



Innovation

GNAM Deans & Directors Meeting Leaders of World's Top 23 Business Schools Gather at Hitotsubashi



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Hitotsubashi University is a member of the steering committee of the Global Network for Advanced Management (GNAM), which is a strategic alliance of 27 top business schools from around the world. Today, globalization is rapidly advancing in various domains such as politics, economy, and society. Responding to such environments certainly requires cooperation among a network of business schools around the world.

The GNAM Deans & Directors Meeting was held for two days (April 23–24, 2015) hosted by Graduate School of International Corporate Strategy, Hitotsubashi University (Hitotsubashi ICS). I spoke with Kazuo Ichijo, dean of Hitotsubashi ICS, regarding this event's significance.

Three Draws of Meeting in Tokyo

Deans and directors of the 27 GNAM member schools meet twice a year over a two-day period face to face. At the current Deans & Directors Meeting, participants review their previous activities and discuss their future plans. The objective of the meeting is to further expand the GNAM and to simultaneously strengthen the network among GNAM member schools.

The first meeting was held at Yale University in the US in 2012. Subsequent meetings were held in Beijing, China; Istanbul in Turkey; and Barcelona, Spain. The April 2014 meeting was held in Mexico City in Mexico, and the November 2014 meeting in Dublin, Ireland. The April 2015 meeting was held in Tokyo, and the November 2015 meeting was held in Bangalore, India.

The April meeting in Tokyo drew extraordinarily strong interest from member schools, even before it was held. More than 30 participants from 23 of the 27 GNAM member schools participated. There were several reasons for the high level of interest. First, Tokyo is a par-

ticularly attractive city. Although Tokyo witnessed issues with nuclear power plants and earthquakes in the recent past, there are only a handful of places in the world where one can enjoy Tokyo's level of democratic government, freedom, safety, and tradition, while being in the world's cutting edge of business and industry. Tokyo has a strong global reputation.

Second, there is a common awareness that the Japanese economy has been revived under the new growth strategy called "Abenomics." A high level of interest of intending to experience first-hand how Japan, as the third largest economy in the world, is currently evolving.

Moreover, GNAM continues to grow steadily, and all member schools have a common feeling of wanting that to continue. This is why so many of the members participated in the meeting.

Preparation of Content Unique to Japan

The Tokyo meeting came together in a particularly Japanese manner. At this meeting, a student version of the program was created based on the idea of the Deans' version of the Global Network Week (GNW) a short-term intensive class for students conducted by GNAM). The idea was to have participants learn about recent advancements in Japan via an intensive class. We prepared unique content for the GNW that could be shared with the world.

Specifically, we invited editors of newspapers and business publications representing Japan for discussions on issues confronting Japan's business leaders and to continue these discussions and information sharing with the deans and directors of top business schools from around the world. The significance of this event extends beyond the mere knowledge of the type of issues Japan is facing. Because Japan is an advanced nation that is facing various problems that other countries would have to confront later, there is common global interest in how the leaders of Japan are responding to these progressive



For the “Discussion with the Media” event held at the Palace Hotel Tokyo on Thursday, April 23, 2015, editors, assistant editors, and members of editorial committees from the *Nikkei*, *Diamond Harvard Business Review*, and *Nikkei Business* were invited for discussions on Abenomics and the future of the Japanese economy and society.

List of Participating Universities (in alphabetical order) in the GNAM Deans & Directors Meeting April 23–24, 2015 in Tokyo, Japan

Asian Institute of Management
EGADE Business School, Tecnológico de Monterrey
FGV Escola de Administração de Empresas de São Paulo
Fudan University School of Management
HEC Paris
Hitotsubashi University Graduate School of International Corporate Strategy
Hong Kong University of Science and Technology Business School
IE Business School
IMD
INCAE Business School
Indian Institute of Management Bangalore
Koç University Graduate School of Business
London School of Economics and Political Science, Department of Management
National University of Singapore Business School
Pontificia Universidad Católica de Chile School of Business
Renmin University of China School of Business
Sauder School of Business, University of British Columbia
Seoul National University Business School
UCD Michael Smurfit Graduate Business School
University of Cape Town Graduate School of Business
University of Ghana Business School
University of Indonesia Faculty of Economics
Yale School of Management

and precursory issues.

For that reason, we developed a forum for the participants on the newspaper editorial committees and editors of business magazines, professionals who keep close track of these issues, to deliberate and discuss the future.

Another event was a one-hour discussion with Tadashi Yanai, chairman, president and CEO of Fast Retailing, a company that represents Corporate Japan. Mr. Yanai is one of the world’s most closely watched company executives. This face-to-face forum featured diverse themes and was a meeting that could only be conducted in Japan.

Outside of these events, each session held during the meeting was designed to show global leaders Japan’s attractiveness in various ways. For example, the interactions over meals were crucial and certainly helped the participants understand Japan’s hospitality through the way such meetings were conducted. That was the intent of our preparations.

I am confident that the Tokyo meeting brought about new innovations within GNAM. We were able to prepare well for the meeting via conference calls with other steering committee members and through other communication channels. Our plan was graciously received by the members of the committee.

The Significant Role Played by Business Schools around the World

People tend to think of business schools as a European or American phenomenon. In recent years, China has increased its profile in this area. This meeting brings together participants from such faraway places as Brazil, Chile, South Africa, Ghana, Turkey, and other graduate schools. The background behind our sponsoring the GNAM Deans & Directors Meeting in Tokyo confirms the growing global nature of business schools. Graduate schools are responsible for educating business and management professionals; it is critical for all to understand

how significant these schools have globally developed and the important role played by them. At the same time, I hope that many more people in Japan can realize the significance of studying business at such graduate schools and that this type of learning will need to be further developed.

I wish that Japanese business executives become increasingly familiar with the direction in which the world is moving, and I believe GNAM plays an important role in providing such opportunities.

The Raison d’être of Hitotsubashi University

At the GNAM Deans & Directors Meeting held in 2014 in Mexico, I had the honor of announcing that the following meeting would be held in Tokyo. Sponsoring this meeting is critical for Hitotsubashi ICS to assume its place in global leadership to maintain its identity, and in doing so, deepen understanding among educators and graduate students alike of the mission of Hitotsubashi.

The Chiyoda campus, where Hitotsubashi ICS is located, features Hitotsubashi Hall and in proximity is Josui Hall. With ICS being located in the heart of Tokyo alongside the Kunitachi campus, it is significant for the participants in the GNAM Deans & Directors Meeting to have the opportunity to understand the features of Hitotsubashi ICS, standing at the forefront of education in business management throughout the world as they do. This university was established in the Meiji era for the purpose of developing and training business people. It was later renamed the Tokyo University of Commerce and eventually developed into today’s Hitotsubashi University. The university plays an extremely important role in the development of Japanese corporations. By coming to the Chiyoda campus, which could be regarded as the birthplace of the university, people from all over the world can get a glimpse of the history and importance of the school.