Dear Sir/Madam,

The Research Institute of Economy, Trade and Industry, IAA (RIETI) has launched a research project on business administrative approach lead by RIETI Faculty Fellow Dr. Kazuhiro Asakawa (Professor, Graduate School of Business Administration, Keio University, Japan), and is conducting a study on the international R&D management practices of Japanese firms.

With the growing importance of emerging Asian countries such as China and India as R&D hubs, the overseas deployment of R&D by western business enterprises to Asia has been accelerating in this century. On the other hand, Japanese enterprises remain resistant to such changes in business environment. This recent international expansion of R&D has brought global changes to R&D structure in both developing and developed countries.

With the realization that the establishment of a new analytical framework suitable for current R&D trends is required, the questionnaire for this survey has been planned in coordination with R&D head offices and overseas R&D bases of Japanese enterprises to understand the current trends of R&D globalization and analyze its strategic aspects, issues, and effective managerial measures based on the latest available data.

The study aims at understanding the challenges and current R&D internationalization trends experienced by Japanese firms in order to gain insights on how managers can better cope with such challenges.

With your kind cooperation, upon completion of the survey we would like to send to you via e-mail the summary of the study results and the report of your preference from the two choices listed below:

1. Metanational learning in TFT-LCD industry (in English)

You may submit your answers to the questionnaire directly through our survey website, via postal mail, or via fax (+81-3-6667-3475). Information relevant to the survey will be updated regularly on the homepage of RIETI <http://www.rieti.go.jp/en/>.

We sincerely appreciate your understanding and cooperation for taking part in the survey.

Sincerely yours,
RIETI has entrusted this survey to be conducted by Nippon Research Center, Ltd.

1. **Confidentiality of this survey will be strictly observed.** Only statistically processed figures will be publicly announced after the completion of the survey. **Individual data will not be publicly disclosed.**

2. Please return your completed questionnaire in the enclosed pre-paid, self-addressed envelope or via Fax (+81-3-6667-3475) no later than Wednesday, Nov. 14, 2008.

3. You may also answer the questionnaire through the survey website. Please access via the URL below, go to the website for the questionnaire survey and enter the five-digit login ID printed on the upper right side of the front page of the questionnaire.

**Nippon Research Center, Ltd. Website URL :** http://www.nrc.co.jp/english/  
(Please click the announcement of the questionnaire survey in “What’s new” on the left-hand side of the website of Nippon Research Center, Ltd. to reach the survey website.)

**RIETI website URL :** http://www.rieti.go.jp/en/  
(Please click the announcement of the questionnaire survey in “Ongoing Survey” on the lower right-hand side of RIETI website to reach the survey website.)

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**[Contact regarding the survey]**  
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