

Jing Wang · Michitaka Kosaka ·
Ke Xing · Hua Bai *Editors*

Entrepreneurship in the Asia-Pacific: Case Studies

agriculture. In the era of beneficial start-up like social network platforms, ecommerce apps or FinTech as leading trends, AgriTech has progressed steadily because of its true nature: innovation for environmental sustainability. Having no dream of becoming a “unicorn” (a startup which is worth one billion of dollars), MimosaTEK is truly a “zebra” with the purpose of sustainable prosperity. Instead of squeezing every last cent out of their target markets, it has helped invest its profits back into the communities and businesses. It has opened a new chapter of high technological applications in farming and the farmers now can utilize the available infrastructure, and optimize irrigation and fertilization to ensure fruitful harvests.

References

- Brown, E. (2016). “Who Needs the Internet of Things?”. *Linux.com*, Retrieved May 9, 2019.
- Dieisson, P., et.al. (2018). Scientific development of smart farming technologies and their application in Brazil. *Information Processing in Agriculture*, 5, 21–32.
- Edvinsson, L., & Malone, M. (1997). *Intellectual Capital*, Harper Business, New York.
- Gupta, J., & Sharma, S. (2004). *Creating Knowledge Based Organizations*. Boston: Idea Group Publishing. ISBN 978-1-59140-163-6.
- Michael, J.O’G., & Gregory, M.P.O’H. (2017). Modelling the smart farm. *Information Processing in Agriculture*, 4(3), September 2017, 179–187.
- Stewart, T. (1997). *Intellectual Capital: The New Wealth of Organizations*, Nicholas Brealey Publishing, Business Digest, New York.
- Sveiby, K.E. (1997). *The New Organizational Wealth*, Berett-Koehler Publishers, USA.
- <https://data.worldbank.org/indicator/NV.AGR.TOTL.CD?locations=VN&view=chart> (retrieved March 2019).
- <https://e27.co/7AgriTech-startups-asia/> (retrieved March 2019).
- <https://MimosaTEK.com/en/> (retrieved March 2019).
- <https://www.cbinsights.com/research/agriculture-tech-market-map-company-list/> (retrieved March 2019).
- <https://www.worldatlas.com/articles/the-american-food-giant-the-largest-exporter-of-food-in-the-world.html> (retrieved March 2019).
- <https://www.worldatlas.com/articles/the-world-s-largest-exporters-of-coffee.html> (retrieved March 2019).
- <https://www.worldatlas.com/articles/the-world-s-top-black-pepper-producing-countries.html> (retrieved March 2019).
- <https://www.worldatlas.com/articles/top-rice-exporting-and-importing-countries.html> (retrieved March 2019).

Chapter 12

Daisuke Teshima and TRIFE Inc.—Creating a New Business to Support the Elderly and Handicapped

Michitaka Kosaka and Yong Nie

12.1 Introduction

Many cases of successful entrepreneurship tell stories in which new businesses were successfully launched and high sales and profits were created. Their business purposes usually created value for their general customers. However, this report describes an example of a very unique new business targeting the elderly or handicapped people, who are generally referred to as “the weak.”

TRIFE Inc. is the creator of this kind of unique business. The company is located in Yokohama, Japan, and its president is Mr. Daisuke Teshima. Through joint research on an oral care formulation “NEONISIN” with Kyushu University, Kagoshima University, and the National Center for Geriatrics and Gerontology, and through collaboration with an advanced research institute (Eco Friendly Institute Limited.), came the release of the oral care product “ORALPEACE” (toothpaste and oral care gel, mouth spray and wash). The product is made from 100% natural raw ingredients and is even safe to eat. The product is being sold nationwide at elderly nursing homes, care facilities for the handicapped, and other environments in which elderly or handicapped people are present.

One of the main characteristics of this business is that it provides safe and secure products to the elderly. In recent years, with the rising trend of an aging society in Japan, the number of elderly people who need long-term care, have severe disabilities, and/or those who have to take daily medical treatment is increasing. For those in need of oral care, such as those with tooth decay, periodontal disease, halitosis, or aspiration pneumonitis, it is difficult to take care of themselves. Even if ORALPEACE is accidentally ingested, it is safe because it will be digested as an amino acid promptly by the body’s digestive enzymes. This revolutionary feature has

attracted worldwide attention to this oral care product. In the field of biotechnology, ORALPEACE is regarded as a bio-business venture to care for the elderly.

Another feature of this business is that it aims to create jobs for handicapped people and improve their income. Through ORALPEACE, we are trying to create a business model for handicapped people who cannot get a job despite their desire to, and we are trying to establish a business model that leads to their receiving income. From this perspective, ORALPEACE can also be regarded as a social business venture that aims to solve problems faced by the handicapped.

This is a report that focuses on two aspects: ORALPEACE as a bio-business venture and as a social business venture. It is attracting attention as a new type of entrepreneurship born in Japan from the will to solve problems spawned from aging societies and help those with disabilities through worldwide competitive research and development. All information in this chapter is obtained through interview with Mr. Daisuke Teshima. In the following chapter, we discuss Mr. Teshima's way of thinking, which was the reason for the launch of ORALPEACE, and the features of this business.

12.2 ORALPEACE as a Social Business Venture

We introduce the superiority of ORALPEACE as a social business venture by discussing the following aspects: (1) Mission, (2) Features of ORALPEACE, (3) ORALPEACE products, (4) Recent business situation, and (5) Recent awards.

(1) The Mission of ORALPEACE

Mr. Teshima and his colleagues at TRIFE Inc., which sponsors ORALPEACE, recognize their mission as follows:

We, as a bio venture, are opening up a path to medical and healthcare applications of a natural antibacterial agent, Bacteriocin, which is made from lactic acid bacteria. The technology behind this is Japan's original research on lactic acid bacteria and biotechnology, through an industry-university collaboration with Kyushu University. As a social venture, we are challenging the creation of social participation and jobs for the handicapped through our business; we provide innovative oral care products that are friendly to humans and the environment, care for people of all ages (from infants to the elderly), work in emergencies without any water, and contribute to people's health worldwide every day. We take advantage of being a combination of a bio and social venture and of these innovative bacteriocins to develop various businesses worldwide.

(2) Seven Features of ORALPEACE

Because of the bacteria in oral cavities, the number of people who suffer from cavities, periodontitis, bad breath, and, in serious cases, aspiration pneumonia is increasing. ORALPEACE is based on the latest bio-technology and lactic acid research,

enabling consumers to conduct oral care effectively and safely. ORALPEACE has the following seven features:

- (a) It was created through an industry-university collaboration with the Graduate School of Agricultural Research Institute at Kyushu University, the Graduate School of Medical and Dental Sciences at Kagoshima University, and the oral disease research unit at the National Center for Geriatrics and Gerontology.
- (b) It is based on Japanese bio-technology.
- (c) It contains NEONISIN[®], which includes a natural pharmaceutical formulation for oral care.
- (d) It is hypoallergenic, alcohol free, only uses natural ingredients, and does not contain synthetic preservatives, synthetic fungicides, or other synthetic ingredients.
- (e) ORALPEACE pursues safety for everyone: from babies to the elderly.
- (f) All ingredients, except for water, are derived from plants, so it has high sustainability and little environmental impact, even when released into water sources, such as rivers and lakes.
- (g) ORALPEACE supports the handicapped by creating new jobs for them.

(3) ORALPEACE Products

The ORALPEACE products shown in Fig. 12.1 are made with the above-mentioned biotechnology and include toothpaste, oral care (75 g: 1080 yen), mouth spray (30 ml: 1080 yen), clean moisture (80 g: 1296 yen), and so on. In addition, sunshine orange, sky mint, and other colors of ORALPEACE toothpaste are available. Product examples are shown below.

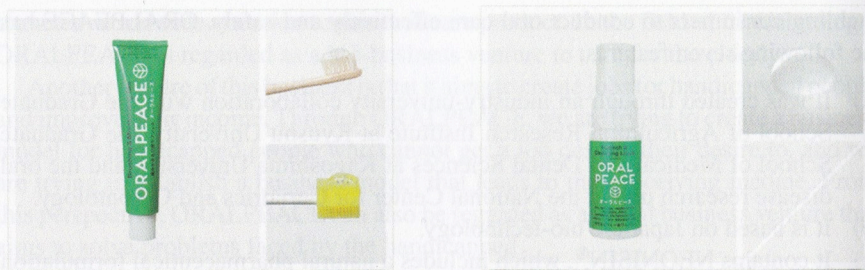
(4) Recent Business Situation

This ORALPEACE started in 2014, and its annual sales then amounted to 20 million yen. As of 2017, the sales for the fiscal year are expected to be 78 million yen. Mr. Teshima said, "Three years have passed since the start of the business. The annual revenue has risen about four times, but from a business perspective, I do not think that it is enough considering how much attention it is attracting." This is a business model with the premise of giving work to the handicapped, but it is expected to develop rapidly with global expansion of the business.

(5) Recent Award Examples

Owing to such efforts and characteristics, ORALPEACE won many awards at various business contests. First, at the Yokohama Business Grand Prix 2014, the largest domestic business contest held in 2014, he received the two prizes of "Best Award" and "Audience Award." In 2015, he received the "Minister of Economy, Trade and Industry Prize," shown in Fig. 12.2, which is the most acclaimed prize in the Japan Venture Awards.

The Japan Venture Awards recognize entrepreneurs who have surpassed challenges without fear of risks and conducted a business that is voted as "excellent" in



ORALPEACE Brushing & Moisturising Gel

ORALPEACE Mouth Spray & Wash



3 types of ORALPEACE products

Fig. 12.1 Products of ORALPEACE



Fig. 12.2 Mr. Teshima won Japan Venture Awards 2015

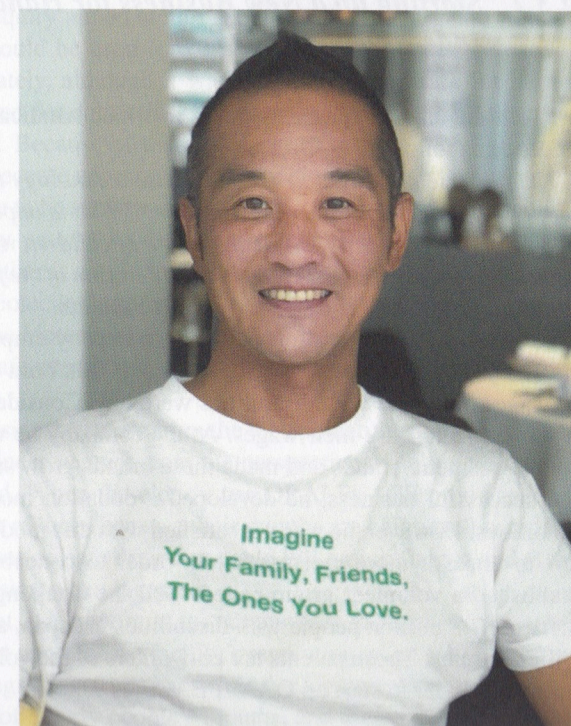
the categories of sociality, advancement, innovation, regionalism, internationalization, and technology. In 2015, from among the 152 applicants (the largest number of applications ever received for this award ceremony), he received the honor of winning the “Minister of Economy, Trade and Industry Prize,” which is awarded to the best entrepreneur. This was the result of the comprehensive evaluation of the business content of ORALPEACE, the achievement of the activity, and the qualification of the management. ORALPEACE has also won many other awards, which shows that it is well appraised by Japanese society.

12.3 The Prehistory of the Establishment of ORALPEACE

12.3.1 Teshima's Career and Experiences Before the Start-up

After graduating from the School of Law at Meiji University, Teshima (Fig. 12.3) worked at Uchida Yoko and Tohmatsu Consulting Co., Ltd., as well as at other companies. There, he did corporate consulting and offered various solutions to customers. In 2005, he launched the organic cosmetic brand “Agronatura” at Idea International

Fig. 12.3 Mr. Teshima's photo



(Idea) Co., Ltd. The business started from scratch, but its revenue reached 1 billion yen within nine months in the market. The company became Japan's leading organic brand, and Idea Co., Ltd. has since developed into a company that donates more than 10 million yen annually to NGOs and has become a listed stock. From this experience, Teshima gained business knowledge regarding organic relations, and he started to meet influential people, thus forming crucial networks. Based on these experiences of success, in 2006, he established TRIFE Inc., which launched various businesses and brands, and delivered corporate consulting work, lecture activities, etc.

The turning point was when Teshima's eldest son was born handicapped. As a result of this, in 2009, he established a volunteer organization called "Sell the Challenge" that sells products that were made by people with disabilities. He also assisted in the planning of voluntary products and the development of sales channels at facilities throughout the country. However, he realized that doing business with disabled people is very difficult if the products themselves are not strongly competitive and profitable. So, in 2012, he began working on a project to challenge the creation of jobs nationwide for handicapped people with a will to work. The result is ORALPEACE, and Teshima's entrepreneurial company TRIFE is sponsoring it.

12.3.2 *Starting up a New Business for Handicapped People's Independence*

Mr. Teshima talks about the business in which handicapped people can gain independence as follows:

The purpose of ORALPEACE is to "use technology to create work for the handicapped." If you think about the question: "Who is important to you?" The answer is your family; therefore, for me the future of children with disabilities is important. "Commitment to my family" means consideration of the future of children and people with disabilities. This is why I started the business.

Teshima worked an ordinary life as a company employee after graduating from university. However, when his firstborn son was born handicapped, he knew that the wages of people with disabilities were low. Considering the future of his child, he was eager to raise their wages. At the company he was working for, he created organic cosmetic brands and made these brands grow successfully. With the profits of a successful business, he developed a donation model supporting people with disabilities. However, he was not satisfied with this model and further thought about how to make it more meaningful. In order to contribute to the handicapped, he established a volunteer group called "Sell the Challenge" to create jobs for them. There are 7.8 million people with disabilities in Japan, and accordingly there are 16 million parents. Those parents are co-workers of the volunteer association. He talks about the trigger to start up ORALPEACE as follows:

Various people gathered and did a variety of things to help. There were many facilities for people with disabilities, and a variety of products were made, but those products could not all be sold. Also, there were donation and support activities, but I realized that conducting a business with disabled people is difficult. On my 42nd birthday, I saw an article in a newspaper that said, "An elderly woman passed away and her handicapped son (42 years old) starved to death." At that moment, I realized that volunteering was not a solution. It dawned on me that it is indispensable to create jobs where the handicapped can earn money by and for themselves.

Why do we work? My mission is to develop a cause that eliminates the future concerns of myself, my family, people with disabilities, and their parents. In not only Japan, but also countries worldwide, the number of people with disabilities is huge. This start-up business for the handicapped is for my precious family, for the handicapped with the same troubles, and for their parents.

12.3.3 *Discovery of a New Biotechnology and Starting ORALPEACE*

When Teshima was exploring various businesses for handicapped people, he had the chance to discover a new biotechnology from Kyushu University. The opportunity came about because of an inquiry aimed at him about whether the organic technology at Kyushu University could be used for organic cosmetics, which he used to have expertise in. Unfortunately, although it was a biotechnology safe for human ingestion, it could not be used for cosmetics. However, at that time, his father had been diagnosed with cancer. Because of the anticancer drugs, mold had grown in his mouth and sterilization became necessary. As is well known, disinfectant would destroy the stomach if it were to be swallowed by mistake, and in fact, such mistakes sometimes happen to elderly people, so disinfectants could not be used. An idea came to his mind about whether it would be feasible to make a mouth disinfectant with Kyushu University's biotechnology and to create a new business for people with disabilities. By using the biotechnology of Kyushu University, the disinfectant can sterilize mouths and is safe even if it is ingested. This was the trigger to starting ORALPEACE.

ORALPEACE is a bio-business venture from the viewpoint of technology. Meanwhile, it is also a social business venture from the perspective of solving a societal problem for the handicapped. When the elderly use ORALPEACE products, their nursing care expenses can be reduced because their mouths are being well cared for. Moreover, until now there was no safe drug that could kill mouth fungus and at the same time have no risk of lesion when ingested.

From a business viewpoint, it is important for nursing care facilities to maintain a high level of care and it is not good for the facility's reputation when care targets are not met due to accidents. Drugs with strong bactericidal effects are dangerous and not suitable for the sterilization of elderly people's mouths, and these have been causes

for such accidents. Moreover, in terms of jobs for people with disabilities, there are not many jobs for them in rural areas. A lot of questions about the daily lifestyles of the handicapped should be thought about. For example, how do handicapped people survive in their hometowns? What will happen to them in ten years? People with disabilities who cannot leave their hometown have to live there forever, and, similarly, elderly people must also remain and live in their rural areas. ORALPEACE is expected to meet the needs of the elderly owing to its feature of safe oral care, and it delivers competitive oral care products to elderly and disabled people living in the area. It leads to a solution for the social problems that the elderly or handicapped have. Mr. Teshima adds, *“This business is receiving everyone’s concerns and sympathies; its goal is to create business for people with disabilities, so business targets may change to fit in with the objective.”*

12.4 Pursuit of ORALPEACE Business

12.4.1 Technological Innovation as a Bio-Business Venture

ORALPEACE uses NEONISIN, which is considered to be extremely innovative biotechnology. In this chapter, we will explain the background of such innovative biotechnology and the business strategy of TRIFE Inc., which focuses on joint research with universities.

(1) Nisin Introduced from Kyushu University

The core technology for the products of ORALPEACE was born from joint research with Kyushu and Kagoshima Universities. The Bio-architecture Center of Kyushu University (Fig. 12.4) focuses on antibacterial peptides (proteins) made from highly safe lactic acid bacteria, which have been eaten since ancient times. It has done various joint research with local companies. One achievement includes the commercialization (formulation) of the most famous antibacterial peptide—Nisin A. Nisin is a micromolecule protein made by lactic acid bacteria (*Lactococcus lactis*). The lactic acid bacteria and its closely related bacteria (Gram positive bacteria) show antibacterial action.

The lactic acid bacteria used in Kyushu University is a bacteria (*Lactococcus lactis*) that was found in the Okara bean curd in the Fukuoka prefecture, and it has the highest ability for making Nisin A. It is used to develop oral care products that are safe even if ingested accidentally, and it has safe and secure antibacterial agents that can be used for specific purposes.

Nisin A was found in cheese by a British dairy farmer in 1928. It is a bacterium that humankind has eaten since ancient times, naturally existing in traditional fermented foods, such as yoghurt, cheese, and salty rice-bran. Facing the bacterial population, certain lactic acid bacteria make protein to get rid of their enemies in order to survive. The protein is called a bacteriocin, and bacteriocins have been used throughout the



Fig. 12.4 Researchers in Kyushu University

world to preserve foods. Since Nisin A was approved by the World Health Organization (WHO) and the UN Food and Agriculture Organization (FAO) in 1969, it was added to the generally recognized as safe (GRAS) list in 1988 in the United States. Moreover, it has been recognized as a safe natural bacterial agent for oral and mucous membrane ingestion in over 50 countries. In the United Kingdom, France, and other European countries, the amount of permission for its use in cheese and other dairy products is unlimited. In 2009, it cleared all genetic toxicity and carcinogenicity tests, as well as other tests that were conducted at the Ministry of Health, Labor, and Welfare, and it was recognized as a safe food in Japan as well.

(2) NEONISIN as a Technological Innovation

Nisin A is low in stability, salty, turbidly white, and smelly, so it could not be used in a formula for oral care. Furthermore, it is used exclusively in some foods, so if the same quantity were used for oral care products, it would affect the taste and have stability issues in the case of extremely small amounts if only Nisin were used. Therefore, original separation and purification technology was performed to create a type of Nisin A that can be ingested without problems that result in a lack of quality (taste, smell, stability).

After ten years of research and development, a highly refined salt-free Nisin A with high purity and excellent stability in liquid was invented. This was achieved through the industry-university collaboration between Kyushu University (who researched bacteria and provided bacterial strains) and Kyushu dairy business, Eco Friendly Institute Limited. Eco Friendly Institute Limited was developing the dairy business and leading it into a new field that did not focus on food. Therefore, a technique was developed for mass culture and production of the provided bacterial strains. Eco

Friendly Institute Limited's Nagatoshi and Teshima are now working together to promote ORALPEACE.

Teshima and his colleagues refined the technology through various processes, with a strong motivation to care for Teshima's father while he underwent anticancer therapy and a desire to create work for the handicapped. The result was NEONISIN. This technology solves the aforementioned problems through a unique combination of Nisin A and plum extract. It led to the invention of an ideal formula for oral care—NEONISIN®*—which has since been patented, and, in 2013, it pioneered globally for its use of bacteriocins in medical and cosmetic applications. Based on the above, NEONISIN®* can be said to be a new oral care formula that meets the safety needs of various people. From this perspective, ORALPEACE can be thought of as a biotechnological innovation.

(3) Superior Technology Development Policy Through Joint Research with Universities

In addition to the technologies already commercialized, TRIFE Inc. uses new superior technologies that are being studied at universities, research institutes, corporations, and by individual researchers. TRIFE identifies the core competences of research and technology by working with project members that have various business-producing experiences in the field of healthcare. By working with them, TRIFE aims to commercialize influential products, brands, and services that are friendly to people and the environment, which are innovative and highly competitive in terms of social usefulness and innovation through strategic approaches. Furthermore, TRIFE aims to develop its business in a way that solves social problems, such as through the creation of jobs and the encouragement of social participation of the handicapped nationwide.

TRIFE's corporate policy is to develop a new social business model that can combine business and welfare to solve social problems with new technologies; it is developing international competitive products, brands, and services in the field of healthcare and is expanding its environmentally and people-friendly business worldwide. Yet it all started from the world's most quickly aging society in Japan.

Regarding the current R&D situation in Japan, there are several technologies which are difficult to turn into products and commercialize, even if research, development, and prototyping are conducted repeatedly for commercialization purposes. Furthermore, there are inventions and intellectual properties at universities and firms, which have high social usefulness. Facing such a situation, TRIFE works with professionals in business and marketing, research and technology, and manufacturing, as well as with administrators and other supporters to identify the social usefulness and competitiveness of such research and new technologies. Through the collaboration of industries, universities, and the government, the company is trying to implement Japanese superior technology in businesses to create international competitiveness and high social contribution. The target research and new technologies of the company are:

- Those regarded as being very useful in the healthcare and medical fields

- Those that are useful for health promotion (intraoral, skin, oral intake etc.)
- Those in biotechnology, materials, ICT, robots, etc.
- Those that are expected to be internationally competitive
- Those that contribute to aging societies
- Those that are friendly to both humans and the environment.

12.4.2 Business Model Innovation as a Social Business Venture

ORALPEACE is also an innovative channel through which handicapped people conduct distribution business in Japan's aging society. Generally, production has to be concentrated considering the economies of scale, but consumption can be done anywhere, and elderly people still remain in rural areas. For these reasons, it is possible to run a retail business that serves the elderly in each small commercial area. The handicapped cannot earn high wages by doing production work, but they will receive reasonable earnings through doing distribution work. ORALPEACE is a solution to the problem of no jobs for the weaker and less-abled members of society. It does not deprive healthy people of jobs and it is a Blue Ocean business. ORALPEACE has built a high added-value business, in which the handicapped work to sell goods and can gain 350 yen per product sold. Moreover, ORALPEACE has a business model in which profits are shared from the beginning.

Two features of ORALPEACE as a social business venture include its business model incorporating the handicapped and the formation of supporters with the same values. These will be explained in detail below.

(1) The Business Model that Provides Opportunities for the Handicapped

The biggest feature of ORALPEACE is its business model that provides working opportunities for the handicapped. The population of the handicapped in Japan is about 7.44 million, and many of them have desires to work and live independent lives with the wages that they have earned. However, the current situation is that there are few job options to satisfy those who wish to work and live independently. Even for those who were working, their wages were very low. According to the Continuous Employment Support-Type B Services, the average monthly wage in FY 2011 was 13,742 yen, and, in many cases, some people earned less than 10,000 yen per month.

The mission of ORALPEACE is to continuously challenge itself to create a workplace where the handicapped can get a rewarding income, a secure place where they can live, and future options for the handicapped and their family in which they can live a safe and active life. The supply chain of ORALPEACE is shown in Fig. 12.5.

Through business, such as sales of products, production of raw materials, shipping work, and manufacturing of promotional products (Fig. 12.6), the handicapped can make full use of their individuality. Sales are conducted at about 100 facilities for

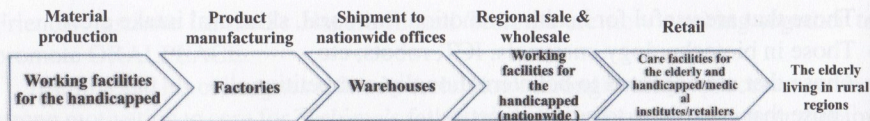


Fig. 12.5 Working opportunities for the handicapped at ORALPEACE

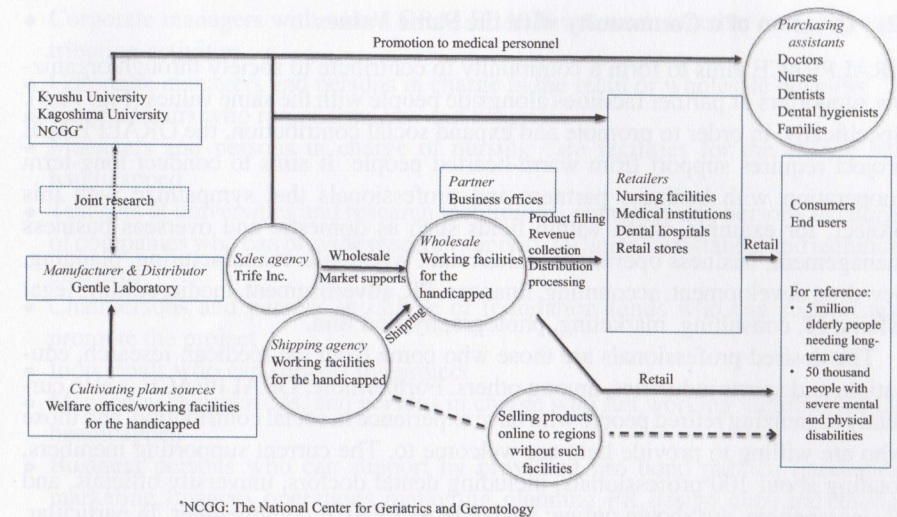


Fig. 12.6 Production of ORALPEACE

the handicapped, 500 retail stores and 2000 dental hospitals nationwide. In this way, jobs are created for the handicapped in various places. In addition, Tokyo Colony Higashimurayama Works, which is a social welfare corporation, ships the products from place to place. ORALPEACE plans to create jobs in which the handicapped also cultivate organic raw materials, such as soybeans and mint, in the future. The above explanation is summarized in Fig. 12.7.

In this way, scholars, researchers, engineers, bio-ventures, and social ventures work together to create a future where the handicapped and their families can live in peace of mind because of ORALPEACE's environmentally and people-friendly products. If they feel motivated to improve their social participation opportunities and income, the handicapped can start working at partner offices at any time. With the effort of protecting both their employment opportunities and their income, this business model sets the following five constraints:

- The handicapped must be engaged in the work derived from our supply chain of jobs.
- Products that are sold outside the possible areas must not be sold online (see 'commercial area' below).



*NCGG: The National Center for Geriatrics and Gerontology

Fig. 12.7 The business model for the engagement of the handicapped

- Promotional discounts are not allowed in order to maintain fair sales opportunities at each business office.
- Vessel accounting shall be used for sales, and the portion obtained by subtracting expenses shall be distributed as compensation for users.
- Sharing of distribution fee results regarding sales of ORALPEACE products.

In addition, partner offices can start ordering products by e-mail instead of by procedures such as signing contracts or system registration. There is no penalty or default if they stop business activities and do not place any orders. It is simply a mechanism for conducting business promptly. Care facilities for the elderly and medical treatment facilities for the handicapped are expected to be utilized in terms of sales efforts. For example:

- Phase 1: Conduct retail sales at business offices, and welfare shops (stands).
- Phase 2: Take advantage of local ties and personal connections, thus achieving wholesale at local medical institutions and facilities for the elderly and handicapped.

In order to successfully circulate business in rural areas, it is very reasonable to make use of the ties with dental hospitals and medical institutions that the people at ORALPEACE offices and their families use.

Since this project aims to create jobs for the handicapped in each region of Japan through local sales activities, it is desirable to build a business area that is within scope of delivery and supplies by a partner office that is designated as an agent. If there are multiple partner offices in the same business area, priority will be given to the first one that starts to cooperate with the business, in a typical first-come-first-serve fashion.

(2) Creation of a Community with the Same Values

ORALPEACE aims to form a community to contribute to society through organizing supporters or partner facilities alongside people with the same values (Fig. 12.8). Specifically, in order to promote and expand social contribution, the ORALPEACE project requires support from warm-hearted people. It aims to conduct long-term cooperation with business partners and professionals that sympathize with this project; for example, those within fields such as domestic and overseas business management, business operations, sales/retail, wholesale, manufacturing, planning, new drug development, accounting, finances, PR, advertisement, media, editing, legal affairs, IT, consulting, marketing, photography, and film.

The desired professionals are those who come from the medical, research, education, and sports industries, among others. Furthermore, ORALPEACE is also currently organizing retired people who have experience in social contribution, and those who are willing to provide help are welcome to. The current supporting members, totaling about 100 professionals, including dental doctors, university officials, and businesspeople, are shown online; <http://ORALPEACE.com/member>. In particular, the company is trying to receive support from the following people:

- Those who have experience in sales, wholesale, purchasing, retail, marketing and consulting, and especially those in the fields of domestic oral cavity products, cosmetics, pharmaceuticals, baby goods, miscellaneous goods, and other similar products (because of their weak function in marketing)
- Doctors and dentists
- Pharmacists, nurses, dental hygienists, and speech-language-hearing therapists



Fig. 12.8 International workshop of ORALPEACE community

- Corporate managers with whom ORALPEACE can work together on social contribution activities
- Corporate managers and persons in charge in the retail or wholesale business
- Entrepreneurs who run pharmacies and hospitals
- Managers and persons in charge of nursing care facilities for the elderly and handicapped
- Teachers at universities and research institutions, managers and persons in charge of companies who can provide research support, technical assistance, and technical alliances
- Chairpersons and persons in charge of foundation funds who can support and promote the project
- Individuals who can support the project
- Managers, chairpersons, and persons in charge who run working facilities for the handicapped
- Business persons who can support by providing pro bono publico (strategies, marketing, finances, operations, marketing, planning, PR, design, copy and editing, photography, film, composition, ICT, welfare, athletics, and others)
- Professional and amateur athletes and climbers who participate in competitions while wearing the ORALPEACE logo
- Models, stylists, apparel brands, studios, photographers that are willing to cooperate in photography for ORALPEACE
- People in the entertainment and fashion industries who can widely propagandize the ORALPEACE project
- The media: publishers, editors, and writers who can write about the project
- Organizers of lecture meetings and seminars who are willing to spread knowledge about the project
- University professors, researchers, and students who are engaged in research and case studies on corporate social responsibility (CSR) or creating shared values (CSV) models regarding the integration of business and welfare
- Volunteers at the headquarters of the project (supporting businesses, accounting, affairs, PR, sales promotions, telephone and e-mail communications)
- People who are willing to help introduce the ORALPEACE project to friends and acquaintances (anybody is welcome!)
- People who are willing to help create a better future for the handicapped, their precious families, and for people in trouble.

12.5 The Global Development of ORALPEACE

12.5.1 Teshima's Thinking on ORALPEACE's Global Expansion

Teshima has a strong desire for overseas expansion, which he describes as follows:

When developing business in Japan, having overseas success will have a big impact and a positive push towards conducting further business in Japan. However, even though Japanese products would win in markets by virtue of technology, there are no products for overseas expansion because of the business relations with Japanese pharmaceutical companies. Currently, there are few Japanese pharmaceutical companies that are doing business with global brands; it is purely a domestic demand sector. We would like to make the best use of biotechnology for a global benefit and expand ORALPEACE with all of its advantages from our aging Japanese society to the rest of the world.

ORALPEACE is a small Japanese company but it is still attracting worldwide attention owing to its social significance. If this were not the case, other countries would not have taken notice. However, as a business, if it does not make a profit, it cannot expand overseas. Whether or not the model will eventually become a global business is a problem. Regarding the process of expanding the healthcare business for the Japanese elderly from the Asia-centered market to overseas, I think we can do good business if we can position ourselves properly.

12.5.2 Examples of Overseas Development

ORALPEACE is firstly developing the markets of Asia and Central America when expanding overseas. As a strategy, ORALPEACE first plans to focus on popularizing its products and establishing itself as a brand. Then it plans to launch the numerous workplaces for the handicapped.

【Business Development in Asia】

In the Asian market, ORALPEACE is planning to expand through cooperating with local companies. In China, it has already established connections with local entrepreneurs who acknowledge the significance in promoting work opportunities for the handicapped, and ORALPEACE products are thus being exported there (Fig. 12.9). When this business venture eventually smooths out, ORALPEACE plans to implement its business model for the handicapped. A future challenge will be to demonstrate the feasibility of operating a handicapped-based supply chain.

In Taiwan, ORALPEACE is working together with a Taiwanese company that has its business based in Asia (Fig. 12.10). Although the premise is that ORALPEACE is a business supporting the handicapped, the first step of developing strategies overseas is to popularize the products, establish the brand of ORALPEACE, and then consider making a business with jobs available for the handicapped.

The ORALPEACE project is developing business in Central America and Europe as well. In some Mexican and Guatemalan hotels, doctors, dentists, and healthcare professionals gathered together to hold onsite product presentations. The presentations allowed lots of people to learn about the philosophy behind the ORALPEACE project and the advantages of their products in the global market, the impact on society, and so on. Also, Fig. 12.11 shows an exhibition held in Germany. Although it



Fig. 12.9 Exhibition in Tenjin



Fig. 12.10 Collaboration with a Taiwan company 【Business Development in Central America and Europe】



Fig. 12.11 Exhibition in Germany

is on the other side of the world, ORALPEACE's vision is being transmitted, and participants are becoming supporters of the ORALPEACE project, leading it to have a successful start. The thought that people are important is connecting the world together.

12.6 Teshima's Thoughts and Future Development of ORALPEACE

Finally, Teshima expressed his thoughts on the future development of ORALPEACE during the interview. We summarized them as follows:

(1) Positive Things and Reflection on Short-Term Business Development So Far

【Good things】

We have won a variety of awards, and we have been accepted and reported about on the television and in the newspaper, as well as by other forms of media and have been attracting public attention. Moreover, big companies overseas are now noticing and making contracts with us. We are being expected to do something. Our goal is to solve social problems, and we can confirm that many people sympathize with us. For example, they took no fee for supporting ORALPEACE; they attended press conferences and moreover supported various other activities; they are supporting us mutually.

【Reflection】

The main purpose so far is to support the handicapped, and thus ORALPEACE's economic success has been postponed. For this reason, the current business scale is still small. With this purpose in mind, we think that if we introduced capitalists who focused on earnings and return, our goal of creating a business for the handicapped would be shaken. Hence, we are so far running the business with just our own funds. However, whether the current situation can be said to be successful in the world of business? At this scale, ORALPEACE could not produce a big impact, but I wonder if we could make the business better. It's hard to keep small businesses going, and it

may be better to eventually aim to make money like Bill Gates. Currently, my thoughts are swaying a lot, but I know I would like to advance the business in the way of not disappointing people's expectations.

(2) Future Dream: Pursuit of Both Economic Rationality and Support for the Handicapped

I am thinking of gathering people who sympathize with the vision of supporting the handicapped and acknowledge their value, to promote ORALPEACE on a global scale. The value is not monetary. We have to think about: What is important? What are we working for? We are working for our family and our colleagues. In order to expand the business, we should make full use of biotechnology and NEONISIN, create bacteria, and expand on its use. For example, I am thinking of expanding the business by creating eye drops, medicinal materials, and health medicine to support our various projects. However, considering the efficiency of the business, making profits contradicts our aims of supporting weaker and less-abled citizens. However, regarding capital economy, how should we deal with a situation in which we do not make money because of caring about the elderly and disabled? It is necessary to seek to achieve both economic rationality and support for weaker and less-abled citizens simultaneously.

There is no successful business model for the handicapped. I feel anxious and also expect to do what we never did at all. This is a very difficult thing to do. With regard to capital economy and social entrepreneurs, there is no such case in which a statesman made his country rich through the strength of weaker, less-abled people. I would like to ask more native English speakers about their opinions on how to balance the working success of handicapped people and the achievement of good results in the company.

ORALPEACE aims to establish a brand by which the handicapped can create a sense of value, participate in society, enjoy their lives, and the dream of a community living and working together with its weaker and less-abled citizens can come true. Besides economic rationality, what else is there? What is human society? Why do we work? What is a value that cannot be expressed by money alone? I am trying to seek the answers to these questions. Wouldn't it be great to create such a brand? I want to make ORALPEACE grow into a global brand. If such a global brand existed, it would be wonderful to have it come from Japan. We at ORALPEACE all share the dream of winning the Nobel Peace Prize in the future.

12.7 Analysis of Teshima's Entrepreneurship

We analyze Mr. Teshima's entrepreneurship according to the following attributes.

(1) His Dream and Objectives

Mr. Teshima said "The purpose of ORALPEACE is to use technology to create work for the handicapped. If you think about the question: "Who is important to you?"

The answer is your family; therefore, for me the future of children with disabilities is important. “Commitment to my family” means consideration of the future of children and people with disabilities. This is why I started the business.” Thus, his dream is to create work for the handicapped and make his children’s social participation.

(2) His Ability of Forecasting the Future Business Environment

ORALPEACE is expected to meet the needs of the elderly owing to its feature of safe oral care, and it delivers competitive oral care products to elderly and disabled people living in the area. It leads to a solution for the social problems that the elderly or handicapped have. In Japan and Asian countries, aging people have been increasing rapidly. Also, there are many handicapped people, for example, there are 7.8 million people with disabilities in Japan, and accordingly there are 16 million parents. This new business is looking at the future business environment associated with the aging society and the handicapped.

(3) His Core Resources or Technologies

ORALPEACE uses innovative biotechnology and is regarded as a bio-business venture. This core technology for the products of ORALPEACE was born from joint research with Kyushu and Kagoshima Universities. He has a superior technology development policy through joint research with universities.

(4) How to Manage His Company

He said “This business is receiving everyone’s concerns and sympathies; its goal is to create business for people with disabilities.” So, in order to promote ORALPEACE and expand social contribution, he has been forming a community to contribute to society through organizing supporters or partner facilities with the same values. The ORALPEACE project requires support from warm-hearted people, especially, business partners and professionals.

(5) His Way and His Value Sense

He said “I am thinking of gathering people who sympathize with the vision of supporting the handicapped and acknowledge their value, to promote ORALPEACE on a global scale. The value is not monetary. We have to think about: What is important? What are we working for? We are working for our family and our colleagues.” Thus, he pursues for human’s happiness and well-being society.

12.8 Conclusion

In this chapter, we analyzed TRIFE Inc. and Mr. Daisuke Teshima’s entrepreneurship as a bio-business venture and as a social business venture. This case is a new type of entrepreneurship born in Japan from the will to solve problems spawned from aging societies and help those with disabilities through worldwide competitive research and development. We hope that ORALPEACE will grow into a global brand from Japan.

Chapter 13 Masanori Kamiguchi and Kayotei—Harmonizing a Japanese-Style Inn with the Local Culture and Environment for Social Innovation in a Hot Spring Area’s Revitalization

Shunichiro Morishita

13.1 Introduction

Many local areas in Japan are actively investing effort in regional revitalization, perhaps reflecting a trend. Regional revitalization requires a uniqueness limited to the specific region as well as the ability to be competitive with other regions. It is also necessary to demonstrate a region’s attractiveness, clarify the image of each town, and make that image widely known as a brand. For regional revitalization, in addition to awareness within local government and among residents, people with an entrepreneurial spirit are essential to plan and steadily implement projects based on new ideas (Amano 2018). Entrepreneurs engaged in regional revitalization are able to find underutilized management resources and apply these resources to potential customers’ needs. They are actively working in a wide range of fields, including government, public institutions, private companies, and volunteer organizations (Machida 2000). Establishing a business depends strongly on a person or a group of people with entrepreneurial spirit (Arai 2012). Regional attractiveness is also created by regional entrepreneurs during the regional revitalization. As an example of regional entrepreneurs, this chapter describes Masanori Kamiguchi, who is the innkeeper of Kayotei ryokan (“Ryokan” is a traditional Japanese-style inn, and this used throughout the chapter.) located in a hot spring village in Yamanaka—Ishikawa prefecture. Kayotei ryokan (Fig. 13.1) has only 10 guest rooms, but it is featured in an American guidebook *Japan’s 4 Best Ryokan* as offering the best breakfast in Japan. It also received a SPA & WELLNESS JAPAN Crystal Award, which is given to excellent hot spring facilities, and has become a popular inn, with customers visit-

S. Morishita (✉)

Kyushu Sangyo University, Fukuoka, Japan
e-mail: s.morish@ip.kyusan-u.ac.jp

Jing Wang · Michitaka Kosaka · Ke Xing · Hua Bai *Editors*

Entrepreneurship in the Asia-Pacific: Case Studies

This book is dedicated to the analysis of the entrepreneurship in successful companies by presenting and comparing a series of case studies in the Asia-Pacific where many new companies have been growing successfully in the 21st century. In total, 5 cases in the manufacturing industry, 4 cases in the services industry, and 3 cases related to new business and social innovation are chosen from The mainland of China, Taiwan, Japan, Australia, Malaysia and Vietnam. Each case provides insight into the entrepreneur's aspiration, the processes of personal and business developments, the factors of success, and the inspirations drawn from the analysis. These cases are analyzed and compared from the viewpoints of entrepreneur's motivation, ability of foreseeing changes and opportunities in the future business environment, core resources and innovation, knowledge management and culture for the company, determination and ethos. These are critical factors in value creation for customers and the society, especially in the future business environment. Finally, commonalities and uniquenesses in entrepreneurship relevant to industry sectors and social-economic-cultural contexts are clarified and a typical entrepreneurship model in the Asia-Pacific is proposed.

ISBN 978-981-32-9361-8

