

Development of local capabilities: Learning from the experience of retired Mexican managers

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1. Introduction

- This presentation will present a project organized by the Asian Studies Seminar of the National Autonomous University of Mexico, The Japan Chamber of Commerce and Industry in Mexico, The Japan Foundation in Mexico, and Anahuac University.
- The objective of the project is **to contribute to close the cultural gaps between local human resources and their employer in Japanese FDI.**
- Cultural gap is defined as an area of misunderstanding due to background and context between employees and employer in the same company. It is the existence of differences in non written rules in the corporate culture between boss and worker.
- The expected result is a diagnosis that allows to understand the factors that contribute to **enhance mutual understanding** between Mexican middle and senior managers and their bosses, usually, Japanese directors or equivalent.

2. Overview of the problem

FALCK, M.

- ▶ **Japanese FDI in Mexico.**

- ▶ Nissan, 1966.

- ▶ First plant overseas. Cuernavaca.

- ▶ Datsun, for local market.

- ▶ Japan Mexico Economic Partnership. 2005. Commerce, investment, cooperation

- ▶ 900 Japanese companies operating in Mexico. (3,200 in US and Canada; 450 in Brazil)

- ▶ Japanese Economy

- ▶ Conditions of the local market

- ▶ Exportations *cfr.* Global/regional value chains

- ▶ Fragmentation of production

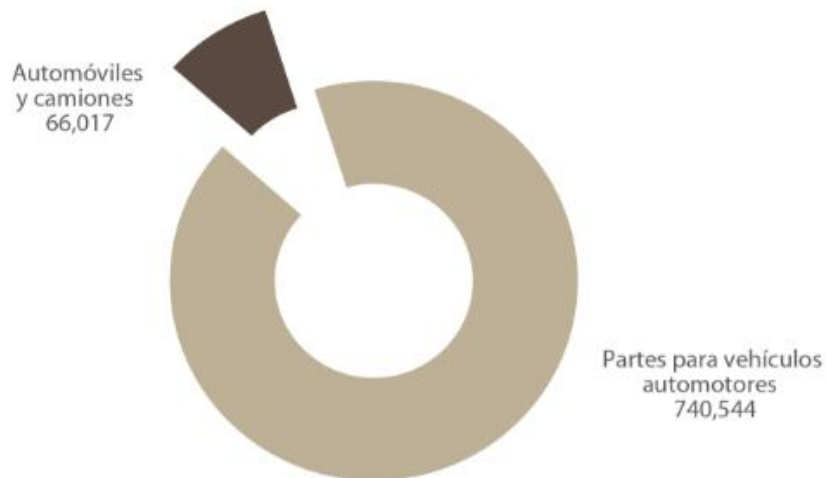
- ▶ Join the value chains (Baldwin). Tier 1, and Tier 2.

2. Overview of the problem (cont.)

FALCK, M.

- Automotive industry in Mexico: parts and components, and manufacturing
 - Bajío Mexicano (central part): Guanajuato, Aguascalientes, Jalisco, Querétaro, San Luis Potosí.
 - Northern Mexico
 - Mexico City
- Japanese International Cooperation
 - Educational institutions
 - Companies
 - Government (local and national)

Personal total ocupado en la fabricación de equipo de transporte en México, 2014
(empleados)



Fuente: ProMéxico con datos de INA e INEGI, Encuesta Mensual de la Industria Manufacturera, a diciembre de 2014.

2. Overview of the problem (cont.)

- ▶ **Developing local capabilities through mutual understanding**
 - ▶ Importance of successful retired workers
 - ▶ Interviews: experiences.
 - ▶ Surveys: expected (or not) profiles.
 - ▶ Understanding the otherness to overcome it
 - ▶ Identifying the differences
 - ▶ Explaining the opportunities
 - ▶ Closing cultural gaps
 - ▶ Match making process
 - ▶ Slow re-adaptation or Mexican repatriates sent to Japan (manly for studies)

3. Creating synergies

- ▶ Asian Studies Seminar: academic framework
 - ▶ Interpretation of reality through theoretical and conceptual framework
- ▶ The Japan Chamber of Commerce and Industry in Mexico, The Japan Foundation in Mexico
 - ▶ Job Fair 2015
 - ▶ Seminar for leaders of the next generation Mexico - Japan



4. Further steps

- ▶ To conduct the interviews and surveys
 - ▶ Coordination: UNAM, UAMS
 - ▶ Group of experts:
 - ▶ Carlos Uscanga, FCPyS, UNAM. Studies of Japan
 - ▶ Ulises Granados, ITAM. Studies of Japan
 - ▶ Paola Vera, FCA, UNAM. Methodology and research techniques
 - ▶ Taro Zorrila. Leadership and research techniques
 - ▶ INAH. Anthropology
- ▶ To interpret and create the diagnosis
- ▶ To present results (publication)
- ▶ To measure the impact of the publication

5. Main references

► Documents

- Zorrilla, Taro. *Reporte del Seminario para Líderes de la siguiente Generación*. The Japan Chamber of Commerce and Industry in Mexico, and The Japan Foundation in Mexico

► Journals

- Falck, M. "Red de inversión japonesa en México". *Revista México y la Cuenca del Pacífico*. Universidad de Guadalajara.
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