

Internship-based Case Study

日米 Nichi-Bei Decision Dynamics:

A Comparison of Decision-Making Processes in Two Country's Family
Businesses

by

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Certification Page

I, Kawamoto Peter Jeffrey (Student ID 52114618) hereby declare that the contents of this Internship-based Case Study are original and true, and have not been submitted at any other university or educational institution for the award of degree or diploma. All the information derived from other published or unpublished sources has been cited and acknowledged appropriately.

Kawamoto, Peter Jeffrey
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Summary

This paper outlines the internship of two companies, Sugahara Kisen INC. (菅原汽船株式会社) and Tech Health Solutions LLC, from November 2015 through March 2016. The internships lasted for a period of around 70 hours, over 150 hours in total, and were performed in the respective countries of each company (Hiroshima, Japan and Colorado, USA). Both companies will be described in detail, as well as an explanation of the time spent in each company. There is an analysis of both companies, through the lens of decision-making and management strategies. The data was collected through interviews, 'shadowing' of management, and observation and participation in daily duties. There were significant variations found in the processes in which were implemented to make the decisions, but the decision-making factors and actions tended to be very similar. The decision-making processes are categorized by different existing decision-making theories. The challenges and problems faced by the presidents of each company were surprisingly similar, when considering the difference of industry and culture.

Introduction

1.1 Introduction

When thinking about a family business, many images may come to mind, one being the small mom and pop shop, where every customer is greeted with a warm smile and polite conversation about the family. While this picture may not be completely untrue, as some elements are correct, there is no doubt that family businesses are an integral aspect of Japanese and American economies. The truth is that according to The Family Firm Institute, family businesses make up nearly 2/3 of all businesses around the world and at least half of all American companies ("Global Data Points - Family Firm Institute, Inc.," n.d.). Comparatively, according to Matiko Oi of the BBC World Service, a staggering 90 percent of total Japanese companies are considered family businesses (Oi, 2012). From this we can draw the basic conclusion, the importance of the family business in many societies around the world is unquestionable. Therefore research on its management practices and decision-making strategies would also be of great importance in understanding the way our economy operates a little bit better.

One of the most accurate ways to study these aspects of the family business is through case studies, as detailed first-hand accounts are where the truest and most correct data can be collected. This is how all the data in this case study was obtained, through first-hand

experience working within the respective companies, for a minimum of eighty hours each. As detailed later, there were various interviews, hands-on experience, observations and review of various company documents. Access to all of this information provided a very detailed look into the operations of these companies, focusing especially on the way that decisions were made and carried out in the company, as well as how these decisions were perceived in the companies themselves. It is of important note that while these companies do operate in different industries, the focus of this case study was on the family business element of the companies and in this respect the companies share a common element, although these companies are in vary different stages of their lifecycle.

This case study will first look at two theories to analyze and define what a family business is and how it operates. Then it will go on to define the stage of development the company is in, looking through the lens of the Stages of Ownership Model (Kenyon-Rouvinez & Ward, 2005, p. 11). Finally we will use a group of theories that will discuss what type of decision-making are the companies currently using. These theories will give us a base in which to reference the different actions and reactions in the decision-making process. We will then look at the over 160 hours of internship experience, and how they were spent at each respective company, and the contribution that it leant to the completion of this case study. Furthermore, the details of each respective company will be introduced, in order to

have a broad perspective and understand the positioning of the companies within the market.

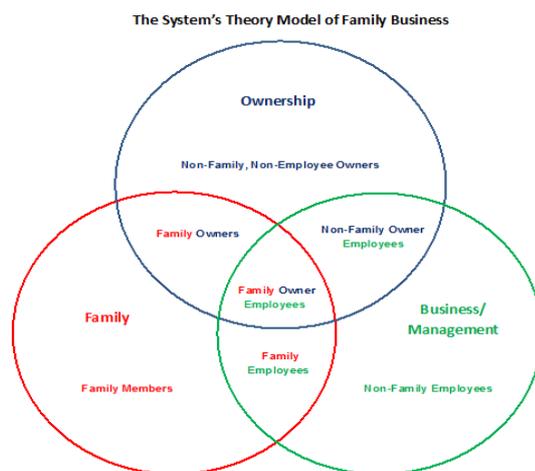
Of course, the main focus will be on the way that the companies make decisions, and the processes involved with each of them. We will understand the efficiency of Sugahara Kisen and Tech Health solutions ability to make decisions and implement them, within the confines of a small family business.

Literature and Theories

2.1 Three-circle model

The Three-circle Model of Family business is a theoretical model proposing the three basic factors of the family business (Taguri and Davis model), which include: *Ownership, Family, and Business/Management*. This theory was first published in the Family Business Review in 1982 by Dr. John A Davis and Renato Taguri, in the article titled “Bivalent Attributes of the Family Firm” (“Dr. John A. Davis | Family Enterprise and Family Wealth Authority » Three-Circle Model of the Family Business System,” n.d.), and since that time this model has been one of the most respected and reliable models for categorizing family businesses. The different elements of the business presented in the model are intertwined at a base level, and as the business expands, the amount of overlap by each circle can be understood. A basic diagram of the

Taguri and Davis model can be seen below:



This diagram is referred to as the *Three Circle Model* by Taguri and Davis. This diagram illustrates the unique dynamics and proper balance of family businesses. There are 7 unique interwoven and interdependent groups all with their own perspective, needs, and goals.

Source: Three-Circle Model developed by Renato Taguri and John A. Davis. Found in "Bivalent Attributes of the Family Firm," 1982.

("Dr. John A. Davis | Family Enterprise and Family Wealth Authority » Three-Circle Model of the Family Business System," n.d.)

Within this model we can see that there are seven sections created by the overlap of the circles, by applying this model we can understand what kind of ownership model is currently held inside each of the respective companies. For Example, Sugahara Kisen falls in the direct center of these overlapping circles, in the *Family-Owner Employees* section, as the owner and president of the company is one in the same, but he does employ various staff in the middle management positions that are not family. In the case of Tech Health Solutions, the company would fall into the *Family Owners* section, as the Owner/President and Vice President are both family members, but all other staff is simply outsourced through various vendors. These companies share a similar structure at the top of their respective organizations, being as they are both family-controlled and nepotistic in the fact that almost all-final decision-making authority is held by family members exclusively.

1.2 Stages of Ownership Model

One more factor that must be taken into consideration is the age of the companies, this can be explored further in the Stages of Ownership model, found in Kenyon-Rouvinez and Ward's Family Business Key Issues, which attempts to explain the different stages that family businesses experience through their development as a company. The Model is separated into three different stages: Controlling Owner, Sibling Partnership, and Cousin Confederation; all of the stage's characteristics are separated out and displayed in an easily

comparable table. We can observe that each stage has its own pros and cons, ranging from unilateral decision making to dispersed ownership.

Controlling Owner: Stage I	Sibling Partnership: Stage II	Cousin Confederation: Stage III
Unilateral Decisions	Consensus decisions	Democratic decision process
Authoritarian system	Intense and volatile relationships	Dispersed ownership
Quick Decisions	Diversity	No one has absolute control
Others may feel alienated	Creativity	Rules and fair processes
Simplicity	Higher risks of conflict	Loss of personal interest

(Kenyon-Rouvinez & Ward, 2005, p.10)

The companies that we will be focusing on are still in their first and second stages, Tech Health Solutions existing in its controlling owner stage Sugahara Kisen is a much older company, according to Kenyon, the time that the company has had to establish itself and develop its positioning of family to non-family ratio and structure is vastly different (Kenyon-Rouvinez & Ward, 2005, p. 11). The application of these two models to the respective companies should give us a clear indication of not only the company's position in their markets, but also a clear picture of the strengths and weaknesses of the particular stage of development that they are currently experiencing.

2.3 Decision-Making Models

The third group of theories we will be looking at is that of decision-making, it is used to analyze the decision-making process. According to Hall, the prominent models include:

Beach and Connelly's- Rational and Emotional models, Rubin and Brown's- Political model, and Cohen, March, and Olgen's- Garbage can model (Hall, 2013). Through the implementation of the company's information into these models, various elements and patterns will make themselves apparent, as to effectively compare the decision-making strategies of these two companies. Once we understand how to categorize the decision-making aspects of the two companies, we will be able to compare and analyze them. The comparison includes similarities/differences, and common troubles and factors faced when they must make decisions. A basic explanation of each theory can be seen in the table below:

Rational Model- Beach and Connelly	There is one ultimate goal and all members of the institution strive to achieve the goal. Presuppositions include that the decision makers have unlimited information, know how to apply it, can foresee negative/positive outcomes, and believe the end can be reached (Hall, 2013).
Emotional Model- Beach and Connelly	Has to do with the feelings in a situation, mood and regret, sunk costs of the decision, and feelings of fear of risk and overconfidence (Hall, 2013).
Political Model- Rubin and Brown	This model has three basic components; creating groups, power relations, and socialization within and between said groups. The decisions are made when taking into account how it would affect all of these different aspects (Hall, 2013).
Garbage Can Model- Cohen, March, and Olgen	The main idea of this model is inconsistency, whether the technology being used is outdated, or there is a lack of information, the decisions are without system and reason (Hall, 2013).

The application of these various theories and models to the two companies will give us a clear understanding of not only where the companies sit in terms of their identity, but also will inform us on how they make decisions-within the company. When we can understand these factors correctly, we may be able to predict trends or patterns companies may follow, giving insight into what may happen in the future.

Overview of Sugahara Kisen, INC.

3.1 Company Overview

Sugahara Kisen, Inc. is an over forty-year old shipping company that has established its headquarters in a small town called Nigata, which lies in the countryside of Hirsoshima prefecture. The company is run and operated by the Owner and President of the company is a man by the name of Hirofumi Sugahara (菅原博文), along with his younger brother and Executive Managing Director Katutoshi Sugahara (菅原勝利).



The company operates and maintenances over 14 various ships, ranging from simple cargo ships to huge bulk tankers. The main function of the company is to move shipments of various goods from one port to another, while observing all maritime law and keeping the ships up to code. This company exists as part of a four-company group, which consists of three groups, that exist solely on paper and are not actual manned companies, but this group system has allowed the company to operate abroad under different maritime laws. The company has a capital stock of 20.7 million yen and (with all four groups combined) has sales at about eight billion yen. Sugahara Kisen is operated and run with a total staff of 22, which operate mostly in the headquarter office on a Monday through Friday normal

workweek. At the time of this internship, the company was separated into three subgroups that would perform various functions that were required by the company, but these groups were overseen by the President and Executive Managing Director.



3.2 Sugahara Kisen's Company History-

The true roots of this company actually date back all the way to 1947, with the purchase of a single small ship, by Sugahara senior. During this time the whole family worked on the ship, Sugahara senior and his wife, along with their two children Hirofumi and Katutoshi. According to Hirofumi (personal communication, November 16, 2015), life was very difficult for the family at this time and work was all day everyday for the family, but I wouldn't be until around eighteen years later when Hirofumi would take the company to the next level. So in 1974, Hirofumi bought another ship and started working alongside his father, officially starting up Sugahara Kisen as a company. Then in 1980, Hirofumi graduated school and was given the opportunity to have a permanent role in the company as Managing Director. In

1992, it was decided that two ‘paper’ companies would be created in Panama, this was in order to obtain various international contracts and use various technical points of Panama’s maritime law. Then again another ‘paper’ company was created, this one being named “Bright Marine”. One of Hirofumi’s proudest moments lies in the creation of the Safety Management System (or SMS), this system was to ensure that all of Sugahara’s ships were not only up to code, but were of the highest quality and exceeded all safety standards. This SMS was officially recognized, and is still one Sugahara’s crowning achievements. In 2008, Sugahara Kisen entered into a contract with a Vietnamese manning company, this signaled to be a new era for the company, as they were able to attain and train capable ship crews at a low-cost margin. In 2011, all ships were finally being manned and managed by Sugahara itself, there was no longer any need to outsource any parts of the job, as the company had all the necessary contracts in place to control its own supply and service line. Sugahara Kisen has a long history of being a close knot, family-based company, and it is the Presidents wish to keep this tradition into the future (personal communication, November 16, 2015).

3.3 Sugahara’s Company Motto, Policy and Principle

The morals, standards, and direction of the company is very important the President, as expressed during an interview session (personal communication, 2015). Hirofumi said that the reason for every employee to not only know, but follow these principles is because without a

solid foundation on which to base your decisions on, you will have no way of knowing if you are really making the best decision. Due to the President's strong convictions on this subject, he and Katsutoshi have developed a system in which the employees are able to understand the real value in the principles of the company. All of this information has been collected from in-house company documents and experience.

The first thing we should evaluate is the company's Policy; this policy consists of the 'Triple-Win Partnership'. This partnership consists of three elements: Good Mind, Good Crew, and Good Ship, by employing and maintaining these standards within the company, Sugahara Kisen guarantees a smooth running company which achieves the goals it sets forward to achieve. With these easily understood goals, employees can be confident in making decisions, as long as the decision contributes to one of the three policies.



Next, we will look at the company Motto, which also consists of three aspects, which are guiding characteristics for all of Sugahara's employees. The three aspects are

Wholeheartedness, High activeness, and respect for heaven and love people. Now it is important to note that some meaning may get lost in translation, but these aspects are meant to act as personality goals for all employees to strive to achieve. If we look at these elements more closely, Wholeheartedness means responding to the customers with genuine feelings, High Activeness expresses trying to grow the company through imagination and strong beliefs daily, and finally Respect Heaven and Love the People is pretty strait forward, but simply means they will express true respect with open hearts. Now while these achievements may seem heavy, it is important for the employees to have a moral compass with which to make strong, confident decisions.



The third aspect of the company's moral direction comes in the form of the Principles, these principles, like most companies in Japan, are expected to be read every morning meeting by every employee in attendance. The purpose of this repetition is to instill the concepts into the employee in a very unconscious way, in that the employee will come to know the principles so well, that they may incorporate them into their decision-making processes without thinking (personal communication, 2015). Following the pattern up until now,

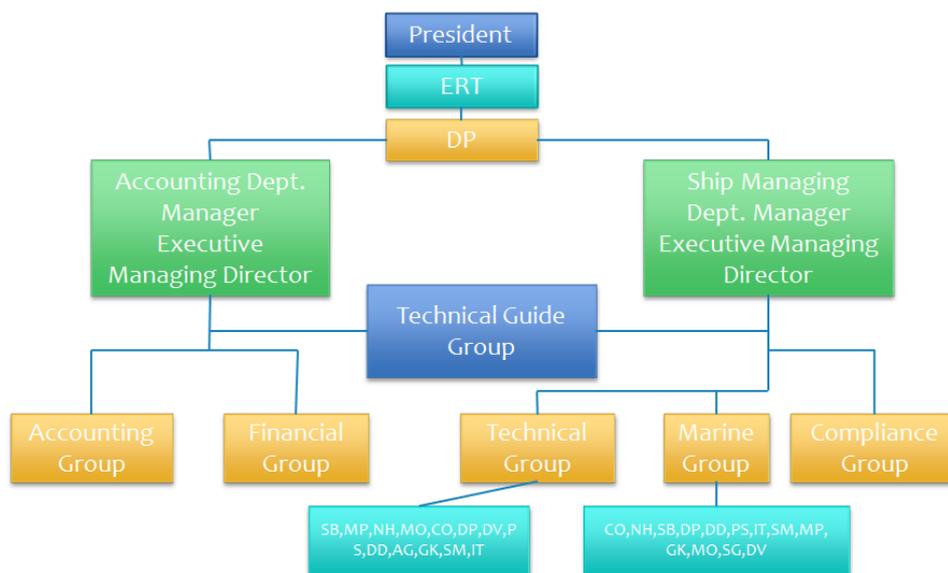
there are three basic principles: 1) Keep evolving and respond to customer's expectations 2) The workplace is a training place where we are meant to cultivate ourselves 3) To create a company that is able to attain profit from finding many strengths within the company. These three goals are what propels the employee to make good decisions in their actions, and clarifies what direction the company is meant to move, through the course of their decisions.

These aspects of the company is a great hint into how decisions are made within the company, in an interview with the President (personal communication, 2015) I was told that all actions that the President and Executive Manager take are first run through these sets of values, and if they misalign with any of them, another course of action is taken. With a company that is over 40 years old, the development of this moral code has been perfected, and with all the Sugahara's experience the value of this direction is well understood. The extreme importance of these values in the company and how effective they have been at keeping the company functioning all these years cannot be understated and is something lacking in most major corporations nowadays.



3.4 Sugahara's Company Structure

The company structure at Sugahara Kisen is quite simple in design, allowing for a system in which there is a maximum amount of communication between all 22 employees in the group. Hirofumi has also tried to create a system where certain branches can take on self-reliant roles, giving them more confidence and experience, developing them as employees in the company (Kubo/Technical group leader, 2016). Looking at the diagram below, we see what, at first, appears to be a simple pyramid company structure, but upon further examination of the rules and customs of the employees, we will get further insight into the way decisions are made at Sugahara Kisen.



(Obtained from Sugahara Kisen internal company materials, 2015)

In each of the five groups there is a leader, this leaders responsibility is to monitor the group on a daily basis (Kubo/Technical group leader, 2016). The five groups are as follows: the

Marine group- responsible for understanding of international rules and navigation, the Technical group- responsible for maintenance of the ships, the Financial group- responsible for interpreting the finances of the company and supplying funds when necessary, the Accounting group- responsible for the bookkeeping of the company and payroll, and finally the Technical Guide group- this groups functions as a support of all the other sections, as its members are all retirees (they cannot be full-time employees). These groups meet roughly once a day to discuss matters, but after that the groups operate individually taking care of their particular focus. On a positive note, the office has no private cubicles, an all open setup, this works as a way to promote cooperation within the office as all the employees can easily access each other, as well as the President and Executive Manager.



The leader has a position of responsibility, but not necessarily a position of power, meaning that while the leaders are held response for the successes and failures in their

respective groups, they don't wield any power to react to it. Instead, in the case that there is any problem or malfunction within the group they are first encouraged to work it out inside the group, which works a large percentage of the time. If a problem cannot be settled within the group, the Executive Manager will step in and decide what is the appropriate action to take. In the initial meeting with the President, it was said that it was encouraged that all the employees communicate and have a large percentage of control over the daily operations (personal communication, 2015). But it seems that in actuality, the classic Japanese management system of top-down management takes over when the problems become too difficult or it becomes too expensive for the company. Although, some employees did express unhappiness with this high communication system, stating that now not only did they have to worry about the actual tasks of their jobs, but also had to worry about managing the group as well (personal communication, 2015). For some this new kind of group management, was just more work on top of their already full plate. As we have observed many attributes of Sugahara Kisen, you have no doubt become more familiar with its inner workings and daily routine. Now we will move on to finding out more about the next company.

Overview of Tech Health Solutions, LLC.

4.1 Tech Health Solution's Overview

Tech Health Solutions, LLC. is a small family business that was started on January 1st of 2001, making the company more than 15 years old, by the current Owner/President Asha Kawamoto and Vice President David Kawamoto. Tech Health is an Information Technology company (IT) that provides various services to small and medium-sized businesses in the healthcare industry, specializing in ambulatory surgery centers. The company also offers a wide array of services, everything from server maintenance to software education; any computer related needs can be solved in one place (Kawamoto, n.d.). The company is a solutions company, which seems to be a new trend these days, meaning that the company is willing to go the 'extra mile' in solving any problem that the client has, even if it is out of the range of the services provided by the company. There are actually only two full-time staff in the company, but that does not mean that the company is not successful, the company operates in an intricate web of contractors. Because the company is a solutions company it utilizes many contractors to fulfill certain requirements that the customer has, by doing this Tech Health Solutions acts similar to an agent, assigning the correct technician to the correct job. The company operates from 4am to 6pm, Monday through Friday, but they are on call 24 hours a day, assimilating their working hours to the needs to the clients. The company has a capital

stock of 40,000 US dollars, with an income of about 225,000 US dollars gross. The company is still a relatively young company trying to find its footing within the market.



4.2 Tech Health Solutions History

Tech Health Solutions started its life as a sole proprietorship under the name as Colorado Consultants, and was a simple education company, training its corporate customers in Microsoft Office (personal communication, 2016). In the following years, little by little the company expanded to computer repair, due to the continuous requests by its clients for even more variety of service. During this expansion the Vice President entered the company, bringing with him more services able to be offered by the company, causing the company to evolve into a Limited Liability Company. With this increase of clientele, the base location of the clientele also began to change, expanding to the whole western side of the United States. The name of Colorado Consultants became too confining for the business, as it was rapidly

expanding and shifting its focus to medical clients, so it changed the name to Tech Health solutions LLC. According to a conversation had with the Vice President, there are plans for the company to form a partnership with larger companies in order to get government contracts, effectively turning the company into a contractor itself. Another plan that was mentioned, was the idea of turning the company into a pure agent company, where the Tech Health itself does not provide any service or product, but simply contracts or refers the client to the company that it needs to hire, putting together plans for the client on how to proceed on a particular project (personal communication, 2016).

4.3 Tech Health Solution's Mission and Motto-

Tech Health Solutions has been using the same Mission and Motto since its inception, and according to Asha, the company President, it was not a well-formulated concept (personal communication, 2016). The company Mission which states "We will stay abreast with technology to offer efficient and effective services to meet and exceed our client's expectations" (Kawamoto, n.d.). This statement does reflect the goals of the company, and has definitely lead the company to the point it is at now, with providing such a large amount of services to it's clients, but the question which we must ask is 'Does it lead us any further?' This mission states that "efficient and effective" services will be provided, but when that criteria has been met, what is the next target? Staying current with technology cannot be a goal, due to the

nature of the industry that the company finds itself in, which just leads to the question, What's next? This is a shortcoming that Asha had realized herself, and stated, that it was definitely time for a new mission statement (Kawamoto, n.d.).

The company motto was even more obscure, as it was really difficult to even find, but the motto states, "Technology simplified and served with a smile" (Kawamoto, n.d.). This motto seems to have a different function than it did in Sugahara, in which the company motto acted as a moral compass, where in Tech Health, it seems to operate more as a tag line or catch phrase. While the sentiment of providing service with a smile is admirable, there is little to aspire to with this motto, and also seems to be inconsequential to the everyday operations of the company.

The statement of difference that the role of the Motto and Mission Statement play in the respective companies are not meant as a expression of preference, it is simply a large discrepancy in the business culture of two different companies, at two different developmental stages. The aspect of a large amount of contract employees also creates a situation where mottos and mission statements may not be effective in creating a good customer service or direction for the company. To any degree, it was stated that a reimagining of the two statements was in the works (personal communication, 2016).

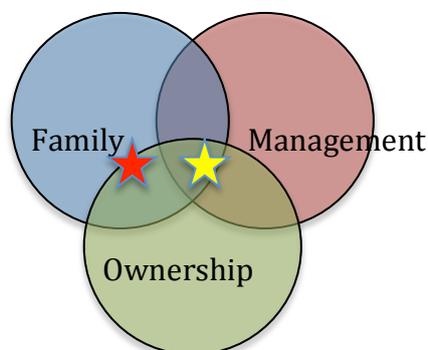
4.4 Tech Health Solution's Company Structure

Tech Health Solutions has one of the simplest or most complex company structures, depending on your point of view. In essence permanent, registered Tech Health employees only currently number at two, but the way the company operates is different than Sugahara, which operates as a brick-and-mortar location. Tech Health operates not only as physical technicians, who will visit sites for consultation and maintenance, but it also operates as an agent, which contracts the appropriate resources for the job. In the time spent with the Vice President, the amount of hands on work that he performed was much less in comparison to the allocation of resources that he performed everyday. The Vice President stated that his position was much more akin to a project manager, than a technician, as many clients simply wanted consultation, as to who to hire for their projects (personal communication, 2016). To put it simply, Tech Health Solutions contracts and monitors a large web of contractors through out the mid-west of the United States, acting as management for the contractors. So we can see that while they are the only two permanent employees, they do manage a large group of people everyday.

Comparison in Type, Development, and Decision-making

5.1 Three-Circle Model Comparison

In the beginning of this case, the statement of the two companies position within the Three-Circle model seems to have held true to initial speculation. Sugahara's position (yellow star) seems to be quite balanced in the middle of the three circles, as the family management has to think about all three aspects, considering family and non-family employees as well. This positioning requires that each overlapping area needs special management techniques to implemented (Kenyon-Rouvinez & Ward, 2005, p.7), as this requires the President to consider all stakeholders in the company when making decisions. We do see that the President and Executive Manager have developed special methods to deal with making these decisions, such as the decision-making system implemented in the company's structure, in order to appease non-family employees who may feel that nepotism is in play from time to time.



The placement of Tech Health Solutions (red star) is leaning more towards a company that only has to deal with being family owners, as there are no permanent non-family employees to consider. Therefore, the consideration in the decision-making process mostly is focused on how it will affect either the business or the family (Kenyon-Rouvinez & Ward, 2005, p.7).

5.2 Stages of Ownership Model Comparison

In this model, the placement of the companies is very apparent as they do fit the descriptions provided almost perfectly. Sugahara Kisen can be considered to be in ‘Stage 2- The Sibling Partnership stage’, as we can see the focus of the President and Executive Manager do have to come to consensus decisions, do to the way that they set up the company structure, especially for serious decisions. As to the nature of the two’s relationship, I cannot attest to any volatile relationship, there were no stories of disagreement between the brothers. There is so much creativity in the company, from developing new management systems, to engineering new ways for staff to interact and contribute, it seems that Sugahara Kisen is constantly trying to improve (Kenyon-Rouvinez & Ward, 2005, p.10).

As for Tech Health Solutions, they also fit the ‘Stage 1- Controlling Owner’ profile very well. All decisions within the company are unilateral, as there is no way for the decisions to go any other way, the President and Vice President control different aspects of the business, so there is little need for questioning the other. Whenever a decision needs to be

made, it comes very quick, as they only have to consider a few factors before making their decisions. While the feeling of alienation does exist in the company, according to the Vice President, as his contact with the President is limited (personal communication, 2016).

5.3 Decision-Making Theories Comparison

The way that Sugahara management makes decisions is very methodical with consideration of family, employees, and business. This is why the Rational model suits Sugahara Kisen the best, as they are often working together to reach one goal, and they have all the information they need to make a decision at that time, and they use the information wisely (Hall, 2013). This ability comes from the fact that Sugahara has such a long history, which has given it time to use trial and error in testing its methods, leading its systems and customs to the fairly well oiled machine we can view today.

Tech Health Solutions seems to be operating on an 'Emotional Model', as do to the fact that the unilateral aspect of most of the decisions made, eventually lend themselves to the mood of the management. The factors to be considered are few, and there are very little official decision-making policies in place to guide the management. So, often feeling of risk or sunk costs may guide the management's decision to decide one way or the other (Hall, 2013).

Conclusion

6.1 Conclusion

The purpose of these internships was to provide a real case study account of two different countries family businesses and see how the performance and decision-making methods matched up against each other. What ended up happening was we got two very good examples, for companies that are in different stages of their development cycles. Tech Health is definitely much younger than Sugahara, still developing and changing with the technology around it, and then there is Sugahara, which utilizes tried and true methods that have served it well until this very day.

While both companies have their positive aspects, they also both have their own respective weaknesses in decision-making. Teach Health is so separate in their decisions, that the company is struggling to find a direction in which to move, it seems to be pulled many different directions at once. The decisions also come so quickly, that there is little time for consultation between the President and Vice president, which is reflected in the performance of the company. They need to establish a solid decision-making process in which all aspects of the decision can be thought out deeply, and debated between them. Sugahara Kisen, on the other hand, has become so enthralled in the creation of their many decision-making systems, that it may have taken the focus off the actual business itself, as the employee I interviewed

stated, his work sometimes suffers from his need to consult with everyone. This is a chance for Sugahara to develop a more streamlined system, that doesn't hinder the real function of the business, where less unrelated people have to be consulted in order to move forward on a decision.

The internship experience has lead to the conclusion that the creation and implementation of an effective and time-feasible decision-making system is extremely difficult, especially for a family business, where there are more factors to be considered than just the business. But with the right mindset and perseverance maybe a smooth and thoughtful system can be developed.

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Appendix

Appendix 1-

Tech Health Solution's yearly Finances (*in Us Dollars)	2013	2014	2015
Gross Income	\$154,653	\$234,750	\$282,595
Net Gain	\$251		
Net loss		\$40,314	\$17,662

Appendix 2-

Sugahara Kisen's yearly Finances (*in Yen)	2013	2014	2015
Net Profit	212,762,206	594,524,697	360,757,706
Net loss	69,682,110	468,932,616	24,241,315