

GNAM | Global Network for Advanced Management
GNW | Global Network Week | March 2-6, 2015

SAMPLE

From GNW Tokyo
March 2015

Tokyo Program:

INNOVATION X GLOBALIZATION | JAPAN STYLE

Program Outline
March 1, 2015



The Global Knowledge Hub in Tokyo

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*All time and date information are on Japan Standard Time (JST)

THE SCHOOL

HITOTSUBASHI UNIVERSITY & HITOTSUBASHI ICS

HITOTSUBASHI UNIVERSITY

- Founded in 1875
- The first and the only university in Japan to specialize exclusively in the humanities and social sciences
- Located in Kunitachi City (Western Suburb of Tokyo)

WEB:

<http://www.hit-u.ac.jp/eng/>

The screenshot shows the Hitotsubashi University website homepage. At the top left is the university's logo and name. To the right are navigation links: HOME, DIRECTIONS & MAPS, SITE A-Z, and CONTACT US. Below these are language selection options for JAPANESE, CHINESE, and KOREAN, along with a search bar. A main navigation bar includes links for Prospective Students, Current Students, Alumni & Donors, and Visitors, as well as ABOUT US, FACULTIES & SCHOOLS, ADMISSIONS, RESEARCH, LIBRARIES, and CAMPUS LIFE. The main content area features a large red banner with the text "CAPTAINS OF INDUSTRY, INNOVATORS IN SOCIETY" and a photograph of a university building. Below the banner is a white box with the text "The University's Public Relations Magazine HQ 2014 is Issued" and a "Read More..." link. The bottom section is divided into "NEWS & TOPICS" and "FACULTIES & SCHOOLS". The "NEWS & TOPICS" section contains two reports: "LSE - Hitotsubashi Lecture Series was held (10/21/2014)" and "Hitotsubashi University 3rd Seoul Academia Symposium 'What New Global Enterprises Should Be - From Shareholder Value to Shared Value' was held (10/16/2014)". The "FACULTIES & SCHOOLS" section includes links for "Introduction" and "Commerce", each with a "YouTube Watch The Video" button.

VIDEO:
Introduction to Hitsotsubashi University
<https://www.youtube.com/watch?v=TMAXYVbKHhc>

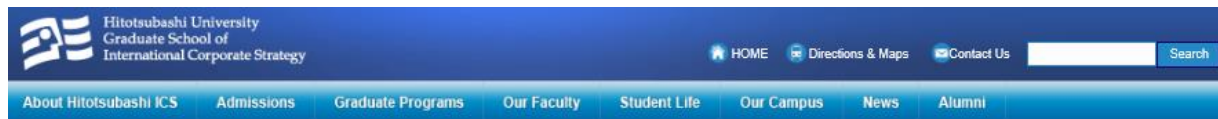


HITOTSUBASHI ICS

- Founded in 2000
- Japan's first national university based business school to provide 100%-English, Full-time MBA Program
- Located in Hitotsubashi, the birthplace of the university (Downtown Tokyo)

WEB:

<http://www.ics.hit-u.ac.jp/>



Global MBA Program



Check out our campus and our neighborhood



The Hitotsubashi ICS Advantage



Get to know our Faculty



VIDEO:
MBA in Japan, Hitotsubashi ICS Tokyo
<https://www.youtube.com/watch?v=qYMrP06JNlQ>



THE PROGRAM

GNW TOKYO PROGRAM

GNW TOKYO PROGRAM

Innovation x Globalization | Japan Style

- **WHEN:** March 2-6, 2015
- **WHO:** 45 MBAs from 20 GNAM business schools
- **WHAT:** To help students see unique innovation & globalization challenges facing Japanese business and economy through exposure to a variety of corporate practices and market phenomena in Tokyo and Japan.

- Classroom sessions at:



- Company sessions by:

ATKearney

Coca-Cola



GE Healthcare

SoftBank

- Field visits to:

Akihabara, Asakusa, Harajuku, Kamakura, Roppongi, Shibuya, Sugamo, etc.

GNW TOKYO PROGRAM

Curriculum Structure

FOUNDATIONS: COUNTRY & CULTURE

- Japan at the Crossroads (J. Edman & M. Korver)
- Japanese Culture (M. Nishisaka)
- Cool Japan & NeXTOKYO Project (T. Umezawa & Sputniko!)

COMPANY SESSIONS

- Coca-Cola Japan
- Fast Retailing
- Fuji Television Network
- GE Healthcare Japan
- Softbank Robotics

FIELD VISITS

- Japan: Old & New
(Akihabara, Asakusa, Harajuku,
Roppongi, Shibuya, Sugamo, etc.)
- Kamakura Tour
- Uniqlo Ginza Store

FOUNDATIONS: CONCEPTS & FRAMEWORKS

- Competitiveness & Clusters (E. Osono)
- Knowledge Management (K. Ichijo)
- Innovation x Globalization (Y. Fujikawa)

	DAY 1 Mon, March 2	DAY 2 Tue, March 3	DAY 3 Wed, March 4	DAY 4 Thu, March 5	DAY 5 Fri, March 6
MORNING	<p><u>INTRODUCTION & TEAM BUILDING</u></p> <p>J.Edman & Y.Fujikawa 0830-0930 (@ICS)</p>	<p><u>FIELD VISIT 2</u></p> <p>J.Edman 0830-0900 Debrief at ICS 0900-0930 Bus to FR Ginza</p>	<p><u>FOUNDATION 5</u> <u>Innovation x Globalization</u></p> <p>Y.Fujikawa 0830-1000(@ICS)</p>	<p><u>BUS TO SOFTBANK</u> 0830-0900</p>	<p><u>COMPANY SESSION 5</u> <u>Fuji Television Network</u></p> <p>Guest: M.Hashiyada, Fuji TV</p> <p>J.Edman & Y.Fujikawa 0930-1100 (@ICS)</p>
	<p><u>FOUNDATION 1</u> <u>Japan at the Crossroads</u></p> <p>J.Edman & M.Korver 0930-1130 (@ICS)</p>	<p><u>FIELD VISIT 3</u> <u>Uniqlo Ginza Store</u></p> <p>J.Edman 0930-1130 (@UQ Ginza)</p>	<p><u>COMPANY SESSION 2</u> <u>Coca-Cola Japan</u></p> <p>Guests: Y.Shimaoka & D.Wakiwaka, CCJC</p> <p>Y.Fujikawa 1015-1215 (@ICS)</p>	<p><u>COMPANY SESSION 4</u> <u>Softbank</u></p> <p>Guest: K.Hasumi & F.Gunji Softbank Robotics</p> <p>Y.Fujikawa & K.Ichijo 0900-1100 (@TBD)</p>	
LUNCH	<p><u>LUNCH AT ICS</u></p> <p>1130-1230</p>	<p><u>LUNCH AT FR HQ</u></p> <p>1200-1300</p>	<p><u>LUNCH AT ICS</u></p> <p>1215-1315</p>	<p><u>FOUNDATION 6 & LUNCH</u> <u>Japanese Culture</u></p> <p>M.Nishisaka 1200-1330 (@ICS)</p>	<p><u>CERTIFICATE AWARD</u> <u>LUNCHEON AT ICS</u></p> <p>1300-1400</p>
AFTERNOON	<p><u>FOUNDATION 2</u> <u>Cool Japan & NeXTOKYO Project</u></p> <p>Guests: T. Umezawa, A.T. Kearney</p> <p>J.Edman & Y.Fujikawa 1230-1430 (@ICS)</p>	<p><u>COMPANY SESSION 1</u> <u>Fast Retailing</u></p> <p>Guest: T.Yanai, Fast Retailing</p> <p>J. Edman & Y. Fujikawa 1300 – 1400 (@FR HQ)</p>	<p><u>BUS TO GE HINO</u> 1315-1415</p>	<p><u>TRAIN TO KAMAKURA</u> 1330-1500</p>	<p><u>FREE TIME</u></p>
	<p><u>FOUNDATION 3</u> <u>Knowledge Management</u></p> <p>K.Ichijo 1445-1615 (@ICS)</p>	<p><u>FOUNDATION 4</u> <u>Competitiveness & Clusters</u></p> <p>E.Osono 1415-1545 (@FR HQ)</p>	<p><u>COMPANY SESSION 3</u> <u>GE Healthcare Japan</u></p> <p>Guests: K.Fujimoto GE Healthcare</p> <p>J.Edman & Y.Fujikawa 1430-1700 (@GE Hino)</p>	<p><u>FIELD VISIT 5</u></p> <p>Kamakura Tour</p> <ul style="list-style-type: none"> - Zazen Experience at Engakuji Temple & - Tour at Tsurugaoka Hachimangu Shrine <p>M.Nishisaka 1500-1800</p>	
	<p><u>FIELD VISIT 1</u> <u>Japan: Old & New</u></p> <p>Group Visit to Akihabara, Asakusa, Shibuya, Sugamo, etc.</p> <p>1630-1800</p>	<p><u>FIELD VISIT 4</u> <u>Japan: Old & New</u></p> <p>Group Visit to Akihabara, Asakusa, Shibuya, Sugamo, etc.</p> <p>1600-1800</p>			
EVENING	<p><u>Dinner on your own & Preparation for next day</u></p>	<p><u>Dinner on your own & Preparation for next day</u></p>	<p><u>Dinner on your own & Preparation for next day</u></p>	<p><u>Dinner on your own & Preparation for next day</u></p>	

GNW TOKYO PROGRAM



Tokyo Life

Shibuya night life stands out as some of the most active in the city.



Tokyo Life

Rainbow Bridge in Tokyo bay is a main city landmark taking traffic and rail to Odaiba Port Town.



Tokyo Life

Subway and rail are the main methods of transportation in the city.

GNW TOKYO PROGRAM



Tokyo Life

Spring and summer festivals break out around the city as shown here during Sanja Matsuri in May.



Tokyo Life

Cherry blossoms come out once a year in early spring sparking parties, picnics and sightseeing.



Tokyo Life

Green is still in abundance in a city thought to be only concrete and pavement. Omotesando is a popular shopping district.

GETTING TO ICS

DIRECTIONS & MAPS

DIRECTIONS TO ICS

From NRT: Narita International Airport

From NRT to Tokyo Station

- Railway 1: JR Narita Express – 56 min. to Tokyo Station
- Railway 2: Keisei Skyliner – 41 min. to Ueno Station (From Ueno to Tokyo Station – 7 min. by JR)
- Limousine Bus: 75 – 110 min. to Tokyo Station
- For further information: <http://www.narita-airport.jp/en/access/index.html>

From Tokyo Station to ICS

- Walk from Tokyo Station to Otemachi Station (5 min.) or Take Marunouchi Line from Tokyo to Otemachi.
- Then take Tozai Line from Otemachi to Takebashi Station, or Mita Line/Hanzomon Line to Jimbocho Station.
- For further details: <http://www.tokyometro.jp/en/subwaymap/>

From HND: Tokyo International Airport (Haneda)

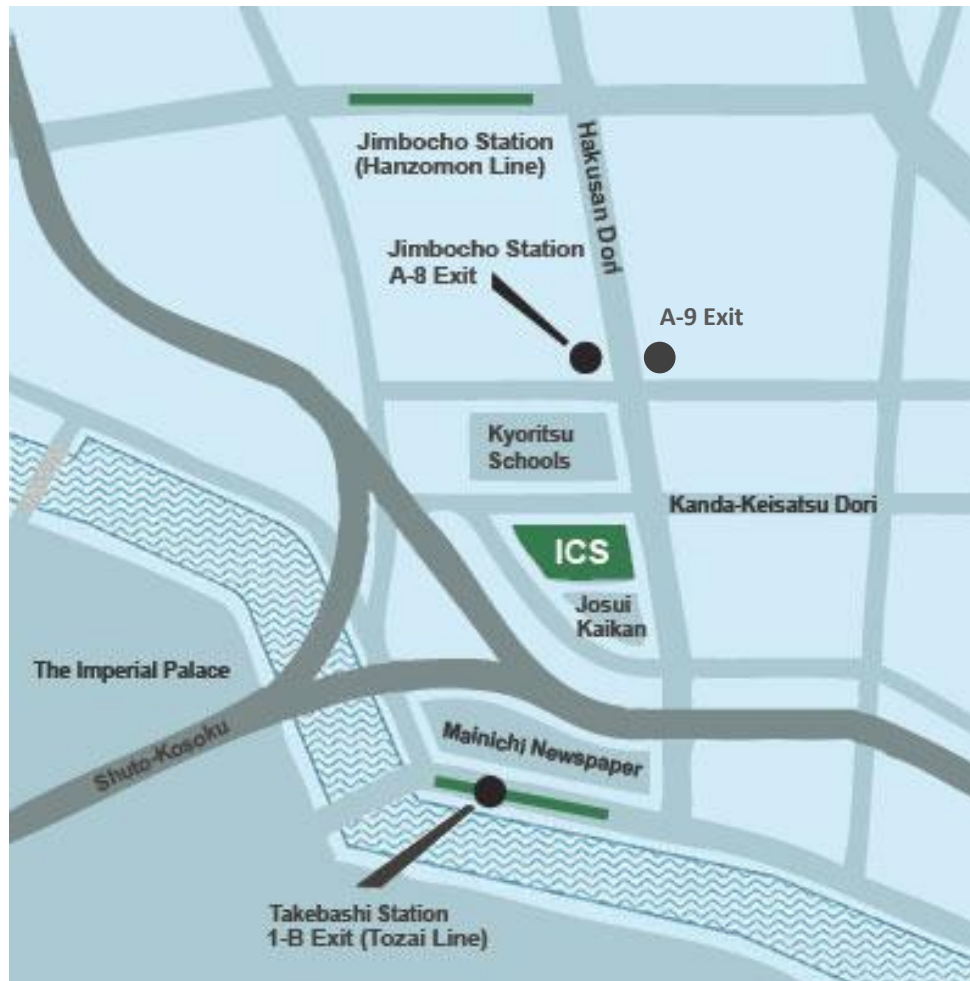
From HND to ICS

- Railway 1: Keihin Kyuko Line (30 min.) to Mita Station, and Subway Mita Line to Jimbocho Station (12 min.)
- Railway 2: Tokyo Monorail Line (20 min.) to Hamamatsucho Station, and take JR to Tokyo Station (6 min.)
- Limousine Bus: 25 – 45 min. to Tokyo Station
- For further information: <http://www.tokyo-airport-bldg.co.jp/en/access/#t1>

From Tokyo Station to ICS

- Please refer to the above.

DIRECTIONS TO ICS



From Stations Nearby:

- From Jimbocho Station: 3 min. walk from A-9 exit.
- From Takebashi Station: 4 min. walk from 1-B exit.



Address:

Hitotsubashi ICS
Graduate School of International Corporate Strategy,
Hitotsubashi University
2-1-2 Hitotsubashi, Chiyoda-ku, Tokyo 101-8439 Japan
Phone: +81.3.4212.3094/3154

LOGISTICS

MANABA, DRESS CODE, MEDIA CODE, ETC.

MANABA & HBSP CORSEPACK | Online Courseware

- All course related information (course description, session topic, pre-session assignments, and other details) are communicated via “manaba,” the online courseware at Hitotsubashi ICS: <https://ics.manaba.jp/>

STEPS:

1. Visit “manaba” at: <https://ics.manaba.jp/>
 2. Enter your ID and Password (sent to you via a separate email)
 3. Click “My Course” tab at the top of the page, and find the course titled “[14-15,SB] GNW (ICS Program)”
 4. On the first page inside the course, click “SLOTS of the course,” and you can find all course related information and materials there.
 5. You are also encouraged to edit your profile information and add a photo at: https://ics.manaba.jp/ct/home_course (click “Profile” button)
 6. For more details, please refer to “manaba” manual (sent to you via a separate email)
- Cases and other materials published by HBS Publishing are available at HBSP Coursepack at: <https://cb.hbsp.harvard.edu/cbmp/access/35160538>
 - Please bring your own laptop for the program.
 - Portable Wi-Fi device is provided for each team (one per team)

DRESS CODE | Business Casual or Casual















We are holding five company sessions in the program.

Dress code for each session is as follows:


1. Fast Retailing (Mar 3, Uniqlo Store & FR HQ)	Casual
2. Coca-Cola Japan (Mar 4, ICS Classroom 2)	Business Casual
3. GE Healthcare (Mar 4, GE Hino Plant)	Business Casual
4. Softbank Robotics (Mar 5, Softbank HQ)	Casual
5. Fuji Television (Mar 6, ICS Classroom 2)	Business Casual

- For Uniqlo store visit and FR HQ visit on Mar 3, you are asked to dress casually to blend in with Uniqlo store and office environment (no tank-top, short-pants, flip-flops, however).
- Also, for Softbank Robotics session on Mar 5, you are advised to dress casually as we are going to do zazen experience and tour in Kamakura.
- For Foundation Sessions and Field Visits, casual is all right as well.
- Please note that temperature at Tokyo in March tends to vary every day, and may still be chilly especially in the morning and evening.


SOCIAL MEDIA CODE | Do's and Don'ts

	DAY 1 Mon, March 2	DAY 2 Tue, March 3	DAY 3 Wed, March 4	DAY 4 Thu, March 5	DAY 5 Fri, March 6
MEETINGS	FOUNDATION 2 TRAINING J. Edman & Y. Fujikawa 0830-0900 (@ICS)	FIELD VISIT 1 J. Edman 0830-0900 Brief at ICS 0900-0930 Bus to PRG Site	FOUNDATION 5 Innovation & Globalization Y. Fujikawa 0930-1000 (@ ICS)	BUS TO SOFTWARE 0930-0900	COMPANY SESSION 5 Full Television Network Guest: M.H.
	FOUNDATION 1 Innovation & Creativity J. Edman & M. Server 0930-1130 (@ICS)	FIELD VISIT 2 ICS   BUT, NOT IN BACKROOMS	COMPANY SESSION 2 2008-2014, 2020 Guests: Y. S. Oki   Y. Fujikawa 1000-1100	COMPANY SESSION 4 Software Guest: K. Hasumi & F. Gumi Software, Patent   BUS TO ICS 1115-1145	  WAKE-UP SESSION J. Edman & Y. Fujikawa 1130- 1300 (@ ICS)
LUNCH	LUNCH AT ICS 1130-1230	LUNCH AT PRG 1200-1300	LUNCH AT ICS 1215-1315	FOUNDATION 6 & LUNCH Japanese Culture M. Nishigaki 1200-1300 (@ ICS)	CERTIFICATE AWARDS LUNCHEON AT ICS 1300-1400
AT RECEPTION	FOUNDATION 2 Cool Japan & NextTokyo Project   FOUNDATION 3 Knowledge Management E. Ohno 1445-1515 (@ICS)	COMPANY SESSION 1 Post Printing Guest: T. M. J. E. 130   FOUNDATION 4 Communications & Culture E. Ohno 1415-1545 (@PRG)	BUS TO GHINO 1315-1415 COMPANY SESSION 3 RE-Healthcare Japan Guests: M. Blanchard, GE Healthcare   BUT, NOT DURING PLANT TOUR	TRAIN TO KAWAURA 1530-1500 FIELD VISIT 5 Kamakura Tour - Zosen Experience at Engakuji Temple & - Tour at Tsunugooka Hachimangu Shrine M. Nishigaki 1500-1800	FREE TIME
	FIELD VISIT 1 Japan: CSR & New Group Visit to Akihabara, AkiKusa, Shibuya, Sugamo, etc. 1630-1800	FIELD VISIT 4 Japan: CSR & New Group Visit to Akihabara, AkiKusa, Shibuya, Sugamo, etc. 1600-1800			


Social Media Code – Do's & Don'ts




OK for picture taking



OK for texting, tweeting, etc.



NO picture taking



NO texting, tweeting, etc.

MEDIA COVERAGE | Opt Out Option

- ICS Media: We are planning to feature GNW Tokyo Program on our owned media (website, newsletters, etc.). Hired professional camera crew and/or our staff members will be taking some photos and interviewing some of you during the program.
- External Media: Reporters and camera crews from outside (e.g., daily newspapers, business magazines) may be joining some of the sessions.
- If you would like to opt out of photo-shoots and interviews, please let Jesper/Yoshi know at the beginning of the program, i.e., INTRODUCTION AND TEAM BUILDING session on DAY 1.

SUICA & MOBILE WI-FI



- **“Suica” Train Card | One per student**
- **GNW Tokyo Program use only**
i.e., FIELD VISITS 1 & 4 (Japan: Old & New), FIELD VISIT 2 (Tokyo Rush Hour Survival), FIELD VISIT 5 (Kamakura Tour), Train rides back from COMPANY SESSION 3 (GE Healthcare Japan), and Transportation between your hotel and ICS.
- **Train ride use only: No store use, No vending machine use.**
- **Pre-charged: JPY 6,500**
- **Do not recharge the card.**
- **Return the card at Wrap-Up Session on DAY 5.**
(In case you lose it, please let Aya/Miku know immediately.)
- **Mobile Wi-Fi | One per team**
- **ICS team members are responsible for keeping the device.**
- **Return the device at WRAP-UP session on DAY 5.**
(In case you lose it, please let Aya/Miku know immediately.)

LAST BUT NOT THE LEAST | ICS Protocols

ON TIME

Be Punctual, Always



ENGLISH

Speak Global English



DIVERSITY & INCLUSION

Respect Differences



APPENDIX 1

HOTEL INFORMATION

HOTEL INFORMATION

- Following hotel rooms are tentatively reserved for GNW Tokyo Program participants from March 1 to 7.
- If you would like to stay at one of these hotels, please contact them directly for your own booking. Contact numbers and other details are provided on the following pages.
- First come, first served. It is up to you to extend the length of your stay beyond March 1-7, depending on your travel plan. (Please note that, in that case, some of these hotels may already be fully booked.)

1. Sotetsu Fresa Inn Ochanomizu-Jimbocho (6min. walk to ICS) – 30 rooms reserved tentatively

2. Hotel Villa Fontaine Jimbocho (7min. walk to ICS) – 5 rooms reserved tentatively

3. Hotel Villa Fontaine Otemachi (11min. walk to ICS) – 35 rooms reserved tentatively

4. Keio Presso Inn Kudanshita (11min. walk to ICS) – 3 rooms reserved tentatively

NOTE: Please check the cancelling policies for each hotels at your own responsibilities.

1. SOTETSU FRESA INN OCHANOMIZU-JIMBOCHO

- Address: 1-19-7 Jimbocho, Chiyoda-ku, Tokyo 101-0051
- Room Type: Single (Non-Smoking/Smoking)
- Room Rate (Extra ¥600 for breakfast):
 - 3/1(Sun) ¥7,600
 - 3/2(Mon) ¥9,000
 - 3/3(Tue) ¥9,400
 - 3/4(Wed) ¥9,600
 - 3/5(Thu) ¥9,600
 - 3/6(Fri) ¥9,400
- Payment: Upon arrival
- Phone: +81.3.3518.8203
- URL: <http://fresa-inn.jp/jinbocho/>
- To make a reservation
 - Send an email to jinbocho@fresa-inn.jp as follows:
 - Title: "Reservation for ICS program"
 - Message Body:
 - (1) Name
 - (2) Arrival time
 - (3) Room type (smoking/non-smoking)
 - (4) Contact information (phone number)

2. HOTEL VILLA FONTAINE JIMBOCHO

- Address: 1-30 Jimbo-cho, Chiyoda-ku, Tokyo 101-0051
- Room Type: Standard (Non-Smoking/Smoking)
- Room Rate: ¥9,500 per night
- Payment: Upon arrival
- Phone: +81.3.3233.9990
- URL: <http://www.hvf.jp/eng/jimbocho.php>
- To make a reservation
 - Send an email to villa@hvf.jp as follows:
 - Title: "Reservation number 80077870"
 - Message Body:
 - (1) Name
 - (2) Gender
 - (3) Room type (smoking/non-smoking)

3. HOTEL VILLA FONTAINE OTEMACHI

- Address: 1-8-8 Uchi-kanda, Chiyoda-ku, Tokyo 101-0047
- Room Type: Standard (Non-Smoking/Smoking)
- Room Rate: ¥9,800 per night
- Payment: Upon arrival
- Phone: +81.3.3291.7770
- URL: <http://www.hvf.jp/otemachi/>
- To make a reservation
 - Send an email to villa@hvf.jp as follows:
 - Title: "Reservation number 80077952"
 - Message Body:
 - (1) Name
 - (2) Gender
 - (3) Room type (smoking/non-smoking)

4. KEIO PRESSO INN KUDANSHITA

- Address: 1-7-1 Kudankita, Chiyoda-ku, Tokyo 102-0073
- Room Type: Single (Non-Smoking)
- Room Rate: including breakfast
 - 3/1(Sun) ¥7,600
 - 3/2(Mon) ¥8,900
 - 3/3(Tue) ¥8,900
 - 3/4(Wed) ¥8,900
 - 3/5(Thu) ¥8,900
 - 3/6(Fri) ¥8,900
- Payment: Upon arrival
- Phone: +81.3.3511.0202
- URL: <http://www.presso-inn.com/english/kudanshita.html>
- To make a reservation
 - Send an email to kudanshita-info@presso-inn.com as follows:
 - Title: “Reservation for Hitotsubashi program”
 - Message Body:
 - (1) Name
 - (2) Period

APPENDIX 2

CONTACT AT ICS

FACULTY COORDINATORS

Yoshinori (Yoshi) Fujikawa

Yoshi Fujikawa is an Associate Professor and Faculty in charge of Academic Affairs, MBA Program, at Hitotsubashi University's Graduate School of International Corporate Strategy (Hitotsubashi ICS). Prior to joining ICS as an Assistant Professor in 2003, he was a Lecturer and Research Assistant at Pennsylvania State University. He also worked as Research Associate at the Mind of Market Laboratory and the Division of Research, both at Harvard Business School. His business experience includes marketing research and strategic consulting work with Olson Zaltman Associates, the inventor of the patented research method ZMET (Zaltman Metaphor Elicitation Technique). Yoshi holds PhD in Marketing from Pennsylvania State University (University Park, PA), MBA from Harvard Business School (Boston, MA), MA (Commerce) and BA (Economics) from Hitotsubashi University (Tokyo, Japan).



Jesper Edman

Jesper Edman is an Assistant Professor and Faculty in charge of Student Affairs, MBA Program, at Hitotsubashi ICS. Prior to joining ICS, Professor Edman was a researcher at the European Institute of Japanese Studies (EIJIS) at the Stockholm School of Economics and served as the Director of the EIJS' Tokyo Office. He continues to hold this position and is also a board member of the Tokyo Chapter of the Swedish Centre for Business and Policy Studies. In addition, he has worked as an equity analyst at Deutsche Securities' Tokyo Office. Jesper received his PhD in International Business from the Stockholm School of Economics in 2009; he also holds an MSc in International Economics from the same school. He has been a visiting student at Hong Kong University of Science Technology and at Hitotsubashi's Economics Faculty. He grew up in Tokyo where he attended the American School in Japan from kindergarten through the 12th grade.



CONTACT INFORMATION

If you have any inquiries regarding GNW Tokyo Program by Hitotsubashi ICS, please contact:

Faculty Coordinators:

- Yoshi Fujikawa, Associate Professor
Faculty in charge of Academic Affairs, MBA Program
yfujikawa@ics.hit-u.ac.jp | Office +81.3.4212.3052 | Mobile +81.90.9390.5315
- Jesper Edman, Assistant Professor
Faculty in charge of Student Affairs, MBA Program
jedman@ics.hit-u.ac.jp | Office 81.4212.3060 | Mobile +81.90.1774.7409

Program Coordinator:

- Miku Sasaki, MBA Program Office
msasaki@ics.hit-u.ac.jp, +81.3.4212.3094

APPENDIX 3

VOICES & PHOTOS FROM GNW TOKYO, MAR 2014

VOICES FROM GNW TOKYO, MARCH 2014

Learning about Japanese business environment and history of Japanese success after world war II and the role of different government entities at that time. In addition to that, being introduced to "Cool Japan" strategy for promoting further Japanese business in the future. (Participant from IE, Originally from Egypt)

Innovation is everywhere, people need to recognize their competitive advantages , their skills, look for new markets, and execute, execute and execute. Also learned about Knowledge creation and how to justify your true belief towards the truth. (Participant from IE, Originally from Peru)

The impact of the ecosystem one is on has, in the way people and business innovate. The remarkable way Japanese people have adjust to tackle the evolution of population and the adversities of the environment they are in. how from simple day-to-day life issues one can build up an innovative business. (Participant from IE, Originally from Portugal)

I believe that the field visits we did to several companies across different industries was key to make this went well. Companies such as Honda and Fast Retailing have explained perfectly how Innovation has to be managed. The only thing that didn't go well was that we only had one week and I believe Japan is a country in which I need to spend much more time to fully enrich my knowledge and understand the way they do business in depth. (Participant from IE, Originally from Spain)

Understand a little about Japanese culture and what made this country to become what it is today. Technology, innovation... this results from a rich cultural tradition and specially by the RESPECT for the others. (Participant from FGV, Originally from Brazil)

I have been living in Japan for a few years and welcoming students from abroad gave me a new perspective. Because I am accustomed to Japan I wasn't necessary aware of all the innovations that are created in Japan such as the shops located in the stations (ekinaka) for instance. (Participant from ICS, Originally from France)

Japan is a unique country in different dimensions: political, economical and cultural. I realized that it both benefited and suffered from its uniqueness. At one hand, it attracts people from other parts of this world, and on the other hand, it has become the enormous barrier to globalization. How to solve this will be the long-term topic of Japan. (Participant from Fudan, Originally from China)

I used to think once an innovation was introduced to the market through product or service there was limited space in the market for other players. During this trip I have understood there is always space for other players through further innovation. (Participant from IE, Originally from Honduras)

VOICES FROM GNW TOKYO, MARCH 2014

I really satisfied about your all of the program, especially Zen meditation session was really good. It was a really great time that I knew the cultural differences between Korea and Japan. (Participant from SNU, Originally from South Korea)

Knowledge is not created in a vacuum. It is the byproduct of interactions with people and environments. The more exchanges with others you experience, the more knowledge you create. This insight can help us to become better managers, because we have the power to create places of knowledge generation in our own companies going forward. (Participant from Yale, Originally from USA)

I very much enjoyed the focus on how to inspire creativity and innovative practices. I found the insights from the companies of Japanese origin (Uniqlo/Fast Retailing, Fuji TV) much more valuable, interesting, and even surprising than foreign/American ones (Coke/GE). The Fast Retailing visit, specifically, was exceptional, and I am very appreciative of the organizers for setting it up. The trip was also very well-organized generally. (Participant from Yale, Originally from USA)

I think the program was great, I got to understand the culture, technology, pop culture and the innovation process. I would recommend to future Global Network Sessions to have the field visits at the end of the day to have more time to visit Tokyo vs rushing to come back . Besides that, I think that the program exceeded my expectations and I will highly recommend it to my fellow classmates. (Participant from Yale, Originally from Mexico)

Went well: Amazing hosts! I feel they showed us what Japan is made of, the culture, how they gained their position in the world. And also gave us an idea of their plans to the future. (Participant from EGADE, Originally from Mexico)

Everything was amazing, actually things gone over my expectations. I couldn't be more satisfied. It's been the most important experience in my professional life. Thank you very much for everything. (Participant from EGADE, Originally from Mexico)

First one is visiting to Fast Retailing HQ and session with Yanai-san. The most impressive comment is "Enjoy the stress" and "Stick to what you can do". In the real business life, I had a lot of difficulties, especially in human relationship. However, I cannot change other people. So, I think that sticking to what I can do is very important. After graduation, I will practice these things which I learned from Yanai-san. . (Participant from ICS, Originally from Japan)

Japan have a lots of energy about innovation. Especially I really wonder that Japanese has a entrepreneurship and venture spirit together. I really impressed that they see all phenomenon as a businessman. (Participant from SNU, Originally from South Korea)

PHOTOS FROM GNW TOKYO, MARCH 2014

INRODUCTION SESSION & FILED VISITS – TOKYO: OLD & NEW



PHOTOS FROM GNW TOKYO, MARCH 2014

COCA-COLA JAPAN SESSION



HONDA VISIT

GE JAPAN VISIT



FUJI TV SESSION

PHOTOS FROM GNW TOKYO, MARCH 2014

COOL JAPAN SESSION & KAMAKURA ZAZEN EXPERIENCE



PHOTOS FROM GNW TOKYO, MARCH 2014

UNIQLO GINZA STORE VISIT & DIALOGUE WITH CHAIRMAN TADASHI YANAI



PHOTOS FROM GNW TOKYO, MARCH 2014

WRAP-UP & FAREWELL

