

AGST Overseas Challenge Programme

*Reports from 2017
Participants*

International Affairs Office,
Graduate School of Economics,
Kyoto University



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Applicant list

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| <ul style="list-style-type: none">a. Nameb. Affiliationc. Destination countryd. Host university / institutione. Research titlef. Period of the trip |
|--|

①

- a. SAKAGUCHI Shosei
- b. 3rd year doctoral course
- c. United States of America
- d. The Pennsylvania State University
- e. Partial identification and inference on duration models with endogenous censoring
- f. 29th August 2017 to 30th January 2018

②

- a. ADIPTRI Zulfa Utami
- b. 2nd year doctoral course, EA programme
- c. Indonesia
- d. Department of Agribusiness, Faculty of Agriculture, Riau University
Resource and Environmental Economics and Sustainable Development, University of North Sumatera
- e. Local Actors in Global Multi-Stakeholder Governance System: Investigating the Legitimization Process of the Roundtable on Sustainable Palm Oil (RSPO) in Indonesia
- f. 3rd October 2017 to 25th December 2017

③

- a. ROSETTI Nicolo
- b. 2nd year doctoral course, EA programme
- c. United Kingdom
- d. University of Cambridge / Girton College
- e. European trade unions as agents of social change: does union membership increase social solidarity?
- f. 15th December 2017 to 13th March 2018

④

- a. NGUYEN Huyen Thuong
- b. 2nd year doctoral course, EA programme
- c. Vietnam
- d. Thai Nguyen University – University of Education – Faculty of History
- e. Better School, Less Fertility
- f. 5th January 2018 to 14th March 2018

⑤

- a. TSE Tsz Kwan
- b. 2nd year doctoral course, EA programme
- c. China
- d. Ajisen (China) Holdings Ltd., O2O Marketing Department
- e. Deep Data and Behavioral Economics: Empirical Analysis of Consumer Behavior in O2O Mobile Business
- f. 13th January 2018 to 28th January 2018

⑥

- a. PAN Hui
- b. 4th year doctoral course
- c. Indonesia, Thailand
- d. Universitas Gadjah Mada
- e. Role and functional change in RHQs of MNC
- f. 11th February 2018 to 25th February 2018

⑦

- a. SHI Rui
- b. 3rd year doctoral course
- c. China
- d. Retail firms and apparel firms
- e. Retail Modernization in China : An Analysis of Regional Characteristics, Enterprise, Entrepreneur, Consumer Goods Manufacturers and Business Types
- f. 23rd January 2018 to 1st February 2018

⑧

- a. SURYAWAN Anom Sigit
- b. 2nd year doctoral course, EA programme
- c. Indonesia
- d. Halal Product Assurance Organizing Agency (BPJPH)
Bureau for Law and International Affairs, Ministry of Religious Affairs of the Republic of Indonesia
- e. Opening the 'sacred box': backlighting corporate influence in halal standards in Indonesia
- f. 20th January 2018 to 16th February 2018

⑨

- a. LARAHATI Heldira
- b. 2nd year master course, EA programme
- c. Indonesia
- d. Chamber of Commerce Indonesia (KADIN)
- e. Roles and Development of Indonesia's Business Associations 1970s - Present
- f. 3rd March 2018 to 17th March 2018

⑩

- a. AHAMED Mohamed
- b. 1st year doctoral course
- c. Egypt
- d. American University in Cairo (AUC), School of Business
- e. The indicators of irrelevant management accounting practices during early stages of Lean manufacturing adoption
- f. 1st February 2018 to 4th March 2018

⑪

- a. SHIMOKADO Naoto
- b. 3rd year doctoral course
- c. India
- d. Ahmedabad Management Association, Japan Information and Study Centre
- e. The Case Study of AMUL in India: Dairy cooperative and its marketing
- f. 24th February 2018 to 10th March 2018

Graduate School of Economics, Kyoto University
AGST Overseas Challenge Programme 2017

Application Guidelines

1. Purpose and Outline

The **AGST Overseas Challenge Programme** aims to provide students from Kyoto University's Graduate School of Economics (GSE) with a unique opportunity to advance their research projects by spending time abroad gathering information and exchanging with experts in their field of study. The Programme is run by the Asian Platform for Global Sustainability & Transcultural Studies (AGST), Social Sciences and Humanities Unit – which is part of Kyoto University's "Japan Gateway" Project.

Past Programme participants have come away with new insights and perspectives as a result of their engagement in various activities, such as meeting faculty members from overseas universities and receiving academic guidance on their dissertations; carrying out field research; collecting data from institutions and libraries; and interviewing officials from government agencies, businesses and NGOs.

All applications are welcome. There are no specific preferences or restrictions in terms of research topic, host university or institution, and the country where the research activities will take place.

Prior to applying, students must receive a formal acceptance from their host researcher(s) who has (have) agreed to provide academic support and guidance during the period of time that the student will be at the host university or institution. Official enrolment at the host university or institution is not mandatory to participate in the Programme.

All the applications will be screened by the AGST committee from the GSE to determine eligibility.

If selected, students will be required to make all the necessary arrangements for the implementation of their research plan, including the initial contacts and appointments with the person/organization to investigate.

Programme participants are expected to rigorously carry out activities in a way that contributes to their ongoing research. Thus, applicants' research plan should be designed accordingly.

2. Extent of the Financial Support

The selected students are provided the allowances which are to cover the cost of their Programme participants receive financial support to cover travel and accommodation fees, however, the allowance is limited to a certain amount. The following expenses are covered by the Programme.

(1) A round-trip airline ticket between Osaka and the first/last destination [The International Affairs Office (IAO-GSE) will arrange and purchase the ticket based on Kyoto University regulations].

(2) A daily allowance up to a maximum of 4,000 JPY (in case they stay at a hotel) to help cover accommodation fees. This will be provided only for the days in which research activities are scheduled. The maximum amount per month that can be received is 80,000 JPY (4,000 JPY x 20 days).

3. Eligibility for Application

The applicants must:

- a. Be a student of Kyoto University's GSE;
- b. Obtain, in advance, official acceptance in the form of a letter or e-mail from the overseas host researcher(s) to provide academic supervision;
- c. Obtain permission from their supervisor at Kyoto University to carry out the proposed research activities overseas;
- d. Have the required skill set, including a good command of English or the language to be used at the destination, to carry out the research activities;
- e. Not be a recipient of another grant and/or receive other funding (e.g. salary, other compensation) for participating in the Programme;
- f. Submit a report to the IAO-GSE within two weeks of completing the Programme; and
- g. Adhere to all the Guideline provisions.

4. Other Requirements and Information

- a. Participants must carry out research activities related to their research project that is being carried out at Kyoto University.
- b. Participants will be directly instructed by the host researcher(s) for the entire period of stay.
- c. Participants will not receive academic credits upon completing the Programme.
- d. Participants shall make their flight arrangements through the IAO-GSE. All flights should depart from and return to Kansai International Airport or Osaka (Itami) International

Airport. If the participant changes or cancels a flight due to personal reasons after the ticket has been issued, all the handling fees shall be charged to him/her.

- e. Participants are required to make their own accommodation arrangements and complete other necessary tasks, such as obtaining a visa (if needed).
- f. Participants must purchase overseas travel insurance (*Futai Kaigaku*) at their own expense for the entire period of their stay, including the date they depart Japan and the date they return to Japan.

5. Duration and commencement of the Programme

The minimum length of stay is ten (10) days and the maximum is three (3) months.

The Programme will start on 26th August 2017 and end on 15th March 2018. The exact travelling dates will be determined following the selection process and in coordination with the IAO-GSE.

6. Number of recipients

Approximately eight (8) students will be selected.

7. Application Documents

Applications must contain the following:

- Hard copy of all the documents to be submitted to the IAO-GSE;
- Electronic copies of Form 1, 2 and 3 to be sent to the IAO-GSE via e-mail.
 - a. Application Form (Form 1)
 - b. Research Proposal (Form 2)
 - c. Research Schedule (Form 3)
 - d. Recommendation Letter from Supervisor at Kyoto University (Form 4)
 - e. Acceptance Letter/E-mail from Overseas Host Researcher , it should contain the name and job title of the host researcher and the period of receiving,
 - f. A copy of passport

Note: Personal information about the applicants will only be used for the intended purpose and will not be disclosed to third parties.

8. Additional Documents

Upon selection, Programme participants must submit the following before their departure date:

- Participant's Pledge (Form 5);

- A copy of hotel reservation;
- A copy of the overseas travel insurance certificate.

After completing the Programme, participants must submit the following:

- Boarding passes of the entire flights arranged by IAO-GSE;
- Completion Report (Form 6).

9. Application Period

Applications will be accepted starting 1st August 2017 until 15th December 2017. Applications will no longer be accepted when the number of the successful candidates reaches the capacity limit that is stated in Section 6. It is highly recommended to submit the application **at least one month prior** to the program starting date.

10. Screening

The screening and selection process is conducted by the AGST Committee, consisting of several faculty members from the GSE. Only successful applicants will be notified. Such notifications will be sent by e-mail to the address provided in the application.

The screening and selection process can take two (2) weeks or more. Do not send inquiries regarding application status during this time.

11. Measures against misconduct and misuse of funds

Before applying to the Programme, interested students should carefully read and understand the thirteen (13) terms and conditions stated in the Participant's Pledge (Form 5). If selected, successful candidates must adhere to all terms and conditions. Programme participants failing to comply with them may be asked to recover all funding received.

12. Contact Information

Applications are to be submitted to the following address:

International Affairs Office

Faculty of Law and Faculty of Economics East Bldg., 2nd Floor

Graduate School of Economics, Kyoto University

Tel: 075-753-3476

E-mail: iao.econ@mail2.adm.kyoto-u.ac.jp

Note: The office is open Monday to Friday between 9:00 and 17:00.

Partial identification and inference on duration models with endogenous censoring

SAKAGUCHI Shosei

Executive Summary

In this research, I aimed to develop a new econometric method for duration data analysis, which is frequently used in empirical economics, in the presence of endogenous censoring. The purpose of this research trip is to progress this research by receiving technical support from Prof Keisuke Hirano, who is the host researcher and a specialist in econometrics, and also meeting and talking with the other faculties at Pennsylvania State University (PSU) to get useful information to develop a new econometric method. Throughout this research trip, I developed a new econometric method, and wrote up one chapter of my PhD dissertation.

Accomplishment of Objectives

(1) Objectives and Significance

The main objective of my research trip is to get information and discuss technical argument in my research to develop a new econometric method for duration models with endogenous censoring, and complete one chapter of my PhD dissertation. Developing a new econometric method usually involves technical argument of wide area of mathematical statistics and econometrics theory, and, to develop a widely acceptable econometric method, getting information about recent development of econometrics is necessary. In this research trip, I aimed to discuss with and receive advice from Prof Keisuke Hirano, who is the host researcher and an expert in econometrics, and other faculties at PSU to develop a new econometric method with precise technical argument based on the recent development of econometrics.

(2) Methods and Strategies

To develop the econometric method and write up a paper, I met regularly with Prof Hirano to discuss the technical details of my research and get advice on writing the paper. Further, I met with other faculties at PSU to get suggestions and comments on my study. There are many prominent econometricians at PSU, and I received many helpful comments on my research from them.

To conduct simulation studies in my research, I used a high-performance computing system at PSU, which could be used without any charge. Because my research involved with simulation studies that requires intensive computing, using the high-performance computing system helped my research by speeding up the simulation calculations.

(3) Schedule and Activities

During my stay at PSU, I had regular meetings with Prof Hirano. In the meetings, I reported my research progress and got feedback and advices from him. Because he is very familiar with various econometric theories, his advice was very helpful especially when I had encountered technical problems. Throughout his advising, I also could learn a lot about how to conduct a research and how to write a paper. Finally, I could also meet and talk with some other faculties about my research, and received many useful advices from them.

Between the regular meetings with Prof Hirano, I often collected and read literature related to my research at the library of PSU and wrote my PhD dissertation. The PSU library has a large collection of books and papers about econometrics and statistics. I could also use a powerful computer in the computer lab of PSU'S Economics department to conduct the simulation studies.

Aside from the above activities, I took part in an econometrics reading group. In this activity, I read some papers about the recent development of econometrics and discuss them with graduate students and some faculties. This reading group activity broadened my perspective and knowledge of econometrics, and discussing with other students and faculties was intellectually interesting and exciting. I also participated in various economics seminars. I could learn a lot about the recent development of economics from the seminars.

(4) Results

During my stay at PSU, I developed a new econometric method for duration models to deal with endogenous censoring and showed its theoretical properties. I also could conduct simulation experiments to show the finite sample properties of the developed method. Based on these results, I completed one chapter of my PhD dissertation. Now I submitted a paper based on this chapter to the 2018 Asian Meeting of Econometric Society as a conference paper. By completing my PhD dissertation, I am supposed to receive the PhD degree next March.

Future Perspective

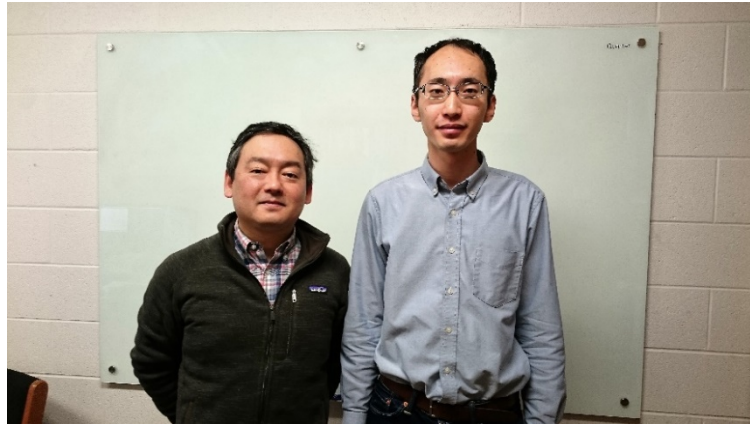
Overall, this research trip has been successful since almost all my objectives have been attained. I succeeded developing an econometric method to deal with endogenous censoring, and completed my PhD dissertation during this research trip. Most advice and information I received during this trip were invaluable and, without this research trip, the dissertation would hardly be completed. Moreover, talking with faculties and students there has been intellectually very interesting experience and broadened my perspective on econometrics. I think the connections I made there would also be beneficial for my future research and career.



Main building at PSU



Economics department building at PSU



Discussion with Professor Hirano



Football stadium at PSU

Local Actors in Global Multi-Stakeholder Governance System: Investigating the Legitimization Process of the Roundtable on Sustainable Palm Oil (RSPO) in Indonesia

ADIPUTRI Zulfa Utami

Executive Summary

In an attempt to understand local discourse and local power dynamics in the context of the legitimization of the Roundtable on Sustainable Palm Oil (RSPO) in Indonesia, I conducted fieldwork over a three-month period: October to December 2017. The field work consisted of three main parts: (1) Interviews and field visits in Riau, (2) Interviews in Jakarta-Bogor, and (3) Observations of the RSPO Roundtable (RT) 15 process in Bali.

The field work in Riau consisted of (1) interviews with key informants at the provincial level, such as the Riau Oil Palm Independent Smallholders' Association (APKASINDO Riau) and the Indonesian Scheme Smallholders' Association (ASPEKPIR), and (2) field visits and interviews with independent smallholders in two villages (Dosan Village, Siak District, and Tri Mulya Jaya Village, Pelalawan District) and agricultural extension officials in the two aforementioned districts.

In Jakarta and Bogor, discussions and interviews were conducted with international and national based civil society organizations, such as the World Resources Institutes and the Oil Palm Smallholders Union of Indonesia (SPKS).

The RSPO RT-15 in Bali, meanwhile, consisted of workshops, seminars and voting in the organization's general assembly. From the observations, I tried to elaborate and assess how the event was used as a means for information exchange and how the process of consensus and voting was executed during the general assembly.

Accomplishment of Objectives

(1) Objectives and Significance

This research aims to understand what factors determine the acceptance of the idea of sustainable certification, multistakeholderism, consensus and distributive power in the governance of palm oil sector; and how the legitimization process may create change power relations among actors. This research also aims to explain how geo-physical conditions in a region and its geo-political circumstances may lead to different understanding on the discourse and different reality in the implementation of sustainable palm oil attempted in the certification scheme.



(2) Methods and Strategies

The research mainly employed in-depth interviews and observations. Interviews were semi-structured and unstructured. There were situations where unstructured interview was considered more appropriate and would give more space for flexibility for richer information, compared to semi-structured interviews. This was especially the case when interviewing farmers where a farmer's life history sometimes included evidence of a social and economic event they had been through, which later could be further compared and analyzed with the literature on policy and regional economic and social structure.

(3) Schedule and Activities

Research consultation with host researcher, elaboration of data obtained, and literature reviewing was done in the beginning of the field research (October, 2017) and in between and in the end of the field work (third and fourth week of December, 2017), mainly in Yogyakarta and Jakarta.

The photos below represent field visits, interviews, and observation in Riau, Bali, and Jakarta-Bogor.

Field visits and interviews in Riau Province November 1-18, 2017 Research activities were mainly conducted in three locations: Pekanbaru (capital of Riau), Siak District and Pelalawan District	
	
Home stay in Dosan Village, Siak District, Riau Province	With the host family in Dosan Village



During an interview with one of Dosan Village's community leaders who was also the host during my stay in Dosan Village.



A dirt road inside an oil palm plantation in Dosan Village. The motorcycle transferring the harvested palm oil fresh fruit bunch was jammed.



Dosan Village lies mostly in peatland. Some of these peatlands are as deep as 8 metres.



One of oil palm workers in Dosan Village. He sold the 3 ha of oil palm he received from the Siak District as part of a government programme. He described himself as a "hiatus fisherman"- the river has been polluted by the paper and pulp industry nearby. "Work in oil palm is a side job," he said.



Dosan Village is surrounded by pulp and paper industrial forest, petroleum drilling company, and an oil palm plantation, yet little benefit is received by the local community.



Households in Dosan Village are attempting income diversification activities, such as raising local chickens for self-consumption and selling.



Host family in Tri Mulya Jaya Village, Pelalawan District, Riau Province, in the house where I stayed.



Inside the independent smallholder oil palm plantation. The soil is classified as mineral soil.



Independent smallholders were cultivating other crops such as dragon fruit (pictured here) as part of income diversification.



A local youth working as independent smallholder plantation supervisor for Asian Agri.



Asian Agri has a special division for independent smallholders assistance. "We want people to remember Asian Agri when they talk about oil palm independent smallholders," the head division explained.



Representatives of an independent smallholder association called "Amanah" posing with Asian Agri bosses after representatives from Asian Agri's central office and province office made a field visit.

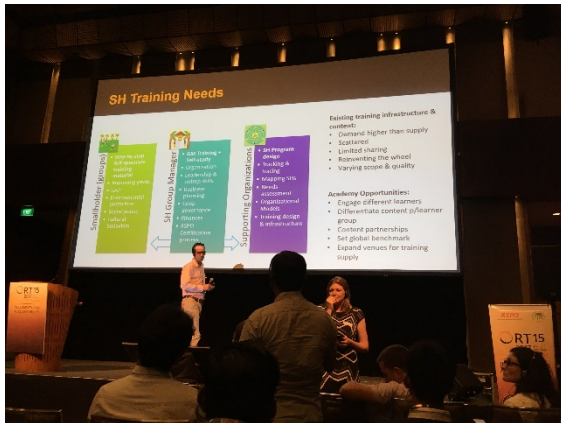


Joining a meeting held by the scheme smallholders association (ASPEK-PIR) in Pekanbaru.

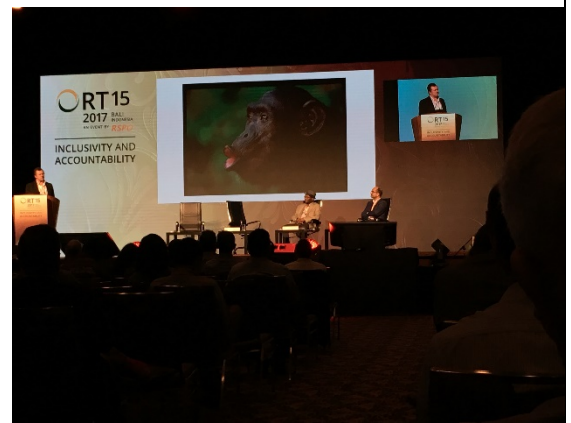


After interview with Riau independent smallholders association (APKASINDO) in Pekanbaru.

Attending RSP0 RT-15 in Nusa Dua, Bali November 24 to December 1, 2017



In the "smallholder linking and learning" session.



Opening speech of the RT-15 by the RSP0 chairman.



During the voting session in RT-15 main event: General Assembly

Interviews and discussions in Bogor and Jakarta **December 8-15, 2017**



After interview in oil palm smallholders union (SPKS)



Small discussion and probing with the coordinator of UNDP Green Commodity Programme Indonesia

Future Perspective

Overall the field work was executed as planned, with some changes in the schedule. However, few notes have to be taken especially on the fact that consultation with host researcher were not very effective due to a schedule conflict. Despite of that, primary data necessary for further analysis were obtained.

The other notes are on the importance of human subject research consent. Not only the print letters, it is very important to explain to the interviewee from the very start about the ethics; their rights and the “don’ts” in the research, for example, giving money to the interviewee. This might be an issue when dealing with farmers, who often got interviewed yet didn’t feel receiving any benefit. Instead of giving money, perhaps researcher can prepare a souvenir, not as a reward, but as a “thank you” memento for taking their time.

European trade unions as agents of social change: does union membership increase social solidarity?

ROSETTI Nicolo

Executive Summary

The research trip yielded interesting results. Some unexpected delays meant more time had to be allocated to technical training and self-study, specifically it was unclear how to reproduce the findings of some existing papers which is what I was basing my model on, as they did not clarify the minor technical specifications in their paper. I had to contact the original authors, and found out they used a different software which is incompatible with Stata, so in order to reproduce their methodology on Stata I had to learn SPSS software language as well, which was not planned or expected at the beginning of the project. I overcame these challenges by reaching out to academics in the Cambridge and UK university community as well as the authors of those papers. I have found strong relationships between union membership and a number of qualitative attributes (personal views on politics, immigration, gender, LGBT, race, class, etc.) but the data is preliminary at this stage and requires further analysis and refinement to make conclusive statements. Although union membership does appear to have an effect on a number of indicators of social solidarity, these relationships are often very sensitive to model and sample specification. For example, do we use all people age 15-65? Italy/France have many union members past retirement age.

Employed people? Nordic unions give unemployment benefits, so many members are not employed. Or the entire sample? Sometimes unions influence social solidarity in some groups only, but not overall – we must account for group specific, country specific and generation specific factors when it comes to something as multifaceted as social values. More analysis is required to conclude exactly what the different findings for each group tell us, but it seems that unionisation model is a key determinant of union success in building social solidarity.

Accomplishment of Objectives

(1) Objectives and Significance

I investigated how effective unions are as agents of social change – a secondary union goal, but one whose success directly affects union influence according to power resource theory. I used qualitative survey data alongside multi-level country data and individual controls to methodically assess the potential causal relationship between union membership and individual political involvement, social solidarity and views on discriminated minority groups. Any conclusive findings on this subject directly contribute to the wider academic discussion on the

subject of union performance, particularly the objective, comparable and methodical assessment of it through a quantitative framework, which has been particularly challenging in this field, since unions often pursue different objectives and strategies and therefore measure success in entirely different ways. The ultimate goal of building such a comparative framework, if supported by robust quantitative analysis, also has a far-reaching political and strategic appeal for many organizations, including trade unions themselves.

(2) Methods and Strategies

After some setbacks in understanding the quantitative methodology used in some of the leading papers I was using as a starting point for my research, I found that a notably productive strategy would be to contact the authors directly and ask them to explain the methodology directly. It was important to realise that academia is a collaborative line of work, and authors will often be happy to explain their techniques and discuss their findings, and indeed I was given a great deal of helpful information and explanations which helped me refine my own model significantly. I learnt a considerable amount of new information on how to use advanced options in the econometrics software Stata, and because other academics used SPSS, a different software, I was able to learn the computing language of that particular software as well.

(3) Schedule and Activities

This included both theoretical research in econometrics techniques as well as technical training in the relevant econometrics software. Some setbacks happened here, as the methodologies in the leading papers were not always straightforward (or rather, they were theoretically straightforward but it was unclear what exact technical commands they used in the software to recreate those results), but this was corrected by contacting the authors directly and they helped shed light on most of the issues. Unfortunately, the authors used a different software from the one I was using (they were using SPSS and I had been training for Stata), so more time had to be dedicated to learning about the new software.

I also supervised undergraduate students on labour economics, I had students from four different colleges within the university of Cambridge – the slight overlap with my own research meant that, as well as it being a good experience for the teaching element of an academic career, I could save some time on my own background reading by preparing for the supervisions on these topics.

The next step was data collection, which required collecting, collating, translating, transposing a vast number of qualitative and quantitative surveys into one large multilevel dataset and refine it based on their usefulness, the model specification and the comparability and robustness of each – considerable time was also allocated to assessing and evaluating the methodology with which each survey collected its data in order to rule out selection bias, as well as be aware of any weights that need to be applied or other methodological issues that might arise.

Finally, the datasets were regressed according to various models, first to recreate the original findings in each paper, then to test my own hypotheses, using OLS, tobit, probit models and a number of variations of the above, controlling for different personal characteristics and using different specifications to test the robustness of the findings.

(4) Results

The main methodological issue I am currently running into is that findings are often extremely sensitive to model and sample specifications – in other words, while some relationships appear strong and clear in some models, these same relationships become insignificant when certain groups are excluded from the sample.

(based on age, for example), and when different econometric techniques are used. This is not an uncommon issue but it means that at this stage, the results, even when conclusive, are not robust, and more time will be spent understanding exactly what this means and how to refine the model to give more compelling evidence for or against the original hypotheses. I am awaiting technical and theoretical feedback on them from a number of scholars and professors and that the model needs to be further refined and interpreted – for example, if we fail to reject the null hypothesis using a sample of employed individuals, but we reject the null hypothesis with the findings from a sample of individuals of working age, what does that tell us about the results? Perhaps pensioners are systematically different and must be analysed separately? Or perhaps one particular specification tells us what we need to know, so we need not worry if the results are not robust, provided they are conclusive in the specification we desire. With the understanding that these are preliminary results subject to change, let us re-examine the research questions: 1) Does union membership have an effect on people's attitudes of social solidarity with the poorer/most vulnerable in society? Sometimes – it varies depending on what attitudes we measure, and it is very sensitive to trade union regime as well as country-specific controls. 2) Does union membership have an effect on people's attitudes towards other political issues of inclusivity and discrimination against specific groups? Unclear. Big difference depending on the specific group and country

- likely that, even if unions have an effect, country-specific values, politics and ideas about “socially acceptable” views influences this far more – often observed generational gaps as well, so must decide how to deal with that quantitatively. 3) Does union membership have an effect on how politically active a person is? Usually, depending on the type and on regime. Unionisation models where being a union member requires/entails a greater degree of involvement tend to coincide with higher political activity, models where it's default or where unions deliver social security/etc (Nordic model for example), effect seems less strong.

Future Perspective

The research trip was successful and most of the planned goals were achieved. I would say that the timeline was perhaps a bit ambitious, as some setbacks and delays (having to wait for author responses, having to learn how to use an entirely new software which was not initially planned, etc.) affected the progress of the technical training and data manipulation, but such developments are a normal part of any original research and they were overcome during the project.

The research yielded many interesting results, which I will re-examine and continue to work on in order to build a robust comparative framework for union effectiveness – I expect to submit a

manuscript for publication once I have used the feedback from my current results to refine the datasets and decide which techniques and which models I will be using and how to interpret them – in other words, the “analysis and evaluation of results” portion of the project is ongoing but I have collected the data that I need and have learnt the techniques I am going to use to write my manuscript.

I also expect this project will become a chapter in my PhD thesis, after it has been refined and submitted for publication and gone through the peer review process. The teaching element of the project was a strong success, as I have received useful feedback and it has been a very good experience both personally and professionally.

Better School, Less Fertility

HUYEN Nguyen Thuong

Executive Summary

Early fertility is widely regarded as an important socio-economic issue. The research field trip intended to figure out the effect of better school environment, specifically the peer effect in academic environment, on early fertility to female teenagers by collecting student-level data from high schools in Vietnam from 2006 to 2016.

After about two months of the field trip, with the support from Prof. Ha Thuy in Thai Nguyen University of Education and colleagues, the data collection is nearly completed. I collected data from 21 high schools in Thai Nguyen province. I plan to use this detailed dataset to analyze the peer effects in high schools in my upcoming paper. Through this field trip, I have more experience in data collecting, data processing and especially how to conduct a field research.

Accomplishment of Objectives

(1) Objectives and Significance

My main objective for this trip was to collect data about high school students, including personal information and academic results in Thai Nguyen province over a 10-year period (2006-2016). Nowadays, especially in developing countries, early fertility is widely regarded as an important socio-economic issue. The data collected from the research field trip intends to figure out the effect of better school, specifically the peer effect in academic environment, on early fertility to female teenagers by collecting student-level data from high schools in Vietnam.

The research adds to the growing body of evidence of the benefits of school choice (Hoxby 2000). School is considered as the second home to each student. The school environment has been found to have significant long-term impact on students. The research also adds to the literature on the longer-term impacts of schooling interventions (Krueger and Whitmore 2001; Belfield et al. 2006; Deming 2009; Deming et al. 2009).

The study suggests that behavioral measures may be equal in importance to test scores as predictors of long-term success, particularly for the high-risk female who might be affected by school choice in this setting. Paying only attention to test score gains may miss important benefits of interventions, particularly for disadvantaged youth. Besides, previous studies research the effect of attending an elite school in long-term achievement, including the marriage age or number of children, but not early fertility. This paper adds to the body of empirical evidence that links early education to early fertility.

(2) Methods and Strategies

The field research mainly used the method of interview and data collection. Each time when I visit a high school to collect data, I would ask a chance to interview Rector or Vice-rector of that high school about the class classification procedure. After having the approval of accessing school data, I will come to administration office or library (it depends on each school) to see the person in charge and proceed my work.

Before I came back to Vietnam, I contacted to Prof. Ha Thuy, Director of History Faculty, Thai Nguyen University of Education. Because the data I collected is from high schools, I expected Prof. Ha Thuy might have connection with high school teachers. In fact, she has connection with History teachers in high school. But the data I am going to collect needs the approval from the high school Rector. Therefore, in the first two weeks, when I just based on the relationship between Prof. Ha Thuy and high school teachers, data-collecting process seems slow and inefficient.

Then I decided to ask for the recommendation paper from my university – Thai Nguyen University of Agriculture and Forestry. With the formal paper and the private recommendation from Prof. Ha Thuy, everything becomes much better. When doing field research in developing countries, especially obtaining data from public units, both formal documents and pre-acquaintance are extremely important.

(3) Schedule and Activities

This field research proceeds as following schedule:

Date		Location		Research activities
Jan	5	Fri	Departure: Kyoto – Hanoi	
	8	Mon	Thai Nguyen Department of Education and Trainings, Thai Nguyen University of Education	Met host professor and asked for permission for data collection at the Department of Education and Trainings, TN Province
	9	Tue	Thai Nguyen Department of Education and Trainings	Data collection at the Department of Education and Trainings, TN Province
	10	Wed	Khanh Hoa High School	Data collection
	11	Thu	Phu Luong High School	Data collection
	12	Fri	Phu Luong High School	Data collection
	13	Sat	Vo Nhai High School	Data collection
	15	Mon	Vo Nhai High School	Data collection
	16	Tue	Tran Phu High School	Data collection
	17	Wed	Hoang Quoc Viet High School	Data collection
	18	Thu	Dai Tu High School	Data collection
	19	Fri	Dai Tu High School	Data collection
	20	Sat	Luu Nhan Chu High School	Data collection
	22	Mon	Dong Hy High School	Data collection
	23	Tue	Dong Hy High School	Interviewed the Vice-rector

	24	Wed	Trai Cau High School	Data collection
	25	Thu	Luong Ngoc Quyen High School	Data collection
	26	Fri	Luong Ngoc Quyen High School	Data collection
	29	Mon	Phu Binh High School	Data collection
	30	Tue	Phu Binh High School	Data collection
	31	Wed	Luong Phu High School	Data collection
Feb	1	Thu	Diem Thuy High School	Data collection
	2	Fri	Dinh Hoa High School	Data collection
	3	Sat	Dinh Hoa High School	Data collection and Interviewed the Rector
	5	Mon	Binh Yen High School	Data collection
	20	Tue	Binh Yen High School	Data collection
	21	Wed	Nguyen Hue High School	Data collection
	22	Thu	Nguyen Hue High School	Data collection
	23	Fri	Pho Yen High School	Data collection
	24	Sat	Trai Cau High School	Data collection
	26	Mon	Trai Cau High School	Data collection
	27	Tue	Chuyen Thai Nguyen	Data collection
	28	Wed	Luong Phu High School	Data collection
Mar	1	Thu	Yen Ninh High School	Data collection
	2	Fri	Tran Phu High School	Data collection
	3	Sat	Le Hong Phong High School	Data collection
	5	Mon	Le Hong Phong High School	Data collection
	6	Tue	Chu Van An High School	Data collection
	7	Wed	Bac Son High School	Data collection
	8	Thu	Bac Son High School	Data collection
	9	Fri	Chuyen Thai Nguyen	Interviewed the Vice-Rector
	10	Sat	Luong Ngoc Quyen High School	Interviewed the Rector
	12	Mon	Thai Nguyen University of Education	Discussion with Prof. Ha Thi Thu Thuy about data collection result
	13	Tue	Thai Nguyen University of Education	Discussion with Prof. Ha Thi Thu Thuy and the research assistant about how to collect the other data
	14	Wed	Arrival: Hanoi - Kyoto	

(4) Results

In this field research, I could obtain a useful dataset containing information about students and their academic performance. I could also interview high school leaders about their concerns of students and the procedure of class classification. The results from the interviews with Rectors and Vice-Rectors surprises me a lot about the problems each school faces and how they deal with these problems. I have obtained interesting insights for my research thanks to this field research.

Future Perspective

I think I achieved most of my research objectives. In the beginning, my aim was to collect data from all high schools in Thai Nguyen. After the field trip, the number of high schools I collect data is 21 high schools (70 percent of the number of high schools in Thai Nguyen). I also interviewed several high school leaders about their concerns and procedure of classification. They gave me comments about my topics, problems they expect researchers solve in education sector in general and high school in particular.

After processing the raw dataset, I am going to use this accomplishments in analyzing and writing a new paper about the peer effects in high schools. I will use Regression Discontinuity Design to resolve the selection bias problem in identifying the causal effect of better school on early fertility. The high school entrance exam score is used as threshold to define treatment and control groups. Most of high schools in Vietnam have some advance-level classes, which recruit students based on their entrance exam scores. This setting will allow me to compare the students with the exam score slightly higher than the threshold and the students with the score slightly lower than the threshold, which would give me the average causal impact of the advance-level classes for the students around the threshold.

Pictures taken from the field research:



With the Vice-Rector of Dong Hy High School



With the vice-rector, one teacher and students of Khanh Hoa High School

Deep Data and Behavioral Economics: Empirical Analysis of Consumer Behavior in O2O Mobile Business

TSE Tsz Kwan

Executive Summary

Online-to-offline commerce is a business strategy that draws potential customers from online channels to physical stores. Online-to-offline commerce, or O2O, identify customers in the online space, such as through emails and internet advertising, and then uses a variety of tools and approaches to entice the customer to leave the online space and physically visit a store and make a purchase. With the rapid development of mobile payments (WECHAT pay and ALIPAY), companies have changed their marketing strategy by using the O2O system to attract customers. For example, companies regularly provide some discount coupons if customers become the followers of the companies' WECHAT account. Companies regularly transfer some information and promote marketing campaigns to attract customers to come to the stores. Once the customers become members of that company through WECHAT, they also agree to provide some personal information to the companies (e.g., age, origin, gender) for commercial use. Therefore, companies can keep the big data about the consumer behavior.

In this research trip, I proposed and implemented a research project in partnership with one of the largest Japanese chain restaurant companies in China: Ajisen (China) Holdings Limited. The main research activities were interviews, data collection, and discussion about future research plan of big data analysis and field experiment. I had a meeting with the O2O marketing manager and IT department director, to discuss the methods of data analysis and directions to study the trend of consumer behavior. Besides, I explained the concept of behavioral economics and econometric methods for the analysis of the consumer behavior. I collected data about the consumption information and demographic information from 36,425 Ajisen members. Based on this large data set, I analyzed how gender, age, and the residence area affect the consumption frequency, consumption amount among 662 chain restaurants in China.

Accomplishment of Objectives

It was an industry-university collaboration project, which provided opportunities for me to It was an industry-university collaboration project, which provided opportunities for me to propose and implement a project in partnership with the company. This project consisted of collaborative research activities which I discussed and communicated with the company to find out our common research interest and implemented our research together.

Besides, it was significant to investigate the effect of O2O mobile business services on the trend of consumer behavior by analyzing big data and explaining the behavior by using behavioral economics theory.

From a personal development perspective, this research project aimed to cultivate leadership by organizing a project team and by leading the team to accomplish a common goal.

i. Addressing Real-World Problems

Aims: to study the effect of O2O mobile business service on the change of consumer behavior.

Methods: interviews, observations and data analysis

Research Activities: I interviewed O2O marketing manager about their O2O marketing strategy. Moreover, I visited a restaurant to observe how the staff operated with online ordering and payment by using mobiles among customers. Besides, I collected a panel data about member's consumption information and conducted statistical analysis to investigate the effect of demographic characters on the consumption amount and frequency.

Results: I found a significant relationship between customers' age and gender and their consumption behavior. Now, I am discussing with the company about what information can be published in the future.

ii. Appropriate Scientific Communication

Aims: to present my research and the importance of behavioral economics on marketing to O2O marketing department

Research Activities: Presentation

Results: I had a meeting with the O2O marketing manager and IT director. They were interested in my idea to extract the panel data about member's consumption from the big data set and then analyze the effect of each 2017 marketing campaign on consumer behavior. However, it was difficult to explain some theory and econometrics method with them. Therefore, I gave more examples to explain what and how I would perform the analysis.

Future Perspective

Based on the analytical results, I suggested O2O marketing manager consider a marketing campaign that focuses on some age groups which are the larger portion of membership in their company. After they promote the marketing campaign in 2018, I plan to do the difference-in-difference analysis to investigate the change of consumer behavior before and after the event period. Besides, after consulting with O2O marketing manager, I plan to publish the results in a journal which will be the contribution to the field of marketing and behavioral economics, because there is little existing research that investigates the O2O marketing strategy on consumer behavior.

Appendix: Photos



Fig 1. Ajisen's Logo



Fig 2. Inside the restaurant



Fig 3. QR code to be scanned by mobile to self-order the meal



Fig 4. Poster to show the promotion of membership



Fig 5. Machine to scan customer's mobile for payment



Fig 6. QR code to be scanned to get the receipt

Role and functional change in RHQs of MNC

PAN Hui

Executive Summary

This overseas field research project was undertaken with the purpose of ascertaining what the regional organization should be to fit the regional-level strategy, and how it could influence the global strategy of MNCs in turn. To address my research questions, I adopted an empirical study, collecting data from headquarters (HQ) of Japanese MNCs and their regional headquarters (RHQs)-a form most frequently taken by MNCs located in Southeast Asia. I focus on two specific Japanese MNCs- company A and company B, and conducted three interview researches. The first two interviews were conducted in Jakarta, one was held in the subsidiary of A, and the other one was in the subsidiary of B. The third interview was conducted in the RHQ of B which located in Bangkok and is the headquarter of ASEAN and Oceania region.

And I also have discussions and meetings with Professor Rangga and his research assistant- Mr Krisna. Before we visit A, Professor Rangga introduced the Astra Group in Indonesia and how it affects the automobile industry in Indonesia. After every interview, we discussed and analysed the collected data. Besides, I visited shops of A and did some market researches in both Jakarta and Bangkok about the automobile market.

As a valuable research experience overall, this overseas field research program trip was very successful. The data gained during this trip could possibly answer most of the research questions, while some data might not be completely fit the research purpose as initially thought, it still could give insights into research.

Accomplishment of Objectives

(1) Objectives and Significance

The purpose of this abroad field research trip is to collect data about RHQ of Japanese multinational corporations (MNCs). With the data gathered, I aimed to examine regional management of Japanese MNCs and analyze its strategic aspects, organizational functions, issues, and effective managerial measures. After interviewing B Indonesia, I also had a chance to visit their factory to see the layout and operation. To understand the local adaptation products and the characteristic of local market, I also visited some shops of A.

(2) Methods and Strategies

This field research mainly used the method of interview method to collect data. I conducted three semi-structured interviews with nine respondents during the field research. For my empirical study, I used qualitative interview data collected from both local subsidiaries and RHQs in Southeast Asia to see the role of RHQ from different views. In the first phase, we

focused on one RHQ of each MNC in the same region. We initially investigated what activities and functions RHQs actually fulfill in different period. To address this question, we adopted a case study approach which allows us to obtain rich data and explain the process and mechanism of the functions change. In the second phase, I conducted questions to examine the relationship between shift of RHQs' functions and capabilities of subsidiaries in the region, and its effect on region strategy or the whole global strategy of headquarters in Japan.

Moreover, I also collected and replenished my data about the local R&D activities of Japanese MNCs in the emerging countries that could be used in my doctoral thesis.

(3) Schedule and Activities

Belows are the schedule and activities of my field research.

Date	Location	Activities
Feb 11 th (Sun)	Jakarta	Arrived in Jakarta
Feb 12 th (Mon)	Jakarta	Meeting with Prof. Rangga and his research assistants
Feb 13 th (Tue)	Jakarta	Interview with Prof. Rangga and his research assistant at A Inonesia
Feb 14 th (Wed)	Jakarta	Discussion with Prof. Rangga and his research assistants about the collected data analysis
Feb 15 th (Thu)	Jakarta	Interview and factory visit with Prof. Rangga at B Inonesia
Feb 16 th (Fri)	Jakarta	Market research of Motor products in Indonesia
Feb 17 th (Sat)	Jakarta	No research activity
Feb 18 th (Sun)	Bangkok	Arrived in Bangkok
Feb 19 th (Mon)	Bangkok	Market research of Motor products in Thailand
Feb 20 th (Tue)	Bangkok	Discussion with Prof. Rangga about the collected data
Feb 21 th (Wed)	Bangkok	Interview B Thailand
Feb 22 th (Thu)	Bangkok	Interview transcription and initial data analysis
Feb 23 th (Fri)	Bangkok	Discussion with Prof. Rangga about collected data and direction of general idea of the paper
Feb 24 th (Sat)	Bangkok	No research activity
Feb 25 th (Sun)	Kyoto	Arrived in Kyoto

(4) Results

The activities during this research provided me with many insights into the classical “strategy and organization” issues in global management study. I am still working on the data cleaning and the data that was gathered during this research program still needs to be analyzed more in depth. But one insight I got from the research is that the organization of companies is changing all the time to fit both the strategy and the environment. The functions and regional management activities of RHQ shift with the capability of subsidiaries change. There is no “a perfect structure of organization”, but only a “fit-well structured organization” in a period.

Furthermore, I also gained significant improvement in my knowledge and techniques of how to conduct an interview research. I think it was the most valuable thing I got from this research trip.

With this enriching research trip, I also could ask some questions about R&D activities of Japanese MNCs in emerging countries, which contributes to my existing data and could be a part of my doctoral thesis.

Future Perspective

Overall, it has been a successful field research for me. My main purpose on this trip is to better understand regional management of Japanese MNCs and analyze its strategic aspects, organizational functions, issues, and effective managerial measures. I think this purpose was mainly completed. Some data that might not be completely fit the research purpose as initially thought, but it gave me some ideas about future research topics.

The data and information I collected during this program can be immediately used in the presentation for the Academic Association for Organizational Science, which will be held in June 2018. I plan to complete this paper base on the comments and feedbacks I get from the presentation.

Also, this paper would be the important parts of my doctoral thesis, I will conduct further interviews to collect data from companies of other industries to improve my theories and to complete my doctoral thesis.



A Indonesia



Local adaptation Products



B Indonesia



Regional Headquarter of B in Thailand

Retail Modernization in China: An Analysis of Regional Characteristics, Enterprise, Entrepreneur, Consumer Goods Manufacturers and Business Types

SHI Rui

Executive Summary

From January 23rd to February 1st, 2018, I went to China to conduct material and data collection at the National Central Library, and also to interview researchers, entrepreneurs and operators in order to deepen my comprehension of the retail industry in China, which is the subject of my doctoral dissertation.

I visited three cities in China, namely Beijing, Jinan and Qingdao. With the guidance of my accompanying professor, we visited four enterprises (local and foreign enterprises) in China, and interviewed researchers and operators. The interviews were conducted to mainly collect information about distribution channels, marketing, corporate strategy and measures for developing E-commerce.

The results of this field research will be used in the Introduction, Chapter 1 and Chapter 3 of my doctoral dissertation. I will use them mainly to explain the overall situation of the Chinese retail industry by business types as well as the influence of E-commerce on the development of the apparel industry in Chapter 1 and Chapter 3, respectively.

Accomplishment of Objectives

(1) Objectives and Significance

There were three objectives for this field research.

- A. To collect data on the Chinese retail industry by business types in order to get an overview of the situation.
- B. To make my current and future research more impactful. While I could have simply conducted a desk research since the data and materials on the retail industry in China were already available, meeting entrepreneurs and company officials helped me understand more the situation.
- C. To get better insights to analyze my data through the interviewees with key persons in the companies.

(2) Methods and Strategies

The field research was completed by four methods that were:

- A. Data and Archives Collection

The data and archives collection were carried out mainly in the National Central Library. I also got some internal data from the firms.

B. Interview

This method was applied for the researchers, entrepreneurs and operators in the retailing firms and logistics firms. Each researcher or entrepreneur or operator provided 2 hours for the interview.

C. Discussion

In the process of interviews, we also discussed with the researchers and operators in the firms.

D. Field Observation

In addition to the direct interview, we also visited the offices and the logistic center in order to observe the scene. And we also observed their management condition by talking with the staffs.

E. Discussion with Professor

I also discussed my doctoral dissertation framework with the professor that I went together who is as an expert in retailing research.

(3) Schedule and Activities

The detailed schedule and activity are shown in Table 1.

A. Beijing

After arriving in Beijing on January 23, I went to the National Central Library to collect data and previous researches about Chinese retailing from January 24 to 26. I also discussed the framework of my doctoral dissertation which will be submitted in June with my accompanying professor on January 28. Then we visited a company, and interviewed the director on January 29.

B. Jinan

We visited an apparel company. We interviewed the vice-president, the director of the production department, and the director of the marketing department. We also talked with the staff from the public relations department on January 30.

C. Qingdao

With the guidance of my accompanying professor, we visited a logistics firm, and interviewed its manager on the January 31. On the next day, we visited a retail company and their shopping center. We interviewed the managing director, general manager of merchandise department, minister of SC business division, minister of development and construction, and the senior manager of operation planning department.

Table 1 The detailed Schedule and Activities

January		Location	Research Activity
23	Tue	Kyoto (Departure)	-
		Beijing (Arriving)	
24	Wed	National Library of China, NLC Library of Ancient Books, #7 Wenjin Street, Xi Cheng District, Beijing	Data and reference materials collection at National Central Library of China.
25	Thu		
26	Fri		
27	Sat	No research activity	
28	Sun	National Library of China, NLC Library of Ancient Books, #7 Wenjin Street, Xi Cheng District, Beijing	Discussion with the accompanying professor about my doctoral dissertation.
29	Mon	Beijing	Visiting enterprise and Interview with the directors.
		Jinan(Moving)	
30	Tue	Jinan	Visiting enterprise and Interview with the vice president, manager of marketing department and manager of production department.
		Qingdao(Moving)	
31	Wed	Qingdao	Visiting the logistics center and interview with the manager.
February		Location	Research Activity
1	Thu	Qingdao	Visiting commerce enterprises and two shopping centers. Interview with managing director, general manager of merchandise department, Minister of SC Business Division, Minister of Development and Construction, and the senior manger of the operation planning department.

(4) Results

I got the following results from this field research.

A. I got the data for overall Chinese retailing industry and also collected the data of previous research. Those data will be used to overview the Chinese retailing industry in the introduction and first chapter of my dissertation.

B. I learned first-hand about the retailing industry in China especially in terms of the great influence of E-commerce in the real stores, which cannot be well-understood by only reading and analyzing data and archives. Those observations and interviews will contribute to the third chapter of my dissertation in order to replenish the existing analysis.

C. I also found a new research field, and will focus on it in the future. I will submit a paper related to the online apparel brand in March, and will also make further research about E-commerce enterprises.

Future Perspective

I was very satisfied with the 10 day-field research in China. This field research not only provided me with an opportunity to collect the data for my doctoral dissertation, but also gave me the opportunity to witness how retailing management actually looks like. Furthermore, I also realized a new research objective and field; it will be added in my doctoral dissertation and upcoming publication.

It was not easy to conduct this field research. I would not have succeeded without the assistance of the staff from the Overseas Challenge Programme and the staff of the companies I visited. And I also would like to thank my supervisor and accompanying professor, who made this trip possible and could help me develop a research network through the network of companies. We will communicate in the future with those companies.

The results of the data analysis, including discussion with my professor, and other interviews will be used to improve the Introduction, Chapter 1 and Chapter 3 of my doctoral dissertation which will be submitted in June. Furthermore, I will submit Chapter 3 as an academic paper to the Enterprise & Society (English Journal) in April. Moreover, another working paper about the online apparel industry in China will be finalized in March. Finally, I will write a paper about e-commerce in China after my dissertation submission.

Appendix: Photos



Inside the National Central Library



The logistics center I visited in Qingdao



Shopping mall in Qingdao



Supermarket in Qingdao

Opening the ‘sacred box’: backlighting corporate influence in halal standards in Indonesia

SURYAWAN Anom Sigit

Executive Summary

The aim of this field research was to collect data for my doctoral dissertation, especially for one of the main chapters that focuses on examining corporate influence in the prescription of criteria in halal standards, i.e. provisions on stunning (a procedure that involves mechanical, chemical, or electrical tools to make animals immobile and unconscious before slaughtered). Data was collected through (1) document analysis of written sources such as minutes of meeting, reports and news articles, (2) semi-structured interviews with 22 respondents who are main actors in the halal food sector, including governmental agencies, market players, business associations, consumer organization and Islamic organizations, and (3) observation at several slaughterhouses in Jakarta and its neighboring cities. The findings show that the ruling on whether stunning is acceptable or unacceptable is less about the diverse interpretations of Islamic dietary laws and more about the political economy processes (i.e. power struggles) underpinning the formulation of halal standards. Moreover, the results also demonstrate that corporate actors, especially multinationals, are not merely standard takers; rather, they are concerned and active actors who play an influential role in shaping the prescription of criteria in halal standards by exercising their power in multiple avenues of involvement.

Accomplishment of Objectives

(1) Objectives and Significance

The main objective of my field research in Indonesia is to collect necessary data for one of the main chapters of my doctoral thesis which focuses on examining corporate influence in the prescription of criteria in halal standards. It aims at answering the question on how motives and channels of influence corporate actors advance in shaping the provisions on stunning in halal standards, i.e. a procedure that involves mechanical, chemical, or electrical tools to make animals immobile and unconscious before slaughtered. Taking Indonesia as a case, this research seeks to contribute to existing scholarly literature by extending the discussions about impacts of corporate power in agri-food governance on halal standards, particularly whether the notion of ‘conventionalization’ of halal standard is taking place.

The field research in Indonesia is an important element of my dissertation project. It is because I was able to not only gather necessary data, including first-hand experience in cattle and chicken slaughter processes, but also establish, maintain and expand relationships and networks with governmental agencies, business associations, food companies, scholars and experts in academia, NGOs and other actors that are relevant to my research. This could be a great asset for my academic career (e.g. conducting a follow-up study) in the future as well as for students and

researchers of Kyoto University (e.g. field research or collaboration) should they need to get in touch with one of these institutions.

(2) Methods and Strategies

There are three qualitative methods employed during the field research, i.e. (1) document analysis; (2) semi-structured interviews; and (3) observation. With regard to document analysis, data were gathered from a number of written sources, including publications produced by government agencies, Indonesian and foreign business associations (e.g. Australia's Meat and Livestock Association), civil society organizations and Islamic organizations, newspaper articles as well as existing literature related to the topic. I benefited, for instance, from a set of minutes of meeting on halal standard for cattle slaughter that I collected from the National Standardization Agency (BSN). By reading the documents, I was able to see how the issue of stunning in halal slaughter was debated during the standard-making process.

As for the second method, there are two strategies that I took to obtain data. First, I conducted semi-structured interviews with members of the Halal Technical Committee 03-08 (Komite Teknis 03-08 Halal) of the BSN. Due to time limitations, not all members were interviewed. I selected interviewees who were actively involved in the standard-making process, which include representatives of the BSN, the Indonesian Council of Ulama (MUI), the Ministry of Religious Affairs (MORA), and the Ministry of Agriculture (MOA).

Second, I also conducted interviews with respondents who were not part of the committee, but relevant with the objective of my study. They consisted of representatives of (a) MUI; (b) MORA; (c) the Halal Product Assurance Agency (BPJPH), a newly established state agency responsible for overseeing halal certification, (d) APDI, an association of meat seller; (e) GAPUSPINDO, an association of live cattle importers; (f) several cattle slaughterhouses in Jakarta, Depok, Bogor, and Tangerang; and (g) animal welfare scientist from Bogor Agricultural University (IPB).

The interview with the representatives of MUI was key to examine the Islamic ruling on the application of stunning technology in halal slaughter practices, whereas both MORA and BPJPH were interviewed to understand how the government is going to implement halal certification in Indonesia as well as policy considerations behind it. The interviews with several slaughter plant managers, slaughterhouse associations, and live cattle importers were necessary to find out how the issue of stunning technology and halal are being interpreted and contested in practice, and at the same time, to check the extent to which the debate taking place in the committee meeting reflects what was really happening on the ground. Last but not least, an interview with an animal welfare scholar was carried out to learn scientific evidence that is used by both proponents and opponents of stunning technology in halal slaughter practices.

In total, I conducted interviews with 22 respondents during the field research. The following is a list of interviewees and their institutions.

Name of institution	Number of interviewees
BSN	3 interviewees
MORA	2 interviewees
MUI	1 interviewee
MOA	3 interviewees
BPJPH	1 interviewee
GAPUSPINDO	1 interviewee
ARPHUIN	1 interviewee
APDI	2 interviewees
RPH Depok Slaughterhouse	1 interviewee
RPH Karawachi Slaughterhouse	1 interviewee
RPH Dharma Jaya Slaughterhouse	2 interviewees
RPH Elders Slaughterhouse	3 interviewees
Animal welfare scientist of IPB	1 interviewee
TOTAL	22 interviewees

With regard to the third method, i.e. observation, I visited several cattle slaughterhouses in Jakarta and its neighboring cities to observe how halal slaughter is being practiced in real world. There were two types of slaughter plants in my sample: (1) slaughterhouse that is integrated to a company's supply chain only (not receiving cattle from other companies to be slaughtered in the plant); and (2) slaughterhouse that is open to any cattle from any company (operating as a slaughter service provider). The former channels its product exclusively through big retail chains such as Carrefour and Lotte Mart, hotels, restaurants and caterings, while the latter largely supplies the so-called 'web markets', i.e. meat vendors in traditional markets (largest share in the country). All of these slaughter plants were halal certified by MUI and owned at least one stunning machine and used it regularly.

Conducting observation to these slaughterhouses was a valuable source of information where I could compare what I have learned about halal slaughter from books with what is actually performed in reality. It allowed me to find compromises, and even contradictions, in the way the stunning and killing of cattle was conducted in the slaughter plants, which led me to review and adjust my assumptions for a better analysis.

(3) Schedule and Activities

Below are the schedule and activities of my field research.

Date	Location	Activities
Jan 20 (Sat)	Jakarta	Arrived in Jakarta
Jan 21 (Sun)	Jakarta	Arranged schedule of meetings
Jan 22 (Mon)	Jakarta	Interviewed three committee members of BSN
Jan 23 (Tue)	Jakarta	Interviewed a committee member of BPJPH
Jan 24 (Wed)	Jakarta	Interviewed the Head of Legal Bureau of MOA
Jan 25 (Thu)	Jakarta	Interviewed a committee member of MOA
Jan 26 (Fri)	Jakarta	Interviewed GAPUSPINDO part 1
Jan 27 (Sat)	Jakarta	Worked on interview transcription and initial data analysis
Jan 28 (Sun)	Jakarta	Worked on interview transcription and initial data analysis
Jan 29 (Mon)	Bogor	Interviewed an animal welfare expert of IPB
Jan 30 (Tue)	Bogor	Interviewed a halal auditor for slaughterhouse certification of LPPOM MUI
Jan 31 (Wed)	Depok	Observation at RPH Depok Slaughterhouse Interviewed the head of RPH Depok Slaughterhouse
Feb 1 (Thu)	Jakarta	Observation at RPH Karawachi Slaughterhouse Interviewed the head of RPH Karawachi Slaughterhouse
Feb 2 (Fri)	Jakarta	Interviewed GAPUSPINDO part 2
Feb 3 (Sat)	Jakarta	Worked on interview transcription and initial data analysis
Feb 4 (Sun)	Jakarta	Worked on interview transcription and initial data analysis
Feb 5 (Mon)	Jakarta	Interviewed a representative of association of Indonesian chicken slaughterhouses (ARPHUIN)
Feb 6 (Tue)	Jakarta	Observation at RPH Dharma Jaya Slaughterhouse Interviewed the head of RPH Dharma Jaya Slaughterhouse
Feb 7 (Wed)	Bogor	Interviewed the head of RPH Elders Slaughterhouse
Feb 8 (Thu)	Jakarta	Interviewed a representative of association of Indonesian meat seller (APDI)
Feb 9 (Fri)	Jakarta	Interviewed MORA
Feb 10 (Sat)	Jakarta	Worked on interview transcription and initial data

		analysis
Feb 11 (Sun)	Jakarta	Worked on interview transcription and initial data analysis
Feb 12 (Mon)	Jakarta	Worked on interview transcription and initial data analysis
Feb 13 (Tue)	Bogor	Observation at RPH Elders Slaughterhouse Interviewed with head of RPH Elders Slaughterhouse part 2
Feb 14 (Wed)	Jakarta	Worked on interview transcription and initial data analysis
Feb 15 (Thu)	Jakarta	Worked on interview transcription and initial data analysis
Feb 16 (Fri)	Kyoto	Arrived in Kyoto - Writing report of field work

(4) Results

There are three important findings that I attained from the field research:

- Despite its limited scope of application and highly contested within the religious and scientific debates, I collected evidence showing that the acceptance of pre-stunned slaughter methods in Indonesian halal standard is materialized due to strong influence of corporate actors across borders, namely the Australian livestock industry, in the standard-making processes and in the broader social, economic, and political sphere. The industry imposes its power through, among others, (i) direct lobbying to governmental agencies (i.e. MOA), (ii) disciplining its supply chain by forcing slaughterhouses that receive Australian cattle to install and use stunning equipment, and punishing ones who resist, (iii) guiding the narratives about the use of stunning equipment away from religious towards non-religious debates such as animal welfare, food security, and economic rationale. Hence, it appears that the ruling on whether stunning is acceptable or unacceptable is less about the diverse interpretations of Islamic dietary laws and more about the political economy processes (i.e. power struggles) underpinning the formulation of halal standards.
- The attempt of the Australian livestock industry to influence halal ruling regarding stunning mentioned above demonstrates that corporate actors, especially multinationals, are not merely standard takers; indeed, they are concerned and active actors who play an influential role in shaping the prescription of criteria in halal standards by exercising their power in multiple avenues of involvement.
- Theoretically speaking, the results of the field research indicate that, to some extent, halal has been appropriated by corporate interest in ways that the distinction between halal and conventional slaughter practices as well as what constitutes to be 'authentic' halal have now become blurred. This is not to suggest that the notion of 'conventionalization' of halal has been fully materialized, but the tendencies towards that scenario are in progress and cannot be underestimated. Moreover, the findings also show that increasingly halal politics closely intertwines with 'secular' food politics. As such, it emerges as an important space for social

movements and activists to challenge the hegemonic forces in current agri-food system, particularly in the context of predominantly Muslim countries where halal is a powerful issue, and for scholars in academia to bridge the gap in research that links halal to the discussion about sustainable food production and consumption.

Future Perspective

Overall, it has been a successful field research as I was able to obtain good data which support my hypotheses for the thesis. Looking back, this was all possible because of good preparation, including clear research objectives and research questions, careful schedule arrangements and regular communications with prospective respondents, and combined with generous support from my thesis supervisor and the International Affairs Office staff in preparing necessary documents. Looking forward, I am currently working on a draft of academic paper which I will present at the XIX ISA World Congress of Sociology in Toronto on July 16th, 2018. Following that, I envisage to submit the draft to a prominent academic journal before the start of autumn semester.

Gallery

National Standardization Agency (BSN)



Halal Product Assurance Agency (BPJPH)



LPPOM MUI



RPH Depok slaughterhouse



RPH Karawachi slaughterhouse



RPH Elders slaughterhouse



RPH Dharma Jaya slaughterhouse



Association of Indonesian Live Cattle Importer (GAPUSPINDO)



Association of Indonesian Meat Seller (APHI)



Animal welfare scholar of IPB



Roles and Development of Indonesia's Business Associations 1970s - Present

LARASYATI Heldira

Executive Summary

In conjunction with economic and industrial growth, business associations are organizations that have been often overlooked in terms of its role in building business climate. Although it is clear that in many countries, almost every sector of industry has associations that represent the voice of its members in communicating with various parties. Furthermore, the existence of the business association is often viewed with some skepticism.

Up until now, more recent studies in business associations has elaborated more theories in the field of political science, organizational study and management studies. Japan, United States and United Kingdom and other developed countries are the most studied countries in the topic of business associations and business history. Nonetheless, the current research trend appears to have changed. Business historians or political economists put more interests in conducting more diverse cases, especially in the developing countries. One case of developing countries that has been overlooked is Indonesia. Few economic historians focussing on Indonesia have produced respectable works. It has been widely used as the source to draw historical background of the Indonesian economy, especially from the 1950s until the early 2000s. However, the study needs to be updated with current changes and situation.

This study tries to provide new means in the field of business history by presenting the story of business associations of Indonesia. Particularly, by shedding the light towards the changes and development that occurred within business associations (BAs) since their establishments that mainly took time in the end of 1960s. These organizations were created through some different background and mechanism. Some were created by the industry players, and others were set by the government. Therefore, what are the background of BAs existence in Indonesia, what kind of activities were carried out by those BAs, and how BAs functioned towards the members are the main purposes of this research.

Accomplishment of Objectives

(1) Objectives and Significance

My aim of conducting the 11-day field research in Indonesia was for finding important information in the archival forms as well as interview from the prospected sources. The difficulties in finding the archived or online material from Japan drives me to conduct this field research in Indonesia. My goal was to gather information that can answer my main recent research question: What kind of behaviors and functions carried out by the business associations and their members during 1970s-present?

If I successfully collect the information, I would like to draw the interconnectedness of several kinds of business associations that exist in Indonesia. By exploring their background of establishments, analyzing their programs as well as analyzing the membership structure, I would like to find the pattern of how the industrial development emerged in Indonesia and what kind of efforts were conducted by the industry players. Most of the time, the roles of business associations are being overlooked, especially within the Indonesian economic history literature and academic researches.

(2) Methods and Strategies

- ✓ Visit institutional and national libraries

Most of the libraries that I visited are storing the past materials containing minutes of meeting of national conferences from the associations.

- ✓ Interview the members of associations and related parties

I interviewed the members (and a former member) of associations and the government agents. The interviews are important as the initial way of accessing the associations' documents that can only be accessed internally.

- ✓ Access the archival documents or yearly associations' bulletins

After having permission from the members, I was given access to open and taking some of past documents that might contain the information for my research

- ✓ Attend the expo and conferences organized by the associations

In order to have clearer images of what kind of activities are being conducted, I visited two different expo managed or supported by the associations as stated on my research schedule below:

Date		Destination (city)	Visiting Institute/organisation (name and address)	Research activities (detailed information needed; if you visit researcher(s) please write his/her name, affiliation and position)
4	Sun	[Arrival]	Jakarta	
5	Mon	Central Jakarta	Center for Strategic and International Studies (CSIS) Jalan Tanah Abang 3 No 23 - 27	Data collection at CSIS Library (public library)
6	Tue	South Jakarta	Freedom Institute Wisma Bakrie, Jl. H. R. Rasuna Said No.Kav, B-1, RT.11/RW.2, Karet Kuningan, Menteng	Data collection at Freedom Institute

7	Wed	Central Jakarta	KOMINFO Jl. Medan Merdeka Barat No.9, RT.2/RW.3, Gambir MASTEL Jl. Tambak No.61, RT.14/RW.6, Pegangsaan, Menteng	Interview with Director of Standardization KOMINFO: Mr. Hadiyana Interview with Executive Director of MASTEL (Federation of Telecommunication Industry): Mr. Edy Thoyib
8	Thu	Central Jakarta	Jakarta Food Security Summit 2018 Jakarta Convention Center Jl. Gatot Subroto, Senayan, Gelora, RT.1/RW.3, Gelora	Jakarta Food Security Summit 2018 Day 1 by Indonesian Chamber of Commerce and Industry
9	Fri	Central Jakarta South Jakarta	Jakarta Food Security Summit 2018 Jakarta Convention Center Jl. Gatot Subroto, Senayan, Gelora, RT.1/RW.3, Gelora LIPI Jl. Gatot Subroto No.Kav 10, RT.6/RW.1, Kuningan Bar., Mampang Prapatan	Jakarta Food Security Summit 2018 Day 2 by Indonesian Chamber of Commerce and Industry Data collection at LIPI Library (public library)
10	Sat	Bandung	Zanana Indonesia Jl. Ranca Kendal	Discussion with Ms. Chiara Ardelia (Former member of KADIN)
11	Sun			
12	Mon	South Jakarta	Chamber of Commerce (KADIN) Indonesia Menara Kadin Indonesia Lt. 29 Jalan HR Rasuna Said Kav X-5 2-3, RT.1/RW.2, Kuningan Timur	Interview with Executive Director of KADIN: Mr. Rahardjo Jamtomo
13	Tue	South Jakarta Central Jakarta	Ministry of Industry Indonesia (KEMENPERIN) Jl. Gatot Subroto Kav. 52-53 Ministry of Trade (KEMENDAG) Jl. M. I. Ridwan Rais No. 5	Data collection at Ministry of Industry (KEMENPERIN) Library Data collection at Ministry of Trade (KEMENDAG) Library

14	Wed	South Jakarta Central Jakarta	<p>Perpustakaan Nasional (National Library) Jalan Medan Merdeka Selatan No. 11, Senen, Gambir, RT.11/RW.2, Gambir</p> <p>Ciputra World (meeting place with Mr. Edlin) Jalan Professor Doktor Satrio No.3-5, RT.4/RW.4, Karet Kuningan, Kecamatan Setiabudi,</p>	<p>Data collection at The National Library</p> <p>Interview with Mr. Edlin Prabawa (HIPMI member)</p>
15	Thu	Central Jakarta South Jakarta	<p>Megabuild & Keramika 2018 Expo (meeting place with Mr. Errika) Jakarta Convention Center Jl. Gatot Subroto, Senayan, Gelora, RT.1/RW.3, Gelora</p> <p>Kalibata City (meeting place with Ms. Dian Ekawati) Jl. Raya Kalibata No.1, Rawajati, Pancoran</p>	<p>Interview with Mr. Errika Ferdinata, member of GAPENSI</p> <p>Interview with Ms. Dian Ekawati (HIPMI member)</p>
16	Fri	South Jakarta	<p>The Association of Indonesian Cellular Telecommunications Operators (ATSI) Gedung Permata Kuningan Lt. 9. Jl. Kuningan Mulia Kav. 9C, Guntur – Setiabudi</p> <p>Indonesian Young Entrepreneurs Association (HIPMI) Menara Bidakara 2, Jl. Rasamala Raya, Menteng Dalam, Tebet</p>	<p>Interview with the Executive Director of ATSI, Mr. Sutrisman</p> <p>Data collection at HIPMI archives repository (head office)</p>
17	Sat	[Departure]	Jakarta	
18	Sun	[Arrival]	Kyoto	

day: 11

Results

The 11-day field research was intense and insightful for my thesis. I met many people from various business associations and learned about the different patterns that distinguish one association from another. For example, some associations members appeared highly active and committed to the organization, while some others are not. Witnessing some of the events of those associations gave me real-life experience to understand their goals and focus. One of the chairmans asked me to joint the meeting with the ministry in order to experience the real situation. Unfortunately, I had to return to Japan at the time of their meeting. More importantly, I managed to access the materials from the past that are very crucial to my research. I will need to take some time in sorting the documents that I took to Japan and analyzing the information for my thesis.

At the research plan, I stated my assumption of 1997-1998 economic crises impact to the associational activities. I found that there are changes within the period regarding how the organizations system. However, the most important changes were actually happened during the transitions of government leaders.

Future Perspective

One of the most important lessons during my field trip was that the time management in Indonesia is another thing. Setting the exact time and place one week ahead from the schedule are mostly impossible. I needed to be ready whenever they suddenly have time for the interview. Compared to my first schedule before conducting the field research, I changed many things and added more informants who connected to me shortly before my departure to Indonesia. The additional interviews gave me smaller space to prepare myself from one meeting to another meeting.

Overall, I felt satisfied for being able to access the archival documents that are not available anywhere anymore. Although the historical information about GAPENSI and ATSI were not available at the libraries that I visited, I have gathered enough information for about KADIN and HIPMI that will become my main research subject.

Research Day 1 - Monday, 5 March 2018

✓ **Data Collection at CSIS Public Library**



Figures 1 CSIS Library

Center for Strategic and International Studies (CSIS) is one of the respectable research organizations in Indonesia that has been exist in Indonesia since 1971. Some Indonesian economic ministers and icons involved actively in some of CSIS' publications. I visited their library to explore their collections that can be related to my research. Unfortunately, after spending the whole day reading through their home publications, I did not find anything related to my research. However, I found some books that contain some information related to the history of Indonesian Chamber of Commerce and Industry.

Research Day 2 - Tuesday, 6 March 2018

✓ **Data Collection at Freedom Institute Library**

The Freedom Institute's library is newly relocated library that has quite limited selection of books from local and international. After screening the materials from all over the shelves, I managed to get the data from period from the 1990s until early 2000s regarding KADIN's organization structure and concept.

✓ **Short meeting with the staff of Ministry of Communication and Informatics of Indonesia, Mr. Kamal**

In the evening, I had short meeting with the staff of Ministry of Communication and Informatics of Indonesia, Mr. Kamal who was recently interested to discuss my research and arranged the meeting with his superior, the Director of Standardizations from the Ministry of Communication and Informatics of Indonesia to giving me insight from the government's point of view.

Research Day 3 - Wednesday, 7 March 2018

- ✓ **Interview with the Director of Standardization of Postal and Informatics Equipment from the Ministry of Communication and Informatics of Indonesia, Mr. Mochamad Hadiyana.**



Figure 2 With Mr. Hadiyana

Mr. Hadiyana greeted me warmly at his office, together with his staff, Mr. Kamal, we discussed about the communication and informatics industry as well as the role of its industry associations. He emphasized that industry players, represented by the associations has been always involved in the policy-making process to minimize potential conflicts.

Within the informatics and telecommunication industry, it can be concluded that business associations pose two functions as industry participant and consultant for the consumers.

- ✓ **Interview with the Executive Director of MASTEL, Mr. Eddy Thoyib**



Figure 3 With Mr. Eddy Thoyib

MASTEL is an umbrella organization for all the industry players in the field of information and communication technologies. It consists of regular individual members (experts), companies, as well as industry associations. It can be said that they have role as specialized chamber of commerce in the information and communication technologies industry.

Mr. Eddy explained that the industry has been changing rapidly that the private sectors are freely competing with State- Owned Enterprises (SOE). The initial establishment of this organization consisting only three SOEs and now open for all kind of industry players.

Research Day 4 - Thursday, 8 March 2018

- ✓ **Visiting Jakarta Food Security Summit (JFSS 2018) by Chamber of Commerce and Industry Indonesia (KADIN)**



Figure 4 Jakarta Food Security Summit

I received the information of this exclusive event only one day before departing to Jakarta from one of KADIN's staff. I decided to join the event in order to having clearer understanding of KADIN's program.

The vice president of Indonesia, Mr. Jusuf Kalla, attended the opening session as well as Minister of Agriculture, Minister of Industry, FOA, Ambassadors, chairman of KADIN Indonesia, chairmen of industry associations, university professors, and many others. The main issue addressed was "Economic Distribution of Agriculture, Livestock and Fisheries Through Policies and Partnerships". On the opening speech, the vice president explained that agricultural sector is the second biggest contributor for Indonesia's economy after processing industry and more than 35% total employment. In addition to that, the fisheries production in Indonesia is 70% more than its national consumption due to unpopular fish eating habit. However, the growth has been declining in recent past. The government wants to develop this industry more through the technology support and providing more benefits to the farmers.

The seminar involved The Minister of Agriculture, general director of national economic planning committee (BAPPENAS), general director of agricultural ministry, and Assistant Director-General and FAO Regional Representative for Asia and the Pacific, Ms. Kudhavi Kadiresan. They discussed about cluster commodity program to enhance the Indonesia's agricultural competitiveness that are now focus on shifting the industry to processed products.

This event contributed to my understanding of business association's role, this time KADIN in facilitating the forum or place where government and industry actors can discuss their concern openly with the other stakeholders.

Research Day 5 - Friday, 9 March 2018

- ✓ **Visiting Jakarta Food Security Summit (JFSS 2018) 2nd day by Chamber of Commerce and Industry Indonesia (KADIN)**



Figure 5 The exhibition area of JFSS

I only attended the first presentation due to limited time. They discussed the role of state-owned enterprises for the food security. Since the majority of the industry players small and medium scale, the government plays their role through State-Owned Banks by giving loan, as well as providing facilities such as fertilizer provision, crops storing, sale, processing, and distribution.

State's fund is one of important instruments for lowering poverty rate through support in agricultural sector. There has been significant increase for the agricultural, fisheries, and livestock sector (11.5% annually in average) after the government releasing the country's expenditure budget for the small-scale loan program (KUR) and temporary subsidy (BLU). There is one interesting insight from one of the presenters for this issue; he said that subsidy and government's loan provision are not enough to support the peasants financially. They also need an integrated services such as money saving and life or health insurance.

- ✓ **Data collection at LIPI Library**

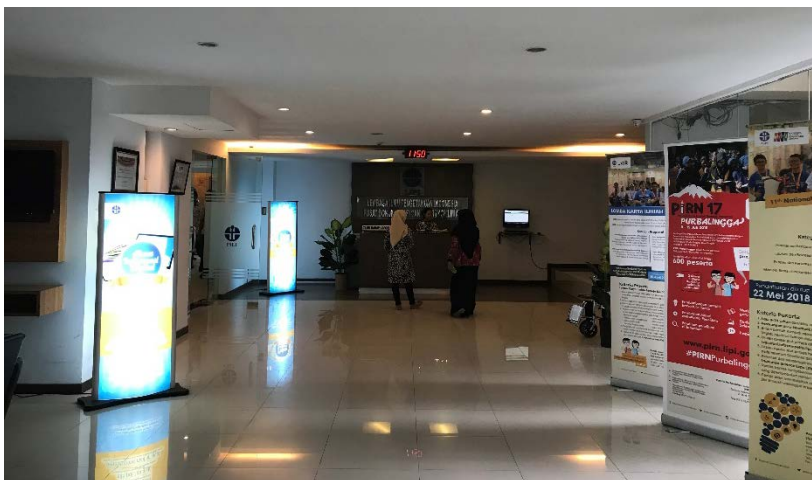


Figure 6 LIPI Library entrance

LIPI Library has extensive collections of old documents that are soon to be processed into digital form. I managed to find some old publications from the 1990s containing activities and programs of KADIN and HIPMI that are not available anywhere else in this place.

Research Day 6 - Saturday, 10 March 2018

Discussion with Ms. Chiara Ardelia in Bandung

Ms. Chiara Ardelia joined KADIN in 2014 for one year after establishing her fashion business in the same year. She described that joining KADIN was a good experience to enlarge the business networking. At the first time, she expected to have mentors who can advise her business from all aspect, and she found that attending the seminars and trainings held by KADIN was more beneficial than sticking to advises of the mentors. In conclusion, she suggested that joining the associations will be beneficial for SMEs, however it needs commitment for attending all the events held as well as actively communicating with the other members. This interview is important to set the point of view from the members of associations who are not active in the organizations structure.

Research Day 7 - Monday, 12 March 2018

Interview with Mr. Rahardjo Jantomo, the Executive Director of Indonesian Chamber of Commerce and Industry (KADIN)



Figure 7 With Mr. Rahardjo Jantomo

Together with the other directors, Mr. Rahardjo Jantomo explained the whole story of the initial formation of KADIN. Initially, this organization was formed to protect the indigenous entrepreneurs from the Dutch and Chinese business monopoly in the early independence period. The leaders were appointed from military backgrounds who did not necessarily have business expertise. In the recent time, KADIN positioned itself as the partner of government in establishing more supporting business environment in Indonesia.

This interview contributed a lot of new materials to the section of KADIN on my research, especially from the initial establishment history. Unfortunately, the plan visit to KADIN Library was terminated, due to the facility that had been closed few years ago. Luckily I managed to get an old document consisting information from past internal meetings and conferences on their archived materials.

Research Day 8 - Tuesday, 13 March 2018

Data collection at KEMENPERIN Library and KEMENDAG Library (public library)

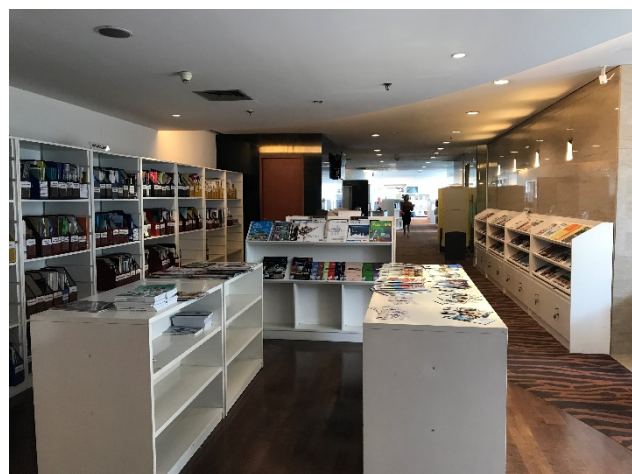


Figure 8 Ministry of Industry's building

Collecting printed materials that contains evidences of the past programs related to the business associations is an important step of this field research. I spent the whole day exploring the collections of two public libraries owned by the government. The first one is a public library of The Ministry of Industry Indonesia (KEMENPERIN).

Surprisingly, the library is small compared to the entire building. At this place, I managed to get the editorial collection of KADIN period 1998-2003. The second place is a public library of Ministry of Trade (KEMENDAG), approximately seven kilometers away from the first library. The place is more modern and wide compared to the previous one. I searched through their database list and found some materials that might be interesting to check. Unfortunately, only one was available.

Figure 9 Interior of Indonesian Ministry of Trade's library



Research Day 9 - Wednesday, 13 March 2018

Data collection at The National Library

I turned down the plan to visit University of Indonesia's library due to effectiveness consideration. The National Library is considered as having most complete collection of local publications in the nation. The new building was just opened in September 2017, and it was entirely modern. I found some related materials from the 1980s that are only available in the microfiche format. It was my first time to read the materials through microfiche reader.

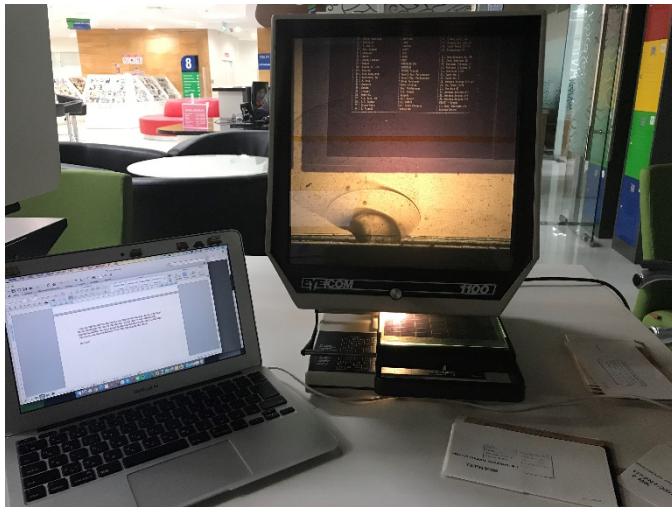


Figure 10 The microfiche reading desk

Interview with Mr. Edlin Prabawa (HIPMI member)

Mr. Edlin Prabawa is an active member of HIPMI's Jakarta branch who manages a real estate company based in Jakarta. Besides being active in the membership, he serves as the head of real estate division of this organization. He describe his membership on this organization has impacted his business through wider networking channel. He emphasized that HIPMI is trying to establish their goal in nurturing the entrepreneurial spirit in Indonesia. They departed from the data that the percentage of Indonesia's entrepreneurs is still low at 1.6%. He shared me new information and programs that are useful to help my archival data searching process could be narrower.

Research Day 10 - Thursday, 14 March 2018

Interview with Mr. Errika Ferdinata, member of GAPENSI

Mr. Errika Ferdinata is the Vice General Secretary of The National Contractors Association of Indonesia (Gapensi) who owns a startup digital construction market company, Bildeco and started his business in 2011. He shared his mission to transform GAPENSI to become more modern and open organization. GAPENSI has been known as one of the oldest associations formed in Indonesia and consists of senior construction businessmen. The Megabuild & Keramika 2018 Expo, the event where I conducted the interview is one of GAPENSI's participation and effort to become more open organization.

Interview with Ms. Dian Ekawati (HIPMI member)



Figure 11 With Ms. Dian

The initial interviewee from HIPMI on my research plan was Mr. Agung. However, two days before the meeting, Mr. Agung had something else to do and delegate his colleague, Ms. Dian who is an active member of HIPMI as well. Ms. Dian owns an office equipment supplies company in Jakarta. We discussed about the recent programs of HIPMI and she gave me access to collect some printed materials in HIPMI head office on the next day.

Research Day 11 - Friday, 14 March 2018

Interview with Executive Director of ATSI, Mr. Sutrisman



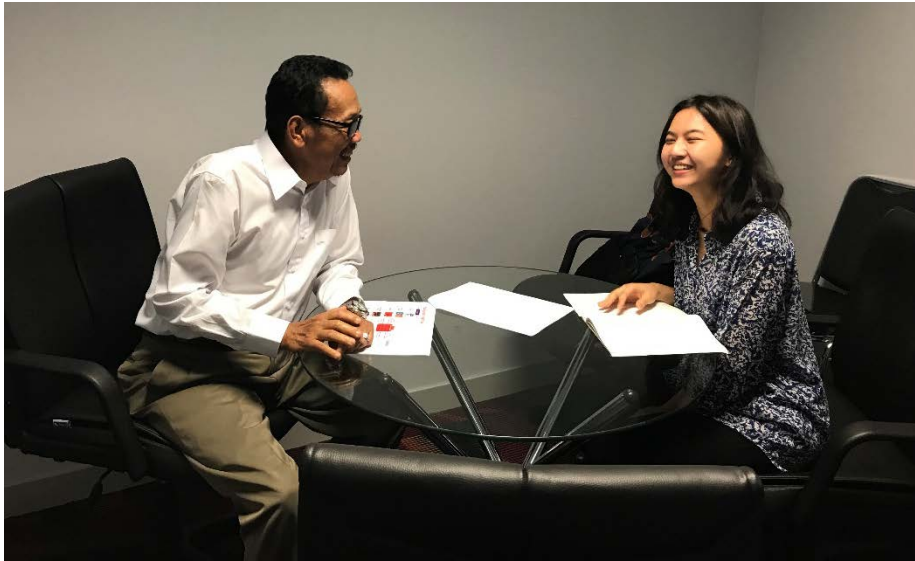


Figure 12 With Mr. Sutrisman

Mr. Suprayitno worked as state-owned enterprise employees for 30 years in telecommunication industry and appointed as the executive director of this organization shortly after his retirement. He shared the role and functions of The Association of Indonesian Cellular Telecommunications Operators (ATSI) to me in recent past. From the interview, I observed that the role of SOEs within the telecommunication industry can be reflected through their associational role. At the moment, all of the members are not fully SOEs anymore, which indicated there are changes in the ownership structure of the members towards foreign companies.

Data collection at HIPMI archives repository (head office)



Figure 13 HIPMI Committee members while giving me a book about their organization's history

After Ms. Dian granted me permission to access the past membership data and documents, I visited the head office directly to coordinate with the administration officers. Coincidentally, the vice general secretary and some other department heads were also there and invited me to discuss my research. During the discussion, I was impressed with their passion for the association and their businesses. They indicated that HIPMI, as the umbrella organization for young entrepreneurs is accomplishing some programs to give chances for entrepreneurs in the different islands other than Java (the most populated one) to develop themselves through training and seminars as well as overseas visit. After the discussion, they gave me new materials regarding the organization's history.

The indicators of irrelevant management accounting practices during early stages of Lean manufacturing adoption

AHMED Mohamed

Executive Summary

My research explores the impact of traditional management accounting practices on the adoption of lean manufacturing, with focus on small and medium sized enterprises (SMEs) in Egypt. Lean manufacturing refers the integrated socio-technical system whose main objective is to eliminate waste by concurrently reducing or minimizing supplier, customer, and internal variability. Many previous studies have found that traditional performance metrics can give misleading information for decision makers especially in early stages of applying lean principles. However, questions like “how do Egyptian SMEs apply lean manufacturing in their operations, “what kind of practices and tools are adopted”, and “how does their management accounting system work in congruence with lean principles?”, remains unanswered.

In order to investigate those questions and gain a deeper understanding of lean and management accounting practices in Egypt, I collaborated with the V-Lab at the School of Business, American University in Cairo (hereinafter, AUC). The AUC V-lab trains, supports, and monitors SMEs, in the Middle East and North Africa (MENA) region, on using lean methodology in their business. The AUC lab has 118 business and faculty mentors, supporting companies in various sectors, and has been ranked as one of the top 5 most promising business incubators in Africa in 2014 and 2015.

The reasons for selecting AUC V-lab for my research trip are their wide network in Egypt, having academic and practical experience on using lean principles, and maintaining archival data on companies' performance. This aligns with my research trip objective of validating and testing a developed questionnaire that seeks to collect data on lean manufacturing, and management accounting systems, employed by Egyptian companies, to answer my research questions.

During my research trip, I could present my research plan at research seminars, interview faculty mentors of AUC V-lab about lean manufacturing practices in Egypt, interview managers about the use of management accounting in their units, get feedback on my questionnaire design, distribute the questionnaire to potential respondents, and get access to financial data collected by the V-lab, and archival data at AUC library and Cairo university library.

Accomplishment of Objectives

(1) Objectives and Significance

In general, my research trip has aimed to find out whether the literature review, conducted during my study in Japan, reflects a real research gap and raises interesting research questions about companies applying lean manufacturing in Egypt. In specific, this study seeks to address

the following question: what are the management accounting practices that may negatively impact lean implementation? In doing so, the research develops a model shows the relationship between lean principles, operational performance, and three management accounting practices (the use of standard cost, volume variances, and overhead allocation), as a supposed intervening variables may negatively affect the link between the improvement of operational performance, and the resulted financial performance.

This proposed model will be tested by using questionnaire data from Egyptian companies that recently adopted lean principles. The questionnaire has six primary constructs of the proposed model: lean principles, waste reduction, production flow, operational performance, traditional management accounting practices, and financial performance.

In the light of these research objectives, I can summarize the goals of my research trip as follows:

1. Getting feedback, on how my research model reflects Egyptian business environment, from professors and researchers in AUC, through seminar presentation and interviews.
2. Supporting my quantitative approach with qualitative data, through conducting interviews.
3. Testing the designed questionnaire for it clarity, validity and reliability through interviewing Egyptian managers, and distributing the questionnaire through AUC V-lab network, to get further feedback.
4. Obtaining access to the financial performance data of companies get supported by the V-lab.
5. Distributing, through V-lab network, the final draft of the questionnaire to collect data for initial analysis.

(2) Methods and Strategies

In order to achieve the aforementioned goals, the following research methods have been employed:

- Interviews: I conducted semi-structured interviews with the aim of collecting feedback from academics and practitioners on the research model, and the planned questionnaire.

For academic interviews, I could interview one of the key founders of the V-lab, who has a long experience on helping companies on applying lean principles in various sectors. The interview covered my research plan and questions and the possible modifications for improvement. I could also get his input for editing my first draft of the questionnaire by correcting some vague terms, and adding some clarifications.

I also could interview the director of the V-lab. He has a broad multidisciplinary experience in entrepreneurship, economic development, business strategy, city planning and technology based on professional practice and academic research. Our interview discussed lean practices and tools applied at Egyptian companies, and their supporting information system. The interview unveiled the late adoption of lean by Egyptian companies, and the

limited application of specific practices such as visual reporting, non-financial performance measures, cell layout, and value streams.

For interviews with professionals, I could interview the manager of the training unit at the V-lab. He could explain how they train companies on applying lean, the way Egyptian companies apply lean principles, and the major obstacles. He also could introduce me to three company managers to interview and show them my questionnaire for their feedback.

The three managers were previously trained at the V-lab to apply lean at their units. The interview with the managers was intended to listen to the first-hand experience of applying lean principles, and how sustaining the use of traditional management accounting practices could derail lean adoption progress. Most importantly, I could go with them through every question of my questionnaire, to make sure that the questions are clear, reflecting real practices in Egypt, and intelligible to potential Egyptian respondents.

- Archival data: As a part of my research, I need to collect data on the financial performance of companies applies lean manufacturing. In addition, my research was missing Arabic literature on both lean and management accounting in Egypt.

For the financial data, AUC V-lab, as a part of their follow-up program, keeps quantitative data on the companies participated in their training program. This data includes the number of employees, profits, and annual sales.

I visited the AUC library, and Cairo University, Faculty of Commerce Library for Arabic resources on Egyptian companies' experience in applying lean manufacturing, and management accounting systems and practices. I could check the available literature through obtaining access to scientific papers published in Egyptian business journals, dissertations (both through library database), and books on related topics.

- Survey: During the trip, I could distribute my online questionnaire to 22 managers in different sectors. The purpose was to test whether the final draft of questionnaire is clear enough to be administered for data collection. I could get the V-lab permission to get the contact information of 42 managers, and 15 business mentors, who have worked with the AUC V-lab.
- Observation: I got the chance during my period of stay in Cairo to attend two training sessions of the AUC V-lab. The sessions introduced some of lean tools, practices, and culture to the participants, who worked in groups and focused on analyzing case studies.

(3) Schedule and Activities

The table below details the activities conducted during my research trip.

Date	Organization (city)	Research activity
Feb. 1		Departure: Narita (NRT airport)
Feb. 2		Arrival: Cairo (CAI airport)

Feb. 3	Cairo	<ul style="list-style-type: none"> – Preparing presentation of research plan, and questionnaire for coming meetings and seminar.
Feb. 4	American University in Cairo (AUC), New Cairo campus	<ul style="list-style-type: none"> – Presenting my research plan to the hosting supervisor (V-lab, School of Business) for feedback
Feb. 5	American University in Cairo (AUC), New Cairo campus	<ul style="list-style-type: none"> – Discussing first draft of the questionnaire with the hosting supervisor (School of Business) – Presenting my research plan to hosting supervisor's seminar (School of Business)
Feb. 6	American University in Cairo (AUC), New Cairo campus	<ul style="list-style-type: none"> – Visiting AUC library for papers published in Egyptian journals (library database)
Feb. 7	American University in Cairo (AUC), New Cairo campus	<ul style="list-style-type: none"> – Visiting AUC library for dissertations on lean adoption by Egyptian companies (library database)
Feb. 8	American University in Cairo (AUC), New Cairo campus	<ul style="list-style-type: none"> – Meeting with training manager of V-lab discussing the content of the training program
Feb. 9	Holiday	
Feb. 10	Cairo	<ul style="list-style-type: none"> – Summarizing the literature reviewed at AUC library. – Preparing the second draft of the questionnaire for the expected meetings with managers.
Feb. 11	Cairo University, Giza	<ul style="list-style-type: none"> – Visiting Faculty of Commerce library for dissertations and papers on lean adoption by Egyptian companies (library database)
Feb. 12	American University in Cairo (AUC), New Cairo campus	<ul style="list-style-type: none"> – Meeting with the hosting supervisor to discuss the second draft of the questionnaire – Preparing online and paper copy of the questionnaire for further testing
Feb. 13	American University in Cairo (AUC), New	<ul style="list-style-type: none"> – Meeting with the V-lab director, discussing Egyptian management practices

	Cairo campus	<ul style="list-style-type: none"> – Obtaining the contacts of managers through the V-lab network to get appointments.
Feb. 14	American University in Cairo (AUC), New Cairo campus	<ul style="list-style-type: none"> – Meeting with the manager of fin-tech unit at V-lab discussing the training program
Feb. 15	Industrial area, 10 th of Ramadan, Cairo	<ul style="list-style-type: none"> – Meeting with two managers at one factory for discussing the questionnaire content, and getting their responses
Feb. 16	Holiday	
Feb. 17	Cairo	<ul style="list-style-type: none"> – Analyzing last week interviews, and meetings – Arranging next week appointments
Feb. 18	American University in Cairo (AUC), New Cairo campus	<ul style="list-style-type: none"> – Meeting with the training manager of V-lab to obtain access to the companies' financial data
Feb. 19	Cairo	<ul style="list-style-type: none"> – Sending the online version of the questionnaire to potential respondents
Feb. 20	American University in Cairo (AUC), New Cairo campus	<ul style="list-style-type: none"> – Reporting progress and discussing further steps with the hosting supervisor
Feb. 21	Cairo	<ul style="list-style-type: none"> – Sending the online questionnaire version to potential respondents – Preparing final presentation to hosting supervisor's seminar
Feb. 22	Industrial area, 10 th of Ramadan, Cairo	<ul style="list-style-type: none"> – Meeting with one company's operations manager for discussing the questionnaire content, and getting his response
Feb. 23	Cairo	<ul style="list-style-type: none"> – Revising the research plan – Summarizing the literature reviewed at Cairo University library
Feb. 24	Cairo	<ul style="list-style-type: none"> – Analyzing last week interviews – Analyzing the financial data collected from the V-lab
Feb. 25	American University in Cairo (AUC), New	<ul style="list-style-type: none"> – Attending a training session at the AUC V-lab

	Cairo campus	<ul style="list-style-type: none"> – Sending the online version of the questionnaire to potential respondents
Feb. 26	American University in Cairo (AUC), New Cairo campus	<ul style="list-style-type: none"> – Attending a training session at the AUC V-lab – Sending the online questionnaire version to potential respondents
Feb. 27	American University in Cairo (AUC), New Cairo campus	<ul style="list-style-type: none"> – Checking the financial dataset at the AUC V-lab – Preparing the final draft of the questionnaire, and seminar presentation
Feb. 28	American University in Cairo (AUC), New Cairo campus	<ul style="list-style-type: none"> – Presenting the tentative results of my research and learning lessons at hosting supervisor's seminar
Mar. 1	American University in Cairo (AUC), New Cairo campus	<ul style="list-style-type: none"> – Discussing the future plan of my research with the hosting supervisor
Mar. 2	Holiday	
Mar. 3	Cairo	<ul style="list-style-type: none"> – Revising the collected questionnaire responses for missing data – Updating the literature review chapter with the literature on Egyptian companies
Mar. 4	Departure: CAI to NRT airport	

(4) Results

Here are the key accomplishments of the research trip:

1. Obtained deeper understanding of how Egyptian SMEs practice lean principles, what kind of tools they adopt, and the obstacles they face.
2. Understood how Egyptian SMEs integrates their management accounting with their daily operations. In this regard, I found that many SMEs don't employ formal performance measurement and incentive system.
3. In the light of the two previous points, I could modify my research model slightly to reflect the real situation in Egypt. For example, I found that my research investigates some advanced practices, which are not applicable to the Egyptian SMEs.
4. Received a lot of feedback on the questionnaire from researchers and practitioners, which significantly contributed to the final draft. I also received suggestions on how to improve the questionnaire, and create an Arabic version to reach more respondents.
5. Expanded my academic and professional network through the collaboration with the V-lab. I also got the chance to gain knowledge on other research opportunities through socializing with PhD students and professors.

Future Perspective

From my viewpoint the research trip was fruitful and will add value to my PhD dissertation. I could achieve all the planned objectives that I set before the trip. However, I did not have the chance to consult many professors in the field, because the trip period coincided with the beginning of the second semester in Egyptian Universities, so many professors were too busy.

The literature on Egyptian companies will refine and enrich chapter two of my dissertation. Both the quantitative and qualitative data collected during the trip will also be a significant input to chapter three and four. I expect two papers to be published in a peer-reviewed journal, once I finish the collection of the questionnaire data, and do the required statistical analysis.

I could also obtain the contact information of many managers, whom I plan to email in the future to get their answers of the questionnaire. I could also network with many Egyptian researchers and practitioners, which may be useful for conducting future research projects in Egypt.



Figure 14: New Cairo campus of the American University in Cairo



Figure 15: Entrance gate of the American University in Cairo



Figure 17: With the director of the AUC V-lab (on the right side)



Figure 16: Mission statement of the School of Business, AUC

The Case Study of AMUL in India: Dairy cooperative and its marketing

SHIMOKADO Naoto

Executive Summary

The main purpose of my field research in India was to collect data and information on cooperative society and social business, which is necessary for my Ph.D. dissertation. In this field research, I focused on AMUL, a dairy cooperative in Gujarat state, western India. In 1946, it gathered marginal milk producers, most of whom were BOP (Base of the Pyramid) people, and founded as a cooperative society. Now it has become the largest organization in the dairy industry and was recognized as one of the most successful nonprofit organizations. Also, AMUL collects milk from 3.6 million producers in Gujarat state and sells dairy products not only in domestic market through chain stores and numerous mom-and-pop stores but also in global market.

In order to collect data on AMUL and examine how AMUL manages product portfolio of both AMUL brand, national brand, and local brands, I interviewed three District Co-operative Milk producers' unions which constitute AMUL and had two meetings with two professors to discuss my research topics.

In addition to these activities, until the research trip had finished, I visited and interviewed one Indian local plant and some local companies. Some of those interviews and meetings were not the original research schedule and some activity plans were changed, however the field research was more successful than I expected.

Accomplishment of Objectives

(1) Objectives and Significance

There were three specific objectives in this field research. The first one was to find out why AMUL have achieved long-term and sustainable growth successfully. The second one was to investigate how AMUL manages the huge organization and controls product development and product portfolio. The third objective was to build a connection with local researchers to discuss my research topics.

AMUL has often been taken as success case of rural development and cooperative movement in India. Those viewpoint are necessary and important even now, but there is not enough attention in the viewpoint of business administration and marketing. AMUL has three layer-structure, state union, district unions and village level societies. Each of them is independent and autonomous organization, but in association with each other. The significance of this research was to focus on district level unions and reveal the originality of district union's marketing strategy such as managing product portfolio and developing their own local brand.

(2) Methods and Strategies

The study included both the survey and the case study methodologies. The data on cooperatives, especially AMUL, and social business was collected through interviews, publications such as annual reports and books about cooperative movement and social business.

(3) Schedule and Activities

The field research carried out around the city of Ahmedabad and Surat, Gujarat state. During the first one week, I stayed in Ahmedabad and was able to visit two dairy cooperatives, two Institutes and some local companies. Unfortunately, during the last one week in Surat, I got sick and canceled some appointments, but I could visit SUMUL Dairy and its newest cattle feed plant where I wanted to visit the most in Surat.

The details of my field research schedule and activities are as follows:

Date		Destination	Visiting Company, Cooperative and Institution	Research Activities
Feb 24	Sat	Ahmedabad	Arrived at Ahmedabad	
Feb 25	Sun	Ahmedabad	Tower Overseas Ltd.	Interviewed with Managing Director
Feb 26	Mon	Ahmedabad	Diagonal Consulting (Apparel)	Interviewed with Chairman and the staff
			Japan Center, AMA	Discussed with Mr. K.K. Nair (Executive Director) and Dr. Mukund A. Patel (Japan Center)
Feb 27	Tue	Ahmedabad	NG Realty Pvt. Ltd.	Interviewed with a Techno Commercial Manager
		Anand	AMUL Dairy (Kaira District) (Butter plant)	Interviewed with two staffs and plant tour
Feb 28	Wed	Ahmedabad	Indian Institute of Management Ahmedabad	Discussed my research topic with Prof. Sukhpal Singh(Agriculture) and collected some books about cooperative and agriculture.
		Gandinagar	MADHUR Dairy (Gandinagar District) (Milk plant)	Interviewed with HR Manager and the staff of PR and plant tour
Mar 1	Thu	Ahmedabad	Waterman Industries Pvt. Ltd. (Water pump plant)	Interviewed with Executive Director, Technical Adviser and Past President and plant tour
			Gujarat Institute of Development Research	Discussed with Prof. Keshab Das
Mar 2	Fri	Ahmedabad	Investigating Amul Parlours (store)	Visited some Amul Parlours in Ahmedabad city
Mar 3	Sat	Surat	Ahmedabad → Surat	By train
Mar 4 - Mar 6	Sun-Tue	Surat	Literature review and Data analysis	

Mar 7	Wed	Surat	SUMUL Dairy(Surat District) (Ice cream plant and cattle feed plant)	Interviewed with Managing Director and plant tour
Mar 8	Thu	Delhi	Surat -> Delhi	Air travel
Mar 9	Fri	Delhi	Data analysis and writing the report	
Mar 10	Sat	Kyoto	Delhi-> Kyoto	Air travel

(4) Results

In this field research, I was able to comprehend the organizational structure of AMUL, and how AMUL manages the huge organization. Especially, the district co-operative milk producers' unions which I interviewed have peculiar functions. They produce both AMUL brand products, national brand, and their local brand products, have veterinary dispensary and provide artificial insemination programme and education programme for membership. On the other hand, state level union, GCMMF(Gujarat Co-operative Milk Marketing Federation), conduct market research and construct distribution channel of AMUL brand products. In other words, I think that the efficient division of labor between state level union and district level unions leads to its long-term and sustainable growth.

Future Perspective

Other than some unforeseen setbacks (i.e. sickness), I was fully satisfied with the field research for two weeks in India. Almost all the main aims, visiting district co-operative milk producers' unions and collecting data on cooperative movement and social business, were achieved. In addition to this, I was able to build a good relationship with cooperatives and professors that I visited, so that the field research in Ahmedabad and Surat will be conducted easier next time.

I will use the result of this field research to write an academic paper. It discusses how AMUL, that consists of 18 district co-operative unions, has built the AMUL brand as a national brand and managed it, while each district co-operatives has kept their own local brand. Also, this paper will become an important piece of my Ph.D. dissertation.



Amul Dairy (Kaira Dist.)



Amul Dairy's Plant



Madhur Dairy (Gandinagar Dist.)



Madhur Dairy's Milk Plant



Amul Parlour (Amul Shop)



Sumul Dairy (Surat Dist.)



Sumul Dairy's bakery plant



Carrying raw milk to a Village society
(milk collection center)



With Prof. Sukhpal Singh at IIMA



With Prof. Keshab Das at GIDR



Local pump manufacturing company



Local pump manufacturing company