

# SAYAKA

## 明か

Newsletter by India Japan Study Centre, an  
Indian Institute of Management Bangalore  
Centre of Excellence

**“The Japan That  
Surprises The World”**

**Quick Fun Fact**  
**Kintsugi [金継ぎ]**



“Kintsugi or Kintsukuroi (“golden joinery”) is the centuries old Japanese art of putting broken pottery pieces back together with golden adhesive that enhances the break lines, thus making the piece unique.”

“Having scars or being broken isn’t shameful. When we embrace the beauty of imperfections, we create an even stronger, resilient, and the most stunning version of ourselves.”

## EDITOR’S NOTE

Dear Reader,

Welcome to the first issue of ‘Sayaka’, the newsletter of the India Japan Study Centre of IIM, Bangalore. With this we propose to take you on a journey seeking to bring India and Japan closer using the digital means and context. The aim is to help minds from Japan and India in different areas to converge, keeping our glorious past as a guide and embarking on a future where everyone with interest in India Japan relations can contribute to making these relations more intensified in range and depth. The globalized world of the last three decades has given us all an opportunity to interact deeply across space and time. Whether one is a trader or a technologist; a painter or a programmer; a researcher or a writer, this newsletter would seek to inform all about various events that the IJSC would be hosting from time to time. This bimonthly publication would help everyone in the India Japan firmament to gather and exchange ideas that would bring the people of the two countries together. Despite the pressure brought in by the outbreak of the Covid-19 virus the IJSC is clear that interaction among people irrespective of the medium is the basis for bringing two countries together. To facilitate this, the IJSC’s main objective would be to seek ideas in all areas of mutual interest so that informed minds are able to install a new base to add newer facets of modernity to the traditionally strong structure of India-Japan relations.

Warmly,  
**Prof. N. Ravi**

## 編集者注

読者の皆様へ

バンガロールにあるIIMのインド日本研究センターのニュースレター「さやか」の創刊号へようこそ。このニュースレターでは、デジタルな手段と文脈を使って、インドと日本の距離を縮めようとする旅のご案内します。日印関係に関心を持つすべての人が、日印関係の幅と深さをより深めていくことに貢献できるような未来に向けて、日印両国のさまざまな分野の人々が集うことができるようにすることを目的としています。この30年間のグローバル化した世界は、私たちに空間と時間を超えて深く交流する機会を与えてくれました。トレーダーでも技術者でも、画家でもプログラマーでも、研究者でも作家でも、このニュースレターでは、IJSCが随時開催する様々なイベントの情報をお伝えしていきます。隔月で発行するこのニュースレターは、インドと日本の関係者の皆様に、日印両国の人々が一堂に会してアイデアを交換するのに役立つことでしょう。新型コロナウイルスの発生によってもたらされたプレッシャーにもかかわらず、IJSCは、媒体を問わず、人々の交流が両国を結びつける基礎であることを明確にしています。これを促進するために、IJSCの主な目的は、日印関係の伝統的な強固な構造に現代性の新たな側面を加えるための新たな基盤を築くことができるように、相互に関心のあるあらゆる分野でアイデアを模索することです。

よろしく願いいたします,  
**Prof. N. Ravi**

## WHAT’S IN THE ISSUE?

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# CHAIRMAN'S MESSAGE

Welcome to this inaugural quarterly edition of India Japan Study Centre's Newsletter, 'Sayaka'. On this new year, I extend my good wishes to you readers and thank you for joining us on this journey of creating a unique model which could act as an intellectual melting pot for collaborative and innovative work being done with a community of academicians, research scholars, students, government agencies and industry leaders of both India and Japan for knowledge creation and dissemination.

Though the changes we have been experiencing in our lives, both at work and at home, for the better part of 2020, are of a dimension which were never expected, most of us have coped well with these challenges. Work at our Centre has in fact progressed very well as we have been able to harness the power of the digital world effectively to convert a problem into an opportunity. A case in point is the monthly seminar series 'Tatsujin - Speak' or 'Expert-Speak' that was originally meant to be conducted as a physical congregation. However, due to the current constraints, a web-based structure has been used to foster the interaction with experts, which has in fact expanded the coverage substantially.

Mizuho Bank, which is among the top 20 banks in the world, and among top three banks in Japan, with total assets of approximately \$1.89 trillion, is supporting this Centre through its' CSR funding. This support is critical for the Centre's basic operations. We also have partnership agreements with six universities in Japan namely Hitotsubashi University, International University of Japan, Keio University, Tokyo University, Kyoto University, and Waseda University. This Centre has ongoing academic collaborations with companies and universities in Japan, such as India Japan Leadership Program (IJLP), a joint India-Japan program for executives and entrepreneurs, and each year around a group of 30 MBA students from IIMB visit Japan as part of the Business Planning for International Markets (BPIM) programme. One of the key focus areas for IJSC is research and in this context, the Centre is supporting research projects by IIMB faculty members for their broad range of research endeavours (relevant to India & Japan) including studies in the fields of banking, intellectual property rights, logistics & distribution, procedures on currency hedging & counter guarantees, sourcing, technology etc. In the coming months, IJSC is planning to launch a unique Business Excellence Maturity Model, called Business Evaluation and Transformation Index (or BET Index). The focus of this Index is to support SMEs who would like to partner with Japanese investors/companies by giving them a holistic assessment of their business and later giving them directions / support for transforming their operations, thereby moving them up in the maturity ladder. This could become a game changer for many of these small industries in India who struggle to find such support.

The future for this Centre looks exciting and we will continue to share with you, through this Newsletter, all the efforts of our team to realise our dreams of making this one of the Centres of Excellence globally. The continued support and wishes of the community of faculty, students, global partners and policy makers will keep us motivated. Happy reading!

*Prof. D. Krishna Sundar*

# 会長のメッセージ

インド日本研究センターのニュースレター「さやか」の四半期版へようこそ。新しい年を迎えるにあたり、読者の皆様に心よりお祈り申し上げるとともに、インドと日本の学者、研究者、学生、政府機関、産業界のリーダーが知識の創造と普及のために協力し、革新的な仕事をするための知的なるつぼとして機能するユニークなモデルを創造する旅にご参加いただきましたことに感謝いたします。

2020年に向けて、仕事でも家庭でも、私たちの生活の中で経験してきた変化は、予想もしなかった次元のものでしたが、私たちのほとんどは、これらの課題にうまく対処してきました。実際、私たちのセンターでは、デジタルの世界の力を効果的に活用して、問題をチャンスに変えることができるようになってきました。例えば、月に一度のセミナーシリーズ「達人—スピーク」は、もともとは物理的な集会として行われる予定でした。しかし、現状の制約から、専門家との交流を促進するためにウェブ上での構成を採用されており、実際には対象範囲が大幅に拡大しています。

世界の銀行の中でもトップ20、日本の銀行の中でもトップ3に入る、総資産約1兆8900億ドルのみずほ銀行が、CSR資金を通じてこのセンターを支援しています。このような支援は、センターの基本的な運営に欠かせないものです。また、日本の一橋大学、国際大学、慶應義塾大学、東京大学、京都大学、早稲田大学の6大学と連携協定を結んでいます。本センターは、経営者や起業家を対象とした日印共同プログラムであるインド日本リーダーシッププログラム (IJLP) や、国際市場向けのビジネスプランニング (BPIM) プログラムの一環として、毎年約30名のIIMBのMBAの学生が来日するなど、日本の企業や大学との学術的な連携を継続的に行っています。IJSCの重要な重点分野の一つは研究であり、この観点から、センターは、銀行、知的財産権、物流・流通、為替ヘッジ・カウンター保証、ソーシング、技術などの分野における研究を含む、幅広い研究努力（インドと日本に関連する）のために、IIMBの教員による研究プロジェクトを支援しています。今後数ヶ月のうちに、IJSCは、ビジネスエクセレンスとトランスフォーメーション（またはBETインデックス）と呼ばれるユニークなビジネスエクセレンス成熟度モデルを立ち上げることを計画しています。この指標は、日本の投資家や企業との提携を希望する中小企業を支援することを目的としており、日本の投資家や企業の事業を総合的に評価し、その後の事業転換のための方向性や支援を提供することで、中小企業の成熟度を高めることを目的としています。これは、このようなサポートを見つけるのに苦労しているインドのこれらの小さな産業の多くにとって、ゲームチェンジャーになる可能性があります。

このセンターの将来はエキサイティングなものになると思われませんが、このニュースレターを通じて、このセンターを世界的に優れたセンターの一つにするという夢を実現するための私たちのチームのすべての努力を皆さんと共有し続けます。教員、学生、グローバルパートナー、政策立案者のコミュニティからの継続的な支援と願いは、私たちのモチベーションを維持するためのものです。どうぞお読みください。

*Prof. D. Krishna Sundar*

## REFLECTING ON 2017/20

- ❖ **14th Sept 2017:** Inauguration of India Japan Study Centre (IJSC) at IIM Bangalore.
- ❖ **27th September 2017:** Mr. Kenji Hiramatsu, Ambassador of Japan to India, and Takayuki Kitagawa, the Consul General of Japan in Bangalore visited IJSC.
- ❖ **19th July 2018:** IJSC organised an interaction session titled 'Opportunities and Gateways to Japan: Insight & Discussions into Visa Relaxation Procedures' led by Mr. Ken Furuya, Consul-General of Japan in Bangalore.
- ❖ **14th November 2019:** Mr. Koji Fujiwara, President and CEO of Mizuho Bank visited IJSC on Nov 2019 and spoke about the opportunity to enhance the bank's engagement with the centre and IIMB.
- ❖ **14th February 2020:** Mr. Satoshi Shimoda of Nikkei and Prof. Shinji Kaneko, Vice Dean Research & International Affairs of Hiroshima University visited IJSC.
- ❖ **25th February 2020:** Mr. Hidekatsu Take, Managing Executive Officer, Head of Asia Oceania, Mr. Oguchi San and Mr. Susumu Furukawa San visited IJSC.
- ❖ **6th February 2020:** MoU signed with Mizuho Bank. The Former Director Prof. G. Raghuram signed the MoU on behalf of IIMB and IJSC.

# SEMINARS & WEBINARS

India Japan Study Centre (IJSC) has launched seminar/webinar series viz. Lecture Series, Roundtable Discussion, and Panel Discussions that would bring-out insights that are relevant to India and Japan interactions. These sessions would be used to foster the interaction of experts in the field to interact with IIMB and local & global community to produce insights into the various challenges of industry, academia and the society.

インド日本研究センター(IJSC)は、インドと日本の交流に関連した洞察を引き出すために、講義シリーズ、ラウンドテーブルディスカッション、パネルディスカッションなどのセミナー/ウェビナーシリーズを開始しました。このようなセッションは、産業界、学术界、社会の様々な課題についての洞察を生み出すために、IIMBや地域社会、国際社会との交流のために、その分野の専門家の交流を促進するために使用されます。

## Tatsujin – Speak 達人 – スピーク

IJSC's monthly lecture series (aka 'Expert-Speak') which aims to bring high-quality information & insights about select areas of India-Japan interactions to the informed and discerning members of the public, while sharing the key indications and developments in the fields of management, technology, culture.

IJSCの毎月の講演会シリーズ（通称「エキスパートスピーク」）は、経営、技術、文化の分野における重要な指標や発展を共有しながら、インドと日本の交流に関する特定の分野についての質の高い情報や洞察を、情報に精通した目の肥えた一般の方々にお届けすることを目的としています。

## Meijin – Samvad 名人 – サムバード

IJSC's quarterly round table colloquium series for discussion of a specific and cohesive topic by presenters who address that topic and interact with each other shedding light on the topic.

IJSCが四半期ごとに開催しているラウンドテーブルコロキウムシリーズは、特定のまとまりのあるテーマについて、そのテーマを取り上げ、発表者同士が交流することで、そのテーマに光を当てて議論を行うものです。

## Senmonka – Prastuti 専門家 – プラストウティ

IJSC's bi-annual panel presentations about a specific topic amongst a selected group of panellists who share differing perspectives, in front of a large audience. The panellists would typically be experts in the field and topic.

IJSCでは、年に2回、特定のテーマについて、異なる視点を持つパネリストを選出し、大勢の聴衆の前でパネルプレゼンテーションを行っています。パネリストは、その分野やトピックの専門家です。

# EXECUTIVE PROGRAMS

## Visionary Learning Community of India (VLCI)

Set up as learning community with the objective to create a new generation of manufacturing change leaders by creating a common language between industry, engineering college faculty and the students. VLCI Program would be integrated with the activities of IJSC as VLCI needs the support of an educational institution like IJSC@IIMB for standardizing the inputs, and creating new opportunities for the growth of the program, thereby taking the program to the next level by increasing the impact factor both in terms of its spread across India as well as the depth of coverage of the concepts.

## インドのビジョナリーラーニングコミュニティ (VLCI)

産業界、工学系大学の教員、学生の間で共通言語を作成することにより、製造業の変革を担う新世代のリーダーを育成することを目的とした学習コミュニティとして設立されました。VLCIは、インプットを安定化/標準化し、プログラムの成長のための新たな機会を創出するために、IIMBのIJSCのような教育機関のサポートを必要とするため、VLCIプログラムはIJSCの活動と統合されることとなります。これにより、インド全土への普及と概念の網羅性の深さの両面で影響因子を高めることで、プログラムを次のレベルに引き上げることができます。

## Business Excellence & Transformation (B.E.T Index)

BET Index is a Business Excellence Maturity Model, initiated by IJSC, wherein businesses are given a maturity level score, with a clear road map for moving up in the business hierarchy. Many Indian micro, small and medium scale industries are constrained by lack of right technology, lack of funds at the right time in the growth curve, unable to find partnerships with companies on whom they can rely etc. Though the decay rate of start-ups is high, Indian economy is still one of the few economies which is showing positive growth in an environment where most economies are shrinking. The Japanese economy is projected to shrink by 5-8% in the coming 12 to 18 months. Hence the investors in Japan are looking to partner with companies in a growing economy. Designed to move the companies up on the ladder of business excellence, BET index focuses on a holistic assessment of the business across eight constructs. BET will act as a partner who is reliable and who has financial, business, and strategic capabilities.

### B.E.T's FOUR PHASE MODEL

- Evaluation
- Partnership
- Transformation
- Post-partnership Support

## ビジネスエクセレンスとトランスフォーメーション (B.E.T.)

BET インデックスは、IJSCによって開始されたビジネスエクセレンス成熟度モデルであり、企業はビジネス階層の中で上昇するための明確なロードマップを持った成熟度レベルのスコアを与えられています。多くのインドの零細、中小企業は、適切な技術の欠如、成長曲線の適切な時期の資金の不足、信頼できる企業とのパートナーシップを見つけることができないなどの制約を受けています。スタートアップ企業の衰退率は高いものの、インド経済は、ほとんどの経済が縮小している中でプラス成長を示している数少ない経済の一つです。日本経済は今後12~18ヶ月間に5~8%縮小すると予測されています。したがって、日本の投資家は成長する経済の企業と提携することを望んでいます。企業をビジネスエクセレンスの梯子の上に移動させるように設計されたBET指数は、8つの構成要素にわたるビジネスの総合的な評価に焦点を当てています。BETは、信頼性が高く、財務、ビジネス、戦略的能力を持つパートナーとして機能します。

### B.E.T's 四相モデル

- 評価
- パートナー
- 変換
- パートナーシップ後の支援

## ACADEMIC PROGRAMS

### India Japan Leadership Program – IJLP

A unique program structured as a boot camp for developing innovative project ideas and making it a joint India - Japan project, with suitable action plan. In February 2020, this program was launched with 17 participants, both from India and Japan. Participants included senior executives/entrepreneurs. Highlight of this program was a project presentation by respective India-Japan team and certification at Japan Embassy, New Delhi.

### Japan Immersion Program – BPIM Japan

Business Planning for International Markets – Japan is an elective course for PGP program offered by the Centre with an objective to enable students appreciate the complexity of business creation in a culturally different region. Highlight of the course is a 2-week immersion in Japan, with exposure to Japan industry, academia, and society. In November 2019, a batch of 43 students were part of this course which included visits to Toshiba Plants and Indian Embassy in Japan. The visit was very informative for the students as they were briefed on numerous challenges faced during the construction of the upcoming bullet train project in Gujarat.

### インド日本リーダーシッププログラム (IJLP)

革新的なプロジェクトのアイデアを開発し、それを適切なアクションプランを持った日印共同プロジェクトにするためのブートキャンプとして構成されたユニークなプログラムです。2020年2月、このプログラムはインドと日本から17人の参加者で開始されました。参加者には、上級管理職/起業家が含まれていました。このプログラムのハイライトは、日印それぞれのチームによるプロジェクトのプレゼンテーションと、ニューデリーの日本大使館での認証でした。

### 日本イマージョンプログラム-BPIM日本

国際市場向けのビジネスプランニング-日本は、文化的に異なる地域でのビジネス創造の複雑さを理解できるようにすることを目的として、当センターが提供するPGPプログラムの選択科目です。コースのハイライトは、日本の産業、学術、社会に露出し、日本での2週間のイマージョンです。2019年11月には、43人の学生は、日本の東芝工場とインド大使館への訪問を含むこのコースの一部でした。訪問は、彼らがグジャラート州の次期新幹線プロジェクトの建設中に直面した数々の課題について説明されたので、学生にとって非常に有益なものでした。

## RECENT EVENTS @ IJSC

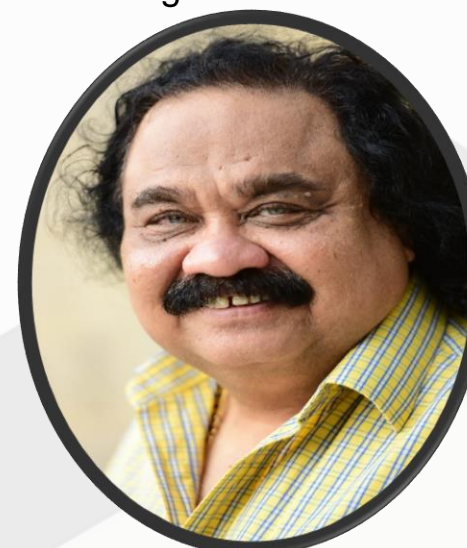
The first session of the **seminar/webinar series** hosted by the IJSC commenced on 21st July 2018. The session was hosted by **Ved Kamat (expat living in Japan for over 9 years)**, where he talked about his experiences in **‘Living and Working in Japan’**. The session proved to be very insightful and attracted a lot of questions from students and professionals aspiring to visit or live in Japan, or those who want to do business with, or set up business in, Japan. Ved is an IT engineer from Mumbai University and began his career with Infosys Technologies. He got the Matsushita Foundation (Panasonic) scholarship to study business and Japanese at the International University of Japan, in Niigata, Japan. After graduating and moving to Tokyo, Ved has had several years of experience working in consulting and project management, with large global organizations like MetLife Japan and Accenture Japan. He resides in Tokyo and strives to boost communication between the two countries.



The **seminar titled “Re-engineering Communication and Advertisement – The Dentsu Way”** organised by IJSC was held on 17th Aug 2018 at IIM Bangalore. It was led by **Mr. Gaku Shinoda, COO of Dentsu India Private Ltd**, who addressed the audience on the interesting approaches of the advertising world. The seminar provided insights into industry experience, technical know-how and ways to keep up with the fast-paced hustling of the advertising world. Gaku Shinoda has been the Chief Operating Officer for Dentsu India Private Limited in Bengaluru for the past two years and has helped the organization attain greater heights. With more than 10 years of international experience, collectively obtained from Dentsu Asia, Dentsu Singapore, Dentsu Malaysia and Dentsu Vietnam, Gaku Shinoda has proven success in growing clients’ business operations across the APAC region. He has also worked with Toyota, Lexus, Kao, Canon, and Panasonic.



IJSC relaunched its flagship **seminar/webinar series** as **‘Tatsujin-speak’ or Expert – Speak’** on 14th Aug 2020. The virtual talk titled **‘Sekai ga Odoroku Nippon! The Japan that Surprises the World’** was chaired by **Dr. Sandeep Goyal (MBA, Ph.D., FMS Delhi; Harvard Business School, OPM alumnus, and the chairman of India Advisory Board of Snapchat)**. In a very insightful one-hour session, Dr. Goyal addressed what makes Japan a cultural superpower in the world but also on how through their ingrained ‘sense of discipline’ and ‘respect to other people’ are helping them to cope with the Covid-19 pandemic. Dr. Goyal, current Chairman of India Advisory Board of Snapchat, is a well-known author who has published six books including ‘Japan: Konjo – The Fighting Spirit’ and ‘Japan Made Easy’). [Click here to listen](#)



His creations move, talk, have a personality, have climbed mountains, have done advertisement campaigns, and have travelled into outer space. Meet **Tomotaka Takahashi**, one of **Japan’s leading new-generation robot scientists**, known for creating humanoid communication robots. Takahashi San’s ideology is based on the fact that majority of the human beings are more comfortable talking to humanlike figure rather than to gadgets. He was addressing the webinar session of the India Japan Study Centre’s ‘Tatsujin – Speak. In the talk **titled ‘The Creation of a New Robot Era’**, he talked about how the pandemic could provide an opportunity for designing and developing new projects, especially for youngsters & new researchers in the area of Robotics and Artificial Intelligence.

[Click here to listen](#)



“When we think of Japan, we think of it as an insular culture. However, Japan and India share many cultural similarities such as festivals marking the changing seasons, rituals and art inspired by nature, and an adherence to the lunar calendar,” said **sarod artiste and Japanese language expert Anupam Joshi**, in his talk, **‘Identifying Our Shared Identity! Astonishing Cultural Similarities between India & Japan’**, as part of IJSC’s ‘Tatsujin – Speak’ – a seminar series.

[Click here to listen](#)



# ASSOCIATES' SPEAK

**A special section featuring articles by the students, faculty, alumni & faculty with IJSC**  
**The Land of Sakura Blossoms and Fuji-san- 5 reasons Japan is a place for everyone.....** By Deepika Kumar (2018-2020 IIMB PGP Student, BPIM Japan 2019 Participant)

As part of the BPIM 2019 group organised by the India Japan Study Centre at IIM Bangalore, I had the opportunity to explore Japan aka the land of rising sun. There are countless reasons why my trip to Japan was special- getting to explore the country for a whole two weeks, going from Tokyo to Fuji-san to Osaka and Kyoto, from busy shopping streets and aquariums to serene parks, forests and temples, to Anime shops and electronics markets- well, all this made me realise, that indeed Japan is a place for all.

Here are a few of the many reasons why I feel Japan holds something special to take back for every one of us:

**Business:** We all have heard stories of Japanese TQM, principles like Kanban and Kaizen, the 6S principles and so on, in our MBA classes- and studied companies like Toyota as model companies for operations quality. This time, I got the opportunity to visit the Suzuki showroom in Hammamtsu, visit the Toshiba factory and meet Indians working there, visit Mizuho bank and Sumitomo Corporation, and understand how these institutions of eminence have grown -what principles of business have catapulted them to the top in their respective fields.

**Religion and Spirituality:** For ardent followers of Buddhism and spirituality, Japan offers a lot of food for thought- from pristine shrines to bamboo parks – you have all there is to explore- Kyoto is a place with amazing scenic views, Sakura blossoms, and tranquillity one can immerse themselves into. And it doesn't stop at that, there's the magnificent Mt. Fuji- popularly referred to as Fuji-san, who accompanied us through the journey as a harbinger of good luck.

**Pop Culture:** Japanese Manga Art, Anime fandom, and most importantly- J-Pop, hardly need an introduction. But a visit to Japan will make you realise that these global phenomena are not for namesakes- there are streets in Akihabara that are dedicated to Anime cosplay, and Kyoto houses one of the biggest Manga museums in the world- the Kyoto International Museum. Apart from these, you also get a taste of Disneyland and Universal Studios locally adapted to the Japanese audiences. Japan is also home to some popular movie shooting sites- such as Shibuya Crossing in Central Tokyo where the popular movie Tokyo Drift was shot.

**Food:** You can explore an amazing host of options in food, from numerous variants of ramen noodles to sushi. There is also sake wine- which is prepared from fermented rice. As a vegetarian the biggest takeaway for me was Matcha- which is Japanese Green Tea, something used widely as a flavour in everything from ice-creams to tea and even Kitkat. So, regardless of whether you are a foodie or not, you'll find something interesting to eternally capture in your memory!

**People:** People in Japan are extremely polite, kind and helpful. They are extremely calm, organised, and rule abiding. You wouldn't ever find road-crossing violations on streets. Timeliness, punctuality, and exceptional hospitality are some other examples.

These are my biggest takeaways from the Japanese sojourn, I hope you find yours too, once the pandemic comes to an end.



### Paper 1

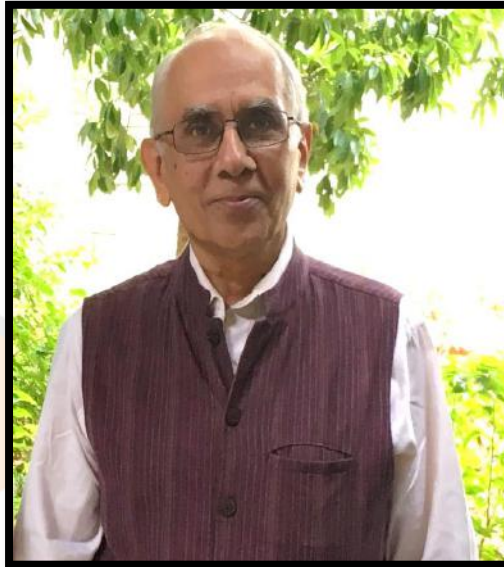
## Speed and Socioeconomic Development: Influence of Indian Railways - Prof. N. Ravi

Indian Railways is a little over a century and a half old. Its development over the decades has been gradual. It has been and continues to be the “lifeline for the socioeconomic growth of India,” by connecting human settlements across the country and simultaneously transporting various resources to centres of production and markets. Nationalized in 1951, Indian Railways is among the largest rail networks in Asia and the world’s second largest network operated under a single management. We will feature its growth over the past 7 decades.

Indian Railways has always aimed to provide safety during travel. The rate of its development as a service organization has been modest, with two forces, one originating from political considerations balanced by another based on engineering competence. High-speed rail travel emerged in Indian Railways in 1969, when the first high-speed limited-stop train service was introduced between New Delhi and Kolkata. We will trace the origins of high-speed travel on Indian Railways and attempt to show how it has indeed helped passengers reach their destinations in less time. Any direct correlation between high-speed train travel and the growth of the economy, the effect on the environment and society, while significant over the long term, would be difficult to estimate empirically. We will show, in terms of policy flow and implications, how Indian railways has been unwavering in providing sustenance for economic growth. One common theme in these decades has been the inexorable drive to acquire and develop technology to ensure faster, inexpensive, and safer travel for all users. The increase in speed of travel has been steady, progressive, and not an attempt at creating records. Over the years, high-speed trains have

enabled better quality of life for professionals in India, especially in the age of globalization. However, the effect of this has been generally restricted to medium distance and suburban travel. In this scenario, we will detail the steps that have to be taken by the provider and the user for making future high-speed rail travel profitable, productive, comfortable, and dependable.

[Click here to read more](#)



## スピードと社会経済発展：インド鉄道の影響 - Prof. N. Ravi

インド鉄道は一世紀半以上の歴史があります。その発展は数十年の間に緩やかに行われてきました。インド全土の人間居住地をつなぎ、同時に様々な資源を生産拠点や市場に輸送することで、「インドの社会経済成長のための生命線」であり続けています。1951年に国有化されたインド鉄道は、アジア最大級の鉄道網であり、単一経営の世界第2位の規模を誇ります。ここでは、過

去70年間の成長を特集します。インド鉄道は常に移動中の安全性を目指してきました。そのサービス組織としての発展の速度は緩やかで、政治的な配慮に由来するものと、技術的な能力に基づくものとのバランスが取れた2つの力を持っています。インド鉄道で高速鉄道が登場したのは、1969年、ニューデリー-コルカタ間に初の高速特急列車が導入されたときです。インド鉄道における高速移動の起源を辿り、それがいかに短時間で目的地に到着するのにどのように役立ったかを示すことを試みます。高速列車の移動と経済成長、環境や社会への影響との直接的な相関関係は、長期的には重要ですが、経験的に推定することは困難です。政策の流れと影響の観点から、インドの鉄道が経済成長の維持を提供する上でどのように揺るぎないものであったかを示します。この数十年に共通するテーマは、すべての利用者がより速く、安価で、より安全に移動できるようにするために、技術を獲得し、開発するという容赦のない意欲でした。移動速度の増加は着実に進歩的であり、記録を作成する試みではありません。長年にわたり、特にグローバル化の時代にあって、高速鉄道はインドの専門家の生活の質の向上を可能にしてきました。この影響は通常、中距離および郊外の移動に限定されています。このシナリオでは、将来の高速鉄道旅行を収益性が高く、生産性が高く、快適で、信頼できるものにするために、提供者と利用者が取らなければならない手順について詳しく説明します。

[もっと読むにはこちらをクリックしてください](#)

## Paper 2

### Dedicated Freight Corridor: Current Challenges – Prof. G. Raghuram & Apoorva Verma

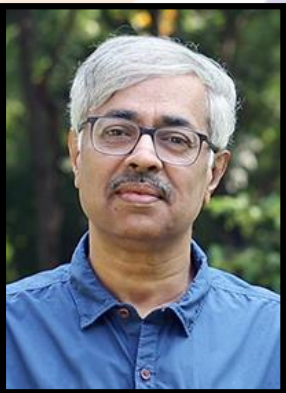


Indian Railways has been one of the drivers of the fast-growing Indian economy. Dedicated Freight Corridors (DFCs) were planned along the Golden Quadrilateral rail route to further this growth. In this paper, we examine the current challenges for the DFC project. The first milestone in the genesis of the DFC was the setting up of the Dedicated Freight Corridor

Corporation of India Ltd. in 2006, with the expected project completion in 2011. After quite some delay, the Detailed Project Report was completed in 2014. The project is now expected to be completed by the end of 2020. We examine the scope and status of DFCs. We bring out issues like implications of design parameters, traffic projection assumptions, feeder routes, development of industrial corridors, project timeline, land acquisition, market access, etc. based on the original scope and current status of the project. [Click here to read more](#)

## Paper 3

### ‘Where Nothing is Everything’ – A Comparison of Japan’s Noh Theatre with its Indian Counterpart – Prof. Damodaran. A



The Japanese theatre form Noh has striking resemblances with its Indian counterpart, Kutiyattam. Both theatres are frugal, austere and minimal in their own ways. Coincidentally both were proclaimed by the UNESCO as the intangible heritage of humankind in the year

2001. Despite these similarities there exist differences in the philosophical and aesthetic foundations of the two art forms. Comparisons of two cultural manifestations are odious but inevitable in a globalized world where inter-nations relations are presaged on cross cultural comparisons. In this paper, the Noh Theatre is the axis of analysis and comparison. The paper attempts a major foray into the world of Noh as understood by an Indian academic. It attempts to delve into the origins, philosophy, performative dimensions and the institutional and economic foundations of Noh and its similarities and contrasts with Kutiyattam. Based on its analysis and findings, the concluding section proposes a co-creation mode of collaboration that involves artistes from the two streams to provide a vibrant depth to India-Japan cultural ties. [Click here to read more](#)

### 専用の貨物回廊:現在の課題 – Prof. G. Raghuram & Apoorva Verma

インド鉄道は、急成長しているインド経済の推進力の1つです。この成長をさらに促進するために、金四辺形鉄道路線に沿って専用の貨物回廊(DFC)が計画されました。本稿では、DFC計画の現在の課題を検証します。DFCの発端は、2006年にインド専用の貨物回廊公社(Dedicated Freight Corridor Corporation of India Ltd.)が設立され、2011年の完成を目指していたことです。その後、かなり遅れて2014年にプロジェクト詳細報告書が完成しました。現在は2020年末までにプロジェクトが完了する見込みです。DFCの範囲と現状を検証します。設計パラメータの意味合い、交通予測の前提、フィーダールート、産業回廊の開発、プロジェクトのタイムライン、土地取得、市場アクセスなどの問題点を、プロジェクトの当初の範囲と現状に基づいて明らかにします。

[もっと読むにはこちらをクリックしてください](#)

### 「何もないところがすべてだ」—日本の能楽堂とそのインドのカウンターパートとの比較—教授のダモダラン.A さん。

インド鉄道は、急成長しているインド経済の推進力の1つです。この成長をさらに促進するために、金四辺形鉄道路線に沿って専用の貨物回廊(DFC)が計画されました。本稿では、DFC計画の現在の課題を検証します。DFCの発端は、2006年にインド専用の貨物回廊公社(Dedicated Freight Corridor Corporation of India Ltd.)が設立され、2011年の完成を目指していたことです。その後、かなり遅れて2014年にプロジェクト詳細報告書が完成しました。現在は2020年末までにプロジェクトが完了する見込みです。DFCの範囲と現状を検証します。設計パラメータの意味合い、交通予測の前提、フィーダールート、産業回廊の開発、プロジェクトのタイムライン、土地取得、市場アクセスなどの問題点を、プロジェクトの当初の範囲と現状に基づいて明らかにします。

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## Working Papers In Progress

S.NO	TITLE OF THE RESEARCH	FACULTY
1	India – Japan Relations in Services & India – Japan Comprehensive Economic Partnership Agreement	Prof. Rupa Chanda
2	Understanding Handloom Business In Japan And Implication For India	Prof. Suresh Bhagavatula
3	Keiretsu And Indian Business Houses: A Comparative Study	Prof. Subhashish Gupta
4	Persisting With Promising Technology Under Conditions Of Uncertainty	Prof. Sai Yayavaram



*Prof. Rupa Chanda*



*Prof. Suresh Bhagavathula*



*Prof. Subhashish Gupta*



*Prof. Sai Yayavaram*

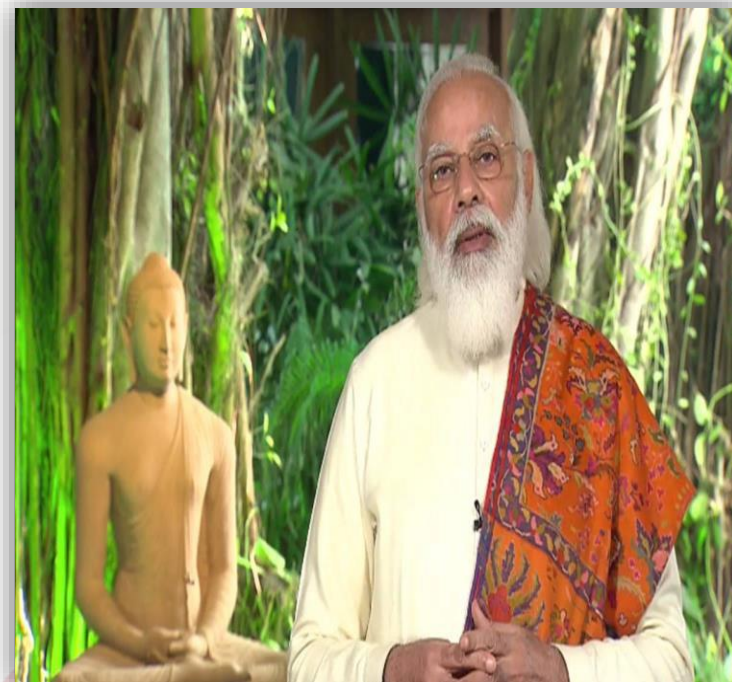
## 進行中の研究論文

数	研究のタイトル	学部
1	サービスにおける印日関係と印日の包括的な経済連携協定	Prof. Rupa Chanda
2	日本の手織りビジネスの理解とインドへの影響	Prof. Suresh Bhagavatula
3	系列とインドのビジネスハウス：比較研究	Prof. Subhashish Gupta
4	不確実な状況下での有望な技術の継続	Prof. Sai Yayavaram

## INDO-JAPAN RELATIONS

### Sixth India-Japan Samvad Conference 2020

Prime Minister Narendra Modi virtually addressed the India-Japan Samvad Conference on 22nd December 2020 and said the governments must keep “humanism” at the core of its policies. He also proposed the creation of a library that will bring together Buddhist literature and philosophy found in monasteries around the world and serve as a platform for research and dialogue. This sixth virtual Samvad was also addressed by his Japanese counterpart Yoshihide Suga. The conference was launched in line with a joint proposal from the leaders of Japan and India in 2014, and has since been held in New Delhi, Tokyo, Yangon and Ulaanbaatar. [Click here to read PM's address](#)



## ECONOMY

### Australia-Japan-India Trilateral Sets Sights on Supply Chain Resilience

Recently, the trade ministers of Australia, Japan and India agreed to develop a supply chain resilience program for the Indo-Pacific region. The announcement, which followed a video conference between Australia's Simon Birmingham, Japan's Kajiyama Hiroshi and India's Piyush Goyal in early September, came amid a growing recognition in all three nations of the dangers of excessive economic reliance on China. The idea of the Australia-Japan-India (AJI) trilateral is not itself new. The three countries had their first trilateral dialogue in June 2015. The meeting saw the participation of then Indian Foreign Secretary S. Jaishankar, Japanese Vice Foreign Minister Akitaka Saiki and Peter Varghese, the secretary of Australia's Department of Foreign Affairs and Trade. [Click here to read](#)

## IJSC PARTNER NEWS

On November 2008, Japanese Aerospace Exploration Agency (JAXA) announced that **Naoko Yamazaki**, would become the **second Japanese woman to fly in space on STS-131** (NASA Space Shuttle mission to the International Space Station (ISS)). On April 5, 2010 Yamazaki San, a **University of Tokyo alum**, entered space on the shuttle Discovery as part of mission STS-131, during which she met up with fellow Japanese astronaut Soichi Noguchi (also a University of Tokyo alum), who was in space during Expedition 22/23. (Soichi Noguchi is currently at ISS as part of the first operational commercial crew flight of SpaceX's Crew Dragon spacecraft, a mission called Crew-1). It was the first time two Japanese astronauts worked together in space. She returned to Earth on April 20, 2010 after spending approx. 15 days in space. After retiring from JAXA, Yamazaki San continued her studies and research at the Intelligent Space Systems of University of Tokyo and has been involved with promoting STEM activities as well as being a member of the Japanese government Space Policy Committee.



©NASA

**Astronaut Naoko Yamazaki will be hosting IJSC's next 'Tatsujin-Speak' lecture seminar to be held on 22<sup>nd</sup> January 2021. REGISTRATIONS ARE OPEN**

**The lecture will also be live streamed on IIMB's YouTube page.**

# CALENDAR OF ACTIVITIES (JAN – MAR' 2021)

## 活動の月 (一月 - マーチ 2021)

### IMPORTANT EVENTS

#### ❖ 22 JANUARY

'Tatsujin-Speak' Webinar!  
3.30 PM - 4.30 PM

#### ❖ 26 JANUARY

Indian Republic Day Celebrations  
at IIMB 9.30 AM - 10.30 AM

#### ❖ 26 FEBRUARY

'Tatsujin-Speak' Webinar!

#### ❖ 26 MARCH

'Tatsujin-Speak' Webinar!

### 重要 イベント

#### ❖ 22一月

タツジンスピークセミナー  
午後3時30分-午後4時30分

#### ❖ 26一月

共和国の日 日目 お祝い  
at IIMB 午前9時30分から午前10時  
30分まで

#### ❖ 26二月

タツジンスピークセミナー

#### ❖ 26マーチ

タツジンスピークセミナー

## INTERESTING FACT ABOUT BANGALORE

Welcome to Namma Bengaluru, the Silicon Valley of India. Also known as the Garden City of India, Bangalore; with its booming tech start-ups, corporate hubs, IT giants, and commercial hotbed with acres and acres of green parks and public spaces and pleasant weather all throughout the year combined with eateries, activities and places to explore; has got something to offer everyone.

*That being said, if you have a thing for all things old and vintage, and want to get a dose of the old world charm and timeless pieces then head out to one of the best spots of Bangalore, the Quiro City Shop on Kamraj Road. The Quiro City Shop is an antique lover's treasure trove. Whether it's the Gramophone players dating to 1908, a copy of The Discovery of India signed by Jawaharlal Nehru, a 150-year-old cuckoo clock, rare songs of M.S. Subbulakshmi, Classic comics or the 8mm, 35mm and 16mm movies, collectible figurines, paintings, old furniture etc etc, you can find in this charming little shop. The Quiro City Shop was started by S.V.Ramachandran, a former Indian Air Force employee, who has collected rare artefacts from all over India while traveling extensively during his IAF days.*



The Quiro City Shop  
Source: The Native Planet  
[Visit their website here](#)

## ABOUT IJSC

India Japan Study Centre (IJSC) was set up as a Centre of Excellence at the Indian Institute of Management (IIM) Bangalore to serve as a facilitator for many collaborative initiatives among academia, industry, and the government agencies between India and Japan on various areas of mutual interest. The centre will serve as an intellectual gathering point for a collaborative and innovative community of scholars, industry leaders and participants. It will work towards bringing together faculty, research scholars, students, government agencies and industry leaders of India and Japan for knowledge creation and dissemination.

インド日本研究センター(IJSC)は、インド経営大学院(IIM)バンガロール校のセンターオブエクセレンスとして設立され、インドと日本の学术界、産業界、政府機関が相互に関心を持つ様々な分野での共同研究の促進役を務めています。このセンターは、学者、産業界のリーダー、参加者の協力的で革新的なコミュニティのための知的集会所としての役割を果たします。インドと日本の教員、研究者、学生、政府機関、産業界のリーダーが知識の創造と普及のために一堂に会することを目指しています。

## IJSC COMMITTEE

**Prof. Vasanthi Srinivasan**

**Prof. Srinivas Prakhya**

**Prof. Ganesh N Prabhu**

**Prof. Suresh Bhagavatula**

**Prof. Manaswini Bhalla**

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