

# ICBEIT 2022

INTERNATIONAL CONFERENCE ON BUSINESS, ECONOMICS AND INFORMATION TECHNOLOGY

*March 17 – 18, 2022 via Zoom*

## DOING BUSINESS IN THE GLOBAL ECONOMY

Economic, Political, Social, Cultural, Legal and Technological Environments

# CONFERENCE PROGRAM

### ORGANIZED AND SPONSORED BY

University of Guam-School of Business and Public Administration (U.S.A.)  
Nagoya University-Graduate School of Economics-Economic Research Center (Japan)  
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# WELCOME MESSAGE FROM THE CONFERENCE CHAIRS

March 17, 2022

**DEAR CONFERENCE PARTICIPANTS:**

Welcome to the 16<sup>th</sup> Annual International Conference on Business, Economics and Information Technology!

We are pleased that you have chosen to join us in our two-day where we had a wonderful opportunity to exchange ideas in the spirit of scholarship and professional growth. Even the ongoing COVID-19 pandemic did not stop you from joining us this year, even if only virtually through Zoom.

We prepared all our conference materials, including this Conference Program, for you with our environment in mind.

If there is anything else we could have done to enhance your experience at this year's conference or to plan for next year's conference, please let us know.

We sincerely thank you for your participation. For our returning participants, we were so happy to see you again and to know that you are doing well. For our first-time participants, it was great to have met you this year. We indeed used the conference days and sessions as an opportunity to engage in a meaningful and lively discussion. Thank you for all your support in making this year's conference another success. See you at our next ICBEIT!

**BEST REGARDS FROM THE CONFERENCE CHAIRS,**

*Maria Claret M. Ruane*

**Maria Claret M. RUANE, Ph.D.**

Professor of Economics, School of Business and Public Administration  
University of Guam

*Akihiro Noguchi*

**Akihiro NOGUCHI, D.Econ.**

Professor of Accounting and Former Dean, Graduate School of Economics / School of Economics  
Former Director, Economic Research Center  
Nagoya University

*Mineo Tsuji*

**Mineo TSUJI, Ph.D.**

Professor of Financial Accounting  
School of Management, College of Sustainable System Science  
Osaka Prefecture University

*Michael Angelo A. Cortez*

**Michael Angelo A. CORTEZ, D.B.A.**

Professor of Finance and Accounting, Graduate School of Management  
Deputy Director, Ritsumeikan Center for Asia Pacific Studies  
Ritsumeikan Asia Pacific University  
Editor-in-Chief, Asia Pacific Business and Economics Research Society (APBERS)

# Day 1: March 17, 2022

## 0930-1000 OPENING SESSION

### WELCOME REMARKS BY THE CONFERENCE CO-CHAIRS AND SPECIAL GUESTS



**Dr. Maria Claret M. Ruane**  
Professor of Economics  
School of Business and Public Administration



**Dr. Annette Taijeron Santos**, Dean of the  
Dean  
School of Business and Public Administration



**Dr. Anita Borja Enriquez**  
Senior Vice President and Provost  
Academic and Student Affairs



**Dr. Akihiro Noguchi**  
Professor of Accounting and Former Dean, Graduate School of Economics / School of Economics  
Former Director, Graduate School of Economics-Economic Research Center



**Dr. Mineo Tsuji**  
Professor of Financial Accounting  
College of Sustainable System Science



**Dr. Yuji Nakayama**  
Director  
School of Management



**Dr. Tatsuya Uenoyama**  
Professor  
Graduate School of Economics

**APUGSM**

Dr. Michael Angelo A. Cortez, **Ritsumeikan Asia Pacific University (Japan)**  
Professor of Accounting and Finance, Graduate School of Management  
Deputy Director, Ritsumeikan Center for Asia Pacific Studies  
Editor-in-Chief, Asia Pacific Business and Economics Research Society (APBERS)

**CONSUMER ENGAGEMENT WITH A CAFE BRAND: BEFORE AND AFTER COVID-19**

**Dr/Prof. Yuji Nakayama**, Osaka Prefecture University (Japan)

*This study examines consumer engagement with Starbucks Coffee, a top café brand, before and after covid-19 utilizing the concept of Consumer Brand Engagement (CBE) proposed by Hollebeek et al. (2014). To measure CBE, with the help of several people, I conducted surveys of students of multiple universities located in the Kansai region of Japan. Based on the empirical result of multiple group structural equation modeling, I show whether there were differences in CBE to Starbucks before and after COVID-19. Finally, I discuss the implication of the results for cafe and restaurant businesses.*



**ACCOUNTING EDUCATION IN ENGLISH AS FOREIGN LANGUAGE FOR INSTRUCTORS AND STUDENTS: LITERATURE REVIEW**

**Dr/Prof. Akihiro Noguchi (in photos)**, Nagoya University (Japan)

Dr. Martha Suez-Sales, University of Guam (U.S.A.)

Dr. Maria Claret M. Ruane, University of Guam (U.S.A.)

*This paper is the interim report of the international joint research project “Accounting Education in English as Foreign Language for Instructors and Students” by Nagoya University Graduate School of Economics and University of Guam School of Business and Public Administration since 2020 to clarify the opportunities and challenges faced by instructors and students in case of accounting education in English as foreign language.*

*Based on literature review and discussion, opportunities and challenges are described for accounting education taught entirely in English in Japan.*

**VIRTUAL CONSTRUCTIVIST LEARNING ENVIRONMENTS IN MANAGEMENT ACCOUNTING: AN ACTION RESEARCH AND EDUCATIONAL MODEL**

**Dr. Jean-Yves LeCorre (in photo)**, Xi’an-Jiaotong Liverpool University (China)

Prof. Thierry Burger-Helmchen, University of Strasbourg (France)

*Professionals and academics increasingly recognize the importance of cognitive and behavioral skills in management accounting education. Constructivist learning provides a learning approach and methods to facilitate the development of such skills, by emphasizing individual cognition and social interactions.*

*The study aims to propose a framework to design a constructivist learning environment in virtual setting which emphasizes learning strategies to develop cognitive and behavioral skills in the process of knowledge construction of organizational performance measures. The research applies mixed methods action research methodologies in a course taught at an international university in China where the virtual constructivist learning environment is experimented and improved through successive steps. The key factors affecting cognitive development and collaborative learning to increase learning performance are examined through qualitative and quantitative data analysis as well as triangulation of data, which leads to adding new dimensions to the common constructivist learning environment frameworks. Through multiple case studies, we develop a model which combines the following components: (1) frequent, systemic types of formative feedback mechanisms in the form of subjective assessments along the process of knowledge construction of performance measures; (2) preparation learning activities to reinforce the social learning context, as well as to help learners better understand the learning approach and processes; (3) a set of learning activities aiming to develop awareness of the role of employability and lifelong learning skills in relation to the learning experience. The proposed educational model will benefit to educators wishing to develop innovative teaching strategies solutions in on line or blended learning environments.*



## UPROOTING WITHERED THOUGHTS: ADDRESSING STRESSORS IN THE PACIFIC ISLANDS' AGRICULTURE

**Ms. Mary Catherine Wiley (in photo)**, University of Guam (U.S.A.)  
Ms. Laarnie D. Vinca, University of Guam (U.S.A.)  
Dr. Kuan-Ju Chen, University of Guam (U.S.A.)  
Prof. Jesse P. Bamba, University of Guam (U.S.A.)  
Dr. Tim C. Dela Cruz, University of Guam (U.S.A.)



*As the COVID-19 pandemic causes uncertainty, an increased risk of stress factors exists to economic, social, and life pressures. While this insecurity wholly impacts the industry and occupational groups, awareness considers the heavy burdens placed on mental health. Centers for Disease Control and Prevention (CDC) compares the suicide rates across major industry groups and significant attention is given to the Agriculture sector (2020). As farmers face many internal and external difficulties, a study with the Western Region Agriculture Stress Assistance Program (WRASAP) identifies experiences leading to stress and measures the best services to be made available. Using the Ten-Item Perceived Stress Scale (PSS) to capture personal levels of stress, findings reveal Guam's agricultural producers do face challenges with (35%) in a low stress, (61%) moderate stress, and (4%) in high stress. This study indicates the top leading stressors and strategies for bridging resources in agricultural communities.*



## LIFE DURING THE PANDEMIC: A LIFE INFLUENCED BY FAKE NEWS AND MISINFORMATION, AND WORRY ABOUT OUR PRIVACY

**Dr. Kevin K.W. Ho (in photo)**, University of Guam (U.S.A.)  
Dr. Dickson K.W. Chiu, Faculty of Education, University of Hong Kong  
Jeromy Y. Chan, Gaus.ee  
Prof. Kristina C. Sayama, University of Guam (U.S.A.)

*During the COVID-19 Pandemic, no one could live a normal life. In the past 700 days, we have been surrounded by true and fake news, usually grounded on the same source but giving us different interpretations and narratives. In the past, we may treat the spreading of fake news and misinformation as minor issues or even jokes, but it is a different story during the Pandemic.*

*Nowadays, fake news and misinformation may lead people to make wrong decisions, causing further spreading of the disease and outbreaks, and shutting down the economy. In different parts of the world, we see people hesitate to use COVID-19 contract tracing apps due to believing in misinformation and fake news. While public health authorities worldwide advocate using contact tracing apps to streamline the contact tracing process and help interrupt virus transmission, people ignore it. To a certain extent, misinformation and fake news amplify the privacy risk of using these apps and create grave concerns from potential users. It is because app users have to share their personally identifiable information, whereabouts, and in some cases, their vaccination records with authorities via mobile and Internet technologies.*

*This work will first review how political misinformation and health misinformation are entangled. Then, it is followed by reviewing recent research on misinformation and fake news related to health and political areas and helps us understand this "info-demic" environment. We conclude by discussing how privacy concerns, distrust in governments, and misinformation affect people's perception of COVID-19 contact tracing technology.*



### SUSTAINABLE PRODUCTION AND CONSUMPTION IN THE APPAREL INDUSTRY

**Dr./Prof. Yiping Lien**, Tottori University of Environmental Studies (Japan)

*Before Sustainable Development Goals (SDGs) was adopted by United Nations General Assembly, The True Cost - a documentary film - released in May 2015 has propounded a lot of problems on human right and environment behind the fast fashion that has been popular in the last decades. The supply chain of the fashion industry consists of many processes such as production, distribution, consumption, disposal. This study focuses specifically on changes in production and consumption, and clarity what problems these changes are causing. Finally, this study proposes solutions through several cases to achieve the goal 12 of SDGs.*

### THE INFLUENCE OF THE SUSTAINABILITY MANAGEMENT CONTROL SYSTEM ON ORGANIZATION'S PERFORMANCE

**Dr./Prof. Jaehong Kim**, Gunma University (Japan)

*In order to effectively and efficiently execute CSR strategy and activities, sustainability management control system (SMCS) needs to be understood as a package. Drawing on Simons' (1995) Levers of Control (LOC), the aim of this study is to investigate the extent to which SMCS supports organizational capabilities that, in turn, contribute to an organization's performance. Using survey data from a sample of Japanese companies, the results of this study suggest that SMCS constitutes a mechanism that can support organizational capabilities in order to contribute to an organization's performance.*



## SKILLS AND DEVELOPMENT OF HUMAN RESOURCES FOR FACILITATING CROSS-SECTORAL COLLABORATION: A COMPARATIVE STUDY OF CASES IN JAPAN AND GERMANY ON EFFORTS TO PROMOTE THE AGRICULTURAL INDUSTRY

Dr/Prof. Kumiko Nishio (left) , Kindai University (Japan)

Dr/Prof. Yuki Kawabata (right), Chukyo University (Japan)



*In order to upgrade the industrial structure of a region and develop new competitive industries, it is essential to create new and high added value businesses through cross-sectoral collaboration beyond the existing framework. To solve this, we investigated the skills and the development of human resources whose role is to facilitate cross-sectoral cooperation and create high value-added businesses. Following the presentation of a conceptual model created based on a review of previous studies, this study aims to construct a theory based on the results of a comparative analysis of three cases in Japan and Germany.*



*The results of this analysis indicate that human resources for facilitating cross-sectoral cooperation have several skills that are classified as human, technical, and conceptual skills. Two cases in Japan put great emphasis on career development through on-the-job training (OJT) and work experience, whereas in Bavaria, suitable personnel are recruited from the external labor market and are further developed by learning technical and human skills through an off-the-job-training (Off-JT) system. An analysis of the effect of networks with related businesses on human resource development showed that Germany has an evaluation system that does not exist in either case in Japan, and that this system is linked to the continuous development of human resources.*



### OVERVIEW OF GUAM'S FOOD AND AGRICULTURE ECONOMY

**Ms. Laarnie D. Vinca (in photo)**, University of Guam

Ms. Mary Catherine Wiley, University of Guam

Dr. Kuan-Ju Chen, University of Guam

Prof. Peter R. Barcinas, University of Guam

*As Guam's agriculture industry continues to experience the impact of the COVID-19 pandemic, the farming community remains resilient and continues to persevere through many adversities. Difficulties brought upon by the pandemic have spurred discussions on the importance of developing other feasible options for sustaining the island's economy, such as focusing on building the island's agriculture.*

*Despite these challenges, the unprecedented opportunities highlight the need to reinforce a more sustainable Guam through efforts such as workforce development and exchange and trade. The purpose of this report is to provide insight on aspects that contributed to Guam's Food and Agriculture Economy in 2021.*



**WHO WILL CHOOSE LIVE COMMERCE AS A PURCHASING CHANNEL? A REGULATORY FOCUS PERSPECTIVE ON PURCHASE MOTIVATION**

**Ms. Qiuyi Ming (in photo)**, Osaka Prefecture University (Japan)  
Dr./Prof. Yuji Nakayama, Osaka Prefecture University (Japan)

*Consumers use multiple sales channels to make purchases. Currently, buying things online has become the norm, and the refrain from going out due to COVID-19 has further accelerated this trend. In this context, a new trend of selling products through live demonstration sales on the Web called "live commerce" is spreading worldwide. This study focuses on Japanese consumers, and we conducted surveys of students of a university located in the Kansai region of Japan. Considering their regulatory focus (Higgins, 1997), we examine the impact of their experience of using social networking services and watching live streaming on their motivation to use live commerce.*



**THE EFFECT OF CONSUMER INVOLVEMENT AND PRODUCT FAMILIARITY ON DAIRY CUE UTILIZATION**

Dr. Eddy S. Fang, Xi'an-Jiaotong Liverpool University (China)  
**Ms. Han Yin (in photo)**, Xi'an-Jiaotong Liverpool University (China)

*This paper examines the impact of consumer involvement on dairy cue utilization with product familiarity as the moderate variable. The analysis is conducted on survey data from a sample of 1073 dairy consumers in Shanghai. With the exploratory fact analysis, dairy product cues are gathered into extrinsic, intrinsic, and nutritional cues. The importance of how these cues are influenced by different dimensions of consumer involvement is illustrated by structure equation modeling. The test of the moderate effect of product familiarity has been realized by multi-group analysis. Implications for theory and practice will be further discussed in the presentation.*

**DEVELOPING A VALUE-ADDED NICHE MARKET ON GUAM: TRITON WHISKY**

**Ms. Laarnie D. Vinca (in photo)**, University of Guam  
Ms. Mary Catherine Wiley, University of Guam  
Dr. Kuan-Ju Chen, University of Guam  
Prof. Peter R. Barcinas, University of Guam

*Triton Whisky is an initiative to promote sustainable agriculture in Guam through branding and labeling value-added products. Despite the island's reliance on importing various products, including alcoholic beverages, these products are also being exported. The total export of alcoholic beverages exhibited a slight decrease in 2020 by 4% from 2019, but showed a vastly increase in 2021 by 34%. Revealing a potential market opportunity for the island, the University of Guam Cooperative Extension and Outreach intends to design mutually beneficial, alumni-led educational programs and activities with respected international collaborations to enhance multicultural experiences, diversity and inclusion, and community value.*





## **DEVELOPING A LOGISTICS HUB FOR AGRICULTURE IN MICRONESIA**

**Mr. Steven Young-Uhk (in photo)**, College of Micronesia-FSM and University of Guam

Mr. Darren Ehmes, University of Guam

Mr. AJ Ilai, University of Guam

Ms. Laura Layan, University of Guam

Dr. Kuan-Ju Chen, University of Guam

*Micronesia Agricultural Distributor will establish a supply and market chain for the export of a variety of agriculture, food, and processed products in Micronesia utilizing the concept of “one Micronesia” to compete in the global trade and market. Serving as the market and distribution hub of the region, Guam would be the central linkage for producers and suppliers from the islands to provide products on a consistent basis and at competitive prices and premium services to meet the needs and demand of Micronesian communities, niche consumers, and global market. This will be accomplished by establishing a main headquarter in Guam with four supply branches in each of the four FSM states to provide the necessary linkage between farmers and suppliers from the islands to Guam retailers and consumers within and outside the Micronesia.*



**CORPORATE SUPPORT AND SUSTAINABILITY OF REGIONAL FINANCIAL INSTITUTIONS AFTER CORONA DISASTER**

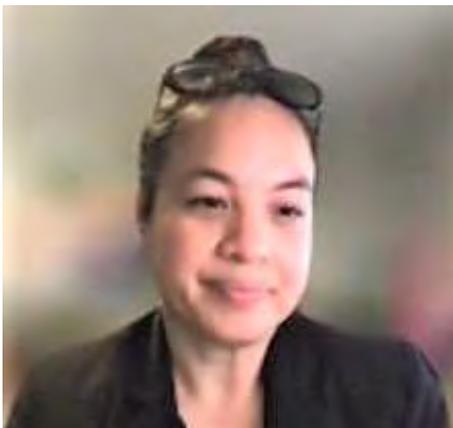
Prof. Kazuyoshi Ishiga, Kyoto University (Japan)

*Regional financial institutions have supported the local economy as the strategy designer of the region. In the past, they revitalized local companies by adjusting financial claims, which, from the perspective of companies, was the liability side. They have equipped themselves with consulting functions, using business assessments to identify the issues that companies are facing. One of the ways to overcome the Corona disaster in small and medium-sized companies is to improve productivity by IT. After Corona disaster regional financial institutions are expected to make full use of the know-how accumulated to revitalize the local economy and maintain sustainability.*

**VIABILITY OF BLUE ENERGY DEVELOPMENT**

- Ms. Clarissa Padua (left), University of Guam
- Mr. Tom San Agustin (center), University of Guam
- Ms. Bernadette Capindo, University of Guam
- Mr. John Duenas, University of Guam
- Mr. Paciano Gumataotao, University of Guam
- Mr. Midson Tom, University of Guam
- Dr. Roseann M. Jones (right), University of Guam

*Blue energy is power generated from water sources — a generic term to reference power derived from oceans, streams, lakes, and underground reservoirs as thermal energy. Power is generated from water movements captured by a variety of devices, stored, and supplied for commercial and residential use in areas where water resources are abundant. Geographic regions such as islands and archipelagos and those with significant lakes and waterways are considered areas for which blue energy can provide a cost-effective alternative to fossil fuel dependence. The paper defines, contextualizes, and considers whether blue energy development is a viable alternative power source for Guam.*



## 0900-1015 Session 5: Accounting

Chaired by Dr. Martha G. Suez-Sales, University of Guam



### CUSTOMER RELATIONSHIP MANAGEMENT AND FINANCIAL ACCOUNTING

**Dr./Prof. Mineo Tsuji**, Osaka Prefecture University (Japan)

*Some marketing literature significantly indicates that stakeholders include investors and consider that external customers and internal employees are relevant for building brand equity. According to IASB's Conceptual Framework, the objective of general purpose financial reporting is to provide financial information about the reporting entity that is useful to stakeholders in making decisions relating to providing resources to the entity. The study aims to research whether marketing research findings in customer relationship management are closely bound up with financial reporting standards or practices.*

# THE IMPACT OF THE COVID-19 PANDEMIC ON FINANCIAL STATEMENT DISCLOSURES: A COMPARISON OF U.S. AND EUROPEAN PUBLICLY TRADED COMPANIES

Ms. Ashley Flores (top left), University of Guam

Mr. Michael Legaspi (top right), University of Guam

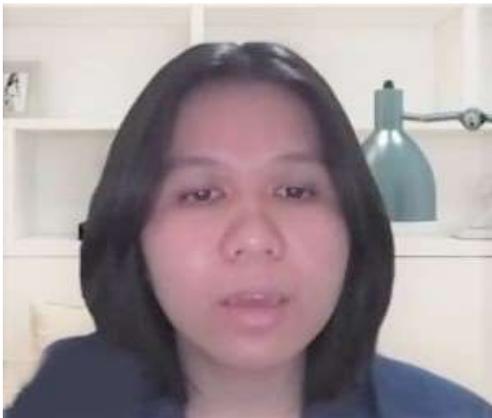
Ms. Camile Manalac (bottom left), University of Guam

Ms. Jamabeva Masangkay (bottom right), University of Guam

Ms. Hannah Mendiola, University of Guam

Faculty Mentor: Dr. Martha G. Suez-Sales, University of Guam

*The COVID-19 pandemic has made a material impact on the operational performance of companies on a global scale. In this study, we explore the impact of COVID-19 on the financial statement disclosures between the US and Europe. A random sample selection of 10 US and 10 European publicly traded companies from a broad range of industry sectors was collected. To analyze the impact of COVID-19 on the companies' financial disclosures, a rubric adapted from a previous study was used to assess qualitative data for the years 2018, 2019, and 2020. Financial data from this sample selection was also collected for these three years. Key areas of research focused on the quality and volume of the disclosures following the pandemic, its relationship to profitability, and its differences with regard to the US and Europe. The findings suggested that the quality of disclosures increased following the pandemic, the quality of disclosures was negatively correlated to profitability, and that there were no substantial differences on the level of impact between the US and Europe. Although the two standards of IFRS and US GAAP can differ in financial presentation, the crisis of COVID-19 required both the US and European countries to place an emphasis on transparency in order to maintain the confidence of the masses. The need to present risk factors affecting companies on multiple levels such as the supply chain, revenue, expenses, and consumer behavior was prominent in both the US and Europe.*



## THE EFFECT OF OPERATING LEASES UNDER NEW GUIDANCE ON FINANCIAL

**Mr. Balamugunth Balaj (top left)**, University of Guam

**Ms. Shannaleen Braiel (top right)**, University of Guam

**Mr. Jiajun Chen (bottom left)**, University of Guam

**Ms. Justine Carlos (bottom right)**, University of Guam

Faculty Mentor: Dr. Martha G. Suez-Sales, University of Guam

*Leasing has been a significant source of acquiring outside capital for businesses, but it also has a history of being used in unethical practices. Because of this, new accounting rules for leasing were established by the Financial Accounting Standards Board (FASB) and the International Accounting Standards Board (IASB) in 2016 and have been used by companies since January 2019. As opposed to the old standard, the new standard on leases compels the lessee to recognize their lease agreements on their financial statements, necessitating an analysis of the transition's implications. Companies have voiced their concerns regarding this new standard and how it would cost them. However, to prioritize the transparency of financial statements and avoid the risks the current system may impose on investors and other users, the standard setters, IASB and FASB, have proceeded and introduced the implementation of Accounting Standard Committee (ASC) Topic 842 and International Financial Reporting Standard (IFRS) 16 into company financial statements. The primary goal of this study is to examine the adoption of ASC Topic 842 and IFRS 16 and determine the impact it has on the financial ratios, specifically the Debt-to-Equity (D/E) ratio. The data in this study was derived from fifty companies listed in the Fortune 500 companies ranked by leasing obligations. The authors acquired data for quantitative analysis by collecting the D/E ratios for these fifty different companies before and after ASC 842 was adopted. Afterwards, a t-test: Paired two sample for means was conducted to assess if there was a difference in the collected D/E ratios before and after the companies adopted the new standard.*





### MAKING SENSE OF THE RECENT ASSET PRICE INFLATION AND ITS RAMIFICATIONS

Dr. Kenneth Choie, University of Guam

*The contention of this paper is that an easy monetary policy may only push asset price higher with a minimal impact on the aggregate demand, while tight monetary policy may be effective in cutting down high price inflation rates of both newly produced goods and existing assets as well as choking the aggregate demand. In the next financial crisis, an easy monetary policy would be ineffective in increasing the aggregate demand; an expansionary fiscal policy would be more effective in countering recession.*

### JAPANESE INDUSTRIAL TECHNOLOGICAL STRUCTURE BASED ON THE NUMBER OF PATENT APPLICATIONS BY TECHNICAL FIELD

Dr. Hirokazu Yamada, Osaka Prefecture University (Japan)

*The purpose of this research is to grasp the outline of the technological structure of the entire Japanese manufacturing and service industries in recent years from the patent information that is the result of R&D activities in order to effectively set R&D goals. This research targets major Japanese companies in each industry, and uses the correlation coefficient between companies for the composition ratio of patent applications by technical field as an index. In order to achieve the technical goals of management measures, it is necessary to have the same technological development capabilities as companies active in the target technical field, and as a result, the composition ratio of patent applications by technical field becomes similar to that of companies in the target market. In other words, by analyzing the patent information of individual industries and companies, it is possible to understand the direction of R&D activities and the current state of technological fusion between them. The analytical methods presented in this research can be applied to individual companies, gaining an understanding of their technical position, and are useful in planning the business or R&D strategies.*



## LOCALIZING IMPORT GOODS: AN AGRIBUSINESS OPPORTUNITY FOR TEA GROWTH ON GUAM

**Ms. Mary Catherine Wiley (in photo)**, University of Guam

Ms. Denise Skriba, University of Guam

Mr. Stewart Johnny, University of Guam

Ms. Jacether Andrew, University of Guam

Dr. Kuan-Ju Chen, University of Guam

*Constrained to concepts for small markets and susceptible to economic and social limitations, Guam holds greater potential to leverage opportunities over vulnerabilities. Addressing the high import for food & non-alcoholic beverages on Guam, encouraging locally produced goods introduces a substitutive advantage to capture existing demand. Given that agriculture is the smallest sector at 0.3% of the GDP (Guam Bureau Labor & Statistics, 2020), there is huge potential for sustainable growth in agribusiness for this small economy. For a case study, a significant business alternative is presented to a market of imports for coffee and tea at \$899,675 (Guam Bureau of Statistics and Plans, 2019). The business proposal for Tea Lab is shared to investigate the local market trends for tea services and crop specialty.*



## ENGINEERING A WEST PACIFIC MIRACLE?

**Mr. Angelo Paule**, University of Guam

*Spurring economic growth is subject to various challenges of setting long-term policies, implementing those policies, flexibility, etc. Guam, a U.S. territory, and home to approximately 160,000 people, provides a unique control case because of its rather stagnant economy in its current construction. Guam, for all its strengths and weaknesses as an economy, could only be expected to maintain its economic standing from 2019 to 2020. Two questions arise: First, does Guam have any particular challenges with increasing its growth rates? Secondly, are there policies or priority industries that Guam may focus on that it does not currently focus on to improve its growth? In this paper, I attempt to specify Guam's main challenge, and make the case for what Guam should do vis-a-vis that specific challenge and others Guam faces.*



### COMPARISON OF GIFT RECEIVING BEHAVIORS BETWEEN CHINA AND JAPAN

**Ms. Jiji Wang**, Kobe Gakuin University (Japan)

*As an ancient custom in human society, gift exchange is has continued with the course of history and the evolution of social culture, and has penetrated almost every detail of how we treat people and things, covering all fields of social life. Nowadays, gift-giving has become an indispensable and important part of people's daily lives. According to each era, the culture of each region is different, and the gift-giving habits are also different. Not only is it the habit of gift-giving, but the habit of receiving gifts has also changed in recent years. This article will mainly introduce the differences between Chinese and Japanese gift-giving cultures.*

### MANAGEMENT STRATEGY OF PLATFORM BUSINESS: FOCUSING ON JAPANESE COMPANIES SPECIALIZING IN TAKEAWAY SERVICES

**Mr. Siyuan Gu (in photo)**, Kobe University (Japan)

Dr./Prof. Natsuko Fujikawa, Kobe University (Japan)

*Since 2020, people's lives have changed significantly with the spread of the COVID-19. It had a great impact on the business environment for the company. Due to this effect, the number of users of Takeaway Services is increasing in Japan. This paper focuses on the Japanese industry specializing in takeaway services and focuses on companies from the perspective of diversification strategy and platform type: (1) horizontal B2B expansion PF strategy, (2) vertical B2B expansion PF strategy, (3) horizontal B2C expansion PF strategy and (4) vertical B2C expansion PF strategy. Then, through a comparative case study of Uber Eats and the DEMAE-CAN, the superiority of the diversification strategy in the platform company was clarified.*



## ENTERPRISE APPLICATION PACKAGE PRODUCTS IN IT SYSTEMS MAGAZINE IN JAPAN

**Mr. Takumi Yamamoto (left)**, Shizuoka University (Japan)

Dr/Prof. Sanetake Nagayoshi, Shizuoka University (Japan)

**Mr. Nikhil Tiwari (right)**, Shizuoka University (Japan)

*This study investigates the emergence of enterprise application package products, such as ERP, SCM and CRM, in the Japanese market and related trends. This was done by following published articles in the Japanese language in IT systems magazine named "Nikkei Information Strategy". We found the following pattern: after the rise of an enterprise application product, there was an influx of the number of articles to make people aware of the product, followed by corporate successful case studies in the industry. Curiosity continued to increase about the product, including tips and tricks for product implementation.*



## CUSTOMER SATISFACTION AND ITS IMPACT ON ORGANIZATION BEHAVIOR USING ONLINE REVIEWS: A CASE OF INDIAN RESTAURANTS IN JAPAN

**Mr. Nikhil Tiwari (above photo)**, Shizuoka University (Japan)

Dr/Prof. Sanetake Nagayoshi, Shizuoka University (Japan)

*This research established a relationship between customer expectations and reviews provided. The impact of the restaurant's environment and the managerial setting was considered in a separate survey to find a correlation between the customer reviews and expectations impact. Organizational survey questions focused, on customer experience and staffs involvement into the process of the decision making. The research established acceleration in the process of adoption of the Food delivery platforms and online payment methods. Based on analysis of the online review text, common phrases and determiners of customer observations were documented for the better understanding. The research utilizes review text to calculate expectation score and compares it with the actual score provided by the user.*



## JAPANESE AIRLINES' STRATEGIES FOR COVID-19: A FOCUS ON THE DYNAMIC CAPABILITY THEORY

**Mr. Wenqi Wu (in photo)**, Kobe University (Japan)

Dr. Natsuko Fujikawa, Kobe University (Japan)

*The spread of COVID-19 has continued since 2019. The situation in the airline industry has changed dramatically over the past two years due to the crisis brought about by COVID-19. This study mainly uses Dynamic Capability Theory, which is the world's most notable theory in the field of business strategy. This study mainly compares JAL and ANA, two major Japanese airlines. Then we can conclude that both JAL and ANA have a high level of dynamic capability which may be able to gain and maintain competitive advantage over the long term.*



### FACTORS THAT AFFECT PURCHASE DECISION IN THE CASUAL KIMONO MARKET

Dr/Prof. Yukiie Tsuji, Kobe Gakuin University (Japan)

*In this report, casual kimono refers to kimono that everyone can wear easily and includes “yukata” (kimono worn during the summer) and “hanten” (kimono worn during the winter). This study looks into factors that affect female university students’ purchase of casual kimono. Results from a survey conducted between December 1 and 7, 2021 in which 150 female university students participated showed that there is a greater tendency to purchase a yukata more than a hanten. Survey responses also revealed that a yukata is mostly worn for fireworks and festivals, while a hanten is mainly worn indoors. In addition, it was found that the most important factors that affect the decision to purchase a yukata are originality and its cute*

*design. In comparison, the most important factors that affect the decision to purchase a hanten are its ease to wear and its cute design. These results suggest the common factor of “cuteness” in female university students’ decision when buying these two types of casual kimono.*

### AN ANALYSIS OF LABOR-MANAGEMENT RELATIONS IN INTERNATIONAL JOINT VENTURES BASED ON THE THEORY OF TRUST

Dr/Prof. Wei Zhao (in photo), Chubu University (Japan)

Dr/Prof. Hiroshi Ozawa, Nagoya University (Japan)

Dr/Prof. Tatsuaki Komuro, Kinjo Gakuin University (Japan)

*The purpose of this study is to elucidate how the reliability of a labor-management relationship was established through the case study of NUMMI (New United Motor Manufacturing Inc.), an international joint venture between Toyota and General Motors. This study focuses on the labor-management relations of NUMMI. Although the necessity of trust building in labor-management relations at NUMMI has been researched many times, the concept of trust and the specifics around trust relationships is not fully described or explained.*

*This study attempts to clarify these items based on the data collected to date and the theory of trust created by Yamagishi (1997). In conclusion, neither like the traditional American type of “low commitment and low trust”, nor like the traditional Japanese type of “high commitment and low trust”, a new third type of “high commitment and high trust” in labor-management relations was achieved and proven at NUMMI.*





### **RELIABILITY AND VALIDITY OF SOLUTION-FOCUSED AND PROBLEM-FOCUSED COMMUNICATION SCALE IN WORKPLACE**

**Prof. Akira Kitai (in photo)**, Konan University (Japan)

**Prof. Yoshimichi Shimada**, Tottori University of Environmental Studies (Japan)

*Solution-focused psychotherapy is a method that attempts to solve problems by inquiring about the client's potential and strengths, and expanding and utilizing them, rather than pursuing the cause of the problem (problem-focused). Prior comparative research on solution-focused and problem-focused communication has identified the following issues: there are many studies on students and few studies on workplaces and working people, and there is no scale to measure both solution-focused and problem-focused communication. Therefore, this presentation discusses the development of a reliable and valid scale for measuring solution-focused and problem-focused communication that can be easily used in workplace.*

### **GENERATIONAL FACTORS OF PRIVATE MANAGERIAL COMMITMENT IN GUAM**

**Dr. James Ji, Jr.**, University of Guam

*This research study aimed to examine organizational commitment factors through the perspective of private-sector managers in Guam. This study utilized a qualitative approach involving a collective case study of eight private managerial individuals that were, at the time, working for their respective companies. The collection of data occurred in two different phases with a demographic questionnaire and in-depth interviews. Participants described their rationale for commitment based on personal experiences in their work and daily lives. The findings in this study provide a clearer picture of how generational norms influence the decisions of Guam managers to remain with their respective companies. Recommendations for further research involve comparable studies in public sector management, Generation Z managers, and private executives from Micronesian islands to understand different managers' perspectives on generational distinctions and organizational commitment.*



**1645-1700 CLOSING SESSION by ICBEIT Conference Co-Chairs**

**END OF THE ICBEIT 2022**

**Thank you so much for your participation and we hope we can see each other again at the ICBEIT 2023.**

# ACKNOWLEDGEMENTS

## FOR ADMINISTRATIVE SUPPORT

**Dean/Dr. Annette Taijeron Santos**  
University of Guam-School of Business and Public Administration

**Ms. Rosalia Abonales**  
University of Guam-Business Office

**Ms. April Pangelinan**  
University of Guam-Bursar Office

## FOR CONFERENCE SESSION SUPPORT

**Dr. James Ji, Jr.**  
**Dr. Kevin K.W. Ho**  
**Dr. Leila C. Kabigting**  
**Dr. Martha G. Suez-Sales**  
**Dr. Albert R. Valentine**  
University of Guam-School of Business and Public Administration

**Dr. Kuan-Ju Chen**  
**Prof. Kristina C. Sayama**  
University of Guam-College of Natural and Applied Sciences

## FOR CONFERENCE INFORMATION TECHNOLOGY SUPPORT

**Mr. Cris Toves**  
**Dr. Kevin K.W. Ho**  
University of Guam-School of Business and Public Administration

## FOR PARTNER UNIVERSITY OUTREACH

**Dr. Kuan-Ju Chen**  
University of Guam-College of Natural and Applied Sciences

## FOR LOCAL MEDIA SUPPORT

**Ms. Jackie Hanson**  
University of Guam-Office of the President-Integrated Marketing and Communications

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