EDGE Program funded by MEXT
Keio University
Global Innovator Acceleration Program 2015
INTRODUCTION

Graduate School of System Design and Management EDGE Program Team

MEXT's Vision on EDGE Program

- To promote the active development of ventures in Japan, the EDGE program (Enhancing Development of Global Entrepreneur Program), run by the Ministry of Education, Culture, Sports, Science and Technology, **aims to create ventures based on the results of research and development carried out at universities**, etc., **foster human resources to promote the creation of new businesses with the help of the existing companies**, and **form an innovation ecosystem with related personnel and institutions**.

- Specifically, the aim is for graduate students and young researchers with special expertise, to acquire the entrepreneurial spirit, commercialization know-how, the ability to discover and find solutions to challenges and a broader perspective, providing support for practical measures to foster human resources, taking advantage of the students' initiatives. In particular, it is not simply providing short-term support for human resource development programs, but is also focusing on assisting efforts to build human and organizational networks among the parties concerned, through collaboration with venture-related institutions, overseas institutions and private companies, aiming to achieve a sustainable innovation ecosystem.

- Since fiscal 2014, the business proposals of 13 schools have been adopted as three-year support schools. The 13 selected schools are sharing the knowledge and networks that form their individual foundations, while independently polishing the content and quality of their distinctive educational programs, and in doing so, they aim to enhance the quality of innovation education and entrepreneurship education and create an innovation ecosystem in Japan.

- http://edgeprogram.jp/about/?locale=en

MEXT's Vision on EDGE Program

- EDGEプログラム：グローバルアントレプレナー育成促進事業（Enhancing Development of Global Entrepreneur Program）は、日本における**イノベーション創出の活性化**のため、**大学等の研究開発成果を基にしたベンチャーの創業**や、**既存企業による新事業の創出を促進する人材の育成**と関係者・関係機関によるイノベーション・エコシステムの形成を目的としています。

- 具体的には、専門性を持った大学院生や若手研究者を中心とした受講者が起業家マインド、事業化ノウハウ、課題発見・解決能力及び広い視野等を身につけることを目指し、受講者の主体性を活かした（アクティブラーニング）実践的な人材育成の取組みへの支援を行います。特に、短期的な人材育成プログラムへの支援を行うのみではなく、ベンチャー関係機関、海外機関、民間企業との連携を行うことで関係者間の人的・組織的ネットワークを構築する取組みを重点的に支援し、持続的なイノベーション・エコシステムの形成を目指します。

- http://www.mext.go.jp/a_menu/jinzai/edge/1346947.htm

innovation?

Keio EDGE

entrepreneur?

Innovation

- is a process of **turning opportunity into new ideas** and **of putting these into widely used practice**.
(Tidd,Joseph and Bessant,J. R. Managing Innovation : Integrating Technological, Market and Organizational Change . 5th ed. ed.Chichester:　Wiley, c2013., c2013.xix)

- **機会を新しいアイディアへと転換**し、さらにそれらが**広く実用に供せられるようにする過程**である

- **"創新普及"**

（関西学院大学 経営戦略研究科 教授　玉田俊平太 訳）

Entrepreneur

- **Someone who exercises initiative by organizing a venture to take benefit of an opportunity** and, as the decision maker, decides what, how, and how much of a good or service will be produced.

- An entrepreneur supplies risk capital as a risk taker, and monitors and controls the business activities. The entrepreneur is usually a sole proprietor, a partner, or the one who owns the majority of shares in an incorporated venture.

- According to economist Joseph Alois Schumpeter (1883-1950), entrepreneurs are not necessarily motivated by profit but regard it as a standard for measuring achievement or success. Schumpeter discovered that they

1.   greatly value *self-reliance*,

2.   *strive for distinction* through excellence,

3.   are *highly optimistic* (otherwise nothing would be undertaken), and

4.   always *favor challenges of medium risk* (neither too easy, nor ruinous).

Keio EDGE
http://www.businessdictionary.com/definition/entrepreneur.html

Entrepreneur in global context

– Entrepreneur that is

- interested in *global trends*,

- aware of *global changes*,

- somewhat aware of *one's identity* in global context,

- *curious and careful* about other cultures, customs, and languages and *respects* them,

- not afraid to *communicate* with others by any means,

- aiming for *borderless value creation*.

innovat**ive**

entrepreneur**ship**

Keio EDGE Focus

innovative

is one of the primary causes for innovation.

entrepreneurship

is the must have for any type and kind of innovator.

How is it different?

innovat**ion**

innovat**ive**

an "innovat**ion**" : EXAMPLE

HELP I WANT TO SAVE A LIFE (2012)
Help Remedies Product Lineup   http://www.helpineedhelp.com/#all
http://www.graham-douglas.com/help-i-want-to-save-a-life/

Banco Popular de Puerto Rico - Institutional: "The Most Popular Song" by JWT Puerto Rico (2012)

2015

https://www.youtube.com/watch?v=1qZAGXAXq40

an "innovative" : EXAMPLE

Innovative

- introducing or using new ideas or methods
- having new ideas about how something can be done

<Merriam-Webster online>

Fun Theory (2009)

http://www.thefuntheory.com

Fun Theory (2009)

http://www.thefuntheory.com

"Innovative": Keio EDGE flavor

- thinking **OUTSIDE THE BOX**.
  - What box?
    Your box? Certain organization's box?
    Certain domain's box? Certain country's box?

- a **NEW SOLUTION** with a **NEW VALUE**.
  - Our ultimate aim is
    NOT innovative technology,
    NOT innovative marketing,
    but **INNOVATIVE VALUE CREATION**

entrepreneur**ship**

Entrepreneurship in a *business dictionary*

- *The capacity and willingness to develop, organize and manage a business venture along with any of its risks in order to make a profit*. The most obvious example of entrepreneurship is the starting of new businesses.

  http://www.businessdictionary.com/definition/entrepreneurship.html

Person with **Entrepreneurship**

1. greatly value *self-reliance*,
2. *strive for distinction* through excellence,
3. are *highly optimistic* (otherwise nothing would be undertaken), and
4. always *favor challenges of medium risk* (neither too easy, nor ruinous).

Alois Schumpeter (1883-1950)

innovation enthusiast without **entrepreneurship** example

Innovation Man, IBM (2008)
https://youtu.be/xXrIoF-sVi8

Innovation Man, IBM (2008)
https://youtu.be/MudaxA80eI4

Keio EDGE

"entrepreneurship": Keio EDGE flavor

- It is always **I** (and **we**)
  - NOT someone, someday, somehow.
- It is about **THINKING**, **DOING**, and **FEELING**
  - and you need to COMMUNICATE!
- It is about finding **your team**
  - you do not need to do everything by yourself
  - find the **right one**!
    or find the one who is **connected to the right one(s)**!
- You don't order your team but **INSPIRE** them
- NOT necessarily "right now" startup CEO.
  - "when time is right" startup CXO.
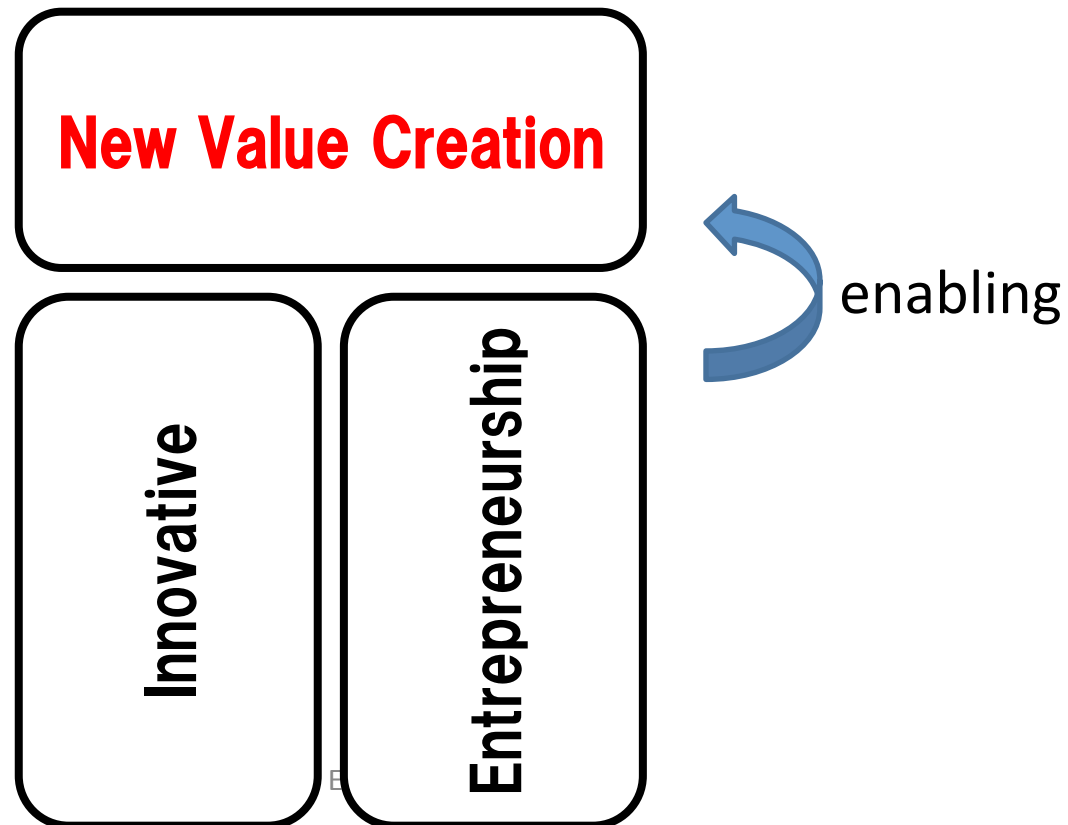 - Your friend, startup CEO, will **LOVE** to have you join her venture.

So, an **innovation** and **successful enterprise** are the ultimate goal?

I don't think so.

new VALUE creation

Keio EDGE Program Goal

- It is to convert you to "**value creation**" **minded** person.

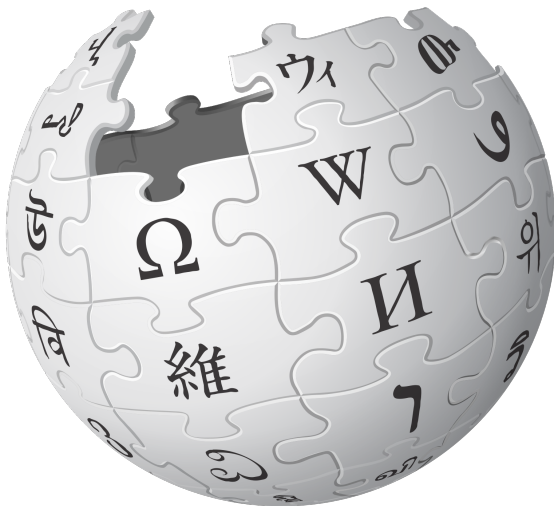- Innovation and enterprise are both merely an approach.

New Value Creation

Innovative

Entrepreneurship

enabling

By the way, what is **VALUE**?

VALUE?

VALUE

someone's

benefit
gain
joy
satisfaction
pain relief
help
excitement
peace of mind
. . .

The Keio EDGE Program 2015

Thinking outside the box.
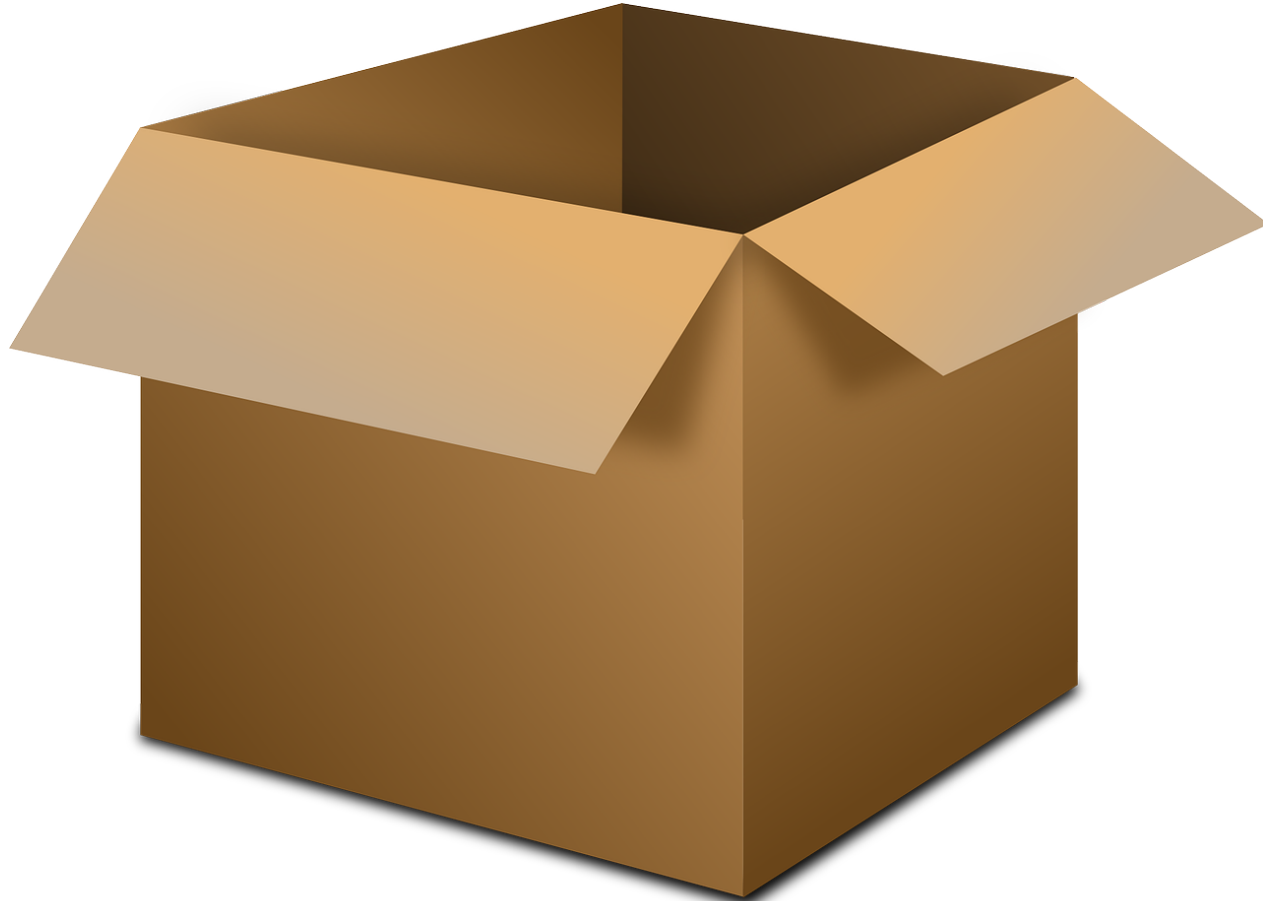
New value proposition

Orchestrate implementation.

Solid start

Accelerate penetration.

Growth

Program Design

Keio EDGE Person

does
Find insight
Orchestrate implementation
Accelerate penetration

aims
New value proposition
Solid start
Growth

behaves
Ideation
Structuration
Thinking different

Not necessarily startup CEO's but various type of innovators.
Innovators willing to make changes in the world.

Keio EDGE Program Vision

What you have

Strong domain knowledge

Entrepreneurial mindset

Have many international friends

What you learn and do

Innovative thinking

Intensive workshop Project work

What you become

New value proposition capability

New business synthesis capability

Interdisciplinary approach capability

The heart of the program is Project work which is a project-based learning (PBL) curriculum.
Participants will engage in a project with support from faculty members.

Keio EDGE Program Scope

understand	*define*	*ideate/synthesize*
why	**what**	**how**

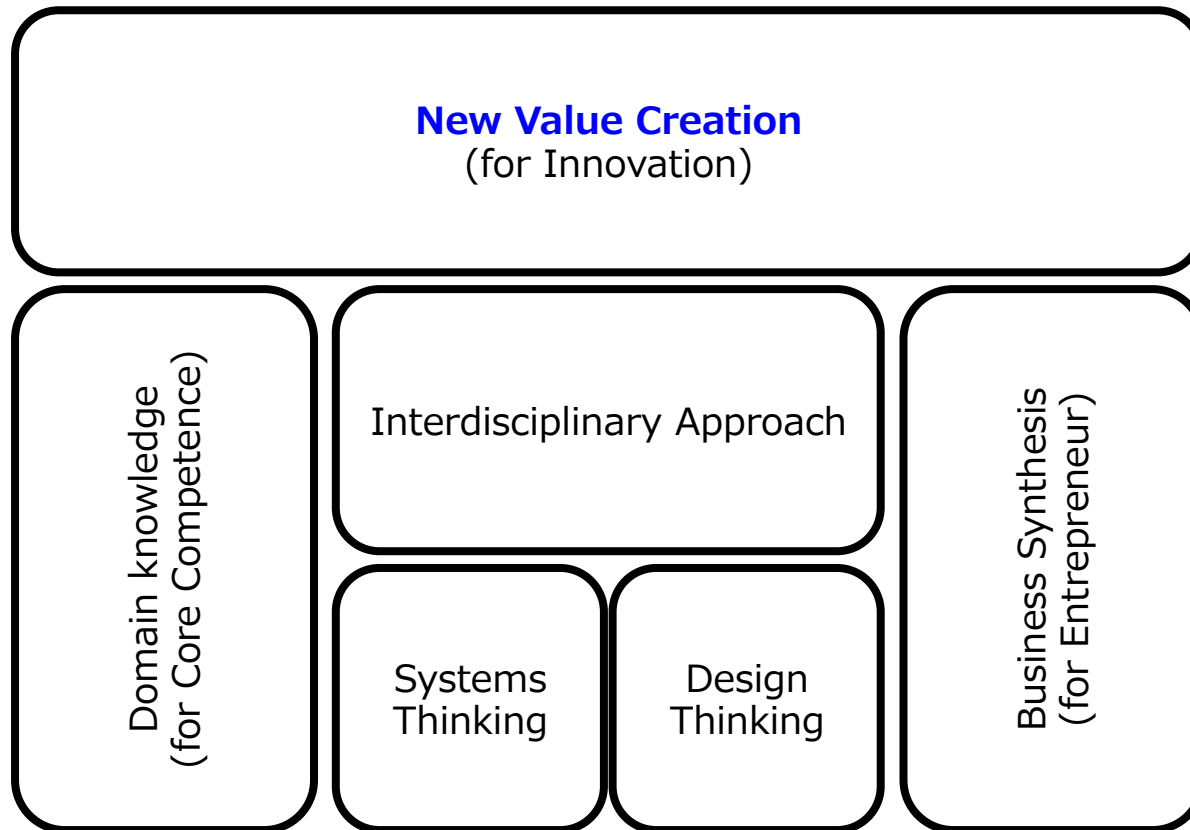| why it's important	why we do	what to solve	what to achieve	how to solve	how to implement	how to grow

The program has its scope set to all why-what-how domains.
Entrepreneurial mindset is essential in any of these domains.
Global mindset is also essential in any of these domains.
This is not considered or performed necessarily in the sequence shown.

Keio EDGE Program Design

Keio EDGE person's _capability structure model_

New Value Creation
(for Innovation)

Domain knowledge
(for Core Competence)

Interdisciplinary Approach

Systems Thinking

Design Thinking

Business Synthesis
(for Entrepreneur)

The program is design to enable New Value Creation capability. It is considered as a combination of domain knowledge utilization capability, interdisciplinary approach capability, and business synthesis capability.

Keio EDGE Program Intensive Workshop

Keio EDGE Program 2015
Intensive Workshop

September   **October**

20th	**21st**	**22nd**	**23rd**	**27th**	**4th**	**5th**
Kickoff & Innovative Thinking	Design Thinking	Systems Thinking	(Global Innovator Forum)	Prototyping and Testing	Business Synthesis	Design Process Exercise

to think innovative

to think human centered

to think as a system

"Innovatorship"

do while thinking
think while doing

to design a business

to tackle innovative
design challenge

Design Thinking, Systems Thinking, and Business Synthesis

- Design Thinking
  - It's **empathetic** and focuses on what people **really value**.

- Systems Thinking (Systems Engineering)
  - It's about understanding the **elements** and also how they are **interrelated** and **behave as a system**.

- Business Synthesis
  - **Analytical techniques** of business and finance are truly powerful when it is combined with **synthetical mindset and approaches**.

Prototyping and Testing

- As an important activity **to find the true value that you want to focus** as early as possible in the design process.

- Prototyping should always be followed by testing. Not just testing the prototype itself but **testing whether value can be created**.

Keio EDGE Program 2015 Intensive Workshop

September   **October**

20th	21st	22nd	23rd	27th	4th	5th
Kickoff & Innovative Thinking	Design Thinking	Systems Thinking	(Global Innovator Forum)	Prototyping and Testing	Business Synthesis	Design Process Exercise

・innovation and innovative ・value creation ・insight ・iteration ・divergence and convergence ・interdisciplinary ・global context ・(entrepreneurship)	・human centered ・collaborative ・optimistic ・experimental ・fact and opinion	・whole and part ・interrelationship ・viewpoint and view ・goal oriented approach ・architecture/ architecting		・(experimental) ・use-case ・testing ・(insight) ・unknown-unknown ・pivoting	・entrepreneurship ・uncertainty ・value proposition ・unit economics ・marketability ・profitability	・problem definition ・(iteration) ・(divergence and convergence) ・(insight)

Global Innovator Forum

The scope of the forum is "How might we nurture "innovatorship"? Pain points and lessons learned". We have invited 6 guest speakers from Thailand, Malaysia, India and Indonesia. All the speakers are engaged in entrepreneurial education and/or innovation/innovator development education. A panel discussion will be held as well.

- 9:00 - Opening remarks
- 9:15 **- Keio EDGE Program Shounan-Fujisawa-Campus Course, Student Project Presentations**
- 12:00 - Lunch break
- 13:00 - A keynote speech
- 13:30 **- Presentations by Asian Universities and Institutes**
  - 1. Keio University (Japan)
  - 2. Institute Teknologi Bandung (Indonesia)
  - 3. Thammasat University (Thailand)
  - 4. Ahmedabad University (India)
  - 5. Thailand Creative & Design Center–TCDC (Thailand)
  - 6. University of Malaya (Malaysia)
  - 7. Chulalongkorn University (Thailand)
- 15:00 **- Panel discussions**
- 16:00 - Closing remarks

Keio EDGE Program
Intensive Workshop Aim

What you have

Strong domain knowledge

Entrepreneurial mindset

Have many international friends

What you learn and do

Innovative thinking

Intensive workshop
Project work

by **design thinking** lectures and exercises
be familiar with the **mindset** and the **tool set**

by **systems thinking** lectures and exercises
be familiar with the **way of thinking** and some **diagrams**

by **financial synthesis** lectures and exercises
be familiar with the **concept** and **basic techniques**

always **new value creation** in mind
always **entrepreneurship** in mind

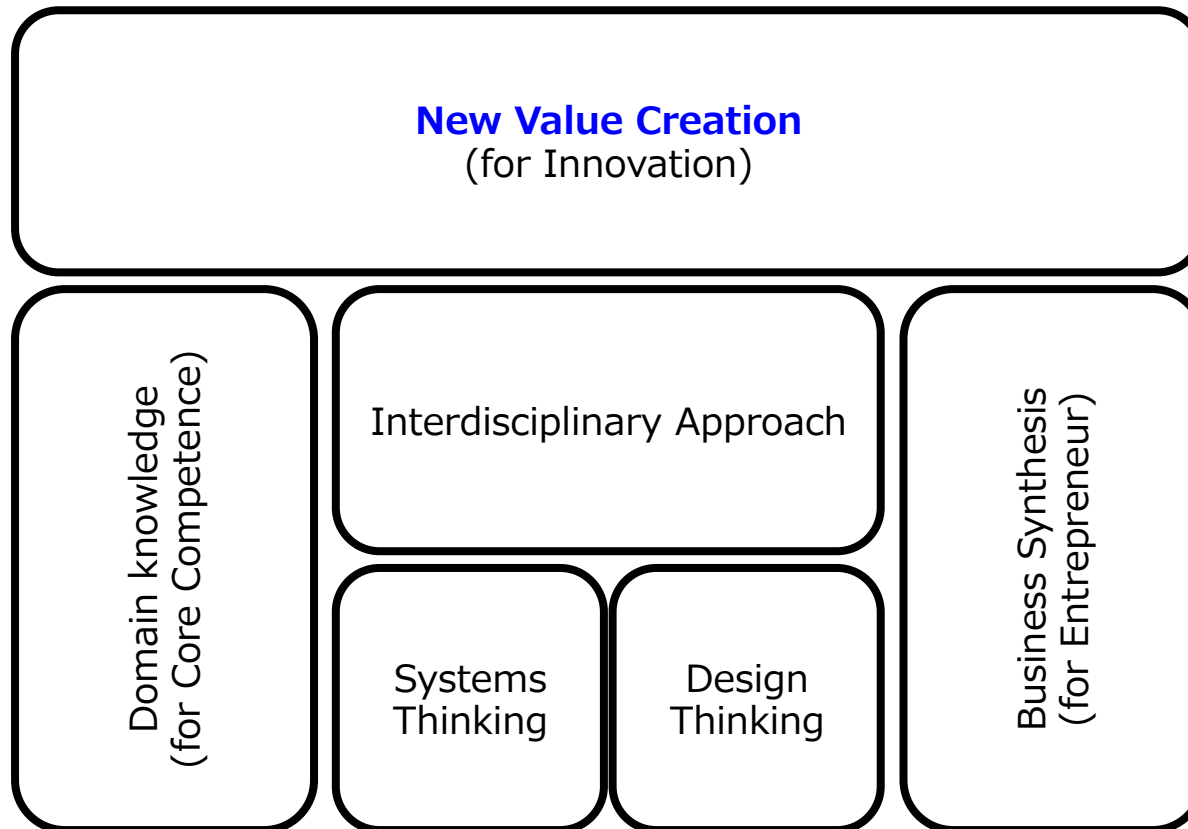**What you become**

New value proposition capability

New business synthesis capability

Interdisciplinary approach capability

It is an intensive course to get you ready for Project work.
Both mindset and tool sets will be taught through lectures and exercises.
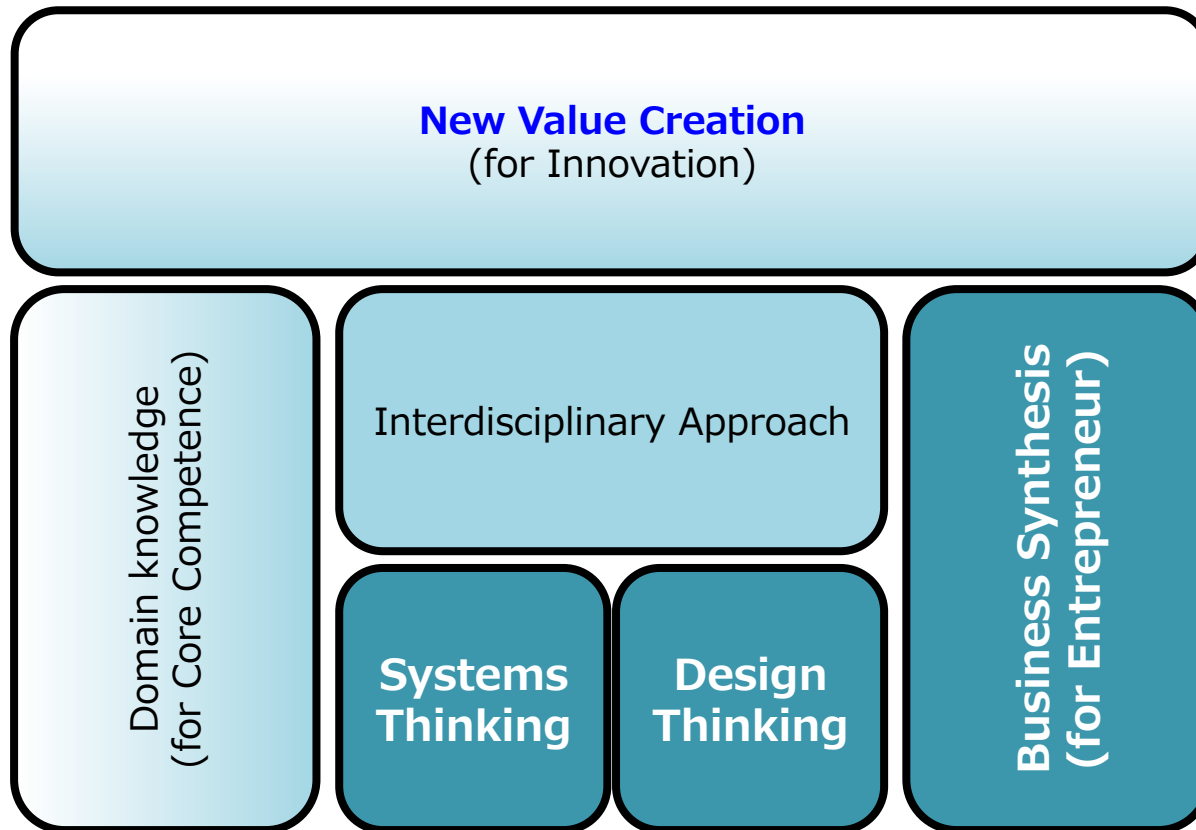
Keio EDGE Program
Intensive Workshop Design

Keio EDGE person's *capability structure model*

New Value Creation
(for Innovation)

Domain knowledge
(for Core Competence)

Interdisciplinary Approach

Systems
Thinking

Design
Thinking

Business Synthesis
(for Entrepreneur)

Interdisciplinary approach via Systems Thinking and Design Thinking. Business synthesis mindset and techniques are covered.

Keio EDGE Program
Intensive Workshop Design

Keio EDGE person's *capability structure model*

New Value Creation
(for Innovation)

Domain knowledge
(for Core Competence)

Interdisciplinary Approach

Systems Thinking

Design Thinking

Business Synthesis
(for Entrepreneur)

Interdisciplinary approach via Systems Thinking and Design Thinking. Business synthesis mindset and techniques are covered.

Keio EDGE Program Project Work

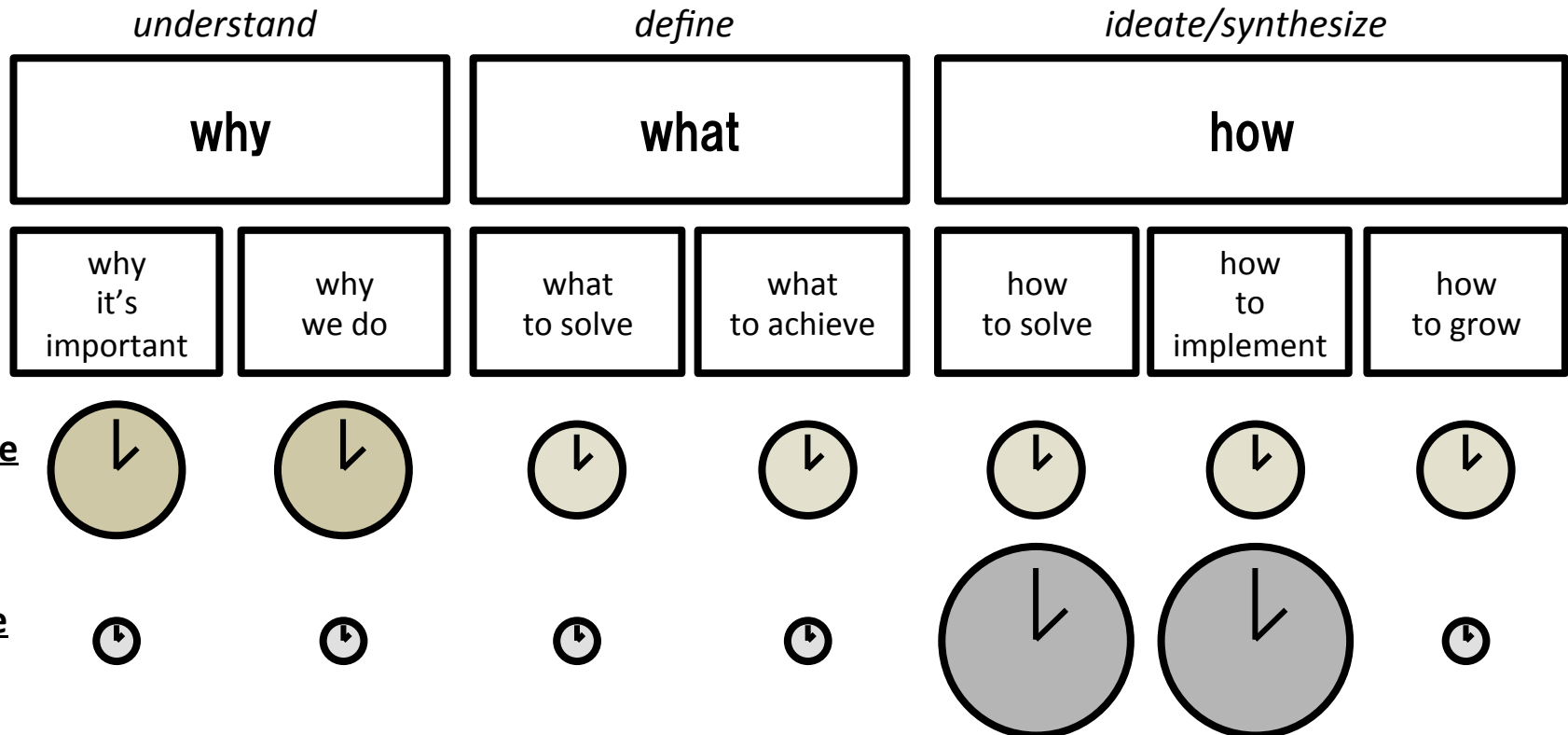# Keio EDGE Program Project Work Description

- **SDM Type PBL**
  - Keio SDM type PBL is a new value proposing business design project conducted by teams of 4 to 5 people. The teams will pursue a new value proposition and its implementation and growth with strong support and mentoring from the SDM faculty members who are engineers, designers, and business experts. Graduate school of Science and Technology faculties will also mentor the teams with technical aspects.

- **SFC Type PBL**
  - Keio SFC type PBL is a project conducted by individual with a close relationship with SFC faculty member and project coordinator from off-campus. The project will focus on the continuous transition of product design, systems design, and business creation. Over the sea filed work related to the project is mandatory element for the SFC type.

Keio EDGE

Keio EDGE Program Project Work Scope

- How participants use their time.

understand		*define*		*ideate/synthesize*		
why		**what**		**how**		
why it's important	why we do	what to solve	what to achieve	how to solve	how to implement	how to grow

SDM type PBL

SFC type PBL

Keio EDGE Program Project Work SDM Type PBL

Keio EDGE Program
Project Work: SDM type PBL Aim

What you have

Strong domain knowledge

Entrepreneurial mindset

Have many international friends

What you learn and do

Innovative thinking

Intensive workshop

Project work

by **collaboration**
you will be in a **project team** of multi-cultural and multi-disciplinary members

by **design thinking**
you will think and approach **like a designer**

by **systems thinking**
you will think and approach **as a system**

by **financial synthesis**
you will not only analyze but **creatively design your business**

always **new value creation** in mind
always **entrepreneurship** in mind

What you become

New value proposition capability
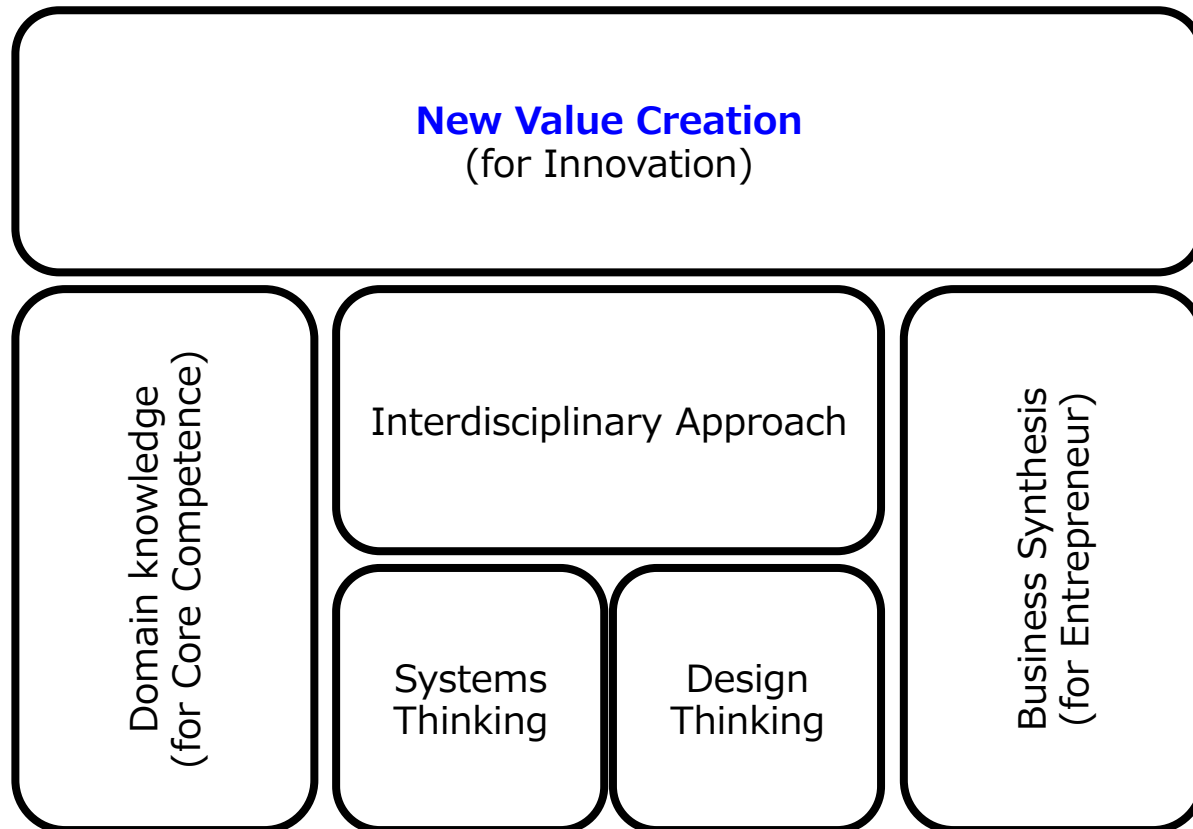
New business synthesis capability

Interdisciplinary approach capability

It is a project based learning (PBL) program.
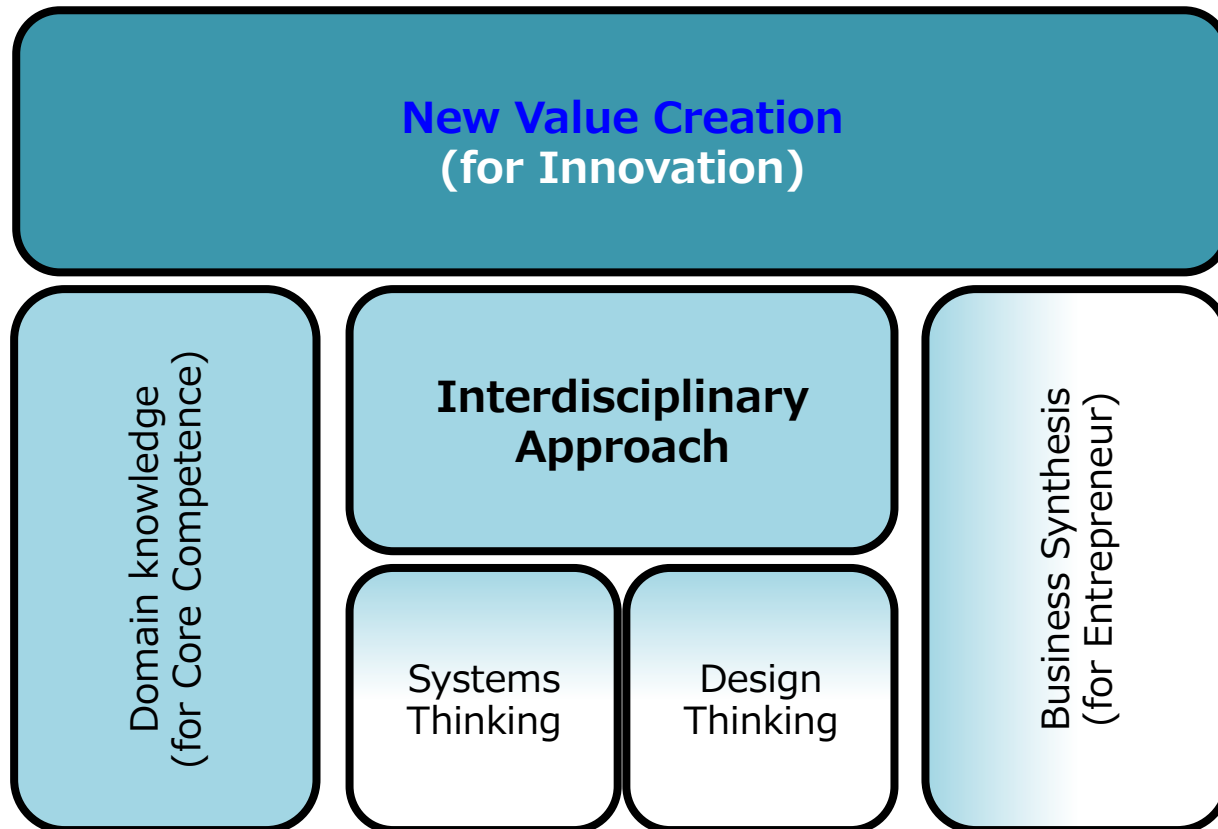You will be working on the project with in a team.

Keio EDGE Program
Project Work: SDM type PBL Design

New Value Creation
(for Innovation)

Domain knowledge
(for Core Competence)

Interdisciplinary Approach

Systems Thinking

Design Thinking

Business Synthesis
(for Entrepreneur)

Keio EDGE Program
Project Work: SDM type PBL Design

New Value Creation
(for Innovation)

Domain knowledge
(for Core Competence)

Interdisciplinary Approach

Systems Thinking

Design Thinking
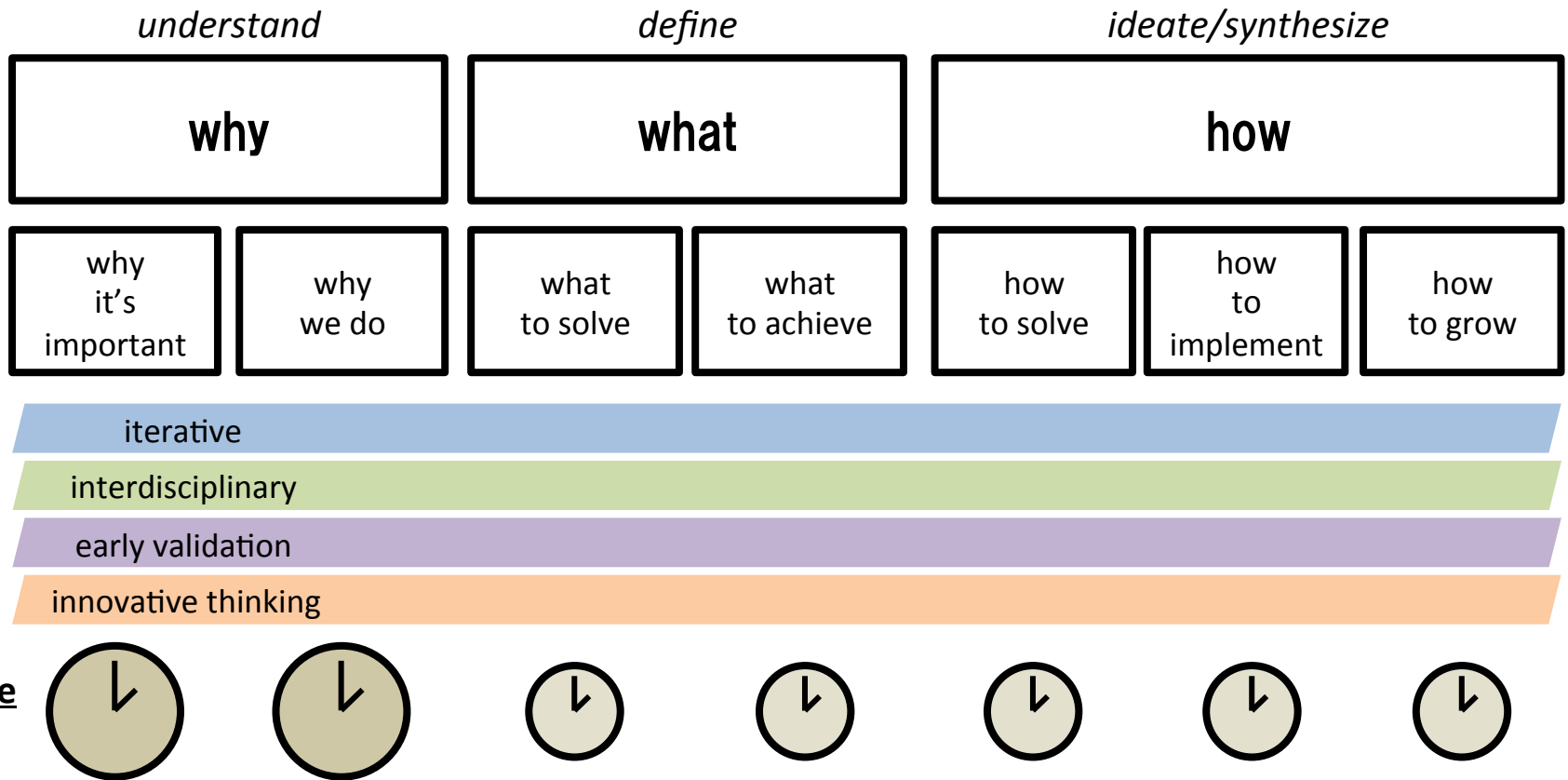
Business Synthesis
(for Entrepreneur)

It is BYOD party! "Bring your own discipline".
Utilize your core competency and collaborate in interdisciplinary manner to achieve new value creation. Things you learned in the intensive workshop may be useful.
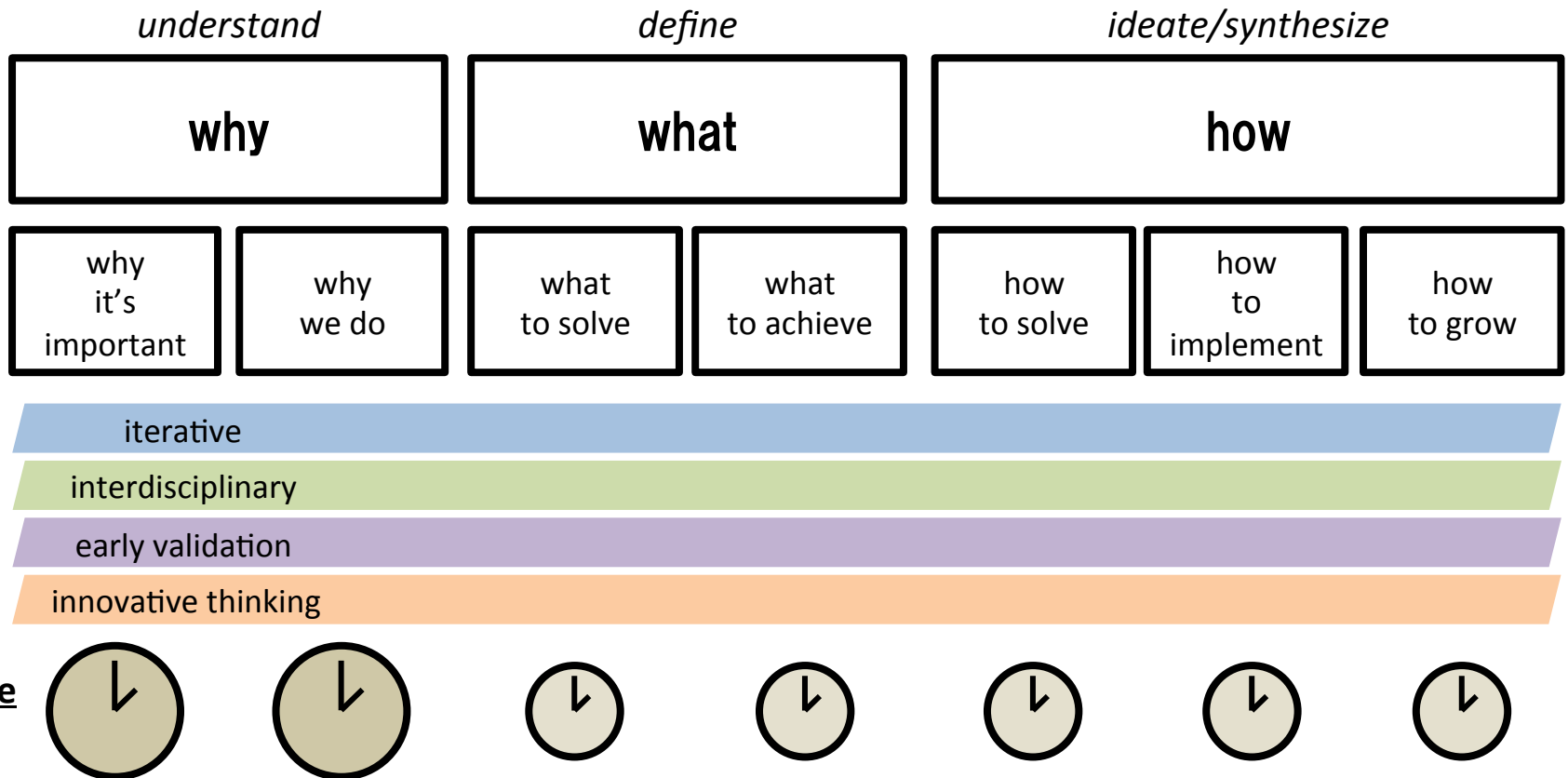
Keio EDGE Program
Project Work: SDM type PBL Scope

understand *define* *ideate/synthesize*

why	what	how

why it's important	why we do	what to solve	what to achieve	how to solve	how to implement	how to grow

iterative

interdisciplinary

early validation

innovative thinking

SDM type PBL

Keio EDGE Program
Project Work: SDM type PBL Scope

understand	*define*	*ideate/synthesize*
why	**what**	**how**

why it's important	why we do	what to solve	what to achieve	how to solve	how to implement	how to grow

iterative

interdisciplinary

early validation

innovative thinking

SDM type PBL

Keio EDGE Program
Project Work: SDM type PBL
What You DO and DELIVER

- [What you will DO]
  - Form a team of **4 to 5 people**.
  - Learn given context. (It will continue throughout the PBL.)
  - Design a business with innovative idea.
    - Design your unique and new value proposition.
    - Design your business.
    - Design how you would grow your idea/business.
  - **Present your work and progress** for feedback and discussion with the instructors. (Oct. 25, Nov. 8,22,)
  - Present your **final deliverable on Dec. 6th**.

- [What you will DELIVER]
  - **Unfamiliar but convincing and fascinating business design result** with;
    - **new and innovative value proposition**.
    - **coarse but solid looking startup plan**.
    - **ambitious but interesting growth prospect**.
  - (Details in next page)

Keio EDGE Program
Project Work: SDM type PBL
What You DO and DELIVER

- [What you will DELIVER]
  - Unfamiliar but convincing and fascinating business design result with;
    - **new and innovative value proposition**.
      - Well thought and refined **how and by whom the new value is appreciated**.
      - Well discussed and stated **what the new value means to the world**.
      - Well researched and compared that it **is new and different**.
      - Well designed with enough detail level so it **can be claimed doable**.
      - Preferably its **concept simulated/prototyped/tested and proofed to some extent**.
      - You are **genuinely excited** and **passionate** about it.

Keio EDGE Program
Project Work: SDM type PBL
What You DO and DELIVER

- [What you will DELIVER]
  - Unfamiliar but convincing and fascinating business design result with;
    - **coarse but solid looking startup plan**.
      - **Unit economics designed and analyzed** for the value proposed to some extent.
      - **Marketability considered and analyzed** for the value proposed to some extent.
      - **Profitability designed and analyzed** for the value proposed to some extent.
    - **ambitious but interesting growth prospect**.
      - Story and calculation behind it is **traceable**.
      - **Logical** and **objective taste**.
      - Low resolution but **careful** and **honest accumulation**.
      - Attractive **not necessarily dollarwise** but **societal impact perspective** and more.

Keio EDGE Program Project Work:
SDM type PBL Instructors

Engineering/Science background
engineer more complex and dynamic system which provides new value

Business/Management background
synthesize and manage new business model which enables new value chain

Information Architecture background
communicate regardless of language and discipline within global context
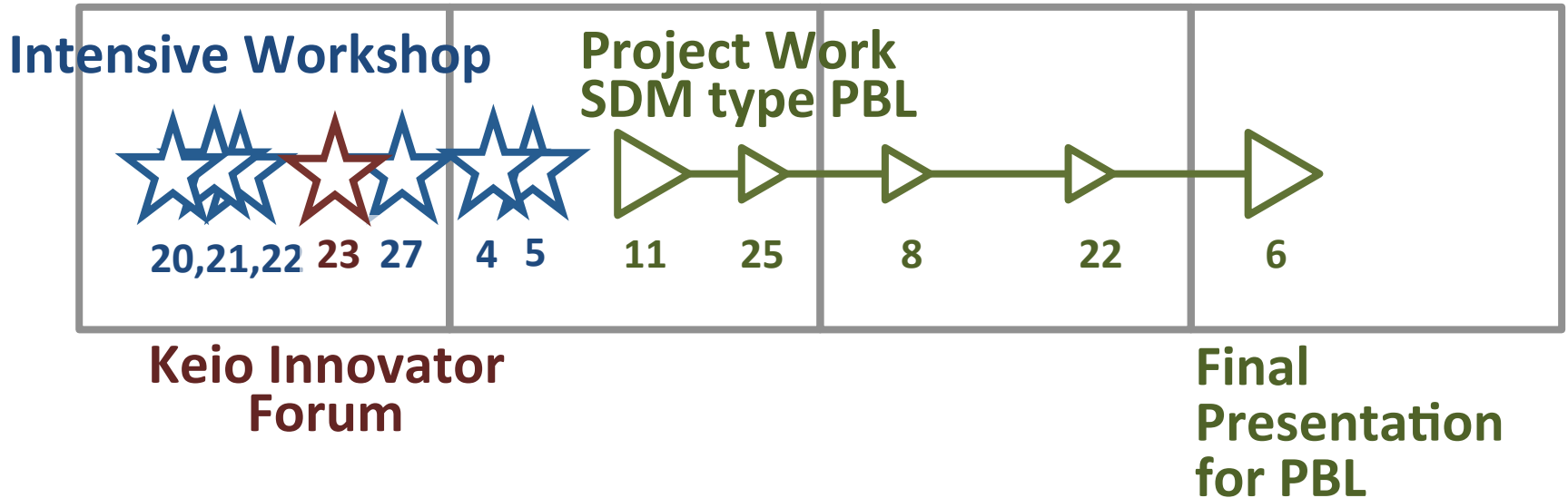
Design background
design and manage not only colors and shapes but philosophy and principle of the deliverable

We all practice entrepreneurial mindset in global context.

Keio EDGE Program Schedule

Program Schedule 2015

September   October   November December

Intensive Workshop   **Project Work**
                             SDM type PBL

20,21,22 23 27   4 5   11   25   8   22   6

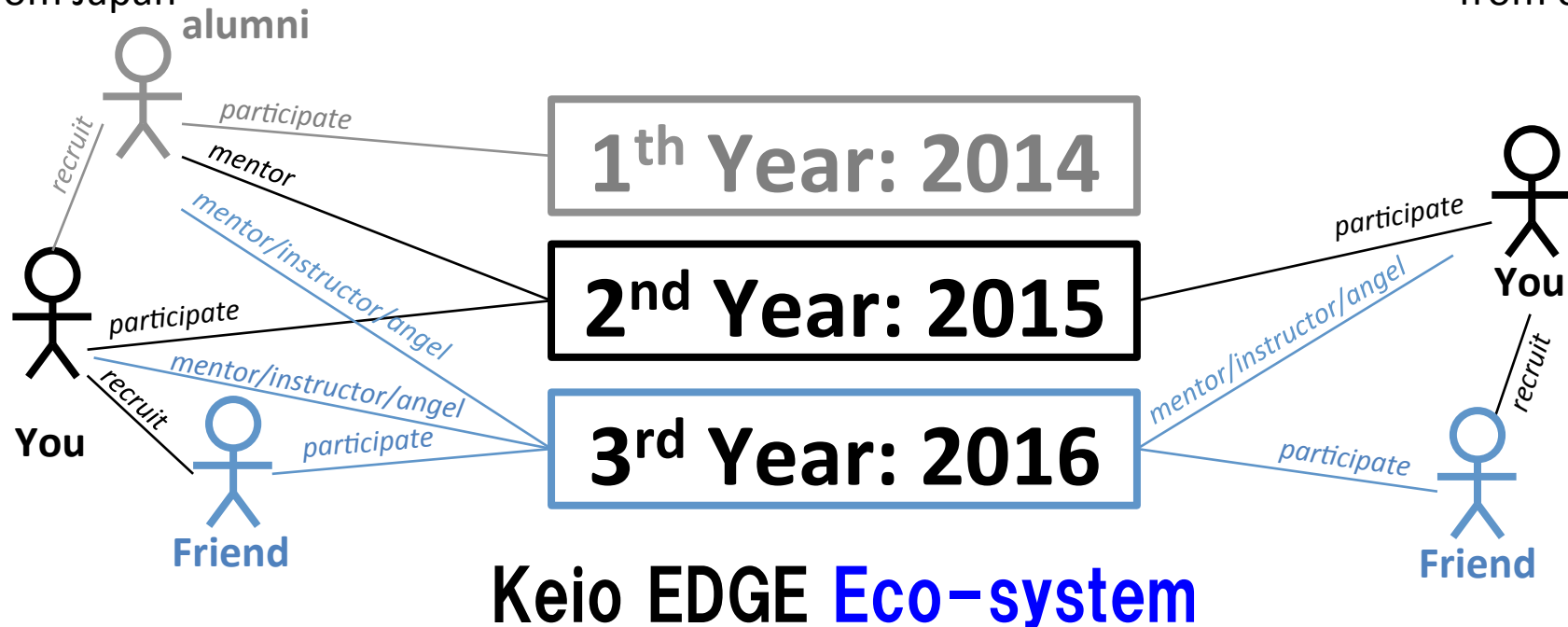**Keio Innovator Form**   **Final Presentation for PBL**

7-day Intensive Workshop is to get you ready with right equipment.
Rest is PBL with mentoring and feedback.
You will make several presentations before the final presentation on December 6th.

Program in Long Term Perspective

from Japan

from overseas

alumni

participate

recruit

mentor

mentor/instructor/angel

participate

mentor/instructor/angel

You

recruit

participate

Friend

1th Year: 2014
2nd Year: 2015
3rd Year: 2016

participate

You

recruit

mentor/instructor/angel

participate

Friend

Keio EDGE Eco-system

It is 3-year program funded by MEXT (Ministry of Education, Culture, Sports, Science and Technology, Japan).

We would like to keep our alumni community stay close.

And also would like to ask you to comeback to the program as mentor, instructor, and/or angel!

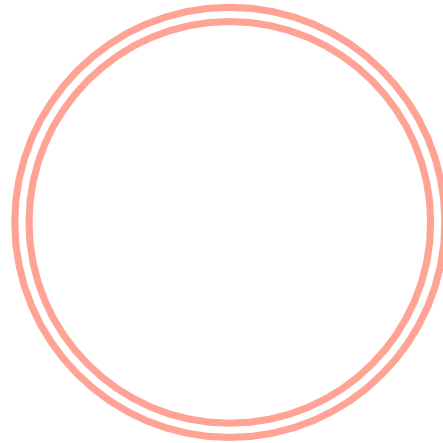Your recommendation for new participants is more than welcome.

Program in Long Term Perspective

from Japan

alumni

from overseas

You

You

Friend of friend

Friend

Keio EDGE Alumni

It is 3-year program funded by MEXT (Ministry of Education, Culture, Sports, Science and Technology, Japan).
We would like to keep our alumni community stay close.
And also would like to ask you to comeback to the program as mentor, instructor, and/or angel!
Your recommendation for new participants is more than welcome.

Keio EDGE Program
Intensive Workshop -> Project Work Selection

Project Work: SDM type PBL Selection

September   October   November December
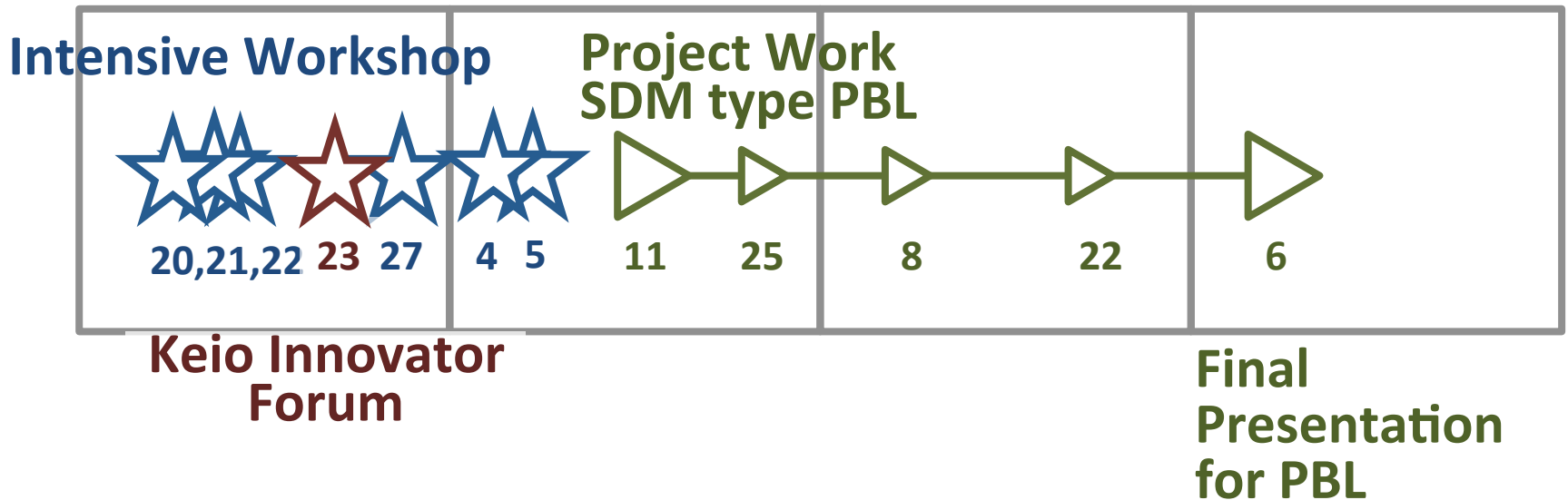
For the EDGE Program 2015 we are expecting **20 participants** for the SDM type PBL.

You are all considered as a candidate and will be evaluated according to the selection criteria.

Project Work: SDM type PBL Selection Criteria

Based on Intensive Short Intensive Workshops performance participants will be evaluated individually with **basic points** and **special points** in point-addition scoring system.

[Basic Points]

- **Team contribution**
  - **Qualitative measure by instructors**
    [discussion, accommodation, facilitation, motivation, …]
- **Class contribution**
  - **Quantitative measure by instructors**
    [# of questions, # of comments, # of presentations, …]

Project Work: SDM type PBL Selection Criteria

[Special Points]

- Outstanding performance as *a person with strong background*.
  - **Qualitative measure by instructors**
  - [domain knowledge, expert knowledge, distinguishing skills, …]
- Outstanding performance as *an entrepreneurial minded person*.
  - **Qualitative measure by instructors**
    [talented potential need finding capability, talented marketing capability, talented value proposition capability, talented value chain creation capability, …]
- Outstanding performance as *a global context minded person*.
  - **Qualitative measure by instructors**
    [broad scope, region/language/culture-free ideas, purposeful behavior, keen insight on global dynamics, cross/multi/inter-cultural mindset, …]
- Outstanding performance as *an innovative minded person*.
  - **Qualitative measure by instructors**
    [seeking for WOW ideas, balancing creativity and feasibility, …]

Project Work: SDM type PBL Announcement of Selection Results

- The selection results will be sent out by **October 5th** (Monday).

- Please let us know if you are **NOT** willing to be a candidate.

SDM Faculty Members
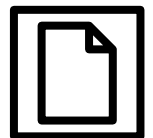
Team Building

Team Building

- Introduce yourself to the team. Including your **nickname**.

- Also include about one "**innovative solution**" **(product/service/strategy/or WHATEVER)** you found recently.

- Discuss and give your **innovative** team an **awesome name**.

15min

[Innovative Product Example] **P&G: Gel Ball**

http://vip.myrepi.com/gelball/

- Conventional detergent requires **measuring** but this product completely **omitted this step**.

- Laundry machine that specifically asked for this type of detergent may appear in the market.

- This may become a new "usual".

Marshmallow Challenge

Keio EDGE

Marshmallow Challenge

- Build tallest self standing tower using the following items.

- Put (or stick) the marshmallow on top of it.

20 sticks of spaghetti   +   one yard tape   +   one yard string   +   one marshmallow

18 minutes

Marshmallow Challenge

- http://marshmallowchallenge.com/
- TED 2010 Tom Wujec
"Build a tower, build a team"
Tom Wujec presents some surprisingly deep research into the "marshmallow problem" — a simple team-building exercise that involves dry spaghetti, one yard of tape and a marshmallow. Who can build the tallest tower with these ingredients? And why does a surprising group always beat the average?