

## Research Summary

The main objectives of this study are to investigate the differences in organizational structures between agricultural cooperatives in Japan and Vietnam, to make comparative analysis of business activities management of agricultural cooperatives in Vietnam and in Japan, and to suggest the relevant experience on management of agricultural cooperatives from Japan to Vietnam.

The comparative analyses show that although there are commonalities of agricultural cooperatives of Japan and Vietnam, there also exist a number of differences in terms of historical development, legal framework, structural organization, and business activities. While Japanese agricultural cooperatives were born based on the government's ideology of economic development, Vietnamese ones were rooted in the socialist state's political notion. While Japanese law referred only to agricultural sector, Vietnamese law covered all types of cooperative. In comparison with the Japanese law, Vietnamese law has been too general and very difficult to implement in practice. Japanese law pays much attention to the responsibilities of cooperative to its members, but Vietnamese law has few such articles. While agricultural cooperatives in Japan are organized on a three-tier basis at the village level, prefectural level and national level, it is mainly primary level in Vietnam. The internal structure of agricultural cooperatives in Vietnam is much simpler than Japanese case due to Vietnamese cooperatives' fewer business activities, smaller scale. Unlike Japanese agricultural cooperatives, there are not departments and sections, but rather specialized terms of service supply in Vietnamese agricultural cooperatives.

There are also differences in types and organization of business activities between Japan and Vietnam. While Vietnamese agricultural cooperatives mainly focus on the services of member's agricultural production, Japanese cooperatives cover the services both for productive improvement and better living of their members. All the business activities of Japanese agricultural cooperatives are hierarchically organized from central federation to the primary cooperatives, but Vietnamese agricultural cooperatives seem have no hierarchical relations to the higher level organizations. While Japanese agricultural cooperatives have attempted to provide their members with really helpful services in both production and everyday life, Vietnamese ones seem not to meet these requirements. Most of the services provided by Vietnamese agricultural cooperatives are based on the pre-existed infrastructures or on the monopoly advantages, rather than on the demand of cooperative members, especially the services of irrigation and electricity.

The reasons for both the commonalities and differences have been found so diverse, including the distance of economic development level between two countries. As a result, Vietnamese agricultural cooperatives can learn a lot of relevant lessons from Japanese case for better future development in both the administrative experience and business experience. The administrative experience include (i) restructuring agricultural cooperatives system; (ii) open membership; (iii) collaboration with private enterprises; (iv) ethics and good governance in agricultural cooperative, and (v) relations of agricultural cooperatives with other associations while the business experience comprise (i) the concept of Joint-Use; (ii) farm guidance activities; and (iii) producer-consumer contact markets.