



Business Transformation Research

Learning from traditional large companies examples

5/17/2018

Annual US-ATMC Industrial Affiliates Program Conference

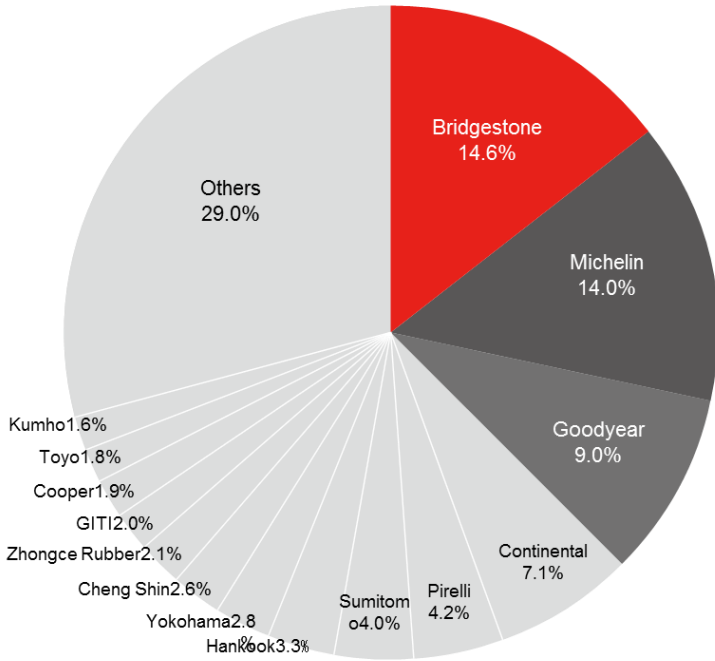
Saiko Tanaka

BRIDGESTONE
Your Journey, Our Passion

Bridgestone – “Tire Supplier” to “Solution Provider”

The Largest Tire Company

2016



※The size of pie charts indicate total tire sales of each company.
The total of tire sales in 1987 was 40,250, and 151,000 in 2016.(US dollars in Millions)

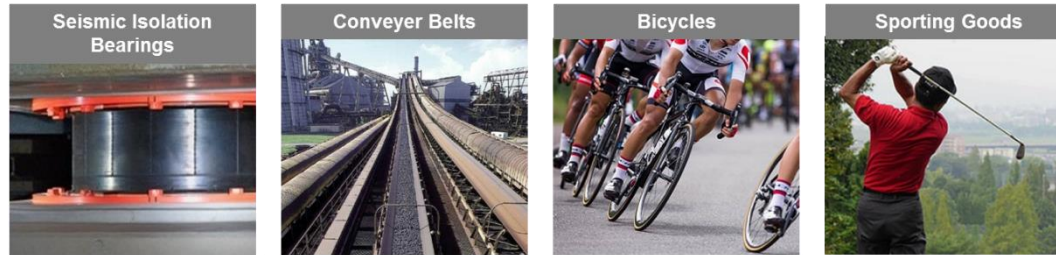
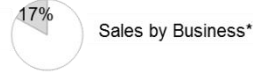
Gradually implementing Solution Business

Tires



Others (Industrial machinery , Agricultural Machinery, Motorcycles), Retreading materials and services

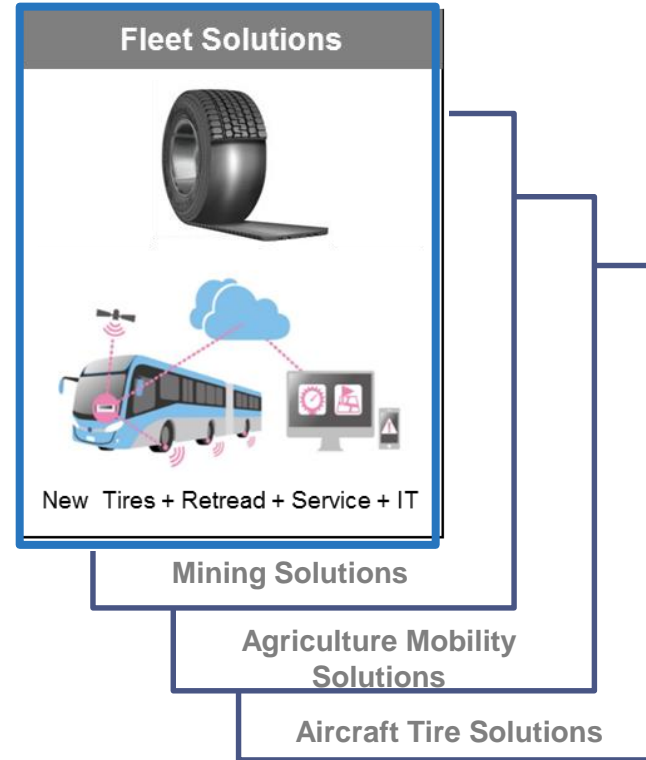
Diversified Products



Others (Polyurethane, Roofing material, High pressure hose, Seat pads for automobiles)

*Sales by business : Sales to external customers.

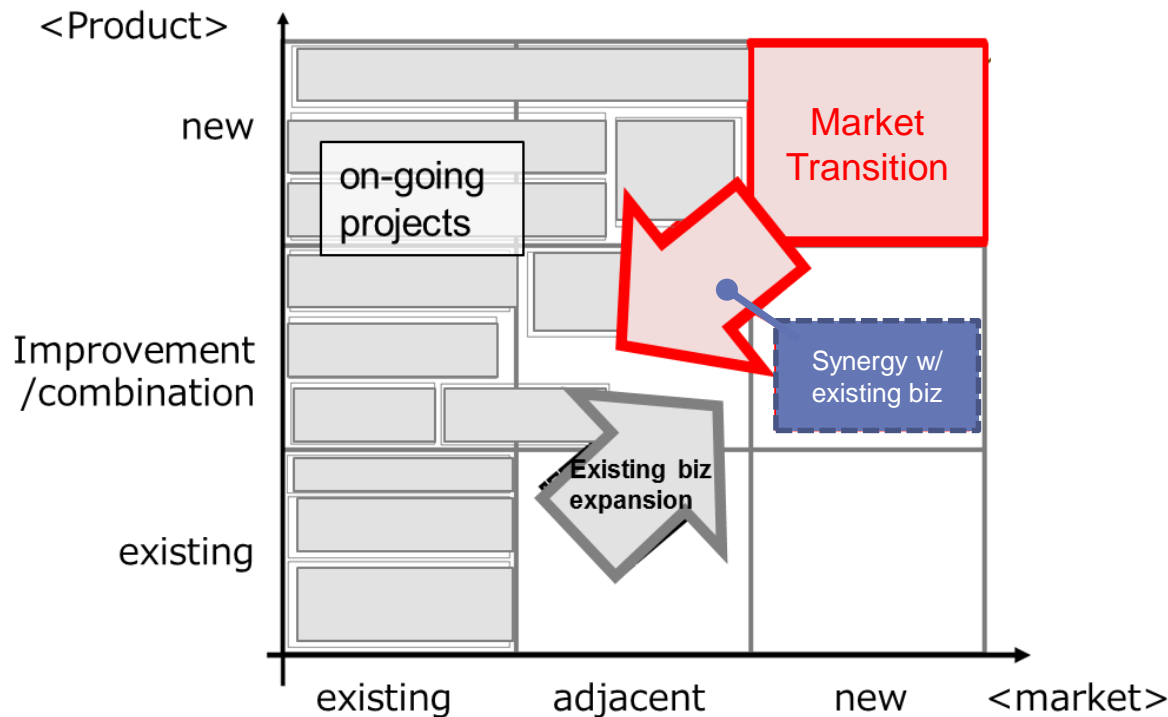
Solutions Business



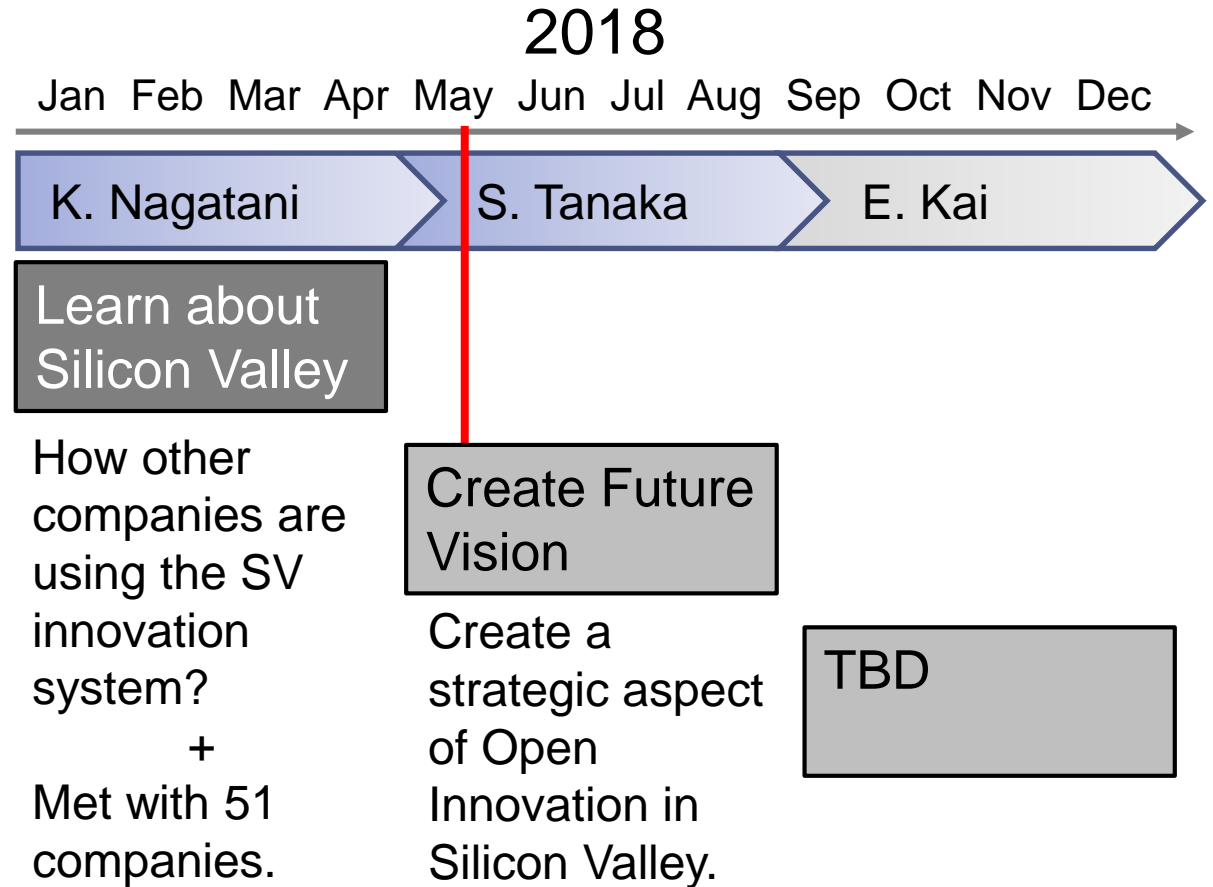
Stanford Industrial Affiliate Program – Objective and Schedule

Objective

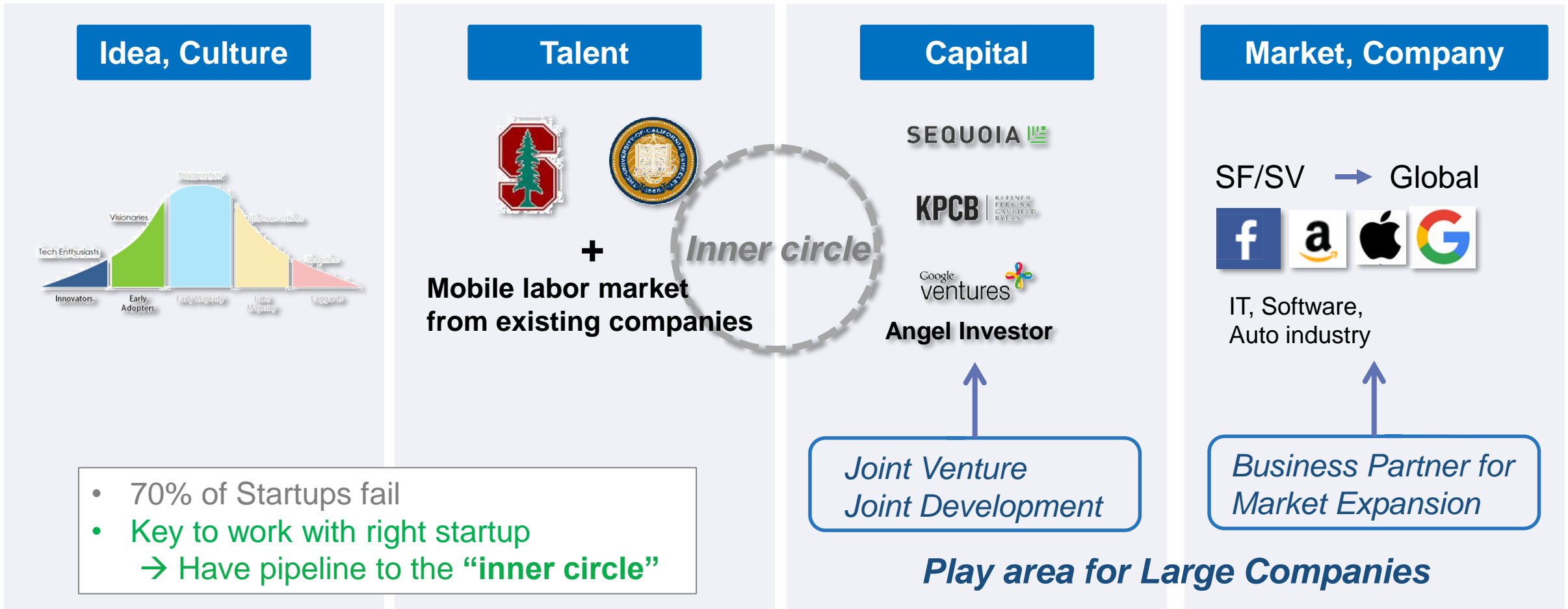
How to identify “market transactions” and incorporate them into company strategy



Schedule



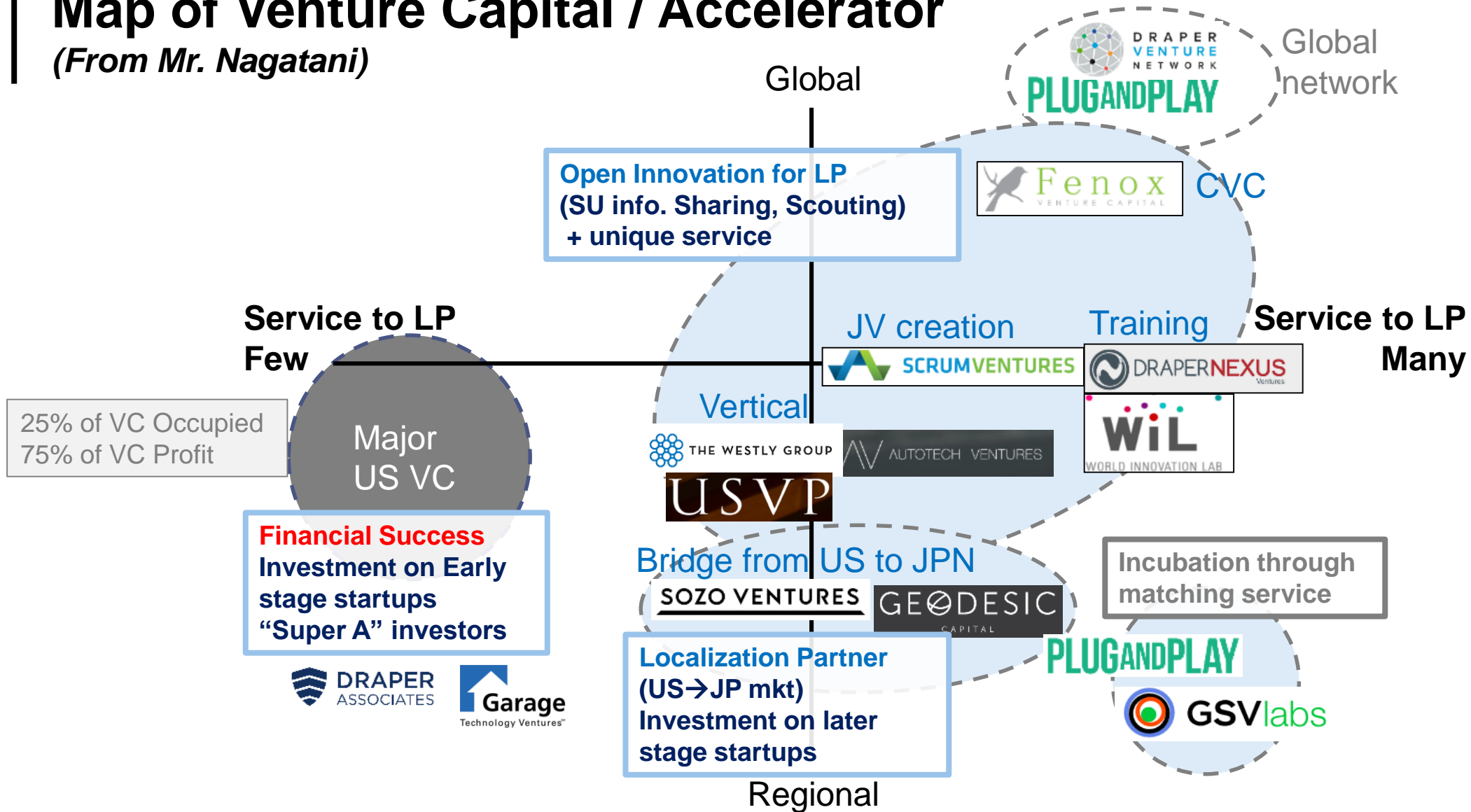
Ecosystem for Entrepreneurship in Silicon Valley *(From Mr. Nagatani)*



LP investment on Venture Capital is “one option” to access to Inner Circle

Map of Venture Capital / Accelerator

(From Mr. Nagatani)

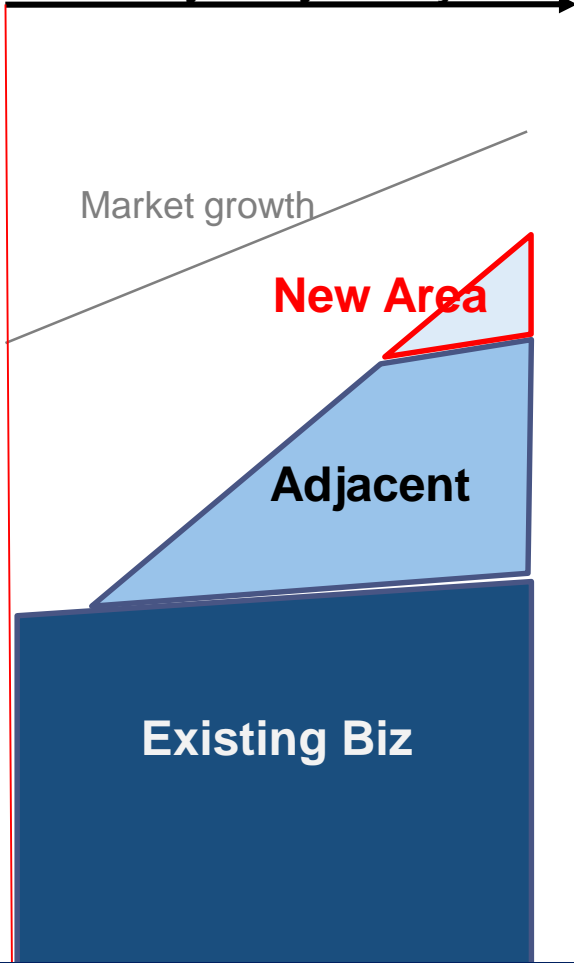


Various types of VC → Various Strategic Options to be a LP

Company's Options for Open Innovation – Different approach by time range

(From Mr. Nagatani)

today 2-3yrs 5yrs 10yrs →



Actions for Open Innovation

Basic Research	Joint Research with University	\$	Or more cost	
	Investment on Seed Startups	\$	Consulting service	\$\$
Biz Development	Joint Development with early Stage Startups	\$\$	Self development	\$\$
Tech. Acquisition	M&A or Partnership for tech. acquisition	\$\$\$	Self development	\$\$\$
			Lost opportunity	\$\$\$\$\$

Strategic actions based on time range are required

Surveys of Large Companies' Activities in Silicon Valley

(From Mr. Nagatani)

future

Basic Research

Joint Research w. University

Biz Development

Investment on Seed Startups

Joint Development w. early Stage Startups

Tech. Acquisition

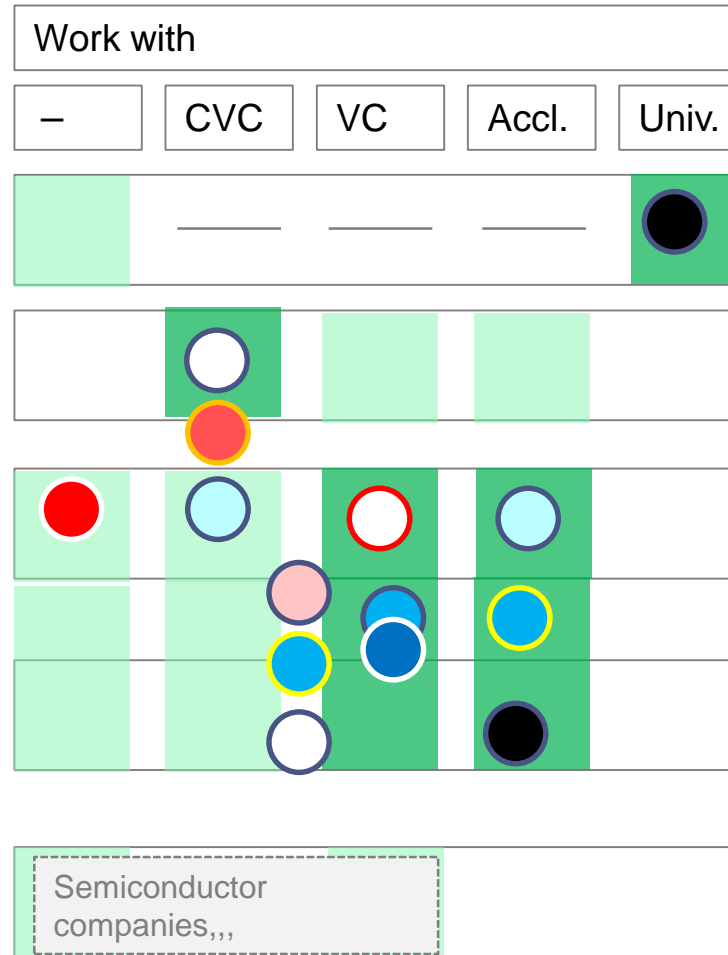
M&A or Partnership

Existing business

Supply for Customers in Silicon Valley

today

PC → mobile → automotive



- Company A
- Company B
- Company C
- Company D
- Company E
- Company F
- Company G
- Company H
- Company I

Variety of activities, Variety of Partners based on Purpose (multiple activities)

Summary of Findings and Next Steps

Summary of Findings

- **Variety of VC/Accelerator**
- **Variety of Activities**
- **Communication with HQ in Japan is key**



Next Steps

- (1) Create Clear Vision for Open Innovation**
- (2) Continue to research VC/Accelerator to enter SV**
- (3) Improve Open Innovation Culture in Tokyo**

