

Family Business Debates

Family Business Debates: Multidimensional Perspectives Across Countries, Continents and Geo-political Frontiers

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United Kingdom – North America – Japan – India – Malaysia – China

Emerald Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2023

Editorial matter and selection © 2023 Oscar Javier Montiel Méndez, Salvatore Tomaselli and Argentina Soto Maciel.

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British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-80117-667-5 (Print)

ISBN: 978-1-80117-666-8 (Online)

ISBN: 978-1-80117-668-2 (Epub)



ISOQAR
REGISTERED

Certificate Number 1985
ISO 14001

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Environmental
standard
ISO 14001:2004.



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Japanese *Shinise*: Long-Standing Businesses and Their Strategies to Protect the *ie* Under Extreme Environments

Yunuen Ysela Mandujano-Salazar ▾

Family Business Debates

ISBN: 978-1-80117-667-5, eISBN: 978-1-80117-666-8

Publication date: 28 November 2022 [Reprints & Permissions](#)

Abstract

Japan is characterized by its businesses older than 100 years, commonly known as *shinise* (老舗) – long-standing companies – which tend to be family businesses. Longevity in Japanese family businesses has been attributed, among other factors, to the system of the *ie*, or patrilineal household line. This chapter follows a sociocultural perspective and uses documental and media textual analysis to identify the cultural and structural attributes and the strategies that *shinise* have implemented when facing new and intimidating economic, political, and social circumstances under extreme contexts such as wars, structural changes, and national catastrophes and crises while protecting the family structure behind the firm. It is found that, for these firms, the *ie* comes first than individuals, and so does talent over lineage. The relevance of someone who shares the values that resonate with those of the business is imperative, but also that the leader has a resilient character and an innovative and proactive mind, and understands that his/her major purpose should be protecting the firm and securing its continuity.

Keywords

Japanese family business

Shinise

Long-standing companies

Extreme environments

Business models

ie

Citation

Mandujano-Salazar, Y.Y. (2022), "Japanese *Shinise*: Long-Standing Businesses and Their Strategies to Protect the *ie* Under Extreme Environments", Montiel Méndez, O.J., Tomaselli, S. and Maciel, A.S. (Ed.) *Family Business Debates*, Emerald Publishing Limited, Bingley, pp. 145-164. <https://doi.org/10.1108/978-1-80117-666-820221008>

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