

# Bringing Outsiders In: Foreign Workers and Women in Elite Jobs in Corporate Japan

Introduction/イントロダクション

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## Today's Workshop: Program

### Opening Remarks, Introduction/開会・イントロダクション

**Jun Kurihara** (Research Director, CIGS)/栗原 潤 (キャノングローバル戦略研究所 研究主幹)

### I: Presentation/講演

#### “Bringing Outsiders In: Foreign Workers and Women in Elite Jobs in Corporate Japan”

**Hilary J. Holbrow** (Postdoctoral Fellow, Weatherhead Center for International Affairs,  
Harvard University; International Research Fellow, CIGS)/  
ヒラリー・ホルブラウ (Harvard University, CIGS)

### II: Discussion /討論

**Moderator: Jun Kurihara** (Research Director, CIGS)/栗原 潤 (キャノングローバル戦略研究所 研究主幹)

### Closing Remarks/閉会

**Jun Kurihara** (Research Director, CIGS)/栗原 潤 (キャノングローバル戦略研究所 研究主幹)

# Discussion: the Ice Breaker's Comments

## I: Demographic Pressures

Alternative Countermeasures: Introduction and Development of Machines incl. AI

Differences in the Level of Demographic Pressures: Large firms vs. SMEs

Pressure from Foreign Investors

## II: Brining Women In

The Questions of Market Conditions (e.g., a night market or not? appropriate salary?)

Sectoral Differences in Market Conditions (e.g., emerging companies or traditional ones?)

Differences in Specialized Jobs (e.g., medical representatives (MRs) at pharmaceutical companies)

## III: Brining Foreign Workers In

Purposes of Employers (e.g., domestic activities or activities related to business abroad?)

Receptive Capability of Companies (e.g., foreign language as a working language)

## IV: Path#1 or #2: Increased Diversity at What Level(s)

Differ from One Another in terms of the adoption of AI, corporate performance, purposes of business

Receptive Capability of Japanese Society (prosperity, educational levels, etc.)