



Building Silicon Valley Human Network

US-Asia Technology Management Center 2019 Annual Affiliate Meeting

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Nest Lab, Bridgestone
May 9 , 2019

Introduction



Big Family
10 Brother & Sisters



*1

Yokohama
Japan



Univ. of Tokyo
Civil Engineering



Sanyo Electric
Lehman Shock

Bridgestone



Marketing / Solution



Open Innovation
New Business Dev.

Stanford University



US-ATMC
Visiting Scholar

Background

Tire Products & Services



Other Products



Revenue
3,650B JPY (\$30B)

Employees
140K +

However

Mobility
Revolution

Digital
Transformation

Emerging
Technologies

Strong Movement for Better Society - SDGs



Disruptive Innovation For

Current Business
and Beyond

Creating New Business

Research in Stanford / Silicon Valley

Research
Goal

Acquire Visibility of Silicon Valley and
Establish Bridgestone's Capability of open innovation

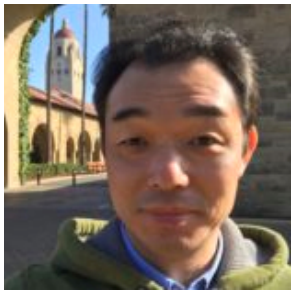


Stanford Industrial Affiliate Program | US- ATMC Visiting Scholar

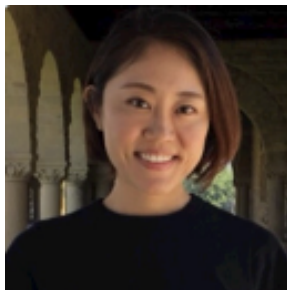
2018

2019 1st Half

2nd Half



Kenji Nagatani



Saiko Tanaka



Erina Kai



Hitoshi Yasui



Yuji Iwasaki

2018
Jan

Now

Marketing Solution Strategy in Global HQ

Asia Pacific HQ
Singapore

Sports / Bicycle
New business

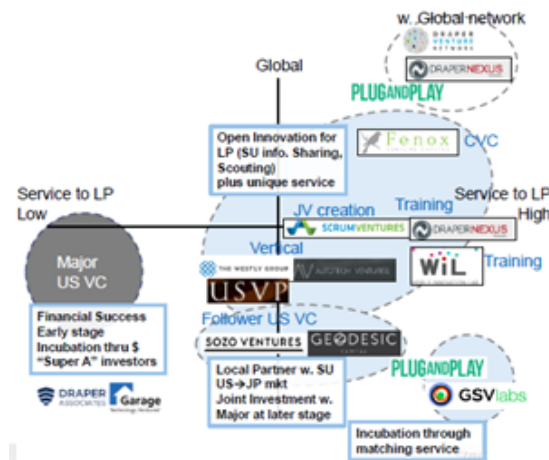
Strategic
Investment

New Business
Development

Digital
Solution

Previous Research activities From January to December 2018

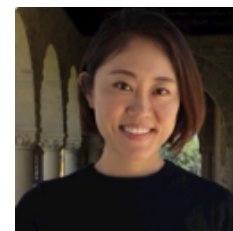
Silicon Valley Ecosystem



Studied mainly by
Kenji Nagatani

Japanese Companies Activities in Silicon Valley

Case studies



Studied mainly by
Saiko Tanaka

Startups Evaluation Methodology

	1 = dysfunctional as is	2 = weaknesses apparent but not field	3 = satisfactory (the Silicon Valley standard)	4 = some major strengths	5 = outstanding, extraordinarily strong
Human capital (quality of team)	Not the right team for the idea around which company is built	Some good, experienced team member(s) but some key positions seem weak or missing	Both technology and business aspects are well-covered; key management people know the industry; strong tech workers	One or more key management persons are well-known for success in the industry	Outstanding team; some member(s) have experience in customer companies as well as industry as <i>general manager</i>
Uplide market potential of their idea	Idea or technology is interesting, but not good market potential as it may be they target the wrong market	Idea is good, but market is not that big	Classic Silicon Valley story: high growth multiple, expect strong market share of at least \$100M TAM within five years	Likely to become a major leader in a current or new industry	"Game changer" - likely to create major new market that will become center of a (new) industry
Likelihood of success (downside market and execution risk)	There are promising indicators of "tipping into brick wall" - cannot control own (future) or indications of other risks such as customer psychology	Success depends somewhat on other industry segments (cannot control own (future) or indications of other risks such as customer psychology)	They should be able to meet future milestones and grow according to plan	Few if any barriers evident; likely to outpace competitors by far stronger than usual (unique) understanding of market	There are major indicators of impending success
Quality of business model / plan - how they will monetize the market opportunity	Even if it may generate revenue, business model will not be sustainable; plan seems unrealistic or not thought-out	Business planning has not kept pace with tech development; model needs adjusting	Business plan seems like a reasonable way to achieve maximum success; appropriate degree of specificity	Creative and elegant approach to monetization that will be win-win for company and customers	Most unique and brilliant way to make money while making customers happy too
Financial state of company - growth patterns so far	Distressed; may have trouble staying alive	History of needing bridge funding, closer than planned to meet milestones	On track compared to other companies of similar size and history; milestones OK	Better than usual rate of success so far; some acquisition, early revenues in progress	Monstrous rate; creating a noticeable industry buzz with apparent sustainability

*1

"SECOND LOCK" LUNCH

PERSON/ROLE	1	2	3	4	5
Tech strategy	0	1	2	3	4
Market opportunity	0	1	2	3	4
Team	0	1	2	3	4
Financial plan	0	1	2	3	4

*Would you like to attend this company full on a 10 min limit?

Would you like to attend this company full on a 10 min limit?

Comments:

*2



Studied mainly by
Erina Kai

Research outputs brought important practical knowledge
And is working as driving force to form open innovation strategy

New Organization for Open Innovation From July 2018

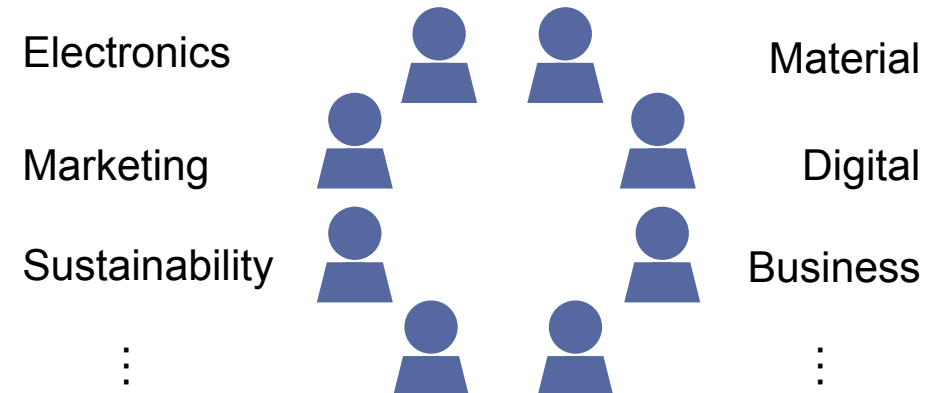
Nest Lab

New section in Bridgestone Global HQ

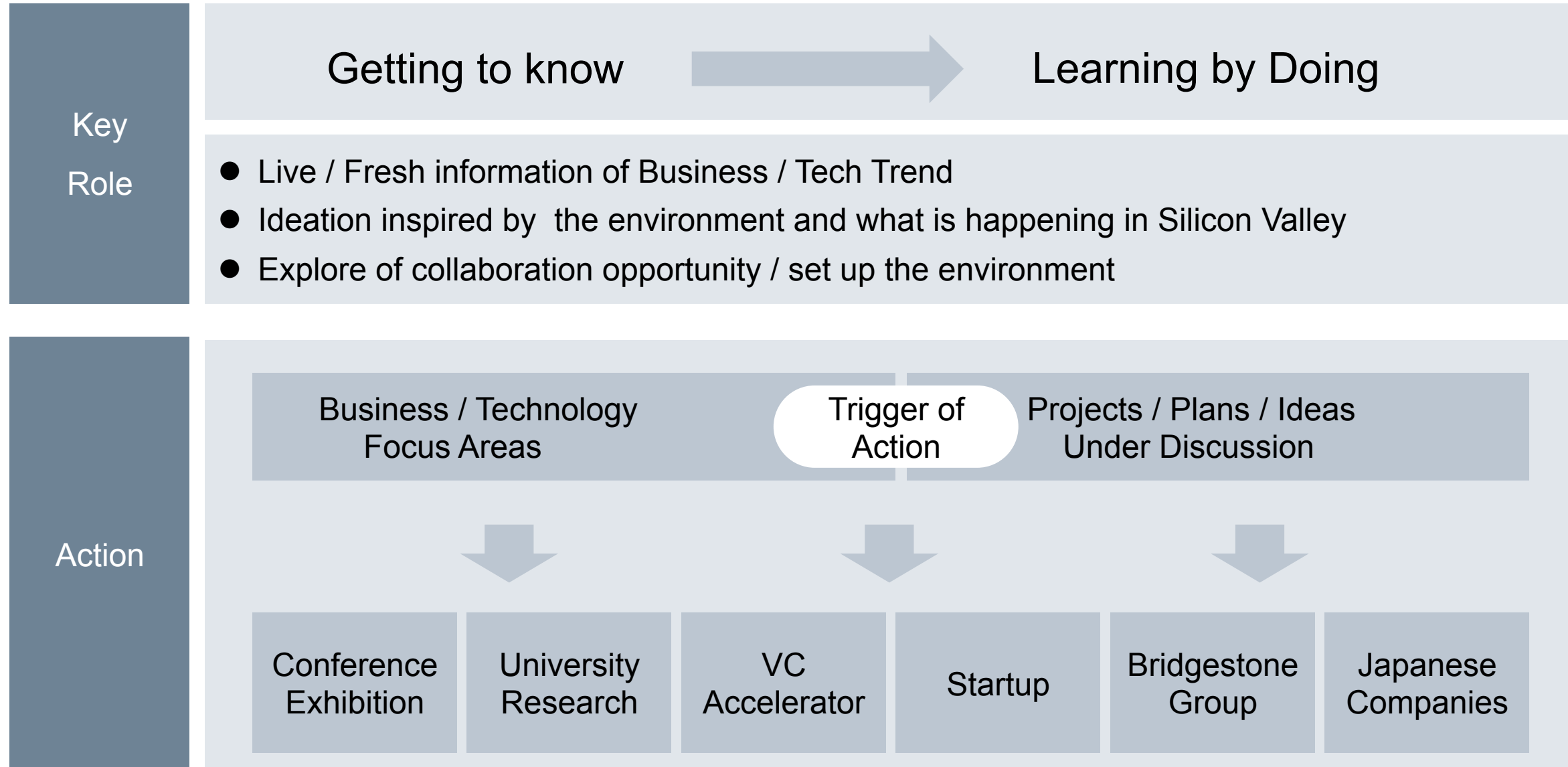
Established on July 2018 | Named on Jan 2019



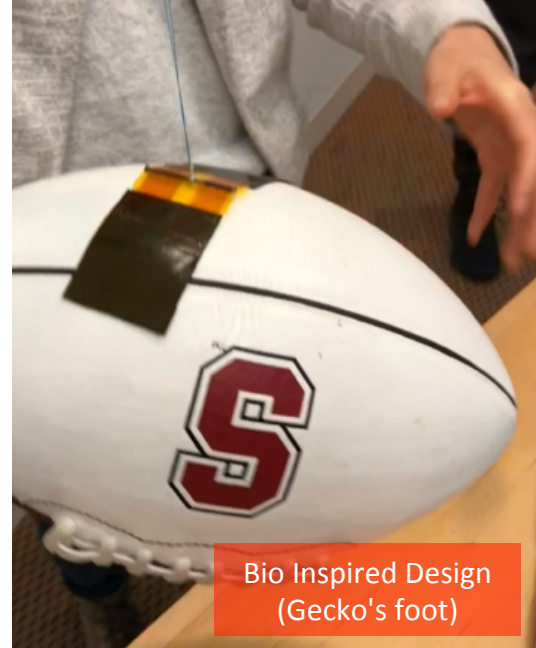
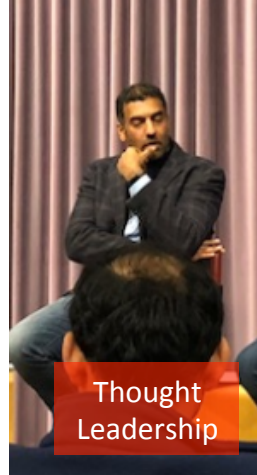
- ❖ Deep & broad future insight
- ❖ Ideation of new business / technology
- ❖ Explore / Initiate Open Innovation



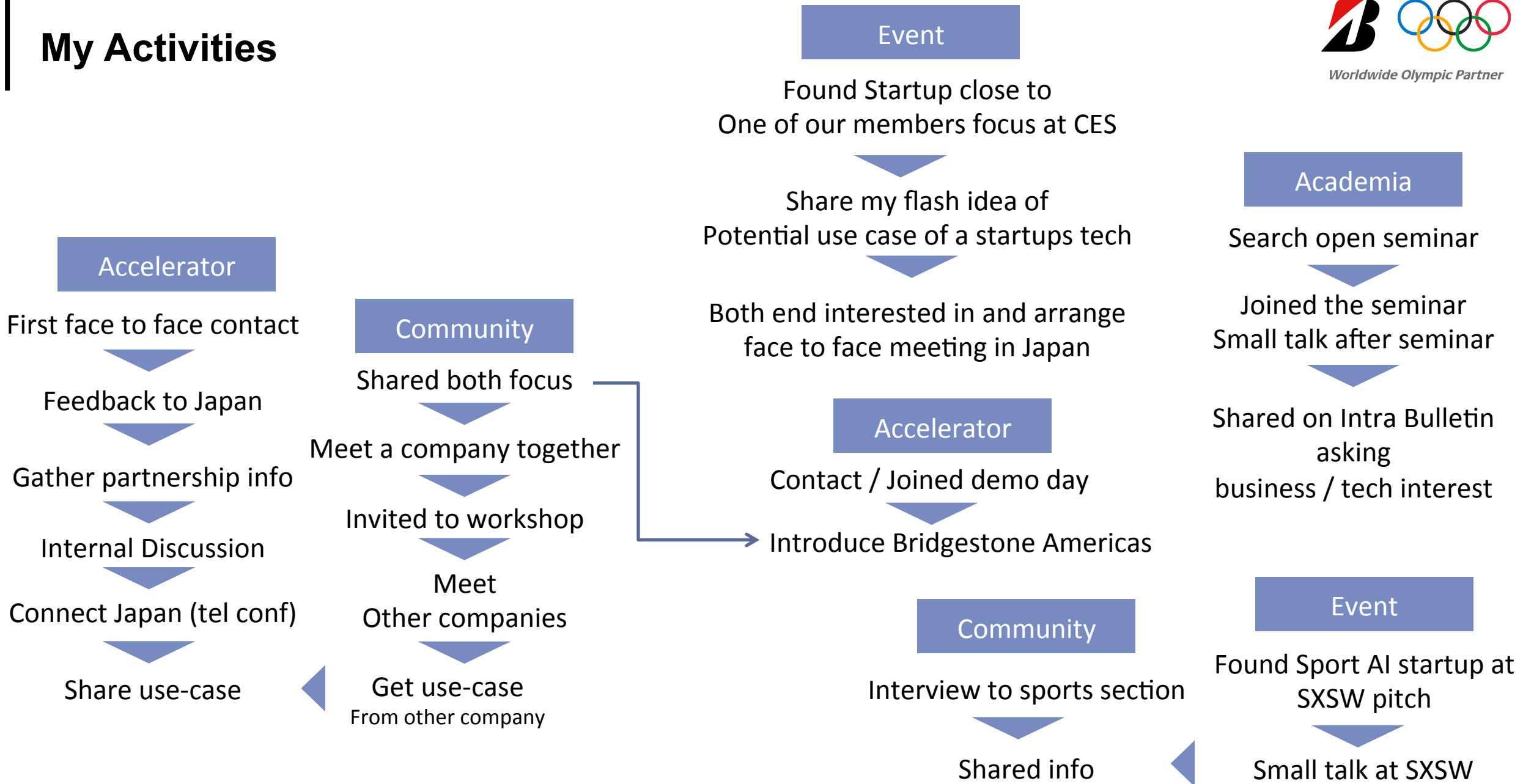
My Activities From January 2019



My Activities



My Activities



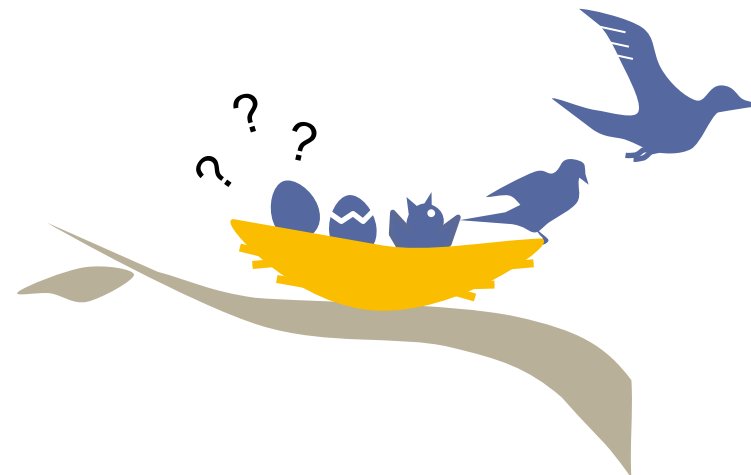
Findings & Situation to Break

Findings

- 1 **Not company but people** and its network
... Driver of making something happen
- 2 Face to face + short talk
... Starter of relationship
- 3 Provide value-added feedback or idea
... The best introduction to show your and your vision
- 4 Take action after action
... The way to getting closer to what you want
- 5 Match pieces then zoom out to find cluster
... Map to find open innovation chance and your space

Situation to break

- 1 We are still outsider of the ecosystem
- 2 We are still Out of sight from the ecosystem
- 3 *Many inspiring experience but...*
Still Difficult to shape ideas worth trying



Building Human Network toward Open Innovation

1 Taking Actions to
Both Inside and Outside

2 Taking Actions with
Your Own Hypothesis

Inside
Company



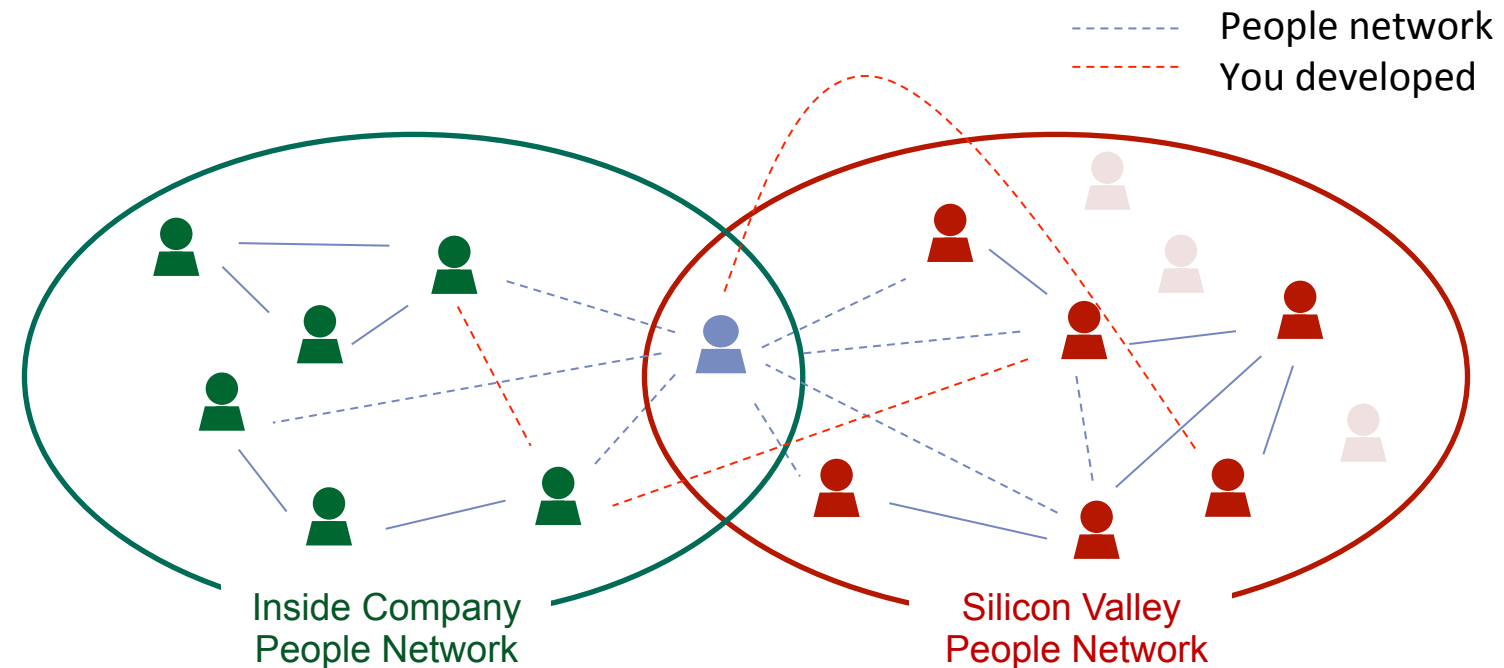
Silicon Valley
Delegates



You



Silicon
Valley



Building Bridgestone Open Innovation Ecosystem

Create
Collaboration
Hypothesis

↓
Out Loud
To both
Inside & outside

↓
Observe
Reaction

In a
proper
manner

Get people
Awareness /
Presence

Grow
Feasible /
Attractive
Project Idea

