

EURO BIZ JAPAN

DECEMBER 2016

➔ Taking care of the elderly

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10

“we’ve taken the
world’s best car and
made it better”

Smooth ride

By Gavin Blair





First Focus

Resplendent beauty

Two-hundred metres long and lit up with 1.2 million lightbulbs, this tunnel of light offers a truly dazzling winter experience. It is the entrance to Mie prefecture's flower park Nabana no Sato, site of one of the largest and most popular illuminations in Japan. The theme for this year is the Beauty of Mother Nature, and the event runs from October 15th, 2016 to May 7th, 2017.

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Allison Bettin received her degree in journalism at the University of Hong Kong before relocating to Tokyo. She has written for *Eurobiz Japan* for over two years on topics such as environmental technology, international economics, and wine.

➔ *“Japan’s obsession with technology may prove to be the country’s saving grace over the next few decades, with technology increasingly being used to help support its elderly population. Now it’s up to the notoriously stubborn Japanese government to allow this revolution to take place.”*



Hiroki Inaba is a vice-president and senior legal counsel in the legal department of Goldman Sachs Japan Co., Ltd. He is also the co-head of the LGBT Network of Goldman Sachs Japan.

➔ *“I am proud of the progress corporate Japan is making on LGBT inclusion, but there is still much more to achieve before Japan becomes fully inclusive. Initiatives such as wwP’s seminar and the Pride Equality Index will play a vital role in shaping corporate Japan and helping it to evolve in the years to come.”*



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.

➔ *“I remember thinking when the merger was announced that Fiat and Chrysler seemed like an odd match, but the integrated group is doing well in Japan. And I do like the look of the new Abarth Spider; a friend drove an old Alfa Romeo Spider when I was a teenager, and I’m due for a mid-life crisis purchase...”*



Kevin Rafferty, journalist and former Osaka University professor, reported on international affairs from Washington and the US during the Reagan, GHW Bush, Clinton, George W Bush and Obama presidencies.

➔ *“Behind Donald Trump’s US presidential victory is a deeply divided and wounded country. After initially promising to ‘bind the wounds’, Trump is pressing on with his agenda to ‘Make America Great’ and ‘Put America first’, starting with tearing up TPP and scrapping environmental controls on mining. Under Trump, Asia and Europe face ‘interesting times’ (as the ancient Chinese curse says).”*

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A year of surprises

The year 2016 will go down in history as one of surprises and defied expectations. The UK voted to leave the EU, the Panama Papers scandal revealed the extent of tax avoidance among the world's wealthy, underdog football club Leicester City won the Premier League, and an American musician – whose famous lyric, “the times, they are a-changin’,” aptly sums up 2016 – won the Nobel Prize for Literature.

Perhaps the biggest of those unexpected events was Donald Trump being elected the 45th president of the United States. In our special extended Executive Notes (page 14), *Eurobiz Japan* opinion columnist Kevin Rafferty examines Trump's victory and what

this could mean for Japan and the rest of Asia.

It was an honour to interview the Netherlands Ambassador to Japan Aart Jacobi. He shared some surprising facts about his nation's dominance in agricultural exports and the highly specialised technology it has developed to support that industry (page 20).

On the December cover is Pontus Häggström, President and CEO of FCA Japan. Gavin Blair's article on page 10 looks at the smooth journey Fiat and

Chrysler have had since their merger, and how, remarkably, FCA's brands continue to grow stronger year after year in the highly competitive Japanese market.

Lastly, Happy Holidays from *Eurobiz Japan*! I hope your holiday season is full of wonderful surprises. ●

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Smooth ride

Fiat Chrysler Automobiles' unmatched success in the Japanese market

Despite the shrinking domestic automobile market in Japan — which is widely perceived as having considerable import barriers for foreign cars, and particularly US vehicles — Fiat Chrysler Automobiles (FCA) has been posting remarkable growth for its portfolio of marques.

The group, formed through a merger of Fiat and Chrysler that was initiated in 2009 and was completed in 2015, represents three Italian brands — Alfa Romeo, Fiat, and Abarth — and two US brands — Chrysler and Jeep.

Similar mergers, which have brought most of the world's car-makers into giant global groups, have not always been plain sailing. But FCA's journey has been a relatively smooth one, according to Pontus Häggström, President and CEO of its Japan operations.

"Both Fiat and Chrysler have struggled at times, but since the merger, both parties have grown stronger and stronger as a result of it," says Häggström. "On the product side, we've been able to speed up engineering and development: Fiat was good at diesel technology, which Chrysler didn't have, being an American company, while Chrysler had off-road, four-wheel drive expertise from Jeep."

The keys to success in such situations, according to Häggström, are humility to recognise the respective strengths of each side, as well as respecting the differences in corporate culture.

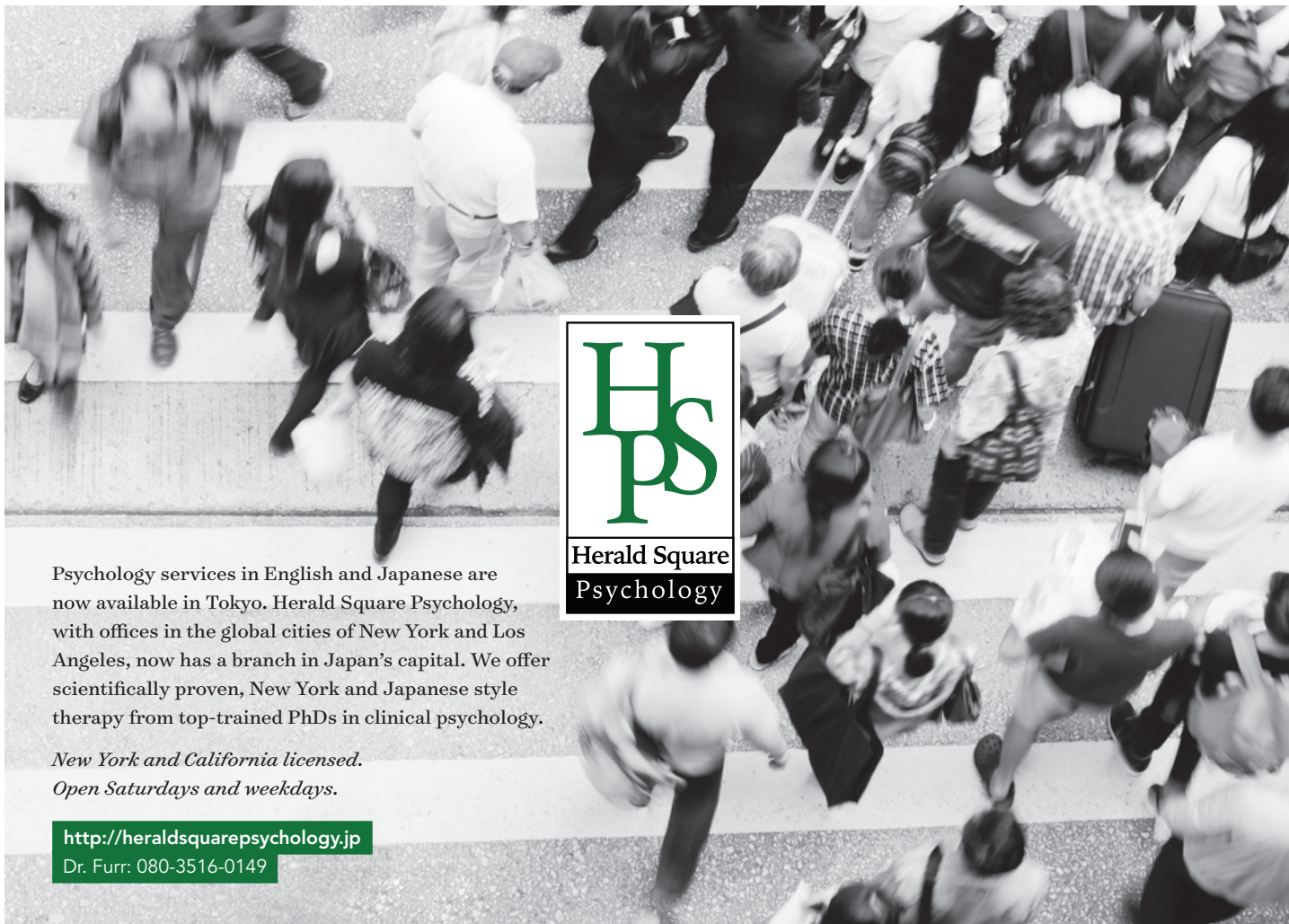
"I came up through Fiat, a very euro-centric company with European values and approaches, and had to work with colleagues with American values. Neither is right or wrong — they're just different," notes Häggström, who has spent most of his career in the automotive sector in Japan and other parts of Asia.

"We went through a journey locally as well," he adds. "Part





“[The Fiat 500]
has real heritage
and history, which
Japanese customers
really appreciate”



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of being successful is throwing the cultures together, forcing people to work together. I purposely made everybody cross-functional across the brands, so there was no opportunity to just carry on a legacy culture.”

While back-office operations have been synergised, FCA utilises distinct marketing and sales channels for each of its five brands.

“I liken it to having five kids: you love them all, but they all need individual, special treatment,” says Häggström.

The approach appears to be working, with brands from both the Italian and American sides posting record sales in Japan since the merger.

The arrival of the compact Fiat 500 in Japan in 2008 revitalised the brand in the local market. The model, an homage to the original 500 launched in 1957 in Italy as cheap transportation for the masses, has carved out a solid niche in Japan.

“It has real heritage and history, which Japanese customers really appreciate,” Häggström explains. “Secondly, the sizing of the car fits Japan perfectly, with its narrow roads. It’s also affordable; you can have one for less than ¥2 million. Most people don’t know you can have an imported vehicle for that price.”

2016 is the ninth year the 500 has been on sale in Japan and it is on course to sell a record 4,000 units, making it one of the best-selling import models in the country.

“Most cars have a product lifetime and peak in the first or second full year of sales,” says Häggström. “Next year will be the 10th year and I’m pretty sure even now we’ll break the record again, which is completely unheard of in the industry.”

FCA’s US and Italian brands will each reach 20,000 units sold in Japan this year, up from 17,000 in 2015, and the first year the group will hit this mark.

Abarth is a storied racing brand, revived by Fiat in 2007 after having been mothballed for decades. Reintroduced to Japan in 2009, it sold 500 cars from just four dealerships. FCA has slowly built the brand in Japan, though it has never advertised in mainstream media, and that number has grown to 2,500 units this year, from almost 80 dealerships.



since the merger, both parties have grown stronger and stronger

new Giulia, with SUVs and smaller cars to come.

“In the past, we may have been too focused on the flamboyancy and design, but now we’ll do that while also making sure the cars are loaded with the connectivity and safety features that people have come to expect, especially in the premium segment,” says Häggström.

FCA’s other big success story in Japan is Jeep.

“There is a perception that US brands don’t take this market seriously,” Häggström observes.

But FCA engineers all of its Jeep vehicles specifically for the Japanese market, and it doesn’t offer left-hand drive Jeeps here. The cars even come equipped with Japanese navigation systems.

“People also have the impression that US vehicles are gas-guzzlers, but that’s not true anymore,” he adds. “Most of our powertrains are four or six cylinders with idling-stop technology and we get very good fuel economy.”

The message has apparently been getting through.

“In 2009, when I started working with the brand, Jeep was selling 1,000 units; this year we’ll sell 10,000, a ten-fold increase in seven years,” says Häggström. “There is nothing that even comes close to that in the Japanese market place.” ●

Along with dealerships rebranding in Japan as Fiat/Abarth, the sporty Abarth marque is set to be further boosted with the launch of its Abarth 124 spider. The spider is inspired by the original Abarth 124 spider, but was developed together with Mazda — based on its Mazda Roadster — and built at Mazda’s facilities in Hiroshima.

“It has a completely new powertrain and a unique design, but it shares some underpinning with the Roadster,” explains Häggström. “The Mazda Roadster won both the Japan and World Car of the Year award for 2015–2016, so I like to say we’ve taken the world’s best car and made it better.”

Meanwhile, Alfa Romeo has the longest history and strongest following of the FCA brands in Japan, according to Häggström. When the 8C — a 1,000-unit limited edition Ferrari-derivative that costs ¥25 million — was launched, Japan took about 30% of the models produced, making it by far the 8C’s biggest market globally.

Alfa Romeo will undergo an expansion and rejuvenation next year with the establishment of a dedicated dealer network and the introduction of more models, including the



Trump's triumph threatens Asia

President-elect brings challenging times to the East

Donald J Trump stunned opinion polls, the US establishment and media — as well as his Democratic opponent Hillary Rodham Clinton — in winning a crushing victory to be the 45th president of the United States from 20 January, 2017.

**Clinton indeed got more votes ...
Trump grabbed the prizes**

If Trump fulfils his campaign promises, it threatens to be a tough time for Asia. Critics claim that his limited grasp of foreign policy makes him a dangerous isolationist. He threatened to impose 45% tariffs on Chinese goods; “to bomb the shit out of” ISIS and steal the oil. He accused Japan and South Korea of getting a free ride out of US military protection; and at one point suggested that Tokyo and Seoul might protect themselves with their own nuclear weapons.

Trump surrogates say that Japan should not immediately hunt for the recipe for making nuclear weapons, because President Trump will be more statesmanlike and will uphold America's position as leader of the free world.

In terms of popular support, Trump is a loser, whose glass is only 26.5% full. Just 61.9 million people voted for him out of the 231 million eligible voters. Clinton indeed got 2 million more votes than Trump, 64 million.

The way the US system works, Trump grabbed the prizes, taking 306 votes in the electoral college against Clinton's 232. His personal presidential victory turned into a triumph when the Republican party kept control of the senate and the house of representatives. The Republican senate majority also allows Trump to appoint a new supreme court justice, tipping the scales of the highest court to a conservative majority.

In spite of Trump's victory, America is dangerously split. Clinton convincingly took both coasts, while vast swathes of middle America went to Trump, albeit narrowly. Cities and urban areas voted for Clinton, and rural areas heavily for Trump. Millennials

were for Clinton, but could not outnumber Trump's support from the over-40s. Educated people went for Clinton. Black and Latino minorities supported Clinton, but more lukewarmly than those who voted for Barack Obama.

Trump owed his victory to blue-collar white Americans who believe they lost their jobs to globalisation and to waitress moms struggling along without a college education, whose lives and lifestyles are far distant from billionaire businessman Trump.

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Some responsible commentators claim Trump will throw away his brash campaign cap and put on a sober presidential hat. Was his campaign just a clever business wheeze to seize the headlines and get elected? Will now a new Trump be unwrapped — soft and cuddly, statesmanlike — and America go back to being the home of the brave and the land of the free?

Supporters assert that a reformed President Trump will bring go-getting business leadership to the Oval Office. But can Trump make the transition from businessman who could rant and rage and use his trademark slogan, “You’re fired”, at his own command, to America’s chief public official and prisoner of other people’s agendas in a highly complex kaleidoscopic world of which he has little knowledge and less control than he thinks?

For all Trump’s promises, lamented lost jobs in coal mining, steel and old manufacturing will not come back unless middle Americans become more competitive and productive to take on a globalising world — or shut themselves off from the world. Imposing tariffs on cheap Chinese goods, repealing the North American Free Trade Agreement, throwing away the Trans-Pacific Partnership (TPP) and Transatlantic Trade and Investment Partnership, abrogating the Paris climate agreement, and kicking out 11 million undocumented immigrants would be cheap shots, with expensive, suffocating consequences for the world and, ultimately, for America itself.

The real danger for Japan and Asia is that Trumpenomics gets bogged down in its own contradictions, and Trump throws the blame on others. Tariffs on China, which could reduce its GDP by 4%, or squeezes on

Japan or South Korea to pay more to host the US military would have potentially explosive economic and political consequences that would spread through Asia and around the globe.

Japan would be trapped, unable to trust its old ally, and fearing the rise of China, which is already collecting friends for its own trade regime in opposition to the Obama-led TPP. Toru Hashimoto, former mayor of Osaka, tweeted that Trump’s victory should impel Japan towards “self-reliance”; but self-reliance would be costly and would probably lead to nuclear weapons, however — rightly — nervous Japanese are about nuclear devastation.

European leaders sent Trump congratulatory messages; but only the far right, like Marine Le Pen in France and Nigel Farage in the UK, was enthusiastic — evidence of the globalisation of the anti-globalisation parties. Germany’s Chancellor Angela Merkel told the president-elect: “Germany and America are tied by values of democracy, freedom and respect for the law and human dignity, independent of origin, skin colour, religion, gender, sexual orientation or political views. I offer the next president of the United States, Donald Trump, close cooperation on the basis of these values.”

She has reason to be anxious. Europe is challenged internally and externally: internally, by Brexit, the rise of populist nationalism and governments on the fringes pursuing illiberal policies; externally, by the gun-slinging shadow of Russia’s Vladimir Putin trying to create an extended empire in spite of his constrained domestic economy.

Trump’s admiration for Putin and his criticisms of the North Atlantic Treaty Organisation alarm Europeans, just as his cheap criticisms of alliances with Japan and South Korea threaten the Asian order.

The best hope is that President Trump may be more in touch with hard reality than the iconoclast candidate. His acceptance speech was almost statesmanlike. In subsequent interviews, he has shown a softer side, even suggesting that he may keep good aspects of Obamacare, which he had totally damned during the campaign.

Marine Le Pen in France and Nigel Farage in the UK were enthusiastic [about Trump’s win] – evidence of the globalisation of the anti-globalisation parties

However, Trump and America face a string of linked problems: his temperament and fondness for strongman undemocratic leaders; the ultra-neocons who surround him; and tensions between Trump and the mainstream Republican agenda — all of which may lead President Trump to sacrifice America’s global leadership.

With all its ugly bullying blemishes, a generous America was the lynchpin of post-war global prosperity, just as the alliance by old enemies — France and Germany, later joined by the UK — propelled Europe to an uneasy unity and prosperity.

There is a lot of wishful talk of a new global order, where several countries will lead together. But we don’t live in a harmonious wonderland yet. Which leader anywhere understands the obligations of being a global player, let alone is ready to accept them (apart from Pope Francis)? Sadly, in a global world, leaders are becoming more nationalistic with narrower views. Who among Xi Jinping, Shinzo Abe, Park Guen-hye, and Narendra Modi has the best global vision?

Who understands that sometimes short-term national sacrifices must be made for the longer-term good? Will Trump, hitherto the consummate deal-maker seeking short-term profits, show greater imagination or generosity? We live in interesting times indeed. ●



Taking care of the elderly

New technology to support the ageing population

Japan is arguably the healthiest nation in the world, with the highest proportion of centenarians and the second-highest life expectancy. But this blessing could soon prove to be a great curse. With birth rates at an all-time low, Japan is on a course that will see its population shrink from its current 127 million to 90 million by 2055. And figures predict that at that time, the elderly will account for over 40% of the population. Japan's biggest concern looms heavy: who will care for the country's most dominant demographic?

There certainly aren't enough industry professionals – Japan's


Ministry of Health, Labour and Welfare warns that the country must add one million nurses and caregivers by 2025 to meet demand. Prime Minister Shinzo Abe has consequently advised that Japan open up its borders to foreign help, a proposition that has sparked controversy in one of the most homogenous societies on Earth.

How then does a nation care for a rapidly ageing

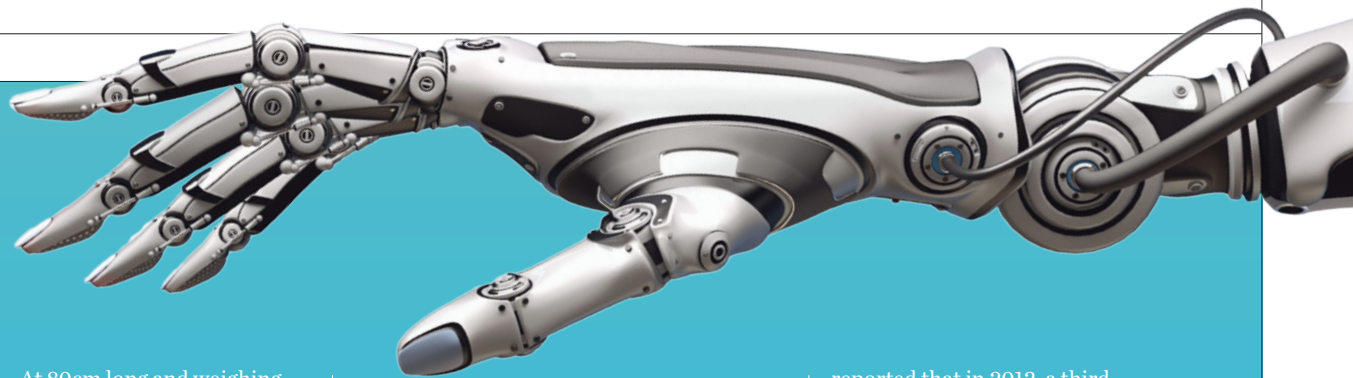
population with a shortage of able-bodied workers? Technology, one of Japan's greatest strengths, might be the answer.

Just south of Kyoto's ancient temples, one of Japan's great leaders of artificial intelligence, Hiroshi Ishiguro, is heading a laboratory of researchers who are exploring different uses for human-like robots. One such example is the Telenoid®, a robot that's meant to provide companionship and communication support for the elderly.

According to Ishiguro, lack of quality human interaction can lead to a deterioration in social skills, condemning the elderly to seclusion in their twilight years. "We believe that breaking this cycle requires not only conventional support from people who live nearby, but also communication-based support that is unbounded by geographical constraints, and new forms of communication support involving the use of artificial intelligence," he says.



who will care for the country's most dominant demographic?



At 80cm long and weighing only 3kg, the current Telenoid model is operated remotely by a person who wears a headset to input speech and to record facial movements which the robot then communicates to its user. Tested at care facilities in both Japan and Denmark, where care for the elderly is becoming increasingly expensive, the Telenoid has proven to be a big success. Along with providing companionship for relatively healthy patients, those suffering from Alzheimer's and dementia were particularly fond of their new robot friend, which seemed to soothe and calm them.

Though Ishiguro's advanced robotics is still in the research phase, there is one Japanese robot that's already in the homes of the elderly worldwide: the PARO seal. It's hard not to fall in love with the little guy — PARO looks like a baby harp seal with long, batting eyelashes. It has the ability to sense touch, light, sound, temperature, and postures, and can voluntarily move its eyes, head and legs to react to the user's actions and words. In 2002, it received a Guinness World Record for "Most Therapeutic Robot", and ever since, the PARO seal has been a pop-culture icon of Japan's obsession with robots. Even Indian-American comedian Anziz Ansari's hit Netflix show, *Master of None*, features PARO in the home of an elderly American veteran.

In addition to technology assisting in the emotional support of the elderly, the global healthcare industry is seeing an increase in technology

being used for home healthcare worldwide, allowing older generations to retain their independence and stay longer in the comfort of their own homes. Dutch firm Philips, a leading developer of healthcare innovations in Japan's healthcare sector, has been espousing its commitment to bettering home healthcare for years. Due to inefficiency in hospitals and the rising cost of healthcare, says Danny Risberg, CEO at Philips Electronics Japan, "home health is a key driver for growth in Japan."

For a long time, Philips has been at the forefront of developing medical devices to be used in the home, including Lifeline medical alert services, remote cardiac services, as well as home oxygen and respiratory care. Since the beginning of this century, it has focused more on technologies that report patients' statistics directly to their physicians, effectively reducing hospital readmissions. Philips has a telehealth programme — not yet in use in Japan — that is perhaps the company's most intriguing example of innovation, employing tablet technology to enhance communication between patients and their physicians. Patients input vital signs, medications taken, and information about their nutrition and psychological state, which is then reported back to their physicians. Two-way live video helps patients to comply with the care plan their doctor has given, as well as immediate patient feedback for physicians. A two-year study of this programme conducted in Kansas in the US saw hospital visits reduced by 38% and hospital costs fall by around \$26,000 a year.

Japan is acutely aware of the need to support the elderly's desire to remain independent. A recent Bloomberg article

reported that in 2012, a third of Japan's new entrepreneurs were over 60 years old. Hauling company Tatsumi Shokai Logistics knows that supporting their elderly staff is essential as Japan's workforce dwindles, which is why they invested in a robotic exoskeleton to reduce strain on its workers. The current prototype maintains stamina, strength, and joint health, allowing workers to retain employment well beyond their retirement age. "The burden on my back and legs has been lessened by half," says Kenji Takemura, a 57-year-old employee.

In a country where the obsession with technology has always seemed a bit gratuitous, Japan is proving that advanced robotics and communication technologies are the way of the future. But the Japanese government and its complex regulatory systems are going to have to get on board.

"Japan lags behind in development and adoption of these innovations compared to the US and parts of Europe, primarily due to its regulatory, reimbursement and personal information approach," says Risberg. "In Japan, care and medical fees are reimbursed under the national insurance, which may not cover tele-medicine diagnosis or incentive networks of care-facilities. A sustainable business model in Japan therefore requires significant collaboration with national and regional governments, as well as with leading healthcare providers." ●



Japan is on a course that will see its population shrink from its current 127 million to 90 million by 2055



THE INTERVIEW

TEXT BY ANDREW HOWITT

PHOTOS BY BENJAMIN PARKS



A unique position

Netherlands Ambassador to Japan Aart Jacobi

Since starting his career in the early 1980s at the Ministry of Foreign Affairs in The Hague, Netherlands Ambassador to Japan Aart Jacobi has had postings to the US and Spain, and served as ambassador to the South American country Suriname and to China. He has had a lifelong interest in Japan — studying constitutional law at Kyoto University and Japanology at Leiden University — and, between 2001 and 2005, worked at the embassy in Japan as head of the Economic Affairs department. Ambassador Jacobi sat down with *Eurobiz Japan* to speak about his posting to Suriname, the astounding successes of the Netherlands’ agricultural sector, and his thoughts on the popularity of painter Vincent van Gogh in Japan.

Could you tell me about your time in Suriname?

That was my first posting as an ambassador — I was there from 2009 to 2012. We have a very intimate relationship with Suriname since it’s an ex-colony of the Netherlands. People there speak beautiful Dutch. And everybody has family in the Netherlands — after independence, about a third of the country moved to Holland.

I was there at quite a difficult time in our relationship. Dési Bouterse was elected as president of Suriname, and he

was someone on our list in the Netherlands to be arrested for drug trafficking. He had also been involved in the execution of 15 people in Suriname in 1982 when he became the leader of the government following a military coup. After being

elected president of Suriname in 2010, the relations between the Netherlands and Suriname quickly deteriorated. And as the ambassador, you’re in the middle of it.

How would you describe Japan’s relationship with the Netherlands?

It’s very harmonious. We are like-minded countries, and there are very few points of friction. Everybody at school in Japan, during their history lessons, is told about the special relationship Japan has with the Netherlands.

In 1600, a ship — the *De Liefde* — arrived in Kyushu after having travelled for two years from Holland to South America and then to Japan. Of the 100 people on board, there were still 24 alive, and only six of them could walk. That was the first contact between the Dutch and the Japanese. We started trading first from a place called Hirado. And after that, in 1639, from Nagasaki — Deshima to be exact. And, together with

“The Netherlands is the second-largest exporter of agricultural goods in the world”



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the Chinese, we were the only ones allowed to trade with Japan for nearly 250 years.

We were quite instrumental in Japan's development, not only in trading, but during that 250-year period, we brought the latest books on topics such as science, medicine, architecture and metallurgy, through Nagasaki into Japan. In a way, we helped Japan to prepare for what was going to happen in the Meiji era.

In what ways is your office working to strengthen trade relations between the Netherlands and Japan?

Economically speaking, this is a very important country for us. I would say 70% of the embassy's work is economy-related. We assist Dutch companies that want to enter the Japanese market or want to expand their efforts here, such as those in healthcare, offshore wind energy, gaming, and businesses related to the 2020 Tokyo Olympic and Paralympic Games. We also put a lot of effort into attracting Japanese companies to invest in the Netherlands, and we keep track of the latest scientific developments in Japan, acting as a bridge between academics in Japan and the Netherlands.

Could you give me some details about the agriculture-related exports of the Netherlands?

The Netherlands is the second-largest exporter of agricultural goods in the world. And we are the size of Kyushu, more or less. After the United States, we're the biggest — which is astonishing. And we are trying to convince the Japanese that they could imitate what we have done in Asia.

We're big in beef, in pork, and in all sorts of vegetables.

But our success has to do with agricultural technology. We are very advanced.

What are some specific examples of the kind of technologies you use?

In a hi-tech Dutch-style greenhouse, we can produce on one square metre about 80kg of tomatoes per year. Within that greenhouse, we control the composition of the air. We know which sort of light is suitable for which plant. The Romantic idea of a farmer digging in the soil — that's in the past.

We also have advanced technology for the dairy industry. How can two people take care of, and maintain, 100 cows? It's only possible because the cows milk themselves. Once the cow feels that their udder is getting heavy, then they walk into a machine and a computer recognises the cow by its tags. The computer identifies exactly where the sucking elements have to go — slightly different places for each cow. The computer measures how much milk has been produced, and the cow gets rewarded with a special fodder in relation to that amount. This equipment is available, but you need the infrastructure behind it in case it doesn't work. You need to be able to call a company that, within minutes, can come to fix your problem. Otherwise, you have 100 cows that need to be milked who will start complaining.

What's happening on the level of cultural exchange?

We have a unique cultural programme with Kyushu for 2016–2017. The programme will finish in November when the reconstruction of Deshima — the trading post that the Dutch occupied for over 200 years in Nagasaki — is completed. This will be symbolised by the opening of a bridge.

We have close cooperation with Arita in Saga prefecture, where traditional Japanese

porcelain is made. Demand for traditional porcelain has been slackening somewhat. So, one part of the programme was to sponsor 14 designers from the Netherlands and a few other European countries to work together with the craftsmen in Saga and design new porcelain. It has been a great success. The porcelain went to exhibitions in Milan, Amsterdam and Yokohama. And you can buy it; it's in the shops. So, Saga is very happy.



We also have exhibitions. A Van Gogh and Gauguin exhibition has just finished in Ueno, and we will have quite a large Van Gogh exhibition again next year. Van Gogh is very popular in Japan — he's someone the Japanese have an appreciation for. I think the tragic life of a very gifted painter — someone who only sold one painting in his whole life, and who committed suicide, but always believed in himself — is very appealing to the samurai spirit in Japan. You do your utmost; it doesn't work, but you never give up. And in the end, you die tragically. It appeals to something very close to traditions, to something spiritual in this country. ●



The Netherlands

The royal seal

Since 1807, the honorary title *Koninklijke*, meaning “royal” in Dutch, has been given by the monarch of the Netherlands to companies over 100 years old that are of national importance and that lead in their field of expertise. There are more than 550 institutions and associations with the royal title, many of which offer their distinguished products and services around the world.

The *Koninklijke* name was conferred on electronics firm Philips in 1997, and today, the enterprise is of international importance, employing well over 105,000 people worldwide. It is one of Fortune’s Global 500 companies, and on Forbes’s list of the world’s top 100 most valuable brands. With major business divisions in consumer lifestyle goods, such as shavers and oral care products, and healthcare, including defibrillators and respirators, Philips’ products make an ongoing difference in the everyday lives of its customers — confirmation that it deserves its royal status.

As the fifth-biggest company in the world in terms of revenue, at \$265 billion in 2015, Royal Dutch Shell is an undisputed leader in its field, operating in over 70 countries and producing three million barrels of oil equivalent a day. It is involved in every aspect of the oil and gas industry, from exploration, production, and



refining to distribution and power generation. The firm's pecten, or scallop shell, logo — set like a crown above its service stations — is one of the most recognisable in the world.

KLM Royal Dutch Airlines is yet another company graced with the noble honorific. Established in 1919, it is the world's oldest airline still in business today. In addition to having a reputation as one of the safest airlines, KLM places a major emphasis on finding ways to implement green alternatives, such as biofuels, in order to reduce its environmental impact.

In August, the Dutch brewery Heineken began selling draught beer from a beer trolley to World Business Class passengers on board KLM flights. Though not a *Koninklijke* company, the beverage firm is a Royal Warrant Holder, or Purveyor to the Court — titles reserved for companies that have been in existence for at least 100 years and that serve the royal family. In other

companies ... of national importance and that lead in their field of expertise

words, bottles of Heineken can be found in the refrigerators of Dutch royalty. But they are not the only ones who enjoy the drink; 25 million Heinekens are served daily across 192 countries.

Although perhaps less globally renowned, Royal DSM is as accomplished as its illustrious Dutch peers. Royal DSM has the world's

most extensive portfolio of nutritional ingredients, and manufactures food enzymes, yeast extracts and hydrocolloids for the dairy, baking and beverage sectors. The firm is also the largest supplier of vitamins, producing essential nutrients for items such as dietary supplements and skincare products.

All of these businesses are celebrated for having products and services that reach the very height of quality, and the Netherlands Chamber of Commerce in Japan (NCCJ) strives for the same level of excellence at their events.

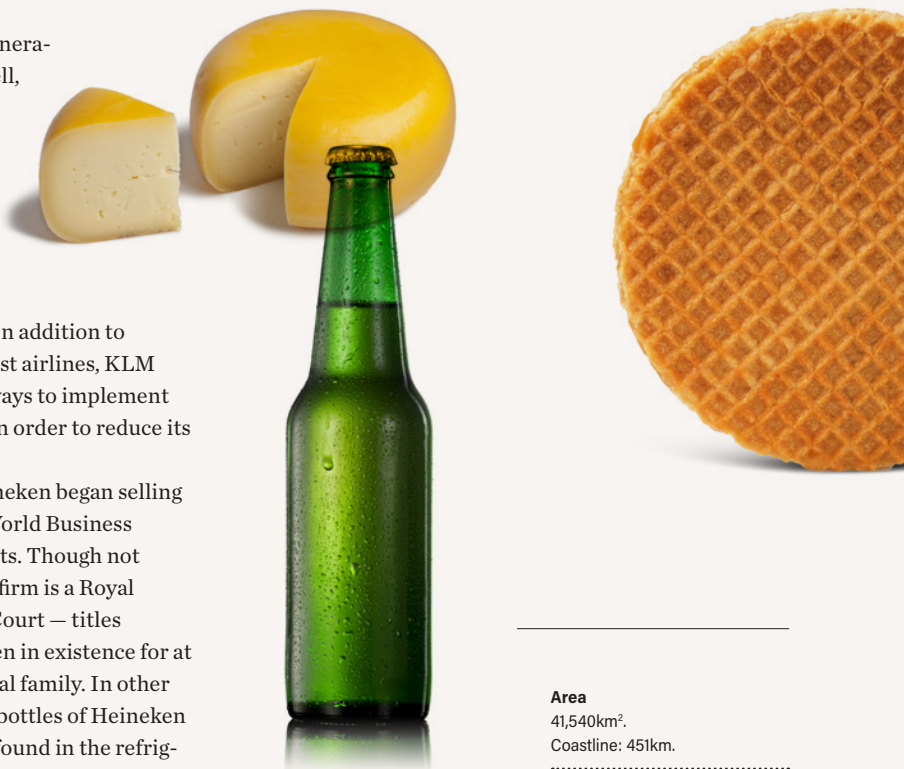
"The quality of each unique event we present is high," says Maarten Molenaar, chair of the Communication Committee at the NCCJ. "Since we are a mid-size chamber, we facilitate quality contact between members, embassy officials and other external organisations." ●



Trade with Japan

Imports from Japan: ¥327 billion
Exports to Japan: ¥1.4 trillion

SOURCE:
JAPAN MINISTRY OF
FOREIGN AFFAIRS (2015)



Area

41,540km².
Coastline: 451km.

Climate

Temperate, marine; cool summers and mild winters.

Major cities

Amsterdam (capital), Rotterdam, The Hague, Utrecht, Eindhoven, and Tilburg.

Population

17,016,967 (July 2016, estimate).
Urban population: 90.5% (2015).
39.83% are 25-54 years old (2016 estimate).

Natural resources

Natural gas, petroleum, peat, limestone, salt, sand, gravel, and arable land.





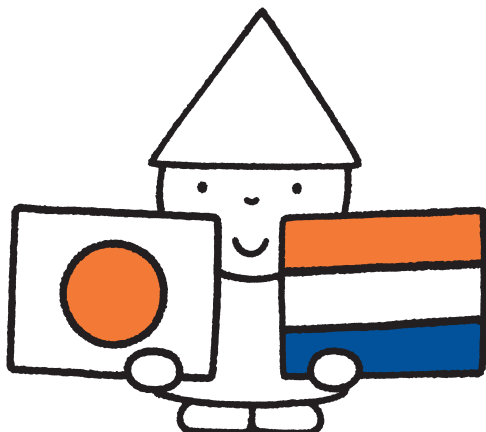
BUSINESSES FROM ...

THE NETHERLANDS

A look at some companies from the region



During Japan's self-imposed period of isolation from 1633 to 1858, only Holland and China were permitted to trade with the country. Today, Japan remains an important economic partner for the Netherlands in terms of trade. The Netherlands exports oil, machines and engines, agricultural products, and chemicals and related products; while Japan exports cars, motor parts and electrical machinery.



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Future potential

The Economist's Japan Summit 2016

How can Japan raise its productivity and increase GDP, while ensuring the health and happiness of its workforce? What challenges need to be overcome in order for Japan's labour market to regain strength?

Prominent figures from government, business and academia came together at The Economist's Japan Summit: Future Works, on 21 October, to discuss questions such as these, and Japan's current trajectory.

The first panel of the summit examined the effectiveness of government reforms — specifically Prime Minister Shinzo Abe's three arrows of Abenomics — and what was still needed to turn Japan's stagnant economy around.

"In order for any economy to grow, there are only three [necessary] components: capital stock increase; increase in labour input; and enhancement of labour productivity," explained Tomohiko Taniguchi, special advisor to the cabinet of Prime Minister Abe. "Government can change and shape the environment in which these three components could grow."

However, it cannot control responses to the new environment. In spite of reducing corporate taxes twice, capital spending has not increased significantly, according to Taniguchi.

Another panellist, Professor Seiji Takeshita of the University of Shizuoka, argued that the government had already laid enough of the groundwork and that the ball was now in the court of the corporate sector. The problem is that companies currently don't seem to be taking any risks or making any major investments.

"A lot of it has to do with the unchanged internal structure of Japanese corporate entities," noted Takeshita.

The panellists agreed that, in addition to the third arrow of structural reform, changes to Japan's corporate culture are also necessary — but that it will take a long time for these to take root.

"Abenomics is now playing a very, very long game," Taniguchi concluded. "What counts here is continuity and consistency."



In the event's keynote interview, Tokyo Governor, Yuriko Koike, emphasised that for any meaningful change to take place in an organisation, people in positions of authority have to lead by example.

She illustrated how the Tokyo Metropolitan Government was modelling the changes they wanted to see in companies through an initiative called the *Iku-boss* declaration. People in managerial positions are asked to sign a declaration that states they are responsible for helping to raise their employees' children — *iku* meaning child-rear-

ing in Japanese. The goal is to create work environments that will support and improve employees' work-life balance.

"We are asking people in all areas of the government to make these declarations," she said. "[These *Iku-bosses*] are going to be more helpful, understanding and supportive of people who are raising children, for example, by allowing them to go home early."

There are more than 2,000 people in managerial positions within Tokyo's civil service, including teachers and police officers.

"[Change] is something that needs to start at the top," Koike stated.

Haruhiko Kuroda, Governor of the Bank of Japan, gave a talk entitled "New Challenges for Japan's Labour Market". He addressed three areas that today's labour market needs to adapt to — technological innovations, globalisation, and demographic changes.

"Customs and institutions — which have long structured Japan's labour market — must be transformed in order to boost our country's growth potential," Kuroda insisted.

While discussing responses to demographic changes, he suggested one way to do this — put as many people to work as possible.

"Promoting labour participation of senior citizens and women is an important pillar of current government policy," he said.

Kuroda concluded by saying that there was much to be done: "We need to work hard to build and adjust to new customs and institutions that are highly adaptable to a variously changing environment." ●



EBC PERSONALITY

TEXT BY ANDREW HOWITT

PHOTO BY KAGEAKI SMITH



Go by the book

Yoshio Honda

The game of go — one of the world's oldest board games with a history of over 5,500 years — is a strategy game played with white and black stones on a wooden board, where each player tries to take more territory than their opponent. There are an estimated 40 million players worldwide — one of whom is Yoshio Honda of Ericsson Japan.

“**T**he game itself looks very simple,” explains Honda. “But once you start playing, it gets very complicated.”

There are far more possible moves in go than in chess. Boards are larger, games are longer — and its complexity has even inspired mathematicians’ research.

“The game of go is a good way to learn how to control your thoughts and your emotions,” says Honda. “You need to stay calm — but that’s very difficult. It’s easy to get excited and lose your train of thought.”

Honda, born in Shimane prefecture and raised in Yokohama, grew up with a father and grandfather who were avid go players. At 10, he began playing himself. But it has only been since last year that go has become a passion for Honda. He had the chance to meet a professional go player — who studied under legendary go master, Eio Sakata — through a friend of his wife’s from her painting class. And the professional player extended an invitation for him to take lessons with her.

Amateur players like Honda often memorise and rely on well-known sequences of moves, called *joseki* — some of which date back hundreds of years. Honda admits that he spends a lot of time studying books on *joseki* these days.

“I follow *joseki* very closely because I don’t want to lose,” he says. “But what I’m learning from my teacher is that I have to be more free. However, it’s a little scary to be too free.”

The reluctance Honda feels about having too much freedom is understandable. As general manager of standardisation and regulation at telecommunications firm Ericsson Japan, he often meets with the Ministry of Internal Affairs and Communications to push for the creation of better rules and policies for the telecommunications industry in Japan.

“Mobile communication is global, so Japan has gradually adopted global standards,” Honda states. “It’s the small differences that still exist that could have a big impact on business — we have to monitor these.”

He works with both domestic and international standards organisations.

One that he belongs to is the UN’s International Telecommunications Union (ITU), comprising members of government, business and academia from around the world. The ITU helps to develop standards for global interconnectedness and better access for underserved communities.

“I’ve been the representative from Japan for a long time and have a role in discussing ITU recommendations for mobile communications,” he says. “We completed our fourth-generation recommendation in 2012 and, personally, I’m proud to have been part of that. We’re working on the fifth-generation now for 2020.”

Something else Honda learned from his grandfather is a love of Japanese pottery. *Mingei*, or Japanese folk art, became popular in the 1920s and centred on the idea of there being beauty in everyday objects.

“My grandfather was a big collector,” Honda says. “He taught me this kind of art is beautiful because it’s useful — like a cup or a dish.”

For several years, Honda attended pottery classes, making items such as *ochoko* cups for Japanese sake. One aspect that he greatly appreciated was that he made each piece without being exactly sure how the final product would turn out.

“You don’t know the exact shade, or the shape of the surface that you’ll have in the end,” he observes. “You put the clay into the kiln and wait; something happens that you can’t control, and you get quite surprising results. Maybe that’s a good thing to understand.”

Honda’s go teacher might say that if he embraced this kind of freedom in his thinking when he plays go, it would help him to get even better. ●

Do you like natto?

Time spent working in Japan:

Since 1987 — my entire career.

Career regret (if any):

None.

Favourite saying:

The second law of thermodynamics: entropy of an isolated system always increases. Things will always become increasingly complicated.

Favourite book:

Sanada Taiheiki by Shotaro Ikenami; or *A Mathematical Theory of Communication* by Claude Shannon.

Cannot live without:

Coffee, tea, and cats.

Lesson learned in Japan:

Japanese culture believes the devil is in the details. But you can lose track of the big picture. You need some balance between these.

Secret of success in business:

Perseverance.

Favourite place to dine:

Home.

Do you like natto?:

Yes. I have it once or twice a week. It’s good for your health.



The hybrid recruiting-consulting firm

Advisory services at FocusCore

The challenges Japanese companies face today in recruiting and retaining a skilled workforce are well-documented and are set to become even greater in the coming decades — given the country's demographics of an ageing population and a low birth-rate. However, female and older workers remain hugely underleveraged sections of the talent pool. FocusCore Advisory, the consulting arm of the FocusCore Group, is in a position to help companies tap these two available human resources.

FocusCore was founded in Tokyo, and now also operates in Hong Kong, Myanmar and Singapore. Its advisory services arm specialises in providing businesses with senior contract consulting, accounting, and finance professionals, and acts as a hybrid between a recruiting firm and consulting firm. According to Jivago Matsuoka, managing partner of FocusCore Advisory, it provides greater support than the typical recruiter — to the contractor

after they begin work, as well as to the client.

“When I worked at big recruitment firms, it was very transactional,” says Matsuoka. “The moment a candidate gets a job, the work is done and the recruitment consultant is already on to the next deal — which is understandable as it's a numbers game and they have to keep placing people. We see a lot of extra value we can add for the client and the contractor by spending a lot of time with them.”

This process involves ensuring that the contractor is “happy, gaining new skills and making progress,” according to Matsuoka. It also includes requesting weekly status reports, managing expectations on both sides and ongoing training.

Companies often need extra professional help when executing large projects, during M&A activity, at the end of the financial year, or when hiring a full-time employee wouldn't be practical.

“The goal is to have every candidate acting as a true consultant,” explains Matsuoka. “But the reality is that the contracts are often to fill positions in

urgent situations, such as when someone has resigned and the CFO needs someone for a few months to help close the books. Our job is to make the CFO look good.”

Responding to the unfavourable attitudes towards contract work of both candidates and clients remains a major challenge, according to Matsuoka.

“A lot of people in Japan still have a very negative image of anything to do with temp and contract workers: that they are second-class and can't get a proper job,” says Matsuoka. He believes there are many who consider it preferable to stay at home for six to eight months while looking for work, rather than taking on a temporary assignment.

“The majority of our clients are international firms because they are more open; they get it and see the value of what we're doing,” says Matsuoka. However, at international firms, most of the staff is Japanese, which means that some of the people candidates are working with still hold these negative opinions.

One way Matsuoka deals with this is to encourage candidates and contractors to look at having a varied work history as a ‘Portfolio Career’.

“Like an artist, you have to show your work; the more paintings you have in your





“The goal is to have every candidate acting as a true consultant”

portfolio, the more valuable you are,” he states. “When I get resumes with just company names

and dates of when they joined and left, I tell them to forget all that. I need to know all the industries they’ve worked in and what they’ve achieved.”

70% of FocusCore’s contractors are female professionals, with most of the remaining 30% consisting of older, semi-retired men.

“These are typically profiles that would get rejected for full-time jobs, or even temp contracts for high-level roles,” says Matsuoka. “However, we’re very experienced at getting these people in the door.”

The company’s typical female contractor is a bilingual professional, often with MBA and CPA qualifications, who took a few years off to have children and now finds it hard to get a high-level role.

FocusCore is dedicated to helping women get placed in companies where they will have fulfilling careers, and also satisfy a real demand.

“One of our mid-term goals is to provide day-care for working mothers who are

contracting for us — one idea being to have a day-care centre in the same building as our offices,” says Matsuoka. “We’re trying to provide work-life balance through a more flexible working style, and leverage the workforce.”

But issues associated with work-life balance are not restricted to female staff.

“A lot of companies say they have paternity leave policies, but nobody is taking advantage of them. Managers need to lead by example as Japanese companies are still very hierarchical,” Matsuoka observes. “The government and companies know what needs to be done; they just need to start doing it.”

Some older, retired men have expressed a desire to work until they’re 70.

“They have a lot of experience and skills, and can hit the ground running quickly,” remarks Matsuoka. “They know how to navigate challenges and how to get what they need to complete the task. These are

untapped talents that are sitting idle at home.

“Sometimes, we’ll go as far as saying that we’re so confident in this person, let them start for three days or a week; and if you’re not satisfied with what they’re doing, you pay nothing,” he adds.

In the end, Matsuoka says he often ends up dealing with the opposite problem — companies are so satisfied with the contractor’s performance that they offer them a full-time position, which his company collects a one-time fee for, but is “a big loss of revenue.”

“Of our candidates, about eight out of 10 go full-time, and two become professional consultants; but we would like to see that proportion reversed,” he says.

Matsuoka believes demand for the services that FocusCore is providing can only grow. “Unless they change the immigration laws — and that isn’t going to happen anytime soon — they have to leverage what they already have in society.” ●



Airlines

Piloting through challenges

Whenever an airliner touches down at an airport, a host of fees comes into play. If the airport happens to be one of Japan's major facilities, the list is an especially long one.

“There are landing fees, parking fees, gate fees,” says Donald Bunkenburg, chairman of the EBC's Airlines Committee. **“There's fee after fee: passenger security fees and so on.”**

The expenses are a matter of serious concern for the highly cost-sensitive airline industry. **“We always try to minimise every cost we can, and airport fees are one of the cost blocks that we always look to somehow optimise,”** Bunkenburg explains.

The committee has long pointed to the **“exorbitantly high”** fees at Japan's major airports. In recent years, the Ministry of Land, Infrastructure, Transport, and Tourism has pledged to lower the cost of landing. Charges have come down at some airports, but the overall effect has been insignificant, the committee claims.

The reason is the large and diverse number of fees, and how they end up getting adjusted in ways that cancel out any publicised cuts.

“We might say, ‘Oh, look, they've reduced the landing fee.’ But then we see they raised the passenger service charge,” Bunkenburg states. **“When you have multiple fees, you can't see the overall situation.”**

He adds that the member airlines

on the committee tend to be focused on the bottom line — they are more concerned with the total cost of landing an aircraft at a Japanese airport, rather than how the fees are broken down.

One practice the committee wants to see stopped is cross subsidies. Japan's authorities are in the habit of taking revenue collected from charges paid by the airlines that use the major airports in order to cover costs elsewhere in the industry. Recipients of this money include small regional airports, many of which are vastly underutilised.

“The question is: How much are we funding other airports in the region with the fees we pay?” asks Bunkenburg, who is General Manager for Japan and South Korea for the Lufthansa Group.

Another questionable practice is offering airlines discounts on their landing fees for using certain Japanese airports for the first time or for increasing the number of aircraft. The incumbent airlines — the ones already using the airports — say it's unfair for them to help foot the newcomers' bills.

Tokyo

International Airport, commonly called Haneda, is known for being one of the world's most expensive airports at which to land a plane. The committee complains the high fees are not reflected in many of Haneda's facilities and services, claiming **“the infrastructure is far from adequate”**.

In the 2015 EBC white paper, Golden Opportunity, the committee states: **“There are insuffi-**

cient catering and cargo facilities, leading to additional costs for the airlines.”

International carriers are especially keen to see improvements at Haneda, located near downtown Tokyo. **“It's the preferred airport”** for serving the capital, Bunkenburg explains. **“People are willing to pay for flying out of Haneda — getting there is just so much easier than getting out to Narita, which is over 60km from central Tokyo.”**

The committee is happy to be seeing the explosive growth over the past few years in the number of foreign tourists visiting Japan. The surge is largely thanks to government initiatives to promote the country. The EBC now wants to see such efforts aimed in the opposite direction: for outbound Japanese travellers headed for Europe.

Such moves would not just benefit European airlines, but could ripple through Japan's domestic travel industry, according to Bunkenburg.

“We're saying if you have more outbound travel from here, then that means you have more support from the airlines, which can bring them more capacity, which can in turn bring more consumer benefits, which, by the way, supports local travel agencies.”

One specific recommendation is to cut the administrative fee for Japanese citizens getting passports for the first time, encouraging more of them to get out and see the world.

And that is ultimately what the airline industry is all about — taking people to distant destinations as quickly and efficiently as possible. Coming up with measures that make that happen more is an effort with benefits that travel far and wide. ●

Advocacy issues

➔ Airport fees

The charges should be lowered drastically to enhance Japan's appeal as a travel destination.

➔ Haneda Airport

More space for cargo and catering suppliers is needed, along with other infrastructure improvements.

➔ Outbound travel

Overseas travel should be encouraged, particularly among young people.



INDUSTRY PERSPECTIVES

MOVING RIGHT ALONG

Seamless systems
shape logistics and
warehousing in a
globalised economy

TEXT BY DAVID UMEDA

Getting products and people from origin to destination can be planned in digital lightning speed, with the efficiency of each logistics firm's highly developed systems, and on a global scale. Simply put, there is no excuse for not having everything arrive in perfect condition, at the precise time promised, and with a smile.

The globalised economy requires providers of logistics, warehousing and relocation services to keep up on the latest technology and strategies.

"All main Ro-Ro [roll-on, roll-off] market players launched new Post-Panamax vessels, which operate more economically and have the latest technologies," points out Toshifumi Inami, Head of **Wallenius Wilhelmsen Logistics Japan**. "We also have a strong environmental focus."

When it comes to freight and shipping, the customer expects the speed of online ordering and delivery, but with the attention-to-detail of a friendly neighbourhood provider.

"We are experiencing an increasing handling volume in the European region," explains Hiroshi Matsuda, President, **Nichirei Logistics Group Inc.** "Utilising our asset strength, we offer ideas for distribution reform and high-quality operational management."

Everything may go smoothly along the supply chain, but how goods are stored can make or break the transaction — and the reputation of all parties concerned.

"The Nichirei Logistics Group invests in facilities in major metropolitan areas where logistics demand is firm and focused on cargo booking," adds Matsuda. "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."

When it comes to logistics and warehousing needs, careful consideration of the goods and the people involved will continue to have a direct impact on the quality of the logistics business in Japan.

how goods are stored can make or break the transaction

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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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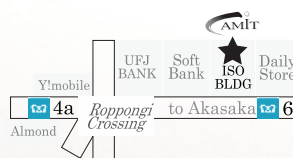
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The retail revolution advances

Getting hyper-local info with in-store beacons

If you haven't had enough ads popping up on webpages and videos, just wait until you walk into a store with beacon technology. Beacons are small transmitters that can be placed anywhere in a store to send ads, promotions and loyalty campaigns to your smartphone screen.

If you approach a display of dress shirts in a clothing store, your phone might receive a signal and light up with a coupon offering 10% off. If you're walking by the store, a different beacon message could lure you in. But beacons can do more than just marketing. They can provide information about products, and even let you purchase an item via preapproved electronic payment, so there would be no need to queue for a cashier.

Beacons use the Bluetooth Low Energy wireless standard to reach out to nearby shoppers. The technology has existed for years, but is only now growing in popularity as it becomes standard in smartphones. It also dovetails with shopping habits. Most decisions to make a purchase are made in-aisle, and more shoppers are using digital coupons at checkout. Norwegian marketing firm Unacast estimates that over one million beacons will have been purchased by retailers in the US by the end of this year; and the American market for beacons could be worth some \$40 billion in 2016, according to GeoMarketing.com.

That doesn't mean the technology has spread quickly. Apple introduced its protocol, called iBeacon, in 2013, prompting some to believe that a retail revolution was at hand. But a 2015 survey by Forrester

found that only 3% of retailers were using beacons. In Europe, major chains such as Tesco and Carrefour have been testing out beacon technology, but results are mixed. One Waitrose official told a retailing conference earlier this year that the grocery chain sees a lot

While retail is one of the most persuasive cases for using beacon technology, it's also being deployed in many other forms. Beacons are being used at London bus stops to inform passengers of the latest arrival times, in hotels to replace room keys, and in airports to



of potential in the know-how, but is also worried about customers seeing the technology as just another form of spam.

One of the biggest hurdles to beacon deployment is the requirement that consumers have the right app installed on their phones to receive a beacon signal. But the other major beacon format apart from Apple is Google's Eddystone, which can now send messages directly to Chrome browsers on Android and iOS devices.

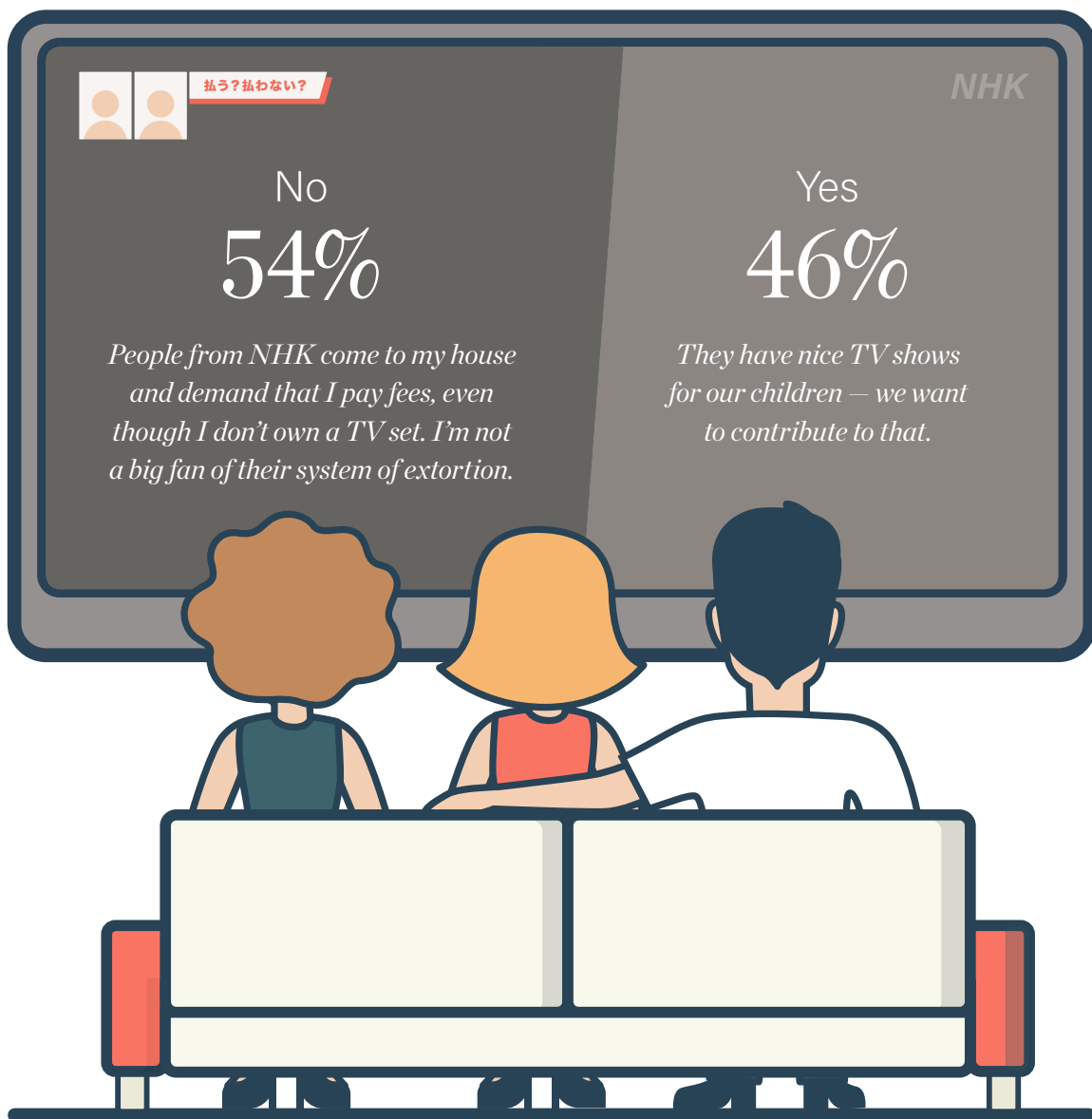
help customers make their connections more easily. Other applications include exhibitors sending out information at trade shows, and homeowners using beacons to automatically switch off lights or air conditioning when rooms become unoccupied.

Meanwhile, if you want to try out beacon technology yourself while shopping for Christmas presents, try changing the settings on your phone's Bluetooth or Location Services menus. ●



Japan's national TV broadcaster, NHK, is funded almost entirely through fees paid by households and businesses with a television set — payments that people are legally obliged to make. However, the Broadcast Act does not include punitive actions for those who do not pay. There are many in Japan who believe that they shouldn't have to pay if they don't watch NHK.

Do you pay your NHK fees?



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

Tradition meets Modernity

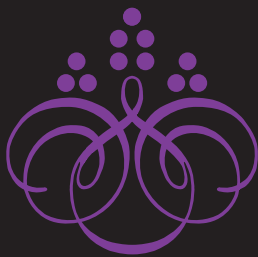


Looking for a truly authentic yet extraordinary wedding ceremony with your special loved one? Well, look no further, as it is now time to start planning your trip to Kyoto, Japan! The Hotel Granvia Kyoto is now offering an exclusive traditional Japanese wedding for same-sex couples from around the world!

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.



HOTEL GRANVIA
KYOTO

JR Kyoto Station
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Karasuma-dori, Shimogyo-ku,
Kyoto, Japan 600-8216

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osm@granvia-kyoto.co.jp

www.granviakyoto.com

Magnificent Gay Weddings



Corporate Japan coming out

The 2016 work with Pride seminar introduces the Pride Index in Japan

"Diversity is at the very core of our ability to serve our clients well and to maximise return for our shareholders," Goldman Sachs' Chairman and CEO, Lloyd Blankfein has said. "Diversity supports and strengthens the firm's culture and it reinforces our reputation as the employer of choice in our industry and beyond."

As an openly gay man in Japan, I am very proud to work at Goldman Sachs, a financial firm that has seen value, first-hand, in creating inclusion for employees who are lesbian, gay, bisexual, and transgender (LGBT). We established our Japan LGBT Network over 10 years ago to promote an inclusive work environment for LGBT employees. Now with over 180 members, the network organises awareness-raising events and networking opportunities to drive change internally and externally.

We also launched the Manager Director (MD) Allies strategy five years ago to motivate senior leaders to play influential and active roles in promoting LGBT inclusion. MD Allies creates a support network for LGBT colleagues at all levels of the company. These leaders can also participate in a reverse-mentor programme, in which LGBT colleagues act as mentors to MD Allies to help them better understand the nuances of the LGBT community in Japan.

Goldman Sachs's "Out in the Open" training is offered to all employees, and is mandatory for senior staff. It covers a variety of topics including sexual orientation terminology and best practices for promoting an inclusive environment for LGBT

professionals. Furthermore, the firm is active in engaging the local Japanese community to encourage LGBT equality. For example, in collaboration with the group Good Aging Yells, Goldman Sachs has arranged annual career mentoring and networking programmes for LGBT students. The firm also sponsors and participates in the annual Tokyo Rainbow Pride parade, and is an active member of the LGBT Finance Forum.

Historically, not all workplaces in Japan have prioritised LGBT inclusion or worked to combat discrimination on the basis of sexual orientation. Yet, as the country prepares for the 2020 Tokyo Olympics and Paralympics – and becomes further accountable for LGBT inclusivity – more businesses in Japan are looking for resources and tools to create LGBT-friendly work places.

work with Pride (wwP) is a private organisation that partners with businesses to help create LGBT-inclusive working environments. One of wwP's initiatives includes an annual half-day educational seminar on LGBT issues for Japanese companies. This year, the event was attended by a record number of 600 participants and included a panel discussion by executives of prominent Japanese companies, such as Japan Airlines and NTT. I was particularly impressed to see senior leaders from

notable Japanese companies prioritising LGBT inclusion as an imperative part of their business agenda – whether it was for maximising employee performance, penetrating the market of LGBT customers, or for survival in an ever-changing business environment.

A key highlight at the wwP seminar was the introduction of the Pride Equality Index – the first of its kind in Japan that measures the inclusivity of Japanese work places – and a presentation on its results. There were 82 participating corporations and each was recognised with a gold, silver or bronze award. There were 53 companies, including Goldman Sachs, that received gold, 20 that received silver, and six that received bronze. It is worth noting that over 70% of the corporations recognised with a gold award were domestic Japanese companies.

I am proud of the progress corporate Japan is making on LGBT inclusion

I am proud of the progress corporate Japan is making on LGBT inclusion, but there is still much more to achieve before Japan becomes fully inclusive. Initiatives such as wwP's seminar and the Pride Equality Index will play a vital role in shaping corporate Japan and helping it to evolve in the years to come. ●

Hiroki Inaba is a vice-president and senior legal counsel in the legal department of Goldman Sachs Japan Co., Ltd.





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Fashionably unfashionable

Japan's lucrative golf fashion industry

So, you have a round of golf booked with your friends on an ordinary course in Chiba. What to wear? Well, my friend Don will head straight for his laundry basket to find a shirt that is vaguely golf-like and a pair of trousers that aren't too dirty. Don doesn't buy golf shoes; trainers are fine. However, my lovely Japanese friend Naomi will turn up in golf gear with so many brand names that she looks like a walking billboard. She will be coordinated; her hair, as always, will be perfect; and her attire will be spotless.

There's a culture clash on the golf course in Japan. Foreigners are used to a more casual game: if their ball is 30cm away from the pin, it's a gimme. Whereas Japanese have to mark their ball, clean it, align the line on the ball with the pin, and practice for five minutes before holing their putt.

And it's the same when it comes to clothes. The Japanese are terribly conscious about what they wear. Head to any golf shop in Japan and more than half the floor space, and

often more, will be dedicated to golf fashion. You can get just as many catalogues for golfwear as you can for golf equipment.

According to a study by Golf Datatech and Yano Research Ltd., the golf apparel market in Japan chalks up sales of nearly \$1.5 billion a year. That's around 10% more than in the US, which has more than double the number of golfers. In the UK, the golf equipment and apparel market is worth nearly £1 billion, of which around 40% is clothing and footwear.

Why is Japan "ahead" in apparel sales? Simple; the prices are much higher. The average price of a golf shirt in the US is said to be around \$40 according to the research report; in Japan, it's \$100.

For golf apparel manufacturers, it matters a lot who is wearing their brand, and they pay big bucks to secure endorsements from top players. The trade-off for the players is that sometimes they have to wear frightening clothing combinations. Just try Googling pictures of Japan's "Young Prince," Ryo Ishikawa.

In 2015, Jordan Spieth was the top earner thanks to an exceptional breakout season. His golf winnings came to \$23 million, but this amount was outstripped by his club, ball and clothing endorsements. Tiger Woods earned just over \$500,000 from golf last year, and \$48 million in endorsements!

Clothing and merchandise lines are now a key source of revenue for top golfers and golf courses. Jack Nicklaus, Gary Player and the late Arnold Palmer may be legendary names from the past, but their brands are worth millions of dollars today. Arnold Palmer earned \$40 million last year.

Golf clubs such as St Andrews and Pebble Beach, and tournaments such as the Ryder Cup and the Masters, also sell their brands around the world through clothing and equipment.

While golf has started to lose numbers from the days of the Tiger Woods "bubble," the golf apparel market is still strong, spurred by greater interest from women and the crossover between sportswear and casual wear. According to London-based research company Technavio, the global golf apparel market is forecast to grow 4.33% in revenue over the period 2014–19.

Which means Ryo Ishikawa's fashion nightmares aren't over just yet. ●





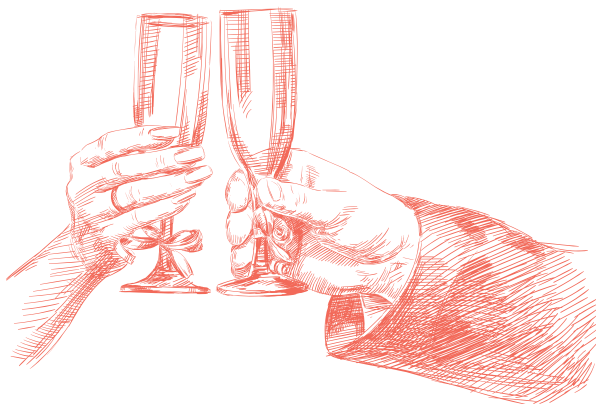
The underdogs of Champagne

How grower-producers are changing the landscape

There are few wines that rival Champagne's complex and intricate *méthode traditionnelle*, relying on multiple fermentations, lees ageing, and sugar dosage to produce the celebratory wines we have loved for centuries. As with all wine lovers, I am captivated by Champagne production. And yet, until just a short time ago, I had never looked forward to having a glass of the finished product.

My reason was simple: most exported Champagne is of the non-vintage *maison* variety, meaning mass-produced bubbly that a Champagne house creates by blending grapes from all over the region, and from different vintages. This produces year-in, year-out consistency, both for taste, and for the brand's image. There's nothing wrong with vinifying wine this way — famed houses like Bollinger and Veuve Clicquot produce cherished Champagnes using these techniques. My personal leanings toward funk and terroir, however, are not necessarily entertained by such wines.

This is where *Récoltant-Manipulant* (RM), or grower Champagne, finds its following. This sort of producer uses grapes only from its own plot of land, producing smaller quantities of wine that is heavily driven by terroir. From year to year, the end result can vary dramatically, producing a



portfolio of wines that are not linked by a consistent style but are subject to inconsistencies in the natural events of a vineyard. The wines are funkier than *maison*-produced counterparts, but many are finding that's exactly what they want.

The easiest way to identify the type of producer is to look at the fine print on the bottom of the Champagne's label. *Maisons* will label their wines with NM, meaning *Négociant-Manipulant*, along with anyone else that uses less than 94% of their own estate's fruit. Growers will label their wines with RM, as long as they use over 95% of their own grapes.

Perhaps no one espouses the virtues of RM Champagne more than Terry Thiese, a famously loudmouthed American wine importer who has been attacking NM Champagne for years.

"They firmly denied the usefulness of terroir distinc-

tions *within* the region because their work obliterated those distinctions," Thiese says in his 2016 catalogue of grower Champagnes. "Moreover they insisted that great Champagne *had* to be blended, because no single terroir was any good alone ... [Now,] many things have changed for the better. The market is full of growers, everyone is talking about terroir, it turned out those distinctions were valid after all, and not just valid: *fascinating*."

If you're interested in picking up a bottle of grower Champagne in Japan, here is a list of producers distributed in the country that Thiese recommends highly: Pierre Gimonnet, Varnier-Fannière, Pierre Péters, H. Goutorbe, Gaston Chiquet, Jean Lallement, Pehu-Simonet, A. Margaine, Vilmart & Cie, and Chartogne-Taillet.

And always make sure to drink out of the proper Champagne glass, says Wolfgang Angyal, President and CEO of Riedel Japan. For him, this means Riedel's Champagne Wine Glass. "It allows for the full complexity of aromas, produces a pleasant tickle rather than a painful bite on your palate, and perfectly integrates Champagne's characteristic fruit and minerality." ●





Nick Masee

Company: Asian Tigers Mobility
Official title: Managing Director
Originally from: Vancouver, Canada
Length of time in Japan: Close to 18 years now, but don't try to talk to me in Japanese!

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

Beacon, but it closed recently. Suggestions anyone?!

What do you do to stay in shape?

I started kickboxing five years ago. I also go to the gym every week, and play squash when I can.

Name a favourite movie:

My connection to things from the '80s is strongest, so *Scarface*.

Favourite band:

U2.

Favourite album:

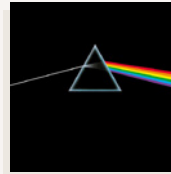
Pink Floyd's *Dark Side of the Moon*.

Favourite TV show:

Cheers.

Favourite book:

The Celestine Prophecy by James Redfield.



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

I'm from Canada! Only my closest friends in Tokyo know this.

Cats or dogs?

It's not that I don't like either of them, but I'm not able to be a pet owner because of my busy travel schedule.

Summer or winter?

I used to ski a lot when I was younger, but I love warm summer days, too.

What's your ideal weekend?

At least one day playing golf with some of my best buddies.

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

Legends on a nice summer day. Later on, I head over to a place called O Bar.



Wolfgang Angyal

Company: Riedel Japan
Official title: CEO
Originally from: Kufstein, Austria
Length of time in Japan: Half my life

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

Sunaba Soba for lunch; Sushi Karaku for dinner.

What do you do to stay in shape?

Tennis, yoga and principled eating.

Name a favourite movie:

Spy Game.

Favourite musician:

Pat Metheny.
Favourite album: *The Road to You* by Pat Metheny Group.

Favourite TV show:

Narcos.

Favourite book:

Perfume by Patrick Süskind.

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

I have misophonia, or select sound sensitivity syndrome. I can clearly hear someone clicking a pen in the next room or when someone is



chewing gum five rows behind me on a plane.

Cats or dogs?

Cats inside, dogs outside.

Summer or winter?

In Japan, the two weeks right before and after summer.

What's your ideal weekend?

Relaxing at home with my wife and cats.

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

Fireking Café.

“I can clearly hear someone clicking a pen in the next room”



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HAKUBA JAPAN



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Restaurant open 6.00 pm to 10.00 pm daily - Main courses from ¥2,200 to ¥3,600
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INDUSTRY PERSPECTIVES

SNOWY SCENES

Leveraging this unique time of year

TEXT BY DAVID UMEDA

The beauty of Japan is in its natural landscapes — they are majestic settings for an array of leisure activities in each season. Wintertime in Japan ushers in recreational sports, dining and shopping, lodgings and spa treatments like at no other time of the year.

The holiday winter leisure sector remains exceptional here.

"Nestled at the base of the breathtaking Japanese Alps, the 10 alpine resorts in the area are regularly blessed with deep accumulations of powder snow," says Keiko Watanabe, Manager at the **Double Black Hotel**, located in Hakuba, Nagano Prefecture.

There are runs up to 8km long with beginner and intermediate slopes, terrain parks, moguls, steeps, extremes, and spectacular back country.

"We have something for every level of snow-sports enthusiast," Watanabe adds.

APPEALING TO EVERYONE

The key is to appeal to foreigners living in Japan or visiting the country, and also to attract the Japanese leisure traveller.

"Our professional team at Evergreen International Ski School offers quality English group and private

ski and snowboard instruction," explains Dave Enright, CEO/Chief Guide, at the **Evergreen Outdoor Center** in Hakuba.

Evergreen's instructors are professionals from all over the world and provide high-quality lessons.

Watanabe of Double Black Hotel points out that Hakuba is only a four-hour drive from Tokyo — an even shorter trip by Shinkansen — and offers world-class snow-sports facilities.

"It caters well to international guests with a diverse selection of restaurants," continues Watanabe, "while still providing a Japanese cultural experience and a great village vibe — and low lift-ticket prices."

Enright of Evergreen Outdoor Center touches on another of their distinguishing features: "We are very excited about the programmes that we provide for children, and were voted the best 'Kids Ski School in Asia' by Australian magazine 'Holidays with Kids.'"

WONDER WINTERLAND

"This season, in majestic Hakuba, lends itself to spectacular settings in which to explore the Japanese Alps by snowshoe and backcountry ski touring," beams Enright of Evergreen Outdoor Center.

New for 2016: the Evergreen Alpine Academy's gap-year programmes, rider development workshops, instructor training and certification, career breaks, women's programmes, and so much more.

Winter is proving to be an important season for any year-round leisure business in Japan.

"We have something for every level of snow-sports enthusiast"



Professional Guiding and Instructing

Hakuba, Nagano, Japan

Evergreen Outdoor Center



- Private & Group Lessons
- Nagano's Largest International Children's Ski Center
- Junior Race and Freeride Programs
- Daycare Services



- Instructor Training & Certification Courses
- Avalanche Safety Training
- Steep & Deep Clinics
- 'She Shreds' Women's Programs



- Backcountry Ski and Split-board Tours
- Lift Accessed Off-Piste Tours
- Snowshoe & Cross Country



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The Agenda

DEC.
12EU DELEGATION TO JAPAN

EU High-Level Conference & Networking Reception

TIME: 13:30-17:40, followed by reception from 18:00**VENUE:** ANA InterContinental Hotel, Tokyo, The Prominence Ballroom**CONTACT:** <http://together4equality.eu/registration/>JAN.
25FINNISH CHAMBER OF COMMERCE IN JAPAN

FCCJ Shinnenkai Club Evening

TIME: 18:30-21:00**VENUE:** Scandinavian Center, Akasaka**FEE:** ¥4,000 (members), ¥6,000 (non-members)**CONTACT:** fccj@gol.com

* Including buffet and free-flowing drinks

JAN.
16BELGIAN-LUXEMBOURG CHAMBER OF COMMERCE IN JAPAN

Monthly Beer Gathering

TIME: 19:00-22:00**VENUE:** Belgian beer café in Tokyo**FEE:** Pay for what you drink**CONTACT:** info@blccj.or.jpJAN.
28AUSTRIAN BUSINESS COUNCIL

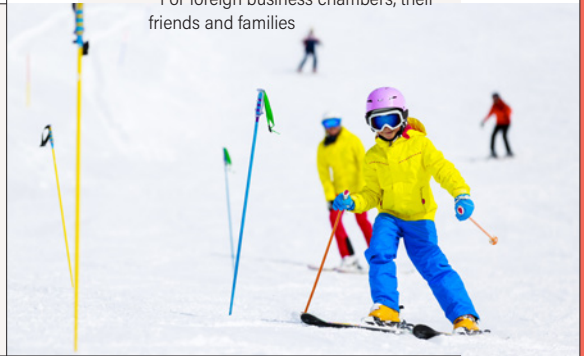
2nd Inter-Chamber Ski Race Hakuba 2017*

TIME: Race starts at 09:30, Award Ceremony at 18:00**VENUE:** Happo-One, Hakuba, Nagano**FEE:** Race—¥2,500 adults, ¥1,250 under 20; Award party—¥4,000 adults, ¥2,000 under 12**CONTACT:** tokio@advantageaustria.org

* For foreign business chambers, their friends and families

JAN.
19IRELAND JAPAN CHAMBER OF COMMERCE

IJCC 3rd Thursday Networking Event

TIME: from 19:00**VENUE:** To be confirmed**FEE:** Buy your own drinks and food**CONTACT:** secretariat@ijcc.jpJAN.
19ITALIAN CHAMBER OF COMMERCE IN JAPAN

Italian for Beginners

TIME: 18:30-20:00**VENUE:** Italian Chamber of Commerce in Japan**FEE:** 10-lesson tuition***CONTACT:** www.iccj.or.jp

* 5-12 people

FEB.
2IRELAND-ACCJ EVENT

Joint Networking Event

TIME: 19:00-21:00**VENUE:** Irish Ambassador's Residence**FEE:** To be confirmed**CONTACT:** secretariat@ijcc.jpJAN.
24SWISS CHAMBER OF COMMERCE AND INDUSTRY IN JAPAN

Luncheon: Hiromichi Shirakawa, Credit Suisse

TIME: 12:00-14:00**VENUE:** To be confirmed**FEE:** ¥6,500 (members & non-members)**CONTACT:** info@sccij.jpMAR.
18-19IRELAND JAPAN CHAMBER OF COMMERCE

I Love Ireland Festival 2017

VENUE: Yoyogi Park, Shibuya**FEE:** Pay for what you purchase**CONTACT:** secretariat@ijcc.jp

* Live Irish music and dancing, food, drink and culture

Thorsten Pöhl

President of
Boehringer Ingelheim Japan

German pharmaceutical company Boehringer Ingelheim is committed to protecting patients' health and safety through the development of new drugs.

It recently launched a reversal agent for reversing the effects of its anticoagulant, that, for example, can be administered prior to emergency surgeries.

"This doesn't happen so often — why do we need this agent?" Thorsten Pöhl, president of Boehringer Ingelheim Japan, asked one of the company's researchers. He replied, "Do you use a seat belt in your car?"

"Of course," said Pöhl. "If I'm in an accident, the seat belt could save my life."

The researcher continued, "This is exactly why you should have an anticoagulant therapy with a reversal agent. You wouldn't drive a car without a seat belt." ●

A project like no other



Pembroke Real Estate was developing their first commercial property in Japan — Tri-Seven Roppongi. They needed an experienced, trusted, creative partner to conceive a name, create an identity, develop a brand strategy, produce brochures — print & digital — and design and build a website. Paradigm delivered all that and much more.

Full service digital creative

Project scope

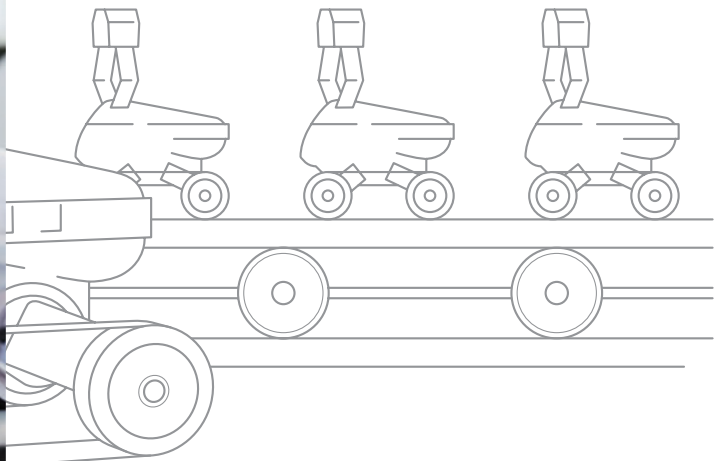
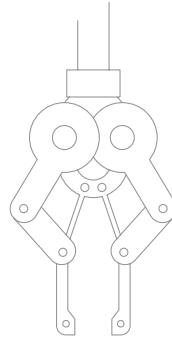
Brand Strategy, Copywriting, Translation, Graphic Design, Print Production, Website Design, Development & Support

Paradigm^o

paradigm.co.jp



Asia, here I come



From invention to mass distribution, your plans for expansion need skills on far eastern shores. And ING can help you succeed. With a footprint in more than 40 countries, ING connects the brightest minds from Europe to Asia.

www.ingwb.com/asia

[World, here I come]