

A Comparative Study on the Management of Chinese and Japanese Industrial Enterprises

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Abstract:

In the increasingly fierce competition environment of international industrial enterprises, the management of industrial enterprises has obviously become the premise of the long-term development of enterprises. This paper first expounds the relevant concepts of industrial enterprise management, and discusses the differences in the management methods of Chinese and Japanese industrial enterprises from the four aspects of operation management, sales management, marketing, production quality management, and technological innovation. Comprehensive comparison found that the traditional culture of China and Japan has a significant impact on the management concepts and methods of industrial enterprises in the two major countries, Chinese industrial enterprises pay more attention to humanized management, and are slightly inferior to Japan's modern technology level in technological innovation, while Japanese industrial enterprise management pays attention to high efficiency and high level, with a sound management system and methods, advanced technology for comprehensive management of enterprises.

Keywords:

Industrial Enterprise Management, Sino-Japanese Comparison, Production Management, Marketing

1. Overview of Industrial Enterprise Management

1.1. Industrial Enterprise Management

Industrial enterprise management refers to a series of comprehensive activities such as decision-making, planning, organization, arrangement, control, supervision and feedback carried out by enterprise leaders and all employees in order to achieve the purpose of obtaining economic benefits, realizing enterprise management tasks, and ensuring the coordination and unification of the entire business activities of enterprises. [1]

1.2. Industrial Enterprise Management Content

The management content of industrial enterprises refers to the production and operation activities of industrial enterprises, mainly including the management of supply, production, sales, personnel, finance and other aspects, including the following 7 parts. The first is the material supply (procurement) management, because industrial enterprises directly engaged in industrial products or industrial labor production and operation activities, so it is necessary to ensure the stability of raw material supply, but also the first link in the entire production process, and reasonable planning of raw material procurement quantity, type, timing, storage quota are the guarantee of normal production, but also to save procurement costs, improve the utilization rate of funds an important link; the second is production management, specifically refers to the entire production activities of the enterprise system Scientific comprehensive management, in the process of production management, it is necessary to formulate detailed and rigorous production plans and production operation plans, and go to the production site for supervision and control, strictly control product quality; the third is sales management, industrial enterprises to take appropriate marketing means and plans to produce products to obtain profits, is the central link of the entire business activities; followed by labor management, equipment management, technical management and financial management, These management contents are necessary links for industrial enterprises to carry out normal business activities.

2. A Comparative Study on the Management of Chinese and Japanese Industrial Enterprises

2.1. Operations Management Comparison

Japanese industrial enterprises use management to take the “JIT” punctual system as the core, realize the strategy of operation and production integration, organize product production and control with core parts as the center, and conduct real-time supervision of the entire operation project with efficient and practical computer technology, and the production mode is a “pull mode” of backward flow. For example, toyota motor company in the 1970s was known for its just-in-time management system, also known as Toyota’s production method, which included reducing costs, attaching importance to employee participation and the development and application of modern information technology, and attaching importance to economic benefits. Unlike China, Japanese managers are experts with rich management experience and rich theoretical knowledge, while Chinese managers are mainly senior personnel. Since the 1970s, production and management departments in the enterprise is close to the high-level existence, the Japanese generally believe that the central management of the enterprise should be the production system, operation management system and mode as the core, in order to operate the production integration system, to promote the enterprise to achieve integrated automation management. [2]

In China’s operation and management, influenced by the Confucian “way of the mean”, many managers in China in the process of operation and management should pay attention to the management of business activities, but also need to pay attention to the handling of interpersonal relations, the pursuit of balance and unity and harmony in all aspects of the management effect, for which enterprise managers can not put all their time and energy into operation and management, but will be distributed by interpersonal relations and other aspects of things.

In contrast, the difference between Chinese and Japanese corporate cultures determines the manager’s operation management concept and method to a large extent,

Japanese corporate culture can stimulate the enthusiasm of employees and ensure their efficient execution, while Chinese industrial enterprises will focus on cultivating employees' sense of identity, loyalty and belonging to the enterprise, from the perspective of humanistic care, let employees spontaneously contribute to the enterprise, pay attention to the vocational training of employees; at the same time, in the operation and management, Chinese industrial enterprises obviously have a planned economy color Cai, managers have the dual identity of state cadres and enterprise managers, attach importance to the handling of interpersonal relations and the improvement of work efficiency, while Japan focuses on economic benefits, managers always take the maintenance of company benefits as the starting point for strict management, and attach importance to the application and development of information technology, compared with the Chinese way of moderation, lack of a trace of humanistic feelings. [2]

2.2. Marketing Comparison in Sales Management

Since China's accession to the WTO, Chinese enterprises have gradually entered a fiercely competitive international market, from the domestic point of view, with the deepening of the degree of opening up, more and more foreign-funded enterprises with rich marketing experience and strong economic strength have poured into the Chinese market to participate in competition, and the domestic marketing start time is relatively late compared to Japan, the enterprise sales management experience is insufficient and the middle and senior marketing talents are very scarce. Since ancient times, China's marketing concepts have shown the characteristics of diligence and bravery, advocating frugality, judging the hour and size of the situation, group mutual assistance and honest management, these characteristics are closely related to traditional Chinese culture, under the guidance of these marketing concepts, most of China's industrial enterprises rely on the excellent corporate image of integrity management and high product quality to occupy a place in the international market.

The Japanese sales management and marketing model is continuously enriched and improved with the accumulation of culture and the passage of history, and in the process of development, it has absorbed the essence of Traditional Chinese culture and various modern and advanced marketing concepts and management techniques in the United States and realized localization, which has the characteristics of openness, ingestion and integration from the cultural level. As early as the 1930s, Japan began to study and analyze sales science, and by the 1950s and mid-1960s, Japan studied American "marketing", and marketing was also formal. Entering Japan is used by a large number of industrial enterprises. Subsequently, Japanese industrial enterprises not only learned various advanced marketing concepts and methods, but also further learned how to control sales channels, as well as sell network UMSs and franchises more effectively. By the 1920s, as the Market for Japanese Industrial Enterprises gradually reached a saturated state and the economy was in a period of low-speed development, Japanese industry gradually shifted its focus of development to overseas markets, and further opened up the international market by actively adopting and implementing international marketing strategies.

In contrast, from the perspective of the development process of marketing in sales management, Japan after world war II effectively prevented the United States from introducing marketing science, improving the overall management level of Japanese industrial enterprises, so that the marketing system and means of enterprises are more perfect, modernized and comprehensive, while China has not gradually entered the

relevant concepts and systems of marketing science until the Plenary Session of the Third Plenary Session of the Eleventh Central Committee due to historical and political reasons, so the development and application of marketing in China has not yet become a system. Relatively speaking, the application of Japanese marketing is far more mature than that in China, and Japan's marketing methods and systems will be more advanced and perfect; from a cultural point of view, Chinese and Japanese national culture will affect the development and marketing of domestic industrial enterprises. Japan has well absorbed and applied the excellent marketing and management concepts of the ancient Chinese tradition, and combined with Western professional marketing ideas to form a localized marketing. China continues to inherit excellent ancient business culture to make marketing have Chinese colors, such as the widely circulated "Business Classic" and "Book of Getting Rich" reflect the understanding and perception of sales management of the ancient Chinese. [3]

2.3. Production Quality Management Comparison

The quality management of Japanese industrial enterprises is different from the whole process management mode of The three time periods before, during and after the event in China, mainly relying on post-inspection, and the quality inspectors pick up waste products and use mathematical With the continuous improvement and development of modern production technology and the improvement of the Japanese regulatory system, the statistical law strictly controls the quality of products, and now it has developed to a comprehensive quality management system and basically realized the full management of the whole process. In terms of inspection and testing technology, Japanese industrial enterprises widely use advanced production technologies such as electronics, lasers, ultrasound and television technology to promote the automation and intelligence of the production process controlled by computers, thereby greatly reducing the error in human work and ensuring the steady improvement of industrial product quality; in order to strengthen the awareness of employee quality management and create a rigorous atmosphere, most industrial enterprises in Japan will insist on carrying out it once a year. "Quality Month" activities, starting in January and in the third quarter of the comprehensive inspection, selection, reward and exchange, February annual summary, report on this year's quality inspection and put forward the next year's quality targets, the plan is broken down into each month and implemented month by month. In order to further improve product quality and penetrate the market, many industrial vehicles in Japan have continuously practiced ISO9000, ISO9000 is to ensure product quality, detailed standards and requirements according to the quality system, and make detailed provisions on the information structure of customer and enterprise interests. Nowadays, the international standardization of the enterprise quality system has also become an important condition for various countries and major industrial enterprises to participate in international competition.

The purpose of production quality management of Chinese industrial enterprises can be summarized as follows: "As far as possible with the least possible material consumption and expenditure to provide as many products and services as possible, as good as possible to meet the needs of consumers, to maximize economic benefits." Under the situation of rapid economic development, the number of ISO certifications in China has also exploded, and amazing results have been achieved in the quality management system, getting rid of the stereotype of "low price and poor quality" in the past, and constantly developing in the direction of "Made in China". Specifically,

the production quality management of Chinese industrial enterprises presents two major characteristics: the first is the audit method that bears the risk, including product quality. In terms of audit methods, the biggest difference between China and Japan is that the audit system and audit methods will focus on the “product quality” as a performance result, conduct a strict audit of product quality and carry out detailed risk division, once the audit has problems, whether it is the audit authority or the auditor who gives the audit certification, it must bear the corresponding responsibility in accordance with the regulations; the second is the system of complete separation of consultants and auditors, in China Industrial enterprises can directly register as a chief consultant if they want to change their positions to become consultants, but it is strictly prohibited to be both auditor and consultant. [4]

2.4. Comparison of Technological Innovations

Technological innovation is the “living soul” of product upgrading of industrial enterprises, mainly including product innovation and process innovation, and involves the renewal and change of enterprise management methods. Japan’s technological innovation is mainly divided into three time periods, 1945-1955 is Japan’s revival period, its innovative way is to imitate and improve the advanced technology of European and American countries, and its introduction focuses on basic industry; 1956-1973 In order to further improve the overall production technology level of Japanese industrial enterprises, the focus of Japan’s introduction includes the heavy chemical industry, and the technology from different countries is partially improved and combined for its own use; by 1974-1983 After the pioneering period of the year, as the Concept of Environmental Protection in Japan has gradually become popular, in order to reduce the damage caused by labor-intensive industries to the environment, Japanese industry has gradually developed in the direction of knowledge-intensive, and the main way of its technological innovation is to promote the systematization of the original technology, and independently develop and innovate new technologies.

Before the Third Plenary Session of the Eleventh Central Committee, China was still a planned economic system, the lack of market competition caused by the lack of driving force for technological innovation of Chinese industrial enterprises, with the reform and opening up and the gradual deepening and implementation of the market economic system, technological innovation has become the primary task of the development of China’s industrial enterprises. However, compared with Japan, China’s technological innovation road lacks time precipitation and experience accumulation, and there is still a huge gap with Japan. Influenced by China’s conservative and non-convergent culture, most of China’s industrial enterprises attach great importance to independent innovation and technological independent development. Because China's various basic equipment has not yet been perfected and the technical level is relatively backward, the innovation ability and technology application ability of Chinese industrial enterprises are very weak, and most industrial enterprises only simply cite foreign advanced technology, ignoring the independent digestion and absorption, resulting in weak technological innovation competitiveness of enterprises.

Comparatively speaking, China’s conservative, exclusive and non-integrated traditional culture makes the vast majority of industrial enterprises focus on independent technological innovation and development, and do not pay attention to commercial profits. On the contrary, under the culture of openness, ingestion and learning, Japan focuses on the citation of foreign technologies, and then carries out

independent innovation when forming a certain technical foundation, focusing on the absorption after citation; from the perspective of technological impetus, the Chinese government is the main body of technological innovation, and Chinese industrial enterprises and employees have reached a certain degree of fate and republicanism, mainly external innovation. Japanese industrial enterprises are the main body of technological innovation, focusing on post innovation and technological innovation based on internal innovation power.

Conflicts of Interest

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