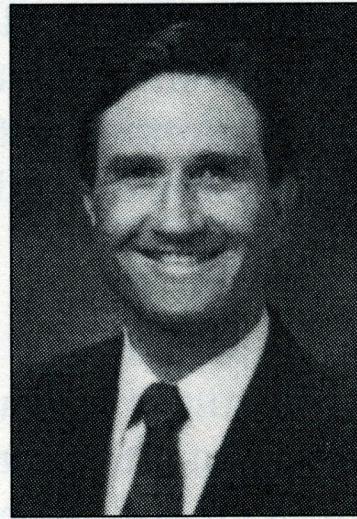


About the Authors



Clifford Clarke



G. Douglas Lipp

Clifford Clarke is the founder and CEO of Clarke Consulting Group, a global consulting and training firm located in Redwood City, California.

A founder of the intercultural field who has led the way in bridging the intercultural and business worlds, Mr. Clarke's geographic area of expertise is Japan. Clarke's family has an extensive history in that country dating back to 1898; he himself lived in Japan from the age of seven until he returned to the U.S. to attend college. He has a strong academic background in intercultural communication and cofounded and directed the Stanford Institute for Intercultural Communication.

Since 1974 Mr. Clarke's extensive experience in business has included serving as a consultant to international corporations. He has been director of research projects, conducted corporate culture studies, and facilitated technology transfers for numerous American companies with subsidiaries in Japan. He also served for many years as a consultant to Japan's Ministry of Education and its Ministry of International Trade and Industry for the design and implementation of selection and training programs.

At present, Mr. Clarke works as a consultant to senior management of a number of Japanese and American companies. He conducts specially designed sessions for senior management teams on integrated leadership, intercultural team building, and corporate culture development. Mr. Clarke's clients include Boston Scientific, Hitachi, Motorola, Procter & Gamble, and Honda.

Douglas Lipp is president of G. Douglas Lipp & Associates, an international business consulting organization. His experience includes over 25 years working as an intermediary between American and Japanese businesses. He writes and speaks extensively about the cultural and management challenges facing international managers. The consulting and training services offered by Lipp's company are designed to help American, Japanese and European multinational corporations determine culturally appropriate management styles and business strategies.

In addition, Lipp also leads economic development missions to and from Japan in order to help companies from both countries develop business partnerships.

Mr. Lipp is formerly of the Walt Disney Company and NEC Electronics. While with Disney, he was assigned to the start-up team on the Tokyo Disneyland project from preopening ramp-up to project completion. At NEC Electronics, Lipp counseled Japanese and American managers in effective cross-

cultural communication skills and led strategic executive planning sessions.

Lipp has a MA degree in International Business Communication from California State University, Sacramento. He spent two years at International Christian University, Tokyo, and at Nanzan University, Nagoya, Japan, in post-graduate studies of Japanese language and history. Fluent in Japanese, he is the author of four other books that address the issue of conducting business in a global environment:

- *The Changing Face of Today's Customer: How to Attract and Retain a Diverse Customer and Employee Base,*
- *Even Monkeys Fall From Trees: The Balance of Art and Science for Outstanding Customer Service,*
- *Tokyo Disneyland: The Secret of its Success,* a Japanese publication,
- *International Negotiation: Key Skills for Success,* a Japanese publication