

&lt;招待論文&gt;

# Sogo Shosha's Business Philosophy in Indonesia

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## Abstract

Indonesia National Development Program focuses on 22 economic development activities attracts a Japanese company, Sogo Shosha, to participate in achieving the goals. This research aims to investigate The Sogo Shosha's philosophical values and its business in Indonesia. The research question is 'What business sectors are Sogo Shosha most interested to invest in?'. To approach this, we use the concept of national interest and the nature of multinational corporations. Understanding Japan national interest to secure the supply of raw materials from developing countries, we hypothesized that Sogo Shosha invest in all strategic business; nearly all aspects of economy related business have been fulfilled by 100's of the professional progressive Japanese companies. The research result noted that company philosophy and corporate culture performed by many Japanese employees who work in Indonesia motivate employee to show business conduct to which Indonesian young people can learn something from. To secure safety guarantee for continuation of Sogo Shosha operation in Indonesia in the future, these values should be greater socialized to millions of Indonesian University students, because they are the Indonesian future leaders and the heritage owner of Indonesian abundance natural resources. There is an open opportunity to organize research collaboration on the above subject.

**Key words:** Sogo Shosha, corporate philosophy, business code of conduct, university students

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## **Chapter 1. The Indonesian Development Plan: Challenge and Opportunity**

Vision for Indonesia 2025<sup>1)</sup>: 1. Increase value –adding and expanding the value chain for industrial production process; and increase the efficiency of distribution network. 2. Encourage efficiency in production and improve marketing effort to further integrate domestic market to strengthen national economy. 3. Strengthen the national innovation system in production process and marketing toward innovation-driven economy. Indonesia's potential for economic growth is supported by Indonesia demographic potential, the abundance of its national resources, and its geographical advantages. Challenges ahead are limited industry focuses on added value, development gap between western and eastern part of Indonesia, limited provision of infrastructure resulted in connectivity between regions adds cost of transportation. The Road Ahead for Indonesia needs new way of thinking and working based on the spirit of 'not business as usual'. The Government has very limited funds to finance development through its state budget (APBN). To foster the economic growth in Indonesia, it needs private sectors to participate. Indonesia needs domestic and private foreign investors bigger participation. The new way of thinking of participation between government and the private sector is under the scheme called The Public-private partnership (PPP) expected to bring in much needed investment. The Focus of national developments is divided into eight main programs, namely agriculture, mining, energy, industrial, marine, tourism, telecommunication, transportation and the development of strategic areas Jabotabek (surrounding Jakarta) and strait Sunda (West Java and South Sumatra). The main eight programs consist of 22 main economic activities which are to offer business field opportunity for Japan Sogo Shosha to identify and create added value chain. This also opens an opportunity for Japanese university student entrepreneurs to form joint venture with local partners i.e. The Indonesian Young Entrepreneurs Association

## **Chapter 2. Indonesia –Japan Economic Relations**

For Indonesia, Japan is biggest trade partner. Indonesia export commodities to Japan is about 30 items, valued US\$ 23,6 Billion (Government Indonesia Statistic) in 2015 this export value is US\$.9.395.872.054 (Department of Trade Indonesia). Indonesia Import Value from Japan is US\$ 6,5 Billion. Japan Foreign Direct Investment in Indonesia producing 1000's Japan companies operating in Indonesia and employing 32.000 workers. Japan companies offer number one job opportunity in

Indonesia. (JETRO). There is EPA economic Partnership Agreement between Japan and Indonesia in the era of President Susilo Bambang Yudhoyono. According to Kankeiren (Kansai Economic Federation) there are about 1.400 members of Kankeiren agreed and prepared to move their factory facilities to Indonesia . These small Japanese companies are mostly automotive part suppliers to Toyota, Honda, Nissan. They want to move to West Java Indonesia because "hollowing-out" and production cost in Japan are increasing, meanwhile their automotive parts production are needed by motor and car manufacturers in Indonesia. Today Japanese Sogo Shosha is progressive investors in the field of energy (geothermal, electricity, oil-gas), coal mining, petrochemical, infrastructures, ICT system, transportation, fishery, bauxite, nickel, industrial project financing and car, motor loan and buying financing.

### **Chapter 3. Sogo Shosha Identity and Characteristic.**

As for the basic characteristics of the typical Sogo Shosha, we can note the following four points: they deal with a variety of products; they target various regions for trading; they had established modern business management system for risk management on whole sale distribution and business expansion of branches; they have strong ties with domestic industry and invest substantially in various kinds of businesses. Other characteristics of Sogo Shosha are that they handle various type of trading products; trade volume is enormous in single transaction; their field of trade ranges from domestic commerce, export and import trade to triangular trade; they have many subsidiaries and affiliates in domestic Japan and outside Japan. They can act like a holding company. Sogo Shosha has functions to run and form business formation, maintain business as its foundations of operation, it has discerning capability for partner selection. The positive characteristics of Sogo Shosha are optimism to face difficulties constructively and ability to adapt; clear awareness of its own company mission which is to hold Japan national interest and to respond to aggregation of consumer needs. To conclude, Sogo Shosha is a General enterprise Management and Enterprise Investment Company.<sup>2)</sup> Sogo Shosha handles imports of all goods for Japan economic interest; handles exports of all goods, service, technology from Japan to overseas; handles international trading from and within third countries meanwhile Sogo Shosha is actively making foreign direct investment in the wide range of strategic projects.

### **Chapter 4. Sogo Shosha Philosophy and Business Activity in Indonesia**

Most Sogo Shosha employees have been trained to embody and follow the vision and mission, company spirit, code of conduct, business principle, and other newly agreed corporate regulations. The Sogo Shosha philosophy drives the employee spirit in achieving business goals whether domestic or abroad.

#### **4.1. Marubeni's philosophy and its Business in Indonesia.**

Marubeni Corporation Jakarta Representative office in Sinarماس Plaza Menara 2, 11 th Floor,

Jl.MH.Thamrin Kav.51,Jakarta 10350.

Marubeni Management Philosophy is based on Marubeni corporate credo "*Sei,Shin,Wa*" which means fairness, innovation, and harmony, committed to social and economic development, safeguarding the global environment by conducting fair, upright corporate activities. Marubeni spirit which is stipulated in 2013 is Marubeni corporate culture. This spirit reflects Marubeni employee in individual behavior that possesses the will power to shape the better future, relish a great challenge, value a full, free, and vigorous debate, fight through hardship, maintain a formidable sense of fairness<sup>3)</sup>. This philosophy guides employee in doing business overseas in Indonesia. These inspirational values seem good to be introduced to many Indonesian university students who are the candidate of Indonesian future leaders that Marubeni need to persuade from now via its CSR department.

Marubeni Business activity in Indonesia can be summarized as follows: a.Subsidiary companies are 1. PT.TEL, 2. PT.Musi Hutan Persada, 3. PT.Natlamat Cakera Canggih.

b.Affiliates companies are 4. PT. Trans Oto National, 5. PT.Rapindo (PVC),6.PT.Cirebon Electric Power, 7. PT. Jawa Power (1,220 MW), 8. PT.Iroha Sidat Indonesia (cultivation of eel for japan market),9. PT.Unipress,10. PT.Fuku suke,11. PT.Snf, 12. PT.Mega Central Finance (8000 employee) focus to finance Motor Honda Credit system., 13. PT.Marubeni Auto Finance..14.PT.Marubeni Indonesia export basic materials for Petrochemical industry olefin, aromatic, Mono ethylene glycol dan Di-Ethelene Glicol, Isopropyl alcohol, Methyl Ethyl Ketone, Caustiic soda etc. In the field of natural resources and energy PT.Marubeni Indonesia sells out thermal coal to Japan power generation mined from mining concession Indo Tambangraya Megah the biggest coal producer in Indonesia.15.In cooperation with Pertamina to establish Independent Geo Thermal Power Plant (220.000 Kw) in Rantau Dadap Area in South Sumatra; Marubeni also a consortium with Pertamina and General Electric of USA to establish Independent Power Plant called Jawa 1 (1,600 MW) will be the largest gas and steam power in Indonesia, as a part of Indonesia ambitious target to establish 35 Giga Watt of additional power for national development.

#### **4. 2. Mitsui Philosophy and ts Business in Indonesia**

Mitsui Vision : Strive to contribute to the creation of value where the aspiration of the people can be fulfilled. Mitsui Aim aims to become global business enabler that can meet the need of costumers throughout the world. Corporate Values: build Trust with Fairness and Humility; aspire to set high standard and to contribute to society; embrace the challenge of continuous innovations; foster culture of open-mindedness; strive to develop others and oneself to achieve full potential. These corporate values drive all employees to succeed in business transactions in Indonesia. These inspirational corporate values seem to be good if they are introduced to many Indonesian university students because they are the candidate of Indonesian future leaders, so it is important for Mitsui to persuade them from now via its CSR operation department.

Mitsui Business in Indonesia among others are :1.Mitsui acquired PT.Champion Pasific Indonesia manufacturer of flexible packaging materials for pharmaceutical bottles.Demand of flexible packaging very high .2. Mitsui expand Indonesia's Tangguh LNG Facility Train 3, Capacity

3,8 MTPA, in West Papua, Indonesia total US\$ 7 Billion. 3. Project Coal Liquefaction and Coal Gasification. This technology helps transform lignite coal into gas and other feedstocks. This is undergoing in PT.Pupuk Kujang (fertilizer manufacturer) in Cikampek, West Java. The study is also implemented in Kalimantan Island. 4. In Financing , Mitsui bought 40 % share of PT.Bank Tabungan Pensiun Nasional (Bank PTPN as a pension fund bank) which has 1000 employees and nearly 1000 branches. 5. Mitsui joint venture formed PT.Petnesia Resindo, Manufacturer of Poly Ethylene, Terephatalate for pharmaceutical bottles.6.Mitsui formed PT. MCNS manufacturer Polyurethane, a kind of plastic material for bottles. 7. Mitsui bidding Core Fired Plant in South Sulawesi with Adaro Korean Electric Plant. 8. Mitsui operates Shipping Cargo linking harbours from Western to Eastern Indonesia.

#### 4.3. Mitsubishi Philosophy and Its Business in Indonesia

Mitsubishi group company since January 2005 has launched the corporate philosophy that explains the purpose of the company. The Three Principles called the “*Sankoryo*” are 1. *Shoki Hoko*, or corporate responsibility to society. 2. *Shoji Komei*, which means Integrity and fairness maintaining principle of transparency and openness, conducting business with integrity and fairness. 3. *Ritsugyo Boeki*, which means global understanding through business, also means to expand business based on all encompassing global perspective.<sup>4)</sup> These principles are embodied by employees in doing business in Indonesia.

Mitsubishi Business in Indonesia are: 1.PT.Mitsubishi Electrical Indonesia, manufacturing all AC., home utensils, automotive tools. 2. PT.Mitsubishi Elevator and Escalator, manufacturing, selling, installing, maintaining elevator. 3. PT.Electrical Automobile Indonesia, Manufacturer electronic products for automobiles. 4. Construction of Rail Transport System Project (MRT) in Jakarta to build Rail Car Depot. 5. Geothermal Project in Bandung, Mitsubishi via Diamond Generating Asia with Star Energy Geothermal, in the project of The Wayang Windu Power Plant. 6. Nickel Mining Project in Weda Bay, Halmahera, North Maluku with PT.Antam. 7. Collaboration with PT.Krama Yudha Tiga Berlian to manufacture Multi Purpose Vehicle domestic and export market, also to produce Trucks and Bus Fuso for domestic and export purposes.

#### 4.4. Sumitomo Philosophy and Its Business Indonesia.

Office address Summitas Tower I, Floor 8 Jl.Jen.Sudirman Jakarta. Sumitomo corporate philosophy is based on the Founder perception “*Monjuin Shiigaki*” the guiding business principles that urge the employee “not only in matters of business, but in all situations, make effort with deepest gratitude in every aspect.” No matter what someone might say to you, never lose your temper and never speak harsh words; politely explain your position until an understanding can be reached. Not pursuing easy gains, making profit on fairly price transaction with compliance, integrity and sound management. Today the business principle which rules the the whole Sumitomo group company can be seen in article 1,2,3 as follows. Article 1: Sumitomo shall achieve strength and prosperity by placing primary importance on integrity and sound management in the conduct of its business. Article 2: Sumitomo shall manage its activities with foresight and flexibility in order

to cope effectively with the changing times. Article 3: We shall practice sound management and under no circumstances shall we pursue easy gains or act imprudently.<sup>5)</sup> In 2019, Sumitomo wants to be the best, be the one, in Creating Value that no body else can match. Sumitomo Business subsidiary, affiliates, joint venture in Indonesia are about 22 companies i.e. transportation metal product, construction system environment, infrastructure, media, network, lifestyle related goods and services, mineral, energy, chemical and electronic business, among others are as follows: A. In Metal Products, there are 1. PT.Super Stell Karang, 2. PT.Summit Electrical Steel Processing Indonesia. B. In Transportation and Construction Systems Business, there are 3. PT.OTO Multiartha, 4. PT. Summit Oto Finance, 5. PT. Asuransi Summit Oto, 6. PT.Summit Auto Group, 7. PT.SMFL Leasing Indonesia, 8. PT.Summit Investment Indonesia 9.. PT.Kiriu Indonesia, 10. PT.Hino Finance Indonesia, 11. PT.Hino Motors Sales, 12. PT.Traktor Nusantara, 13. PT.Swadaya Harapan Nusantara. C. In Environment & Infrastructure Business, there are 14. PT.East Jakarta, 15. PT.Sumisho Global, 16. PT.Indomobil Summi Logistic. D. In Media, Network, Life Style Related Goods & Service Business , there are 15. PT. Sumisho E-Commerce Indonesia, 16. PT.Summitmas Business Offices. E.In Mineral Resources, Energy, Chemical, there are 17.PT.Sumitronics Indonesia, 18. PT.SMT Indonesia.Fin Finance, 19. Sumitomo agreed to buy 40% share of PT.Bank Tabungan Pensiun Nasional, a Bank for Pension fund which has 1000 branches offices with 19.000 employee. 20. PT Bank Sumitomo Mitsui Indonesia to finance all kinds of Indonesian development projects.

#### 4.5. Itohchu Philosophy and Its Business in Indonesia

Itohchu office address is skyline Building Floor 9, Jl.MH.Thamrin No.9 Jakarta.

Itohchu's corporate philosophy is "to be the best partner for life and society" –With energy, with the car; with the home. Itohchu mission is committed to the global welfare. Itohchu group respects individuals, societies and the future in its commitment to the global good. Meanwhile Itohchu Corporate values are Visionary, Integrity, Diversity, Passion, Challenge.<sup>6)</sup> Itohchu codes of conduct to be ethical are reliability and sincerity, creativity and ingenuity, transparency and integrity. This code of conduct is implemented in relation with costumers, business partners, with suppliers, with employees, with corporate properties, with local communities, with shareholders and investors, with environmental activities. Moderation in corporate behavior means never be engaged in insider trading, comply with political fund control act and the public office election act and handle political affairs as a good corporate citizen. These inspirational moral values seem to be good to be introduced to Indonesian university students by Itohcu's CSR visiting university campuses to meet candidates of the future leaders of Indonesia that Itohchu should persuade from now for long life business existence in Indonesia.

Itohchu businesses in Indonesia are to comply with Indonesian development plan among them are:

A. In. Construction machinery company, 1. PT.Hexindo Adi Perkasa. 2. Power Plant, 3. PT.Bhima Sena Power Indonesia B. In Financing auto car, 4. PT.Suzuki Finance Indonesia C.In Food Sea Marine, 5. PT. Aneka Tuna Indonesia. D. in General Product & Realty, 6. PT. Aneka Bumi

Pratama, 7. PT.Maligi Permata Industrial 8.. Sarulla Geothermal Project in Tapanuli Utara North Sumatra. E. In Logistic 7. PT.Itohchu Logistic Indonesia,Jakarta .Fin Finance 8. Itohchu agreement to give Loan to finance to Central Java Coal-Fired Power Plant in Batang, Itohchu with ADARO. G.in.Food Poduction: 9.PT. Kanemoory Food Service (Central Food Production Kitchen); 10. PT.Macroprima Makan Utama.

#### **4.6. Sojitz Philosophy and Its Business in Indonesia**

PT. Sojitz Indonesia address is Menara Standart Chartered 20th Floor,Jakarta 12930. Sojitz is a new company as a result of merger between Nichimen Co. Ltd and Toyomenka. Co Ltd.The Sojitz guiding principle: Sojitz group aims to create values for the stake holders by aligning strong, capable individual under following principle: 1. Trust: build enduring trust. 2. Innovation: innovate with foresight. 3. Speed: strive for speed 4. Challenge: take all calculated risks, 5. Perseverance: persevere until become successful. Today Sojitz group also has a slogan "New Way New Value". In this slogan Sojitz employees are encouraged to constantly take new challenge and practice business in new way on a-day-to day basis in order to create new value.<sup>7)</sup> These inspirational values sound good and better to be introduced as a way of soft diplomacy to many Indonesia university students by CSR visit to campuses throughout Indonesia. Since the university students are the candidates of the Indonesian future leaders, it is the need of Sojitz management to guarantee the long life business continuation in Indonesia that Sojitz should persuade from now because they are monitoring and taking note on all foreign investors behavior exploring Indonesia natural resources.

Sojitz business is to comply with the Indonesia Development Plan, including: 1.PT.Autrans Asia Indonesia, Autopart supply chain management to Asean countries. 2. PT.Sojitz Indonesia, General Contractor, Jl.Jend. Sudirman Kav. 26. Jakarta 3. PT.UFinance Indonesia, joint PT.Bank UFJ Indonesia 80% with Sojitz 20%.4.Sojitz and Marubeni to build Gas fired Power Station 1,6 million KW, worth US\$ 2 billion, in Cilamaya, West Java. Finish year 2021.5. PT.IS Jaya Logistic 24,1% Joint with PT.Isewan Terminal Service 24,1% build Greenland International Industrial Center (GIIC) in Bekasi, 6. PT.Tomenindo Lestari 7. PT.Canvas Industry Indonesia 8. PT.Indonesia Petroleum Industries 9. PT.Kanebo Tomen Sandang Synthetic Mills, 10. PT.Karka Nutri Indonesia 11. PT.Styrindo Mono Indonesia 12. PT.Teijin Fiber Corp.13.. PT.Tembaga Semanan Indonnesia. 14.. PT.N.G.K.Busi Indonesia.15.. PT.Toyo Tires Indonesia. 16. PT.Bride Store

#### **4.7. Toyota Tsusho Philosophy and Its Business in Indonesia**

Corporate philosophy of Toyota Tsusho: Living and prospering together with people, society, and the globe. We aim to be a value-generating corporation that contributes to creation of a prosperous society. Meanwhile for behavioral guidelines as a good corporate citizen, 1. We will strive for open and fair corporate activities 2. To be socially responsible and strive for conservation of the environment; 3. To be creative and strive to provide added value 4. To respect people and strive to have an engaging workplace.<sup>8)</sup> For the next 10 years The Toyota Tsusho group will be considered as "The Right One for You" (in assurance of safety, quality, reliability); "the Right one for Us" (in maximization of individual capabilities, global network and diversity to create solid

strength); “the Right one for Future” (in unique insight and capabilities to explore new possibilities for future and sustainable society). The Toyota Core Values as Group Way of action are: 1. **Shokon**, a passion for business; this is the indomitable spirit that is to tackle every job with the perseverance and passion to perform tasks correctly. 2. **Genchi, Genbutsu, Genjitsu**, literally mean On Site, Hands On, In Touch (to know the true need of customers). 3. Team Power, that comprises of individual initiative to set goals for oneself and work autonomously to achieve those goals, that will bring a sense of professionalism and cooperation to nurture mutual trust among colleagues. These inspirational values sound good to learn from and it is better to be introduced to many Indonesian university students because they are the candidates of Indonesian future leaders. They are learning and monitoring quietly, taking note on foreign investor company behavior in exploring Indonesian natural resources. That is why as soft diplomacy Toyota Tsusho should persuade them from now via its CSR department program.

Toyota Tsusho Business in Indonesia are 1. PT.Bogasari Flour Mill Indonesia –food industry; 2. PT.Indonesia Smelting Technology (aluminum); 3. PT.Toyota Tsusho Mechanical and Engineering Service; 4. PT.Toyota Motor Corporation produce Corona, Corolla, Land Cruiser, Kijang, Avansa, (automobile parts manufacturer).

## Chapter 5. Conclusion

5.1. All Japanese Sogo Shosha have their own distinguished corporate philosophy, distinctive vision and unique mission. All Sogo Shosha executives and employees are aware of the need to support and take participation in the achievement of The Indonesian National Development Goals.5.2. All Sogo Shosha management sees many opportunities to create and develop new business within current political stability Indonesia in accordance with their vision, mission, capacity, capability, and interest.5.3.The Sogo Shosha business operation scope in Indonesia covers a wide range of business area in line with the need of development in infrastructure business, energy business, finance business, transportation business, food and agricultural business, ICT business, realty and property business.

**Lesson Learned:** The Sogo Shosha code of conduct is implemented by every Sogo Shosha employee in Indonesia to make Japanese employee behavior well accepted by most Indonesian business partners. The inspirational business moral values derived from 6 Sogo Shosha philosophies seem good if they are introduced to candidates of Indonesian future leaders who are still studying, watching and taking note on all foreign investor’s ways in exploring Indonesian natural resource reserve. University students in Indonesia are not so aware of the Sogo Shosha roles and functions and its business practices in international trade and investment, this lack of understanding must be overcome by inviting them to attend the seminar on Sogo Shosha company profile in their overseas branch offices. It is noted that the total number of private university Muhammadiyah in Indonesia is about 130 autonomous sister universities. If any Japan Sogo Shosha company offers Scholarship and or Internship program to the Muhamadiyah University Students, it will in the long run give more favorable opinion about Sogo Shosha business practice in Indonesia. Internship in the Sogo Shosha



for the Muhamadiyah University Students should be promoted because it is a good way in building good perception about Sogo Shosha philosophy and business practices in exploring Indonesia. This is the idea for the next research collaboration. It seems that there is a need for research collaboration between Tsukuba Gakuin University and University Muhammadiyah Yogyakarta with the topic: "Compatibility Moral Values Between Sogo Shosha Business Values with the Core Values of Indonesian Citizen Characters."

#### **Note**

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