

The Experience of American Companies in Japan

Finding and keeping good people

ACCJ Overview

- Established 1948
- 1400 companies Over 3000 members
- ACCJ companies employ hundreds of thousands of Japanese
- Provide advocacy, networking and information to members

Past Experience

- Lifetime employment system
- Difficulty of hiring new elite graduates
- Perceived instability of foreign companies

The New Millenium

- ACCJ 2001 Business White Paper
 - Younger workers frustrated by seniority-based system
 - Loss of confidence in lifetime employment
 - Aging work force
 - The issue has become labor mobility

Now - the need for flexibility

- Overtime for “managers” and the new flat organizational culture
- Family friendly - flex time
- The global workforce
- Global best practices (London as a Financial Center)

Some Comparisons with China

- Our Chambers in China focused on:
 - Labor - regional variations, transparency
 - Visas for professionals
 - Inconsistent enforcement of labor laws

Professional Squeeze

- Demand for skilled professionals
- Staff turnover and headhunters
- Language issues

Localization

- Many successful examples at the top
- But also globalization of all management
- ACCJ's members experience (identity)
- To stay competitive must be global