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Japanese Influence in Portugal's Organizational Culture – Histories of Success

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Japanese Influence in Portugal's Organizational Culture – Histories of Success

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obtain the master's degree in Intercultural Studies for Business under
supervision of Professor Doctor Manuel Fernando Moreira da Silva**

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“Audaces Fortuna Juvat”

- Latin Proverb

“二兎を追う者は一兎をも得ず。”

“Ni usagi wo ou mono wa ichi usagi wo mo ezu”

[One who chases after two hares won't catch even one]

- Japanese Proverb

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Abstract

Organizational Culture is the resulting product of values and behaviours that are different across the many countries of the globe and its many organizations, particularly companies. Many authors tried to define this concept which is complex and almost unique to each and every company from different sectors and different sizes. This complexity also owes itself to national culture which has great impact in the becoming of a corporate culture of a firm. These factors influence almost every quadrant of a company's functionality, from the way a client is greeted to the way management takes decisions that will change the company's course of action. Every member of the organization has its role, and this can influence the enterprise to achieve its goals. Organizational culture can be seen as an organic system of a company that can propel it to greater heights or to its end, depending on how the people are managed.

This dissertation's purpose is to show Japanese organizational culture's influence on companies based in Portugal and how this influence allows them to be successful through an analysis of both countries' organizational cultures. And also of 4 cases of study of Japanese companies established in Portugal.

Keywords: organizational culture; corporate culture; national culture; Japan; Portugal;

Resumo

Cultura Organizacional é o produto resultante dos valores e comportamentos que diferem nos diversos países do globo e nas diversas organizações existentes, especialmente empresas. Muitos autores tentaram definir este conceito que é complexo e quase exclusivo a cada empresa, de todos os sectores ou tamanhos. Devemos isto também à cultura nacional que tem um grande impacto no que se torna uma cultura empresarial de uma empresa. Estes fatores influenciam todos os quadrantes da funcionalidade de uma empresa, do modo a que o cliente é recebido às decisões da gerência que podem alterar rumo da empresa. Cada membro da organização tem o seu papel, e a sua influência pode ajudar a empresa a atingir os seus objetivos. A Cultura organizacional compara-se a um sistema orgânico de uma empresa que a pode elevar ou conduzir à queda, tudo depende da gestão dos seus recursos humanos.

Esta dissertação tem como objetivo demonstrar a influência da cultura organizacional japonesa em empresas baseadas em Portugal e como esta influência as torna um sucesso, através de uma análise em matriz da cultura organizacional de ambos os países. E de 4 casos de estudo de empresas japonesas sediadas em Portugal.

Keywords: organizational culture; corporate culture; national culture; Japan; Portugal;

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I. Introduction

The world has become closer within the last 100 years than ever before, technological advances had such an impact that allowed to connect the east and west side of the globe in a matter of seconds. Globalization as a concept impacted everything, including companies who started to apply this and spread around the world: multinational companies. Those who decided to expand beyond their countries of origin, by creating branches in other countries, more frequently than never meet success, and are globally recognized by everyday people (Kenya, 2020). Quoting (Sedgwick, 2007) perspective of Globalization:

“By any definition, multinational corporations are active vehicles of globalising processes, directly engaged in the movement of persons, images, capital, products and technologies across regional, national, urban, suburban, rural, ethnic, linguistic and other frames. Multinational corporations’ activities, their public relations statements and their products affect – some would say they drive – our excited and often contradictory understandings of ‘globalisation’, and ‘the globe’.”

Regarding this new world where companies can be in many countries and have many markets, culture also presents itself as an asset to drive them forward or pull them backwards. Organizational culture is present in every company and is especially important to multinationals having a way to pass the knowledge necessary to keep the company growing (Al-Alawi, 2007). Multinational corporations create specific, tightly bounded, local places of considerable social *gravitas* (Sedgwick, 2007). A well-managed corporate culture makes companies great and help them lead on their sectors or it can help on their path to decline, as seen in Motorola’s case (Fisherman, 2014)

The present dissertation was developed in context of the master’s degree on Intercultural Studies for Business. Intercultural Studies is a hybrid that steams from a line of thought born from exploring and connecting all disciplines (Sarmiento, 2014). Understanding how culture can be unique and how it affects Organizational Culture is the incentive to explore this subject. Particularly regarding the presence of Japanese organizational culture and its influence in Portugal, with a special focus on companies that can be classified as successful as a direct result of well implemented strategies on organizational culture management.

This subject was first approached on one of the subjects that the master’s degree in Intercultural Studies for Business and quickly revealed itself as a big part of how foreign companies can be more or less successful depending on the handling and management of the company’s capacity regarding the national culture where the company is being established.

This subject has become even more relevant thanks to Globalization, as this phenomenon swept the world and became normality, creating a need to develop the skills to easily adapt to a culture and to use its strengths has an asset to the business is essential. By developing this dissertation, we try to understand how two cultures which are in constant connection can achieve together the creation of a unique organizational culture, and how Intercultural Competence is also key to construct such a culture.

1. Relevance and Purpose

Portugal and Japan have a long relationship which dates to 1543, almost five centuries ago (Sá, 2006). The relationship was tumultuous and complicated along certain points in history, but Portugal has influenced Japan and vice versa in many areas from language, to religion, politics and even regarding slavery (Sá, 2006). The relationship mainly on friendly terms, was started by the Portuguese being then the first westerners to contact the island. Through the course of Japanese history, it is visible the influence of Portugal and how this is present nowadays. From the span of 200 years that Japan closed itself to the world, Portugal was one of the firsts to be contacted on the official reopening of diplomatic relations in the 19th century.

Fast Forwarding to the 21st century, we see an inevitable opening to the international market as part of the evolution of the world economy, including both countries. This growth greatly helped the Portuguese industry, and it contributed to put Portugal on the same map in terms of economics and technological advances as that of the developed countries of Europe. Analysing the accounting data of the last 50 years, we can distinguish a pattern in which efficiency in production factors depends greatly on export and import. It is also important to mention that this pattern also reflects itself on the rest of the productivity. (Afonso, 2004)

In the same century, Japan assumed a breaking neck speed on its importance among the top exporters worldwide. Japan's economy is supported by enormous and powerful corporations who simultaneously have a gigantic net of small companies to help and bestow the touch of flexibility and innovation that characterizes Japan's economic structure.

In recent years, the Japanese are at the forefront of energy efficiency because of the shortage of energy resources as oil and the costs of importing such. (AICEP - Portugal Global, 2018). The relationship between the people of both nations has increased mainly through tourism

even though we see in both cases, that the ratio of Japanese tourists in Portugal is small compared to other nationalities such as England or Spain. This also happens in the Portuguese ratio in the Japanese case.

Although the influence is small, the rate at which it is growing is impressive, from 2014 to 2020, the number of Portuguese visiting Japan tripled. In the same time span, in the case of the Japanese, the number doubled (Ushio, 2020).

This growth of contact during these years also translated itself to the growing number of Japanese ventures in Portugal. In 2018, it is in record that there were 82 Japanese companies labouring in the country, number that has been growing in the last years also thanks to the 2019 trade deal between the European Union and Japan, which significantly helps ease and grow the trade between the economic blocs (Ferreira L. P., 2018).

The interest in Portugal from the Japanese is relevant and is being demonstrated by the presence of important delegations sent to Europe, specially to Portugal, like the Keidanren in 2018. The Japanese ambassador affirms that the Japanese interest in Portugal owes itself mainly to the economic and political stability but also the quality of the Portuguese work force (Ferreira L. P., 2018).

This growing interest of Japan in Portugal is one of the factors why it is important to understand why they can achieve so much even in small numbers. This dissertation intends to shed some light on the particular importance of organizational culture and how national culture influences companies' success in Portugal, most particularly Japanese endeavours.

2. Methodology and Structure

The approach used on this dissertation was of exploratory nature in a sense as to trying to establish a matrix of culture identifier and then, following a multi-case analysis, focus on four companies that by practising this analysis are considered successful in the subject of managing a company's organizational culture and including well balanced knowledge of the national culture's influence in it. The information is acquired through news and multiple other sources regarding the subject at hand with the utmost objective of better understand the reality and weight of the influence this subject has in entrepreneur relations and decisions that are taken in order to establish endeavours in foreign countries.

This dissertation is composed by three main sections: the literary analysis, an empiric analysis of cases and the conclusions.

The theoretical section has two chapters: chapter II and III. Chapter II, with the title “Organizational Culture: Definition and Approach on Culture”, where the main concepts are defined according to multiple authors the subject of study in question, followed with an analysis of the work of three relevant authors in which we rely on to establish an analysis approach possible applicable to both countries regarding this theme.

Following we have chapter III, titled “Possible Connections Between Organizational Cultures” where we determine what are the similarities and dissimilarities in each country, and portrait the strengths and weaknesses of each culture.

Moving from the theoretical to the empirical section we find chapter IV with the title “Case Analysis”. This chapter studies in an individual approach four different examples of how these companies fit the intended result in order to demonstrate the accuracy to the matrix proposed in the theoretical section. Along on chapter V, titled “Organizational Culture - How successful was the blending?” it is debated the accuracy of the analysis on the companies proposed and the flaws it may present. Adding to this it is also explored how these companies’ approach and find solutions to their problems.

In the last chapter we conclude, and it is discussed the final thoughts regarding the success of the task at hand. It is also discussed the limitations and contributions to the subject of study and what other topics can be explored. In the same chapter it is made a brief reflection on the Pandemic influence and its possible consequences on corporate culture and the interest it has to the subject.

II. Organizational Culture: Definition and Possible Approaches

When we talk about business and companies, we often think of brands or concepts that exist and are familiar to us. But we often forget that behind all that are people. These people are crucial and ultimately help shape what we perceive as brands and companies.

Defining organizational culture has been a challenge for many authors. Even if there are around 30 years' worth of studies on the subject. Having so many authors and choices, defining this concept is a demanding and in itself complex task (Geertz, 2001). The authors chosen to guide on this quest are influential authors on the field each in their own right: G. Hofstede, E. Schein and R. Sainsaulieu.

According to this, the proposition to define organizational culture is as a mental programming with all its implications, such as beliefs, sense of creation and expression through artefacts and behaviour patterns, adjusted to their respective groups to which they belong (Lopes A. , 2010).

As described in this chapter, (Hofstede, 1991)describes culture as a common software of the human collective that allows us to distinguish the members of different categories of people, this being: nation, ethnic group, gender, age groups, social class, job and professions, organizations and even family.

Regarding (Schein, 1992) we analyse the value propositions that shape culture into a unique social structure and creates its identity. Thus, organizational culture is perceived as a set of basic propositions that a determined group invented, found, or developed to deal with problems. These propositions, having worked fine long enough, become valid to be passed on to the new members, as the correct way of perceiving, thinking, and feeling towards these same problems.

From (Sainsaulieu, 1977) we characterize the ground base to create cultural identity in certain professional groups. Professional culture is built progressively, in a long process, in community, shaped by tradition transmitted by family and socialization at the workplace.

As an anchor value of this cultural construction of a given community, we will consider the approach of (D'Iribarne, 1989) Culture is perceived by the author as a system of concepts that allow each individual to attribute different meanings to their experiences. So, we gather that concepts such as freedom, equality, justice or responsibility can evoke different

meanings depending on the contexts. This approach consists of drawing up an inventory of political cultures, of its roots in history and also of its most distinctive aspects.

In the end, we will synthesise each of both cultures (Portuguese and Japanese) with all of the authors above mentioned and with the help of R. Quinn's "Competing Values Model" and outline the main points and limitations of organizations that operate in both cultures.

1. G. Hofstede's National Culture

According to G. Hofstede, E. Hall, E. Schein and other authors, each country's organizational culture embodies the national culture, symbols, heroes, rites, values, and fundamental beliefs.

Hofstede claims that organizational culture includes in a specific way to which culture, the following elements: Symbols understood as words, objects or gestures with conventional meaning (i.e., language in terms of organizational culture, this corresponds to slang, way of dressing or addressing ways, social status).

- Heroes understood as people real or imaginary, present or gone but identified as model behaviour;
- Rites understood as activities that are expandable but ultimately socially meaningful in a social context;
- Values understood as the most profound level in culture, these equal to deep feelings usually unconsciously and indisputable, concerning ethic categories, aesthetics and ideology, these are by members of the group and their leaders;

(Hofstede, 1991) considers that when an individual starts working in an organization (particularly younger people) even if they already have a firmly rooted value system in place, they will be influenced to socialize according to their working context practices. Regarding the basic core values, the socialization varies, and it can be more superficial when it comes to symbols, heroes or rites.

The author focuses on values as comparative variables to better characterize national culture since these tend to prevail on the organizations of the respective countries, regardless of being local or cross-border. Below we can identify the five dimensions of culture according to the author:

- **Power Distance** defined as the acceptance of unequal distribution of power, that affects the behavioural response of the less powerful to the more powerful and vice versa (i.e., boss-subordinate relation in an organization context).
- **Uncertainty Avoidance** defined as the degree of discomfort that each member of society faces regarding uncertainty and ambiguity, as well as the individual's preference for more or less structured planning.
- **Individualism versus Collectivism** defined as the preference for an associative social structure, considering that each individual can only count on themselves and close family. Whereas in a collectivist approach, each person will prefer solidarity in social behaviour and expect it from family or a group to which they will feel they belong to, an exchange based on loyalty.
- **Masculinity versus Femininity** defined as the preference for material success, competitiveness, aggressiveness, and focus on high personal performance and planning. While femininity is the preference to strive for a better quality of life, healthy human relationship, values like dedication, solidarity and creativity are preferred through honest methods.
- **Long versus Short Term Normative Orientation** defined as the value for austerity, tenacity and respect for tradition and social conformity. Understanding that long term is more of a search for virtue and short term is the search for absolute truth.

Regarding practices in organizations, the author further studies other variables that correspond to the symbols, myths and rites such as:

- **Process Oriented versus Results-Oriented** characterized for the first being the preference for technical and bureaucratic routines and the second for concern on the outcome.

- **Employee Oriented versus Job Oriented** characterized by a focus on productivity but never forgetting the well-being of the individual opposed to the second to which there's only focus on productivity.
- **Professional versus Parochial** characterized by the first being the people who identify primarily in their professions, these members tend towards being highly educated. The latter the ones who identify themselves with the organization.
- **Open System versus Closed System** characterized by how the communication is made between members and how these members welcome outsiders and newcomers.
- **Tight versus Loose Control** characterized by how the members conduct themselves in the importance they attribute to formality and punctuality.
- **Pragmatic versus Normative** characterized by how the members deal with flexibility in the organization, particularly towards clients. Marketing is an area which has an extensive study on this dimension because of the concept of Customer Orientation.

2. R. Sainsaulieu's Working Culture

The signature work of this author helps us decipher the cultural dimensions present in work and professions. It is a pioneer study on its specific concept. With this approach we focus on how people from the same specific professional/working category become behavioural and communication catalysts by creating bonds on having the same worries, skills and knowledge.

From multiple surveys and participating observations, the author creates an identity process born from the tactics of each social player in a game of influence within the organization, in which all players try to balance their personal interests in their work relations and environment. The author is a student of (Crozier, 1963) and this work aligns itself with the same logic used by Sainsaulieu in his works (Bourgeault, 2011). This variable permitted Sainsaulieu to propose four ideal conditions of access to negotiation power, as a structure for organizational behaviour:

- **Withdrawal Culture:** labourers shape their professional identity, preferably outside the work environment. Their strategy is one of paradox, between presence and absence. The organization is a means to an end, it is how they obtain a salary that allows them to live a life separate from their work. The author identified it as a tactic more commonly used by a determined professional category which has fewer academic qualifications, struggle to progress on their careers composed mainly by women, emigrants and young people insufficiently socialized.
- **Fusion Culture:** a category of workforce with basic but pertinent qualifications for the organization, standing alone are easily replaceable but together (e.g., syndicates) became almost indispensable. We find these characteristics in factory or office workers, with some kind of specialization that thrive in mass production businesses. Tend to cultivate camaraderie and solidarity in the group, towards the upkeep of the group cohesiveness. This culture type was important in the post-war time, usually associated with syndicalist movements that led to implantation of the Welfare State.
- **Identity Culture:** qualified professionals and staff that ensure the productive structure of the organizations. They experience a certain capacity of exerting their individual influence inherent to their capabilities and responsibilities in the duties they perform. Their internal negotiable strength, unlike the previous group, resides in well-balanced affirmation of individuality (cognitive) and in their capability of establishing solidarity alliances (affective). This group was important during the industrial revolution and above all contributed to the basis of entrepreneurship.
- **Affinity Culture:** this identity model is almost in its entirety based on individualism and in a flimsy sense of group solidarity. It is unique to technical and highly specialized workers that tend to put effort towards social ascension and personal career that prefers external mobility instead of service or work to feel fulfilment. This is a group that communicates in agreement to meritocracy.

According to the interpretation of (Lopes A. , 2010), this theoretical model allows us to put the hypothesis of a horizontal division with a profound rift between the peak and the base of the organizational pyramid. The vertical division is the professional qualification and the horizontal, from left to right in what respects the ideology: being the left side towards the collectivism present in Fusion and Identity cultures and the right side towards individualism present in the Withdrawal and Affinity, as can be demonstrated on the figure below.

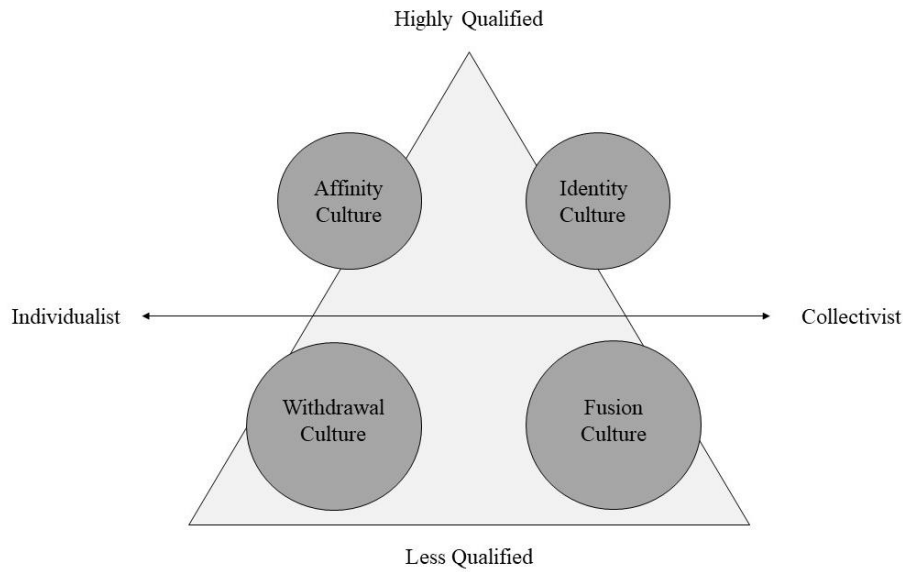


Figure 1: Interpretation of Sainsalieu's Four Negotiation Powered Cultures

Considering this, we can affirm that from the time of post-WWII to the present days, there is a tendency for individualism. The strong economic crisis in the last 30 years created financial precarity and fragile job stability, this allied to the constant mutation and technological advances led to a detachment of the workers from the organizations and people turned to a continuous search of stability and fulfilment from other sources apart from work.

3. R. Quinn's Organizational Culture

This author and other collaborators usually connected to the University of Michigan propose a model that manages the skill of leadership and culture as two sides of the same coin. This model was classified as one of the forty most important models in management studies (Have, 2003).

According to (Cameron, 2005) each culture consists of a particular language, symbols, rules and ethnocentric feelings. The concept of organizational culture is addressed as a functional part of the organization's sociological foundation, this being that the concept is an attribute of the organization itself, because it reflects what is valued within such as dominant leadership styles, language, symbols, routine, procedures and definitions of organizational

success. The organization is and has, simultaneously, a culture. Management can partly control culture only if it heeds its intrinsic dynamic to succeed.

To find a true definition of organizational efficiency, (Quinn R. E., 1983) developed a Competing Values Framework. This model has two dimensions: Internal Orientation and Integration vs External Orientation and differentiation (horizontal); Flexibility and Change vs Stability and control (vertical) (Figure 1). These two dimensions form four quadrants, these reflect four distinct types of culture: Market or Result-Oriented, Hierarchy or Internal Process, Clan or Human Relations and Adhocracy or Open Systems (Cameron, 2005) which we will further describe below:

- **Market or Result-Oriented Culture:** this culture was strongly applied in the first quarter of the 20th century (1900 - 1925), in the prime of Taylorism. Efficiency criteria being productivity and profit, its focus is in achieving processes such as a clear definition of objective, rational analysis and decision-making (Quinn R. E., 1996)
- **Hierarchy or Internal Process Culture:** this culture has as its premise in bureaucracy, which owes itself to the contributions of Max Weber and Henri Fayol's control unit prevailing in the second quarter of the 20th century (1926 - 1950). The efficiency criteria are stability and continuity, internal process as the focus for the definition of responsibility, arbitration and proper documentation, as its protection (Quinn R. E., 1996)
- **Clan or Human Relations Culture:** this culture surfaces in the third quarter of the 20th century (1950 - 1975) and its focus is all about commitment, cohesion and morality, the efficiency criteria are equity and openness (Quinn R. E., 1996)
- **Adhocracy or Open Systems Culture:** this culture emerges in the last quarter of the 20th century (1975 – 2000) in this system the organization competes in a turbulent and ambiguous business climate, the efficiency criteria are adaptability and external support. The key process is political adaptation, creative resolution, innovation and managing change (Quinn R. E., 1996)

It is reinforced that no organization has any possibility of survival, if they are solely focusing on one of these quadrants, they must reach balance by optimizing all types. The following figure demonstrates these four culture types according to their quadrants and main traits, for an easier understanding.



Figure 2: Quinn's Competing Values Framework

4. Synthesis of the Different Approaches

In an effort to better explain the course of action on the analysis of Portuguese's and Japanese's Organizational Cultures we will start by using Hofstede's model to characterize the culture in certain aspects previously mentioned in the respective author's paragraph.

Following this, we will use Quinn's model approach to further cement the conclusions we take from Hofstede's characterization. Continuing the analysis on both countries, we take Sainsaulieu's broad and unique view to assist in the analysis, adding consistency and variety to the authors chosen in the analysis and classification of each culture.

Furthermore, we also support ourselves in D'Iribarne's interpretative approach to make ground on having into mind the political culture and more distinguished aspects.

Through these authors and their work, we will try to support our analysis taking into consideration the theoretical views to characterize these cultures using different but complementary perspectives. It is classified as a matrix because the intention is to be able to use throughout other cultures and countries to help better evaluate how cultures can use their strengths and weaknesses to balance their blending and achieve the best result possible. It is essential to use many authors and perspective to avoid being biased or too diminishing on the culture's characterization.

5. Portuguese Organizational Culture

Based on the characterization of dimensions and quadrants of the authors just as explained in the past chapter, we will proceed in the analysis of the Portuguese Organizational Culture.

Supporting this characterization, we will use a questionnaire designed and analysed by (Lopes A. , 2010) based on Hofstede's model and made to CTT - Correios de Portugal and Portugal Telecom personnel around 2 000 people (both Portuguese public well-known companies at the time). On this questionnaire, some tendencies that the author describes about the Portuguese population stand out: high power distance, high uncertainty avoidance, low individualism and low masculinity. Simplifying and translating each of the dimensions: fearful respect of power and hierarchy, fear in assuming risks, weak associative sense and strong creativity.

We can understand that the distinctive trait is the absence of collectivism (as in an attitude of each person for itself). The organizational culture present in both companies has a deep unbalance in individualism, even though it has low individualism. It is shown that because of the progressive division of work to subcontractors, there is a deep disconnection between management and managed (Lopes A. &., 1990)This can also be explained by the fact, according to Hofstede, that Portuguese organizational culture is short-term oriented, being more focused on achieving quick results and a small propensity for saving to the future. Hence the use of subcontractors to achieve the required results (Hofstede Insights, n.d.)

To continue and reinforce the understanding of the culture, we have the analysis of (Lopes A. , 2010) on a survey made by ISCTE about the Portuguese working and leading classes during training courses in the institute. The surveys were made on around 160 technical personnel from multiple companies, on similar occasions and using the same approach. Concerning each culture of Quinn's theory, (Lopes A. , 2010) reveals the results: low interest for rational goal (Market Culture); low regard for internal process and rules (Hierarchy Culture); huge fluctuation (from very good to terrible) regarding personal relations (Clan Culture); a strong tendency for improvising (Adhocracy Culture). In the leading roles, we verify some results such as low client orientation; low regard for quality procedures; low teamwork spirit, which strongly depends on a good organizational climate; Once more we also find a strong inclination for improvisation.

It is possible to devise from both surveys, that according to the cultures mentioned in Quinn's theory, that Portuguese organizational culture is mostly oriented to the Adhocracy culture with some characteristics of Clan culture depending on the organization's climate.

Using Sainsaulieu's approach, we can understand from the tendencies and characteristics mentioned in both studies used before, that the people questioned locate themselves mostly in the Identity model, but it is very important to mention that usually inside an organization we can have all four types of cultures.

To furthermore support these conclusions regarding Portuguese organizational culture, we also resort to D'Iribarne (1989) interpretative approach, in which he distinguishes three types: Honour Logic (common to France), Contract Logic (common to the US) and Consensus Logic (common to the Netherlands).

The first is the separation of professional categories, each immerses in its own influence and never overstepping on each other's prerogative.

The second one blooms from a society of equality, where each individual has a relationship based on freely negotiated contracts. The hierarchy is part of the contract and reporting to a superior is defined as a necessity to get the job done. On the third one, we see it's a reflection from the Treaty of Utrecht where unity was the core value to the solution. Above all, it supports itself on the premise everyone is free to express their opinion before the final decision is made.

According to the author, it is safe to propose that Portuguese Organizational Culture is strongly adaptative. We can singularize as strengths the capacity to improvise and individual creativity, especially in a highly ambiguous context. This can be attributed to the feminine dimension being dominant and the trait of a rather quick professional learning, specific to the culture.

According to (Lopes A. , 2010), this cultural experience develops further in groups with a vigorous sense of mutual aid, this certainly synchronizes with the collectivist trait allowing for teambuilding. The ability to withstand a taxing hierarchy implies a considerable emotional weariness, so improvisation is used as an undeclared tool for self-management in certain situations, where sometimes other routes are adopted but undisclosed.

However, there are some weaknesses we detect such as low capability regarding planning and elaboration on matured efficient processes. This is also associated with an obstacle in transforming teambuilding into true team spirit (Lopes, 2010).

6. Japanese Organizational Culture

Regarding Japanese Organizational Culture, we will proceed with the analysis as done in the prior chapter.

Japanese organizational culture that is the direct development of the Japanese culture (Tang, 2000). An excellent example of this is the Kaizen philosophy that is present in Japanese organizational culture. This philosophy has its premise on constantly improving its productivity through the direct involvement of all people in the systematic search for efficiency (Ferreira A. I., 2018)

According to (Hofstede Insights, n.d.) which uses the dimensions of Hofstede to characterize the Japanese Culture, the Japanese population is characterized by high power distance, mild individualism, high masculinity and high uncertainty avoidance. In simpler and more concrete tones, each dimension transcribes as consensual and slow decision making, Collectivistic with a slight individuality by Asian standards, highly competitive and procedure is created for maximum predictability.

A characteristic that is very distinctive in Japanese culture is consistency. Japanese operate companies in the same way their culture operates itself. With trust in employees, loyalty to

the company, training, and recognition of one's efforts and also decentralization and consensual decision-making process (Cole, 1980) (Harper, 1988); (Johnson, 1974). We can also understand that even though it is collectivistic with the sense of loyalty and emphasizing group cohesiveness and welfare over their individual welfare, it is regarded as individualist when compared to other Asian countries.

Another trait that confirms this consistency is the fact that Japanese are long term oriented, their concept is rooted in the need to leave a legacy and serve the generations to come. We can see this in the fact that Research and Development represent a heavy investment in Japanese companies to help achieve durability and a balanced growth in market share.

Progressing to Quinn's theory, in which many authors applied the Competing Values Framework, we immediately confirm a tendency: Internal Focus. Being the main attributes such as integration and smoothing activities. According to a study conducted by (Sasaki, 2017), applying this model in Japanese neonatal intensive care units, the results have shown that teamwork and cohesiveness are very present, but it is also indispensable the ruling and establishment of procedures. The results of the study state that though all four types are present, the more prominent ones are Hierarchy and Clan types.

Also confirming this tendency is a popular literary piece on the subject of Japanese organizational culture, (Florida, 1991) article about the presence of Japanese industrial organization in the United States. According to the authors, there's an expressive dominance of the Clan culture type.

Furthermore, there is another study from (Deshpandé, 1993) to discover which of the four quadrants is the most market successful, they also confirm the dominance of the Clan culture, but it also highlighted that similarly to the previously mentioned study, there are the other three quadrants present. But in this last study, there is an expression on many of the inquired having not only Clan but also Market Culture very present. Therefore, we take from all the above, that Japanese organizational culture is a hybrid between three quadrants: Clan, Hierarchy and Market.

Advancing to Sainsaulieu, we can state that there is not a culture that is immediately associated with the characteristics above mentioned, but a mixture of at least two cultures: Fusion culture in which the strength resides in-group cohesion and Identity culture where communication and alliances are the focus.

We can also take some aspects from Affinity culture regarding the meritocracy point, but if we see from the perspective that this culture as a strong tendency to have a weak sense of group solidarity, it becomes contradictive, making this culture not as adequate as the other two mentioned before, Fusion and Identity cultures

Finally, on D'Iribarne's approach, we can safely assume it is interpreted as a Consensus type. Unity and free expression of opinion before the final decision is something we can easily notice as a standard pattern in Japanese organizational culture (Tang, 2000). The strong capacity of communication and management involvement is notorious, developing a teamwork capacity that becomes a force to reckon. As mentioned in the beginning the Kaizen philosophy sees Competitiveness as the drive to strive for better results and makes the Japanese a goal-oriented success. Ultimately, the need to create procedure and rules offer an organizational method and better control on predictability.

On the other side, there are some other factors that if more developed could help the Japanese become even more innovative towards the goal for better performance. The competitiveness installed in Japanese society as revealed itself as dangerous and needs to be kept on a healthy level. For the last years, the Japanese government has tried to tackle the very high suicide rate and death by exhaustion that affects the common Japanese worker extremely pressured by companies to take overtime (McCurry, 2017).

Another trait that is missing is, to some extent, creativity, and the lack of adaptability to certain situations which is turned even more strenuous by the length and tardiness of the bureaucratic procedures. All this stiffness and pressure can create a toxic culture with detrimental consequences not only to employees but also to the reputation and results of the company.

III. Possible Connections Between Organizational Cultures

On this chapter we will compare Portuguese's and Japanese's Organizational cultures and see what brings them together but also what sets them apart. We will compare them according to the authors mentioned before and their respective tools for characterization.

1. Mapping Hofstede's Similarities and Differences

We start with Hofstede's dimensions, in which it is comprehensible that both cultures have similar characteristics, but also some keen differences that makes them possible to coexist in a more or less harmonious way.

As we can see in Figure 2. regarding Hofstede's dimensions there are some differences and similarities.

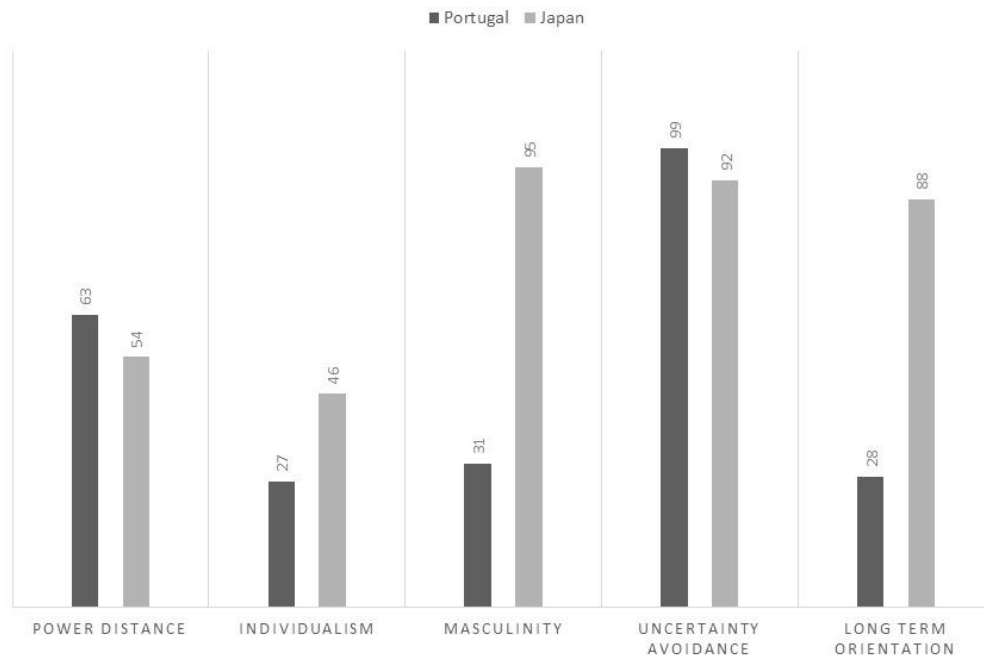


Figure 3: Hofstede's Dimensions: Country Comparison

As per demonstrated on the Figure 2., both cultures display high power distance, mild to low individualism and extremely high uncertainty avoidance. Withal we need to understand that the reasons for these similarities are not exactly the same in both cultures.

Starting with Power distance, in Portuguese culture we noted before that there's an amount of fear towards the management and a general distancing while in Japanese culture there's a tendency towards a more involved and mentorship aspect to management. This can be easily

understood by the Japanese tendency to training and follow these trainees, imbuing them with team approach views and open communication.

While in the Portuguese side, as mentioned before, there is a more disconnected relationship. Even if both cultures have a tendency for hierarchical structures, one is more established by fearful respect for the superior while the other is cemented on open communicative respect toward the superior.

Following the dimension's order, the measurement of individualism is a complex topic but can be explained by one noticeable trait, the team spirit approach: while in the Japanese this is an unbendable and crucial tool, in Portuguese culture is fluctuant and is highly dependent of the relationship between colleagues. Still, both cultures rely heavily on the collectivist aspect of their relationships to make work possible.

The third dimension in common is the Uncertainty Avoidance and in both countries, is extremely high. This high number in the Portuguese case can owe itself to the very high tendency of pessimistic perspective on the future. This theme is well reflected on the literature and also on the phenomenon known as "Sebastianismo", as Portuguese will always remember of the past as memorable, putting the future in a bleak perspective (Meirelles, 2006). On the Japanese case, we can try to understand this tendency for two facts: the highly traditional society and the natural disaster threat.

Tradition is present everywhere on modern Japan, they go hand and hand, it reflects itself on the small ceremonies that happen since birth on Japanese society. This allied to the constant threat that earthquakes, tsunamis, typhoons and volcanos that cause the loss of human lives and great destruction made Japanese specialist on being ready and prepared to prevent further damage in all possible ways and times.

Japanese companies develop studies and evaluate risk to the infimal to prevent any false step that could turn itself into a setback. Another factor common to both countries is the job and economic instability that brings the most cautious nature forward in both cultures (Wingfield- Hayes, 2015).

The most striking aspect are the two dimensions in which both countries differ: Masculinity and Long-Term Orientation. On the Masculinity dimension, both countries can apparently seem opposites, but in actuality the difference resides in the competitiveness instilled on the employees of both nationalities.

While in Japan, the social ladder climbing and the desire to keep progressing is so strong, that starts on small rituals since childhood such as becoming school committee president or entering a prestigious university. In Portugal, this tendency is not so strong, and the average worker has a tendency to employ effort to try to achieve a better lifestyle according to each person's expectation. Competition is more apparent today because of the rise in literacy among Portuguese population but is not so core to the culture but rather a consequence to the job instability.

On the subject of Long-Term Orientation both countries are very further apart. While the Japanese are widely known for the amount of consideration and careful planning, which they pour into every step of the way to achieve durability. The Portuguese have less tendency for detailed planning on the long run, preferring to quickly solve problems at hand, there are of course exceptions. usually aim to quickly solve the problem at hand rather than putting effort into preventing it in the future. The Japanese have this Confucian philosophy embedded into the marrow of their culture. From popular sayings to actually putting it into practice by constant planning to prevent the constant threat nature does on the various islands.

Their companies have the same mindset, they have complex and well-studied plans for every new project they put into practice, always trying to achieve the best results and predict the impact on future ventures or issues the company might face. Longevity is one of the main reasons' companies invest in studying every possibility while creating and investing in new products.

This reality is not so much shared by the Portuguese. Usually, Portuguese companies do not apply this kind of mentality, especially family-owned companies. When creating a new product, they try to emulate past successes not necessarily because it will create something that will be considered legacy or to make the company go further, but more on the perspective of achieving profit to survive.

Some companies go against this tendency and invest on planning, becoming more successful precisely because of the way they manage the future, Sonae is an example of how programming a future can take a company to the top of the ladder.

Many companies live day to day, but there also some who employ resources to better manage for the future. Many companies deal with issues that are happening on a determinate moment that can be crippling to the business, putting effort with the objective of staying afloat on a sea of constant change and unpredictability. Because of the constant instability, businesses

are more pushed into the mindset of dealing with issues that need immediate response, which causes them to generate more instability turning itself into a vicious cycle.

2. Quinn: The Main Key Towards a Solution

We proceed our analysis and comparison with Quinn's theory where the two countries also have contrasting results.

Portugal has a solid tendency for Adhocracy culture with Clan culture being simultaneously present depending on the corporate climate. Whereas Japan is a Hybrid that mostly favors Clan culture, but Hierarchy and Market cultures make appearances mostly depending on the management's method and mindset (Deshpandé, 1993). It is remarked in the studies above mentioned that all of the four types of cultures could be present in variable degrees but there's one which is more distinguishable as we can confirm.

Both countries have Clan culture in common has being present in some degree, the most striking difference is the most favored one, Japanese tend to Clan while Portuguese favor the Adhocracy culture. As we can see on figure 1., both cultures are not direct opposites but differ on a very important aspect: focus.

While being flexible cultures, we can easily understand why they would be characterized similarly by certain features mentioned on the analysis of each country. The flexibility and preference for good relations between colleagues, also a collaboration that permeates those same relationships. Clan culture being present in both cultures in some way it justifies this behaviour and tendency.

When we observe the focus, it is also seen from a particular characteristic why they differ and take slightly different paths: planning. While Portuguese are worried in solving the problems from the outside to the inside, the Japanese strive to solve from the inside out. Japanese like to have clear and objective orders to accomplish goals which is facilitated not only by their planning but also on how everyone on the company articulates itself to solve and quickly create procedure to help solve future similar issues.

In this characteristic we can distinguish the influence of the Kaizen philosophy on the Japanese organizational culture; one of the important steps in this philosophy is the importance of human resource in the company. The employee is vital to achieve new

procedures and solutions precisely because they are the first agent detecting the issue and also the first to think of a possible solution.

While Portuguese are usually more worried on solving the problems that appear and then, after some time, they will try to work out a system to better filtrate and facilitate those repetitive issues. Although as mentioned previously this can be more or less apparent depending on the presence of the four cultures and its degree of influence. On Deshpandé's analysis, we can see that what makes the Japanese culture well rounded is the heavy influence of the other two cultures in its whole, therefore the term used was Hybrid.

The most important question is: Can these two cultures achieve maximum potential together? We see that this is possible with the help of Quinn's model, which demonstrates fairly well, in which aspect each culture needs to put more thinking and balance to solve the more problematic issues. We can easily understand that according to the countries, Portuguese tendency to adhococracy balances the keyhole in the spectrum of Japanese organizational culture hybrid.

A company which unites both organizational cultures would in theory have the four types of culture in more significant degree, conducting to a possible result of success in the company's endeavors. The Portuguese organizational culture has a strong characteristic that fills the void which Japanese struggle the most: innovative approach to gather solutions.

As recognized by Margarida Marques, Vice-president of Hitachi Vantara in Portugal, there are differences in the way of working of both people, but the collaboration has had a positive outcome (Dinheiro Vivo, 2020).

*"The Portuguese are more used to a 'get by' politic, we are the best at solving unexpected issues and we don't tend to have a strong planning trait. We end up having to work longer hours to achieve the same levels of productivity of the Japanese, because they have a different focus, more structured working, but in the end, it is well offset. We are different but in reality, we are a match."*¹

¹ Original quote in Portuguese: "Os portugueses estão mais habituados a uma política de 'desenrasque', somos melhores em resolver situações inesperadas e não temos tanto a característica de forte planeamento. Acabamos por se calhar ter de trabalhar mais horas para chegar aos mesmos níveis de produtividade dos japoneses, porque eles têm um foco diferente, são muito mais estruturados no trabalho, mas acho que no fim, acaba por se compensar bastante. Somos diferentes, mas também somos muito complementares, na realidade."

On the other end, Portuguese culture will be balanced in aspects such as the low sense of teamwork and the stabilizing of relationship between co-workers, adding further the perspective of having better management philosophies will contradict the Portuguese tendency to fear hierarchy. Planning will also be an asset that used efficiently is going to boost better opportunities to help both cultures find a better way to navigate the market innovatively.

IV. Case Analysis

In the following chapter we are going to explore some companies in Portugal that are owned or have partnerships with Japanese companies in which both countries organizational countries are present and their success in the market depended on how the combination of both cultures contributed to the companies achieving the rate of success that enables them to be references in the markets where they operate.

Through this analysis, we understand that these companies may differ their contact with the local culture because of the years they have in presence in the host country. Being the contact more or less prevalent during the last years.

1. HIT

1.1 The Company

According to both the Kagome's and the company's official website HIT – HOLDING DA INDÚSTRIA TRANSFORMADORA DO TOMATE, SGSP, S.A. is a company founded in 2007, holder of both Italagro (Industria da transformacao de Productos Alimentares, S.A.) and FIT (Fomento da Industria do Tomate, S.A.) are manufacturers of tomato products. It is located both in Castanheira do Ribatejo, Vila Franca de Xira and Águas de Moura, Palmela (HIT, 2021).

The Kagome Group is recognized as one of the most important companies of the sector in Japan. This investment is the largest made by the company in the last 20 years, they invested heavily in HIT as a way to expand market to Europe and take advantage of the fact that HIT was already a leader on the sector in Portugal specifically.

The acknowledgement of the quality of Portuguese tomato production and transformation is wide in Japan and this fact is used in favor to grow the market share in Japan. This relationship is solid and goes on for the last 30 years, even before Kagome became a direct investor and shareholder. Kagome's investment is a clear demonstration of trying to optimize the raw material, since the company intended to increase the HIT's profit and reach the thirty-seven million euros by 2010 (Matias, 2007).

1.2 Relevant and Profitable

The Kagome Group is in the top ten of most important companies in the food industry. HIT, one of the companies that the group owns on their global network, made multiple times headlines for its achievements. One of them was in 2013, where HIT was expected to have the best results ever, having a rise on business volume by 20% since the formation of the group, expecting a rise of 10 million euros compared to the previous year. The sales have grown exponentially, until 2013, the company had an increase of 86%, and at the time, expectation of continuing to continuously increase the percentages.

Still regarding 2013, the expectations were to process around 320 thousand tons of tomato and export almost all of it. We can clearly see that exporting is the solo focus, has the exports to Japan had grown 91% at the time representing 14,2 million in 2012. The company exports to multiple countries that include United Kingdom, Ireland, France, Germany, Netherlands, Russia, Kuwait, Saudi Arabia, Japan, South Korea, Thailand, Australia and the Scandinavian countries. (Dinheiro Vivo, 2013)

HIT is also important at the national level, being recognized and achieving deals with big restaurant chains on their products, one example that was mentioned was HIT's deal with the giant fast-food chain, McDonalds, in 2014, where Italagro (part of HIT group), would partnership to provide the multinational chain with ketchup products at first on a national level and after, on a medium-term view, expand to international provider (Jornal de Notícias, 2014).

In more recent years, the market has adjusted itself since 2014 was a year of globally strong production which also affected numbers on HIT, but never holding the company back on progressing and find new ways to thrive. A major move from the Japanese Kagome was an investment made in 2018, on a new tomato process line with an innovative solution bringing more freshness to the product.

The main goal is to more than double the normal value of the product, affirmed by CEO Martin Stilwell. This new and increased valued product is to be exported directly to Japan as premium product. The CEO also says that the Japanese market is important and is willing to pay fair price for these products because the customer searches unique and distinguished products (Dinheiro Vivo, 2018)

1.3 Investment & Development: Portuguese culture as an asset for success

Innovation and research are a well-guarded secret, in which the Kagome Group keeps holding to open new doors on products and markets. Another important step was making HIT Group develop an important component in innovation and investigation. This was achieved by creating Kagome Agri-Business Research and Development Center in 2016. According to the Kagome's Integrated Report of 2017, the main focus is research and development on agriculture to help develop new business within the value keychain (Kagome Group, LTD, 2017). Kagome spends around a million a year to continuously add value by developing and researching innovative solutions.

Outside of Japan, HIT is the major holder of Kagome's flow of investment. FIT is also a cog in the huge mechanism of investment and research conducted by HIT. FIT is the unit that is responsible for the "special" products, which are direct result of these investments. Products as tomato shot sold in Japanese pharmacies as solution to keep a whiter skin at the summer's peak months or tomato beer, which a highly appreciated delicacy in the eastern country, these products are a direct result of these investments towards innovative market approaches (Silva, 2016).

As stated by the CEO, Martin Stilwell, the fact that the Portuguese are involved in this unit is what makes it a success. The Portuguese, as implied in prior chapters, have a high capacity for adaptability and to do the unexpected, and the CEO strengthens the fact that because of the complexity of industrial I&D it's hard to face the unexpected and achieve creative solutions.

Japanese are very efficient in I&D, also as observed before, and extremely disciplined and hardworking, when compared to the Portuguese which have a certain undisciplined way of thinking. The CEO says that combining the two creates an interesting result, the shock of both cultures embodies itself in different and distinguished products. In a time which the more traditional industries are trying to add more value to the raw products, this kind of success is extremely important (Silva, 2016)

We can understand from the multiple articles that the success of HIT derives from the well-balanced management of both culture's organizational cultures. The investment and careful attention detail of the Japanese allied to the capacity of being innovative and creativity of the Portuguese results in solid achievements that turn the HIT Group in the top tier of their field.

2. FUJITSU PORTUGAL

2.1 Identity and Philosophy

Fujitsu is a Tokyo based corporation leading in the Information and Communication Technology (ICT) sector. Founded in 1935, the company was firstly named Fuji Electric Co., Ltd. and helped Japan in its most needed times, from the aftermath of the Great Kanto earthquake to restoring Japan after the World War II, Fujitsu as we know it now has a long history (FUJITSU, s.d.). Globally, around 130.000 Fujitsu workers support clients in more than 100 countries.

Known to have a multitude of solutions and services to all kinds of sectors: Energy, Transport, Construction and more. Fujitsu established itself in the Portugal 43 years ago and is known to be the biggest Japanese employer in the country, employing more than 2.100 employees across the territory (FUJITSU, n.d.).

Since the turning of the millennium, Fujitsu's mission has been to be at the top of ICT's and aiming to a better well-being of people. The company's philosophy is heavily focused on social responsibility. One example of this is a recent program supported by Fujitsu in which the employees volunteer to create and develop programs that are directly connected to the United Nations 17 sustainable development goals (Executive Digest, 2021). Aspiration, trust, and empathy are the core values of the Fujitsu Way, the corporate philosophy of the company.

According to Fujitsu, this philosophy is the basis on where the brand built itself. Illustrated by a pyramid, the company also defends that even though they are a Japanese ICT company, they value and are committed to local service. As per mentioned in their page regarding Brand Management (FUJITSU, n.d.):

“As a global ICT company originating in Japan, we respect the different characteristics of countries and regions around the world, while valuing our Japanese qualities.”

Fujitsu is extremely concerned about the practice of these core values among employees, with the pandemic situation these values were crucial to help the company. The trust that was established between colleagues and superiors was what enabled Fujitsu to go forward (Executive Digest, 2021). This positive and balanced relationship between the company and its employees is important to Fujitsu. This is reflected by Randstad nominating Fujitsu the

11th most attractive company to work in Portugal, based on a study made by Employer Brand Research (FUJITSU, 2019).

Fujitsu is also highly dedicated to information and regularly collaborates with other entities for new studies. Throughout the official website in the news section, it is possible to verify that many studies are made such as: work life improvement; company's management of clients, employees and society; and even the influence of artificial intelligence on the lives of employees. These reinforce the idea that Fujitsu works towards services and products that create real solutions to what the customer needs.

2.2 Investment and Planning

Since its establishment in Portugal almost five decades ago, Fujitsu has expanded and created value. The most famous operation of Fujitsu Portugal was in 2004 when the Global Delivery Center was born. This center was made with funds from Fujitsu Portugal and not from the Japanese, despite the CEO saying that at the time the idea was new and risky, this venture later revealed as being very successful (Executive Digest, 2021).

Later, the company had new projects and ideas that need to expand somewhere else. In Lisbon where it is still the central operation of Fujitsu in Portugal, the company took route towards Braga, where in 2016 opened their extended international skills centre, where a million euros were invested as part of the continuous plan of Fujitsu in Portugal. When questioned on why the city of Braga, the general director of Fujitsu Portugal, Mr. Carlos Barros explained that the northern region has highly qualified, young people with an aptitude of speaking more than one or two languages fluently, mostly influenced by the emigration that is very frequent in the region (Dinheiro Vivo, 2016).

On other note, investment is a constant in Fujitsu and later investments on areas such as cloud, cybersecurity and artificial intelligence were the next step after Braga's new centre. Examples of continued investment are the partnership with Polytechnic Institute of Beja regarding cybersecurity; the new supercomputer being developed to aid not only the scientific community but also companies on many areas of investigation; and recently the new technological incubation center in Viseu that even though being affected by the pandemic has had positive results (Executive Digest, 2021).

According to an interview *CEO Talks by Executive Digest* to the general director of Fujitsu Portugal, Mr. Carlos Barros, planning is something that is done meticulously and refers that this Japanese trait is very present in the company. Fujitsu practices what they call business continuity plan, which is 5 years projections and planning.

When asked about the impact of the pandemic, Mr. Barros said that it was thanks to this planning that the company quickly adapted and even managed according to projections to grow overall, 60-65% between march of 2020 and the same month this year of 2021.

2.3 The Portuguese service and the Future

The general Director of Fujitsu Portugal explained that the expansion to Braga is an answer to the good work made in Lisbon and the need to decentralize (Dinheiro Vivo, 2016).

Duncan Tait, one of the Vice-presidents of the company affirmed that they are happy with the Portuguese work force and that fast learning and extremely innovativeness are the best traits, and that the clients that are served by the Portuguese service are very pleased (Dinheiro Vivo, 2016).

The Pandemic also helped Fujitsu realize that remote work was a new reality and had the opportunity to be ahead because of Portugal being latest on hitting the first wave, by observing other countries situation such as Italy. This enabled them to reorganize and adapt existing processes, and later help clients with the same process (Executive Digest, 2021).

A solution that Fujitsu found for its employees that can be more used in a near future, took form on a program called: “Mudar de Vida” (Change your Life). Because of the scarceness in human resources with the necessary qualifications, the company needs to have people from all areas of the country.

This program is given as a solution, and the reasons to opt for this change vary from the high cost of living at big cities being on the rise, to health reasons or to wishing to work from home to be closer to their families. The general director also affirms that this is important for the country as well, as it helps repopulating smaller cities, which is a serious issue in Portugal (Executive Digest, 2021).

New projects are a constant and Fujitsu embraces the challenge, as in admitting that work is never stopping and that their business continuity plan is still on the going, even considering the pandemic effect.

New investments and solutions to their clients include the creation of a state of the art centre dedicated to food retail commerce in general; new centre dedicated to cloud systems; new data analysis and automation hub; and because of the new supercomputer advances a new hub is a possibility, being dedicated to take advantage of the innovation that this new technology can bring (Executive Digest, 2021).

3. TOYOTA CAETANO

3.1 Birth and Path

An endeavor that started almost 80 years ago, Toyota Caetano, S.A, is one of the biggest and best-known company group in Portugal. Founded by Salvador Fernandes Caetano around 1946, was the first company to bring the Japanese car brand, Toyota to Portugal and build its first car manufacturer factory in Europe (Toyota Caetano Portugal, n.d.). This all come to be thanks to the Mr. Caetano's connections to Honorary consul of Japan at the time, Nuno de Carvalho. Mr. Caetano was an audacious businessman with a great vision, resulting from extended travelling along Europe's strongest countries in the automobilist industry. It became his ambition to build Portugal's first car assembling factory (Fernandes, 1996)

The company started from a small enterprise named at the time Martins, Caetano & Irmão, Lda a family business that was maintained even in an economy ravished by the effects of the Second World War. The efforts of Mr. Caetano are more notorious faced by these challenges, in a country where Education was not in pair as the rest of Europe's, and the technological convenience was nowhere near today's (Matos, 2011).

3.2 Connection to Toyota

Toyota Motor Corporation is a Japanese company that dates back to the first half of the XX century, that after revolutionizing the textile industry, the automobilist industry was the next step taken. Named first as Toyoda, the company quickly changed to Toyota as to being commercially more marketable.

Having expanded globally and keeping faithfully the promise of never compromising on quality and to continuously improve in all matters respecting the fundamental values in which enables them to keep being a respected brand. Regarding the partnership, Toyota was in part majorly unknown in Europe, especially in Portugal at the time, so they were not abject to being represented to those who first reach them, giving and taking opportunity to expand and successfully propel the brand forward.

After contacting with the Japanese ambassador in Lisbon, thanks to Mr. Nuno de Carvalho, Mr. Caetano later starts negotiations with Toyota Motor Sales Co. Ltd and from this, results a contract of import and distributor in 1968. It is to be noted that at the time was still prevailing a law that undermined private initiative and even with this Mr. Caetano wasn't deterred and kept on going, by acquiring a vast plot of land in Ovar and create in 9 months the biggest and the more well-equipped assembling factory of the country.

Inaugurated on the 22 of May 1971, it marked the start of Toyota's success in Portugal. After the Carnation's Revolution, in 1974, the Salvador Caetano's Group was the biggest private endeavor in Portugal and its highest, in the 90's, had around 10 thousand employees (Toyota Caetano Portugal, 2017).

3.3 The Japanese Push on an Innovative Portuguese idea

From what is possible to understand, the Japanese where very involved in the process of bringing Toyota to Portugal, having for 25 years a constant representative in an office with the sole purpose as to help the launch and development of the brand and company. A relationship so close that contributed to the maintenance of diplomatic affairs between Toyota in Japan and the Caetano Group.

This office was solely maintained by Toyota Motor Corporation and the Portuguese quickly nicknamed this foreign help as "Shoguns" referring to the military distinguished title used in Feudal Japan from the XII to the XIX century. This indicated the high respect and understanding of the involvement of the Japanese in the whole business. This office ended up closing in 1995, since has mentioned before its purpose was only to help start the process (Vivas, 2017).

It is a regular occurrence that Japanese companies send qualified employees from the mother office in Japan to branch companies or partners in other countries to help in various

processes. It is also quite common that these employees bring their families, all of the needs are provided by the company as the family sees fit, this helps the process of the employee having stability and better adapt to the circumstances. According to Isabel Diegues, technician responsible for Careers and Compensations of the Department of International Mobility, this adaptation between the two cultures can be hard as the language and traditions are very different (Vivas, 2017).

Even the founder, Mr. Caetano, affirms that sometimes conversations were needed to solve simple cultural differences that needed both sides to expose the problem and talk it through, but precisely because of this dialogue problems were solved, and the relationship enjoyed close proximity and trust between partners. It also very important to mention that Mr. Caetano enhances that Toyota has always displayed a concern on cooperating and keep relations close, the way of living, organization method and the tendency to develop technology and management solutions was extremely important to the success and benefit of the Portuguese venture (Fernandes, 1996).

4. YAZAKI SALTANO

4.1 Yazaki Corporation and Saltano – Investimentos e Gestão, Lda

Yazaki Corporation is a Japanese company with a long history and with considerable importance in the sector to which labors: production of automotive wiring harnesses. Born in the 1929 as a small family business, has grown to be acknowledged as one of the giants of the industry, possessing one third of global market share and being present in 40 countries, the group has on its sphere over 170 companies. Yazaki is recognized and prides itself in continuously strive for technological innovation and to constant develop and improvement of people's life quality, recognizing and understanding cultural and environmental diversity (Yazaki, 2012).

On the other side of the globe, in Portugal in 1981, year of celebration of the 35th anniversary of the Salvador Caetano Group, Saltano – Investimentos e Gestão, Lda was born as another new company of the group (Fernandes, 1996).

After meeting Mr. Caetano in a meeting arranged by the Toyota's chairman, Yazaki's president Yasuhiko Yazaki was immediately enthusiastic in creating a joint venture,

impressed by the confidence and capacity the Portuguese man exuded. And in 1986, a protocol was being signed between Yazaki and Saltano, bringing to Portugal one of the biggest Japanese investments ever made in the country (Vivas, 2017).

4.2 Adaptation and Cultural Struggles

Yazaki Saltano is a branch company of Yazaki Corporation, therefore all employee training and moving is determined by the Japanese. It is noted that in the beginning of the joint venture, there was a necessity to send Portuguese employees to Japan to have adequate training but also the vice versa, since it was deemed crucial to send Japanese to the Portuguese factory to achieve the best results in transmitting the technical knowledge and the organizational culture of Japanese company.

This turn out to be a herculean task, mostly mainly due to the complexity of the technical knowledge. This reflected heavily in the first three years the Portuguese branch was working extra hours to maintain the flow of productivity while simultaneously train the staff to perform the tasks at hand with the most efficiency (Yazaki Corporation, n.d.).

Nevertheless, it is mentioned by Mr. José Matos, one of Yazaki Saltano's Directors, that the success of the all endeavor resides in the hospitality and Portuguese ability to accept and learn with the Japanese. The Portuguese staff's knowledge of the Japanese way was almost null and this conducted to certain difficulties. He also explains that will and need to progress where the reason in which they kept pushing forward, not letting the cultural barrier being an insurmountable obstacle (Vivas, 2017).

The cultural distance was deemed not sufficiently significative to predetermine the number of Japanese employees in Portugal or vice versa, this was dictated by the needs of the company in how necessary the flow of knowledge was needed to be passed. This is demonstrated by the number of Japanese employees send to Portugal which were around 20 people in close contact with the Portuguese staff (Vivas, 2017).

It is common practice in Japanese multinationals to send Japanese workers and their respective families with them to the countries where the company needs them to be. The Yazaki group also follows this trend, they give attention to certain conditions that help the employees needs to try to achieve the best performance such as freedom in choosing housing, schools for the children and all expenses are the company's responsibility.

It was also noticed that the socialization of the small Japanese community was disconnected and the fact that Japanese are shy than other nationalities made critical the expansion of a unified national wide community, propelled by said community to help the younger ones to be in contact with their national culture as it helped to feel a better sense of belonging and identity. This was important for when these younger children wish to go back to their country of origin, they do not have as many difficulties (Vivas, 2017).

4.3 Solutions and New Perspectives

The Japanese came and with their arrival, the sense of loyalty to company came with them which is one of the reasons why Japanese companies rely so much on the expatriate's ability. Mr. Matos says that the Japanese were never a problem that even with cultural barrier they were untiring in their constant stride for the better result which propelled the Portuguese to adopt this vision (Vivas, 2017). This also owes itself to Mr. Caetano according to Mr. Shimura (former Yazaki Saltano president), who already had experience with prior ventures and helped surpass the hindering situations and achieve effective solutions (Fernandes, 1996).

However, the best solution found by Yazaki was to hire young people fresh out of their classrooms. It was acknowledged that they were better equipped to face adversity and easily adapt to more daring situations (Vivas, 2017).

Executing such impressive feat as to open a branch office and factory on the other side of the world is never easy. Even with the culture and language handicaps that were found by both sides of the spectrum, the control and supervision exerted by the mother company heavily relies on trust and the experience that is acquired through the years. This will directly influence in what terms the company will act and the solutions they propose to solve problems (Vivas, 2017).

V. Organizational Culture – How successful was the blending?

In this chapter we will try to determine if the cultural blending made by both Portuguese on the Japanese culture inside the companies presented is successful and if this a relevant factor to their ultimate success in the sectors, they operate in. We will analyze the accuracy of the theoretical model of the countries and the solutions that each company employed to problems, determining if they worked these solutions based on the strengths and weaknesses in each culture.

1. Theoretical Solutions and Problematics of the Analysis Facing Reality

It is understood, along the study, that the analysis tries to classify the cultures and establish the key attributes to each country's culture is not far from reality but can be considered vague depending on each individual company and the type of partnership, management decisions and more.

During the theoretical analysis of cultures, the analysis was made with the support of prior studies that were further explored to achieve the most realistic result possible when analyzing each country. The difficulties that each culture has and the benefits that each brings to the other when brought together are more visible in chapter IV. Starting with the Hofstede's hierarchical distance dimension mentioned in chapter III, we understand that the Japanese bring a higher tendency for discussion and more openness towards solving issues.

This is mentioned in both Toyota Caetano and Yazaki Saltano, which heavily mention that the communication with the Japanese side was essential to keep relations healthy. This directly fights the issue brought before regarding the Portuguese tendency to fear their superiors and keep information that could be used to better certain procedures as in solution to their grievance of losing their job.

Secondly, we can also devise that the Portuguese tendency to have fluctuance in the work relationship, mentioned in Chapter II subchapter 5 'Portuguese Organizational Culture', is something that needs to be well-managed and if not, it can be aggravated because of the cultural and language barrier. Although it is safe to assume that based on the open communication concept, mentioned before, it positively culls most of the time this tendency.

Allied to this concept we also devise from Yazaki's information that the need to learn and collaborate to finally achieve results was the best incentive to create cohesiveness and understanding from both sides. This helps the building of teamwork spirit that is weakened in Portuguese culture but highly incentivized in Japanese Culture.

It is important to mention that the Japanese control and trust on the other party, in this case the Portuguese, is made through training and sending employees from the mother company to the branch or joint venture in question (phenomenon known as expatriates). We can connect this practice to the Uncertainty Avoidance dimension, which is fairly well accepted by the Portuguese as it was mentioned also in Chapters regarding Toyota Caetano and Yazaki Saltano, mainly due to being recognized as a need to the company.

Also, the heavy tendency for studied investment, as demonstrated on HIT and Fujitsu goes hand in hand as analyzed in Chapter III. HIT and Fujitsu exemplify best that thanks to the planning and analytical nature of Japanese organizational culture helps Investment and Development reach its maximum exponential capacity by using the creativity and ingenious solutions of the Portuguese as mentioned in Chapter II subchapter 5. The planning and investment tendencies of the Japanese helps not falling into the vicious cycle of focusing exclusively on short-term orientation, leading to not achieving longevity as a company.

It is safe to assume that the model of combined authors perspective analysis used to categorize and characterize both countries, contributed to identify the strengths and weakness of each and can contribute to identify existing problems and on how to best find solutions to solve them.

2. Solutions and Approaches to Problem Solving

Alongside to the examples used on prior chapters, it is possible to recognize that different companies use different solutions to similar problems. Mainly they adopt similar strategies, especially if the problem revealed to have prior good solutioning that is known to the management.

According to HIT the groundbreaking solution to them was to implement all their efforts in a different perspective, the Portuguese creativity, to stay leader and evolve in a market considered fiercely competitive. Innovation and constant adaptation to new methods is something that propels HIT to continue researching and designing new products that are not only made to Japanese but made to new trends that can spread to new markets.

This can happen with all industries; a remarkable example is the beauty industry has been led by eastern brands in recent years. They are distinguished by innovation and uniqueness

and with this they appealed to western market by storm, HIT appears to be making efforts to also employ this ability towards not mere survival but longevity.

Unfortunately, it was not so possible to acquire more information on problems they faced because of how recent the partnership and how the company's website is scarce on information. From what was possible and available this is the most noticeable characteristic common to all the sources found.

Fujitsu solution to dealing with organizational culture issues was implementing a philosophy that is transversal to the whole group, the Fujitsu Way, in which not only gives guidelines but creates a framework for employees and leaders to follow and respect. This philosophy as mentioned before is supported by three core values: Aspiration, Trust and Empathy. Besides these values and according to the general manager, Fujitsu is present in Portugal for almost 50 years and have gone through multiple situations which gave them resilience (Executive Digest, 2021).

It can also be perceived that the key for such a vivid organizational culture is humanity and how the company puts the well-being of employees as a priority. From the interview given by the general director it is possible to perceive that the Japanese trait to predict and plan is very much accepted and appreciated by the Portuguese branch. And that the blend of Portuguese forwardness towards innovative ideas with the Japanese organized and careful evaluation of the future helped Fujitsu become a force to be reckoned within the market (Executive Digest, 2021).

The case of Toyota Caetano is different, in that is already influenced by the fact that Toyota (the Japanese mother company) already was on the forefront of management of people, thanks to their program production system named *Lean Manufacturing*. In the initial phase, trying to find a suitable substitute to the mass production system popularized by Ford, they developed a system that was production by order. This program directly put into practice the beacon of the Kaizen philosophy: eliminating waste. Ultimately this philosophy is not completely new but a deconstruction of Ford's method and mixing it with other solutions by creating a hybrid (Holweg, 2007).

The solutions that are employed by Toyota Caetano and Yazaki Saltano reflect their experience. Both companies were propelled by Mr. Salvador Caetano who was very aware of these practices and saw their value, the usage of these solution formulas owes to having revealed themselves useful in prior ventures.

Practices such as the sending of expatriates to train the employees the best way possible or open communication management, are an echo of the Japanese influence and are accepted by Portuguese employees. The major reason for these practices is justified by the needs of the company, if the company needs these processes, the employees will strive to achieve it because it is part of their job and is important for the evolution of the company.

At Yazaki, the same formula was used, with the addition of hiring preferentially younger people, to help with the cultural adaptation. According to two employees that I could talk with, they recognize that some Japanese practices are held into consideration in Yazaki, such as cleanliness at the workspace or the exercise for the employees to help prevent future health conditions and improve working hours quality.

These small but important details reveal how much the Japanese culture has blended with the Portuguese employees, and how the Kaizen philosophy is slowly being adopted without this being perceived.

All four companies have different approaches to their respective problems, always adding a new input to solve an existing problem. Fujitsu was a company that regardless of being in the market for a long time, took planning to a degree of excellency. HIT being a more recent company, and with fewer years, already has a different start point on avoiding certain problems. While Yazaki and Toyota were established in a time that communication and fluency of information was greatly hindered by the lack of technological tools and could not deal with the problem fluently.

As these two cultures blend creating a unique organizational culture, it is important to mention the concept of Intercultural Competence, as the world becomes more global by the the minute. This concept is intimately connected to the notion of adopting the unwritten rules required to understand another culture. The cultural distance between the two parties determines the level of intercultural competence. According to (Deardorff, 2006) this is determined by the ability of effective communication, (this being how an individual is able to achieve goals in its interactions) and appropriate behaviour (where there aren't misconducts regarding the cultural norms and rules) (Vegh, 2019).

Understanding another culture can also be interpreted as the organizational culture of these companies being more capable in establishing an environment proper to the development of intercultural competence. These companies adopted and adapted certain cultural influences,

but it is possible that they could also adapt even if the cultures that were in question were not as symbiotic as the case of Japanese and Portuguese organizational cultures.

VI. Conclusions

Through the course of this dissertation and based on the previous work presented, it is safe to assume that the analysis proposed is accurate enough as to be perceived from an outsider's eye that in the companies present in Portugal that apply the blending of both cultures because of Japanese companies having branch companies in Portugal.

This dissertation was thought out as an attempt into creating a more complete or less unbiased approach to characterize cultures and help internationalizing companies gaining a better insight and knowledge on how to approach cultures. The intention is with further studies to try to further develop and apply this approach to other countries' cultures, creating an approach that contributes to further understand what skills are needed to adapt to the hosting country. Such topics could be:

- What cultures have the best methods of management and what cultures are more adaptable.
- In what way the presence of more employees from the mother company can influence the branch company in other cultures context.
- Evaluating if having a management with more international experience makes them more competitive and efficient than their competitors with less experience in this field, in solving and managing cultural problems.
- Compare the Japanese international management system with others from other countries and find the most efficient method.

Throughout this dissertation it was possible to discern some issues that could have been helpful in developing this theme further, such as the limited information on how many Japanese companies are in Portugal, being the only source news and papers. The Covid-19 pandemic also made the access to information more limited as the world was in lockdown and most companies were severely affected by this. It made any kind of contact with the companies difficult to almost impossible, and the need to rely heavily in information available online.

It is also important to mention that the lack of information of Portuguese companies established in Japan turning the information and the approach more limited. If this information were more available, we could have tested and confirmed the study with more certainty. It is important to mention that this lack of reciprocating studies and exploration leads to a more diminished and limited knowledge of how the Japanese influence impacts Portuguese-based companies and even other possible study pathways.

The Pandemic that affected the last year and extends itself to the present year of 2021 will probably put great strain regarding how companies will have to overcome and adapt to continue this trend of being multinational. It will also be important to later account the changes that the pandemic made in these companies and what solutions they came to regarding management decisions.

Many companies had employees that had to return to their countries of origin because of the disease control. The solutions that were adopted were in many cases were the same such as teleworking and avoiding contact in the company. It would be of benefit to understand what other possible variations of these solutions brought forward not only to the company's stability but also to its corporate culture.

From what is possible to understand now, being at the forefront of technological advance for companies is essential and in a world who dealt with a pandemic for more than year, the constant issue of not being able to be physically present has put in open the necessity of being modernized to survive.

In Portugal, because of its culture, sales across all sectors suffered precisely because of this unpreparedness on dealing with the possibility of not being able to be physically present. Investing in technology, training, and adapting to circumstances is key, but above all companies need to use their most important resource: human capacity to adapt.

The most valuable lesson we can take from the Kaizen philosophy to better management, at least in context of Portuguese organizational culture, is to propel the idea that employees input for the solutions to problems they find should be filtered and be considered valuable.

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