

Summary of Minutes

1st Study Group Meeting on How to Secure Human Resources for ICT Ventures

1. Date and Time: June 22 (Thurs) 2006, 15:00 to 17:00
2. Location: Conference Room 1101, Ministry of Internal Affairs and Communications
3. Attendees (Honorifics omitted):
 - (1) Members
Yuji Akabane, Shigesuke Ikegami, Yukio Okubo, Etsuko Okajima, Satoshi Sekine, Tokuyuki Takahashi, Toru Maekawa, Shuichi Matsuda, Tetsuro Matsumoto, Tetsushige Yaguchi
 - (2) Ministry of Internal Affairs and Communications
Matsui (Deputy Director-General of Minister's Secretariat), Takeda (Manager of Information Policy Division), Mishima (Assistant Manager of Information Policy Division)
 - (3) Observer
Sinpei Ara (Employment Development Division, Employment Security Bureau, Ministry of Health, Labour and Welfare)
4. Summary of proceedings
 - (1) Opening
 - (2) Address from the Ministry of Internal Affairs and Communications (Matsui, Deputy Director-General of Minister's Secretariat)
 - (3) Draft Meeting Guideline
An explanation on the draft Meeting Guideline was given by the Secretariat based on Document 1, and it was approved.
 - (4) Handling of the publication of proceedings
An explanation on the handling of the publication of proceedings was given by the Secretariat based on Document 2 and was approved.
 - (5) Election of the Chairman and appointment of the Deputy Chairman
Member Matsuda was elected Chairman under the Meeting Guideline. Also, member Takahashi was appointed Deputy Chairman.
 - (6) Introduction of members
 - (7) Agenda
 - <1> The study guideline and compilation guideline of the Study Group
 - <2> Recruiting environment and recruiting strategies in ICT ventures
*After the Secretariat's explanation on <1> based on Document 3 and a presentation on <2> by member Okubo based on Document 4, questions & answers and exchange of opinions were conducted.
 - As for ICT ventures which are the subjects of study of this Study Group, we think that it does not matter whether they are funded by venture capitals or not. ICT ventures should be companies at an early stage of business which have a higher level of technologies or business models and which are expected to lead the Japanese economy in the future.
 - The operator (CEO & president, one person), the right-hand men of the president (so-called CXO, two or a few other persons) and other staff shall be strictly differentiated in the study.
 - From the viewpoint of securing human resources, it is important to think of securing as well as changing of the president. In technology-oriented ICT ventures in particular, their presidents often lack consciousness of being a president and thus are not fully assuming their roles.
 - The role of president changes as the company grows. The need to change presidents certainly exists.

- Since it is very difficult to secure human resources that can assume the position of president, it seems rather impractical to reflect it in a Human Resource Employment Manual (tentative title) that takes into consideration the procedure for changing presidents.
- We presume that readers of the compiled achievements of this Study Group will be presidents of ICT ventures. Therefore, we should discuss the manual focused on how to secure and improve the human resources, including the right-hand men and other staff.
- The rapid growth of ICT ventures today tends to largely be due to the influence of the right-hand men. Such information rarely appears outside, but we believe that the scouting of right-hand men is the major key for the growth of a venture company.
A president cannot be great from the start of the company, but he/she will grow while continuing his/her business. So we must consider supporting the growth of presidents.
- The roles of necessary human resources may change as an organization becomes bigger, but many ICT ventures appear to be unable to properly address the situation. We think that, in order to emphasize the importance of bringing changes, we should prepare a list for checking whether presidents and their right-hand men are recognizing the current status and relevant issues. The outcome shall be reflected in the compilation of the study.
- The role of the right-hand men as well as that of the president will change with the growth stage. When the role changes as the company grows, the skills that the president and his/her right-hand men had at the start will be insufficient. It is necessary to consider this from the viewpoint of what they should do in order to complement the insufficiency.
- We think that the checklist would be better if it includes the questions to ask whether the current human resources are sufficient to cover necessary functions; whether any problem has occurred; and whether there is any possibility that problems may arise in the future at each stage of growth in order to encourage full self-recognition.
- We believe it useful to create a checklist that can be positioned as a roadmap that shows necessary functions from the start of business to IPO.
- When providing a strict distinction among an operator (president), the right-hand men of the president and staff, skills of both the operator (president) and the right-hand men shall be made up in a checklist even though it may be difficult to identify their skills. We think it better to make a manual of what we should discuss about the strategies and measures for securing a right-hand man (team) having the skills identified by the checklist.
As for staff, a strategy and measures manual for securing them may be sufficient.
- Imposing musts will not work well since ICT ventures vary greatly one-by-one and they are not a little restricted because of their management resources. It may therefore be helpful if we collect and analyze cases to identify trends when we develop the checklist and human resource recruitment manual.
- It is necessary to present quick win measures in the manual for readers to properly read and implement what is written in the manual. In that respect, we believe that “Ten assumptions toward the designing of recruiting activities (Document 4) can be helpful.
- We should include in the manual the viewpoint of not doing what others do and how to be different from other companies.
- Based on the discussions we have conducted so far, our compiling policy shall be as follows: <1> studies shall be made for each position of operators, right-hand men and staff; <2> a checklist shall be prepared that can be a mirror for management teams made up of an operator and his/her right-hand men to recognize their current statuses: and <3> employment strategies and measures to be taken shall be compiled into a guideline for each position based on the recognition of current statuses stated above.