

EURO BIZ JAPAN

JANUARY 2019

➔ **The final hurdle before the starting line**

The EU-Japan EPA is ratified

➔ **The growth expert**

Cecilia Leiram, trade commissioner at Business Sweden in Japan

➔ **Going long on health**

European firms help Japan stay healthy

CHRISTOPHE PRÉVOST,
CEO OF PEUGEOT CITROËN JAPON

PRESIDENTIAL REFINEMENT

*Peugeot Citroën Japan
accelerates its growth in Japan*



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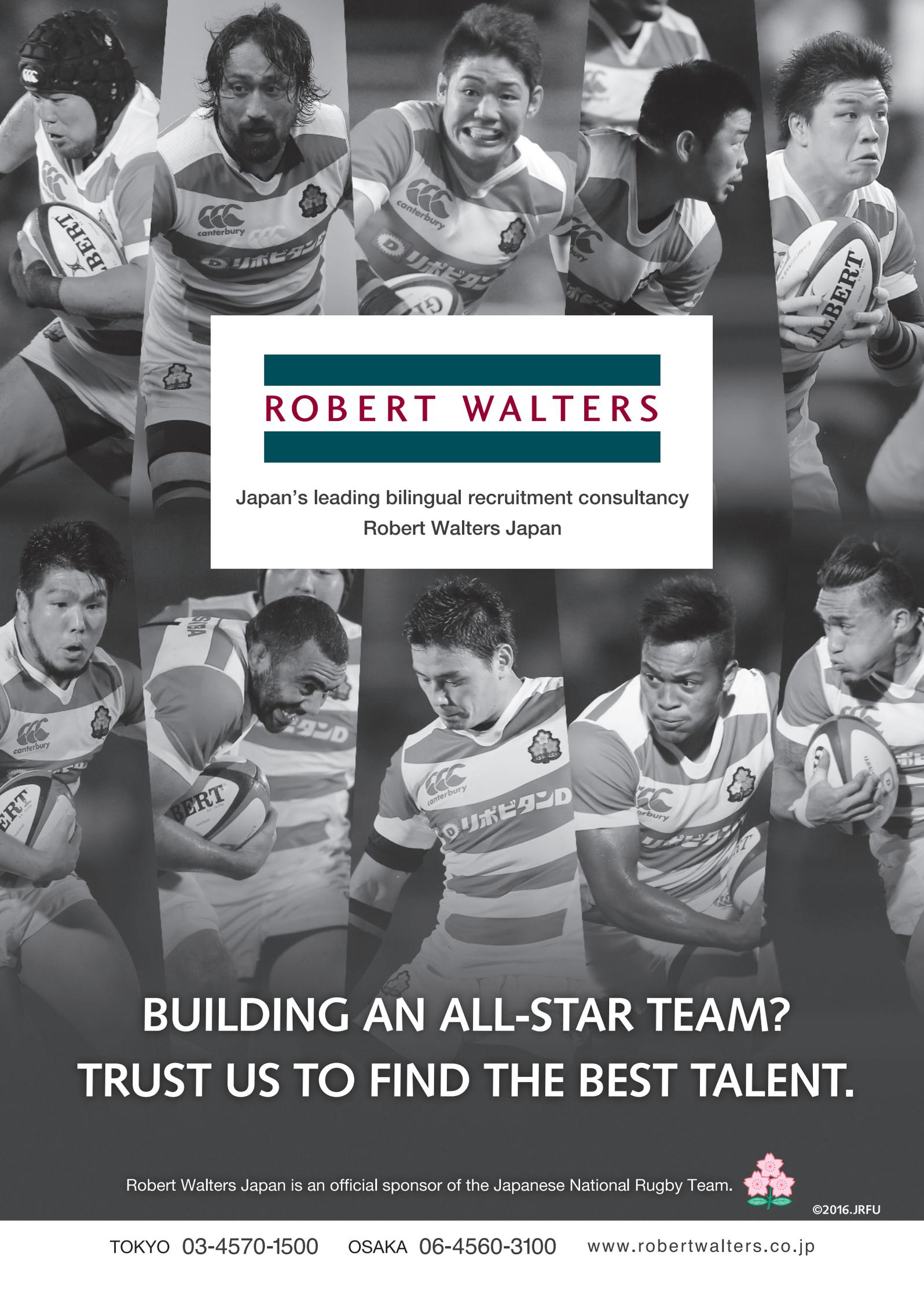
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The Mission of the European Business Council

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



8

Presidential refinement

By Toby Waters





First Focus

At the start of this year of the pig, Japan Post delivered more than 2.4 billion new year's cards, called *nengajo*, across the country. While this represents a 7.1% drop over last year, and is part of a 15-year decline, it's still a lot of cards for mail carriers to deliver.

The well-known, unofficial motto of the United States Postal Service is a quote from Herodotus: "Neither snow nor rain nor heat nor gloom of night stays these couriers from the swift completion of their appointed rounds."

Whether that's the case in the US today is debatable; in Japan, it's certainly carried out to the letter.

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Dan Sloan has covered Japan and Asia as a journalist, author and corporate content chief for over 20 years, seeing more governments than he can count. He is a former president of the Foreign Correspondents' Club of Japan, and an unrepentant Yokohama BayStars fan.

➔ *"Japan is known as a leader in longevity, which can be attributed to its healthy diet and lifestyle. However, products from European firms have been part of the menu on offer, bringing everything from pasta to yoghurt to kale smoothies to Japanese consumers in a multi-trillion-yen cornucopia beyond the usual bon appétit fare."*



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.

➔ *"First conceived in Japan, 3D printing has gone from hobbyist's garage project and prototyping process to a growing manufacturing technology. Metals and other materials are now being used in additive manufacturing, another name for 3D printing, to make everything from spacecraft parts to artificial organs. What's next?"*



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.

➔ *"The ratification of the EU-Japan EPA in December by the parliaments of both Europe and Japan was another step towards the EBC's goal of seeing an impediment-free environment for European businesses here. However, hearing that some smaller businesses — including those that could potentially benefit significantly — are likely not yet aware of its existence, made me realise there is still work to be done."*



Born in London, **Fred Varcoe** spent time in Saudi Arabia, Spain and Thailand before settling in Japan. After 15 years as sports editor of The Japan Times, Fred now writes for various sports publications and websites.

➔ *"A friend once told me the Japanese only like golf because it has so many rules. And sometimes it seems like some golfers here are only happy if they can invoke every rule in the book. Well, that book is now 30% smaller, which means the game should be easier to play and understand. But then you have 'local rules'..."*

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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.



Reaching a new level

According to the Ministry of Health, Labour and Welfare, Japan has 69,785 centenarians, up from just 10,000 in 1998 — a clear indicator of the nation’s ageing trend. With the aim of reducing the rising costs of health and welfare, Prime Minister Shinzo Abe established the Council for Designing 100-Year Life Society in 2017 to consider drastic reforms to Japan’s socioeconomic system. In June, the council set out key policy proposals to both encourage and equip the population to remain in the workforce for longer. Japan has reached a new level of readiness for the dramatic demographic changes that will take place over the coming decades.

One of the factors contributing to the rise in the number of Japanese centenarians

is a good diet. In “Going long on health”, Dan Sloan looks at some European firms that have brought their nutritious food and drinks to Japan and how they are helping the country to stay healthy for longer. Read the full story on page 12.

The long-awaited EU–Japan Economic Partnership Agreement was ratified by the parliaments of both the EU and Japan last month and will come into force on 1 February. Gavin Blair’s “The final hurdle before the starting line” (page 16) looks at how this agreement will take EU–Japan relations to a new

level — economically, politically and strategically.

The EBC has announced a new membership structure that is sure to bring significant change to the organisation in 2019. After paying a single fee, companies can now join multiple committees, allowing for greater participation and smoother collaboration. Find out more about this new stage for the EBC in Bjorn Kongstad’s “Becoming a stronger organisation” (page 30).

May this new year see you reach new levels of success in every area of your life. ●

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As part of its community outreach, Lakeland University, Japan Campus also offers non-degree bearing courses in evening and Saturday Open College classes. Among the courses being offered are: Japanese, Chinese, Korean, Spanish, Russian, Translation, Film Appreciation, Ageing, and PowerPoint.



INVESTING IN JAPAN

TEXT BY TOBY WATERS

PHOTO BY KAGEAKI SMITH

PRESIDENTIAL REFINEMENT

*Peugeot Citroën Japon
accelerates its growth in Japan*

If you've ever wanted to have a truly presidential experience, try driving a DS, the official car of France's President Emmanuel Macron, as well as several of its past presidents, including Charles de Gaulle. First introduced in 1955, the DS was an immediate, popular success, recognised for its unique technology, novel design and high-quality performance.





**"DS Automobiles
embodies French
luxury *savoir-faire*"**

Groupe PSA — owner of the premium DS Automobiles brand and the Peugeot and Citroën brands — is the second-largest vehicle manufacturer in Europe. While its Japanese subsidiary, Peugeot Citroën Japon, is still comparatively small, Christophe Prévost, who has been with the firm since 1992 and became CEO of the branch in 2015, is confident of the continued success of its products here.

Over the last four fiscal years, the fortunes of Groupe PSA's major brands in Japan have, in fact, improved dramatically. Peugeot experienced a 67% rise in sales while Citroën enjoyed an astonishing 85% increase in the same period. Last year alone, Peugeot's sales improved 20%, and Citroën's increased by 13%.

According to Prévost, the growing popularity of its vehicles can be attributed to the fact that Groupe PSA is giving Japan something it hasn't seen before.

"The way to exist in this market is to play on our assets," states Prévost. "Our internal as well as external design is different, and something we invest time and money in. For instance, we have i-Cockpit, a new dashboard design for Peugeot. We also offer different colours — we love to combine different colours in the same car."

The introduction of its DS series of vehicles to Japan is certainly another reason it is garnering more attention here. "DS





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Automobiles embodies French luxury *savoir-faire* — they are cars driven by French presidents, so it was important for us to bring that same presidential mood to Japan,” says Prévost. “When a Japanese customer decides to buy a non-Japanese car, it needs to offer difference, something linked with pleasure, design and a way of life.”

“First, you discover the DS with your eyes, from the outside, as it is so different from

a function that enables the car to automatically adjust to rugged road conditions and maintain a smooth, comfortable ride. This is a modern extension of the firm’s legendary self-levelling suspension, something it pioneered in the first DS in 1955.

“The car screens the road to see if something is wrong ahead and, automatically, it adapts the suspension of the car,” he says.

As an added incentive to become part of the DS family, Peugeot Citroën Japon provides premium perks for DS drivers. Its DS Club Privilege gives Japanese customers an exclusive taste of French culture. Two

events were organised in 2018.

“We had a French lunch at the French Embassy in July with Ambassador Laurent Pic, and we also had a wine tasting at a Michelin one-star restaurant in Tokyo in October — the winner of the world’s best sommelier competition for 1992 came to Tokyo and explained to our customers how

to appreciate wine,” Prévost notes. “We create a new experience for customers each quarter.”

Last year was a milestone year for Peugeot Citroën Japon, having introduced the DS 7 CROSSBACK in July and opened its first DS STORE in Tokyo — there are now eight DS outlets across Japan, with four more scheduled to open by July 2019.

But an exciting future is clearly awaiting the group in Japan. This year is set to be a busy one and a turning point for the three brands here.

“We’re releasing five products in total to nourish the brands: two SUVs for Citroën: the C3 AIRCROSS and the C5 AIRCROSS; the new 508 Fastback Saloon for Peugeot; one compact SUV for DS: the DS 3 CROSSBACK

and something else that’s still a surprise,” says Prévost.

In particular, DS Automobiles’ latest product for the Japan market, the DS 3 CROSSBACK, is expected to attract a new audience and extend the range of the brand’s current customer demographic.

“It’s city-oriented, so it’s different from the DS 7 CROSSBACK,” notes Prévost. “It’ll be a smaller car, more attractive to women, but it’s in the DNA of the brand to be premium-oriented, so many details are from the French luxury industry.”

Making your mark on a market requires more than just an impressive product, however. Prévost believes Peugeot Citroën Japon’s multicultural management structure is another reason for its continued growth.

“It’s very important to put French staff among our numerous Japanese staff members to discuss and share different behaviours,” he says. “The key to maintaining growth is to act as a French company run in a country that’s not France — with discipline, respect and confidence.”

Another key to success for Prévost is for employees at every level of the organisation have the right attitude.

“We need to make our Japanese staff confident in the brand power,” he explains. “We need to act like a big company, while always respecting local practices.”

As the Citroën brand prepares to celebrate its centenary later this year, Prévost sums up the optimism that fills his firm, his team, and himself.

“We think there’s room to grow more and more here,” he says. “The story has just started.” ●



DS 7 CROSSBACK

other cars,” he says. “We have introduced a certain refinement to the car — there is something surprising with the lights, there is a B.R.M clock.”

The experience of driving a DS 7 CROSSBACK is equally as exceptional as its appearance.

“It is very quiet, which is impressive as it’s an SUV,” Prévost continues, “and remarkable in terms of its road handling, especially given its tall alloy wheels. It also has DS Night-Vision, as an option for some grades, and level-two autonomous driving, called DS Connected Pilot.”

The DS’s most impressive aspect, according to Prévost, is its DS Active Scan Suspension,



European firms help Japan
stay healthy

GOING LONG ON HEALTH



Japan has long led the world in life expectancy, fuelled by a diet abundant in healthy food and drinks, such as miso, natto and green tea. But Europe is climbing the longevity ladder, with Spain now expected to capture the seniors' title by 2040.

The Institute for Health Metrics and Evaluation sees the average Spaniard living to 85.8 years old, eventually edging out the average Japanese citizen, who will still reach the hardy age of 85.7. Nonetheless, Japan was home to nearly 70,000 centenarians last year, and the government's Council for Designing 100-year Life Society expects membership in the nation's three-digit club to rise.

Healthier menus and lifestyles are key to reaching that milestone. In Japan, the incidence of obesity and heart disease is one of the lowest of any OECD nation, but there were a record 10 million diabetes cases in 2017, according to a survey by the Ministry of Health, Labour and Welfare. This is up from 6.9 million cases two decades earlier and packs an estimated annual cost of ¥400,000 per patient.

Not surprisingly, wellness products are in great demand here. One of the first to find traction was the probiotic fermented milk drink Yakult, which was launched in Japan in 1935 and is known for its ubiquitous Yakult

Lady, with some 80,000 now bicycling the globe and selling their healthy beverages.

The opening-up of post-war Japan brought with it imported healthy food and drinks, including yoghurt, introduced in the early 1970s. It enjoyed combined annual domestic sales of over ¥1 trillion in 2017.

The French firm Danone has cultivated Japanese yoghurt demand for almost four decades, and halted the use of colourants and artificial sweeteners and scents for all products last May. It recently introduced *matcha* (green tea) yoghurt and a yoghurt with *hojicha* (roasted green tea) and persimmon pulp, using natural ingredients from Kagoshima and Wakayama prefectures, respectively.

"Since entering the market as a joint venture in 1980, Danone Japan has focused on consumers, giving them a choice of simple and selected ingredients," says Kazumi Hasegawa, director at Danone Japan. "We see opportunities in the health and wellness needs of consumers and continue to develop products that address nutritional needs, such as enhanced calcium in Petit Danone and vitamin D in Danone yogurt."

70,000

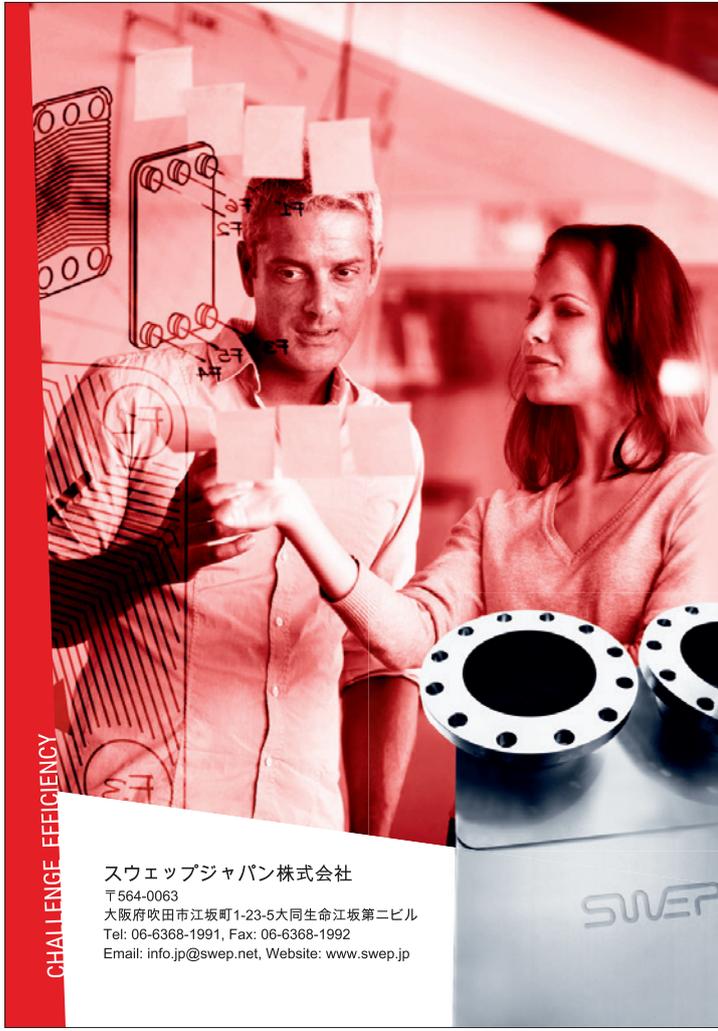
Japan was home to nearly 70,000 centenarians last year

An indication that the Japanese market is far from saturated is MS Iceland Dairies' decision to bring traditional Icelandic yoghurt, *skyr*, to Japan in 2019, in partnership with Nippon Luna.

"*Skyr* has been a part of the Icelandic way of life for centuries, and its health benefits have been known to Icelanders for generations, so I am very happy that we will soon have the chance to share this wonderful product with Japanese consumers," says Ambassador of Iceland to Japan Elin Flygenring. "We have seen how positively markets around the world have reacted to *skyr* and we are sure the Japanese market will be the same."

Even Japanese beverage maker Kirin is allocating resources to health solutions, raising output of iMuse products, which use its proprietary lactic acid bacteria technology. Kirin contends the technology can prevent illnesses such as colds and influenza, and sees the segment growing to ¥100 billion over the next two decades. Meanwhile, Kirin's wine arm, Mercian Corporation, has

"We ... continue to develop products that address nutritional needs"



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launched a new version of its Bon Rouge wine that boasts three times more resveratrol, which has anti-inflammatory and antioxidant properties.

Roughly 90% of the world's organic market is based in Europe and North America, while Japan's share is only a fraction in terms of production and imports. The country's introduction to organic produce was as a contract-based production and distribution system between farmers and retailers, with grading standards introduced only in 2000. Since the Fukushima nuclear disaster in 2011, public awareness of food origin and safety has risen, but the demand for organic products has remained tame.

Nichifutsu Boeki, which distributes Alce Nero pasta and many other products, is one of Japan's top organic players and has expanded retail space from speciality shops to large supermarket chains. The French family-owned firm groups over 1,000 organic farmers and beekeepers and offers a variety of their products both in stores and online. The company also sponsors study meetings between Italian and Japanese organic farmers to promote best practices.

"We started selling durum wheat pasta [in Japan in] 1994, then added EXV olive oil, tomato products, balsamic vinegar and honey," says Alce Nero spokesperson Naoko Ito.

"In 2001, [there was a] durum whole-wheat spaghetti boom due to media features on a 'low-insulin diet'," she explains. "I personally think the frozen sector will increase in the near future."

¥42.2
trillion

The Japanese government alone spent a record ¥42.2 trillion on healthcare in 2017

Packaged organic food sales in Japan reached ¥42 billion in 2017.

French organic retailer Bio c' Bon, in partnership with Japanese retail giant Aeon, has five stores in Japan and a network of 100 farms. It represents numerous European exporters. Bio c' Bon expects to expand to 200 stores by the end of 2020.

Switzerland-based Nestlé, the world's largest food company, launched the personalised Nestlé Wellness Ambassador programme for Japanese subscribers in 2017, and now has 100,000 users. These people share food photos for analysis, and Nestlé then recommends supplements, such as its green tea-flavoured capsules, kale smoothies, or vitamin-fortified snacks, and suggests possible lifestyle changes, as well. Subscribers pay up to ¥65,000 annually for the service, which also uses results from home DNA and blood test kits to help reduce high cholesterol or modify sugar-rich diets. The company

sees the Japan-based service as a template for other markets and expects to have some 250,000 ambassadors by 2020.

Healthier and longer lives — and potentially less medical spending — are crucial factors for everyone. The Japanese government alone spent a record ¥42.2 trillion on healthcare in 2017, a sidebar of the nation's greying demographics and a hint of what the next 20 years have in store. Average spending on those 75 and older was ¥942,000 per person, while for those under 75, it was ¥221,000.

"If we can keep our health, we won't need to spend [as much] money," says Alce Nero's Ito, who describes the average customer as a self-sufficient 60-something with ample free time, who loves to cook delicious meals, particularly organic Italian dishes. ●





THE FINAL HURDLE BEFORE THE STARTING LINE

The EU–Japan EPA is ratified

On 12 December, the European Parliament ratified the EU–Japan Economic Partnership Agreement (EPA) by 474 votes to 152, with 40 abstentions. This followed approval by Japan’s Upper House four days earlier, having passed through the Lower House in late November.

This final stage of the far-reaching free trade deal was the culmination of years of negotiations, and the EPA will come into force on 1 February. It has been predicted that the agreement will save a billion euros annually for consumers and businesses

in Europe. It is also expected to increase exports from the EU to Japan by 34% and from Japan to the EU by 29%.

“The finalisation of the negotiations on the EU–Japan Economic Partnership Agreement demonstrates the powerful political will of Japan and the EU to continue to keep the flag of free trade waving high, and sends a strong message to the world,” said European Commission (EC) President Jean-Claude Juncker and Japanese Prime Minister Shinzo Abe in a joint statement.

Separately, Juncker hailed the agreement, noting it came “almost five centuries after Europeans established the first trade ties with Japan”. He also suggested it will bring the EU and Japan’s “trade, political and strategic relationship to a whole new level”.

Juncker added: “[The ratification] reinforces Europe’s unequivocal message: together with close partners and friends like Japan we will continue to defend open, win-win and rules-based trade.”

EC Commissioner for Trade Cecilia Malmström pointed out that the EPA created the framework for the biggest free trade zone on the planet.

“This will bring clear benefits to our companies, farmers, service providers and others,” she said. “Those benefits also go hand in hand with a commitment on both sides to uphold the highest standards for our workers, consumers and the environment.”

The EPA, like most trade deals concluded in recent years, has drawn criticism from some quarters for being negotiated in secret, strengthening the position of multinational corporations relative to governments, promoting unfettered globalisation and giving scant regard to environmental dangers.

As an acknowledgement of these concerns, the EPA includes sections on sustainable development and the Paris Agreement to combat climate change. It was also negotiated in tandem with a separate Strategic Partnership Agreement (SPA), which will strengthen collaboration in areas such as security policy, cyber issues and environmental protection. Additionally, the SPA affirms shared values, including human rights, multilateralism and rules-based order.



However, these measures are not sufficient, according to a number of advocacy groups. Lena Blanken of Foodwatch told Agence France-Press that the deal “damages European democracy”, and that it “restricts the legislative authority of the EU and its member states, jeopardises the European precautionary principle and establishes committees without sufficient democratic control.”

Nevertheless, on the same day as the ratification vote, the European Parliament adopted an accompanying resolution detailing its expectations for the implementation of the EPA. Successful implementation is what will truly deliver the promised benefits and make the intentions of the agreement a reality.

It seems some lessons have been learned following the implementation of the EU–South Korea trade deal, which came into force at the end of 2015. Studies by the EU have found that the preferential utilisation rates – the extent to which businesses are trading under the agreement – have been consistently lower on the

EU side than the Korean side. In other words, some exporters are still paying tariffs unnecessarily. This is more pronounced among small and medium-sized enterprises (SMEs), which are not always up to speed with new legislation.

“For an SME, they can maybe dedicate time and effort to understanding one or two FTAs, but when another one comes along ... they may not have enough resources to deal with it. There are more and more [FTAs], and they are not exactly the same,” points out Philippe de Taxis du Poët, EU-side general manager of the EU–Japan Centre for Industrial Cooperation, a joint venture between the EC and Japanese government.

Many SMEs may not have heard there is an EPA, suggests de Taxis du Poët, even though it is smaller companies in the food and beverage sector that have the potential to make some of the most significant gains under the new regime.

De Taxis du Poët warns against complacency and the assumption that everything will simply fall into place now the EPA has been ratified.

“There is also a feeling that there is something automatic about this; but just because it has been agreed upon does not mean that every business can benefit from it,” he cautions. “There are things that need to be done.”

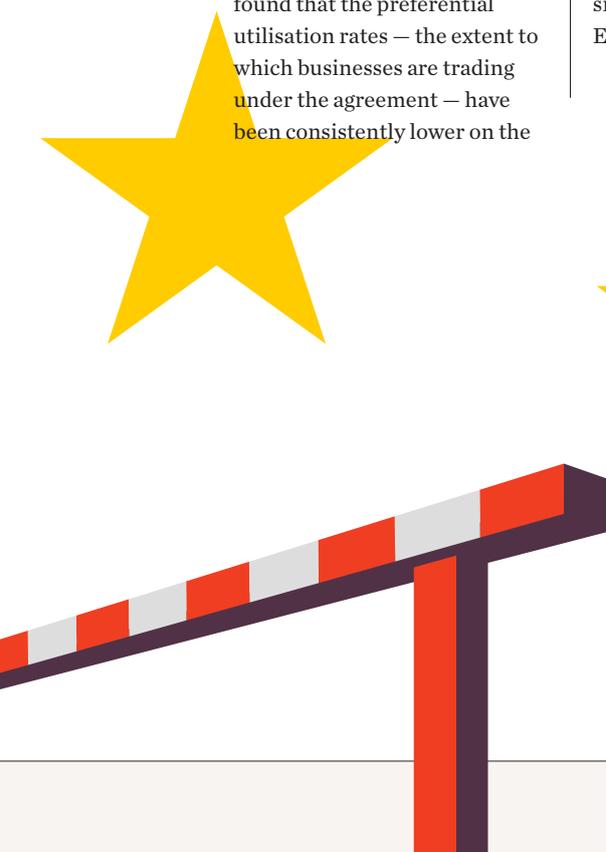
The EU–Japan Centre for Industrial Cooperation has produced fact sheets listing the main points businesses need to know, as well as webinars with experts explaining the agreement, which it plans to revise as needed.

The centre will also be involved in monitoring the implementation process. It recently sent a questionnaire on public procurement – a key issue – to hundreds of local governments asking what they are doing to prepare for the EPA.

“We will also try to inform the Japanese importers about the benefits of the EPA and what they should do,” adds de Taxis du Poët. “This is complementary to the sort of information we will provide to European exporters.”

The European Business Council in Japan (EBC) also has high expectations for the EPA, which it has pushed for and advised on for years.

“The EBC is hoping that the EPA will not only bring improved and increased trade, but also, together with the Strategic Partnership Agreement, bring further cooperation in areas such as innovation, people exchange and security policy, as well as joint investments or projects in third countries,” said EBC Policy Director Bjorn Kongstad. “We are firm believers that all aspects of EU–Japan relations will be positively affected by these agreements.” ●





THE INTERVIEW

TEXT BY ANDREW HOWITT

PHOTOS BY KAGEAKI SMITH

THE GROWTH EXPERT

Cecilia Öberg Leiram



After Cecilia Öberg Leiram started her career as a trainee at the Swedish telecom giant Ericsson, she came to Tokyo with the Swedish Science & Technology Office. There, she covered technical developments and advances in Japan's information and communications technology (ICT) sector on behalf of Swedish industry and the government. Following another stint at Ericsson, where she worked on product management and corporate strategy, Leiram returned to Japan in 2012 to take up her current role as the Swedish Trade Commissioner in Japan.

Could you tell me about Business Sweden?

We're the Swedish Trade & Invest Council, commissioned by the government to help Swedish companies grow their global sales and to assist international companies with investing and expanding in Sweden.

Business Sweden is jointly owned by the Swedish government and Swedish industry. This puts us in a unique position, where we have access to networks on all levels of government and private business. We operate in more than 50 markets globally and have more than 50 years of experience.

Japan is an important market for Swedish companies. We help firms — at different stages of growth — succeed here by, for example, providing hands-on operational support related to establishing an office in Japan, conducting market research, giving strategic advice on how to accelerate sales, and assisting them as they expand through M&A.

What are some events you put on last year?

For us, the big event of 2018 — when we celebrated the 150th anniversary of diplomatic relations between Japan and Sweden — was the delegation in April. King Carl XVI Gustaf and Queen Silvia came for an official visit and were accompanied by close to 150 delegates from government and business. It was the biggest delegation we've ever had to Japan. The business delegation consisted of both CEOs and chairmen from large industrial companies, but also entrepreneurs and representatives from high-tech startups.

Over three days, our programme focused on areas — such as the future of transport and new trends in healthcare — where Japan and Sweden have joint interests, common challenges and complementing capabilities. We also arranged a day-long business summit where we aimed to create a dialogue between the Swedish and Japanese business communities on the themes of people,

EXECUTIVE SEARCH AND END-TO-END RPO DELIVERY

Experis Executive — a wholly owned subsidiary of the world's third largest recruitment services provider, ManpowerGroup — leads ManpowerGroup Japan's senior and executive-level search activities, as well as its end-to-end recruitment process outsourcing (RPO) programme.

With one of the best introduction-to-hire rates in the market, and an RPO programme backed by the recognised RPO global leader, Experis Executive's mission is to help global clients grow their business in Japan, one of the world's most difficult markets for recruiting talent.

If you are searching for business-critical talent or need support on volume recruitment solutions using on-demand RPO, we are happy to tell you how we can help your business grow.

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EXECUTIVE SEARCH | MID-SENIOR RECRUITMENT | BORDERLESS TALENT | END-TO-END RECRUITMENT PROCESS

Join & Support

EBC members can not only learn about important changes taking place in Japan, but also play a critical role in influencing change themselves.

To join the EBC visit www.ebc-jp.com

For more information please contact the EBC Secretariat.
Alison Murray, EBC Executive Director. Tel: 03-3263-6222. E-mail: ebc@gol.com



EUROPEAN BUSINESS COUNCIL IN JAPAN
THE EUROPEAN (EU) CHAMBER OF COMMERCE IN JAPAN

innovation and partnerships. The programme was very well received, by both sides.

Are you seeing an increase in the number of companies coming to Japan?

When I came in 2012, maybe two or three new companies a year were being established through us. But over the last few years, we're seeing about six or seven new entrants a year. So, there's renewed interest in Japan by Swedish companies.

There are more than 150 Swedish subsidiaries here, but there are more than 1,500 doing some sort of business with Japan — working through distributors or partners.

Sweden is a small country, and the Swedish economy is extremely export dependent — 45% of our GDP comes from exports. We need to support exporting companies and help them continue to grow because that's the basis of our economy.

Which industries do you most often deal with?

Swedish industry is diverse. It's everything from pharma to cars, from wood to high-tech products. Pharma and medtech continue to be focus areas for us because they account for the largest percentage of our exports to Japan, and also because of the challenges Japan is facing with its ageing population.

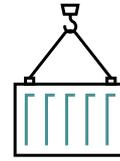
The whole area of connected industry is something we're continuing to run with because it's merging two of Sweden's strongholds: the industrial, manufacturing base and our high-tech ICT companies. Also,

it ties well into many other industries such as the transport sector and connected vehicles, which is something we'll also continue to work on in Japan.

Sweden is famous for its innovation and start-up climate, and Stockholm is the second-biggest unicorn factory after Silicon Valley. Swedish industry is also recognised for being collaborative, with very strong ties between the government, research organisations and companies — and now between big, established companies and startups, as well. This will also continue to be a focus area for us.



“Stockholm is the second-biggest unicorn factory after Silicon Valley”



45% of Sweden's GDP comes from exports

What is one of your accomplishments?

It's very rewarding for me to help Swedish companies, entering Japan, to grow. And it is especially interesting to see some of these companies, with a unique technology or solution, attract a lot of attention in this market.

It's difficult to single one company out, but since Spotify, one of Sweden's unicorns, was the first customer that we helped enter Japan after I arrived in 2012, I have to mention them.

What are some Swedish products that are popular here?

You can't pass over IKEA or H&M just because of their size. But there are many other smaller consumer product companies that are popular in Japan.

With design, I think Sweden and Japan have a mutual respect and liking. There's also the mutual appreciation of quality. Not only do products have to look good, they need to be good. When it comes to products — not only design-related ones, but also industrial ones — there's a good fit between Sweden and Japan.

I'm very lucky because Sweden is a good brand. ●



Sweden

Helping others stand on their own two feet

In his book *The Almost Nearly Perfect People*, the English journalist and travel writer Michael Booth states, “In Sweden, self-sufficiency and autonomy is all”, elaborating on this by saying, “To achieve authentic, sustained happiness, above all else you need to be in charge of your life, to be in control of who you want to be.” For centuries, independence has been a prized part of Swedish culture, and Swedish firms today are in the business of helping to cultivate that independence and freedom.

In our intimately interconnected world, people’s foreign language abilities are becoming increasingly valu-

able. Education First, headquartered in Lund, has been helping its customers with language education, cultural exchanges and academic programmes for more than 50 years, and it now has accredited schools in over 50 cities around the world. In 1972, the Tokyo office became one of the firm’s first overseas locations, and Education First now has seven branches across the nation. It has helped thousands of people to become proficient in foreign languages so that they can have greater freedom in making career decisions, or can fulfil their dreams of living abroad with the ability to navigate unfamiliar places confidently.



Before many companies can stand on their own two feet, they benefit from advice on development, and Swedish expertise in this area is both invaluable and in high demand. The Gothenburg-headquartered Triathlon Group – with an Asian base in Tokyo’s Nihombashi district – is one such firm, offering consulting services to businesses in a range of sectors, and of any size, from startups to multinationals. It advises on how businesses can improve their performance in a variety of areas, including marketing, IT, finance, strategy development, technology management and aftermarket services, and then letting them move on to succeed on their own terms.

One way to assert your freedom is to take a break from urban life and get back to nature. The Swedish firm Dometic equips vehicles, from RVs to motorboats, with all the essentials, enabling people to be self-sufficient – and maintain a high level of comfort – while in the great outdoors. With a Japan office in Tokyo, Dometic produces a number of products for your time away from home, including refrigerators, stoves, air-conditioning units, toilets, alarms and navigation systems. With all these high-quality conveniences,

“Self-sufficiency and autonomy is all”

those escaping into the wilderness are sure to be kept happy campers. Founded in 1943, IKEA is the world’s largest furniture retailer today, known for its products that you assemble yourself. There is inherent satisfaction in being able to point to a bed or a bookshelf and recall that you were the one who put it together. With nine stores across Japan, IKEA has been bringing its uniquely Swedish brand of domestic self-sufficiency to the nation since 2006. The furniture giant is also committed to becoming even more self-sufficient itself as it strives to achieve energy independence for its brand by 2020; in 2017, it owned more wind turbines than it did stores.

Swedish businesses are helping individuals across the globe to take charge of their lives and become more self-sufficient. In a country which stresses the needs of the group above those of the individual, some Nordic independence could be the key to making Japan an almost nearly perfect place. ●



Area

450,295 km²
Coastline: 3,218 km

Climate

Temperate in south with cold, cloudy winters and cool, partly cloudy summers. Subarctic in north.

Major cities

Stockholm (capital), Gothenburg, Malmö, Uppsala and Umeå.

Population

9,960,487 (2017, estimate).
Urban population: 86.1% of total population (2017); 39.42% are 25–54 years of age.

Natural resources

Iron ore, copper, lead, zinc, gold, silver, tungsten, uranium, arsenic, feldspar, timber and hydropower.



Trade with Japan

Imports from Japan: €1.54 billion
Exports to Japan: €1.88 billion

SOURCE:
SWEDISH NATIONAL BOARD
OF TRADE (2018)



BUSINESSES FROM ...

SWEDEN

A look at some companies from the region



Historic Gadelius signboard, created in the 1920s

GADELIUS

Gadelius has been in Japan for more than a century, having opened its Yokohama office in 1907. In every business area where the company is active, Gadelius sells high-quality niche products while maintaining a very high market share. Whether it's the Japanese healthcare sector, the housing market or industrial sector, it responds with solutions to meet current demands.

www.gadelius.com



Established 1890

MÖLNLYCKE HEALTH CARE

Mölnlycke Health Care is a world-leading medical products and solutions company that equips healthcare professionals to achieve the best patient, clinical and economic outcomes. We design and supply products and solutions for use in wound treatment, pressure ulcer, infection prevention and surgery. Our 7,500 employees are helping to reach people in 90 countries (and counting).

www.molnlycke.com





ATLAS COPCO JAPAN

Atlas Copco is an industrial group with world-leading positions in compressors, vacuum pumps, power tools and assembly systems. The Group delivers sustainable solutions for increased customer productivity, through innovative products and services. Atlas Copco has been selling its products in Japan for more than a century, and the Group will celebrate its 150th anniversary in 2023.

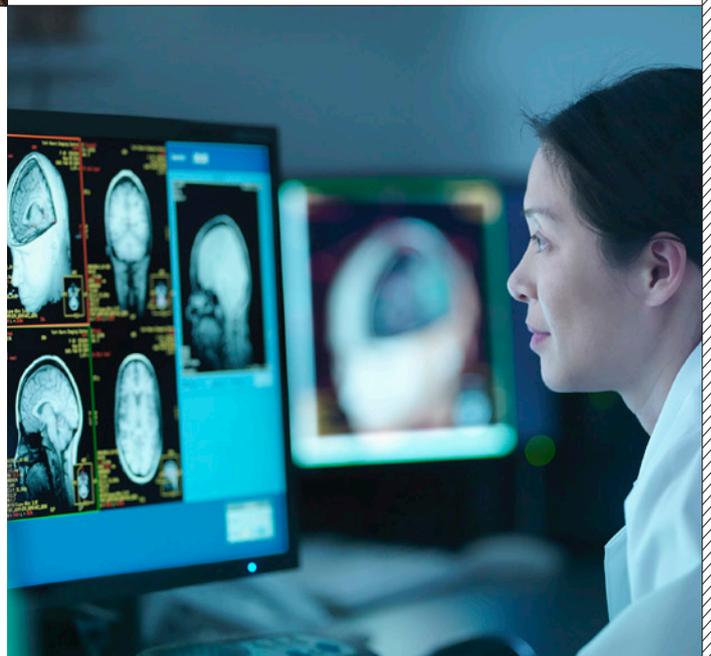
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ELEKTA

For almost five decades, Elekta has been a leader in Precision Radiation Medicine. Our nearly 4,000 employees worldwide are committed to ensuring everyone in the world with cancer or brain disorders has access to — and benefits from — more precise, personalised radiotherapy treatments. Headquartered in Stockholm, Sweden, Elekta has been helping patients in Japan for more than 25 years.

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In our tech-flooded world, there is an abundance of ways for IT-savvy people to appease their inner geek. For Emmanuel Petitjean, chief operating officer (COO) at asset management firm Amundi Japan, the most enjoyable way is CodinGame, an online platform that allows programmers to improve their skills, and learn new programming languages, while playing games.

Emmanuel Petitjean

Always up for a challenge

“You programme the decision-making, how you’re going to move,” says Petitjean. “You have to give an answer in a limited amount of time and with limited programming resources, only a certain number of lines. It’s like chess or Go – you have to think.”

Users can programme their moves in some 25 languages. And there are many types of games they can play on the site, including mazes and spaceship battles. In the one Petitjean plays, three or four people move snakes around a gameboard while trying to avoid the trail they leave behind.

“You can’t cross a snake because its tail becomes a wall, and the board gets crowded, so

it’s difficult to move around,” he explains. “When one snake hits another, it disappears, and the space is freed. The game ends when you’re the only survivor.”

The site pits the programmers’ codes against one another by running thousands of games, with various combinations of participants – some 2,000 people are registered for this particular game – to see whose code is stronger and smarter. The more rounds you win, the higher your rank on the site.

“I really enjoy it because I don’t get to show my geek side at work much anymore,” notes Petitjean, “and it keeps me up to speed with IT trends, which helps me in my business.”

Originally from Abbeville, a small town in northern France, Petitjean has spent his career



Do you like natto?

Time spent working in

Japan:

17 years.

Career regret:

None. I've been very lucky to do what I was interested in.

Favourite saying:

"Rome wasn't built in a day". I like things that move step by step.

Favourite book:

I liked *Fear and Trembling* by Amélie Nothomb, a Belgian Francophone writer. It's about her time in Japan.

Cannot live without:

The internet.

Lesson learned in

Japan:

Respect others.

Secret of success in

business:

Understanding what people want. I think Japanese people are good at this. Understanding others is the Japanese spirit.

Favourite place to

dine:

Lunch at Yugyoan Tankuma Kitamise, the *teppan-yaki* restaurant in the Tokyo Dome Hotel. Some of our best family memories were created there.

Do you like natto?

I love it! It's healthy and goes well with white rice. Whenever it's set out on the table at home, I eat it.

"I don't get to show my geek side at work much anymore"

working in the finance industry, specifically in securities investment. He has been COO at Amundi Japan since 2013.

"We deal with almost all asset management activities — investments, retail distribution, institutional sales — across all asset classes," says Petitjean. "Japan is getting old; people need to save for retirement, and we're helping with that."

Along with many of its clients, Amundi sees significant value in prioritising environmental, social and corporate governance (ESG).

"We want to be a recognised leader in ESG — it was chosen as a pillar of Amundi in Europe, when the company was created," says Petitjean. "If we can influence the Japanese market to become more ESG-focused, and bring these products to investors, that would be a good achievement."

A firm believer in the need to always strive for something better, Petitjean is invested in challenging himself in areas beyond programming. He is an avid reader of books about mathematics and mathematicians.

"Mathematics supports my understanding of new technologies, like blockchain and encryption, so it's good for me in my business," says Petitjean. "As COO, these aren't part of the day-to-day, but they're things I have to be aware of."

He is also a pianist. While he chose to end his formal lessons when he was 16, he continued to play, and even bought his own piano with money from his first paycheck.

"Playing jazz is what I like," he says. "Keith Jarrett is probably my favourite piano player. I spent many hours learning a piece of his, Part IIc, from *The Köln Concert*, and I uploaded a video of me playing it on YouTube. I was very satisfied that I made it."

But Petitjean still isn't satisfied with his current skill level.

"I'd like to be more talented at it, put some more emotion into my playing, but I've never been able to go to the next level where people want to listen to you, where you make other people happy," he says. "That's what I'll do when I retire. I'll spend more time on it." ●

Emmanuel Petitjean is a member of the EBC Asset Management Committee and COO at Amundi Japan.



In Vitro Diagnostics

Adopting the long-term view

In vitro diagnostics (IVDs) have the potential to play a key role in helping Japan's healthcare system cope with its enormous financial and demographic challenges.

IVD products are used to detect, and even prevent, diseases by examining blood, tissue and other samples from the body. The technology is advancing rapidly, helping doctors do a better job of reaching diagnoses quickly and accurately.

But the EBC believes Japan's patients aren't receiving all the benefits the latest devices can provide. The obstacles, it says, are mostly related to the medical system's reimbursement system and regulations on getting new products approved.

The issue of reimbursements is mainly the result of the Ministry of Health, Labour and Welfare's policy of cost containment.

"Unfortunately, the Japanese government always tries to squeeze total medical expenditure, even when we develop very advanced technologies," says Shuichi Hayashi, vice chairman of the EBC Medical Equipment and Diagnostics Committee.

The government's stance seems understandable, given the severe financial strain being placed on Japan's healthcare

system. But the committee stresses that using the latest IVDs provides cost benefits over the long term.

"If we spend now on diagnostics, people in the future can avoid getting diseases or at least be healthier," says Hayashi, who is also industry affairs advisor at Roche Diagnostics K.K.

His company, like other major pharmaceutical firms, spend huge amounts of money and time on R&D to make its products as innovative as possible. The challenge is to convince Japan's healthcare administrators to put a proper price on such innovation.

"We are trying to find out what points or diagnostic values are behind their assessments, and we will discuss these with the Pharmaceuticals and Medical Devices Agency," says Miwa Nishida, a senior manager of Medical, Quality & Regulatory at Roche.

For now, the committee wants clarity from the ministry's decision-makers on the level of value they place on IVD innovation.

"At the periodical meeting last year, we requested that, even if they don't give incentives or additional reimbursements, they give us a clear message on the innovation of the new products or technologies," Hayashi says.

If officials comply with the request, the diagnostics manufacturers could then convey the mindset within the ministry to their managers in charge of product development, as well as to their customers in Japan.

"We want to get higher reimbursement, but the negotiations are always tough," says another committee member, Teruaki Tsunoda, who describes the min-

istry officials as "still conservative", despite the continual advancements being made in IVD technologies.

The committee's other general advocacy area, product approvals, is largely concerned with unique Japanese testing and certification requirements.

For example, Japan requires that a product's quality-control specifications be submitted during the approval process. But if the specifications change, then the product must be re-registered — a procedure not needed in the EU or the US, according to committee member Junko Oda.

"I wonder why the Japanese authorities need to check the same data from the beginning again," says Oda of the Quality/Regulatory Affairs Department at Siemens Healthcare Diagnostics K.K.

In Australia, by contrast, some regulatory requirements can be simplified on products already authorised in the EU, the US, Japan and Canada, as Australian reviewers tend to trust work already done in large, sophisticated markets.

"Considering the much smaller size of Japan's population, of only about 100 million, compared to the [500 million in the] EU, I think the Japanese officials should consider the certificates from the EU," she says.

Japan's IVD market is small — worth around \$4 billion — compared with that for pharmaceuticals and other medical devices. But IVD devices can make a big difference to doctors and the lives of their patients, and an even bigger difference when healthcare officials fully recognise their usefulness and long-term financial benefits. ●

Shuichi Hayashi is vice chairman of the EBC Medical Equipment and Diagnostics Committee and industry affairs advisor at Roche Diagnostics K.K.

Advocacy issues

Reimbursements

Usefulness and innovation should be taken into account when the Health Ministry decides on reimbursements.

The role of IVDs in pre-emptive medicine should be considered.

Approvals

The ministry should streamline the process by which new products are approved and recognised.



Cherishing their independence

Iceland celebrates its centenary of sovereignty

In the mid-19th century, Icelanders began peacefully petitioning Denmark to grant them their independence. After decades of persistence, Iceland gained its sovereignty on 1 December 1918 with the signing of the Union Treaty. Although full independence wouldn't come for another 26 years — when the monarchy was abolished in Iceland on 17 July 1944 — this day in December is still recognised as a milestone in the nation's history.

Last month, centenary celebrations were held in Iceland and around the world with a variety of events. The day was also commemorated in Tokyo. On 30 November, the Icelandic Embassy hosted a reception in honour of 100 years of Icelandic sovereignty.

"In 1918, Icelanders were generally poor, health services were scarce, social security non-existent, discrimination was widespread, and freedom of speech and action was limited," said the President of Iceland Gudni Th. Jóhannesson in a video address shown at the reception. "It was considered absurd for the common people ... to seek education and make a name for themselves in society."

The intervening century has brought dramatic change to Icelandic society. It ranks high on several global indices, such



President of Iceland
Gudni Th. Jóhannesson

as the UN's Human Development Index and The Economist Intelligence Unit's Global Peace Index. It has also been number one on the World Economic Forum's Global Gender Gap Report for 10 consecutive years.

"Iceland is now a welfare state; together we strive to help those in need, [and] civil rights have grown and been transformed," Jóhannesson continued. "Today, the people of Iceland have a much better opportunity to make their dreams come true, to show what they are made of."

Ambassador of Iceland to Japan Elin Flygenring echoed the president's comments in her speech to the attendees.

"Today, Iceland is a very different nation — we are a modern nation with an abundance of resources, which we utilise responsibly," she said. "We fight for human rights, which is high on our political agenda, and we participate actively in international cooperation."

The relationship with Japan is an important one for Iceland, and Ambassador Flygenring expressed her desire to see her nation have an enduring legacy like Japan's.

"Iceland and Japan are both countries known for long life expectancies, and Japan is an old nation itself," she observed. "I believe that Iceland will follow suit and have a long and prosperous lifespan as a republic."

Longevity starts with a good diet, and certainly no one at

the reception went home hungry. Head Chef of the Ministry of Foreign Affairs Fridrik Sigurdsson flew in from Reykjavik to cater the event. He prepared a delectable spread of Icelandic dishes, including roasted Icelandic lamb with a thyme glaze, cod *brandade* with rye bread and cumin, and a dessert featuring

Icelandic yoghurt, *skyr*, topped with caramel and raspberries.

Among the guests in attendance were ambassadors, business leaders and Japanese royalty.

"The evening was wonderful, being among good friends," said Finnish Ambassador to Japan Pekka Orpana.

"The Nordic cooperation is extremely important for us Finns, and Iceland is part of the same family. In Japan, we work together to promote an understanding of the Nordic way of life, our values and knowhow."

Iceland is now looking ahead to the next 100 years.

"We will continue to cherish our independence, our positive patriotism ... with tolerance and compassion," Jóhannesson concluded. "We will continue to cherish our national heritage, culture and language in a globalised world of cooperation and interdependence." ●



Becoming a stronger organisation

The EBC introduces a new membership structure

On 24 November, the Board of Governors at the EBC adopted the results of a vote to change the EBC membership structure. This has long been discussed and is now being implemented.

The committees are the core of the EBC, as they are where much of the policy development work is conducted, so, until now, membership had always been based on involvement in committees. In other words, companies were essentially members not of the EBC as an organisation but of one, or several, committees. Under the new system, companies are now first considered members of the EBC, a change in perspective that might be seen only as a technicality. However, by looking closely at the differences between the two systems, the benefits of the new structure will become clearer.

With the old structure, companies wishing to belong to a second, or even third, committee had to pay an additional fee for each one they joined. Not only did this disincentivise companies from taking part

in more than one committee, it also made it more difficult to establish new committees. Additionally, it has always been a challenge to set up ad-hoc working groups or task-forces, since committees were the only structure that existed within the EBC.

Under the new structure, companies can freely join several committees. Also, ad-hoc groups, such as working groups, can more easily be set up to tackle problems that are not covered by any of the existing committees. Moreover, committees will now also be able to collaborate more easily with one another.

The EBC is therefore encour-

aging members, both existing and new, to join not only the committee that covers the sector in which the company is directly active, but also, for example, to have its HR manager participate in the HR Committee, or its CFO participate in the Tax Committee and/or the Financial Reporting Committee. There are also possibilities for in-house lawyers to take part in the Legal Services Committee, or the person responsible for logistics to engage with the EBC Logistics & Freight Committee. In this way, committees that cut across industries will be made stronger, and the policies of these committees can be made more relevant for all EBC members.

Under the new structure, companies can freely join several committees

Furthermore, it will be easier to set up new committees in response to changes in the business environment. The EBC has historically been less active in newer policy areas, such as small and medium-sized enterprises (SMEs), CSR, education and research, and innovation. So, this should also mean that we can better

New EBC fee structure

Category	Membership Category	Fee
Stakeholder Members		
1	Premier Member	¥600,000
2a	Companies with more than 1,000 employees worldwide	¥135,000
2b	Companies with between 250 and 1,000 employees worldwide	¥100,000
2c	Companies with fewer than 250 employees worldwide	¥50,000
3	Supporting Member	¥25,000
Associate Members (Non-stakeholder Members)		
4	Non-European company with strong European interest or European company with chamber membership in a non-stakeholder chamber	¥200,000

The new structure will make the EBC a more attractive organisation and one that can better represent European businesses in Japan

support the EU Delegation as the EBC will be able to cover more policy areas.

The timing is ideal as this structure will make the EBC better prepared for the new relationship between the EU and Japan after the EU-Japan Economic Partnership Agreement comes into force next month. Further collabora-

tion between the economies will mean new opportunities and, possibly, also new challenges.

As part of this new membership structure, the fee structure will also be changing. Since it was founded in 1972, the EBC has, in principle, charged every member the same fee. But now a differentiated fee structure will be implemented. This is based

on the number of employees that a firm's parent company has globally. Looking at other business organisations, this is a fairly common method.

For members with less than 250 employees worldwide, the fee will be ¥50,000 annually. For companies with between 250 and 1,000 employees worldwide, the fee will be ¥100,000 annually. And for large companies with more than 1,000 employees worldwide, the fee will be ¥135,000 annually. It should be noted, though, that for 2019, if existing members pay the fee during the first quarter, before 31 March 2019, the fee will be ¥100,000. This way larger firms will have the chance to experience the new structure without having to pay a higher fee.

The EBC hopes that the new fee structure will result in more SMEs joining the organisation. SMEs are the lifeblood of both economies, and this is something the EBC would like to better represent. They stand for growth potential and deserve to be given more attention.

We at the EBC believe that the new structure will make the EBC a more attractive organisation and one that can better represent European businesses in Japan. It will also help us to create a stronger EBC that can better advocate for an improved regulatory environment in Japan and more efficiently support European firms operating here.

We welcome your input and hope that European industry sees the benefit of joining the EBC. ●



The Agenda

JAN
30

BRITISH CHAMBER OF COMMERCE IN JAPAN

2019 Global Forecast**TIME:** 12:00 to 14:00**VENUE:** ANA InterContinental Tokyo**FEES:** ¥6,500 (for members), ¥8,500 (for non-members)**CONTACT:** maddicott@bccjapan.comMAR
1

SWISS CHAMBER OF COMMERCE AND INDUSTRY IN JAPAN

Japan-Swiss Spring Ball 2019**TIME:** 18:00 to 22:00**VENUE:** Imperial Hotel Tokyo, Banquet Hall "Fuji", 3F**FEES:** ¥27,000**DRESS CODE:** Black tie or dark lounge suit**CONTACT:** motohm62@gmail.comFEB
6

POLISH CHAMBER OF COMMERCE AND INDUSTRY IN JAPAN

New Year's Gathering**TIME:** 18:30 to 21:00**VENUE:** Finn McCool's, Marunouchi Palace Bldg**FEES:** ¥4,000 (for members) / ¥5,000 (for non-members)**CONTACT:** secretariat@pccij.or.jpMAR
5

SWISS CHAMBER OF COMMERCE AND INDUSTRY IN JAPAN

2nd Switzerland-Japan Economic Forum**TIME:** Starting at 13:30**VENUE:** Imperial Hotel Tokyo**FEES:** Free of charge (registration required)**CONTACT:** www.sccij.jpFEB
7

BRITISH CHAMBER OF COMMERCE IN JAPAN

Small is GREAT XIV – The Unintentional Salaryman**TIME:** 18:00 to 20:00**VENUE:** BCCJ Office**FEES:** ¥3,000 (for members), ¥7,000 (for non-members)**CONTACT:** info@bccjapan.comMAR
7

FINNISH CHAMBER OF COMMERCE IN JAPAN

Pre-Opening Tour to the Moomin Valley Park in Hanno**TIME:** 14:30 to 20:00**VENUE:** Metsä Village, Hanno, Saitama**COST:** ¥6,000 (for members), ¥9,000 (for non-members)**CONTACT:** fccj@gol.comFEB
7

IRISH JAPAN CHAMBER OF COMMERCE

Joint Networking Event with the ACCJ**TIME:** 19:00 to 21:00 (Doors open at 18:45)**VENUE:** Irish Ambassador's Residence**FEES:** ¥5,500 (for members), ¥8,000 (for non-members)**CONTACT:** secretariat@ijcc.jpMAR
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FINNISH CHAMBER OF COMMERCE IN JAPAN AND THE SWEDISH CHAMBER OF COMMERCE IN JAPAN

The 34th Stora Enso Cup: Sweden-Finland Golf Challenge in Japan**FIRST TEE-OFF:** 9:30**VENUE:** Taiheiyo Club Gotemba West, Shizuoka**PLAY FEE:** ¥18,090 (includes caddie, lunch and party)**MORE INFORMATION:**

www.fcc.or.jp/se-cup/

FEB
18

BELGIAN-LUXEMBOURG CHAMBER OF COMMERCE IN JAPAN

Monthly Beer Gathering**TIME:** 19:00 to 22:00**VENUE:** Belgian beer café in Tokyo**FEES:** Pay for your own food and drinks**CONTACT:** info@blccj.or.jp



MORE WITH METAL

3D printing enters new territory

These days, 3D printing is becoming ubiquitous. On the consumer side, you can buy anything from a printed plastic statuette of yourself to eye-catching smartphone accessories such as Netherlands-based Freshfiber's Fold Case. Printed with nylon materials, the Fold Case envelops the iPhone X and has a flowing design like an Issey Miyake dress. On the business side, there are a myriad of 3D printing applications, such as rapid prototyping. Market intelligence firm IDC estimates the market in western Europe will grow to \$4 billion in 2019, and that global spending on 3D printing will rise to \$23 billion in 2022.

The concept of 3D printing, also known as additive manufacturing, originated in 1981 when Hideo Kodama of the Nagoya Municipal Industrial Research Institute created an automated method for creating 3D plastic models with a photo-hardening polymer. Nearly 40 years later, the evolution of the technique is speeding up as it becomes possible to print with new materials. Metal is

one of the most promising because of its strength, flexibility and high melting point. Furthermore, the amount of waste is reduced dramatically compared with traditional manufacturing. Unlike earlier versions of the 3D printer that deposited melted plastic, metal printers mainly use two approaches: selective laser melting, and binder jetting, in which layers are bonded together before further processing.

Designers have been experimenting with metals such as gold and silver, which can be processed in powder form and printed for jewellery applications. The first 3D-printed metal gun, a .45 calibre M1911, was produced by a Texas company in 2013. There's also growing industrial use in the 3D printing of prototypes using iron, aluminium, cobalt, stainless steel, copper, bronze and titanium — and European developers have an early lead in the field.

Founded in 2010, Digital Metal, part of Swedish metal powder producer Höganäs Group, has used metal binder jetting technology to produce over 300,000 precision components for customers in fields such as aeronautics, dental tools and industrial equipment. One example is watch dials, featuring fine details evoking the Swiss Alps, produced for luxury watch startup Montfort. Digital Metal says its DM P2500 3D metal printer, launched last year, can produce more intricate products than any other technology.

DMG Mori is a German-Japanese company with a long history of machine tool manufacturing in both countries. It's pushing the industry envelope with platforms such as its LASERTEC 65 3D hybrid, which combines laser metal deposition technology and traditional 5-axis machining processes. It can handle pieces weighing up to 600kg and can turn out complex parts for aircraft and medical devices.

Printed metal parts may even be going out of this world. In a project called AMAZE (or Additive Manufacturing Aiming Towards Zero Waste & Efficient Production of High-Tech Metal Products), the European Commission, the European Space Agency and dozens of European industrial partners teamed up to prototype printed-metal components that can withstand the rigors of outer space. The project has turned out titanium and iron-nickel alloy components, some as big as three metres across, in a bid to demonstrate the value of additive manufacturing for the aerospace sector.

With machines costing up to \$800,000 and the need for very high temperatures, metal 3D printing has so far been limited to industry, but consumer-grade metal printers for under \$10,000 could be on the market within the next five years. If you've always dreamed of building a better mousetrap, this could be your best bet. ●



Information

Size Range of Units

Standard Studios (20–22m²), Large Studios (25m²)
 1 Bedroom Suites (33–52m²), 2 Bedroom Suites (71m²)

Bedrooms: 60 Units

Parking Facilities: 2 Spaces

Room Rates

Daily	JPY7,800	to	JPY28,000	per night
Weekly	JPY6,500	to	JPY23,800	per night
Monthly	JPY5,500	to	JPY19,100	per night
Fitness tickets	JPY1,400	per time		

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 JPY1,400/one-time.

Inquiries

Pacific Rim Development, Inc
 Tel: 03-3446-8610 Fax: 03-3442-3344
 Email: frontdesk@azabucourt.com
 4-5-39 Minami Azabu, Minato-ku, Tokyo 106-0047





The hostess with the mostest

Japan hosts the world in 2019

At the end of November, Osaka was chosen to host World EXPO 2025 and, fresh off that win, Japan will now begin a stretch as host to some major global events over the next two years, which will put its famed *omotenashi* (or, hospitality) to the test.

The country will welcome the heads of 20 major nations and their ministers for the next G20 summit, stage the Rugby World Cup, and put on a large number of trade and industry shows this year, before becoming home to the world's most spectacular – and most expensive – sporting event in 2020: the Olympic Games. Japan, which could be called the hostess with the mostest, is, in fact, very good at everything to do with holding events – financing, security, infrastructure projects, and, yes, even the mind-numbing bureaucracy, with organising committees, subcommittees, working groups and every public and private body possible.

As president of the G20 this year, Japan will host its first-ever G20 summit, in Osaka, at the end of June, with ministerial meetings in eight cities from May to November. It could be said that Japan sees the role of host as one that may occasionally demand substantial taxpayer expense, but requires few of the actual unpleasanties of leadership, leaving it to other nations to aggressively

kick around political footballs, such as diplomacy, trade wars, human rights, and economic disparity.

The busy host sets the glasses, dishes, silverware and menu on the table, while the guests argue policy over dinner, at worst taking home a memory of a well-prepared meal. In short, Japan will be an ideal host and won't rest until it delivers another hallmark event. It is also set to lose a lot more sleep in 2019.

From September to November, Rugby World Cup 2019 will bring together 19 teams from around the globe to compete in 13 cities across Japan. The country's expectations of victory were bolstered four years ago by three wins that included a shock victory over South Africa – now considered the biggest upset in the sport's history. Strong showings in friendly matches against England and Russia have also raised hopes for Japan, as it looks forward to playing again against Russia in Tokyo, against Ireland in Shizuoka, against Samoa in Aichi, and against Scotland in Kanagawa.

The nation is not considered a serious contender to claim the crown, but organisers are working diligently to exceed the expectations of more than 400,000 overseas fans.

Having the reputation as an excellent host can sometimes have the downside of needing to turn people away. At least 100 industry shows will be held in 2019 – with themes ranging from food to fashion, tools to tech, pets to plastics, and autos to ageing – but the Japan

Exhibition Association (JEXA) has a petition on their website decrying the use of some 65% of Tokyo Big Sight as the Olympic Media Centre for 20 months. JEXA says the equivalent of 232 exhibitions will be cancelled, and that 82,000 organisations, mainly small- and medium-sized enterprises, will lose some ¥2.2 trillion in revenue. Tokyo is building a temporary exhibition site to make up for the lost space, but the association insists this venue is too small to meet needs.

In the midst of it all, an epoch-making event of 2019 will take place: Emperor



Akihito will step down from the throne at the end of April. This changing of the Imperial guard after 31 years, making way for Crown Prince Naruhito's ascension, will end the Heisei Era and inaugurate a new age.

Perhaps the start of a new era could lead Japan to realise that hosting alone has a limited upside, while greater leadership on tough issues – even when not always easy dinner conversation – may earn it the political Michelin stars it deserves. ●



A TIME TO APPRECIATE STRENGTH, BEAUTY, AND GENEROSITY

Experience Hina-matsuri, the Girls' Doll Festival

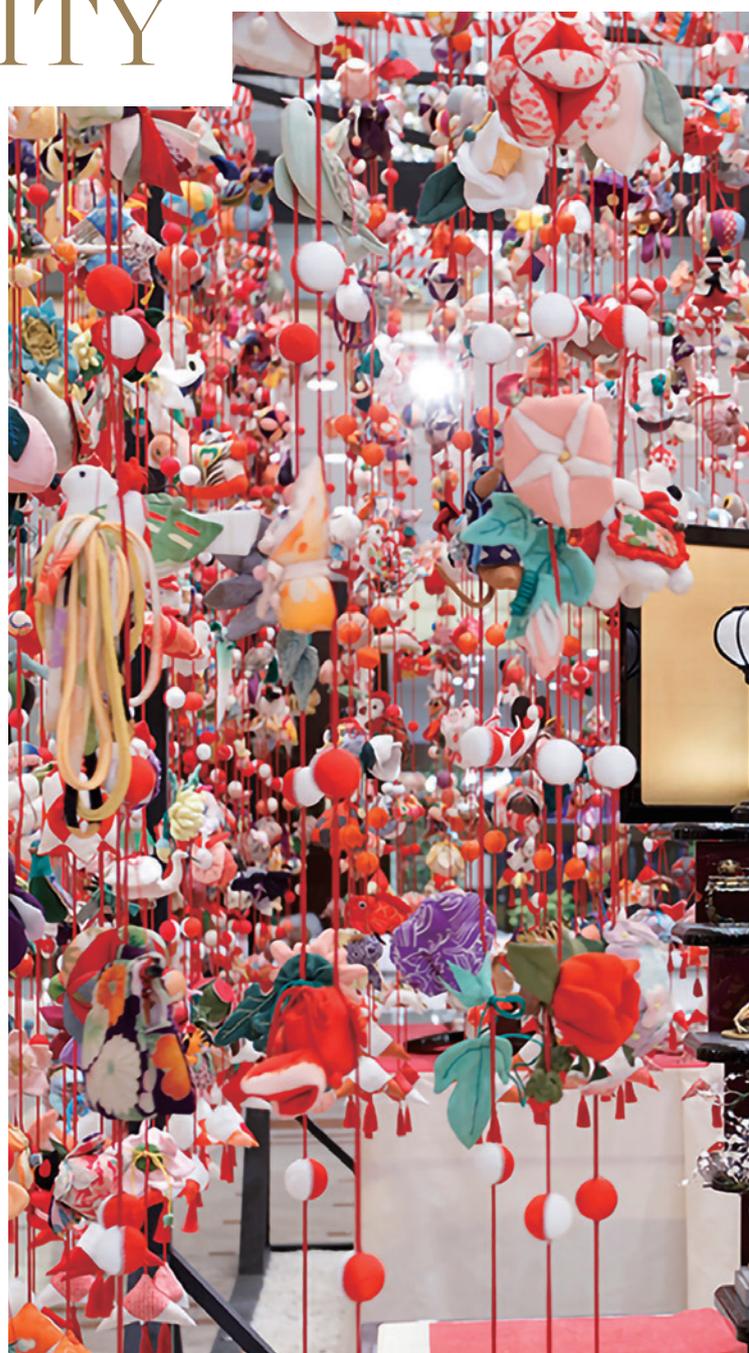
On the third day of the third month, Japan celebrates Hina-matsuri, often translated as the Doll Festival or Girls' Day. It was once exclusively for young girls but is now a popular day among all women in Japan. At Keio Plaza Hotel Tokyo, we give all our springtime guests, from February 1 through March 28, the opportunity to reflect on, and be thankful for, the growth and health of the girls and the women in their lives, with our special Hina-matsuri exhibition.

This year, we will again be displaying, in the 3rd floor main lobby, our prized centerpiece of Hina-matsuri, a tiered stand of dolls — including the Emperor and Empress, ladies in waiting, and musicians — representing key figures from the court of Japan's Heian period (794-1185 AD).

Unmissable in the lobby, and throughout the hotel, is our colorful collection of 6,800 hanging silk ornaments — each one handmade exclusively for Keio Plaza Hotel Tokyo — which are said to bring good luck to girls and ward off evil spirits. Among the many ornaments on display are monkeys, which are said to protect children from harm, and pillows, which are meant to symbolize health, good rest, and long life.

In addition, starting February 1, nine of our restaurants and lounges will be serving delicious dishes with seasonal ingredients and special cocktails all inspired by Hina-matsuri, allowing you to fully enjoy the special tastes of spring.

Unmissable in the lobby,
and throughout the hotel, is
our colorful collection of 6,800
hanging silk ornaments



Understanding Japanese hospitality through the art of tea

Initially practiced predominantly by men, Japanese tea ceremony became part of a woman's education during the Meiji period (1868–1912), which helped to popularize the tradition around Japan. This year, along with our Hina-matsuri display, we will be holding an exhibition to introduce you to the beauty of tea ceremony. On display will be exquisite tea bowls, lacquerware tea caddies, tea whisks, and other equipment used during tea ceremony, courtesy of visiting professor Hiroichi Tsutsui of Kyoto Prefectural University.

Through this exhibition, we hope you will gain a deeper understanding of Japan's spirit of hospitality.



Tea Ceremony Experience

Take refuge from the bustle of downtown Tokyo in the tranquil atmosphere of our traditional tea ceremony room, Sho-fu-an, on the 10th floor of the Main Tower. All staying guests and visitors are welcome to learn the art and ritual of Japanese tea ceremony through one of our regular demonstrations. Four 30-minute sessions are held every day, except Thursdays and Sundays, with space for up to four people each session. Japanese tea and sweets are included in the per person fee of ¥2,000.



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CHANGING WITH THE TIMES

TEXT BY TOBY WATERS

Times have changed for recruiters. Even just a few years ago, employers had something of an advantage in choosing who they could hire, but today's job market gives jobseekers the edge, giving them the final word about where they would prefer to deploy their talents. This means that recruitment marketing has become essential to many companies' HR and recruitment strategies.

NEW MARKETING TECHNIQUES

Just as the interactions between agencies, businesses and candidates has evolved, so have the marketing methods of many recruiters.

"Our Recruitment Process Outsourcing and Borderless Talent businesses have made use of public campaigns to attract the best talent for our clients," reports President and Executive Consultant Murray Clarke of **Experis Executive**. "Regarding our own hiring, marketing is important to get information to talent, but word of mouth has undoubtedly been the most important influence on our brand and reputation."

Yu Suzuki, a recruiting manager at **Skillhouse Staffing Solutions**, describes his firm's unique approach.

"We design our marketing strategy by conceptualising a profile of our target candidates and building a customer journey map. Based on this, we select job portal sites and SNSs with users that most closely match our target profile. We also strategise on how we can further improve our website to attract more candidates."

Robert Walters Japan's approach tries to both attract new talent and retain strong existing

employees, as senior marketing manager Shigeki Yaginuma explains.

"It is important to get talented professionals and students interested in your company and your business so that, ultimately, they choose you over other companies. Retention of existing employees — who have a good attitude and excellent performance record — is of equal importance, and this can be achieved by creating a good work environment and corporate culture."

ATTRACTING TALENT

Even with advancements in marketing techniques, there are still a number of traditional approaches that recruiters follow. Suzuki of Skillhouse Staffing Solutions says that when appealing to candidates, "we've found that creating attractive and informative job descriptions has yielded the greatest results. Posting descriptions that are easy to read and contain additional information — such as work environment, benefits, etc. — has led to a substantial increase in both our website traffic from search engines and subsequent candidate retention."

Yaginuma of Robert Walters Japan agrees.

"In order to recruit talented professionals, it is not enough to offer competitive compensation to candidates," he explains. "Throughout the interview and selection process, you must passionately detail many aspects of the company, including its vision and growth potential; investment in technological innovation; a candidate's potential career path within the company; opportunities to learn; and the appeal of the work."

At Experis Executive, Clarke notes the difference between quality and quantity in attracting talent.

"Our surveys show that clients consider internal referrals to be the best source of quality candidates, with agencies coming second," he observes. "Sourcing candidates from job boards tend to produce higher volume but lower quality. This means it is often word of mouth and direct communication between well-motivated and informed target candidates that is successful. Of course, social media boosts the amount of information available, but high value talent prefers to hear things directly from a trusted source."

RECRUITMENT AND SNS

With social media more and more a part of everyday life, it makes sense that it will become a part of any recruiter's arsenal when attracting candidates. Murray of Experis Executive says that, "naturally, social media is a great channel to share information about our company or our clients, and for volume hiring it makes sense to engage with that talent pool. However, at the executive search level, it is harder to get traction this way. That said, putting positive information out there never hurts."

Robert Walters Japan's Yaginuma highlights the importance of SNS for a recruiter's image.

"We use SNSs mainly for branding and to strengthen customer and employee engagement. Prior to applying for a job, many candidates visit the company's SNS account to confirm a company's credibility. The number of followers, frequency of posting and tactical usage of SNS has become more important than ever."

Attracting the right talent has never been so important. Thankfully, when it comes to helping clients and candidates, recruiters have never had so many options.





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DOUBLE DOWN ON HEALTH

Don't turn your back on your New Year's resolutions

TEXT BY TOBY WATERS

It's that time of year again. As January recedes into memory, many of us will begin to forget or falter on our well-intentioned New Year's resolutions to get in shape, live healthier and be our best selves. Luckily, there are businesses open all year round to help you redouble your efforts to keep your promises to yourself and give you an edge on getting in trim.

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, sports massage, and boxing, as well as a full-range of exercise classes. The large interior features three private treatment rooms, a resistance-training zone, spacious studio and showering facilities. Whether you're in need of rehabilitation or wanting to get in amazing shape, reach your full potential at Club 360.

HEAD Japan, a HEAD Sport subsidiary, is a leading global manufacturer and marketer of premium sports equipment and apparel, organised into winter sports, racquet sports, and diving. We sell products under the brands HEAD (alpine skis, ski bindings, ski boots, snowboard and protection products, tennis/racquetball/squash racquets, tennis balls); Tyrolia (ski bindings); and Mares (diving equipment). Our motto is "Superior Performance Through Superior Technology".

At **Azabujuban Cler Dental Clinic**, making our clients feel beautiful is our top priority, and it begins with a dazzling smile. The head clinician, Dr Aki Fujita, has experience in general dentistry and specialised whitening. Our bilingual staff helps clients from around the world with teeth cleaning, stain removal and whitening. They can arrange for premium customised treatments to resolve dental problems and whiten your teeth in as little as one session.

Nakashima Dental Office (www.dentist-nakashima.jp/english/) in Roppongi delivers total dental care that meets the highest global standards of practice. We are certified to provide laser dentistry for cavity, root canal and gum treatments. And we always stay up to date on the latest advances in oral health and safety precautions, as well as restoration and cosmetic treatment.

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Email: hahaha@dentist-nakashima.jp
Appointments also through
whatclinic.com

www.dentist-nakashima.jp

The Nakashima Dental Office offers both general and cosmetic dentistry services, including adult orthodontics, laser tooth whitening, black gum elimination and one-session root canals. Working to world standards in both Japanese and English, you can also come to us for veneer and crown work, as well as cosmetic dentures.

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At Azabujuban Cler Dental Clinic, making our clients feel beautiful is our top priority, and it begins with a dazzling smile. The head clinician, Dr Aki Fujita, has experience in general dentistry and specialised whitening. Our bilingual staff helps clients from around the world with teeth cleaning, stain removal and whitening. They can arrange for premium customised treatments to resolve dental problems and whiten your teeth in as little as one session.



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Azabujuban Cler Dental Clinic

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Minato, Tokyo, 106-0045



Will Japan play by the book?

Golf's new rules aim to speed up the game

Most golfers should know by now that a new set of rules was implemented on 1 January, 2019. The Royal and Ancient Golf Club of St Andrews (R&A) and the United States Golf Association (USGA) have worked together on these to bring golf into the 21st century and make it an easier game both to play and follow.

Golf has always had something of an image problem. It has been viewed as an elitist sport, and the rules were written in such an opaque style you needed a law degree to understand them. In the past few decades, golf has slowly – some would say reluctantly – moved away from being a pastime of the rich and privileged to an everyman's sport. Even so, the rules often seemed obscure and, more to the point, pointless. Why can't you move stones in a bunker? Why can't you smooth out the green if somebody's spikes have roughed it up?

With the number of golfers and golf courses declining in many parts of the world –

especially in Japan – the R&A and USGA recognised that the game needed to be made easier to play and to understand. Doing so would also speed up play, delays being an issue in both amateur and professional games. Whether or not this will take root in Japan remains to be seen.

Japanese golfers are notorious for their slow play. The use of carts on fixed guide paths means that faster groups are unable to play through, and every other group behind them is delayed. The new rules are quite clear: "A round of golf is meant to be played at a prompt pace" (Rule 5.6b). And slow groups should make way for faster ones.

Japan's "drop zones" also run up against the rules. If your ball is lost, out of bounds or in a hazard (now called a penalty area), Japanese golf courses have drop zones from where you can play your next shot.

Drop zones exist overseas, but they are only to substitute playing areas where dropping a ball in the theoretically correct place would be impossible. In Japan, they are used to try and speed up play. So if, for example, your drive disappears off the course, you play your "fourth"

shot from a drop zone 200 yards down the fairway – after taking a penalty shot, Japanese courses assume your second drive would have gone this far.

Equally irritating is the random use of out-of-bounds markers that are actually on the course. Out of bounds on many North American and European courses usually means someone's garden, the sea at the bottom of a 30-metre cliff or an alligator-infested swamp.

Golf clubs are allowed to impose "local rules", but these are only meant to apply to local issues. They are not meant to subvert the rules of golf, which often happens in Japan. And if the original intention was to speed up the pace of play, it clearly hasn't worked.

Golf clubs in Japan should encourage their members, caddies and players to carefully study the revised rules of golf. The 24 sections – down from 34 – have been written in a way that make them easy to understand and the websites of the two governing bodies also contain a lot of supporting explanations, and even videos.

Golfers in Japan need to play by the rules, not the whims of golf clubs. ●

the game needed to
be made easier to play
and to understand



Deep beneath the cellar

The archaeology of wine

Not all wine found beneath the ground is stored neatly in cellars. Over the years, archaeologists have discovered numerous prehistoric settlements, burial grounds, and even shipwrecks containing evidence of our timeless love affair with wine.

The first chemical trace of a fermented beverage was found in China's Yellow River Valley dating back to 7000 BC. For a long time, scientists maintained that the oldest evidence of wine itself was residue in jars from 5400 BC that came from an excavation site in the mountains of northwestern Iran. But in 2017, at a site south of Georgia's capital Tbilisi, archaeologists found jars from 5980 BC, with depictions of grape clusters and a man dancing, that had wine residue in them. It is proof that winemaking did indeed originate in the Near East. In 2011, an Armenian cave was found with a wine press and fermentation jars dating back 6,000 years.

Although wine is known today as Europe's finest drink, the earliest evidence of wine on the continent comes at least 1,000 years after its neighbours to the east began fermenting. A prehistoric settlement in the Eastern Macedonian region of Greece dates ceramic vases with grape residue at 4200 BC.

The wine of our ancestors was considerably different from the wine we drink in modern times. Since it was once kept in ceramic jars that were porous and not air-tight, the jars were often laced with tree resin, which acted as a preservative. In 2013, archaeologists discovered the oldest palatial wine



cellar in northern Israel, dating back to 1700 BC, with wine that was heavily resinated and sweet — flavoured with honey, mint, cinnamon and juniper.

Until the latter half of the 20th century, sweet wine was prized in times when sugar and honey were a precious, rare commodity. In 2010, 170-year-old Champagne from the houses of Veuve Clicquot Ponsardin, Heidsieck, and Juglar was discovered by divers in a shipwreck off the coast of Finland in the Baltic Sea. Perfectly preserved in their underwater cellar, the bottles were analysed by French biochemists to find that their chemical compositions were remarkably similar to modern-day Champagne except for one key point — the wine had nearly 20 times the sugar content of today's bubbly.

Perhaps the most intriguing of all wine finds came just a few decades ago, in 1985, when eccentric German wine collector Hardy Rodenstock said he had learned of a cellar in Paris holding bottles etched with "Th.J.". He took possession of the bottles, and declared they were Thomas Jefferson's Parisian collection, which the famed American had accumulated while serving as Minister to France. Among the collection were Lafittes, Châteaux d'Yquem, and Moutons, all dating back to the late 1700s — all priceless bottles of history. One in particular, the 1787 Lafitte, sold at auction at Christie's in London for £105,000.

However, after it was discovered that Jefferson had never recorded any purchases of the 1787 vintage, and that his initials were usually signed "Th:J.", a German collector sent his bottle to a lab to be carbon dated, and the scientists concluded that the wine was from 1962 or later. The collector sued Rodenstock in 1992 and won, but Rodenstock appealed and the matter was finally settled out of court. Not all wine finds are created equal. ●



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FAX: 03-4563-1964

**Dale
Carnegie**



Joaquin Martori

Company: MAHLE Trading Japan Co., Ltd.

Official title: General Manager

Originally from: Zaragoza, Spain

Length of time in Japan: Three and a half years

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

Bihotza in Kannai, Yokohama. Everything there is authentic Spanish — even the Bilbao accent of the Japanese chef!

What do you do to stay in shape?

I run, and I occasionally hike and go to the gym.

Name a favourite movie:

Pulp Fiction.

Favourite musicians:

Prince and The Beatles

Favourite albums:

Prince's *The Black Album*,
The Beatles' *The White Album*.

Favourite TV show:

Peaky Blinders.

Favourite book:

Hitch-22 by Christopher Hitchens.

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

Something I'd rather keep that way.

Cats or dogs?

Dogs.

Summer or winter?

Both.

What's your ideal weekend?

Hiking, then *onsen*, then *kaiseki-ryori*.

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

Casa de Macha near our office in Mita, Tokyo.

"Everything there is authentic Spanish — even the Bilbao accent of the Japanese chef!"



Yuji Nakahara

Company: DSM Japan

Official title: President

Originally from: Tokyo, Japan

Length of time working overseas: 12 years

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

Shohei, the traditional soba noodle place near our office, has the best soba in the area.

What do you do to stay in shape?

I try to walk an hour every day, and I go to the mountains to hike on weekends.

Name a favourite movie:

The Shawshank Redemption.

Favourite musician:

Sadao Watanabe. I like jazz.

Favourite album: *Parker's Mood* — Sadao Watanabe Live at Bravas Club '85.

Favourite TV show: *Friends*, which makes me feel like I'm getting old.

Favourite book: *Shackleton's Way: Leadership Lessons from the Great Antarctic Explorer* by Margot Morrell.

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

I'm mad about alpine climbing, and I spent most of my time in the mountains when I was in my twenties. I've also started playing the violin recently — it's a great form of meditation.

Cats or dogs?

Both are lovable creatures.

Summer or winter?

Winter. Vacations skiing in the Alps are among the best ones I've had.

What's your ideal weekend?

A morning hike in the mountains, then a relaxing afternoon looking out at a nice view with a glass of wine.

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

Kenzo Estate in Roppongi. They serve their great wine by the glass.



Vanguard Lawyers Tokyo

AKIRA NAKAZAWA,
PARTNER

Vanguard Lawyers Tokyo, founded in 2017, is a boutique law firm that specialises in advising international clients on disputes and investigations, employment issues, regulatory matters and corporate matters in Japan.

“We are a specialist group of highly skilled legal professionals,” says Naoki Kinami, partner. “Each of the partners at our firm are fully bilingual and have more than 20 years’ experience supporting multinational corporations as they do business in Japan.”

“We fully understand the needs and practices of multinational firms,” adds Akira Nakazawa, partner. “We also provide creative solutions and practical advice to navigate complex Japanese legal issues.” ●

NAOKI KINAMI,
PARTNER





PINK BALL 2019

Saturday, March 9

6:00p.m. – 12:00 midnight

The Westin Tokyo, Galaxy Ballroom

¥35,000/seat, ¥350,000/table

Pink Ball is the Foundation's biggest charity event of the year, and this year we celebrate our 17th anniversary.

All proceeds raised will go towards the Foundation's community outreach programs including The Lemon Project seminars and publication of PINK, our quarterly bilingual magazine for women's health.

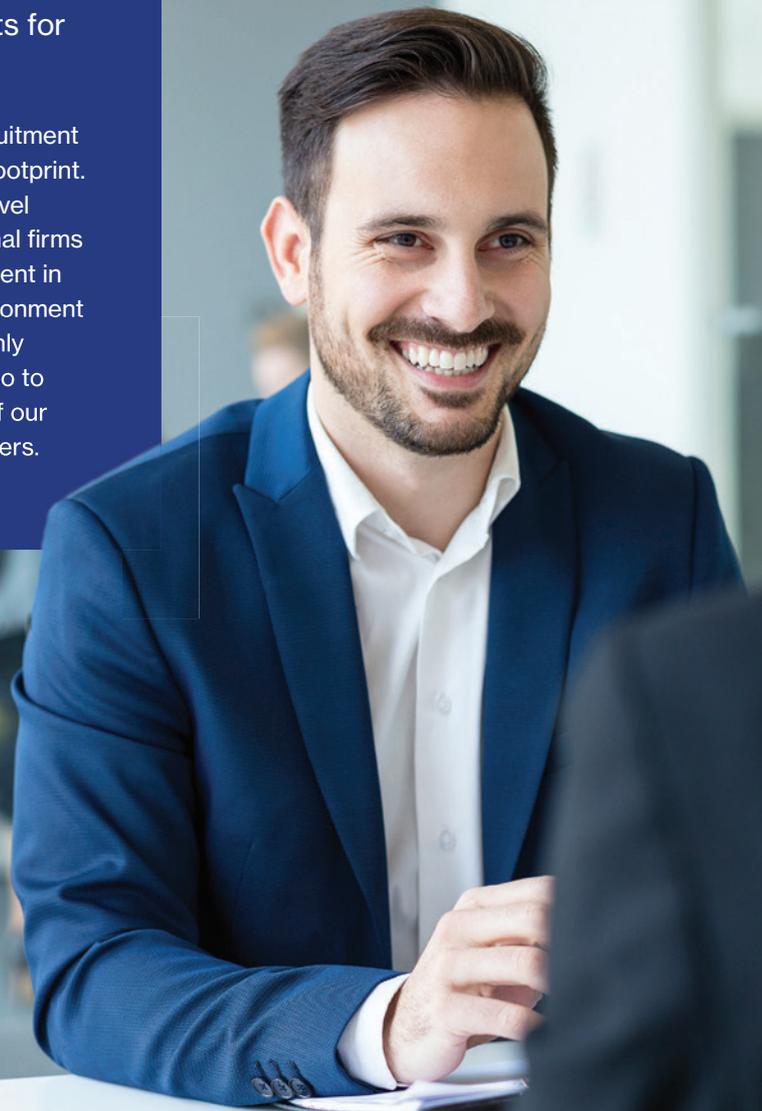
All of our programs are developed and carried out free-of-charge to improve the QOL of breast cancer patients and survivors, as well as to raise greater awareness in Japan – both in the Japanese speaking and international communities.

rftcJapan.org

Take the Next Step

Bilingual Recruitment Solutions (BRS), a division of PERSOL CAREER, is looking to hire experienced recruitment consultants for potential leadership opportunities.

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