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Dealers and the formation of premium brands in the German car industry: Audi AG (1990–2020)

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Koichi Nakagawa^{‡‡} and Kentaro Nobeoka^{‡‡}

Abstract

This article discusses how dealers contributed to the formation of premium brands in the German car industry in the 1990s. Using literature on luxury business, it tackles the case of Audi to explore the changing role that dealers have played and their integration into Audi's brand management strategy when the company became autonomous within the Volkswagen Group. The article demonstrates that dealers were not mere sellers of vehicles but rather places that transmitted experience value to customers. Like mono-brand stores in the luxury industry, Audi dealers were strongly integrated in the firm and physically embodied the brand through a standardized, worldwide architectural model.

JEL classification: D22, L20, L62, L81

Keywords: Car dealership; Mono-brand store; Premium brand; Audi; German car industry

1. Introduction

Until the 1990s, the world automobile market was basically divided between luxury and mass-produced cars (Freyssenet et al., 1998; Boyet & Freyssenet, 2006). While luxury cars were a niche market, targeting wealthy people and dominated by a handful of British and Italian companies, the core of global competition focused on mass production. Competitiveness relied on the ability to manufacture high-quality and inexpensive cars. This led to process innovations such as Fordism and the lean production system (Womack et al., 2007). However, premium cars emerged as a new segment in the 1990s and experienced rapid development. Three German companies have dominated the premium-car arena: Mercedes-Benz, BMW, and Audi (Rosengarten & Stürmer, 2006). These firms established unique market positions that enabled them to challenge Japanese and American automobile companies and also led to the decline of the French car industry in Europe (Pardi, 2020).

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Their strategy has become a reference and has been imitated by their competitors, for example Toyota with its high-end subsidiary Lexus (Dawson 2011).

The automobile industry is not a unique case from this perspective. During the 1980s and the 1990s, in the context of the globalization of markets, some companies started to reposition their products as luxury goods with a target audience of a mass block of consumers. This trend is visible in nearly all consumer goods industries and represents what Silverstein & Fiske (2008) named a “new luxury,” while Truong et al. (2009) proposed the concept of the “masstige brand” (from mass prestige). The luxury branding strategy makes it possible to add value to mass-produced goods and achieve high profit margins. Thus, one can interpret the new strategy that German car companies implemented to establish themselves as the dominant premium brands in their industry as the application of the “democratization of luxury” (Gutsatz & Heine, 2018) to automobiles.

Still, most of the extant literature on the competitive advantage of German premium car companies focuses on product innovation (new technologies to make cars safer, faster, and more comfortable). The objective of this article is not to deny the role played by technology in the making of premium cars. We argue, however, that this is only one aspect of the process and is not sufficient to discuss the sources of competitiveness in the automotive industry. Marketing strategy, including dealership management, has been largely underestimated. Works on luxury business, however, demonstrate the need to look out of the workshop and bring retail into the analysis in order to properly understand the making of a premium brand. In particular, numerous works have emphasized the major role of mono-brand stores in communicating with customers and increasing the brand’s visibility (see the literature review below). Nevertheless, there are nearly no studies on the role of car dealers from this perspective. This article is thus an exploratory study that analyzes the ways in which dealers have contributed to the competitiveness of automobile manufacturers. Consequently, the objective of this paper is to explore the roles that dealerships played in the case of the successful development of German premium cars since the 1990s, using Audi as an example. We did not choose Audi because it was the oldest and most successful car in the premium segment – it is not, particularly in regard to Mercedes Benz – but because it is the brand that changed the most during the 1990s (Rosengarten & Stuermer, 2006). According to one of the first Best Global Brands rankings published by Interbrand in 1996, Mercedes-Benz and BMW dominated the automotive sector that year (7th and 19th global rank, respectively), while Audi was not even ranked (Kochan, 1996). While these two leaders remain the most valued brands in the automotive industry in the 21st century, Audi entered the rankings and improved its position from the 68th in 2007 to the 44th in 2020.¹ This dramatic improvement in Audi’s brand value is the result of its transformation into an accessible luxury brand. Thus, understanding the profound change experienced by this company, from a manufacturer of good-quality classic automobiles to a producer of a branded car helps to highlight the patterns of transformation. Our

¹ Interbrand’s former Best Global Brands rankings are available since 2007 on the website <https://www.rankingthebrands.com/> (accessed 25 May 2021). Older rankings are however unavailable.

goal is not to discuss the sources of the German automobile industry's competitive advantages, but to understand how a car manufacturer was able to position itself as a premium brand company. In particular, we argue that marketing innovations, including a new dealership management, played a major role, as well as the commonly emphasized technological innovation argument.

The remainder of this paper is organized as follows. Section 2 gives a review of literature related to our research, and section 3 presents our methodology. Next, section 4 exposes the historical development of Audi with a special focus on the reorganization of the 1990s. Section 5 then discusses the roles of dealers in this context and proposes an analytical framework for further research. Finally, sections 6 draws conclusions.

2. Literature review

This article builds on two major kinds of literature that have yet to be integrated: competitiveness in the car industry and retail of luxury goods. Here, we present their characteristics and discuss how works on luxury retail can contribute to renewing the understanding of the competitiveness of German car companies in the premium segment since the 1990s.

2.1 The competitiveness of the German car industry

The issue of competitiveness in the car industry has cultivated a broad range of literature in management, economics, and business history. As an exhaustive literature review on this topic would be beyond the scope of this article, this section focuses on scholarly works that explain how German automobile manufacturers were able to build a competitive advantage to challenge American- and Japanese-dominated world markets since the 1990s (Tolliday, 1995; Jürgens, 1998). Although Volkswagen AG established itself as the leading manufacturer in Germany, along with its subsidiaries Audi AG and Porsche AG, other companies such as Daimler-Benz AG and BMW Group experienced similar growth (Pries, 2009). One can thus approach the successful development of the German automobile industry at both the industry level and the firm level.

Works on German economic and industrial policy mostly concentrate on explaining the postwar growth of automobile companies in the domestic market. Abelshauser (1983, 1985) and Katzenstein (1989) argued that corporatist institutions such as labor-management relations or apprenticeship systems offered a stable environment and high-skilled labor to the German manufacturing industry. These institutions also supported the growth of German car companies during their first phase of internationalization, which took place in the 1970s and 1980s, although labor management took on a greater degree of flexibility (Streeck, 1987; Hodge, 1991). However, these works on the traditional foundations of the competitiveness of the German manufacturing industry fail to explain the rapid expansion of automobile companies in the global economy since the 1990s, as corporatist institutions actually underwent a deep transformation at that time (Beyer & Hoppner, 2003). Rather, EU policy had a major impact on the competitiveness of the German manufacturing industry, including automobiles. The introduction of the euro and efforts to expand into Central and Eastern Europe offered German companies access to cheap currency and cheap labor (Pavlinek, 2017). These conditions obviously

nurtured their development but cannot explain exactly why German car manufacturers focused on the premium segment.

Next, research at the level of the firm tends to form its discussions around three major arguments. First, scholars have demonstrated that German car companies adopted a product-development strategy characterized by technological innovation and high quality (Pries, 2004). Audi, BMW, and Mercedes Benz were able to grow rapidly in world markets because they offered innovative cars for accessible prices (Tolliday, 1995; Pries, 2009; Rosengarten & Stürmer, 2006). This is the dominant argument in academic literature and also in general publications by journalists and analysts (e.g. Kiley, 2004). Second, numerous works have shown how car manufacturers transformed their supplier networks in the context of globalization. Their internationalization strategies have featured a shift of their production networks from Germany to the world, with a special focus on Central Europe, Eastern Europe, and China. Since 2010, foreign production has surpassed national production in the German car industry (Herrigel, 2015). These types of works contribute to an understanding of how German car companies could keep production costs relatively low for high-quality cars. Third, some management scholars have demonstrated that the core of German automobile companies' new competitiveness tied into a new marketing strategy: the premium segment (Eckardt & Klemm, 2003; Pries, 2009). Amid a global car market that was home to a polarity between mass-produced cars and luxury cars, German companies invented a new market that luxury management scholars call "accessible luxury" (Allèrès, 1991). This strategy unfolded within the context of the formation of groups through the acquisitions of other car companies, thereby allowing firms to build a portfolio of focused brands, and to benefit from the use of common production platforms. For example, BMW took over Rover Group, with its brand Mini, in 1994 and then Rolls Royce in 1998. This enabled BMW to position itself between both (Pries, 2009). In the case of Audi, the integration into Volkswagen, one of the world's largest car manufacturers, has had undeniable positive effects in terms of production costs, since its cars are built on the group's platform. However, premium cars are not only high-quality products but also branded goods that allow for high profit margins. Yet from this perspective, too, scholars have not tackled the role of dealerships in building premium brands for the car industry. Literature on luxury business can help construct a conceptual framework for addressing this issue.

2.2 Retail of luxury goods

The control of distribution and retail played a major role in the luxury industry's transformation into a global business in the 1980s and 1990s (Donzé & Fujioka, 2015). While the international distribution of haute couture and luxury accessories relied mostly on sales contracts with department stores in the world's main cities until that time (Doherty & Alexander, 2015), European fashion and luxury companies started to take control of retail in the 1980s. The objectives were both to internalize the profits from retailing and to ensure strict control over brand management (the display of goods, prices of items, and interior design of stores).

This change was particularly evident when companies expanded their sales in Asia. Building global brands required consistency, and controlling retail was a way to implement a global brand strategy.

The opening of mono-brand stores was largely a means of moving away from cooperation with department stores and toward direct operation in foreign countries (Hollander & Omura, 1989; Moore & Doyle, 2010). Christian Dior is an excellent illustration of this phenomenon (Donzé & Wubs, 2019). Until the early 1990s, the Dior couture house was a small firm (114 million euro in gross sales in 1992) that depended on independent retailers. It owned only a handful of boutiques, and retail accounted for just 28.2% of sales in 1992. The growth strategy adopted by the company's owner, Bernard Arnault, focused particularly on building a network of self-owned boutiques around the world. The number of the company's self-owned boutiques reached 73 in 1999, peaked at 237 in 2008, and slightly declined after the global financial crisis (to 200 in 2016). These shops helped propel the growth of the firm, whose gross sales came to 1.8 billion euro in 2016—and retail represented 93.3% of the total. In its 1994 annual report, Christian Dior's management detailed the role of these mono-brand stores: "The development [of these stores] is the response to the decision to offer Christian Dior customers luxury boutiques that strengthen the prestige of the brand and to expand the diffusion of exclusive products, especially for women's ready-to-wear and accessories sold only in company stores" (Christian Dior, 1994, p. 3). This strategy was also largely adopted by luxury conglomerates, such as LVMH (825 stores in 1998 and 4,592 in 2018) and Kering (196 stores in 2000 and 1,381 in 2019) (LVMH, 1998–2018; Kering, 2000–2019).

Scholars in fashion and luxury management have investigated the roles and functions of mono-brand stores. Hollander (1970) had already argued that the mono-brand store was a channel typical of luxury firms in the 1960s—although at a small scale—due to their aims of exerting control over their brand image. A similar explanation was provided by researchers who explained the successful international expansion of Louis Vuitton in the 1980s (Laulajainen, 1991; Hata, 2004). The years since 2000 have seen growing segment of literature on the function of mono-brand stores in luxury management, with authors stressing the shops' contributions to building an exclusive and creative image for the brand (Fionda & Morre, 2009; Jenilek, 2018), offering unique consumption experiences (Nierobish et al., 2017), and educating customers in new markets (Arrigo, 2015; Bai et al., 2017). Discussing flagship stores as a specific format of mono-brand stores, Moore (2020) qualifies them as "a device for exclusivity and market positioning."

These works on luxury retail and particularly the brand-management function of mono-brand stores offer an ideal framework to analyze how German car makers integrated retail into repositioning themselves as premium brands in the 1990s. Research on automobile dealerships focused primarily on the management of relations between car manufacturers and independent dealers, essentially discussing essentially best practices in terms of profitability, market share, and customer satisfaction (Ramrattan, 2001; Gonzales et al., 2015; Tsai et al., 2015; Xu et al., 2017). However, the question of how dealerships contributed to making premium and luxury brands in the automobile industry, particularly in Germany, remains an unaddressed issue.

3. Methodology

In order to discuss the retail strategies of German premium car manufacturers in the 1990s, this article

tackles the case of the company Audi AG. Taken over by Volkswagen AG in 1964, Audi AG was repositioned in the premium segment during the first part of the 1990s and thereafter experienced rapid growth in global markets (Audi, 1998). The timing made Audi AG a latecomer in the German premium car business, as Mercedes Benz had already carved out its place as the traditional luxury brand by the 1950s, and BMW had started to challenge it in the following decade (Rosengarten & Stuermer, 2006). Audi thus had to implement a consistent strategy to enter the competitive existing market, a context in which dealerships played important roles. Of the three German premium car manufacturers, Audi is the company whose position has changed the most, making this case study particularly relevant.

Using a business history approach, our study analyzes the evolution of the company's dealership management, emphasizing temporal changes in the roles and functions of Audi's dealers, as well as their contributions to the building of a premium brand. In particular, we discuss the application of a mono-brand store strategy inspired by the fashion and luxury industries to the automobile industry. Our final objective is to shed light on the process of shifting from a traditional dealership based on functional value and vehicles (selling a product) to a new model based on experience value and services (selling a brand).

Consequently, the main research question addressed in this paper is: How did dealerships contribute to the premium brand strategy that Audi adopted in the 1990s? Secondary questions include: What was the first step to move out of the traditional dealership model (offering more services or more emotional value)? Was the new dealership strategy applied uniformly around the world or localized? Did digitalization disrupt the new model? Since most post-1990 corporate archives are not open to researchers, the main sources for this work consist of annual reports by Audi AG between 1992 and 2019, internal sources related to corporate design from the Audi Corporate Archives, and five interviews with Audi managers in Germany, Japan, and Switzerland between June 2019 and March 2020.

4. Audi's historical development

Understanding Audi's adoption of a premium strategy in the early 1990s requires a deeper exploration of the complex history of the company to that point. The company's new strategy was indeed not only a major rupture in terms of brand management but also a return to relative autonomy.

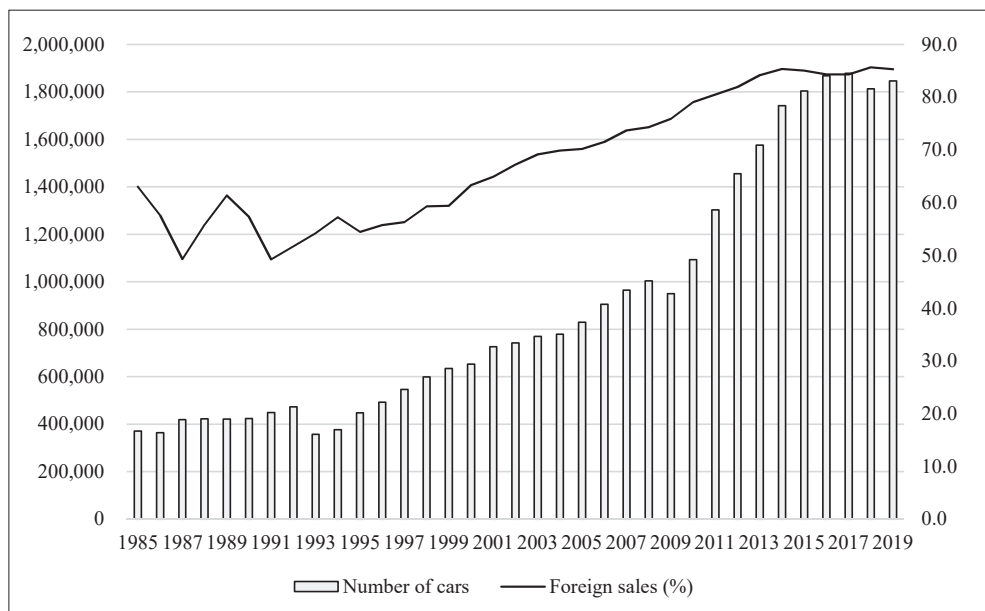
The roots of Audi go back to a small company, Audi Automobilwerke GmbH, founded in 1910 in Zwickau, Saxony. In 1932, in the context of Great Recession, it merged with three other small automobile makers to form a new company, Auto Union AG (Kirchberg et al., 1996). It was that new company that first adopted Audi's signature logo, a rendering of four interlinked rings. The company introduced an organization resembling that of General Motors: centralized production control with individual brand autonomy. During the 1930s, Auto Union was the second-largest automobile company in Germany after Opel, but the brand Audi represented only a tiny share of Auto Union's sales (1.9% in 1935). As an independent company, Audi sat in 14th place in the 1935 ranking of national automobile brands (Nishimuta, 1999). Audi was thus used as a brand throughout the interwar

and wartime years, but it was not an important one.

4.1 Audi as a brand of the Volkswagen Group

After the war, Auto Union was moved to Western Germany and reestablished in Ingolstadt, Bavaria, as a new firm in 1949, with financial aid from the local government and the Marshall Plan. The company was then taken over in 1958 and 1959 by Daimler-Benz, which gradually sold it to Volkswagen in the years 1964 to 1966. For Volkswagen, the objective of the purchase was not to build a portfolio of different brands but rather to take control of Daimler-Benz's modern factory in Ingolstadt, an asset that could increase its own production capacity. Volkswagen's 1969 purchase of NSU, a manufacturer of motorcycles and small cars, created an opportunity for the reorganization of the Volkswagen group. NSU was merged with Auto Union under the name Audi NSU Auto Union AG, which was later renamed Audi AG in 1985 (Kirchberg et al., 1996). Audi, resurrected as a brand, developed a few new models in the late 1960s and early 1970s. However, popular perceptions saw Audis as conservative cars for older men, as the cars had low-performance engines and traditional designs (Kiley, 2004). Moreover, Audi dealerships were tied to Volkswagen—all the Audi dealers in Germany and abroad were at the same time agents of all the Volkswagen Group's brands (Volkswagen AG, 2015). The stores focused on the functional value of vehicles: they displayed various models of cars and provided customers with technical information (Audi, 2020). The Audi brand was thus cannibalized by Volkswagen, which had a strong image and fast-growing sales. The number of cars sold by Volkswagen AG went from 1.0 million vehicles in 1975 to 1.6 million in 1980, 1.8 million in 1985, and 2.1 million in 1990 (Volkswagen AG, 2015). In comparison, Audi sales were much smaller and

Figure 1: Sales of Audi cars, number of vehicles, and proportion of foreign sales, as a %, 1985–2019



Source: Audi AG, *Geschäftsbericht*, 1985–2019.

experienced a slower increase. Sales figures grew from 371,048 vehicles in 1985 to 423,309 in 1990 (Audi AG, 1985-1990). Moreover, Audi was much more focused on the domestic market (which accounted for 47% of the brand's sales in 1985) than the larger Volkswagen Group (which got 30.1% of its sales from Germany, including Audi).

4.2 Making Audi a premium brand

In the late 1980s, the Volkswagen Group adopted a new strategy that focused on the building and management of a portfolio of different brands positioned in specific markets and targeting specific customers (Kirchberg et al., 1996). The takeover of other companies, like Seat (1986), Skoda (1994), Bentley (1998), Bugatti (1998), Lamborghini (1998), and Porsche (2012), was the driving force of the reorganization effort. That context is key: the strategy that Audi implemented in 1990 took place within Volkswagen's brand-portfolio management. Audi's objective was to establish itself as a premium car brand and challenge Mercedes-Benz and BMW in the corresponding segment. The former embodied the image of luxury cars for the traditional target of this segment: the wealthy classes. In the mid-1960s, BMW started to develop new engines to come out with cars powerful enough to challenge Mercedes Benz (Kiley, 2004). Launching the new 5 Series in the early 1970s, BMW used the release as part of its effort to position itself as a luxury brand with a sporty image. Audi, which still had a strong middle-class image in the 1980s, thus needed to find a new position to be able to enter the premium segment.

Although scholarship on the topic often associates premium brands with technological innovation and product development, the nature of the products was only one aspect of a multidimensional action. Audi's brand-management strategy hinged on four major elements during the 1990s. First, there was a need to define a new target, to abandon its image of a traditional brand for older generations. A premium product is similar to what Allèrès (1991) defined as accessible luxury: mass-produced, high-quality goods sold at a large profit margin. Rather than super-rich people, the customers of premium align more with the upper-middle classes. In order to differentiate itself from Mercedes Benz (traditional wealthy classes) and BMW (luxury sport), Audi focused on marketing to younger generations, families, and women with high incomes.

Second, Audi developed new car models with a particular focus on these new target customers. In 1994, it launched three new models, each precisely positioned toward a specific upmarket segment: the A8 for the luxury segment, the A6 for the high-end segment, and the A4 for accessible luxury. As the annual report for 1994 noted, the complementarity between these models was a means of expanding the company's consumer base and sales: "The fascinating image of the A8 also carries over to the A6 and the new A4 and has reinforced the position of Audi in the middle and upper class" (Audi AG, 1994, p. 48). In the ensuing years, the company developed new models (e.g. A3 in 1996, Audi TT in 1999, A2 in 2000) and launched new versions of existing ones, but the hierarchical complementarity remained a core principle. In 2000, Audi produced 12,894 units of the A8, 169,276 of the A6 and 227,028 of the A4 (Audi AG, 2000, p. 57). The luxury model (A8) was important to building a premium brand. Moreover, all Audi new models were based on the same values: technology, security,

design, and comfort. In particular, Audi distinguished itself in developing low-weight premium cars, using light materials like the aluminum it co-developed with Alcoa (Schretzenmayr, 1999). Audi decided not to launch any model heavier than a previous version, and lightness became one of the brand's distinctive features.

Third, Audi adopted a new communication strategy to emphasize and diffuse the values of its brand. The sponsorship of motor races and cultural events, such as classical-music festivals in Germany and Austria, anchored the brand as luxury. The company also started to provide A8 cars for transporting guests at some major international events like the summit of the World Bank and IMF in Dubai in 2003. Moreover, Audi launched a new corporate identity, developed in cooperation with the German architectural agency Schmidhuber & Partner and Meta Design, in Switzerland, in 1994. Also that year came the founding of a new Corporate Identity and Communication Department, which assumed the responsibility for implementing a standardized visual identity (logo, advertisement, motor shows, etc.) throughout the world. Dealerships took a new major role in this context, too. The objective of Audi stores was no longer to simply sell cars but rather to express the values of the brand and transmit them to customers at an emotional level. A 1996 internal document describing the objectives of the corporate identity set forth that “the dealer identity shows the high standards of the Audi brand. Exclusivity, technology, and tradition are reflected in the materials and design of the new identification” (Audi AG, 1996). Audi decided to transform all its stores around the world and build them on the basis of a standardized model. The first generation of Audi stores (hangar-model stores), launched in 1997, embodies the values of the company in its material personality: made of aluminum, steel, and glass, the locations evoke the lightness and strength of Audi automobiles. The 1996 annual report explained that “the new Audi architecture symbolizes the corporate philosophy.” (Audi AG, 1996, p. 48) (see Figure 2).

Fourth, carrying out the premium brand strategy required a new approach to dealership management. Audi needed to build its own sales network and expand it internationally. In 1995, the Volkswagen Group decided to split the global dealer network between Volkswagen and Audi to enable each brand to position itself efficiently. Audi set up a Sales Network Planning Department in 1996 to supervise these activities (Audi AG, 1996) and set up a three-level dealership organization in each market. The framework comprised exclusive partners in metropolitan areas (Audi Centers); multi-brand stores with their own Audi showrooms, exclusive sales teams, and separate repair facilities; and universal dealers, as previously. Then, Audi gradually selected dealers for further development and introduced the hangar model. In markets where it already had a foothold (Germany, Western Europe, United States, Japan, and South Africa), Audi scaled back its sales network and refocused on dealers that could promote Audi as a premium brand. For example, in Japan, the number of dealers shrank from 250 to 100 by the year 2000 (Audi AG, 2000). In new markets, particularly in the Asia-Pacific and Latin American zones, the company began establishing and developing a new distribution system in 1996. Audi took over existing importers and started to control retail in each market directly. The opening of new stores was an opportunity to make a successful comeback on the American market in 1996 after the collapse of Audi and Volkswagen in the late 1980s (Kiley, 2002).

Figure 2: Audi Hangar



Source: Audi Corporate Archives

China played an important role and became the benchmark for Audi's expansion into new markets. Audi has been in China since 1988 through a joint venture established by Volkswagen that year (Volkswagen 2015). Audi's Chinese location initially produced cars for the global market and then gradually shifted toward production for domestic demand (15,110 cars sold in China in 1992). Increasing sales in China made Audi take notice of how China could be a driver for the transformation of the company's dealership network. By 2000, 12 of the 31 dealers in China had completed an Audi hangar, and 11 others were under construction. The annual report for 2000 emphasized that "the recently opened Audi dealer in Zhuhai, South China, is one of the five largest Audi hangar in the world. By the end of 2001, China will have a total of 51 companies exclusively representing the Audi brand. The establishment of an exclusive dealer network in connection with the successful launch of the A6 specially modified for China has clearly had a positive impact on Audi's position as a premium brand." (Audi AG, 2000, p. 51). The effort to reorganize the dealer was complete in 2003 (covering 89 dealers in 55 cities), and China became the benchmark for the global market (Audi AG, 2003, p. 42). As sales continued to boom, China overtook Germany as Audi's top market in 2011.

The premium brand strategy that Audi set in motion in the early 1990s was successful, enabling the company to move out of its low-growth pattern and strong dependency on its domestic market. The company's development has been impressive, with its annual sales volume going from 376,141 in 1994 to more than 1.8 million since 2015, while the share of foreign sales rose to 85.3% in 2019 (see Figure 1). Forming a core part of the new brand-management strategy from the mid-1990s onward has been the dealership component.

5. The changing roles of dealers

The previous section showed that the transformation of Audi into a premium brand during the 1990s was a multidimensional strategy in which dealerships played a central role. In this section, we open the black box of retail and discuss how dealers contributed to making Audi a premium brand. Beyond examining the organization of a specific network of dealers using a standardized architectural model that embodies the corporate identity, one must also probe stores to explore the actions that Audi used to transmit the values of the brand.

Until the mid-1990s, Audi's dealers focused essentially on elements of functional value (technical specifications and price). They sold material products (vehicles) rather than services or a brand, an approach that had characterized the automobile industry since the early twentieth century. The principles of dealership management relied basically on the extension of the retail network and, in Europe, on maintaining control over dealers through exclusive clauses (a practice that has been illegal in the United States since the 1940s).

Until the late 1980s, automobile manufacturers considered dealers as mere points of sales, and cost control was a major issue (Womack et al., 1990; Shioji, 2002).

Global competition led automobile manufacturers to move out of this product-functional based retailing to distinguish themselves from other brands (see Figure 3). There are two basic ways in which automobile manufacturers can attract consumers through dealerships.

First, dealers can offer new services to their clients, like credits and leasing, warranties, or car maintenance. All these services also have a functional value. For example, in Japan, where automobile manufacturers often own their dealerships directly, the objective of retail is not only to sell a product

Figure 3: Varieties of dealership management in the automobile industry

Services (Things)	Finance Warranty Convenience	Dealer design Atmosphere Affection “Moments of Truth” Friendly and honest sales communication
	Vehicles (Products)	Distinctive image Product identity Design Enthusiasm Fun
	Functional value (Specifications)	Experience value (Feeling/emotion)

Source: Designed by the authors.

but also to build long-term relationships with customers. Dealers offer additional services directly attached to cars, like doing home visits to highlight new models that correspond to the socio-economic profiles of the corresponding households or preparing vehicles for periodic official inspections (Womack et al., 1990); these services all provide functional value.

Second, it is also possible to offer customer experience related to the vehicle. This choice has been a particularly common approach for companies with a strong product identity and a community of fans, like Mazda after its relaunch with the Kodo design in 2011 (Nobeoka & Kimura, 2016). Dealers offer an interior design and distinctive image that both highlight the uniqueness of their products, delivering an emotional impact in connection to the vehicles. Finally, the luxury-business approach that has inspired efforts in the automobile segment centers on the deep integration of both experience and services. By offering a broad range of services and experiences not directly linked to the functional values of the vehicles, automobile dealers contribute to building premium and luxury brands.

The example of Audi shows that the shifts to experience value and services occurred in parallel. Since the mid-1990s, the company implemented a broad range of actions that led to offering something new to its customers.

Audi had already provided functional services before it became an autonomous company. When it entered the Volkswagen Group, it benefited from the financial services (loans, leasing, and insurance) that Volkswagen had organized as a separate subsidiary in 1949. Financial services were still coordinated within the group, even after Audi's management became independent (Volkswagen, 2009). In 1994, when Audi released its new vehicles and initiated its premium strategy, there was a need to offer "exclusive services for sophisticated customers" (Audi AG, 1994, p. 49). Addressing that need, the company adopted a variety of new functional services; for example, the customers of the luxury A8 were offered special services, including 24-hour assistance, free pick-ups in case of problems or accidents, and high-class replacement cars, throughout Germany.

At the same time, Audi also introduced new services not directly related to the functional value of its vehicles. In 1990, Audi launched, in cooperation with Volkswagen, Visa, and Mastercard, a credit card for its clients. Five years later, it introduced the A plus program. Through the program, holders of Audi credit cards benefited from new specific services, including information on traffic and road conditions by phone, ticket booking for sports and cultural events, and Audi Magazine, which included lifestyle-oriented articles (Audi AG, 1995, p. 41).

Experience value was also at the core of the premium strategy. In 1994, Audi introduced a new delivery policy for its new customers at its two main German stores in Ingolstadt and Neckarsulm (which together accounted for 25% of all deliveries in Germany that year). The objective was to give customers a unique experience in their first encounter with their new car. Moreover, the Ingolstadt Audi Center, which has its own restaurant and hosts jazz concerts and events for the local business community, embodies luxury for its regional clientele (Audi AG, 1994, p. 19). At the same time, some experiences were related to the product. In 1995, Audi started to organize driving courses in borderline situations: driving on icy lakes, for example. More than 5,000 people took part in these events, which Audi later introduced in foreign markets through its dealers (Audi AG, 1995, p. 41). The idea was that

Audi Centers around the world would showcase “the possibility to have a live experience of Audi’s world” (Audi AG, 1997, p. 40).

Consequently, at the end of the twentieth century, Audi had moved its retailing function toward providing experience value through services. The premium strategy was successful. Audi sold nearly 50% more cars in 2000 than in 1990, but still depended strongly on the domestic market (which held a 46.7% share of total sales in 2000). In order to carve out a place in the world’s markets, it had to strengthen its luxury image—and retail was a major part of that process. In 2006, Audi introduced a new program to ensure the service quality and customer-friendly attitude of its dealers around the world (Audi AG, 2007, p. 158). The following year, Audi stores underwent an architectural overhaul with the launch of the Audi Terminal, a new version whose exterior designs (using aluminum and glass along with curved spaces) and interior designs (black furniture, wooden walls, LED lights) express the luxury of the brand (see Figure 4). The first terminal opened in Sydney in 2007, and others followed throughout the world in the subsequent years.

Figure 4: Audi Terminal



Source: Audi Corporate Archives.

The luxury atmosphere was particularly important in emerging countries where Audi had to treat high-income customers as special guests. China again became a benchmark. The 2008 Audi annual report introduced the dealer Beijing DAD Automobile Sales as the best incarnation of Audi’s aims to position itself as a luxury brand. As “purchasing a vehicle is a truly important event in a Chinese customer’s life” (Audi AG, 2008, p. 42), senior sales staff welcome customers “like royalty.” Cars are “meticulously polished,” while the showroom is “immaculate.” On the second floor, the store includes beauty services (a hair salon and massage clinic, shoe repair shop, leather boutique, etc.) and entertainment (billiard tables, a cybercafé, and a movie theater). As for functional services, the dealer

offers a three-hour orientation session with test drives of new vehicles. The company has expanded the luxury experience beyond emerging markets, however, and adapted it to local customs. For example, in Germany, Audi has been inviting its customers to collect their new cars personally at its two main retail centers in Ingolstadt or Neckarsulm since 2011—and that personal pick-up approach also lets the company communicate the values of the brand through experience: “Audi’s premium vehicle handover facilities demonstrate to the customer just how much care and precision go into building Audi vehicles. The program is rounded out by a look at the history of the Company and culinary delights. To make the experience even more special, customers can tailor the handover to their own individual preferences. Accompanied by a customer relationship manager throughout the entire day, they are given a personal tour of the factory, making the occasion a truly memorable one.” (Audi AG, 2011, p. 137). These two examples demonstrate perfectly how Audi inserts the product within a broader environment that contributes to making Audi a premium brand.

Finally, we must briefly discuss how digitalization is challenging the luxury model that took shape in the 2000s. New digital technology began making its way into German Audi stores in 2011 and Audi locations abroad in 2012 with the installation of 3D virtual showrooms, which give visitors new ways of seeing and experimenting with all the company’s models. A description of Audi’s main store in London, “the first cyber-store in automobile history” (Audi AG, 2012, p. 30), explains that it features not only touchscreen-controlled video walls that enable customers to configure their ideal car but also a 40,000-watt sound system. These types of cyber-stores next popped up in Berlin and Beijing. In 2015, Audi announced its plans to gradually equip all dealerships with digital technology (Audi AG, 2015, p. 40). Digitalization has thus become a component of the vehicle’s experience value. In 2017, digitalization swept into functional services. A digital service station opened that year in Munich, where customers can now drop their car for maintenance and bring it in any time for servicing whenever they want—all without actually meeting any operator. Digital services are essentially an extension of traditional dealer service, aiming to introduce “a seamless omnichannel sales and service experience, whether online or directly at the dealer partner.” (Audi AG, 2017, p. 97).

6. Conclusion

The premium strategy that Audi adopted in the early 1990s resulted from the reorganization of the Volkswagen Group’s brand portfolio, one based on strong brand differentiation managed by autonomous firms within a group. It benefited all the constituent entities in everything from the entry market to the luxury segment (Carlotti et al., 2004; Truong et al., 2008; Shah, 2015). In this context, Audi was entrusted with the premium segment. In 1994, while using Volkswagen’s platform for production, it adopted new brand management approach that involved defining a new target (high-income customers, including families and women), developing new products (A4, A6, and A8), adopting a new communication strategy (where the brand embodies the luxury lifestyle), and introducing a new dealership system (via the separation of Audi and Volkswagen). A new dealership network was thus organized from scratch to distribute Audi around the world.

The changes signified that Audi dealers were no longer mere sellers of vehicles and related services.

In 1994, they began to offer customers experience value—linked to vehicles (e.g. learning to drive in extreme conditions) or not (e.g. luxury atmosphere of stores)—that contributed largely to establishing Audi as a premium brand. The user experience and services that dealers offer, from the design of stores to jazz concerts and digital services, were consistent with their targets, namely young and modern customers. This role started in traditional markets during the 1990s and started to make its way into new markets in 2000, as it was important to transmit “Audi values” to new customers who were unfamiliar with the brand, particularly in China. Dealers contributed strongly to making Audi a premium brand in a sense very similar to what has often occurred in fashion and luxury. The conditions on implementing the new dealership strategy within the group entail the adoption of control measures (introduction of new KPIs, financial incentives, training of salespersons and technicians, etc.), whose analysis was beyond the scope of this article. The conditions of control obviously differed between countries, depending especially on whether Audi had previous domestic partners or not. One important point is that the introduction of a standardized store model in the 1990s was the work of a special department that the company set up within its headquarters.

Audi’s trajectory is far from unique. Mercedes Benz and BMW also implemented experiential marketing to reinforce their premium image, and the use of luxury single-brand store principles was adopted by other automotive companies in the 1990s (Atwal & Williams, 2017). However, Audi’s uniqueness lies in the fact that the new brand management introduced in the mid-1990s contributed to the profound transformation of the company and its establishment as a premium car manufacturer. In this perspective, the case study analyzed in this article demonstrates the importance of the consistency of vision, which makes it possible to integrate target consumers, product development, and dealership management. In the world of premium cars, as is the case in other sectors of the luxury industry, the role of dealers extends beyond selling goods; dealers are also places to offer services with high experience value (see the upper-right quadrant in Figure 2). Moreover, this study has demonstrated that scholars should not approach the competitiveness of automobile companies in the global market at the beginning of the twenty-first century from a perspective that places excessive emphasis on product development (e.g. hybrid and electric vehicles, autonomous cars) and production systems (e.g. global value chains and producer-suppliers system); see, for example, the recent collection of essays edited by Covarrubias & Ramirez Perez (2020). Research should focus more on brand management, including portfolio organization and dealer networks, and integrate this dimension with product development and production technology in a systematic model, in order to obtain an adequate view of the conditions of global competition.

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学 会 消 息

(令和3年4月1日～令和4年3月31日)

人 事 異 動

関絵里香教授（理論分析講座）は、令和3年5月31日付けをもって本研究科を退職した。

宋娟貞助教（政策分析講座）は、令和3年7月31日付けをもって本研究科を退職した。

大西匡光教授（ビジネス講座）は、令和4年3月31日付けをもって本研究科を定年退職し、大和大学政治経済学部教授となった。

山田昌弘准教授（経営情報講座）は、令和4年3月31日付けをもって本研究科を退職し、東京理科大学経営学部准教授となった。

尾立唯生講師（モデル解析講座）は、令和4年3月31日付けをもって本研究科を退職した。

研 究 交 流

安田洋祐准教授は、リスボン大学ISEGにて国際強化Aにかかる研究を行うため、ポルトガル共和国へ出張を命ぜられ、2021年4月1日に出発し、2022年9月に帰国予定。

勝又壮太郎准教授は、メリーランド大学にて市場創造に関する研究を行うため、アメリカ合衆国へ出張を命ぜられ、2021年8月7日に出発し、2022年8月に帰国予定。

学会・講演会行事

恒例の経済学会講演会が、下記のとおり開催された。

日時 令和3年11月26日

場所 法経講義棟5番教室

講師 一橋大学大学院経済学研究科教授 友部謙一氏

演題 感染症の日本経済史：人口移動・市場・世帯の観点から

OFC講演会が、下記のとおり開催された。

第63回 令和3年6月11日 オンライン

「命を大切に作る社会を目指して

－大阪大学社会ソリューションイニシアティブ（SSI）の理念と活動－」

大阪大学大学院経済学研究科 教授 堂目卓生氏

第64回 令和3年10月15日 阪急グランドビル

「街の中、暮らしの中の経済学」

大阪大学大学院経済学研究科 講師 新田啓之氏

寄附講義が、下記のとおり開催された。

令和3年度春夏学期 特殊講義「財政・金融と関西経済の現状等」

会場：大阪大学豊中キャンパス法経講義棟3階5番教室・オンライン

日時：毎週金曜日第2時限（10時30分～12時00分）

第1回 令和3年4月8日

「オリエンテーション（財務局が担う役割）」

財務省 近畿財務局 総務部次長 花田一夫氏

第2回 令和3年4月16日

「地域金融機関と監督行政」

財務省 近畿財務局 金融監督官 原崇氏

第3回 令和3年4月23日

「我が国の税制の現状等」

財務省 主税局 総務課 課長補佐 松本篤人氏

第4回 令和3年5月7日

「国有財産行政」

財務省 近畿財務局 管財部次長 上乘弘樹氏

- 第5回 令和3年5月14日
「最近の経済情勢について」
財務省 近畿財務局 経済調査課長 永山孝明氏
- 第6回 令和3年5月21日
「我が国の財政の現状」
財務省 近畿財務局 近畿財務局長 奥達雄氏
- 第7回 令和3年5月28日
「国際金融」
財務省 大臣官房総合政策課 課長補佐 古市庸平氏
- 第8回 令和3年6月4日
「証券業務等と監督行政」
財務省 近畿財務局 金融監督官 西方正弘氏
- 第9回 令和3年6月11日
「証券取引監視業務」
財務省 近畿財務局 証券取引等監視官 巾田由則氏
- 第10回 令和3年6月18日
「税務行政の現状と課題」
大阪国税局 課税第一部長 山本学氏
- 第11回 令和3年6月25日
「国債管理政策」
財務省 理財局 国債企画課 課長補佐 山崎寛一氏
- 第12回 令和3年7月2日
「我が国の金融商品取引所市場について」
株式会社大阪取引所 金融リテラシーサポート部 調査役 玉岡真一氏
- 第13回 令和3年7月9日
「雇用失業情勢と働き方改革」
厚生労働省 大阪労働局 局長 木暮康二氏
- 第14回 令和3年7月16日
「中央銀行業務と金融政策運営」
日本銀行 大阪支店 営業課長 山田哲也氏
- 第15回 令和3年7月30日
「金融リテラシー・まとめ」
財務省 近畿財務局 金融調整官 島田佳樹氏

令和3年度春夏学期 特殊講義「アセットマネジメントの理論と実務」

会場：大阪大学豊中キャンパス法経講義棟3階5番教室・オンライン

日時：毎週水曜日第3時限（13時30分～15時00分）

第1回 令和3年4月14日

「投資資産（株式、債券）のリスクとリターン」

イボットソン・アソシエイツ・ジャパン(株) 取締役会長 山口勝業 氏

第2回 令和3年4月21日

「アセットアロケーションと分散投資」

前ノーザン・トラスト・グローバル・インベストメンツ(株)

アドバイザリィ・ボード・メンバー 山田正次 氏

第3回 令和3年4月28日

「ヘッジファンド」

あいざわアセットマネジメント(株) 代表取締役社長 白木信一郎 氏

第4回 令和3年5月12日

「PE（プライベート・エクイティ）投資」

ティーキャピタルパートナーズ(株) 取締役社長

マネージング・パートナー 佐々木康二 氏

第5回 令和3年5月19日

「REIT、不動産証券化商品」

三菱商事UBS・REALTY(株) 元代表取締役副社長 向井稔 氏

第6回 令和3年5月26日

「社会的責任投資（ESG投資）」

三井住友トラスト・アセットマネジメント(株)

シニアファンドマネージャー 杉原邦幸 氏

第7回 令和3年6月2日

「投資資産の種類とグローバル・マーケットの動向」

アセットマネジメントOne(株) 運用本部 調査グループ

チーフエコノミスト 小出晃三 氏

第8回 令和3年6月9日

「金融商品取引法とアセットマネジメント」

アセットマネジメントOne(株) 執行役員リスク管理本部長 村岡佳紀 氏

第9回 令和3年6月16日

「ファンドマネージャー・アナリストの業務」

TMインベストメント(株) 代表取締役 水野隆秀 氏

- 第10回 令和3年6月23日
「自主規制とコード」
日本投資顧問業協会 副会長 岡田則之 氏
- 第11回 令和3年6月30日
「株主によるガバナンスと企業行動・企業価値」
(株)日本投資環境研究所 SRコンサルティング部 シニアコンサルタント 加藤栄治 氏
- 第12回 令和3年7月7日
「金融デリバティブ取引」
Tokio Marine Asset Management (USA), Ltd. CEO&CIO 河西洋文 氏
- 第13回 令和3年7月14日
「投資信託」
シンクタンク・ソフィアバンク 代表 藤沢久美 氏
- 第14回 令和3年7月21日
「日本の年金とアセットアロケーション」
システム2(株) 代表取締役 (大阪ガス(株)前財務部担当部長) 石田英和 氏
- 第15回 令和3年7月28日
「アセットマネジメント・ビジネス」
PIMCO シニアアドバイザー
(ピムコジャパンリミテッド 前取締役兼最高経営責任者 (CEO)) 松井昭憲 氏

◇教員が、2021 年度に発表した著書および論文、研究報告等と、受け又は任ぜられた学位、学術賞、学外活動は、下記のとおりである。

鳩澤 歩

[著書]

『社会経済史学事典』, 丸善出版, 2021 年 6 月 30 日, 分担共著, 社会経済史学会・馬場哲 編

『ナチスと鉄道』, NHK 出版新書, 2021 年 10 月 10 日

『グラフィック経営史』, 新生社, 2022 年 3 月 28 日, 分担共著, 佐々木聡 編

[研究報告・研究発表]

「共通論題コメント 日独比較の視点で ナチス・ドイツ期鉄道輸送との対比で」, 鉄道史学会全国大会, 2021 年 11 月 28 日, オンライン

[学外活動]

企業家研究フォーラム 幹事 フォーラム賞選考委員 任命権者・企業家研究フォーラム学会長 2006 年 4 月－(継続)

関西学院大学商学部 非常勤講師 任命権者・関西学院大学学長 2007 年 4 月－(継続)

公益法人財団寺西育英会 監事 任命権者・公益法人財団寺西育英会理事長 2011 年 4 月－(継続)

同志社大学商学部 非常勤講師 任命権者・同志社大学学長 2014 年 4 月－(継続)

社会経済史学会 理事 編集委員 任命権者・社会経済史学会代表理事 2014 年 12 月－(継続)

鉄道史学会 理事 任命権者・鉄道史学会長 2021 年 4 月－

Benjamin Michel Claude Poignard

[査読付き論文]

“Post-selection inference with HSIC-Lasso,” International Conference on Machine Learning (ICML 2021), Proceedings of Machine Learning Research, vol. 139, pp. 3439-3448, July 2021, Tobias Freidling, Benjamin Poignard, Makoto Yamada, Héctor Climente

“Feature screening with kernel knockoffs,” International Conference on Artificial Intelligence and Statistics (AISTATS2022), Proceedings of Machine Learning Research, March 2022, Benjamin Poignard, Peter Naylor, Héctor Climente, Makoto Yamada

[研究報告・研究発表]

“Estimation of High Dimensional Vector Autoregression via Sparse Precision Matrix,” 数理・データ科学セミナー 金融・保険セミナーシリーズ 第 122 回, 2021 年 6 月 17 日, 大阪大学 (オンライン)

“An overview of screening methods for feature selection,” Statistics summer seminar, 2021 年 8 月 7 日, 日本 (オンライン)

“Sparse Factor Models: Asymptotic Properties,” Ecodep Conference 2021, 2021 年 9 月 16 日, フランス (オンライン)

“Sparse M-estimator in semi-parametric copula models,” 中之島オンラインワークショップ「金融工学・数理計量ファイナンスの諸問題 2021」, 2021 年 12 月 2 日, 大阪大学 (オンライン)

“Sparse Factor Models: Asymptotic Properties,” CFE-CMStatistics 2021 Conference, 2021 年 12 月 21 日, イギリス (オンライン)

“Feature screening and knockoff filtering,” 京都大学大学院情報学研究科セミナー, 2022 年 3 月 4 日, 京都大学 (対面)

“Sparse M-estimator in semi-parametric copula models,” 統計的機械学習セミナー, 2022 年 3 月 17 日, 統計数理研究所 (対面)

“Feature screening with kernel knockoffs,” AISTATS 2022 Conference, 2022 年 3 月 28 日, スペイン (オンライン)

[学外活動]

Visiting Scientist, Riken AIP 任命権者・Riken AIP 2019 年 6 月 1 日 - (継続)

堂目 卓生

[著書]

『規範としての民主主義・市場原理・科学技術：現代のリベラルアーツを考える』, 東京大学出版会, 2021 年 10 月 25 日, 分担共著, 藤山知彦

『人の資本主義』, 東京大学出版会, 2021 年 10 月 29 日, 分担共著, 中島隆博

[研究報告・研究発表]

「共感社会をもとめて－経済学がたどってきた道」, ナレッジ・フォーラム, 2021 年 4 月 11 日, オンライン

「経済学と人間学－歴史的考察」, 神戸大学 V.School サロン, 2021 年 5 月 20 日, 神戸大学

「共感資本主義を求めて－アダム・スミス以後の系譜に学ぶ」, 新鋭経営会, 2021 年 7 月 10 日, ナレッジキャピタル

「共感資本主義への道」, Camp NIDOM 21, 2021 年 9 月 8 日, オンライン

「目指すべき社会を考える－アダム・スミスを起点にして」, 西園寺塾, 2021 年 10 月 23 日, 立命館大学 (東京オフィス)

「目指すべき社会を考える－アダム・スミスを起点にして」, 関西経済連合会, 2021 年 10 月 27 日, 関西経済連合会

「開かれた社会を目指して－共感資本主義への道」, 経済同友会, 2021 年 12 月 10 日, 日本工業会館

「『人類文明と経済』の過去・現在・未来－共感資本主義を目指して」, PHP 研究会, 2022 年 2 月 10 日, オンライン

「共感資本主義－新しい時代に目指すべき社会」, 日本経済研究センター・セミナー, 2022 年 2 月 17 日, オンライン

[学外活動]

経済学史学会 幹事 任命権者・経済学史学会代表幹事 2021 年 4 月 1 日 -

福重 元嗣

[論文]

“Formal and informal support and the performance of new start-ups: a quantile regression analysis,” SN Business & Economics, Vol. 1, No. 9, September 2021, with Tomohiro Sakai

“Favourite-longshot biases in a pari-mutuel system without cross arbitrage,” Economics Bulletin, Vol. 42, Issue 1, pp. 203-207, February 2022, with Kazuki Okamoto

[学外活動]

日本学術会議 連携会員 任命権者・日本学術会議 2014 年 10 月 1 日 - (継続)

福田 祐一

[学外活動]

Associate Editor, Asia-Pacific Financial Markets 任命権者・日本金融・証券計量・工学会 2012 年 5 月 - (継続)

開本 浩矢

[解説]

「心理的資本を知る」, 日本政策金融公庫調査月報: 中小企業の今とこれから, 2021 No. 156, pp. 36-41, 2021 年 9 月

[論文]

「定年後再雇用に伴う各種変化と内発的モチベーションの関係性」『Discussion Papers In Economics And Business』No. 21-11, 2021 年 8 月, 石塚修司, 関根浩一, 角地信太郎, 上山真実, 開本浩矢

「進路選択における自己効力感、ソーシャルスキル、感情知性の関係 — コロナ禍での大学生調査をもとに —」『大阪大学経済学』第 71 巻 4 号 1-14 頁, 2022 年 3 月, 町田尚史, 開本浩矢

[研究報告・研究発表]

“Ethnography of saké-making in a traditional Japanese saké brewery (伝統的日本酒メーカーにおける日本酒造りのエスノグラフィー),” the EGOS 2021 Colloquium, 2021 年 7 月 9 日, Vrije Universiteit Amsterdam, 宮川新平, Thiij Willem, 開本浩矢

「上司行動が従業員のリテンションと職場内外での行動に与える影響」, 日本労務学会第 51 回全国大会, 2021 年 7 月 18 日, 神戸大学 (オンライン), 高階利徳・開本浩矢

「進路選択自己効力感についての考察—進路選択自己効力感、ソーシャルスキル、EI の関係—」, 日本キャリア教育学会第 43 回研究大会, 2021 年 11 月 7 日, 金沢工業大学 (オンライン), 町田尚史, 開本浩矢

[学外活動]

日本労務学会 理事 任命権者・日本労務学会会長 2017 年 7 月 15 日 - 2021 年 7 月 18 日

日本学術会議 連携会員 任命権者・日本学術会議会長 2017 年 10 月 1 日 - (継続)

廣田 誠

[著書]

『新版 八尾市史 近代・現代史料編』, 八尾市, 2021 年 7 月 20 日, 分担共著, 飯塚一幸, 河島真

[書評]

「井田泰人編著『鉄道と商業』」『交通史研究』第 98 巻, 2021 年 5 月

[研究報告・研究発表]

「戦後の兵庫県淡路地域における量販店企業家西岡茂の足跡」, 企業家研究フォーラム 2021 年度冬季部会大会, 2021 年 12 月 18 日, オンライン

[学外活動]

市場史研究会 事務局世話人 任命権者・市場史研究会代表 2000 年 7 月 1 日 - (継続)

関西学院大学商学部 非常勤講師「商業史」「商業史各論」2002 年 4 月 1 日 - (継続)

神戸女学院大学人間科学部 非常勤講師「食糧経済学」2002 年 4 月 1 日 - (継続)

『山口県史』現代 専門委員 任命権者・山口県知事 2008 年 4 月 1 日 - 2022 年 3 月 31 日

社会経済史学会 評議員 任命権者・社会経済史学会代表理事 2012 年 12 月 1 日 - (継続)

『経済史研究』(大阪経済大学日本経済史研究所) 編集委員 任命権者・大阪経済大学日本経済史研究所所長 2014 年 3 月 1 日 - (継続)

八尾市史専門部会 部会員 (近現代部会) 任命権者・八尾市長 2015 年 4 月 1 日 - (継続)

企業家研究フォーラム 理事 任命権者・企業家研究フォーラム会長 2015 年 7 月 18 日 - (継続)

阪和育英会 理事 任命権者・阪和育英会理事長 2016 年 7 月 1 日 - (継続)

経営史学会 常任理事 任命権者・経営史学会会長 2018 年 9 月 29 日 - (継続)

鉄道史学会 理事 任命権者・鉄道史学会会長 2018 年 11 月 18 日 - (継続)

放送大学大阪学習センター 客員教授 任命権者・放送大学大阪学習センター所長 2019 年 4 月 1 日 - (継続)

石黒 真吾

[論文]

“Moral Hazard and Subjective Evaluation,” SSRN Working Paper, May 2021, Yosuke Yasuda

[研究報告・研究発表]

“Relational Contracts and Savings,” Australian Economic Theory Workshop 2021, November 19, 2021, Online

“Relational Contracts and Hierarchy,” The Osaka Workshop on Economics of Institutions and Organizations, December 17, 2021, Online

[学外活動]

Japanese Economic Review 共同編集委員 任命権者・Japanese Economic Review 責任編集者 2012 年 3 月 - (継続)

祝迫 達郎

[学外活動]

Associate Editor, Economic Modelling 任命権者・Economic Modelling, Editor 2020 年 4 月 21 日 - (継続)

笠原 晃恭

[論文]

“Family firms’ dividend policies: Evidence from a Japanese tax reform,” Finance Research Letters, 102199, June 2021, Masanori Orihara

「日本市場における Post-Earnings Announcement Drift と流動性の分析」『Discussion Papers In Economics And Business』No.21-25, 2022 年 1 月, Xin Zhong

[研究報告・研究発表]

「日本市場における Post-Earnings Announcement Drift と流動性の分析」, 日本ファイナンス学会 第 3 回秋季研究大会, 2021 年 11 月 20 日, オンライン

「日本市場における Post-Earnings Announcement Drift と流動性の分析」, Waseda Organizational and Financial Economics Seminar, 2021 年 12 月 6 日, オンライン

加藤 隼人

[論文]

“The Resilience of FDI to Natural Disasters through Industrial Linkages,” RIETI Discussion Paper Series, 21-E-044, pp.1-54, June 2021, Toshihiro Okubo, Hayato Kato

“Economic Integration and Agglomeration of Multinational Production with Transfer Pricing,” International Economic Review, 2022, Hirofumi Okoshi, Hayato Kato

[研究報告・研究発表]

“Economic Integration and Agglomeration of Multinational Production with Transfer Pricing,” North American Summer Meeting of the Econometric Society, June 21, 2021, Université du Québec à Montréal

“Economic Integration and Agglomeration of Multinational Production with Transfer Pricing,” Asian

Meeting of the Econometric Society, June 25, 2021, Curtin University, Malaysia

“Economic Integration and Agglomeration of Multinational Production with Transfer Pricing,” China Meeting of the Econometric Society, July 1, 2021, ShanghaiTech University

“The Resilience of FDI to Natural Disasters through Industrial Linkages,” Summer Cooling Workshop, August 28, 2021, 神戸大学

“The Resilience of FDI to Natural Disasters through Industrial Linkages,” European Winter Meeting of the Econometric Society, December 14, 2021, Universitat de Barcelona School of Economics

[学術賞]

大阪大学賞 若手教員部門 大阪大学 2021 年 10 月

勝又 壮太郎

[論文]

“High-end luxury wine demand and income inequality,” International Journal of Wine Business Research, Vol. 34 No. 1, pp. 112-132, November 2021, Pierre-Yves Donzé

“National Culture and Culinary Exploration: Japan Evidence of Heterogenous Moderating Roles of Social Facilitation,” Frontiers in Psychology, Vol. 12, November 2021, Bin Liu, Yang Wang, Yulei Li, Wei Gao, Xi Li

“Changes in the use of mobile devices during the crisis: Immediate response to the COVID-19 pandemic,” Computers in Human Behavior Reports, Vol. 5, March 2022, Takeyasu Ichikohji, Satoshi Nakano, Shinichi Yamaguchi, Fumihiko Ikuine

「デザインをとりまく社会変容の定量分析：アイデンティティとイメージの観点から」『組織科学』 vol.55, No.3, 2022 年 3 月, 多田伶, 金勝鎮

「覇権・成熟・成長期におけるコミュニケーションプラットフォームの競争戦略」『組織科学』 vol.55, No.3, 2022 年 3 月, 一小路武安, 中野暁, 山口真一, 生稲史彦

[学外活動]

行動計量学会 和文誌編集委員 任命権者・日本行動計量学会 2015 年 5 月 25 日－（継続）

日本消費者行動研究学会 幹事 任命権者・日本消費者行動研究学会 2018 年 4 月 1 日－（継続）

日本マーケティング学会 ジャーナル編集委員 任命権者・日本マーケティング学会 2019 年 4 月 1 日－（継続）

日本マーケティング・サイエンス学会 理事 任命権者・日本マーケティング・サイエンス学会 2019 年 7 月 1 日－（継続）

組織学会「組織科学」シニアエディター 任命権者・組織学会 2019 年 10 月 1 日－（継続）

葛城 政明

[論文]

“Does Social Ontology redeem Economic Methodology?,” Communications in Economics and Mathematical Sciences, Vol. 1, pp. 117-125, March 2022

松村 真宏

[著書]

『松村式 子育て仕掛学』, 主婦の友社, 2021 年 9 月

“Advances in Artificial Intelligence, Selected Papers from the Annual Conference of Japanese Society of Artificial Intelligence,,” Springer, 2021, Katsutoshi Yada Daisuke Katagami Yasufumi Takama Takayuki

ItoAkinori AbeEri Sato-ShimokawaraJunichiro MoriNaohiro MatsumuraHisashi Kashima (Eds.)

[研究報告・研究発表]

「思わせぶりなメッセージによる万引き防止の試み」, 第12回仕掛学研究会, 2022年2月19日, 大阪大学

「コーヒーマルが人のコミュニケーションに及ぼす影響」, 第12回仕掛学研究会, 2022年2月19日, 大阪大学

「紙コップを用いた意見表明とコミュニケーション促進の仕掛け」, 第12回仕掛学研究会, 2022年2月19日, 大阪大学

「パブリックディスプレイに対する通行人の関与プロセス」, 第12回仕掛学研究会, 2022年2月19日, 大阪大学

「指差しを模したオブジェがポスターの視認率に与える影響」, 第12回仕掛学研究会, 2022年2月19日, 大阪大学

「手漕ぎボート@中山池による自然環境のランドマーク化」, 第12回仕掛学研究会, 2022年2月19日, 大阪大学

[その他]

愛知県常滑警察署長 感謝状 2022年1月6日

[学外活動]

人工知能学会 理事 任命権者・人工知能学会 2020年6月1日 - (継続)

三輪 一統

[論文]

「会計情報と報酬契約の関係を巡る理論と実験の乖離：説明の根拠を巡って」『同志社商学』Vol.73, No.1, pp.63-96, 2021年6月, 田口聡志, 椎葉淳, 三輪一統, 村上裕太郎

村宮 克彦

[著書]

『Pythonによるビジネスデータサイエンス4：ファイナンスデータ分析』, 朝倉書店, 2022年3月, 分担共著, 岡田克彦 (編)

[研究報告・研究発表]

「エンタープライズ・レベルのリターンの変動要因」, 第1回「企業会計」カンファレンス, 2021年9月3日, 中央経済社 (オンライン), 村宮克彦・椎葉淳

「連続取引モデルの下で推計された私的情報確率の比較：実証会計イベントスタディで使用するべきPINはどれか?」, 日本会計研究学会第80回大会, 2021年9月10日, 九州大学(オンライン), 竹原均・村宮克彦

「情報リスク指標としてのPIN, APIN, GPINの比較分析」, 日本経営財務研究学会第45回全国大会, 2021年9月17日, 名古屋大学 (オンライン), 竹原均・村宮克彦

[学外活動]

行動経済学会 監事 任命権者・行動経済学会 2017年12月 - (継続)

日本経営財務研究学会 評議員 任命権者・日本経営財務研究学会 2019年9月 - (継続)

行動経済学会 学会誌編集委員 任命権者・行動経済学会 2019年11月 - (継続)

Accounting Letters, Associate Editor, 任命権者・日本経済会計学会 2020年4月 - (継続)

日本経営財務研究学会 学会誌編集委員 任命権者・日本経営財務研究学会 2021年1月 - (継続)

日本経済会計学会 学会誌「現代ディスクロージャー研究」編集委員 任命権者・日本経済会計

学会 2021 年 4 月 -

日本経済会計学会 理事 任命権者・日本経済会計学会 2021 年 4 月 -

西原 理

[論文]

“Preemptive competition between two firms with different discount rates ” Managerial and Decision Economics, Vol.42, No.3, pp.675-687, April 2021

“FINANCING AND INVESTMENT STRATEGIES UNDER CREDITOR-MAXIMIZED LIQUIDATION,” International Journal of Theoretical and Applied Finance, Vol. 24, No.3, 2150013, May 2021, Michi NISHIHARA, Takashi SHIBATA

“Corporate investment, financing, and exit model with an earnings-based borrowing constraint,” Discussion Papers In Economics And Business, No.21-13, September 2021, Michi NISHIHARA, Takashi SHIBATA, Chuanqian ZHANG

“Optimal capital structure and simultaneous bankruptcy of firms in corporate networks,” Journal of Economic Dynamics and Control, Vol.133, 104264, December 2021, Michi NISHIHARA, Takashi SHIBATA

[研究報告・研究発表]

“Project sustainability from a real options perspective,” 京都大学数理解析研究所研究集会「ファイナンスの数理解析とその応用」, 2021 年 9 月 10 日, オンライン

“Corporate investment, financing, and exit decisions with an earnings-based borrowing constraint,” 日本オペレーションズ・リサーチ学会 2021 年秋季研究発表会, 2021 年 9 月 17 日, オンライン, 西原理, 芝田隆志, Chuanqian ZHANG

[学外活動]

日本オペレーションズ・リサーチ学会関西支部 運営委員 任命権者・日本オペレーションズ・リサーチ学会関西支部長 2019 年 4 月 1 日 - (継続)

西村 幸浩

[論文]

“Taxing Multinationals: The Scope for Enforcement Cooperation,” Journal of Public Economic Theory, Vol. 23, No. 3, pp.487-509, June 2021, with Jean Hindriks

“Why Minimum Corporate Income Taxation Can Make the High-Tax Countries Worse off: the Compliance Dilemma,” Discussion Papers In Economics And Business, No.21-10, July 2021, with Jean Hindriks

“Electoral Commitment in Asymmetric Tax-competition Models,” Discussion Papers In Economics And Business, No.20-21-Rev., July 2021, with Kimiko Terai

“Old Age or Dependence: Which Social Insurance?,” Journal of Public Economic Theory, online, January 2022, with Pierre Pestieau

“Taxing mobile and overconfident top earners,” Discussion Papers In Economics And Business, No.21-26, February 2022, with Andreas Haufler

“The Compliance Dilemma of the Global Minimum Tax,” LIDAM Discussion Paper CORE, No.2022-13, March 2022, with Jean Hindriks

“Taxing mobile and overconfident top earners,” International Tax and Public Finance, 2022, with Andreas Haufler, online

[研究報告・研究発表]

“Minimum Tax Standards for International Corporate Taxation and Tax Enforcement,” 2021 Meeting of International Institute of Public Finance, August 18, 2021, online (organized by the University of Iceland)

“Electoral Commitment in Asymmetric Tax-competition Models,” 2021 Meeting of International Institute of Public Finance, August 20, 2021, online (organized by the University of Iceland)

“Taxing mobile and overconfident top earners,” Money and Macro Seminar, National Taiwan University, March 3, 2022, online (organized by National Taiwan University)

[学外活動]

International Institute of Public Finance, Board of Management 任命権者・President of International Institute of Public Finance 2016年8月12日－（継続）

日本財政学会 理事 任命権者・日本財政学会理事長 2017年4月－（継続）

国家公務員採用総合職試験経済区分記述式試験 専門委員 任命権者・人事院 2019年11月－（継続）

International Institute of Public Finance, Scientific Committee for the 77th Annual Meeting 任命権者・Chair of the Scientific Committee of International Institute of Public Finance 2020年10月1日－2021年8月20日

日本財政学会 第78回大会プログラム委員 任命権者・日本財政学会第78回大会プログラム委員長 2020年12月1日－2021年10月24日

2022 Symposium of Public Economics, organizer 任命権者・西村幸浩 2021年3月27日－（継続）

西脇 雅人

[研究報告・研究発表]

“How does Vertical Integration Affect Incentive to Collude? The Cement Cartel in the Chugoku Region, Japan,” 産業労働ワークショップ, 2021年6月29日, 一橋大学

“How does Vertical Integration Affect Incentive to Collude? The Cement Cartel in the Chugoku Region, Japan,” 応用ミクロ経済学セミナー, 2021年12月17日, 京都大学

[学外活動]

公正取引委員会 客員研究員 任命権者・公正取引委員会 2020年4月1日－（継続）

デロイトトーマツファイナンシャルアドバイザー合同会社 アドバイザー 任命権者・デロイトトーマツファイナンシャルアドバイザー合同会社 2020年6月15日－（継続）

新田 啓之

[研究報告・研究発表]

「街の中の、暮らしの中の経済学」, OFC講演会, 2021年10月15日, 阪急グランドビル26階会議室5・6号室

延岡 健太郎

[論文]

「アイデアを価値化する：アート思考のものづくり」『海外投融資（海外投融資情報財団）』2021.7号, 2021年7月

「キリンビール：クラフトビールのプラットフォーム『タップマルシェ』」『一橋ビジネスレビュー』69巻2号142-159頁, 2021年9月, 延岡健太郎, 青島矢一

[研究報告・研究発表]

「アート思考のものづくり」, 立命館大学 革新的意味創出研究会, 2021年4月16日, オンラ

イン

「アート思考のもののづくり：SEDAモデルとマツダ・魂動デザイン」, 東京大学 ものづくり経営研究コンソーシアム定例会議, 2021年5月21日, オンライン

「アート思考のもののづくり ～マツダ・魂動デザインとSEDAモデル～」, 慶應大学 慶應丸の内シティキャンパス『夕学五十講』, 2021年5月27日, 丸ビルホール 丸ビル

「アート思考のもののづくり：SEDAモデルとマツダ・魂動デザイン」, 早稲田大学 イノベーション研究部会/ものづくり部 共催講演会, 2021年8月25日, オンライン

[学外活動]

日本アビオニクス株式会社 社外取締役 任命権者・株主総会 2018年10月1日－(継続)

日清紡プレーキ株式会社 社外取締役 任命権者・株主総会 2018年10月1日－(継続)

大西 匡光

[論文]

“Discrete-time optimal execution under a generalized price impact model with markovian exogenous orders,” International Journal of Theoretical and Applied Finance, Vol.24, No.5, 2150025, August 2021, Masaaki Fukasawa, Masamitsu Ohnishi, Makoto Shimoshimizu

“Optimal pair-trade execution with generalized cross-impact,” Asia-Pacific Financial Markets, online, September 2021, Masamitsu Ohnishi, Makoto Shimoshimizu

“Optimal execution under a generalized price impact model with Markovian exogenous orders in a continuous-time setting,” Research Institute for Mathematical Sciences (RIMS) Kokyuroku, Vol.2207, pp.1-22, December 2021, Masaaki Fukasawa, Masamitsu Ohnishi, Makoto Shimoshimizu

[研究報告・研究発表]

“Optimal pair-trade execution with generalized cross-impact,” 31st European Conference on Operational Research (EURO 2021), July 2021, Athens, Greece(online)

“Optimal execution strategies with generalized price impacts in a continuous-time setting,” IFORS 2021, August 2021, Seoul, Korea (online)

“Optimal execution strategies with generalized price impacts in a continuous-time setting,” 京都大学数理解析研究所研究集会「ファイナンスの数理解析とその応用」, 2021年9月, オンライン

“Market impact game in a Markovian environment,” 日本ファイナンス学会第3回秋季研究大会, 2021年11月, オンライン

“Execution game in a Markovian environment,” 2021 KAFE-SKKU International Conference on Finance, December 2021, online

“Execution game in a Markovian environment,” 第56回(2022年度冬季)ジャフイー大会, 2022年1月, オンライン

“Execution game in a Markovian environment,” ゲーム理論ワークショップ2022, 2022年3月, 京都大学(ハイブリッド)

“Execution game in a Markovian environment,” 日本オペレーションズ・リサーチ学会2022年春季研究発表会, 2022年3月, オンライン

[学外活動]

日本オペレーションズ・リサーチ学会関西支部 運営委員 任命権者・日本オペレーションズ・リサーチ学会関西支部 2001年3月－(継続)

日本オペレーションズ・リサーチ学会 フェロー 任命権者・日本オペレーションズ・リサーチ学会 2007年3月－(継続)

恩地 一樹

[論文]

"Taxes, corporate takeovers, and step transactions," Discussion papers in Economics and Business, No.21-16, October 2021, with Roger H Gordon

[研究報告・研究発表]

「M&Aは税制に左右されるか：「お見合いモデル」を用いた計量分析」, 第六回大阪大学豊中地区研究交流会, 2021年12月21日, 大阪大学

[学外活動]

日本経済学会 学会プログラム委員 任命権者・日本経済学会 2021年8月1日 -

小野 哲生

[論文]

"Political Economy of Taxation, Debt Ceilings, and Growth," European Journal of Political Economy, Vol. 68, 101966, June 2021, co-author with Yuki Uchida

"Public Debt Rule Breaking by Time-inconsistent Voters," European Journal of Political Economy, Vol. 69, 102010, September 2021, co-author with Ryo Arawatari

"Generational Conflict and Education Politics: Implications for Growth and Welfare," Journal of Macroeconomics, Vol. 69, 103315, September 2021, co-author with Yuki Uchida

太田 亘

[研究報告・研究発表]

「証券市場における流動性の短期間周期性」, 日本ファイナンス学会第29回大会, 2021年6月, オンライン

「証券市場における流動性の日中パターンの変化に関する分析」, 日本ファイナンス学会第3回秋季研究大会, 2021年11月, オンライン

大竹 文雄

[著書]

『あなたを変える行動経済学：よりよい意思決定・行動をめざして』, 東京書籍, 2022年1月24日

[論文]

「ワクチン接種の後押し：自律的な意思決定を阻害しないナッジ・メッセージを目指して」『RIETI Discussion Paper Series』21-J-023, 2021年4月, 佐々木周作, 齊藤智也, 大竹文雄

"Reciprocal and prosocial tendencies cultivated by childhood school experiences: School uniforms and the related economic and political factors in Japan," International Journal of Educational Development, Vol.83, 102396, May 2021, Sun Youn Lee, Takahiro Ito, Kohei Kubota, Fumio Ohtake

"Oxytocin-Trust Link in Oxytocin-Sensitive Participants and Those Without Autistic Traits," Frontiers in Neuroscience, No.15, May 2021, Hirofumi Kurokawa, Yusuke Kinari, Hiroko Okudaira, Kiyotaka Tsubouchi, Yoshimichi Sai, Mitsuru Kikuchi, Haruhiro Higashida, Fumio Ohtake

"Firm-specific human capital in different market conditions: evidence from the Japanese football league," Japan and the World Economy, Vol.58, 101068, June 2021, Eiji Yamamura, Fumio Ohtake

"Effective but fragile? Responses to repeated nudge-based messages for preventing the spread of COVID-19 infection," The Japanese Economic Review, online, June 2021, Shusaku Sasaki, Hirofumi

Kurokawa, Fumio Ohtake

“An analysis of altruistic and selfish motivations underlying hometown tax donations in Japan,” *The Japanese Economic Review*, online, June 2021, Eiji Yamamura, Yoshiro Tsutsui, Fumio Ohtake

“An experimental comparison of rebate and matching in charitable giving: The case of Japan,” *The Japanese Economic Review*, online, August 2021, Shusaku Sasaki, Hirofumi Kurokawa, Fumio Ohtake

「緊急事態宣言は誰の働き方を変えたか」『Discussion Papers In Economics And Business』No.21-12, 2021 年 9 月, 大竹文雄, 加藤大貴

「日本の高齢者の行動経済学的特性」『生命保険論集』第 216 号, pp.171-192, 2021 年 9 月, 佐々木周作, 大竹文雄

“Impact of Temporary School Closure Due to COVID-19 on the Academic Achievement of Elementary School Students,” *Discussion Papers In Economics And Business*, No.21-14, September 2021, Shinsuke Asakawa, Fumio Ohtake

“Can nudges save lives?,” *The Japanese Economic Review*, online, September 2021

“Proactive Engagement of the Expert Meeting in Managing the Early Phase of the COVID-19 Epidemic, Japan, February–June 2020,” *Emerging Infectious Diseases*, Vol. 27, No. 10, October 2021, Tomoya Saito, Kaori Muto, Mikihito Tanaka, Nobuhiko Okabe, Hitoshi Oshitani, Satoshi Kamayachi, Yoshihiro Kawaoka, Akihiko Kawana, Motoi Suzuki, Kazuhiro Tateda, Hitomi Nakayama, Masaki Yoshida, Akifumi Imamura, Fumio Ohtake, Norio Ohmagari, Ken Osaka, Mitsuo Kaku, Tomimasa Sunagawa, Kazutoshi Nakashima, Hiroshi Nishiura, Koji Wada, Shigeru Omi, Takaji Wakita

“Nudges for COVID-19 voluntary vaccination: How to explain peer information?,” *Social Science & Medicine*, Vol.292, 114561, November 2021, Shusaku Sasaki, Tomoya Saito, Fumio Ohtake

「緊急事態宣言は誰の働き方を変えたか」樋口美雄／労働政策研究・研修機構 編『コロナ禍における個人と企業の変容—働き方・生活・格差と支援策』pp.171-192, 2021 年 11 月, 大竹文雄, 加藤大貴

“The Willingness to Pay for a Hypothetical Vaccine for the Coronavirus Disease 2019 (COVID-19),” *International Journal of Environmental Research and Public Health*, Vol. 18, No.23, 12450, November 2021, Yoshiro Tsutsui, Shosh Shahrabani, Eiji Yamamura, Ryohei Hayashi, Youki Kohsaka, Fumio Ohtake

“A message of the majority with scientific evidence encourages young people to show their prosocial nature in COVID-19 vaccination,” *Scientific Reports*, Vol. 11, No. 1, December 2021, Toshiko Tanaka, Tsuyoshi Nihonsugi, Fumio Ohtake, Masahiko Haruno

「ナッジは人を救えるか？」『現代経済学の潮流 2021』pp.3-36, 2021 年 12 月

[書評]

「心の回復に何が必要か 実証研究（『福島原発事故とこころの健康』岩崎敬子著 日本評論社）」『毎日新聞』2021 年 5 月 22 日朝刊, 2021 年 5 月

「「経済学」を超える 人間心理を探る（『最後通牒ゲームの謎』小林佳世子著 日本評論社）」『毎日新聞』2021 年 7 月 10 日朝刊, 2021 年 7 月

「低金利を招く金融機能の劣化（『バブルの経済理論』櫻川昌哉著 日本経済新聞出版）」『毎日新聞』2021 年 8 月 21 日朝刊, 2021 年 8 月

「生活全般へのプラスの影響実感（『経済学者が語るスポーツの力』佐々木勝著 有斐閣）」『毎日新聞』2021 年 11 月 6 日朝刊, 2021 年 11 月

「実験困難分野での信頼性革命に期待（『政治学と因果推論』松林哲也著 岩波書店）」『毎日新聞』2022 年 1 月 8 日朝刊, 2022 年 1 月

「最先端の研究から導く謎解き解説（『物価とは何か』渡辺努著 講談社選書メチエ）」『毎日新聞』

2022 年 2 月 19 日朝刊, 2022 年 2 月

[研究報告・研究発表]

「医療現場の行動経済学」, 日本頭頸部癌学会, 2021 年 6 月 18 日, グランドニッコー東京ベイ 舞浜

公衆衛生対策において経済学者が果たす役割「日本の新型コロナウイルス感染症対策への経済学の貢献」, 医療経済学会第 16 回研究大会, 2021 年 9 月 4 日, オンライン

[学外活動]

『行動経済学会誌』編集委員 任命権者・行動経済学会 2011 年 12 月 - (継続)

税制調査会 特別委員 任命権者・内閣府 2013 年 6 月 - (継続)

文部科学省 研究振興局 科学技術・学術審議会 臨時委員 任命権者・文部科学省 2015 年 8 月 - (継続)

日本学術会議 会員 任命権者・日本学術会議 2017 年 10 月 - (継続)

大阪市住まい公社経営監理会議 委員 任命権者・大阪市長 2017 年 4 月 - (継続)

行動経済学会 理事 任命権者・行動経済学会 2017 年 12 月 - (継続)

尼崎市学びと育ち研究所 所長 任命権者・尼崎市 2017 年 4 月 - (継続)

国土交通省 国土審議会 委員 任命権者・国土交通省 2019 年 3 月 - (継続)

新型インフルエンザ等対策推進会議 委員 任命権者・内閣官房 2021 年 4 月 -

大歳 達也

[会議報告・口頭発表]

“Flexible Updating of Attractors in Virtual Network Topology Control with Bayesian Attractor Model,” IEEE International Conference on Communications, pp. 1-6, June 2021, Tatsuya Otsoshi, Shin'ichi Arakawa, Masayuki Murata, Kai Wang, Takeo Hosomi, Toshiyuki Kanoh

“A Network and Computing Resource Management Method based on Population Prediction in Mobile Networks,” 12th International Conference on Network of the Future (NoF), pp. 1-8, October 2021, Kohei Shiimoto, Tatsuya Otsoshi, Masayuki Murata

“Cognitive-effect-based bit rate control to improve quality of experience for video streaming,” International Conference on Emerging Technologies for Communications (ICETC 2021) D4-3, December 2021, Sayaka Nishide, Daichi Kominami, Satoshi Nishimura, Tatsuya Otsoshi, Masaaki Kurozumi, Daiki Fukudome, Masao Yamamoto

“A Network and Computing Resource Management Method based on Population Prediction in Mobile Networks,” 12th International Conference on Network of the Future (NoF), pp. 1-8, January 2022, Natsumi Nishizawa, Tatsuya Otsoshi, Masayuki Murata

[研究報告・研究発表]

“Flexible Updating of Attractors in Virtual Network Topology Control with Bayesian Attractor Model,” ICC 2021 - IEEE International Conference on Communications, June 2021, online, Shin'ichi Arakawa, Masayuki Murata, Kai Wang, Takeo Hosomi, Toshiyuki Kanoh

[学外活動]

電子情報通信学会デジタルプラットフォーム技術特別研究専門委員会 幹事補佐 任命権者・電子情報通信学会 2019 年 4 月 - (継続)

大屋 幸輔

[論文]

“Bayesian inference for time varying partial adjustment model with application to intraday price discovery,” Discussion Papers In Economics And Business, Osaka University, No. 21-19, November 2021, Kenji Hatakenaka

[解説・総説]

「第7回 会計学と確率統計(1)」『企業会計』7月号, 2021年7月, 椎葉淳(共著者)

「第8回 会計学と確率統計(2)」『企業会計』8月号, 2021年8月, 椎葉淳(共著者)

「第9回 会計学と確率統計(3)」『企業会計』9月号, 2021年9月, 椎葉淳(共著者)

[研究報告・研究発表]

“Bayesian analysis of price discovery on time-varying partial adjustment model,” The 4th International Conference on Econometrics and Statistics (EcoSta2021), June 24, 2021, online, joint research with Kenji Hatakenaka, presentation by Kenji Hatakenaka

“Time varying partial adjustment model with application to intraday price discovery,” 計量経済学セミナー, 2022年3月16日, 京都大学経済研究所(オンライン, 畠中賢治氏との共同研究, 報告: 大屋)

Pierre-Yves Donzé

[著書]

『社会経済史学事典』, 丸善出版, 2021年6月, 分担共著

“Vendre l’Europe au monde : L’industrie globale du luxe des années 1980 à nos jours,” Alphil, November 2021

“Humans and Devices in Medical Contexts; Case Studies from Japan,” Springer, 2021, 分担共著

“Vers le haute de gamme made in France,” Histoire économique et financière de la France, 2021, 分担共著

[論文]

“Construire des hôpitaux fonctionnels dans les régions en voie d’industrialisation : collaboration entre les organisations internationales et les entreprises privées (1930-1970),” Monde(s), no. 21, pp. 99-115, 2021

“The Formation of a Technology-Based Fashion System, 1945–1990: The Sources of the Lost Competitiveness of Japanese Apparel Companies,” Enterprise & Society, vol. 22, no. 2, pp. 438-474, 2021, Pierre-Yves Donzé, Rika Fujioka

“The Development of the Automotive Industry in Post-Soviet Countries since 1991,” Eurasian Journal of Business and Management, vol. 9, no. 2, pp. 164-183, 2021, Sardor Tadjiev, Pierre-Yves Donzé

[研究報告・研究発表]

“The birth of medtech big business, 1960-2014,” 2nd World Congress on Business History, September 10, 2021, online

“Japanese investment in Africa since the 1970s – and the opportunities for consulting firms,” 2nd World Congress on Business History, September 11, 2021, online

“Adidas’ Fashionization: Transformation into a Global Sportswear and Fashion Business,” 2nd World Congress on Business History, September 11, 2021, online

“Capitalism and Global Health in Modern History,” Health, Body, and the Profit Motive: Medicine as a Business in History, November 19, 2021, online

[学外活動]

Associate editor, Journal of Evolutionary Studies in Business 任命権者・Editor in chief 2016年1月1

日 - (継続)

Member of the Council, the European Business History Association (EBHA) 任命権者・Elected by members 2016年1月1日 - (継続)

経営史学会 評議員 任命権者・経営史学会会長 2017年1月1日 - (継続)

Visiting Professor, University of Fribourg, Switzerland 任命権者・Dean of the Faculty of Letters 2017年2月1日 - (継続)

Member of the Program Committee, World Congress of Business History 任命権者・経営史学会会長 2020年1月1日 - (継続)

Co-editor, Business History 任命権者・Editor in chief 2021年1月2日 - (継続)

佐々木 勝

[著書]

『経済学者が語るスポーツの力』, 有斐閣, 2021年10月

[論文]

"The Persistent Effect of Famine on Present-Day China: Evidence from the Billionaires," IZA Discussion Paper, No. 14291, April 2021, Pramod Kumar Sur, Masaru Sasaki

「コロナ禍における雇用のミスマッチに関する分析」, 『職業特性に着目したコロナウイルス流行の雇用・所得格差等への影響に関する研究—日本版O-NETの活用による研究(ディスカッションペーパー集)』JILPT資料シリーズN, No.256, pp.3-45: 労働政策研究・研修機構

[研究報告・研究発表]

「ウィズ・コロナ時代の新しい働き方—今度どう変わっていくのか—」, 近畿ブロック労働委員会連絡協議会, 2021年5月31日

椎葉 淳

[論文]

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「エンタープライズ・レベルのリターンの変動要因」, 第 1 回『企業会計』カンファレンス, 2021 年 9 月 3 日, 中央経済社主催・オンライン開催, 村宮克彦との共著.

「仕訳分析における先端複合研究」, 日本会計研究学会・統一論題報告 (先端複合研究), 2021 年 9 月 9 日－9 月 10 日, 九州大学主催・オンライン開催.

[学外活動]

The Japanese Accounting Review, Associate Editor, 任命権者・The Japanese Accounting Review, Editor, 2011 年 4 月 1 日－(継続)

日本管理会計学会『管理会計学会』学会誌編集委員, 任命権者・日本管理会計学会常務理事会, 2014 年 4 月 1 日－(継続)

日本経済会計学会『ディスクロージャー研究』学会誌編集委員, 任命権者・日本経済会計学会常任理事会, 2017 年 2 月 1 日－(継続)

日本経済会計学会 Accounting Letters, Associate Editor, 任命権者・日本経済会計学会, 2017 年 7 月 1 日－(継続)

日本管理会計学会 副会長, 任命権者・日本管理会計学会常務理事会, 2020 年 4 月 1 日－(継続)

鈴木 敦子

[論文]

“Early monetary policies of the Tokugawa shogunate and merchants’ coping strategies: 1695–1736,” Discussion Papers In Economics And Business, No.21-15, November 2021

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「史料を味読する楽しみ」『企業史料協議会ニューズレター』企業史料協議会, 2022 年 3 月 23 日

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「幕府公定レート 1 両 50 目についての一考察－慶長 14 年の定をめぐって－」, 社会経済史学会第 90 回全国大会, 2021 年 5 月 15 日, オンライン

「江戸時代の大丸」, ナカノシマ大学, 2021 年 6 月 26 日, 大阪府立中之島図書館

“Economic Characteristics of Early Modern Japan: The shogunate and the merchants during the Edo period,” 2nd World Congress of Business History, September 9, 2021, online

「コメント：飯塚一幸編著『近代移行期の酒造業と地域社会』」, 大阪歴史科学協議会 3 月例会, 2022 年 3 月 26 日, オンライン

[学外活動]

公益財団法人奈良屋記念杉本家保存会 古文書調査員 任命権者・公益財団法人奈良屋記念杉本家保存会理事長 2008 年 4 月 1 日－(継続)

企業史料協議会くずし字研究会 講師 任命権者・企業史料協議会会長 2013 年 7 月 9 日－(継続)

大阪府立中之島図書館くずし字入門講座 講師 任命権者・大阪府立中之島図書館指定管理者 ShoPro・長谷工・TRC 共同事業体統括責任者 2021 年 10 月 9 日－2021 年 12 月 11 日

竹内 恵行

[著書]

『「誤差」「大間違い」「ウソ」を見分ける統計学』, 共立出版, 2021年7月, 共訳, Salsburg David, 竹内恵行, 濱田悦生

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「数理統計学は日本にどのように移入されたか：相関係数のケース」『大阪大学経済学』第71巻第1号, pp.1-20, 2021年6月

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「「経営人類学」の授業化の試み」『Co*Design』No.11, pp.139-154, 2022年2月, 三井 泉, 中牧 弘允

[学外活動]

同志社大学 嘱託講師 任命権者・学校法人同志社理事長 2021年9月21日 - 2022年3月31日

谷崎 久志

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“Fat-tailed stochastic volatility model and the stock market returns in China,” China Finance Review International, Vol. 11, Issue 2, pp.170-184, April 2021, Donglian Ma, Hisashi Tanizaki

“Intraday Patterns of Price Clustering in Bitcoin,” Financial Innovation, Vol.8, No.4, pp.1-25, January 2022, Donglian Ma, Hisashi Tanizaki

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消費者庁 新未来創造戦略本部 国際消費者政策研究センター 客員主任研究官（国際消費者政策研究グループ）任命権者・消費者庁 2021年4月1日 - 2022年3月31日

日本統計学会 代議員 任命権者・日本統計学会 2021年6月 - （継続）

日本経済学会 2021年度秋季大会（大阪大学）運営委員長 任命権者・日本経済学会 2021年10月

浦井 憲

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「Realism For Social Sciences —社会・問うこと・運動・方法としての実在」『プロセス思想』第21号, 2021年

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[学外活動]

数理経済学会 方法論部会 幹事 任命権者・数理経済学会 2013年4月1日 - （継続）

数理経済学会 広報担当理事副会長 任命権者・数理経済学会 2019年4月1日 - （継続）

Wirawan Dony Dahana

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“What inhibits consumers in emerging countries from engaging in status consumption? A latent class conjoint analysis approach,” *International Journal of Emerging Markets*, online, August 2021, A.R.S. Ibn Ali, Wirawan Dony Dahana

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日本マーケティング・サイエンス学会 研究員 任命権者・日本マーケティング・サイエンス学会代表理事 2016 年 4 月 1 日－（継続）

許 衛東

[論文]

「孫文による国立広東大学の創設と日中文化交流について一天羽英二日記と「東方文化事業」の史料解析からみて一」『大阪大学中国文化フォーラム・ディスカッションペーパー』No.2022-1, pp.1-23, 2022 年 3 月

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「東アジア経済の発展と挑戦」, 国際セミナー「現代中国と東アジアの新環境」2021 年オンライン学術交流会（大阪大学・ソウル大学・南開大学・台湾東華大学共催）, 2021 年 12 月 26 日

山田 昌弘

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“Profitability and liquidity provision of HFTs during large price shocks: Does relative tick size matter?,” *FINANCE RESEARCH LETTERS*, online, July 2021

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“Price Discovery Skill,” 日本ファイナンス学会春季大会, 2021 年 6 月 5 日, オンライン

「個人投資家の注文不均衡は将来の株式リターンを予測するか?」, 日本ファイナンス学会秋季大会, 2021 年 11 月 20 日, オンライン

“Price Discovery Skill,” 大阪大学数理・データ科学教育研究センターワークショップ「証券市場の諸問題」, 2022 年 3 月 10 日, オンライン

[学外活動]

経済産業研究所 プロジェクトメンバー 任命権者・「為替レートと国際通貨」研究会 2016 年 5 月－（継続）

日本ファイナンス学会 プログラム委員 任命権者・日本ファイナンス学会 2021 年 6 月 - 2021 年 11 月

山本 千映

[著書]

『イギリス産業革命期の子どもと労働：労働者の自伝から』，法政大学出版会，2022 年 2 月，共訳，ジェーン・ハンフリーズ著，原伸子，山本千映，赤木誠，齊藤健太郎，永島剛訳

[解説・総説]

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「工業化と児童労働」，社会経済史学会編『社会経済史学事典』，2021 年 6 月

[学外活動]

日本学術会議 連携会員 任命権者・日本学術会議 2020 年 10 月 - (継続)

社会経済史学会 常任理事 任命権者・社会経済史学会代表理事 2021 年 1 月 - (継続)

山本 和博

[研究報告・研究発表]

“Market size, competition, and R&D investment by big and small,” 京都大学都市経済学ワークショップ，2021 年 5 月 14 日，京都大学 (Zoom)

安田 洋祐

[著書]

『人の資本主義』，東京大学出版会，2021 年 11 月 15 日，分担共著，中島隆博ほか

『オークション・デザイン ものの値段はこう決める』，早川書房，2022 年 2 月 16 日，監訳解説，ポール・ミルグロム

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「キャンセル料とインセンティブ設計の経済学」『現代消費者法』 No.51, pp.36-42, 2021 年 6 月

“On The Folk Theorem in Self-Sustained Communities,” SSRN, 3879767, July 2021, Takako Fujiwara-Greve

“Misalignment between Test Scores and Colleges' Preferences: Chinese College Admission Reconsidered,” SSRN, 3914742, August 2021, Yuanju Fang

“Matching with Subjective and Objective Evaluations,” SSRN, 3914551, August 2021, Yuanju Fang

“Inspecting Cartels over Time: with and without Leniency Program,” SSRN, 4063062, March 2022, Takako Fujiwara-Greve

「二種類の順位が混在するマッチング問題 中国大学入試制度の分析と改革」『オペレーションズ・リサーチ』 Vol.67, No.3, pp.121-127, 2022 年 3 月，方元駒

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“Optimization Approach to Nash Equilibria with Applications to Interchangeability,” GAMES 2020, July 22, 2021, virtual

[学外活動]

サントリー文化財団「2020 年代の日本と世界研究会」委員 任命権者・サントリー文化財団 2017 年 4 月 1 日 - (継続)

経済産業省産業構造審議会「2050 経済社会構造部会」委員 任命権者・経済産業省産業構造審議会 2018 年 4 月 1 日－2022 年 3 月 31 日

環境省中央環境審議会「カーボンプライシング小委員会」委員 任命権者・環境省中央環境審議会 2018 年 4 月 1 日－（継続）

日本学術会議「持続的発展のための制度設計」分科会 特任連携会員委員 任命権者・日本学術会議 2021 年 4 月 1 日－

総務省情報通信政策研究所「情報通信経済研究会」委員 任命権者・総務省情報通信政策研究所 2021 年 4 月 1 日－

国際経済交流財団「進化型産業政策研究会」委員 任命権者・国際経済交流財団 2021 年 11 月 1 日－

Editorial Policy

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