

## **2021 Asia-Pacific Family Business Symposium Program**

(Please Note: the timings are as per Australian Western Standard Time and are approximate ONLY)

### **1.30 – 1.55pm: Welcome, Symposium Convenors**

Welcome from The University of Western Australia

Welcome from the Japan Academy of Family Business

### **2.00 – 2.40pm: Industry Keynote Address**

Introduction to Industry Expert Keynote, Professor Okumura

*Dr. Haruo Naito, KBE Representative Corporate Officer and CEO of Eisai Co., Ltd.*

Eisai is a major pharmaceutical company established in 1941 by Toyoji Naito. Dr. Haruo Naito, his grandson, has been President and CEO since April 1988. Since the age of Toyoji, Eisai has developed innovative medicines, notably recent ones for Alzheimer's disease. Dr. Naito is especially respected among Japanese business researchers for his creative and human-centered management accomplishing innovations.

Dr. Naito received an MBA from Northwestern University Kellogg School of Management in June 1974. He was conferred an honorary doctorate of science from UCL (University College of London) in July 2013. He was awarded an honorary CBE in April 1999 and KBE in April 2014 from the United Kingdom.

### 2.40 – 3.10pm: Professional Practice Papers

Stream A*	Stream B**	Stream C***	Discussion Room****
<p>Family Business Australia, Family Business New Zealand, Grant Thornton Australia and Grant Thornton New Zealand</p> <p><i>About the Family Business Survey 2021</i></p> <p><b>Pr - P</b></p>	<p>Martina Crowley, PwC's Private Clients Lead and PwC Executive Board member (Australia).</p> <p><i>PwCs Global Family Business Survey Insights</i></p> <p><b>Pr - P</b></p>	<p>Yukihiro Kiriake, Miwa Oyama, Toshio Goto</p> <p><i>A case study of a M&amp;A attempt under the COVID-19 Pandemic</i></p> <p><b>Pr - P</b></p>	<p>Discussion Room</p>

\* Stream A Chair, Donella Caspersz, [Donella.Caspersz@uwa.edu.au](mailto:Donella.Caspersz@uwa.edu.au)

\*\* Stream B Chair, Hazel Ramos, Chair: [Hazel-Melanie.Ramos@nottingham.edu.my](mailto:Hazel-Melanie.Ramos@nottingham.edu.my)

\*\*\* Stream C Chair, Pi-Shen Seet, [p.seet@ecu.edu.au](mailto:p.seet@ecu.edu.au)

\*\*\*\*Discussion Room Chair, Akiko Kokubo, [akokubo@u-shizuoka-ken.ac.jp](mailto:akokubo@u-shizuoka-ken.ac.jp)

### 3.10 – 5.25pm: Academic/Research Presentations # 1

**R: Research S: Student Pr: Professional P: Proceedings PJ: Proceedings of JAFB**

Stream A*	Stream B**	Stream C***	Stream D**** (JAFB, in Japanese)	Stream E***** (JAFB, in Japanese)	Discussion Room*****
<p>Kenneth Goh, Thomas Lim, Juliana Koh1</p> <p><i>Case Study entitled: Innovate or Dye: How Matex International innovated for sustainability.</i></p> <p><b>R - P</b></p>	<p>Kirsten Taylor-Martin</p> <p><i>How did family businesses respond to the challenge of innovation in their product offering during a crisis?</i></p> <p><b>Pr - P</b></p>	<p>Hwee Hoon Tan, Zhu ShengQin</p> <p><i>The Role of Value-fit in Family Business Succession: Aligning Incumbent and Successor Perspectives</i></p> <p><b>R - P</b></p>	<p>Aya Chiba</p> <p><i>A Study of the Corporate Culture of Guatemalan Conglomerates</i></p> <p><b>S - PJ</b></p>	<p>Yasuhiro Suzuki</p> <p><i>Management Strategy and Altruism in the Continuity of Long History Family Business: A case study of the Japanese independent steel trading company</i></p> <p><b>S - PJ</b></p>	

<p>Michael J. Mustafa, Hazel Melanie Ramos</p> <p><i>Why Some Family Business Find it Difficult to Commit to Change and Innovation during Crisis: A Dark-side of Psychological Ownership Perspective</i></p> <p><b>R</b></p>	<p>Hikari Akizawa, Sanjay Goel</p> <p><i>The Distinctiveness of Governance in Family Firms: The Preparatory Study of Two Japanese Family Firms</i></p> <p><b>R - P</b></p>	<p>Vu Vuong</p> <p><i>Experience with market economy and family business during economic transition</i></p> <p><b>S</b></p>			
<p>Toshio Goto</p> <p><i>Covid 19 as a litmus test for the family business's survival for generations</i></p> <p><b>R-P</b></p>	<p>Rio Dhana Laksana</p> <p><i>Does family control in the Family Business and Independent Board Affect Dividend Policy and Company Structure?</i></p> <p><b>R - P</b></p>	<p>Wei Wang, Stephen X Zhang, Francesco Chirico, Qiaozhuan Lang, Wei Deng</p> <p><i>Family diversity and business entry: why is the family meal important?</i></p> <p><b>R - P</b></p>	<p>Hirohito Sugibayashi</p> <p><i>How could the Global Luxury Brand "MIKIMOTO" have been created in Japan and established in the Western countries: Focusing on the Business Development Process by the Founder, Kokichi Mikomoto and his family.</i></p> <p><b>S - PJ</b></p>	<p>Yuji Isobe</p> <p><i>International comparison of family business innovation : Case of global pharmaceutical companies: Takeda and Boehringer Ingelheim</i></p> <p><b>S - PJ</b></p>	

<p>Aya Chiba  <i>The CSR of Guatemalan Family Business for COVID-19</i>  <b>S</b></p>	<p>Nobuo Murakami,  Hao Wang, Rihyei Kang  <i>External Knowledge Acquisition of Owner Managers- A Qualitative Study of Long-Established Family Business in Hokuriku Region of Japan</i>  <b>S - P</b></p>	<p>Ayako Morishita, Kei-ichi Tainaka  Cooperative behavior for sustainability: Numerical inter-firm scenario analysis applying a Lattice-gas model.  <b>R - P</b></p>			
<p>Masakazu Arao,  Koshi Nishimura,  Hiroshi Nishimura,  Toshio Goto, Yasuhiro Ochiai  <i>Family business without family's ownership influence</i>  <b>R - P</b></p>	<p>Kaiwen Hsieh, Kazuya Sakakibara, Lianjuan WANG  <i>How are Chinese female entrepreneur in family businesses establishing trust and power?</i>  <b>R - P</b></p>	<p>Yasuhiro Ueno,  Hidekazu Sone  <i>Familiness and competitive advantage of family business in traditional industry: a case study of cutlery industry</i>  <b>R - P</b></p>	<p>Takahiro Nishi  <i>Indian family firms and risk-taking with the behavioral agency model</i>  <b>R - PJ</b></p>	<p>Eriko Asami  <i>The Importance of Management Philosophy in Non-Family Succession and Its Penetration Mechanism: A Case Study of the Birthing Home</i>  <b>R- PJ</b></p>	
<p>D Caspersz, Pi-Shen Seet, M Stevanovski  <i>Digitalization and the Firm Continuity; a family business case</i>  <b>R</b></p>	<p>Lu Yi-Chun, Chung Hsi-Mei  <i>Post-Pandemic Professional Service Firms in helping family business succession: A new approach with ecosystem</i>  <b>R - P</b></p>	<p>Hooi Lai Wan  <i>Emergence and Evolution of COVID-19: Employee Wellbeing and Sustainability of the New Normal of Family Businesses</i>  <b>R</b></p>			

\* Stream A Chair, Donella Caspersz, [Donella.Caspersz@uwa.edu.au](mailto:Donella.Caspersz@uwa.edu.au)

\*\* Stream B Chair, Hazel Ramos, Chair: [Hazel-Melanie.Ramos@nottingham.edu.my](mailto:Hazel-Melanie.Ramos@nottingham.edu.my)

\*\*\* Stream C Chair, Pi-Shen Seet, [p.seet@ecu.edu.au](mailto:p.seet@ecu.edu.au)

\*\*\*\* Stream D Chair, Keita Kato, [keitakato@mail.saitama-u.ac.jp](mailto:keitakato@mail.saitama-u.ac.jp)

\*\*\*\*\* Stream E Chair, Yoshinori Isagai, [isagai@sfc.keio.ac.jp](mailto:isagai@sfc.keio.ac.jp)

\*\*\*\*\* Discussion Room Chair, Akiko Kokubo, [akokubo@u-shizuoka-ken.ac.jp](mailto:akokubo@u-shizuoka-ken.ac.jp)

### **5.30 – 6.00pm: Business Case Presentation**

Mr. Kanji Matsushita, Associate Managing Officer, Takenaka Corporation

*“The Evolution and Adaptation of the Toryo, or ‘the Master Carpenter Spirit’”*

Takenaka was established in 1610 by Tobei-Masataka Takenaka to conduct shrine and temple construction. The company has a unique character among the top five construction companies in Japan, specializing in architectural work rather than civil infrastructure. In its over 400-year history, this family business has gone through various disruptive changes, time and time again, yet it overcame these crises by always respecting the founder’s philosophy. You will find this spirit from Mr. Matsushita’s speech.

Mr. Matsushita currently serves as Associate Managing Officer, with the responsibility for overseeing international clients and large-scale development projects. He joined Takenaka in 1989 and has been proactively involved in the marketing and project development departments working closely with various international clients for more than 30 years. He has extensive expertise in the field of conceptual planning and project management and completed various iconic projects like The Tokyo American Club (2011), Roppongi Mercedes Me/ EQ House Project (2018).

6.00 – 7.00pm: Academic/Research Presentations # 2

Stream A*	Stream B**	Stream C***	Stream D****	Stream E***** (JAIFB in Japanese)	Discussion Room *****
<p>Katsuyo Kamei, Sigrun Caspary <i>Daughter of Family Business in Japan</i> <b>R - P</b></p>	<p>Andrea Santiago, Janice Bolen, Christine Nifras <i>Digital Engagement of Philippine Family Businesses: The Pandemic Jolt</i> <b>R - P</b></p>	<p>Koichi Chujo, Hao Wang, Rihyei Kang <i>Knowledge transfer in long-lived family firms: The role of transgenerational house precepts</i> <b>S - P</b></p>	<p>Noriyuki Kato, Yuji Fujimura, Takuya Matsumoto, Toshio Goto <i>How do long-lived family firms survive the major crises collectively?</i> <b>R-P</b></p>	<p>Takahito Osada <i>The Groping and Solution of a Struggling Professional CEO Company After Turning from a Family Business : A Case Study ; Panasonic that Lost "God of Management" and the Founding-Family Ownership</i> <b>R- PJ</b></p>	
<p>J Karlsson, D Caspersz, Y Wang, B Henssen, S Tomaselli <i>CEO Resilience in Family Firms During COVID-19: a configurational study</i> <b>R</b></p>	<p>Yao Zhu; A/P Chris Graves; Dr H Shi <i>Internationalization of Chinese family firms during times of significant external disruption</i> <b>S - P</b></p>	<p>Britta Boyd, Sigrun Caspary, Tobias Köllner, Toshio Goto, Heiko Kleve, Tom Rüsen <i>Narratives of Survival in Family Businesses and Business Families</i> <b>R - P</b></p>			
<p>Jessenia Davila, Patricio Duran, Luis Gomez-Mejia, Maria J. Sanchez-Bueno <i>The relationship between socioemotional wealth and firm performance</i></p>	<p>Afusat Jaiyeola, Yong Wang, Samia Mahmood <i>The Impact of Socioemotional Wealth on the relationship between Entrepreneurial Orientation and Debt Financing of Family</i></p>	<p>Amiruddin Ahamat <i>Agility tool kit for family enterprises (atfe) during times of crisis</i> <b>R - P</b></p>			

through a meta-analytic procedure <b>R - P</b>	Businesses: Evidence from Nigeria <b>S - P</b>				
---	---	--	--	--	--

- \* Stream A Chair, Donella Caspersz, [Donella.Caspersz@uwa.edu.au](mailto:Donella.Caspersz@uwa.edu.au)
- \*\* Stream B Chair, Hazel Ramos, Chair: [Hazel-Melanie.Ramos@nottingham.edu.my](mailto:Hazel-Melanie.Ramos@nottingham.edu.my)
- \*\*\* Stream C Chair, Pi-Shen Seet, [p.seet@ecu.edu.au](mailto:p.seet@ecu.edu.au)
- \*\*\*\* Stream D Chair, Michael Mustafa, [Michael.Mustafa@nottingham.edu.my](mailto:Michael.Mustafa@nottingham.edu.my)
- \*\*\*\*\*Stream E Chair, Koji Kato, [kato.koji115@nihon-u.ac.jp](mailto:kato.koji115@nihon-u.ac.jp)
- \*\*\*\*\* Discussion Room Chair, Akiko Kokubo, [akokubo@u-shizuoka-ken.ac.jp](mailto:akokubo@u-shizuoka-ken.ac.jp)

**5-minute Break**

**7.05 – 7.35pm: Academic Keynote Address**

Professor Michael Carney, Concordia University Research Chair in Strategy and Entrepreneurship

*“Lean Innovation: Family firm succession and patenting strategy in a dynamic institutional landscape”*

Research on Asian family firms' willingness to invest in innovation is sparse. However, recent findings about family firms' ability to 'do more with less' in the innovation process suggests family firms may be efficient in utilising R&D expenditures, our study of patenting activity Chinese family firm suggests this is indeed the case, the phenomena we describe as 'lean innovation'. We consider lean innovation patenting strategies in a context that is undergoing improvement in its intellectual property protection (IPP) regime. Grounded in upper echelons theory we expect that the initiation of an intra-family succession will lead to generational shift in a family firm's approach to IPP, as evinced in its patenting strategy. We add to the literature on succession in emerging market family firms and contribute to improved understandings of long-term family firm strategic adaptation in a dynamic institutional landscape.

Professor Carney's research is about the growth and development of family business groups. He is the former chief editor of the Asia Pacific Journal of Management. Professor Carney has been Visiting Professor at Renmin University in Beijing for the last four years.

**7.35 – 7.45pm: Q & A**

**7.45 – 8.00pm: Announcement of Awards**

**8.00 pm – 8.15pm: Close of Asia Pacific Family Business Symposium**

### **Japan Academy of Family Business AGM**

Chair: Akihiro Okumura, [familybizacademy@gmail.com](mailto:familybizacademy@gmail.com)

Zoom Link: Account: [familybizacademy@gmail.com](mailto:familybizacademy@gmail.com)

Link: <https://us02web.zoom.us/j/88942038886?pwd=bG9Bc2VWZlRnMwQWlyTjNCQT09>

Passcode: 803388

*\*Note – Using Zoom meeting*

**8.15 – 8.45pm: AGM Japan Academy of Family Business**

**8.45 – 8.50pm: Close of Japan Academy of Family Business**