



Japanese K-12 Education MEXT Presentation

William H. Saito - ウィリアム 浩幸 齋藤
President & CEO - Intecur



Growing Up

- **Born & raised in U.S. (California)**
- **Parents**
 - Emigrated from Japan – worked multiple jobs
 - Didn't know English so taught math
- **Teacher told parents to buy me a computer**
 - Took out **mortgage** to pay for computer
- **Started company as hobby to pay for PC habit**
- **Wrote first computer program for customer in 5th grade (Merrill Lynch)**



College Years

- **Went to medical school (for parents)**
 - Yet very helpful
- **Started first “social” business**
 - Dorm room call answering/forwarding service
- **Started “office” with first phone call from Japan**
 - Wanted to visit office
 - Created office over weekend
- **Funded companies with 3 F’s**
 - Friends, Families and Fools
- **Also used VC (common @ U.S. universities)**



Company History

- Developed DBCS display system for Japanese, Chinese and Korean
- Developed Kanji PostScript printer
- Device drivers for Windows platform
- Camera system for PC with Sony & Toshiba
- Video conferencing software



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Company History (cont.)



- **Fingerprint system with Sony**
- **Developed Biometric API (BAPI)**
 - Made into MITI ANSI ISO standard
- **Developed encryption to support biometrics**
- **Licensed to Microsoft then to 160+ companies**



Company Milestones

- Founded I/O Software in 1991
- **Hired first “non friend” employee**
- **Hired first employee with family**
- **Non interviewed employees (after 100)**
- Entrepreneur of the Year Award in 1998
- Licensed core engine to Microsoft in 2000
- Sold company in 2004
- Moved to Japan in 2005



Personal Introduction

- 株式会社インテカー – Intecur, K.K.
 - Locations: Tokyo, Los Angeles, Dubai
- 株式会社経営共創基盤 – Industrial Growth Platform, Inc.
- 独立行政法人産業技術総合研究所 – National Institute of Advanced Industrial Science and Technology (AIST)
- 国立大学法人政策研究大学院大学 – National Graduate Institute for Policy Studies (GRIPS)
- 国立大学法人東京農工大学 – Tokyo University of Agriculture and Technology
- 慶應義塾大学 – Keio University
- 米国連邦捜査局 – Federal Bureau of Investigation (FBI)
- 米国防総省 – U.S. Department of Defense (Pentagon)
- Board member or advisor to six corporations and government agencies
- Investor in 14 technology ventures



This Year – 2010 (first 11 months)



1. South Korea
2. Hong Kong
3. South Africa
4. Botswana
5. Iran
6. France
7. England
8. Monaco
9. Switzerland
10. Germany
11. Sweden
12. Finland
13. Italy
14. UAE
15. China
16. Australia
17. United States
18. Taiwan
19. Singapore

Japanese Companies vs. World



1. Apple	1976	14. BMW	1916
2. Google	1998	15. HP	1939
3. Toyota	1933	16. Honda Motor	1946
4. GE	1892	17. Walt Disney	1923
5. Microsoft	1975	18. General Motors	1908
6. Tata Group	1868	19. Reliance	1966
7. Nintendo	1889	20. Boeing	1916
8. P&G	1837	21. Goldman Sachs	1869
9. Sony	1946	22. 3M	1902
10. Nokia	1865	23. Wal-Mart	1945
11. Amazon.com	1994	24. Target	1902
12. IBM	1910	25. Facebook	2004
13. RIM	1984		

BusinessWeek/Boston Consulting Group (BCG) World's top 50 innovative companies for 2008

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Teams

- **Japanese companies move as group – not as a team**
 - Baseball vs. Soccer
- **Starting and growing a company is a team effort**
 - Successful companies all have teams
- **Team-building skills may be the most important quality of an entrepreneur**
- **Has passion (not just intensity) for an idea and can get other people excited**
 - Investors, workers, customers, partners



Teams

- **Team members**
 - All have deep mutual **respect** for each other
 - All share your **vision**
 - All you have worked with
- **Can analyze strengths and limits of self**
 - Flexibility to **learn from others**
- **Complimentary skills are important**
 - Four goal keepers do not make a good team
 - Hire others with skills, knowledge that the **entrepreneur lacks**
- **Roles of team members change as company grows**



Entrepreneurs

- **Tries hard things**
- **Not “more risk” but “right kind of risk”**
 - Reduces risk - Will take calculated risks
- **Has perseverance, confidence, optimism, vision, creativity, leadership, integrity, inspirational**
- **Vision: can imagine new possibilities**
 - Brings clarity from complexity
- **Work as team**
- **Have luck & timing**
- **Intelligence**



Japanese Entrepreneur



- **Very little true “entrepreneurism”**
 - Many “spin out” of large corporations
 - **Inevitably fail** because they require the infrastructure they spun out of
- **Companies founders spend inordinate amounts of time raising capital**
 - Some start-ups have 50+ investors - founder loses focus
 - Not many real **VC’s** in Japan
 - **Receiving money from government agencies becomes habit forming**
- **Japan has a lot of professional risk avoiders (especially banks) and few risk managers**

Japanese Education



- **University professors revered higher than should be**
 - No practical/real-world experience
- **Japan – Elite go to large company / government**
- **US – Elite go to startup**
 - Society tolerant of failure
 - US labor market allows to find new job with no stigma
 - Experimentation = source of valuable knowledge
- **Failure = “education” in U.S. / feared in Japan**
 - Popular interview question “Have you ever failed at something?”
- **No volunteer time or opportunities to go abroad**

Education Abroad



	PhD Recipients	% in US after 5 years
China	2,139	92%
South Korea	814	41%
India	615	81%
Taiwan	451	43%
Turkey	315	42%
Thailand	312	7%
Canada	258	55%
Mexico	173	32%
Germany	164	52%
Russia	161	77%
Japan	144	33%
Romania	121	86%
Brazil	119	31%

Percentage of Temporary Residents Receiving S/E Doctorates in 2002 in the U.S.

Source: Oak Ridge Institute for Science & Engineering

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The Community

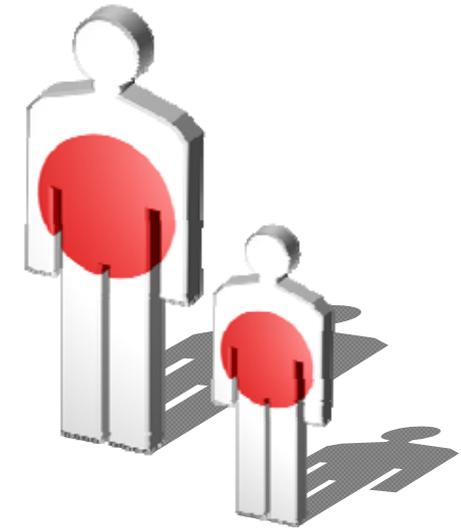


- **The real value of an entrepreneur is networking**
- **People with different backgrounds & knowledge cooperate with each other:**
 - Founding team: technologist(s), business person(s)
 - **Investors:** may be experienced entrepreneurs
 - **Consultants:** expert knowledge but also understanding of venture business concerns
 - Informal discussions: **university**, local **governments**, **business community**

Community must exist!

Personal Observations / Conclusion

- **Find passion for learning**
- **Teach**
 - Experimentation and that “failure” is okay
 - Presentation, discussion and debate skills
 - Team building
- **Promote scholarship and study abroad**
 - Hire native English speaker – brings language + culture
 - Training Japanese overseas doesn't work
- **Support of family – especially mothers**





“Think Globally, Act Locally”

Thank you!



<http://saitoblog.com/>



@whsaito



william@intecur.com

