US-Asia Technology Management Center, Stanford University

2020 – 2021 Annual Meeting
20 May 2021

Status Update and Strategic Overview

Richard B. Dasher, Ph.D.
Director
US-Asia Technology Management Center
Adjunct Professor, Stanford University

In-person classes resume from Fall 2021
**Agenda**

<table>
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<tr>
<th>Time</th>
<th>Event</th>
<th>Speaker(s)</th>
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<tr>
<td>4:30</td>
<td>Welcome</td>
<td>Richard Dasher, Director</td>
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<td></td>
<td>Status update and strategic overview</td>
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| 4:45  | Panel discussion: **Overcoming the Innovator’s Dilemma: U.S. Lessons in Japan and Asia** | Michi Kaifu, CEO, Enotech Consulting  
Kenneth Epstein, Principal, NewCap Partners |
|       |                                                                       |                                                                           |
| 5:30  | Break                                                                |                                                                           |
| 5:40  | **Research and program cooperation**                                  | Kenji Kushida, Research Scholar, APARC                                    |
|       | Visiting Scholar and Research Partner activities reports             |                                                                           |
|       | • Kyoko Yoshida, Kawasaki Heavy Industries                          |                                                                           |
|       | • Yoshito Terada, Hamamatsu Iwata Shinkin Bank                       |                                                                           |
|       | • Aki Takahashi, Brilliant Hope / Musashi Sakai Driving School      |                                                                           |
|       | • Zack Okazaki, Nippon Life Insurance Co.                            |                                                                           |
|       | • Yoshio Nose, Nose Kozai Inc.                                      |                                                                           |
|       | • Keishun Nakamura, Mitsubishi Research Institute                   |                                                                           |
|       | • Yasuhito Ando, Kozo Keikaku Engineering (KKE)                     |                                                                           |
| 7:00  | Post-Program Informal Networking (Off-the-record Q&A)                |                                                                           |

2021.05.20 Richard B. Dasher, Stanford University
Introduction: Stanford University
US-Asia Technology Management Center

♦ **Conducts research, education, outreach**
  ♦ Established in 1992 (US government grants, with industry matching funds through 1999)
  ♦ **Approved as a membership-based “Industry Affiliates Program” from 2017**
    ♦ Operating funds (incl. salaries) from annual member fees, special program income
    ♦ Moved from EE Dept. to Center for East Asian Studies (Stanford Global Studies Program)

♦ **Areas of focus**
  ♦ Systems approach: innovation, entrepreneurship, tech trends in Japan and Asia
  ♦ Forecasting the impact of technology change on the structure and dynamics of an industry – often: trends analysis of startup companies
    ♦ Recent: AI, intelligent robotics, edge computing, cybersecurity, etc.
  ♦ Innovation management, esp. open innovation, in different business cultures
Increase in membership 2017 – 2021

**Steady increase, with noticeable jump** between 2019 and 2020

- Very low drop-out rate
- Companies leaving: almost all are individual visiting scholars from universities, successful entrepreneurs

Currently, US-ATMC falls into the **mid range of industry affiliate programs** at Stanford

- Both in terms of numbers of members
- And in terms of revenue

2021.05.20 Richard B. Dasher, Stanford University
**US-ATMC member companies (as of 5/2021)**

<table>
<thead>
<tr>
<th>Company</th>
<th>Notes</th>
<th>Since</th>
<th>Company</th>
<th>Notes</th>
<th>Since</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bridgestone Corp.</td>
<td></td>
<td>2017</td>
<td>Mitsubishi Corporation</td>
<td></td>
<td>2020</td>
</tr>
<tr>
<td>Brilliant Hope, Inc.</td>
<td>research</td>
<td>2017</td>
<td>Mitsubishi Heavy Industries</td>
<td>research</td>
<td>2020</td>
</tr>
<tr>
<td>Canon USA Inc.</td>
<td></td>
<td>2020</td>
<td>Mitsubishi Research Institute</td>
<td>research</td>
<td>2014</td>
</tr>
<tr>
<td>Daikin U.S. Corp.</td>
<td></td>
<td>2020</td>
<td>Miura and Partners</td>
<td></td>
<td>2020</td>
</tr>
<tr>
<td>Denso International</td>
<td></td>
<td>2020</td>
<td>NEC Corporation</td>
<td>research</td>
<td>2011</td>
</tr>
<tr>
<td>DBJ Americas</td>
<td></td>
<td>2021</td>
<td>Nippon Life Insurance</td>
<td>v.s. (extension)</td>
<td>2019</td>
</tr>
<tr>
<td>Future Corp.</td>
<td></td>
<td>2019</td>
<td>Niwa Capital</td>
<td>v.s. (extension)</td>
<td>2019</td>
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<tr>
<td>Hamamatsu Iwata Shinkin Bank</td>
<td>v.s. (extension)</td>
<td>2019</td>
<td>Nose Kozai</td>
<td>v.s. (extension)</td>
<td>2020</td>
</tr>
<tr>
<td>Ishin Co., Ltd.</td>
<td>v.s. (extension)</td>
<td>2019</td>
<td>NTT Comware</td>
<td></td>
<td>2020</td>
</tr>
<tr>
<td>Japan Post Co., Ltd.</td>
<td></td>
<td>2019</td>
<td>Panasonic Ventures</td>
<td></td>
<td>2020</td>
</tr>
<tr>
<td>Kawasaki Heavy Industries</td>
<td>research</td>
<td>2017</td>
<td>Tokio Marine Insurance</td>
<td></td>
<td>2020</td>
</tr>
<tr>
<td>KKE Inc.</td>
<td>v.s. (extension)</td>
<td>2015</td>
<td>Kobe University (for v.s.)</td>
<td>v.s. (extension)</td>
<td>2019</td>
</tr>
</tbody>
</table>

v.s. = visiting scholar, “research” = extra research support in specific area

2021.04.20 Richard B. Dasher, Stanford University
2020 – 21: The year of COVID

♦ All classes & university activities went online – March 2020
♦ Stanford closed to all visitors, everyone started working / going to class from home
♦ Visiting scholar program shut down by the University
  ♦ We were able to get extensions for then-current visiting scholars who were already in the Stanford area
  ♦ We instituted a “research cooperation” program to work with member company partners (who will become Visiting Scholars if/when the ban is lifted)
♦ We still delivered one of the most active years we’ve ever had
  ♦ High profile public programs – many joint programs: now worldwide participation
  ♦ Productive research, including new “seed research”
  ♦ New member benefits

2021.05.20 Richard B. Dasher, Stanford University
Knowledge sharing 2020 – 2021

1. Stanford courses, seminars

♦ 402A seminars Fall 2020
♦ “Digital transformation among traditional and new industries in Asia”
  ♦ Students register for credit; open to the public
    ♦ Opening overview (Dasher) and closing keynote sessions
    ♦ Retail (China)
    ♦ Healthcare (India)
    ♦ Venture capital (U.S. cross-border)
    ♦ Education (Vietnam, S. Korea)
    ♦ Autonomous vehicles (China)
    ♦ Crowdfunding (U.S. expansion to Asia)
    ♦ Cloud services (Japan)
    ♦ Banking (Japan)
  ♦ 555 unique individuals registered for the series
  ♦ Videos and speaker slides at https://asia.stanford.edu

2021.05.20 Richard B. Dasher, Stanford University

Knowledge sharing 2020 – 2021

1. Stanford courses, seminars

♦ Winter Quarter: New Stanford Course “Rebalancing Economic Systems”
  ♦ Co-developed and team taught by Dr. Amit Kapoor (from Delhi) and Dasher
  ♦ Developing a new model and metrics for economic management that take into account inclusiveness and sustainability, as well as growth
    ♦ Extensive reading list, 90%+ works since 2017
    ♦ Case studies applied model to corporate executive decisions
    ♦ 12 Stanford students participating from their homes across U.S., Uruguay, Hong Kong, Singapore, elsewhere
  ♦ Planning revised version as US-ATMC Executive Short Course in 9/2021
1. Stanford courses, seminars

**402T Seminars Spring 2021**

**Entrepreneurship in Asian High-Tech Industries**

- Students register for credit; open to public
- Nine weekly sessions
  - Yearly update on Asian entrepreneurship ecosystems by Dasher
  - **Philippines** (investor plus two founding teams)
  - **China** (healthcare)
  - **Japan** (entrepreneurship after exit)
  - **Taiwan** (blockchain)
  - **India** (rise of entrepreneurship, venture investing)
  - **S. Korea** (Coupang IPO)
  - **Panel:** acceleration in **Taiwan, S. Korea, PRC**
  - **Thailand** (circular economy)
- 443 unique individuals registered for the series

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*Fujiyo Ishiguro, Co-Founder & CEO, Netyear Group (3622, TYO)*

*discusses her decision to accept takeover bid by NTT Data, 4/20/2021*
Knowledge sharing 2020 – 2021

2. US-ATMC support for other Stanford programs

Stanford e-China (FSI / SPICE)
- Dasher lectures for “exceptional high school students in China” (10/02/20, 4/23/21) on understanding U.S. – China friction over advanced technologies

Course INTLREL 338
“Myths and Realities of U.S. – China Relations”
- Dasher lecture (10/13/2020) on a systems view of U.S. – China technology friction

ASES (student-run organization dedicated to global entrepreneurship) Online Summit (4/11 – 15/2021)
- Dasher = main faculty advisor
- Gave presentation overview on entrepreneurship ecosystems of Asia

Stanford Law School China Law & Policy Assoc., FACES (student-run org): 2021 China Tech Forum
- Assisted securing speakers, publicized to community

Faculty advising for MA & Undergrad research in EAS

Richard B. Dasher, Stanford University
Knowledge sharing 2020 – 2021

3. US-ATMC cooperation with Stanford-external organizations (selected)

- **Japan – U.S. Innovation Awards (with Japan Society of Northern California)**
  - Dasher = Chair, Steering Committee
  - Yearly Symposium: **upcoming July 08, July 15, 2021**
    - 2020: Emerging Leader Awards: *Spiber* (Japan), *Beyond Meat* (U.S.); Showcase 5 Japanese startups
    - 2020: Over 421 registrations; 250+ attendees

- **US-Asia CEO Forum (with Silicon Valley Future Academy)**, May 14, 2021
  - 70+ C-level executives accepted invitations to participate
  - Panel discussions: globalization and innovation strategies in uncertain world

- **Keizai Silicon Valley**
  - Host Zoom, M.C. for New Year’s Reception
  - Host Zoom for ~ five programs during year
  - (Left) Dasher interviewed Distinguished Achievement Award recipient **Takuma Sato**, Indy500 winner at New Year’s Reception

2021.05.20 Richard B. Dasher, Stanford University
Knowledge sharing 2020 – 2021

3. Other Dasher Presentations (selected)

♦ **Silicon Catalyst (VC) Advisor Event** (**Silicon Valley**, 6/24/20), **VentureLAB HCI Seminar** (**Ontario, Canada**, 9/03/20) “Technology management in the era of U.S. – China friction”

♦ **IEICE / ITE Entrepreneur Engineering Group Workshop** (**Tokyo**, 9/12/20) keynote “Sustainable innovation practices for Japanese firms”

♦ **Wood Buffalo** Entrepreneurship and Innovation Conference (**Fort MacMurray, Canada** 10/17/20) keynote “Transforming your idea into reality”

♦ **2020 International Triple Helix Summit** (**Bologna, Italy**, 11/23/20) Panel Chair “Mutual learning from multiple triple helix models of innovation ecosystem organization”

♦ **POP Festival for Youth-Led Climate Action** (**Worldwide**, 12/03/20) "Youth climate action and innovative technologies”

♦ **Kyoto Institute of Technology** master’s students (**Kyoto**, 1/27/21), **Waseda University EMBA** (**Tokyo**, 2/24 – 2/25/21), seminars on sustainable innovation and entrepreneurial innovation

♦ **TechBlitz Live** (**Tokyo**, 5/26/20, 3/16/21), webinars on Stanford Univ. role in Silicon Valley, digital transformation and open innovation

♦ **MedTech Frontiers** (**Silicon Valley**, 5/06/21) “Globalization and digital transformation in an uncertain world”
**New:** Monthly meetings for US-ATMC member companies from 2020 – 2021

<table>
<thead>
<tr>
<th>Date</th>
<th>Speaker</th>
<th>Topic</th>
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<tbody>
<tr>
<td>6/10/20</td>
<td>Dasher</td>
<td>Innovation as change management</td>
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<tr>
<td>8/26/20</td>
<td>Dasher</td>
<td>Survey of university research into intelligent robotics; seed research</td>
</tr>
<tr>
<td>9/30/20</td>
<td>Amit Kapoor US-ATMC Visiting Scholar</td>
<td>When economic development challenges democracy (also marketed to public)</td>
</tr>
<tr>
<td>11/05/20</td>
<td>Dasher</td>
<td>Finding and creating new business opportunities in an economic downturn</td>
</tr>
<tr>
<td>12/09/20</td>
<td>Kenji Kushida Stanford FSI / APARC</td>
<td>Digital Transformation, Ambidextrous Organizations, and Silicon Valley's &quot;User-First&quot; Perspective as seen through Tesla</td>
</tr>
<tr>
<td>2/02/21</td>
<td>Hau Lee Prof., Stanford GSB</td>
<td>The Pandemic, U.S.-China Tensions, and Redesigning the Global Supply Chain</td>
</tr>
<tr>
<td>3/10/21</td>
<td>Candice Tal, CEO Infortal</td>
<td>Due Diligence for Venture Investing and M&amp;A: Best Practices from Silicon Valley</td>
</tr>
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2021.05.20 Richard B. Dasher, Stanford University
Other US-ATMC benefits for member companies

♦ **Research cooperation (supplemental payment by member)**
  ♦ Support for project areas with graduate student research assistants
    ♦ Trends and business models, often including startup company surveys
    ♦ 2020 – 21: MLOps, Natural Language Processing, intelligent building management
  ♦ **NEW:** Cooperation with a company research partner during Stanford ban on visiting scholars
    ♦ Regular meetings with Dasher (or other faculty investigator), inclusion in all US-ATMC activities
    ♦ But, no formal personnel affiliation with Stanford
  ♦ **NEW:** Special Interest Group for Seed Research into Flexible Manufacturing
    ♦ Support for a graduate student research assistant under Dasher supervision

♦ **Seminars for individual member companies on request**
♦ **Inclusion in monthly study group meetings organized by Dr. Kenji Kushida**
♦ **News and insight sharing (emails, website), recognition at our public programs**

2021.05.20 Richard B. Dasher, Stanford University
What’s next?
Some plans for 2021 – 2022 and beyond

♦ **Areas of focus**
  - Digital transformation, open innovation, and related management trends
  - New opportunities with Asia (Silicon Valley - Asia network topology)
  - Coping with business-external risks (political, climate, etc.)

♦ **Major programs will continue**
  - Autumn 402A seminars: “Mobility: How Asia is moving forward”
  - Spring 402T seminars: newest trends in Asian entrepreneurship ecosystems
  - Continue major partnerships: Japan – U.S. Innovation Awards, Keizai SV, US-Asia CEO Forum

♦ **NEW**
  - Closer integration with Dr. Kushida’s activities
  - US-ATMC executive seminars with Dr. Kapoor on balancing growth and ESG

♦ **Gradual opening up of Stanford!**

2021.05.20 Richard B. Dasher, Stanford University
4:45 – 5:50 pm  Panel discussion:

Overcoming the Innovator’s Dilemma: (Applying) U.S. Lessons in Japan and Asia

Michi Kaifu
CEO, ENOTECH Consulting

Kenneth Epstein
Principal, NewCap Partners
# Agenda

## 4:30
**Welcome**  
**Status update and strategic overview**  
*Richard Dasher, Director*

## 4:45
**Panel discussion:**  
**Overcoming the Innovator’s Dilemma: U.S. Lessons in Japan and Asia**  
*Michi Kaifu, CEO, Enotech Consulting*  
*Kenneth Epstein, Principal, NewCap Partners*

## 5:30
**Break**

## 5:40
**Research and program cooperation**  
*Kenji Kushida, Research Scholar, APARC*

## 5:55
**Visiting Scholar and Research Partner activities reports**  
- **Kyoko Yoshida**, Kawasaki Heavy Industries  
- **Yoshito Terada**, Hamamatsu Iwata Shinkin Bank  
- **Aki Takahashi**, Brilliant Hope / Musashi Sakai Driving School  
- **Zack Okazaki**, Nippon Life Insurance Co.  
- **Yoshio Nose**, Nose Kozai Inc.  
- **Keishun Nakamura**, Mitsubishi Research Institute  
- **Yasuhito Ando**, Kozo Keikaku Engineering (KKE)

## 7:00
**Post-Program Informal Networking (Off-the-record Q&A)**
5:40 – 5:55 pm

Research overview and cooperation with US-ATMC

Dr. Kenji Kushida
Research Scholar,
Shorenstein FSI
Asia-Pacific Research Center
5:55 pm – 7:00 pm
US-ATMC
Visiting Scholar and Research Partner Activities

- Kyoko Yoshida, Kawasaki Heavy Industries
- Yoshito Terada, Hamamatsu Iwata Shinkin Bank
- Aki Takahashi, Brilliant Hope / Musashi Sakai Driving School
- Zack Okazaki, Nippon Life Insurance Co.
- Yoshio Nose, Nose Kozai Inc.
- Keishun Nakamura, Mitsubishi Research Institute
- Yasuhito Ando, Kozo Keikaku Engineering (KKE)
Thank you for participating!!

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  – kwillia1@stanford.edu