

Global

H O R I Z O N S

March 2010



JAIMS Receives Berger Foundation Grant to Sustain Wong Leadership Award

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Happy New Year!

In late 2009, JAIMS received a second \$5,000 grant from the H.N. and Frances C. Berger Foundation for the Senator Francis A. Wong Leadership Award. Established in 1988 by former JAIMS Trustee Wong, the Award recognizes a student from each class for “promising entrepreneurial skills, high ethical standards, and a respect for ethical behavior as evidenced by demonstrative initiative and leadership qualities.”



Former Trustee Francis A. Wong

“The Berger Foundation’s generosity will allow JAIMS to continue to celebrate the legacy of former Trustee Wong,” said Blair Odo, JAIMS Executive Vice President and Chief Operating Officer. “JAIMS is honored to be a recipient of the Foundation’s longstanding philanthropic work that supports organizations, particularly in healthcare and education, that empower people to achieve their goals.” Since the Award’s establishment, 46 graduates have been honored by this prestigious recognition (see side bar).

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 his distinguished career has included law, finance, real estate development, and urban planning. He is also a member of the Board of Directors of the H.N. and Frances C. Berger Foundation.

Wong Award Recipients

Kaori Sato, Japan, AMP36
Mineo Kobayashi, Japan, AMP37
Masaaki Kaburagi, Japan, AMP37
Junko Saito, Japan, AMP1991S
Adrean Schmied, Switzerland, AMP1991S
Thomas Miller, Jr. USA, JMP17
Carolyn Risko, USA, JMP17
Chee Meng Chan, Singapore, JEMBA1997-1998
Kyoko Someya, Japan, ICMP1998S
Hodaka Miyashita, Japan, ICMP1998F
Young-Kyung Kim, Korea, JEMBA 1998-1999
Takahiro Suzuki, Japan, ICMP1999S
Hiroyuki Fujii, Japan, ICMP1999F
John Koh, Singapore, JEMBA1999-2000
Kazunori Horachi, Japan, ICMP2000S
Maria Perpetua Pura, Philippines, ICMP2000F
Collin Miyamoto, USA, JEMBA2000-2001
Joo Hee Kim, Korea, ICMP2001S
Duc Xuan Nguyen, Vietnam, ICMP2001F
Takayuki Uzawa, Japan, ICMP2001F
Kazuo Miura, USA, JEMBA2001-2002
Noriaki Ito, Japan, ICMP2002S
Dwaipayyan Bora, India, ICMP2002S
Frederick Blancas, Philippines, ICMP2002F
Robinson Siao, Philippines, ICMP2003S
Lina Tan, Singapore, ICMP2003F
Mark Fujiwara, USA, JEMBA2003-2004
Clarisse Stoerker, France, ICMP2004S
Ninibeth Llanto Caunan, Philippines, ICMP2004F
Philip Lee, Malaysia, JEMBA2004-2005
Datong Wang, USA, CHEMBA2004-2005
Shelly Ann Reyes, Philippines, ICMP2005S
Joselyn Sunga, Philippines, ICMP2005F
Jason Moran, USA, CHEMBA2005-2006
Kristine Largo, Philippines, ICMP2006S
Dianawati Soetomo, Indonesia, ICMP2006F
Naomi Allan, USA, CHEMBA2006-2007
Takuya Hirano, Japan, ICMP2007S
Sayuri Ikegai, Japan, ICMP2007S
Skevos Macarounas, Australia, ICMP2007F
Ming Ta Hung, Taiwan, ICMP2008S
Greg Nakajo, USA, JEMBA2007-2009
Mun Choong Lee, Singapore, EWKLP2008F
Shusuke Kantake, Japan, EWKLP2009S
Jordan Robinson, USA, JEMBA2008-2010
Handi Kurniawan, Indonesia, EWKLP2009F

Excellence in Knowledge Leadership



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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A Message from JAIMS President Ikujiro Nonaka

Dear members of the JAIMS Ohana,

On behalf of the JAIMS Team, I want to extend our aloha for this new year, the year of the Tiger. All of us hope for greater peace and prosperity throughout the world.

The JAIMS Team continues to stay focused on our mission to educate and train knowledge leaders for the 21st century. The Japan-focused MBA (JEMBA) 2008-2010 class of 11 students is currently doing their 3-month internships in Tokyo. We are extremely grateful to the organizations that welcome our JEMBAs into their workplace.

The East-West Knowledge Leaders Program (EWKLP) will welcome its fourth class in April. Needless to say, the instructional team is complimentary about the quality of the students in the Program.

And, JAIMS continues to work with Fujitsu Limited, its benefactor, to design and deliver training for its talent pool.

Our Knowledge Café and Coffee Talk events in Honolulu and Tokyo are intended to thank the communities that support JAIMS, and to introduce JAIMS to new friends and supporters. We have scheduled the Knowledge Café in Honolulu for April 14 when I will share my insights on 'business model innovation.' And, our Coffee Talk on April 20 in Tokyo will feature Dr. Jack Suyderhoud, Professor of Economics at the University of Hawaii Shidler College of Business. We look forward to welcoming you to either or both events.

Our alumni are our best marketers and they reaffirm the JAIMS experience. In our efforts to organize our alumni, our call for volunteers to serve as regional liaisons were overwhelming. We appreciate our alumni being active and participating members of the alumni association.

Finally, like all nonprofit organizations, JAIMS depends on the financial support of its JAIMS ohana. In our renewed website, we have made it possible for you to make a donation to the JAIMS Knowledge Leaders Advancement Fund via PayPal. We acknowledge the challenges that all of us are experiencing, professionally and personally, and hope that you will find it in your heart to support the Fund with whatever contribution you can make.

As President, I will continue to do my best to spread the good word of JAIMS, and I ask for your continuing support, advice, and assistance in whatever means possible to sustain the JAIMS mission.



Aloha,

Ikujiro Nonaka, Ph.D.



Numeiri and Tosoc Win First Place Award

EWKLP 2009F students Nurman Numeiri (Indonesia) and Jogar Tosoc (Philippines) received the President's Award for their Model for Innovation, CyberTax. The team's CyberTax model was created to resolve tax issues that arise from international online sales transactions.

The second place award went to Handi Kurniawan (Indonesia), Kok Wah Moi (Malaysia), Tsutomu Senga (Japan), and Terence Wong (Singapore) for Caring Touch, a model focused on providing a high quality of life for the elderly in countries with a rapidly expanding aged population like Japan.

Third place went to Hyo Joon Cho (Korea), Tatsuhiko Ito (Japan), Kazutaka Watanabe (Japan), and Mimi Zhou (China) for 13th Moon, a model to help western companies enter the Chinese market and tap the business advantages of the Chinese lunar calendar.

Unlike the traditional business plan competition found in most business and management schools, the EWKLP Model for Innovation challenges students to develop a solution, via a new business model, that has the potential to solve a real-world business or social problem. Preparation for the Model for Innovation Competition, which is held at the end of each EWKLP term, begins during the third



*Jogar Tosoc, left,
and
Nurman Numeiri*

week of the Program. All student teams receive coaching by successful international business executive C. John Creech, who is Director, International Business Development at Snap-on Tools International LLC.

“Whether the team was on a mission to improve some aspect of their current company by providing a solution to a situation or create a new venture, the projects enabled the EWKLPs to integrate the key learnings from the curriculum into something relevant,” Creech said. “This assignment was an exercise for students to apply the Program contents to a culminating project before returning to the workforce.”

JEMBA 2008-2010 Students Embark on Internships in Tokyo

In January, 11 students of the JEMBA 2008-2010 class began the Japan Portion of their program that included a lecture series, welcome reception, and the 12-week internship in Tokyo.

The internship, held January 25-April 16, is the capstone to the 21-month JEMBA. This year's internship partners include the American Chamber of Commerce in Japan; BlackRock Japan Co., Ltd.; Capital Services Group; Carter Associates K.K.; Japan Market Resource Network; KPMG AZSA & Co.; Medtronic Japan Co., Ltd.; Personnel Decisions International Japan Co., Ltd.; Reebok Japan; and Tokyo English Life Line.

“JAIMS is fortunate to have the strong support of outstanding internship organizations,” said JAIMS EVP and COO Blair Odo, who manages the internships. “In addition, the JAIMS alumni network has provided valuable connections



that have resulted in internships.” For example, the Reebok Japan president is a graduate of the JAIMS Japan Management Program.

The process for matching an intern

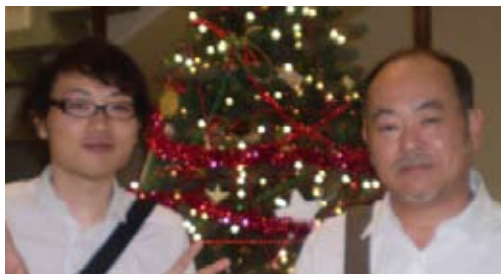
to the internship company begins during the first semester of the JEMBA. Every effort is made to match the JEMBA student's internship interests and objectives to what the prospective internship organization can offer during the short 3-month internship. The extent to which the JEMBA is fluent in the Japanese language can affect options, but the JAIMS network of excellent internship partners also includes organizations that do not require language proficiency. Odo notes that, based on her years of managing the internships, a JEMBA student's attitude, initiative, and the willingness to learn everything and anything during the internship results in the greatest value-add for the JEMBA and the internship organization.

The “JAIMS Bond” Alumni Bulletin

AMP / JMP

Since graduating 22 years ago, **Gary Fujino** (JMP5) and his wife, Carrie, visited JAIMS on October 28, 2009.

Ikuo Yoneno (AMP4), right, visited JAIMS with his son, Hideo, whom we hope will study at JAIMS in the future.



Tim Gunn (JMP11), below right, is President of Net Energy Inc. in Calgary, Alberta, Canada, and Dad to three children: Jack (below left), Madeleine, and Charlie.



Tom Miller and Carolyn Risko (both JMP17) visited JAIMS with their three children, Tommy (13), Charlotte (10), and Brad (6). Tom is a broker for ICAP in Jersey City, and Carolyn volunteers with the American Cancer Society. Tom and Carolyn wanted their children to see the trees (photo left) they had planted at JAIMS upon graduation in 1990. They recalled former president Hideto Kono telling them that his wish is for their children to someday visit JAIMS to see the trees, and after nearly 20 years, Tom and Carolyn were happy to have fulfilled Mr. Kono's wishes although they wished that he were there to witness this happy occasion.

JEMBA/CHEMBA



Keoni Everington (CHEMBA1997-1998) and his wife, Szu-Ying, became parents to daughter, Melia Caroline, left, on September 17.

Ramsey Yomen (JEMBA2000-2001) visited JAIMS with his wife, Seiko.

ICMP/EWKLP

Keiko Chida (ICMP2003S) is a Manager at the Change Co., Ltd., and successfully completed her 4th Honolulu Marathon.

Congratulations to **Daijiro Morohashi** (ICMP2004S) and **Akiko Nagata** (ICMP2007S) who met at a JAIMS BOND Tokyo Chapter Singles Event, which resulted in their marriage on October 31, 2009.

Yoshiyuki Sasada (ICMP1999S) moved from Austin TX to the San Francisco Bay Area in 2008, and was recently promoted to Systems Engineer at Visa Inc.

Alice Lee Lye Cheong (ICMP2008S), below, became a mother to daughter, Audrey Ng, whom Alice says looks more like her husband (photo below left).



Pastraporn Rittikosi (ICMP2004S) married Greg Nichols in July 2009 (photo above right).

Angeline Melissa Simanullang (EWKLP2009S) works at MACS 909 Communications as the Senior Art Director in Indonesia.

The wedding of **Yoan Setiawan** (EWKLP2008F) and Sugi (photo below) was witnessed by her classmates from Japan and Malaysia: **Rajasoorian Gothandapani, Mariko Hikosaka, Makiko Kawamura, Miyuki Uehara, and Yuko Takeuchi**. Also in attendance was **Angeline Simanullang** (EWKLP2009S) of Indonesia.



Twenty ICMP2006F and JEMBA/CHEMBA2005-2006 classmates met in Bali in October 2009 for their first reunion. According to **Dianawati Soetomo**, “Starting from the very first day, it was a dream come true, and no words could express our great excitement and joy in seeing and talking to each other again in person. The laughter, meals we shared, trips we made ... it was just like going back in time to JAIMS once again!” At Dreamland Beach below, back row: Bingle (Rod’s Wife), **Roderick Enriquez** (Rod), **Effendi Tjong, Nic Ruffy, Aditya Challa, Mai Kato, Nitin Bharara, Natalie** (Pierre’s friend), **Pierre Fratter-Brady**. Front row: **Dianawati Soetomo** (Diana), **Yuka Nakano, Patricia Yulo** (Tricia)



Alumni Gatherings

On October 24, 2009, twelve members of the AMP23 class from Tokyo, Osaka, and Nagoya (photo below) gathered in Yokohama’s Chinatown to celebrate the kanreki (60th birthday) of three classmates. For over 25 years since graduation, these classmates have met annually to celebrate their friendship.



On November 17, 2009, a reunion of the AMP5 class (photo below) brought together **Ken Murakami, Yoshio Sadasue, Yutaka Otawa, Yoshiaki Suzuki, Toshihiko Komori, Koji Kawada, Kazuo Sugiura, Seiko Ishimaru and Yoshiyuki Yamamoto**.



Dr. Blair Odo was pleased to join the first year anniversary party of the Global Skills Refresh Program 2008 class which was held at Roy’s Tokyo in January 2010. Reminiscing about their Hawaii experiences were (l to r) **Hiromi Ito, Junichi Kobayakawa, Kiyoko Tamura, Masasumi Sakai** (AMP37), Odo, **Takeshi Kawaguchi, and Ayumi Kasuya**.



Keep the “Bond”

Keep (or renew) the connections with your classmates with the JAIMS Family Forum electronic listserv. Sign up with Akiko Tyler (atyler@jaims.org) and/or manage your account at www.jaims.org/Alumni/Alumni_JFF.html.

After you’ve subscribed, send e-mails to the JAIMS Family Forum (jaimsfamily@lists.lava.net) or JAIMS Job Bulletin (jobs@lists.lava.net).

These forums are for JAIMS alumni, staff, friends of JAIMS, and current students. All messages are filtered before they are released to eliminate unwanted spam.

Alumni Reflections: JAIMS and Broadband

Editor's Note: JAIMS is always delighted when graduates return "home" to visit. While on vacation in Honolulu in December, Rex Bullinger (JMP15) visited the campus. Read how JAIMS, according to Bullinger, played a role in the broadband that exists in the United States today.



Bullinger

JAIMS is a big reason I am now working in DC focusing on high-speed data service to US citizens.

In 1986, I worked for Hewlett-Packard Company in one of their electronic instruments development laboratories. I had finished the development of an instrument some of which would be sold in Japan. But my communications with our Japanese partners were in some ways disappointing. In addition,

at that time, there was a lot of speculation about what Japan was going to do with its greatly developing economic power. This all made me think that I needed to know more about Japan. I then saw a magazine ad for JAIMS and applied.

After training at JAIMS in Honolulu, I interned with Fujitsu Research Institute (FRI). While at FRI, I visited the embassies of several Asian countries to ask them what it was like to do business with Japanese. As one of my FRI advisors said, "They will tell you things they won't tell us." I visited about a dozen embassies of Asian countries in Tokyo.

The Singaporean representative especially impressed me. He said that Singapore, being a small city-state, had only one hope to compete in the world economic market. That method was to have the best national communications network available to all its citizens.

Additionally, in Japan, they were laying fiber optic cables along every right of way. Japanese friends told me they were

working on a program called Fiber 2015, the year in which all Japanese residents would have access to high-speed data service.

These values expressed by Singapore and Japan impressed me. I then realized that the United States had no such values or plan to create a better national communications system. It was very clear to me that the US was going to have to do this some day, and I wanted to be a part of it.

After my return to the US, I rejoined HP and worked on cable television systems. By 1990, I realized that cable TV systems were broadband local area networks (LANs), but very few people realized it.

I continued to work in electronic instrument design until 1996 when I moved to HP's group designing cable modems. I just knew that cable TV would play a big role in providing high speed data to the US public.

To my disappointment, however, in 1997, HP decided to get out of the cable modem business. In 1998, I moved to the @Home Network. In 2000, I moved to the National Cable & Telecommunications Association to work as an on-staff technical consultant. There is so much technical content in legislation and regulation that engineers are often seen in Washington DC and are especially needed at NCTA.

My expectations for my after-JAIMS life were that I would work between the US and Japan and/or Asia. Instead, my JAIMS experience led me to DC. Without JAIMS, I would not be in DC doing the work I now do. I needed JAIMS training because I was without any knowledge of how to study Japan.

So, I am very grateful to JAIMS and Fujitsu for making it possible and helping me to expand my perspectives.

Bullinger works for the National Cable & Telecommunications Association in Washington DC as the Senior Director, Broadband Technology and resides in Maryland.

Faculty Insights: Bill Fischer on Toyota



Fischer

EWKLP visiting faculty member Bill Fischer recently wrote a leadership article for *Forbes* (February 10, 2010) on "Where Toyota Went Wrong."

Fischer suggests that "organizations must always combine knowing with growing if they are to succeed in a global marketplace," which Toyota did not. Citing the work of knowledge management guru and JAIMS President Ikujiro

Nonaka, Fischer notes the power of tacit knowledge, which is know-how that exists in the minds of people, unlike explicit knowledge that is formally captured in documents, books, and manuals. While formal knowledge is easily transferred, tacit knowledge is not, according to Nonaka. Given the challenges inherent in successful globalization, Fischer asserts that one "must always keep some of the familiar while embarking on something new."

Bill Fischer is Professor at IMD in Lausanne, Switzerland, where he is involved with strategic planning issues and the creation of teams of highly-talented professionals who outperform expectations.

JAIMS Alumni Organizations

Since January, JAIMS has worked to more formally organize its alumni and we are pleased to announce the following alumni liaisons by regions:

Australia

Jade Carson (EWKLP2008F)
Mae Annabelle Magtibay (ICMP2007F)
Kien Thanh Nguyen (EWKLP2008F)
Elita Tan (ICMP2008S)
Yew Onn Marcus Wong (EWKLP2009S)

Cambodia

Chankrisna Kith (ICMP2008S)
Srengkong Ung (ICMP2004F)
Tith Lim (ICMP2000S)

Canada

Margaret Rose Canobis (ICMP1998S)
Xavier Li (ICMP1998S)

China

Gang Liang (ICMP1994S)

Hong Kong

Chak Shing Alfred Chow (CHEMBA2001-2002)
Ching-yu Schelling Chung (JEMBA1991-1992)

India

Nitin Bharara (ICMP2006F)
Peter Philips (JEMBA1991-1992)

Indonesia

Handi Kurniawan (EWKLP2009F)
Effendi Tjong (ICMP2006F)

Tokyo, Japan

Kazuhiro Arai (ICMP1998S)
John Cheuck (JEMBA1992-1993)
Larry Kieffer (JEMBA1994-1995)
Kanji Morishima (ICMP2000S)
Kyoko Someya (ICMP1998S)

Korea

Kang Suh Lee (JEMBA2002-2003)

Malaysia

Hasnan Hakim (ICMP2001S)
Kok Guan Tan (JEMBA1991-1992)
Kok Wah Moi (EWKLP2009F)

New Zealand

Warren McNabb (JEMBA1995-1996)

Philippines

Fermin Tarcs Taruc (JEMBA1996-1997)

Russia

Murat Bersekov (JEMBA2005-2006)
Azamat Kумыkov (JEMBA2001-2002)
Andrey Matusevich (JEMBA2002-2003)

Taiwan

Heng Yi David Tu (JMP16)

Thailand

Theerapong Chai Anantachoti (EWKLP2009S)
Janya Chanchaichujit (EWKLP2009F)
Pittinun Kaew Pittayavit (EWKLP2009S)

United Kingdom

Karen Tan (ICMP1999F)

Hawaii

Yoshiro Mishina (ICMP1998S)
Karlton Tomomitsu (JMP12)

Vietnam

Tuan Anh Dang (ICMP1999F)
Naoki Yuasa (AMP1991F)

If you would like to be a liaison and/or would like to be contacted by the liaison in your area about alumni events, please contact JAIMS via Alison (aohata@jaims.org). The strength of JAIMS lies in the hands of our alumni. We look forward to working with you.

Giving: Knowledge Leaders Advancement Fund

Your contribution to the Knowledge Leaders Advancement Fund will enable JAIMS to design programs that address innovations in leadership and deliver lectures, workshops, seminars, and other events to the JAIMS communities throughout the world. Contributions may be sent to JAIMS Knowledge Leaders Advancement Fund, 6660 Hawaii Kai Drive, Honolulu HI 96825-1192 USA

YES! I want to support JAIMS with my contribution of

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Card Number _____ Exp. Date _____ Cardholder Signature _____

Name: Dr./Mr./Mrs./Ms. _____

Address _____

Phone _____ (H) _____ (B) E-mail _____ Fax _____

Enclosed employer matching gift.

My pledge to the Knowledge Leaders Advancement Fund \$ _____ to be paid over a period of _____ years beginning _____ (month)/ _____ (year) [maximum of 5 years].

Payment included \$ _____ Balance \$ _____

All gifts to the Knowledge Leaders Advancement Fund are tax deductible as permitted by U.S. law. Consult your country's tax laws for possible tax benefits.



JAAMS

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Happy Year of the Tiger!

from our 'ohana to yours



Inset: Ikujiro Nonaka. L to R: Alison, Renee, Blair, Takeshi, Yutaka, Dori, Lori, Soutchay, Chiharu, and Akiko