



Break Through: Women in Silicon Valley, Womenomics in Japan

Credit: Anthonyavalos408, CC BY-SA 4.0, Wikimedia Commons

Final Report

*August 9, 2018
McCaw Hall, Arrillaga Alumni Center
Stanford University*

Break Through: Women in Silicon Valley, Womenomics in Japan

Final Report

*This conference was organized by Stanford University's
Shorenstein Asia-Pacific Research Center (APARC) Japan Program's
Silicon Valley-New Japan Project thanks to the generous support of the
Acceleration Program in Tokyo for Women (APT), Tokyo Metropolitan Government*

Acknowledgments

We are grateful to the Acceleration Program in Tokyo for Women (APT), an initiative by the Tokyo Metropolitan Government and assisted by Tohmatsu Venture Support, for their generous support for “Break Through: Women in Silicon Valley, Womenomics in Japan.” Their commitment to tackling the issue of gender equality was instrumental to our efforts to bring together people from both sides of the Pacific to discuss and develop ideas to accelerate women’s empowerment. We also give thanks to our media partners, Logstar and Bayspo for their support and outreach.

We express our gratitude for the generous support of the Walter H. Shorenstein Asia-Pacific Research Center (APARC) and the Freeman Spogli Institute for International Studies (FSI) at Stanford University. Our appreciation goes to the staff members who worked tirelessly to allow this conference to proceed smoothly. We are especially indebted to Amanda Stoeckicht for her work in coordinating this conference. We are also grateful to our fellow scholars and researchers at Shorenstein APARC for their support and participation.

We would like to thank our speakers, moderators and showcase commentators, who volunteered their time to share their valuable insights, experience, and expert perspectives.

Finally, we thank our conference attendees for their valuable contributions and enthusiastic participation. It is our hope that the cross-cultural, cross-sectoral and cross-generational networks that were created among the participants continue beyond the conference and become a force in pushing forward gender equality in the US and Japan.

About the Organizers



Walter H. Shorenstein Asia-Pacific Research Center Japan Program

The Japan Program (formerly the Japan Studies Program (JSP)) at Stanford University's Walter H. Shorenstein Asia-Pacific Research Center's (APARC) was formally established in November 2011, renewing the Center's commitment to this important field. As an integral component of the Center, the Japan Program facilitates multidisciplinary, social science-oriented research on contemporary Japan, emphasizing both academic scholarship and policy-relevant research. The program aims to become a central platform for Stanford students and the broader community for understanding and engaging with Japan. Program activities include the Japan Colloquium Series, conferences to further cutting-edge research and address critical contemporary policy issues, and public seminars. The goal of the Japan Program is to become an eminent platform to foster intellectual exchange among scholars, experts, top-tier professionals, policymakers, and students.

Stanford Silicon Valley-New Japan Project

A production of the Shorenstein Asia-Pacific Research Center Japan Program at Stanford University, the Stanford Silicon Valley-New Japan Project aims to provide intellectual background, analytical perspectives, and create knowledge and research while becoming a platform for dense interpersonal relations to enable Silicon Valley to benefit from Japan, and for Japan to better harness Silicon Valley. Over the past few years, Silicon Valley has witnessed a new wave of Japanese startups (entrepreneurs, successful startups from Japan). It has also witnessed renewed attention by major Japanese large firms. This trend has occurred within the context of increased importance of innovation and entrepreneurship in Japan. Silicon Valley is also seeing a greater maturing of Japanese interpersonal networks, although they are not yet at the levels of some other prominent local network groups. The need for greater university-business ties between Japanese businesses and U.S. universities is also clear.



APT Women

Acceleration Program in Tokyo for Women (APT Women)

The Acceleration Program in Tokyo for Women (APT Women) is a Tokyo Metropolitan Government-initiated program that provides short-term, intensive training programs for women entrepreneurs aiming to scale their business in Japan and abroad. The program is designed to provide women entrepreneurs with the resources and networks necessary for business development. Participants go through a 3-month domestic acceleration program consisting of mentoring sessions, networking events, workshops and pitch events as well as structured lectures. About half of the participants are then selected for a 10-day overseas dispatch program. In the long-term, the aim of the program is to support women-led businesses and create a group of women entrepreneurs who can act as role models for other aspiring women entrepreneurs, and ultimately demonstrate the potential of entrepreneurship as a viable career path for women.

Report Compiled by Elin C. Matsumae, Shorenstein APARC Japan Program Research Assistant

Table of Contents

Executive Summary	1
Agenda	3
Welcome Remarks	5
Women Entrepreneurs in the United States	6
Womenomics in Japan	9
Fireside Chat I	12
Fireside Chat II	15
Startup Showcase Group 1 (Japanese Startups)	18
Startup Showcase Group 2 (Silicon Valley Startups)	21
Leveraging Your Personal Brand to Effectively Lead	24
Conference Speakers	26

Executive Summary

Gender inequality in the workplace is still a reality and an issue that must be tackled head-on in Silicon Valley and Japan. In 2017, the World Economic Forum reported for the first time in 10 years a widening of the global gender gap. Numerous efforts to break this cycle have been announced and implemented to varying degrees of success in both countries.

In the United States, while women comprise 47% of the total workforce, they make up only 30% of major technology companies, and only 11% of the executive positions in Silicon Valley are held by women. An industry that prides itself on innovative thinking and breakthroughs that can fundamentally improve quality of life has yet to find a way to disrupt gender inequality in its ranks. In recent years, Silicon Valley has been rocked by a number of high-profile sexual discrimination and harassment cases. In 2016, women tech leaders created the “Elephant in the Valley” survey to gather data on women’s experiences. The result was a bleak picture of Silicon Valley’s pervasive gender discrimination atmosphere. It did, however, precipitate the creation of a platform for women to share stories and build networks of support and activism based on shared experience. VMWare, a successful Silicon Valley company co-founded and headed by a woman, recently announced a 15 million dollar donation to Stanford to create the VMWare Women’s Leadership Innovation Lab—the hope is that this is just the beginning of new efforts to effectively create design solutions and build new university-industry ties.

In Japan, as the nation faces a shrinking and aging population, it must pursue productivity growth to remain a wealthy nation. Women, long underutilized in Japan’s workforce, are receiving renewed attention with the Abe administration’s slogan of Womenomics as part of his Abenomics economic reform package. This political pledge has yielded some momentum with a number of concrete policy measures. Prime Minister Abe has even gone so far as to say “Abenomics is Womenomics.” There are a variety of measures that are underway, with both large and medium sized companies required to report female participation rates in the workforce, their positions, and relative compensation levels to increase transparency. Rapid investments into childcare facilities, aided by local governments, have reduced the level of children waiting for daycare to near-zero levels in numerous areas. Yet, there is still much progress to be made. A recent investigation into Tokyo Medical University admissions revealed that the university had been systematically subtracting points from the test scores of female applicants each year since 2006—a decision based on the logic that women tended to leave the workforce at higher rates than men, and were thus viewed a waste to invest in the development of female doctors. Japan ranks among the lowest among the OECD countries for the share of women in management positions and for the share of women on boards. Japanese women are also still critically underrepresented in influential positions in the political arena.

In purely economic terms, supporting women's empowerment in the workforce makes good sense. Women not only make up half the population, half the talent pool, and a considerable user base of any company, but research has shown that companies with better gender diversity on teams, boards, and in executive positions tend to perform better. Men and women alike have a stake in empowering women's advancement.

On August 9, 2018, the Shorenstein Asia Pacific Research Center (APARC) hosted a conference, "Break Through: Women in Silicon Valley, Womenomics in Japan." Women thought-leaders and entrepreneurs from Stanford, Silicon Valley, and Japan came together to discuss innovative ideas for narrowing the gender gap, and cultivated interpersonal support networks and collaboration across the Pacific.

The program combined panel presentations with participatory exercises and startup showcases which afforded participants the opportunity to 1) discuss progress and challenges in women's advancement in Silicon Valley and Japan, 2) share practices and organizational features that better enable the hiring and retaining of women, 3) showcase Silicon Valley and Japanese women entrepreneurs and 4) provide tools for branding and building support networks.

The Break Through conference was supported by the Acceleration Program in Tokyo for Women (APT), a program that aims to shape a new narrative by providing opportunities for women entrepreneurs to build networks, receive mentoring, and become a focal point for dynamism. The program, spearheaded by Tokyo's first female governor, Yuriko Koike, is undertaken by the Tokyo Metropolitan government and supported by Tohmatu Venture Support.

Agenda

Morning Sessions

9:30-10:00 **Registration**

10:00-10:05 **Welcome Remarks**

10:05-10:35 **Women Entrepreneurs in the United States**

Judy Gilbert, Chief People Officer, Zymergen

10:35-11:00 **Womenomics in Japan**

Yuko Osaki, Senior Planning Officer, Promotion Division, Gender Equality Bureau,
Cabinet Office, Japanese Government

11:00-11:30 **Fireside Chat I**

Yoky Matsuoka, Chief Technology Officer, Nest
with Frances Colón, CEO, Jasperi Consulting

11:30-12:00 **Fireside Chat II**

Claire Chino, President and CEO, Itochu International Inc.
with Haruko Sasamoto, Assistant Manager, Silicon Valley Branch,
Mitsubishi Corporation (Americas)

12:00-13:00 **Lunch**

Agenda

Afternoon Sessions

13:00-14:00 **Start-up Showcase, Group 1 (Japanese Startups)**

AGLOBE CO.

ANDU AMET LTD.

BEAUTIFUL SMILE CO.

BEYONDTHEREEF CO.

CRAFTIE

14:00-14:15 **Break**

14:15-15:15 **Start-up Showcase, Group 2 (Silicon Valley Startups)**

BABYNOGGIN

PLAYLIST

REACH MAMA

SKY LABO

Feedback for both showcases given by:

Allison Baum, Co-founder and Managing Partner, Fresco Capital

Atsuko Jenks, Managing Director-Japan, GSV Labs

Jaclyn Selby, Research Scholar, Stanford University

15:15-16:15 **Workshop: Leveraging Your Personal Brand to Effectively Lead**

Workshop Facilitator:

Sylvia Vaquer, Co-founder and Chief Creative Officer, SocioFabrica

16:15 **Closing Remarks**

Welcome Remarks

Shorenstein APARC Research Scholar and Silicon Valley-New Japan Project Leader **Kenji Kushida** launched the day with some opening remarks. The Break Through conference is the second installment of a dialogue about gender equality and women's empowerment in the workplace in Silicon Valley and in Japan.



While the focus of the Break Through conference was to empower women to build networks and skills and to receive inspiration, empowering women in society is not a women-only issue. Increasing women in the workplace is critical from an economic perspective in our digital, global era—increasing productivity and harnessing a larger portion of all the talent and energy available is a

cause that the men who currently dominate most workplaces, government positions, and positions in society must support and champion as well. Kushida called upon male supporters to join the discussion and remain steadfast.

Kushida was immediately followed by remarks from CEO of Jasperi Consulting, **Frances Colón**. Colón has had a successful career in academia, government, and recently in the non-profit sector, and was named one of the 20 most influential Latinos in technology by CNET in 2016. And yet, throughout her career, Colón has encountered many instances where she has had to stand up for herself in environments in which she has been the only woman, the only woman scientist, the only woman Hispanic scientist. Many women have similarly found themselves the only woman in a room full of men. Gender inequality in the workplace continues to be an issue in both Silicon Valley and in Japan. There is still much work to be done for the advancement of women, and there are issues on both sides that we can learn from and work together to solve. Colón stressed the importance of having real discussions about the issues in order for us to devise ideas to move forward and create the connections to help us do so.



Women Entrepreneurs in the United States



Judy Gilbert, Chief People Officer, Zymergen

*Zymergen, a company based in Emeryville, next to Oakland and San Francisco that uses information technology to engineer microbes, has been praised in the media by publications such as Vanity Fair for its inclusive hiring practices that have led to the recruitment of more women technologists. The company has built a technical team that is one-third female, and has been able to outperform Google, Facebook, and Uber in hiring women software engineers. For the first talk of the day, we were joined by Chief People Officer of Zymergen, **Judy Gilbert**, who spoke about the importance of building teams that are both diverse and inclusive, and how Zymergen has managed to recruit and retain talent.*

Women are well-represented in American universities and the labor force overall. In 2016, women received 57% of all bachelor's degrees awarded in the US, with similar patterns for master's degrees and doctorate obtainment. Women are ahead in terms of educational procurement, and data reveals that this has in fact been the case since 1982. Women also make up roughly half of the overall labor force. Gender discrepancies begin to become evident as we further analyze different

industries, but women are still well represented in traditionally female professions such as teaching and nursing, which are about three quarters female, and make up about half of professions in the business and finance sectors and the life, physical and social sciences.

Women are, however, vastly underrepresented in the management (40%) and computer and mathematical occupations (26%). Only 28% of chief executives across the US are women, and

only 5% (or 25) of the fortune 500 chief executives are women. While enrollment in computer science (CS) programs at universities has shot up in recent years, enrollment of women CS majors peaked in the 80s and has declined and flattened since. With CS increasingly becoming the lingua franca of this economy, this trend is puzzling, if not concerning.

This data illustrate that while women make up a majority of the educated populace, they are critically underrepresented in the increasingly influential area of computer science, and underrepresented in critical decision making roles and positions of influence. This lack of representation affects not just women, but broader society as well. Having cognitive diversity in teams is essential to being able to efficiently identify and solve complex issues. Most of the issues that companies encounter are complex—excluding women’s perspectives excludes half of the population, half of the entire user pool, and half of the talent available.



However, just bringing women into the room isn’t enough. A study published in the Harvard Business Review demonstrated that the most successful teams have both cognitive diversity and inclusion. As Gilbert puts it, diversity is being invited to the party, and inclusion is be-

ing asked to dance. Building a company that is both diverse and inclusive requires focusing on the whole life cycle. Recruiting more women—while undoubtedly important—is not the whole solution. Investing in building a culture where people can thrive and do their best work is what creates inclusivity. Zymergen has approached this issue in several different ways.

Zymergen focuses on finding and developing talent with three key characteristics: intellectual curiosity—having a growth mindset and being willing and excited to learn; intellectual humility—being humble enough to recognize your own deficiencies; and intellectual hospitality—taking the time and sharing your own knowledge with colleagues, thus making the community smarter.

A common way to assess and hire software engineers is through “whiteboard interviews” where candidates are given a problem to solve and they write code on a whiteboard in front of interviewers. However, Zymergen leadership realized that the power dynamic that this created between the interviewer and the interviewee and this highly individualistic process of problem solving was not a good representation of how work was actually being done at Zymergen. In order to better represent Zymergen’s collaborative problem-solving work approach, the company nixed whiteboard interviews. Instead, candidates are invited to prepare a presentation about a problem that they have solved and discuss how they approached the problem and why they used the methods that they used. Interviewers then ask questions and provide feedback. While this method has been a good reflection of Zymergen’s work culture and a good way to assess how candidates work in a team environment, Gilbert noted that this process does not work for every-

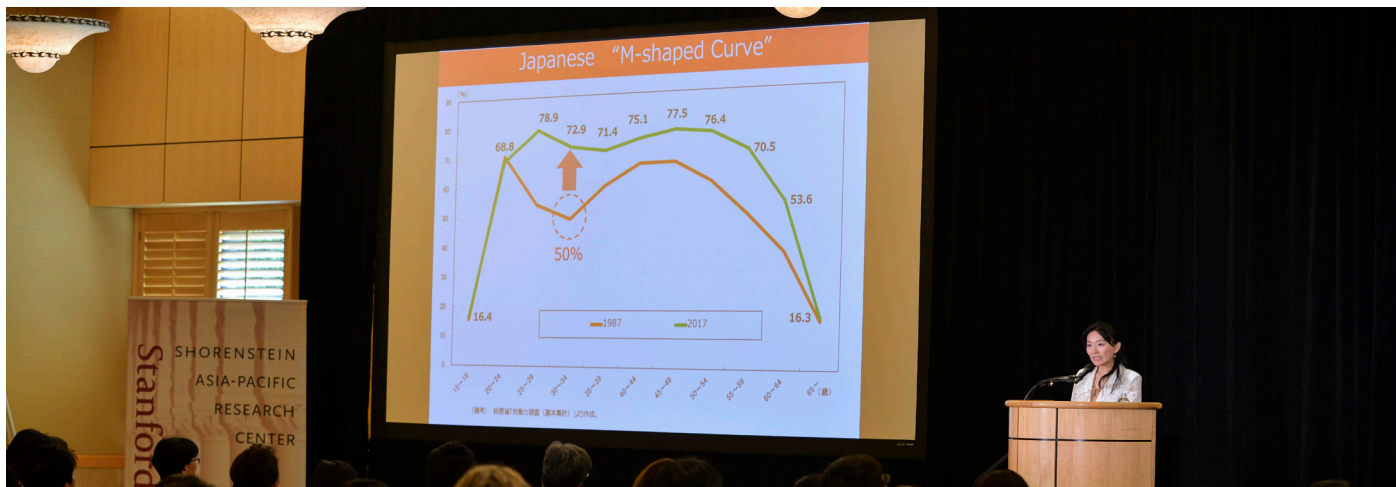
one. Very busy candidates with little free time often self-select out, so finding better solutions that work best is a process that is continuously evolving.



Zymergen also collects and analyzes data promotion rates, trends, and employee retention rates in order to discover and push forward issues. Promotion rates for women, for example, is an area in which this kind of approach is particularly impactful. Research has shown that men are more likely than women to ask about being promoted, so prompting discussions about promotions based on data can in fact result in making the nudges that women often won't make for themselves.

Finally, Gilbert spoke about the importance of parental leave. There has been a positive trend in the US around the increase and availability of parental leave. Zymergen offers parental leave that is blind to gender. This sets an important precedent that women are not always the primary care provider, and modern families look differently than they might have in the past. Gilbert discussed that there are difficulties around providing generous leave—unsurprisingly, as losing top talent for any amount of time can be tough for a company. However, normalizing parental leave is a crucial investment in order to retain talent, and so company management and employees must find ways to work more closely together to ensure that employees are taking the time that they need, and their work is covered in the interim.

Womenomics in Japan



Yuko Osaki, Senior Planning Office, Promotion Division, Gender Equality Bureau, Cabinet Office, Japanese Government

In 2017, Japan was placed at 114th in the World Economic Forum's global gender equality rankings, receiving the worst ranking among the seven major world economies and down three places from its ranking the previous year. While Japan clearly still has a long way to go in achieving a more gender equal society, under the Abe administration's leadership the country has in fact made substantial progress. Listed companies in Japan have drastically increased their female employment rate, and even companies and executives that have remained staunchly male-centric now recognize that gender inequality in Japan is not just a temporary issue that can be ignored and forgotten.

*This spring, **Yuko Osaki** was assigned to the gender equality bureau in the Cabinet Office and tasked with drawing up policies to empower women and further gender equality in Japanese society. Osaki spoke about the challenges the Japanese government still faces, and the deliberate steps it has taken to bridge this gap.*

In the past two years, multiple policies to ensure the employment and advancement of female labor force participation have been implemented in the context of national labor force shortages and low birth rates. Seen as a critical solution to the nation's declining population problem,

women's advancement has been adopted as an economic policy and aggressively pushed forward by the Abe administration.

The first step has been to create a labor environment that allows for parents to raise and support

their children without having to give up their careers to do so. As Japanese women have traditionally been cast in the role of caregiver, for many years, graphics showing Japan's female labor force participation rate by age group have presented a distinct "M"-shaped curve—in other words, Japanese women leave employment after either getting married or having children and return to the workforce only once they finish raising their children.

In 2017, the Cabinet approved a 2 trillion yen package to expand the scope of free education and child care services. The initiative aims to eliminate waiting lists for child day care centers by building more facilities, increasing the number of nursery school teachers by boosting salaries, and increasing access to free education for children. Starting in October 2019, kindergartens will be free for all children between the ages of 3-5 regardless of household income.

Already, we are seeing results from these policies. The number of nursery schools in Japan has been increasing due to the utilization of empty spaces such as elementary school classrooms and post offices, and with the reduction of real estate taxes. In the populous Setagaya ward, the number of children waitlisted for day care centers has decreased by 40% in just one year. Female labor force participation has increased by 2 million since the implementation of these policies, and most notably, the infamous "M"-shaped curve that once showed a dip to about 50% labor force participation for women aged 25-34 has now flattened out at 75%.

While this is certainly exciting news, there is of course more to address. The second step is addressing the critical underrepresentation of women in management positions in Japanese

companies. Although there has been encouraging news that the number of female executives in publicly listed companies has doubled in the last five years, women still account for less than 4% of all executive positions. The government has announced its dedication to seeing the percentage of women executives increase to 10% by 2020 and is doing so by providing stimulus to the business world as an institutional investor.



In July 2017, the Japanese Government Pension Investment Fund, the world's largest pension fund, adopted the MSCI Japan Empowering Women Index as one of its environmental social governance (ESG) indices. It was announced that the fund would invest 1 trillion yen into companies that, among other criteria, were evaluated and scored based on female employment rates and the percentage of women in management and executive positions. This investment model has provided impetus for companies to invest in recruiting more women and provide women employees with opportunities for upward mobility. Osaki commented that institutional investors in the US can also contribute to Japanese women's empowerment through the financial markets with ESG investing. Furthermore, companies with more than 30 employees are now legally obligated to disclose the number of female executives and information such

as female employment ratios and employee retention. Making this information transparent not only encourages companies to do better, but also empowers women to choose companies that have shown steady commitment to building more gender diverse and inclusive teams.



Finally, one of Japan's biggest issues is female representation in the political field. A breakdown of Japan's Gender Gap Index ranking reveals that while it scored poorly in economic participation and opportunity at 114th and received a higher but still lagging score for educational attainment at 74th place, in the critical field of politics, Japan ranks 123rd. Osaki's previous post was the Ministry of Home Affairs which remains one of the ministries with the least female representation. Abe's 20-member cabinet, once praised for having the highest number of female Cabinet ministers ever in Japanese history (seven out of eighteen), currently only has two women.

However, in May, after being dropped several times, the Act for Gender Equal Society in the Political Field was approved unanimously. The act asks all political parties to voluntarily work to equalize the ratio of male and female candidates. While it is not enforced through penal regulations, gender equality has in fact become one of the main campaign issues in preparation for the upcoming 2019 election cycle, and political parties have been proactively seeking out female candidates. The Democratic Party of the People recently announced that they would support new female candidates by providing them with funding and exclusive trainers. Other parties have begun running workshops for women interested in politics.

Fireside Chat I



Yoky Matsuoka, Chief Technology Officer, Nest
with **Frances Colón**, CEO, Jasperi Consulting

*The first fireside chat of the day featured a conversation between moderator **Frances Colón** and Chief Technology Officer of Nest, **Yoky Matsuoka**. Matsuoka discussed the ways in which she works to confront fear and self-doubt and spoke about the different ways in which impactful work and innovation are achieved in startup settings versus tech giants.*

Matsuoka's career has been characterized by large transitions—transitioning from the world of academia, entering the uncertain and risky startup world, to working at tech giants that cater to billions of users. Matsuoka has already accomplished much in her career. She is a recipient of the MacArthur award, and she has been named one of the Brilliant Ten by Popular Science magazine and one of the Top 10 Women to Watch in 2010 by *Barbie*.

While Matsuoka's career has seemingly followed a steady upward trajectory, she revealed that she too has experienced her fair share of

fear and self-doubt. Balancing her go-getter and ambitious public Silicon Valley tech executive persona with her more reserved inner self has required much self-reflection and a conscious effort to formulate in her mind the kind of traits she wishes to convey.

Matsuoka's discussion of fear as part of the climb to success is an important lesson. While the idea of fear or self-doubt are in many ways antithetical to the Silicon Valley culture of fearlessness and go-getting, truly ambitious people challenge themselves to do a little more than they've ever done in the past, and as a result, many new ex-

periences can be daunting. Finding ways to confront fear or self-doubt in intimidating situations is an important consideration. For example, not having an opinion or an answer during an important meeting is a situation that many of us have found ourselves in before and that many of us dread. Instead of making something up or not saying anything in this kind of situation, having a “go-to” phrase such as, “I don’t know the answer to that, let me get back to you” can make these situations less formidable while maintaining control.

Matsuoka has always been motivated by the desire to make an impact and work with people, and this is what has driven her career trajectory thus far. As a technologist, Matsuoka makes a conscious effort to think first about people—what they want or need—and then find the technologies to make this a reality. The process in which these kinds of innovations are then actually implemented looks very different at big firms versus startups. There is a lot of risk involved in establishing a startup or joining a startup team. In most cases joining a startup means taking a salary cut in exchange for stock options. However, at a startup, the more work that is put in, the more hopeful the future, and startup founders and employees have much more direct control over the decision-making process and the direction the



company takes. The scale of impact is also different. Startup success is measured by getting the first user to use a product and love it, and then the next 1000 users to use and love the product. For tech giants such as Google and Apple, who cater to billions of users across the globe, the impact is automatically at a much larger scale, and there is less room for failure. Big companies tend to have more resources and different, more stable benefits, but a lot of the control is ceded, and various constraints are built into the company.

Matsuoka also spoke about the impact of speaking out against gender inequality in the industry. Women in the industry encounter conscious and unconscious biases on a daily basis. Small aggressions such as being talked over, being looked over, being treated like an assistant, are so commonplace that sometimes it is really about picking your battles and not worrying about the things that can’t be controlled. However, speaking out where change can be made can be quite impactful. “Time’s Up” for example, was originally a movement founded by a number of Hollywood celebrities against sexual harassment following the sexual abuse allegations against director Harvey Weinstein. It has now mobilized to different industries and taken up other causes as well, and has had wide-ranging impact, from high profile sexual harassment and assault charges, to pushing companies to review workplace relationships



and how they pay men and women. This movement is a good example of how speaking out and bringing together people from different walks of life can be influential and far-reaching.

Lastly, Matsuoka spoke about self-care. As a working mother of four, with a job that takes 120 hours a week, for Matsuoka, balancing work-life is both important and impossible. Women in similar circumstances understand that with such a difficult schedule, self-care often gets pushed to the bottom of the priorities list. However, self-care is not only important for personal psyche, but also reflects in workplace productivity and output, and work counterparts can tell if whether you have been taking care of yourself. Matsuoka advised the audience to make a list of things to do “just for you,” and try to follow this list.

Fireside Chat II



Claire Chino, President and CEO, Itochu International Inc.
with **Haruko Sasamoto**, Assistant Manager, Silicon Valley Branch,
Mitsubishi Corporation (Americas)

*The second fireside chat featured a conversation between moderator **Haruko Sasamoto**, Assistant Manager of the Mitsubishi Corporation's Silicon Valley branch, and **Claire Chino**, President and CEO of Itochu International Inc. Chino joined Itochu in 2000, becoming the first female executive officer—as well as youngest—of any major trading company in Japan. Chino has made significant contributions in her role, expanding the role of in-house lawyers, receiving multiple prestigious awards for her leadership, and actively promoting women's interests in corporate Japan and initiating a diversity program within Itochu. Chino discussed how Itochu has responded to disruptive innovations and a rapidly changing business environment by embracing new ideas and diversity, as well as implementing work-style reform to promote better efficiency. She also discussed the value of mentorship, and how young women in the industry can find role models.*

Startups in new emerging areas are laying siege to legacy companies in both the US and Japan. For large, well-established companies like Itochu, the threat from new firms entering the space and innovating disruptive technologies is real. With a renewed emphasis on corporate innovation, Itochu has stayed competitive by including innovation, new technology, and new business

as part of their business strategy. While Itochu has been mindful not to stray too far from its core strengths, the company leadership has recognized the necessity of understanding new disruptive innovations and incorporating new technologies where it can boost the company's core business.

Diversity is also a part of this, as it fuels new ideas. Itochu first approached the issue of gender diversity by setting a numerical target for the percentage of women hired at about 20-30%. However, over time, the company realized that while they were successfully hiring their target number of female employees, the number leaving after a few years was much higher than male employees, leaving Itochu with the same core set of problems, including the “M”-shaped curve and the underrepresentation of women in more senior positions. Itochu has therefore reoriented its focus to retaining female employees and keeping them engaged while they are raising their children.

When Itochu first launched its diversity program, a core consideration was to give good benefits to female employees. However, the actual implementation of generous leave has led to both pros and cons. Many Japanese companies do in fact have extremely generous maternity leave policies. While generous programs might look good, the longer a person is away from the workforce, the harder it becomes to come back. Having a very generous policy towards women also brands women as the caretakers, further strengthening traditional gender roles. Chino suggested that the solution to this issue is a balance between the obligation on the companies’ part to keep employees engaged while they are away, and on employees to be thinking proactively about their own careers and stay engaged.

Another system that Itochu has incorporated that has both contributed to an overall more productive corporate culture, and helped employees maintain a better work-life balance, was the implementation of a morning overtime system. Employees who come in between 5am-8am are paid overtime and are provided with breakfast.



Working after 8pm is discouraged, and the lights are turned off at 10pm. Furthermore Itochu discourages its employees from excessive drinking bouts on workdays. Notoriously long hours and excessive drinking customs after work have long been aspects of Japanese corporate culture that have been problematic for employees looking to balance work with childrearing. These long-standing norms have made it difficult for families to have two working parents, and therefore have acted as a deterrent to the labor force participation of women with children. This work-style reform, in addition to creating a better work environment for employees, seems to be paying off in terms of overall company performance as well. Itochu has seen a reduction in its expenses, and its profits are growing.

While increasing gender diversity in Japanese companies is certainly an important issue, age diversity and ethnic diversity are also aspects that Japanese companies have struggled with and are just now beginning to discuss seriously. Age diversity and gender diversity for example, are actually quite closely linked. Most Japanese companies still maintain internal rules that a person must be at least in their 50s to be considered for an executive level position. Although this stipulation is not gender-specific, since Japanese companies only began to hire women starting



around 1988-89, many women up to this point have been excluded from consideration for executive level positions—therefore the issue presents itself as a gendered issue as well.

One often-discussed deterrent to women's entry into industries is the lack of role models for younger women to aspire to and learn from. The idea of mentoring—how to find mentors and receive mentorship—was another important theme of this fireside chat. Chino commented that while there have been several key people in her life who have inspired her and challenged her, her real mentor, rather than a single super person embodying all the qualities she admires, is a non-existent person who is the amalgamation of inspiring qualities she sees in various different people. For instance, a barista at Chino's local coffee shop always remembers her morning coffee order. To Chino, even this barista is a mentor of sorts because the ability to remember preferences and personalize interactions is a quality that Chino hopes to bring to her own work. Chino encouraged the audience to find inspiration in the different people they meet and create their own role models.

Startup Showcase Group 1 (Japanese Startups)

AGLOBE CO., LTD.

ANDU AMET

BEAUTIFUL SMILE

BEYOND THEREEF

CRAFTIE

*The second half of the day began with a showcase of five startups founded by Japanese women entrepreneurs selected from a larger cohort of participants of the Acceleration Program in Tokyo for Women (APT Women), brought to Silicon Valley as part of the program's "Overseas Dispatch Program": Aglobe Co., founded by **Osami Ogai**; Andu Amet Ltd. founded by **Hiroko Samejima**; Beautiful Smile Co. founded by **Mitsuki Bun**; Beyondthereef Co., founded by **Kae Kusunoki**; and Craftie, founded by **Yonggum Kang**.*

*Feedback for this showcase was provided by **Allison Baum**, Co-founder and Managing Partner at Fresco Capital, **Atsuko Jenks**, Managing Director-Japan at GSV Labs, and **Jaclyn Selby**, Research Scholar at Stanford University.*

AGLOBE CO., LTD.

In Japan, many small and medium enterprises (SMEs) selling unique products are struggling to expand overseas. Some of the immediate issues include language barriers, high initial costs for cross-border trading, as well as the lack of a buyer network. Aglobe CEO and founder, Osami Ogai's vision is to create a "no border" world, and has done this through her service, "webexpoo," (pronounced web-ex-poh) an online platform that connects Japanese producers to overseas buyers. To better connect sellers and buyers across the globe, Aglobe has incorporated chat interpreters and matching algorithms that better match potential buyers and sellers into its site.

In addition to its webexpoo platform, the company also provides a number of services for subscribing SMEs including consulting, building EC sites, designing and distributing promotional materials, and market research.



ANDU AMET

Andu Amet is a high-end leather brand specialized in products made from ethically manufactured sheepskin leather from Ethiopia. In her career as a fashion designer for high-end labels such as Chanel, founder and CEO of Andu Amet, Hiroko Samejima, began to question the mass production process of the industry, and the mass waste it created. During a trip to Ethiopia, Samejima was struck by the abundance of high quality materials and talent. The idea for Andu Amet was born out of her interactions with local artists.

Andu Amet's products are produced indigenously and feature unique designs inspired by African colors and Japanese arts and crafts. The company is involved in the full cycle of production—conducting business only with environmentally friendly tanneries and implementing a fair-trade manufacturing process with emphasis on developing long-term skills. Andu Amet's "slow fashion" products are priced at around \$1000 per item and are currently only sold at high end markets and luxury department stores such as Roppongi Hills, Hankyu Umeda Luxury Floor, ANA First/Business class, and through its own online store.



BEAUTIFUL SMILE

Food waste is a serious problem in Japan. It occurs in several forms—with the accumulation of discarded nonstandard (e.g. irregularly shaped produce) and surplus food during the production process, with returned or unsold food on the whole sale and retail end, with leftover food and wasted cooked foods in the food services industry, and with expired or leftover food products at home. All of which amounts to an astonishing 6,320,000 tons of food waste a year in Japan alone. Beautiful smile operates the Loss Zero platform, which allows consumers to buy nonstandard foods from manufacturers. Consumers benefit from access to food products at affordable prices, and manufacturers can turn disposal costs into positive returns, and benefit from a new CSR avenue.

CEO and founder of Beautiful Smile, Mitsuki Bun is a serial entrepreneur, establishing an e-commerce shop selling hair accessories in 2001, and a philanthropist, donating used and surplus accessories from her business to children in need in Cambodia. Beautiful Smile also incorporates a philanthropic component in its business model, contributing a portion of its profits to support child education in developing countries.





BEYOND THEREEF

Beyondthereef is a handmade knitting brand that helps promote work and the social participation of senior citizens and house wives. Seeing the isolation her mother-in-law felt after losing her husband and her two sons moving out, CEO and founder of Beyondthereef Kae Kusunoki was determined to help her mother-in-law find new purpose. Her mother-in-law's love of knitting and abundance of unoccupied time inspired Kusunoki to create a profitable business model by employing an underutilized population, while at the same time empowering senior citizens and housewives to become earners themselves and providing them with a supportive community.

Products are designed by stylists and fashion editors and created by senior citizens and house wives, whose skills are supplemented by training from professional knitters in order to produce top quality products.

CRAFTIE

About 1/5 people in Japan enjoy crafting, and websites such as Etsy, which recently IPOed in 2016, as well as craft workshops in large chains, such as Starbucks and Muji in Japan, are increasingly gaining popularity. Observing this recent trend, CEO and founder Yonggum Kang, an avid crafter herself, was motivated to create an online workshop discovery platform that matches users and teachers in the area of arts and crafts. Craftie provides workshop services for retailers as well. For a subscription fee, Craftie also provides planning and execution, marketing support and consulting services. Currently, over 250 teachers and 1700 retail stores are registered on Craftie.



Startup Showcase Group 2 (Silicon Valley Startups)

PLAYLIST

REACH MAMA NETWORK

SKY LABO

BABYNOGGIN

*The startup world notoriously has not been kind to women. Multiple high-profile sexual harassment cases have been filed by women working at fast-growing tech companies in Silicon Valley, and funding discrimination from a male-dominated VC industry is unfortunately still a reality for women entrepreneurs in Silicon Valley. But the growing number of women entrepreneurs spearheading various industries is beginning to change this. For our second set of startup showcases, we featured 4 Silicon Valley-based startups founded by women entrepreneurs; Playlist founded by **Karen Katz**; the Reach Mama Network, founded by **Karina Cabrera Bell**; SKY Labo, founded by **Rie Kijima**; and BabbyNoggin founded by **Jin Lee**.*

*Feedback for this showcase was provided by **Allison Baum**, Co-founder and Managing Partner at Fresco Capital, **Atsuko Jenks**, Managing Director-Japan at GSV Labs, and **Jaclyn Selby**, Research Scholar at Stanford University.*

PLAYLIST

Playlist is a social music streaming platform that is tokenizing the music industry on blockchain, with the PLAY token. With streaming, the music industry is experiencing the fastest growth in 20 years. 5 trillion songs are streamed annually, and the average smartphone user listens to music 32.1 hours a week on their phones. Yet, while the world has become more social with the rise of platforms that allow users to share all sorts of content, listening to music—something that clearly occupies much of our time—has become an isolated experience. Playlist pioneered social music that has enabled people to listen to music together, chat, like, and collaborate in the area of music, and as a result, has ten times the user engagement of other streaming services such as Pandora or Spotify. The company is currently building a decentralized app (DApp) on blockchain that leverages consensus mechanisms for artist backing and discovery, and smart contracts to capture all revenue streams.



REACH MAMA NETWORK

The Reach Mama Network is creating a new pipeline into the tech industry and the workforce in general for moms of color.

Companies have an incentive to adopt measures that increase the number of women of color in their ranks. Statistics show that ethnically diverse companies are 35% more likely to outperform, and gender diverse companies are 15% more likely to outperform. Furthermore, estimates show that there will be about 1.1 million new jobs created in the rapidly growing tech sector by 2024. Where there is seemingly a wealth of opportunity for women of color looking to break into the industry, there are multiple barriers that have made this difficult. Currently, women of color make up just 2% of the tech industry. Informal networks play a crucial role in entry into the industry and career advancement - especially in the tech sector - making the lack of network a large obstacle to the entry and success of women of color. Studies have shown that the reality is even harder for moms who are half as likely to be called back by prospective employers. A study by the Center for Talent Innovation found that for highly qualified women who left their jobs voluntarily for an average of 2.7 years, nearly 9 out of 10 wanted to return, but only 40% were able to find full time work.



The Reach Mama Network seeks to provide moms of color with networks, opportunities, and the tools to succeed in three ways. Reach Mama works with companies to curate leadership development workshops that empower, educate and equip moms of color with the tools and resources to grow professionally. It also seeks to change the narrative about moms by featuring stories of incredible multicultural moms and honoring the achievement of moms of color in different industries through the Reach Mama podcast. Reach Mama also works with companies to develop returnship programs—mid-career paid internship programs for moms of color who want to reenter the workforce or who want to transition into tech. Unlike many other returnship programs, the programs developed by Reach Mama are focused not just on providing opportunities, but finding good fits that will lead to eventual full employment and making sure that participating moms are given the mentorship and training to excel.

SKY LABO

SKY LABO is a non-profit education social venture with a goal to ignite students' curiosity and interests in the Science, Technology, Engineering, Arts, and Mathematics (STEAM) fields.

The underrepresentation of girls in STEAM fields is a global issue, and especially a problem in Japan. In education, Japan has one of the largest gaps in learning outcomes among OECD countries. Studies have shown that girls tend to believe that they are better at reading than math and science areas, and they perform and make decisions based on this belief. Results from a survey that collected responses from half a million people showed that 70% of respondents associated males with science, and females with arts, proving that a high level of gender stereotyping in fields of study still exists.

SKY LABO focuses on reframing STEAM education for girls, using emotion, artificial intelligence, and design thinking. Its current project involves developing workshops that demonstrate STEAM research that is data driven yet human-centered. One of the main features of design thinking is empathy, cultivated through interviews conducted

with users to identify needs. However, the data analysis component can be difficult and prone to errors or misinterpretations. To address this, SKY LABO supplements the hands-on collaborative process of collecting qualitative data, with artificial intelligence for data analysis. This process shows students how to integrate empathy with digital learning experiences, highlights diversity in the immediate network while recognizing similarities across populations, and simplifies and trains students and teachers in the design thinking process. SKY LABO is working to integrate their AI powered learning platform in curricula that will be piloted in several Japanese schools, and eventually train teachers in design thinking and the utilization of this educational digital platform.



BABYNOGGIN

BabyNoggin is a longitudinal preventative health platform that allows parents to easily screen children for developmental delays at home and connect to clinicians and local resources for further follow up, as well as manage and calculate insurance costs.

Currently in the US, 1 out of 4 children are diagnosed with developmental delays. While routine surveillance and screenings are suggested, about 50% of doctors don't conduct regular screenings and many developmental delays go undetected for years, with about 1 million children entering school systems with undiagnosed disabilities. While therapy services are provided free of charge if developmental delays are detected before age 3, many children in America are not diagnosed until they are no longer eligible. Early detection is imperative for children who otherwise might miss out on critical early years of therapy, and for the families burdened by heavy medical bills.

BabyNoggin is currently looking to partner with genetic companies and add machine learning components that might help families better understand development benchmarks.



Leveraging Your Personal Brand to Effectively Lead



Facilitator: Sylvia Vaquer, Co-Founder and Chief Creative Officer, SocioFabrica

*Conference participants concluded the day by engaging in a participatory exercise facilitated by Co-Founder and Chief Creative Officer at San Francisco-based digital agency SocioFabrica, **Sylvia Vaquer**. The exercise was designed to help attendees identify and leverage their personal brands to effectively lead and get results. Using Design Thinking as a framework, attendees worked to identify personal strengths, skills, and unique differentiators, and find strategies to effectively communicate these and leverage them in the work environment.*

How others perceive you, from team members to board members, directly affects how receptive others are to your ideas, and your ability to lead and communicate and bring about meaningful change. Managing a personal brand is not just important for women entrepreneurs, but for anyone trying to excel and make impact in the workplace. For leaders, it is important to understand context in order to tune your messages and skills.





Sylvia Vaquer, who led this exercise, is the co-founder and chief creative officer at SocioFabrica, and also founder of She Leads, a San Francisco-based organization that aims to create a space for women in tech and design to come together and share peer-to-peer guidance and actionable advice. By gaining new perspectives and tips for navigating issues, these conversations help foster a strong network of support. Vaquer brought a similar framework to this exercise, interweaving personal reflection elements to help participants self-identify and understand their skills

and value-added, with group discussions in order to practice communication, gain new perspectives on different leadership styles, and meet potential mentors/mentees and build a network of support.



In a three-stage exercise, participants worked to: 1) identify their personal brands 2) identify where their context and their skills meet 3) identify opportunities to map next career steps and 4) leverage skills to become a more effective leader/communicator.

Conference Speakers

Listed in Alphabetical Order



Allison Baum is a co-founder and managing partner of Fresco Capital, a global, early stage venture capital fund investing in technology companies transforming education, healthcare, and the future of work at scale. Prior to Fresco, Allison was an early member of the team at General Assembly, a global network for education and career transformation specialising in today's most in-demand skills, where she developed and launched the company's first part-time and full-time programs for technology, business, and design in New York. In 2012, she relocated to Hong Kong to launch their first business in Asia. Previously, she was a member of the Equity Derivatives team and Cross Asset Sales teams at Goldman Sachs in New York City. Allison graduated cum laude from Harvard College with a BA in Economics and a Minor in Film Studies. She is also a member of the World Economic Forum Global Shapers community, a mentor for emerging women entrepreneurs in Southeast Asia at Wedu Global, a mentor for global social impact entrepreneurs at Endeavour Capital, and was named by Forbes as one of the 30 Top Emerging VC Managers in Asia.



Karina Cabrera Bell is the Founder and CEO of the Reach Mama Network. A network to help moms of color with opportunity. Karina is also the host of the Reach Mama Podcast where she showcases multicultural moms about their success journey with career and family. With 15+ years working at all levels of political campaigns and government, she has seen firsthand the benefits of having women and moms in leadership positions. Most recently, she worked in the Obama White House as Director of Congressional Affairs and Director of Outreach and Recruitment. In these roles she helped attract and retain diverse talent to join President Obama's political team, efforts that led to the most diverse federal workforce in history. Karina honed her policy chops in the U.S. Senate as Senior Policy Advisor for New York Senator Kirsten Gillibrand and for the City of New York. Karina has also worked on numerous campaigns including two presidential campaigns (Obama and Kerry).



Mitsuki Bun was born in Nara Prefecture. After graduating from Doshisha University, she worked in the financial sector at one of the largest insurance companies in Japan. Bun started her first business in 2001, an e-commerce shop selling hair accessories, which also had a philanthropic component of donating used and surplus accessories to children in need in Cambodia. Bun established her second company, BeautifulSmile Co., in 2015, which is focused on solving the food waste problem in Japan through the LossZero project, a web-based platform where consumers are able to buy off specification as well as surplus food products which would traditionally go to waste, from food manufacturing companies at a discount. BeautifulSmile also contributes part of its profits to support child education in developing countries.



Claire Chino is Managing Executive Officer of ITOCHU Corporation (“Itochu”), a Fortune Global 500 company headquartered in Japan, and President & CEO of ITOCHU International Inc., a subsidiary of Itochu in New York. Before assuming her position in New York, she was General Counsel of Itochu. In 2013, she became the first female executive officer of any major trading company in Japan. Claire has received several recognitions, including from the World Economic Forum (Young Global Leader), Yale University (Yale World Fellow), Asia Society (Asia 21) and the U.S. Japan Foundation (USJLP Fellow). She has also been recognized in the in-house community as a “Top 25 In-House Counsel in Asia” (Asia Legal Business), “Asia Pacific’s Innovative Lawyer” (Financial Times) and “FT Global General Counsel 30 (Financial Times), and has received a “Transformative Leader” award (Inside Counsel). She is a graduate of Smith College (B.A. cum laude) and Cornell Law School (J.D.), where she serves on the advisory board. She is a classically trained singer affiliated with the Julliard School and gives solo performances from time to time.



Frances Colón is the CEO of Jasperi Consulting, a boutique firm that provides science, environment and technology policy advice to higher education institutions as well as state and national-level policy-makers. She is a 2018 New Voices Fellow of the National Academies of Science, Engineering and Medicine, and City of Miami Mayor Francis Suarez’s appointee to the City of Miami Sea Level Rise Committee. From 2012-2017, Colón was the Deputy Science and Technology Adviser to the U.S. Secretary of State. As a science diplomat in Washington D.C., Dr. Colón led the re-engagement of scientific collaboration with Cuba and coordinated climate change policy for the Energy and Climate Partnership of the Americas announced by President Obama. Dr. Colón is the founder of Cenadores Puerto Rico, a non-profit platform that facilitates collaboration between the Puerto Rican diaspora and civil society on the Island. In 2016, Dr. Colón was named one of the 20 most influential Latinos in technology by CNET and was a 2015-2016 Google Science Fair judge. Dr. Colón earned her Ph.D. in Neuroscience in 2004 from Brandeis University and her B.S. in Biology in 1997 from the University of Puerto Rico.



Judy Gilbert leads Zymergen’s efforts to build a culture that supports collaboration, learning, and innovation, allowing the company to attract, develop, and challenge amazing people. Zymergen’s mission is to create a vibrant, sustainable future through biology. The company uses automation and machine learning to explore the biological world in a new way, using microbes to create new chemicals and materials for industry. She joined Zymergen from Google, where she was a leader on the People Operations team for 12 years, playing various roles to support the company’s growth and evolution. She served as the head of HR for businesses including YouTube and Google[x]. She also oversaw Google’s learning and leadership development, diversity, talent management, performance management, and career development programs. She developed and implemented programs to attract top talent to Google, serving all functions and offices around the globe, ranging from interns and new graduates to industry veterans. Judy was previously an executive search consultant with Egon Zehnder International, and a management consultant with McKinsey & Company. Judy earned an MBA from Stanford University and a bachelor’s degree in Economics and History from Kenyon College, where she serves on the board of trustees. Judy and her husband Dan, an operations executive, live in Northern California with their two children.



Atsuko Jenks oversees development and implementation of corporate innovation and new business development accelerator programs for Japanese corporations at GSVlabs in Redwood City. In addition, Atsuko is a startup mentor at Singularity University and GSVlabs. For nearly 20 years, Atsuko has advised and worked with both American and Japanese companies, assisting them with their cross-Pacific alliance and partnership strategies as well as implementation of technology licensing and various commercial agreements. Atsuko is also active in non-profit work as a Board Member of Stanford Business School Alumni Association, an Executive Committee Member of The Tech Museum of Innovation, a former President of Tsuda

University's San Francisco Alumnae Association Chapter, and a member of Stanford Business School Alumni Consulting Team. She was previously Director of Japan Division with Williams-Sonoma in San Francisco, and Consultant at Bain in Tokyo Office. Atsuko holds BA from Tsuda University in International Relations and Global Studies, and MBA from Stanford Graduate School of Business.



Karen Katz is a Stanford engineer and serial entrepreneur with an IPO and \$300M exit. She's built consumer facing platforms with 10's of millions of users in the US, generating over \$100M in digital ad revenues. Karen received her Masters in Engineering from Stanford on a full fellowship. She's currently CEO & Cofounder of Playlist, a free, ad supported music streaming service that generates 10 times the user engagement of Pandora & Spotify. On Playlist, people listen to music together and chat while they listen. It's music made social. Karen and her team are now tokenizing the music industry with the PLAY token.



Yonggum Kang's passion for building a community where people connect through arts and craft around Japan pushed her to start her own business, Craftie, in 2016. Craftie is an online workshop platform matching users and teachers in the area of arts and crafts, and also offers workshop services for retailers. Before founding Craftie, Kay worked at the Singapore branch of Japanese tech giant Rakuten in their Global Marketing Department. Prior to Rakuten she was a Strategy Consultant with Accenture. Fluent in Japanese, English and Korean, Kay graduated with a Bachelor's in Business and Commerce from Keio University in Tokyo.



Rie Kijima is Founder and Chief Executive Officer of SKY Labo, a non-profit education social venture with the goal to ignite students' curiosity and interests in Science, Technology, Engineering, Arts, and Mathematics (STEAM) fields. She is also Lecturer at Stanford Graduate School of Education and previously served as Interim Director of the Master's program in International Education Policy Analysis/International Comparative Education. She received a B.A. from International Christian University in Tokyo, Japan, and Ph.D. from the Stanford Graduate School of Education. Prior to Stanford, she worked as an education expert in monitoring and evaluation at the World Bank and traveled frequently to Morocco, Tunisia, Vietnam, and Laos. Rie's research interests include international large-scale assessments, gender and education, developmental psychology, and education in developing countries. She is currently writing a book on the intersection of Design Thinking and STEAM education which will be published in Japan later this year. She is a Scott M. Johnson Fellow of the United States Japan Leadership Program. She is also a member of the Silicon Valley Japan Platform and U.S.-Japan Council. She holds an appointment as a Researcher at Keio University Graduate School of Media Design. Rie has two elementary school-aged girls and lives in Menlo Park, California.



Kenji E. Kushida is the Japan Program Research Scholar at the Shorenstein Asia-Pacific Research Center at Stanford University (APARC), Project Leader of the Stanford Silicon Valley – New Japan Project (Stanford SV-NJ), research affiliate of the Berkeley Roundtable on the International Economy (BRIE), International Research Fellow at the Canon Institute for Global Studies (CIGS), and Visiting Researcher at National Institute for Research Advancement (NIRA). He holds a PhD in political science from the University of California, Berkeley, an MA in East Asian studies and BAs in economics and East Asian studies, all from Stanford University. Kushida's research streams include 1) Information Technology innovation, 2) Silicon Valley's economic ecosystem, 3) Japan's political economic transformation since the 1990s, and 4) the Fukushima nuclear disaster. He has published several books and numerous articles including "The Politics of Commoditization in Global ICT Industries," "Japan's Startups Ecosystem," "Cloud Computing: From Scarcity to Abundance," and others. His latest business book in Japanese is "The Algorithmic Revolution's Disruption: a Silicon Valley Vantage on IoT, Fintech, Cloud, and AI" (Asahi Shimbun Shuppan 2016).



Kae Kusunoki was born in Tokyo, Japan. She is the CEO and designer of BEYOND THEREEF.CO, a knitting bag brand that leverages seniors and pre-seniors in the rapidly aging Japanese population to participate in society by tapping into their passion and strengths. BEYOND THEREEF Co. employs over 40 designer and bag producers with the majority being between the ages of 40-80 years old. Kusunoki has won multiple awards for her work including the Yokohama Business Grand Prix in 2017. Prior to founding BEYOND THEREEF Co. in 2015, she worked as a freelance editor at a Japanese fashion magazine.



Dr. Jin Lee is the CEO and founder of BabyNoggin, an app platform allowing parents to track developmental delays at home and connect to clinicians and local resources for further follow-up. Dr. Lee was formerly a committee member for the American Heart Association and worked in the innovation and venture arms of Humana, the 4th largest health insurance company, and Providence St. Joseph Health, the 3rd largest nonprofit hospital system. She's a mentor for multiple health accelerator programs and startups. Dr. Lee previously taught developmental psychology, biology, and neuroscience in high schools and colleges. Dr. Lee has been featured on numerous healthcare blogs and has been a featured speaker at multiple events such as the TEDxPeacePlaza, Sirius XM radio, SXSW, European Academy of Pediatrics,

Aspen Institute Children's Forum, and National Early Head Start. She received her Ph.D in Developmental & Child Psychology from the University of Oxford and received her BAs in Neuroscience and Biology from the University of Pennsylvania, where she was a Thouron scholar.



Yoky Matsuoka grew up assuming she would become a professional tennis player, but instead earned a BS degree from UC Berkeley and a PhD from MIT in electrical engineering and computer science in the fields of artificial intelligence and computational neuroscience. Subsequently, she became a professor at Carnegie Mellon University, then the University of Washington, developing robotic devices for rehabilitating and assisting the human body and brain. This work led her to the MacArthur award and being named one of the Brilliant Ten by Popular Science magazine and one of the Top 10 Women to Watch in 2010 by Barbie. In late 2009, Ms. Matsuoka joined Google[x] as one of the three founding members before taking her position as vice

president of technology at Nest. She was named CEO of a small startup, Quanttus, in 2015, and a year later joined Apple's Health Group before returning to Nest in 2017.



Osami Ogai was born in Shizuoka Prefecture. With a strong passion for studying abroad, she quit university in Japan, and finished her master's degree in linguistics from the University of QLD in Australia. After returning to Japan, she worked at automobile company, Suzuki, where she worked on Suzuki's expansion into Europe. She established her own company, Aglobe Coporation in 2013, which helps small- and medium-sized enterprises (SMEs) discover overseas distribution channels for their made-in-Japan products. Aglobe also provides various other services, such as marketing support operation of EC sites, management of events, and translation services focused on SMEs overseas expansion. In 2013, Ogai won the J300 Japan Women's Venture Award.

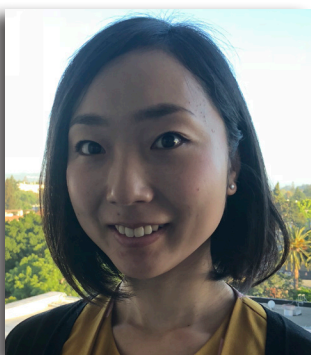


Yuko Osaki is originally from Kurashiki City, Okayama, Japan. She joined the Ministry of Internal Affairs in 2002. Osaki's role in the ministry has been local tax system planning and communication with LDP Research Commission on the Tax System. She was also responsible for the local government bond planning and "lottery" system. To date Osaki has worked at two municipalities, in the Ibaraki and Yamanashi prefectural offices. During her five years as a director at the Yamanashi Prefectural Office, she was involved in a project to export Japanese "Koshu" wine to the EU and in the promotion of the jewelry production area. She is currently Senior Planning Officer to the Promotion Division at the Gender Equality Bureau, at the Cabinet Office.



Hiroko Samejima started her career as a designer at a Japanese manufacturer. She then joined JICA Volunteer and served as a designer in Ethiopia and Ghana, where she organized fashion shows with local partners and helped in fair trade projects. After returning to Japan, she joined at CHANEL where she worked on the brand's marketing and creation. In 2012, she established andu amet, an innovative luxury brand which uses exclusive prized leather from Ethiopia and strives to make social contributions through the company by considering social and environmental effects in all parts of production from product planning, procurement and manufacturing, to distribution. She was awarded "NIKKEI women of the year(2012)",

"APEC young innovator award(2013)", "Cartier Change makers of the year(2015) ...etc. Now she travels back and forth between Japan and Ethiopia.



Haruko Sasamoto has been with the Mitsubishi Corporation for 12 years and is currently the Assistant Manager of the Mitsubishi Corporation (Americas) Silicon Valley branch. Throughout her career, Sasamoto was in charge of Mitsubishi's global network management (200 offices and subsidiaries in 90 countries), mainly in the Middle East, which includes government and partner relationship management, regional strategy planning, and analyzing economic and political situations. She was transferred to Silicon Valley in February 2017, where she works in research and provides industrial insights to the business development team. Besides Silicon Valley, she has lived in Dubai, Paris, Edinburgh, and Texas.



Jaclyn Selby is a Research Scholar at the Walter H. Shorenstein Asia-Pacific Research Center on the Silicon Valley - New Japan Project. She joins Stanford from a postdoctoral fellowship at the Tuck School of Business at Dartmouth, where she was affiliated with the Center for Digital Strategies and the Strategy and Management Faculty Group. Selby's research is at the intersection of strategic management and technology policy for high tech and media industries. Her main areas of focus are the digital platform economy, innovation management, startups, and intellectual property. Her work has been published in *Communications & Strategies*, *Foreign Policy Digest*, and *Intellibridge Asia*. Selby holds a PhD from the University of Southern California, an MA from Georgetown University, and a BA from Sarah Lawrence College. Prior to pursuing her doctorate she was a Senior Researcher at Project Argus, a global leader in federally-funded disease and disaster intelligence, where she headed three operations research and tech strategy projects. Her background also includes experience in boutique consulting, as Research & Marketing Director for the Style and Image Network, and in geopolitical consulting (Intellibridge, Courage Services, CastleAsia).



Sylvia Vaquer is Co-Founder and Chief Creative Officer at SocioFabrica, a digital agency based in San Francisco. There she has helped clients Nespresso and Ross Stores refine their approach to digital marketing, has assisted StubHub and AppDynamics extend their product offering by enhancing the user experience and has built innovative user interfaces from the ground up, including Tealeaf's Overstat (acquired by IBM), NTT's cyber security dashboard, and Catalina Labs IoT solutions. Before co-founding SocioFabrica, Sylvia helped mold brands like Starbucks, Target, Washington Mutual, Project (RED), Better Place, Engage 360 and GeekNet at branding firms Wolff Olins, Addis Creson and Interbrand. Since 2007, Sylvia has collaborated with media firm Remezcla to assist top U.S. brands reach Millennial Latinos through experiential marketing campaigns like "Mi Pepsi" and Heineken's "The Spot." Sylvia holds a Bachelor's degree from the Rhode Island School of Design (RISD) in Graphic Design. She also pursued a Master's at University of California, Berkeley where she studied how brands and visual communication help construct people's identities. Her work has won multiple awards including Shorty Awards, Communication Arts Design & Interactive Annuals, w3 Awards, Rebrand 100 and the American Graphic Design Awards. Committed to changing the staggering numbers of women in leadership in the design industry, recently she co-founded She Leads, a series of events and workshops to help further women in design careers. Outside of work, traveling, yoga and cooking with her family keep Sylvia sane.



Stanford | Japan Program
Shorenstein APARC