

2017 TOMODACHI-Mitsui & Co., Leadership Program Japanese Delegation Program Report

**September 10-18, 2017
Houston, Texas & Washington, D.C.**

1. Program Overview
2. Program Impact
3. U.S. Trip Schedule
4. Basic Information of Houston and Washington, D.C.
5. Summaries and Reflections
 - Leadership
 - Innovation/Entrepreneurship
 - Diversity
6. Way Forward: Personal Reflections
7. Acknowledgements

2017 TOMODACHI-Mitsui & Co. Leadership Program

- **Overview**

- The TOMODACHI-Mitsui & Co. Leadership Program, generously funded by Mitsui & Co., Ltd., contributes to building a “**TOMODACHI generation**” of creative thinkers and driven doers who are invested in the future of U.S.-Japan relations, understand and appreciate cultural differences, and possess the globally-oriented skills and mindset needed to thrive and make a difference.

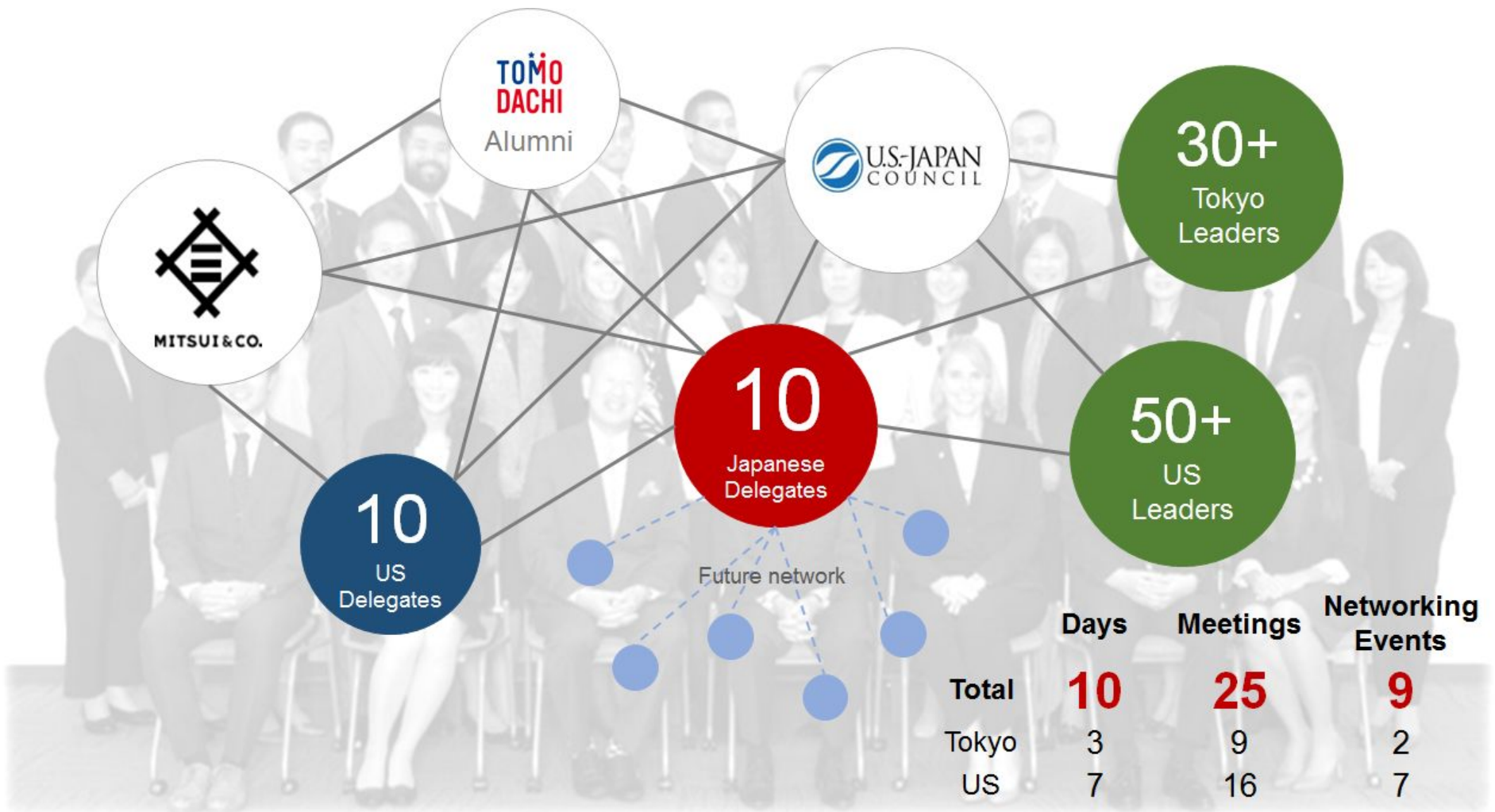
- **Goals**

- Create a professional network among rising business and government leaders in Japan and the United States.
- Motivate young American and Japanese leaders to engage in and contribute to furthering U.S.-Japan relations.
- Raise awareness of important policies and issues relevant to the United States and Japan among next generation leaders in both countries.

- **Concept**

- Guided by the 2017 program theme, “**Innovation, Entrepreneurship and Leadership**,” the delegations will explore innovation, new technology, and industrial development in the context of U.S.-Japan relations.

Program Impact



U.S. Trip Schedule

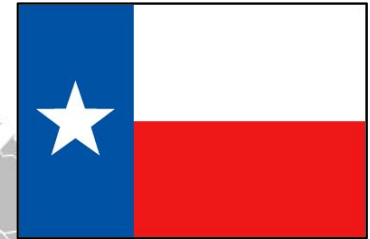
	Houston			Houston D.C.	Washington, D.C.			
	Sep 10 Sun	Sep 11 Mon	Sep 12 Tue	Sep 13 Wed	Sep 14 Thu	Sep 15 Fri	Sep 16 Sat	Sep 17 Sun
AM Session	Depart to Houston	AJC Houston	TMC Innovation	NASA Johnson Space Center	CSIS	USJC Breakfast	Program Debrief	Depart for Japan
AM Session		Women's Leaders Panel	Sushic		US House of Representatives	FEMA/R3ADY	Excursion	
Lunch		Women Leaders	Sushic/HEB	Lunch	Lunch Capitol Hill	Washington Post		
PM Session		Daikin Technology Park	Celanese	Depart to DC	Global Giving	Maryland State Assembly		
PM Session						Joint Chief of Staff DoD		
Dinner	Cyclone Anaya's	Rudy's	Reception Season's 52	The Hamilton	Mitsui Reception I Ricci	Momofuku	Old Ebbitt Grill	
Evening	Schedule Review	Debrief	Debrief	Debrief	Debrief	Debrief	Debrief	

Basic Information of Texas and Houston

General information of Texas

- Population: 27.86 million (Ranked 2nd) [1]
- Area: 695,700 km² (Ranked 2nd) [2]
- GDP per capita: 58,028 USD [3]
- Nickname: The Lone Star State
- Capital City: Austin
- Largest City: Houston

Flag of Texas

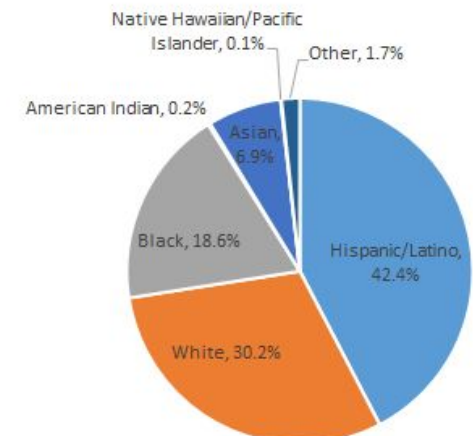


General information of Houston

- Population: 2.3 million (Ranked 4th) [4]
- Area: 1,625 km² [5]
- Economy:
 - Energy/Oil:
5,000+ firms, energy capital of the world
 - Aeronautics:
NASA
 - Biomedical Research:
Texas Medical Center
University of Houston
 - Transportation:
Port of Houston
1st in US in international trade
10th in largest port in the world



Demographics of Houston [6]
2016 Estimate



[1]: [google](#), U.S. Census Bureau

[2]: [google](#)

[3]: U.S. Department of Commerce, Bureau of Economic Analysis

[4]: [google](#)

[5]: [google](#)

[6]: Harris County, U.S. Census Bureau

Hurricane Harvey

Hurricane Harvey

- Formed: August 17, 2017
- Dissipated: September 3, 2017
(Extratropical after September 1)
- Fatalities: 75 confirmed
- Damage: ≥ \$70 billion (2017 USD)
(Preliminary total; unofficially third-costliest tropical cyclone in U.S. history)
- Areas affected: Windward Islands, Suriname, Guyana, Nicaragua, Honduras, Belize, Yucatán Peninsula, Southern and Eastern United States (especially Texas, Louisiana)



source:

<http://abcnews.go.com/US/hurricane-harvey-wreaks-historic-devastation-numbers/story?id=49529063>



source:

<https://www.fema.gov/news-release/2017/09/22/historic-disaster-response-hurricane-harvey-texas>



source:

<http://edition.cnn.com/2017/08/26/us/hurricane-harvey-landfall/index.html>

Innovation

- Houston has a long history in the development in energy and medicinal fields. The city took advantages of its resources to attract people and encourage innovation. Texas Medical Center (TMC) and TMC Innovation Institute are great examples. We can learn from Houston and rediscover the characteristics of our own local prefectures and cities to think about ways to vitalize local economy in Japan.

Diversity

- Diversity does not automatically mean a harmonious society and equality among all groups. We can learn from Houston's experience in addressing issues as Japan with an aging society will eventually need to start embracing immigration.

BIG!

- Everything was bigger and better in Texas
- Physical space for growth and expansion
- Rich in natural resources

People & Hospitality

- Very friendly city
- Generous and big-hearted people
- Enjoys traditional and local lifestyle

Basic Information of Washington, D.C.

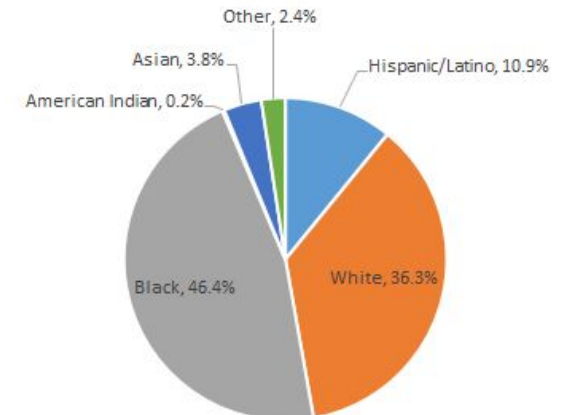
General information about Washington, D.C.

- Capital of the U.S.
- Establishment: 1790
- Population: 681,000 [1]
- Area: 177 km² [2]
- GDP per capita (2016): 186,172 USD [3]
- Nickname: The District/Federal City (unofficial)
- Characteristics:
 - International
Hosts 176 foreign embassies and headquarters of many international organizations, trade unions, non-profit organizations, lobbying groups, and professional associations.
 - Federal City
 - Half of land is owned by government
 - Main employer is government
 - Center of history and artifacts
 - African American heritage

Flag of Washington, D.C.



Demographics of DC [4]
2016 Estimate



[1]: [google](#), U.S. Census Bureau

[2]: [google](#)

[3]: U.S. Department of Commerce, Bureau of Economic Analysis

[4]: U.S. Census Bureau

Capital City = City with a Mission

- Does not reflect what overall America is like, in contrast with Houston. A political, global and elite city. People are conscious to protect their rights and eager to make voices in public to make difference.
- Brilliant leaders in the field of politics, military are gathered in Washington, D.C. The city has been a symbol of national diversity and displayed to be a leadership specifically in the whole country.
- We had more opportunities to see national flags in this city than the others. We realized that the Stars and Stripes represents the American people.

Democracy

- Importance and the beauty of democracy.
 - Everyone has a voice. (President Trump's supporters protest at the Mall)
 - Policies are not solely decided by people in power. (President or Military)

Networking

- Knowledge, information, capital, culture, and many other things have accumulated in this city, and we saw that each and every person's skills improve thanks to people in each field actively networking with each other.

Women's Leaders Panel



Summary

- Introductions of chair and panelists
 - **Ms. Donna Cole**
Entrepreneur, active member of the USJC, mother
 - **Ms. Susan Annoura**
Entrepreneur, work experience in the U.S. and Japan, mother
 - **Dr. Ayako Kameda**
Senior executive, active member of the USJC, mother
- Advice from leaders
 - **Actively connect** and network with leaders
 - **Speak up:** Bring difficult issues up
 - **Set clear goals:** Continue to be motivated
 - **Break traditions**
 - **Be conscious** of unconscious bias

Reflections

- Become a role model that fosters an environment that both women and men can strive in the workplace without having to sacrificing personal and family life.
- Be Conscious about unconscious bias that hold all of us down.
As supervisors and leaders:
 - Promote fairness in workplace.
 - Encourage staffs to speak up and be open to new ideas.
- Actively connect and network with leaders who may naturally become sponsors who will support you and speak for you even in your absence.

Ms. Jane Nakano
Energy & National Security Program
Center for Strategic and International Studies

CSIS
CENTER FOR STRATEGIC &
INTERNATIONAL STUDIES



Summary

- President Trump's "America First Energy Plan":
1) Deregulation; 2) Reduction of energy costs by maximizing use of the country's energy resources; 3) Small government to facilitate innovation; 4) Air & water pollutions over climate change; 5) Maintaining U.S. hegemony in global energy realm is a strategic, economic and diplomatic goal.
- Policy & Outcome: Prompt; directed by executive orders; symbolic messaging; green momentum; impact on markets expected to be small.
- Nuclear power is not cost-competitive anymore following the development of technology to extract shale oil.
- U.S. economy, energy & security policies are intertwined and affect world order.

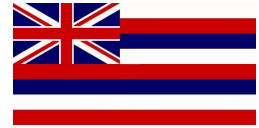


Reflections

- Despite the presidential power transition, industry is relatively calm and observant of Trump's energy policy; there may not be a big impact to Japan.
- Securing energy is an important national interest; Japan must consider how to secure its resources in relations to the U.S. and global affairs.
- Does Japan need to shift from nuclear to alternative energy sources? If so, what will be the alternative and how we can secure access to it?



Ms. Colleen Hanabusa
Congresswoman
U.S. House of Representatives (Hawaii)



Summary

- Ms. Hanabusa is a fourth-generation Japanese American who is U.S. House of Representatives from Hawaii's 1st district since 2016. She is a member of Democratic Party. She declared that she would run for governor of Hawaii in 2018.
- She is assigned to the Committee on Armed Services and Natural Resources, where focusing on Asia-Pacific security policy and defense policy as the position of a bipartisan.
- She is also working on healthcare, women's rights, civil rights, fair and non-discriminatory immigration policies, job training and education.



Reflections

- We were unable to meet her but her Chief of Staff shared her wonderful stories. One of the most impressive stories was that Ms. Hanabusa had an excellent inquiring mind, committed in gathering all information and very determined and decisive.
- Her view on the issue of North Korea was insightful. She thinks that not only North Korea but also Russia and China need to be paid attention to and the relationship they have with North Korea.
- We were very impressed with her ability to take action. She has been addressing various issues for Hawaii regardless of the Democratic Party's position. We felt that she makes every effort for Hawaii.

Ms. Mari Kuraishi
Global Giving
Co-founder & President



Summary

- Global Giving connects nonprofits, donors and companies in nearly every country around the world. They help local nonprofits to access funding, tools, training, and support they need to become more effective.
- Ms. Kuraishi is trying to develop underdeveloped areas from the bottom up and looks at how new business models can overthrow giant market leaders (like Airbnb with hotels or Uber with taxis) in order to disrupt JICA and the World Bank in aid industry.



Reflections

- She excels in business so we are interested to hear why she chose charity as her work even though she had other options.
- We feel our generation likes to donate not through government but directly to organization that work directly with the people in need.
- Global Giving's business model may change the thinking of those who donate.
- If JICA changes the way their programs are run from through these bottom-up programs, then that means what this company is doing is significant.



Mr. Andrew R. Slaten

Federal Emergency Management Agency (FEMA)

Ms. Akiko Otani

R3ADY Asia-Pacific



Summary

FEMA

- Introduction of disaster response framework in the U.S.
Five National Planning Frameworks: Prevention, Protection, Mitigation, Response and Recovery

R3ADY

- R3ADY was launched in 2011 at the Asia-Pacific Economic Cooperation Summit in Honolulu as Asia Pacific Disaster Risk Reduction and Resilience Network.
- Introduction of Philippine community resilience project .
Key factor to disaster preparedness and strengthening resilience is community approach.

Reflections

- We tend to focus on characteristic aspects of leadership such as calmness and tolerance. I realized that education plays an important role in acquiring leadership by knowing that FEMA provides leaders with training programs on emergency management.
- There are common views and issues to improve disaster prevention capability in Japan, Asia and the U.S. The key is to build strong communities and leaders must exercise leadership to secure budget to implement various policies to make community closer and stronger.



Mr. David Nakamura
The Washington Post

The Washington Post

Summary

- Mr. David Nakamura is a reporter of Washington Post. He has been belonging to the team of reporters since 2011 which follows the U.S. Presidents.
- New slogan of Washington Post: Democracy Dies in the Darkness
- Since last presidential election in 2016, under circumstance that “fake news” has become a big social phenomenon, he believes that the truth is more important than ever.
- He thinks journalism should have more credibility by showing more solid evidence to readers.



Reflections

- Despite the tension that we see on news and social media between media and the U.S. President, the communication exchange seems more active and transparent compared to Japan.
- The U.S. faces the similar issue where newspapers are no longer the predominant source of information.

Ms. Aruna Miller

Maryland State House of Delegates



Summary

- Ms. Aruna Miller is a member of the Maryland House of delegates. She was born in India and came to the U.S. as an immigrant. She worked for 25 years as a transportation engineer for Montgomery county before she became a politician.
- She has been developing a diversified society beyond the difference of gender, race and religion in the U.S. She is proud that State of Maryland has a large proportion of assemblywoman compared to other states.
- She is working on investing education, growing good jobs, making transportation work and protecting natural resources.

Reflections

- We reaffirmed the greatness of diversified America by hearing her story how she had confronted difficult situation and how she plays an active role in the political world.
- We were deeply impressed by her positive thinking and attitude. She says she regards strangers as an individual, not an enemy.
- She works on investing in STEM education (Science, Technology, Engineering, and Mathematics). She tries to produce and increase the number of skilled person in the field. Japan has the same problems as U.S. such as compilation of national budget and lack of female engineer. Her approach to STEM education was insightful.



Leadership

Mr. Will Carr, LCDR

Mr. Charles Abbot, CAPT

US Department of Defense, J5, Joint Staff



Summary

- J5 provides leadership solutions and expectations related to military strategy in a long-term, broader perspective.
- Governmental leadership: Clarity of writing is important so that subordinates/everyone can understand the same message.
- North Korea issue - All options are available on the table; Diplomatic, economic means first; The military serves as deterrence.
- Partnership with private sectors for technological development. e.g. Ballistic Missile Defense system.
- Civil-military relationship; Important to stay connected with society. e.g. SNS, naming of naval ships.
- Education of young service members as U.S. ambassadors: Important in host nations.
- The military plays a larger role in the aftermath of disaster since Katrina.
- Okinawa is geostrategically important; Okinawan people's sentiment is understandable.



Reflections

- Leadership in the military is multidimensional: Leaders must educate subordinates while accomplishing mission; align with national strategy and interest; understand global security environment and technological development; maintain good relationships with civil society and host nation.
- Military professionalism: Act as unofficial ambassador where deployed/stationed; Carr studied in Japan and has understanding for foreign culture and language.

Daikin Texas Technology Park (DTTP)



Summary

- DTTP was established in May, 2017. It is the third biggest following Tesla and Boeing in the U.S. manufacturing facilities.
- It has advanced techniques including IoT and AI such as unmanned transportation robots, EV forklift and line production control with large display.
- They promote diversity and hire employees from many races and is considerate of labor conditions of employees. For example, cafeteria is available in several places and Dojo is prepared for employees to improve their skills.
- They perform production control effectively to carry out a series of processes of such as processing, assembling, inspection, shipment in the same facility.



Reflections

- Diversity of workers brings in excellent talented people and encourages technology development in the U.S.
- We need development of business environment to accept workers from overseas to raise domestic productivity when working population decreases in Japan.
- Innovation: We need to have high business goals and promote strategic investment with a management philosophy that continues to enhance innovation.



Celanese (Clear Lake, Pasadena)



Summary

- Introduction to Celanese
 - Leading company in production of acetyl products
 - 2016 Net Sales: 5.4 billion USD
 - Joint venture with Mitsui for methanol production
- Process and examples of new product development
 - Selection of projects are based on customer's needs
 - Examples ranges from kitchen utensils to automobile parts
- Optimization of production process



Reflections

- Innovation needs to be implemented in every level of operation.
- Talk to customers (easy to say but difficult to continue).
- Actively seek for external expertise and collaborations.
- Encourage active exchanges within your team and with external partners.



NASA Johnson Space Center



Summary

- NASA is operated training and research on manned space flight and flight control.
- They carry out various experiments in International Space Station (ISS) and developed advanced techniques such as GPS technologies.
- The operation of the ISS is going to be finished in 2024. The ISS would be dismantled in space and burnt in the atmosphere or dropped in the sea.
- From 83,000 candidates, 12 astronauts are chosen. As for the selection standard, there are various criteria such as health condition, a master's or doctor's degree in science, a pilot license, psychology test results, leadership skill (behavior), and teamwork.

Reflections

- Space development businesses produce innovation. This is because each country pushes forward research and development jointly even though they have their own interests.
- We have to cooperate among nations to solve common problems such as environmental and energy problems on the earth rather than to give priority to maximizing the profit of our own country.
- We are excited of the commercial lunar trip to realize in the near future.





Texas Medical Center (TMC) Innovation Institute



Summary

- The TMC Innovation Institute provides the tools and action plans necessary to move products and companies forward, regardless of their stage of development. It also lowers the barriers of access to hospital stakeholders and key opinion leaders across their campus of 58 member institutions.
- TMC Accelerator (TMCx) program provides startup companies with shared workspace, a curriculum tailored to the needs of healthcare entrepreneurs and the guidance of over 120 advisors from the front lines of the industry. Companies have access to the world's largest medical center, all without membership fees or equity sharing.

Reflections

- It was an amazing environment for qualified startups to directly reach out to physicians in the TMC, which would make it possible to consolidate their ideas along with unmet medical needs explored in the clinical practice.
- It's also noteworthy that the TMCx also gives opportunities for startups to make presentations to investors, corporate partners, hospital stakeholders, media and other guests.
- Most similar initiatives in Japan are based on single university hospital. Apart from freedom of research in each institution, reconstruction of ecosystems may be necessary to be competitive in the rapidly changing world.



Mr. Randy Czarlinsky

American Jewish Committee (AJC)

“Houston is What America will Look Like in the Future”

Summary

- Introduction of AJC
 - NPO that works to protect human rights, committed to strengthen community and enrich QoL for residents. Provides leadership to work on social justice issues that affect all Americans.
 - Mr. Randy Czarlinsky, director at AJC explained situation and issues that Houston is facing now.
- Houston Today
 - **Majority “minority” states**; Most diversified city in the U.S. in terms of ethnicity. Asian:6%, Hispanic: 44%, 26%:White, 23%:Black.
 - **Social distortion**; Despite its diversity, there are segregation among ethnicity by housing and economy and “good-oldman’s network” is rooted in the society. Hispanics in younger generation are rising but are not believed in voting to change society.
 - Even borders are closed, it is impossible to change diversity and composition of U.S. society.

Reflections

- We tend to regard diversity embraces fairness and acceptance but diversity itself is not an ultimate goal. It is important to look into issues arising out of diversity and think the way to cope with them through inter-community cooperation.
- It is impressive that Jewish community takes leading role to reach out each ethnic group to be bridge and take advocacy action to protect enhance pluralism of society and democratic value.



AJC Global Jewish
Advocacy
www.ajc.org



Mr. Glen Gondo
President
Sushic



Summary

- Glen Gondo is the president of Sushic. He also belongs to various Japanese-American communities and promoting empowerment for Japanese-Americans.
- Staff guided us around H-E-B Grocery - San Felipe which is linked with Sushic.
- We had sushi actually made by Sushic for lunch with Donna Cole, Irene Hirano Inouye, and Glen Gondo.

Reflections

- It was amazing that corporate identity matched the processes at the ground level.
- They make sushi that is perfectly customized to the Texan tastes. The best-selling flavors are those with lots of boldly flavored sauces.
- Mr. Glen has been spending his life breaking past prejudices for Japanese-Americans and promoting civil rights. I was moved to hear his experiences.
- We were inspired by his comments on networking. He said the effort made will surely come back to you.





Sayaka Kawatake (Okinawa)

Community Relations Specialist, 18th Wing Public Affairs Office, USAF, Okinawa

- *Keep being inspired and inspiring others:* We met various American and Japanese leaders who are truly committed to making positive changes in communities and inspiring young fellows as future leaders. I will be someone like them who inspire people and work together for the common goal of reinforcing U.S.-Japan relations.
- *Once TOMODACHI, always TOMODACHI:* The friendship we nurtured in the program is invaluable. I will connect Okinawa with other parts of Japan and the U.S. through the network for greater bilateral partnership.

Tetsuya Furukawa (Aichi)

Chief, Business Planning Office, Chubu Electric Power Co., Inc.

- By participating in this program, I realized that my horizons are limited to my small community.
- I will participate in autonomous action such as TOMODACHI Initiative and want to broaden my network.
- My future vision is to play an active role as a project leader of overseas business development and I want to contribute to energy industry development in both Japan and the U.S.



Kakeru Fujimura (Iwate)

Assistant Manager, Transportation Section, Office of Regional Promotions, Iwate Prefectural Government

- I felt nice having to be able to communicate across the border between the US and Japan. I was delighted to connect with many people through this program. It was a very exciting experience to exchange views and ideas with people around the same age in both delegations who work actively in various fields.
- It is my current goal to do well as a leader who will lead the TOHOKU region in the future when the reconstruction is finished, making use of the experience and relationships I made during this program.



Miho Ochiai (Kanagawa)

Assistant Manager, Government and External Relations Div. Hitachi, Ltd.

- Deepen friendship with TOMODACHI delegates to be next generation leaders who are committed to U.S.-Japan relations.
- Enhance inter-generational network and become a bridge to support younger generations.
- Take leading position and be a driving force in my own field. Get out from my comfort zone to make difference.



Takahiro Hotta (Fukuoka)

**Chief Director, Fire Defense and Disaster Prevention Division
Fukuoka Prefectural Government**

- Through this program, I noticed the connections and relationships between the society of America and my life. I was unconscious of it in the beginning but through the trip, I noticed them and felt the connection closer and stronger.
- I will challenge myself professionally and personally to become a person who influences and changes the local communities. The changes will lead to further strengthening U.S.-Japan relations by making use of the network I made through this program and will make in the future.

Chieri Hayakawa (Hokkaido)

Chief System Administrator Hokkaido Gas Co., Inc.

- I felt that all speakers who I met through this trip were very proud of their personal positions and jobs. I learned the importance of confidence. I will enhance my leadership skills and be a person who encourages and inspires people.
- I will share what I have learned through this program with others in order to make my company and Hokkaido, where I live, better. I will take immediate actions on what I can do now.



Shinichi Fukunaga (Shizuoka)

**Manager, Oncology Clinical Research Dept.,
Takeda Pharmaceutical Co. Ltd.**

- Through the quality trip in America and earnest discussion with various people, I have realized that leadership, innovation, and entrepreneurship, which are key components in this year's program, should be demonstrated to make the world better locally or globally.
- I will try to meet and talk with people from various backgrounds to invoke inspiration, awareness, and inclusion.
- Being a mentor for young generations including but not limited to TOMODACHI program is one of my important roles in my region.



Anna Nagamine (Okinawa)

**Manager, Business Development Section
Okinawa Institute of Science and Technology**

- Become a role model that encourages both women and men to become future leaders
- Become a sponsor: invest in people
- Donate
- Nurture the relationships with the leaders built during the program (Japanese delegation, US delegation, USJC leaders, Mitsui leaders)
- Be an active member of TOMODACHI Alumni and be involved in activities to promote US-Japan relationship

Yukari Yoshimura (Miyagi)

International Affairs Division, Miyagi Prefectural Government

- We met amazing leaders from various fields, and I was most inspired by how they overcame difficult issues. They explained that they set a clear goal, and thought positively and creatively in order to achieve it. I would like to follow their example when I am faced with difficult situations.
- Through this program, I have realized one of the key factors for true diversity is to respect and learn from our differences. I would like to meet people from different cultures and backgrounds to expand my appreciation.
- Miyagi Prefecture is still on the way to full reconstruction, and I would like to contribute to my hometown by promoting diversity and internationalization.



Bonds of Friendship



Acknowledgements

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U.S.-Japan Council

Ms. Irene Hirano Inoue, Ms. Laura Winthrop Abbot,
and Mr. Kaz Maniwa



WLS

Mr. Wesley Stockstill and Ms. Noriko Litwin

...American delegates, TOMODACHI alumni, and all our supporters.