

reinventing innovation in the network age

societal remix

8th to 10th June 2010 - Tokyo

“An eye-opening experience”

“Une plateforme globale et pluridisciplinaire”

“Permite descubrir **ecosistemas**
de referencia en innovación,
emprendimiento y nuevas tecnologías”

“Smart program, progressive, provoking,
opening up perspectives”

“An excellent workshop,
speakers were extremely well selected”

“Permite conectar con personas
muy **relevantes y destacadas**”

世界の知が集まった場所でした。





Orange Institute

Japan Session

8th-10th June 2010
Tokyo, Japan

Founded in September 2009, the Orange Institute took as its mission to apprehend how society, the economy and enterprises are being transformed in this new age of networks.

After the success of the inaugural session in Silicon Valley, in June 2010 Orange Institute brought together in Tokyo a group of researchers and decision-makers from Asia, Europe and the Americas.

Our ambition has been to learn from Japan, a country driven by the ambition of a sustainable future, massive demographic shifts and changing consumption patterns, and which therefore stands as a forerunner of the world in 2050.

These three days have been an exciting journey: an opportunity to discover how New Japan is addressing the future, and to acquire a positive vision of 2050 from one of world's most inventive economies.



thank you

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During the Tokyo immersion of the Orange Institute in June what was revealing was the contrast between whatever we may think we know about Japan, and what Yoshito Hori (GLOBIS) called “new Japan”— exemplified by the long-term vision of Japan’s Ministry of Economy, Trade, and Industry (METI) for a sustainable 2050.

The title of Shinsuke Ito’s (METI) presentation “Can we Establish a Sharing Economy and co-creation society” and the reference to the shift from fragmentation to “a sense of connectedness” tells us that this topic we care about at the Orange Institute is in fact deeply motivating a new vision for the world to come— not just by “dreamers” but by government authorities like in Japan.

The world is not only smaller but runs faster, in many more directions— so that changes come from all over the place. There is a clear web of relationships between cultural and economic changes, and the influence of people, knowledge and expertise networks. It is not new but it is accelerating, as is the corpus of knowledge available and constantly created on the web. The evolution towards a people-centric web is bringing the networks closer to the real world we live in. Even robots are now connected.

We learnt many unexpected things and met great minds. After the Silicon Valley immersion in November 2009, the Tokyo chapter brought a new dimension to better appreciate how important it has become to learn, share and collaborate.

I want to thank all the members and participants, the presenters and the people at Orange Tokyo who were able to create an inspiring format with their Living Lab concept.

I look forward to meeting you again during the next immersions of Orange Institute, and to get to know new people from over the world with different mindsets and cultures— and a common future.

The journey has just started.

Georges Nahon, President of Orange Institute

day 1

planning

morning

Japanese innovation landscape

Location: Meiji Kinenkan

What is the situation of the Japanese economy and society? What are the challenges Japan is currently facing? What are the orientations Japan follows to address global issues and sustain its economy? This introduction session seeks to refresh participants' minds about Japan for a better understanding of the following sessions.

Noritaka KOBAYASHI

Senior Consultant, Nomura Research Institute

"Actual Japan: Facts & Figures"

Robert DUJARRIC

Director of the Institute of Contemporary Asian Study, Temple University Tokyo Campus

"Japanese Innovation Landscape: Towards a Global Societal Remix?"

Hiroshi KOMIYAMA

Chairman of Mitsubishi Research Institute, President Emeritus at the University of Tokyo

"Japan as a Forerunner of Emerging Issues"

Moderator: Mark PLAKIAS, Orange Labs

afternoon

reshaping business dynamics

The objective of this session is to learn from key players of the Japanese Internet landscape on how network technologies and communities will continue to reshape the Japanese business environment.

Yukihiro MATSUMOTO

Architect of the Ruby programming language

"Community Based Software Development"

Yoshito HORI

Chairman, CEO and founder of GLOBIS Group,

"Creating Entrepreneurial Ecosystems"

Tomohisa KAMADA

President, CEO and co-Founder of ACCESS,

"Innovation and Digital Life: Evolution for Networked Society"

Moderator: Kou YUKAWA, Fujitsu Research Institute



day 1

innovation landscape

In the serene green surroundings of Meiji Kinenkan, our attention is caught immediately by high contrasts: one of the fastest places on the planet (average bandwidth of 61 Mbs), yet preponderance to aging (25% of population 65+ by 2050); one of the greenest citizenry on earth (lowest carbon footprint per capita GDP of any advanced society), yet amazing population density (50% of population lives in just 3 cities). Perspectives pop from the ancient (oldest company in the world is Japan's Kongo Gumi, founded in 578 AD), to the current time ('Jump' manga magazine sells 3 million copies weekly).

We are reminded that this is the #2 economy in the world, one which has barely begun to flex its muscles in Asia, where it could develop significant opportunities for complex manufacturing as well as services. Facing up to these wins will require overcoming the 'Galapagos Effect' — which we learn is exactly what it sounds like, a tendency to keeps its riches on its own landmass. This makes it a Living Lab— as our colleagues at Orange Tokyo proposed, and as Professor **Hiroshi Komiyama** magisterially and passionately validates: “shrinking earth, aging society, explosion of knowledge” is a common fate for mankind, faced in the here-and-now in this new Galapagos. Professor Komiyama's call for a “Platinum Network” of university and civic knowledge about how to change our behaviors for energy efficiency is a call to action now if we want our children to reach sustainability: “Compared to the changes we need to make, 2050 will come very soon.”



Prof. Robert Dujarric (right) and Noritaka Kobayashi detail current situation of Japanese society.



Right // Professor Komiyama speaks of the tasks ahead with urgency and conviction. His view of societal challenges is systemic and profound.



ARD (Paris) CEO Denis Tersen starts the discussion, there's a lot to talk about and it's just the first session.



day 1

reshaping business dynamics

We start with “joy and money”, the two drivers that the creator of the Ruby programming language, **Yukihiro ‘Matz’ Matsumoto** describes as the force behind open source software. But the more we listen, the more the word “Freedom” comes into the conversation— freedom to learn, freedom to share, and the power of Free to drive even giants such as Microsoft to change behaviors. Change is the message of **Yoshito Hori**, who starts his own business school to drive entrepreneurial culture in this Galapagos, where Hori admits that its strengths of sincerity, hard work, and attention to detail are frustrated by a lack of strategy and negotiating skills. The burden of a monoculture is talking to itself, and **Tomohisa Kamada** (ACCESS) argues for collaboration in person with the outside as the way forward.

Can this be done virtually, over the web as Matz Matsumoto argues? At stake is nothing less than the difference between fundamental (which everyone agrees is needed) and incremental innovation. To break the incrementalist problem seems to require significant culture change— with a consensus among all three speakers that the Japanese penchant for ‘over-engineering’ is deeply ingrained. A geeky confession follows from Matz: “I love over-engineering, the culture allows it.” Regardless, all agree we must ‘open up’ Japan.



Founder and CEO of ACCESS Group, Tomohisa Kamada shares with the audience his vision of the next generation of networks.



Right // Ruby programming language creator Yukihiro Matsumoto speaks about the power of open source software communities to alter the strategy of even the most dominant market players, such as Microsoft. His humility and thoughtfulness, likewise, are eloquent and powerful.

Yoshito Hori’s Globis group of companies includes a business school, a venture capital fund, and a human resources and management consultancy. He speaks of, and exemplifies, the ‘New Japan’ – which turns out to be the most constructive critic of the traditional culture.



day 2 planning

morning

empowering human capabilities

Location: Akihabara

How technology could extend our limits and better serve human beings in their daily lives? Japan has already some very advanced programs to address these issues, opening new territories in research that will be discussed during this session.

Toshiyuki SANKAI
University of Tsukuba, Founder of Cyberdyne Inc.
"Empowering Humans with New Artifacts"

Hiroshi ISHIGURO
Osaka University
"Understanding Humans by Building Robots"

Hiroshi ISHII
Massachusetts Institute of Technology (MIT)
"Tangible Bits: Beyond Pixels— Vision Driven Research on Interaction Design"

Moderator: Yukou MOCHIDA, Orange Labs Tokyo

afternoon

on-site interactive: disaster on my mind

Location: Disaster Center, at the Prime Minister's Cabinet Office

Japan is located in one of the world's most active seismic and volcanic zones. In addition, numerous natural hazards such as typhoons, tsunamis or the annual rainy season bring deadly landslides, mudflows and flooding. To protect the population, the Japanese government has developed various prevention systems and infrastructures, as well as warning and risk reduction strategies. This on-site session gives the participants the opportunity to discover— and experiment— some of the key components of the disaster prevention plans of a megacity like Tokyo.

Noritaka KOBAYASHI
Senior Consultant, Nomura Research Institute
"Disaster Management in Japan"

Experience of an Earthquake Simulation Car, operated by THK
Visit of Disaster Center at Prime Minister Cabinet Office
Social Event at Happo-en



day 2

empowering human capabilities

We drive to Akihabara Cross Field, deep in the heart of Tokyo's electronics quarter, surrounded by buildings full of tech toys and geeks. There we are stunned by the two virtuosi of the Transhuman— **Professor Sankai**, University of Tsukuba and founder of Cyberdyne; and **Professor Ishiguro** of Osaka University. In the next hour our view of what it means to be human is disassembled and rearranged by these two wizards, working with exotic materials, sensors, and a deep understanding of how the brain works. For Professor Sankai, who works his pragmatic magic of robotics to help those who are immobilized through injury or disease, walk, stand up and regain mobility, augmenting human capabilities is a translation of the brain's intent into electrical signals for prosthetics. His commercialization skills are prodigious, with a global research network and a robust business model alongside what can only be described as robotic couture in a retail setting that could be a Nike or Puma store.

Professor Ishiguro's research centers on how humans relate to the almost-human. Coining the term 'geminoids' for describing the most human-like android behaviors, he shows videos of humans reacting to androids, as well as the ghost in the machine of human operators controlling androids. We are on the edge of a new continent here: the fact that if a geminoid smiles at a human, they will get a smile back opens up enormous potential for human/machine interfaces— when that machine interface looks a lot like us, or at least some version of us.

Representation is also the topic of **Professor Hiroshi Ishii** of MIT Media Lab— except his lab is representing that most intangible of assets, information, in the most vivid and tangible ways possible. Winds of data, sounds corked in bottles, vision expressed as paint, remote human presence as an object on the table— these are the representational mashups that like the wizards of robotics we had just seen, challenge our basic views of what is 'real' and what is simulation.



Center and left // Professor Sankai of Cyberdyne shows video of highly-evolved components that can translate the brain's intent into robotic movement. In conversation with Professor Ishiguro from University of Osaka, (below), we learn that commercial opportunities for androids include next-generation amusement parks.



MIT Media Lab's Hiroshi Ishii shows how his lab is making information something you can touch and feel.



day 2

disaster on my mind

From the magical to the terrible majesty of Nature. In the afternoon we are schooled in what it is like to live in a place where 20% of all earthquake activity above a magnitude of 6 is focused on a landmass that is only 2.1% of the earth's surface. After experiencing the Kobe earthquake in an **earthquake simulator** (hold on tight), we are whisked to the **nerve center at the government offices** where major disasters are tracked. Databases from past events meet realtime data, multiple displays show video feeds, overlaying seismic information and damage and casualty assessments. We leave the center reminded that the public sector's responsibility to its citizenry is never so clear as in emergencies.





The grounds of Happo-en are centuries old, and have been lovingly maintained. In June, everything is in full bloom. The party is a fascinating mix of creatives, technologists, diplomats and entrepreneurs – many of the faculty are present.



launch party Orange Institute Tokyo

Happo-en, an oasis of serenity in the midst of Tokyo is the setting for the Launch Party of Orange Institute.

The garden is 400 years old, we walk past bonsai that are 200 years old— one is 500 years old. Inside there is the buzz of discovery—the Orange Tokyo team has crafted a fascinating guest list to celebrate the opening of Institute in Japan. One minute we are talking with one of the world's largest mobile game developers, the next we are discussing pricing models with the CEO in Asia of one of the world's largest aircraft engine manufacturers. It's more than a launch party for Japan—



this is the first occasion that shows Orange Institute is serious about creating a global network bringing together academics, industry, and public sector actors in a multidisciplinary networked setting.



day 3

planning

morning

better life with less resources

Location: Tokyo Mid Town (Roppongi)

Sustainable society, preserving the environment and energy efficiency are global issues gaining attention in every country. From the presentation of prospective activities to practical implementation involving different networks, this session gives the opportunity to learn more about Japan's new approach to Sustainability.

Shinsuke ITO

Deputy Director, Information Economy Division, Ministry of Economy Trade and Industry (METI)
"Towards 2050 — A proposal for Establishing "Sharing Economy and Co-creation Society""

Takashi MATSUYAMA

Professor, Kyoto University, Graduate School of Informatics, Department of Intelligence Science and Technology
"i-Energy: Informationization of Electric Power Flows"

Toru HASHIMOTO

Senior Project Manager, Co-Governance and Creation Task Force, City of Yokohama
"Challenge of Yokohama Towards Modern and Innovative City"

Moderator: Yuri ITOH, Manager, Environmental Strategy Office, Hitachi, Ltd.

afternoon

vision for the future

This final event gathers different profiles and open new perspectives regarding our coming connected future.

Noritaka KOBAYASHI

Senior Consultant, Nomura Research Institute
"Expanding of Family Networking Power in the 21st Century"

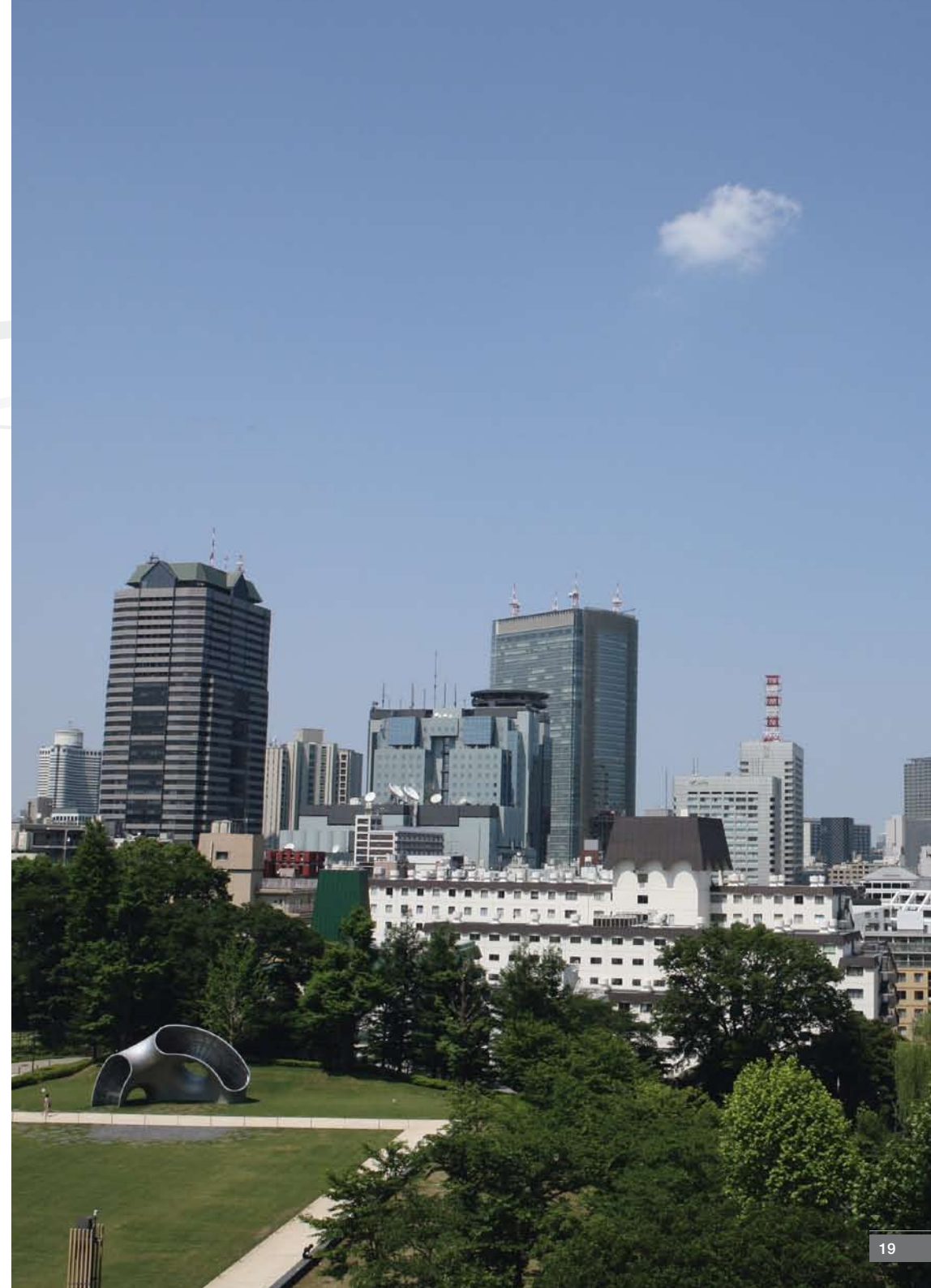
Scott SATO

Managing Director of Pasona
"Global mobility innovation"

Shigeru BAN

Architect
"Works & Humanitarian Activities"

Moderator: Georges NAHON, Orange Institute



day 3

better life with less resources

We drive to the Roppongi District where we will spend the final day of the Japan session in what will prove to be a fascinating journey. The first presentation disrupts immediately: **Shinsuke Ito** is from METI, the heart of Japan's central planning organization, yet this young man is talking like an impassioned NGO. Ratcheting up the stated goal of 50% green-house gas reductions to 80%, how can this be done? Ito-san's narrative is about the creation of Working Group 2050, a group with "2.0"-like processes that look more like a start-up than governmental mandate: transform burdens into opportunity, accept the preposterous as common sense, use materials close at hand, and accept anonymous contributions. The result is inspirational— a call to action to move beyond the economy based on possessions to a 'sharing economy'; and to stop passive consumption of mass-produced goods to customer-specified, highly efficient production. The vision is contagious and viral: Ito-san reports that 350 companies are knocking on the door wanting to join METI'S Smart Community Alliance.

Smart and local are the bywords for **Professor Takashi Matsuyama's** revolutionary fervor for the Smart Grid. Proclaiming 'power to the people', Matsuyama-sensei frames the ecosystem as an increasingly interconnected physical and cyber plane. In this context, treating physical energy-producing and consuming assets as elements of a connected intelligent network makes total sense. His focus is on the edge, where we live— the core national power grid is stable, it's not the problem. Managing the instability of our edge-situated fluctuating consumption means having information about power demands at the device level— he shows us displays of home energy monitoring in realtime that are populated with devices that know how much energy they use. Next up is a stunning demonstration, Zen-like in its simplicity, showing the ability to route electric flows across a common physical network as separate tunnels, independently measured and controlled. All of this requires local collaboration to make the Smart Grid happen. **Toru Hashimoto**, from the city government of Yokohama, shows how local collaboration around sustainability measures can happen. His use case— a 47% reduction in waste generation— is just the beginning of an inspirational march to the national goals for 2050.



Dr. Takashi Matsuyama calls for Power to the People in the form of a smart grid.



Center right // A vision for 2050 from the inspiring Shinsuke Ito, who works at the Ministry for Economy, Trade and Industry on sustainability topics. Ito-san speaks to us about a 'sharing economy' beyond the hedonistic treadmill of unfulfilling possessiveness.



Toru Hashimoto from City of Yokohama describes how to motivate an entire city to exceed environmental goals.

day 3

vision for the future

The message of the morning is amplified and redirected in the afternoon, with talks about people and structures. **Scott Sato** of Pasona describes a new approach to employment that is highly disruptive to a tradition of lifetime employment— one that has led to a dysfunctional situation of as many as six million ‘in-office’ unemployed workers still showing up for jobs no longer there. Bringing western concepts of out-placement and retraining to the picture, Pasona is addressing the central problem of where to find new workers in a declining population, and we discover that nowhere is this more urgently needed than in farming areas, where almost 2/3 of the workforce is over 65 years old.

Doing more with less is the big message of Day 3. The closing talk brings this to new heights, combing human compassion and innovation in the life-work of master architect **Shigeru Ban**. With an oeuvre that combines brain-snapping retail store designs in Ginza area, as well as marvels of instant housing for displaced refugees from wars and natural catastrophes all over the world, the modest genius describes his work as having a strong focus on working for disaster victims. His humanitarian practice informs his artistic endeavors, using the same materials of cardboard tubes, he can use local students to erect hundreds of temporary shelters (that turn out to have a long life-span) for earthquake victims, or using the same materials erect pavilions for international art festivals. This ethos is the heart of a sustainable vision— Ban believes we do not need to make more stuff, but use what we have more efficiently. Building on what Ito from METI described, Ban-san reaffirms the belief that happiness is not a function of possessions. He concludes by showing his just-completed design from the Pompidou Center in Metz, which several class members from the region thank him for giving to Metz and the world.



Center left // Scott Sato has returned from a career in New York to bring Japanese employment practices into the 21st century.



Bottom // For Dr. Jay Kishigami of NTT, Orange Institute is a chance to renew and update with former colleagues, and make new connections.



Center right // Soft-spoken and a towering figure in contemporary architecture: Architect Shigeru Ban speaks of his work in the world's most ravaged, and luxurious places. Now teaching at Harvard, Ban modestly shows us how much creative impact the most humble of materials can have, at the same time minimizing environmental damage. It is a most fitting closing talk.



Orange Institute participants



Bruno AïDAN
Head of Research on Applications
Alcatel-Lucent Bell Labs



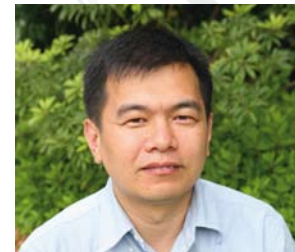
Marc ALBA
Chief Innovation Officer
Everis



Akiniko KAWASHIMA
President
BUG



François LABURTHE
Director of Operational Research
& Innovation
Amadeus



Li Kang
Operations Director
Orange Labs Beijing



Jean-Pierre MASCARELLI
President
Team Côte d'Azur



Jay KISHIGAMI
Executive Director
NTT Cyber Solutions Lab.



Junichi KUDO
IP Technology Assessment Dpt.
General Manager
Sony



Shinya KUKITA
Chief Manager at International Sales
and Operations Business Unit
NEC



Richard STAUBITZ
Chairman
Pacific Consulting Group



Denis TERSEN
CEO
Paris Region Economic
Development Agency (ARD)



Henri VERDIER
Chairman
Cap Digital



Yosuke YASUDA
Movie director
Partner of education school
for poverty

Orange Institute faculty



“Works and humanitarian activities”

Shigeru BAN, Architect
Visiting Professor at Harvard University Graduate School of Design

Shigeru Ban, born in Tokyo in 1957, graduated from Cooper Union School of Architecture. In 1985, he established Shigeru Ban Architects, a private practice in Tokyo. In 1995, he started working as a consultant of the United Nations High Commissioner for Refugees and at the same time established an NGO, Voluntary Architects' Network (VAN). Renowned

for his works such as “Curtain Wall House”, “Japan Pavilion Hannover EXPO 2000”, “Nicolas G. Hayek Center” and “Centre Pompidou— Metz” that was opened in May, 2010. He has been recognized through numerous awards, including the Grande Medaille France Academie d'Architecture (2004), Arnold W. Brunner Memorial Prize in Architecture (2005),

Thomas Jefferson Foundation Medal in Architecture (2005) and National Order of the Legion of Honor in France (2009). He was a Professor at Keio University, Japan from 2001 to 2008 and Visiting Professor at Harvard University Graduate School of Design from 2010.

“Japanese innovation landscape: towards a global societal remix?”



Robert DUJARRIC
Director, Institute of Contemporary Japanese Studies, Temple University Japan Campus

Robert Dujarric first lived in Tokyo in 1986-87. He moved back to the city in 2004 as a Council on Foreign Relations (Hitachi) International Affairs Fellow. During his fellowship, he was stationed at the Research Institute of Economy Trade and Industry (RIETI) of the Ministry of Economy Trade and Industry (METI) prior to joining the Japan Institute of International Affairs in Tokyo

(2005-7) as a visiting research fellow. He took his current position at TUJ in 2007. Robert was raised in Paris and New York, worked in banking in the United States, Japan, and Europe prior to joining a think tank in Washington in 1993. He is a graduate of Harvard College and holds an MBA from Yale University. Besides directing the Institute,

Robert is a frequent contributor to the public debate on Japanese affairs and international political and economic issues, writing op-eds, giving talks, and organizing TUJ events in New York City.



“Challenge of Yokohama towards modern and innovative city”

Toru HASHIMOTO, Ph. D.
Senior Project Manager of Co-Governance and Creation Unit of City of Yokohama

Toru Hashimoto is a Senior Project Manager of Co-Governance and Creation Unit of City of Yokohama and engaged in public private partnership for city management and infrastructure provision in Japan as well as overseas. Before joining the City, he was working as Senior Capacity Building Specialist of the Asia Development Bank Institute,

Tokyo. He was also with the Bank between 1994 and 2004, mainly working in East Asia Region and the Philippines Office as Senior Urban Specialist and promoted City Development Strategy concept in the Region. He obtained his Bachelor of Engineering from the Department of Urban Engineering, University of Tokyo, and his Master of Engineering in Human

Settlements Department of the Asia Institute of Technology, Bangkok. He pursued his Ph. D. in urban planning at the Massachusetts Institute of Technology, USA.

“Creating entrepreneurial ecosystems”



Yoshito HORI
Chairman and CEO of GLOBIS Group
President, Globis University
Managing Partner, Globis Capital Partners

Yoshito Hori created GLOBIS, a leading graduate school of management and a leading venture capital firm in Japan, with a mission to create an entrepreneurial ecosystem in Japan & Asia. Mr. Yoshito Hori established the GLOBIS Corporation in August 1992 and is a founding partner of Globis Incubation Fund and Apax Globis Japan Fund. Prior to GLOBIS, he worked for Sumitomo Corporation where he was in charge of new business development and foreign trade of production plant facilities.

Mr. Hori founded the Young Entrepreneurs' Organization (YEO) Japan Chapter and became the first board member in charge of the YEO Asia Pacific region. He also served as the first Japanese representative on the World Economic Forum's New Asian Leaders Executive Committee among other positions, and on the Harvard Business School Alumni Board from 2005–2008. Currently, Mr. Hori is a member of the board of the Keizai Doyukai (Japan Association of Corporate Executives), and Japan Private

Equity Association. Mr. Hori received a BS in Engineering from Kyoto University in Japan and an MBA from Harvard Business School, and is an author of several books including Visionary Leaders who Create and Innovative Societies (PHP Institute Inc.).



“Tangible bits: beyond pixels - vision-driven research on interaction design”

Hiroshi ISHII, Ph. D.
Professor, Massachusetts Institute of Technology

Hiroshi Ishii is the Muriel R. Cooper Professor of Media Arts and Sciences, at the MIT Media Lab. He joined the MIT Media Lab in October 1995, and founded the Tangible Media Group. He currently directs the Tangible Media Group, and he co-directs the Things That Think (TTT) consortium. Ishii’s research focuses upon the design of seamless interfaces between humans, digital information, and the physical environment. Ishii and his team have presented their vision of “Tangible Bits” at a variety of academic, design, and artistic

venues, emphasizing that the development of tangible interfaces requires the rigor of both scientific and artistic review. For this work, he was awarded tenure from MIT in 2001, and elected to the CHI Academy in 2006 recognizing his substantial contributions to the field of Human-Computer Interactions through the creation of new genre called “Tangible User Interfaces.” Prior to MIT, from 1988-1994, he led a CSCW research group at the NTT Human Interface Laboratories, where his team invented TeamWorkStation and

ClearBoard. In 1993 and 1994, he was a visiting assistant professor at the University of Toronto, Canada. He served as an Associate Editor of ACM TOCHI (Transactions on Computer Human Interactions) and ACM TOIS (Transactions on Office Information Systems). He also serves as a program committee member of many international conferences. He received B. E. degree in electronic engineering, M. E. and Ph. D. degrees in computer engineering from Hokkaido University, Japan, in 1978, 1980 and 1992, respectively.



“Towards 2050 - proposal for establishing ‘sharing economy and co-creation society’”

Shinsuke ITO
Deputy Director, Information Economy Division, Ministry of Economy Trade and Industry (METI)

Shinsuke Ito graduated from Kyoto University, electrical engineering in 1997, and from Electrical Engineering, Kyoto University Graduate School of Engineering in 1999. He also graduated from University of Washington Business School MBA. In 1999, he joined the Ministry of International Trade and Industry (MITI). Then, in October 2000, Shinsuke Ito became America Division Chief at the Trade Policy Bureau. In 2001, he changed from MITI to Ministry of Economy, Trade and Industry (METI). In 2002, he was Chief Planning and Coordi-

nation Officer of General Policy Division at the Agency for Natural Resources and Energy, Director-General’s Secretariat. Then, he was Deputy Director of Automobile Division in 2005 at the Manufacturing Industries Bureau, and in 2007, Deputy Director of Information Economy Division at the Commerce and Information Policy.

“Understanding humans by building robots”

Hiroshi ISHIGURO, Ph. D.
Professor, Osaka University, Graduate School of Engineering Science, Dep. of Systems Innovation



Hiroshi Ishiguro is director of the Intelligent Robotics Laboratory, part of the Department of Adaptive Machine Systems at Osaka University, Japan. A notable development of the laboratory is the actroid, a humanoid robot with lifelike appearance and visible behaviour such as facial movements. In robot development, Professor Ishiguro concentrates on the idea of making a robot that

is as similar as possible to a live human being. In his opinion, it may be possible to build an android that is indistinguishable from a human, at least during a brief encounter.

“Innovation and digital life evolution for networked society”

Tomohisa KAMADA, Ph. D.
President, CEO and co-Founder of ACCESS Co. Ltd.



Tomohisa Kamada co-founded ACCESS Co. Ltd. in 1984. Since then, ACCESS has become the world’s leading provider of software solutions for the mobile and beyond-PC markets. A mobile Internet pioneer, ACCESS manufactures and markets integrated technology solutions across all spectrums of the converged digital network, from the infrastructure layer, to platform and middleware, to client applications.

In his current role, Dr. Kamada oversees operations across all ACCESS Group companies. Previously, Dr. Kamada was Chief Technology Officer, responsible for ACCESS products and technologies. Today, ACCESS software is incorporated not only in most mobile phones in Japan, but also in over 2000 mobile device models worldwide. Dr. Kamada has been recognized globally as a leader in communications and mobile

technologies. He is the developer of Compact HTML, an innovative subset of HTML for small information appliances. This technology was submitted to the World Wide Web Consortium (W3C) to be assessed for standardization. Dr. Kamada received a Doctorate in Computer Science from the University of Tokyo.



“Facts & figures, this is the actual Japan”

Noritaka KOBAYASHI, Ph. D.
Senior Consultant, Nomura Research Institute, Ltd
Associate Professor, Business Breakthrough University
Producer, NPO GAIA Initiative

Noritaka Kobayashi, Ph. D. is a senior consultant at Nomura Research Institute, Ltd. Before entering Nomura Research Institute, he obtained his Ph. D on computer science from graduate school of information technology and communication, Osaka university. He is providing management consulting services such as for-

mulating marketing strategies, reforming business structure, and supporting new business not only in Japan, but also Asian countries such as China, India, and Vietnam. He is also teaching at Business Breakthrough University, which was just established in April 2010 and its chairman is Mr. Ken-ichi Ohmae, Ph. D., as an associate

professor. Recently, he began to engaging BOP (Base of Pyramid) business and to do so, he joined NPO GAIA Initiative (GI). At GI, he is trying to spread solar lantern in non-electricity villages in India.



“Community based software development”

Yukihiro MATSUMOTO
Fellow, Network Applied Communication Laboratory Ltd.
Fellow, Rakuten Institute of Technology

Yukihiro Matsumoto has developed a computer language called ‘Ruby’ which is now applied worldwide to various systems

especially web based services. He is a leader of open source software community in Japan. Mr. Yukihiro Matsumoto is fellow of

the Network Applied Communication Laboratory Ltd. of Rakuten Institute of Technology.

“Japan as a forerunner of emerging issues”

Hiroshi KOMIYAMA, Ph. D.
Chairman of the Institute, Mitsubishi Research Institute, Inc., Japan
President emeritus, University of Tokyo



1967: Bachelor of Eng. (Department of Chemical Engineering, Faculty of Engineering, the University of Tokyo) // 1969: Master of Eng. at the above Dept, the University of Tokyo // 1972: Ph. D. at the above Dept. the University of Tokyo // 1972-1977: Assistant Professor, Dept. of Chemical Engineering, the University of Tokyo (1973-1974) Post doctoral Fellow at Univ. of California at Davis // 1977-1981: Lecturer of the above Dept, the

University of Tokyo // 1981-1988: Associate Prof., the University of Tokyo // 1988: Prof., Dept. Chemical System Engineering, the University of Tokyo // 2000-2002: Dean. School of Engineering, the University of Tokyo // 2003-2004: Vice President, the University of Tokyo // 2004-2005: Executive Vice President, the University of Tokyo // 2005-2009: President, the University of Tokyo // 2009-present: Chairman of the Institute, Mitsubishi

Research Institute, Inc. and President Emeritus, the University of Tokyo.
Awards:
'79 Best Paper of the Year: Society of Chemical Engineers of Japan
'92 Best Research of the Year: Society of Chemical Engineers of Japan
'03 Society Award of the Year: Society of Chemical Engineers of Japan.

“i-Energy: informationization of electric power flows”

Takashi MATSUYAMA, Ph. D.
Professor, Department of Intelligence Science and Technology
Graduate School of Informatics, Kyoto University



Takashi Matsuyama is leading various positions, including Japanese Society for Artificial Intelligence, Information Processing Society of Japan, The Institute of Electronics, Information and Communication Engineers, IEEE Computer Society.

He graduated from the graduate school of engineering of Kyoto university, Ph. D. in 1980. From 1982 to 1984, he was a visiting researcher at University of Maryland. He is currently a leader of i-Energy WG.



“Empower humans with new artifacts”

Toshiyuki SANKAI, Ph. D.
Professor, Cybernics Laboratory, University of Tsukuba
President and CEO, CYBERDYNE, Ltd

Toshiyuki Sankai has served in a variety of high-ranking government posts, including Committee at Japanese Society of Embolus Detected and Treatment, Administration officer at the Robotics Society of Japan, Committee of Advanced Robotics, Vascular Lab. Executive Editor, etc. He graduated from the graduate school of University of Tsukuba, Ph. D. in 1987. Associate professor at the Institute of Engineering Mechanics and Systems of the University of Tsukuba, then visiting professor at Baylor University medical center. After returning Japan, professor at Institute of Engineering

Mechanics and Systems of the University of Tsukuba and now current position. He developed new academic fields which called “Cybernics” to enhance the human. “Cybernics” is a multidisciplinary study which is made up of mainly Cybernetics, Mechatronics, Informatics and also brain neuroscience, behavioral science, robotics, IT technology, systems integration technology and physiology. The main research achievement is the world’s first wearable robot suit HAL, Hybrid Assistive Limb, which amplifies the human body functions. He established a university venture “CYBERDYNE” in June

2004. He has been vigorously promoting the development of Network Health and next generation medical and welfare systems, too. In November 2005, CYBERDYNE and the University of Tsukuba were selected as the winner of the 2005 World Technology Awards (IT Hardware). In November 2006, he won the Japanese innovator grand prize for excellence. Prof. Sankai was winner of the prize for distinguished services by the Minister of Economy, Trade and Industry (June 2007). He also won the Nikkei prize of excellent product 2008. And this year, Prof. Sankai won Nikkei Change Makers Of The Year 2010.

Orange Institute moderators



Moderator of “Better life with less resources” session

Yuri ITOH
Manager, Environmental Strategy Office, Hitachi, Ltd.

Yuri Itoh works at Hitachi’s Environmental Strategy Office in the corporation’s Tokyo headquarters, where she is in charge of environmental management, strategy planning and communication. Her work includes developing various policies within the Hitachi Group on the Group’s Environmental Vision,

which is aimed at developing a more sustainable society, and the long-term plan Environmental Vision 2025, which targets the curbing of CO2 emissions through Hitachi products and services. Previously, Mrs Itoh was responsible for the corporation’s global business development and

alliances with various international institutions and companies, during which time she lived in the UK (1997-1998) and France (2004-2006).

“Global mobility innovations”



Scott SATO
Vice President COO of Pasona Inc.

Scott Sato, born in New York as a Japanese American. He graduated from Iona College in 1993. After working as an international consultant at an accounting firm, joined Pasona International Inc., currently

Pasona NA, Inc., in New York and served as CEO for approximately 4 years. Scott Sato is currently vice president COO of Pasona Inc., and also in charge of the company’s global operations.

Moderator of “Empower human with new artefacts” session

Yukou MOCHIDA, Ph. D.
Vice President of Orange Labs Tokyo



Yukou Mochida received BE in Electrical Engineering and Doctor of Engineering from University of Tokyo in 1964 and 1988, respectively. In 1964 he joined Fujitsu Laboratories Ltd and worked on digital communication and network systems. In 1994 he was assigned as Member of the Board of Fujitsu Laboratories Ltd.,

and in 2000 he became Senior Vice President responsible for network systems. He was also Chairman of Fujitsu R&D Center in Beijing until June 2004. Since September 2007 he is working at Orange Labs Japan and is now Vice President. From 2003 Dr. Mochida is Visiting Professor at Waseda University and from 2004 to 2007

he was Visiting Professor at Beijing University of Posts and Telecommunications. He is IEEE Fellow and IEICE (Institute of Electronics, Information and Communication Engineers) Fellow and Board Member. He is also Member of the Engineering Academy of Japan.



**Moderator of
“Visions for the future”
session**

Georges NAHON
CEO of Orange Labs in San Francisco,
CEO of Orange Institute

Georges Nahon is driving a Silicon Valley based multi-disciplinary team of experts consisting of computer scientists, engineers, sociologists, economists and designers who are developing innovative convergent products services in the areas of wireless, internet, and new television. He is also the President of the Orange Institute created in September 2009. For 3 years prior to that, he worked at defining and implementing France Telecom's e-transformation of its intranet, directory, collaboration tools, nomadism and e-processes. Previous to that he was the Senior Director of Microsoft's

Network Service Providers Department (NSP) in the EMEA region (Europe, Middle-East, and Africa) from 1994 to 2001. Before 1994, he was as a consultant for France Telecom, the New York Times, QWEST, and the European Commission in the areas of online services and interactive TV. He also has an extensive experience in On Line Information Services, having been Chairman of the French Association of “Online services et Ecommerce” (ACSEL) and a Director of on-line information services for “Le Nouvel Observateur”, a French magazine publisher in Paris and New York between 1988

and 1992. Prior to this period, Georges worked in the “Minitel” online project —an ancestor for the world wide web— at the French Telecom Operator. Georges Nahon holds a Master in Computer Science and Engineering from the Polytechnic Institute in Nancy (France) and attended a Ph. D. program in Fundamental Electronics at the University of Orsay (France). He is also a Director at the board of Directors of the French American Chamber of Commerce, San Francisco Chapter. He holds several patents.

**Moderator of
“Japan Innovation Landscape”
session**

Mark PLAKIAS
Vice President of Strategy at Orange Labs,
San Francisco



At Orange Labs San Francisco, Mark manages the Knowledge Transfer function, which includes initiatives on innovation best practices and creative services, manages the Labs market intelligence operations, oversees its community outreach efforts, as well as topics relating to communications industry

evolution. Recent research projects have focused on the use of social media in customer care as well as in local search, the changing role of women in tech, and the end of the enterprise as we know it. His previous work experience includes a management role at Atari/Littletext from 1983-1985,

where he was involved with the development of the industry's first (wired) smartphone. He has worked with most of the Tier 1 US carriers as a consultant, and has served as a strategic advisor to major newspaper and magazine publishers in the US on new media.



**Moderator of
“Reshaping business dynamics”
session**

Kou YUKAWA
Research Fellow, Fujitsu Research Institute

After taking Master of Science degree from Columbia University in 1996, Kou Yukawa joined Economic Research Center of Fujitsu Research Institute and received Ph. D. from the Graduate School of Engineering, the University of Tokyo in 2005.

Currently Kou Yukawa is working as a visiting scholar of the University of Tokyo, and the Center for Global Communication, International University of Japan. His major research area is Internet business.

Orange Labs Tokyo



Jérôme Laudouar
CEO, Orange Labs
Tokyo/Seoul



Yukou Mochida
Vice President
of Orange Labs
Tokyo/Seoul



Francis Perrin
Senior Manager, Tokyo
Session planning and
management



Tomoko Tanaka
Senior Manager

team Orange Institute



Stéphane Sireau

next steps

Beijing, Silicon Valley, Spain

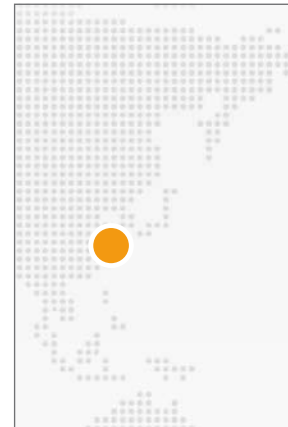
In 2009, the Orange Institute held in Silicon Valley an inaugural session with influent researchers and decision-makers from all over the world. This was the first step in building the Orange Institute's ambition: "to further understand how society, the economy and enterprises are being transformed in this new age of networks".

Our last immersion in Japan showed us the new perspectives of innovation in our daily lives, from the perspective of one of the world's most inventive economies.

Over the next months, the Orange Institute shall give you more opportunities for sharing, networking and learning: Beijing in September, Silicon Valley in November, Spain in February 2011.

We offer a limited number of spaces to qualified candidates for 12-month terms as members of this community. This is a unique opportunity to open business decision-makers and influencers to the new possibilities and mindsets offered by the networked economy and society.

To inquire about how you and your organization can further connect to the conversation, please contact the Orange Institute:
by e-mail: stephane.sireau@orange-institute.com
by phone: +33 1 44 44 36 40.



disruption at scale

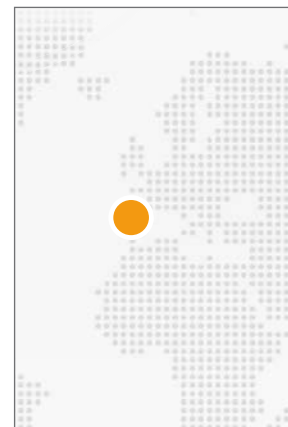
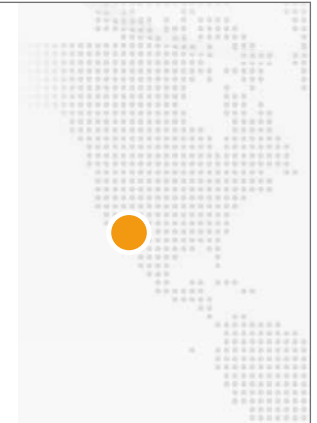
September 13 - 15, 2010 - China (Beijing)

Socio-technical prowess traditionally has been reserved for the select few. Replacing the model of scarcity with abundance on a global scale disrupts production and supply chains. Scale attracts investment, talent moves in: **creativity has a new address.**

a new 'new age'

November 15 - 17, 2010 - Silicon Valley

30 years ago, much of the technology we use every day was invented amidst a counter-cultural backdrop fueled by various altered states of consciousness. So what has changed? **After the crisis, a new wave of creative ferment: a New Edge.**



augmented terrain

January 31 - February 2, 2011 - Spain

Networks thrive on connections, and the spread of **connected machines and sensors offers new vistas for understanding** how the real and built world respond to stimuli.