



Sinergie SIMA

Management Conference

Tertiarization & sustainability. New challenges for management in the digital era

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University of Genova - Department of Economics (DIEC)

Special session



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Società Italiana di
MANAGEMENT

SIMA THEMATIC GROUP: International Business

Coordinators: Antonella Zucchella (University of Pavia) and Andrea Runfola (University of Perugia)

This thematic group organizes, in collaboration with JABA (Japan Academy of Business Administration), a special session whose purpose is to examine the current state of Japanese management in the international arena, considering its relative position from various viewpoints.

Track chairs: Takashi Ozawa (Osaka Metropolitan University, JABA), Masako Wada (A.R.T. Co. Ltd, JABA)

SPECIAL SESSION: Japanese Management Today: International Perspectives

Department of Economics, Via Vivaldi 5 - Genova

This special JABA-SIMA session is designed to mark the start of interaction between the academic communities of Italy and Japan. During the 1980s and 1990s, Japanese management, especially in manufacturing and product development, attracted worldwide attention for its unique features and competitive edge. However, in the 21st century, Japanese management seems to have lost its significance as a result of digitalization, the Americanization of corporate governance, and China's increasing global dominance in manufacturing. This session aims to examine the current state of Japanese management in the international arena, considering its relative position from various viewpoints.

The applications of the following three JABA members have been approved by the International Committee and the Board of Directors of JABA.

1. Prof. Takashi Ozawa (Osaka Metropolitan University)

Title: Systematic Review of Holding Company

Abstract: Despite the significant advancement of Holding Company in recent years, it still lacks research exploring a comprehensive understanding of what holding means. The main objective of this article is to fill this gap by examining how holding has been defined and offering new points at issue for the variety of existing approaches to managing Holding Company. To this end, we conduct a systematic review of management studies published primarily in Europe, the United States, and Japan where the concept of Holding Company has long been a subject of academic research. Following this systematic review, we report various issues of Holding Company for future research.

2. Dr. Aya Tanaka (Shiga University)

Title: How effectively U.S. and Japanese companies manage DX

Abstract: This study focuses on the development of companies in the United States (U.S.) and Japan in terms of implementing digital transformation (DX) to improve their strategies and organizational structures. Furthermore, it examines how effectively various companies manage DX before and after its implementation. Recently, organizations that implemented DX witnessed significant improvements in their management systems. For example, many evolved into larger businesses through diversification strategies. The manufacturing industry, in particular, has efficiently been able to implement DX. Moreover, a new type of small businesses, particularly those related to Artificial Intelligence (AI) and startups, is leveraging DX to drive innovation.

3. Dr. Masako Wada (A.R.T. Co. Ltd)

Title: The Role of the Holding Company Structure in Airlines

Abstract: Currently, approximately 330 airlines are members of IATA, collectively accounting for 80% of scheduled international air transport. Airlines operate in a business environment that is highly susceptible to external factors, such as the entry of new players like LCC due to deregulation and intensified competition with existing airlines. In particular, since the deregulation of the U.S. aviation market, the industry has experienced heightened competition and repeated restructuring through mergers and acquisitions. Moreover, in recent years, the presence of airline alliances has also significantly impacted the industry. Under such circumstances, some airlines have chosen to adopt a holding company structure. This study examines the impact and role of holding company structure on airlines.