

NISSAN MOTOR CORPORATION

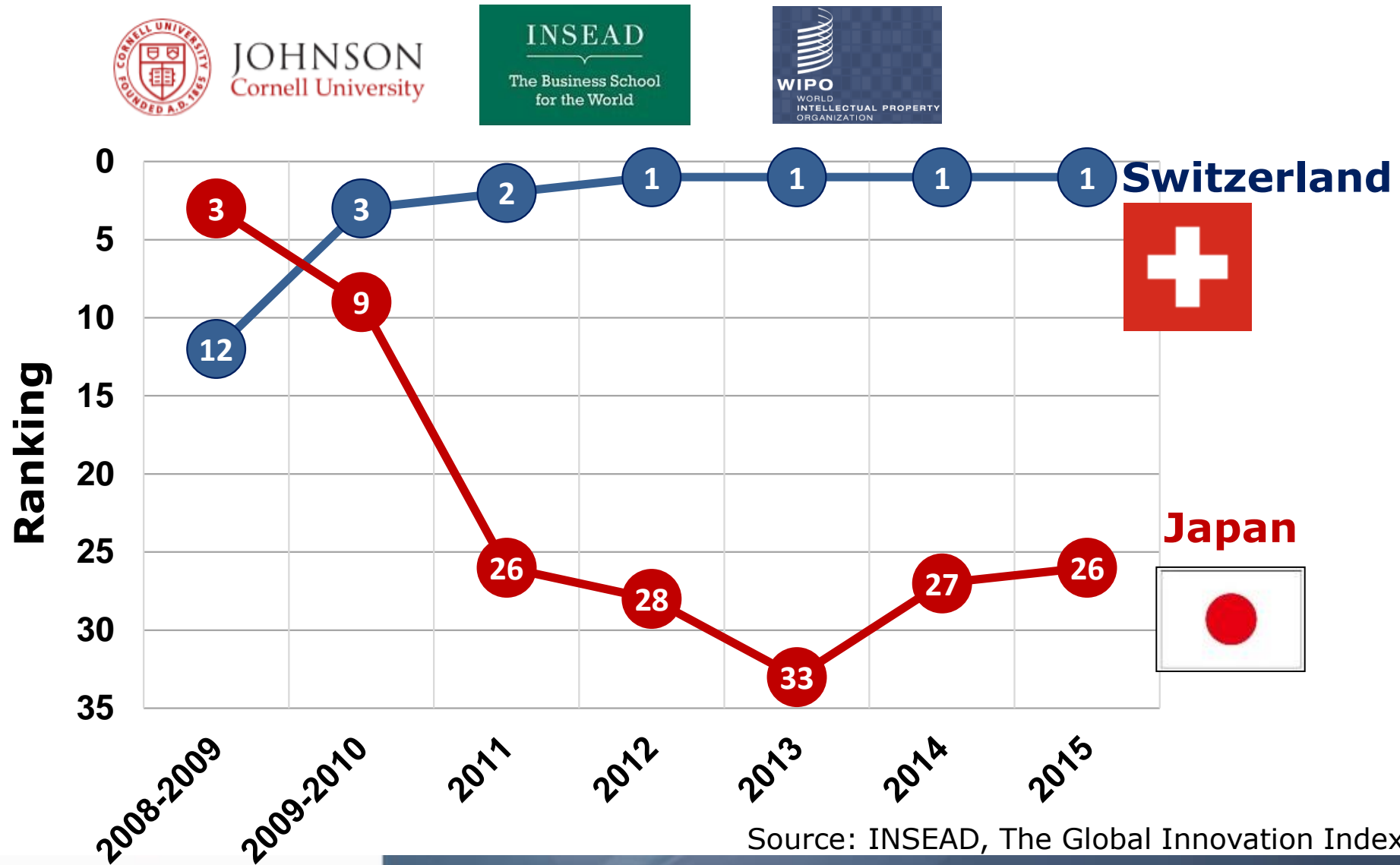


Business ecosystem for sustainable growth

**July 7, 2016
Toshiyuki Shiga
Vice Chairman
Nissan Motor Co. Ltd.**

Comparison between Switzerland and Japan

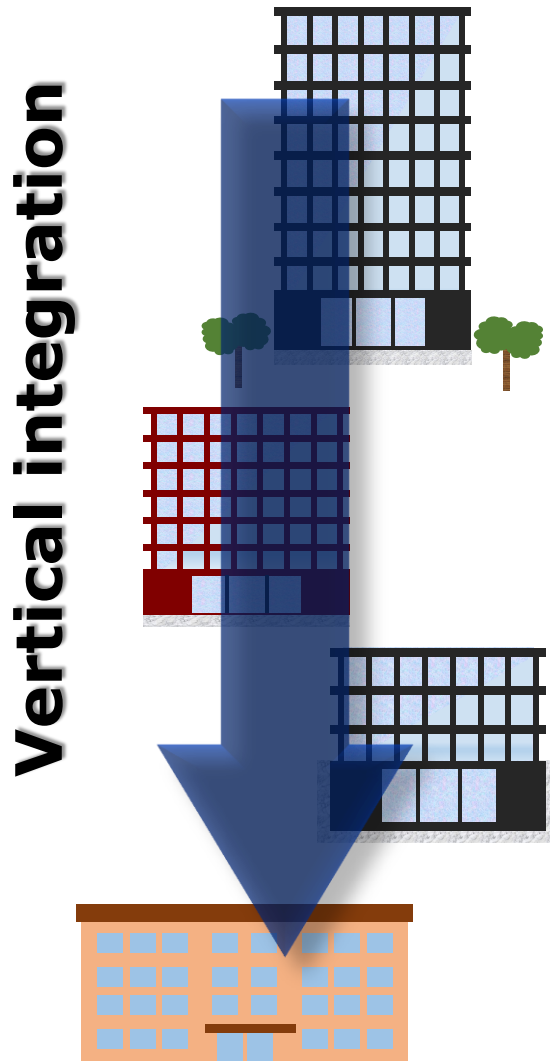
Global Innovation Output index



Source: INSEAD, The Global Innovation Index

Why was Japan strong and now is not?

➤ Japanese strengths & weaknesses



Finding "Greatest common factor"



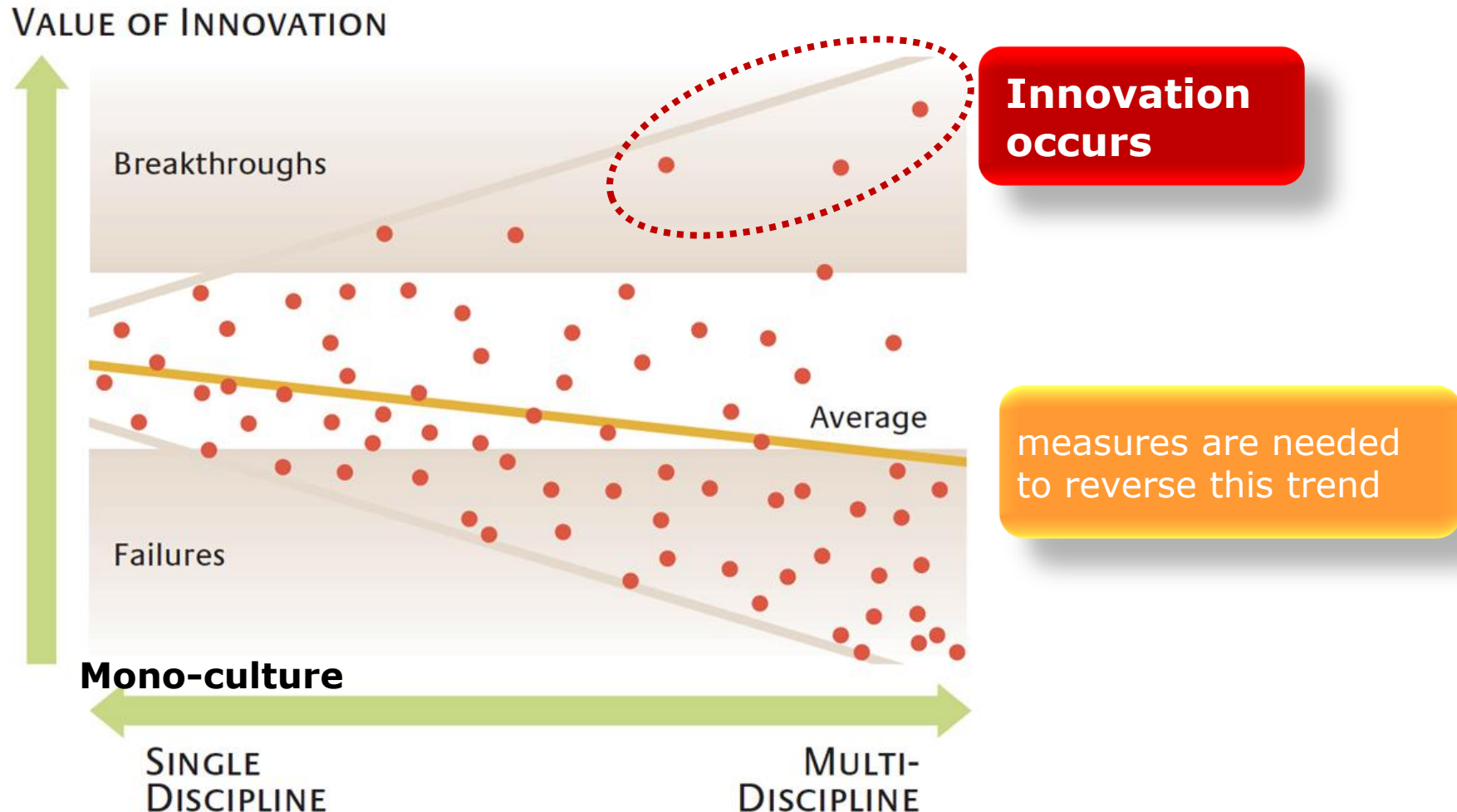
Minimizing "Friction" was the Key for success



Mono-culture

Weakness of “mono-culture”

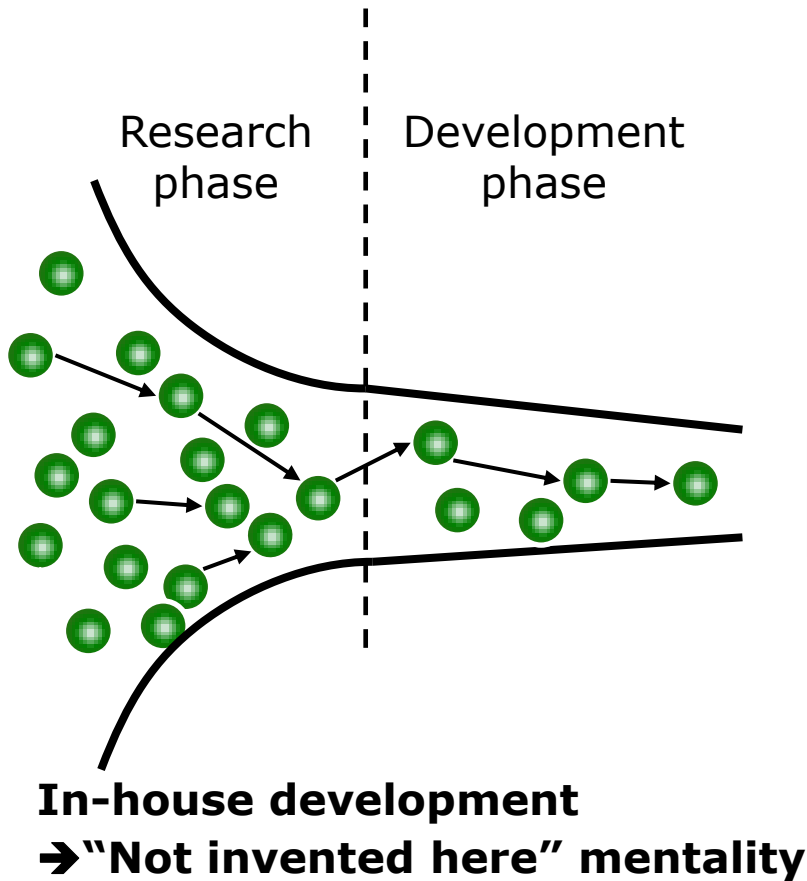
With increasing diversity, value of innovation decreases on average. However there are cases of breakthrough products



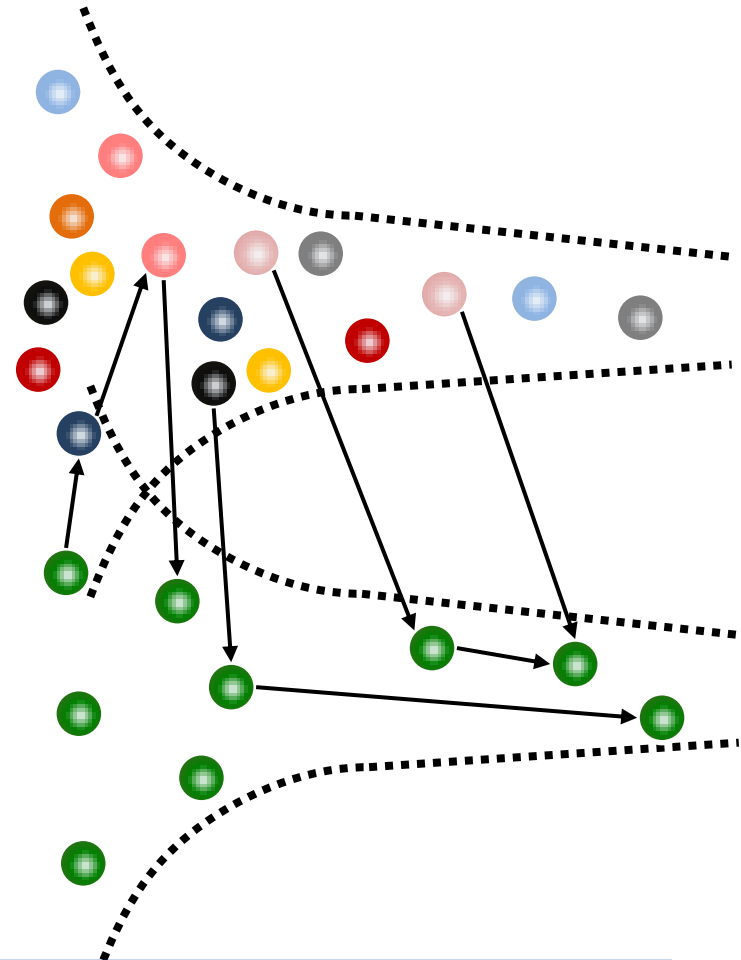
Lee Fleming, Harvard Business Review, Vol. 82, Issue 9, Sep. 2004)

Shift to Open innovation

➤ Closed innovation



➤ Open innovation

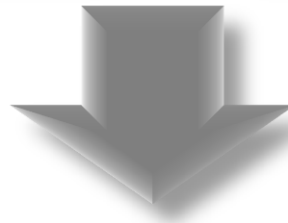


Utilizing open resources is necessary for acceleration of technology development

Utilization of “Open innovation”

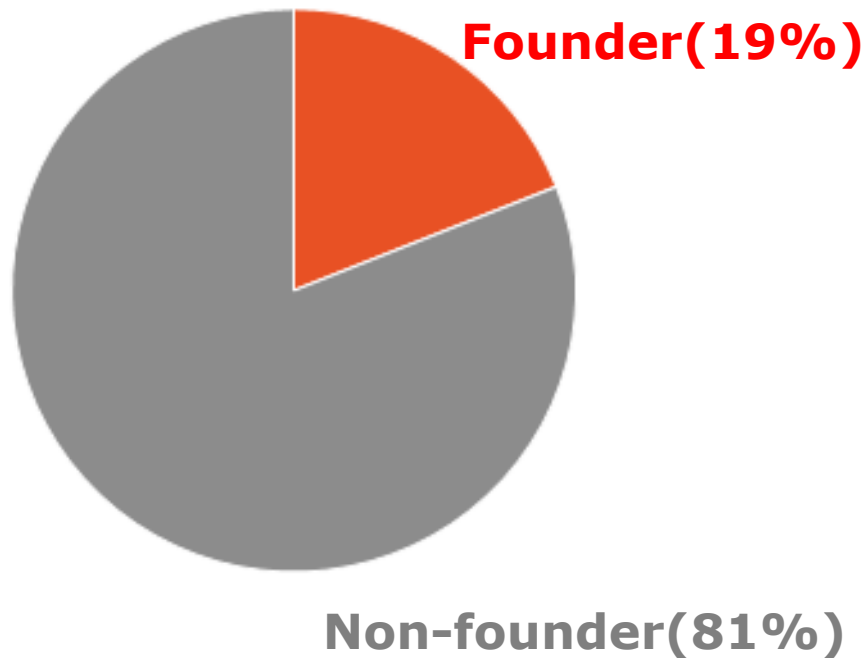
**Mind-set
Diversity**

**Society
Liquidity of HR**

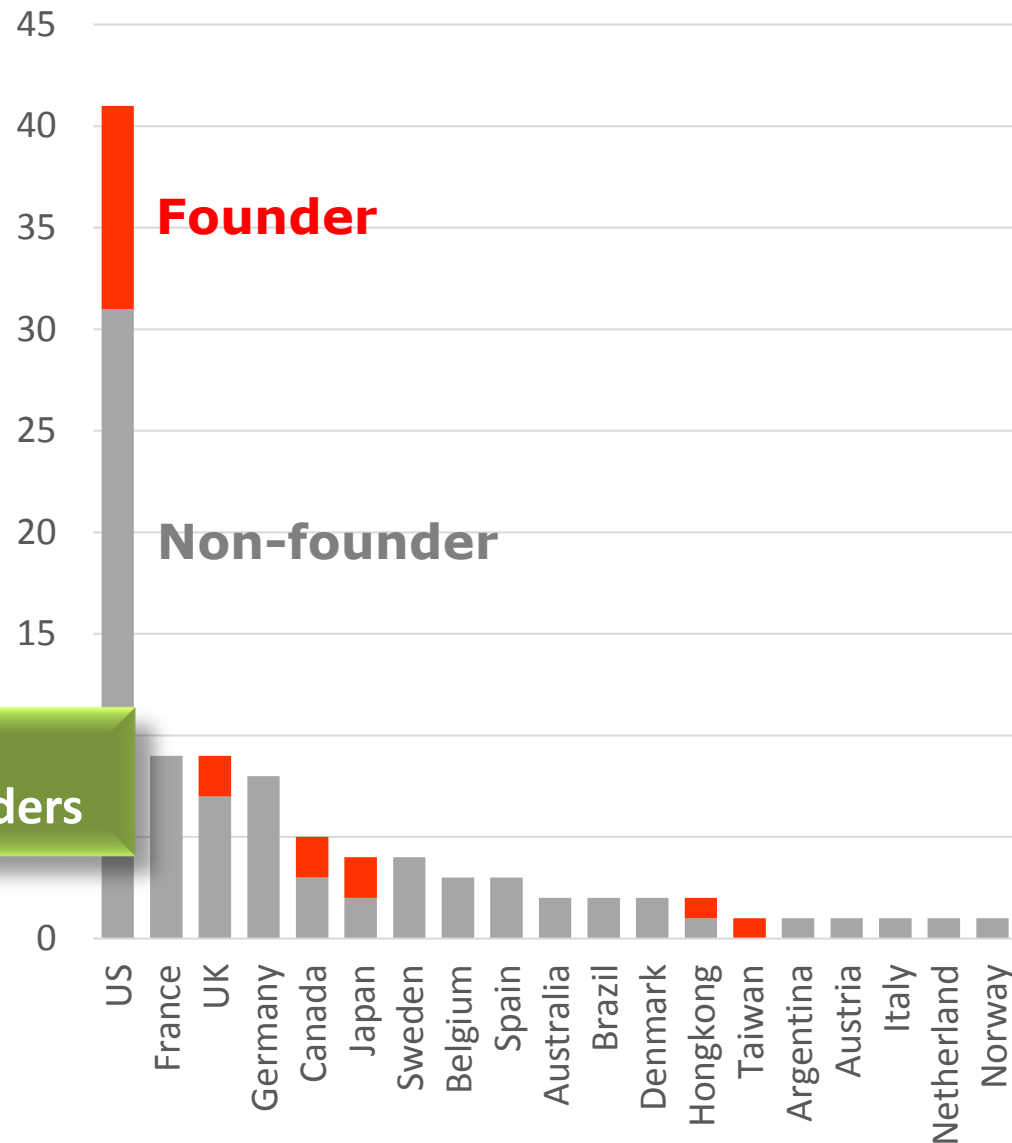


- ✓ European : To utilize “Diversity” culture
- ✓ Japanese: To learn from European Diversity culture

Best performing CEO (Top100)



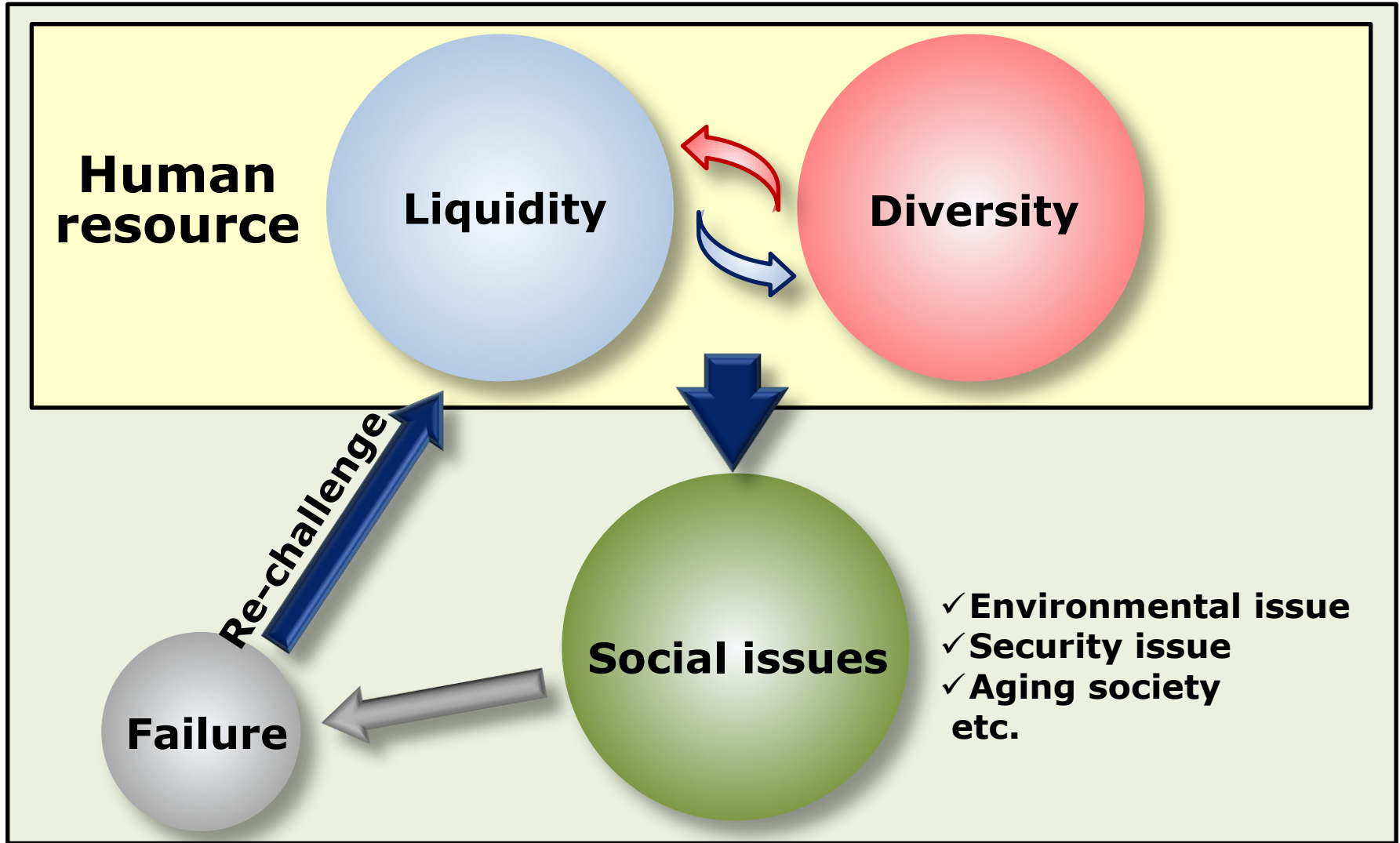
About 20% of CEOs are Founders
But there are few European CEO founders



**Need society that can
learn from “failure”**

Harvard business review 2015: The best performing CEO

Summary: Ecosystem



Business Ecosystem



Thank you for your attention.

NISSAN MOTOR CORPORATION

