



Programme name: Master of Business Administration

Module Name: International Business concepts

Code of the module: LCMB7034

Lecturer's name: Dr. Jean Wang

Name student: Hardik Bharatbhai Patel

Student ID: 2504926

Word count: 5025

Submission date: 27th April 2026

Table of Contents

1. Introduction.....	4
2. Industry and Country Overview.....	5
2.1 Overview of the Retail Industry in Japan	5
2.2 Size and Economic Importance of the Industry	5
2.3 Major Domestic and Multinational Firms	6
3. Global Competitiveness of Japan's Retail Industry Using Porter's Diamond Model	7
Factor Conditions	8
4. Evaluation of a Foreign MNC Operating in Japan's Retail Industry.....	10
4.1 Introduction to the Selected Company	10
4.3 PESTEL Analysis of Amazon's Operations in Japan	11
4.4 Opportunities and Challenges for Amazon in Japan	14
5. Conclusion	17
Section 2: Reflective Account Using Gibbs Reflective Cycle	18
Gibbs Reflective Cycle.....	18
References	21

List of Figures

Figure 1: Porter's Diamond Model.....	7
---------------------------------------	---

1. Introduction

The international business deals with the exchange of goods, services, capital, technology and knowledge across countries among organisations involved in international trade (Meyer, Li, and Brouthers, 2023). It helps firms to increase their markets, attain competitive advantages, and gain access to the resources available globally. In the current globalised economy, businesses are highly interconnected, where the economic policies, cultural disparities and technological advancements affect the success of the business. This report will discuss the retail business in Japan, which is one of the most pioneering and technologically enhanced retail markets in the world. The report will give a summary of the industry, analyse its global competitiveness based on Porter's Diamond model and assess the influencing factors of the success of a foreign multinational firm operating in the Japanese retail market based on a PESTEL analysis.

2. Industry and Country Overview

2.1 Overview of the Retail Industry in Japan

The retail industry is an important part of the Japanese economy and is believed to be one of the most important industries that helps to support domestic earnings (Flath, 2022). Japan boasts one of the most developed and largest retail markets around the world, defined by developed infrastructure, well-operating chains of supply, and high standards of customer service. The industry has changed greatly in the last couple of decades, which is attributed to economic advancement, urbanisation, and technological progress. The retailing industry has a large variety of shops, including convenience stores, supermarkets, department stores, speciality stores, shopping malls, and e-surgeons, which make up the retailing industry in Japan.

The convenience stores, more often referred to as konbini, are more significant in Japan since they offer a diverse range of products and services such as groceries, ready-made dishes, banking services, payment of bills, and delivery of parcels. This segment is dominated by major convenience store prices like the Seven and I Holdings, Familymart and Lawson, which have thousands of stores all over the nation (Sergeevna, Aleksandrovna, and Shizuko, 2024). Besides the normal retail stores, the development of e-commerce has changed the retailing environment in Japan. The online services like Rakuten and Amazon have been growing very fast with the rising internet usage and the rising number of consumers turning into online shoppers. The retail industry has been further empowered by the governmental assistance in the digital transformation and technological innovation. The technologies that are being actively adopted by retail companies are artificial intelligence, digital payments, and automated logistics that allow them to increase efficiency and quality of operations, as well as customer experience.

2.2 Size and Economic Importance of the Industry

Retailing is among the biggest industries in the Japanese economy, and contributes to the biggest segment in consumer expenditure and jobs. The Japanese have one of the greatest retail business markets in the world in terms of sales and business volume. The food retail market of Japan is estimated at ¥53,411.3 billion in 2024, which is 101.8 % of the size of the previous year, which shows the gradual growth in retail sectors (yanoresearch, 2026).

The Japanese retail market is large, as total retail sales in Japan amounted to approximately 152.5 trillion Japanese yen in 2023 (Gitnux, 2026). The industry is very expensive as well, thus

comprising a huge amount of businesses operating under various formats of retail. Japan reached nearly 22.7 trillion yen in the business-to-consumer (B2C) e-commerce market in 2022, representing the ongoing expansion of activities in online commercialisation (Nippon, 2026). The convenience stores form another important part of the Japanese retail market as well. It boasts around 55,000 convenience stores that provide convenience to consumers in their daily needs and services. On the whole, the retail sector has a significant role in the Japanese economy as it provides jobs, promotes domestic consumerism, interconnects various supply chains, and makes a strong contribution to the national economy (Wifitalents, 2026).

2.3 Major Domestic and Multinational Firms

Domestic and Multinational Firms in the Japanese Retail Industry

The Japanese retailing business involves a number of large local establishments in the country and a number of multinational retail establishments. The development of the industry is significantly contributed to by domestic companies like Seven and I Holdings, Aeon Co., Ltd., and Lawson. These are large networks of stores that these companies have set up throughout Japan and have created a solid brand name among the consumers. Meanwhile, MNCs like Amazon and Costco have penetrated the Japanese retail market with their operations (Kumar *et al.*, 2022). Japan is also a strategic logistics and distribution location that the companies use as a major consumer market.

Relative Positioning of Key Firms

Strategies

Seven and I Holdings, Aeon and other domestic companies lay emphasis especially on convenience, good supply chain management, as well as customer service segments (Pham and Swierczek, 2023). The nature of their rivalry is to provide quality merchandise and good airport retailing services. Digital innovation, advanced, high-tech logistics, and on-line markets are, in turn, the concerns of the multinational corporations, such as Amazon.

Market Segments

The mass-market segment is the key target of domestic companies, which are represented by convenience stores, supermarkets, and shopping malls, taking the needs of everyday consumers into consideration. On the contrary, multinational corporations like Amazon are focused on the

online retail customers who are comfortable with online shopping sites and delivery to their homes (BUSINESS, 2023).

Performance

The dominant market share of domestic retailers is due to their wide networks of physical stores and a good customer base. Yet, such multinational companies as Amazon have been growing rapidly because of the growing popularity of e-commerce and online shopping.

Positioning

Overall, domestic companies are placed in the convenience of comfort, reliability and local sensitivity with retail, whereas the multinational companies are placed in technology-based, innovative and globally familiar platforms of retailing (Nambisan and Luo, 2022).

3. Global Competitiveness of Japan's Retail Industry Using Porter's Diamond Model

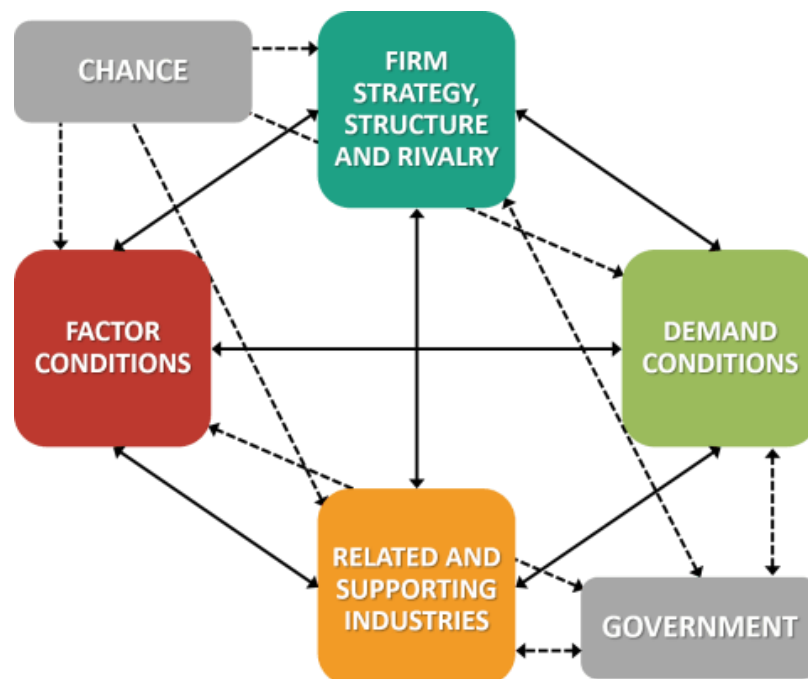


Figure 1: Porter's Diamond Model

(Source: Business-to-you, 2026)

The Diamond Model of National Advantage by Porter describes how some of the circumstances in a nation determine the competitiveness of industries globally (KULOĞLU, 2023). In this model, there are favourable domestic conditions that favour innovation, productivity, and efficiency, and hence industries become internationally competitive. The competitiveness of the retail industry in Japan can be approached on the basis of the main elements of the Diamond Model by Porter, that is, factor conditions, demand conditions, related and supporting industries, the structure of firm strategies and rivalry, the role of government and chance events.

Factor Conditions

Factor conditions are the resources and capabilities in a nation that can aid in the development of the industry. Japan has good factor conditions, which promote the development of the retail industry (Nakamori, Newell, and Han, 2022). The nation is also well-infrastructured and has excellent logistics and talented employees. Furthermore, Japan is characterised by a well-educated population and high innovation rates which allow the retailers to use more modern technologies like automation, artificial intelligence and data analytics to enhance the efficiency of the operation, as well as customer experience. Retailers have an effective distribution network and transport system that facilitates the exploration of goods to different parts of the country within a short and reliable duration.

Japan is also associated with the level of technology and high internet penetration. The power of these technological and infrastructural innovations is enhancing the operational efficiency and competitiveness of the Japanese retail industry.

Demand Conditions

Demand conditions are the factors of domestic customers and the magnitude of the domestic market. The consumer market in Japan is highly sophisticated and boasts good purchasing power and high expectations of quality of the product and customer service (Kotabe and Helsen, 2022). Japanese customers are highly rated among the most convenient, innovative and high-service-standard consumers. This consumer behaviour has prompted retailers to keep on constantly offering better products, services, and shopping experiences to their consumers. The trend of online retailing has also risen to a high level, considering the digitalisation and transforming consumer demands.

Online retail activities are growing rapidly, with the business- to- consumer e-commerce business in Japan reaching 22.7 trillion yen in 2022, showing this increase (Meti, 2026). High domestic demand makes store firms innovative and attentive to the high-quality service levels to make the industry more global.

Related and Supporting Industries

Another significant factor that makes the retail industry competitive in Japan is the presence of strong related and supporting industries. The industries in logistics, transportation, technology, and manufacturing are well developed and contribute to the operations of the retail business in the country. Japan has one of the most efficient supply chains and logistics systems in the world, and it is because of this system that retailers can easily control the inventory and distribution systems. Moreover, the advanced technological companies and digital payment providers are also present, which helps develop the online commerce platforms. The technological companies like Rakuten and other companies have been influential in the creation of digital retail ecosystems in Japan (Popenkova, 2023). These related industries assist the retailers in embracing new technologies and enhancing efficient operation.

Firm Strategy, Structure and Rivalry

Firm strategy, structure and rivalry describe the way companies are structured and the way they compete in the domestic market. The Japanese retail market can be described as highly competitive and involves domestic and foreign companies. The local firms like Seven and I Holdings and AEON Co. Ltd. are competing based on the convenience, good quality of products and excellent customer service. Meanwhile, the competition of multinational corporations, Amazon included, is based on the deployment of the newest technology, online platforms, and logistics systems. This would be a high level of competition that is likely to improve innovation, efficiency and daily improvement of retail services.

Role of Government

The policy of the government has a significant role in enhancing the growth of the retail industry in Japan. The Japanese government has been endorsing digital transformation, aiding the development of e-commerce, and the consumer protection laws are very robust (Ahi, Sinkovics,

and Sinkovics, 2023). The government's involvement in matters that promote technological advancements and online payments has helped in the advancement of online stores.

Chance Events

Chance events describe some unforeseen events which can affect competitiveness in the industry. Using the example of COVID-19, this online shopping and online retail have been catalysed by the pandemic in Japan. The retailers were encouraged by such a shift to invest more in e-commerce and online technologies (Kawasaki, Wakashima, and Shibasaki, 2022).

General Porter's Diamond Model has shown that high consumer demand, high infrastructure, the presence of highly developed industries and high levels of competition have contributed towards the high competitiveness of the retail industry in Japan.

4. Evaluation of a Foreign MNC Operating in Japan's Retail Industry

4.1 Introduction to the Selected Company

Amazon is one of the biggest foreign multinational companies that is active in the retail sector of Japan (Kohonen, 2022). Jeff Bezos established the company in 1994 and took it to heights of becoming one of the biggest global e-commerce and technology corporations. Amazon first started as an online book shop, but over time ventured into a broad spectrum of retail goods such as electronics, fashion, groceries, digital services and cloud computing.

Amazon penetrated the Japanese market in 2000, and since then, it has ensconced itself in the retail industry of the country. Japan is one of the greatest international markets for Amazon owing to its vast consumer base, good internet penetration and purchasing power. Another advanced digital infrastructure that facilitates online shopping systems is also well developed in the country. Through this, Amazon has still continued to strengthen its operations, logistics and digital activities in Japan. Yet, although the potential for growth is great, foreign companies working in Japan should adjust to numerous external forces such as government regulations, economic conditions, changes in technology and cultural tastes.

These are key factors that determine the success of Amazon operations in Japan and can be examined based on the usage of the PESTEL Analysis. Japan has one of the best and largest retail markets in the retail industry. The industry is vital in the Japanese economy as it helps in supporting

consumer expenditures, employment creation and technological innovation (Hara, 2022). The retail operations involve the use of a number of channels such as supermarkets, department stores, convenience stores and online shops. Competent domestic competitors are also a characteristic of the Japanese retail market. The key players working in the field are Seven and I Holdings, which is the parent company of the 7-Eleven chain of convenience stores used around the world and Aeon Co. Ltd., which is one of the largest retail chains in Asia. These enterprises have established a good network of stores throughout the home country and classified brand loyalty.

Further to the conventional retailing style, there has been a booming e-commerce in Japan within the last ten years. The growth of online shopping has been particularly due to the growth of digital technologies, the rise in the usage of smartphones, and changes in consumer behaviour. The developments are an indication that Japan is an attractive market environment for international retail companies. Favourable market conditions are provided by high consumer purchasing power, well-developed technological foundations and a robust consumer base in digital format in a situation where Amazon companies can grow their business in retailing.

4.3 PESTEL Analysis of Amazon's Operations in Japan

Amazon in Japan is successful because of the numerous external environmental factors that can be evaluated through the PESTEL Analysis. This model analyses the political, economic, social, technological, legal and environmental forces which have the likelihood of affecting the performance of the business.

Political Factors - Japan has a secure political environment and a properly laid out regulatory environment that facilitates international trade and foreign investment (Armstrong and Urata, 2023). Multinational corporations are also favourable to operate in the country as there is political stability. Another policy deployed by the Japanese government is considered to stimulate the digital transformation and technological innovation across different industries, and one of them is the retail industry.

The assistance of the government in the development of digital infrastructure and cashless payments has facilitated the development of online stores. The policies promote e-commerce and enhance the accessibility of digital services for consumers. Consequently, the products of such firms as Amazon can develop their online stores more successfully in the Japanese market. The political factors may also pose some difficulties, however. Competition policies and taxation

regulated by the government can influence the business of a big multinational company (Shiraishi and Mupa, 2025). The foreign companies are obliged to adhere to the local business laws and remain transparent in carrying out their business activities. In the case of Amazon, the Japanese political environment tends to be favourable to the growth of business. The company is also likely to experience steady expansion in the Japanese retail market due to the favourable business environment parameters that include stable government policies and robust international trade relations.

Economic Factors – The economic trends play a key role in the retail growth in Japan. The economy of the country is very robust and stable with high level of consumer purchasing power which favours the retail demand. Statista indicates that the inflation rate in Japan stood at about 3.2% in 2023 and this has an effect in the consumer purchasing behaviour and pricing in the retail industry (statista, 2026). Moderate inflation might also stimulate spending but discrepancies might lead to a diminished consumer confidence and impact on the retail sales. Also, there is the likelihood of long term obstacles to the retail sector due to the fluctuation in exchange rates and the ageing population.

Social Factors

The social factors are significant in influencing the retail market in Japan as well. The Japanese consumers have been associated with having a high quality of products, convenience, and excellent customer service. Shopping firms should thus uphold a high level of delivery and reliability of goods to be able to compete.

The other social development in Japan, which is worth noting, is the growing use of digital technologies by customers. Proliferation of smartphones and internet services has played a great role in determining consumer shopping behaviour as more consumers today prefer to buy products online (Anand *et al.*, 2023). Meanwhile, a demographic issue of an ageing population and reduced birth rate becomes a problem in Japan. These socio-cultural trends can influence the consumer demand trends in the long term. Nevertheless, they can also open the prospects to the e-commerce websites because older customers use online shopping more and more conveniently. These social tendencies are beneficial to Amazon since its service offers an accessible range of goods and convenient shipping services directly to the house. The company can match the expectations of the Japanese consumers by providing efficient customer service and quick delivery solutions.

Technological Factors

One of the factors that supports the retail industry in Japan is technological advancement. It has a high internet penetration and innovative digital services, which make the country known at the world level with regard to a high level of technological infrastructure. High-tech devices like artificial intelligence, big data analytics and automated logistics systems are more and more utilised in the retail industry to foster operational efficiencies and customer experience (Poon, 2022). Amazon is a company that is heavily dependent on technological innovation to ensure that it has a competitive advantage. With advanced data analytics, the firm uses it to provide personalised product recommendations, manage and optimise supply chain activities and control inventory management. Fulfilment centres and top-notch logistics technology can enable Amazon to serve the Japanese market effectively and within a short period.

Moreover, Amazon has maintained a high amount of investment in novel technologies like artificial intelligence, machine learning and automobile to improve its business in Japan. The technologies can help the company to optimise their demand forecast, allow them to optimise delivery routes as well as offer the customers a more personalised shopping experience. Introduction of robotics in fulfilment centres has also improved the efficiency in operation and minimised delivery time. Moreover, the online shopping has become convenient among the Japanese because of the incorporation of digital payment systems and mobile applications. Not only can such technological advances enable Amazon to make its competitive advantage, but also the development of the entire retail system in Japan in the digital environment.

Legal Factors

The legal regulations are a factor of concern to the multinational companies working in Japan. The laws on consumer protection, labour rights, outlined in the country, as well as data privacy and competition policies, are strict.

The retail firms have to abide by the standards of product safety, transparency in prices and consumer rights laws. Moreover, Japan has also come up with policies that are associated with privacy on personal information, and the business has to be careful in managing consumer information safely (Ali, Ilyas, and Ahmadeen, 2024).

In the case of Amazon, it is necessary to act within the limits of these legal laws in order not to lose the trust of consumers and face possible litigation. The company should make sure that the business is compliant with the Japanese laws on e-commerce transactions, product safety and protection of digital information.

Environmental Factors

In terms of the environment, sustainability has been brought out as a central issue in the retailing industry all over the world. Governments and consumers have paid greater attention to the environmentally friendly business practises.

The environmental policies in Japan promote firms to minimise waste in packaging, enhance recycling facilities and minimise the carbon footprint resulting from transportation and logistics (Shi *et al.*, 2023). The retail firms are hence supposed to embrace sustainable measures in their supply chains. Amazon has also established a number of programmes to enhance environmental sustainability, such as recyclable packaging material and low-carbon delivery systems investments. Such initiatives aid in striking a balance between the corporate image of the company among environmentally friendly consumers and satisfying the regulatory requirements.

4.4 Opportunities and Challenges for Amazon in Japan

Amazon has high competition in the Japanese retailing environment. The Japanese retail sector is characterised by the great purchasing power of the consumers, developed infrastructure and a well-developed technological environment. These factors present a number of opportunities that Amazon can use to grow its operations in the country. Nevertheless, there are several threats that the company encounters as a result of stiff competition, stringent rules and procedures and changing consumer demands.

Opportunities

Amazon can develop its presence in the Japanese retail market through a number of opportunities:

- Growth of electronic market: Online shopping in Japan is a massive potential risk as the Japanese customers are becoming more and more willing to utilise online shopping platforms and conduct their shopping (Moriuchi and Takahashi, 2023). The growth can present Amazon with huge opportunities to increase its online shops and market share.

- Modern technological infrastructure: Japan boasts of a high internet penetration and great technological potential, which contributes to the creation of e-commerce sites and online retailing services.
- Effective logistics and supply chain system: Amazon has several fulfilment centres in Japan, allowing the firm to offer quick delivery services, including next-day and same-day delivery services (Wan and Wang, 2025).
- Use of new technologies: Amazon can consider the potential of the technologies, including artificial intelligence, big data analytics and automation in improving customer experience, personalising product suggestions and streamlining inventory management.
- Massive and advanced consumer market: Japanese consumers appreciate convenience, quality of its products and efficient customer service, which is quite consistent with the Amazon service model.

Challenges

Overall, the Japanese retail market has its share of challenges with Amazon in spite of the opportunities:

- Strong domestic competition: Rival companies have built robust online financial services and loyalty programmes with online stores, including Rakuten (Nishimatsu and Inoue, 2025).
- Well-established retail chains such as Seven and I Holdings in the market have well-developed networks of convenience stores offering convenient access and the immediate availability of products to consumers.
- Strict regulatory environment: Japan boasts of strict regulations in areas of consumer protection, labour standards and privacy information that demand companies to be highly compliant.
- Miscellaneous: great consumer expectations: the consumer expectations of the Japanese are highly rated in terms of customer service, high quality of the products, and dependable delivery services, which put pressure on the ways of operations.
- Environmental sustainability issues: The growing demands to minimise the packaging waste and carbon emissions necessitate the implementation by companies of more sustainable logistics and supply chain activities.

5. Conclusion

Conclusively, the native retailing sector in Japan is very influential in the Japanese economic growth and consumer market. The industry is a major employment-creating sector, a domestic consumption sector and a technological innovation. Characteristics of the retail sector in Japan include the presence of powerful domestic firms, including Seven and I Holdings and Aeon Co Limited, as well as international firms, or the presence of global firms such as Amazon. The Porter's Diamond Model of National Advantage facilitates analysis to reveal that Japan has good conditions to support the competitiveness of the retail industry. The industry is growing and efficient due to the high demand levels, highly developed infrastructures, adoption of modern technology and high domestic competition as well as ongoing groundbreaking transformations in digital retailing strategies and growing adoption of omnichannel shopping experiences throughout the market. Moreover, the availability of powerful supportive industries, logistics, online payments, and production enhances the capabilities of the operating retail companies. The analysis of the Amazon operations through the PESTEL Analysis reveals a number of aspects that have affected its success in Japan. The favourable opportunities to foreign retailers are presented by political stability, good economic performance, high development of technology and sophisticated consumer behaviour. Nevertheless, tough regulatory demands and quality competition among the local companies are also a challenge. On the whole, Japan is among the most attractive and technologically developed retail markets in the world, which offers great growth opportunities to domestic and international retail companies.

Section 2: Reflective Account Using Gibbs Reflective Cycle

Introduction

The process of reflection is a significant part of learning that provides a person with the opportunity to examine their experience and enhance the level of knowledge and abilities (Barthakur *et al.*, 2022). One of the models I will use in structuring my reflection will be Gibbs Reflective Cycle, and this model has six stages: description, feelings, evaluation, analysis, conclusion and action plan. This framework will assist in conducting a systematic review of the experience and obtaining areas of improvement to be used in future academic work.

Gibbs Reflective Cycle

The Gibbs Reflective Cycle is an established model that enables reflection of experiences and learning better on the lessons based on six steps: description, feelings, evaluation, analysis, conclusion, and action plan (Nurlatifah, Purnawarman, and Sukyadi, 2023).

Description

This assessment aimed at preparing an international industry report by picking a country and an industry in which there is enough publicly available information that could be used to make the analysis. Amazon is also a foreign multinational corporation that I have selected to work in this industry.

In the course of conducting the research, I gathered data that was authored by qualified sources like government reports, industry statistics and scholarly publications. I also employed the information of organisations such as Statista and the Japanese Ministry of Economy, Trade and Industry to get insights into the scale of the retail market and its development.

The analysis of data applied during the preparation of the report was associated with some analytical frameworks taught during the course. As an illustration, I have applied the Diamond Model of National Advantage proposed by Porter to the global competitiveness of the Japanese retail industry. Another aspect I considered to assess the chances of Amazon succeeding in Japan was the PESTEL Analysis, which allows it to consider the external environmental factors that can affect its success there. The report involved handling information attentively, scrutinising data on the industry and citation of references.

Feelings

At the onset of the assignment, I was somehow confused about the choice of the most suitable country and industry mix. The number of potential options was wide, and I needed to make a choice based on which I would be able to find valid data and make a meaningful analysis.

At the research phase, I also experienced the problem of being overwhelmed by the information at times. I was also pleased to understand that I could use models such as Porter's Diamond model and PESTEL analysis to apply to business cases successfully. This made me realise how the theoretical concepts may be applied to the analysis of the world's industries and multinationals. On the whole, the given assignment was more difficult to complete at the beginning, but I became more confident as I gained better articles regarding the research process and the analytical frameworks I had to rely on when compiling the report.

Evaluation

When retrospectively looking at the experience I got, I had a few good things about my work. The credibility of the sources used to aid the analysis in terms of sources of data was one of the primary advantages of the report. The other positive factor was the use of the theoretical frameworks to analyse the industry and the company. The application of such models as Porter's Diamond Model and PESTEL analysis allowed me to organise my analysis in a logical manner and make sure that I have analysed various elements of the industry environment. Nevertheless, certain challenges were also faced in the process. The main challenge that I experienced was that of arranging so much information and putting it into a clear and systematic report. It was also difficult to control the amount of words employed and at the same time make the explanations detailed. It was necessary that I should strike the balance between the level of details in each part and, at the same time, to make the report as brief and focused as possible. However, the experience was *ex post facto* since I was able to acquire a higher level of research and analytical skills despite all these struggles.

Analysis

This assignment enabled me to realise the significance of applying systematic designs in analysing industries and their multinational corporations.

Likewise, the PESTEL analysis has enabled me to investigate the wider external environment that affects the running of businesses. Through analysing the political, economic, social, technological, legal and environmental factors, I was able to have a better understanding of the opportunities and challenges experienced at Amazon in Japan.

The other key learning outcome was the necessity to rely on reliable and up-to-date information when undertaking the analysis of the industry. The information was not based on assumptions, and access to credible sources, including government reports and industry statistics, was the key to making sure that the analysis was based on the actual information.

The experience made me an excellent evaluator of the business environments as well. I have not just heard the story of how the retail industry is in Japan, but also how to extract the factors that make it competitive and attractive to the multinational companies.

Conclusion

To sum up, it is essential to note that this assignment was a beneficial experience in my life in a way that I could train myself to conduct research, write analysis and academic papers. Through a case study of the retail business in Japan and Amazon's business practices in the same market, I managed to implement the theories in a practical business setting.

The experience made me realise how the global industries work, and multinational companies adjust to various economic and cultural environments.

Action Plan

In my next assignments, I will also enhance my research and analytics abilities through utilising a broader scope of academic materials available to me, such as journal articles and reports on the industry. Another goal I have is to improve my time management in conducting the research and writing. Setting aside enough time on each phase of the assignment will enable me to plan information better and avoid the stress of time limitations. Moreover, I would prefer to advance my critical analysis further and consider alternative points of view in terms of assessing industries and companies.

References

- Ahi, A.A., Sinkovics, N. and Sinkovics, R.R (2023) E-commerce policy and the global economy: a path to more inclusive development?. *Management International Review*, 63(1), pp.27-56. <https://link.springer.com/article/10.1007/s11575-022-00490-1>
- Ali, F., Ilyas, A. and Ahmadeen, S (2024) Regulations in Japan. In *Global regulations of medicinal, pharmaceutical, and food products* (pp. 153-167). CRC Press. <https://www.taylorfrancis.com/chapters/edit/10.1201/9781003296492-11/regulations-japan-faraat-ali-anam-ilyas-shaima-ahmadeen>
- Anand, B., Chakravarty, H., Athalye, M.S.G., Varalaxmi, P. and Mishra, A.K (2023) Understanding consumer behaviour in the digital age: a study of online shopping habits. *Shodha Prabha (UGC Care J.)*, 48(3), pp.84-93. https://www.academia.edu/download/108187784/UNDERSTANDING_CONSUMER_BEHAVIOUR_IN_THE_DIGITAL_AGE.pdf
- Armstrong, S. and Urata, S (2023) ‘Japan First’? Economic security in a world of uncertainty. Navigating prosperity and security in East Asia, pp.87-118. <https://eaber.org/wp-content/uploads/2021/11/Chapter-5-Armstrong-and-Urata-Japan-First.pdf>
- Barthakur, A., Joksimovic, S., Kovanovic, V., Mello, R.F., Taylor, M., Richey, M. and Pardo, A (2022) Understanding depth of reflective writing in workplace learning assessments using machine learning classification. *IEEE Transactions on Learning Technologies*, 15(5), pp.567-578. <https://ieeexplore.ieee.org/abstract/document/9743305/>
- BUSINESS, A.T.O.B.O (2023) *RESEARCH PROJECT ON ONLINE SHOPPING ON RETAILSECTOR (AMAZON)* (Doctoral dissertation, GALGOTIAS UNIVERSITY). <https://isjem.com/wp-content/uploads/2024/04/ONLINE-SHOPPING-ON-RETAIL-SECTOR-Amazon-LAKSHAY.pdf>
- Business-to-you, (2026) *Porter’s Diamond Model: Why Some Nations Are Competitive And Others Are Not* Available at: <https://www.business-to-you.com/porter-diamond-model/> (Accessed on: 17th March, 2026)

Flath, D (2022) *The Japanese Economy*. Oxford University Press.
<https://books.google.ru/books?id=BGxvEAAAQBAJ&lpg=PP1&ots=Fm6Pt6p32c&dq=Retail%20industry%20is%20an%20important%20part%20of%20the%20Japanese%20economy%20and%20is%20believed%20to%20be%20one%20of%20the%20most%20important%20industries%20that%20help%20to%20support%20domestic%20earnings&lr&pg=PP1#v=onepage&q&f=false>

Gitnux, (2026) *Japan Retail Distribution Industry Statistics* Available at: <https://gitnux.org/japan-retail-distribution-industry-statistics/> (Accessed on: 17th March, 2026)

Hara, Y (2022) Changes in industrial network logics: the case of the Japanese retail industry. *Journal of Business & Industrial Marketing*, 37(1), pp.1-13.
<https://doi.org/10.1108/JBIM-05-2019-0213>

Kawasaki, T., Wakashima, H. and Shibasaki, R (2022) The use of e-commerce and the COVID-19 outbreak: A panel data analysis in Japan. *Transport Policy*, 115, pp.88-100.
<https://doi.org/10.1016/j.tranpol.2021.10.023>

Kohonen, C.Y (2022) Assessing the feasibility of expanding eBrands Global Oy's business to Amazon Japan. <https://www.theseus.fi/handle/10024/752418>

Kotabe, M.M. and Helsen, K (2022) *Global marketing management*. John Wiley & Sons.
<https://books.google.ru/books?id=doCFEAAAQBAJ&lpg=PA19&ots=rdMxVBVADm&dq=The%20consumer%20market%20in%20Japan%20is%20highly%20sophisticated%20and%20boasts%20of%20good%20purchasing%20power%20and%20high%20expectations%20of%20quality%20of%20the%20product%20and%20customer%20service&lr&pg=PA19#v=onepage&q&f=false>

KULOĞLU, A (2023) Approaches to Competitiveness and Porter Diamond Model1. *International Academic Research and Reviews in Social, Human and Administrative Sciences*.
<https://www.seruvenyayinevi.com/Webkontrol/uploads/Fck/martsocial2023.pdf#page=301>

Kumar, A., Kar, S.K., Mishra, S.K., Bansal, R. and Harichandan, S (2022) Costco wholesale: the global expansion dilemma. *Emerald Emerging Markets Case Studies*, pp.1-28.
<https://doi.org/10.1108/EEMCS-05-2021-0145>

Meti, (2026) *Results of FY2022 E-Commerce Market Survey Compiled* Available at: https://www.meti.go.jp/english/press/2023/0831_004.html (Accessed on: 17th March, 2026)

Meyer, K.E., Li, J. and Brouthers, K.D (2023) International business in the digital age: Global strategies in a world of national institutions. *Journal of International Business Studies*, 54(4), p.577. doi: 10.1057/s41267-023-00618-x

Moriuchi, E. and Takahashi, I (2023) An empirical study on repeat consumer's shopping satisfaction on C2C e-commerce in Japan: the role of value, trust and engagement. *Asia Pacific Journal of Marketing and Logistics*, 35(3), pp.560-581. <https://doi.org/10.1108/APJML-08-2021-0631>

Nakamori, T., Newell, S.J. and Han, B.T (2022) Factors influencing consumer loyalty: A study of Japanese retail stores. *Journal of Asia-Pacific Business*, 23(1), pp.73-88. <https://doi.org/10.1080/10599231.2022.2032958>

Nambisan, S. and Luo, Y (2022) *The digital multinational: Navigating the new normal in global business.* MIT Press. <https://books.google.ru/books?id=mDUtEAAQBAJ&lpg=PR9&ots=hyjdmgGDS1&dq=domestic%20companies%20are%20placed%20in%20the%20convenience%20of%20comfort%2C%20reliability%20and%20local%20sensitivity%20with%20retails%2C%20whereas%20the%20multinational%20companies%20are%20placed%20in%20technology%20based%20innovative%20and%20globally%20familiar%20platforms%20of%20retailing.%20&lr&pg=PR9#v=onepage&q&f=false>

Nippon, (2026) *Japan's E-Commerce Market Grows by 10% in 2022* Available at: <https://www.nippon.com/en/japan-data/h01784/> (Accessed on: 17th March, 2026)

Nishimatsu, K. and Inoue, A (2025) Preference Analysis for Loyalty Programs Considering Collaboration of ICT Services and Financial Services. In *Computer and Information Science and Engineering: Volume 18* (pp. 83-100). Cham: Springer Nature Switzerland. https://doi.org/10.1007/978-3-031-82606-1_6

Nurlatifah, L., Purnawarman, P. and Sukyadi, D (2023) December. The implementation of reflective assessment using Gibbs' reflective cycle in assessing students' writing skill. In *AIP*

Conference Proceedings (Vol. 2621, No. 1, p. 070006). AIP Publishing LLC.
<https://doi.org/10.1063/5.0143375>

Pham, H.T. and Swierczek, F.W (2023) *Consultancy project: how to attract more paying customers to Aeon Mall* (Doctoral dissertation, Thammasat University).
http://ethesisarchive.library.tu.ac.th/thesis/2023/TU_2023_6502043042_18213_27986.pdf

Poon, F (2022) Improving Logistics Using Smart Technology. *Smart Manufacturing: The Lean Six Sigma Way*, p.149.
<https://books.google.ru/books?id=hGZxEAAQBAJ&lpg=PA149&ots=YkWcyHjCQX&dq=High-tech%20devices%20like%20artificial%20intelligence%2C%20big%20data%20analytics%20and%20automated%20logistics%20systems%20are%20more%20and%20more%20utilised%20in%20the%20retail%20industry%20to%20foster%20operational%20efficiencies%20and%20customer%20experience&lr&pg=PA149#v=onepage&q&f=false>

Popenkova, D (2023) The ecosystems as a new stage of retail development. *Revista Gestão & Tecnologia*, 23, pp.10-37. DOI: <https://doi.org/10.20397/2177-6652/2023.v23i1.2574>

Sergeevna, T.I., Aleksandrovna, P.M. and Shizuko, K (2024) Japanese konbini minimarkets: Unique and universal character, regional characteristics. *Russian Japanology Review*, 7(2), pp.37-59. DOI: 10.55105/2658-6444-2024-2-37-59

Shi, Y., Lin, Y., Wang, S., Wen, H., Lim, M.K. and Tseng, M.L (2023) Resource saving and carbon footprint reduction potential of urban symbiosis strategy in express packaging waste recycling network. *Waste Management*, 161, pp.17-28.
<https://doi.org/10.1016/j.wasman.2023.02.023>

Shiraishi, R.I.K.U.T.O. and Mupa, M.N (2025) Cross-Border Tax Structuring and Valuation Optimization in Energy-Sector M&A: A US-Japan Perspective.
https://www.researchgate.net/profile/Munashe-Naphtali-Mupa/publication/391485061_Cross-Border_Tax_Structuring_and_Valuation_Optimization_in_Energy-Sector_MA_A_US-Japan_Perspective/links/681a2047bfbe974b23c35c20/Cross-Border-Tax-Structuring-and-Valuation-Optimization-in-Energy-Sector-M-A-A-US-Japan-Perspective.pdf

Statista, (2026) *Inflation rate in Japan from 1980 to 2030* Available at: <https://www.statista.com/statistics/270095/inflation-rate-in-japan/> (Accessed on: 17th March, 2026)

Wan, C.L.J. and Wang, Y (2025) Logistics Management and Distribution Strategies. In *International Operations Management: Concepts and Applications* (pp. 111-126). Singapore: Springer Nature Singapore.
https://doi.org/10.1007/978-981-96-6665-2_7

Wifitalents, (2026) *Japan Convenience Store Industry Statistics* Available at: <https://wifitalents.com/japan-convenience-store-industry-statistics/> (Accessed on: 17th March, 2026)

yanoresearch, (2026) *Food Retail Market in Japan: Key Research Findings 2025* Available at: https://www.yanoresearch.com/en/press-release/show/press_id/3858? (Accessed on: 17th March, 2026)