The Experience of Internationalization Development of Japanese Enterprises and Its Enlightenment to the Internationalization Development of Central Enterprises

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Abstract. After more than 60 years, the international development of Japanese enterprises has made great achievements, the emergence of a number of world-renowned multinational enterprises, but also to create a "overseas Japan". This paper summarizes the successful experience of the internationalization development of Japanese enterprises, including the "group to go to sea", the key core technology advantages as a means of competition, improve the overseas service system, play a role in the government, adhere to the localization of business strategy, and so on five aspects, and put forward the inspiration and suggestions for the internationalization development of central enterprises.

Keywords: Japan, International development, Central enterprises.

1. Introduction

The internationalization of Japanese enterprises began in the 1960s and went through the development stages of "export - overseas production - global development" in general. After more than 60 years, Japanese enterprises have made great achievements in the international development, and a number of globally renowned multinational enterprises such as Toyota, SONY, Mitsubishi and SoftBank have emerged, promoting Japan to become a highly competitive country in the world. It has also created a "Japan abroad". According to data, in 2020, the overseas assets of the Japanese government, enterprises and individuals will reach $10.6 trillion, equivalent to 2.3 times of Japan's domestic GDP, and the foreign net assets will reach $3.3 trillion, ranking first in the world for 30 consecutive years [1]. China's central enterprises are in a critical period of international development, and can fully learn from the useful practical experience of Japanese enterprises, "steady and long-term", and promote international development to a high-quality development stage.

2. The main experience of Japan

Looking at the international business practices of Japanese enterprises for a long time, its success does not only come from the efforts of the enterprise level, but also the results of the concerted efforts of governments at all levels, different industries, different enterprises and various institutions. The main experiences are as follows:

(1) "go out to sea", large enterprises fully drive small and medium-sized supporting enterprises, and enterprises in different industries work closely together

A very significant feature of Japanese enterprises' international operation is that large enterprises cooperate with small and medium-sized enterprises in various aspects such as procurement, production and sales to enter the international market. The system originated in the textile industry in the 1950s, and has been widely used in manufacturing, especially in the automotive industry, which requires many spare parts. By the 1990s, the organization model of Japanese enterprises to explore the international market was developing in the direction of "serialization", that is, according to their own needs and conditions, large enterprises in a certain industry entrusted to screen out the excellent enterprises in the small and medium-sized enterprises in the industry and let them process products, and at the same time, these enterprises provided production guidance, management guidance and lending equipment and other support. For example, the ES-CONDIDA copper mine project in Chile,

the investors are Mitsubishi Corporation, Mitsubishi Materials, Nikmine Metal, and the financing parties include Mitsui Mining, Sumitomo Metal, Tonghe Mining, Guogawa Metal, Nikmine Iron and so on. Since then, the form of serialized enterprise groups has become the main mode for Japanese enterprises to carry out overseas investment and business activities. In addition, there is a high degree of trust between Japanese counterparts, mutual solidarity, and few "classmates" and vicious competition.

(2) Take key core technology advantages as a means to adhere to cost control and establish comprehensive competitive advantages

Japanese enterprises attach great importance to technological innovation, constantly improve and enhance product quality through technological innovation, build up their own core technological advantages, and occupy the commanding heights of the global value chain. At the same time, Japanese enterprises attach great importance to cost control and product quality, and have explored and summarized the management concepts and best practices represented by lean production and JIT, which have been warmly respected and widely used in the world, with great influence. This makes Japanese products better balance technology and cost, so that in the world, Japanese cars, construction machinery and other products have become synonymous with cost-effective, high-end products.

(3) Build a sound overseas investment service system for enterprises to provide a full range of supporting services

By the 1990s, Japan had formed a relatively complete service system for overseas enterprises, including early market research, consulting and information services, financial support, risk control, and later maintenance, which paved the way for the development of overseas Japanese enterprises. For example, in terms of information provision, Japan has the Japan External Trade Organization (JETRO) offices located all over the world (46 domestic and 76 overseas); In terms of financing support, in addition to policy banks, private banks, local banks and other financial institutions, including the three major financial groups (Mitsubishi UFJ, Sumitomo Mitsui, Mizuho); In terms of insurance support, Japan Trade Insurance (NEXI) provides risk protection; Economic organizations, chambers of commerce and industry, and industry associations are also actively helping. Integrated trading houses play the role of "pioneers" and fully lead enterprises in information sharing, raw material supply, business development and other aspects.

(4) Give full play to the active role of the government to provide policy support and diplomatic guarantee for the internationalization of enterprises

On the one hand, for a long time, the Japanese government has promulgated and improved a series of laws and policies to actively encourage and guide enterprises to "go global", and relevant provincial departments, local governments, and economic organizations have also issued corresponding supporting policies, thus forming a systematic institutional arrangement and policy system from the central to the local level [2]. On the other hand, the Japanese government has always attached great importance to economic diplomacy or "high-level marketing" to create a good environment for enterprises to "go out", such as the resource diplomacy in Southeast Asia in the early post-war period, the energy diplomacy in the Middle East countries in the 1970s, and the diplomacy in Africa, Central Asia and Southeast Asia in recent years.

(5) Implement localized business strategies to reduce friction with local society and win long-term benefits

Specifically include: localization of production, increasing the proportion of local procurement of raw materials and parts; Localization of capital, reducing the proportion of investment by Japanese companies, and reinvesting a greater proportion of profits at home; Talent localization, actively employ local operators, managers, technical personnel, etc., reduce the number of employees sent from the Japanese parent company; Localization of technology research and development, setting up technology research and development centers in the host country, actively cooperating with local scientific research departments, high efficiency, etc., to promote the local transformation of scientific research results; Product localization, production for the local market consumer preferences, for example, Honda has developed motorcycles with different characteristics for the Asian market and

the American market; Sales localization refers to the construction of sales networks, distribution channels and product sales targeting local consumers, rather than selling back to Japan or exporting to a third country [3].

3. The Enlightenment to the international development of central enterprises

In recent years, the international operation of central enterprises has achieved remarkable results, but there is still a big gap compared with Japan, Germany and other developed countries. Learning from the successful experience of the international development of Japanese enterprises will help promote the internationalization of central enterprises to the stage of high-quality development [4].

First, give full play to the role of a promising government. At the level of the Party Central Committee, The State Council, and relevant ministries and commissions, we will continue to increase policy support, encourage local governments at all levels to introduce and improve relevant supporting policies, and build a systematic policy support system from top to bottom. At the same time, through diplomatic means to create a good international environment, the implementation of "high-level marketing."

Second, we will establish and improve a service system for overseas investment by central enterprises. Promote the establishment of various overseas service institutions, improve the service system, and provide information consulting, legal aid, financing, insurance, talent and other services for overseas investment and operation of central enterprises.

Third, fully encourage small and medium-sized enterprises to work together to "go to sea". The model of the Japanese serialized enterprise group to the sea has proved to be a mutually beneficial and overall optimal model. The central enterprises "going out" should reduce the "fighting alone", and drive upstream and downstream small and medium-sized enterprises to jointly introduce and build competitive advantages in the industrial chain. At the same time, it is necessary to strengthen the communication and coordination at the level of state-owned assets and put an end to vicious competition in the industry.

Fourth, we will enhance scientific and technological innovation and enhance market competitiveness. Strengthen innovation coordination at home and abroad, take scientific and technological innovation as the core means, constantly improve the technical level and product quality, take the differentiated development path, and constantly improve the added value of products and strategic position in the value chain.

Fifth, we will strengthen local operations. In an orderly manner, overseas enterprises will enhance their local procurement and employment of local employees, set up research and development centers in host countries when conditions allow, promote the local transformation of research results, and develop and sell differentiated products and provide differentiated services for the local market and consumers.

4. The Main conclusion

This paper summarizes the successful experience of Japanese enterprises' international development, including five aspects: first, "group to go to sea", large enterprises to fully promote small and medium-sized supporting enterprises, enterprises in different industries close cooperation; Second, the key core technology advantage as the means, adhere to cost control, establish comprehensive competitive advantage; The third is to build a sound overseas investment service system to provide a full range of supporting services; Fourth, give full play to the active role of the government to provide policy support and diplomatic guarantee for the internationalization of enterprises; The fifth is to implement a localized business strategy to reduce friction with local society and win long-term benefits.

On this basis, the paper puts forward the relevant enlightenment of central enterprises to promote the high-quality development of internationalization, including: first, give full play to the role of

"promising government"; Second, establish and improve the overseas investment service system of central enterprises; Third, fully promote small and medium-sized enterprises to cooperate with the "sea"; Fourth, enhance scientific and technological innovation and enhance market competitiveness; Fifth, we will strengthen local operations.

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