

# Global

## H O R I Z O N S

April 2009



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## Former Trustee Wong Continues Generous Support of JAIMS

In 1987, former JAIMS trustee and long-time JAIMS benefactor, Francis A. Wong, made a very generous donation to JAIMS, which established the Francis A. Wong Award. Since then, a student representing each program is selected from each class to receive this prestigious Award. Recipients are recognized for exhibiting "promising entrepreneurial skills as evidenced by demonstrative initiative and leadership qualities during their attendance as students of JAIMS." Nominations are solicited among students, faculty, and staff. The recipients' names are engraved on the perpetual Francis A. Wong Award plaque displayed at JAIMS.

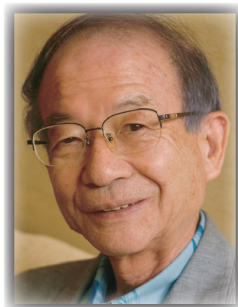


Francis A. and Mary-Ann Wong

Wong is the Founder and Chairman/CEO of Genesis Hotel Development Ltd., a leading provider of corporate hotel development. He is a former Hawaii State Senator and has held distinguished careers in law, finance, real estate development, and urban planning.

Wong is also a member of the Board of Directors for the H.N. and Frances C. Berger Foundation. In honor of Wong, the Foundation recently approved a grant to JAIMS for sustaining the legacy of Wong. The Award will now be known as the "Senator Francis A. Wong Leadership Award." Future recipients must possess "promising entrepreneurial skills," and also must demonstrate "high ethical standards with a consistent respect for ethical behavior."

JAIMS would like to extend a heartfelt "Thank You" to Wong for his continued support and association. We would also like to express our appreciation to the H.N. and Francis Berger Foundation for making JAIMS the beneficiary of their efforts to recognize Wong. Their generous contributions continue to help JAIMS in promoting excellence in knowledge leadership.



## A Message from JAIMS President Ikujiro Nonaka

During these economic challenges affecting our global economy, JAIMS is very grateful to Fujitsu, our instructional teams, alumni, and friends for their continuing support. The news we feature in this issue of the Global Horizons acknowledge the programs, activities, and relationships that sustain and strengthen JAIMS' reputation for relevant and cutting-edge education and training. We welcome your continuing involvement, assistance, and advice to help us realize JAIMS' potential. You can reach me at [nonaka@jaims.org](mailto:nonaka@jaims.org).

Aloha, Ikujiro Nonaka, Ph.D.



[www.jaims.org](http://www.jaims.org)

JAIMS is a nonprofit postgraduate institution that provides intercultural management education and executive development. JAIMS was founded in 1972 by Fujitsu Limited.

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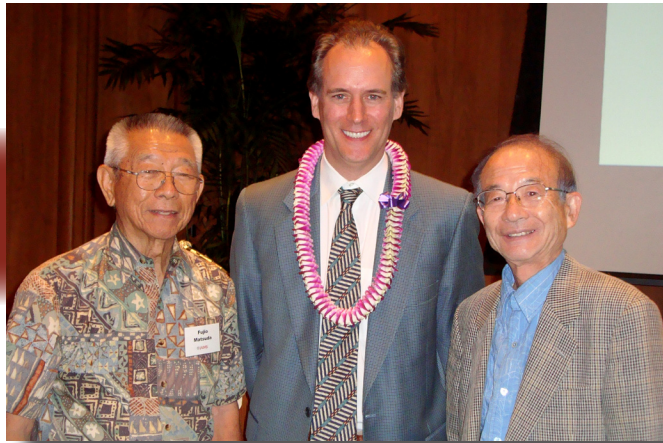
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# Knowledge C@fe



*Dr. Fujito Matsuda, Dr. Steven Vogel, and Dr. Ikujiro Nonaka*

## *Japan's Revised Economic Model: Lessons for Managers*

The fourth session in the Knowledge Café lecture series, *Japan's Revised Economic Model: Lessons for Managers*, featured Dr. Steven Vogel with post-lecture commentary by JAIMS President, Dr. Ikujiro Nonaka. JAIMS students, alumni, and friends of JAIMS from local businesses and organizations attended the February 18 event at the Halekulani, and gained comparative insight to the differences between U.S. and Japan economic models.

Vogel focused primarily on the time period of 1990-2005. The start of the 90's brought Japan into a slight economic crisis of mass restructuring and uncertainty. Japan desperately needed fundamental change in both the areas of company restructuring and reform. Initially, the attempt was made to emulate the American "Free Market Model." This was in stark contrast to the existing Japanese Model based upon "favoring voice over exit" and a "win-win result" between the company and its workers—solidly built upon mutual trust and reciprocation.

During Japan's time of economic uncertainty, the Japanese Labor Relations System was followed. In an attempt to ride out the bad economy, companies tried





to restrain wages instead of laying off workers, pressed for lower costs and better services while still staying loyal to their main bank, and squeezed their suppliers but did not sever ties or business with them. Vogel noted that while the U.S. and Japan go about executing policy and labor reform differently, in the end, both are still constrained by institutional factors such as governmental policies, private sector standards, and social norms.

“While the role of the Japanese Government has been key to restructuring, Vogel presented evidence that the impetus for restructuring is clearly coming from the industry as well,” said Knowledge Café attendee Bernice Bowers. “There are lessons that the U.S. might learn from Japan,” she added, “but again that would need to be customized to American culture and American business practices.” In regards to Japan, Bowers said, “the Japanese corporate loyalty to their suppliers provides national economic stability and will also ensure Japan’s competitiveness if they focus on performance and cost-competitiveness with their suppliers.”

Commenting on Vogel’s lecture, Nonaka focused on the concept of phronetic leadership which endeavors to serve the common good and not simply to maximize profit. He called for pragmatism (prudence, practical wisdom, and rationality) during times of economic crisis when there is no one “best” or logical solution.



Vogel previously worked as a freelance reporter for the Japan Times in Tokyo. Being fluent in the Japanese language allowed him the opportunity to experience Japan’s economic and political aspects from a native’s perspective, thus allowing him to analyze the differences between the economic models created and executed by both the U.S. and Japan. Vogel specializes in the political economy of advanced industrialized nations, with an emphasis on Japan. Writing extensively on comparative political economy, Japanese politics, and industrial, trade, and defense policies, his notable works include

*Japan Remodeled: How Government and Industry are Reforming Japanese Capitalism.*

He was the winner of the 1998 Masayoshi Ohira Memorial Prize for his book entitled, *Freer Markets, More Rules: Regulatory Reform in Advanced Industrial Countries.*

Vogel holds a B.A. from Princeton University and a Ph.D. in Political Science from the University of California Berkeley and has taught at the University of California Irvine, and Harvard University.

The Knowledge Café Lecture series is held several times a year in Honolulu and Tokyo. The next Café is scheduled for June 3, 2009, on the theme of Social Entrepreneurship.



## JAIMS Graduates Inaugural EWKLP Class



*JAIMS' inaugural EWKLP class poses with Dori Hirata-Fujimori, Dr. Blair Odo, and Dr. Ikujiro Nonaka at their graduation ceremony.*

On December 19, 2008, JAIMS bid a fond farewell to the inaugural class of the East-West Knowledge Leaders Program (EWKLP). This diverse group of 25 represented Australia, France, India, Indonesia, Japan, Korea, Malaysia, the Philippines, Singapore, Taiwan, Thailand, and Vietnam. Their graduation ceremony was a celebration of their academic accomplishments of their three-month program. A sentimental slide show produced by members of the class brought tears to the eyes of many as they recalled their time here in Hawaii and the relationships that they formed with their classmates.

Mun Choong (Alfee) Lee of Singapore was awarded both the Francis A. Wong Award and the Student's Choice Award.

The Francis A. Wong Award recognizes the participant who is selected on the basis of "promoting entrepreneurial skills as evidenced by demonstrative initiative and leadership qualities during his/her attendance as a student of JAIMS." The Student's Choice Award, established by members of the AMP-92F class, is presented to the participant selected by classmates based on criteria determined by class members. Lee was fondly described by his classmates as a "very caring gentleman."

"JAIMS has allowed me to improve myself in the international platform within a short period of time. I was in a wonderful place with the support from the dedicated JAIMS staff and learned from the professors with the company of my friends from all over the world," Lee said. "I do not know how to describe this feeling, and I cannot ask for anything more. This experience is registered in me as one of the best moments in my life."

Congratulations and best wishes for the future to our EWKLP Fall 2008 graduates!



*Mun Choong (Alfee) Lee and Dr. Ikujiro Nonaka*

## JEMBA 2007-2009 Award Ceremony



*Award recipient Greg Nakajo poses proudly with Dr. Blair Odo.*

Before departing for their internships in Japan, the JEMBA 2007-2009 class celebrated the conclusion of their Hawaii portion of study with their Business Japanese program instructors and members of the JAIMS staff.

Greg Nakajo was awarded both the Francis A. Wong Award and the Heath A. Barlow Scholarship Award. The Heath A. Barlow Scholarship Award was established upon the passing of Heath A. Barlow, a 2003-2004 JEMBA student. Heath was described by his classmates as, "hard-working, caring, generous, life-loving, and the glue that brought the class together." The student who best exemplified Heath's qualities during his time here at JAIMS was Nakajo. Described by his classmates as being "enthusiastic and always interested in others," Nakajo always worked hard to "bring people in the program together."

*"Be the change you want to see in the world." - Mahatma Gandhi*

# EWKLP Fall 2008 Model for Innovation Competition

Congratulations to EWKLP Fall 2008 students Kelvin Goh and Prabu Balashanmugum for their impressive presentation on “Leveraging Fujitsu’s Competencies for a Truly Global Company.” The competition judges described the Model as “very sophisticated” and applauded their “thought provoking” presentation. The winning Model illustrated how Fujitsu could implement knowledge creation and idea sharing to set it apart from competitors in the global market. Goh works at Fujitsu Asia Pte. Ltd. as a Project Manager, while Balashanmugum is a Global Account Executive for Fujitsu India Ltd.

Held on December 18, 2008, the Model for Innovation Final Competition highlighted the students’ understanding of global business challenges. The competition is the culminating work of the EWKLP and is intended to integrate key learnings from courses and the students’ work experiences.

Students were tasked to come up with an innovative plan and present an accompanying “hybrid model” that was to also have external validity and meanings which would be applicable to other situations.

The “vital differences and awareness of languages, cultures, and business practices faced in international business with focus on creating and managing knowledge was the common theme within the models,” said Model for Innovation Coach John Creech. The students used their knowledge gained throughout their EWKLP course and information attained from the course’s Special Topics speakers.

After an intense preliminary round, the competition was narrowed down to the top five teams, selected by a panel of judges representing education and business. The finalists also included:

- Jade Carson: “A Policy Framework for the Australian Customs Service”
- Tzen-Iuan Chen, Yoko Maekawara, and Miyuki Uehara: “Delivery & Consulting Service for the Elderly”
- Rie Iwata and Kazuko Nose: “Revitalize the Honolulu Zoo”
- Mariko Hikosaka and Yuko Takeuchi: “Eastern Medicine, Massage and Relaxation for Health Maintenance”

The students worked diligently for three months, preparing their models and practicing their presentations. “The 2008 Fall EWKLP Model for Innovation competition was very impressive and exciting,” said Creech.



*Kelvin Goh (L) and Prabu Balashanmugum (R) created the winning Model. Pictured with Dr. Ikujiro Nonaka.*



## Instructional Insights...

*“CHOICES”*

*By Mr. Larry E. Smith*

*President, Christopher, Smith & Associates, LLC.*

We lead ourselves by the choices we make. In life we must decide which bridges to build, which to cross, which to burn. Those are BIG decisions but there are smaller choices that we make each day which determine much about the quality of our life. How will we nourish our body, mind and spirit? How will we take care of each one? What (when and how much) shall we eat and drink? What shall we read or watch on TV, at the movies or on the Internet? What music will we listen to? What thoughts will we give serious attention to? Who will we talk with? What will be the topic of those conversations? What are the words we will say and how will we say them? What memories will we cherish? Who will we seek out to consult? Where will we direct our desires? How will we use our resources of time and money? What will we buy or sell and when will we do it? What will we wear for different occasions? When will we choose to be interrupted in our work, and when will we choose to stay on task? What acts of service will we engage in most freely? Where will we travel and who (if anyone) will go with us? What will be our attitude to our changing circumstances and to those who challenge or agree with us? We lead ourselves by the choices we make. People who say, “I had no choice” are almost never correct.

## Congratulations to the JEMBA 2007-2009 Class!



*Best of luck to our 2007-2009 JEMBA graduates!  
From L-R: James Knapp, Skyley Webster, Greg Nakajo,  
Gavin Simon, Kenji Yonemoto, Deanna Chan.*

**O**n April 14, 2009, the Japan-focused MBA commencement ceremony was held in Tokyo, Japan. Friends and family of the six graduates sat proudly in the audience, along with other guests and JAISMS alumni.

Over the past two years, the students' rigorous program consisted of core MBA classes, advanced level international business courses, and intensive Japanese language and culture lessons. The capstone portion which concluded their program was a three-month internship at a company in Japan.

Representing his classmates was Beta Gamma Sigma Society Member, James Knapp, who delivered a heartfelt student address. Knapp received the President's Language Award at JAISMS for his speech entitled 効率性と有効性 (Efficiency and Effectiveness). "As JEMBAs, we are a combination of East and West," Knapp said. "We have been trained in Western business management practices, but we have also learned about how things are done in Japan. I believe this provides us with a

distinct advantage, as it gives us the ability to view both systems from an outside perspective, allowing us insights that are not available to those who only know one way or the other." He challenged himself and his classmates to find ways to merge the practices from the East and West, extracting the best practices from either side.

Mr. Carl Everett, CEO of Capital Services Group, honored the graduates as the commencement speaker. "My congratulations on achieving such a significant accomplishment," Everett said to them, "no question, graduations are milestone life events and the more advanced the degree, the more significant the graduation." Everett encouraged the graduates to strive to consistently improve their Japanese language skills, keep a positive attitude, and always have a yearning to learn. "Tonight is an important stepping stone in a learning process that will be continuous," he said. In regards to the current economic downfall and job-hunting efforts, Everett presented the graduates with a quote from Albert Einstein: "In the middle of difficulty, lies opportunity."

JAISMS would like to wish the JEMBA 2007-2009 class the best of luck as they embark on their individual journeys.



*Mr. Carl Everett*

## EWKLP Spring 2009 Class Spends A Day at the Honolulu Zoo



**O**n March 30, JAISMS welcomed 33 students for the EWKLP Spring 2009 term.

This group consists of students from Thailand, the Philippines, Korea, Japan, Malaysia, Australia, France, Indonesia, and China. Their program began immediately upon their arrival with their first course, Knowledge Management and Innovation, taught by JAISMS President, Dr. Ikujiro Nonaka, and his colleague, professor Ryoko Toyama.

As a field study assignment, the students enjoyed a morning at the Honolulu Zoo. Professor Nonaka asked the students to practice the knowledge creation process.

In small groups and armed with Post-It notes, the students made careful observations, recorded their ideas, and used an idea-generating methodology that they had learned the previous day to create a concept to explain the zoo.

Upon returning to JAISMS, the students shared their suggestions for innovating the zoo. Nonaka concluded the activity by describing the successful revitalization of a zoo in Japan.

## Calling all JAIMS Alumni!

In January 2009, JAIMS graduated the inaugural class of the East-West Knowledge Leaders Program (EWKLP). Graduates, please help us promote this amazing program by sharing your thoughts and experiences that you gained from the EWKLP!

JAIMS alumni, how did your JAIMS experience affect your life and career? Please share your heartfelt thoughts with us. Testimonials can be sent to [kkano@jaims.org](mailto:kkano@jaims.org) and may be featured on our website and in our publications.

(Please include name, current business title, company or organization, and country.)

All who have been here know that JAIMS is a very special place.

Help us spread the word to others!



“After three months of EWKLP, you will realize how much you are changed and how you become open-minded toward the world. Most of all, you will be very proud of being a part of the JAIMS global network.”

~ Hyun-sik Chung, Korea

“The EWKLP offers you not only practical and strategic points in business, but it also focuses on knowledge creation in business, which is one of the program’s most unique and attractive points. Thus, you learn and nurture a sophisticated way of managing.”

~ Junko Nakanishi, Japan

“The EWKLP made me recognize necessity of further study for my career and the importance of logic. This program showed me the starting points for further study of MBA subjects.”

~ Yuko Takeuchi, Japan

“All experiences at JAIMS will influence my life. Before I participated in this program, I had no confidence and some prejudices. The experience at JAIMS has led me to an open new world and has broadened my view of things.”

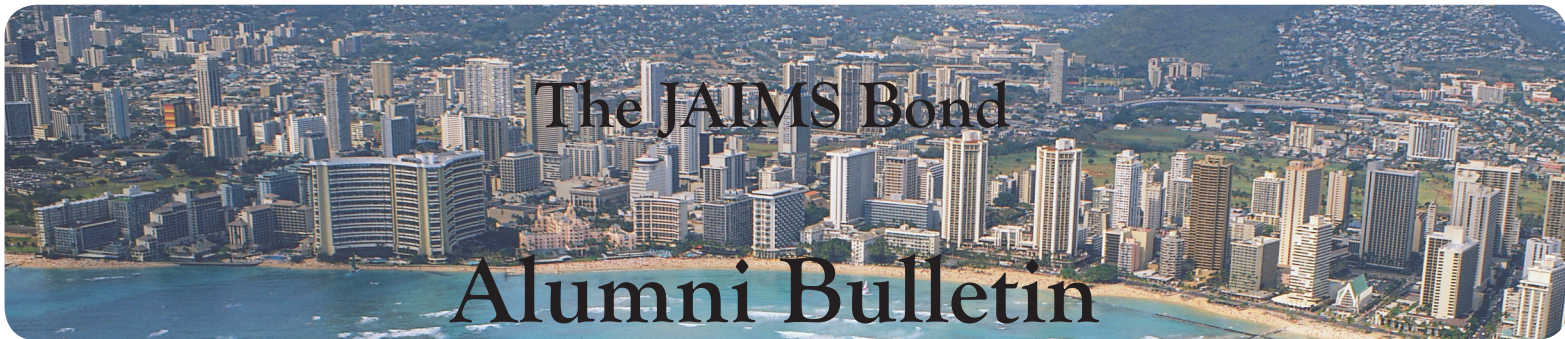
~ Kazuko Nose, Japan

“This program and experiences have impact on my life. It opened my mind and changed my way of thinking. Now, I have many points of view to use to solve problems. I am more expressive with others, but I still can adapt to situations.”

~ Yani Tria Fardiani Syahril, Indonesia

“I realized that I was tied to a narrow view when I was in Japan. The EWKLP is too short to learn everything, but I want to study more about Knowledge Management to be able to practice this method. My overall experience at JAIMS was very fulfilling.”

~ Yoko Maekawara, Japan



# The JAISMS Bond

## Alumni Bulletin

### AMP / JMP

**Hajime Emori** (AMP 91 F) visited JAISMS in December 2008 with his wife, Rie, and his son, Koki. Hajime and Rie met in Hawaii, while Hajime was a student at JAISMS. Hajime currently works for HITACHI, Ltd. in Tokyo, Japan. Pictured from L-R: Blair Odo, Rie, Koki, and Hajime.



Congratulations to **Mihoko (Matsuoka) Hamada** (ICMP 1997 S) who gave birth to her first child, Taichi, in October 2008.



JAISMS alumni **Eric Van Maarel** (JMP 16), **George Lobley** (JMP 16) and his wife, **Chikako (Tanishima) Lobley** (AMP 34) stopped by JAISMS in March 2009. They are pictured below from L-R: Eric's daughter, Annabelle, Eric, Eric's son, Dennis, Blair Odo (standing), Eric's wife, Liezette, Chikako, and George.



**Thibaut Moyne** (ICMP 2007 F) made Hawaii his last stop in January 2009 after completing a one year world tour. He visited JAISMS and was delighted to catch up with the staff. Thibaut is pictured below with Lori Nakano (L) and Alison Ohata (R).



### ICMP

**Wataru Nammoku** (ICMP 2001 F) stopped by to visit JAISMS in November 2008. He and his wife, Kyoko, got married in June 2008. They are photographed below with Soutchay Viengkhou.



**Keiko Chida** (ICMP 2003 S) stopped by JAISMS in December 2008. She is currently a Manager at Change Co. Ltd. and was excited to participate in the Honolulu Marathon for the third time.

**Ken and Madoka (Yuasa) Hagiwara** (both ICMP 2003 F) announced the birth of their son, Kota, in October 2008. Madoka reports that Kota looks a lot like his father! Congratulations to the happy family!



Congratulations to **Akira Eguchi** (ICMP 2004 F) who got married in October 2008. He and his wife, Yurina (center), honeymooned in Hawaii and stopped by to visit JAISMS in December. Akira reports that he still studies English. He currently works at Fujitsu Microelectronics Limited as a Semiconductor Engineer. They are pictured below with Blair Odo.



**Tatsuya Kanemitsu** (ICMP 1995 F) brought his family by to visit JAISMS in April 2009. Tatsuya currently works for Bryan Cave International Trade K.K. as the Senior Manager of Customs and Trade. From L-R: Tatsuya's wife, Miki, their son, Riku, Tatsuya, Dr. Ikujiro Nonaka, and Blair Odo.



**Mayuko Tokunaga** (ICMP 2007 S) paid a visit to JAISMS in January 2009. She is pictured below with Blair Odo (L) and Lori Nakano (R).



## JEMBA / CHEMBA

**Azamat Kumykov** (JEMBA 2001-2002) and his girlfriend, Natasha, vacationed in Hawaii for two weeks in January. Both enjoyed experiencing the many different outdoor activities that the island has to offer. Azamat works in Moscow at Prom Suyaz Capital as an Investment Director. They were happy to pose for a photo with Blair Odo (L) and Alison Ohata (R).



Congratulations to **Yuta and Keiko (Igarashi) Tanaka** (both ICMP 2007 F) who recently married. Yuta said he is looking forward to being assigned to the U.S. for business in the near future. They are photographed with Alison Ohata (L) and Blair Odo (R).



**Kevin and Ru-Shiun (Liou) Lee** (both JEMBA 2003-2004) and their baby daughter, Abigail, are currently living in Arkansas. Ru-Shiun reports that Kevin is currently in his third year of the Finance PhD program. She has just completed her first semester of the Management PhD program and says that she "loves the feeling of gaining new knowledge everyday."

**Mark Jackson** (JEMBA 2001-2002) visited JAISMS in February 2009. He works for the U.S. Navy as a Lieutenant Supply Officer and is currently based in Atsugi, Japan. He is pictured below (center) with his father, Michael Jackson Sr. (L), his brother, Michael Jackson Jr. (R), Alison Ohata and Blair Odo.



Congratulations to **Ganesh Ranganathan** (CHEMBA 2006-2007) who joined the storage and data management company NetApp, Inc. in October 2008 as a Product Portfolio Manager.

**JEMBA 2007-2009** students Deanna Chan, Greg Nakajo, and James Knapp, met with Doshisha University's Dean Hasegawa, Professor Byosiere, and MBA students.



**AMP-31** classmates met for a reunion in Tokyo in February 2009. Photographed below are (front row, L-R) Takeshi Seno, Kenichi Nakayama, Shiichiro Taga, Masako Ishimura, Aiko Sakurada, Shigeyoshi Fujie, Shigeaki Naruse (back row, L-R) Shiromitsu Kamata, Hiromitsu Inoue, Isamu Sato, Hiroyuki Yoneda, Kiyoshi Shimahara.

Frequent JAISMS visitor **John Morihara** (JEMBA 1995-1996) stated that, "Studying at JAISMS was one of the great adventures of my life. I will be forever grateful for the opportunity and experiences I gained from going through my program. From the bottom of my heart, thank you."



## ALUMNI GATHERINGS

**Global Skills Refresh Program (Wasabi) 2008** participants reunited in Yokohama-city for a New Years party in February 2009. They stopped for a group photo in China Town, and posed in front of a Chinese temple.



Members of the **AMP-5** class met up in Shanghai in November 2008. They enjoyed good food and good company, and recalled their class memories.



Alumni gathered in Kansai for the **JAISMS Bond** annual New Years Party in January 2009. Attendees included Yukio Sakaguchi (AMP-5), Ayumi Yamada (AMP 92F), Sachiko Hosoi (EWKLP 09S), Shinji Nagao (AMP 11), Tsutomu Senga (EWKLP 09S), Daiun Iba (AMP 92F), Katsumi Akai (ICMP 02S), Hideo Goto (AMP 25), Satoko Fujishima (ICMP 07F), Kaori Kamoya (ICMP 07F), and Kazuo Kuno (AMP 6). (See photo on following column)

Blair Odo met with three JAISMS alumni in Tokyo in March 2009. **Sachiko Sato** (EWKLP 2008 F) is pictured on the far left. She just returned to Japan after completing an internship in Florida. **Takashi Namae** (ICMP 2007 F), second from left, got married last year. **Mayumi Ito** (ICMP 2006 F) is doing diagnostic services for Fujitsu Learning Media Limited clients.





**JAAMS**

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Knowledge  
Leaders  
Advancement  
Fund

**Excellence in Knowledge Leadership**

Contributions made to the Knowledge Leaders Advancement Fund will enable JAAMS to design programs that address innovations in leadership, and deliver lectures, workshops, seminars, and other events to the JAAMS communities throughout the world.

On behalf of JAAMS, we would like to recognize the generosity of our most recent donors listed below from the fiscal year April 2008-March 2009. Their contributions impact the scholarship, excellence, and legacy of JAAMS. We truly appreciate the continued support from all of our donors.

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Chisato Watanabe

Motoki Watanabe

Sawa Yamaguchi

Keiji Yamanishi

Audrey Emi Yasugi

Yumika Yoshida

*“True education makes for inequality, the inequality of individuality, the inequality of success, the glorious inequality of talent, of genius.”*

*- Felix E. Schelling*



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fellow alumni at once! Just sign up with Communications Specialist Kristen Kano ([kkano@jaims.org](mailto:kkano@jaims.org)) or manage your account at [http://www.jaims.org/Alumni/Alumni\\_JFF.html](http://www.jaims.org/Alumni/Alumni_JFF.html). Then you can send e-mails to the JAAMS Family Forum ([jaimsfamily@lists.lava.net](mailto:jaimsfamily@lists.lava.net)) or JAAMS Job Bulletin ([jobs@lists.lava.net](mailto:jobs@lists.lava.net)).

These forums are only for JAAMS alumni, staff, and current students. All messages are filtered before they are released to eliminate unwanted spam. You can also logon to the JAAMS Online Alumni Database to update your information, post photos, and search for your classmates.

Our greatest joy is keeping in touch with old friends, and making new friends in the process. If you have any special milestones that you would like to share in the Global Horizons newsletter, please send information and/or photos to [kkano@jaims.org](mailto:kkano@jaims.org). We look forward to hearing from you!

## *Keep in Touch!*

When our lives take us on different paths, it's easy to lose contact with people who were once very important to us. JAAMS now has two ways for you to keep (or renew) the connections with your classmates.

The JAAMS Family Forum is an e-mail message listserv that allows you to exchange news with all your



