

**Social Systems Design Institute (SSDI)** ([www.ssdi.jp](http://www.ssdi.jp)) is one of Japan's preeminent think tanks with a unique approach to addressing Japan's need for developing a new design and implementing a new social system. SSDI partners share a common mission centered on reforming Japan's current archaic systems, and creating a new social paradigm for the benefit of the "public" or "users" of the system.

The current system in Japan is primarily organized "vertically," with institutions such as the government and academia functioning as single units. In addition, each of these institutions has a vertically divided internal decision-making and execution structure. This system is no longer able to address some of Japan's most daunting social issues, such as the rapidly aging society, and the need for a new social system design is particularly evident in the healthcare sector.

SSDI believes that in order for Japan to meet these challenges, a new system must be developed that brings together institutions that would benefit from more cooperation and collaboration. Rather than a vertically integrated system, a more appropriate system would be one that is "horizontal" in design, cutting across institutions to prevent them from working in a silo and making inward decisions. SSDI aims to reform the system so that ultimately the users of the system's needs are appropriately addressed.

SSDI's partners consist of those with professional expertise in management, finance, communications, and the media. By bringing together partners who are already well known for their expertise, SSDI attempts to engage thought leadership in thinking broadly about how to identify challenges and issues, provide solutions and assist in their implementation in a comprehensive manner beyond what many believe is the traditional problem solving approach to policy or management issues.

SSDI currently holds monthly discussion groups that bring in experts from healthcare, the bureaucracy, journalism, and academia to foster dialog and encourage substantial discussion. SSDI communicates with and educates these key influencers on what it believes is a new system and design for the current healthcare system. By engaging those who work under the "old" system, SSDI continues to build awareness of its own design system and seek understanding of its viewpoint.

SSDI fellowship is exclusive and by invitation only.

SSDI has a strategic partnership with COSMO, whose role is to provide strategic communication and advocacy expertise.

## **SSDI Directors:**

### **Yoshinori Yokoyama**

After a beginning a successful career as an architect and city designer in Tokyo and New York, Yoshinori Yokoyama became an expert in financial and industrial management. Beginning in 1975, he served for 27 years at McKinsey & Company as a consultant for financial institutions. In 2002, he joined the Research Institute of Economy, Trade and Industry as a senior fellow, and served as an inspector at the Industrial Revitalization Corporation of Japan. He became a Social System Designer when SSDI was established in 2004. Mr. Yokoyama graduated from the University of Tokyo and Harvard Graduate School of Design and holds and MBA from MIT Sloan School of Management.

### **Hikaru Ishiguro**

Hikaru Ishiguro is an inspector and advisor with extensive experience in investment banking and financial industries. He started his career in the International Planning Department of Sumitomo Bank, Ltd. (now Sumitomo Mitsui Banking Corporation), and later worked for several securities firms including Salomon Brothers Asia Limited, Merrill Lynch Japan Securities Co., Ltd., and BNP Paribas, where he managed corporate finance, M&A and investor relations. He is a graduate of the University of Tokyo and Harvard Law School.

### **Yoshiji Makino**

Yoshiji Makino is a media specialist and advisor with extensive journalism and consulting experience in international business and communications news. He worked for 20 years as an economic journalist at the Mainichi Shimbun and for 15 years at Reuters Japan, where he became editor in chief of the Japanese news services. He is currently chairman of the independent media office "Age Stimulator" and has acted as a PR consultant for the Asia Development Bank in Japan. He also continues to be a freelance economic journalist while conducting lectures and providing PR consultancy services for many companies. Mr. Makino graduated from Waseda University's Graduate School of Economics.

### **Tatsuo Ohbora**

As the founder and managing director of the business consultancy Arobo International Inc., Tatsuo Ohbora is an expert in sales and marketing strategy, new business development, organizational development and top management counseling for consumer goods, service and industrial companies. He has served at Imagen Corporation as Managing Director, and at McKinsey & Company as a partner and later as the Asia Pacific leader of Marketing and Consumer Goods. Mr. Ohbora now sits on three international company boards and two governmental advisory committees for regional development in Iwate and Okinawa, and is the author of several books and articles on business consulting. He graduated from Keio University and holds an MBA from Harvard Business School.

**Recent Speakers:**

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