



**Market Research for Industrial News Service - INS Locating Japanese
B2B Media**

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<p>B2B businesses can benefit from Japan's broad trade networks and worldwide influence by learning about global market trends and collaborations.</p> <p>The aim of this research-based bachelor's thesis is to complete Japanese B2B media market research on behalf of the case company Industrial News Service and provide information to support locating Japanese B2B media.</p> <p>The research within this thesis is divided into four investigative questions, focusing on research on the Japanese B2B media market situation, competitors, consumer behavior, and their collaborators in Japan. In addition, this thesis analyzes the Japanese B2B media market using a thorough research framework that combines quantitative and qualitative techniques.</p> <p>Both primary and secondary research were carried out to get a general understanding of the present situation in the B2B media, the trends, and potential partners. Through research publications and research papers, secondary data in the form of ideas, theories, and models were obtained. Professionals in the B2B media industry were sent the link by using a survey to collect primary research data. The survey results made it reasonable to see the nature of the real situation in the B2B media market in Japan.</p> <p>According to the findings of the research, the Japanese B2B media market has a complex landscape. Successful companies focus on tailored content and social media involvement to adapt to the dynamic consumer behavior affected by digital media.</p> <p>This thesis provides useful insights into the Japanese B2B media market through thorough studies, providing companies such as INS with the understanding they require to operate in this complicated and constantly shifting industry successfully.</p>
Key words Market research, B2B media, Consumer behavior, Competitive analysis, Japanese market

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1 Introduction

This is a based-on research thesis for Haaga-Helia University of Applied Sciences' bachelor's degree in international business, with a primary specialization in marketing. The purpose of this section is to explain the subject of this thesis, the research problems being studied via the thesis, as well as the benefits and potentially encountered risks and how they will be under control. A case company will be introduced, and the main concepts related to this thesis will be outlined.

1.1 Background to The Topic

This thesis is about marketing research for the B2B Japanese media industry. The significance of comprehending the characteristics of diverse markets in international business cannot be emphasized. Among the different techniques used by corporations to establish their worldwide expansion, the media industry plays a critical role in spreading information and connecting consumers. (King, Racheria & Bush 2014).

A puzzle in and of itself, the Japanese B2B media industry stands out by its singular combination of traditional values and innovative technical breakthroughs. Japan has a strong economy and has historically attracted foreign investment, making it a top choice for companies looking to join the Asian market. A thorough comprehension of the complexity of the Japanese B2B media market is necessary to create a presence there. (DMFA s.a.)

This study will use several types of research approaches, such as in-depth market analysis and an in-depth examination of cultural aspects that impact locating B2B Japanese media. Recognizing that achievement in the Japanese B2B media industry depends on one's capacity to quickly combine their field of expertise with an awareness of Japanese market trends is crucial.

1.2 Research Question

Reaching a new market can be a challenging situation for an organization. Before reaching the Japanese market, it is critical for foreign companies to comprehend the Japanese market. A thorough understanding of the market will enable the organization to compete and succeed in the new market. As a result, research on markets in Japan is significant. With these arguments in consideration, the thesis's research question is: **How should INS approach the Japanese B2B Media Marketplace?** To research the Japanese market situation, competitors, consumer behavior, and cultural differences. Most importantly, research how INS should locate Japanese B2B media.

To effectively cover the areas of interest, the research question needed to be broken down into three investigative questions (IQ's):

IQ 1. What is the current situation of the Japanese B2B media market?

IQ 2. What are the trends in this industry?

IQ 3. Who are the major competitors in the Japanese B2B media market?

IQ4. How can INS identify suitable Japanese B2B media partners?

These investigative questions provide a great framework for researching and developing a strategic plan for finding the Japanese B2B media marketplace as a B2B media news provider. For a successful launch into a market, a complete investigation, supported by strong methods of research like surveys, competitive analysis, and consumer behavior analysis is necessary. Additionally, to achieve long-term success in this challenging but essential task, continual monitoring and adjustments to the approach are required due to the market's dynamic character. A plan of action for other businesses could be provided by concentrating on the possible challenges INS had when it approached the Japanese market. Learning how INS deals with common obstacles can help other companies experiencing similar challenges.

Table 1: Overlay Matrix

Investigative Question	Theoretical Framework	Research Methods	Survey Results	Results
IQ 1. What is the current situation of the Japanese B2B media market?	Porter's Five Forces,	Desktop Study Survey	4.5.1	4.1
IQ 2. What are the trends in this industry?	Consumer Behavior Theory	Desktop Study Survey	4.5.2	4.2

Investigative Question	Theoretical Framework	Research Methods	Survey Results	Results
IQ 3. Who are the major competitors in the Japanese B2B media market?	Competitor Analysis	Desktop Study	-	4.3
IQ 4. How can INS identify suitable Japanese B2B media partners?	Partner Screening Methodology	Content Analysis & Survey	4.5.3	4.4

1.3 Delimitation

This thesis emphasizes the market research required for INS to comprehend the Japanese market. The purpose of this thesis is to obtain insight into the aims of customer behavior, competitors, and what INS needs to know to locate suitable potential partners in Japan's B2B media market. Market research, consumer research, competitors, and identifying potential Japanese B2B media partners in the market that is being targeted, with an emphasis on the Japanese B2B media market, will be the outcomes of this thesis. Although the comparison price of the service, market strategy, or cultural differences in business will not be investigated in this research, it will however offer insightful information about the Japanese B2B media market that can be used to guide future business decisions and collaborations. Therefore, INS can be provided with some recommendations beforehand, and the INS will have choices on how and whether to act on them.

1.4 Benefits

For INS, the possibility of working with their Japanese media holds tremendous promise. The three major benefits that INS may get by collaborating with Japanese B2B media are examined in this section, along with information on how such international collaboration can benefit all sides.

Expanding the market is one of the most persuasive benefits of INS discovering Japanese B2B media. Opportunities can be found in a wide range of industries, from technological innovation and manufacturing to medical and energy efficiency, due to Japan's dynamic economic landscape. INS could benefit from the knowledge of their Japanese media to comprehend the specifics of the local market, identify new trends, and learn about customer preferences. INS needs to understand its products, services, and marketing methods to fulfill the unique demands of Japanese customers and businesses; this market knowledge is priceless. In addition, collaborations with Japanese B2B media allow a reliable and trustworthy to get new customers in the Japanese market. Local publications frequently have the respect and confidence of their readership, which may help enhance the legitimacy and reputation of Finnish businesses looking to expand to Japan. This component of trust may accelerate market entry and encourage simpler business relationships.

The subject of cultural understanding is where the relationship between INS and Japanese B2B media will likely provide its second major advantage. Business culture in Japan is known for its complexity, formalities, and distinctive customs. In order to successfully do business and establish connections in Japan, it is essential to have a thorough awareness of these cultural peculiarities. Japanese B2B media can help INS navigate the complexities of the Japanese marketplace by acting as cultural guides. This involves being aware of the value of hierarchy, the necessity of saving face, and the technique of giving presents. INS can prevent mistakes that could damage their reputation or delay negotiations by understanding and observing certain cultural standards.

The exchange of significant knowledge is the third key benefit of INS's collaboration with Japanese media. A better understanding of the Japanese market is an advantage for competing with the competitors. By keeping up with the most recent trends, innovative technology, and customer preferences in Japan, they could gain a competitive advantage. With this understanding, INS is better positioned to succeed by changing its strategy, products, and offerings in a way that appeals to the Japanese market. In contrast, information on INS may be useful to Japanese B2B media. Many Japanese media or companies are seeking to enter the European market. INS can offer them opportunities and may provide prospects for expansion, collaborations, or investment. Both sides may improve their content offerings through sharing information, giving their audiences access to a wider and more varied range of opinions and insights.

These benefits can enable INS to achieve success in the Japanese market, while also enhancing its level of worldwide competitiveness. Such collaborations demonstrate the effectiveness of global collaboration in promoting business expansion and creative thinking in the modern age of globalization.

1.5 Risks and Risk Management

There may be a variety of particular risks and difficulties when the topic includes performing marketing research in the context of Japanese B2B media. It will examine any potential risks and look into approaches to successfully confront and go beyond these obstacles.

Data access restrictions will be the first risk. It might be quite difficult to find current and useful data, especially from Europe. Japanese B2B media companies may be unwilling to reveal their confidential information or may impose limitations on how international businesses can use their data. The scope and quality of my research may be greatly impacted by this restriction.

I could face major obstacles in this uncertain market. The fluctuating validity of data necessitates an unrelenting search for the most current information. It becomes difficult to predict market trends because volatile markets are unpredictable. Additionally, the chance of old results can reduce the academic and useful value of research. In order to overcome these obstacles, I must continue to be vigilant, constantly observing market developments, taking on flexible research designs, collaborating with experts in the area, and taking into consideration a better understanding of the structure of the market. Despite the significant obstacles, the knowledge gained from navigating this volatile market assists in expanding the comprehension of the continual evolution of the B2B Japanese media industry.

There are a few solutions though. Widen the sources to reduce the risk of restricted data availability. Even though the private data from Japanese B2B media companies may not be as extensive, I could compare it with information that is already in the public domain, such as research studies, academic writing, official publications, and surveys with subject-matter experts. A wide variety of sources can enhance my study and make up for data restrictions. Additionally, create a precise and well-defined study framework to control the research scope efficiently. Define precise research hypotheses or questions, and clearly state my study goals.

I am able to develop a thesis that improves my knowledge and demonstrates my research skills by using these approaches and addressing my thesis with persistence and consideration.

1.6 Key Concepts

Market research can be defined as a detailed search for the truth, and marketing has always had the function of connecting the internal structure of the organization with the external world (Kolb 2008, 7).

Market trends inform organizations about what products develop, for what customers, at what cost, through which distribution channels, reducing the uncertainty that a new product/service development always brings with it (Jamil, Ferreira, Pinto, Pessoa, & Xavier 2018, 267).

Consumer behavior is the study of consumers and the processes they use to choose, consume, and dispose of products and services, including consumers' emotional, mental, and behavioral responses (Radu 2019).

Competitor analysis is the process of identifying and researching the operational and marketing strategies of competitors within your industry in an effort to determine your own company's strengths and weaknesses in comparison to that particular competitor (Barringer & Ireland, 187).

1.7 Case Company

This chapter explains multiple details about the case company, including its background, list of services, and relationship to content marketing.

Industrial News Service - INS Oy, known as INS, is a news agency that specialize in B2B press campaigns. Founded in 1978 in Stockholm, Sweden. With more than 45 years of experience, INS Trade Media Service is an international industrial news agency. With earned coverage in the right trade media, INS specializes in assisting global in scope, market-leading clients to improve their sales performance and marketing influence to reach their target customers. (INS Trade Media Service a s.a..)



Figure 1. INS logo (Industrial News Service 2022)

With a large and diverse media portfolio that includes more than 100,000 pieces of content, their media group is ready to attract audiences around the world. The customer applies the power of INS to grow their reach and interact with audiences from all over the world through INS's creative strategies and dynamic content creation. (INS Trade Media Service b. s.a..)

This also has the additional effect of offering trade media an incredibly worldwide platform. INS takes advantage of this phenomenon by making content easily translated by experts so that it can reach any industry, in any language, anywhere. (Thompson 18 December 2020.)

INS provides content, that differentiates them above the advertising agencies that pay publications and newspapers for ad space. It chooses the right media channel for the client company using its broad database of news sources before sending press releases to those media. They offer the newspapers an opportunity to publish a well-written, informative article rather than paying the editors to publish the press release. Although not all magazines or newspapers will publish the article, those that do will raise the customer's profile among the intended audience. For its customers, INS offers specialized services. Each campaign is distinct because each customer has different preferences. (INS Industrial News Service s.a..)

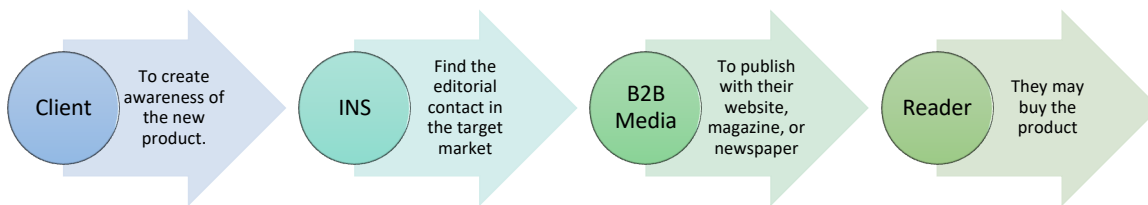


Figure 2. Whole Process from Client to Reader (by the author 2023)

2 Marketing Analysis Framework

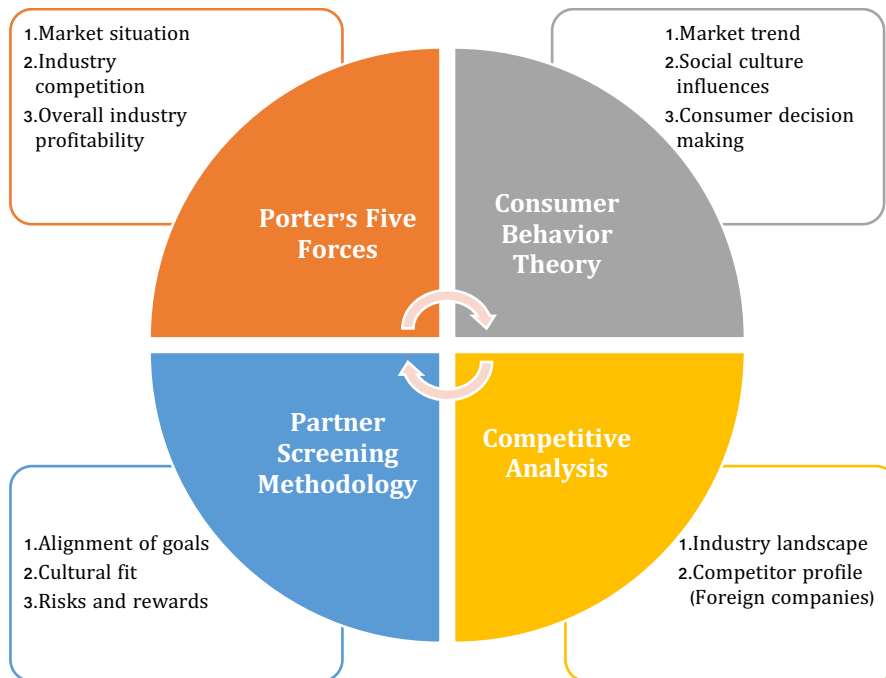


Figure 3: Understanding of Chapter 2

The aim of this section is to make clear the fundamental knowledge that creates the foundation for the other research, suggestions, and information offered in this thesis. This chapter examines the methods, theories, and frameworks supporting market analysis and consumer research, as well as the theoretical framework pertinent to the findings and suggestions made to the case company. This chapter will also provide background information on the Japanese B2B media industry, including the most conventional marketing strategies.

2.1 Porter's Five Forces

The Porter's Five Forces framework can be used to gain a thorough insight into the competitive environment and desirability of the Japanese B2B media market. The threat of new entrants, the bargaining power of suppliers, the bargaining power of buyers, the threat of substitute products or services, and when analyzing the level of competition within an industry, this framework considers the level of competitive rivalry as the primary factor. Companies can use this information to assess an industry's attractiveness and profitability and to develop their strategic plans. It can remove the complexity of the Japanese B2B media market, discover crucial features, evaluate obstacles, and find opportunities by breaking down each of these forces. By using Porter's Five Forces as a guide and providing information on the current Japanese B2B media environment, it offers a thorough market research summary. The structure of the Japanese B2B media market can be investigated

with Porter's model (IQ 1). It evaluates factors including the bargaining power of suppliers and buyers, the threat of new entrants, competitive rivalry, and the threat of substitutes. (Porter 2008, 79-93.)



Figure 4. Porter's Five Forces (Porter 2008, 79-93).

2.2 Consumer Behavior Theory

Identifying trends in the B2B (Business-to-Business) media industry in Japan is a complex task that requires a thorough comprehension of consumer behavior in this particular environment. Consumer behavior theory is the systematic study of how people, groups, or organizations make decisions regarding the purchase, usage, and eliminate of products or services. People can investigate how businesses relate to media as consumers by relating this theory to the B2B Japanese media industry, which could assist in understanding how trends and industry strategies are eventually shaped. A thorough and structured approach to figuring out how businesses in Japan consume media is provided by incorporating Consumer Behavior Theory into the analysis of B2B Japanese media trends. I can additionally identify present trends by analyzing the details of their behavior, tastes, and methods of decision-making, but I can also provide insightful recommendations that can direct the market toward more successful content strategies and engagement methods (Priyabrata 11 February 2022).

2.3 Competitor Analysis

This competitor analysis seeks to examine competitors in the Japanese B2B media market in order to inform decisions made by foreign entrants, as an in-depth investigation is critical in providing insights into an organization's position among others in the sector. By assessing competitors' customer targets, promotional efforts, and collaborations, companies can better understand the competitive environment and stand their own providing, while also identifying emerging threats and opportunities. Regular competitor tracking is also helpful in identifying early indications of competitive moves such as new offerings or value changes. Changes in competitor tactics may necessitate responses to maintain market share. Furthermore, comparing one's own strengths and weaknesses to competitors indicates potential market positioning and services to concentrate on. Therefore, conducting a thorough competitor analysis customized to the Japanese B2B media market makes it possible for INS to optimize its own approaches for success in this Japanese market. (Adom, Nyarko, & Som 2016, 116-127.)

2.4 Partner Screening Methodology

There are several criteria that should be considered when trying to find Japanese B2B media partners. To begin, it is critical to identify media partners with B2B experience and a positive industry image. Think about their management framework, and client base to ensure they match with the company's goals and target audience. Second, select media partners who have a thorough understanding of the Japanese market and can offer valuable insights and advice on how to succeed there. Third, decide on the media partners' logistics capabilities, such as their ability to provide services and content successfully and efficiently. Fourth, seek media partners with a solid foundation, such as an effective digital platform and a large network of business relationships. Fifth, select media partners who are motivated and enthusiastic about working with the company. The final section is about financial strength, but there are no financial objects in this thesis. INS is able to identify partners who match its company objectives and have the knowledge and resources needed to help them achieve success in the Japanese B2B market by evaluating potential media relationships

based on these criteria. (Seyoum 2022.)

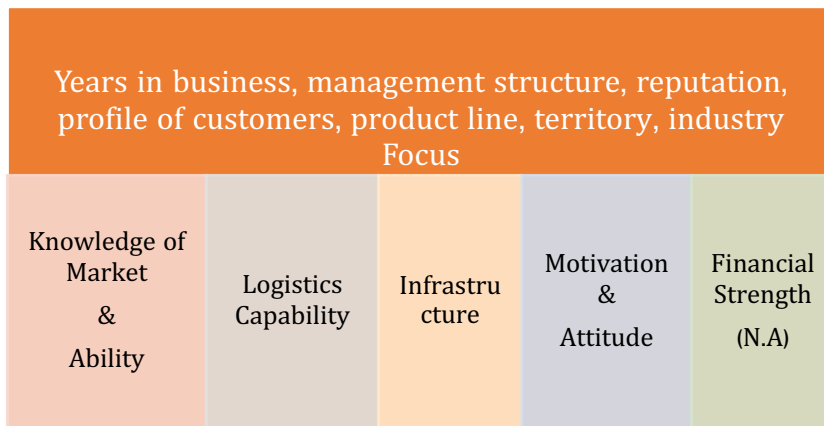


Figure 5. Partner evaluation criteria (Seyoum 2022)

3 Research Methods

The research methodologies and research design used in this thesis are introduced in this chapter, as well as explanations for the methods used. The four investigating questions in chapter 1.2 resolve the research question, "**How should INS approach the Japanese B2B Media Marketplace?**"

3.1 Mixed Method

As methodologies have developed over the decades, mixed method has become increasingly popular because of its capacity to offer a comprehensive understanding of complex problems. A strong and adaptable research methodology, mixed method recognizes the advantages and disadvantages of qualitative as well as quantitative methods. Researchers can produce deeper insights, improve the reliability of their results, and offer a more comprehensive knowledge of complicated processes by integrating various methodologies. Mixed method is still essential to expanding knowledge across fields as research problems become increasingly complex and diverse. The mixed methods will be of a descriptive kind for this thesis. (George 2021.)

3.2 Research Design

The main research topic for this thesis is the Japanese B2B media market, an ever-evolving industry that necessitates an in-depth investigation to inform business planning. I analyze three important investigative questions in this section to learn more about this market and how to tailor the research design. To answer these issues, I look into data collection and analysis data to understand the B2B Japanese market.

In the first part of phase 1, the data sources for this research will comprise both primary and secondary data. Surveys will be used for gathering primary data, while desktop study will be used to acquire secondary data. Both primary and secondary data sources were used for this research. The survey method was applied when gathering primary data. The survey questionnaire was developed to collect all of the information needed to assess the present situation of the Japanese market. The survey topics needed to address topics such as the Japanese B2B media market's challenges and other significant factors that relate to the present state of the Japanese market. The desktop study, in contrast, could be used to learn information on the present situation in the Japanese market from various sources such as industry reports, government documents, and media reports for secondary data. This data is able to supplement the information originally gathered through surveys. After the data has been gathered, it could be analyzed using a statistical analysis method, this strategy involves examining numbers using statistical methods. The statistical

analysis could be capable of identifying important information that influences the present situation in Japan.

The following part is similar to the previous one in that it covers both primary and secondary data. The survey approach was used to gather primary data, which was aimed to cover all of the relevant information needed for finding trends relating to digitalization, data analytics, video content, and mobile-first strategies in the Japanese market. For secondary data, the method of desktop study could be applied to collect information from numerous sources in the Japanese market. Once the data has been captured, it can be analyzed using a statistics analysis method again. A statistics analysis is needed to find key trends in the Japanese market associated with digitalization, data analytics, video content, and mobile-first strategies.

Phase 2 is that quantitative information about competitors can be found in the data source area from a variety of sources, each of which offers a different viewpoint on the marketplace. Market share reports, which provide numerical insights into the relative positions of major competitors within the industry, are one important source. These studies frequently include information on the market share sizes, revenue totals, and growth rates of significant competitors. Qualitative insights provide a greater knowledge of competitors' strategies, capabilities, and weaknesses while quantitative data provide useful measurements.

The investigation of quantitative competitor data comprises numerous processes for the data analysis methods. The main competitors in the Japanese B2B media market can be clearly identified using this quantitative analysis, which is data driven. Trends and recurring patterns about the strength and weakness of competitors are discovered during the analysis process. By providing insightful context and subjective viewpoints that add to the quantitative analyses, qualitative insights improve the comprehension of competitors.

In phase 3, it is critical to identify the target group and method of sampling in order to determine potential B2B Japanese partners. This research's target population would be potential B2B Japanese partners who meet the criteria specified in the research problem. In addition, the data collection and analysis methods should be determined. Primary and secondary data sources will be used in this part. The survey method will be used to collect primary data. The survey questions addressed issues such as company competitors and other important factors that influence the selection of suitable B2B Japanese partners. The desktop study, on the other hand, can be used to collect details regarding potential Japanese partners from different resources such as company websites, reports on the sector, and trade magazines for secondary data. This data may be applied to enhance primary data gathered through surveys. After collecting the data, the content analysis method could be applied to analyze it. This method involves finding themes and patterns in

information that may assist in the selection of suitable partners. The content analysis needs to be allowed to identify key factors that influence the selection of the right B2B Japanese partners.

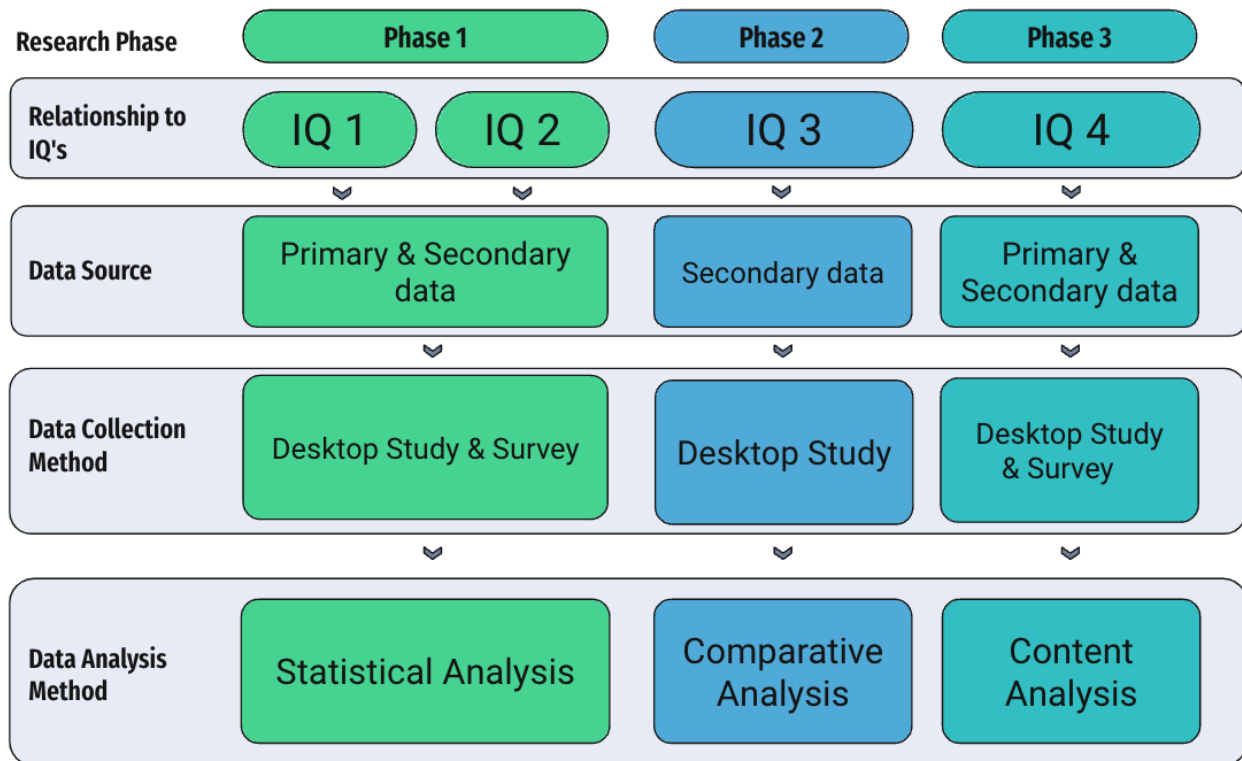


Figure 6. Research Design (by the author 2023)

3.3 Population and Sample

The survey section of the research for this thesis will target Japanese B2B media workers. In particular, it concentrates on media companies and professionals when examining the population and sampling for the survey.

On the front lines of creating B2B content are professionals in careers including editors, journalists, and content creators. They develop distinctive views on the present situation of the market from their daily interactions with news and developments in the industry. They can offer their opinions on the well-being of various industries, whether they are expanding or contracting, and the overall demand for B2B media content. These professionals are in an ideal position to spot and evaluate new trends in content formats, delivery methods, and audience engagement tactics because of their position. They can provide insight into whether video content is becoming more popular, how mobile platforms are influencing consumption, and whether long-form or short-form content is

gaining ground. They frequently know competitor patterns. They can offer details on new competitors and the techniques media companies use to maintain their competitiveness.

The media company is the second target. Their viewpoints and experiences are crucial for understanding industry-specific market trends, the current digital shift, and the competitive situation. It is crucial to comprehend how B2B media companies deal with the changing landscape of technology. Understanding how they are investing in online platforms, creating mobile applications, and using data analytics can show how the industry is adjusting to shift consumer preferences. The audience's attention and spending on advertising are constantly an obstacle to competition for media companies. They offer an insight into the strategic setting of the industry through their ideas on competitive strategies, positioning in the marketplace, and distinction initiatives.

These two types of respondents each bring a distinct perspective and professional expertise to the Japanese B2B media marketplace. Together, their perspectives help create a comprehensive understanding of the market's well-being, trends, competition, and industry-specific details. The answer supports a better comprehension of the Japanese B2B market.

3.4 Validity and Reliability

It is useful to use surveys within the B2B Japanese media to gather knowledge about an evolving marketplace. Language and cultural obstacles, as well as the frequently low response rates, are the main difficulties faced in this work.

The language barrier is one of the biggest obstacles to measuring Japanese B2B media companies. The international business language of English may not be well-spoken by many Japanese workers. It is essential to provide survey materials in both Japanese and English due to the potential for misunderstandings caused by this language gap. The language barrier may be made worse by cultural differences. Due to differences in communication techniques and expectations among cultures, respondents may understand questions differently. This can be avoided by carefully collaborating with multilingual specialists or collaborators who are aware of the cultural background to create questions that appeal to Japanese responders. One obvious benefit of the author's Japanese background is that the language barrier is basically eliminated. This facilitates research by ensuring smooth communication with B2B media experts.

Employees in B2B media frequently have busy schedules, which leaves little spare time for surveys. Survey fatigue might also result from repeated survey requests. To get over these challenges, carefully scheduling survey deliveries around business hours may increase response rates.

In a crowd of competing requests, the survey might stand out by emphasizing its singularity and importance. Low response rate challenges were addressed in an aggressive way. In order to address this problem, the author carefully distributed the survey link in the morning in Japan and sent it to 150 B2B media contacts. Understanding the value of determination, a follow-up email was sent out a week later to increase response rates.

B2B media groups are obviously concerned about providing sensitive information in a time marked by data breaches and privacy concerns. They demand confirmation that the highest level of safety and secrecy will be used when handling their data, even the contact information. Building trust is the first step in addressing concerns about data confidentiality. Security and safety were emphasized for the participants by the author. Transparency and trust were demonstrated in the introductory email by the author's careful introduction and explanation of the survey data's purpose. The author also assured the audience of the university's commitment to the safety of data. In order to optimize participation and reduce response stress the survey was purposefully designed to be brief, with questions kept simple. This methodical approach enhances the validity of the data gathered while also being considerate of the time of the participants.

It is crucial to maintain academic rigor and transparency through proper citation and referencing of secondary sources. This practice enables readers to verify the information's authenticity. Additionally, enhancing the validity of the research is achievable by incorporating a diverse range of secondary sources, including industry reports, academic studies, government publications, and reputable market analyses. This diversification enriches the research with a comprehensive perspective, making the thesis more robust and credible.

4 Data and Results

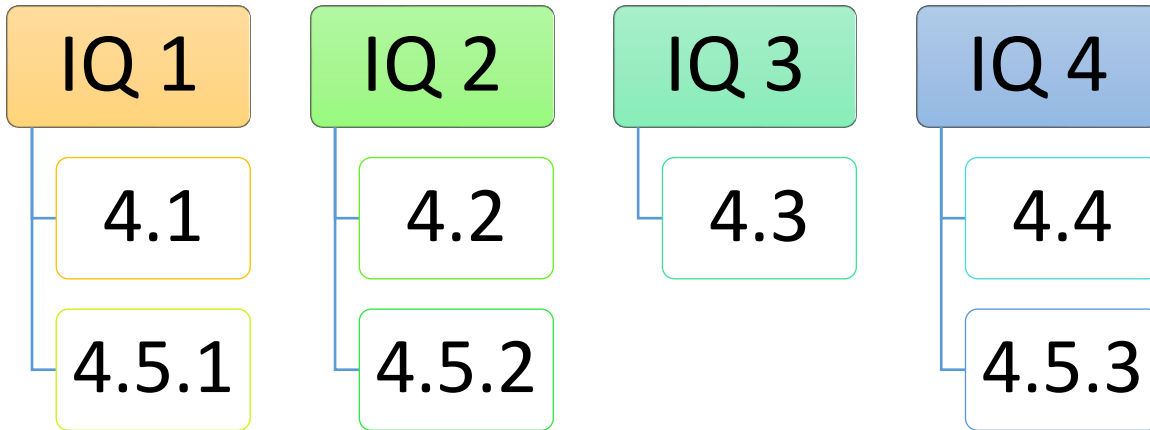


Figure 7: Understanding of Chapter 4

This chapter includes the findings from the survey. The purpose of this section is to gain a better understanding of the market's situation, trends, competitors, and identifying partners. The findings will also seek to offer more details for each IQ and, eventually, the research question of "How should INS approach the Japanese B2B Media Marketplace?". The survey was done by sending the survey link to Japanese B2B media.

4.1 Current Situation in Japanese media

Strong media with large circulations have historically been an important component of the Japanese media landscape. These newspapers have been essential in influencing public discourse and providing the Japanese people with news and information. As newspapers and broadcasters struggle to meet the demands of the digital world, the media landscape in Japan is transforming. While traditional print and broadcast media are still powerful, they are actively working to adopt digital trends, reach new audiences, and maintain their relevance in a constantly shifting media situation. This change reflects the changing media consumption patterns of the Japanese population as well as the progress of technology. (Kersey 2023.)

Result from Framework:

Table 2. Porter's Five Forces in Japanese B2B media market

	Level	Result
<i>Threat of New Entrants</i>	Low	<ol style="list-style-type: none"> 1. High barriers to entry 2. Brand loyalty 3. Strong incumbent players
<i>Threat of Substitutes</i>	Moderate	Several alternative ways that businesses can communicate with their customers
<i>Power of Suppliers</i>	High	Limited number of suppliers of high-quality media content
<i>Power of Buyers</i>	High	Japanese businesses are very price-sensitive
<i>Competitive Rivalry</i>	High	Large, well-established players in the market

New entrants create a threat because the B2B Japanese media industry has high legal barriers to entry, making it challenging for new entrants to break into the market. Furthermore, Japanese businesses have strong brand loyalty to well-known brands, reducing the threat of new entrants even further. The market is dominated by major players with extensive market knowledge and experience, making it difficult for new entrants to compete successfully. (Ministry of Economy 2023.)

Supplier bargaining power is high in the B2B Japanese media marketplace. This is due to the fact that there are numerous companies that provide similar services, and buyers have no trouble switching between them. Buyers can also discuss prices and terms with suppliers, which increases their bargaining power. Buyers in the Japanese B2B media marketplace has a considerable bargaining power. This is due to the fact that there are numerous companies that provide similar services, and buyers have no trouble switching between them. Buyers can also discuss prices and terms with suppliers, which increases their bargaining power. (Ministry of Economy 2023.)

The B2B Japanese media the marketplace looks at a moderate threat from substitutes, particularly digital media. Companies that provide online content may attract customers out of traditional media businesses, reducing the earnings of existing players. However, traditional media continues to play

an essential part in the marketplace, thereby decreasing the threat of substitutes. (Ministry of Economy 2016.)

The B2B Japanese media marketplace is extremely competitive, with many major players competing for share of the market and consumers. Companies compete on cost, quality, and creativity, which can result in intense rivalry. Furthermore, the market has recently become, making it difficult for businesses to differentiate themselves from other companies. (Ministry of Economy 2016.)

Overall, the B2B Japanese media market presents major obstacles for potential new entrants looking to enter this unwelcome market. With many established companies and an important challenge from substitutes, the marketplace is extremely competitive. To remain competitive, businesses in this sector must be innovative and provide excellent goods and services. They must also be aware of the bargaining power of buyers and suppliers and be willing to negotiate prices and terms in order to remain successful.

B2B e-commerce in Japan:

The B2B e-commerce market in Japan is growing rapidly, with an unbelievable industry value of more than 370 trillion yen. This shows the significance of digital transactions in the business-to-business market. With an anticipated compound annual growth rate of 23.21% from 2023 to 2030, the market is expected to keep expanding. Industrial goods producers and construction firms have a huge opportunity to increase sales and increase productivity via B2B e-commerce platforms. With the help of these platforms, customers can view and customize complicated items online without the need for manual back-and-forth communication between the buyer and the seller. An industrial buyer, for instance, might need to customize a piece of equipment to meet their unique needs. This procedure can be made quick and simple by a B2B eCommerce platform, which also enables the buyer to see how various options for setting up will affect the machine's efficiency and cost. The buyer may be able to make a more intelligent purchase decision as a result. B2B eCommerce platforms may additionally include automation, which can minimize people's data entry errors and speed up order processing. This is especially helpful for businesses that rent out heavy machinery because they frequently have multiple locations and need to inform their clients about the machinery's availability. For instance, a B2B eCommerce platform could generate and monitor orders automatically, as well as inform clients when a piece of equipment becomes available for rent. This may free up staff members to work on other projects, like managing inventory or offering customer support. (Inkwood Research s.a.)

Challenges for Foreign Companies in Japan:

In 2023, it is still a problem for foreign companies entering the Japanese B2B market to face a number of confusing obstacles that call for innovative approaches for successful navigation. The complicated web of cultural differences that influence Japanese business dealings, from manners and communication styles to the details of building connections, is one of the biggest challenges. To build trust and reliability among the Japanese business community, it is essential to understand and respect these cultural differences. For foreign companies hoping to operate smoothly in Japan, language barriers are also a real obstacle. Japanese continues to be the strong language for official documents, discussions, and everyday tasks, despite the fact that English proficiency may be restricted to some business circles. Effective communication must be helped by reducing this language gap through language proficiency or reputable translation services. Foreign companies frequently use tactical strategies like content syndication, which are specially tailored to match the needs and senses of the Japanese market, to address these huge obstacles. This involves carefully developing and releasing content that indicates to Japanese audiences on a cultural and language level. By doing this, foreign companies can successfully enter the Japanese B2B market and grow by overcoming linguistic and cultural barriers and gaining a solid foothold in the market. (Shimizu s.a..)

4.2 Consumer Behavior

The development of digital media and shifting company requirements in Japan have resulted in a shift in consumer behavior in the Japanese B2B market. Companies in the B2B market are increasingly depending on digital media to connect with their target audiences, and they expect more personalized and engaging information. Companies must understand the consumer behavior trends driving this shift and create strategies to meet the requirements of their customers in order to survive in this new environment.

According to the theory of reasoned behavior, two major factors affect consumer behavior: attitudes and subjective norms. Subjective norms are an individual's interpretation of what others look for them to perform, whereas attitudes are the individual's overall assessment of service (Inoue 2013, 78-88). Companies in Japan's B2B market are becoming more beneficial about digital media, discovering it as a way to connect with their target audiences more effectively and profitably. Furthermore, as digital media becomes the market norm, Japanese businesses increasingly experience tension from other companies to adopt it. The theory of planned behavior provides a third factor to the theory of reasoned action: perceived behavioral control. Perception of behavioral control refers to an individual's confidence in their ability to demonstrate a specific behavior. Businesses in Japan's B2B market are growing more secure in their capacity to apply digital media successfully. This is because of the increased availability of education and materials, in addition to

the achievements of other businesses that have adopted digital media. (Ministry of Economy 2023, 5-9.)

According to these two theories, the development of digital media and shifting business requirements in Japan are expected to have an enormous effect on consumer behavior in the Japanese B2B marketplace. Businesses that can recognize and adjust to these trends will be well-suited for success in the future.

Here are some particular examples of how Japanese companies are adapting to changing market conditions using consumer behavior theory:

Japanese businesses increasingly utilize social media to develop customer relationships. It allows them to create more personalized and engaging content by better understanding their customers' desires and needs. For instance, the Japanese technology company Panasonic uses online platforms for customer feedback on its goods and services. Following that, the feedback is applied to enhance product development and relations with consumers (Panasonic Group s.a.).

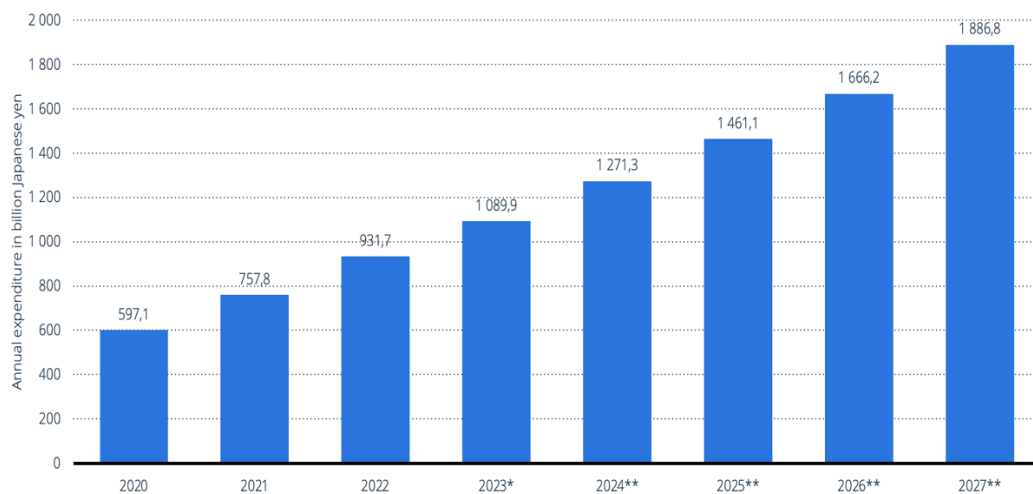


Figure 8. Social media marketing market size in Japan 2020-2027 (CyberBuzz 2022)

Japanese companies are also producing more shortened content for mobile phones and tablets. This is because Japanese companies are increasingly obtaining information via mobile devices. For example, the Japanese everyday Asahi Shimbun has a smartphone app that gives readers with brief summaries of the day's news (Asahi Shimbun Digital s.a.).

Data is also being used by Japanese companies to personalize content and promotions for their clients. This enables them to better concentrate on their marketing messages and improve the possibility of turning leads into consumers. For example, the Japanese travel operator H.I.S.

analyses client behavior and preferences using data. This data is then utilized to provide personalized travel suggestions for each consumer (HIS s.a.).

These are just a few instances of how Japanese companies are adapting to changing market conditions through using consumer behavior theory. They may position themselves for successful futures by recognizing and adjusting to customer behavior patterns.

4.3 Competitor Analysis

This section includes a variety of notable companies that were examined in the framework of a thorough competitor analysis. These companies include Lloyd's List Intelligence, Cision, IHS Markit, Edie, and ZDNet for INS. This analysis investigates each company's strengths and weaknesses within its own industry, as shown in Appendix 1 (Competitor Analysis). Moreover, Appendix 2 (Competitors Features) provides a thorough analysis of the unique characteristics that set these competitors against one another. This section seeks to gain a deep understanding of the competitive environment through this analysis, offering a useful viewpoint for strategic decision-making and improving comprehension of each company's market position and abilities.

The location of the service:

Cision and IHS Markit have set up offices in Japan, demonstrating their dedication to catering to the local market. Cision focuses on media and communication solutions; IHS Markit is well-known for data and information services; and ZDNet's reputation has grown after 20 years of dedicated Japan coverage. Their presence in Japan raises the possibility of a competitive advantage by suggesting a strategic approach to meet the specific demands of the Japanese market. (Cision a 2022; Crunchbase s.a.; S&P Global a s.a..)

Lloyd's List Intelligence, Edie, and Industrial News Service (INS): Such groups are collaborating with business-to-business (B2B) Japanese media channels, suggesting that they prioritize content and information distribution within the Japanese economy. Being involved with B2B media indicates that the parties are aware of the local media environment and prefer to use it to further their business objectives. (Edie s.a.; Wikipedia 2023.)

ZDNet, Cision, and IHS Markit might have an advantage over their competitors in terms of relationships with customers and market insights because of their physical presence in Japan. Engaging with B2B Japanese media, INS, Edie, and Lloyd's List Intelligence shows that they want to connect their services with regional company requirements. Long-term success in this

competitive environment would need continuous creativity, strong relationships with local partners, and engagement with Japanese business principles. The competitive environment is constantly shifting, and these companies' strategies heavily depend on their local presence as well as their partnerships with Japanese media connections. In order to succeed in this market, one may need to be flexible, understand local quirks, and establish reliable collaborations. (Holland 13 December 2022.)

Industry' rank and monthly web visitor:

By examining the competitive environment of these companies as it relates to their industry rankings and monthly website traffic, one can gain an understanding of their relative positions and possible strategies.

Cision (Rank 4th, Monthly Visitors 1.2M): Cision, with 1.2 million monthly visitors, is not far behind. To rise in the ranks of the industry, the business needs to take advantage of its sizable visitor base and think of creative tactics. (Similarweb a s.a..)

IHS Markit (Rank 1st, Monthly Visitors 11K): Although IHS Markit is at the top of the list, its monthly visitor count of 11K is much less than that of the others. It needs to focus on improving user engagement and producing relevant content to maintain its leadership. (Similarweb b s.a..)

Industrial News Service (INS): While INS is ranked sixth, it has the same number of visitors per month (11K) as the industry leader. This suggests the potential for expansion and the requirement for focused strategies to move up the ladder of success. (Similarweb c s.a..)

Edie (Rank 5th, Monthly Visitors 69K): Edie ranks fifth in the industry with a higher number of visitors. It should focus on keeping users and investigating new content avenues to take advantage. (Similarweb d s.a..)

Lloyd's List Intelligence (Rank 6th, Monthly Visitors 11K): Its standing can be raised by increasing user satisfaction and expanding the content (Similarweb e s.a.).

ZDNet (Rank 2nd, Monthly Visitors 12M): With an incredible 12 million monthly visitors, ZDNet holds the second position in the industry. It needs to keep producing high-quality content and look for ways to expand to keep its strong position. (Similarweb f s.a..)

Social media follower:

It is possible to gain important insights into these companies' competitive positions in the digital landscape by analyzing their social media followings and rankings. This is an examination of these companies' competitors:

ZDNet (1st): With the biggest social media following, ZDNet is in first place. It indicates a strong digital footprint and level of interaction. ZDNet needs to focus on audience engagement, high-quality content, and keeping up with new trends if it seeks to hold onto this lead. (ZDNet s.a..)

IHS Markit (2nd): In terms of social media following, IHS Markit takes the second location. Its impressive performance is a reflection of a well-run online presence. IHS Markit can investigate audience segmentation and customize content for various demographics in order to further improve. (S&P Global b s.a..)

Cision (3rd): Cision has a strong social media presence and is ranked third in terms of followers. Cision might consider thinking about collaborating with thought leaders and influencers in the field to increase engagement in order to rise up. (Cision b s.a..)

Edie (4th): Edie's ranking of fourth indicates that they have a reputable base of supporters. In order to enhance user engagement, Edie could investigate interactive content formats such as questions and answers and live sessions (Edie b s.a.).

Lloyd's List Intelligence (5th): There is potential for improvement as this ranking is fifth. One way to make improvements would be to increase user-generated content and interactive surveys to increase engagement. (Lloyd's List Intelligence s.a..)

Industrial News Service, INS (6th): There is potential for improvement as INS is ranked sixth. In order to build a stronger online community, INS should prioritize, offering insights into the industry, and using user-generated content. (Industrial News Service s.a..)

Each organization can improve its social media presence and engagement by using the opportunities and strategies shown by the competitive analysis. Through customization of their strategies according to their unique roles, these businesses can achieve significant improvements in the field of technology.

Strength and weakness:

Cision: Cision's significant advantages are its extensive global reach, extensive resources, and innovative technology, which enable it to deliver extensive data and analytics. Cision, having only recently entered the market, must contend with the difficulty of having little local knowledge when it comes to the complicated Japanese market. (PressWalker s.a..)

IHS Markit: IHS Markit sets itself separate by providing specialized coverage in Japanese and insightful market analysis to meet the information needs of companies doing business in Japan. However, more people may not be able to access them due to their heavy dependence on a subscription-based business model, especially smaller businesses looking to obtain market data. (IHS Markit 2017.)

Edie: With the support of their parent company and a committed team in Japan, Edie is well-positioned to potentially expand into the Asian market. When compared to larger Japanese competitors, they do, however, face resource constraints that may limit their capacity to efficiently develop their services. (Edie c s.a..)

Lloyd's List Intelligence: Lloyd's List Intelligence is an established player in the marine industry because of its extensive assets and worldwide reach. However, their difficulties are mostly related to building regional connections in the complex Japanese market, where relations to the area and local knowledge tend to be crucial. (Lloyd's List Intelligence b s.a..)

ZDNet: ZDNet's strengths originate mainly from its tech industry experience, which is further enhanced by the parent company's resources. They need to use it cautiously, though, as the digital landscape continues to shift and they could depend too much on senior desktop users. (Asahi Interactive s.a. .)

A competitor analysis indicates that INS sets itself apart with its customized services, which are effectively created to satisfy the different and precise needs of companies. Their constant commitment to producing excellent material strengthens their standing as a major participant in the market. Together, these features provide them significant advantages over competitors in the market.

Despite these remarkable features, INS faces significant challenges in its expansion location. It faces the critical task of expanding its global presence to match the penetration of some of its more global competitors. The process of entering foreign markets and competing on a worldwide level is difficult and requires careful planning and resource allocation.

4.4 Potential Partners

Table 3. Potential Japanese B2B Media Partner

	Kaiji Press	Kensetsunews.com	IT media	Nikkan Kogyo Shimbun	Environmental Business	Nikkan Jidosha Shimbun
Number of Employees	50	115	322	523	-	-
Industry	Marine	Construction	IT	Manufacturing (Energy)	Environment	Automotive
Circulation	-	450,000	3,500,000 pageviews	338,086	45,000	125,000
Media Type	Press/Magazine/Online	News Paper/Online	Online	News Paper/Online	Magazine / Online	News Paper/Online
Year	1956	1950	12/1999	1915	5/2002	1929
Website Language	EN, JA, CN	JA	JA, EN	JA, EN	JA	JA

When searching for possible partners in a variety of industries, such as automotive, energy, construction, marine, technology, and the environment, it is essential to apply Partner Screening Methodology. Strategic collaborations are built upon these criteria.

4.4.1 Kaiji Press : Marine

Any organization's success depends on choosing the correct partner, and for Industrial News Service (INS), collaborating with Kaiji Press Co., Ltd. is a good possibility. The following steps can be used to analyze this selection:

Kaiji Press has proven to have a strong understanding of the shipping and maritime industries in Japan. With a history of offering news services, publications, online services, and research regarding both national and global shipping, shipbuilding, air cargo, logistics, and cruise, they have exceptional knowledge in the area. This in-depth knowledge guarantees that INS is working with a

partner who has a thorough awareness of the subtleties and trends in the industry. (Kaiji Press Co a s.a..)

Kaiji Press has demonstrated remarkable logistical skills in the maritime industry. They have a strong network and established domestic and international distribution channels for content. This ability to handle logistics well guarantees that INS's content will effectively reach its intended audience, increasing reach and engagement. (Kaiji Press Co a s.a..)

Kaiji Press has an innovative digital infrastructure that includes advanced websites, online platforms, and content management tools. This guarantees that the content of INS is managed effectively and presented in an approachable way. Furthermore, the comprehensive performance measurement made possible by their data analytics capabilities enables data-driven decision-making and enhancements in content delivery. (Kaiji Press Co b s.a..)

Kaiji Press stands out by its positive perspective and desire to work closely with international media. Their desire to cooperate, exchange knowledge, and adjust to changing market conditions is identical to INS's goals. This collaborative culture is essential to a successful and durable collaboration. (Kaiji Press Co a s.a..)

As a result, after a thorough partner screening process, Kaiji Press Co., Ltd. is a potential partner for INS in the marine industry.

4.4.2 Kensetsunews.com : Construction

Start with market and ability knowledge. For many years, Kensetsunews.com has been known for its thorough reporting and useful assessments of the construction industry. They stand out in their ability to offer precise and insightful information about building projects, infrastructure development, and related industries. This deep knowledge of the market is essential to a successful working relationship. When it comes to content distribution, logistics capability is crucial.

(Kensetsunews.com a s.a..)

The ability to handle logistics is essential for content distribution. Kensetsunews.com made sure that content was delivered to audiences effectively, immediately, and in a way that meets the expectations of the digital age. It gave them the ability to maintain their innovative thinking and competitiveness in the rapidly shifting content delivery industry. (Kensetsunews.com b s.a..)

The infrastructure stage is essential to the construction industry's communication of data because of its impressive 450,000 copy circulation and wide readership (Kensetsunews.com c s.a.). In order to maintain its level of quality and efficiency, Kensetsunews.com must effectively handle this

significant circulation. Kensetsunews.com is one of the major construction-specific newspapers. It is known for its different perspectives and commitment to independent research. The existence of 13 branch offices across the country, from Hokkaido to Kyushu, is another noteworthy aspect. These offices are there to gather a lot of data. (Kyakukuru 2021.)

In the motivation and attitude section, the website prominently shows an email address for contacting the editorial team, which reflects their dedication to adaptability and open interaction. Moreover, the integration of news, including both domestic and global subjects, indicates an active approach to informing the readers. Their commitment to timely and pertinent updates demonstrates their commitment to offering valuable content and their optimistic outlook on providing in-depth news coverage. (Kensetsunews.com a s.a..)

After a thorough partner screening process, Kensetsunews.com is determined to be a good partner for INS.

4.4.3 IT media : IT

The ideal Japanese partner for Industrial News Service (INS) might be ITmedia Inc. To breakdown the evaluation in detail:

In Japan, ITmedia Inc. is well-known for its experience in the IT and technology areas. Their deep knowledge of these sectors can be useful to INS, particularly if the publication covers press releases about technology. A news service needs to provide high-quality content, and ITmedia Inc. is renowned for doing just that. collaborating together can improve INS's content's reputation and quality as a whole. (IT media Inc. a s.a..)

With a wide-ranging and strong distribution network designed especially for digital content, ITmedia Inc. has an exceptional opportunity to significantly expand its readership and efficiently spread its news. By applying ITmedia Inc.'s distribution channels, INS will have access to the knowledge and resources of one of Japan's biggest online media companies. By doing this, INS will be able to better connect and engage with a wide range of readers while simultaneously leveraging the potential of digital public relations to expand its presence in the Japanese market. (IT media Inc. b s.a..)

A reliable platform is essential when it comes to digital media and content distribution. With years of experience in the industry, ITmedia Inc.'s strong platform can be an effective tool for INS to reach a different and broad audience. By applying the technological prowess of ITmedia Inc., INS can improve the ways in which it distributes its content and make sure that its updates and news efficiently reach the audience they are targeting. (IT media Inc. c s.a..)

Without a doubt, via the information provided, it seems that the IT media website can receive press releases by email. This feature is helpful in encouraging collaboration as well as readiness among people or organizations that are interested in exchanging news or information in the IT sector. The IT media is receptive to press releases and might even collaborate with those hoping to share announcements or content related to IT, encouraging an atmosphere of cooperation for partnership and information sharing in the IT industry. (IT media Inc. d s.a..)

ITmedia Inc. has the infrastructure, logistical know-how, and industry experience required for an effective collaboration with INS in Japan.

4.4.4 Nikkan Kogyo Shimbun : Manufacturing, Energy

Using a partner screening methodology, determine why Nikkan Kogyo Shimbun, LTD would be a more suitable partner for Industrial News Service (INS) in Japan.

Nikkan Kogyo Shimbun has a long history and extensive knowledge covering the manufacturing and industrial sectors. Their industry expertise is extremely valuable to INS, particularly if INS focuses on these sectors. Nikkan Kogyo Shimbun, which focuses on manufacturing innovation (monodzukuri), can offer insightful information about the newest trends, technologies, and advancements in Japanese industries. (Nikkan Kogyo Shimbun a s.a..)

Nikkan Kogyo Shimbun is a long-running newspaper with a wide distribution system. Collaborating with them can enable the successful spread of INS's news to a wide audience. With a circulation of 338,086, the media can reach a large number of people or organizations with their information. This circulation number, which applies to publications, organizations, and websites, indicates their ability to spread information. It is beneficial to have a large circulation because it enables them to effectively reach a large audience and inform their readers or customers. (Nikkan Kogyo Shimbun b s.a..)

As demonstrated by their network community involvement, Nikkan Kogyo Shimbun's proactive participation in industry-related meetings and activities highlights their function as a link between industry, academic institutions, government agencies, and financial organizations. Using this network, stakeholders can work together to address industry challenges, exchange knowledge, and support the expansion of the Japanese industry in a collaborative ecosystem. (Nikkan Kogyo Shimbun b s.a..)

The objectives of INS are in keeping with Nikkan Kogyo Shimbun's commitment to developing Japanese business and technology. This commitment illustrates their vision and commitment to encouraging and developing Japan's expanding sectors and technologies. Furthermore, Nikkan

Kogyo Shimbun is willing to accept press releases and may collaborate with others, hoping to share their related energy content within the sector. (Nikkan Kogyo Shimbun c s.a..)

One notable candidate for INS's Japanese collaboration is Nikkan Kogyo Shimbun.

4.4.5 Environmental Business : Environment

Using a partner screening methodology, examine why 環境ビジネス (Environmental Business) might be a particularly suitable partner for Industrial News Service (INS) in Japan.

Reporting on environmental and sustainability concerns is the focus of Environmental Business. Particularly if they concentrate on environmental and green technologies, INS can benefit greatly from their extensive understanding of the environmental market. They can offer INS important insights into the most recent trends, regulations, and innovations in Japan's environmental sector because of their strong emphasis on environmental issues. (Environmental Business a s.a..)

Since they are a well-known environmental publication, their distribution network is probably quite wide. By collaborating with them, INS's environmental news can be effectively distributed to a specific audience. Additionally, the media has a 45,000 circulation, which shows how many people or organizations they can inform. (Environmental Business b s.a..)

The digital platform is a dynamic source of information for environmental business news because it enables real-time reporting, online audience engagement, and the integration of multimedia elements. In addition, if they continue to publish in print, they will be able to reach readers who are more comfortable with conventional, tangible formats. By using two strategies, the information is guaranteed to reach a wide range of people, even those who lack large digital users. (Environmental Business a s.a..)

Their emphasis on environmental issues indicates that they have a commitment to sustainability. Collaborating together with INS shows a shared dedication to supporting sustainable practices and is in keeping with their mission. A partner is more likely to successfully contribute to the success of the partnership if they have an intense commitment to work and a positive attitude toward collaboration. They are receiving press releases from others because their website has a page where people can send them press releases. (Environmental Business c s.a..)

They are a noteworthy candidate for collaboration with INS in Japan, especially if INS wants to focus on environmental and sustainability issues.

4.4.6 Nikkan Jidosha Shimbun : Automotive

Using a partner screening methodology, look into why they might be more right partner for Industrial News Service (INS) in Japan:

In Japan, Nikkan Jidosha Shimbun is a reputable trade publication for automobile manufacturers. Their in-depth knowledge of the automotive industry, including market trends, legal changes, and company structure, can offer INS useful insights. It is probable that Nikkan Jidosha Shimbun has a wide network in the automotive sector, including connections to influential people, subject matter experts, and decision-makers. The reach and coverage of INS can be expanded by utilizing this network. (Nikkan Jidosha Shimbun s.a..)

Nikkan Jidosha Shimbun is an acceptable publication that has distribution channels set up for its content. Being involved with them provides INS with an effective means of reaching out to a specific audience in the automotive industry with news stories. (Nikkan Jidosha Shimbun s.a..)

Nikkan Jidosha Shimbun's 125,000 circulation is notable and suggests that it could potentially reach an impressive readership in Japan. It can spread news, information, and content to a large audience with such a circulation, which makes it a powerful platform for connecting with a variety of readers and possibly influencing public opinion and awareness on a range of subjects. (Akira 2014.)

The global crisis is currently impacting the automotive industry, regardless of major improvements in technology aimed at building a sustainable automotive society. Nikkan Kogyo Shimbun is a specialized newspaper with one of the main circulations in Japan. It attracts interest from the automotive industry as well as from national and international business and industrial groups, with an emphasis on setting new standards. They publish books that offer insights into industry trends in addition to their monthly magazines, such as "Maintenance Strategy," which are targeted at the auto repair industry. Moreover, they sometimes include books written by writers for their newspapers and professionals in the field. Nikkan Kogyo Shimbun may present a range of prospects due to their involvement in different business activities. (Nikkan Jidosha Shimbun s.a..)

Nikkan Jidosha Shimbun appears such as an ideal match for INS's Japanese collaboration, especially if INS seeks to focus on the automotive industry.

4.5 Survey Results

The main conclusions of my survey, which Japanese media professionals managed, are presented in this section. The first section looked to gather information about the participants' backgrounds in

a variety of regions, such as the number of years of experience and the size of the companies they work for. These results offer insightful information that develops knowledge of Japan's professional and demographic situations. The participants have a diverse distribution of professional experience, and all respondents (n= 34) are from Japan. About 23.5 percent of the respondents stated they had worked for less than 5 years, 29.4 percent had worked for 11 to 15 years, and 38.3 percent had worked for 16 to 20 years. 8.8 percent of respondents stated they had more than 21 years of experience. According to the results, 64.7% of participants work for companies with 1 to 50 employees, 26.5% for companies with 51 to 500 employees, and 8.8% for companies with more than 501 employees.

The following information to find out what industry they were employed in. Energy & Utilities (n 2), Environmental (n 2), Automotive (n 3), Real Estate & Construction (n 10), Technology & IT (n 10), Marine (n 4), and Other (n 3). However, this section will focus on the Real Estate & Construction and Technology & IT industries. The few responses from other industries make it difficult to conduct a thorough analysis of those industries, which is why this focus is essential. With their significant presence across several markets, the Real Estate & Construction and Technology & IT industries offer valuable results via which it can obtain insights into the wider economic environment. These industries have at least 10 answers. It seeks to provide a more thorough understanding of industry competitors and successful factors opportunities by focusing on these sectors.

4.5.1 IQ 1

The responses to several significant difficulties that the Japanese B2B media market appearances. First, a large number of participants, which includes 68% of the samples, emphasized immediate improvements in technology as an important challenge. This emphasizes how businesses must constantly adapt to new digital trends and technologies that are changing the way they work and communicate with their audiences. Second, 32% of respondents identified declining demand as a challenge, indicating that the market may be dealing with changes in consumer preferences or demand-influencing economic factors. Finally, as indicated by 6% of respondents, a few of their concerns is the level of competition. Companies in this industry face intense competition; in order to be successful, they must stand out from others and provide unique value propositions. In order to succeed in a constantly changing environment, companies involved in the Japanese B2B media market will need to address these challenges.

A number of important variables have an impact on the current situation of the B2B media market in Japan. First, as 56% of respondents recognized, technological advancements emerge as a significant driver. This emphasizes how important it is to use innovations and stay up-to-date with technology in order to stay relevant and competitive in the digital age. Second, 44% of respondents

considered regulatory changes to be significant, highlighting the necessity for businesses to successfully navigate changing regulations. Thirdly, 41% of respondents emphasized changes in consumer behavior, indicating that the market's dynamics are being shaped by changes in how companies and individuals consume media. Finally, the market's health can be impacted by broader economic trends, as evidenced by the fact that economic conditions, while less significant at 9%, still matter. Collectively, all of these factors influence the complex environment that the Japanese B2B media market operates in, making flexibility and calculated planning essential for success.

4.5.2 IQ 2

Digitalization of content has a major impact on the Japanese B2B media market. A significant majority of respondents 53 percent consider it to be "extremely important." This demonstrates how the industry is changing to use digital platforms and content delivery techniques. Furthermore, 44% of respondents feel it's "important," pointing out the general consensus on the necessity of changing to digital trends. On the other hand, most people consider the increased emphasis on data analytics to be "important," with 56% recognizing its significance and 9% considering it to be "extremely important." These results demonstrate how B2B media is increasingly depending on data-driven decision-making. The survey also shows that thoughts on the significance of video content are more divided, with 29% considering it "important" and 53% considering it "somewhat important." A balanced response is given to mobile-first strategies, with 32% assessing them as "somewhat important" and another 29% as "extremely important." It also suggests that in this industry, mobile strategies are becoming more and more valuable.

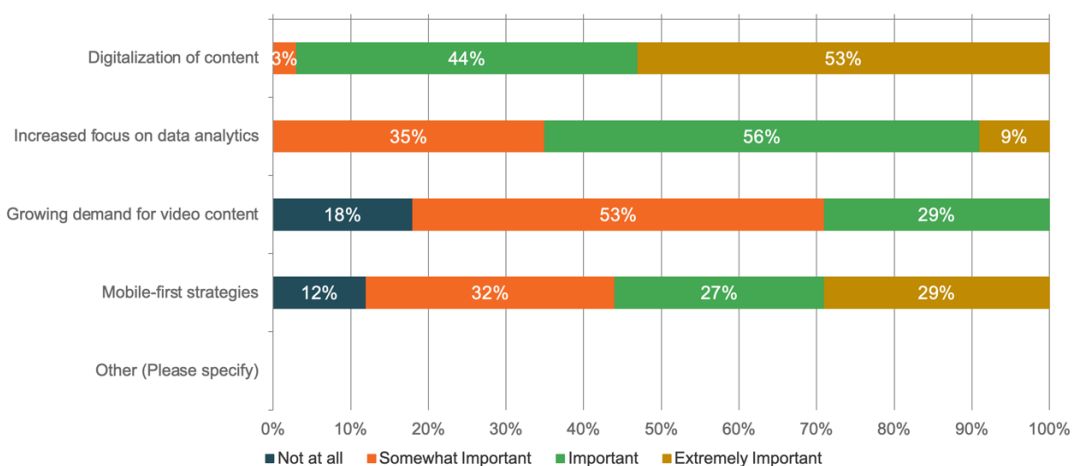


Figure 9. The Result of the Survey Question 7

4.5.3 IQ 4 by Industry

Real estate or Construction Industry:

In the survey, respondents identified a number of important companies when asked who their main rivals were in Japan's B2B media market, specifically in the real estate and construction industries. 40 percent of the respondents regarded Nikkei Construction Tech and Japan Property Central as major competitors. It is interesting to point out that 20% of respondents identified "Other" competitors, in particular Syukanjyutaku, while Real Estate Japan was not mentioned as an important competitor. The Nikkei Real Estate Market Report received 10 percent of the result. These findings indicate that Japan Property Central and Nikkei Construction Tech are significant participants in this market.

90 percent of the respondents to the survey indicated that improving content quality was the most significant factor that contributed to a company's success in comparison to its competitors in the construction and real estate industries. On the other hand, just 10% of respondents thought that increasing distribution channels was essential to success. This demonstrates the importance of content quality in this industry and indicates that successful B2B media companies that deal with construction and real estate in Japan need to produce high-quality content.

Technology or IT Industry:

The primary competitors in the Japanese IT and technology industries are identified by the survey. With 50% recognition as a major player in the market, ITmedia leads, closely followed by Nikkei Technology Online at 40%. The fact that these two businesses exceed the others demonstrates just how powerful and influential they are. ZDNet Japan did not register as a major competitor, and CNET Japan is also recognized, although to a lower level, at 10%. This indicates that the leading companies in the Japanese B2B IT and technology media market are ITmedia and Nikkei Technology Online.

90% of respondents to the survey stated that improving content quality is a critical factor in determining a company's success when compared to competitors in the technology and IT industries. This emphasizes how important it is to provide high-quality content in order to successfully engage the audience. Furthermore, a strong promotional strategy is necessary, as both growing distribution channels and the amount spent on marketing and advertising share 30% of the market. It is appealing to learn that none of the respondents recognized the importance of creating new goods or services as an essential aspect of success. Furthermore, just 10% of

respondents mentioned expanding the customer base as a factor, which may point to the significance of focusing on particular customer segments in this highly competitive market.

4.5.4 Communication Tools

Social media platforms are used by a significant number of participants, 91 percent, as their primary means of spreading and marketing their B2B content to Japanese companies. This demonstrates how social media is becoming more and more crucial for connecting with and engaging Japanese audiences. Furthermore, 24% of participants subscribe to email newsletters, indicating that email marketing continues to be a useful channel. A smaller part, 6%, prefer conferences and events specific to their industry, showing the importance of in-person connections in such an environment. 6 percent of the responses are from direct communication with companies and other web media, indicating that these strategies are also useful for content dissemination, although to a lower level. When everything is considered, social media stands out as the primary channel through which B2B content is distributed in the Japanese market, underscoring its importance in connecting with Japanese companies.

The articles and blog posts, which are preferred by a resounding 97% of respondents, are the most effective content formats for connecting with Japanese consumers. Because they can engage readers with written content and offer in-depth information, articles and blog posts are probably effective in Japan. On the other hand, the impact of visual content and other web media formats is somewhat limited, with each having a lower preference rate of 6%. This indicates that when looking for information or communicating with brands, Japanese consumers prefer textual content. This emphasizes the importance of well-written articles and blog posts in marketing and communication strategies targeted at the Japanese market.

According to the last question's survey results, a significant 85% of respondents indicated when it concerns receiving press releases from B2B media, email is their most common form of contact. An effective and well-established method of communicating business-related information is email. With 50% of respondents choosing social media as their channel of choice, it is evident that platforms like LinkedIn and Twitter are becoming more and more important for the distribution of news and updates. It is important, though, that only 26% of respondents chose online submission forms, indicating a relatively lower preference for this option. This indicates that, despite the widespread use of digital communication tools, traditional email is still the most preferred method for B2B press release distribution in Japan.

5 Conclusion

In order to better understand how INS should approach the Japanese B2B media marketplace, this research was carried out to increase understanding of the Japanese B2B media market. To investigate the IQs and the RQ, data from the survey was combined with results from previous research and academic articles. This large amount of information is used by the research to build its final conclusions about the topic and provide recommendations to the company.

5.1 Key Findings

In Japan, the business-to-business media is difficult for newcomers to enter because of the high barriers to entry and the established players who have already strengthened their positions in the market. The significant legal barriers to entry make it a challenging task for new players to enter this market, which is made even more difficult by Japanese companies' constant loyalty to established market leaders. All of these factors combine to minimize the threat of new competitors and strengthen the dominance of established players who have a wealth of experience and an extensive database of market knowledge. As a result, it is extremely difficult for newcomers to succeed in the market. There is intense rivalry among the major players in the Japanese B2B media marketplace as they compete for both market share and consumer attention. Businesses compete hard with one another in a wide range of areas, including cost, quality, and creative innovation. This creates a situation where it is difficult to stand out from the competition. Therefore, in order to succeed in this competitive environment, a company must be continually committed to innovation, provide excellent services, and maintain an in-depth awareness of the complex dynamics within the company.

The development of digital media and changing business needs are driving a major transformation in consumer behavior in the Japanese B2B media marketplace. Companies in the business-to-business (B2B) market depend more and more on digital channels to connect with their target markets, which highlights the importance of relevant and personalized content. The theory of reasoned behavior, in particular, emphasizes how opinions and personal standards influence consumer behavior. Japanese business-to-business companies have realized that digital media is a powerful tool for audience engagement. With better access to tools and the success of early participants, Japanese B2B businesses are becoming more comfortable in their ability to successfully implement digital media, as demonstrated by the introduction of perceived behavioral control in the theory of planned behavior. It is clear that the growth of digital media and changing business needs have had a significant impact on consumer behavior in the Japanese B2B market. Companies need to identify these trends and adjust in order to survive in this ever-changing environment. Personalized customer engagement through social media, mobile-friendly content creation, and data-

driven content and promotion are visible situations of adaptation. These strategies are designed to put Japanese B2B businesses in a successful position for the future by adjusting to changing consumer trends.

A number of foreign media and the Industrial News Service (INS) are identical in the highly competitive Japanese B2B media market. As evidence of its commitment to the local market, Cision and IHS Markit have opened offices in Japan, and ZDNet has become well-known for its two decades of focused Japan involvement. The fact that these companies have offices in Japan could give them an advantage in meeting particular market demands. On the other hand, with an emphasis on content and information delivery within the Japanese economy, Lloyd's List Intelligence, Edie, and INS are regularly collaborating with Japanese B2B media organizations. Their involvement with B2B media demonstrates their understanding of regional media landscaping. More powerful customer relationships and market knowledge are made possible by the presence of companies in Japan, such as ZDNet, Cision, and IHS Markit, which could provide them with an advantage. In order to succeed in this competitive market, INS, Edie, and Lloyd's List Intelligence emphasize the importance of flexibility, understanding local details, and dependable collaborations. They also aim to match their services with local business requirements. Particularly, INS sets itself apart with customized services that address the particular requirements of companies and has a reputation for consistently delivering excellent material. It will be difficult for it to match the global reach of more experienced competitors, though. Careful scheduling and allocation of resources are necessary for this process of breaking into international markets and competing on an international level.

The following important conclusions have been found for Industrial News Service (INS) in Japan after using the Partner Screening Methodology to find possible partners in a variety of industries:

Kaiji Press (Marine): In the marine sector, Kaiji Press Co., Ltd. is a noteworthy candidate for INS's collaboration. Their extensive logistics network, innovative digital infrastructure, collaborative culture, and in-depth knowledge of Japan's shipping and maritime sectors all complement INS's objectives in the market.

Kensetsunews.com (Construction): Because of their extensive industry reporting, effective logistics, wide distribution, commitment to independent research, and active communication style that reflects flexibility and open discussion, Kensetsunews.com is an ideal collaborator for INS in the construction industry.

ITmedia Inc. (IT): With its background in the IT and technology industries, ITmedia Inc. is perfectly suited to work with INS. They are an invaluable option to improve INS's content distribution and

quality in the IT sector because of their extensive industry knowledge, solid distribution network, dependable digital platform, and openness to press releases.

Nikkan Kogyo Shimbun (Manufacturing, Energy): With its broad distribution network, deep understanding of manufacturing and industry, involvement in industry-related events, dedication to the advancement of Japanese business and technology, and readiness to receive press releases related to energy content, Nikkan Kogyo Shimbun, LTD, is highly likely to collaborate with INS.

When it comes to environmental and sustainability-related issues, INS may collaborate with Environmental Business (環境ビジネス). They provide in-depth knowledge of the environmental market, a broad distribution network, an active digital platform, a dedication to sustainability, and a flexible mindset toward environmental press releases.

Nikkan Jidosha Shimbun (Automotive): INS would be well suited to collaborate with Nikkan Jidosha Shimbun in the automotive sector. They are an excellent match for INS's collaboration in the automotive sector because of their extensive knowledge of the industry, relationships with networks, developed distribution channels, substantial circulation, and passion for creating new industry standards.

These possible partners complement INS's objectives and the demands of the industry, guaranteeing smart partnerships that can improve the caliber, accessibility, and reach of content in their respective fields.

The survey offered useful information about the current state of the Japanese media. It revealed a wide range of professionals with various levels of experience in Japan. Remarkably, most respondents were employed by smaller companies. The Japanese B2B media market faced several significant challenges, including intense competition, the need for quick technological adaptation, and changes in consumer demand. Important industry drivers such as changes in consumer behavior, technological advancements, and regulatory changes were identified by the survey. The importance of digitalization was recognized, with a focus on data analytics and mobile strategies. Additionally, the survey suggested strategic alliances between INS and possible competitors in the industry. It has been discovered that efficient distribution methods and high-quality content are critical to success in the B2B media sector. Specifically, articles and blog posts were the favored content formats, and social media emerged as the main channel for content distribution. Furthermore, email continued to be the most common way of communicating press releases. These results provide INS with useful information to navigate the Japanese B2B media environment, emphasizing the importance of flexibility, high-quality content, and successful communication strategies in achieving success.

Industrial News Service (INS) should take into consideration a strategic plan based on the knowledge gained from the research and analysis in order to successfully approach the Japanese B2B media marketplace successfully:

INS should make investments in digital transformation because of the enormous shift in consumer behavior brought about by digital media. This involves adopting customized and interesting content to meet the changing needs of Japanese business-to-business companies. In order to stay relevant in the digital age, INS will make use of data-driven strategies for customized content and promotions, mobile-friendly content creation, and social media for unique customer engagement.

The distribution and quality of content should remain INS's main priorities. A constant supply of excellent written content is essential since Japanese customers have a strong preference for articles and blog posts. Furthermore, email is still the preferred way to communicate press releases, even though social media is the main channel for content distribution. This highlights the importance of email marketing strategies.

INS can successfully negotiate the competitive Japanese B2B media marketplace by putting these strategies into it. These ideas demonstrate INS's comprehension of the opportunities and problems dealing with the market, positioning it for success in this lively, highly competitive environment.

5.2 Recommendations

Being successful in the Japanese market requires a strategic approach, which is a complex task. The following significant recommendations have been gathered as a result of this thesis' findings:

Thorough planning and resource allocation are required if INS has the expectation to break into the Japanese market. In order to remain competitive in the global marketplace, INS needs to think about developing an effective online presence, multilingual content translation, and an international correspondent network. This development should be consistent with INS's standing as a provider of excellent content and customization to meet the particular requirements of businesses.

INS should give priority to a competitive strategy because of the intense rivalry and significant challenges. The delivery of high-quality services, creativity, and an in-depth knowledge of the complex dynamics of the market should be the main focuses of this strategy. In order to prosper in this setting, INS needs to figure out how to set itself apart with unique propositions for value and better content. In this competitive market, staying ahead requires constant innovation.

Entering the Japanese market successfully is an approach to strategy that requires thorough planning, comprehension of the market, and localization efforts. These recommendations will provide a guide to assist INS in managing this complicated and distinctive market, which will ultimately result in a more reasonable and beneficial market entry plan.

5.3 Self-Evaluation and Development

The insights gained from my study and investigation of the Japanese B2B media market provided me with useful knowledge and an opportunity to reflect on the main points learned.

The analysis emphasizes the importance of understanding market dynamics before entering due to the significant obstacles to entry highlighted. It is critical to assess the landscape of competition, legal issues, and current company loyalty to well-established players. This understanding will help me make informed decisions about market entry.

The examination of INS's potential Japanese partners in various industries provided insight into the challenges of global expansion. Competition on a global scale necessitates careful preparation, the allocation of resources, and an effective online presence. If the company plans on entering the market for future projects, I should be prepared for the difficulties that come with performing it.

The survey results emphasize the significance of content quality and effective channels for distribution. I need to recognize that blogs and articles are the most popular content formats in Japan, and social media serves a key role in content distribution. A strong email marketing strategy is also essential for press release distribution.

Overall, the thesis research process provided me with real-world abilities and expertise that proceeded far beyond the topic nearby.

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Appendices

Appendix 1. Competitor's Analysis

Features	Industrial News Service - INS	Cision	Edie	IHS Markit	Lloyd's List Intelligence	ZDNet	
Country of Origin	Sweden	United States	United Kingdom	United Kingdom	United Kingdom	United States	
Industry	Various sectors	Various sectors	Environment	Various sectors	Marine	Technology	
Office in Japan	The news provided by Japanese media	Office in Japan	The news provided by Japanese media	Office in Japan	The news provided by Japanese media	Office in Japan	
Industry's Rank	#6337	#1269	#1329	#199	#8537	#276	
Monthly Website Visitors	11000	1200000	69000	3500000	11000	12000000	
Social Media Followers	LinkedIn	507	87000	10000	470000	-	318000
	Facebook	1000	209000	2000	54000	-	285000
	Instagram	214	5000	754	12000	-	15000
	Twitter	631	18000	25000	38000	5000	462000
	Youtube	-	-	-	8000	-	41000
	TikTok	-	-	-	-	-	16000
Strengths	Tailored Service High Quality Content	Global scale, resources, and innovative technology	Support for Asia expansion from the parent corporation	Japanese-specific coverage and market knowledge	Large resources, worldwide reach	Expertise in the technology industry	
Weaknesses	Global reach is not as extensive as some of its competitors	Unfamiliarity with the difficult Japanese market	In comparison to major Japanese players, resources are still restricted	Subscription-based business model leads	Having trouble developing local partnerships	Over-reliance on older desktop users	

Appendix 2. Competitors' Features

Name	Year Founded	Feature
Industrial News Service - INS	1978	Globally-serving industrial news agency with over 45 years' expertise
Automotive World	1992	Experienced automotive writers are based in Tokyo to report on developments and collect local perspectives.
Cision	1867	To connect to suitable targets, a media database with over 1 million global journalists, bloggers, and influencers is used.
Edie	1998	edie has been active in Japan for over 15 years, giving them an advantage over more recently established competitors in terms of experience and brand recognition.
IHS Markit	1959	With an office in the region and analysts who are able to offer reports and data in Japanese, it has extensive operations in Japan.
Lloyd's List Intelligence	1734	With a more than 175-year history, this brand is recognised as a leader in maritime intelligence.
ZDNet	1991	Has an excellent reputation for knowledge and brand recognition after 20 years of committed Japan coverage.

Appendix 3. Distribution of Survey

Survey	
Category	Question Number
Background Questions	1,2,3,4
IQ 1: Current Situation in Japan	5,6
IQ 2: Trend in the Industry	7
IQ 3: Desktop Study	-
Their Industry	8
IQ 4: Factors of Succeed and Possible Partners	
Marine	9,10
Real Estate and Construction	11,12
IT and Technology	13,14
Energy and Utilities	15,16
Environment	17,18
Automotive	19,20
Other (Agriculture)	21,22
Communication Tools	23,24,25

Appendix 4. Survey Questions

1. Are you working in B2B media company?

Yes

No

2. Which country currently do you live in?

Japan

Other (Please specify)

3. How many years have you been working in the industry?

Under 5 years

6 - 10 years

11 - 15 years

16 - 20 years

21 + years

4. What is the current size of your company in terms of the number of employees?

Small (1-50 employees)

Medium (51-500 employees)

Large (501+ employees)

5. What challenges do you think the Japanese B2B media market is currently facing? (Please select all that apply.)

Intense competition

Rapid technological changes

Declining demand

Other (please specify)

6. What aspects, in your opinion, are the reason for the Japanese B2B media market's current state? (Please select all that apply.)

Technological advancements

Changes in consumer behavior

Economic conditions

Regulatory changes

Other (Please specify)

7. How important the following trends, in your opinion, are in the Japanese B2B media market?

Not at all Somewhat important Important Extremely important

Digitalization of content

Increased focus on data analytics

Growing demand for video content

Mobile-first strategies

Other (Please specify)

8. Which industry's media do you work in?

Marine

Real Estate and Construction

Technology and IT

Energy and Utilities

Environmental

Automotive

Other (Please specify)

9. Which B2B media companies do you consider to be the major competitors in the Japanese market? (Please select all that apply.)

Japan Shipping & Shipbuilding Association

Japan Society of Naval Architects and Ocean Engineers

Kaiji Press

Sea Japan

Other (Please specify)

10. Which of the following factors makes your company succeed in comparison to your competitors? (Please select all that apply.)

Improve content quality

Expand distribution channels

Invest in marketing and advertising

Develop new products or services

Other (Please specify)

11. Which B2B media companies do you consider to be the major competitors in the Japanese market? (Please select all that apply.)

Nikkei Construction Tech

Nikkei Real Estate Market Report

Japan Property Central

Real Estate Japan

Other (Please specify)

12. Which of the following factors makes your company succeed in comparison to your competitors? (Please select all that apply.)

Improve content quality

Expand distribution channels

Invest in marketing and advertising

Develop new products or services

Other (Please specify)

13. Which B2B media companies do you consider to be the major competitors in the Japanese market? (Please select all that apply.)

Nikkei Technology Online

ITmedia

CNET Japan

ZDNet Japan

Other (Please specify)

14. Which of the following factors makes your company succeed in comparison to your competitors? (Please select all that apply.)

Improve content quality

Expand distribution channels

Invest in marketing and advertising

Develop new products or services

Other (Please specify)

15. Which B2B media companies do you consider to be the major competitors in the Japanese market? (Please select all that apply.)

Energy Forum

Sekiyu Sangyo

New Energy Newspaper

Smart Energy Japan

Other (Please specify)

16. Which of the following factors makes your company succeed in comparison to your competitors? (Please select all that apply.)

Improve content quality

Expand distribution channels

Invest in marketing and advertising

Develop new products or services

Other (Please specify)

17. Which B2B media companies do you consider to be the major competitors in the Japanese market? (Please select all that apply.)

Environmental Business Online

Eco-Business Japan

Sangyo Shimbunsha

GreenBiz Japan

Other (Please specify)

18. Which of the following factors makes your company succeed in comparison to your competitors? (Please select all that apply.)

Improve content quality

Expand distribution channels

Invest in marketing and advertising

Develop new products or services

Other (Please specify)

19. Which B2B media companies do you consider to be the major competitors in the Japanese market? (Please select all that apply.)

Daily Jidosha Newspaper

Car Watch

Nihon Keizai Shimbun

Jidosha Shimbun News

Other (Please specify)

20. Which of the following factors makes your company succeed in comparison to your competitors? (Please select all that apply.)

Improve content quality

Expand distribution channels

Invest in marketing and advertising

Develop new products or services

Other (Please specify)

21. Which B2B media companies do you consider to be the major competitors in the Japanese market? (Please select all that apply.)

Nikkei Business Publications

The Japan Times Business & Economy

Toyo Keizai Online

Business Journal Japan

Other (Please specify)

22. Which of the following factors makes your company succeed in comparison to your competitors? (Please select all that apply.)

Improve content quality

Expand distribution channels

Invest in marketing and advertising

Develop new products or services

Other (Please specify)

23. How do you currently distribute and promote your B2B content to Japanese businesses?

Social media platforms

Email newsletters

Industry-specific events and conferences

Direct outreach to businesses

Other (please specify)

24. What types of content and media formats are successful in reaching your customer in Japan? (Please select all that apply)

Articles and blog posts

Webinars and video content

Audio content

Visual content

Other (please specify)

25. Which contact options do you prefer for receiving press releases from B2B media? (Please select all that apply.)

Email

Phone

Mail

Social Media

Online Submission Form

Other (Please specify)