

# Management of Emerging Business Make Technologies Work in Society

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You can download this material at SFC-SFS and SFC GC

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0

## Teaching staff

- Keio University
  - Dr. Jiro Kokuryo
  - Dr. Masaki Umejima
  - Daum Kim as SA
- Chulalongkorn University
  - Dr. Dechanuchit Katanyutaveetip
- Many guest lectures.

Hello. I am Jiro Kokuryo

- Launch Cyber Civilization Research Center [CCRC] to be a new international research institution to design a new cyber space in allying with the strong partners: Dr. Jun Murai and Dr. David Farber.

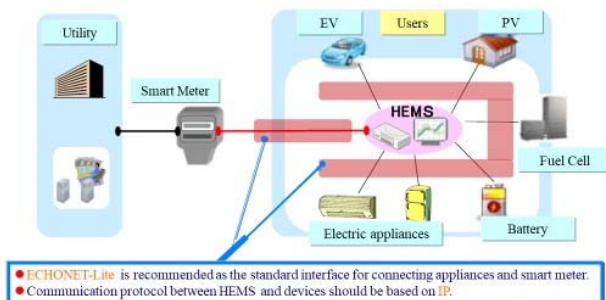


Hello. I am Masaki Umejima

- Create international standardized technologies and propose it as a business

“ECHONET Lite” is the enabler of Internet of Things

JSCA, Japanese Government and Industry liaison has assigned ECHONET-Lite, certified as ISO/IEC14543-4-3, to be the enabler of Internet of Things. Since becoming open standard in Dec 2011. ECHONET Lite has provided 100 devices: e.g. home appliances, power meter, EV, and PV, with the internet access



Convert it to a business: the new Lawson store to be the enabler of the green energy innovation



Create international standardized technologies on IoT

Propose international standardized technologies to the overseas governments and industries



Daum Kim

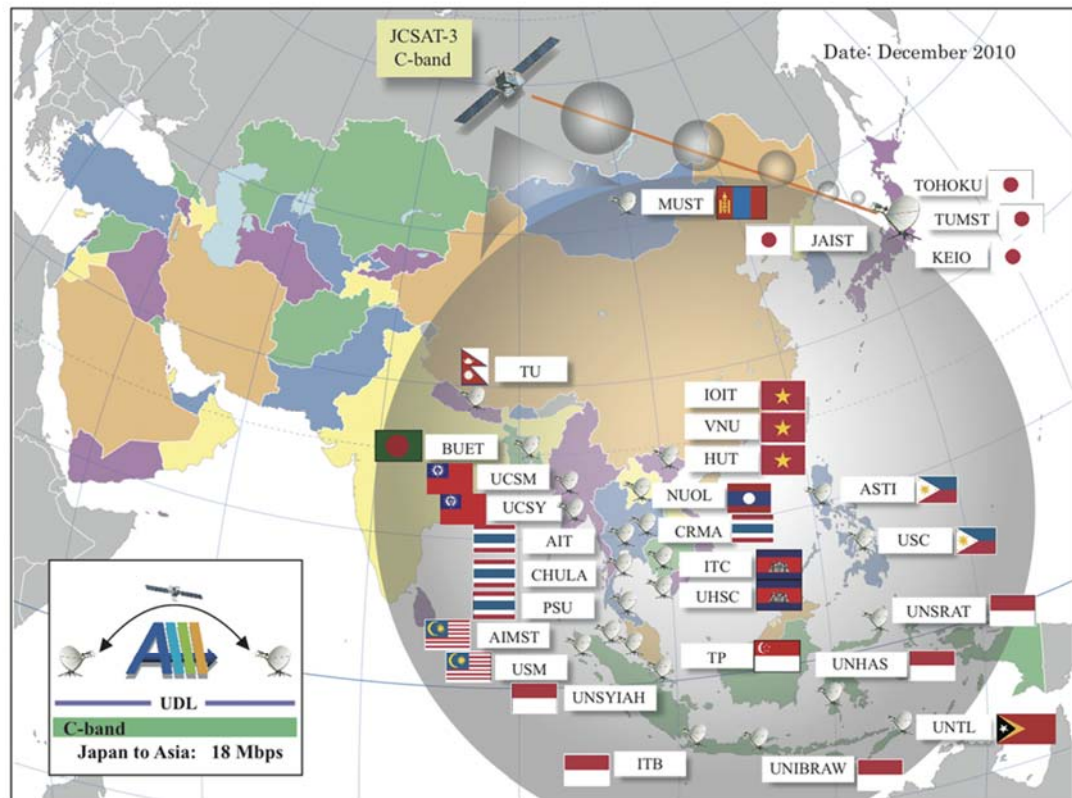


## Management of Emerging Business in 2018

### Purpose of this class

- Aim at providing students with basic understanding of technological entrepreneurship and knowledge of modeling a business
  - This class is omnibus in covering essential components for planning a business
  - Learn about how to commercialize inventions & new ideas in university
  - Pursue reality on a entrepreneurial way
  - Think about multiple exits: incorporation and standardization

Share our lectures with Chulalongkorn University, Thailand, on SOI Asia Platform

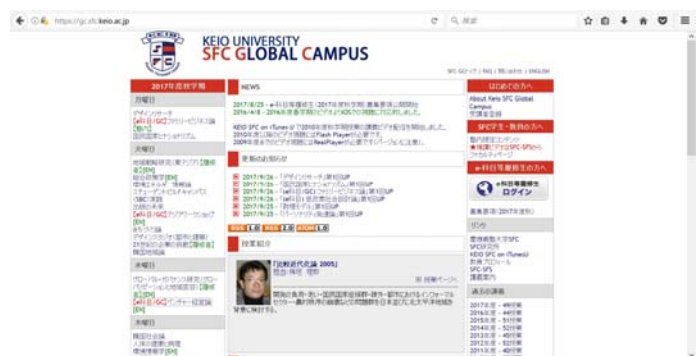


## Online lecture share

With iTunes U

With SFC Global Campus

<https://gc.sfc.keio.ac.jp/>



# Announcement

## 1. Get class materials on the web at SFC-SFS

- For SFC students at SFC-SFS
  - <https://vu.sfc.keio.ac.jp/sfc-sfs/>
- For non SFC students at SFC-GC
  - <http://gc.sfc.keio.ac.jp/> [Registration is necessary]

## 2. Information disclosure policy

- All lectures including your comments in this class are shared on the Internet at SFC-GC and i-Tune U.
- Some lectures are shared with Chulalongkorn University, Thailand, on SOI Asia Platform

8

# Syllabus in 2018

at 11:10-12:40 [Wed] in every Wed

- 1 26-Sep: Overview and Introduction
- 2 3-Oct: Idea generation with Dr. Farber
  - Dr. Farber is a pioneer of the Internet Society Hall of Fame and Chief Technologist for Federal Communications Commission (FCC).
- 3 10-Oct: Case study: startup in Japan's electricity market
  - How does a small startup start a new service at the market where a big company was at the dominant position occupied enterprise.
- 4 17-Oct: Guest Speaker session with Dr. Sures
  - We learn about the strategy to connect university research and commercialization with Dr. Sures in Malaysia.
- 5 24-Oct: Learn about how we defend our inventions
  - We learn about intellectual property to protect our invention in inviting Mr. Veravej Ornthanalai (Guy), the expert in this field in Thailand

9



# Syllabus in 2018#2

## at 11:10-12:40 [Wed] in every Wed

- 6 31-Oct: Guest Speaker session with Mr. Mashita
  - We learn about a successful case. Mr. Mashita, CEO of V-CUBE, has incorporated V-CUBE to internationally provide a WEB meeting service.
- 7 7-Nov: Guest Speaker session with Mr. Ford
  - We invite Venture Capital [VC] and learn what is good business plan in VC perspective.
- No class on 14-Nov and 21 Nov
- 8 28-Nov: Case study: University startup
  - We learn about the strategy to connect university research and commercialization in inviting Ms. Yukyik as alumni of Keio University.
- 9 5-Dec: Case study : University startup
  - We learn about the strategy to connect university research and commercialization through the business case of a small wireless operator.

10

# Syllabus in 2018#3

## at 11:10-12:40 [Wed] in every Wed

- 10 12-Dec: Case study : Make an international standard
  - ECHONET Lite is designed to openly control home appliances by connecting home electronics devices through a gateway. What business can we make?
- 11 19-Dec: Guest Speaker session with SVP in European big company
- 12 26-Dec: Students' presentation day1
  - In inviting a venture fund, Student volunteers can present a business plan
- 13. 9-Jan: Students' presentation day2
  - In inviting a venture fund, Student volunteers can present a business plan
- 14. 16-Jan: Wrap-up of the class

11

# Evaluation

1. Submit a business plan [mandatory]
  - Submit a business plan with fulfilling 11 essential components at the end of the semester [see the next page]
2. Get additional scores
  - In-class presentation : e.g. business plan and idea
  - Class participation
  - Assignment submission

12

## Final assignment in this class

- Write a business plan
  - It must include 11 essential components
    - Students can learn “11 essential components”, by the business plan template which is delivered in this class.
- Submission
  - Due date and location: Dec 5, 2018
  - Location: Class web at SFC-SFS
    - For SFC Student
      - [https://vu.sfc.keio.ac.jp/sfc-sfs/sfs\\_class/report/report.cgi?2018\\_25317+1+64c2b9182581aff89821cabf16c5e2d5e1565b989cb8dad2](https://vu.sfc.keio.ac.jp/sfc-sfs/sfs_class/report/report.cgi?2018_25317+1+64c2b9182581aff89821cabf16c5e2d5e1565b989cb8dad2)
    - For E-subject Student
      - [https://vu.sfc.keio.ac.jp/sfc-sfs/sfs\\_class/report/report.cgi?2018\\_29100+1+64c2b9182581aff8da7bb9ed73c5b236da6c7302c155714d](https://vu.sfc.keio.ac.jp/sfc-sfs/sfs_class/report/report.cgi?2018_29100+1+64c2b9182581aff8da7bb9ed73c5b236da6c7302c155714d)
- individual submission
  - Students can make a group to write a business plan. However, submission should be individual.

13

# Introduction and Overview

14

## *Good and bad things...*

- Question: What advantages and disadvantages do new companies have in creating new industries?





# SFC has a incubation Centre “SFC-IV”.

## Shonan-Fujisawa Campus Incubation Village (SFC-IV)



16

## Background

- established at Keio University SFC area in March, 2006
- 3 party collaboration to run “SFC-IV”
  - Small and Medium Enterprises and Regional Innovation Japan
  - Kanagawa Prefecture and Fujisawa City
  - Keio University
- 3 Incubation managers are always in SFC-IV to support start-ups



**Masashi Ueda**

Incubation Manager, SFC

17 [mueda@sfc.keio.ac.jp](mailto:mueda@sfc.keio.ac.jp)



# What is the incubation service?

- Provide startup support services  
for **early stage startup** (include **KEIO students**)

- 
- ① Office Space Rental
  - ② Funding Assistance
  - ③ Consultancy Assistance



18

## ① Office Space Rental



Office Space



Experimental Lab



Meeting Room and Lounge

- 
- Advantages for students:**
- Accessible from school (10mins walk)
  - cheaper rental rate

# How much needed?

## 1 project

- Shared space: ¥ 3,000 /month
- Individual Room: ¥ 10,000 /month

20

## ② Funding Assistance

SFC Forum runs an angel fund since 2016

- ▶ That evaluation criteria is as follows:
  - Management team strength in highlighting team working
  - Willingness to take a strong position at the growing market before the mature
    - Look for a small fish in a big pond
  - Business model to explain about business strength and competitors
  - Milestone to reach the second finance, exceeded the first finance, within 2 years

# Mr. Katsuya Hirokawa

## Fund manager at SFC Forum

- SFC Forum is a spinoff of research and educational activities of SFC, Keio University with aiming at providing a business incubation, startup consultancy, community development with industry and academia.
- SFC forum runs an angel fund to finance the startups originated at research and education at SFC.
  - Fund volume: ¥300 million



Katsuya Hirokawa  
Incubation Manager  
And  
Fund Manager at SFC Forum  
khiro@sfc.keio.ac.jp

22

## ③ Consultancy Assistance



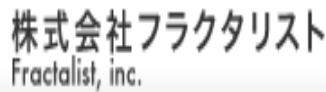
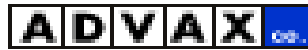
### Target for business setup and functional advisory

- Legal advisory  
(eg : lawyer, patent attorney)
- Financial advisory  
(eg : auditor, tax consultancy)





Many of SFC graduates become board member of public companies (emerging markets)



NISSIN SERVICER CO., LTD.



24

Many of SFC graduates also lead social entrepreneur in Asian region



家事代行はベアーズ!!



湘南の豊かな環境で育った美味しい豚を直送します。

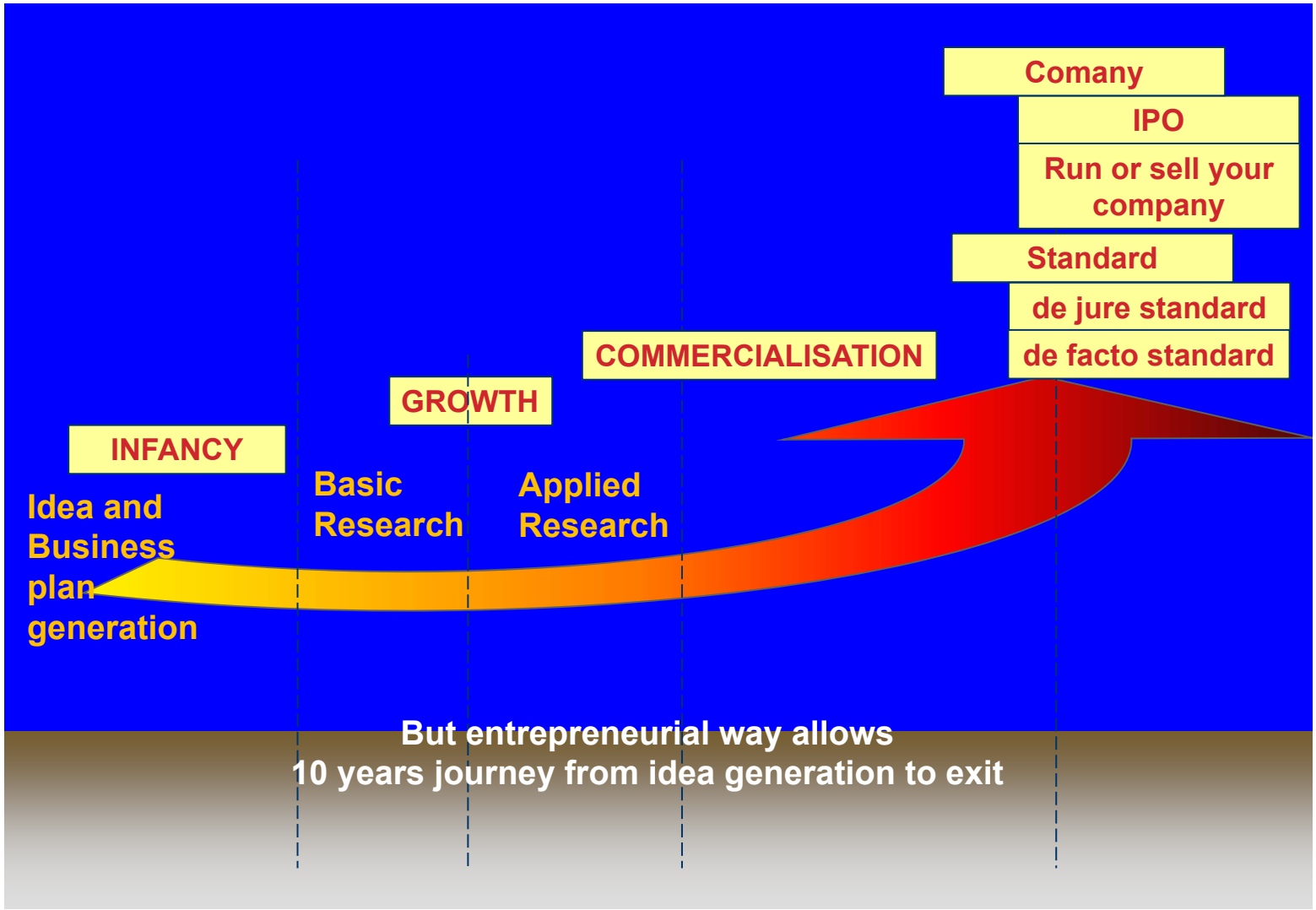
みやじ豚.com



キッカケうまれる、ナナメの関係

KATARIBA

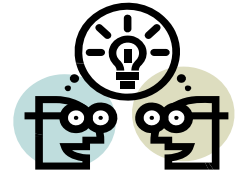
25



Startups... like jumping off a cliff  
and building a plane on the way down

- Reid Hoffman, LinkedIn co-founder and Executive Chairman





*To make a good start as an entrepreneur, a business plan is necessary.*

## Exercises in Business Planning



- Name of business
- Vision/Mission Statement
- Origin
- Management team
- Statement of the novelty
- Competitive advantage
- Market
- Marketing method
- Roadmap and milestone
- Necessary funding
- Financial plan

## SOI Asia Business Plan Writing Template ver2.0

**T**his format is prepared for you to smoothly start business plan writing.  
Business plan is completed with answering to all questions distributed in this format.

### 1. Name of business

## For Entrepreneur Evaluation Preliminary Entrepreneur Essentials



Please answer to the following 'essential' questions to describe why you need to develop new business, aiming to transfer your technology out of university

Key Question	Answer
<b>2.Vision/Mission Statement</b> Please describe vision and mission that can lead your business to a successful start and a sustainable growth.	

## For Entrepreneur Evaluation Preliminary Entrepreneur Essentials



Please answer to the following 'essential' questions to describe why you need to develop new business, aiming to transfer your technology out of university

Key Question	Answer
<b>3.Origin of the business</b> – Please describe how your business plan is related to research/education of your university	

## For Entrepreneur Evaluation Preliminary Entrepreneur Essentials



Please answer to the following 'essential' questions to describe why you need to develop new business, aiming to transfer your technology out of university.

Key Question	Answer
<b>4.Management team</b> – Please list your attractive management team, e.g. CEO, CTO, and COO, with a business or a research biography filled with experience or tangible accomplishment, etc.	

## For Business Model Evaluation Your product, Envisaged Target Market, and Marketing Method



Following questions aim to clarify your business model. Sophisticated Business Model would support for your technology to be accepted into market. How does your technology keep uniqueness?

Key Question	Answer
<b>5.Statement on the Novelty</b> - Please describe the creativeness and the uniqueness of your business, i.e., how your business may a leader in innovation and bring in breakthrough to the society.	

## For Business Model Evaluation Your product, Envisaged Target Market, and Marketing Method



Following questions aim to clarify your business model. Sophisticated Business Model would support for your technology to be accepted into market. Where is your technology and business model strength?

Key Question	Answer
<b>6.Statement on Competitive Advantages -</b> Please describe how your competitive advantage (such as unique advantage in technology) can be maintained for a substantial period of time.	

## For Business Model Evaluation Marketing Method



Following questions aim to clarify your business model. Sophisticated Business Model would support for your technology to be accepted into market. Where is your penetrating market?

Key Question	Answer
<b>7.Statement on Market</b> – Please describe your envisaged markets as follows: <b>⇒ Geographic Areas</b> Country, region, territory, etc. Please specify clear geographic areas for marketing <b>⇒ Target Market Size</b> Please indicate its prospective volume with available indicators. In addition, it is convenient if you could sum up revenues of all (or major) players in the market <b>⇒ Target Market Position (e.g. market share)</b> Please articulate your targeting market.	

## For Business Model Evaluation

### Your product, Envisaged Target Market, and Marketing Method



Following questions aim to clarify your business model. Sophisticated Business Model would support for your technology to be accepted into market. How do you deliver your technology to market?

Key Question	Answer
<b>8.Statement on Marketing Method</b> - Please describe the marketing/sales strategy including distribution process of the service/product to the market.	

## For Business Model Evaluation

### Your product, Envisaged Target Market, and Marketing Method



Following questions aim to clarify your business model. Sophisticated Business Model would support for your technology to be accepted into market. Timing is important to launch business, successfully.

Key Question	Answer
<b>9.Roadmap and Milestones</b> – Please list up all phases to grow the business by its goal.	



## For Financial Plan Evaluation

### Basic Financial Planning – why you needs equity infusion



Following questions aim to articulate the investment required for your business and an adequate reasoning to inject the cash requested. Please answer to each question briefly, and also complete the next slide, too.

Key Question	Answer
<b>10.Statement on the Necessary Funding and the Objective of the Fund-</b> Please describe how much capital do you need to launch your business, and what is your plan to use the funding for.	

## For Financial Plan Evaluation

### Basic Financial Planning – Projection Table



11. Simply describe your initial financial projection based on your understanding of the sales assumption, manufacturing cost, distribution cost, administration cost, and marketing cost.

*Note: Double Click to Open the Excel Worksheet*

YEAR/\$	Details	First Year	Second Year	Third Year	Fourth Year	Fifth Year
Sales/		0	0	0	0	0
Cost/		0	0	0	0	0
	Variablecost					
	Fixed cost					
Profit/		0	0	0	0	0

## For Financial Plan Evaluation

### Basic Financial Planning – Projection Table



11. Simply describe your initial financial projection based on your understanding of the sales assumption, manufacturing cost, distribution cost, administration cost, and marketing cost.

Note: Double Click to Open the Excel Worksheet

Items:Cashin[+] Cashout[-]/Year		First Year	Second Year	Third Year	Fourth Year	Fifth Year
Profit and Loss [+/ -]						
Depreciation [ + ]						
Investment[-] 4 categories	Machinery in complying with appreciation					
	Employee					
	Administration					
	Others					
Equity infusion [ + ]						
Debt infusion [ + ]						
Annual Cash flow [ + / - ]						
Balance						

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## Information

- Interaction with experienced people bring a hint of creating a business.
- Y Combinator Meetup in Tokyo hosted by SVJP
  - Schedule: Sep.28- Sep30, 2018
  - <http://www.kgri.keio.ac.jp/news-event/045534.html>
- There is a special Keio student registration site.
  - URL: <https://svjp-yicschool-keio.eventbrite.com>
  - PW: keio\_svjp

# Participation to this event is voluntary

# Q&A

44

