

EURO BIZ JAPAN

April 2016

➔ **The European edge**

*Foreign banks excel in trade
finance in Japan*

➔ **Work perks**

*Companies' creative benefits
for employees*

➔ **Does your office
need the Internet
of Things?**

IoT at work

**Perfect
products,
perfect
service.**

An interview with **Richard Collasse**
President of Chanel Japan





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**The Mission of the
European Business Council**

To promote an impediment-free environment for European business in Japan.



10

“The product
has to be *perfect*,
the environment
has to be *perfect*,
and the service
has to be *perfect*.”

**Richard
Collasse**

By Andrew Howitt





First Focus

Only in Kyoto could *hanami* be so exquisite. Absent are the unsightly blue tarps found at most other cherry blossom-viewing events that usually mar similar photos.

Maruyama Park, near Kyoto's traditional Gion district, is the city's most famous spot for cherry blossoms, and especially nighttime viewing.

Even more striking than the beauty of the *sakura* at night are the stories at each of the tables.

Photo by Sean Pavone
[Shutterstock.com]



Writing in and about Japan since 2000, **Gavin Blair** contributes articles to magazines, websites and newspapers in Asia, Europe and the US on a wide range of topics, many of them business-related.

➡ *“Working as a freelancer, perks and benefits are not something I’ve been overly familiar with. And the idea that some people might turn down a job because that side of the compensation package was inadequate is difficult for me to get my head around. Maybe I’ll start insisting on free coffee and muffins when I get assigned articles ...”*



Martin Foster is a long-term resident of Japan who writes about business, economics and renewable energy.

➡ *“In the Japanese market, making loans to domestic players is virtually impossible for European banks. However, they have shown great ingenuity in answering the needs of their international clients. In some cases, they have engineered new business formats that leave Japanese banks in a position where they have to play catch-up.”*



Tokyo journalist **Tim Hornyak** has covered technology in Japan for IDG News, CNET, Scientific American and other media, and is the author of *Loving the Machine: The Art and Science of Japanese Robots*. He has also co-authored Lonely Planet’s guidebooks to Japan and Tokyo.

➡ *“It may seem unbelievable that millions and millions of machines will be talking to one another via the Internet of Things (IoT), but the same could have been said decades ago about powerful pocket computers, i.e., smartphones. The workplace is a logical starting point for this revolution.”*



Daisuke Iwase is President and COO of Lifenet Insurance. He graduated with an MBA from Harvard Business School and has worked with the Boston Consulting Group and Ripplewood Japan.

➡ *“Since introducing our new policy allowing same-sex couples to name their partners as life insurance beneficiaries, I have received a huge response from our customers and the community, and most of it positive. I think we have made the best decision, and are proud to set an example for other businesses in Japan to follow.”*

EURO BIZ JAPAN

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The EBC is the trade policy arm of the sixteen European national chambers of commerce and business associations in Japan

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Eurobiz Japan welcomes story ideas from readers and proposals from writers and photographers. Letters to the editor may be edited for length and style.



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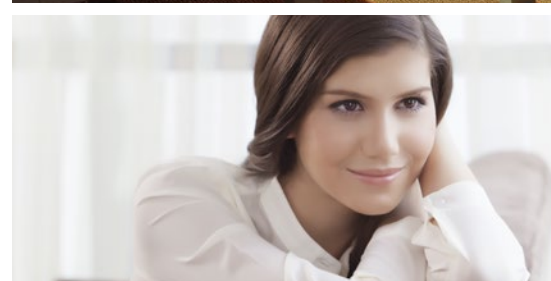


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Rethought, redesigned, renewed

From the Editor-in-chief

We are very excited to be bringing to you the newly redesigned *Eurobiz Japan*. Our art director, Cliff Cardona, gives some details in the column on the right about how the look of the magazine has changed. In addition to improving on the look, we have also introduced some engaging new content.

Each issue will now include a two-page spread called Country Spotlight where an EU country, as well as some of its companies, will be featured in a visually compelling way. Turn to page 20 to learn about Belgium-Luxembourg.

We are introducing a monthly technology column, called Innovations, where our writers relate what is happening in the world of tech today and its influence on business. This month, Tim Hornyak looks at the potential of the Internet of Things to transform the work place (page 29).

Another new column, Down Time, provides an entertaining insight into the personal interests of business people in Japan and how they spend their hours outside the office.

Additionally, we are relaunching a photo spread which will feature an image that is both topical and arresting. This month's First Focus is on pages 4 and 5.

On our redesigned cover this month, we are pleased to feature Richard Collasse, President of Chanel Japan and former head of the European Business Council (page 10). In addition to talking about his company and the luxury goods industry in Japan, he speaks of a hopeful new future for EU-Japan relations as we anticipate the signing of a free trade agreement.

We are certain you will enjoy the new *Eurobiz Japan* as much as we have in bringing it to life.

Editor-in-Chief
andrew@paradigm.co.jp



From the Art Director

While we have introduced a lot of minor changes to *Eurobiz Japan* since I joined the team two years ago, we reached a point where we all felt it was time to rethink the entire look of the magazine – right down to the logo, colour palette, grid and typography.

A bold, square logo has replaced the old EURObiZ, and positioning it at the top left means the people featured on our covers will enjoy more space.

The new colour palette is another big part of the re-brand. It is a sophisticated evolution of its predecessor,

with a vibrant orange replacing cyan as the magazine's key colour.

Typography has been overhauled, too, with the contemporary sans serif, Aktiv, and a complimentary serif, Chronicle, used throughout.

One thing I personally wanted to address was the grid. The previous

“right down to the logo, colour palette, grid and typography”

three-column setup was a little restrictive so the move to a twelve-column grid gives us much more flexibility, allowing us to run two, three and four column pages. We used this flexibility to introduce a little playfulness to the design as well, which means we can now alternate column widths in a single article.

For a long time, we have wanted to feature exclusive illustrations, and we are very lucky to have talented French illustrator Guillaume Babusiaux contribute his art to this issue. You can see his work in *The European edge* on page 14.

Overall, we feel the magazine now looks smarter and more confident, while still retaining the energy, and focus on strong photography that *Eurobiz Japan* has always been known for.

We hope you enjoy this first issue with the new look! And we look forward to making further improvements in the coming months as we break in the new brand. ●

Art Director
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THE INTERVIEW

TEXT BY ANDREW HOWITT

PHOTOS BY KAGEAKI SMITH



At 17, Richard Collasse came to Japan knowing very little about the country, except that he wanted to buy a Nikon camera. Now, after having lived here for over 40 years, 20 of them as president of Chanel Japan, he has a deep appreciation of the country's language, culture, history and people, as well as a keen understanding of the business of the international luxury goods market. *Eurobiz Japan* sat down with Collasse to talk about Chanel Japan, and his past involvement with the European Business Council (EBC).

Richard Collasse

President of Chanel Japan

Could you tell me a little about Chanel's presence in Japan?

We have three different businesses under the same roof. We have the cosmetics business, we have the fashion business, and we have the watch and fine jewellery business. For the cosmetics business, we are a foreign brand in Japan, so we have hyper-selective distribution. We are at the top of the pyramid in the department stores — we are in about 200 department stores. In fashion, we have 34 boutiques, which is the highest number of boutiques in one single country for Chanel — we don't have as many boutiques in France — and they are all directly run by ourselves. They are very often inside department stores, but we run the business. And we have 13 fine jewellery boutiques, which is also the highest number for Chanel in any single country.

How do you think the Japanese Chanel customers differ from others in the world?

This is something that you will find across all industries — not only for Chanel: they are very demanding. They want the best and only the best. The Japanese are very sophisticated consumers, and they expect everything to be perfect. The product has to be perfect, the environment has to be perfect, and the service has to be perfect. So I always say that being in Japan for any kind of business is actually a kind of label of top quality. Thanks to Japan, I daresay we have increased the quality of our products, and that to the benefit of the rest of the world. And if they are happy, they are very faithful customers. And that's very important.



Elio Catering

Elio Catering recreates the same uncompromising quality offered at Elio Locanda Italiana. All dishes are prepared at Elio Catering headquarters using organic and tested radiation-free ingredients, and are delivered fresh to your event location. Should you prefer to dine at home or elsewhere, the taste and

genuine atmosphere of Elio Locanda can come to you! Elio's offers you many solutions, and the menu is chosen together with you to match your dietary or culinary requirements. Several options, such as chef detachment and food delivery, are available to take care of your guests in the best way possible.



How would you describe your work culture here?

We are very Japanese: 99% Japanese. Very few foreigners. We have mainly a female population: 96%. And some of them are in very high-level [positions], because we have directors and general managers who are women. Coco Chanel was a woman. She promoted the freedom of women at a time when there was not really a very public life for women — at the end of the 19th and beginning of the 20th century. We think we have to keep that spirit alive.

Aside from the boutique, what is special about your flagship store in Ginza?

When we decided to do the construction here, I said, “I want a restaurant” — at that time, no brand had a restaurant — and I said, “I want a cultural centre.” Coco Chanel was a Pygmalion of the arts. She helped a lot of people — she helped Picasso, she helped Stravinsky — to get their start. So I said, “Let’s keep the spirit of our founder alive”; and [so] we created this cultural centre we have on the fourth floor, called the Nexus Hall. We are helping young artists to blossom here. We [have] a classical music programme. We choose, every year, five young artists from the music university, and we give them 50 concerts during the year. And we [also] do mainly photography, but also some plastic arts. They are all, technically speaking, wonderful artists. We call it the Pygmalion programme, and it’s open to the public.

As the former head of the EBC, do you continue to be involved in EBC-related business?

I am not involved anymore. I was the head of the EBC for seven years, which is a very long period. I was very lucky because Prime Minister Koizumi was in charge and he wanted to have a counterpart to the bilateral relationship he had with the United States. And thanks to that, I met him very often in person. I think the EBC is a treasure that has to be protected. I know that today there is a little bit of tension; some chambers of commerce say, “Why don’t we do it ourselves?” I say, “Keep the EBC.” It’s very important. Maybe the FTA will at long last be signed, but don’t think that when the FTA is signed it’s over. It’s the beginning of a different cycle where we’ll have to make sure



“I think the EBC is a treasure that has to be protected”

Chanel Japan in numbers

200

In 200 department stores

99%

Japanese staff



96%

female staff

that what is in the FTA is respected by the Japanese. And I think that the EBC is very well-placed to do that job. So it will probably be a different mission from the one that they have had for the past 50 years, but it will be a very important mission. People who have not been here for a long time sometimes don’t realise what it means. The EBC is a label which is respected by the Japanese ministries, by the administration, by the Keidanren [Japan Business Federation]. They know the EBC very well, but they don’t know the individual chambers of commerce.

Are you optimistic about having a Japan-EU FTA signed in the autumn?

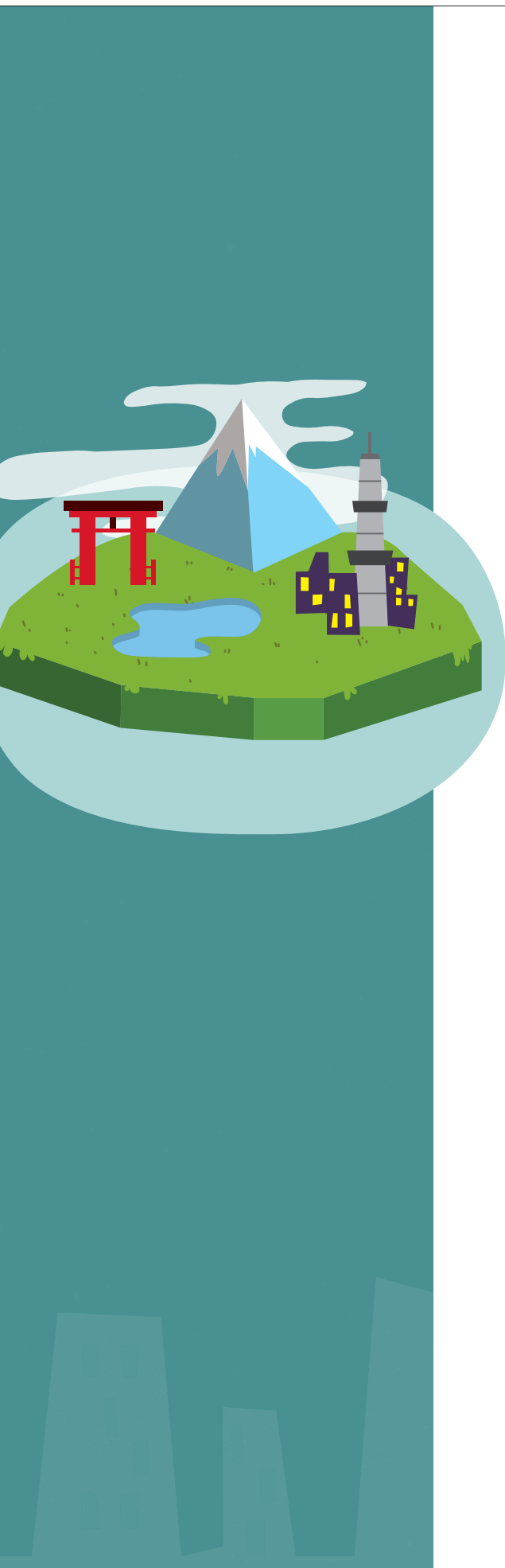
Well, you know, I’m like St Thomas. I’ll believe it when I see it. But they are making good progress. The problem between Japan and Europe is that the Japanese have a problem with tariff barriers with us, and we have a problem with non-tariff barriers with them. It’s complicated to negotiate, but I trust it’s possible. I think we will come to something because the Japanese need it and the Europeans, we also need it. I think nothing has changed in the necessity for Europe and Japan to really get closer together. ●



The European edge

Knowledge of domestic and overseas markets keeps European banks in trade finance





European banks in Japan are combining their knowledge of domestic and overseas markets to help their Japanese and international clients with issues related to trade financing. Focusing on issuing letters of credit for imports and exports, as well as certain types of trade insurance, trade finance is a part of corporate banking.

J

Japan, however, is not an easy market to work in, given the scarcity of lending opportunities to domestic Japanese companies.

Lending by all banks in Japan fell from a 1993 peak of approximately ¥600 trillion to ¥400 trillion as of the end of 2015. Additionally, non-Japanese banks have seen their share of the market fall from around 1.5% to just 0.8% over the same period, according to statistics from the Bank of Japan.

Domestic players also offer ultra-low rates that non-Japanese banks can't compete with.

**"Japan ...
is not
an easy
market to
work in"**

"It is impossible for a foreign bank to lend money to Nissan or Toyota in Japan. Japanese banks can make those funds available at pricing that does not even cover your costs, much less make a profit," said Ernfred M Olsen, managing director of Financial Services at OCC KK, and former head of The Royal Bank of Scotland Japan.

In order to survive in this market, European banks need to leverage their international branch networks to connect Japanese companies to overseas markets, and overseas companies to Japan.

"You're selling your firm's network, and local knowledge," Olsen says.

This year marks the 150th anniversary of HSBC's involvement in Japan, which stretches back to the opening of its first branch in Yokohama in 1866 — surprisingly some 16 years before the Bank of Japan commenced operations in 1882.

Today, HSBC Japan runs a team of approximately 25 staff specialising in trade finance. Along with its accounts receivable finance solution, the bank has recently developed its global trade supplier finance programme to help corporate buyers who bank with HSBC strengthen partnerships with their key suppliers, both in Japan and overseas, in multiple currencies.

"This solution boosts the efficiency of transactions, and improves payment terms, helping to reduce the cost of funding for both the buyer and the supplier, with no extra complications," according to Antoine de Guillebon, director, head of Multinationals, at HSBC Japan. "Suppliers also have access to competitively priced working capital, while buyers can improve their own

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working capital by extending the time they pay their suppliers.”

BNP Paribas, Tokyo Branch had accumulated assets of €50 billion as of the end of March 2015, the largest among the non-Japanese banks in Japan. BNP Paribas sees the fund stockpile as a manifestation of the bank's commitment to Japan, according to Masayuki Imai, general manager.

“If we thought Japan was a risk, then we would shrink the size of our balance sheet,” he said.

BNP Paribas, Tokyo Branch leveraged these assets and applied a financial manoeuvre seldom used in Japan, known as factoring, to provide working capital for Japanese companies operating overseas.

In the case of a major Japanese consumer electronics maker, the bank laid out approximately €1 billion to purchase receivables, or claims for payment, from local retailers in European nations — from the UK to Russia.

BNP Paribas was able to purchase invoices from this consumer electronics maker at a discount, making money by distributing the work to local and international banks in Japan.

“The risk was with the retailer, but we helped the Japanese company because its Japanese house bank did not have a sufficiently strong European network, while we did,” Imai said. “In general, Japanese banks are in the UK and Germany, but not Spain or Russia where their clients also need banking services.

“We arranged the working capital and delegated the work out to Japanese banks, receiving an arrangement fee [in return],” he added.

A relatively standard business practice in Europe, factoring has yet to be fully utilised by Japanese financial institutions.

“Once Japanese banks start redeveloping their network in Europe and entering this business, their margins will be wafer-thin, and it will be difficult to compete with them,” Imai said, noting that

European banks remain in the driving seat for now.

Apart from being amply represented across five continents, Deutsche Bank AG has also used its global reach to develop a presence in more challenging markets, including countries of the former USSR and in Africa, according to Peter Massion, managing director and head of Global Transaction Banking for Japan at Deutsche Bank AG, Tokyo Branch.

Deutsche Bank played a prominent role in structuring a financing package to support the development of Turkmenistan's petrochemical industry. As one of the very few foreign banks on the ground in Turkmenistan, Deutsche Bank was able to combine local and global franchise content and know-how to help arrange and partly finance a \$2.5 billion export credit agreement for the central Asian state, Massion explained.

The local product specialists within the Deutsche Bank's Structured Trade and Export Finance team helped negotiate a deal that pulled together resources from 22 Japanese and international banks — it was named Deal of the Year 2014 by *Trade Finance* magazine.

“The bank's global network enables us in Tokyo to extend

our strong relations with Japan's government agencies and banking sector to structure financings for investments such as this benefiting Turkmenistan's industrial development. So it is win-win for all parties and builds bonds of trust with partners for other future potential transactions,” Massion said.

Japanese companies are also increasingly focusing on Africa, and Deutsche Bank provides these clients trade finance in what it views as a possible market of the future. Deutsche Bank has an advantage over Japanese banks, as they are still in the early stages of establishing African relationships.

“Japanese megabanks likely have fewer correspondent banks in the region than Deutsche Bank ... opening the door to niche opportunities for Deutsche to further expand,” Massion explained.

UBS also advises Japanese companies as they go offshore seeking to build market share, given the backdrop of slow growth and a shrinking population at home, according to Jason Kendy, head of Corporate Communications, Japan and Korea.

“Our investment banking unit is actively speaking to a range of Japanese corporations about overseas M&A opportunities,” Kendy said. “We see no let-up in macroeconomic trends over the long term, so expect Japanese companies to continue searching for opportunities to expand their global footprints.”

This spirit of adventure, combined with an ever-developing toolbox of solutions, is likely to give European banks an edge in the Japan-related trade finance market — for now. ●



“If we thought Japan was a risk, then we would shrink the size of our balance sheet”



Work

Although salary may still be the first thing job seekers look at when scanning potential positions, perks and benefits are being increasingly recognised as crucial ways for companies to attract and retain staff, as well as keep employees happy and productive. While generous expat packages for even mid-level employees at foreign firms in Tokyo may be a distant bubble-era memory, both local and overseas companies are finding creative ways to compensate workers.

With bankers' and traders' bonuses making headlines, particularly in Europe — and for the wrong reasons — since the financial crisis, there has been a shift towards reducing them and, instead, raising basic salaries at firms in the sector. In addition, capital requirements implemented in recent years for European banks have resulted in a scaling down of operations in Tokyo, belt-tightening across the board, and something of a standardisation in remuneration levels.

“As bonuses have become less variable and salaries have evened out, benefits have become more important than ever; I’ve lost deals over them,” says a recruiter who works in the sector in Tokyo and asked not to be identified.

The old expat deals of first-class flights and companies paying half a million or a million yen a month in rent are “almost non-existent,” according to the

recruiter, who says these days, financial institutions are sometimes only partially paying for international school fees, and even getting stricter about what they’ll reimburse in the way of transport to and from work.

In this new landscape, what were previously standard perks in the finance sector — such as paid time-off for volunteer work and free in-house premium cafés — “are all getting cut,” adds the recruiter.

The Tokyo office of Anglo-Dutch consumer goods conglomerate Unilever still hosts a café corner, which, not surprisingly, serves Lipton Tea, one of the company’s flagship brands. Meanwhile, a shop at the office allows staff to buy the company’s wide range of products at a discount.

When Unilever launches new products or expands its offerings, samples are always given to staff, which boosts word-of-mouth promotion, explains spokesperson Seikei Itoh.

“The R&D teams also hold demonstrations in the offices to explain the background of new products and their technological superiority over competitors,” adds Itoh.

Unilever has been continuously engaging in activities to support the residents of Tohoku since the March 2011 disasters, including supporting volunteer work in which around half of all employees have participated, according

to Itoh. Pride in what their work has achieved, along with appreciation from local people, has helped boost morale, he says.

In February, to celebrate International Women’s Day, the company’s board members brought in a red rose for each of the more than 200 female members on staff in the Tokyo office.

Flexitime, an important benefit for working parents, is available at Unilever, as well

“Companies are finding creative ways to compensate workers”

as at the Japan operations of Mercedes-Benz.

“Our flexitime system does not have core work hours, and employees can start working from the afternoon when their tasks of the day can be managed with shorter work hours,” says a Mercedes-Benz Japan spokesperson. “Employees can adjust their work hours depending on the fluctuations in work volume for the month and season.”

Being able to work from home is also a huge help for those with children, or other relatives who



need looking after. About 10% of employees at Mercedes-Benz Japan telework a couple of days a month.

With business increasingly globalising, particularly at multinational companies, language-training support is being provided at a growing number of firms. Mercedes-Benz offers courses in English, German and Japanese at various levels, with a curriculum that includes presentation skills in English, a basic finance course in English, and finance and marketing in Japanese.

Rakuten made headlines in 2012 with its move towards making English its in-house language, but also offers Japanese courses for foreign staff. Other measures to accommodate its increasingly international workforce include halal food in its cafeteria and a prayer room for Muslim employees.

Another Japanese corporation with distinctly global ambitions is SoftBank. One of the policies it implemented to raise the English level of its staff proved to be a perk for some of its foreign employees. The company offered a ¥1 million bonus to any employee who scores more than 900, out of the maximum 990 points, on the TOEIC (Test of English for International Communication) and ¥300,000 for a score of more than 800. The programme

ran for three years until December of last year. Restricting the bonus system to Japanese employees could be

construed as discriminatory, so some of SoftBank's native English-speaking staff were able to cash in, presumably without too many hours toiling over textbooks.

Social messaging app company Line has been making major forays into the global market while helping to raise the language skills of its employees.

"There is funding for studies for employees to increase their language skills, including classes in

10%

of employees at Mercedes-Benz Japan telework a couple of days a month

¥1m

SoftBank bonus to any employee who scores more than 900 out of the maximum 990 points on the TOEIC

English, Korean and Japanese. If we attend at least half the classes, the company pays for the course, otherwise we have to pay; it's good motivation because everyone is busy," says spokesperson Ichio Saito, who is taking a course in Korean.

Classes for most courses, except the higher-level classes, are conducted on the premises, as are yoga and Pilates.

"There are also activities like mountain climbing, for which circles can be started by any employee. It's a good way to meet people from other departments," says Saito. ●



Perks



Belgium-Luxembourg

Belgium and Japan celebrate 150 years of diplomatic relations this year

Belgium is a country where European cultures commingle. With large Dutch- and French-speaking populations, a small but strong German community and a growing number of groups from other EU countries, Belgium lives with diversity as part of its national character. Since 1922, it has had an economic union with its neighbour to the southeast, Luxembourg, which is another culture heavily influenced by both France and Germany. Luxembourg is also a microcosm of Europe, with foreign residents comprising nearly 44% of its population.

The Belgian-Luxembourg Chamber of Commerce in Japan is working hard to encourage more business people from Belgium and Luxembourg to bring their businesses to Japan.

“This year we will organize the 10th edition of our Young Executive Stay, or YES programme,” says Fabrice Tilot, president of the chamber. “This bi-annual programme aims to train young executives from Belgium and Luxembourg in successful Japanese business practices, at moderate costs, and in a short amount of time.”

Belgium is known around the world for producing some of the best in food and drink. It is home to companies such as the internationally renowned chocolatier Godiva; Puratos, who offer a range of products and services in the bakery, patisserie and chocolate sectors; Lutosa, maker of Belgian frites; and Eurasia Trading, the authorised distributor of Belgian beers Primus, Tongerlo, Charles Quint and Mystic. They have all successfully brought high-quality Belgian products to Japan.

Belgium is known around the world for producing some of **the best** in food and drink.



Belgian pharmaceutical firms such as UCB and Janssen are making headway in Japan and other countries around the world. Furthermore, an increasing number of Belgian firms are at the leading edge of technological innovation.

Materialise is a great example. They specialise in additive manufacturing, more commonly known as 3D printing. Besides creating products for niche markets and selling 3D printing hardware, Materialise designs the software that helps turn their clients' ideas into reality. Their customers are in industries as diverse as aerospace, fashion, automotive and biomedical research.

Luxembourg also aims to be a centre for technology firms in Europe; Amazon and Skype, for example, have already established their European headquarters there.

A growing technology firm from Luxembourg is IEE Sensing, whose sensors are being used by firms in a wide range of industries. In the automotive industry, IEE's sensors are bought by leading car manufacturers to detect occupancy, deploy airbags, and identify pedestrians — helping to improve safety on the road.

Luxembourg has a long history of steel production; ArcelorMittal, Paul Wurth, and Ceratizit are continuing this tradition by mining, production and providing services to the heavy industries sector. Additionally, over the past few decades, banking and finance have grown to become one of Luxembourg's major revenue sources.



Area

Belgium: 30,528 km². Coastline: 66.5km.

Luxembourg: 2,586 km². Landlocked.

Climate

Belgium: Temperate; mild winters and cool summers; rainy, humid and cloudy.

Luxembourg: Modified continental with mild winters and cool summers.

Major cities

Belgium: Brussels (capital), Antwerp, Ghent, Charleroi and Liège.

Luxembourg: Luxembourg City (capital), Esch-sur-Alzette and Dudelange.

Population

Belgium: 11,323,973 (July 2015, estimate).

Urban population:

97.9% of total population (2015).

40.5% are 25–54 years.

Luxembourg: 570,252 (July 2015, estimate).

Urban population:

90.2% of total population (2015).

44.37% are 25–54 years.

Natural resources

Belgium: Construction materials, silica sand, carbonates and arable land.

Luxembourg: Iron ore and arable land.



Trade with Japan

Belgium

Imports from Japan: ¥586.8 billion

Exports to Japan: ¥266.9 billion

Luxembourg

Imports from Japan: ¥21.3 billion

Exports to Japan: ¥8.5 billion

SOURCE: MINISTRY
OF FOREIGN AFFAIRS
OF JAPAN (2014)





BUSINESS FROM ...

BELGIUM-LUXEMBOURG

A look at some companies from the region



Japan's relationship with Belgium formally began a century and a half ago and has been enriched through the presence of well-established Belgian companies. As the market becomes more open, Japanese consumers benefit from the products and services available from Belgium — many of which have become household names. As a rapidly ageing

society, Japan relies on Belgian brands to help provide healthier lifestyle choices and optimum medical treatment. Companies from Luxembourg, Belgium's neighbour and economic partner, have also gained a foothold in Japan. Their expertise in heavy industries is helping to provide solutions for Japanese companies.

FRISK

Belgian entrepreneur, Jean-Pierre Konings, developed Frisk breath mints in 1986. Frisk means fresh in several Scandinavian languages. It is the perfect name for these refreshing mints created to refresh you, anytime and anywhere. Frisk mints were first exported to Japan in the early '90s. Today, Frisk belongs to Perfetti Van Melle Group, the third largest sugar confectionery company in the world.

www.frisk.jp



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Karl Hahne

No sitting still

"I need to accomplish new things all the time, so my life is a continuous trial and error," says Karl Hahne, president and representative director of Häfele Japan. "I cannot sit still. I need to find new stuff [to do]. And I always believe that my greatest accomplishment is yet to come."

Hahne describes himself as impatient and calls this one of his greatest strengths. It is this impatience that has fuelled his ambition and is the drive that helps him continue to succeed in business.

He speaks about one of his past accomplishments with evident pride. "I started bringing professional theatre into Japan from 1993," says Hahne. "I realised quickly, never ever was I going to be making money with professional theatre, but I liked the idea. It was there and it looked good, so I picked it up."

The translation firm, ONEWORLD, which Hahne founded and where he was CEO at the time, sponsored The International Theatre Company London (stageplay.jp) and their performances in Japan. They continue to come once a year to perform Shakespeare plays at universities and public venues across Japan. They will be bringing





Shakespeare's *The Tempest* to Tokyo in May.

"It was a great way to give back to the community," Hahne explains. "I was able to invite anybody I knew to the theatre, my whole customer database ... and it goes to universities all over the country. The list of universities that have received this is so long, and it's gotten us so much respect."

Although Hahne has since passed the reins of sponsoring the theatre to a friend, he made sure that it was in good hands. "The fact that it's still alive means that it's still giving back," he says.

Hahne is originally from a town near Düsseldorf called Wuppertal, the hometown of Friedrich Engels and the pharmaceutical company, Bayer. He came to Japan in 1989 and worked as an English

teacher; but he also tried his hand at several other jobs, including freelance translator, model, actor, narrator, and driver for car commercials.

Impatience with English teaching finally got the better of him; and in 1992 he started ONEWORLD, a translation company that later turned into a publishing house, and subsequently diversified from print to online advertising and e-learning.

Since 2008, Hahne has been the president of Häfele Japan. "Our clients are anybody who's making furniture or kitchens in this country," explains Hahne. "We're still a small player. We're high-end. We're niche. And our range is highly specific towards this market."

Häfele's claim to fame is having invented connectors used in assembling furniture. "We're still making those, and we're still selling them in the millions every month in Japan," states Hahne.

Of about 800 accounts, 40% of those are dealers, he says, giving Häfele a reach of roughly 85% of the Japanese wood-processing market. Although one would think 85% is an impressive figure, Hahne says: "Well, no, because there's still 15%."

One constant throughout Hahne's life is playing sports and staying active — another way he proves that he cannot sit still. It helps him to "balance [his] stressful work life", he says. He regularly plays

"I always believe that my greatest accomplishment is yet to come"

tennis, soccer and golf, and is a member of the exclusive Tokyo Lawn Tennis Club, a place the emperor visits once or twice a year, as well as the Yokohama Country & Athletic Club where he has served on the board.

"The lessons in sports for life are awesome," he notes. "You learn how to deal with pressure. Taking a penalty kick — there's a lot of pressure when you do that. And team play you learn in sports."

"Plus," he adds, smiling, "there's the aspect of overall relaxation — I can get rid of all my aggressions that accumulate throughout the day by hitting a tennis ball or kicking a soccer ball." ●

Do you like natto?

Time spent working in Japan:
27 years

Career regret (if any):

I should have focused my first company on translation. I was a bit too over-diversified.

Favourite saying:

The only thing in life you can count

on is change. *Panta rhei*, as Heraclitus said.

Favourite book:

Non-fiction: *The 7 Habits* by Covey
Fiction: *The Name of the Rose* by Eco

Cannot live without:

Nothing. What would I hate to lose the most? My family.

Lesson learned in Japan:

Endless lessons. Silence is permissible... You're allowed not to speak...

Secret of success in business:

In addition to a great product, you need tenacity to succeed.

Favourite place to dine:

So many options in Tokyo, but Bar-

bacoa is definitely up there. I love meat and salad.

Do you like natto?:

No. And I have tried it a few times. I'm at an age where I don't put anything in my mouth that I don't really like.



How to be Better with People

BY DR. GREG STORY
PRESIDENT, DALE CARNEGIE TRAINING JAPAN



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No matter what we do in life, we invariably find most of our problems arise through our interactions with others. Be they family, friends, colleagues or clients, the ability to get on with others makes the difference between success and failure, stress and calm.

Sometimes the problems are a function of seeing issues from totally different viewpoints. We might be a big picture person dealing with a highly detailed counterparty. Common sense is not common! The detailed person seems bogged down in the details; and the big picture person seems up in the clouds, detached from reality. Some people are very focused — bottom line, time is money types who are constantly pushing hard. They struggle with more slow-paced people who prefer to get to know someone, before they do any business with them. The person more focused on relationships struggles with what they perceive as pushy individualistic behaviour.

There is no right way here, just different preferences about how we interact. So if we find ourselves dealing with a detail-oriented person, we will need to go into more detail than we would normally. We will need to marshal data, facts, expert opinions, statistics, etc. to bolster our opinion. If we are dealing with a big picture person, there is little point in burdening them with the micro detail. They resist

it and prefer to brainstorm possibilities, to think about future strategies; and we should join them in doing this.

If they are time is money types, then don't waste their time with small talk. We need to get right down to business and to give them alternatives from which to make a choice. We will need to lift our tempo when we are with them to match their high-energy output. If they are people-oriented types, then we should be calm, reduce our energy a bit, and focus our discussion more on how this decision will affect the people involved. They will want to have a cup of tea together to discuss things, and we should do that.

We have to be flexible, able to switch our communication style to suit. If you are thinking, they should be doing the switching to suit me, let me know how that has been working out for you

so far! We will have a much less stressful life if we find ways to get on their same wavelength.

Does this mean we can't disagree with others? Of course not. It is more how we react to these differences, that determines our success in building relationships with all different types of people. When we hear something we don't like, the quick-draw, instant response is a bad idea. The distance between our ears and our mouth is too close, so often the first thing that pops into our head, pops out of our mouth. Invariably, this is not our best considered response. If we accept that people are different, we are not perfect and that our first response may not be the wisest, we will do a lot better with people.

"Often the first thing that pops into our head, pops out of our mouth. Invariably, this is not our best considered response."

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Tokyo may win Olympic cardboard medal

Struggles to repeat the success of 1964

Nearly three years ago in Buenos Aires, we saw Japan's Prime Minister Shinzo Abe — and the grown men and women around him — ecstatic as schoolchildren whose high school had won a grudge match. There was hugging, back-slapping, cheering, jumping up and down, laughing until they dissolved into tears.

This was no high school game, but the world's greatest political sporting contest, and Abe's Tokyo had just defeated Madrid and Istanbul to win the ultimate gold medal — the hosting of the 2020 Olympic and Paralympic Games.

Victory carried sweet reminders of Tokyo's 1964 Games, which lifted capital and country from the bitter dust and ashes of war to become a budding global economic power. Tokyo 2020 would be the catalyst for a new revival, with Japan lifting the world from economic gloom.

Three years on, Japan is heading for the cardboard medal in hosting the Games. Making one mistake might be bad luck, making two smacks of carelessness, but such a succession of errors suggests radical failings in the ability of those in charge. It is increasingly difficult to feel any buzz of confidence that the Games will do what they were supposed to for Japan, let alone the world.

Controversy centred on the new stadium, the contract for which was awarded before Tokyo won the Olympics bid. Iraqi-British architect Zaha Hadid beat 45 others in a fierce international competition. Her futuristic stadium, designed to host the 2019 Rugby World Cup before the Olympics, was heralded as

proof that Tokyo would deliver something special.

That is until insults began to be thrown about rising construction costs, which leapt from \$1.3 billion to \$2.1 billion. Critics complained the stadium was un-Japanese, too high at 70 metres for the 20-metre restriction on new buildings near the Meiji Shrine Gardens. They compared it, with its artistically and technically challenging roof, to a bicycle helmet and a toilet seat.

Shigeru Ban, winner of the Pritzker Prize — the architectural equivalent of the Nobel Prize — complained that Japanese architects were capable of doing

for the Olympic flame, which has to be seen from inside and outside the stadium and stay lit throughout the Games. That's an interesting symphony — fire and wood.

Kuma claimed there had been no mention of a cauldron in the specifications — another huge information failure because what's the Olympics without the flame? — but brushed aside worries about adding a fiery dish.

It's hard to sustain optimism. Tokyo 2020's "original" logo was scrapped after claims of plagiarism were filed by Belgian designer Olivier Debie. A new logo competition is underway,



the job and should have been given it. This went to an important point. The Olympics is an international competition, but leading Japanese think that they have a right to all of the prizes.

Abe cut through the controversy to decree that Hadid's stadium was too expensive, and a simpler, cheaper, version would be built. The new competition was limited because architects had to team up with a construction company. Hadid offered to compete, but found herself cut out as Japan closed ranks.

Winner Kengo Kuma's design uses traditional wood and has a low, flat perspective, like a hamburger, to minimise the visual impact; it's a 50m-high stadium that still costs \$1.3 billion. Then it was discovered that there was no provision for the cauldron

but open only to Japanese and residents of Japan.

Other critical issues go to the heart of Japan's place in the world, including shortages of hotel accommodations, and interpreters for the flood of non-Japanese-speaking visitors. Tokyo hotel occupancy last year was 87% as Japan welcomed a record 19.7 million visitors, a number expected to grow to 35 million by the Olympic year.

Back in 1964, the Tokyo Olympics welcomed defeated Japan back to the world. Tokyo 2020 is Japan's opportunity to welcome the world, but the nation seems unsure whether it wants to pay the price. ●

Kevin Rafferty is a journalist and commentator, and quondam professor at Osaka University



Getting ready for 2020

Joint chamber event with Governor Masuzoe

"The Tokyo Metropolitan Government is absolutely committed to making Tokyo the most business-friendly city in the world," declared Governor Yoichi Masuzoe in his speech to the crowded Kiku room at the Tokyo Hilton. "There has never been a better time to invest in Tokyo."

"The city has just approved a ¥13.7 trillion budget for the year ... featuring exciting new initiatives to realise our vision and deliver the best-ever Olympic and Paralympic Games in 2020," he explained.

One initiative the governor believes is essential for making Tokyo a more attractive destination is in urban sustainability.

"Next fiscal year, we are taking more steps to make Tokyo a Smart Energy City," Masuzoe announced.

"That means moving forward with our pioneering Tokyo Cap-and-Trade Program ... and we have just raised the bar for the city by committing to raise the percentage of energy we generate from renewable sources to 30% by 2030."

Other initiatives he mentioned include plans to promote equal-opportunity employment and to increase the number of bike lanes.

Turning his attention specifically to the Olympic and Paralympic Games, Masuzoe spoke of the importance of improving Tokyo's infrastructure and making it more accessible for all.

Plans include making "public streets around Olympic venues more wheel-chair-friendly, and add[ing] more tactile paving for the visually impaired."

The intangible barrier of language is something else the Tokyo Metropolitan Government is working to tear down, so that visitors can enjoy what Tokyo has to offer without any anxiety.

"City-run Toei subways, buses and their stations are being fitted with new multi-language LCD displays," Masuzoe explained. "Tokyo supports a free translation app

for 29 languages, targeted at international visitors, and some 35,000 Omotenashi volunteers will be on hand to help visitors across the city by 2020."

Throughout his speech, Masuzoe took several opportunities to boast about the positive results that some of his initiatives have already had by listing several awards and accolades Tokyo has recently won.

This year "Tokyo topped the Financial Times fDi's ranking of cities across the Asia-Pacific region ... in the megacities category," he proudly stated. "While the Economist Intelligence Unit survey — which measures cities based on digital security, health security, infrastructure safety, and personal safety — ranked Tokyo number one in its Safe City Index."

In light of the recent terrorist attacks in Belgium, Masuzoe addressed the potential threat of terrorism directly.

"Tokyo is launching a new anti-terrorism partnership to build a public-private coalition for anti-terrorism strategy," he revealed. "We are more than tripling the budget to ¥2.8 billion yen, underscoring our commitment to ensuring that Tokyo stays the world's safest city."

After the governor finished his speech, Matt Burney, Director Japan of the British Council, delivered some closing remarks. "There's a definite air of optimism in Tokyo at the moment," he said, an "optimism that ... I'm sure will lead to Tokyo being an even better place in which to live, [and] in which to work." ●



With 215 people in attendance — including ambassadors from several European countries, and CEOs from across 14 European chambers of commerce — this joint chamber event was the first of its kind, and received an extremely positive response.

Governor Masuzoe's speech, "2020 Vision: Open for Business", outlined some of the steps his government is taking to strengthen Tokyo's position as a global business centre and to prepare for the Tokyo 2020 Olympic and Paralympic Games, and beyond.



Does your office need the Internet of Things?

Imagine never running out of paper in your office printer, copy machine or dispenser in the bathroom. Of course, they always have to be refilled, but what if you could be told when paper levels were running low? Of course, there's an app for that. And it's not just for paper levels. The Yanzi app from Sweden's Yanzi Networks can link to cloud-connected gateway devices, as well as small sensors installed in everything from recycling bins to overhead projectors. The app can automatically issue push notifications, such as "Waste bin 8, floor 5 needs to be emptied."

That can help office and maintenance staff stay on top of things. But the app can also provide information on the ambient temperature in conference rooms, as well as how much electricity is being used by overhead projectors. Add to that the ability to see video feeds from connected cameras around the building, and you have a powerful mobile office management tool.

Yanzi is just one example of the spread of Internet of Things (IoT) platforms. Falling costs for sensors, connectivity and data

processing means billions of devices as disparate as refrigerators, cars and wireless soil monitoring systems for crops are all being connected to the Internet. The potential of bringing all these devices online is enormous; research firm IDC estimates the global IoT market will grow to \$1.7 trillion by 2020, from \$655.8

"Billions of devices ... are all being connected to the Internet"

billion in 2014. Its transformative potential has been likened to the advent of the World Wide Web and the Industrial Revolution.

Ultimately, every work place has different needs and can benefit in different ways from things talking to each other online. Wireless cameras can stream video to your smartphone, while smartlocks can eliminate the need for keys, enhancing security at the work place. Data analytics platforms can crunch all the information from sensors and help increase work place productivity. But unless you're running a design studio, you

probably don't need that smartphone-controlled lighting system that allows you to change between colours. What's important at this stage is to keep an eye on the various solutions and, maybe, even experiment with a few of them. Kevin Ashton, an author who coined the catchphrase in 1999, said in an interview on Microsoft's Modern Workplace: "If there's one thing that CEOs must understand right now about the Internet of Things, it's that you must act soon." ●





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Animal health

Helping a market in stagnation

Japan's market for products that keep animals safe and healthy is in a state of stagnation — and are likely stay that way for a long time.

“I think there are no significant growth prospects in this market, and if you look at it over recent years, you'll see it's flat,” says Friedrich Schaefer, chairman of the European Business Council (EBC) Animal Health Committee.

Fellow committee member Keita Kajiwara adds, “If you're only in this market, you can't see much in the way of benefits.”

Most Japanese pharmaceutical makers have divested their animal health divisions, the committee notes in the EBC 2015 white paper. And the ones that are still around have generally limited their operations to the domestic market.

Naturally, more of the market has become available to multinationals, including ones based in Europe. Some have bought out the Japanese operations.

To an extent, the sluggish market for veterinary medicinal products (VMPs) reflects the pet and livestock population in Japan. There was a pet boom, which famously saw the nation's 21 million dogs and cats surpass-

ing the number of children; but the trend has levelled off.

Meanwhile, Japanese livestock farmers are preparing for some harsh challenges in the coming years. The country is part of the Trans-Pacific Partnership (TPP), which is shaping up to become the largest trade deal in history. If it passes, Japan may face more competition in certain meat categories, such as low to middle price ranges of imported beef and pork.

As to how that scenario could affect the animal health industry, Schaefer is cautiously optimistic. “The TPP is going to accelerate the structural changes in farming,” he notes. “We are already seeing a decrease in the number of farms ... and in the future, I think we are going to see fewer farms with

a higher scale of animals; and they will be more ‘professional’,” says Schaefer, who is also the president of Boehringer Ingelheim Vetmedica Japan.

In other words, productivity will be more important than before. The animal health industry could be presented with opportunities as Japanese farmers look to its products to help underpin their efficiency.

“Prompt access to innovative VMPs at competitive costs is critical,” notes the white paper, referring to the implications of the TPP.

The committee lists three main areas of advocacy, all highly

technical in nature, in the latest white paper. One involves the seed-lot system, whereby vaccines can be produced using a working seed virus or bacteria from a master. The system's establishment in Japan in 2008 marked a huge step forward. Even so, Japanese regulators still require extra testing.

The TPP is going to accelerate the structural changes in farming

“We see this as a difficulty,” says Hiroyuki Takayoshi, R&D manager at Virbac Japan, adding that the requirement unnecessarily adds extra time and cost. There is also the hassle of having to ask manufacturers to conduct the extra testing.

“If the manufacturer accepts, it would have to bear the costs; but if they refuse, then we have to do the study by ourselves,” explains Takayoshi.

The committee wants the extra testing scrapped and encourages efforts towards greater harmonisation between Japanese and EU requirements.

Progress has clearly been made in recent years. But the job of reform is far from done.

“We still have regulations that are slowing down processes and also putting up unnecessary hurdles, because work that is required is not giving additional value,” Schaefer says. ●

Advocacy issues

➔ Seed-lot system

Requirements for serological potency tests on live vaccines and for an abnormal toxicity test on vaccines for dogs and cats should be eliminated.

➔ Action items of the Ministry of Agriculture, Forestry and Fisheries

The ministry is encouraged to continue identifying areas where reform is needed.

➔ Post-marketing surveillance

Testing of pioneer products whose clinical trials were in line with those of the Veterinary International Committee on Harmonisation should be waived.

THE ART OF CARING

Japanese hospitality, high-quality products and exceptional service

TEXT BY DAVID UMEDA



As we get closer to the 2020 Summer Games, visitors are experiencing more and more of what the largest city in the world has to offer. For foreign residents, the challenges of living overseas continue to be addressed with an outstanding level of service and product quality. It's just a matter of knowing what is available.

LIVING THE LIFE

Serviced Apartments Azabu Court (www.azabucourt.com) is an extended-stay hotel where you can enjoy comfortable living by just bringing your suitcase. The rooms are equipped with bathroom and kitchen; basic furniture such as bed, sofa, table and cabinets; TV set; Internet access; along with refrigerator, microwave oven, cooking utensils, dishes, pots and pans. There is also a reception concierge service, and linen and room-cleaning services. In the exclusive neighbourhood of Minami-azabu, it's just four minutes from Hiroo Station.

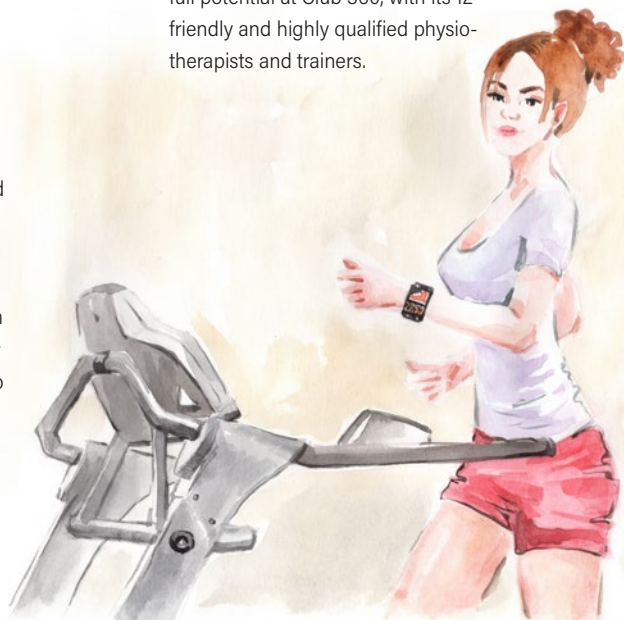
Housing Japan (www.housingjapan.com) helps home renters, buyers and investors find the right property in Tokyo. They provide comprehensive residential services, together with their own technology platform, to make the process of buying, selling or renting smooth, smart and

stress-free. Their agents can assist with everything — from searching, to inspecting and moving in. They also can provide further assistance with all the required paperwork, and help with tax and legal issues, or arranging for local services.

From corporate apartments to temporary residences, **Oakwood** (www.oakwoodasia.com) is known for providing unparalleled quality and hospitality. In the Asia-Pacific region, Oakwood's dedicated team places guests in managed properties at key locations. In Tokyo alone, there are properties under three distinct Oakwood brands from which to choose: Oakwood Premier is in Tokyo Midtown and adjacent to Tokyo Station; Oakwood Residence is in Akasaka, Aoyama, Azabujuban, and Roppongi T-cube; Oakwood Apartments are located in Ariake, Roppongi Central, and Shirokane.

FEELING FIT

Club 360 (www.club360.jp) is a full-service health and fitness centre only a few minutes' walk from Roppongi Hills, offering top-of-the-line physiotherapy, personal training, massage, and boxing and exercise classes. The huge interior features three private treatment rooms, resistance-training zone, spacious studio and showering facilities. Whether you are in need of rehabilitation or are wanting to get in amazing shape, reach your full potential at Club 360, with its 12 friendly and highly qualified physiotherapists and trainers.





HEALTH COMES FIRST

RYO DENTAL CLINIC (www.ryodental.com/en/) is ready to help you in the comfort of your own language, whether it be English or French. Dr Ryo Kitamura, D.D.S., has years of experience treating foreign patients in Tokyo, and is trained in the latest dental techniques. The clinic also offers consultations for implants and other treatments, including anti-ageing dentistry, which begins with oral health and benefits the whole body. Dr Kitamura believes that preventive care is the best treatment available.



OUT ON THE TOWN

Ruth's Chris Steak House in Toranomon (ruthschris.co.jp) is in the heart of Tokyo, and offers the ideal setting for both family gatherings and business meetings that is like a private home with a chic interior. The open-fire grilled steaks are the centrepieces of a mouth-watering menu using the freshest seasonal ingredients. There are also a variety of private dining rooms to fit the occasion, and the special wine list includes award-winning vintages from around the world.

BrewDog's (www.brewdog.com/bars/world-wide/roppongi) first foray into Asia, BD-Roppongi, has been serving both Japanese and international craft beer lovers for a little over two years. With a

constantly changing line-up of 20 draft beers — including the best of Europe, New Zealand and Japan — and a food menu crafted to match these exciting brews, BrewDog offers something new on every visit. Pop in and check out their new bottle shop and interior décor!

Outback Steakhouse

(www.outback-steakhouse.co.jp) starts fresh every day to create the flavours that their mates crave. Signature steaks are seasoned, hand-carved to order and grilled to perfection. Outback Steakhouse's specialty is Slow-Roasted Prime Ribs offered during dinnertime on weekends. The new creations and grilled classics are made

from scratch daily, using only the highest-quality ingredients from around the world. Come and enjoy their authentic American food and feel at home away from home.



PART OF A COMMUNITY

Tokyo American Club (www.tokyoamericanclub.org) is a second home for more than 3,800 members and their families, drawn from more than 50 nations. Described by the McMahon Group as "quite possibly the finest private club facility in the world," the eight-story facility in Azabudai offers a diverse range of outstanding recreational, dining, fitness, and cultural activities and amenities, and numerous opportunities to mix with likeminded members. The Club has long been a hub for the business community.



THAT CERTAIN LOOK

WEC Hair in Ebisu (wecweb.jp/en/) is in a convenient location and offers a great atmosphere for customers to relax. The friendly staff can help you achieve a stylish look. English-speaking owner Kenji has worked in London and New York as a hairdresser, and on Hollywood movie shoots as a hairstylist. He continues to instruct Japanese hairdressers all over Japan on the art of hair colouring. WEC Hair offers a special discount for first-time customers visiting Tokyo.



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Room Rates :

Daily	JPY7,800	to	JPY26,500	per night
Weekly	JPY6,850	to	JPY23,100	per night
Monthly	JPY5,700	to	JPY19,100	per night

Overview

A Touch of Resort Within the City. The nearby Arisugawa Park makes you forget you are in the big city. Ideally located in the Hiroo-Roppongi residential area (4 min. from Hiroo Sta.), close to the business heart of Tokyo, convenient to shopping and cafes, we have 60 units of extended-stay studios and suites at daily, weekly and monthly rates.

English-speaking professionals are on duty seven days a week, from 8:00am to 8:00pm on weekdays and 8:00am to 6:00pm on weekends and national holidays.

Our services include concierge, general information, mail/courier, free broadband internet access, and 24-hour building security. We have a nighttime superintendent who assists during the evenings. We are members of the Fitness Club Hiroo for exercise and fitness studio programs, and tickets are for sale at the reception for JPY1,080/one-time.

Inquiries

Pacific Rim Development, Inc
Tel: 03-3446-8610 Fax: 03-3442-3344
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It was revealed in February that Google was in talks with the transportation authority of London to test its self-driving vehicles on the streets of England's capital.

Imagine that Google has been given permission to put a small fleet of driverless taxis on the road in Tokyo.

Would you ride in one?



Yes
68%

"It couldn't be as dangerous as a living Tokyo taxi driver."

"Risk-takers help perfect next-generation products."

"I can imagine a whole host of things going wrong — with voice recognition, payment — and with no one there to help."

To vote in the next Eurobiz Poll, find details in our Eurobiz Japan newsletter. Subscribe by visiting eurobiz.jp.

Tradition meets Modernity

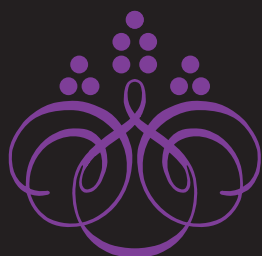


Looking for a truly authentic yet extraordinary wedding ceremony with your special loved one? Well, look no further, as it is now time to start planning your trip to Kyoto, Japan! The Hotel Granvia Kyoto is now offering an exclusive traditional Japanese wedding for same-sex couples from around the world!

Gorgeous Japanese traditional kimono wedding attire, a customized floral bouquet with that special touch of Japanese elegance, and the mystique of exchanging vows at a historical Japanese temple – it will be the most memorable and romantic day of your lives together.

Beautiful Kyoto attracts many visitors throughout the year. It is the city that is at the heart and soul of Japanese history and culture. Imagine a city that is home to 17 World Cultural Heritage sites! A living and breathing museum of everything that is fascinating and splendid about Japan, Kyoto is modern and ancient, new and traditional. The glory of Kyoto's past and the vitality of its present make it a city that is unique and that truly should not be missed.

True love deserves a resplendent romantic journey. Let us assist you in planning a truly unforgettable wedding ceremony and honeymoon in the ancient capital of Japan.



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Magnificent Gay Weddings



The tide has turned

An LGBT-friendly initiative at a Japanese insurance company

In November 2015, Lifenet Insurance Company announced that it will accept same-sex domestic partners as beneficiaries of life insurance policies. Until this announcement, standard industry practice in the Japanese market was that only families and relatives were accepted as beneficiaries, with some exceptions admitted for de facto opposite-sex domestic partners who are deemed to be of similar status as legally married couples.

Lifenet was the first life insurance company in Japan to announce publicly this LGBT-friendly initiative. We made the announcement in conjunction with a bold step taken by the mayor of Shibuya ward in Tokyo to start issuing same-sex partner registration certificates to gay couples, a certificate which requests the full cooperation of public and private institutions to treat same-sex couples the same way as legally married opposite-sex couples.

For two years, a group of progressive employees at Lifenet had been pushing for this initiative. However, a number of risk factors had to be evaluated before we would decide to proceed in implementing it.

One was the medical underwriting risk unique to the gay population. As a life and health insurance company, our core business is pricing and underwriting health risks. We had come across data which, though not necessarily robust for actuarial usage, indicated that the attempted suicide rate was meaningfully higher for the gay population in Japanese society, and there was the concern that a concentration of gay people in the policyholder pool could potentially skew insurance premium calculations.

Another was practical difficulties gay couples could face such as with processing

claims following hospitalisation or death. There have been cases where hospital staff refused to treat de facto couples as they do legal spouses in critically ill conditions, or even when issuing death certificates.

There was also the general risk to our reputation — the anticipated negative reaction from conservatives — which we could not underestimate as a startup B2C business.

After conducting numerous consumer surveys, and discussions with lawyers, healthcare institutions, people in academia and LGBT advocate groups, we determined that the risks were acceptable and the rewards more than compensated for any potential downside.

We dealt with the underwriting risks by instigating a carefully designed underwriting procedure, and requiring a stable partnership between the couples as a condition for accepting them as insurance beneficiaries.

With regard to processing insurance claims, we realised similar issues had existed among opposite-sex domestic partners who were not entitled to various rights given to married spouses. So we now provide same-sex couples with a sufficient waiver with specifics about the disadvantageous treatment that unmarried domestic partners have had to go through, as well as letting them know we are committed to supporting them on a best-effort basis.

Regarding our company's reputation, it was interesting to observe that the divide was mostly generational. However, the tide has completely turned over the last couple of years. The courageous step taken by

the mayor of Shibuya has created a social mood where it is considered inappropriate to oppose LGBT-friendly initiatives.

There is increasing talk about “chasing the pink dollar”, pointing to the business potential for targeting the LGBT market (7.6% of the population is the number often cited). We believe that the benefit goes far beyond the immediate increase in the top line. We received words of praise from both existing and new customers. And a few policyholders who had designated their parents as life insurance beneficiaries told us they would now like to make their partners the beneficiaries.

I was recently invited to participate on a panel at an LGBT event hosted by *The Economist* in Hong Kong. Many executives from leading global corporations gathered to discuss their

“the rewards from moving forward more than compensated for any potential downside”

strategies in addressing the needs of the LGBT population. I realised that Japanese companies still have a long way to go in terms of the breadth and depth of the initiatives available. Companies like ours can benefit by becoming a serious first-mover in the pursuit of gaining the support of the LGBT community and beyond. ●

Daisuke Iwase is President & COO at Lifenet Insurance Company



LOGISTICS & WAREHOUSING

CARRYING WEIGHT

Greater demand means higher expectations

TEXT BY DAVID UMEDA



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LOGISTICS

The logistics and warehousing industries have to keep up with the times. Technical advances have immediate application in running the business, and greater economic globalisation means dramatic expansion of trade amongst countries. So what are the major players doing about it?

The Nichirei Logistics Group invests in facilities in major metropolitan areas where demand for logistics is firmly focused on cargo booking.

"With logistics centres and delivery hubs throughout Japan, we provide a foundation to meet a wide range of logistics needs, including the solid demand for storage and cold chain logistics," explains Hiroshi Matsuda, President.

Ocean logistics firms in Japan invest heavily in ships.

"[As a result,] competition gets tougher. And currently too many ships are on the waters and on order, especially in the bulk and container sector," states Toshifumi Inami, Head of Wallenius Wilhelmsen Logistics Japan (WWL). "Consequently, an increased

number of vessels are sent off to demolition yards, or laid off until the market normalises."

The Nichirei Logistics Group "is experiencing an increasing handling volume in the European region," Matsuda points out. "Utilising our asset strength, we offer ideas for distribution reform and high-quality operational management."

According to Inami, "all main Ro-Ro [roll-on, roll-off] market players launched new so-called Post-Panamax vessels, which operate more economically and have the latest technologies," he notes. "Especially in the case of WWL, we also have a strong environmentally friendly focus."

Advances in the logistics industry carry a lot of weight in a globalised economy.



Choice courses close to home

Good golf in Tokyo

Rather than take the bullet train to a faraway provincial golf course, why don't you take the subway, or even a tram, and play a great round of golf in Tokyo?

According to the *Golf in*

Japan website, there are 21 golf courses in the capital. Tokyo spreads out into the countryside, particularly to the west, so it requires quite a trek to get to some courses. But others aren't so far away.

The most accessible golf course in the Tokyo area is Wakasu Golf Links near Shinjiba Station on the Yurakucho subway and JR Keiyo lines. The course is built on landfill at the outlet of the Arakawa river, opposite Tokyo Disneyland, but it's certainly not rubbish — despite what's underneath the fairways.


In fact, it has quite a classy clubhouse, five minutes by shuttle bus from the station, and a good 18-hole layout designed by the woman with the best swing in Japanese golf, Ayako Okamoto. The course has matured a lot since it opened in 1990 — as has Ayako — and there are now plenty of trees to get lost in. For those of you

who like an easy walk, Wakasu has little elevation to speak of; but being next to the ocean, the wind often kicks up, so the natural hazards kind of even out. Wakasu is a full-facility course and offers a decent challenge, the biggest of which is making a booking. The reservation system pre-dates the course. You'll need a push-button phone, a Japanese speaker — and lots of patience.

Further upriver on the northern edge of the capital is Akabane Golf Club, a 10-minute taxi ride from Hasune Station on the Toei Mita line — and an even easier five-minute walk from Ukimafunado station on the JR Saikyo line. Akabane has 18 decent holes that offer a real golf experience, although it's slightly downmarket compared with most Japanese golf courses. Fees range from ¥7,900 on a winter weekday to ¥13,780 on a summer weekend.

For a more basic golf experience, you could board the Toden-Arakawa tram or the Namboku line to Oji station (also served by JR) and take a short taxi ride to the nine-hole Shin Tokyo Tomin Golf Course, a riverside layout that calls itself the “Saint Andrews of Japan” — an attribution vying for the world record of exaggeration.

Like Wakasu and Akabane, the best thing about Tomin is its accessibility and proximity to central Tokyo. Tee times start from 7 a.m., allowing you to get in nine holes early and still have a productive day at work. ●



The best thing ... is [their] accessibility and proximity to central Tokyo

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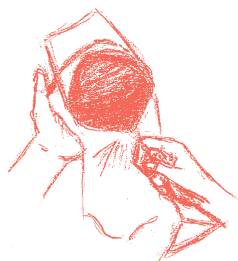




Wine-Tasting 101

A quick guide to evaluating wines

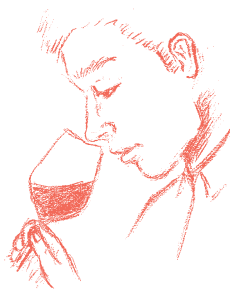
Wine snobs may disagree, but there's only one reason wine lovers swirl, sniff and taste before delving into a glass – to bring the wine to life. Enjoy this brief guide to evaluating wines with a pen, piece of paper, and glass of wine in hand.



See

First, fill a wine glass about a third full and tilt forward over a white napkin to evaluate its colour. Then place the wine glass back on the white napkin and look down into the glass to evaluate the opacity of the wine.

We're looking for hints about the grape varietal, the winemaking process, and the wine's age. With white wines, a pale lemon colour hints to a fruit-forward, light-bodied wine – think Pinot Grigio and most Sauvignon Blanc. A richer golden colour hints to a wine with oak influence like a Chardonnay. With red wines, a pale colour indicates lighter-bodied varietals like Pinot Noir, whereas inky reds hint to heavier-bodied varietals like Cabernet Sauvignon. All wines tend to take on a brownish colour as they get older, though red wines become less opaque and white wines become more so.

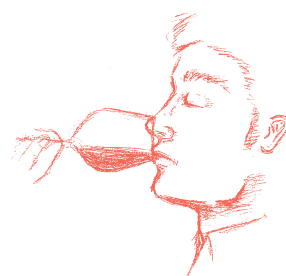


Smell

Now take your glass towards your chest and start swirling the wine, raising the glass towards your nose until you can smell it. This tells us if the wine is very aromatic (at the level of your chest), moderately aromatic (chin), or not very aromatic (nose).

To assess the bouquet, swirl vigorously, put your nose into the glass, and inhale deeply. With white wines, you'll smell a spectrum of fruit flavours, including citrus, stone fruits and tropical fruits, with a smattering of floral, spice, butter and toast. With red wines, you'll smell a darker variety of fruit, including plums, berries and cherries, with some floral, spice, toast, earth and wood.

If the wine is dominated by fruitiness, it's a younger wine; earthy and spicy-dominated wines often indicate an older wine with oak ageing.



Taste

Take a generous sip and swish it around in your mouth for 10 seconds, sucking in some air, if you can, through your lips. Note how the weight of the wine feels in your mouth. Is it light-bodied like skim milk; or is it full-bodied like cream?

Swallow or spit. If your gums feel dry, that means the wine is highly tannic. If your mouth is watering, then the wine is highly acidic.

Now take another sip and concentrate on all the flavours you taste.

Conclusion

The best way to assess the wine you've just studied is to see if it's in balance and if the finish is lengthy. If one of the components of the wine, like the tannins, seemed glaringly obvious, then the wine is a bit out of whack. And how long could you taste those flavours after you swallowed? If the flavours linger long after, you've got a quality wine on your hands. ●

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PUTTIN' ON THE RITZ

— CASINO NIGHT 2016 —

Don't miss out on the action and the auctions when Casino Night 2016 comes to The Ritz-Carlton Tokyo, featuring gourmet northern Indian cuisine, free-flowing drinks all night, close-up magician, and live entertainment. Keep beating the house and raise your odds to walk away with some great raffle prizes.

Date: Friday, September 2, 2016

Venue: The Ritz-Carlton Tokyo

Games: Blackjack, Texas Hold'em Poker, Roulette, Big Six, Craps and Slot Machines

Participation Fee: 17,500 yen/person (Buffet Dinner; Drinks Included)

Register now: www.runforthe cure.org

Note: All proceeds from Casino Night will go toward Run for the Cure® Foundation's mission to eradicate breast cancer as a life-threatening disease in Japan.





Danny Risberg

Company: Philips Electronics Japan

Title: CEO

Originally from: Southern California

Time in Japan: Not on a continuous basis, but when added up, over 25 years! (Time flies ...)

Hungry? Where do you like to go for a bite?

I love eating and I guess I'm a foody. For a bite for breakfast on the weekend, Himonya Terrace for the eggs benedict is wonderful.

What do you do to stay in shape?

Play and walk with my dogs. So truly, not much.

Name a favourite book.

The Dilbert Book of Management.

What's something a lot of people don't know about you?

I broke a lot of bones from sports when I was a kid; more than I can count or remember (both ankles, both collar bones, 4 right ribs, to name a few.)

Cats or dogs?

Dogs. I just lost one to cancer, but I have two other Italian Greyhounds. I love dogs, and animals in general.

Summer or winter?

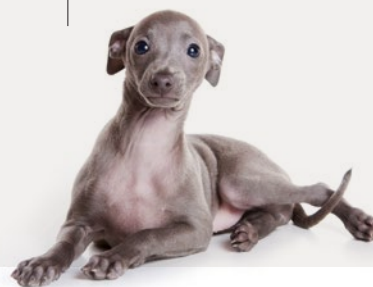
I like every season, so I don't have a preference for either. All four seasons offer something very special.

What's your ideal weekend?

Driving out to the mountains and doing some hiking and fly fishing.

Where do you go for a drink after a busy week?

I try not to drink much since at my age, it is very hard to recover!!!



“I love dogs, and animals in general”



Jason Kendy

Company: UBS Group

Title: Head of Communications for Japan and Korea

Originally from: Los Angeles, CA

Time in Japan: 30 years

Hungry? Where do you like to go for a bite?

In this city, just about anywhere. I love a great *robatayaki*, though.

What do you do to stay in shape?

Walk, walk, walk. As much as possible.

Name a favourite band.

Rolling Stones, 1968-78. That's *Beggar's Banquet* through *Some Girls*.



What's something a lot of people don't know about you?

I hold several USA national records in model airplane flying.

Cats or dogs?

Woof!

Summer or winter?

In Japan, neither – I complain about both. In California, summer for sure.

What's your ideal weekend?

Going out for dinner with my partner and friends.

Where do you go for a drink after a busy week?

The dive bar behind our building is my go-to because of the people and music. But if I want a well-constructed cocktail, The Palace Hotel.

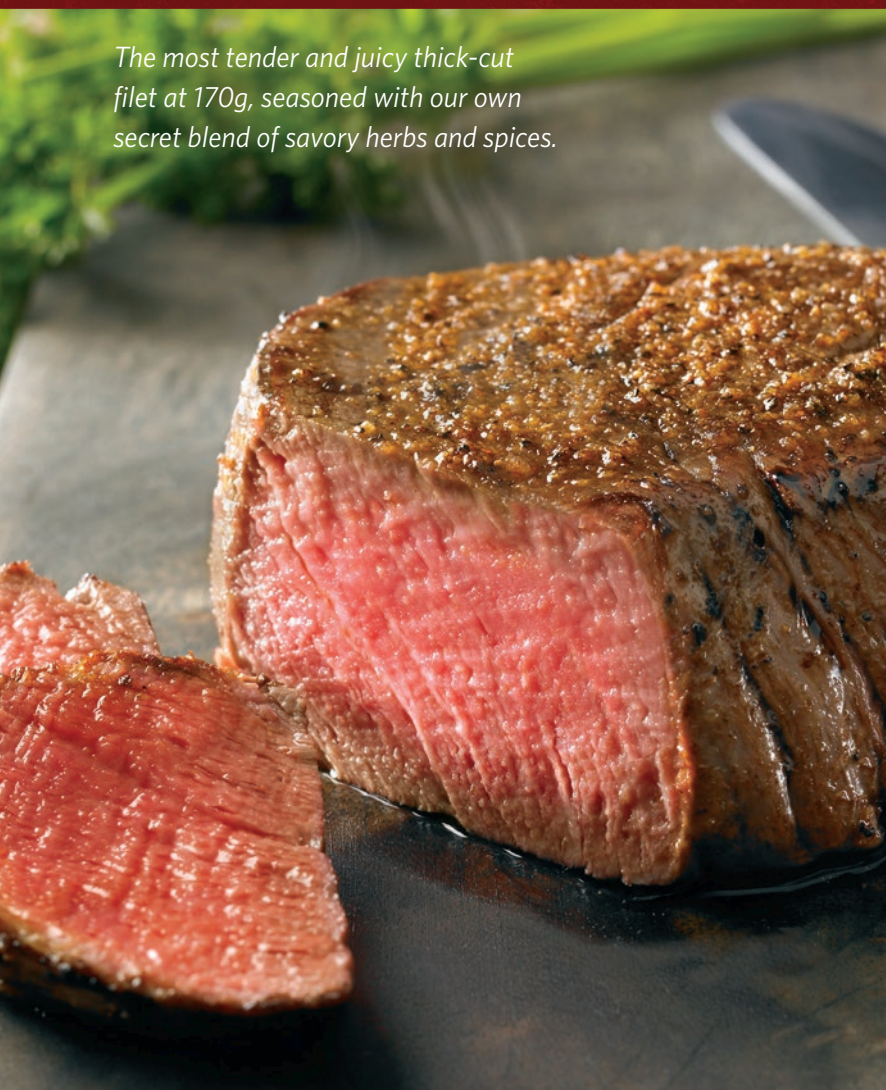


“I hold several USA national records in model airplane flying”



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The Agenda

APR.
13-19

FRENCH CHAMBER OF COMMERCE
AND INDUSTRY IN JAPAN

Bonjour France — French Week at Isetan

TIME: 10:30–20:00

VENUE: Isetan Shinjuku

FEE: Free (open to non-members)

CONTACT: s.beharel@ccifj.or.jp

APR.
14

FRENCH CHAMBER OF COMMERCE
AND INDUSTRY IN JAPAN

Bonjour France — Exhibition Party: Nelly Saunier and Francois Azembourg

TIME: 19:00–21:00

VENUE: Andaz Tokyo, Toranomon

FEE: ¥5,000 (open to non-members)

CONTACT: s.beharel@ccifj.or.jp

APR.
15

FRENCH CHAMBER OF COMMERCE
AND INDUSTRY IN JAPAN

Bonjour France — Wine Tasting: Wine and food pairing

TIME: 19:00–21:00

VENUE: Trunk by Shoto Gallery, Shibuya

FEE: ¥6,000 (open to non-members)

CONTACT: s.beharel@ccifj.or.jp

APR.
18

SWISS CHAMBER OF COMMERCE
AND INDUSTRY IN JAPAN

Luncheon: Cool Japan Strategy

TIME: To be confirmed

VENUE: Grand Hyatt Tokyo,
Coriander Room

FEE: ¥6,500

CONTACT: info@sccij.jp

APR.
18

BELGIAN-LUXEMBOURG CHAMBER OF
COMMERCE IN JAPAN

Monthly beer gathering

TIME: 19:00–22:00

VENUE: Tokyo Belgian beer café

FEE: Pay for what you drink

CONTACT: info@blccj.or.jp

APR.
20-21

FRENCH CHAMBER OF COMMERCE
AND INDUSTRY IN JAPAN

Bonjour France — Champagne Night with Taittinger

TIME: From 16:00

VENUE: Baccarat B bar
Marunouchi and Roppongi

FEE: Free (open to non-members)

CONTACT: s.beharel@ccifj.or.jp

APR.
22

MULTI-CHAMBER EVENT

Stora Enso Cup — Sweden–Finland Golf Challenge

TIME: First tee-off at 08:42

VENUE: Taiheiyo Club, Gotemba West

FEE: ¥18,000

CONTACT: fccj@gol.com /
office@sccj.org

APR.
22

FRENCH CHAMBER OF COMMERCE
AND INDUSTRY IN JAPAN

Bonjour France — A French Guinguette in Tokyo

TIME: 18:30–23:00

VENUE: Institut Français Brasserie,
Iidabashi

FEE: ¥2,000 (open to non-members)

CONTACT: s.beharel@ccifj.or.jp

APR.
25

BELGIAN-LUXEMBOURG CHAMBER OF
COMMERCE IN JAPAN

Belgian Beer and Food Academy IV

TIME: 18:15–21:30

VENUE: Hilton Tokyo, Yamato

FEE: To be confirmed

CONTACT: info@blccj.or.jp

APR.
28

MULTI-CHAMBER EVENT

Joint Nordic Business Luncheon: “A New Normal — From Red to Black Numbers”

TIME: 12:00–14:00

VENUE: Hotel Okura, South Wing, 12F

FEE: ¥6,000 (members), ¥8,000
(non-members)

CONTACT: office@sccj.org



WORK PLACE

TEXT BY ANDREW HOWITT

PHOTO BY KAGEAKI SMITH

Yoshitaka Sonoda

Managing Partner,
Sonoda & Kobayashi
Intellectual Property
Law Firm

Founded in March 1998, Sonoda & Kobayashi Intellectual Property Law offers reliable legal services to clients around the world. The firm has assembled an international staff of 80 people from eight countries who strive for clear communication, transparency, and mutual understanding.

“Our deep understanding of intellectual property law and technology means our clients trust us to efficiently prosecute and protect their intellectual property in Japan and abroad,” says Yoshitaka Sonoda. “By offering flexible work options to our employees, we are empowering women and enhancing career development. Our flat organisational structure and progressive company culture promote individual responsibility, and are unique for an IP law firm in Japan.” ●

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Putting the know-how we have cultivated of domestic temperature-controlled logistics to use, we have over 25 years of experience in Europe. We currently operate our temperature-controlled logistics business on a massive scale, including throughout Asia, offering both domestic and international logistics of the highest quality.

• Nichirei Logistics Group's Logistics Services

Regional Storage Operations

With our superior quality logistics and the best domestic refrigerated storage, we work in close cooperation with the around 4,500 businesses that make up our customers.

Logistics Network Operations

Expanding our business over highway transportation services and regional delivery services, we provide effective transport and delivery with our network of around 4,000 rolling stock operating daily and a storage capacity of around 1,400,000 tons.

Foreign Operations

With over 25 years of achievements in Rotterdam, Europe, we are also currently expanding our temperature-controlled logistics services through joint ventures, incorporation, and investment in China and Thailand, expanding our area of operations throughout the whole world.

Engineering Operations

We are constantly putting our specialist knowledge of refrigeration technology to use improving the quality of our service, as well as developing our environmental technology to meet the needs of the modern era.

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