

German Institute for Japanese Studies (DIJ)
Center of Japanese Studies, University of Marburg
ドイツ-日本研究所 / マールブルク大学日本研究センター



International Conference
国際会議



**INFORMATION AND COMMUNICATION TECHNOLOGIES IN JAPAN,
GERMANY AND THE U.S.: INSTITUTIONAL FRAMEWORKS,
COMPETITIVENESS AND LEARNING PROCESSES**

日・独・米における情報通信技術：
規制上の範囲、競争力と知識創造

24th/25th October 2003
2003 年 10 月 24 - 25 日

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ドイツ文化会館

◆ 会議使用言語：英語 ◆

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International Conference

Information and Communication Technologies in Japan, Germany, and the U.S.: Institutional Frameworks, Competitiveness and Learning Processes

New technologies are said to induce a paradigm change in economies. The conference will center around the question of how exactly new technologies, here understood as information and communication technologies, are drivers of growth and innovation, and which potential they offer for the strengthening of a long-term competitiveness of industries and enterprises. This topic is of special interest because the introduction of a new technology does not necessarily lead to improved efficiency (for which the winner of the Nobel Prize for Economics in 1987, Robert Solow, can be cited). Transaction costs can be seen as one major reason for this phenomenon: It is time-consuming to learn, and in the meantime the old routines cannot be used any longer. However, we suppose that – unless standards are changing too rapidly – the implication of new technologies in the long run can lead to a growth.

The conference will move within two fields:

- 1) What institutional frameworks can best support information and communication technologies in Japan, Germany, and the U.S., and
- 2) How have such technologies generated competitive advantages for corporations that have used them, and what have they learned in the process?

Supposedly, the institutional framework for the implementation of ICT differs in throughout the countries. For this reason, the conference does not aim to find a universal model, but is thought to be an exchange of information and opinions on how different processes of ICT implementation are realized in certain countries. Together, we want to get closer to answers on questions like:

1. Although we talk about “new technologies”, systems are different in different countries. Can technologies be substituted (and to what extend)?
2. Why was Japan – although pioneering the mobile telecommunication – so late in really adopting the internet?
3. technologies?

4. By addressing these questions in an international gathering of well-known researchers and practitioners, the conference aims at making both a theoretical and empirical contribution to the study of institutional economics and theories of competitiveness and organizational learning, and to stimulate future research in the field. How did the shift from closed to open EDI systems work in the U.S.?

How does the – fragile –balance of power in Germany influence the introduction of information and communication

PROGRAM

October 24th, Friday: The Political Perspective – Institutional Conditions

9:30-10:00 Registration

10:00-10:30 Opening and Greetings

- Andreas MOERKE (German Institute for Japanese Studies)
- René HAAK (German Institute for Japanese Studies)
- Klaus MATTHIES (Embassy of the Federal Republic of Germany)
- Cornelia STORZ (Marburg University)

Chairperson of the Day: Cornelia STORZ (Marburg University)

Session 1 - Introduction:

10:30-11:30 *Regulation, Local Competition, and Competitiveness*
(SUDOH Osamu, Tokyo University)

11:30-12:00 Discussion

12:00-13:30 Lunch Break

Session 2: Institutional Conditions for Introducing ICT

13:30-14:00 *Legacies of the Developmental State for Japan's Information and Communications Industries*
(Mark TILTON, Woodrow Wilson International Center for Scholars & CHOI Hyeonjung, Tokyo University)

14:00-14:30 *Institutional Framework and Competitiveness of the U.S. Telecommunications Market*
(Michael SCHEFCZYK, Technical University Dresden)

14:30-15:00 *Information and Communication technologies in Germany: Is there a remaining role for sector specific regulations?*
(Günther KНИЕPS, University of Freiburg)

15:00-15:45 Discussion

15:45-16:15 Coffee Break

**Session 3: The State's Decreasing Ability to Act,
and Self-regulation in the Context of ICT**

- 16:15-16:45 *Self-regulation: An adequate institutional framework for electronic commerce in Japan?*
(Cornelia STORZ, Marburg University)
- 16:45-17:15 *Institutional Framework and Competitiveness of the U.S. Telecommunications Market*
(Robert FRIEDEN, Penn State University)
- 17:15-17:45 *Telecommunication regulation in Germany: the role of self-regulation in a European context*
(Brigitte PREIBL, German Institute for Economic Research)
- 17:45-18:30 Discussion
- 18:30-18:40 Summarizing Remarks: Cornelia STORZ (Marburg University)

**October 25th, Saturday:
The Entrepreneur's Perspective**

Chairperson of the Day: Andreas MOERKE (German Institute for Japanese Studies)

Session 4: Effects of ICT on Industrial Organization and Enterprise Structures

- 10:00-10:30 *Does Japan Lag Behind in E-Commerce? Variations Across Industries and Within Establishments*
(Dennis TACHIKI, Tamagawa University)
- 10:30-11:00 *ICT, Trade and Product Complexity*
(Johannes MOENIUS, Northwestern University)
- 11:00-11:30 *Impacts of I&C-Technologies on Organisations
Theoretical Considerations and Practical Evidence from Germany -*
(Christian SCHALLER, Frank PILLER, and Christoph IHL,
Technical University of Munich)
- 11:30-12:15 Discussion
- 12:15-13:30 Lunch Break

**Session 5: Creating Knowledge and Competitive Advantage:
Learning Processes Involved in Using ICT**

- 13:30-14:00 *Implementing Next Generation Communication Technologies in Japan: Lessons Learned and Strategic Impacts.*
(TERAMOTO Yoshiya, Waseda University, Caroline BENTON, University of Wales, and Mohammad AKHITAR, Motorola Corp. & Waseda University)
- 14:00-14:30 *Communication and Information Technologies for Competitive Advantage: Theory, Research and Cases*
(Janet FULK, University of Southern California)
- 14:30-15:00 *Information Technology as a Learning Process: Shaping Organizational Technology*
(Georg SCHREYÖGG, Free University Berlin)
- 14:00-15:45 Discussion
- 15:45-16:15 Coffee Break

Session 6: Panel Discussion:

- 16:15-17:30 *Long-term Competitive Advantages Stemming from ICT – Comparisons and Perspectives*
(Kurt HEINZ, TÜV Rheinland Japan, Ltd.;
AMAYA Kyoichiro, Keiki Corp.;
all previous presenters)
- 17:30-17:45 Closing Remarks: Andreas MOERKE (German Institute for Japanese Studies)
and Cornelia STORZ (Marburg University)

Abstracts and Notes on Speakers and Chairpersons

Mark TILTON & CHOI Hyeonjung:

“LEGACIES OF THE DEVELOPMENTAL STATE FOR JAPAN’S INFORMATION AND COMMUNICATIONS INDUSTRIES”

Abstract

The information technology sector highlights the strengths and weaknesses of Japanese industrial policy, both past and present. In computers and telecommunications, Japanese policies to promote indigenous technology have limited competition and focused funding on technologies such as the development of large mainframe computers and a fiber optic network. While this approach has produced some successes, overall Japan has found itself surpassed by information technology industries in the US, where policies have emphasized market flexibility and lower prices. Recently Japan has attempted to catch up by pursuing an “e-Japan Priority Policy Program.” While this has produced rapid growth in broadband internet access, regulatory protection of NTT continues to saddle Japan with expensive basic telecommunications services.

Curriculum Vitae Mark TILTON

Mark Tilton is Associate Professor of Political Science at Purdue University and holds a Ph.D. from U.C. Berkeley . He is the author of *Restrained Trade: Cartels in Japan's Basic Materials Industries* (Cornell University Press, 1996), “Ideas, Institutions and Interests in the Shaping of Telecommunications Reform,” in Linda Weiss, ed., *States in the Global Economy* (Cambridge: Cambridge University Press, 2003), and editor, with Lonny Carlile, of *Regulation and Regulatory Reform in Japan: Is Japan Really Changing Its Ways?* (The Brookings Institution Press, 1998). He is currently a George Washington University-Woodrow Wilson Center Asian Policy Studies Faculty Fellow, working on “Japanese Competition Policy in International Comparison: A Case Study Approach Looking at Steel and Telecommunications.”

Curriculum Vitae CHOI Hyeonjung

Hyeonjung Choi is a graduate of Yonsei University, Korea, and a Ph.D. candidate in Political Science at Purdue University. He was a former adjunct professor of Korea Air Force Academy and is currently a visiting researcher at the Institute of Social Science of the University of Tokyo, working on a dissertation on the Japanese computer software industry on business administration topics.

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Michael SCHEFCZYK**“INSTITUTIONAL FRAMEWORK AND COMPETITIVENESS OF THE U.S. TELECOMMUNICATIONS MARKET”****Abstract**

The paper briefly puts the telecommunications markets of the U.S., Japan and Germany in perspective. It furthermore provides an overview of the development of the regulatory framework in the U.S. with an emphasis on the Telecommunications Act of 1996. Finally, it analyses some aggregate statistics to verify broad consequences of regulation on competition in the U.S.

The paper highlights the following issues:

- (1) US, Japanese and German telecom markets are characterized by different
 - population density (U.S. a seventh or tenth of Germany/Japan)
 - cellular penetration and digitisation (U.S. ca. 30 % lower in penetration and 10 % lower in digitisation)
 - internet/PC penetration (U.S. 20 % or 50 % higher in internet/PC)
- (2) Until 1996, the regulatory framework in the U.S. was characterized by
 - reducing barriers to market entry while
 - keeping operators from serving multiple segments (e.g., local and long distance telephony) and
 - using price cap regulation for incumbent carriers
- (3) Since 1996, the regulatory framework in the U.S. was changed to
 - allow operators to serve multiple segments (e.g., local, long distance, equipment, cable TV, programming)
 - enforce strong access and interconnection rules
 - shift towards intervention-regulation of prices and universal service obligations

- (4) Results in terms of competition, price/productivity improvement and performance/quality have been strong
- in high-speed internet access
 - long distance and local telephony
 - but less obvious in mobile telephony

Curriculum Vitae

5/1994: Doctorate in Business Administration (Dr. rer. pol.) at Rheinisch-Westfälische Technische Hochschule Aachen, based on an empirical dissertation on key success factors in declining industries, focusing on the foundry industry; 12/1997: Post-doctoral degree (Habilitation) in Business Administration at Gerhard-Mercator-Universität Duisburg, based on an empirical work on key success factors of German venture capital firms. “Bifego” entrepreneurship research prize 1999 and entrepreneurship 2000 award by Heinz Ansmann-Foundation.; 4/1991-4/1999: Management consultant at Booz·Allen & Hamilton in Düsseldorf, Communications, Media & Technology practice (principal/member of the German management team since 10/1997); Industry Focus: Telecommunications, Manufacturing; Functional Focus: Strategic Management, Innovation Management, Process Optimization; Since 3/1999: Founding partner at ANALYTICUM GMBH, management consultants in Dresden; Since 5/1999: Full Professor, SAP Chair of Entrepreneurship and Innovation at Technische Universität Dresden

Appr. 30 German and English language publications and ca. 70 presentations at national and international conferences on business administration topics

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Günther KNEIPS:

“INFORMATION AND COMMUNICATION TECHNOLOGIES IN GERMANY: IS THERE A REMAINING ROLE FOR SECTOR SPECIFIC REGULATIONS?”

Abstract

The role of government interventions and regulations has strongly different traditions in the media, IT and telecommunication sectors. The media industry is traditionally attributed a

function as the bearer of social, cultural and ethical values within our society. Whereas private communication has traditionally been unregulated, broadcast content has traditionally been regulated to some extent (public broadcast). The computer / IT industry developed in an unregulated manner, under the application of the general competition law. Although the telecommunications sector is fully liberalized in Germany – as well as in all other European countries – there still does exist a complex set of sector specific regulation, which are currently under review.

These different approaches of government interventions may be challenged by the convergence of the telecommunications, media and IT sectors. On the one hand convergence may outpace existing sector-specific regimes. On the other hand sector-specific regulation may even be extended in the future to include markets not yet regulated, e.g. mobile telephony and new markets, e.g. Internet services. The question arises how to achieve the proper role of government intervention in a comprehensive institutional framework, leaving markets as much freedom as possible.

The focus of this paper is on those elements of the Internet periphery and Internet service provision which are strongly based on telecommunications, in particular Internet access and Internet backbone. Access to the Internet requires a connection between the Internet user and the interface to the Internet service provider (ISP). Several access technologies exist: copper, fiber optics, two-way cable TV infrastructure (CATV network), powerline communication and radio in the loop. One may differentiate between narrowband and broadband Internet access.

From a rather short run perspective the local loops of the established carriers are still – at least to some extent – monopolistic bottlenecks, with a consequent need for sector specific regulations (price cap, accounting separation, discriminatory free entry). However, neither from the (short run) perspective of narrowband Internet access nor from the (longer run) perspective of broadband Internet access does the recent introduction of regulatory unbundling (in particular line sharing regulation) of the European Parliament and the German Regulatory Commission seem to be justified.

Transit and peering arrangements among Internet backbone providers (IBPs) are not subject to sector-specific regulations. The agreements that cover interconnection between IBPs are characterized by private negotiations and are subject to non-disclosure rules. From the economic theory of regulation it follows that there is indeed no need for ex ante regulation due to the absence of network specific market power. The input market of communications bandwidth is competitive and each IBP can develop its own logistic concept to optimize its own backbone and set of transit and peering arrangements.

Curriculum Vitae

Prof. Dr. Günter Knieps is professor of economics at the University of Freiburg and director of the Institute of Transport Economics and Regional Policy. Before that he held a position as professor of microeconomics at Groningen (Netherlands). He studied economics and mathematics and obtained his PhD in Bonn. He held post-doc positions at Princeton and the University of Pennsylvania and obtained his habilitation in Berne. Numerous publications on network economics, (de-)regulation, competition policy, industrial economics, and sector studies on network industries (e.g., telecommunications, internet, transport, and energy). He is a member of the Scientific Advisory Councils of the Federal Ministry of Economics and Technology and of the Federal Ministry of Transport, Construction and Housing

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Cornelia STORZ:

“SELF-REGULATION: AN ADEQUATE INSTITUTIONAL FRAMEWORK FOR ELECTRONIC COMMERCE IN JAPAN?”

Abstract

The paper starts from the point that e-commerce creates new problems of uncertainty. This uncertainty leads to low growth rates of e-commerce. The under-average growth of e-commerce in Japan in international comparison which was in 2000 e.g. 0,25% vs. 1,37% in the US is perceived as a political relevant problem in Japan since chances of increasing productivity are not sufficiently used, the genesis of new markets is hindered, and the success of the ambitious “IT revolution strategy” is at least partly questioned. Answers to the new form of uncertainty are actually given by new rules being necessary for e-commerce, such as the Specific Commercial Transaction Act (2001), the Law of Personal Data Protection (2001) or the Act Concerning Electronic Signatures and Certification Services (2000). Nevertheless, the most adequate solution for the problem of uncertainty is especially expected by the instrument of self-regulation, here defined as self-binding rules of private associations, defining its content, enforcement and adjudication. In the last years, this instrument is discussed in the theory of economic policy as adequate - supposed working enforcing mechanism - by several reasons. One of them is e.g. the rising problem to what degree the

state possesses in reality the potential to govern, or whether a state should better be understood as a non-governable system of sub-systems which would necessitate the decentralized formulation of rules. The Japanese actors follow this interpretation. Examples are e.g. guidelines formulated by the Prime Ministers Office, the METI or the Keidanren. The principle of self-regulation is implemented by associations carrying out e-commerce or building up infrastructure for e-commerce, such as JADMA, ECOM or JIPDEC. The paper discusses that self-regulation can be a general adequate political solution for reducing uncertainty and for creating trust, but that it seems to be questionable to choose it as an general adequate institutional framework for Japan.

Curriculum Vitae

Cornelia Storz is currently professor of Japanese Economy at the Faculty of Economics and the Center for Japanese Studies, University of Marburg (founded in 1527), Germany (since February 2001). From 09/2003 to 10/2003 she was Visiting Scholarship from the Kansai University, Osaka, Japan; in 2001 Executive Director at the Center for Japanese Studies, Marburg, Germany; from 1997 to 2001 professor in Japanese Economics and Society at the University for Applied Sciences, Bremen, Germany; 1997 Teaching Fellow in Japanese Economics and Society at the University for Applied Sciences, Bremen, Germany; 1996 Ph.D. in Economics (German equivalent: Dr. rer. oec.) with a thesis on the Japanese entrepreneur („Der japanische Unternehmer“, Nomos Publishing); since 1993 several research stays at the Research Institute of Economy, Trade and Industry, METI (RIETI); 1993/4 guest researcher at the Osaka Institute for Advanced Industry Development (Osaka Furitsu Sangyô Kaihatsu Kenkyûsho) and the Research Institute of Economy, Trade and Industry, METI; in 1993/94 scholarship from the Japan-German Center, Berlin, Germany (belonging to the jurisdiction of the Japanese and German Foreign Ministry); 1989 - 1993 free lancer for Mainichi Broadcasting System; 1993-1996 research assistant at the University of Duisburg (Economic Policy / East Asian Economics); graduated in Economics and Japanese Studies at the University of Bonn in 1993.

Since 1999 scientific advisor for Japan / Korea at the German Association for Asian Studies; since 1999 board of trustees member at the Jakob-Kaiser - Foundation, Koenigswinter, Germany; since 1997 council member of the German Asia Pacific Society; from 1995 to 1997 board member of the Institute of East Asian Studies at the University of Duisburg, Germany; since 1994 actively co-operating with the German Association for Social Science Research on Japan through the organization of workshops concerning institutional development in Japan; raised several funds from the German Federal Ministry of Education and Research, the Japan Foundation and the Wolfgang-Ritter - Foundation (supported

research issues: entrepreneurship, innovation policy, comparison of economic systems); international co-operation with the London School of Economics, the German Institute for Japanese Studies, the Kansai University and the University of California.

Research focuses: comparison of economic systems; genesis and change of institutions (especially institutional change in Japan); comparative institutional analysis; entrepreneurship.

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Robert FRIEDEN:

“INSTITUTIONAL FRAMEWORK AND COMPETITIVENESS OF THE U.S. TELECOMMUNICATIONS MARKET”

Abstract

- Presentation slides are available at the venue -

Curriculum Vitae

Rob Frieden serves as Pioneers Chair in Cable Telecommunications and Professor at Penn State University where he teaches courses in management, law and economics. He also provides legal, management and market forecasting consultancy services in such diverse fields as wireless communications, international telecommunications business development, Internet commerce and carrier facilities interconnection. Professor Frieden has written several books, published dozens of articles in academic journals and provided commentary in a variety of trade periodicals. In 1999, Professor Frieden and three colleagues completed a ten year project culminating in publication of a three volume comprehensive West Law treatise on communications law. His most recent book, *Managing Internet-Driven Change in International Telecommunications* provides a comprehensive, 480 page examination of converging information, communications and entertainment technologies.

Before accepting an academic appointment, Professor Frieden served as Deputy Director International Relations for Motorola Satellite Communications, Inc. In this capacity, he provided a broad range of business development, strategic planning, policy analysis and regulatory functions for the IRIDIUM mobile satellite venture.

Professor Frieden has held senior policy making positions in international telecommunications at the Federal Communications Commission and the National Telecommunications and Information Administration. In the private sector, he practiced law in Washington, D.C., and served as Assistant General Counsel at PTAT System, Inc. where he handled corporate, transactional and regulatory issues for the nation's first private undersea fiber optic cable company.

Professor Frieden holds a B.A., with distinction, from the University of Pennsylvania (1977) and a J.D. from the University of Virginia (1980).

Representative Publications Books: *Managing Internet Driven Change in International Telecommunications* (Norwood, MA: Artech House, Inc. 2001); H. Zuckman, R. Corn-Revere, R. Frieden and C. Kennedy, *Modern Communications Law*, (St. Paul, MN: West Publishing Co., 1999); P. Parsons and R. Frieden, *The Cable and Satellite Television Industries*, (Needham Heights., MA: Allyn & Bacon, 1998); *International Telecommunications Handbook*, (Norwood, MA: Artech House, Inc. 1996).

Periodicals: "Revenge of the Bellheads: How the Netheads Lost Control of the Internet, 26 *Telecommunications Policy*, No. 6, 125-144 (Sep./Oct. 2002); "Wither Convergence: Legal, Regulatory, and Trade Opportunism in Telecommunications, 18 *Santa Clara Computer and High Technology Law Journal*, No. 2, 171-205 (May, 2002); "Regulatory Opportunism in Telecommunications: The Unlevel Competitive Playing Field," 10 *CommLaw Conspectus*, No. 1, 81-102 (2001); "Does a Hierarchical Internet Necessitate Multilateral Intervention?," 26 *North Carolina Journal of International Law and Commercial Regulation*, No. 2, 361-405 (Spring, 2001); "Universal Service: When Technologies Converge and Regulatory Models Diverge," 13 *Harvard Journal of Law & Technology*, No. 3, 395-433 (Summer 2000); and others.

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Brigitte PREIBL;

“TELECOMMUNICATION REGULATION IN GERMANY: THE ROLE OF SELF-REGULATION IN A EUROPEAN CONTEXT”

Abstract

The need for regulation in the German market for telecommunications is based on the requirements of transition from monopoly to liberal markets, on technical features of networked systems as well as on a specific socio-cultural approach to media and communication. Some of the issues to be regulated need government intervention, others are better resolved in self-regulation schemes. However, there is no straightforward answer to which approach is appropriate, as optimal solutions also depend on actual market configurations, the state-of-the-art in network technology and the international integration of markets.

On the one hand, the present framework of regulatory institutions and instruments is historically grown from the process of market deregulation, on the other hand it reflects European telecommunication policies characterized by strong efforts to realize a competitive Single Market and a desire to harmonize approaches to regulation among Member States. Despite the principle of subsidiarity and a fair degree of freedom in implementing EU directives, regulatory patterns in Germany are, thus, increasingly shaped by European telecommunication policy.

The European perspective on self-regulation is embedded in a more general search for ‘better regulation’ manifest in a series of recent directives, decisions and communications. Here an optimal mix of government, co-regulation, and self regulation is discussed, and some suggestions are made to endow self-regulation approaches with a higher degree of certainty and reliability by binding them to framework conditions, guidance by regulators or co-regulation schemes. The often deplored over-regulation in Europe and a reluctance to allow for self-regulation can be interpreted in a perspective of ex-ante and ex-post regulation as well as in a perspective of co-ordinating European national policies.

The paper will present the European approach to self-regulation with respect to a few recently discussed issues. It will then briefly discuss the advantages and disadvantages of self-regulation solutions and relate them to the current regulatory needs in Germany. Examples for successful self-regulation in the field of standard-setting and in content control will be used to illustrate the balance between regulatory institutions in Germany on the one hand and between the national and the European level on the other.

Curriculum Vitae

Dr. Brigitte Preiß holds a PhD in economics (University of Frankfurt am Main). Since 1986 she has been studying various aspects of the supply, diffusion and adoption of information technologies (IT). Her research included regulatory issues, the impact of IT on market dynamics as well as on the organisation of processes of production in various industries.

Since 1997 she has studied the emerging e-commerce phenomenon, its different paths of development in the US and in Germany as well as its employment effects. Research on the service economy included studies on service innovation and on the German service gap.

From 1993 till 1996 she was a visiting fellow at Warwick University, Coventry, UK and at Aston University, Birmingham, UK.

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Dennis TACHIKI:

“DOES JAPAN LAG BEHIND IN E-COMMERCE? VARIATIONS ACROSS INDUSTRIES AND WITHIN ESTABLISHMENTS”

Abstract

The 1990s is often referred to as the Lost Decade in Japan, where the bursting of the asset bubble economy left it mired in a prolong recession. In contrast, the “new economy” in the United States and Europe was taking off, fueled by a strong bull market and spearheaded by highly innovative dot-com companies. The research question driving our analysis, then, is whether Japan lags behind other countries in the diffusion of e-commerce, and what implications does this have for the flagging Japanese economy?

To address this research question, my main analytical concern is the extent e-commerce does and does not diffuse across industries and within establishments, and the consequent impacts on firm performance. We begin with the Center for Research on Information Technology and Organizations (CRITO) research framework, which examines the forces for globalization and e-commerce readiness as the pre-conditions for the diffusion and adoption of e-commerce. In Japan, these factors are embedded in the social organization of corporate groupings (keiretsu) and its political economy (iron triangle). Thus, we extend the baseline CRITO model by adding these “relational” factors. We believe this provides more purchase

in understanding the configuration of e-commerce diffusion and adoption and its subsequent impacts on business.

The main data source for this study is a telephone survey conducted in Japan by the International Data Corporation during the period February 18, 2002 – April 5, 2002. Establishments were selected from three major industry sectors that are known to be more advanced users of e-commerce—that is, manufacturing, distribution (wholesale and retail), and finance (banking and insurance). The number of respondents is 227 establishments, evenly split by industry as well as establishment size (from 25 to 249 and 250 or more employees). In addition, we use primary data from the Fujitsu Research Institute and other secondary sources in order to draw out the relational side of the diffusion and adoption story. Overall we found that keiretsu firms play an important role in adopting business-to-business technologies, but the small and medium-sized enterprises in the retail sector and companies in the bank and finance sector are more active in adopting business-to-consumers technologies. These differences in the diffusion of e-commerce across industries, on one hand, reflect the ability of companies to overcome the barriers and inefficiencies in the existing political economy. The uneven adoption of e-commerce within establishments, on the other hand, reflects how well information technology applications speak to the strategic priorities in a company's business plan. Consequently, the relational context in Japan partially explains the variations in performance—that is, efficiency, coordination, and commerce—of adopting firms.

Curriculum Vitae

Dennis S. Tachiki is currently a professor on the Faculty of Business Administration at Tamagawa University (Tokyo, Japan). He did his undergraduate study at the University of California at Los Angeles (1974) and graduate study at the University of Michigan (1984). Subsequently, he has held teaching and research positions at the University of Minnesota and The University of Michigan in the United States, and Sophia University, the Sakura Institute of Research and Fujitsu Research Institute in Japan.

He has published widely in newspapers and journals and given lectures around the world on the Japanese economy and society and Asia regional affairs. The main focus of his current research gravitates around the topics of management strategies of overseas Japanese subsidiaries (ASEAN Secretariat), the diffusion of information technology in East Asia (World Bank), and human resource management/capacity building (Pacific Economic Cooperation Council (PECC) and Japan International Cooperation Agency (JICA). His most recent publications concern the role of multinational corporations in the process of regionalism in East Asia (Cornell University Press) and the diffusion of information

technology in Japan (UC Irvine Center for Research on Information Technology and Organization).

For the past fifteen years he has assisted the global clients invest in the Asia-Pacific region, and for the past 25 years he has been a consultant to international organizations and government agencies in the Asia-Pacific, European Union, and North America, such as the Asian Development Bank (ADB), Asian Productivity Organization (APO), Japanese Ministry of Foreign Affairs (MOFA), Association for Overseas Technical Scholarship (AOTS), Pacific Resource Exchange (PREX), and other international organizations. Currently he is working with the ASEAN Secretariat working group on trade and investment to develop policies for harnessing global production networks to economic development in Southeast Asia and developing a new MBA program at Tamagawa University.

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Johannes MOENIUS:

“ICT, TRADE AND PRODUCT COMPLEXITY”

Abstract

The effects of the "New Economy" have been highly debated in the literature. While the innovations underlying this phenomenon have been praised as comparable to electricity and the steam engine, others have been highly skeptical. This presentation will take a trade perspective and analyze on the industry level which effects ICT has on the volume as well as the patterns of trade. This allows us to highlight why countries like Germany and Japan were not able to reap the benefits of ICT to the same extent as the United States have. It will also take a more micro level perspective and suggest how these changes will affect the industrial organization of countries absorbing the benefits of ICT.

Curriculum Vitae

Johannes Moenius is Assistant Professor of Management and Strategy at the Kellogg School of Management, Northwestern University. His research focuses on institutions as well as

measurement issues. He has conducted research on industrial standards, legal and political institutions as well as trade dynamics.

Between 2001 and 2003, Professor Moenius repeatedly worked as Visiting Scholar at the Center for the International Research on the Japanese Economy (CIRJE), University of Tokyo, Japan. His academic activities also include teaching positions at the Institute of Economic Policy Research at the Technical University of Dresden and Bamberg University, Germany. He was a lecturer at the School of Public Policy and Economics (Verwaltungs- und Wirtschaftsakademie) in Dresden and Nürnberg and at the Academia of Economics (Wirtschaftsakademie) in Nürnberg, Germany.

Professor Moenius holds a PhD from the University of California, San Diego, a M.A. in Economics from Queen's University, Kingston, Canada and a M.A. in Management Science from Bamberg University, Germany.

Papers Published / under Review: "Measuring Party Linkage Across Districts: Some Party System Inflation Indices and their Properties" (with Yuko Kasuya), Party Politics, forthcoming (2003); Three Essays on Trade Barriers and Trade Volumes, May 2000, Doctoral Dissertation, University of California, San Diego; "On the Volatility of Comparative Advantage" (with D. Riker), August 1999, Journal of International Economics, revise and resubmit status; "Sunk Costs and Economic Policy" (with U. Blum), WiST January 1998 (in German)

Working Papers: "Information versus Product Adaptation: the Role of Standards in Trade", 2003 Mimeo; "Directed Technical Change and International Trade", April 2003 (with Leonard Dudley), Mimeo; "On the Dynamics of Comparative Advantage", 2002 (with Leonard Dudley), Mimeo; "Law, Trade and Product Complexity", 2003 (with Daniel Berkowitz and Katharina Pistor), Mimeo; "Law, Trade and Development", 2003 (with Daniel Berkowitz), Mimeo; "Does Cross-District Variation Matter? Party Competition Homogeneity and Polarization of Party Politics", 2003 (with Yuko Kasuya), Mimeo, and others.

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Christian SCHALLER; Frank PILLER; Christoph IHL:

**“IMPACTS OF I&C-TECHNOLOGIES ON ORGANISATIONS
- THEORETICAL CONSIDERATIONS AND PRACTICAL EVIDENCE FROM
GERMANY –“**

Abstract

In turbulent business environments of today, companies face the need for organisational changes more than ever. Three factors drive the need for accelerated change: heterogeneous demand, globalisation of markets and competition and technological (disruptive) innovations. Information and communication (I&C) technologies play a vital role in change and reorganisation processes. The dramatic performance increase, miniaturization and integration of I&C technologies often lead to completely new applications to products and processes on company and industry. In light of the growing number of I&C technology applications, companies become aware of their constituting elements of information and communication processes and the related potential for structural realignment. As a consequence new performance qualities and design forms of I&C processes evolve, which continually alter the capabilities and methods of economic value creation.

Traditionally, a variety of factors limit corporate efficiency and effectiveness: especially physical distance and confinement, pressure of time, knowledge deficiencies, production bottlenecks, and lack of flexibility. The application potential of new I&C technologies to competitive processes leads companies' focal attention on how to overcome these traditional barriers and boundaries. Besides incremental realignment these technologies have to be utilized to develop entirely new business solutions. A rethinking of traditional concepts of corporate structures and functions as self-contained, permanent, integrate and clearly defined put fundamental organisational innovations on the agenda. As a result, some new entrepreneurial concepts and organisational forms of economic division of labour within and between corporations are already observable, such as modularised or partially virtualised enterprises. They are often more problem-specific and enable flexible value-added processes within open, symbiotic networks. Moreover, they deploy I&C technologies in innovative coordination mechanisms, such as telecooperation, electronic markets or interorganisational system integration. But still, these are quite rare observations. Why are these innovative organisational models still not widespread in mainstream business solutions?

Choosing a theory to discuss this presentation's underlying question we will base our argumentation on the theory of New Institutional Economics that has recently received noteworthy attention in academic literature. The scarcity of economic goods and the inevitably corresponding need of reducing it through the division of labour in economic

processes form the core theoretical problems of organization and coordination. The theory of New Institutional Economics emphasizes the significance of information and communication for the coordination of economic activities – and on that basis forms a very suitable basis for discussing the impact of I&C technologies on organisations. The impact on efficiency of economic coordination through I&C technologies can be presented in the paradigm of transaction cost theory that proposed in the 80s an overall shift towards proportionally more market coordination as opposed to hierarchic forms of coordination. This “move-to-the-market”-hypothesis is mainly based on efficiency gains in transaction costs through the implementation of new I&C-technologies. This hypothesis has more recently been challenged by the “move-to-the-middle”-hypothesis, which distinguishes in a more detailed analysis between different kinds of transaction costs. This argumentation already provides some insights on “new” deficiencies as a result of I&C technology based coordination, but still gives not a full explanation. So far the theoretical perspective of the presentation.

To complete our argumentation we provide evidence from German firms to discuss the impact of I&C technologies in practice, with a focus on the customer interface. The customer interface, as a focus of many companies, has been heavily influenced by last decades developments in modern I&C technologies. This influence is manifested in today’s Customer Relationship Management (CRM) movement or even paradigm. Existing business models tended to oversee the customer interface as part of the organisation and its increasing influence on corporate success. The deployment of I&C technologies with its multimedia richness, interactivity, global accessibility and low cost communication and information processing at the customer interface offers new promising ways to interact with a large number of former anonymous customers. In unprecedented ways companies can get into dialog with a great number of potential and current customers and integrate them into value creation at great scale. The concept of Customer Integration into value creating activities has become widely appreciated by companies in many different branches of industry because it forms the underlying approach for strategies like CRM and Mass Customization.

We will discuss two case studies from German firms in the shoe industry and their quite different approaches of organising their customer interfaces. The first one, Adidas-Salomon, is emphasizing the direct and personal contact with its customers through human experts to sell expertise and knowledge to customers along with the product. The second one, Creo Interactive, has chosen to take the e-approach of only using the internet as the single channel to interact with its customers. Both companies have made their own and quite different experiences with their approaches. From our perspective this should form a sound basis for discussing the potentials and limitations of modern I&C technologies for organizations to interact with the customers and integrate them in a firm’s value chain for highly

individualized offers. This leads to restrictions that are caused by many social aspects which are not considered in current theoretical models and explanations of the New Institutional Economics and Transaction Cost Theory.

Curriculum Vitae Christian SCHALLER

Christian Schaller is a research assistant at the Department for General and Industrial Business Management at the TUM Business School at Technical University, Munich (Prof. Dr. Dr. h.c. Ralf Reichwald), head of the research field “organisation, communication and innovation” and partner of the “think consult” consultancy company. The focus of his work and research within the department lies in the areas of customer relationship management, service management and knowledge management. He is currently leading several research projects within these fields, and gives lectures and seminars for students, at the TUM Business School and as guest lecturer at leading international universities. Prior to joining the department he studied computer science and business management, and then worked for several years in consultancy (Accenture (former Andersen Consulting), Droege & Comp). Here, his main interest lay in processes and strategies, in particular in the fields of e-business, finance and the transport industry.

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Yoshiya TERAMOTO; Caroline BENTON; Mohammad AKHTAR:

**“IMPLEMENTING NEXT GENERATION COMMUNICATION TECHNOLOGIES
IN JAPAN: LESSONS LEARNED AND STRATEGIC IMPACTS.”**

Abstract

One of the best ways to determine the effects of deploying a communications technology would be to evaluate if the operators have successfully delivered the 4-Tier Benefits of Wireless Network Deployment, i.e. whether they have delivered benefits at the end user level, operator level, country level and the global level. Operators who have successfully captured these benefits would not only become a formidable player in the market place; they would also be able to create a win-win relationship for all stakeholders involved.

The 3G development in Japan is a good example to elaborate on this scenario. In a market where both WCDMA and CDMA 1X networks co-exist, KDDI's CDMA 1X is clearly winning the game due to its technology selection, strong marketing, and unique service and product advantages. In contrast, while NTT DoCoMo has the first mover advantage in being the first to launch 3G services in Japan, it has a much rockier start given its level of network coverage at launch, handset choice, availability and functionalities. These issues have been enhanced, however, in recent months and we are now seeing a significant improvement in subscriber uptake since June 2003.

On a global scale, Asia, particularly Japan and Korea, is also ahead of the pack on both 3G and mobile data deployment when compared to US and Europe. This can be explained from three perspectives, namely technology, end-user and business. On the technology front, CDMA 1X, which is the 3G technology of choice for Japanese and Korea operators, has already been proven and launched in various parts of Asia and US. On the end-user front, Japan's mobile data market is among the most developed in the world. On the business-front, Asian countries are paying much less 3G license fee than their European counterparts, which results in a more viable business environment for the operators. The effective segment-focused marketing approach and win-win profit sharing model with content providers in Japan and Korea also support their leadership.

Going forward, we believe Asia will continue to be the epicenter for technology development and commercialization beyond 3G, as driven by government and industry initiatives, its industry expertise, its market size and potential.

Curriculum Vitae TERAMOTO Yoshiya

Professor Yoshiya Teramoto, Graduate School of Asia Pacific Studies, Waseda University. His specialities are Corporate Strategy, Organization Theory and Strategic Knowledge Management. After his business experience in Fujitsu, he had worked for several universities and research institute including Graduate School of Systems Management, University of Tsukuba, National Institute of Science and Technology Policy, Science and Technology Agency, JAPAN, at School of Management, Cranfield University, UK, Graduate School of Economics and Business Administration, Hokkaido University, Graduate School of Knowledge Science, Japan Advanced Institute of Science and Technology.

Selected Publications: *Essence of Failure, Diamond*, 1984 (with R.Tobe et al.), *Network Power*, NTT Publications, 1990, *The Knowledge Transformers*, NTT Publications, 1992, *Learning Organization*, Doh-yu-Kan, 1993, *Strategy and Organization of Japanese Corporate Groups*, Doh-yu-Kan, 1996 (ed.), *Corporate Governance of Japanese Corporation*, JPC Publications, 1997 *Internet Business*, Toyo Keizai Shinpoh, 1999.

Curriculum Vitae Caroline BENTON

Caroline Benton is a professor at the University of Wales validated MBA programme in Japan. She earned her Ph.D. degree in Management Engineering from the Tokyo Institute of Technology. She has held positions as a director of a Japanese subsidiary of a European manufacturer and chief consultant of a marketing consulting firm for foreign-affiliated firms in Japan.

Selected publications: “Reforming Business Models through Knowledge Strategy,” Waseda University, 2003 (with Yoshiya Teramoto); “ Revolutionizing Japanese Corporate Governance,” Asian Post-crisis Management, Palgrave, 2002 (with Yoshiya Teramoto); “ Networking Knowledge for Value Creation,” Intangibles in Competition and Cooperation, Palgrave, 2001 (with Yoshiya Teramoto); “ Chi No Leviathan,” Chishiki Bunkaron (Knowledge Leviathan, Cultural Theory of Knowledge), Shinhyoron, 2001 (in Japanese); “ New Development Model for a Post-matured Japanese Industrial Sector,” The Asian Development Model, Macmillan, 2000 (with Yoshiya Teramoto); “Brand on the Net,” Brand Keiei (Brand Management), Doyukan, 2000 (in Japanese)

Curriculum Vitae Mohammad AKHTAR

Mohammad Akhtar is Sr. Director at Motorola and is responsible for telecommunication infrastructure technology and marketing for Asia Pacific, Motorola. He is an expert in wireless PCS/Cellular technology, with extensive experience in global wireless markets. Mohammad is working closely with major global carriers to understand their next generation communications requirements. One of Mohammad’s responsibilities includes positioning Motorola as the strategic partner for the next generation wireless and IP telecommunications solutions. Previously, as a Director of Engineering, Cellular/PCS Engineering, Mohammad Akhtar provided leadership to a large team of wireless system engineers and was responsible for delivery of end –to-end wireless systems in Middle East, Eastern Europe, Central Asia, Africa, and Russia.

Akhtar has a Bachelor of Science in Electrical Engineering, University of Texas, and MBA from the Kellogg School of Business, Northwestern University. Currently PhD candidate at Waseda University

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Janet FULK:

**“COMMUNICATION AND INFORMATION TECHNOLOGIES FOR
COMPETITIVE ADVANTAGE: THEORY, RESEARCH AND CASES”**

Abstract

Recent economic research targeting Fortune 1000 firms has shown that information technology investments complement other productivity innovations--including changes in business methods, alteration in the organization, and innovations in customer-supplier relations--to produce substantial productivity returns over periods of five to seven years (Brynjolfsson & Hitt, Review of Economics and Statistics, in press). According to this research, whereas analysis of one-year returns shows moderate returns on information technology investments, long term returns are substantially higher, in part because they take into account the complementary structural and strategic innovations that take time to implement.

This presentation will review theory, research and case examples of the strategic application of communication and information technology to improve productivity and enhance competitiveness of firms headquartered in the United States. When implementation of such technologies is accompanied by changes to corporate strategy, culture, and organizational design, these innovations can have a longer period of freedom from imitation by competitors. Trends in such applications often involve partnerships and alliances, in which the different firms not only coordinate with each other but learn from their partners as well.

Curriculum Vitae

Janet Fulk is a Professor of Communications in the Annenberg School for Communication and Professor of Management & Organization in the Marshall School of Business at the University of Southern California. She holds M.B.A. and Ph.D. in administrative sciences from The Ohio State University.

Her research interests include communication and knowledge management, information technology for strategic alliances, and social aspects of knowledge and distributed intelligence. A series of recent projects sponsored by three grants from the National Science Foundation examines how communication and information systems are employed to foster collaboration and knowledge distribution within and between organizations. A recently completed research project sponsored by the Annenberg Center for Communication examines the development of new "virtual" organizational forms for global competition.

Her publications include Policing Hawthorne (2001, with Gregory Patton and Peter Monge), Shaping Organizational Form: Communication, Connection and Community (1999, with Gerardine DeSanctis), and Organizations and Communication Technology (1990, with

Charles Steinfield), which won the best book award from the National Communication Association in 1990. Recent articles on organizations and communication technology have appeared in Human Relations, Communication Theory and Organization Science, and an award-winning article appeared in Academy of Management Journal.

She has served on the Board of Governors of Academy of Management, where she also was elected Fellow. She served as Deputy Dean of the Academy of Management Fellows from 1999 to 2002. Her personal web page can be accessed at <http://www-rcf.usc.edu/~fulk>.

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Georg SCHREYÖGG:

“INFORMATION TECHNOLOGY AS A LEARNING PROCESS: SHAPING ORGANIZATIONAL TECHNOLOGY”

Abstract

The importance of technology for designing and managing organizations has long been a standing concern of Organizational Theory. The traditional approach focuses on the technological impact on organizations in order to inform organizational design how to match effectively the inherent technological demands. Technology is conceived as an external force which demands adaptation along prescribed patterns (“Technological Imperative”).

This view has doubtlessly its merits. Facing new technological developments, especially in information and communication technology, it is however beginning to lose its validity. Nowadays, technology can no longer be properly conceived as a fixed bloc that enters the organization.

My presentation focuses on these changes and advocates the view that the technological process has become an interactive one. Organizations increasingly shape technologies and, even more important, the shaping is not a single act or a short period right at the beginning of the implementation, it rather turns out to be a continuous process. Organizational Technology therefore is more and more in a constant state of flux. The relationship between (information) technology and organizational design transforms itself into a learning process.

The empirical part of the presentation reports on evidence supporting this new view. It summarizes findings from research in US-organizations and presents results from a recently completed research study conducted by the author. The German study is about the introduction and the handling of SAP in a medium sized enterprise (retail business). The findings emphasize the open character of the process and the learning- induced modifications that have taken place during the five years after SAP introduction. The process actually turns out as technology shaping.

Two significant practical implications emerge from our analysis. The first implication is that, in contrast to past research there is scope for different optimization strategies in handling and shaping technology. As a result organizational technology can become an individualized feature, a special “strategic” resource of an organization that might build the basis for creating a competitive advantage. A second implication of our findings is that they may help to find proper designs for supporting the interaction processes between technology and organizational configurations.

Curriculum Vitae

Georg Schreyögg is professor of Business Administration. Since 1994, Dr. Schreyögg has held the chair of management in the department of business at Freie Universität Berlin (Germany) where he currently teaches courses in management at the undergraduate, the graduate and the postgraduate levels. Before accepting his current position, Dr. Schreyögg was on the faculty of FernUniversität Hagen (Germany), Universität Bamberg (Germany) and the European School of Management Studies (EAP: Paris-Oxford-Berlin). He received his doctorate degrees from Universität Erlangen-Nürnberg (Germany). He is the (co-)author of some 100 articles and seven books on management, job design and strategic management. Dr. Schreyögg has conducted research on knowledge management, strategic decision making, organizational change and corporate culture. His research results have been presented at numerous professional meetings and have been published in national und international journals including the Academy of Management Review, Organization Studies, Journal of Business Ethics, Die Betriebswirtschaft, Zeitschrift für Betriebswirtschaft. He is member of the editorial board of several journals and editor of the German yearbook on management research (“Managementforschung”).

In addition to writing and research, Dr. Schreyögg conducts management training workshops on leadership, corporate culture and strategic management. He has been involved in a variety of consulting projects with corporations, small and medium sized enterprises and public utilities.

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Andreas Moerke (Co-Organizer)**Curriculum Vitae**

Andreas Moerke has an MA in Japanese Studies and a PhD in Management Science. He has over six years experience as Research Fellow at the Science Center Berlin (Market Processes and Corporate Development Section). Moerke set up his own consulting firm in 2000, focusing on market entry strategies in Japan and Germany.

Dr. Moerke, currently working as a research fellow in the Business and Economics Section of the German Institute for Japanese Studies, focuses in his research on corporate governance, industrial organization, and personal networks in Japanese Corporations. His research results have been presented at professional meeting as well as in several articles.

Selected publications are: “Sâbensu okusurê hô to doitsu kigyô taiô” [The Sarbanes Oxley Act and German Companies’ Reaction], *Torishimariyaku no hômu* #106, Jan. 2003; “Rumble in the Boardroom. The Change of Japanese Corporate Governance Schemes”, *Zeitschrift für Japanisches Recht*, fall 2003 (forthcoming); “Social Networks in Transition. The Changing Role of Personal Ties in Economic Relations in Japan”, *Association for Japanese Business Studies Best Papers Proceedings 2002*, 61-84, “M&A in Japan – eine Bestandsaufnahme”, in: Conrad/Kroker forthcoming 2003.

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