Who Does Shoulder the Responsibility for the Future of Japan? Yourself or Somebody else?

Work with your hands and feet on the ground, and put your faith in mind.
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To cope with globalization by understanding a large gap between two sides; one and the other

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References
Strategic international standardization for global business (TDU, September 2008)
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Today, Japan, as well as your country, does not need critics but business persons.
1. Why are International Standards so Important Today?

Actions of human beings from poverty to wealth through the growth

WTO TBT/GP as fetters?
(TBT: Technical Barriers to Trade, GP: Government Procurement)

From low wages for high quality to high wages for high quality?

The richness in the wealthy countries such as Japan, Europe, and the US!

The job of the general public: Comics, gourmet, Spa, and sightseeing
The job of public officers: Rules, standards, laws, and buildings

Sowing in the age of poverty, cultivating in the age of growth, and rule-making in the age of wealth
No need for food production, and then nothing to do, and then non-creative life

The number of rules increases in the age of wealth. Things which are created by human power must be controlled by human power. Never let them as they are or as they go.
2. Two types of Standards; de-facto and de-jure

**Defacto Standards (Private requirement)**

- Standards developed by a private company which are used widely as a result of the choices of consumers

**De-jure Standards (Public requirement)**

- Standards registered at a recognized standards organization such as ITU, IEC, ISO, etc.

**ITU: International Telecommunication Union**
- For telecommunications and radio-communications
- An organization belonging to the United Nations. The MIC is responsible for the ITU work

**IEC: International Electro-technical Commission**
- For electric and electronics technology
- An private organization. A national body (JISC/METI) is responsible for the IEC work

**ISO: International Standardization Organization**
- For those other than the ones subject to the above two organizations
- An private organization. A national body (JISC/METI) is responsible for the ISO work
3. Four Kinds of Business in Standards Setting

The people working in the same manner as standards workers but differently in business

**Independent (Freelance) business** (The face is exclusive and the back is also exclusive.)
- To earn money by using de-facto standards which create new product market.

**Patent business** (The face is exclusive and the back is also exclusive.)
- To earn money by using licensing patent rights

**Regulation business** (The face is non-exclusive but the back is exclusive.)
- To earn money by using de-jure standards which regulates the market.

**Certification business** (The face is non-exclusive but the back is exclusive.)
- To earn money by using certification rights for conformity assessment or product safety.

* Independent business and patent business are private business.
* Regulation business and certification business are official (public) business.

Privatization is in progress in advanced countries, and social infrastructure is the business of private companies. In this regard, Japan is not yet the same as Europe and the US.

“To earn something” means exclusiveness. “De-facto type de-jure standards” means to incorporate exclusiveness in non-exclusiveness.
4. Standards’ Profit and Choice Pyramids; its top and foot

Visible (Ad.)
- Equipment
  - Components
    - Semiconductors
      - Software
        - Materials
          - Invisible
            - (Mass production and sales)
            - (Patents and applications)

Regulation
- Rights as a tool
- Differentiation → Training as a tool

← A variety of choices →
5. Three Kinds of Exclusiveness in Standards

Who misleads the timing to use the exclusiveness

Exclusiveness in technology
- Production technology and R&D technology
- Keep outstanding position over other companies

Exclusiveness in patent
- Patents used to enclose technology
- No license to other companies

Exclusiveness in market
- Closed and monopolistic sales in the market
- No compatibility with other products allowed

• The timing must be flexible in the ages changing from birth to growth, and then to mature.
• The timing must be flexible in the ages changing from poverty to growth, and then to wealth.

Regarding technology, patent, and market, it is important to change the policy in the transitional period; from closed to open.
6. Steps from Closed Standards to Open Standards

Who mistakes the timing from a closed-oligopoly market to an open-common market.

(1) Closed standards (Birth) = Oligopolistic (or Monopolistic/Duopolistic)
- Not visible from the outside but the market is monopolized with a particular product of a particular company.

(2) Single company standards (Growth) = Oligopolistic > Co-owned
- Visible from the outside though the market is monopolized with a particular product of a single company.

(3) Multiple company standards (Growth) = Oligopolistic < Co-owned
- The market is monopolized with a particular product of multiple companies by using patent or technology license.

(4) Open standards (Mature) = Co-owned
- The market is easy to enter into for everyone by openly licensed patent and technology.

Technology and patent grow up through the process from “birth”, to “growth”, and to “mature”. It is important to take “poverty”, “growth”, and “wealthy” into consideration of technology, patent, and market.
7. Steps in the Use of Patents

Who does not properly respond to the timing from closed to open of the patent licensing.

(1) The right to protect the product as exclusiveness in the market (Birth)

(2) The tool for the licensing business of the product (Growth)

(3) The tool for the negotiation of cross-licensing business (Growth)

(4) The tool used to control standardization process in the market (Mature)

Competing patents among multiple companies in international standardization is a total war, and it needs soldiers from the offices of sales, research, development, production, patent, standards, external relations, and law.

Any technology becomes obsolete in time. Any patent becomes also obsolete in time. A change is necessary before a competitive or superior technology is introduced in the market. The competitive or superior technology also comes to an end. Develop a new one before it becomes obsolete.
8. What is Sony’s FeliCa (Kitaka in Hokkaido)?

Office workers: An electronic tickets used by JR-east, Tokyo Metro, etc.

A clever user: A plastic card which is used for electronic tickets, electronic money, electronic keys, etc.

A hardware engineer: A contact-less hardware device used to send/receive data to/from at high speed.

A software engineer: A software tool used to identify persons and to mange their attributes.

A clever manager: A business tool to hold consumers and to totally manage consumer’s trends.

Are you a consumer, a hardware engineer, a software engineer, or a manager? An expert of standardization, who does not have a management sense, cannot draw a business model for the company he works for. Climb a mountain (organization) from the foot to the top to view the entire mountain (organization).

Be flexible in thoughts and actions, by thinking widely and deeply, with the faith in your mind. What is missing in mind of the Japanese today are to respect their country, and to think about the future of Japan by themselves while standing on their feet.
9. Organizational Doctrines v.s. Personal Motivations

Persons who changes from the face to the back through the process of poverty, growth, and wealthy

Politicians: To work for the nation and citizens? or
- To enhance his rights and interests through politics’ activity?

Government officers: To work for public interests? or
- To promote himself by using as much as possible national budgets (= taxes)?

Organizational workers: To work for the industries? or
- To protect his position in the organization by finding unnecessary and not urgent business

Academic persons: To work for academic fields? or
- To be proud of his achievements which are the copies of papers developed by others

Office workers: To work for companies? or
- To work for his own interests by using the activity of the company he is in

Love the persons whose personal motivation match its organizational doctrines, and be a friend of them. Use the persons who are not so, and never be a friend of them.
10. Responsible Organizations v.s. Irresponsible Organizations

Who is not conscious of his irresponsibility in an organization.

Responsible organization = small organization = producers
- An organization where the master can be defined, self-dependent, momentarily
- Action (affected by others), the number of masters is small.
- Profit centers of large companies, a shops/stores, families

Irresponsible organization = large organization = consumers
- An organization where the master cannot be defined, not self-dependent,
  intentional action (not affected by others), the number of masters is large.
- Cost centers of large companies, governments, bodies, academies

• In a small organization, it prospers from the head, and it decays from the head.
  Which way to go depends on the head.
• In a large organization, it decays in its every part if it is unattended.
  Self-purification is essential.

The number of government officers in Japan is about one million while the number of citizens is about one billion. There are about one hundred masters per one government officer. Therefore, the voice of a master is easily neglected.

In an irresponsible organization, priority is given to personal motivations over the organizational doctrines. To understand personal motivations is to move persons.
11. Six Kinds of People Being Involved in Business

Understand the organizational doctrines and the personal motivations, and then use properly the two kinds; the persons whom you need and whom you do not need.

Whom you need:
- Who sets fire (Active-active person)*
- Who prevents fire (Daily-active person)*
- Who extinguishes fire (Passive-active person)*

Whom you do not need:
- Who observes fire (Daily-passive person)
- Who loots from fire (Active-passive person)
- Who interferes in actions (of the three types of -active persons)***

There are three kinds of persons in a theater (i.e. a company); an actor (well visible), a prompter (invisible), and an audience (visible when active but invisible when passive). Mobs and looters are unnecessary but they are high in evaluation of their activity in the company. Be aware of that you don’t need mobs and looters in the business.

You are sure to fail in business if you work together with the mobs and looters. You must recognize the arsonists and fire protectors through the daily work. Note that you sometimes need the firefighters, too.
12. Good Deed While Understanding Good and Bad

Who misunderstand himself not ignorant, Who understand himself ignorant, and Who understand things deeply and widely

Doing devil while knowing it is bad as an evil intention
- Minority: There are persons who does evil while knowing he is doing evil.
  Associate with him by knowing him as a bad person.

Doing devil while not knowing it is good or bad
- Majority: There are persons who does evil while not knowing he is doing evil.
  It is difficult to handle but correction may be possible through education.

Doing good while knowing the two sides; good and bad
- Minority: There are persons who knows a good deed and a bad deed, and then who stands in between them.
  What is necessary for a human being is to be moderate while knowing the two edges.

- Organizational Doctrines
- Personal Motivations
- Standing in between organizational doctrines and personal motivations

Unless otherwise understood the antinomy and multilateral thinking, “Doing good while knowing the two sides, good and bad” is impossible. The persons who do not know the word “moderation” will bring their organization to ruin.
13. Driven by Others or Driven by Oneself

Distinguish who is working from who is not working

Being driven by others (Ages and experiences are referenced as an acceptable evaluation)
- Who is time-restrained (Low income class) Negative and passive, dance music type

  Heteronomous-heteronomous person
  - Rated by time unit (ex. Interpreters)
  Heteronomous-autonomous person
  - Rated by efficiency unit (ex. translators)

Being driven by oneself (Capabilities are needed for a self achievement)
- Who is not time-restrained (High income class) Positive and active, classical music type

  Autonomous-autonomous person
  - Inevitable result wages (Productive work rated by the job) Agriculture, Industry, Commerce
  Autonomous-heteronomous person
  - Accidental result wages (Unproductive work) Samurai, Investment, Insurance, Gambling, Drags (There are two kinds; one is legal and the other is illegal.)

During a war, violence, drags, and gambling are jobs of a country which are the same as those of gangsters. Be an autonomous-autonomous person whenever possible.
14. Controlled Mind

Go against domestication in an organization

Machines (Program dependent machines)
- Completely blank. An acquired program is loaded so that it works for humankinds.

Wild animals (Independent animals)
- Born with an instinctive program which is to get foods by themselves. Very short from the birth to self-support.

Domestic animals or pets (Acquired program dependent animals)
- An acquired program is loaded by humankinds while they are fed by humankinds. They resets the instinctive program which is to get foods by themselves.

Domestic humankinds or pet humankinds (Acquired program dependent humankinds)
- Mostly blank. It takes time to grow up. While being fed by others, an acquired program, which is to receive foods from others, is loaded. It takes long time to become independent. Without education and experience, it can be brainwashed.

Wild humankinds (Independent humankinds)
- To reset the acquired program, which is to be dependent on others, by themselves, and to load a new program, which is to get foods by themselves. They need education and experiences so that they can be independent throughout their lives.
15. Education v.s. Training and Active v.s. Passive

There are two types of people.

One is educated and the other is trained.
Some training is, of course, necessary for education.
But, that training is necessary only as the basis of education, not of submission.

Which do you need?

Growth: by learning from experience
Retrogression: by training through repetition

From dependence to independence to cope with globalization

You must break the cycle of charity that makes 'people = yourself' passive, always on the receiving end.

Do you want yourself being loved by others, or being used by others?
Do you want to love others, or to use others?