Contents

About the Authors ix

What Can We Learn from Japanese Management? 1
Parissa Haghirian

Part 1   Entering the Japanese Market 9

You Can’t Please All of the People All of the Time: 11
Wal-Mart’s Adventures in Japan
Aaron Toussaint

How eBay Got Outbid: Initial Failure and Market 37
   Re-entry in Japan
Julie Lafage

Nintendo — The 800-Pound Gorilla Returns 53
Greg Taylor

NTT DoCoMo: Beyond i-mode and FOMA 81
Kaoru Kusuma

Xbox in the Land of the Rising Sun 109
Ali AL Dahmen

Big Gulps and Big Business: Seven-Eleven Japan and 121
   the New Keiretsu
Paul Gaspari
vi Contents

Sony Playstation 3 (PS3): Phoenix from the Flames? 147
Vincent Agulhon

Part 2 Marketing Management in Japan 161

Rise and Fall of the Japanese Luxury Market 163
Ekaterina Ignatova

Toyota Lexus: Number One at Home but Struggling at Home 185
Nathan Michael Echols

Part 3 Dealing with Crisis 201

Schindler Elevators and the Challenges of the Japanese Market 203
Pascal Kalbermatten

Lost in Translation? Toyota and the Recall Scandal 231
Elena Neufeld

Part 4 Cross-Cultural Encounters 247

Japanese Perfectionism Meets American “Easygoing-ism” 249
Christina Wright

Being Polite in Japan 255
Chenming Bi

Getting More Than I Aimed For: Cultural Challenges in the Archery Club 259
Roy Martinez
Part 5  Future Technologies  267

Japanese Car Wars — Who Will Win the Race for the Future Technology?  269
Nathan Michael Echols

Index  293