



CHAPTER 3 RESEARCH METHODOLOGY

The overall purpose of this research is to develop a World Class MBA program based on the Blue Ocean Strategy in Japan. To do this, the following descriptive research methods were employed: document analysis, questionnaires, interviews and a survey. The presented topics of this chapter are as follows: Population and Sample, Instrument, Data Collection, Data Analysis, and Research Procedure. The research methodology is based on these objectives:

1. To analyze the “best practiced” MBA programs from USA, Europe, Asia Pacific

2. To synthesize the needs and demands of an MBA program in Japan
 - 2.1. Use a document analysis to examine the social, economical and political environmental demands and needs of MBA programs in Japan

 - 2.2. Survey business people’s opinions about general business practices and MBA programs in Japan

3. To develop a world class MBA program based on Blue Ocean Strategy in Japan.

1. Population and Sample

Population and Sample are listed under each objective.

1. Analyze Best Practiced MBA Programs from USA, Europe, and Asia Pacific

Population: Top 100 MBA Schools listed in Economist Intelligence 2006. The top ten schools are as follows:

- No.1 IESE Business School at University of Nevada (Spain)
- No.2 Tuck School of Business at Dartmouth College (USA)
- No.3 Stanford Graduate School of Business (USA)
- No.4 Graduate School of Business at University of Chicago (USA)
- No.5 IMD-International Institute of Management Development
(Switzerland)
- No.6 Kellogg School of Management at Northwestern University (USA)
- No.7 Harvard Business school (USA)
- No.8 Leonard N Stern School of Business at New York University (USA)
- No.9 Stephen M Ross School of Business at University of Michigan (USA)
- No.10 Hass School of Business at University of California at Barkley
(USA)

Sample: Using the top 100 MBA Schools listed in Economist Intelligence 2006, the sample were selected using purposive sampling technique by their regions: USA, Europe, and Asia Pacific. One sample was selected each from these three regions.

2. Synthesize the needs and demands of MBA program in Japan

2.1 Survey business people's opinions about general business practices and MBA programs in Japan

Population: One hundred eighteen Japanese companies listed in "Newsweek Global 500" were selected. Newsweek selected top international business organization based on financial status and company's social responsibility (CSR). The financial status was further divided into three categories, profit, growth, and stability. The following table shows the top ten of this ranking.

Table 29 Japanese Top Ten Companies

No.1 Kao	No.2 Cannon	No.3 Dainihon Insurance	No.4 Syousen Mitsui	No.5 Takeda Yakuhin
No.6 Kawasaki Kisen	No.7 Nihon Yuusen	No.8 Fukitsu	No.9 Asahi Beer	No. 10 Densou

Samples: Twenty Four companies were selected by using a purposive sampling technique (Cohen, Louis., Manion, Lawrence, 1994) from the population of one hundred eighteen top Japanese industries by their business categories. There are twenty-four types of business industries: media and leisure, electrical power, steel, household articles, leisure, commercial service item, transportation, pharmaceutical and bio, drinks, car and parts, communication service, electricity and gas, chemical, food, IT hardware, air cargo, property, tobacco, paper and pulp, engineering, construction and construction materials, oil and gas, trading, and retail. The following table shows the summary of the business categories.

Table 30 Twenty-Four Business Categories

Air Cargo	Car and Parts	Chemical	Commercial Service item	Communication Service	Construction and Construction Materials	Electrical Power	Electricity and Gas
Food	Engineering	Drinks	Leisure	Media and Leisure	House Hold Articles	IT Hardware	Oil and Gas
Property	Paper and Pulp	Retail	Steel	Transportation	Pharmaceutical and Bio	Tobacco	Trading

3. Develop world class MBA program based on Blue Ocean Strategy in Japan

Population: Students and their parents, faculty members and administrators of MBA programs at graduate schools at both national and private universities by the Ministry of Education, Culture, Sports, Science and Technology (MEXT) in Japan.

MEXT has officially acknowledged the following thirty MBA schools:

- Keiogijyuku Graduate School of Business (Obtained AACSB)
 - Nagoya Syouka Graduate School of Business (Obtained AACSB)
 - SBI Graduate Schools of Business
 - Aoyama Graduate School of Business
 - Graduate School of Business, Osaka University
 - Otaru Syouka Graduate School of Business
 - Graduate School of Business, Kagawa University
 - Kansai Graduate School of Business Accountancy
 - Kansai Graduate School of Business
 - Graduate School of Business, Kyusyu University
 - Graduate School of Business, Kyoto University
 - Globis Graduate School of Business
 - Graduate School of Business, Kobe University
 - Graduate School of Business, International University of Japan
 - Graduate Insitute for Enterpreneurial Studies
 - Graduate School of Business, Tsukuba University
 - Graduate School of Business, Doshisya University
 - Graduate School fo Business, Nanzan University
 - Business Breakthrough Graduate School
 - Hitotsubashi Graduate School of Business
 - Graduate School of Business, Hitotsubashi University
 - Graduate School of Business, Hosei University
 - Graduate School of Business, Meiji University
 - Graduate School of Business, Yokoham National University
 - Graduate School of Business, Rikkyo University
 - Graduate School of Business, Rtsimeikan University
 - Graduate School of Business, Waseda University
 - Anaheim University (USA)
 - Graduate School of Business, Wales University (UK)
 - Temple University (USA) (obtained AACSB)
- (Wikipedia, <http://www.ja.wikipedia.org/wiki/経営学修士>)

Sample: Top five Japanese MBA Schools listed in “Nikkei Career Magazine, MBA ranking 2008”. Two samples were selected by purposive sampling from their students, parents, faculty members and administrators.

The following is the name of the top 5 schools selected by Japanese Business Career Magazines Ranking:

- 1) Graduate School Business, Tsukuba University
- 2) Graduate School of Business Hitotsubashi University
- 3) Graduate School of Business, Yokohama National University
- 4) Graduate School fo Business, Keio Bijyuku University
- 5) Graduate School of Business, Waseda University

Population: MBA experts who are renowned MBA faculty members, prominent MBA stake holders, scholars and critics who published articles and books with international status in MBA programs in Thailand and Japan

Sample: Three MBA experts were selected from Japan and Thailand using purposive sampling. Criteria for this sampling are; 1) Number of publications, 2) Teaching career, 3) Recognized in public in the field of MBA.

Population: Blue Ocean Strategy experts who were renowned Business strategy scholars and critics, works as a business counselor, lecture and who published articles and books about Blue Ocean Strategy in Thailand or/and Japan.

Sample: Select three Blue Ocean Strategy (BOS) experts by allocating the criteria such as the number of the publications, public status as BOS experts, and business carrier.

The followings Table shows the summary of population and sample.

Table 31 The Summary of Population and Samples

	Objective 1	Objective 2.2	Objective 3
	1. Analyze best practice MBA programs from USA, Europe, and Asia Pacific	2.2. Survey business people's opinion about general business practices and MBA programs in Japan	3. Develop world class MBA program based on Blue Ocean Strategy
Population	Administrators, faculty members and students at Top 100 MBA Schools listed in "Economist Intelligence, 2006 "	Managers at Human Resource Department at Top Japanese companies (118) listed in "Global 500, News Week 2006 Ranking"	<p>3.1. Students and their parents, faculty members and administrators at MBA schools at national and private university in Japan</p> <p>3.2 MBA experts who are renown MBA scholars, wrote many articles and books on MBA...etc</p> <p>3.3 Blue Ocean Strategy experts who are renown Blue Ocean Strategy scholars, critics and wrote an articles and books on Blue Ocean Strategy in Japan or/and Thailand</p> <p>3.4 Executives at 24 different business industries at 500 business organizations listed in "Global 500, news Week 2006"</p>
Sample	Select one sample from each region; USA, Europe, Asia Pacific	24 companies will be selected by business categories	<p>3.1 Students and their parents, faculty members, and administrators at selected 5 MBA schools from national and private Universities in Japan</p> <p>3.2 Three MBA experts were selected from Japan or/and Thailand</p> <p>3.3 Three Blue Ocean experts were selected from Japan or/and Thailand</p> <p>3.4 Twenty Four Japanese business executives were selected</p>

2. Instrument

To examine questions, the following instruments were used:

- 1) Questionnaire
- 2) Interviews
- 3) Expert Checking

The Matrix of Document Analysis

The document analysis were focused the following: 1) Higher Education Policy and related issues. 2) MBA programs in Japan. 3) Top MBA programs listed in “Economist Intelligence 2006” were analyzed in detail to achieve the task of this study. The following table shows the document analysis matrix.

Table 32 The Document Analysis Matrix

Documents	Objectives	Data Collection
Higher Education policy and related issues (story, background, theory, practice, and utilization)	To analyze needs and demands of MBA in Japan To get the social, economical and political background of MBA in Japan	Announcements, publications, and articles from MEXT Publications, lecture notes, news paper articles and journals
MBA programs in Japan	To analyze program structure, curriculum, qualification of students, faculty member, teaching materials, lecture notes, salary, and salary incentive	MBA program catalogues, web site announcement, articles and information, and related documents and publications.
Selected top MBA programs listed in “Economist Intelligence, 2006”	To analyze program structure, curriculum, qualification of students, faculty member, teaching materials, lecture notes, and increase salary	MBA program catalogues, web site announcement, articles and information, and related documents and publications.
Business reviews, business articles, business books, Business journals, newspapers and seminar and conference documents	To survey business people’s opinion about general business practices and MBA programs in Japan To survey needs and demands of knowledge workers, MBA programs and expansion of business to meet the challenge To survey the latest business trend, practices and theories	Publications, journals, articles, and web-based information Publications, journals, articles, and web-based information

Questionnaires

The followings are the questionnaires of this study. The questionnaires were designed by the researcher, and administered after getting experts’ approval. The lists of the experts were shown in appendix. A five points Likert scale were used. The scale and indications are as followed:

- 5 indicates "Strongly Agree"
- 4 indicates "Agree"
- 3 indicates "Neutral"
- 2 indicates "Disagree"
- 1 indicates "Strongly Disagree"

The interpretation of the scale was as followed;

0.0 – 1.49	Strongly Disagree
1.5 – 2.49	Disagree
2.5 – 3.49	Neutral
3.5 – 4.49	Agree
4.5 – 5.00	Strongly Agree

1. Questionnaire for Japanese business organizations

The questionnaires were given to the senior managers at human resource department at twenty-four companies. The purpose of the questionnaire were to obtain the following information: 1) general information about the organization; 2) the trend towards knowledge based economy, 3) opinions about MBA programs in Japan and other countries, 4) western and eastern business theories, and 5) Japanese business culture.

2. Questionnaire for Top MBA schools in USA, Europe, Asia Pacific.

Two questionnaires each for administrators, faculty and students were distributed at three MBA schools (USA, Europe and Asia Pacific). All questionnaires are in Appendix B.

3. Questionnaire for MBA schools in Japan

The two sets of four questionnaires for administrators, faculty, students and their parents were distributed to five top MBA Schools in Japan. All questionnaires are in Appendix.

The following table shows the summary of the questionnaires and their objectives.

Table 33 Questionnaires and Their Objectives

Questionnaires	Objectives
1. Japanese Business Organizations	To analyze business people's opinion about general business practices and MBA programs in Japan
2. Top MBA Schools in USA, Europe, Asia Pacific	To analyze best practiced top MBA programs to compare with others
3. MBA Schools in Japan	To analyze the real situation of MBA programs in Japan and survey the needs and demand for developing World Class MBA program in Japan

Interview

In order to understand, and synthesize the current situation of MBA schools in Japan and the latest trend and demand of the program from the top world-class MBA schools, and the expectations from MBA students, business executives and MBA experts, the researcher conducted three interviews.

1. Interview for Japanese business organization leaders

Prior to the interview, the outlines of the interview questions were sent out to the one of the top management team at twenty-four companies to know what business organizations required from MBA graduates.

2. Interview for MBA students

The researcher interviewed the Ten MBA students studying at top five Japanese MBA schools.

3. Interviews for MBA experts

Prior to the interview, the new MBA model and its' outline were sent out to the three MBA experts to modify the model.

4. Interview for Blue Ocean Strategy experts

Prior to the interview, the new MBA model and its' outline were sent out to the three Blue Ocean Strategy experts to modify the model.

Data Collection

For Data Collection, the following instruments; questionnaires, interview and their outlined questions and documents were used in this study. The researcher gathered all data collected.

The questionnaires were given to the following groups: 1) Japanese business organizations, 2) Top MBA Schools in USA, Europe, Asia Pacific, 3) MBA Schools in Japan. The interview outlined questions were given to 1) Japanese business executives, 2) Japanese MBA students, 3) MBA experts, 4) Blue Ocean experts prior to their interviews.

Data Analysis

Quantitative analysis and content analysis were used,

1) Qualitative Analysis: For this, the statistical package of SPSS/Windows was used to determine the descriptive statistics, correlation, and regression.

2. Content Analysis: A majority of all documents in this study were analyzed with content analysis.

Research Procedures

The followings are the steps of this study.

Step 1: Document Analysis

Step 2: Field Study (Survey)

Step 3: Developing MBA Program

Step 1: Documentary Analysis

- 1.1 Study and analyze the theories, principles and practices of New Japanese Higher Education Policy and its background.
- 1.2 Study and analyze the theories, principles, course structure, qualities of top MBA programs in USA, Europe, and Asia Pacific.
- 1.3 Study and analyze principles, practice and theories, course structure, students and faculty member qualities, administrations of MBA in Japan
- 1.4 Study and analyze business theories, principles and practice.
- 1.5 Study and analyze the latest business theories and principles of Blue Ocean Strategy

The following Table is the summary and the examples of document analysis

Table 34 The Summary of Document Analysis and Process of Analysis

Step 1: Document Analysis	Process of Analysis
1.1 Study and analyze the theories, principles and practices of New Japanese Higher Education Policy and its back ground	Get articles, publications, seminar and conference notes, journals and books on related issues on Higher Education Policy
1.2 Study and analyze the theories, principles, course structure, qualities of top MBA programs in USA, Europe, Asia, Pacific, and Japan	Collect top MBA programs catalogues, course structure, curriculum outline, qualities survey, and published articles, journals and books.
1.3 Study and analyze principles, practice and theories, course structure, students and faculty member qualities, administrations of MBA in Japan	After surveying the selected MBA programs' catalogues, course structure, curriculum outline, qualities survey, and published articles, journals and books.
1.4 Study and analyze business theories, principles and practice	Get articles, publications, seminar and conference notes, journals and books on related issues in business theories and principles.
1.5 Study and analyze the latest business theories and principles of Blue Ocean Strategy	Get articles, publications, seminar and conference notes, journals and books on related issues in Blue Ocean Strategy

Step 2: Field Study (Survey)

2.1 Analyze top MBA programs listed in the “Economist Intelligence, 2006”, One per Region: USA, Europe, and Asia Pacific. Questionnaires were distributed to the faculty members, students and administrators.

2.2 Analyze top five MBA programs at Japanese universities listed by “Japanese Career Magazine, 2008”. Questionnaires were distributed to students, parents, faculty members and administrators to know the present situation of MBA programs in Japan and their needs and demands for future.

2.3 Select Twenty-Four companies from Japanese business organizations listed in the “Global 500, News Week 2006, Ranking” to send questionnaires to the human resource managers and/or senior managers to get their opinion about general business practices and MBA programs in Japan.

The following is the summary of the field study and their objectives.

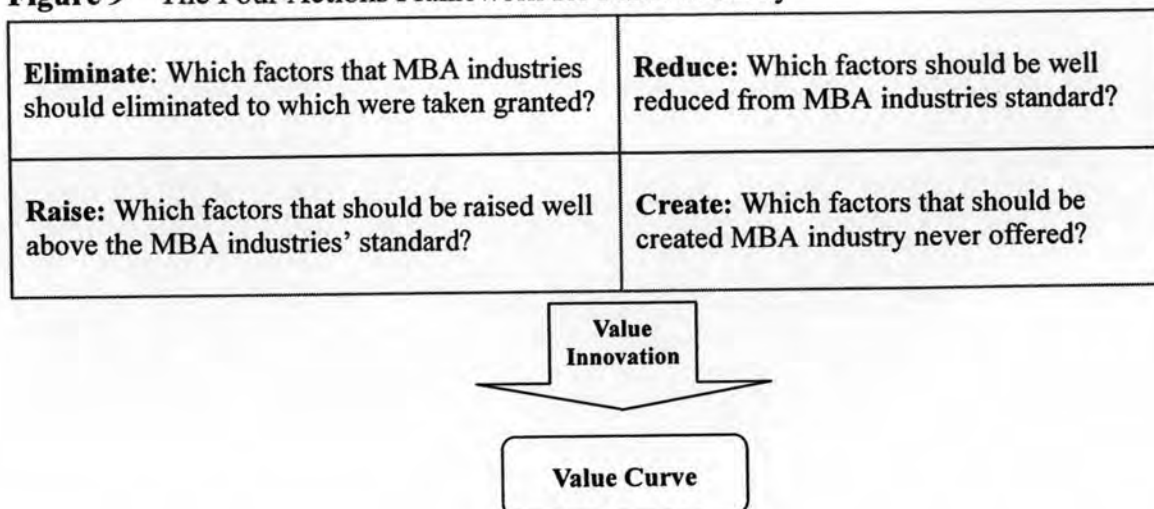
Table 35 The Summary of Field Study and Its' Objectives

Field Study	Objectives
1. Analyze top MBA programs listed in the "Economist Intelligence, 2006", one each from USA, Europe, and Asia Pacific by sending questionnaires to the faculty members and administrators	To know the top MBA programs course fees, vision, mission, objectives, curriculum contents, and qualifications of faculty members, and administration details
2. Analyze five top Japanese MBA programs listed in the "Japanese Career Magazine, 2008". The questionnaires were sent to the administrators, faculty members, students and parents. Interviewers were also conducted to students.	To get basic feed back from current Japanese MBA program's course details, like students and their parents' satisfaction, quality of the course structures, faculty members, students and administration.
3. Select 24 companies from Japanese business organizations listed in the "Global 500, News Week 2006, Ranking" to send questionnaires to the human resource managers, and interview senior executives to get their opinion about general practices and MBA programs in Japan	To get senior managers' opinion about general business practice and MBA program in Japan, and their demands if they have.

Step 3: Developing MBA Program

3.1. Based on the results from the field studies, the researcher drew "strategy canvas" (a graph used in BOS) of present Japanese MBA programs and Best Practiced MBA programs.

3.2 Create "The Four Actions Framework" to know which factors those MBA industries should Eliminate, Reduce, Create and Raise to make new Value Curve, or to do Value Innovation. Figure below shows more clear views on the strategy.

Figure 9 The Four Actions Framework for MBA Industry

3.3 Develop “Six Principles of Blue Ocean Strategy”. The first four principles focus on formulating the BOS, and last two principles focus on execution of the BOS. The Six Principles are as followed:

1. Reconstruct Market Boundaries
2. Focus on the Big Pictures, not Numbers,
3. Reach Beyond Existing Demand
4. Get the Strategic Sequence Right
5. Overcome Key Organizational Hurdles
6. Build Execution into Strategy

The first formulating principle to be introduced is “Reconstruct Market Boundaries”.

3.3.1 Reconstruct Market Boundaries

There are six steps to reconstruct market boundaries. In order to reconstruct the market boundaries, we need to follow these six steps to find out how to achieve the task.

1. Look across alternative industries (i.e., Where is the alternative industries for MBA industry?)

2. Look across strategic groups within industries (i.e., What kind of strategic groups are existing within MBA industry?)
3. Look across the chain of buyers (i.e., Who is the buyer of MBA industry)
4. Look across complementary product and service offered (i.e., What kind of product and service can be offered in MBA industry?)
5. Look across functional or emotional appeal to buyers (i.e., Does MBA industry emotionally appeal to the buyers?)
6. Look across time (i.e., How do we see future demands and needs of MBA industry?)

3.3.2 Focus on the Big Pictures, not Numbers

In order to achieve this task, we need to implement “The Four Steps of Visualizing Strategy”: Visual Awakening, Visual Explore, Visual Strategy Fair, and Visual Communication.

1. Visual Awakening (i.e., What is the difference and similarities between Top MBA and Japanese (local) MBA? (i.e., Where do we need to change to bring our standards to world class?)
2. Visual Exploration (i.e., What other alternative products and service can we offer? Which factors should we eliminate, create or change?)
3. Visual Strategy Fair (i.e., Let’s draw how new world class MBA in Japan to be on strategy canvas)
4. Visual Communication (i.e., Distribute before and after strategy profiles to MBA experts to get feed backs)

The following table shows the summary of the four steps of visualizing strategy.

Table 36 The Four Steps of Visualizing Strategy

1. Visual Awakening	2. Visual Exploration	3. Visual Strategy Fair	4. Visual Communication
Compare your business with your competitors' by drawing your "as is: strategy canvas. See where your strategy needs to change	Go into the field to explore the six paths to creating blue ocean Observe the distinctive advantages to alternative products and services. See which factors you should eliminate, create, or change.	Draw your "to be" strategy canvas based on insights from field observations. Get feed back on alternative strategy canvases from customers, competitors' customers, and non-customers. Use feedback to build the best "to be" future strategy.	Distribute your before-and after strategic profiles on one page for easy comparison. Support only those projects and operational moves that allow your school to close the gaps to actualize the new strategy.

(Kim & Mauborgne, 2005)

3.3.3 Reach Beyond Existing Demand "The Three Tiers of Customers"

In order to reach beyond the group of existing customers, we need to explore types of customers: Existing customers, not yet to be customers, never thought to be our customers. The followings are the examples of these three tiers of customers.

1. Existing customers: Bachelor degree holders, who want to pursue further studies at MBA programs.
2. Bachelor holders, but they are not yet interested in taking MBA courses.
3. No interest in studying at graduate schools or universities.

The last formulating principle of Blue Ocean Strategy is "Get the strategic sequence right".

3.3.4 Get the Strategic Sequence Right

There are four steps to be followed to make the right strategic sequence: Buyer Utility, Price, Cost, and Adoption.

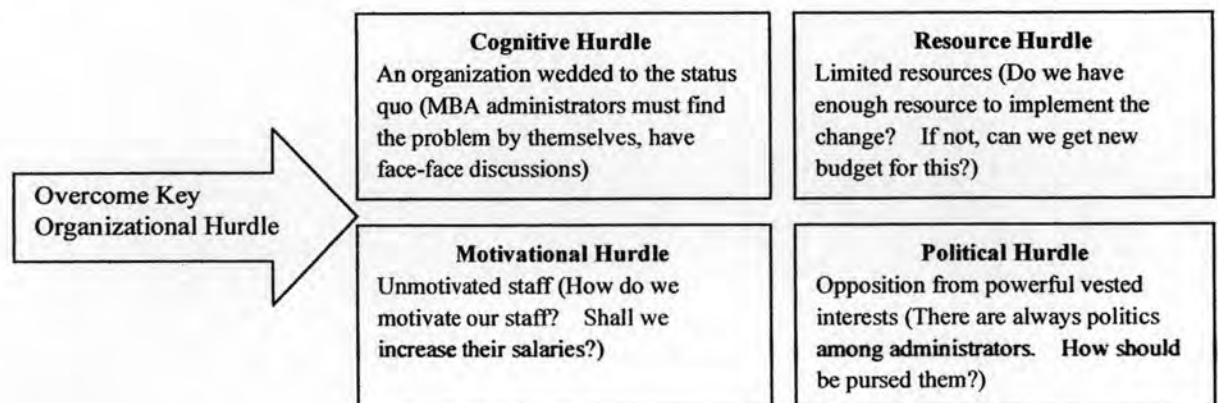
1. Buyer utility: Does our MBA program offer exceptional utilities? Can they afford it?
2. Price: Is our price compatible? Can we lower the price?
3. Cost: Can we get enough profit after reducing our cost?
4. Adoption: What do we have to do to overcome to adopt changes?

Next is the fifth step of the “Six Principles of Blue Ocean Strategy”, that is also the first step of executing this strategy, how to overcome key organizational hurdles.

3.3.5 Overcome Key Organizational Hurdles?

There are four hurdles to overcome in this strategy, that is cognitive, resource, motivational, and political hurdles. The following figures shows the application for the MBA programs.

Figure 10 The Four Organizational Hurdles to Strategy Execution



(Kim & Mauborgne, 2005)

The last step of “Six Principles of Blue Ocean Strategy”, and also the second executing BOS strategy is the Fair Process Strategy.

3.3.6 Fair Process Strategy

This strategy is divided into four parts: Strategy formulation process, Attitude, Behavior, and Strategy Execution.

1. Strategy Formulation Process: Explain the new strategy clearly to reduce misunderstandings.
2. Attitude: Mutual trust must be developed among faculty members, administrators, students and their parents.
3. Behavior: Once mutual trust has developed, all those invested should be Willing to work with pride and satisfaction
4. Strategy Execution: Understanding by all (whole organization), represents strategy completion..

The following table shows the summary of the “six principles of Blue Ocean Strategy”.

Table 37 The Summary of “Six principles of Blue Ocean Strategy”

Six Principles of BOS	Applying Procedure	How to apply to MBA
1. Reconstruct Market Boundaries	<ol style="list-style-type: none"> 1. Look across alternative industries 2. Strategic group within industries 3. Chain of buyers 4. Complementary products and service off 5. Functional or emotional appeal to buyers 6. Time 	<ol style="list-style-type: none"> 1. If not MBA, what would they do? 2. What kind of groups of students in MBA? 3. Who is the end user of MBA? 4. What is the complementary service or products MBA can offer? 5. Does our MBA emotionally appealing? 6. Can we see the future trend of MBA?
2. Focus on Big Pictures, Not Numbers (The Four Steps of Visual Strategy)	<ol style="list-style-type: none"> 1. Visual Awakening 2. Visual Explore 3. Visual Strategy Fair 4. Visual Communication 	<ol style="list-style-type: none"> 1. Compare your MBA with competitors 2. Go to explore the six path to create BOS, observe distinctive advantages to alternative Products. What should be eliminated, raise create, and reduce? 3. Based on the field insights, draw your “to be” strategy canvas, get feed back from competitors, customers,...etc. 4. Support the project that to close the gap to actualize the new strategy
3. Reach Beyond Existing Demand (Three Tiers of customers)	<ol style="list-style-type: none"> 1. Soon to be your customer 2. Non user of current market industry 3. Never considered to be the customer 	<ol style="list-style-type: none"> 1. Customers waiting for better offer for MBA 2. Customers cannot offer or not required MBA 3. Customers never considered to take MBA
4. Get the Strategic Sequence Right	<ol style="list-style-type: none"> 1. Buyer Utility 2. Price 3. Cost 4. Adoption 	<ol style="list-style-type: none"> 1. Does your MBA offer exceptional utility? Do we attract many people? 2. Is your MBA fee compatible? 3. Do we make enough profit to cover the cost? 4. What is the objections we need to overcome to adopt changes?

Six Principles of BOS	Applying Procedure	How to apply to MBA
5. Overcome Key Strategic Hurdles	1. Cognitive Hurdle 2. Resource Hurdle 3. Motivation Hurdle 4. Political Hurdle	1. Does your MBA products suit customers' needs and demands? 2. Do we have enough budget to make changes in MBA? 3. How do we motivate our staff with limited resource? 4. How do we encounter opponents
6. Fair Process of Strategy	1. Strategy Formulation Process 2. Attitude Behavior Strategy Fair	1. Administrators and stake holders of MBA must make all faculty members and others to understand the strategic changes. 2-1. Once the reasons and expectations from the new change was explained, there will be mutual trust between them. 2-2. Once mutual understandings were established, people will voluntary corporate to pursue the task. 2-3. Once the expectation is exceeded from the Self-initiation, the strategy execution is completed.

(Source: Researcher, 2009)

After completing the “Six Principles of Blue Ocean Strategy”, the final step to formulate and execute this strategy is to redraw the strategy canvas with the new value curve.

3.4 Redraw “Strategy Canvas” with “new value curve” (a curve in the graph to show the new strategy)

Based on the first Strategy Canvas, the canvas can be redrawn with the new curve to show the value innovation. The canvas will make visible that changes that occurred as a result of implementing Blue Ocean Strategy. A summary of Stage in Developing MBA Programs is shown in Table below.

Table 38 A Summary of Stage in Developing MBA Program

Developing Steps	Objectives	Process of Analysis
1. Send questionnaires to students and their parents, faculty members, administrators from 10 MBA Schools in Japan	To know the present status of MBA in Japan, and future trend, needs and demands	Send questionnaires to analyze the present and future situation
2. Draw a Strategy Canvas	To understand the differences and similarities between top MBA and local Japanese MBA	By creating strategy canvas with 2 lines for top MBA and Japanese MBA we can know the clear picture of 2 groups
3. Create “The Four Action Frame Work”	To know what to eliminate, reduce, create, and raise to do value innovation (develop world class MBA in Japan)	By creating the four action frame work grit, we start having the picture of new world class MBA should be.
4. Develop “Six principles of BOS”	To formulate and execute BOS	By following this 6 steps, we have very clear criteria and needed steps for creating world class MBA in Japan
5. Redraw Strategy Canvas	To implement new curve for world class MBA in Japan	By introducing new curve, we automatically know what the value innovation was made, and what is the change for new world class MBA