

# EURO BIZ JAPAN

JULY 2017

➔ **Agreement in principle reached**

*Update on Japan-EU Economic Partnership Agreement*

➔ **An ally of the LGBT community**

*Shibuya Ward Mayor Ken Hasebe*

➔ **Raising Ireland's profile in Japan**

*Irish Ambassador to Japan Anne Barrington*

## Creators of convivialité

Pernod Ricard Japan satisfies  
local tastes

**TIM PAECH,  
PRESIDENT AND CEO,  
PERNOD RICARD JAPAN**



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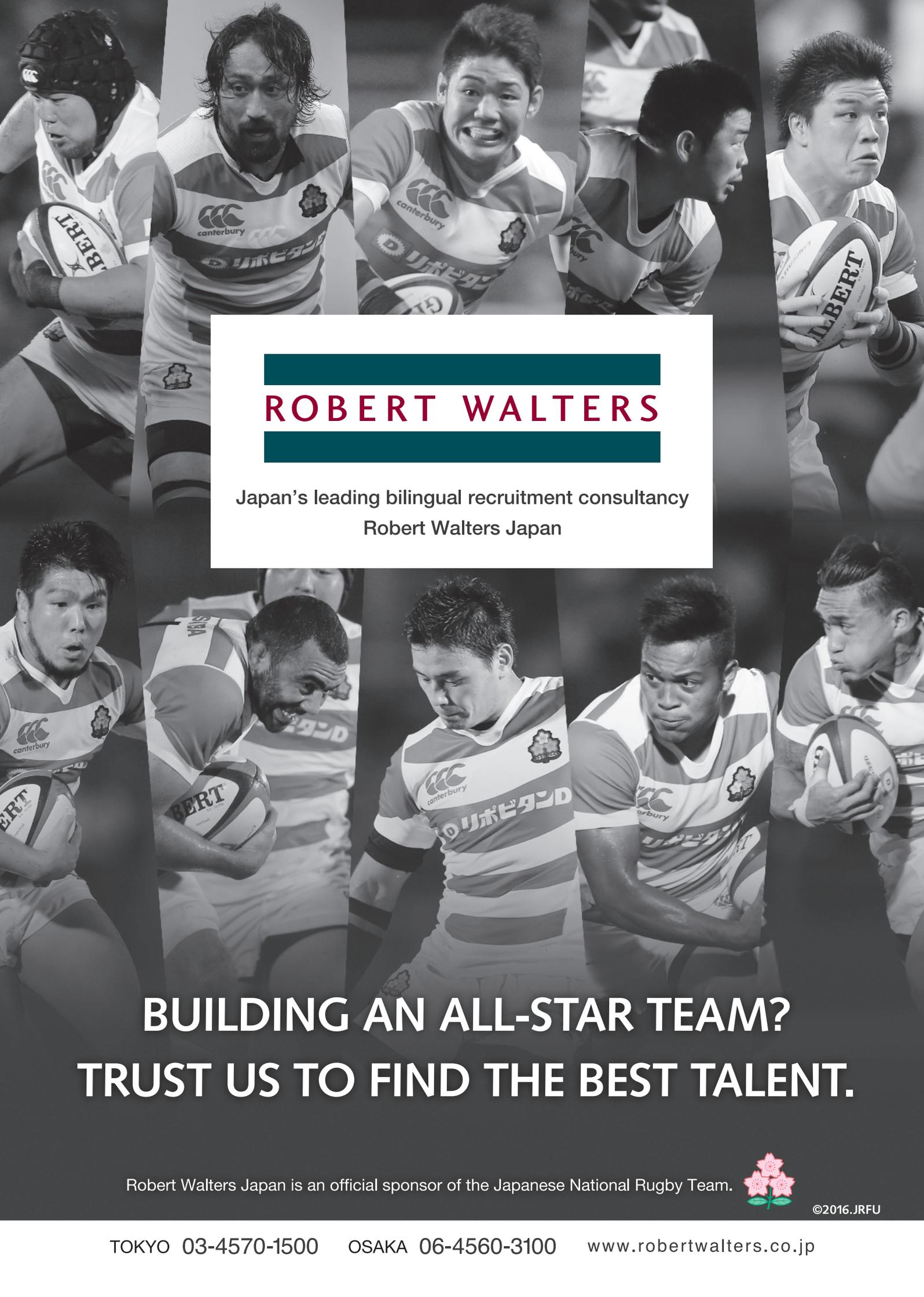
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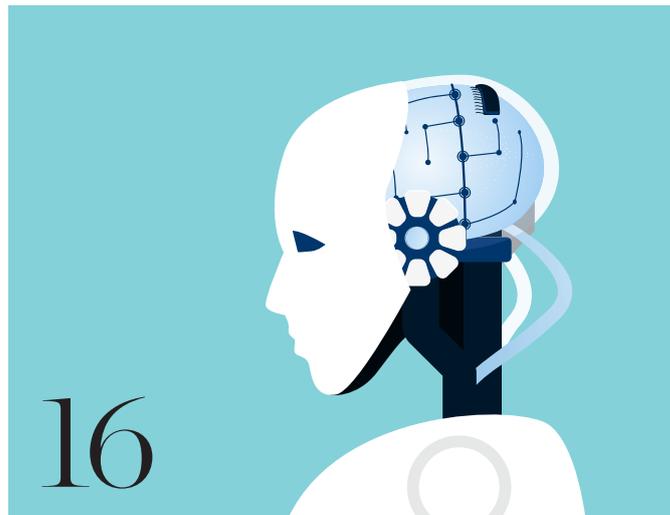
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**The Mission of the  
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in Japan.



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# Créateurs de convivialité

By Gavin Blair





# First Focus

One of the more crowded train lines in Tokyo, the Tokyu Den-en-toshi Line, carries an average of 680,000 people every day. It runs 31.5km between Shibuya, one of Tokyo's largest districts, and the suburban area Chuo-Rinkan in Kanagawa Prefecture. Keeping your head in your phone or plugged into your music is the preferred way to pass the time and manage stress levels.

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Photo by Tamas Doczi



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.

➔ *“People have been afraid of robot workers ever since Karel Čapek’s 1922 play R.U.R., which introduced the word ‘robot’, as well as the concept of uprisings by artificial workers. As seen in Adidas’ new SPEEDFACTORY, manufacturing is changing with new forms of design, production and distribution, but humans are still very much part of the process.”*



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.

➔ *“Despite the fact that Japanese young people are consuming significantly less alcohol than their parents, binge drinking at university club events remains a problem. Pernod Ricard Japan has been running a campaign to help combat the ‘ikki’ (chugging drinks) culture since 2011, even though its mostly high-end brands are not the tipples of choice among students.”*



**Michael Holmes** is a photographer in Tokyo specialising in commercial, editorial and event photography. His distinct photography style emphasises vivid colors and the ability to capture people's emotions when they are most at ease.

➔ *“One of the things I notice about people is the expressions and gestures they use when communicating their ideas. What struck me about Ambassador Barrington during the interview was how vividly she let her happiness show through her smile, the sign of a deep sense of commitment to everything she said.”*



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

➔ *“A proper rosé — with Provence being the global benchmark for the wine’s style — is very much like the ideal woman. She is light, fun, and easily approachable at picnics and barbecues, yet elegant and rather glamorous at the finest of restaurants. I’ve grown to love rosé, and in this month’s “Cellar Notes”, this somewhat misunderstood wine takes centre stage.”*

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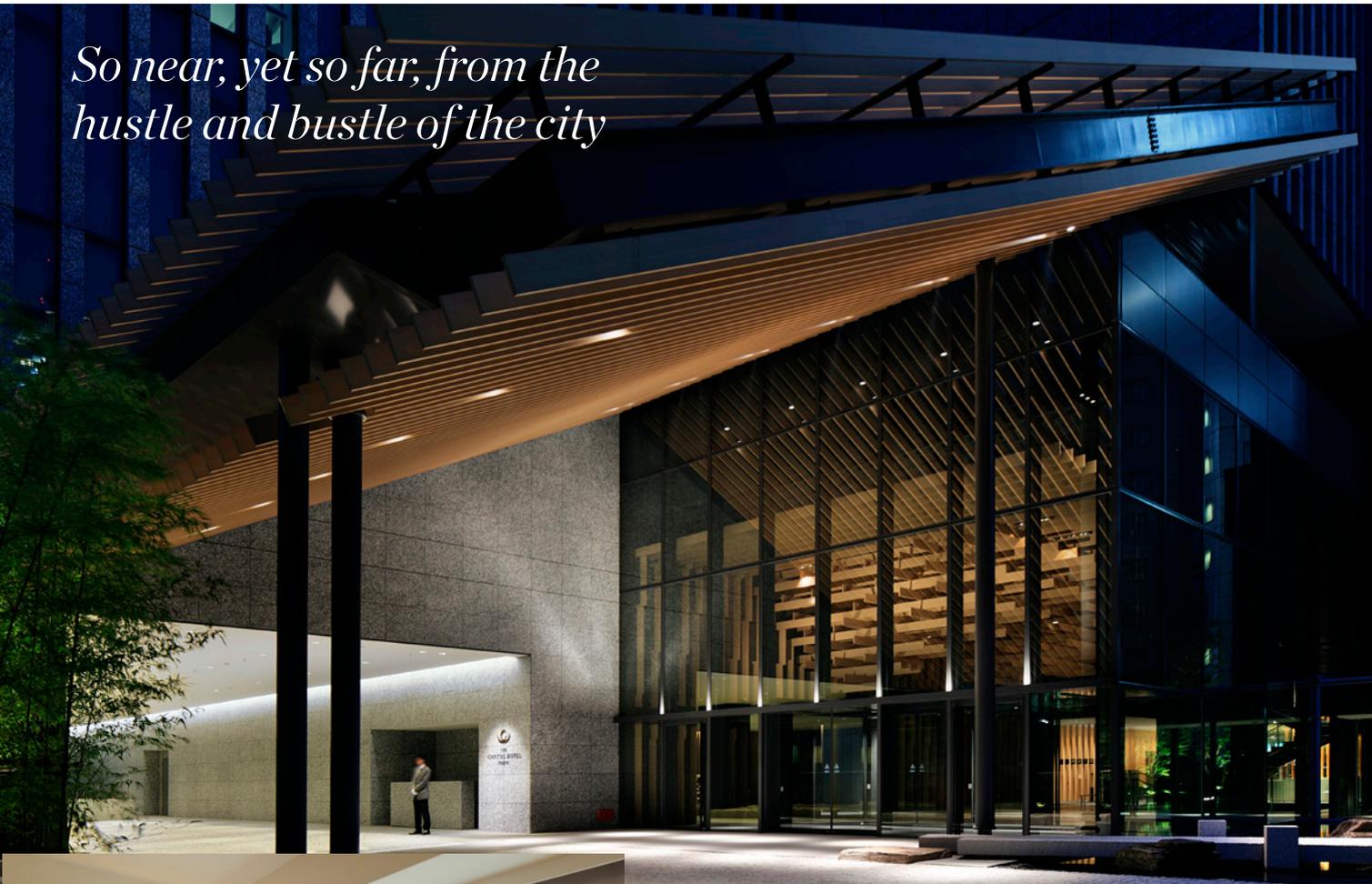
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The hotel's main entrance and lobby was designed by renowned architect Kengo Kuma, who is also responsible for the new Olympic Stadium.

The hotel features three restaurants, a bar and a pastry boutique. The Japanese restaurant Suiren, featuring *teppanyaki*, sushi, *tempura* and *kaiseki*, epitomises the hotel's theme of "Japanese Modern Hospitality".



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# An outcome to be proud of

Since the inception of *Eurobiz Japan* in January 2010, numerous articles have referred to the hope that an Economic Partnership Agreement (EPA) between Japan and the EU will be reached – something that has long been a goal of the European Business Council in Japan. At the beginning of this month, after four years and nearly 20 rounds of formal negotiations, an agreement in principle on the Japan–EU EPA was announced at the EU–Japan Summit in Brussels. The deal, covering more than 30% of the world’s economy and worth an estimated €150 billion in combined trade, will remove tariffs on a wide range of products.

At a news conference with Jean-Claude Juncker and Donald Tusk of the European Union, Japanese prime minister Shinzo Abe said, “Amid moves of protectionism, we

could demonstrate our commitment to raising the banner of free trade. It’s an outcome to be proud of.” Read *A big moment* by Gavin Blair on page 20 to find out more about the agreement.

Shibuya mayor, Ken Hasebe, spoke with *Eurobiz Japan* about an outcome he is proud of – how the issuing of partnership certificates for same-sex couples in his ward has led other cities around Japan to adopt something similar (page 38).

This year, Ireland is enjoying the outcome of 60 years of friendly diplomatic relations with Japan, including an increase in trade. Read

our interview with Irish Ambassador to Japan Anne Barrington on page 22.

On the cover is Tim Paech of Pernod Ricard Japan. Learn about the company’s growth in Japan and the results of its Responsib’ALL day sustainability and responsibility event (page 10).

Now, we wait eagerly for the EPA to be signed and come into force, with the hope of seeing an outcome that Japan and EU countries can be proud of. ●

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“We consider ourselves to be creators of conviviality, in French *créateurs de convivialité*; it is our overarching reason for being,” says Tim Paech, president and CEO of Pernod Ricard Japan, the local operations of the Paris-headquartered global wines and spirits group.

“Conviviality is about friendship, hospitality, entertainment and sociability,” adds Paech. “We strongly believe that responsible consumption of alcohol is part of a normal and healthy lifestyle.”

The Pernod Ricard portfolio certainly offers a multitude of routes to conviviality, including Chivas Regal Scotch, Jameson Irish Whiskey, Absolut Vodka, Martell Cognac, Havana Club Rum, The Glenlivet Single Malt, Mumm and Perrier-Jouët Champagnes, as well as Jacob’s Creek wines.

in a much more significant position, with a thriving business, a strong portfolio of brands that has evolved over time, including a number of successful innovations inspired by Japanese consumer preferences.” Paech, by coincidence, began his career in the beverages industry 27 years ago at Orlando Wines, the Australian producer of Jacob’s Creek, which Pernod Ricard had acquired one year earlier.

Those local innovations include Chivas Regal Mizunara, a special edition of the storied whisky, aged in Scotland and finished in casks made from Japanese *mizunara* oak, utilising insights and input from Japanese craftsmen. Released exclusively for the Japanese market in 2013, the 12-year-old blend has since gone on sale in other countries, including

# Créateurs de convivialité

## Pernod Ricard Japan satisfies local tastes

Formed in 1975 through the merger of Pernod and Ricard, previously fierce rivals in the French market for anise-flavoured liqueurs, the company embarked on a major international expansion and organic growth programme, as well as brand acquisitions, to become the second-largest global group of its kind. The second half of 2016 saw Pernod Ricard record global sales of more than €5 billion, posting organic growth of 4%.

“We are a very persistent company,” says Paech. “We started here in Japan in 1990 in a very small way. Here we are 27 years later

France, Singapore, Thailand and Hong Kong, as well as at some international airport duty-free outlets.

Jacob’s Creek Wah, wines tailored specifically to be paired with Japanese cuisine such as sushi, has been another local innovation. It has been successful in Japan and is finding favour in many other countries. This summer, Pernod Ricard has released a Jacob’s Creek







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## “[The Japanese spirits market] is quite stable and mature. And its consumers are very sophisticated”

Edo Furin sparkling wine in collaboration with Shinohara Furin Honpo, a famous manufacturer of artisanal glass wind chimes in Tokyo. Although the wine only went on sale recently, the response so far has been very encouraging. Paech attributes this to a combination of Japanese consumers' love of limited seasonal products, the strength of the Jacob's Creek brand, the partnership with the wind chime producer, and support from retailers and wholesalers.

Pernod Ricard Japan now has around 180 staff spread between the Tokyo headquarters and seven regional sites, including a new sales office that opened this year on the island of Shikoku. It also has a joint venture with Suntory, a legacy of its 2005 acquisition of UK-based Allied Domecq, that distributes Ballantine's Scotch, Beefeater Gin, Kahlua and Malibu liqueurs in Japan.

“Of course, Japan is not an emerging, fast-growing spirits market, but it is quite stable and mature. And its consumers are very sophisticated,” says Paech.

However, companies doing business in Japan also face the challenge of its well-documented demographic issues. On top of a declining population, Japan's younger generation is also drinking less than their parents. However, Paech points out that young people drinking less is a trend seen in many other mature markets and doesn't have a major impact on Pernod Ricard. Its portfolio doesn't include beer and *shochu*, which have been most affected by this shift in Japan.

Despite the decline in alcohol consumption by youngsters, binge drinking by university students, often under peer pressure at parties organised by sport and activity clubs, remains a significant issue in the industry. To raise awareness about the harmful effects of underage and excessive drinking, Pernod Ricard has been running the 'NO IKKI!' programme (*ikki* meaning downing a drink in one go), targeting univer-

sity students, since 2011. One way the company promotes the 'NO IKKI!' message is through lunch mats in university canteens, proactively reaching out to students and encouraging them to talk about these issues.

“We also distribute leaflets with information that party organisers need to know, including the fact that 18- and 19-year-old students are underage and shouldn't drink; that they should prepare soft drinks and water; and that they shouldn't mix drinks or play drinking games,” explains

Julia Mizubayashi, Pernod Ricard Japan's corporate communications manager, who oversees the campaign. “Excess and abuse are not convivial.”

The initiative is part of Pernod

Ricard Japan's Sustainability and Responsibility (S&R) programme, which includes the promotion of responsible drinking, development of our communities and engagement with our partners, protection of our planet, and empowerment of our employees, according to Paech.

“S&R and a strong sense of ethical behaviour are key Pernod Ricard values, along with entrepreneurship and mutual trust,” he says.

“A couple of weeks ago, we had the seventh global edition of our 'Responsib'ALL day', where every Pernod Ricard employee at all of our companies – and there's about 18,500 in 85 different countries – stops work to give back to their local communities,” explains Paech.

Pernod Ricard Japan for the second time partnered with the local government in Bunkyo ward – where the firm's Tokyo headquarters are located – to refurbish community facilities. This year the company's staff helped renovate Komaji House, which welcomes 5,000 people a year – including the elderly, children and single mothers – to engage in a wide range of activities.

“The fact that we could see some tangible results for a little bit of elbow grease was really gratifying,” says Paech, who also rolled up his sleeves and pitched in. ●



The Pernod Ricard Group employs 18,500 people in 85 different countries



Pernod Ricard staff members volunteering with local government officials in Bunkyo ward

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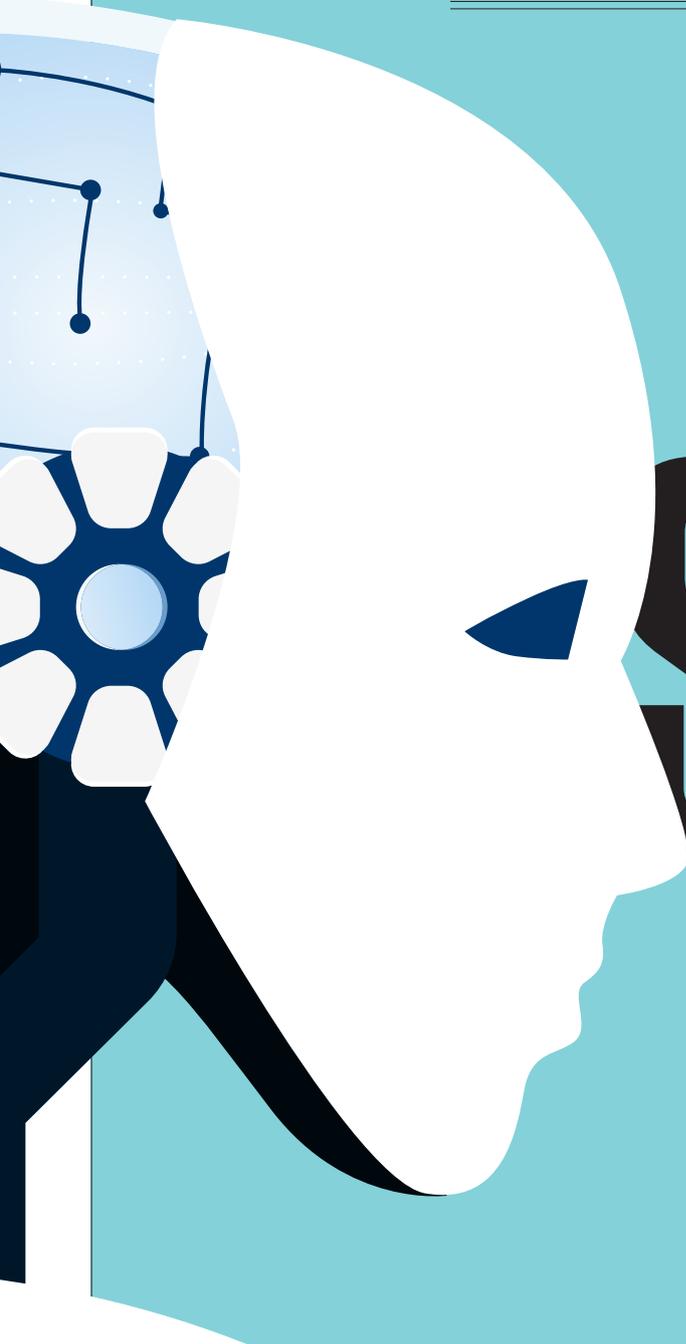
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The Luddites who outraged British industry in the early 19th century, smashing Jacquard looms in a bid to protect jobs and workers' rights, would be horrified at the ubiquity of labour-saving machines today. After all, there are more robots now than there were people in London in 1815. But these machines are smart and getting smarter. If you believe Masayoshi Son, founder and CEO of SoftBank Group — which has sold over 10,000 units of the humanoid robot Pepper — robots that exceed human intelligence and population will be a reality within 30 years. But what does that mean for the flesh-and-blood labourers of the 21st century?

**T**he growth of work place robots — expected to reach about 2.6 million units worldwide by 2019, according to the International Federation of Robotics — isn't confined to manufacturing. Just look at logistics. After buying Boston-area robotics firm Kiva Systems in 2012, e-commerce giant Amazon has built an army of squat droids that move merchandise around its warehouses. It now has 45,000 robots working in about 20 distribution centres, up from 30,000 in 2015.

Indeed, by the early 2030s, automation could replace 38% of jobs in the US, 35% in Germany, 30% in the UK and 21% in Japan, according to a recent study by consultancy group PwC. The study predicted that the risks for the UK are



# OSPEED

How the automation of workers will transform the labour market

highest in sectors such as transportation and storage, manufacturing, and wholesale and retail, while industries such as education, health and social work were among the least likely to be affected. Eventually, however, service jobs will be caught up in the automation tide: San Francisco startup Momentum Machines has developed a machine that can make 400 bespoke hamburgers per hour; its cofounder has been quoted as saying it aims to “completely obviate” burger-flippers.

“Commodity businesses and products are the ones most affected by rising labour costs with consequent automation and, in recent years, the deployment of robots,” says Frank Tobe, a robotics investor and publisher of *The Robot Report*. “In manufacturing, the days of robots taking the low-hanging fruit are over; now robots are doing most of the other tasks as well as the DDD [dull, dirty and dangerous] ones. And as the robots get better through new tech and deep learning, we are assured of seeing massive and radical changes in manufacturing, agriculture, autonomous vehicles and home-assistant products.”

Tobe points to Taiwanese electronics maker Foxconn, famed for producing devices for Apple and Samsung, as

“we are assured of seeing massive and radical changes in manufacturing, agriculture, autonomous vehicles and home-assistant products.”

an example of how contract manufacturers are deploying more and more robots to cut labour costs. In 2011, Chairman Terry Gou was quoted as saying the company wanted to use one million robots in three years, up from 10,000 already in use. In 2016, reports swirled that Foxconn had replaced 60,000 Chinese workers with robots, but the company denies it.

“Across all of our facilities today, we are applying robotics engineering and other innovative manufacturing technologies to replace repetitive tasks previously done by employees,” Foxconn Technology Group said in a statement, “and, through

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## “robotics engineering ... [enables] our employees to focus on higher value-added elements in the manufacturing process”



training, also to enable our employees to focus on higher value-added elements in the manufacturing process, such as research and development, process control and quality control.” The company refused to say how many robots it has deployed, but asserted that its emphasis on automation has not led to layoffs — only to slower recruiting and fewer jobs due to natural attrition.

Even outside tech-heavy manufacturing, automation is changing industries in surprising ways. In the Bavarian town of Ansbach, German sportswear titan adidas has opened a new kind of factory that’s designed to meet rapidly changing consumer tastes. While nearly all of its sneakers are made by hand in Southeast Asia, adidas has decided to bring part of its production back home — but to use machines. The SPEEDFACTORY, as it’s called, will eventually churn out 500,000 pairs of sports shoes annually. An early example is the Futurecraft MFG (Made for Germany) shoe, which incorporates adidas’ Boost outsole and a Primeknit upper with ARAMIS foot-mapping technology for better support. The shoe is one example of how adidas is trying to evolve design and production. Its Futurecraft 4D sneaker is made with a 3D-printed midsole. The company plans to begin serial production in Ansbach this summer and open another heavily automated plant in Atlanta in the US.

While the plants will only turn out a fraction of adidas’ yearly output of 360 million pairs of shoes, the move has attracted attention because it radically shrinks

# 2.6mn

The number of work place robots is expected to reach 2.6 million units worldwide by 2019

the supply chain: an idea can become a product in hours instead of weeks. In addition to Kuka industrial robot arms, the plant employs technologies such as computerised knitting, laser cutting and additive manufacturing. The idea is to keep design and production as nimble as possible.

“As a sports brand, we know: speed wins,” says adidas spokesperson Katja Schreiber. “With adidas SPEEDFACTORY, we are saying goodbye to long lead times, products and materials travelling across continents, the idea of central-

ised, conventional production ... It’s important to note that we use automation where needed and combine it with craftsmanship, which is key to running and maintaining the SPEEDFACTORY, as well as to give the product the finishing touch.”

Schreiber adds that, instead of robotising everything, the company will be adding traditional manufacturing suppliers in Asia to meet sales targets of 10–12% annually through 2020.

It’s perhaps no wonder that adidas refers to its customers as “the creators”, because creativity is one of the few human skills that machines are still terrible at. A 2015 report by UK innovation nonprofit group Nesta predicts that 87% of UK jobs requiring workers to be highly creative will be at low or no risk from automation. So, if you’re an artist, musician or architect, rest assured. You still have at least a few decades in which our species will continue to dominate. ●



# EU - Japan Summit

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# A big moment

Agreement on the Japan–EU Economic Partnership Agreement reached

**T**he exchange of two *daruma* dolls by EU trade commissioner Cecilia Malmström and Japanese Minister of Foreign Affairs Fumio Kishida on 5 July marked the announcement of an agreement in principle on the Japan–EU Economic Partnership Agreement (EPA). *Daruma* dolls symbolise perseverance and good fortune, and the EPA is a deal that has taken years of persevering and has the potential to deliver considerable fortunes to both sides. The EPA will create a free-trade zone accounting for nearly a third of global GDP.

Although the current negotiations have been going on since 2013 – and aren't finished yet – the moves towards a deal began long before that.

“We have been fighting for this for almost 20 years,” says Richard Collasse who was chairperson of the European Business Council (EBC) in Japan from 2002 to 2009. “The EBC tried to convince Japan that we have the same view of capitalism, one with a human face. It is more than just an eco-

nomics agreement, but one that protects our values.”

There were numerous battles along the way as European companies struggled to gain fair access to the Japanese market, according to Collasse.

“We had to fight with the Ministry of Health, Labour and Welfare because they were trying to impose GMP [Good

Manufacturing Practice: an international standards system for medical products] on even the bolts in a CT scanner, which was disgraceful,” recalls Collasse.

**“This is a chance for Europe and Japan to step up [during] a time ... of protectionism”**



While cars and camembert were making headlines during the recent negotiations, there were other major sticking points. Market access, rules of origin and public procurement were three of the final hurdles, according to Timo Hammaren, head of the Trade and Economic

## “The EBC will have a new role now”

Department at the European Union Delegation to Japan.

“Rules of origin are very important,” explains Hammaren. “For example, if parts for cars come from another country, do the cars still qualify as Japanese? From the European side, rules had to be established for products, such as chocolate, that use cocoa from outside the EU.”

Public procurement has long been a source of friction between the two sides, but agreement has finally been reached.

“This included access to local cities and prefectures, which have a lot of independence in their procurement, and was very complicated and sensitive,” says Hammaren. “There was a commitment from the Japanese side for a non-discriminatory regime in procurement for 48 core cities with populations of more than 300,000.”

One point that has yet to be agreed upon is the settlement of investment disputes. Japan is in favour of private arbitration courts, a solution adopted in

the moribund Trans-Pacific Partnership agreement (TPP). However, in the EU, using private arbitration to settle investor-to-state disputes has been strongly criticised by civil society organisations as something that demonstrates a shift in power from nation states to corporations. This opposition led the European Commission to switch to an investment court system with

publicly-appointed judges, a system applied in the CETA agreement between the EU and Canada, and now suggested for the agreement with Japan, as well.

Despite the bumps in the road, the recent withdrawal

of the US from the TPP and the looming Brexit appear to have provided extra impetus and urgency for Japan to conclude an agreement with the EU.

“This is a chance for Europe and Japan to step up at a time the world is not doing so well in terms of protectionism,” says Danny Risberg, chairperson of the EBC since 2014. “With around €150 billion in combined trade, the agreement could add 2.6% to combined GDP, as Japan is struggling to get out of stagnation, as well as better prices and choice for consumers.”

There is a clear precedent for the economic benefits the agreement can deliver, believes Hammaren.

“If you look at the experience we had with South Korea, after five years of that trade agreement, we had a more than 50% increase in exports. In certain sectors, such as cars, we had a 200% increase,” Hammaren points out.

“There are currently 600,000 jobs in the EU that depend on exports to Japan, and Japanese companies now employ more than 500,000 people in the EU,” he adds. “We have calculated that every extra €1 billion of exports will bring 14,000 more jobs. In processed food alone, we believe that over time, exports may increase by €10 billion.”

There is, however, some way to go before the potential benefits can be unlocked.

Once the final text of the agreement is in place — ideally at the end of the year — there will be a process of so-called “legal scrubbing” where lawyer-linguists will examine the language for consistency. It will then be translated into Japanese and the 24 official EU languages.

This process could be finished by autumn 2018, when it will be sent to the European Council and then to the European Parliament for approval. There is also a possibility it will have to be sent to all the national and regional parliaments for ratification, depending on whether the agreement is classified as

falling partially under the competence of the EU member states. In the best case, the EPA would then come into effect in early 2019.

Implementation will provide its own challenges. And while the reduction and elimination of tariffs are relatively easy to monitor, other elements will not be so simple.

“One hurdle is to ensure that the Japanese side accepts their part of the agreement,” says Collasse. “Non-tariff barriers are more difficult to assess as there are ways to fiddle around with those. The EBC will have a new role now to follow through on this.”

Risberg also acknowledges the challenges ahead, but sees light at the end of the tunnel.

“Everybody can’t be perfectly happy in such a comprehensive agreement and we need to educate the public on both sides,” he says. “There is a lot of work still to be done, but this is a big moment for everybody.” ●

14,000

Every extra €1 billion of exports will bring 14,000 more jobs

2.6%

The agreement could add 2.6% to combined GDP



THE INTERVIEW

TEXT BY ANDREW HOWITT

PHOTOS BY MICHAEL HOLMES



This is a year of celebration for Ireland in Japan — 2017 marks 60 years of diplomatic relations between the two countries, and it is the 25th anniversary of the St. Patrick's Day parade in Tokyo. Ambassador Anne Barrington also has an anniversary this year. It is 40 years since she entered Ireland's Department of Foreign Affairs. Throughout her decades of service, she has held a variety of positions, including at the Permanent Mission of Ireland to the United Nations in New York; as ambassador to Tanzania, Kenya and Burundi; as joint secretary of the North/South Ministerial Council in Northern Ireland; and in Dublin as director general of the Europe Division when Ireland had presidency of the European Union. Since September 2014, she has been ambassador to Japan. Ambassador Barrington spoke with *Eurobiz Japan* about the impact of Brexit, the upcoming Ireland Trophy horseracing event, and how the embassy is celebrating 60 years of diplomatic ties with Japan.

# Raising Ireland's profile in Japan

Irish Ambassador to Japan Anne Barrington

**Could you tell me about your time on the North/South Ministerial Council?**

The North/South Ministerial Council was set up following the Good Friday Agreement of 1998, which was the landmark agreement that essentially brought peace and reconciliation on the island of Ireland. I think the major achievement during my time there was that we pushed for the agenda on research and development.

Commissioner Máire Geoghegan-Quinn came over from Brussels, and we got a

lot of momentum behind the R&D agenda. We got researchers from the North and South, and across Europe, to come together to look at the future, at innovation, and do all the things that are required for a modern economy in the 21st century. I think that was probably the highlight of my time there. R&D stands out as being a lasting legacy.

**What are some of your office's goals for this year?**

We're putting a lot of effort into trying to get more Japanese tourists to come to Ireland. We've re-launched a Japanese-language website for tourism, and we're hoping it will help raise our profile and get more Japanese



visitors to come and see what we have to offer as a tourist product. We think it's going well so far. It has certainly helped raise the profile among travel agencies here. We've seen a rise in interest in Ireland as a tourism destination as a result, which is very encouraging.

The big issue now is Brexit and the impact it will have on the Irish economy, and on Japan. I think most Japanese companies, and people generally, have been incredulous that the UK would wish to leave its largest trading partner, one of the largest and best-operating markets in the world. So, we would like to let Japanese companies know that Ireland is an ideal location if they decide to quit the UK: we speak English; we have the same legal system; our labour laws are quite similar. For example, for banks that are worried about passporting rights, Ireland would be the ideal location to come to. We're one of the most globalised countries in the world. And we think we have a very good offering for Japanese companies.

#### **How is the embassy celebrating the 60th anniversary of diplomatic relations between Ireland and Japan?**

We've had a number of high-level visits. Foreign Minister Fumio Kishida visited Ireland in January to launch the year. And our Foreign Minister Charlie Flanagan visited here at the end of February. And over the St. Patrick's Day period, we had the Minister of Public Expenditure and Reform, Paschal Donohoe.

We're focusing quite a bit on cultural activities. We had a Celtic Noh performance, based on a WB Yeats' play called *At the Hawk's Well*. It was a wonderful production, with a Celtic voice choir working with the Noh actors. At Meiji Shrine, there was a symposium on Lafcadio Hearn at the beginning of June. And then in September, we have an Irish theatre group coming out to perform *Waiting for Godot* in both Tokyo and Kyoto.

And we are looking forward to a trade mission at the end of the year.



#### **Could you give me a few details about the annual Ireland Trophy horseracing event in Japan?**

It's held every October. It has been a Class-4 race, but — because it's the 60th anniversary of diplomatic relations — it's going to be upgraded to a Group 2, which is quite significant in that it's a much higher-ranking race, with more profile.

The Japan Racing Association is really an excellent organisation. Some people say that horseracing in this country is the best organised in the world. The prize money is very good, as is the care of every horse that enters the races.

I think sporting events are important because they allow countries to get to know each other better, they're fun, and you can have lots of fans meeting each other. We have seen this with two Ireland vs. Japan rugby test matches here. And we are looking forward to the 2019 Rugby World Cup, which should be a wonderful event.

#### **What are some specific areas of collaboration between Ireland and Japan?**

In science and technology, for example, we had a programme which allowed researchers to

collaborate. We brought Irish researchers over to Japan and asked Japanese researchers to Ireland. This has resulted in a range of collaborations between the two countries. And we want to see more of that: innovation leading to more innovation and growth.

In financial services, we have very good offerings in ICT, such that some banks in Japan have been using Irish technology, including in foreign currency exchange. Another example is the finger-printing machines at the airports in Japan — that technology was developed in Ireland. The stock exchange also uses Irish technology. There's quite a bit of innovation and collaboration going on in that area.

#### **In what ways is your office working to strengthen trade relations between Japan and Ireland?**

Japan is our ninth-largest trading partner globally. We did nearly €10 billion worth of trade with Japan in 2015 in goods and services. It's very big. And trade is growing. Our economy grew by 5.2% last year, and we're set to have economic growth of over 3% this year.

So, we're looking to expand our trade. I work very closely with my colleagues at IDA Ireland, which is the investment wing of the Irish government; and Enterprise Ireland, which is the government's export agency. What we're trying to do is promote Ireland as a country of innovation and growth — and we have the youngest population in Europe.

Ireland's profile in Japan is not very high. But it's important to let people know that it's a country that's there, that's worth visiting, that's worth doing business with. ●



# Ireland

## Home to the best in high-tech

Ireland is the second-richest country in the European Union and seventh-richest country in the world by GDP per capita, according to 2016 data from the International Monetary Fund.

After a period of tremendous economic growth between 1995 and 2007, Ireland today has a knowledge economy that emphasises services and high-tech industries. The country's information and communication technology (ICT) sector — with over 200 companies — generates €35 billion annually. An area in Dublin, referred to as the Silicon Docks, is home to the European headquarters for many of the world's largest ICT companies, including Microsoft, Google, Facebook and Twitter.

Pharma is another major industry in Ireland, accounting for 50% of the country's exports,

After leaving the British Commonwealth in 1949, the Republic of Ireland established formal diplomatic relations with Japan in 1957. This year marks 60 years of friendly ties between these two nations.

### Trade with Japan

Imports from Japan: €2.78 billion

Exports to Japan: €7.04 billion

SOURCE:  
CENTRAL STATISTICS OFFICE  
OF IRELAND, 2015

**Area**70,273km<sup>2</sup>

Coastline: 1,448km

**Climate**

Temperate maritime; modified by North Atlantic Current; mild winters, cool summers.

**Major cities**

Dublin (capital), Cork, Waterford, Limerick and Galway.

**Population**

4,757,976 (2016 census).

Urban population: 63% (2015).

43.52% are 25-54 years of age (2016 estimate).

**63%**

Urban population

**Natural resources**

Natural gas, peat, copper, lead, zinc, silver, barite, gypsum, limestone and dolomite.



Ireland





EBC PERSONALITY

TEXT BY ANDREW HOWITT

PHOTO BY BENJAMIN PARKS



# Matthew Connolly

## Proud to be Irish

The 1980s and early 1990s was a bleak time for Ireland's economy, and large numbers of people went abroad to find work. The Irish government, through its training agency FAS, used the situation to invest in its citizens and started a programme that introduced Irish university graduates to firms overseas. This is how Dubliner Matthew Connolly, co-founder and managing director of EIRE Systems, ended up in Japan 27 years ago.

**J**apan was a popular destination for participants of the scheme, and in a matter of only five or six years, the number of Irish twenty-somethings living in Tokyo jumped by a few hundred. But without any Irish bars at the time — and no internet — what were the members of this new Irish community to do?

“We organised many different types of events, seminars and parties,” says Connolly. “The Irish Network Japan was in its

infancy and there were all these people who were interested in supporting it.”

For a couple of years, Connolly served on the group's committee. He was its chairperson in 1992, the year they held the first St. Patrick's Day Parade in Tokyo — a short walk in Roppongi with about 100 people.

Thanks to his degree in electronic engineering, Connolly first got a position doing software development for a Japanese company and then at a French bank, building and supporting its infrastructure. He learned extensively about the latest technology, and deployed what he learned for the bank.

People he knew began asking him for his advice and for help with certain jobs. After a while, he started telling them he would do it for them, for a fee. And that's how EIRE Systems began — “Éire” being the name of Ireland in Irish.

Over the past 21 years, Connolly and his business partner, EIRE Systems co-founder Paul Timmons — who came to Japan from Ireland on the same programme — have built up the business so that today it has 200 employees across four countries.

“We're an IT services company,” Connolly explains. “We provide our clients with everything in infrastructure, revolving around ongoing operational support and projects. The areas we do a lot of work in now are cloud, data centres, desktop, mobility and security.”

EIRE Systems' clients are multinationals that want to take advantage of the company's Western mindset and local ability to deliver. After being in the business for over two decades, Connolly has learned the value of building trust, and also of adapting quickly to new technology.

“Big companies are not as nimble as the smaller ones,” says Connolly. “Technology will drive us in the direction of what we

need to learn in order to continue to support our clients well.”

Throughout his years in Japan, Connolly has remained deeply involved in the Irish community. He is part of the Global Irish Network, a group of business people from around the world who act in an advisory role for the Taoiseach and Irish government. He also heads the Japan chapter of The Ireland Funds, a philanthropy supporting Ireland and Irish communities around the world.

For eight years, Connolly was involved with the Ireland Japan Chamber of Commerce (IJCC) as a director, and as

## “I think it's important to give something back”

president for three of those years. One of his accomplishments while at the IJCC was coming up with the idea to start the I Love Ireland Festival over the St. Patrick's Day weekend.

“I always went to the parade, and people I hadn't seen for a year would come out of the woodwork,” Connolly says. “I thought, can't we organise something for the afternoon so everybody can have more time together?”

For the past four years, the I Love Ireland Festival — a showcase of Irish dance, singing, sports, food and drinks — held in Yoyogi Park has been an incredible success. It has become the largest Irish event in Asia, with 110,000 people attending this year over the third weekend in March.

“I'm very pleased, of course,” Connolly states. “I'm just proud to be Irish. And I think it's important to give something back.” ●

## Do you like natto?

### Time spent working in Japan:

27 years. Time flies.

### Career regret (if any):

None. Not everything worked out perfectly, but I made my choices with the knowledge I had at the time.

### Favourite saying:

Don't let it worry you — what's the worst that can happen?

### Favourite book:

Anything by Roddy Doyle.

### Cannot live without:

I need to feel up to date with current affairs and politics, so I'm always looking at the news.

### Lesson learned in Japan:

Quality is a given here — people aim for perfection in Japan.

### Secret of success in business:

For us in the service business, referrals, references and reputation are the most important.

### Favourite place to dine:

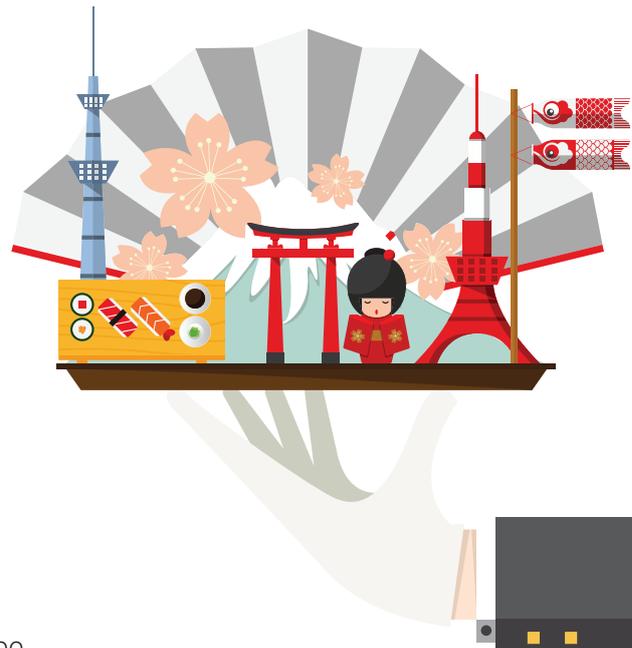
I enjoy eating simple food. Captain, on the banks of Lake Nojiri in Nagano, is a favourite.

### Do you like natto?:

No, not at all. They say it's an acquired taste, but I don't anticipate acquiring it.

# WELCOME TO JAPAN

Meeting expectations, then exceeding them



TEXT BY DAVID UMEDA

While the 2020 Olympic and Paralympic Games are three years away, the hospitality industry in Japan is already winning over tourists — both domestic and international — in unprecedented numbers. The seamless delivery of services reflects a deep commitment across a wide range of sectors.

## HOTELS

**Hyatt Regency Tokyo**, adjacent to Shinjuku Central Park, provides a wide range of services guaranteed to satisfy the needs of its guests. Take advantage of comfortable rooms, the very best in cuisine at the hotel's excellent restaurants, an elegant bar and urban day spa. It is also worth noting that the Hyatt Regency Tokyo is in a convenient location that makes it easy to access other areas in and around Tokyo.

The brand concept behind

**The Capitol Hotel Tokyu** is *fueki-ryuko* — *fueki* meaning that things do not change and *ryuko* meaning transition. This belief translates into the need for continual ingenuity, providing guests with the latest comforts and amenities, but while also staying true to traditional Japanese hospitality. In this way, The Capitol Hotel Tokyu brings new experiences and discoveries to its guests, while ensuring that they feel at home during their stay.



**the hospitality industry in Japan is already winning over tourists**

**Hotel Granvia Kyoto** is an integral part of the JR Kyoto Station building complex, the visually striking architectural masterpiece that also includes a department store, museum, musical theatre, and vast underground shopping malls. Hotel Granvia Kyoto features 536 tastefully appointed guest rooms, 11 restaurants and bars, 15 banquet rooms, fitness facilities and retail shops. Hotel Granvia Kyoto is the most sought-after deluxe hotel in Kyoto.

**Hotel Continental Fuchu** (<http://www.hotel-continental.co.jp/english/>), in Fuchu city in the suburbs of Tokyo, is only 20 minutes west of Shinjuku. The fees for overnight stays, as well as banquets and parties, are one third the cost of hotels in central Tokyo, while room sizes are larger, and the quality of its service is excellent — with multilingual staff. There are two restaurants and a café-bar. At the restaurant Tohoku Bokujo, delicious buffet breakfasts and dinners are served 365 days a year, with organic produce being delivered daily from the hotel's farm in Aomori.

## SERVICED APARTMENTS

**Oakwood Japan** has been in Japan for the past 16 years. With the Premier, Residence, and Apartments brands of serviced apartments in different prime locations in Tokyo, Oakwood has a home and lifestyle for you.

**Azabu Court** has long been a part of their guests' travel plans. The property is located in a quiet residential area, yet close to business districts and tourist destinations that include Roppongi, Omotesando, Ginza and Shibuya, with easy access to several popular spots such as Tokyo Tower, Meiji Shrine, Tokyo Skytree, and Asakusa. Their competitive rates continue to appeal to repeat customers, their families and friends over these many years.

**Sumitomo Realty & Development's** serviced apartments are fully furnished apartments that can be rented for a minimum period of one month. They offer services to make your stay more comfortable, such as regular cleaning, daily bed linen changing, 24-hour bilingual concierges, and a free fitness room. Sumitomo's apartments are located in the main areas of Tokyo, making it easy for you to get anywhere you need to go.



## CLUBS AND RESTAURANTS

**Tokyo American Club** ([www.tokyoamericanclub.org](http://www.tokyoamericanclub.org)) is a second home for more than 3,800 members and their families, drawn from more than 50 nations. Described by the McMahon Group as "quite possibly the finest private club facility in the world", the eight-story facility in Azabudai offers a diverse range of outstanding recreational, dining, fitness, and cultural activities and amenities, and numerous opportunities to mix with like-minded

members. The Club has long been a hub for the business community.

**DevilCraft** has taken the classic American combination, beer and pizza, and pushed it to the next level by pairing full-flavoured craft beer with the legendary deep-dish Chicago-style pizza. Since 2011, the owners have held themselves to the highest standards for both their food and beer selection, and DevilCraft has become a destination for craft beer fans and pizza aficionados alike.

One of the very few authentic Kobe Beef restaurants in Tokyo, **Bifteck Kawamura**, serves beautifully marbled meat that is tender, rich and sweet. Its Kobe Beef steak is appreciated by food connoisseurs and is highly admired among butchers. Bifteck Kawamura's Roppongi restaurant is removed from the bustle of the neighbourhood, so customers can enjoy a supremely relaxing time. A VIP room is also available, perfect for entertaining important clients.

In welcoming you to Japan, there is a delicate balance maintained between *omotenashi* and panache, genuine Japanese experiences and multilingual clarity, and historic preservation and universal appeal.

there is a delicate balance maintained between *omotenashi* and panache





July 1 – August 2

# FRAGILE BEAUTY

For the 37th year, Keio Plaza Hotel Tokyo will be exhibiting numerous porcelain pieces by talented contemporary pottery artists — and these porcelain works will all be on sale. The artists are from the southern island of Kyushu where the first porcelain in Japan was made, and the centre of porcelain production from the 17th century to the mid-19th century. The exhibition will take place in the Art Lobby and along the second-floor corridor from July 1 to August 2.

For the first time at Keio Plaza Hotel, antique Arita and Imari porcelain will also be available for purchase. Discover the perfect gift for a friend, or for yourself.

Arita and  
Imari  
porcelain will  
be available  
for purchase.



## The many faces of Arita

Designer Yoko Maruyama — who is chairperson of the Japan Party Planners Association — will prepare special table settings using antique Imari and Arita porcelain. The different way each table is set will allow visitors to see the many delicate faces of Arita.



July

## Exquisite taste

Visitors and guests can also experience the beauty of Arita porcelain when they select certain lunch and dinner courses at any one of our nine restaurants and lounges from July 1 to 31.

One option is the ten course Touri, at *kaiseki* cuisine restaurant Soujuan, which features corn shrimp *shinjo*, pickled Oriental melon stuffed with ocean trout, grilled swordfish in a cream sauce, simmered eel, rolled in *yuba* and *wagyu* beef.

Also available at Soujuan is the eight course lunch Ryofu. It includes sweet corn tofu, grilled Japanese butterfish with *yuzu* citrus flavored sauce, fried prawn with *zunda*, simmered *taro* stalk, and chicken and vegetables with sesame sauce.

Experience the beauty and the utility of Arita porcelain first-hand.

(Right, from top)  
*Kaiseki* dinner course, Touri; *Kaiseki* lunch course, Ryofu



## Experience the beauty of Arita porcelain first-hand.



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KEIO PLAZA HOTEL  
TOKYO

Our Premier Services

## Premier Grand



## Discover & rediscover traditional Japan

The theme of the artwork and cultural items on display in our Club Lounge — exclusive to guests staying in Premier Grand rooms

— is "Discover & Rediscover". The space has been created in such a way that guests from overseas can discover Japan, and Japanese guests can rediscover it.

For example, the *kiridame* was an everyday item that was used throughout Japanese history. Not often seen today, the *kiridame* is a lacquered, multi-tiered box with a heavy lid mainly used for storing food. In the dining zone of the Club Lounge, we have set out a display of *kiridame*.

And the *tenugui*, or hand towel, presented to guests upon arrival, is made of cotton from Ise and manufactured using traditional weaving methods with over 250 years of history. Conveying traditional Japan through displays and cultural items is an important aspect of our hospitality.



June 24 – Sept. 10

## A resort in the city

Our outdoor Sky Pool on the 7th floor roof terrace will be open from June 24 to September 10.

Guests staying on our Club Floor, Premier Grand, can use the pool for free.

# RGF JAPAN

## An interview with Matt Nicholls, Managing Director of RGF HR Agent.

### **How does RGF stand out in an ever more competitive recruitment landscape?**

Firstly, I wouldn't describe the Japan market as really competitive just yet, especially compared to more mature markets like the US or the UK. However, it is maturing slowly and standards are rising across the industry.

In terms of standing out, RGF Japan has some unique selling points. One is that we're part of Recruit, the fourth largest recruitment firm in the world and an instantly recognisable brand name in Japan. This gives us a huge advantage when trying to attract the best candidates on the market for our clients. RGF also has 47 offices across Asia, allowing us to cast our net as wide as possible and position our business as the first port of call for bilingual expat Japanese candidates returning to Tokyo.

### **Does RGF only deal with International companies in Japan?**

Of course, the majority of our business is placing bilingual Japanese candidates with international companies, but we also supply domestic Japanese companies with "global talent". We receive many hiring requests from Japanese clients who are seeking to internationalise their businesses or expand their operations overseas. Having global talent on staff allows these firms to bridge the gap with overseas offices or expand smoothly.

### **How do you source such candidates?**

At RGF, the wide reach we have with our 47 offices in Asia lets us source technically skilled candidates from outside Japan who can add real value to our local clients.

This also means we can provide bicultural candidates who have experience working in different countries and can bring an international outlook to any company.



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# THE RULES OF ENGAGEMENT

Recruitment experts make the right connections between companies, candidates and business plans

TEXT BY DAVID UMEDA

The globalised economy has companies in Japan developing their short-, mid- and long-term business plans in earnest. Across key industry sectors, both major players and upstarts are seeking personnel to carry out ambitious goals in the years to come.

## EXCEPTIONAL

The uniqueness of **Kienbaum Japan** comes from its structure.

"We have Japanese expats in Europe to give support to European companies that are aiming to penetrate the Japanese market, and vice versa," explains Etsuji Suzuki, representative director and president at Kienbaum Japan / K.J. Consultants K.K. "That is how we can play a role as the bridge between Europe and Japan."

**Robert Walters Japan** is proud of its world-leading database of Japanese-English bilingual professionals, half of whom were headhunted or registered through referrals.

"We also provide opportunities to screen and consider an ample number of professionals who are not currently considering a career change," adds David Swan, managing director. "Capitalising on this relationship of trust, we can

suggest a large number of potential employers to job-seekers."

**RGF HR Agent** provides its clients with unique candidates.

"We have 47 offices throughout Asia," explains Matt Nicholls, managing director of RGF. "This network gives us access to high-level bilingual expat and returnee Japanese candidates who are ready to work in Tokyo."

**Skillhouse Staffing Solutions K.K.** focuses on attracting IT professionals to place on temporary, outsourcing, right-to-hire and permanent assignments.

"Our clients, from all industries, rely on us for all of their IT staffing needs," says Mark Smith, president of Skillhouse. "Because of our speciality in this area, we are the tier-one IT staffing vendor for 76% of our clients and the exclusive IT staffing vendor for 16% of our clients."

## ADDED VALUE

At Robert Walters Japan, each of some 30 teams in the country specialises in a particular industry or occupational category.

"Carefully identifying required skillsets, these teams introduce professionals most suited to their clients' needs," points out Swan. "Our strong brand image has helped develop an extensive database, and a long history has cultivated our know-how."

Robert Walters Japan's counsel services also cover embracing diversity and lifting retention rates.

Skillhouse's specialisation in IT means it consistently satisfies the needs of both its candidates and clients.

"Everyone in our organisation is focused on providing superior IT staffing services," notes Smith of Skillhouse. "As a result, we attract many talented IT professionals and can provide them with exclusive IT career opportunities not found elsewhere."

## MARKET SPECIALISTS

Japan's competitiveness makes the country a special market for Kienbaum Japan.

"Across industries, Japanese clients require a high-quality standard; and it is a challenge for foreign providers to satisfy their requirements," says Suzuki. "On the other hand, once achieved, the know-how learned in Japan can be applied to other markets, enabling foreign providers to keep their competitive edge."

As a Japanese firm, RGF brings an in-depth knowledge of this market to all of its dealings.

"As part of the leading recruitment company in Japan, this is obviously a special market for us," says Nichols of RGF. "The Recruit brand allows us to reach candidates that our competitors can't. In a candidate-short market, this is absolutely vital, and it allows us to really deliver for our clients."

Today's recruitment companies continue to meet the challenge, and exceed both client and candidate expectations.



*We know exactly  
which one*



Skillhouse can unlock all of  
your **IT STAFFING** needs



skillhouse  
IT STAFFING SOLUTIONS

[www.skillhouse.co.jp](http://www.skillhouse.co.jp)



# Automobiles

## Levelling the road

Foreign brands account for around 5% to 6% of the cars that roll off dealers' lots in Japan. The figure has inched up in recent years, but the chairman of the EBC Automobile Committee believes it still should be a lot higher.

**"A long-term goal** maybe should be 10%," says Peter Kronschnabl, citing the market situation in other countries. "The importers need to work on offering cars that fulfill customers' needs ... and, on the other hand, Japanese regulators have to do their job to make market conditions equal to all."

Non-tariff barriers "add to the cost of doing business for European importers of both passenger cars and commercial vehicles," the EBC says in its 2016 white paper.

The Automobile Committee is calling for reform in three main areas: harmonisation of approval standards, taxes, and technical standards for alternative-fuel vehicles.

As for harmonisation, officials in the EU, Japan and other markets are working on International Whole Vehicle Type Approval (IWVTA). Under this system, approval or certification issued in one market would be automatically recognised in another for entire vehicles based

on type. Currently, such approval is limited to cars' components and systems.

Kronschnabl, who is president and CEO of BMW Group Japan, says his industry hopes the IWVTA can be fully implemented next year. However, outstanding issues remain in the installation of emergency signal equipment, procedures for stamping vehicle ID numbers and engine types, and testing of wheel discs made of light alloys.

Fellow committee member Pontus Häggström explains: "We're afraid that even as IWVTA is adopted, Japan may be on the sidelines for some of the requirements."

As it stands, only some of the vehicle tests and certifications done in Europe are recognised in Japan.

"So, we have to do unique crash, emissions and other tests that drive up costs and take time," says Häggström, who is president and CEO of FCA Japan.

Regarding taxes, several issues concern *kei* cars, or mini-vehicles, which is a unique

Japanese classification. Owners pay less in taxes and insurance than those with full-sized passenger vehicles. The EBC is calling for an end to the preferential treatment.

Japanese regulators have been making moves to level the road. The year 2015 saw a 50% hike in the mini-vehicle tax, and a further tax adjustment has been made in fiscal 2017.

"However, it's still not where it should be," Kronschnabl says,

adding that he expects it will "take years, or even decades" before the unfair advantages based on vehicles' physical size completely disappear.

The committee's third issue concerns the High Pressure Gas Safety Act, including a standard for materials that can be used in hydrogen-fuel tanks.

In the absence of proper global harmonisation, Japan's unique standards may develop into "an island solution", in Kronschnabl's words. The committee wants to see harmonised standards for manufacturers throughout the world.

But that may take some time, given that Japanese regulators view this as a safety issue,

**"we have to do unique ... tests that drive up costs and take time"**

according to Kenji Kobayashi, executive director at the Japan Automobile Importers Association.

"That makes it difficult for the Japanese government to easily accept standards in other countries before international standards can be agreed on by the EU, the US, Japan, or others," he states.

Yet, it's a potentially key issue, since hydrogen and other new fuel technologies could put some life back into a market that has been shrinking in recent years. Car sales in Japan reversed the downward trend in fiscal 2016, rising 2.8%, largely thanks to the popularity of hybrid vehicles.

"You have to have the cars for the customers," Kronschnabl says. "In the end, it's the customer who makes the decisions." ●

### Advocacy issues

#### ➤ Harmonisation

Japanese regulators should complete outstanding harmonisation issues related to IWVTA.

#### ➤ Kei cars

A level regulatory playing field for all types of cars should be created.

#### ➤ Environmentally friendly technologies

Japan's technical requirements for hydrogen fuel tanks should be harmonised with those of the EU.



THE LEADERSHIP JAPAN SERIES

# The Boss As Super Coach

BY DR. GREG STORY  
PRESIDENT, DALE CARNEGIE TRAINING JAPAN

動かす



The younger generation is the future, and they want a different type of boss. That boss has to be a new model — persuasive, able to sell the “why” of the job, razor-focused on building the team members’ careers, a brilliant communicator and personal coach. A snap really — probably be able to knock that lot off before lunch. Well, maybe not.

In Japan, the populace has not been making as many members of the younger generation as it used to. So, what this generation wants becomes very critical to the boss’s ability to meet the demands of an organisation. The over-65 age bracket in Japan currently stands at 33.45 million people, whereas those under 15 number only 15.88 million. And that youth figure will continue to decline.

Meeting their expectations means survival, because if you are losing them to your competitors, then you will run out of staff to run the business. You can see it now among construction companies, convenience stores, and even sushi restaurants in Tsukiji — all having to find non-Japanese young people to do the work.

Japanese youth will be in high demand, and the ability of their bosses to satisfy their requirements will determine their longevity with the company. Are these bosses up to the task, though? It doesn’t appear to be the case. Japanese government statistics (always old in Japan — the latest survey was 2013) show that 32% of young graduates are quitting their jobs within the first three years. And this isn’t going to improve anytime soon.

How skilled at coaching are the current crop of middle managers in Japan? Pretty lousy, I would reckon. Why do I say that? There is almost no leadership training in Japan for middle managers, apart from OJT (On the Job Training). This effectively means that flawed systems of the past are faithfully transmitted to the next generation, without any insertion of modern professionalism. If your mentor was really skilled, then you were lucky; but that batch is few in number.

The super coach needs to identify the skills that are needed. There are many possibilities, so prioritisation is essential. The person being coached, together with the boss as coach, picture the desired outcome. What is the skill gap to be closed, and what does success look like? The goal must be owned by both sides.

Attitude is vital. People are different, though; so what triggers desire for improvement in one, may not work in another. What the boss thinks is exciting may overwhelm the under-30 team members. And is trust in place? Also, how well does the boss know the team members? If the boss has invested the time to get to know the staff, then coaching becomes easier because the boss can identify the respective interest triggers.

The key resource needed for coaching younger people tends to be the boss’s time. This is usually in critically short supply, which is why so little coaching gets done in the first place. There is a chain reaction that starts with the boss’s time-management ability. This is rarely a strong suit for middle managers in Japan. Super coaches have mastered time management and prioritisation, so they can live more in Quadrant Two (important but not urgent), rather than Quadrant One (important and urgent) of the classic time-management structure.

The ability to spend time reinforcing the strength of the company brand, explaining the “why” behind what we do around here, and applying the attention to developing the skills of the younger team members are key. This means having the bandwidth for identifying, explaining and demonstrating the skill required. It means coaching the practice of the skill rather than abandoning the young to their own devices. The latter approach usually fails and so their self-confidence gets hit hard, limiting their appetite for doing more or trying new things.

The idea of recognising results only at the end is flawed, but that is how most people do it. Young people are constantly coming out of their comfort zones, so they need instant feedback on two things: what they are doing well (good) and how they can improve further (better).

Recognising the baby steps and partial successes by them is vital for emboldening young people to keep going, to keep facing what they see as the black tunnel ahead, full of risk and potential obliteration. Rewards should also come at the end; and if we know them well enough, then we will know what type of recognition most resonates with them.

**“The idea of recognising results only at the end is flawed, but that is how most people do it.”**

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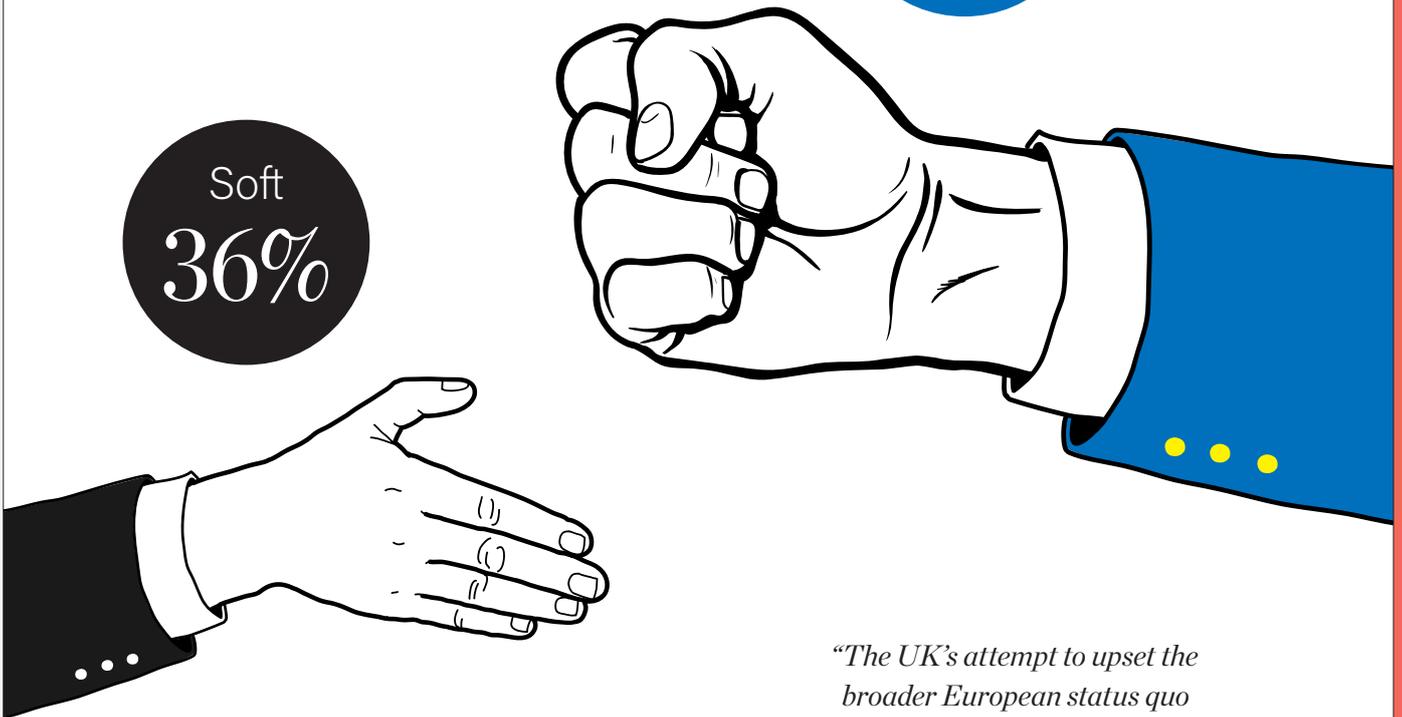


As Brexit talks between the UK and the EU begin, results of a survey conducted by The Chatham House have shown that two-thirds of Europeans believe the EU should take a hard line in negotiations.

## Do you?

Soft  
36%

Hard  
64%



*“As a Brit, I’m torn. I don’t want to see the UK battered economically, but the government’s notion of ‘having our cake and eating it’ is divorced from reality.”*

*“The UK’s attempt to upset the broader European status quo should be priced prohibitively.”*

*“EU officials should take a hard line – and after Theresa May’s appalling election misjudgment, they are perfectly positioned to do so.”*

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

The mayor of Tokyo's Shibuya ward, Ken Hasebe, is responsible for introducing to his district the partnership certificate, a non-legally binding marriage certificate for same-sex couples. Born and raised in Harajuku, Hasebe first worked for an advertising firm before founding an NPO, Green Bird, for picking up garbage and cleaning up different areas of Tokyo. In 2003, he became a member of Shibuya's ward assembly, and was elected mayor two years ago. He spoke with *Eurobiz Japan* about his path to becoming an LGBT "ally" and the impact the partnership certificates have had.

# An ally of the LGBT community

Shibuya Ward Mayor Ken Hasebe

## Can you tell me how you came to take up the LGBT cause?

I think that "ally" would be the best word to describe my position today. But I haven't always been involved in LGBT activism. I used to be quite ignorant.

People in the LGBT community are just regular people, but I didn't have much experience of that reality until I actually started to meet them. After university, I got a job at an advertising company. There are quite a number of LGBT people in the advertising industry.

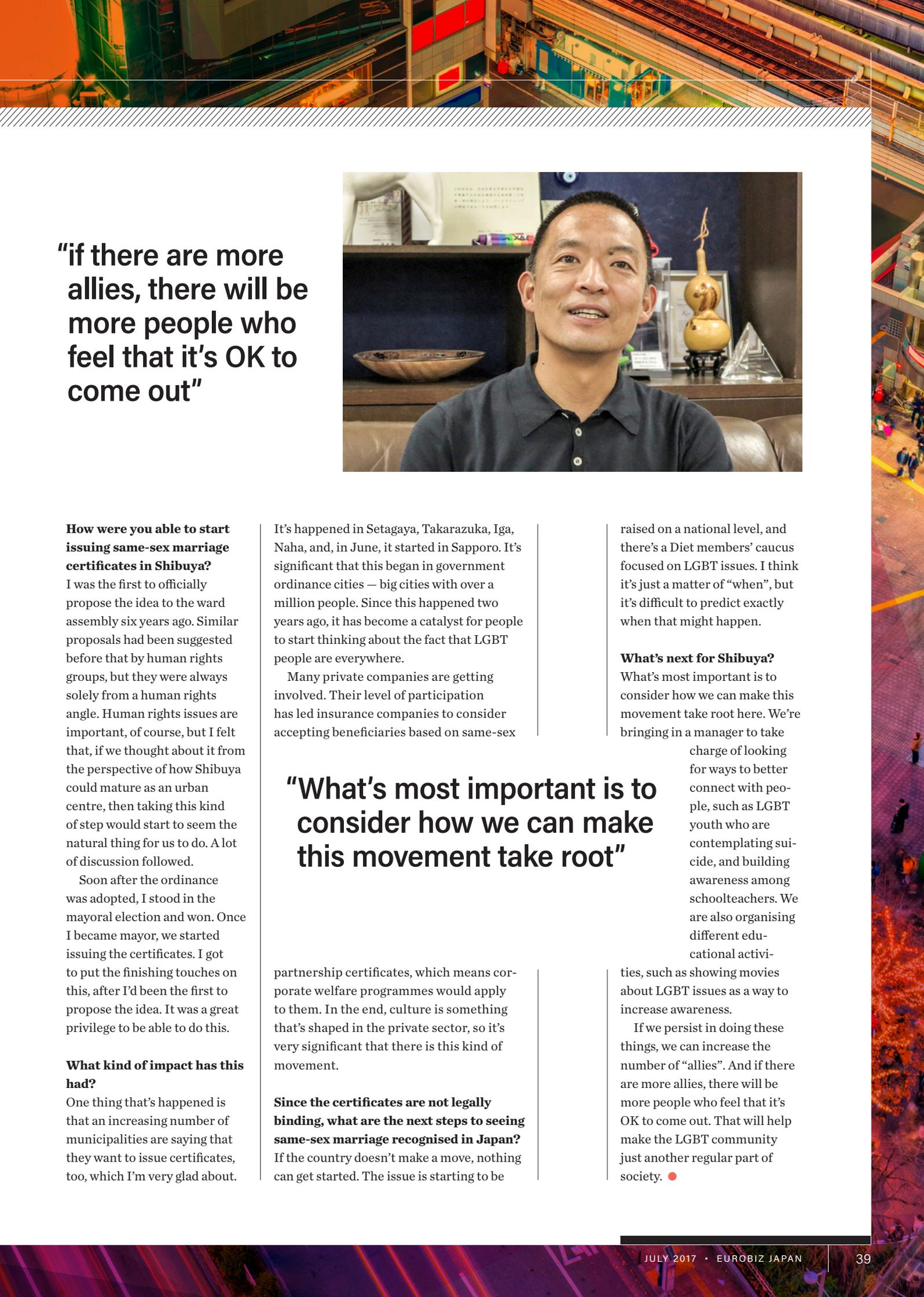


I'd go to a photo shoot where the photographer, hairstylists, makeup people, and models were from the LGBT community, and I'd realise that I was the minority in the room.

After turning 30, I started the NPO Green Bird. The person who led the clean-up efforts in Kabukicho was F2M [female-to-male transgender man]. He explained that he had the body of a woman but the heart of a man, and wanted to become a man. A lot of boyish-looking girls also came to help with the cleaning, and I thought they must all be dealing with similar issues. It was then that it really hit me just how many people there are in the LGBT community. I'd heard that LGBT people made up at least 8% of the population but, suddenly, that 8% figure seemed to be too small.

I started thinking about whether there was something I could do as a politician. However, doing something about same-sex marriage is difficult at the local level since it involves playing with the family register system, which is the exclusive realm of the national government.

I'm married, and I remembered how taking our marriage registration to the ward office made my wife and I feel like we'd really gotten married. I asked the man leading the clean-up team in Kabukicho if it would make him happy to be able to get a certificate like that — even if it wasn't recognised outside of the ward, or didn't have any legal meaning. He told me that, yes, it would make him very happy, and I really took that answer to heart. That's how, nine years ago, I started trying to figure out how we could issue those partnership certificates.



**“if there are more allies, there will be more people who feel that it’s OK to come out”**



**How were you able to start issuing same-sex marriage certificates in Shibuya?**

I was the first to officially propose the idea to the ward assembly six years ago. Similar proposals had been suggested before that by human rights groups, but they were always solely from a human rights angle. Human rights issues are important, of course, but I felt that, if we thought about it from the perspective of how Shibuya could mature as an urban centre, then taking this kind of step would start to seem the natural thing for us to do. A lot of discussion followed.

Soon after the ordinance was adopted, I stood in the mayoral election and won. Once I became mayor, we started issuing the certificates. I got to put the finishing touches on this, after I’d been the first to propose the idea. It was a great privilege to be able to do this.

**What kind of impact has this had?**

One thing that’s happened is that an increasing number of municipalities are saying that they want to issue certificates, too, which I’m very glad about.

It’s happened in Setagaya, Takarazuka, Iga, Naha, and, in June, it started in Sapporo. It’s significant that this began in government ordinance cities — big cities with over a million people. Since this happened two years ago, it has become a catalyst for people to start thinking about the fact that LGBT people are everywhere.

Many private companies are getting involved. Their level of participation has led insurance companies to consider accepting beneficiaries based on same-sex

raised on a national level, and there’s a Diet members’ caucus focused on LGBT issues. I think it’s just a matter of “when”, but it’s difficult to predict exactly when that might happen.

**What’s next for Shibuya?**

What’s most important is to consider how we can make this movement take root here. We’re bringing in a manager to take

charge of looking for ways to better connect with people, such as LGBT youth who are contemplating suicide, and building awareness among schoolteachers. We are also organising different educational activi-

**“What’s most important is to consider how we can make this movement take root”**

partnership certificates, which means corporate welfare programmes would apply to them. In the end, culture is something that’s shaped in the private sector, so it’s very significant that there is this kind of movement.

**Since the certificates are not legally binding, what are the next steps to seeing same-sex marriage recognised in Japan?**

If the country doesn’t make a move, nothing can get started. The issue is starting to be

ties, such as showing movies about LGBT issues as a way to increase awareness.

If we persist in doing these things, we can increase the number of “allies”. And if there are more allies, there will be more people who feel that it’s OK to come out. That will help make the LGBT community just another regular part of society. ●

## Tradition meets Modernity

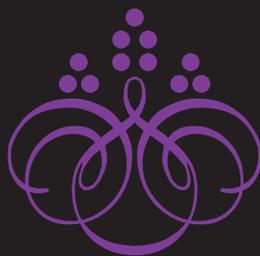


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## Magnificent Gay Weddings





# Getting to grips with grips

Some notes on the most important part of your club

Many pro golfers and golf technicians will tell you that the grip is the most important part of your club. It is, after all, the interface between your swing and the club — and, ultimately, the ball. Take your grips for granted and that divine connection will be lost.

**When was the** last time you had your clubs regripped? If you have a set that has been lying in a closet for a long time, there's a good chance they are near to useless. Why? Because the grips will have become shiny and slippery. Not even Spiderman could get a good enough hold to play well with them.

Grip manufacturers claim that new grips can knock three or four strokes off your score, and recommend replacing them annually. If you use one or two of your clubs more than the rest, those grips might wear out quicker than the others. However, don't replace them individually as uniformity is essential. When you have a worn grip, you tend to hold the club more firmly, and that can change your swing action.

"When your grip pressure goes up, success goes down," according to Michael Breed, one of America's top teaching professionals.

Not all grips are the same. Some are thicker, some are heavier and some have a very slightly raised "reminder" line, called a backline, on the inside to help you place your hands correctly. The grips should be tailored to the size of your hands. If the grip is too small, it might be difficult to

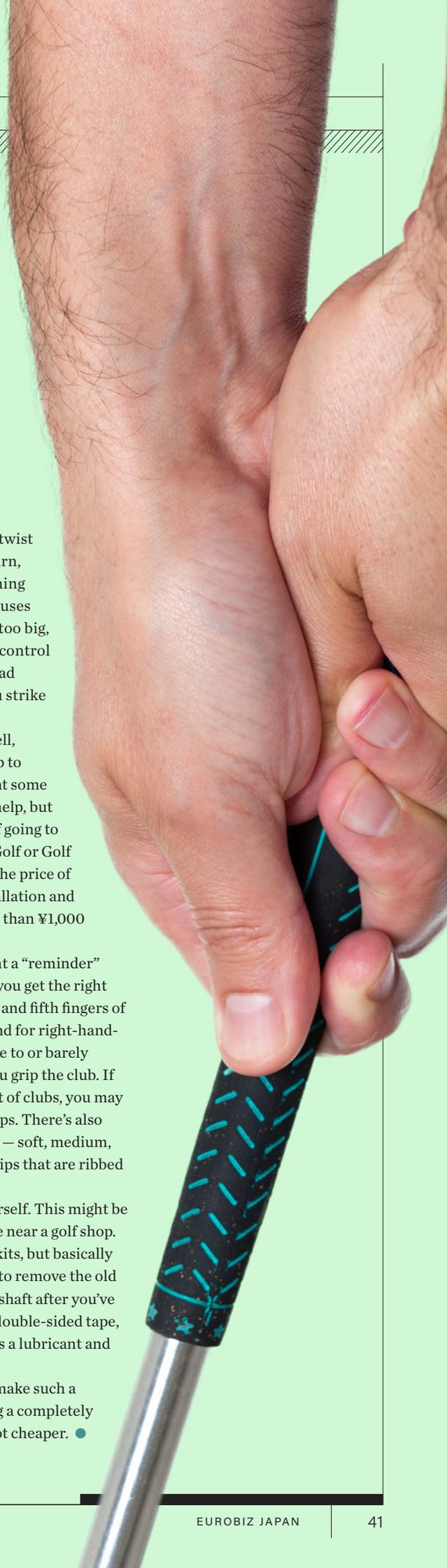
hold properly and could twist in your hands. This, in turn, might lead you to tightening your grip, which often causes hook shots. If the grip is too big, you might not be able to control the club well and more bad things can happen as you strike the ball.

So, what do you do? Well, Japan is pretty well set up to assist you. The pro shop at some golf clubs will be able to help, but you're probably better off going to a golf store such as Niki Golf or Golf Partner. At some stores, the price of the grip will include installation and the cheaper grips are less than ¥1,000 all in.

First, decide if you want a "reminder" grip and then make sure you get the right size. Basically, the fourth and fifth fingers of your upper hand (left hand for right-handed golfers) should be close to or barely touching your palm as you grip the club. If you have a lightweight set of clubs, you may want to opt for lighter grips. There's also a whole range of textures — soft, medium, hard, sticky — and also grips that are ribbed or faux-wrapped.

Or, you could do it yourself. This might be necessary if you don't live near a golf shop. You can buy re-gripping kits, but basically you need a hooked blade to remove the old grip, cleaner to clean the shaft after you've removed the tape, some double-sided tape, some white spirit to act as a lubricant and a new grip.

Having new grips can make such a difference. It's like having a completely new set of clubs ... but a lot cheaper. ●



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# La vie en rosé

## The darling wine of summer

Perhaps the most versatile type of wine in the world, rosé reflects the most ancient styles of winemaking. In the time of the ancient Greeks, almost all wines were of a pale red colour. This was the result of fermenting red grapes with the skins for a short time, so that a touch of colour bled into the wine. In certain pockets of the Mediterranean region, the popularity of what came to be known as rosé held firm, even when the Romans began widespread production of true red wines. Provence, the world's epicenter of modern rosé winemaking, is one such stronghold.

**Rosé varies dramatically** in style because any red grape can be used, and the richness of colour and flavour falls directly in the hands of the winemaker. Longer periods of maceration — when the skins of the grapes are left in contact with the fermenting juice — produces rosés of deeper red colour and



a stronger, fruit-forward nose. Shorter maceration time marks the Provence style of rosé — pale pink or salmon in colour, with delicate red berry aromas.

Though certain wineries are dedicated solely to rosé vinification, many winemakers make rosé wines as a by-product of their red wine production. Thus, the grapes used to make rosé often reflect the region's dominant red varieties. In southern France's most famous rosé regions — namely, Provence, Tavel and Bandol — the varieties Grenache, Cinsaut, Syrah and Mourvèdre result in wines that range from a light blush colour to those of a cherry red. In Spain, most rosé blends are

created from Tempranillo and Garnacha. In the New World, many rosés are made from widespread varieties such as Cabernet Sauvignon — wines of higher tannins and richer colour than those of the Old World.

Perhaps the most infamous rosés were born from California's winemaking adolescence in the 1980s, when "white" red wines, such as White Zinfandel and White Merlot, denoted cloyingly sweet rosés made from such varieties. American rosés have matured dramatically since this dark time, and now Provence-style delicacy is held in the highest regard.

Food pairings are relatively simple with rosé due to the wine's low tannins and fresh fruit aromas. Provence-style rosés, at the lightest end of the spectrum, can be treated as a white wine, pairing perfectly with seafood and white meats. Darker rosés, such as those from Tavel and Bandol, have higher tannins and can stand up to pork or even the spicy flavours of Asian cuisine. ●





# Tapas, football and the future

## The Spanish Chamber of Commerce in Japan kicks off

Starting a chamber of commerce is a complex process that requires a great deal of patience and paperwork. There had been two attempts in the past to form a Spanish chamber in Japan, but neither were successful. However, in April, the governments of Japan and Spain both gave their approval for the Spanish Chamber of Commerce in Japan (SpCCJ) to become an official entity.

**The chamber was** formally launched on 22 June at the Spanish ambassador's picturesque residence in Roppongi. In the black and white marble-floored lobby, at the foot of one side of the imperial staircase, Spanish Ambassador to Japan Gonzalo de Benito and president of the SpCCJ, Rafael Moyano,

of the chamber is to promote Spanish business interests in Japan and to expand economic relations between the two countries.

"Japan and Spain have enjoyed deep and friendly relations for over 400 years, and we are sure that this will continue," he said. "Some very prestigious Spanish companies — coming from sectors such as fashion, construction, renewable energy, food and beverages — have partnered with us in order to create the chamber, and I am honoured that they have joined us."

One of the aims of the launch event was to build the chamber's membership.

"To continue to grow and to be even more influential in Japan, we need more members," Moyano stated. "We ask for your support. And your decision today to become a member will help us in our journey."

The chamber has already started holding events — including lectures and roundtable discussions — and other networking opportunities, helping to establish and strengthen relationships between members.

Akimi Takemura, a board member of the chamber and managing director of travel

technology consulting firm Amadeus Japan, told *Eurobiz Japan*, "I want the chamber to be a vehicle to drive business opportunities, and to encourage more business traffic between the two countries."

Go Mugino, representative director of the porcelain figurine producer Lladro Japan, said, "I am so proud to be a founding member of the chamber; to be involved in building it and helping our two countries. It's a great way to develop business relationships and also increase cultural exchange."

And cultural exchange is already taking place. Among the guests were Javier Tebas, chairman of the Spanish professional football league, LaLiga, and Mitsuru Murai, president of Japan's professional football league, J-League. Murai gave a toast and made a special announcement.

"I have some great news," he said. "J-League and LaLiga signed a strategic partnership agreement earlier today."

It is the first time LaLiga has signed a partnership agreement with an Asian football league.

"I hope that trade between Spain and Japan will continue to be economically prosperous," Murai stated, "and that their cultural relations will continue to develop ... especially soccer."

As drinks and hors d'oeuvres were served, Ambassador Benito told *Eurobiz Japan*, "The Spanish chamber is something that we really felt was lacking here in Japan. The companies were there, but they were more or less scattered. Now, they can come together as a group of Spanish businesses. And we are convinced that there are many opportunities.

"It is good to see everyone here tonight enjoying Spanish wine and tapas, and talking about the future." ●



addressed the more than 60 distinguished guests who had gathered for the event.

"Today is an important day," said Ambassador Benito. "Today we start a strong cooperation between the Spanish business community in Japan and Japanese companies and institutions."

Moyano, who is also chief financial officer for APAC at the Adecco Group, said the role



# Donald Bunkenburg

**Company:** Lufthansa Group  
**Official title:** General Manager for Japan and South Korea  
**Originally from:** Chicago, USA  
**Length of time in Japan:** 18 months

“I play the piano”

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

Any *izakaya* that has a menu in English.

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

I go golfing and to the TIPNESS gym in my neighbourhood.

**Name a favourite movie:** *Titanic*.

**Favourite band:** Fleetwood Mac.

**Favourite album:** Fleetwood Mac's *Rumours*.

**Favourite TV show:** *Game of Thrones*.



**Favourite book:** *All Quiet on the Western Front* by Erich Maria Remarque.

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

I play the piano.

**Cats or dogs?**

Dogs. I have two: Ricky and Lucy.

**Summer or winter?**

Summer!

**What's your ideal weekend?**

One day golfing; the next, sleeping late, reading, relaxing at home with a nice cigar and a glass of good red wine, then going out to a cosy restaurant.

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

Home for a martini, or out to an *izakaya* near my house for a cold beer.



# Trevor Webster

**Company:** Taylor Brunswick Group  
**Official title:** Managing Partner  
**Originally from:** Preston, England  
**Length of time in Japan:** 13 years

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

Captain Cook in Hiroo. It's set back off the street. The food is great with a wide variety of choice.

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

I run two or three times a week, do some circuit training. It's not enough, really, but keeps Father Time at bay!

**Name a favourite movie:**

*The Lord of the Rings* trilogy.

**Favourite musician:** Pitbull.

**Favourite album:** Ludovico Einaudi's *Islands: Essential Einaudi*.

**Favourite TV show:** *24*.

**Favourite book:** The Sharpe novels by Bernard Cornwell.

I represented Team GB as a bobsleigher. Many are unaware that we Brits even have a bobsleigh team and, in fact, created the sport.

**Cats or dogs?**

Dogs.

**Summer or winter?**

I don't have a preference. But I do enjoy the different seasons for the changes they bring.

**What's your ideal weekend?**

Head out to a part of the country I haven't explored, stay in a *ryokan*, enjoy some of the local food and wander through the countryside — then relax at an *onsen*.

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

The Westin hotel bar. It's quiet, off the beaten track, with a great gin and tonic!



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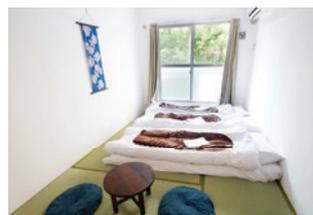
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JMA Consultants (JMAC) is the pioneer of the consulting firm in Japan. JMAC has expanded its business globally, and has subsidiaries in Europe, ASEAN and China.

“Lately, we have stepped up our support for foreign companies in Japan,” says Isao Ozawa, board member and senior vice president of JMAC, responsible for its inbound business. “Our consultants provide a full suite of consulting services from strategy planning to operations. We also offer training programmes of a global standard to managers and staff in Japan, a key for business success in this market. We promise you success in Japan.” ●

# Casino Night

Don't miss out on the action and the auctions when Casino Night 2017 comes to The Ritz-Carlton Tokyo, featuring New Orleans cuisine by special guest chef Sohan Ahluwalia, free-flowing drinks all night, a close-up magician, and live entertainment. Keep beating the house and improving your odds to walk away with some great raffle prizes. Raise the stakes at the Live and Silent Auctions to help raise awareness of breast cancer.

**Incredible  
New Orleans  
Cuisine!**  
by Special Guest Chef  
Sohan Ahluwalia

**Friday, September 8, 2017**  
at The Ritz-Carlton, Tokyo

Games: blackjack, Texas hold'em poker, roulette, Big Six, craps and slot machines  
Participation fee: 17,500 yen per person (buffet dinner, drinks included)



THE RITZ-CARLTON®  
TOKYO

Register now: [www.runfortheure.org](http://www.runfortheure.org)

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



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