

# EURO BIZ

JULY 2016

## At the *centre* of it all

*A new general manager,  
a new chapter for Andaz Tokyo*

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### ➔ **Getting ready for work**

*Japan's sophisticated personal  
grooming market*

### ➔ **An untraditional career**

*An interview with French Ambassador  
Thierry Dana*

### ➔ **Martial artist, digital artist**

*Frank Bignone of Airbus Japan*

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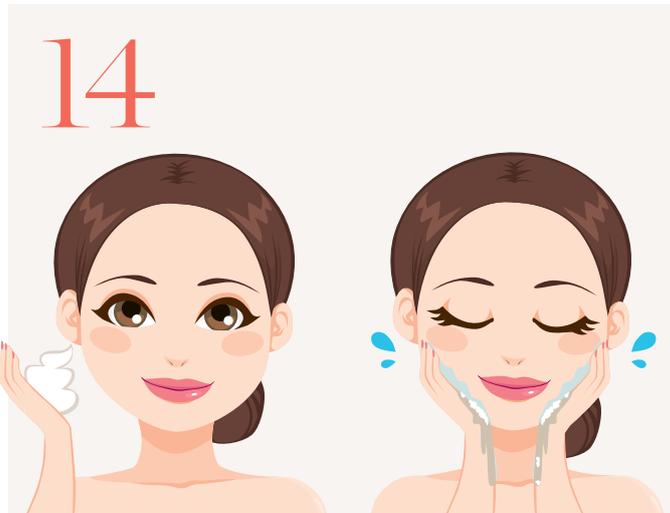
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A new general manager,  
a new chapter for Andaz Tokyo

By Andrew Howitt







# First Focus

There's no need to go to the Gobi to feel desert sand under your feet. The Tottori Sand Dunes, at 32 square kilometres, is the only large dune system in Japan. It attracts around two million visitors annually, many of whom are domestic tourists. You can take a ride on a camel, go sandboarding or paragliding, or just sit and enjoy the view of the Japan Sea on the other side of the dunes.

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Photo by twoKim  
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**Allison Bettin** has dabbled in the various nooks and crannies of the wine industry for the past five years. She holds a Level 3 Award from the Wine and Spirit Education Trust.

➔ *“The world’s fertile wine regions tend to be nestled in beautiful corners of the globe, making them great options for your next holiday. In ‘Wine Trails’, I wanted to highlight both the new and old world regions that offered an exceptional range of activities for adventurers. A trip to Tuscany a few years ago inspired me personally to always search for each wine region’s best sites.”*



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.

➔ *“It’s always reassuring to hear that European companies are investing in Japan, despite the ageing and shrinking population — and in the case of the personal grooming industry, that the greying demographics are actually creating opportunities. The combined factors of a path to an older population that China will soon follow, along with a shared skin-type, means Japan is becoming a regional test market for some new cosmetics and treatments.”*



Born and raised on the remote island of Bermuda, **Kageaki Smith** learned photojournalism through five years as the sole lead for a local newspaper. His body of work features distinction in editorial, fashion and sports photography. He currently lives in Tokyo.

➔ *“Frank Bigone was collected, observant and very careful with his words. I was impressed that he was such an avid martial artist, and that he finds so much enjoyment in his work. It was inspiring that he has consistently challenged himself and set himself so many goals. It was a pleasure to photograph such a captivating and humble individual.”*



**Jin Song Montesano** has served as executive officer, senior managing director, and chief public affairs officer at LIXIL Group Corporation since November 2014. Prior to joining LIXIL, she held senior positions at multinationals such as GSK Vaccines and Kraft Foods.

➔ *“As an executive working in a Japanese corporate context, I believe we are still far from reaching that critical ‘tipping point’ when female leaders become a driver of the Japanese workforce. However, I have seen that promoting more women to leadership roles has an immensely positive impact. More companies in Japan need to start thinking in practical terms about how to make this happen.”*

## EURO BIZ JAPAN

### Publisher

Vickie Paradise Green  
paradise@paradigm.co.jp

### Editor-in-chief

Andrew Howitt  
andrew@paradigm.co.jp

### Senior Editor

David Umeda

### Creative Director

Paddy O'Connor

### Art Director

Cliff Cardona

### Illustrators

DJ, Sable

### Sales Director

Tapo J. Mandal

### Account Executives

Delilah Romasanta,  
Tamas Doczi, Erika Ishimura  
advertising@paradigm.co.jp

### Production and distribution

Daisuke Inoue  
eurobiz@paradigm.co.jp

### Published by Paradigm

6F Daiwa Osaki  
3-chome Bldg.  
3-6-28 Osaki, Shinagawa-ku,  
Tokyo 141-0032  
Tel: 03-5719-4660  
Fax: 03-3492-1202  
www.paradigm.co.jp

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**Communications & PR** Yoko Hijikuro

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**Per Knudsen**  
Managing Director

[www.ingeniumgroup.com](http://www.ingeniumgroup.com)

#### Headquarters

My Square Building, 3F 2-10-3 Azabu-Juban,  
Minato-ku Tokyo, 106-0045 Japan  
Telephone: +81 (0) 3 4560 1000  
Email: [webcontact@ingeniumgroup.com](mailto:webcontact@ingeniumgroup.com)





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# New eyes, new discoveries

**Novelist Marcel Proust** famously wrote, “The voyage of discovery is not in seeking new landscapes, but in having new eyes.” Seeing the familiar in a different way and identifying potential in the mundane are essential traits of the innovator.

This month’s *Eurobiz Japan* has a strong French focus. Our Country Spotlight on France (page 20) highlights some innovative French companies who have had the eyes to see needs and opportunities, and the revolutionary spirit to bring them into being.

Airbus Japan’s Frank Bignone, our EBC Personality in this issue and native of Nice, is also someone with eyes continually ready to make new discoveries. Read about his

work in the digital world — as well as his passion for martial arts and combat sports — on page 22.

It was an honour to speak with French Ambassador to Japan Thierry Dana. Learn about some of the exciting initiatives that the embassy is involved with, particularly in the areas of science and technology, in The Interview on page 16.

Our cover features Arnaud de Saint-Exupéry and Ross Cooper of Andaz Tokyo (page 10). De Saint-Exupéry, from France,

is stepping down as general manager of Andaz Tokyo and handing over the reins to New Zealander Ross Cooper, who begins his role as the new general manager of the hotel this month.

There is no need for you to seek out new landscapes; as you read through our pages this month you are sure to make a host of new discoveries. ●

Editor-in-Chief  
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Central Tokyo is changing. Leading up to 2020, the Toranomon area — a short distance from Tokyo station, Tokyo Tower and the Imperial Palace — will have been extensively redeveloped with a new subway station, new office and apartment buildings, and tree-lined streets with outdoor cafés. The Tokyo Metropolitan Government is calling it the Champs-Élysées Project. Already standing in the middle of this dynamic business and leisure hub is the 52-storey Toranomon Hills mixed-use skyscraper, whose top floors are home to the lifestyle boutique hotel, Andaz Tokyo.

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**Part of the** Hyatt Group, Andaz Tokyo has just celebrated its two-year anniversary. In this short amount of time, it has established itself as a popular and internationally esteemed hotel, with a majority of its guests arriving from overseas. Its prime location will also be ideal for those coming for the Tokyo Olympics in 2020 since it is positioned on Loop Road No. 2, which will connect the Olympic Village and the Olympic Stadium.

Change is also taking place at Andaz Tokyo. This month, Arnaud de Saint-Exupéry, who oversaw the planning and opening of the hotel, is stepping down as general manager and handing over the responsibility to Ross Cooper, who has been general manager at the Park Hyatt in Busan for the last two years.

Cooper, originally from Wellington, New Zealand, has worked with the Hyatt Group for 19 years. His career has



# At the *centre* of it all

A new general manager,  
a new chapter for  
Andaz Tokyo





PHOTO BY KAGEAKI SMITH

taken him to several world-class cities: he started a Grand Hyatt in Melbourne, worked in Hong Kong and Shenzhen, and was in Tokyo once before at the Grand Hyatt Tokyo in Roppongi before his most recent assignment in Busan, South Korea.

His time at different Hyatt brands has allowed him to see that, although the Hyatt DNA runs through all of the Group's hotels, the Andaz brand provides guests with an experience unlike anything else in the portfolio.

"It's a very different atmosphere," Cooper notes. "Park Hyatt Busan is a little more on the formal, or traditional, side of a luxury hotel. Whereas here, Andaz Tokyo retains that five-star experience, but in a more casual and personalised manner."

De Saint-Exupéry – whose nearly 10 years working for the Andaz brand at different locations means he knows it intimately





# ROBERT WALTERS JAPAN

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**ROBERT WALTERS**



The Andaz Tokyo lounge on the 51st floor

## “Andaz Tokyo retains that five-star experience, but in a more casual and personalised manner”

and has helped to shape it — relates how this personal style has been realised at Andaz: “We don’t have typical uniforms. And we don’t have a front desk,” he explains. “We have removed every barrier, because, at the end of the day, if I welcome you into my home there’s no front desk. I open the door, I welcome you, I offer you a drink; and we start a conversation.”

In other words, Andaz Tokyo has been designed to be a home away from home.

The need to put people first and give guests the best experience possible is, of course, paramount, but Cooper’s extensive experience has led him to understand that this can only be achieved by putting a priority on training and mentoring his staff.

“The industry itself relies heavily on having staff who understand how to care for guests,” he says. “You really need to put a lot of time into coaching and showing, rather than just telling.”

He takes pride in the fact that he has helped others realise their full potential and get ahead in their careers. He recently reconnected with some of his former colleagues from the Grand Hyatt Tokyo: “It’s great to hear about some of their achievements,” says Cooper, “and to feel that perhaps I played a part in helping coach them along in their own careers.”

Outgoing general manager, de Saint-Exupéry, states that at the planning stage, concepts such as “indigenous”, “vibrant”, “unscripted” and “creative” were fundamental in helping to make decisions about the hotel’s design and décor, but also in creating the story of Andaz Tokyo. As Cooper takes the reins, he sees the further propagation of the concepts underlying the brand as an essential part of his new role.

“There’s a story that has been established and that has started to be told by the staff here about what Andaz Tokyo is,” Cooper explains. “I think my role as general manager is just about continuing to grow that story. It’s about keeping the momentum of what has been so successfully set up in Tokyo.”

De Saint-Exupéry is relocating to London to oversee the UK and Ireland region, including an Andaz that he once managed. After having put so much of himself into Andaz Tokyo, he says that he will miss being here, but he believes that he is leaving an important legacy behind him.

“I know that this exciting story will continue,” he says proudly. “Of course, Ross will now be the storyteller, the keeper of the story. But the team members are storytellers, as well. I have seen them take so many initiatives that have really made Andaz even more of a living brand.”

There is a real sense of excitement with all of the changes that are taking place. And with Ross Cooper now in charge of the hotel, there is a great deal of expectancy about the future of Andaz Tokyo.

“Toranomom is going to be such a vibrant and changing place, and Andaz will play a part in that change,” Cooper says. “The team here will also change and evolve, and we’ll make sure that we are continuing to deliver the Andaz story to the people who choose to come and stay with us or use our facilities. It won’t ever stop.

“And with the Olympics coming,” he adds, “we’ll be more in the centre of the action than ever before.” ●

AO Spa on the 37th floor offers an entirely new spa experience.



PHOTO BY KAGEAKI SMITH



# Getting ready for work

How the Japanese toiletries market is shaping personal grooming

The intricacies of Japanese society and culture can sometimes feel like impenetrable riddles. However, some things are easier to understand and are, quite literally, closer to the surface. It's no secret that Japanese women spend a great deal of time, effort and money on their appearance, and that these habits have spread to many young men. The reality is, Japan's personal grooming market is simply one of the most sophisticated in the world.

**In addition to** the maturity of its grooming market, the fact that Japan's population is on an ageing trajectory – something that a number of countries are beginning to follow – means the country is becoming a vital test market for European companies in the sector.

Pierre Fabre, a major French pharmaceutical and cosmetics company, has been operating a joint venture with local giant Shiseido for 30 years; it was Pierre Fabre's first foray into a major market outside Europe. The company recently opened an R&D centre in Japan, its first outside France, and products developed for the Japanese market account for 40 to 45% of local sales, according to Laurent Martin, president of Pierre Fabre Dermo-Cosmétique Japon.

One example of a successful locally-developed product is [Avène Hydrance Water Gel-in-cream](#), an all-in-one moisturizer.

"The skincare market is very advanced in Japan, and many women use multiple

layers of products. But as more women are working, they have less time; and the Water Gel is a response to that," says Martin.

Following the success of the product last year, Pierre Fabre launched it in South Korea in January and is scheduled to release it in China next year, explains Laurent.

"Our central marketing team wasn't convinced about the product at first, thinking it would be competition for our [existing] products," Martin adds. "But after it was so successful in the market here, they are planning to launch it in Europe in 2019, and we are also

getting requests from the U.S. and Canada for it."

Nevertheless, Japan's strict regulations on quasi-drugs (or functional cosmetics) remain a hurdle, and Pierre Fabre is unable to make certain claims about some of its products, including its hand creams and moisturizers, which in Europe are touted as being effective against the effects of atopic eczema (referred to in Japan as *atopi*).

They are allowed to promote the efficacy of the active ingredient in a separate advertisement in a magazine where they are promoting the product, for example. But this is not as efficient as we would like, explains Martin. Nevertheless, he says he finds dealing with such challenges, "tricky and interesting."

Another French firm, Chanel, took the route of developing an ingredient, TXC, specifically for the Japanese market that would conform to its unique quasi-drug requirements. The skin-whitening sector is huge in Japan, and Chanel's Le Blanc Cream TX was the first product from a foreign company to achieve quasi-drug status.

"The registration process was extremely strenuous as a foreign brand in Japan. It took Chanel nine





years to finally be able to launch Le Blanc Cream TX in 2011,” says Chanel Japan president Richard Collasse.

The process involved four years of studies on the product’s safety, efficacy and stability to prepare for registration. Then there were three years of examination by the health ministry, and a further two years of market safety tests, explains Nobuhiro Ando, managing director of Chanel’s R&D lab in Japan.

“Due to the huge investments of time and money, nobody believed that Occidental brands could do it,” says Ando, who calls the final result a “dream come true.”

Chanel also has a skincare product developed for Japan that is set to go overseas, a pipeline that Collasse sees as an important one for the future, particularly in the anti-ageing sector. Crème Douce was formulated for the over-fifties market in Japan, and will be launched worldwide this August.

For Japanese men, refined grooming habits are no longer confined to those in their teens and twenties. One factor has been the rise of the term *sumehara*, or smell harassment, to describe a litany of olfactory offenses including both excessive use of fragrances and strong body odour.

Unilever’s Axe range, sold in the UK as Lynx, includes a milder fragrance in Japan than that sold elsewhere. The marketing approach is also less reliant on the kind of stereotypical images of masculinity traditionally used in deodorant advertising in Europe, according to Unilever spokesperson Seikei Itoh.

“The product portfolio is also different,” he adds. “We have hair-styling products, in addition to fragrance and shower gel, since hair styling is a must item for men’s grooming brands in Japan.”

The advanced Japanese market is also a major opportunity for grooming appliances, such as electric toothbrushes and shavers.

Philips’ Sonicare was the best-selling rechargeable electric toothbrush in Japan last year, with the high-end DiamondClean

## “Japan’s personal grooming market is simply one of the most sophisticated in the world”

doing particularly well. The market penetration of electric toothbrushes remains relatively low here, providing considerable growth potential, according to Philips Japan CEO Danny Risberg.

However, more than half of Japanese people use an electric razor, a relatively high proportion. Philips’ Shaver 9000 series has been well-received by Japan’s demanding consumers, says Risberg. He also notes that Philips’ rotary technology — as opposed to the foil razors still popular in Japan — also represents a potential driver of growth.

“In order to gain market share as well as brand awareness, we have prioritised marketing activities like providing ‘touch and try’ opportunities and magazine tie-ups to explain the benefits of using a rotary shaver,” explains Risberg.

Skincare among Japanese men is another growing trend in grooming, with the amount of money being spent by them having, “increased drastically over the past three years,” explains Risberg. In response to this, last year Philips launched VisaPure Men, an electric face-cleansing brush for men. The product has been selling well, and Philips expects the male grooming market to continue its strong growth. ●





# An untraditional career

## French Ambassador to Japan Thierry Dana

French Ambassador to Japan Thierry Dana describes his career in the foreign service as being both traditional and untraditional. The traditional part includes diplomatic postings to places such as New York, Algeria and Hong Kong, as well as time spent working on security and strategic issues under President Jacques Chirac in Paris. The untraditional part of his career is that he stepped away from the diplomatic corps for nine years to run an investment and trade business between Asia and France. Now back at his first career, and serving in Japan since 2014, Ambassador Dana spoke with *Eurobiz Japan* about what he learned from having his own business, about some projects that France and Japan are working on together, and Japan's touching response to the horrific terrorist attacks in Paris in November 2015.

### **How would you describe the relationship between France and Japan?**

It's very good. And it's getting better. It's becoming more substantial in different fields. The state visit of President François Hollande in June 2013 was a kind of renewal of our relations. We set up the *Partenariat d'exception*, which is a nice phrase, but what's important is what

actions we put behind these words. For instance, we have extended our political dialogue to security and defence. Now the foreign affairs and defence ministers of both countries meet together every year. It's a full cooperation process which allows us to discuss matters including space, cybersecurity, and those new, challenging fields where we believe we have some technology to offer.

### **What are some other on-going projects between Japan and France?**

In science and technology, this year is our joint Year of Innovation, and we are having dozens of different events on research and development in different fields, including culture, economy, and business. We have set up here what we call French Tech Tokyo, which allows start-ups to meet and develop new partnerships to boost support for their projects. We have also launched a project where 100 internships are offered to Japanese students or young professionals at, mostly, large French companies in the innovation sector.

The big event which has just been announced by Prime Minister Shinzo Abe is that Japonism 2018 will be held in







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Paris, where we will be celebrating two anniversaries at the same time: one is the 160th anniversary of our diplomatic relations; and the other is the 150th anniversary of the beginning of the Meiji era, symbolising the opening of Japan to the world. So we are very proud that Prime Minister Abe has chosen Paris as a platform to promote and expose Japanese culture to the world. And I'm sure this will be tremendously successful.

**You took part in the Japanese–French symposium on Smart Cities in September of last year, co-hosted by the Science Council of Japan. Could you tell me a little about what was discussed and what will be implemented?**

Smart Cities is a very important subject: first of all, as a way to make the day-to-day life of people easier; but also in the framework of the [UN climate change conference] COP21 efforts in Paris, in December 2015, to have better energy efficiency and better protection of the environment. Basically, the cities are concentrating on the challenges we have to face if we want to meet the objectives of COP21.

This symposium was held with the scientific service department of the embassy. They focused on four topics: infrastructure, transportation, buildings, and new services enabled by ICT, Information and Communication Technologies. We already have some concrete initiatives. For instance, in Tsukuba we have launched a special cooperation programme to do some tests on approaches to implementing technologies for Smart Cities. And this is a subject we can discuss on the larger plane, between Tokyo and Paris, for instance. This was

also discussed with the mayor of Paris, Anne Hidalgo, when she came to Tokyo, so it's quite a priority in regard to our cooperation.

**Can you go into a little more detail about a specific goal in one of those areas?**

One of the oldest French companies in Japan — I think it has been here for 100 years or more — Air Liquide Japan, is cooperating with Toyota Tsusho to set up hydrogen stations for refuelling hybrid vehicles. It started in the Nagoya area, and we hope to develop this partnership on a larger scale.

**How has having the experience of running your own consulting business influenced the assistance you give to French businesses here?**

The main lesson I drew from this experience is that SMEs [small and medium-sized enterprises] and other types of companies are expecting some practical help. They have a product and they want to sell the product, so they need some very specific advice on the product they want to sell, adapted to the Japanese market. They want to know who they should see, if their product would be good for a department store or a convenience store, so we try to introduce them to the right people. We cannot make the decision for the company, but we have to provide them with as much information as possible to put them in a better position to make the right decisions.

**Can you tell me about the kind of support you received from Japan following the terrorist attacks in Paris last year?**

We have received tremendous moral support, first from the authorities — at the government level: ministers, mayors, and so many officials — who showed their compassion and solidarity; but also, which is even more touching, from the public. For weeks, we had tons of flowers at the entrance of the embassy from people who just came to show their solidarity. It was very moving. I tried personally to answer each letter, if there was a mailing address.

**I understand that the attacks have had an effect on tourism to France.**

To be frank, there was a decrease in tourism from many parts of the world after the attacks. Now it's, more or less, getting back to the average. For 2015, I think we actually gained one million more tourists to France. I think we had 84 million in 2015, whereas we had 83 million in 2014. So it's good. We aim to reach 100 million before 2020.



It's true that Japanese tourists are very cautious, which we can understand. But we like the Japanese tourists in France very much. They are very welcome.

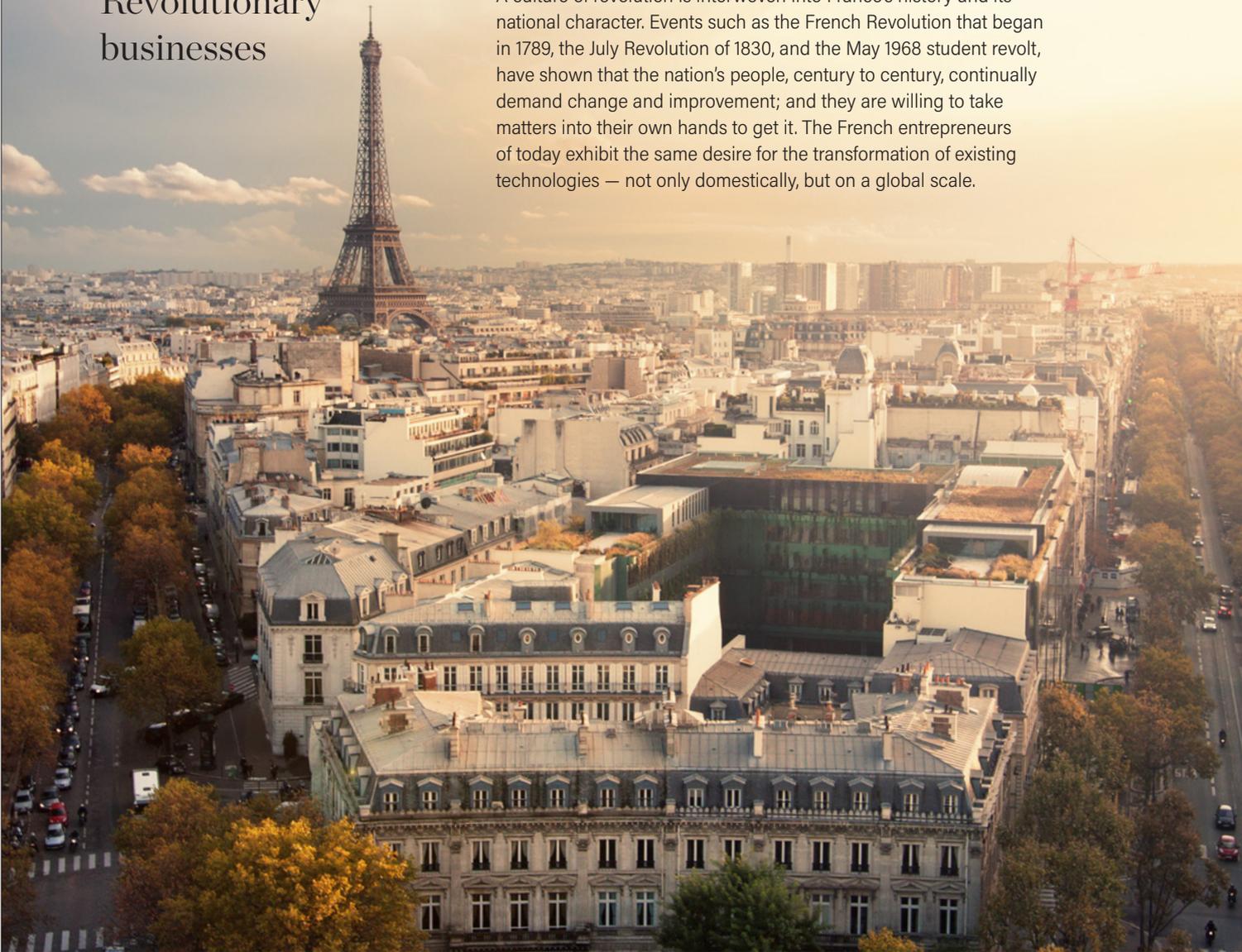
Unfortunately, attacks have happened all around the world since the Paris attack. So there is no place you can say it will never happen. But having said that, I believe that all measures have been taken to guarantee as much security as possible in France — in Paris and, I would say, even more so in the countryside. ●



# France

## Revolutionary businesses

A culture of revolution is interwoven into France's history and its national character. Events such as the French Revolution that began in 1789, the July Revolution of 1830, and the May 1968 student revolt, have shown that the nation's people, century to century, continually demand change and improvement; and they are willing to take matters into their own hands to get it. The French entrepreneurs of today exhibit the same desire for the transformation of existing technologies — not only domestically, but on a global scale.



**GIROPTIC is looking** to revolutionise photography and video. Their 360cam, a bell-shaped device, has three cameras and three microphones that allow it to take 360° photos and films. The data it records can also be used with virtual reality technology. GIROPTIC's Kickstarter campaign, launched in 2014, generated over \$1.4 million. Roughly 15% of its customers are in Japan.

Another French startup, Cityzen Sciences, has taken the idea of wearable technology beyond watches and glasses, and aims to transform the very clothes we wear.

Its smart fabrics, with embedded micro-sensors, can analyse the movement of the wearer, allowing factors such as temperature, heart rate, speed, and location to be monitored. Cityzen Sciences is currently working with businesses in the sports, health and wellness markets.

Changing the face of e-commerce and how we shop online is Acep TryLive, a subsidiary of optical solutions company ACEP, headquartered in Paris. Its augmented reality software, TryLive — referred to as a “virtual dressing room” — lets shoppers virtually try on different

watches, glasses frames and articles of clothing using their desktop or smartphone camera.

While France has a culture that encourages change, certain traditions are carefully protected. The nation is renowned for its gastronomy, and its excellent cuisine has been embraced in Japan. One of the most respected chefs today is Joël Robuchon, whose restaurants around the world have together earned 25 Michelin stars, the most of any restaurateur. His L'Atelier de Joël Robuchon in Ebisu has appeared on numerous lists of the top ten places to dine in Tokyo.

There are several other acclaimed, Michelin-starred restaurants with French chefs around the city, including Cuisine[s] Michel Troisgros at the Hyatt Regency Tokyo, Pierre Gagnaire at the ANA InterContinental Tokyo, and Pachon in Daikanyama. Also in Daikanyama

is Le Cordon Bleu cooking school, which is educating the next generation of chefs in the art of French cuisine.

France is the most popular tourist destination in the world, with 84.5 million people having visited in 2015, and a travel and tourism industry that represents nearly 10% of GDP. Air France-KLM has been flying to and from Japan since the early 1950s, and, in peak seasons, offers

nearly 60 flights a week between the two countries. With 37 cultural sites on UNESCO's World Heritage List, and over 1,000 museums, France's long history and significant heritage are on show for the rest of the world.

The nation's business people, however, have their eyes fixed on the future.



“While France has a culture that encourages change, certain traditions are carefully protected”



**Area:**  
643,801 km<sup>2</sup>. Coastline: 4,853km.

**Climate:**  
Generally cool winters and mild summers, but mild winters and hot summers along the Mediterranean. Occasional strong, cold, dry, north-northwesterly winds (Mistral).

**Major cities:**  
Paris (capital), Lyon, Marseille, Toulouse, Lille, Bordeaux, Nice, Nantes, Strasbourg, Rennes and Grenoble.

**Population:**  
63,553,766 (July 2015, estimate). Urban population: 79.5% of total population (2015); 38.31% aged 25-54 years (2015, estimate).

**Natural resources:**  
Coal, iron ore, bauxite, zinc, uranium, antimony, arsenic, potash, feldspar, gypsum, timber, arable land and fish.



 **Trade with Japan**

Exports to Japan: €6.4 billion  
Imports from Japan: €8.3 billion

SOURCE: THE FRENCH TREASURY ([www.tresor.economie.gouv.fr/pays/japon](http://www.tresor.economie.gouv.fr/pays/japon))



# Frank Bignone

Martial artist, digital artist

France is known for its rich food, historic landmarks, and influential culture; but the country is not so well known for its karate *dojos* or its Muay Thai boxing gyms. For Airbus Japan's Frank Bignone, originally from Nice on the Mediterranean coast, these were places that defined his childhood.

**"I started karate** at 10 years old," recalls Bignone, a former black belt. "First, I did the classic style, Shotokan; and then when I was 15, I started doing one called Shidokan, a rare style of karate. At the same time, I started Thai boxing."

Bignone's parents encouraged him to try a wide variety of different sports and outdoor activities, such as tennis, swimming, sailing and surfing. As a result, he has always put a high priority on being active and staying in shape. But his passion for combat sports began with karate.

"I was in quite a lot of tournaments when I lived in Nice," he says. "There were one-on-one and team matches, but for me it was more about winning for your club than about personal victory."

Although he has not done karate for several years, Bignone recently started Krav

Maga, the self-defence system used by the Israel Defense Forces. He says he chose it because he wanted to learn new techniques and continue to challenge himself.

"They teach different things to different people," he states. "It's good for the body, and it makes me feel good."

Bignone has learned a lot more than just fighting techniques through his years of doing martial arts.

"Karate has taught me to be very patient," he says. "And it also helps with self-control. A lot. It helps you when you're in difficult situations, to manage your stress well."

This has been an asset in his work as Digital Transformation Leader Asia at Airbus Japan. It can be stressful coordinating everything at the offices he oversees, including those in Korea, China, Singapore, the Philippines and Indonesia.

Bignone's role requires him to think of how new technologies can be used at Airbus. One project he is currently working on is about applications for what is called natural language processing, a branch of Artificial Intelligence.

"We are trying to get machines to understand

people," he explains. "It could be used in the cockpit, a virtual assistant that can help the pilot in high-stress situations."

Another project that Airbus worked on recently has been very successful.

"We used smart glasses — augmented reality technology — when workers need to drill a hole in the planes," Bignone relates. "The glasses tell you exactly where you have to drill the hole, and make it easier to work."

Then he adds: "I like what I'm doing very much. It's interesting, and I think we're doing something very useful for aeronautics."

Unsurprisingly, Bignone also enjoys doing programming in his spare time. In his teens, he created games and software for different

## Do you like natto?

### Time spent working in Japan:

Two and a half years.

### Career regret (if any):

No, I don't have any.

### Favourite saying:

Live in the here and now.  
That's what my *zazen* teacher always said.

### Favourite book:

Jack Vance, *The Demon Princes*.  
It's a space opera. It has nothing at all to do with demons.

### Cannot live without:

A pen and paper.

### Lesson learned in Japan:

Japan is a very kind country — I've learned that it's good to be considerate.

### Secret of success in business:

It's very important to listen.  
Listen to your customer, listen to everyone.

### Favourite place to dine:

Food stalls on the street or at a festival.

### Do you like natto?:

I don't like natto, but I do like Munster, a type of French cheese that smells like natto.



companies; and when he was at university – where he studied robotics and applied mathematics – he managed a group of indie game developers.

“Now I’m focusing more on how to do things in virtual reality,” he says. “I have helped a company in the US do what we call serious games, which is basically training people through virtual reality. For example, for industrial painting or carpentry.”

He loves coding because it allows him to create things – but, more specifically, things that work.

“You have a feeling of success, to create something that works and that people can enjoy,” he explains. “I’m a very bad artist. I can’t draw; I can’t paint or play music. So this is my artistic side, which is more in the digital world.”

In addition to programming games, Bignone also likes spending his free time playing both video games and board games – however, his wife

recently gave birth to a boy, and taking care of his son is keeping him busy outside the office these days.

“Other people may think that I’m competitive,” he states. “But, at the same time, I like to teach people. When I lead a team, one thing that is important is to really pull them forward, so we can succeed and do better things.” ●

INDUSTRY PERSPECTIVES

# THE RIGHT CONNECTIONS

Recruitment firms deliver

TEXT BY DAVID UMEDA





**Recruitment specialists are deeply invested in connecting the best companies and ideal candidates. A globalised economy remains the greatest challenge for businesses operating in Japan, especially in the wake of Brexit, a suddenly surging yen and the apparent demise of Abenomics. Yet, the old adage of “When the going gets tough, the tough get going” seems applicable to the recruitment industry.**

## EXPERTISE

Outsourcing recruitment is still the best way to determine the optimum match between employer and candidate. Professional recruitment consultancies that work on a contingent basis help companies to minimise risk, only requiring a fee once a successful hire is made.

“This extra savings of time and cost can be reallocated elsewhere,” points out James Perachio, Senior Manager, Business Operations, at **Intelligence Global Search**. “Professional consultancies are also experts in their specific fields, and have vast networks to find the ‘hidden’ candidates.”

As explained by Per Knudsen, Managing Director at **The Ingenium Group, Inc.**, if a company needs people with experience in a certain industry, field or sector, then they almost invariably scout candidates from their competitors.

“Should company A take from company B, then surely the latter will try to take from the former someday. Using an agent puts a barrier between companies and allows for ‘plausible deniability,’” he continues. “We are very specialised experts at identifying, screening and evaluating candidates, which provides further assurances the candidates are good.”

## ONLINE

Online recruitment is a useful tool, according to David Swan, Managing Director Japan and Korea, at **Robert Walters**.

“However, with so much information readily available online, it can be a challenge for clients to identify the best candidates,” he stresses.

“Empowered by strong relationships with clients, recruiters can effectively explain and present companies to candidates, providing them with an abundance of high-quality job opportunities.”

The expansion of LinkedIn has dramatically changed the recruitment industry, explains Perachio of Intelligence Global Search.

“We foresee a number of other professional networking sites starting up in the near future that directly compete with LinkedIn,” he observes. “However, in Japan, very few companies conduct proactive recruitment activities themselves, and even fewer use LinkedIn as a source of their candidates.”

## IN DEMAND

Looking ahead to 2017, what sectors will be the hardest to fill?

“Healthcare is going global, and Japan and APAC [Asia-Pacific region] have to take part,” explains Knudsen of The Ingenium Group. “And so anything and everything clinical-related is booming and in high demand. And will continue to be so.”

Increasingly, all industries will require bilingual talent, emphasises Swan of Robert Walters.

“Particularly, we foresee a demand for engineers within the Industrial sector as manufacturers struggle to fill these roles,” he continues. “Recruitment firms are expected to meet increasing demand for IT engineers, chiefly in Big Data and cyber security, as well as specialists in the Legal and Compliance sectors.”

Recruitment specialists in Japan deliver the right connections to lead and to grow your business on a global scale.



# THE LEADERSHIP JAPAN SERIES

BY DR. GREG STORY  
PRESIDENT, DALE CARNEGIE TRAINING JAPAN



DALE CARNEGIE®  
TRAINING

Igniting Workplace Enthusiasm

## Hard Talk Fallacies

You have to tell people how it is, or you will lose authority. If you swallow what you want to say, you will diminish yourself. If you avoid hard conversations, you will have less influence. You need to tell them exactly how you are feeling. This was the tenor of the advice coming from a communication "guru". While listening to this, I thought it would absolutely fail in Japan, if not everywhere else as well.

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This guru was appealing to an American audience, so there is the temptation to just dismiss this as typical excess. There is, however, an earlier icon of communication skills named Dale Carnegie. He concluded that direct hard talk would fail. Both men addressed to the same type of audience, but approached the subject from diametrically opposing stances.

Dale Carnegie's human relations principles work well not only in Japan; they work well everywhere. So rather than trying to ardently assert our rights — telling others how we feel and gaining power through strength of will — let's try some proven methodologies that actually work.

### **Don't criticise, condemn or complain**

The guru gave the example of someone keeping you waiting, suggesting you "respectfully" tell them how you feel about that. Dale Carnegie realised there was no point to doing this. Even if you are polite, people become defensive and are irritated to be reminded that they are less than perfect. You might think you have politely schooled them, but all you have done is create a barrier. So much for your power over them! They were late, you can't get the time back; so you just have to accept that others are not as reliable as you are, and move on.

### **Talk about your own mistakes before criticising the other person**

Rather than "speak the truth" about their selfish tardiness, making yourself feel superior and ruining the relationship in

the process, Dale Carnegie suggested we reflect on our own failings first. Are we perfect? No, we fail all the time and so do others. We can talk about our own inadequacies: how we had a problem making an important meeting, and how we realised we needed to become better organised. In this way, we can reference the problem, but allow the other person to save face. Calling attention to others' mistakes indirectly makes sense. Speaking the truth may sound noble and brave, but it doesn't help in a world driven by human emotions. You can get the point across without rubbing it in.

### **Try honestly to see things from the other person's point of view**

When we are fixated on what we want, we become inwardly focused. The goal of successful human relations, however, is to be liked and trusted. Selfishness won't get you there. They are massively late, so what? Are they doing this to annoy us, to punish us? No, there are bound to be any number of things happening in their world that we don't know about, so let's not be too hasty to apply "our rights" to the situation.

Forget about being powerful through hard talk. People will willingly cooperate with you, if you apply these principles. The ideas are easy to understand, but not so easy to apply.

It is quite interesting that our clients come from just about every industry you can imagine, but we notice there are some common requests for improving team performance. The four most popular areas are leadership, communications, sales, and presentations. Although we started in New York in 1912, in Japan we deliver 90% of our training in Japanese. Also, having launched here in Tokyo 53 years ago, we have been able to master how to bring global best practices, together with the required degree of localisation, to Japan. You're the boss. Are you fully satisfied with your current results? If not, and you would like to see higher skill and performance levels in your organisation (through training delivered in Japanese or English), drop us a brief note at [info3@dale-carnegie.co.jp](mailto:info3@dale-carnegie.co.jp)



# Invite China and India to the world's top table

## It's high time to mend a broken system

Prime Minister's Shinzo Abe's political milking of the summit of global leaders in Ise-Shima in late May proves clearly that it is time to change the system. Global governance is broken, and the leaders in Japan failed to respond to the challenges that the world is facing.

The Group of Seven (G7) — the leaders of Canada, France, Germany, Italy, Japan, the UK and the US — makes no sense, and Abe threw away a golden opportunity to initiate a meaningful change. As host, he should have invited both China and India to Ise-Shima as a prelude to them becoming full members of this elite leaders club.

Japan and other G7 members have prickly relations with China that are being exacerbated on a monthly basis as Beijing aggressively asserts its interests. China, impelled by a mission to wipe out humiliations of past centuries, is behaving like an ambitious 19th century great power in the days of sail and early steam — especially dangerous in these days of globalisation and nuclear weapons.

However, all of the G7 leaders should remember the pithy political advice of US President Lyndon Baines Johnson about his nemesis, the FBI director J Edgar Hoover: “It's probably better to have him inside the tent pissing out, than outside the tent pissing in.”

China and India deserve to be members of the G7 by virtue of their economic and polit-

ical clout. Economically, China is ready to overtake the US, if it has not already done so.

In nominal gross domestic product, the International Monetary Fund (IMF) puts the US ahead at \$18.56 trillion, with China trailing at \$11.38 trillion, followed by a much smaller Japan at \$4.12 trillion.

IMF figures of GDP by purchasing power parity (PPP) show that China has already sailed past the US with \$20.85 trillion, with India in third place at \$8.64 trillion, then Germany (\$3.93 trillion), Russia (\$3.68 trillion), Indonesia (\$3.0 trillion), the UK (\$2.76 trillion) and France (\$2.70 trillion). Italy comes 12th and Canada 16th.

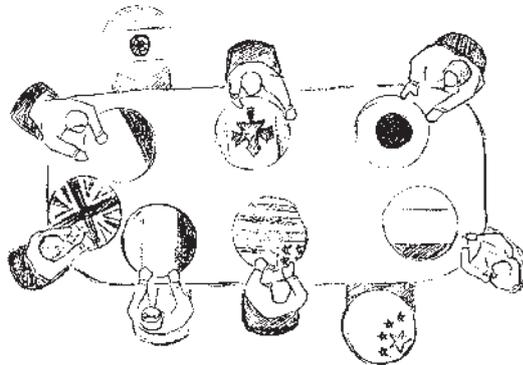
The G7 today represents the global, political and economic regime of the mid-20th century,

IMF, World Bank and OECD regularly attend, along with heads of “outreach” countries, which this year included Bangladesh, Chad, Indonesia, Laos, Papua New Guinea and Vietnam.

G7 leaders surely know that Beijing is not sitting idly by while the old powers talk and the global economy burns. It is hyperactive politically and economically, forging agreements nationally, regionally and internationally, doing what you would expect of a global power.

The G7 Summit petered out into a mishmash of words urging — so far elusive — greater growth. And then their pious hopes were quickly smashed by the UK referendum decision to leave the EU, spreading political and economic turmoil to markets and economies in the UK, the EU and the world.

For Abe, the G7 was about domestic politics, and showing himself to the Japanese public as a world leader before the upper house elections in early July. He got G7 leaders to visit the Ise Grand Shrine, perhaps symbolic of Abe's wish to change



and needs a thorough revamp to bring in the new powers. Europe is over-represented: Donald Tusk, president of the European Council, and Jean-Claude Juncker, president of the EU Commission, joined the discussions to make it a G9, of whom six were Europeans (or five if you exclude the UK's David Cameron...).

Any argument that inviting China and India would make the meeting unwieldy won't wash. Besides the two EU leaders, the secretary general of the United Nations and the heads of the

Japan's constitution. He was at Barack Obama's side as the US president paid homage to the atomic bomb victims in Hiroshima.

However, Abe failed to get the G7 to accept his plea of a global economic crisis, his tactic to justify postponing the increase in the consumption tax. But then Brexit created the crisis for him. Abe should be more careful what he wishes for. ●

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



# The big Italian party

Italy celebrates 150 years of diplomatic relations with Japan

For two days at the end of May, Tokyo had the chance to experience the very best of Italy — its food, fashion, fast cars, and even its famous sites. The *Italia, Amore mio!* event was held at Roppongi Hills in celebration of 150 years of official diplomatic relations with Japan. More than 50,000 people came to see the company booths and live entertainment over both days.

and Miss Japan 2016, Sari Nakazawa.

Three of the MCs at the event were TV personality Girolamo Panzetta, celebrity chef Francesco Bellissimo, and retired soccer pro, Pietro Cristo, formerly of the Napoli team.

Nearly a year of planning went into *Italia, Amore mio!* Davide Fantoni, secretary general at the Italian Chamber of Commerce in Japan, was one of the key organisers.

“There’s a good atmosphere, and that’s what we wanted,” Fantoni said. “We want everybody not only to look at the brands,

but we want them to touch them, taste them, enjoy them, and, most of all, have fun.”

A total of 41 companies took part, each with its own booth, allowing visitors to experience their products up close.

One of the most memorable experiences at the event was being able to take a virtual reality cruise of the Mediterranean,

all the people who come to learn more about Italian food. Being number one in Italy for pasta sales, and pasta being quintessential Italian cuisine, we had to be here.”

One of the sponsors and organisers of *Italia, Amore mio!* was Japan Europe Trading Co., Ltd (JET).

Thierry Cohen, president of JET, was confident that participating companies would get a lot of good publicity over the weekend.

“This kind of festival is perfect, because you get to talk directly to the consumers,” he said. “I think having a booth here today will have a very positive effect.”

The event was also a chance for visitors to discover more about Italy itself. Representatives for several less well-known Italian tourist destinations, including Torino, Chieti and the Basilicata region, had booths promoting tourism.

Along with sleek sports cars on site from Ferrari and Fiat, and Vespa scooters in a variety of colours, there was a bright orange Lamborghini Huracán that was a big attraction for passers-by.

Eginardo Bertoli, Lamborghini country manager for Japan, South Korea, and Oceania, summed up the event well.

“We hope that many people have had a good impression of Italian culture and brands,” he said. “And that the relationship between Italy and Japan becomes even stronger over time.” ●



A variety of Italian culture was showcased on the event stage, and music featured prominently on the programme. There were performances of opera and accordion; on the first evening, 5,000 people packed the open-air auditorium to hear Italian blues-rock musician Zuccherò and Japanese guitarist Tomoyasu Hotei. Other highlights included culinary demonstrations sponsored by Barilla and BioBalance, as well as a conversation with Miss Italia 2014, Clarissa Marchese,

courtesy of MSC Cruises Japan.

“I think it’s a great branding event,” said president Oliviero Morelli. “And Roppongi Hills is a prime location for showcasing your product. The kind of customers who you have here are really the customers that like to travel; they appreciate foreign fashion and cuisine.”

Many of the booths were selling Italian food. In addition to pizza and pasta from Elio Locando Italiana, and gelato from Carpigiani, people had the chance to buy olive oil, wine, prosciutto and cheese.

“This is a big Italian party,” said Antony Strianese, representative director and country manager at Barilla Japan. “I really want



# More productive

## Apps to help you get organised

In our modern mobile world, many people still seem to fear their inbox — that clutter of high- and low-priority requests, and essential and useless information. But it's possible to treat the daily morning email check as pleasant reading. The key to less stress is to identify which items you need to take action on and which ones you will need for later reference, and then to store them in separate places. The bottom line is to get them out of your inbox.

Here are a few suggestions of applications that can help you organise better and increase the chances of working smarter.

**Trello** is a free web service that can help you sort actionable items by creating a simple visualisation of tasks labelled “to do”; “doing”; and “done”, for example. Trello stands out because users can add or edit tasks from their desktop or mobile device (both iPhone and Android). You can then share this with your colleagues, assign tasks, set due dates, attach files, and even leave comments or feedback as your team works toward “done”. Trello works well with **Dispatch**, an excellent iOS email client that lets you convert emails into tasks with a single tap.

Other notable apps for actionable items are the recently renewed **Taskpaper 3** for Macs, and the underrated **Microsoft OneNote** for Windows.

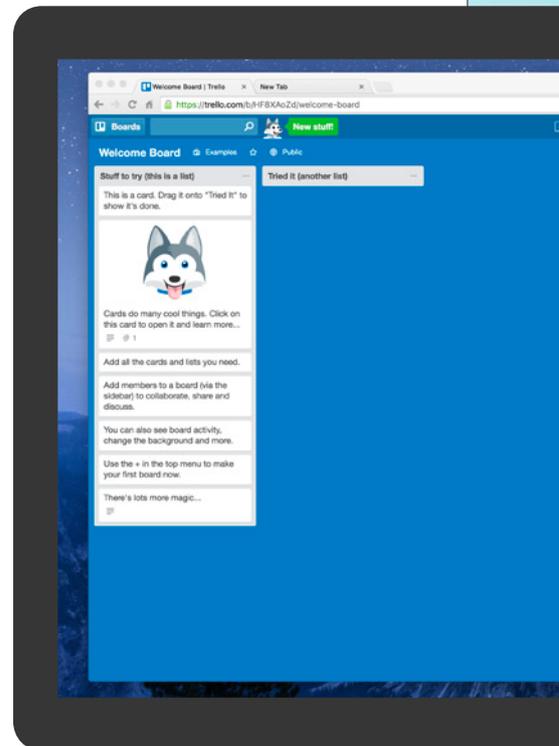
To help with organising items for reference, **Evernote** is perhaps the most popular

application among pack-rats of digital content. This app allows users to file away information from just about anywhere, be it an entire email message or a few lines from a webpage they really liked.

However, there are those who prefer to further subdivide into links and notes. Links can be bookmarked easily on **Pinboard.in**, and later accessed from any device. Pinboard is helpful because there is a range of extensions that let you bookmark from any site with almost no complications.

For your notes, there is the plain-text application **nvAlt**. You can use it to create a kind of personal Wikipedia, with hundreds of notes that can either sit independently or link to one another. The search bar at the top allows you to find any of your notes quickly and easily. And you can even sync them across devices via Dropbox for easy access at home or when you are on the go. An additional advantage is that, because the notes are just text, the app runs incredibly fast, unlike Evernote which can feel sluggish at times.

For any paper material that you need to collect and



reference, **Scanner Pro** for iOS enables you to use your mobile device for scanning, and for filing into your favourite digital vault. What is especially handy is being able to send the scanned materials to Evernote, where pages can be read by Optical Character Recognition and converted into text.

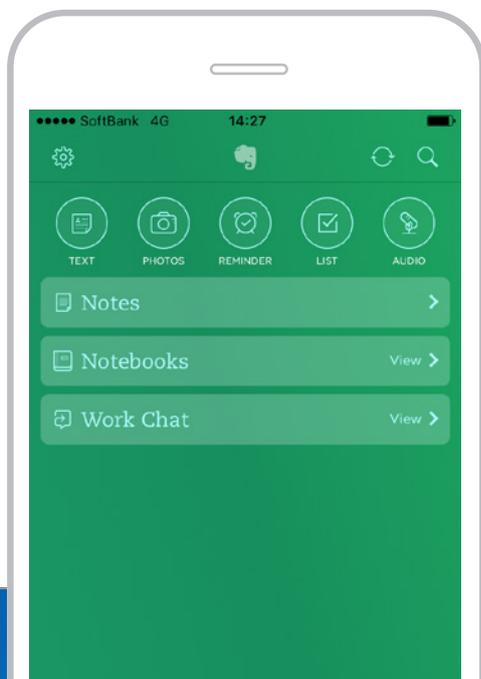
Some other honourable mentions to help you work more efficiently are the following.

**IPassword:** password manager for Windows, Mac, iOS, and Android.

**Totals:** Mac app for making invoicing easy. ●

Find all of these apps here:

🔗 <http://bit.ly/eurobizapps>



# Truly *Global* Solutions



Located in Rotterdam, the largest trade port in the world, we provide temperature-controlled logistics service for our customers throughout the whole of Europe.

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

• Nichirei Logistics Group's Logistics Services

#### Regional Storage Operations

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

#### Logistics Network Operations

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

#### Foreign Operations

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

#### Engineering Operations

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

# Logistics and Freight

## Now hiring

One of the top issues at a recent meeting of the EBC Logistics and Freight Committee had nothing to do with trade with Europe, nor was it limited to the members' industries.

**"It was about** the future availability of labour," says committee Chairman Gavin Murdoch, citing a problem facing nearly all businesses and industries in Japan. "It's the squeeze, particularly on blue collar workers, that concerns us all."

It has been extensively reported in the media that the size of Japan's workforce is shrinking, a result of a rapidly ageing population and low birth rate — a "demographic time bomb," in the words of Murdoch, who is also president and executive director of DHL Supply Chain Ltd. Making matters worse for companies, the unemployment rate is only slightly above 3%; this already extremely tight labour market is expected to worsen in the years ahead unless drastic measures are taken.

"It will ultimately affect us all in terms of getting [enough] people to run our operations," Murdoch observes. The logistics and

freight industries in Japan are crying out for people to drive delivery trucks, move stock in warehouses and perform other essential tasks.

The committee lists six issues in the EBC 2015 white paper. However, the demographics question is not one of them. It is a new one for the committee. Members now will be spending the next 12 months coming up with specific advocacy points, "like ways of making driving jobs more attractive," explains Murdoch.

On the issue of customs clearance, the committee can claim a major breakthrough. Currently, Japan is divided into nine customs jurisdictions and a company cannot lodge customs declarations in regions where it has no physical presence or licence. Clearly, that's a big obstacle for foreign companies and small Japanese businesses that normally aren't able to manage operations in multiple districts.

The committee has long been calling for the creation of a single, central jurisdiction, for example. The Ministry of Finance (MoF) was sympathetic to this concern and came up with proposals. Recently, the MoF announced reform measures that will take effect in October 2017.

"This is a big change," says committee member Masaaki "Mark" Ito. He explains that brokers will be able to submit customs declarations anywhere in Japan, provided they are authorised economic operators (AEOs). Companies

designated as AEOs have been approved by customs officials after meeting supply-chain security standards.

"Customs brokerage offices will be able to make declarations remotely and with a single licence that covers all of the districts, which will be an advantage," says Ito, an Executive Officer at Schenker-Seino Co. Ltd.

Another issue, by contrast, has basically seen no progress. Japan Post is aiming to expand aggressively as it becomes privatised, which worries the private-sector express delivery services. An acutely tilted playing field has meant that the Express Mail Service (EMS) is only required to declare packages through the Nippon Automated Cargo Clearance System when the value of the contents exceeds ¥201,000. Japan Post's competitors, however, must declare all packages.

The issue remains a sensitive one among Japanese officials, since Japan Post played an important role through modern history in linking the nation's regions, including the most remote ones.

Finding a solution will take a lot of time and patience. As with the labour issue, bringing Japan Post in line with private-sector norms will require efforts well beyond industry-specific regulations. The challenge is to reach an outcome that is beneficial not just for businesses, but also people from all sectors of society. ●

### Advocacy issues

#### ➔ Authorised Economic Operator

The AEO system should be used to further simplify procedures.

#### ➔ Japan Post

EMS and private-sector operators should be subject to the same customs declaration methods.

#### ➔ Ports

The Japanese government should work on ways of reducing the exceptionally high costs of using the nation's ports.

# Unlocking female talent in Japan

Time to turn our attention from why to how

As someone who has come up through the corporate ranks, I have long believed that Japan's most underutilised asset for driving broader economic growth is its highly educated population of women.

**I have had** the privilege of managing different teams in Japan for over 17 years. Now as chief public affairs officer at LIXIL, I am fortunate to be working in an organisation that is open to change and new ideas.

I reorganised the Public Affairs team, which I inherited in 2014, to be more diverse. Today, women account for 78% of the team, with 36% being working mothers. A little over half of my leadership team is female, and some are first-time leaders.

The transformation that the team has undergone over the last 24 months is frequently commented on, by both those within the company and those we do business with. The team speaks up more now — sharing new ideas, pushing for more collaboration with other teams, and asking challenging questions to each other and to senior management. While we have very capable men on the team, I have observed that many changes

have taken root because of our female leaders.

What makes these women such effective change agents? They are a diverse group of individuals, but they share some common characteristics: they are performance driven; they pay great attention to detail, but also have a good grasp of the big picture; they have high EQ (emotional quotient); they are good at sizing up a situation; they are experts at collaboration; and they are not afraid to take informed risks. To be fair, the men on my team are also practicing these new ways of working with more frequency.

The biggest reason, however, these women have become effective agents of change, is their understanding that a diverse work culture — open to different ideas — is the most effective way for staff to thrive and succeed.

Although we are a small patch of change taking place in the vast landscape of corporate Japan, the lessons we have learned may be useful to others.

First, leaders in management positions need to identify the obstacles that keep women from returning to and thriving in the workplace. Having clear policies for flex-time and working from home is a great start. But managers

must also proactively teach their teams to get rid of barriers rooted in the culture, such as the notion that working long hours makes employees more valuable.

Second, leaders should invest in targeted coaching and development programmes — for both men and women. These can enable women to build their courage and self-confidence. In my own professional experience, I have seen many intelligent and capable Japanese women who suffer from self-doubt or low self-esteem. I believe that promoting more Japanese women, especially those with high potential, to leadership roles — and supporting them once they are in those roles — will help them gain confidence more quickly and, in turn, have a positive impact in the work place.

Third, we need to find a new vocabulary to define good leadership in corporate Japan. The language we use is rather dated and gender-lopsided, such as aggressive, dominant, or even manly. Applying the same words to women can make it harder for them to be seen as capable of taking on management roles previously held by men, and so prevent a whole host of positive — and different — contributions to the boardroom.

The conversation about women in the work place is really a conversation about leadership. Surely, leaders today — whether male or female — already know the whys for encouraging more women to move up the corporate ladder. It is now time to focus on the questions of “What do we need to do?” and “How should we do it?” in our respective organisations, so we can realise the full potential of women in the work place. ●

Jin Song Montesano is Executive Officer, Senior Managing Director, and Chief Public Affairs Officer at LIXIL Group Corporation.

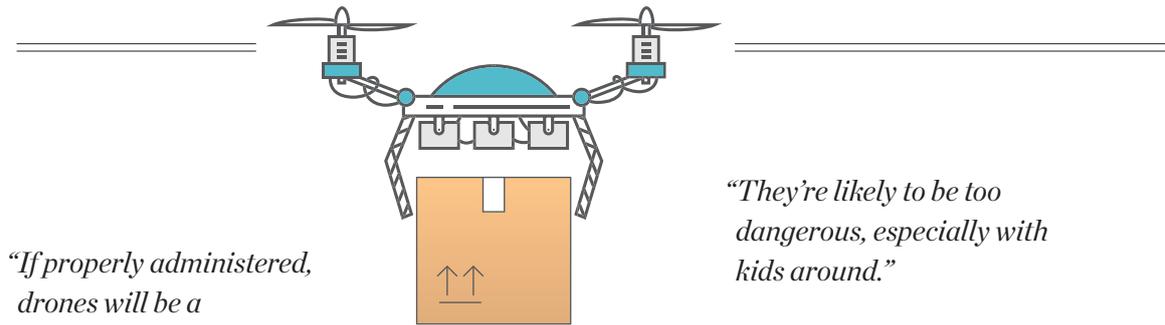


The conversation about women in the work place is really a conversation about leadership



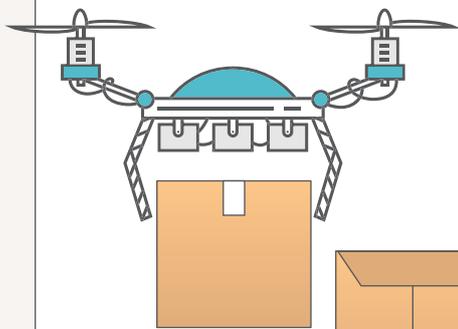
In April, Rakuten was given special permission to start trials for a drone home-delivery service in Chiba.

# Do you think drones should be allowed to deliver packages to private residences in Tokyo?



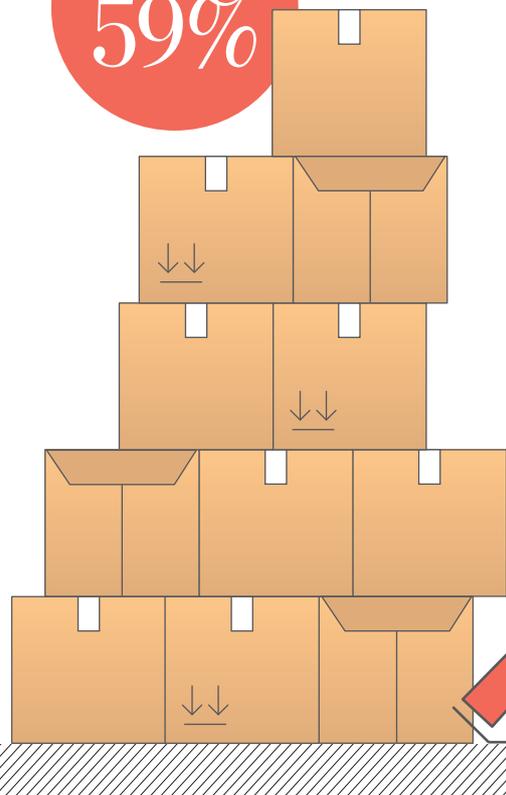
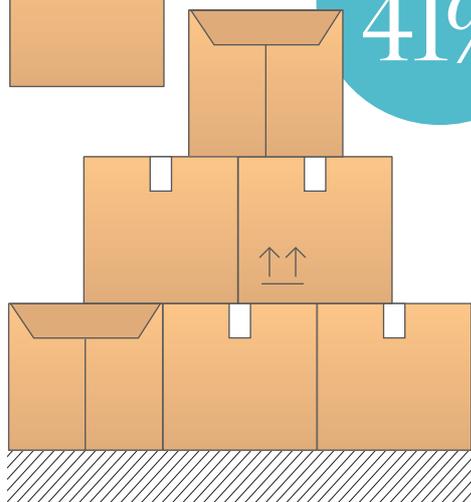
*“If properly administered, drones will be a major advance over existing delivery and communication methods.”*

*“They’re likely to be too dangerous, especially with kids around.”*



Yes  
41%

No  
59%



To vote in the next Eurobiz Poll, find details in our Eurobiz Japan newsletter. Subscribe by visiting [eurobiz.jp](http://eurobiz.jp).



# Wine trail

## The world's top wine destinations

With breathtaking scenery, fine cuisine, and countless wine tastings, the world's wine regions make for perfect holiday destinations.



### TUSCANY, ITALY

#### For the culture buff

Tucked into the hills surrounding Florence — the historic capital of the Italian Renaissance — are some of Italy's most scenic vineyards, responsible for some of the world's classic wines. Here you'll discover the spicy, cherry-laden Chianti alongside big, bold, expensive Cabernets and Merlots, known best as Super Tuscans.

Tuscany is both a wine and a culture buff's dream. In Florence you'll find some of Europe's finest art — including Michelangelo's *David* at the Accademia di Belle Arti di Firenze, and Botticelli's *The Birth of Venus* at the Uffizi Gallery — and the Duomo cathedral. Wander the quaint streets of the neighbouring towns and you're sure to encounter your newest favourite trattoria. The nearby village of Panzano, for example, boasts two gems: the Accademia del Buon Gusto, where the charming owner, Stefano Salvadori, conducts free private tastings of local wine; and the Antica Macelleria Cecchini, where Dario Cecchini, one of Italy's top butchers, lets you sample his choice cuts.

Top wineries in the region include Antinori Chianti Classico, Tenuta San Guido, Casavento, and Biondi Santi — Tenuta Greppo.

### SOUTH ISLAND, NEW ZEALAND

#### For the adventurer

The skyrocketing popularity of Sauvignon Blanc from New Zealand's Marlborough region has done wonders for the country's wine industry. New Zealand's cool climate also sets the stage for world-class Pinot Noir, and regions like Central Otago, in the southern half of the South Island, are beginning to receive some well-deserved recognition.

The magnificent landscapes of New Zealand's South Island offer lovers of wine and adventure the holiday of a lifetime. Cruise, dive, or kayak around the iconic Milford Sound, one of the world's most beautiful fjords. Cycle a multi-day trip across the Otago Central Rail Trail, stopping at wineries and quaint countryside villages along the way. Hike the Ohau Waterfall Walk, where seal pup spottings are common in the wintertime; or hit the Wither Hills Farm Park trails

that overlook the vineyards of Marlborough.

Top wineries on the island include Greywacke (Marlborough), Neudorf (Nelson), Rippon Vineyard (Central Otago), and Burn Cottage Vineyard (Central Otago).

### SONOMA VALLEY, CALIFORNIA

#### For luxury and relaxation

While Napa Valley is certainly a place to visit, its twin valley to the south, Sonoma Valley, has a winding riverbed that offers small enclaves for seclusion and reprieve — the perfect setting for a luxurious, relaxing vacation. Check out Osmosis Day Spa Sanctuary for an authentic Japanese experience, or head to Hotel Healdsburg for their wine and honey wrap massage. Local ranches and cheese makers provide top-notch ingredients to some of the region's finest restaurants, such as the Michelin-starred restaurant at the Farmhouse Inn and the laid-back, trendy Boon Eat + Drink modern California bistro. Barinaga Ranch offers visitors tours of the fromagerie, where you can sample some of the ranch's finest Basque-style sheep milk cheese.

Top wineries to visit include Paul Hobbs for Cabernets and Benziger for Pinots. ●





# Andrew Olea

**Company:** Asian Tigers Mobility

**Official title:** Deputy Managing Director

**Originally from:** Southern California

**Length of time in Japan:** It will be 20 years this August!

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

My wife is a great cook, so I like to go home to eat whenever I can.

**What do you do to stay in shape?**

I go for a walk or bike ride with my wife and daughter, or we go swimming together at the Tokyo American Club.

**Name a favourite movie:** It's a toss-up between *The Godfather* trilogy and *The Lord of the Rings* trilogy.

**Favourite band:** Led Zeppelin.

**Favourite album:** U2's *Rattle & Hum*.

**Favourite TV show:** *The Sopranos*.

**Favourite book:** J.R.R. Tolkien's *The Silmarillion*.

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

I had a very successful business together with my oldest brother



at a very young age. We started Universal Video and were pioneers in the video retail industry.

**Cats or dogs?**

Dogs (though cats are cool, too).

**Summer or winter?**

Summer - I am from Southern California!

**What's your ideal weekend?**

No alarm clocks and no schedules. To be completely spontaneous.

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

I always like to try new places.



# Tony Cala

**Company:** Tokyo American Club

**Official title:** General Manager

**Originally from:** Tokyo, Japan

**Length of time in Japan:**

Born and raised in Tokyo

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

Where else but TAC!

**What do you do to stay in shape?**

Chase my dogs around the neighbourhood.

**Name a favourite movie**

*The Godfather* trilogy. It's the Sicilian blood in me!

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

I actually used to be a pretty good athlete in my younger days. I played 3rd base on the Japan Fastpitch Softball National Championship team in the '80s.

**Cats or dogs?**

English bulldogs! I had three: Lucy, Linus and Rerun.

**Summer or winter?**

All seasons, including the rainy and typhoon seasons.



**What's your ideal weekend?**

Staying home, playing with the dogs, and barbecuing with friends and family.

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

CHOP Bar — we have the best mixologist in town!

“I had three [English bulldogs]: Lucy, Linus and Rerun.”



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# Where's the ball?

## The quest for the unlosable golf ball may be over

Even professional golfers lose their golf balls — this in spite of the fact that there are thousands of spectators along the course and TV cameras all around. The rough at some major events can be brutal. And if you lose your ball, you have to go back and play the shot again.

**For the amateur**, this is often impractical. Many golf courses are crowded because of tight tee-off times, and some golfers just don't think that their ball could be lost or that it might be wise to play a provisional ball.

As far back as the 1970s, Japanese researchers were reportedly trying to fit a transmitter into a golf ball so that it would be easy to find. That didn't pan out, but it didn't stop companies from continuing the quest for the unlosable golf ball.

A decade ago RadarGolf succeeded in putting a radio-frequency tag in a ball, which could then be located with a handheld device. And five years ago a Dutch company came up with a ball and transmitter set known as the Prazza. But neither seem to have impressed the market very much and both had a limited range.

Now a Swiss company, Chip-ing GmbH, is testing the waters and preparing for the release of its NEVER LOST golf ball. Later this summer, the ball will go on sale in Europe before being released in Japan next spring. It has been tested extensively to ensure it matches the performance of regular golf balls currently available on the market — and, thanks to its in-built Bluetooth technology, you can find it when it gets lost by using an app on your smartphone.

"It's absolutely reliable," Chip-ing CEO Thomas Sandel told *Eurobiz Japan*. "We

have been testing the search for NEVER LOST golf balls and reached signal distances of over 150 yards."

Sandel is even hopeful it will be approved for use in professional tournaments.

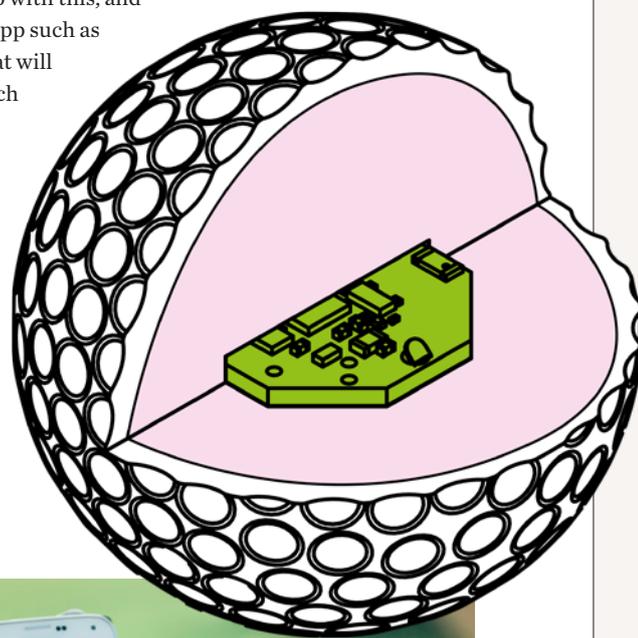
"The R&A [The Royal and Ancient Golf Club of St Andrews] and USGA [United States Golf Association] are already working on amendments of the 2020 Golf Rules, and we know their main focus is acceleration of the game," Sandel says. "The low-hanging fruit will be the reduction of search time, so eventually they will allow for some technical means for this. We have already received a tentatively positive response on an informal basis."

An alternative way to locate your lost golf balls came in the form of Visiball glasses, which had special colour filters that allowed golf balls to stand out in the rough. But technology has caught up with this, and you can now get an app such as Golf Ball Locator that will help you do the search using your smartphone camera.

Balls will always get lost. Perhaps the easiest way to make sure you always find your ball is just to learn how to hit it straight. ●

“... you can find it when it gets lost by using an app on your smartphone”

Chip-ing's NEVER LOST golf ball has an in-built chip that allows you to track it using your smartphone.



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## Northern Alps

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1 Team Building



1 Rafting



1 SUP



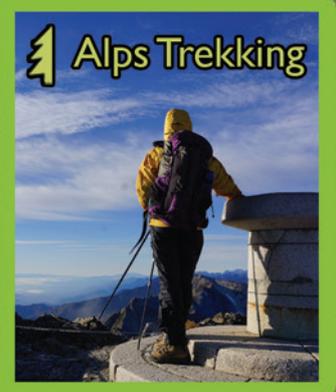
1 Fire Fly Canoe



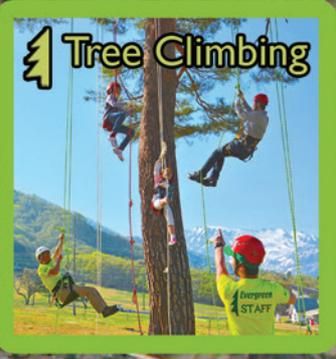
1 Canoeing



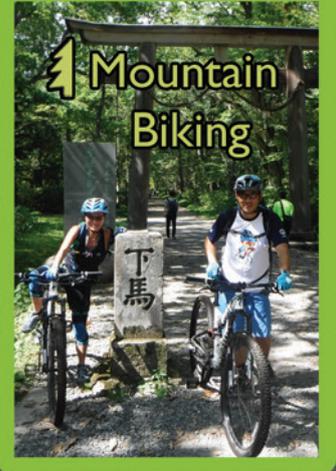
1 Kayaking



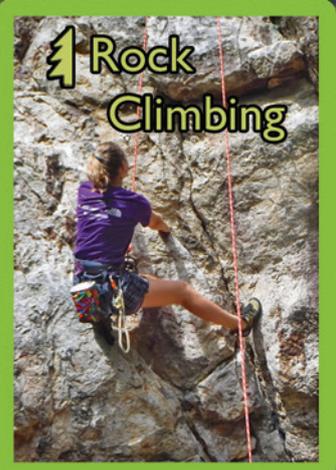
1 Alps Trekking



1 Tree Climbing



1 Mountain Biking



1 Rock Climbing

## 1 Canyoning



# The Agenda

JULY  
13SWISS CHAMBER OF COMMERCE AND  
INDUSTRY IN JAPAN**Luncheon: Tadateru  
Konoe, President, IFRC**

**TIME:** 12:00-14:00  
**VENUE:** Shangri-La Tokyo, Ballroom  
**FEE:** ¥6,500  
(members & non-members)  
**CONTACT:** info@sccij.jp

JULY  
14BRITISH CHAMBER OF COMMERCE  
IN JAPAN**Breakfast:  
Lord Mayor of London**

**TIME:** 08:00-09:30  
**VENUE:** Shangri-La Hotel Tokyo, 27F,  
Pavilion Room  
**FEE:** ¥5,000 (members),  
¥7,000 (non-members)  
**CONTACT:** info@bccjapan.com

JULY  
19BELGIAN-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.jp

JULY  
21BRITISH CHAMBER OF COMMERCE  
IN JAPAN**Great British  
Pool Party**

**TIME:** 18:30-20:30  
**VENUE:** Hilton Tokyo Bay, poolside,  
Maihama Station  
**FEE:** ¥6,500 (members),  
¥9,000 (non-members)  
**CONTACT:** info@bccjapan.com

JULY  
21SWISS CHAMBER OF COMMERCE AND  
INDUSTRY IN JAPAN**Corporate Event  
with Victorinox**

**TIME:** 19:00-20:30  
**VENUE:** Victorinox, Ginza  
**FEE:** Free-of-charge  
**CONTACT:** info@sccij.jp

AUG.  
26FINNISH CHAMBER OF COMMERCE  
IN JAPAN**FCCJ and Finnair  
Yakatabune**

**TIME:** 18:30-21:00  
**VENUE:** Funayado Miuraya,  
Asakusabashi  
**FEE:** ¥9,000 (members),  
¥12,000 (non-members)  
**CONTACT:** fccj@gol.com

SEPT.  
28SWISS CHAMBER OF COMMERCE AND  
INDUSTRY IN JAPAN**Luncheon:  
Makiko Eda,  
President, Intel Japan**

**TIME:** 12:00-14:00  
**VENUE:** Shangri-La Tokyo  
**FEE:** ¥6,500  
(members & non-members)  
**CONTACT:** info@sccij.jp

SEPT.  
28FINNISH CHAMBER OF COMMERCE  
IN JAPAN**Retailing in Japan  
by Finnish Eyes**

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

SEPT.  
29

MULTI-CHAMBER EVENT

**Networking:  
IJCC and BCCJ**

**TIME:** 19:00-21:00  
**VENUE:** Irish Ambassador's Residence  
**FEE:** ¥5,500 (members),  
¥8,000 (non-member)  
**CONTACT:** secretariat@ijcc.jp or  
info@bccjapan.com

OCT.  
7

MULTI-CHAMBER EVENT

**The 14th Mercedes-  
Benz - Cole Haan Cup**

**TIME:** 08:00-18:00  
**VENUE:** Atsugi Kokusai Country Club,  
Kanagawa Prefecture  
**FEE:** ¥24,000 (all included)  
**CONTACT:** www.dccgolf-japan.com





# Axel Bantel

Head of Asia-Pacific  
Wallenius Wilhelmsen Logistics



Wallenius Wilhelmsen Logistics has had a close relationship with its Japanese customers since the 1960s. At that time, the company's owners revolutionised the ocean transportation of vehicles by developing the very first Roll-on Roll-off vessels and becoming the first non-Japanese shipping line to transport cars for Japanese manufacturers to Europe and the US.

“Today we are a leading provider of global logistics and shipping solutions for manufacturers of cars, trucks, heavy equipment and specialised cargo,” says Axel Bantel, Head of the Asia-Pacific region. “Japan is still one of our most important markets globally. Our local team embodies Japan’s unrivalled focus on customer service, combined with our Scandinavian roots and global core values of innovation, flexibility, and continually raising the bar for modern vessel technology.” ●



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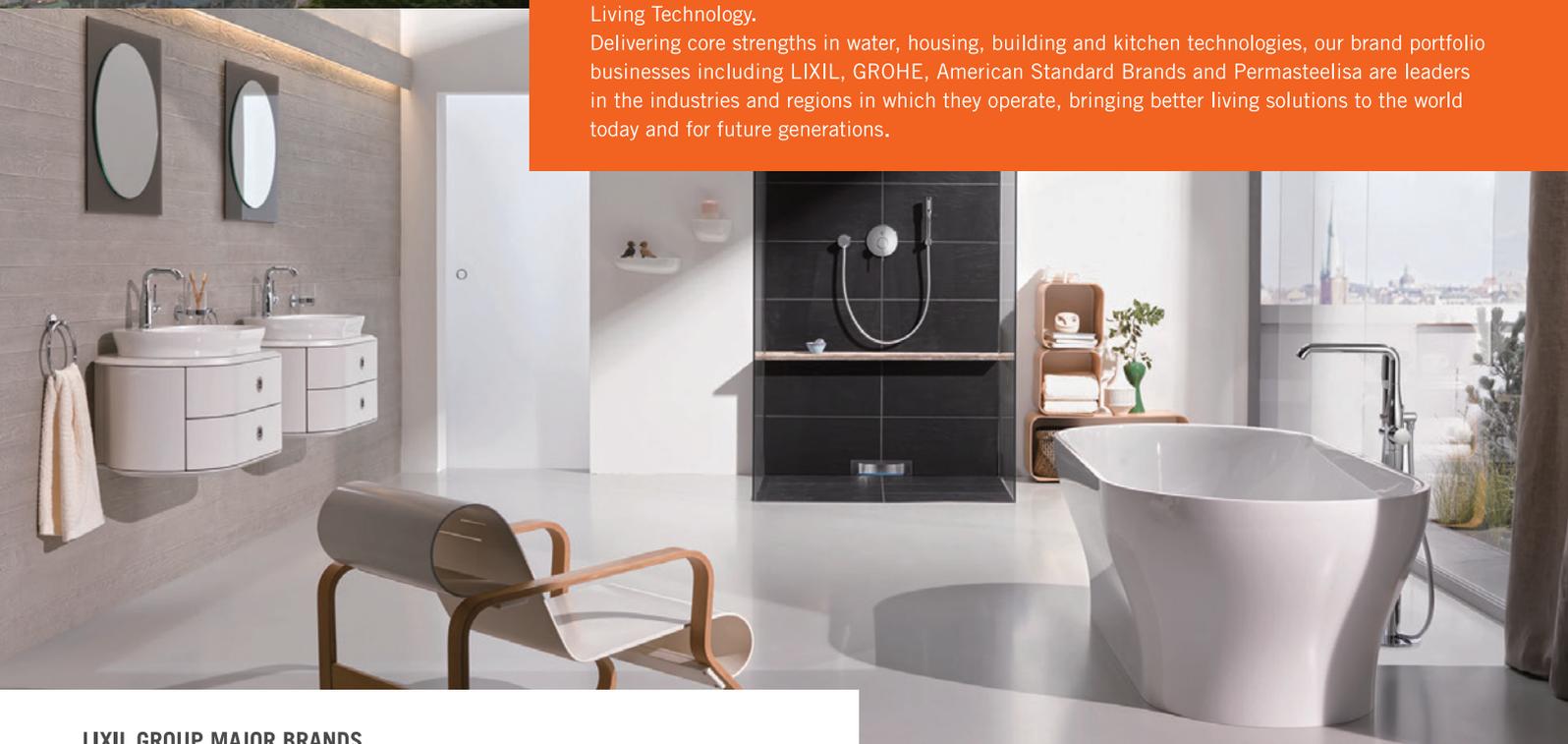
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Delivering core strengths in water, housing, building and kitchen technologies, our brand portfolio businesses including LIXIL, GROHE, American Standard Brands and Permasteelisa are leaders in the industries and regions in which they operate, bringing better living solutions to the world today and for future generations.



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