Powell</i>	
<i>Madhav Prasad Sedhain</i>	
<i>Manuel Herrador</i>	
<i>Mario Henrique Ogasavara</i>	
<i>Masashi Arai</i>	
<i>Naohiro Sawada</i>	
<i>Naoki Ando</i>	
<i>Richard Nakamura</i>	
<i>Shareefa T P</i>	
<i>Syed Tariq Anwar</i>	
<i>Takabumi Hayashi</i>	
<i>Takashi Sakikawa</i>	

BEST PAPER AWARD FINALISTS



The Best Paper Award Committee has meticulously conducted a blind review and evaluation of papers that received the highest ratings or were recommended by reviewers as the Best Paper. The committee members considered the following criteria from a list of five articles:

- a. *Does the paper show basic academic quality?*
- b. *Does the paper give insights from Japan that apply to wider theory?*
- c. *Can we better understand what is distinctive about Japanese firms?*

After undergoing a rigorous selection process, we are pleased to announce the **Best Paper Award Finalists**. These papers represent outstanding contributions to Japanese business studies and have demonstrated exceptional scholarship, creativity, and impact. We eagerly announce the **2025 AJBS-Palgrave MacMillan Best Paper Award winner** at the **Closing Ceremony**, where we will recognize and celebrate the remarkable achievements of the deserving authors. Also, these papers will be presented on **Monday, June 30 (13:00-14:15)** in a dedicated AJBS session (**Session 1.3.9**) during the main **2025 AIB Meeting** in Louisville.

[AJBS-1012] Not Only for the Money: Combining Financial and Social Incentives to Motivate Employees

Yue Zhong (Waseda University, Japan)

Yuichiro Tomitsuka (Waseda University, Japan)

Hitoshi Mitsuhashi (Waseda University, Japan)

[AJBS-1014] Japanese Career Women: Emotional Implications of Identity Dilemmas

Markus Pudielko (University of Tübingen, Germany)

Helene Tenzer (Ludwig Maximilians University Munich, Germany)

[AJBS-1029] The Self-reinforcing Dynamics of Traumatic Shock in History: The Effect of Samurai Schools on Regional Entrepreneurship in Japan

Akitsuo Oe (Tokyo University of Science, Japan)

Hitoshi Mitsuhashi (Waseda University, Japan)

CONFERENCE SPONSORS

We want to thank our sponsors for their valuable contribution to ensuring the success of the 2025 AJBS Conference.

Brooks Grain
Four Roses Bourbon
Consolidated Grain and Barge Co.,
JETRO, NY

and

AIB (Academy of International Business)

GENERAL INFORMATION

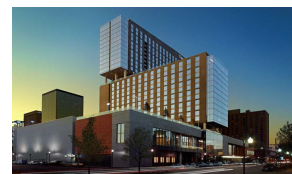


Conference Venue

The AJBS Conference will be held at the **Omni Louisville Hotel**.

Venue Address: 400 S 2nd Street, Louisville, Kentucky 40202 USA

Website: <https://www.omnihotels.com/hotels/louisville>



Conference Rooms (TBA)

- **Opening Ceremony, Executive Panel, and Closing Ceremony:** TBA.
- **Paper sessions:** Rooms TBA.



Registration

- **Location:** TBA
- **Check-In:** Please check in at the AJBS Registration Desk to pick up your official name badge and the conference program.
- **Name Badge:** A participant name badge is required for admission to all conference sessions, events, and meals (coffee break, lunch, and cocktail party).



Coffee Break & Lunch



- **Coffee Break:** 30 minutes for the morning break; 20 minutes for the afternoon break
- **Lunch:** 60 minutes
- **Location:** Snacks and lunch will be available at TBA.
- **Networking:** Take this opportunity to meet other attendees and enlarge your network.
- **Badge Identification:** Please present your name badge to access the meals.



AJBS Cocktail Party & Socializing

- **Date and Time:** June 28 (Saturday), 18:00 to 19:30
- **Location:** 415 East Market Street, #203, Louisville 40202
- **Host:** Erica Fields, Founder of Brooks Grain, and Patience Fields
- **Confirm the Cocktail Party attendance at registration.**

This cocktail party, generously sponsored by Brooks Grain (CGB, JV with Itochu and Zen-Noh, acquired 49% of Brooks Grain), will feature local bourbon tasting as well as non-alcoholic options. The venue is just a short walk from the Omni Hotel. You are welcome to bring a guest, and some of the Executive Panel members will also be joining the event. Casual attire is appropriate for this informal and enjoyable evening. RSVPs will be collected at the time of conference registration.

DETAILED PROGRAM

JUNE 28 (Sat)

8:00 – 8:30
Registration


Welcome to 2025 AJBS Louisville!

Please proceed with your registration and enjoy networking time!

8:30 – 10:10
Opening Plenary
Room: TBA


OPENING REMARKS

AJBS President: **Carol Reade**, *San José State University, USA*

Conference Chair: **Masashi Arai**, *Asia University, Japan*



EXECUTIVE PANEL

Japanese Companies and the Business Environment in Louisville, USA

Moderator: **James Hagen**, Hamline University, USA

Panelists:

Hiroshi Yoneyama, Executive Director, JETRO NY

Matt Alt, Director of Quality, Four Roses Bourbon, wholly owned by Kirin HD.

Jason Selking, General Manager - Eastern Ohio Valley Region, Consolidated Grain and Barge Co., *wholly owned by Japanese companies Itochu and Zen-Noh.*


10:10 – 10:40
Coffee Break
In front of xxxx
10:40 – 12:10
PARALLEL SESSIONS #1


Session ID: **1.1**

Time: **10:40 – 12:10**

Format: **Competitive Session**

Room: **TBA**

Session Title: Entrepreneurship

Session Chair: Derek Lehmberg (North Dakota State University, USA)

[AJBS-003] Unlocking Strategic Value in Japan's Vacant Housing Market: An AI-Enabled Circular Economy Approach to Akiya Property Revitalization

Manuel Herrador (University of Jaen, Spain)

[AJBS-1019] Internationalization of INVs & Born Globals: Drivers and Theories

Madhurima Basu (SVKM's NMIMS, India)

[AJBS-1029] The Self-reinforcing Dynamics of Traumatic Shock in History: The Effect of Samurai Schools on Regional Entrepreneurship in Japan

Akitsuo Oe (Tokyo University of Science, Japan)

Hitoshi Mitsuhashi (Waseda University, Japan)



**Best Paper
Award Finalist**



Session ID:	1.2	Time:	10:40 – 12:10
Format:	Competitive Session	Room:	TBA
Session Title:	HRM & OB		
Session Chair:	Markus Pudelko (University of Tübingen, Germany)		

[AJBS-006] A bibliographic and co-citation analyses of IHRM research: Insights for Japanese business studies

Tamiko Kasahara (Bentley University, United States of America)

[AJBS-007] Local managers' language proficiency and their contribution to foreign subsidiaries

Naoki Ando (Hosei University, Japan)

Manami Suzuki (Hosei University, Japan)

Hidehiko Nishikawa (Hosei University, Japan)

[AJBS-1012] Not Only for the Money: Combining Financial and Social Incentives to Motivate Employees

Yue Zhong (Waseda University, Japan)

Yuichiro Tomitsuka (Waseda University, Japan)

Hitoshi Mitsuhashi (Waseda University, Japan)



Session ID:	1.3	Time:	10:40 – 12:10
Format:	Interactive Session	Room:	TBA
Session Title:	Strategy		
Session Chair:	Takabumi Hayashi (Rikkyo University, Japan)		

[AJBS-008] Japanese FDI in Russia and Ukraine: A Synthetic Control and Difference-in-Differences Analysis from 2018 to 2023

Haruo Hagiwara Horaguchi (Hosei University, Japan)

[AJBS-1020] M &A in the Banking Industry of Nepal: A Comparative Study with Japanese Banks

Madhav Prasad Sedhain (Japan Development Service Co. Ltd., Japan)

[AJBS-1023] Critical Materials and National Sustainability Strategies in Global Business

Dr. Faisal Saeed Malik (Karlsruhe Institute of Technology, Karlsruhe, Germany, Germany)

Asif Saeed (EMLV-Léonard de Vinci Business School, France)

Atif Iqbal (Zhejiang University, China, China)

[AJBS-1031] Determinants of Location Choice of Japanese FDI in Brazil's Global Cities: National, Subnational, and Industry Factors

Fabio Hiroshi Tomoyose (ESPM, Brazil)

Mario Henrique Ogasavara (ESPM, Brazil)

Chie Iguchi (Keio University, Japan)



12:10 – 13:10

Lunch Break

TBA

13:10 – 14:40
PARALLEL SESSIONS #2

 Session ID: **2.1**

 Time: **13:10 – 14:40**

 Format: **Competitive Session**

 Room: **TBA**

Session Title: Management

Session Chair: K. Skylar Powell (Western Washington University, USA)

[AJBS-1030] Outsiders versus Kinships: Executives' Foreign Managing Experience as a Key to Subsidiary Outperformance
Yutao Bian (National Taiwan University, Taiwan)
Hsiou-Wei Lin (National Taiwan University, Taiwan)
[AJBS-1018] Developing Japanese automotive global supply chain capabilities in a late-industrialized economy: Toyota's 4-D approach to supplier development in Indonesia
Joey Soehardjojo (Independent, United Kingdom)
Rick Delbridge (Cardiff University, United Kingdom)
[AJBS-1014] Japanese Career Women: Emotional Implications of Identity Dilemmas
Markus Pudelko (University of Tübingen, Germany)
Helene Tenzer (Ludwig Maximilians University Munich, Germany)

**Best Paper
Award Finalist**

 Session ID: **2.2**

 Time: **13:10 – 14:40**

 Format: **Interactive Session**

 Room: **TBA**

Session Title: HRM & OB

Session Chair: Mario Henrique Ogasavara (ESPM, Brazil)

[AJBS-010] European Self-Initiated Expatriates in Japan: Motivations, Challenges, and Career Strategies
Dennis Gleissner (HHL Leipzig Graduate School of Management, Germany)
[AJBS-012] National and organizational cultures' moderating effects on high commitment work practices: implications for the cultural fit theory
Takashi Sakikawa (Chuo university, Japan)
[AJBS-1016] Adaptation Process of Indian IT Engineers in the Japanese Workplace
Hiroaki Kumamoto (Tsukuba University, Japan)

14:40 – 15:00
Coffee Break
TBA

15:00 – 16:30

PARALLEL SESSIONS #3



Session ID: **3.1**

Time: **15:00 – 16:30**

Format: **Competitive Session**

Room: **TBA**

Session Title: Strategy

Session Chair: Naoki Ando (Hosei University, Japan)

[AJBS-009] Japanese parent firm ownership levels in green power generating foreign subsidiaries

K. Skylar Powell (Western Washington University, United States of America)

Max Zimmerman (Western Washington University, United States of America)

[AJBS-1015] The role of institutional environment on international joint venture control: Management, location, and size of Japanese subsidiaries

Viviane Eiko Ito Yamasaki (ESPM, Brazil)

Mario Henrique Ogasavara (ESPM, Brazil)

Fernando Jorge Moreira da Silva (ESPM, Brazil)

[AJBS-1027] Absorptive Capacity, Business Model, and Competitive Advantage: Evidence from Japanese Firms

Naohiro Sawada (Aoyama Gakuin University, Japan)

[AJBS-1028] Possibility of success for startup company Rapidus from the perspective of dynamic capabilities theory

Takabumi Hayashi (Rikkyo University, Japan)



Session ID: **3.2**

Time: **15:00 – 16:30**

Format: **Interactive Session**

Room: **TBA**

Session Title: Management & OB

Session Chair: Tamiko Kasahara (Bentley University, USA)

[AJBS-1021] The Future of Systematic Literature Reviews Authorship in the Era of Artificial Intelligence

Dr. Faisal Saeed Malik (Karlsruhe Institute of Technology, Karlsruhe, Germany, Germany)

Orestis Terzidis (Karlsruhe Institute of Technology, Karlsruhe, Germany, Germany)"

[AJBS-1026] Undergraduate “Zemi” seminars in the Japanese post-secondary education system: Observations and reflections from my experience as a visiting scholar

Derek Lehmborg (North Dakota State University, United States of America)

[AJBS-1017] The Temporal Lens of Competence: Exploring How Temporal Experience Influence Professional Capability

Shareefa T P (Indian Institute of Technology Madras, India)

Lata Dyaram (Indian Institute of Technology Madras, India)

[AJBS-1034] Corporate Fraud in the Three Largest Economies: A Review and Survey

Syed Tariq Anwar (West Texas A&M University, United States of America)



16:30 – 16:45

**Short Break
(No refreshments)**

TBA

16:45 – 17:45

Closing Plenary

Room: TBA

All attendees are encouraged to attend!



AJBS BUSINESS MEETING

President: **Carol Reade**, *San José State University, USA*

Vice-President: **Derek Lehmberg**, *North Dakota State University, USA*

Treasurer: **Naoki Ando**, *Hosei University, Japan*

Secretary: **H. Richard Nakamura**, *University of Gothenburg, Sweden*

Public Relations: **Ting Liu**, *Kyoto University, Japan*

Conference Chair: **Masashi Arai**, *Asia University, Japan*

Executive Director of the Secretariat: **Diane Bird**, *Forest Grove, USA*



BEST PAPER AWARD ANNOUNCEMENT

Best Paper Award Committee Chair: **Tom Roehl**, *Western Washington University, USA*

Palgrave MacMillan Best Paper Award Sponsor: **Nicholas Philipson**, *Springer, USA*



CLOSING REMARKS

Conference Chair: **Masashi Arai**, *Asia University, Japan*

18:00 – 19:30

**AJBS Cocktail Party & Socializing
(Special Event)**

JUNE 29 (SUN)

10:00 – 15:00

Four Roses Bourbon Tour (pre-registration only)*

Exclusive AJBS Distillery Tour: A Unique Experience You Won't Want to Miss



Optional Sunday Tour at Four Roses Bourbon, June 29, 2025, 10:00am - 3:00pm.

Four Roses Bourbon is wholly owned by Kirin and is located about one hour outside of Louisville.

Join us for a special distillery tour curated exclusively for AJBS conference participants. Far more than a sightseeing opportunity, this tour is directly connected to our plenary session themes and offers a rare chance to explore a cornerstone of the region's bourbon heritage—with a distinctly Japan-related perspective. Secure your spot now and make the most of your Sunday in Kentucky through this one-of-a-kind AJBS-exclusive offering.