

GNAM | Global Network for Advanced Management
GNW | Global Network Week

Tokyo Program | March 14-18, 2016

INNOVATION X GLOBALIZATION | JAPAN STYLE

Program Outline
March 9, 2016



The Global Knowledge Hub in Tokyo

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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 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 "Read More..." button. Below the banner are sections for "NEWS & TOPICS" and "FACULTIES & SCHOOLS".

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

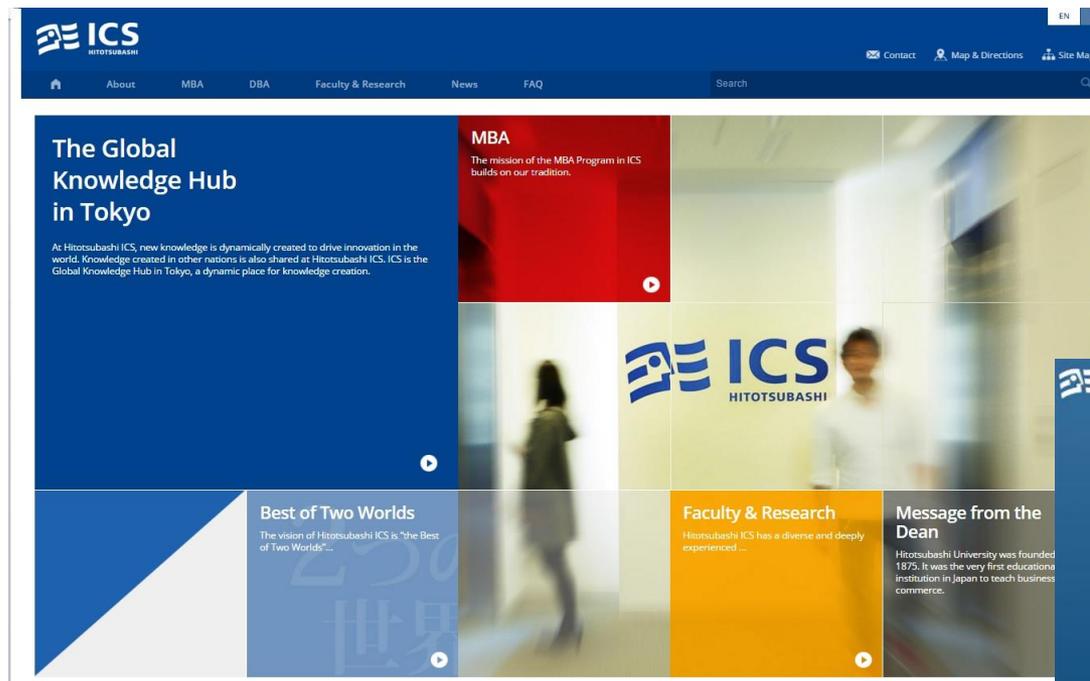


HITOTSUBASHI ICS

- Founded in 2000
- Japan's first national university business school, providing 100%-English, Full-time MBA Program
- Located in Hitotsubashi, the birthplace of the university and at the central downtown Tokyo.

WEB:

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



VIDEO:

MBA in Japan, Hitotsubashi ICS Tokyo

<https://www.youtube.com/watch?v=qYMrP06JNlQ>



THE PROGRAM

INNOVATION X GLOBALIZATION | JAPAN STYLE

GNW TOKYO | Overview

- **WHEN:** March 14-18, 2016
- **WHO:** 55 MBAs from 18 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:



- Field visits to:

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

FOUNDATIONS: COUNTRY & CULTURE

- Japan as National Innovation System (Y. Fujikawa)
- Japanese Culture (M. Kimura, M. Nishisaka)
- Venturesome City Tokyo (M. Korver)

COMPANY SESSIONS

- Amazon Japan
- Fast Retailing
- Fuji Television Network
- GE Healthcare Japan
- Honda Motor

FIELD VISITS

- Japan: Old & New
(Akihabara, Asakusa, Harajuku, Roppongi, Shibuya, Sugamo, etc.)
- Zazen Experience at Engakuji (Kamakura)
- Uniqlo Ginza Store Visit

FOUNDATIONS: CONCEPTS & FRAMEWORKS

- Competitiveness & Clusters (E. Osono)
- Innovation x Globalization (Y. Fujikawa)
- Cool Japan & NeXTOKYO Project (T. Umezawa)

| | DAY 1 Mon, March 14 | DAY 2 Tue, March 15 | DAY 3 Wed, March 16 | DAY 4 Thu, March 17 | DAY 5 Fri, March 18 |
|-----------|---|--|---|--|---|
| MORNING | <p><u>INTRODUCTION & TEAM BUILDING</u></p> <p>Y.Fujikawa & S. Yamaoka 0830-0930 (@ICS)</p> | <p>MEET AT ICS AT 0830, BUS TO UNIQLO</p> | <p>MEET AT ICS AT 0830, BUS TO AMAZON</p> | <p>MEET AT ICS AT 0800, BUS TO KAMAKURA</p> | <p><u>COMPANY SESSION 5</u> <u>Fuji Television Network</u></p> <p>Guest: M.Hashiyada, Fuji TV</p> <p>Y.Fujikawa & S. Yamaoka 0900-1100 (@ICS)</p> |
| | <p><u>FOUNDATION 1</u> <u>Japan as National Innovation System</u></p> <p>Y. Fujikawa 0930-1130 (@ICS)</p> | <p><u>FIELD VISIT 2</u> <u>Uniqlo Flagship Store Visit (Ginza)</u></p> <p>Y. Fujikawa & S. Yamaoka 0915-1130 (@UQ Ginza)</p> | <p><u>COMPANY SESSION 3</u> <u>Amazon Japan</u></p> <p>Guest: K. Kasegawa, Amazon Japan</p> <p>Y.Fujikawa & S. Yamaoka 0930-1130 (@Amazon HQ)</p> | <p><u>FIELD VISIT 4</u></p> <p>Zazen Experience at Engakuji Temple (Kamakura)</p> <p>M. Kimura & M.Nishisaka 1000-1200 (@Engakuji)</p> | <p><u>WRAP-UP SESSION</u></p> <p>Y.Fujikawa & S. Yamaoka 1130- 1300 (@ICS)</p> |
| | <p><u>BUS TO FR HQ</u> 1130-1200</p> | <p><u>BUS TO ICS</u> 1130-1200</p> | <p><u>BUS TO ICS</u> 1130-1200</p> | <p><u>BUS TO GE</u> <u>(Lunch on the bus)</u></p> | <p><u>CERTIFICATE AWARD LUNCHEON AT ICS</u></p> <p>1300-1400 (@ICS)</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>1200-1300</p> | <p><u>BUS TO GE</u> <u>(Lunch on the bus)</u></p> <p>1200-1400</p> | <p><u>CERTIFICATE AWARD LUNCHEON AT ICS</u></p> <p>1300-1400 (@ICS)</p> |
| AFTERNOON | <p><u>FOUNDATION 2</u> <u>Venturesome City Tokyo</u></p> <p>M. Korver 1230-1400 (@ICS)</p> | <p><u>COMPANY SESSION 1</u> <u>Fast Retailing</u></p> <p>Guest: T.Yanai, Fast Retailing</p> <p>Y. Fujikawa & S. Yamaoka 1300 – 1400 (@FR HQ)</p> | <p><u>FOUNDATION 5</u> <u>Competitiveness & Clusters</u></p> <p>E.Osono 1300-1430 (@ICS)</p> | <p><u>COMPANY SESSION 4</u> <u>GE Healthcare Japan</u></p> <p>Guests: K.Fujimoto GE Healthcare</p> <p>Y.Fujikawa & S. Yamaoka 1400-1700 (@GE Hino)</p> | <p><u>FREE TIME</u></p> |
| | <p><u>FOUNDATION 3</u> <u>Cool Japan & NeXTOKYO</u></p> <p>Guests: T. Umezawa, A.T. Kearney</p> <p>Y.Fujikawa & S. Yamaoka 1430-1600 (@ICS)</p> | <p><u>FOUNDATION 4</u> <u>Japanese Culture</u></p> <p>M. Kimura & M.Nishisaka 1430-1600 (@FR HQ)</p> | <p><u>BUS TO HONDA</u> 1430-1500</p> | <p><u>COMPANY SESSION 2</u> <u>Honda</u></p> <p>Guest: S. Shigemi, Honda R&D</p> <p>Y.Fujikawa & S. Yamaoka 1500-1700 (@Honda HQ)</p> | |
| | <p><u>FIELD VISIT 1</u> <u>Japan: Old & New</u></p> <p>Group Visit to Akihabara, Asakusa, Shibuya, Sugamo, etc.</p> <p>1600-1800</p> | <p><u>FIELD VISIT 3</u> <u>Japan: Old & New</u></p> <p>Group Visit to Akihabara, Asakusa, Shibuya, Sugamo, etc.</p> <p>1600-1800</p> | <p><u>BUS TO ICS</u> 1700-1745</p> | <p><u>GNAM/ICS Alumni Reception</u></p> <p>Guests: S. Fujimura, ANA & Representatives from GNAM School Japan Offices</p> <p>1745-2030 (@Josui Kaikan)</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



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



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

MAPS & DIRECTIONS



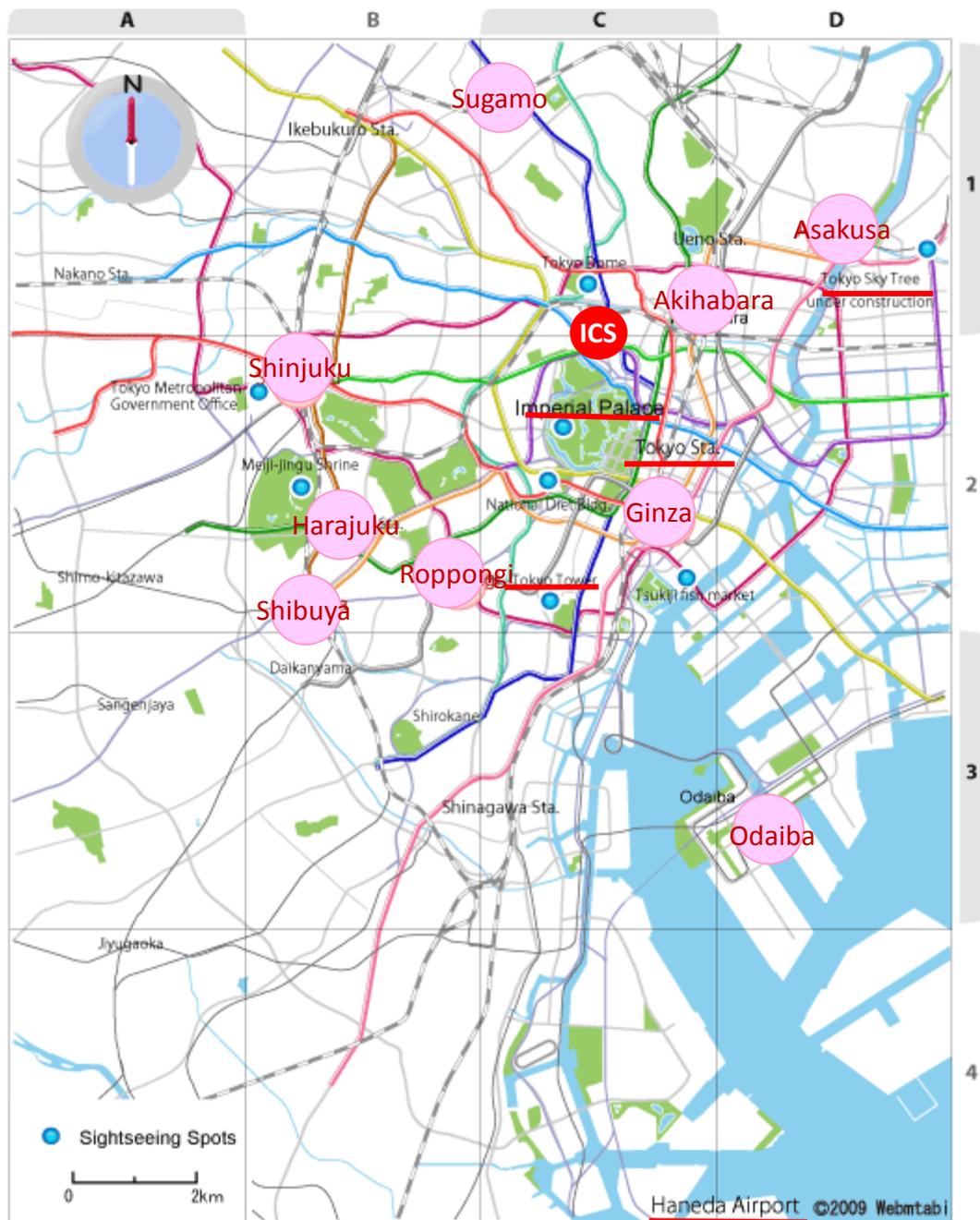
Kanto Region (Greater Tokyo)
 10% of Japan's land mass.
 33% of population (42M).
 40% of GDP.



(Source: Global Network Week Tokyo Program, Foundation 1: Japan at the Cross-Roads Innovative City Tokyo? (M. Korver), Slide #3.)

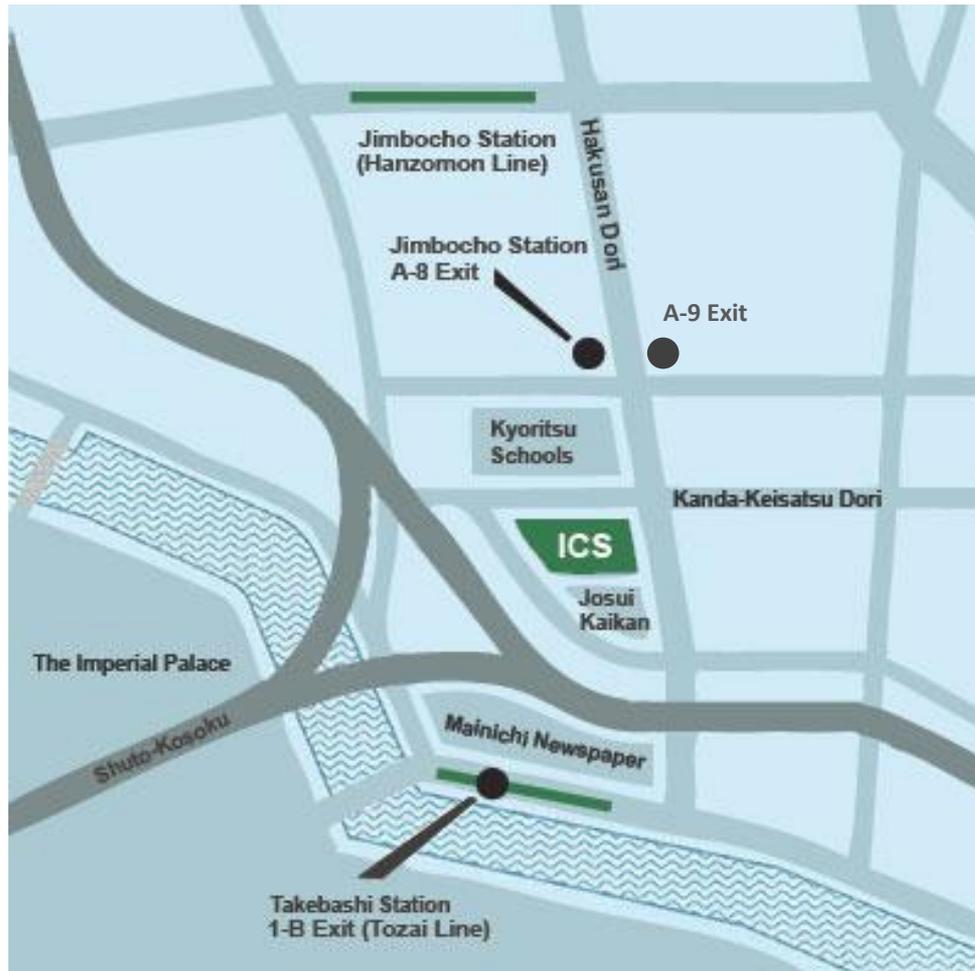


(http://mapsof.net/uploads/static-maps/tokyo_political_map.png.)



(http://www.webmtabi.jp/200911/tokyo_map_c2_en.html)

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

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.

LOGISTICS

COURSE PLATFORM | ASSIGNMENT | DETAILS

CANVAS & HBSP CORSEPACK | Online Courseware

- All course related information (course description, session topic, pre-session assignments, and other details) are communicated via Canvas, the online courseware at Hitotsubashi ICS: <https://canvas.ics.hit-u.ac.jp/courses/46>

STEPS:

1. Visit Canvas GNW March 2016 Tokyo Program space at: <https://canvas.ics.hit-u.ac.jp/courses/46>
 2. Enter your ID and Password (sent to you via a separate email)
 3. Click “Dashboard” on the left menu bar, and find the course “[15-16,SB] GNW March 2016 Tokyo Program”
 4. On the first page inside the course, click “Module,” and you can find all course related information and materials there.
- Cases and other materials published by HBS Publishing are available at HBSP Coursepack at: <https://cb.hbsp.harvard.edu/cbmp/access/46505650>
 - 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 15, Uniqlo Store & FR HQ) | Casual |
| 2. Amazon Japan (Mar 16, Amazon HQ) | Business Casual |
| 3. Honda (Mar 16, Honda HQ) | Business Casual |
| 4. GNAM/ICS Alumni Event (Mar 16, Josui Kaikan) | Business Casual |
| 5. Engakuji Zazen Experience (Mar 17, Engakuji) | Casual |
| 6. GE Healthcare (Mar 17, GE HQ) | Casual |
| 7. Fuji TV (Mar 18, Hitotsubashi ICS) | Casual |
| 8. All the other sessions | Casual |

- For Uniqlo store visit and FR HQ visit, 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 GE Healthcare visit, you are advised to dress casually as we are going to do zazen experience and tour in Kamakura in the morning.
- 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

- The faculty in charge will announce at the beginning of each session.
- Please ask if unsure.

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 Sanshiro/Yoshi know at the beginning of the program, i.e., INTRODUCTION AND TEAM BUILDING session on DAY 1.

PASMO & MOBILE WI-FI



PASMO Train Card | One per student

- **GNW Tokyo Program use only**
i.e., FIELD VISITS 1 & 3 (Japan: Old & New), Train rides back from COMPANY SESSION 4 (GE Healthcare Japan), and Transportation between your hotel and ICS.
- **Train ride use only: No store use, No vending machine use.**
- **Pre-charged: JPY 4,500**
- **Do not recharge the card.**
- **Return the card at Wrap-up Session on DAY 5.**
(In case you lose it, please let Miku/Reiko 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 Miku/Reiko 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 13th to 19th (6 nights).
- 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 13-19, depending on your travel plan. (Please note that, in that case, some rooms may not be available.)

1. KKR Hotel Tokyo (6 min. walk to ICS) – 25 rooms reserved tentatively

2. Hotel Villa Fontaine Kudanshita (10 min. walk to ICS) – 15 rooms reserved tentatively

3. Keio Presso Inn Kudanshita (11 min. walk to ICS) – 5 rooms reserved --- **ALREADY FULL. NO VACANCY.**

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

1. KKR HOTEL TOKYO

- Address: 1-4-1 Otemachi, Chiyoda-ku, Tokyo 100-0004
- Room Type: Deluxe Single (Non-Smoking)
- Room Rate: ¥11,444 per night/including breakfast
- Payment: Upon arrival
- Phone: +81.3.3287.2922
- URL: <http://www.kkr-hotel-tokyo.gr.jp/english/>
- To make a reservation
 - Send an email to nagahiro@kkr-hotel-tokyo.gr.jp as follows:
 - Title: “Reservation for Hitotsubashi program”
 - Message Body:
 - (1) Name
 - (2) Period
 - (3) Arrival Time

*Please contact the hotel by the end of February

2. HOTEL VILLA FONTAINE KUDANSHITA

- Address: 2-4-4 Nishikanda, Chiyoda-ku, Tokyo 101-0065
- Room Type: Standard (Non-Smoking/Smoking)
- Room Rate: ¥11,000 per night
- Payment: Upon arrival (Credit card / Cash)
- Phone: +81.3.3222.8880
- URL: <http://www.hvf.jp/kudanshita/>
- To make a reservation

Send an email to villa@hvf.jp as follows:

- Title: "Reservation number 80110875"

- Message Body:

(1) Name (Full name in Alphabet)

(2) Gender

(3) Room type (smoking/non-smoking)

(4) Arrival Time

***Please contact the hotel by March 3rd**

3. KEIO PRESSO INN KUDANSHITA

- Address: 1-7-1 Kudankita, Chiyoda-ku, Tokyo 102-0073
- Room Type: Single (Non-Smoking)
- Room Rate: ¥9,800 per night/ including breakfast
- 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 information-kudanshita@presso-inn.com as follows:
 - Title: “Reservation for Hitotsubashi program”
 - Message Body:
 - (1) Name
 - (2) Period

**ALREADY FULL.
NO VACANCY**

*Please contact the hotel by February 15th

APPENDIX 2.

CONTACT INFORMATION

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).



Sanshiro Yamaoka

Sanshiro Yamaoka received his MBA from the Graduate School of Business, Stanford University in California, and his BA from International Christian University in Tokyo. Professor Yamaoka has more than twenty years of experience in the financial industry as an investment analyst, banker, and asset manager. He was formerly a vice president of Capital International Research Inc. (CIRI), a research arm of one of the world’s largest institutional investors, Capital Group Companies. Prior to joining Capital, Professor Yamaoka worked for ten years with the Industrial Bank of Japan (IBJ, now Mizuho Financial Group), where he spent his initial years as a statistical analyst of the bank’s in-house business operations. After returning from his MBA studies at Stanford, Professor Yamaoka began his investment career at IBJ’s subsidiary, IBJNW Asset Management Co. (now DIAM Co.), where he was a fund manager of global fixed income and Japan’s small cap equities. Outside of ICS, Professor Yamaoka runs Yamaoka & Co., his own consulting and investment firm. He also instructs management courses at Waseda University’s Graduate School of Sports Sciences and Akita International University.



CONTACT INFORMATION

If you have any inquiries regarding GNW Tokyo Program, 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
- Sanshiro Yamaoka, Adjunct Associate Professor
syamaoka@ics.hit-u.ac.jp | Office +81.3.4212.3089

Program Coordinators:

- Miku Sasaki, MBA Program Office
msasaki@ics.hit-u.ac.jp | +81.3.4212.3094
- Reiko Oikawa, MBA Program Office
roikawa@ics.hit-u.ac.jp | +81.3.4212.3075