

EURO BIZ JAPAN

OCTOBER 2017

➔ Building a hydrogen society

Japan's plan to go green

➔ The tools of the trade

Marjut Hannonen, Head of Trade Section at the EU Delegation in Japan

➔ Labour pains

How Japan is (not) dealing with its labour shortage

THOMAS ÖSTERGREN,
GENERAL MANAGER

MATSUMI HIGASHIDA,
GENERAL MANAGER

TAHEI KITAOKA,
GENERAL MANAGER

A NEW PATH

What Atlas Copco's split means for its Japan operations



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The Mission of the European Business Council

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



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A new path

By David McNeill





First Focus

The Meiji Jingu Gaien area of Tokyo is a popular destination with domestic and international tourists alike. It is known for its streets lined with ginkgo trees, which turn a vivid yellow in the autumn. The eye-catching yellow of Hato tour buses, however, can be seen year-round.

Photo by Nuamfolio
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David McNeill has been in Japan since 2000 and writes for *The Economist* and other international publications. He is co-author of *Strong in the Rain*, and is writing a new book exploring differences between the Japanese and Western mass media. He lives in Tokyo with his wife and two children.

➔ *“Atlas Copco is another of those companies rarely covered in the media, but which has a major presence in Japan, where it literally helps move mountains north and south. The interview gave me the chance to photograph one of its awesome rock-drill rigs, a thing of mechanical beauty. My six-year-old son was duly impressed.”*



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

➔ *“The current crisis with Japan’s labour shortage has been easily predictable for decades; and yet, even now, little is being done to solve the underlying demographic issues. Hearing how bad the situation is and how few workable solutions are available did nothing to relieve my worries about the impact it will have on the economy and the country.”*



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.

➔ *“I first drove a hydrogen-powered car, a Toyota FCHV, over 10 years ago. I was surprised at how smooth and quiet the ride was, and was convinced that hydrogen would one day replace conventional fuels for commercial vehicles. That goal still remains a long way off, but Tokyo is taking initial steps to make it happen.”*



Seiji Takeshita is a professor and dean of the School of Management and Information at the University of Shizuoka. He is a familiar figure to the Western media, with over 2,400 appearances.

➔ *“Prime Minister Shinzo Abe’s womenomics is aimed at improving Japan’s labour shortage problem by encouraging a greater number of women to participate in the workforce. But why isn’t more attention being given to increasing non-Japanese participation? Japan’s corporate culture has to change from the top, and open its eyes to the potential danger of keeping to the status quo.”*

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From split to strength

Although Tesla's Elon Musk has called hydrogen fuel cell technology for vehicles "incredibly dumb", there is a significant amount of research being done today into hydrogen as a clean, alternative energy source. Those not in Musk's camp include Toyota and Honda, both of which have released cars powered by hydrogen fuel cells in the last few years.

In spite of being the most abundant element on earth, hydrogen — in its elemental form — needs to be produced. One way it can be made is by splitting water molecules (H₂O). The hydrogen can then be burned or reacted with oxygen to create energy. In *Building a hydrogen society* (page 14), Tim

Hornyak looks at another of Musk's detractors, the city of Tokyo, which has set the goal of adopting hydrogen as a major, green fuel source.

On this month's cover are Thomas Östergren, Matsumi Higashida and Tahei Kitaoka of Atlas Copco, a Swedish industrial group that has announced plans to split its business and create a new, independent company, Epiroc, that will focus on mining and excavation. David McNeill's *A new path* (page 10) shows how this decision will

bring strength to both firms and more potential for growth.

The Tánaiste — or deputy prime minister — of Ireland, Frances Fitzgerald, spoke to the Ireland Japan Chamber of Commerce while here on a trade mission last month. One of the points she made was that the UK's split from the European Union will lead to greater opportunities for Ireland, now the only English-speaking country in the EU. Read more from her talk on page 40.

A split doesn't always mean a loss, but rather can be an opportunity for growth and the creation of even greater energy. ●

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A new path

What Atlas Copco's split means
for its Japan operations



If you've ever wondered about the tools needed to bore through mountains, wonder no more. Atlas Copco, Sweden's biggest industrial group, is currently using its hydraulic drilling rigs to help carve out the maglev line — a public train route that will use magnetic levitation technology — from Tokyo to Nagoya through the mountains of Yamanashi Prefecture. Along Japan's northeast coast, the company's equipment is involved in another Promethean project: raising the city of Rikuzentakata to higher ground, out of reach of the tsunami that have pummeled the coast for millennia and which visited the area with such tragic results in March 2011.

The image of old and new ground may be apt. In January, the venerable 144-year-old company announced it would be splitting: Atlas Copco will continue manufacturing industrial powertools, compressors and the vacuum pumps used to make semiconductors and smart devices; and a new independent company, called Epiroc — derived from the Greek words for 'on' and 'rock' — will focus on mining and excavation. Thomas Östergren, general manager of Atlas Copco Holding Japan, admits the move was unexpected.

“Our mission is to pass on the legacy of this company to the next generation”

“It was a surprise,” he said, speaking with *Eurobiz Japan* at the company's factory in the suburbs of Yokohama. The plan, according to Östergren, is to legally split the firm's business in Japan on 1 November and float Epiroc on the stock market next year, giving the new company its own business life and dedicated management.

“However, it makes good strategic sense,” he added. “The plans have also been well received by the stock market.”

Atlas Copco is now among the top five

highest-valued companies on the Swedish stock exchange, higher than well-known Swedish companies such as H&M, Ericsson and Volvo Group.

“The rationalisation for creating Epiroc is that it represents around 30% of the business group,” he added. As the group expanded, parts of the empire may not have received the attention they deserved. But, by dividing the company in two, Östergren said, “both will be more appreciated”.

Atlas Copco is an industrial behemoth, with 45,000 employees worldwide, roughly the same market value as Nissan Motor, and annual sales of 100 billion Swedish krona (€10.5 billion). Between 2009 and 2017 the company's capitalisation grew by a factor of four.

“Even in 2009 after the global financial crisis, we had operating profits of 14%, which is a level where our competitors hope to be in the good times,” said Östergren.

Since setting up in the Japanese market in 1979, Atlas Copco has grown into a formidable presence here, with almost 900 workers and several acquisitions that have given it leverage in a country with a reputation for being tough on outsiders.

“Our business model is that once we reach a critical mass with volume, we set up our own sales company,” explained Östergren. “We operated as a sales company from 1986 and then took over this factory in 2004,

integrating it into Atlas Copco.”

The Yokohama plant makes hydraulic drilling rigs used to bore holes into granite. It is one of the company's four main plants — the others being in Sweden, China and India — that are manufacturing these rigs for customers worldwide.

“But productivity levels and quality here are the best in the group,” noted Östergren.

General Manager Matsumi Higashida added: “Japanese standards of quality are what keep the manufacturing operation in Yokohama going, and ensure an excellent reputation for our products around the world. If it was just about cost, we should move to China or India.”

Mining is a tough business at the best of times and has been hit by a recent fall in global commodity prices — and Japan has





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“both parts will have a better environment for growth”



(Clockwise, from left) Thomas Östergren; Tahei Kitaoka; Matsumi Higashida



few mines, Östergren pointed out. But what it has, he said, is the need for tunnels, and lots of construction – including an \$8 billion project to build seawalls along the ruined northeast coast. In any case, 70% of Atlas Copco Japan’s rigs are destined for Yokohama Port and, from there, markets abroad.

The business split will give both companies the chance to focus on their strengths.

“We hope to double the size of Epiroc in three to five years,” said General Manager Tahei Kitaoka. “And we are confident that this new structure will help us to make decisions more quickly, and respond even more effectively to the diverse needs of our clients. We will be investing heavily in innovation so we are ready to respond to the future needs of the market.”

Higashida added: “We are a manufacturer with deep roots

in Japan, which means Epiroc will have the same high level of familiarity with the domestic market from day one.”

So, what does the split mean for Japan? For now, very little, it seems. Atlas Copco Holding Japan will continue to handle the group’s other areas of business while the new company is given wings.

“The expression we use is that the company will be ‘divided’ out to the shareholders, which means that shareholders of Atlas Group will get a share in Epiroc,” said Östergren. So, from flotation, it will be the same investors.

“It’s the same product, the same customers, the same business – nothing changes,” concluded Kitaoka. “Our mission is to pass on the legacy of this company to the next generation.”

Östergren agreed, but added a caveat. “Operationally, things stay the same, but Higashida-san and Kitaoka-san will take over legal responsibility.”

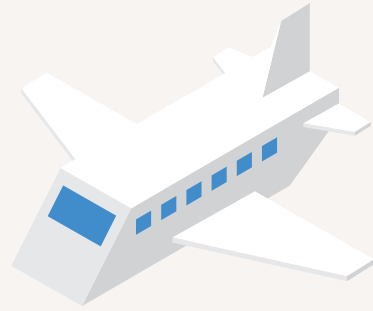
The message from headquarters in Sweden, Östergren added, is that by splitting Atlas Copco, “both parts will have a better environment for growth.” As the sprawling

group has expanded, “the thinking was that this particular area does not get the right attention from a governance point of view, so perhaps it would be better for it to get its own life. And Mining and Excavation has fewer synergies or overlap with the rest of the Group.”

The new direction will take hard work, focus and patience, but then, Atlas Copco’s long history is proof that the company is determined to see its name endure. After all, not every firm has a dinosaur species named after it. *Atlascopcosaurus loadsi* was dug out of layers of sand, mud and clay, compacted into rock over millions of years, on the southeast coast of Australia in 1984. Bill Loads, Atlas Copco’s manager in Victoria, lent the company’s drilling tools to the excavation project and assisted during the dig. Now that’s immortality. ●



BUILDING A HYDROGEN SOCIETY



Japan's plan to go green



If you want to get a glimpse of the future of transport in Tokyo, hop on one of the hydrogen buses at Tokyo Station. Not only do they let you enjoy the scenic route to Tokyo Big Sight – the capital's premiere exhibition venue – these buses are helping make the city cleaner.

As international awareness about the impact of climate change continues to increase, communities around the world are trying to go green. So, when the world's largest metropolitan area commits to cleaner power, it could have a significant ripple effect globally. Despite its high cost and the associated technical challenges, hydrogen is set to be a major fuel source in Japan's leading city.

With the 2020 Tokyo Olympic and Paralympic Games on the horizon, and serving as a catalyst for change in Japan,

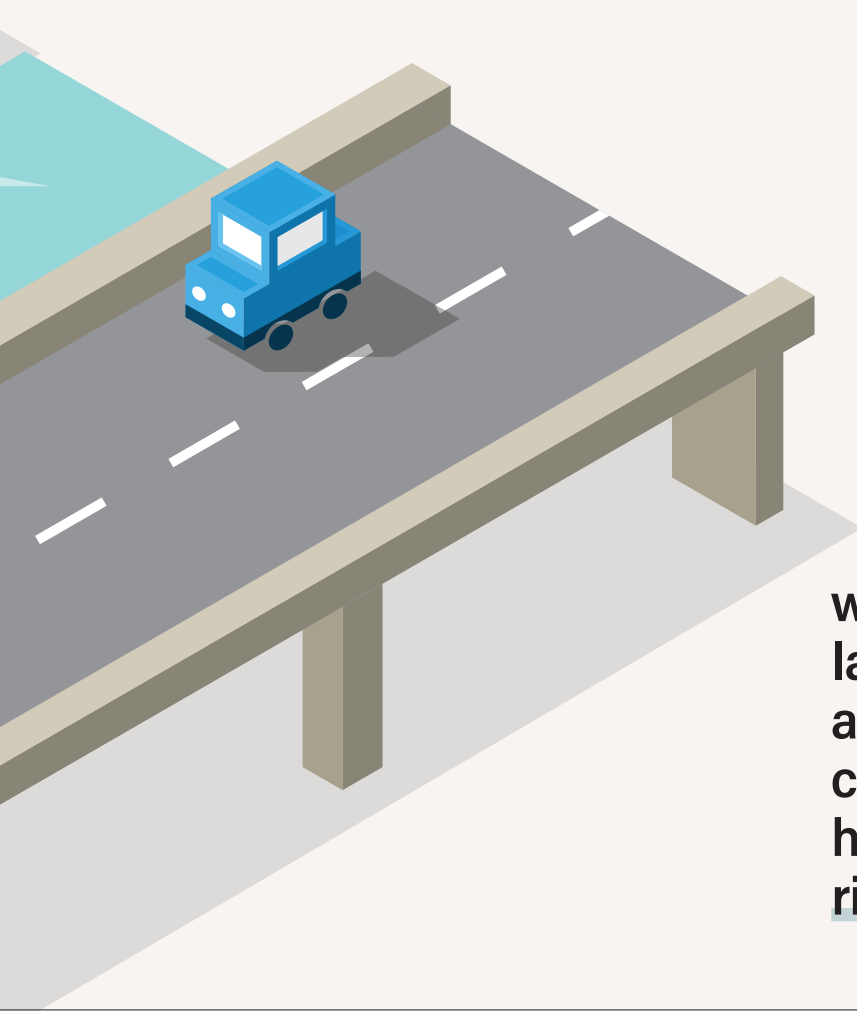
¥40bn

Tokyo is investing some ¥40 billion in hydrogen stations and other infrastructure

Tokyo is taking concrete steps to make hydrogen power a reality. One of the most abundant elements in the universe, hydrogen can power vehicles safely and efficiently, producing water alone as the byproduct. Former Tokyo governor Yoichi Masuzoe compared the potential legacy of hydrogen from the 2020 Games to the Shinkansen bullet trains that are the heritage of the 1964 Olympics in the capital. As one example, the 6,000-unit Olympic Village will be entirely run on hydrogen fuel cells.

But transportation is the main way that Japanese are experiencing hydrogen power. Japanese automakers were the first to commercialise hydrogen cars on the mass market. They're basically electric vehicles powered by a chemical reaction between hydrogen and oxygen in the air. Over the past few years, Honda launched the Clarity Fuel Cell sedan and Toyota introduced the Mirai both in Japan and overseas. Toyota – which debuted the hybrid Prius 20 years ago – is particularly sanguine about the technology: it wants to grow production capacity ten-fold to 30,000 hydrogen vehicles per year by 2020. And it makes sense to begin Tokyo's hydrogen campaign this way. Japan has over 2,000 hydrogen vehicles on the road today, and the central government wants that figure to grow to 40,000 by 2020 and to 800,000 by 2030, to be served by a network of 900 refueling stations nationwide.

Tokyo, for its part, currently has two hydrogen-powered public buses rolling in the capital along with 13 hydrogen filling stations, one right by the symbol of the city itself, Tokyo Tower. To help defray the cost of setting up refueling stations – which can run to ¥500 million for each, or four times as much as a gas station – Tokyo is investing



when the world's largest metropolitan area commits to cleaner power, it could have a significant ripple effect globally





THE LEADERSHIP JAPAN SERIES

Where's My Praise?

BY DR. GREG STORY
PRESIDENT, DALE CARNEGIE TRAINING JAPAN

動かす



The *Spa* magazine in Japan released the results of a survey of 1,140 full-time male employees in their forties, about what they hated about their jobs. The top four complaints were (1) salaries have not risen because of decades of deflation; (2) a sense of being underappreciated; (3) a sense of being undervalued; and (4) a lost sense of purpose.

Feeling unappreciated and being underevaluated are both boss' failings. These are the direct result of decades of neglect regarding the soft skills of leadership.

The feeling of being valued by the boss and the organisation is the trigger to producing high levels of engagement in your work. Japan is renowned for always scoring poorly on international comparative engagement surveys. The global study on engagement by Dale Carnegie showed that feeling valued was the key factor. The results for Japan were the same.

It's good to know that we have the answer at hand to improve levels of engagement. By the way, disengaged — or hardly engaged — staff are not going to add any additional extras to their work, or be motivated to come up with a better way of doing things. Innovation requires some sense of caring about the organisation. So work productivity and innovation both need higher levels of engagement to help us get anywhere.

Fine, but so what? How do we get leaders who were raised in a different world of work — the *bishibishi* (relentlessly super strict) school of leading — to now switch to becoming more warm and fuzzy? Telling them to do so is an interesting intervention by senior management that will go precisely nowhere. This requires re-education on what we need from our leaders. The most widespread system of education in corporate Japan is OJT (On the Job Training). How do your *bishibishi* bosses alone change your mindset? They can't. That is why training is required to better inform bosses about how to gain willing cooperation from subordinates, instead of just pulling rank on them to drive their obedience.

How to deal with mistakes is a key to the future, in a society that hasn't worked out that mistakes are the glide path to success. Japan is a mistake-free zone; and this is a big disincentive to

experiment — to try anything new. Positioning yourself in the middle of your comfort zone makes the best sense, if you want to avoid all efforts to change. However, if you want innovation and progress, then change must be embraced. That also means including risk — the risk of committing an error.

If the internal evaluation process is used to re-live all the failings and insufficiencies of the staff, then don't expect your shop to become a hotbed of innovation anytime soon. Leaders need to be helping staff lead intentional lives. Goals, strategies to achieve those goals, milestones, targets — all come as part of the package. This is different from being Mr or Ms Perfect and holding the team to standards you yourself can never possibly achieve.

Encouraging people to come out of their comfort zones and try new things requires a lot of communication skills. It requires feedback, but not critique. Telling people they are wrong may make the boss feel superior and good, but it kills staff motivation and interest in doing things any differently. Good feedback is a better strategy. Tell them what they are doing that is going well, and praise them for that. Tell them what they could do to make things go even better. The point is communicated, but in a much better way, and will be received in a more positive frame of mind.

Because of the old-fashioned style of management in vogue here, Japanese bosses are actually untrained in how to give praise. "Good job" is not praise. That is a very vague reflection on a piece of work. Tasks have many facets; and just which part of that project did they do well? We need bosses to be specific about which bit was done well and how. We then explain how that task fits into the big picture of the organisation and encourage them to keep doing that.

The boss in Japan has to do better. The soft-skills area is where the greatest gains in productivity will come from, because hard-skills

education in Japan is already maximised.

This is the next frontier of leadership; and if Japan can unlock the full potential of worker population, we are in for an exciting future.

"disengaged — or hardly engaged — staff are not going to add any additional extras to their work"

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some ¥40 billion in hydrogen stations and other infrastructure; it wants to have 35 stations by 2020 and 80 by 2025.

Aside from the cost, hydrogen faces some challenges as a viable clean fuel. While it can be produced by splitting water molecules using electrolysis or solar energy, it is most often made through steam methane reforming, which produces greenhouse gases. However, some entrepreneurs are trying to change this.

A University of Western Australia spinoff, the Hazer Group, has developed a method of using iron ore as a catalyst in hydrogen production. As natural gas passes through heated iron ore, it breaks down into hydrogen and carbon, but the latter is captured as graphite instead of being released as carbon dioxide. The process relies on cheap iron ore and represents at least a 50% emissions reduction compared with steam methane reforming, according to Hazer. The company is planning a commercial hydrogen plant and is also keen to help make Japan's hydrogen dream come true.

"On a large scale, we have the potential to lower the costs and increase the availability of clean hydrogen worldwide," Hazer Group Managing Director Geoff Pocock told *The Australian*. "This would be a clear advantage for the Australian hydrogen sector as demand for hydrogen, particularly from Japan, is increasing at a dramatic rate."

Currently, Tokyo's hydrogen buses ply the route from Tokyo Station to Tokyo Big Sight. Over the next two years, the capital aims to increase this small fleet to 100 buses. Much of the hydrogen powering the buses is made at oil refineries in Japan, mostly from the production of caustic soda — better known as lye — which releases hydrogen gas as a byproduct.

"We believe that hydrogen will significantly reduce the burden on the environment, diversify energy supply sources, lower

the high economic knock-on effects, and can be used in the event of disasters," explains Chizu Hirose, a spokesperson at the Tokyo Metropolitan Government's Bureau of Environment.

According to the Ministry of Economy, Trade and Industry, Japan's hydrogen and fuel cell market is expected to grow to

Part of that supply chain could come from Europe. Norway's NEL Hydrogen, a global hydrogen production and distribution firm, has partnered with Kawasaki Heavy Industries and others to show how liquefied hydrogen can be manufactured with renewable sources of energy, such as wind and solar, then shipped

abroad on tankers. The ¥280 million Project Hyper is funded in part by the Research Council of Norway, also known as ENERGIX.

"We are looking at a scenario in which production of 225,000 tonnes of hydrogen could fuel as many as three million cars annually," Bjørn Simonsen, market develop-

ment director at NEL, said in a press release. "We are looking forward to contributing to the project with our worldwide and extensive experience within hydrogen production from renewable energy." ●

"We believe that hydrogen will significantly reduce the burden on the environment"

¥1 trillion by 2030 and to ¥8 trillion by 2050. The government recently began inviting bids from companies interested in managing hydrogen refueling stations at Tokyo's Haneda international airport. It is also trying to promote the use of hydrogen-powered forklifts and hydrogen fuel cell batteries for homes and businesses. This is part of a larger plan to diversify Japan's energy mix, which saw increased reliance on fossil fuels following the March 2011 Fukushima nuclear disaster.

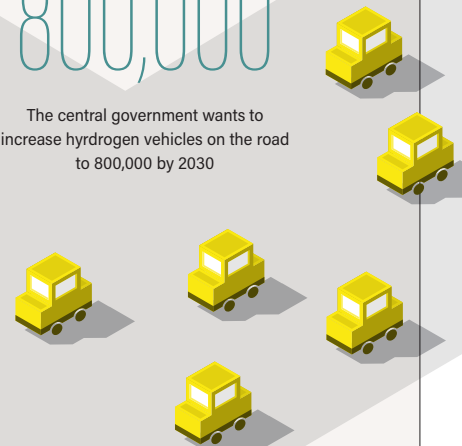
"Hydrogen energy holds the trump card for energy security and measures to address global warming," Prime Minister Shinzo Abe said earlier this year. "Japan will build an international hydrogen supply chain that extends from production to transportation and consumption ahead of the world."

¥8 trillion

According to METI, Japan's hydrogen and fuel cell market is expected to grow to ¥1 trillion by 2030 and ¥8 trillion by 2050

800,000

The central government wants to increase hydrogen vehicles on the road to 800,000 by 2030





Due to a consistently low birth rate, Japan has a productive-age population (15–64) that has shed more than 10 million potential workers since 1995, with double that number predicted to be lost by 2050. There are now 1.5 vacancies for every jobseeker, with the ratio far higher in some sectors, including construction, logistics and manufacturing.

While large numbers of women and retirees have joined or returned to the labour market, those worker pools are finite. With large-scale immigration not yet being seriously countenanced by the government, companies are scrambling for solutions to a problem that threatens to damage the nation's entire economic wellbeing.

"It's a hot topic now," says Dr Fernando Iglesias, president of Clestra Hauserman Japan, French-owned specialists in glass and steel partitions.

"Whenever I meet people from companies we work with, they're always asking, 'Do you know anyone?'"

Clestra is currently working with around 10 recruitment firms, according to Iglesias, who says he is increasingly brought CVs of people with no relevant experience or skills.

"We have taken risks and trained people from scratch. We've also used foreign students; they at least have the language skills," Iglesias explains. "[The labour shortage] is restricting growth and revenue because we have to turn down work. We could be doing much better."

LABOUR PAINS

How Japan is (not) dealing with its labour shortage

Clestra works closely with construction companies, where the squeeze is particularly acute.

“It’s an emergency situation now in construction, despite their employing more foreigners; I see managers of 75 coming back to run projects,” says Iglesias, who himself has spent the last two and a half years “permanently searching for people.”

The struggles of parcel delivery firms to cope with the demand — caused, in no small part, by the growth of internet shopping — have been making news regularly in Japan, but challenges extend throughout the logistics sector.

“We obviously have a requirement for temporary labour — particularly for warehousing operations — during peak seasons, and that is where there is much more of a challenge in securing staff numbers,” explains Gavin Murdoch, CEO of DHL Supply Chain for Japan and South Korea. “In terms of day-to-day operations, we are also seeing more of a turnover of staff because the labour market is very tight, especially for multilingual managers.”

The majority of DHL’s final deliveries are subcontracted to local companies, many of which have been experiencing difficulties as a result of a shortage of drivers. Solutions such as drone deliveries and autonomous vehicles have been making headlines and will eventually provide some relief, but “the issue is here and now,” says Murdoch.

The use of drones for delivery is “embryonic and very specialised,” says Murdoch, who is also chairman of the EBC Logistics and Freight Committee. “They will be more useful in rural areas than in cities. I don’t

practically know how they could deliver to a 21st floor.”

Robotics and AI may indeed be partial solutions in many sectors, but Clestra’s Iglesias points out that corporate Japan is not always the best utiliser even of existing technology.

“There are still companies who insist on using faxes,” he observes. “Everything should be done digitally now. A lot of time is wasted by people having to do simple, repetitive tasks like filing paper documents.”

Japan Inc.’s often inflexible working practices are also exacerbating the

problem in other ways.

“I’m seeing young talent leaving companies faster than before to set up their own companies or become consultants, once they see the limitations of the corporate system,” says Iglesias. “In five to 10 years, when the current managers retire, there will be a lack of personnel to replace them.”

Iglesias suggests that companies in hard-hit sectors should look at cooperating on issues such as training and building nurseries to help alleviate the problems they are all facing. Both Iglesias and Murdoch are advocates of creating an environment where being a working mother is not a career barrier, and of allowing more foreign workers to immigrate to Japan.

When unemployment was rising rapidly in the midst of the global financial crisis in 2009, Japan infamously offered to pay for the flights of Japanese-Brazilian guest workers and their families to go home, on the condition they never returned. As well as appearing extremely short-sighted, the measure also reveals an attitude towards

foreign workers that remains prevalent in Japan: that they are a temporary solution.

Toyonori Sugita, president of Daimaru Seisakusho, a small metalworking company in Sagami-hara City, just south of Tokyo, has already turned to hiring older workers, “even in their 70s, as they have the technical skills and don’t quit at the drop of a hat, like youngsters do; they’re much better all-round.” But Sugita also sees the need for more immigration to make up the labour shortfall.

“[The labour shortage] is restricting growth and revenue because we have to turn down work”

“There is already the trainee programme for foreign workers, but that only lasts five years,” he says. “The government should also help by providing more Japanese language training for them.”

More than just language lessons will be required if Japan is to attract the workers it desperately needs, according to Dr Martin Schulz, senior economist at the Fujitsu Research Institute.

“The foreign trainee system accepts about 600,000 workers a year, and to increase that would need a focus on the broader immigration policy — which would require changes to the education system, infrastructure, integration and allowing families to come and live here,” says Schulz. “Japan isn’t yet willing to do that.”

While nobody believes there is a quick fix for the shortage of workers, there is almost unanimous concern about the lack of progress towards solutions.

“This is simply the starting point for Japan,” suggests Schulz. “There is a shortage in the labour market, and it will get worse.” ●





THE INTERVIEW

TEXT BY ANDREW HOWITT

PHOTOS BY BENJAMIN PARKS

The tools of the trade

Marjut Hannonen,
Minister-Counsellor,
Head of Trade Section
at the EU Delegation
in Japan





Finland joined the EU in 1995, the same year Marjut Hannonen completed her post-graduate studies in EU law. The next year, she became one of Finland's first EU officials and has spent her career at the European Commission, holding roles in three different Directorates-General (DGs), the longest stint being with DG Trade since 2002. Hannonen has dealt with all aspects of trade, including bilateral and multilateral negotiations, trade policy and trade defence. In September, Hannonen took up the role of Minister-Counsellor, Head of Trade Section at the EU Delegation in Tokyo. She spoke with *Eurobiz Japan* about improvements to the way the EU implements trade agreements and how the Economic Partnership Agreement (EPA) will give a positive jolt to trade relations between Japan and the EU.

“We showed the world that we are able to come up with this type of comprehensive, ambitious agreement”

What were you doing immediately before you came to Tokyo?

I was working as an advisor in DG Trade. I was in charge of coming up with a new strategy on how the DG implements trade agreements. I looked at how we had done it before and what we could do better. Then I started implementing the strategy, beginning with the new-generation FTAs [free trade agreements] we've concluded but that have not come into force yet, such as with Vietnam and Singapore.

What needed to be improved?

One of the lessons we learned is that we have to start preparing for the implementation of an agreement much earlier. When it actually enters into force, everything should be ready and there shouldn't be any obstacles. All the legislative changes should be made before this. Once we have the final text of the EPA, we'll start preparing immediately for implementation. This is going to be an extremely important part of my work here in Japan.

We also started looking at what we call the preference utilisation rate of our FTAs, which is how much they are actually used, how much of the total trade is conducted under an FTA. We can trade 100 units of something, but if only 50 of these are under the FTA, we wonder 'Why not 100?' When we started looking at these figures, we saw that our partners had, in most cases, a much higher preference utilisation rate than EU companies. Astonishingly, one

of the major reasons is that EU companies, and especially the SMEs [small and medium-sized enterprises], just don't know about the FTAs. Or, if they know, they don't really understand the agreement or how to use it; they think it's automatically applied. They don't know that they have to get approved exporter status, for example.

We want to see a high utilisation rate, so there is a lot of educative work to be done. The EU Commission is responsible for explaining our agreements and making them easy for companies to use. We need to show that FTAs work, they deliver, and they bring the growth and jobs that they are expected to bring. If we can't demonstrate that they actually work, then why are we negotiating them?

What is the current state of trade between Japan and the EU?

We are both large, mature markets, and we have huge trade relations. Japan is our seventh-largest trading partner and we are Japan's fourth-largest partner. Over the last few years, there has been a steady increase, with no major ups and downs. But I think there's a lot of potential that still needs to be realised, and to see a leap, we need the EPA. It will open up new possibilities.

After the agreement with South Korea came into force, EU agricultural exports went up 86%, and our car exports went up 56%. We see huge potential on the EU side in agri-food exports — our pastas, chocolates, cheeses, dairy products. We've looked at the impact assessments, and agri-food trade is an area where the

benefits are spread among a large number of member states. This is also an area where SMEs benefit. There's also a lot of potential in high tech.

What do you see as some of the other benefits of the EPA?

Geopolitically and strategically it's also very important. We showed the world that we are able to come up with this type of comprehensive, ambitious agreement at a time when FTAs are not very much in vogue. It was a good decision to make the announcement just before the 2017 G20 Summit [on



7–8 July] so we could tell our G20 partners that we had reached this agreement. This was not a coincidence.

For my colleagues on the political side, when you have a partnership agreement, you have different types of dialogues than you had before. It has raised our bilateral relations to a completely different level.

What are some responses you have heard since the agreement in principle was announced?

It was very much welcomed in Brussels. And in Japan, as well.

Even the Japanese agricultural cooperatives have been very positive because they also see that this opens up possibilities for them to export more to the EU.

I think the Japanese have really realised that this is in their interest, and they have engaged in a different way than they have in the decades before. We have seen a very different dynamic. Japan is also very courageous in taking leadership on TPP11 and trying to push that agreement towards a conclusion, which I think is also an extremely good development. It's very new. Japan hasn't traditionally been very active in this area.

What is the EU Delegation's relationship with the EBC?

I believe we have an excellent relationship with the EBC. It was instrumental in providing us with input on the priorities of industry during the negotiations.

It is absolutely a valuable partner, and we will continue this work with the EBC in the implementation phase of the EPA. We need industry input as badly as before, so that we are able to fix any problems that arise. ●

“If we can't demonstrate that [free trade agreements] actually work, then why are we negotiating them?”

Goodbye bureaucracy?

Extending the blockchain in Japan

I recently moved to a different ward in Tokyo. At city hall, it took nearly an hour to process the paperwork. "Couldn't I have done this online?", I asked. "Sorry, not possible", was the answer. For all Japan's advanced technology, it's still the land of paper forms, business cards and personal seals. But now the government is looking to blockchain technology to cut down on administrative costs and bureaucracy.

Blockchain is a network of distributed databases that can act as an open ledger to verify transactions. It's best known for powering the digital currency bitcoin, which has attracted massive investor interest in recent months — even significantly surpassing the price of gold. Overseas, everyone from Wall Street to Walmart is getting into blockchain.

It's seen as a massive disruptor in many fields, but especially for payments, other financial services, and authentication.

Japan's Ministry of Internal Affairs and Communications is currently testing blockchain databases as a way to process government tenders. The idea is that this could make the process faster and cheaper, as well as being more secure and transparent; all the information and forms would be available online, and it's very difficult to alter data in a shared ledger. The system could also be extended to e-government services, such as individual tax declarations.

Consumers in Japan could benefit from private-sector experiments with blockchain. For example, most payments are done via costly bank transfers. If you're paying your rent into an account at a different bank,

processing fees can be as high as ¥430 a month, or ¥5,160 annually. Members of the Japanese Bankers Association, which assesses new payment systems, are testing a blockchain platform provided by Fujitsu and built on the open-source Hyperledger Fabric code base. Applications being tried on the platform include identity authentication and funds transfers. If adopted, it could mean cheaper fees. The technology could also help deepen links between Japanese and overseas banks. Financial services firm SBI and Ripple Labs recently announced they will test a blockchain platform for funds transfers between Japanese and South Korean banks.

Groups such as the Japan Blockchain Association now counts dozens of companies among its members, and certain retailers, including Bic Camera, now accept bitcoin. But it's difficult to say when blockchain technology will go mainstream in a big way, at least in Japan. In September, the Bank of Japan and the European Central Bank concluded that — after tests as part of their joint Stella research project on distributed ledger technology — blockchain is "not a solution" for large-scale bank settlement applications because of its "relative immaturity". We'll just wait and see how quickly that changes. ●

everyone from
Wall Street to
Walmart is getting
into blockchain



Austria

Enriching lives

The dashing Austrian Hannes Schneider — creator of an early skiing technique and star of several silent films — is responsible for popularising two-pole skiing as a leisure activity in Japan. The skis that he brought with him to the country in the 1930s were lighter and better developed than what the Japanese had been using as a means of transportation. With the introduction of this improved technology, the nation took to the slopes and a booming skiing business began, which continues to this day.

“Austrian businesses are enriching consumers’ lives and adding value to Japanese products,” says Austrian Ambassador to Japan Hubert Heiss. “Those engaged in business with Japan are operating in a variety of industries — from consumer products to industrial components and B2B services.”

In the consumer products market, Austrian businesses continue to enrich the skiing experience for Japanese skiers. Founded in 1847, TYROLIA, now a subsidiary of HEAD, has been making alpine ski bindings since 1928

and is today the world’s market leader. Bindings are essential to safety and performance — and aren’t just for connecting skis and boots. The firm produces one million bindings annually, with 90% exported to countries around the world, including to dealers and shops throughout Japan.

“A great dinnerware glass from Riedel, Zalto or Lobmeyr adds a lot of pleasure to drinking wine,” notes Ambassador Heiss. “My favourite wine, by the way, is an Austrian Grüner Veltliner, which is becoming increas-



“Austrian businesses are ... adding value to Japanese products”

—Austrian Ambassador to Japan Hubert Heiss

ingly popular with the Japanese consumer — thanks to the cooperation of our great wineries and their Japanese importers.”

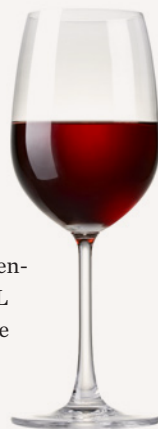
A family-owned business since 1823, J. & L. Lobmeyr is a glassware manufacturer headquartered in Vienna. Although it has an extensive line of stemware that enriches the wine-drinking experience, the firm is most well-known for its lights. Working together with Thomas Edison in 1883, Lobmeyr developed the world’s first electric chandeliers. Its Metropolitan Chandelier, 23 of which were originally made for the prestigious Metropolitan Opera in New York City, is one of the company’s most lasting designs; and one of these can be seen at the restaurant Rotisserie L’écrin in Tokyo’s Ginza 5 Five.

“In industrial terms, Austrian products and technology are adding value in every area — including car manufacturing, special-purpose machinery, renewable energy, and even forestry,” states Ambassador Heiss.

AVL develops powertrain systems with internal combustion engines for the automotive industry. Its technology improves the performance and environmental friendliness of the vehicles its clients produce. AVL has worked with most of the world’s major automobile makers, including BMW, Toyota and Nissan. One of the firm’s many areas of expertise is in car sound design. It is capable of creating a distinct engine sound for each marque — and even each model.

In just over 20 years, Trotec Laser has built up a customer base in 90 countries, and today boasts sales exceeding €100 million. The company develops and manufactures laser machines for cutting, engraving and marking, with applications in a wide range of areas. Trotec Laser’s machines can be programmed to create anything from automotive parts and stents to rubber stamps and clothing. Its Japan subsidiary supplies the Japanese market with customised machines for use in any industry.

Whether in the consumer market or the B2B space, Austrian companies in Japan are continually striving to enrich the lives and the businesses of their customers. ●



Area

83,871 km².
Coastline: landlocked.

Climate

Temperate; continental, cloudy; cold winters with frequent rain, and some snow in lowlands and snow in mountains; moderate summers with occasional showers.

Major cities

Vienna (capital), Graz, Linz, Salzburg, Innsbruck, and Klagenfurt am Wörthersee.

Population

8,665,550 (2015, estimate).
Urban population: 66% of total population (2015). 42.98% are 25-54 years.

Natural resources

Oil, coal, lignite, timber, iron ore, copper, zinc, antimony, magnesite, tungsten, graphite, salt and hydropower.



Trade with Japan

Imports from Japan: €1.96 billion
Exports to Japan: €1.33 billion

SOURCE:
STATISTIK AUSTRIA (2016)



BUSINESSES FROM ...

AUSTRIA

A LOOK AT SOME COMPANIES FROM THE REGION



GEBRÜDER WEISS

Gebrüder Weiss is Austria's oldest forwarding company with a 500-year history. It ranks among the global players in the transport and logistics market, with over 6,500 employees, 150 company-owned locations and a turnover of €1.36 billion (2016). In addition, the family-owned company also operates a number of highly specialised industry solutions and subsidiaries under the Gebrüder Weiss Holding AG umbrella.

.....
www.gw-world.com
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Unattractive

Japan's corporate culture needs to start appealing to foreign labour

Something I often hear from foreign graduate students in Japan is that they love the country, but don't want to work for a Japanese company. This attitude highlights a significant problem in the nation's corporate culture.

Japan is in desperate need of human resources. The job offer-to-applicant ratio is at the same high level recorded during the bubble era; while the over-65 age group is set to hit 34% of the population by 2040. Although womenomics is advancing, and healthy and willing senior citizens are going back to work, it will be necessary for the country to start attracting foreign workers if it is to keep up current levels of output – and success. Unfortunately, the slow progress of internationalisation here shows that Japan is not yet ready for this to happen.

At a glance, non-Japanese workers should be eager to find white-collar work here. According to the IMD Business School's *World Talent Report 2016*, Japan ranks high among the 61 countries covered, in remuneration (7th), apprenticeships (4th) and employee training (5th). However, non-Japanese employees here have learned there are numerous cultural obstacles that keep holding them back.

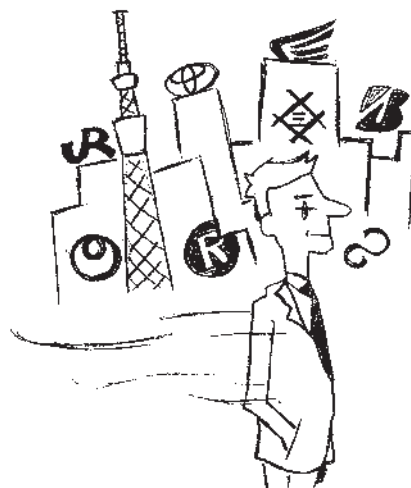
Among the many frustrations foreigners working at Japanese firms encounter are the expectation to work long hours, an inability to freely express their opinions, and a disparity in pay and responsibility compared with their Japanese colleagues. Management should be actively working to change this culture, but Japan's managers are the furthest behind in their internationalisation. The same IMD report ranks Japan 61st out of 61 countries for international experience of senior managers, 60th for

competent senior managers, and 60th for foreign language skills.

There are three areas of Japan's management culture that need to be addressed if the nation is to become more welcoming to non-Japanese in the work place. The first is the tendency to reach a false consensus – one that is often imposed, and certainly not arrived at unanimously. Voices of dissent need to be considered seriously, and the status quo should not always be unquestioningly upheld. The second is the pressure put on non-Japanese employees to abide by the unwritten rules of the culture. Managers should be more sensitive to non-Japanese employees' expectations and work styles, and encourage their teams to be more flexible in incorporating different perspectives and ways of doing things. The third is failing to acknowledge individuals' abilities and potential. Changes will therefore need to be made to the seniority system in order to retain a larger number of non-Japanese workers.

The challenge to implementing these changes is that today's managers – who are enjoying the fruits of decades of loyalty to their company – see change as a threat to their hard-earned positions. Often, they believe that those in the middle or lower segment of the corporate pyramid shouldn't swim against the tide. The greatest tragedy is that these managers are the very people who are at the wheel of corporate Japan's future.

In many of his books, my former professor, Philip Kotler – known as the father of modern marketing – drives home the idea of "Think globally, act locally". He holds to the



belief that a firm can never be truly global if this can't be done. Kotler is very highly regarded in Japan, but I suspect that quite a few Japanese managers have put his books on their shelves and never bothered to open them up and learn what's inside. ●

Dr Seijihiro Takeshita is a professor and dean of the School of Management and Information at the University of Shizuoka





It's estimated that by 2050 there will be more than 1.5 billion people over 65 years old on the planet. Today, in Japan — with its ongoing low birth rate — the issue of the ageing society is particularly pronounced. The over-50 segment already accounts for nearly 50% of the entire population, and the 65-plus age group for more than a quarter.

Before taking on his role as director of The Economist Corporate Network for North Asia, Florian Kohlbacher spent much of his career in academia, researching the effects of the ageing society on businesses and, specifically, how to effectively market to this demographic. As co-editor of *The Silver Market Phenomenon* — a key text in the field — and with a list of publications that runs 17 pages, Kohlbacher is an internationally renowned expert on the intersection of the older market segment and business in Asia.

“I've always tried to bridge research and actual business practice,” he states. “As a researcher, I looked for the implications for businesses, and the ways to make strategies work. Business isn't a theoretical science; it's an applied science.”

For most of the past decade — first as head of the Business and Economics section at the German Institute for Japanese Studies and later as a business school

Florian Kohlbacher

Bridging research and business



professor in Suzhou, China — Kohlbacher's work has uncovered the deficiencies in how companies regard the older demographic.

"We've come a long way in marketing over the past decades, but once we start talking about older consumers, we revert back to stereotypes:

Older people don't change brands; they don't use technology," he explains. "But it's not a homogenous market segment, so you should subsegment it into categories such as health, financial wealth, how social they are."

Companies need to think more trans-generationally, instead of in terms of age, according to Kohlbacher.

"By looking at older people, you might actually learn something from them that helps you target younger people as well," he says. "They've been consuming products for decades, so they know a lot."

During his days in academia, one of Kohlbacher's most significant accomplishments was making a live appearance on NHK's Close-up Gendai, a Japanese news programme with a nationwide audience of 10 million.

"It was a major breakthrough for me to get my research and my views out to the Japanese people," he states. "It changed my whole reception in Japan."

"once we start talking about older consumers, we revert back to stereotypes"

At the time, Kohlbacher was frequently giving talks on ageing and business, and his increased notoriety is how The Economist Corporate Network first found out about him.

In addition to publishing *The Economist* magazine, The Economist Group, headquartered in London, also runs a B2B division called The Economist Intelligence Unit, which includes the Economist Corporate Network. Kohlbacher was asked to become its director for North Asia in 2016.

"The Economist Corporate Network is essentially a membership-based club for senior executives of private companies and senior officials of public institutions, such as embassies, that provides them with business intelligence and helps them make better business decisions," Kohlbacher explains. "One of the main ways we do this is through a programme of events for members, where we discuss the big business and technology trends, macroeconomic developments, geopolitical issues."

Every year, the Economist Corporate Network holds around 25 events in Tokyo and 15 in Seoul. Kohlbacher is responsible for planning every aspect of these events, including deciding on topics and arranging for experts to take part in interactive panel discussions.

"My work with The Economist Corporate Network is about helping foreigners at multinational corporations get a better grasp of what's going on in Japan, as well as helping Japanese executives to see Japan in an international context," he notes.

Not only is Kohlbacher a bridge between research and business, he has become a bridge between different cultures. Perhaps this was inevitable, given his upbringing.

"I have dual German and Austrian citizenship," he says. "My mother is from Bavaria, and my father is from Styria."

He grew up in a small town called Rosenheim, which is between Munich in Germany and Salzburg in Austria.

"Depending on the situation, one day I'm this and the other I'm that." ●

Do you like natto?

Time spent working in Japan:

13 years altogether — on and off over a longer period.

Career regret (if any):

It's not a big regret, but maybe I should have challenged myself more and studied engineering or something in the sciences.

Favourite saying:

"Choose and focus." Recently, I've been saying it a lot. I think people need to choose and focus on what they really want to do.

Favourite book:

A Philosophical Investigation by Philip Kerr.

Cannot live without:

My family.

Lesson learned in Japan:

Take the time to think more carefully about how a decision will affect all the stakeholders.

Secret of success in business:

It's really all about people. You need to understand people, engage with people and work with people.

Favourite place to dine:

Umenohana.

Do you like natto?:

Yes and no. I don't mind the taste, but I'm not a big fan.

TOKYO IS THE PLACE

Living life to the fullest

TEXT BY DAVID UMEDA

Residents in the nation's capital city enjoy the best of both worlds. Tokyo has modern convenience and cultural enrichment, medical facilities plus lifestyle services, Michelin-starred restaurants or local cafés, malls and boutiques, serviced apartments or private residences, and so much more. For the cosmopolitan resident, you've come to the right place.

PLEASURES FOR THE PALATE

As one of the very few authentic Kobe Beef restaurants in Tokyo, **Bifteck Kawamura** (www.bifteck.co.jp/en/) 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.

JP Shuhan Co., Ltd.

(<http://munoyaku.net>) has an online shop and delivery service for its organic product lines of Japanese *sake*, *shochu*, rice, teas and bath additives, and will soon offer an assortment of produce. All products take advantage of nature's bountiful

resources — refraining from use of any pesticides, chemical fertilisers or herbicides. The firm began operations brewing sake with naturally cultivated rice from Shikoku. Today, it also offers a variety of organic teas from Japan's tea mecca, Shizuoka.

EXCLUSIVE AND PRIVATE

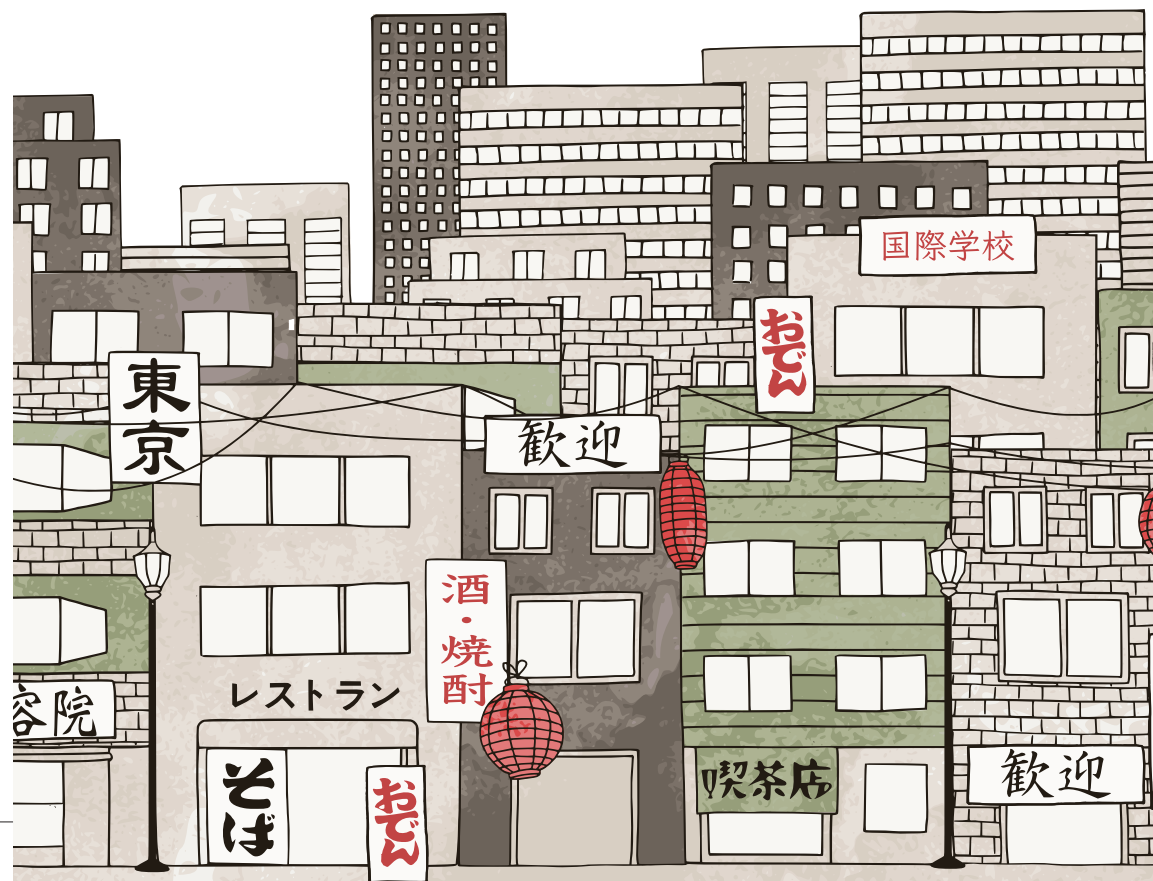
Tokyo American Club (www.tokyoamericanclub.org) is a second home for more than 3,800 members and their families, drawn from more than 50 nations. Described by the McMahon Group as "quite possibly the finest private club facility in the world", the eight-story facility

in Azabudai offers a diverse range of outstanding recreational, dining, fitness, and cultural activities and amenities, and numerous opportunities to mix with like-minded members. The Club has long been a hub for the business community.

Boasting 27 brand-new Studios and 21 brand new One-Bedroom Apartments with a study, **Oakwood** (www.oakwoodasia.com) offers warm and welcoming units, in vibrant hues and contemporary interiors. The apartments are fully furnished with amenities, including a completely equipped kitchen. From Oakwood Apartments Azabudai, for example, there is access to two subway lines, both a local and international supermarket, Tokyo Tower and Shiba Park a stone's throw away, with a 15-minute walk to Roppongi and Azabujuban for great dining.

LEISURELY PURSUITS

Boudoir Day Spa International (www.boudoirtokyo.com), a trend-setter in Tokyo with over 18 years of experience, offers treatments by aestheticians that include full-body



waxing, facials, nail treatments and eyebrow care. Boudoir is a pioneer, having introduced the Brazilian wax to Tokyo in 1999, something that remains its top seller. Considered to be Tokyo's favourite spa, Boudoir takes pride in offering state-of-the-art services. Experience the ultimate in hand-pampering today with OPI manicures, or get a Brazilian wax, both at 30% off every Monday and Tuesday.

The iSupershape Speed by **HEAD** (www.head.com) is a slim, race-oriented ski that carves the slopes. There is the superfast base, hand-built World Cup sandwich cap construction for precision grip and agility, and evolutionary rocker architecture for superior steering. HEAD graces these nimble racing skis with integrated GRAPHENE™, for exceptional lightness and responsiveness.

Only one minute from Shibuya station, the English-speaking nail technician owner Rie takes pleasure in welcoming you to her **PINKY** salon (www.nailsalonpinky.com). Enjoy watching a large-screen TV while

relaxing in a massage chair and having your nails done. One of the most popular nail treatments on the menu is Calgel — applying an advanced nail system that promotes healthy nails, and won't damage them. Treat yourself to the best nail art experience in Japan at **PINKY!**

YOUR CHILDREN

Saint Maur International School (www.stmaur.ac.jp), established in 1872 as innovators of international education in Japan, meets the needs of children — co-educational, 2½ years to Grade 12 — from the multi-cultural, multi-faith, international community. **Ecole française de Saint Maur**, on the same campus, caters for children from CP to CM2. All faculty and staff develop learning experiences that recognise each student as an individual with unique abilities, strengths and talents — preparing students for life, in a caring, family environment.

The keyword at **St. Alban's Nursery** (www.saintalbans.jp) is "personalised". Small is beautiful. Although one of the longest-established English-speaking nurseries in Tokyo (since 1972), there is a limit of 25 pupils. Each child is able to develop his or her unique individuality in an atmosphere of very personalised care, according to the Montessori method. The nursery is still on the leafy grounds of St. Alban's church, but remains non-denominational, welcoming children of

The best in Tokyo allows you to live life to the fullest.

all nationalities and backgrounds.

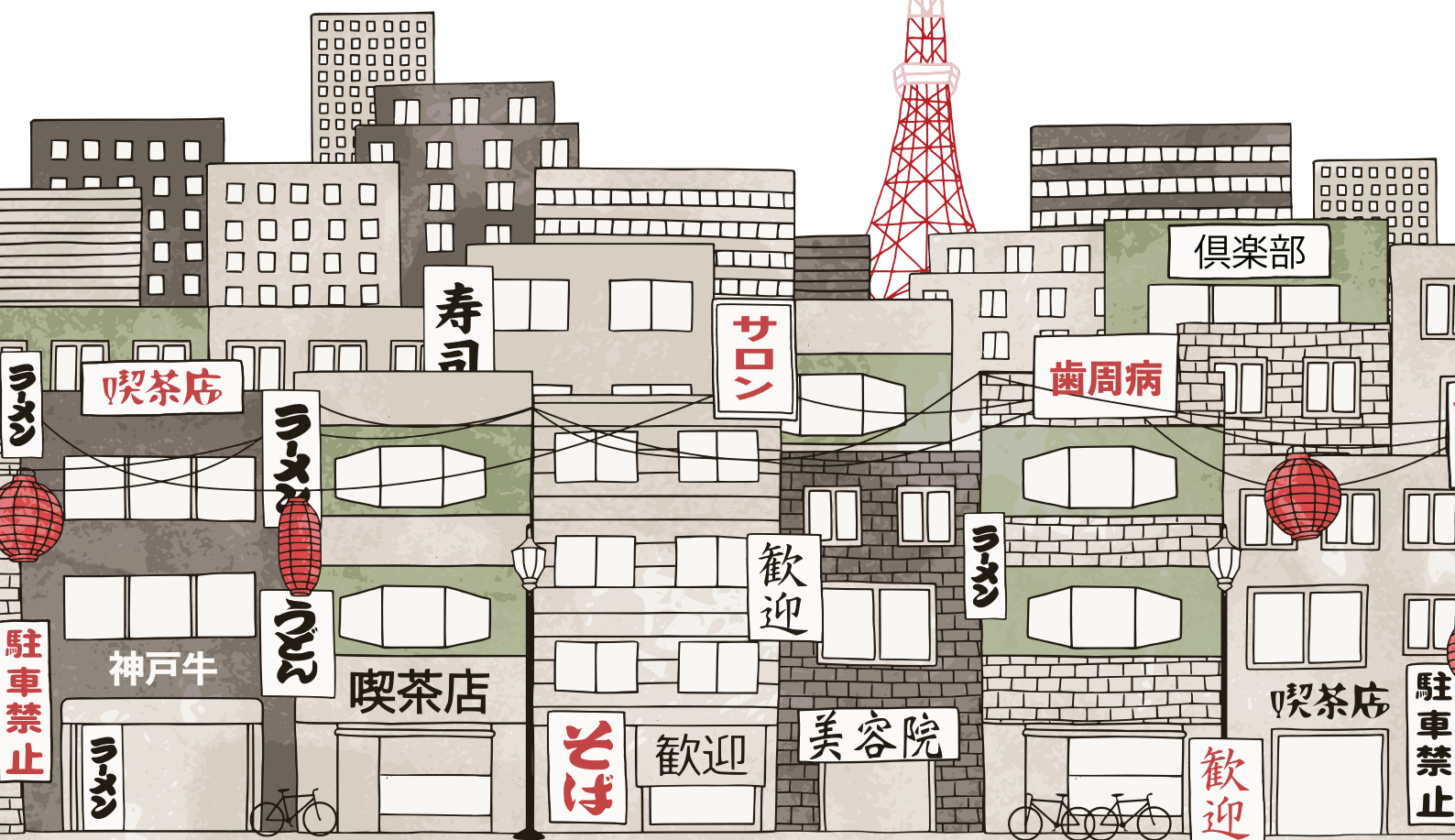
Gymboree Play & Music (www.gymboree.jp/en/) has been

fostering creativity and confidence in children from infancy to age 5 for over 40 years. The over 700 locations in more than 40 countries make it the global leader in early childhood development programmes. Designed by education and play experts, Gymboree's age-appropriate activities help develop children's cognitive, physical and social skills as they play. Join us for a free trial lesson in one of our play, music or art classes today!

TO YOUR HEALTH

Reiko Dental Clinic (www.reiko-dental.com) focuses on periodontitis (gum problems), orthodontics and occlusions (bite problems). The clinic comes across many cases in which crowns and bridges, and even implants, have been placed without considering these problems. For Dr Reiko Makabe, such treatments are fundamental for her dental patients. Staff at Reiko Dental Clinic are fluent in English. Japanese health insurance is accepted for basic dental treatments; and the clinic can help fill out pre-treatment and reimbursement forms for private dental insurance.

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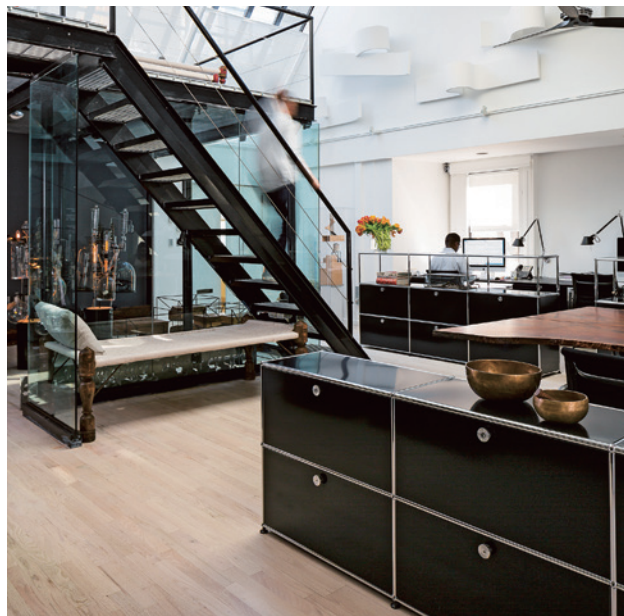
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WISE CHOICE

Finding the right match

TEXT BY DAVID UMEDA

Making the most of your time in Japan requires solid educational choices. Career development and work in a globalised economy are crucial considerations. Japan offers great options when it comes to higher education, so take the time to choose wisely.

PROFILE OF DIVERSITY

Students from more than 40 nations study a wide array of subjects in **Lakeland University Japan's** liberal arts programme.

"Volunteer projects, internships and site visits — as well as a multinational faculty, notable guest lecturers, and an annual conference on Global Higher Education — make the LUJ Educational experience unique," points out Dr Alan Brender, Associate Dean. "Both inside and outside the classroom walls."

Jay Rajasekera is Vice-President, Professor, in the Graduate School of International Management (GSIM), at **International University of Japan (IUJ)**.

"Our programme attracts excellent students from around the world because we provide the best global environment available among Japanese graduate schools," explains Rajasekera.

Established as Japan's first all-in-English graduate school 35 years ago, 20% of enrolment comprises Japanese corporate students who are native-level English speakers.

"Thus providing opportunities for foreign students to network and to learn about Japanese business practices," continues Rajasekera.

GLOBAL MINDSET

Lakeland University Japan offers American-style education, emphasising student interaction, critical thinking and diversity of opinions.

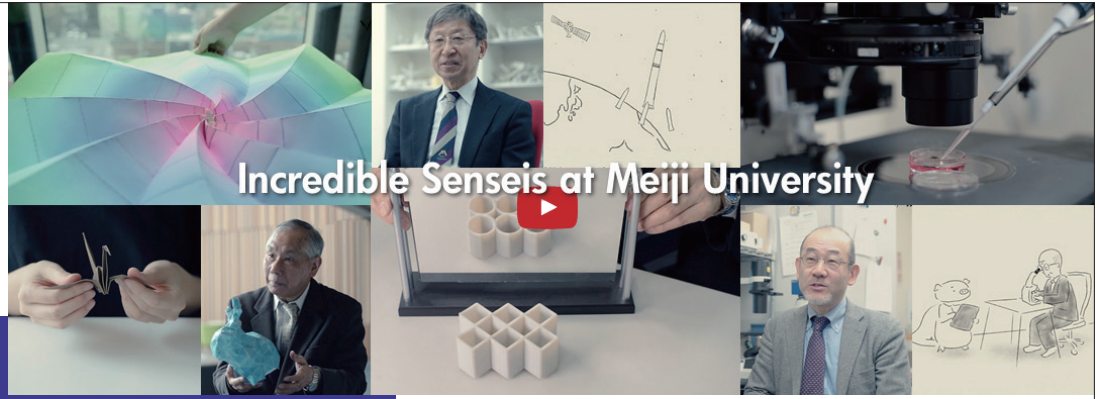
"Students from over 40 countries and faculty of diverse nationalities guarantee lively class discussions on international topics," states Associate Dean Brender. "Small class sizes and family-like atmosphere encourage students to be frank and formulate educated opinions, leading to becoming enlightened business people and well-informed global citizens."

International University of Japan's GSIM has students from all corners of the world, including many from the two high-growth regions of Asia and Africa.

"Almost all already have significant experience in business or government," articulates Vice-President Rajasekera. "Students are given the opportunity to learn global practices, and integrate them with local mind-sets to create a broad understanding that will help them lead organisations."

Pursuing higher education in Japan is a wise choice. ●





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Drug prices have been grabbing the headlines in Japan. The government announced last December it would start reviewing prices every year instead of every two years, in an effort to rein in healthcare costs.

The announcement stirred concern among pharmaceutical companies. A clampdown on prices, industry officials warn, could end up preventing some of the most innovative and effective drugs from ever reaching these shores.

The issue over drug prices is often exaggerated and

ception that drug costs are out of control,” says Dr Ole Molskov Bech, chairman of EFPIA Japan, an independent organisation that works closely with the EBC to improve the healthcare sector of Japan’s business environment. “But if you look at the statistics for the total drug market for the last 10 years, it’s seen very slow growth; and projections for the next 10 years show the drug budget will decline.”

The government is aiming to see the use of lower-priced generic drugs reach 80% by 2020, from around 56% currently. The move would translate into savings in the hundreds of billions of yen a year, according to a Reuters article from May that quoted government sources.

Some of these savings can be allocated in a way that helps patients and cuts costs further over the long term, according to EFPIA Japan. The idea the government has proposed is to use the money saved to purchase the latest innovative drugs, which are usually quite pricey — and often a point of contention when it comes to ballooning

treatment can stretch over long periods of time and run up huge costs.

“But a drug that enables patients to maintain good ‘glycemic control’, as it’s called, can help them avoid kidney disease, and would be hugely cost-effective,” he says.

Patients’ quality of life can also be improved immensely. Their suffering is reduced, and they can lead productive lives.

It’s a similar case with a host of other serious conditions, including hepatitis-C and diabetes.

“We need to take a long-term view,” says Bech, who is also president of Novo Nordisk Japan.

EFPIA Japan comprises 24 companies and serves as “the voice of the European innovative pharmaceutical industry,” as stated in its literature. Bech says the group’s focus for the past year has been to “present our views and find a sustainable solution that will satisfy all.”

They have been “extremely active”, meeting directly with a wide range of government officials, as well as with their Japanese and US industry counterparts.

“We are presenting our views and trying to find a solution that will support universal healthcare in Japan, and also help promote a thriving and innovative pharmaceutical industry,” he adds.

“The key is that Japanese society and the healthcare system are under pressure due to the changing demographics. There is a very strong desire in Japan to maintain universal healthcare, and it’s a very good and unique healthcare system,” observes the EFPIA Japan chairman. “We also see it as our responsibility to contribute to it.” ●

Pharmaceuticals

A prescription for change

misunderstood, according to the European Federation of Pharmaceutical Industries and Associations (EFPIA) Japan, as well as other officials in the industry. They point to Japan’s growing reliance on generic drugs — a shift that’s brought down pharmaceutical costs for its healthcare system, which is feeling the strain from the country’s rapidly greying population.

“It’s unfortunate that there’s this per-

Advocacy issues

➤ Pricing

Drug-price revisions should take place no more frequently than every two years, and be linked to the revisions of medical services fees.

➤ Health Technology Assessment (HTA)

HTA should focus on innovation and reduce the administrative burden for the public and private sectors.

➤ Harmonisation

Efforts are needed to reduce delays and costs caused by the duplication of inspections and testing.

healthcare costs.

“There’s often the view that new drugs are a cost to society. But in fact, new drugs are more efficacious and have fewer side-effects, and they often help society manage diseases that could otherwise not be managed,” Bech explains. “We see new drugs as a solution for keeping healthcare costs under control.”

He cites the case of chronic kidney disease. Once the condition develops,

A year-round endeavour

The NGO promoting breast cancer awareness in Japan

October is Breast Cancer Awareness Month, an annual, month-long campaign observed around the world that aims to increase awareness of the disease. In Japan, landmarks across the country — including Tokyo Tower, Tokyo Skytree and Himeji Castle — are often lit up in pink to kick off the month of events.

However, it's business as usual for Run for the Cure® Foundation, which marks its 15th anniversary this year. The NPO is engaged year-round in breast cancer awareness and community outreach activities.

“You're not only diagnosed one month out of the year,” says Vickie Paradise Green, founder of Run for the Cure® Foundation. “Awareness is teaching women to self-examine; awareness is learning the importance of having an annual mammogram. This is what we do every single day.”

In Japan, there are nearly 77,000 cases of breast cancer diagnosed annually, according to the National Cancer Center Japan. It is the most common cause of cancer death for Japanese women between the ages of 30 and 64. One in 11 women here are at risk of developing breast cancer, but, at present, only 29.7% of women over 40 get screened every year.

The foundation holds The Lemon Project seminars, an educational initiative to show women how to conduct self-checks and identify the symptoms of breast cancer. More than 28,000 people have attended these free seminars, held at corporations and public institutions. In addition, the foundation also publishes a quarterly, bilingual magazine called *PiNK*. Since 2007, some 700,000 copies have been distributed around the nation.

“A lot of women in Japan have heard about breast cancer through pink ribbon

and other awareness campaigns, but there are still too many women who don't actually recognise the signs of breast cancer,” says Kiei Ogata, awareness programme manager. “At The Lemon Project seminars, we explain different screening methods and their effectiveness. I've heard from a lot of participants that they are now committed to getting regular screenings.”

The foundation also has donated six mammography machines to hospitals in Osaka, Gifu, Ibaraki and Chiba prefectures — in communities where it was deemed women had too far to travel to get a mammo-

gram. Almost 19,000 women have had screenings on these machines.

Run for the Cure® Foundation's board of trustees, which is responsible for ensuring that the NPO's core values and purposes are upheld, approved grants of ¥10 million in 2016 and ¥5 million this year to support the Japanese Medical Exchange Program, part of the University of Texas MD Anderson Cancer Center. These grants have gone towards training Japanese doctors through the centre's multidisciplinary cancer care programme, and are helping to create new leaders in the oncology field in Japan.

To support these various activities, Run for the Cure® Foundation holds annual fundraising events such as Pink Ball, Casino Night, Cuisine for the Cure and PiNK Beauty Party. The NPO's biggest event is Run for the Cure®/Walk for Life, a charity run, which will be held this year on 2 December. Along with the foundation's generous sponsors, its volunteers — to date, some 1,700 people — are key to the success of each event.

Over the past 15 years, Run for the Cure® Foundation has raised more than half a billion yen for breast cancer awareness.

“Breast cancer today is no longer a death sentence; when women are diagnosed early, the survival rate is 98%,” states

Paradise Green. “Through the work we do — and, in particular, The Lemon Project and *PiNK* magazine — we are helping to save women's lives in Japan.” ●

“there are still too many women who don't actually recognise the signs of breast cancer”





A post-Brexit solution

IJCC luncheon with Ireland's Tánaiste

The Irish word *tánaiste* (pronounced TAW-nush-ta) means second in excellence or heir apparent, and today it is used to refer to the deputy prime minister of Ireland. Since May 2016, Frances Fitzgerald has held this position of second-most senior official in the Irish government, as well as being Ireland's minister for business, enterprise and innovation.



During a recent trade mission to Japan with a delegation from Ireland, the Tánaiste gave a talk for members and friends of the Ireland Japan Chamber of Commerce (IJCC). Also in attendance at the 28 September luncheon were EU Ambassador to Japan Viorel Isticioaia-Budura and president of the European Business Council, Danny Risberg.

"Relations between Ireland and Japan have never been better," the Tánaiste stated at the beginning of her speech. "Over

the years, our trade, our business, our social, cultural and tourism links have grown. [Our relationship is] based on mutual respect and shared values."

As the two countries celebrate their 60th anniversary of official diplomatic ties this year, an even greater emphasis is being placed on strengthening that relationship. Since the beginning of the year, six Irish ministers have visited Japan; and there have been at least two high-level visits from Japan to Ireland. At present, annual bilateral trade between these nations is worth

approximately €10 billion.

The Tánaiste noted several reasons that Ireland is a good place for Japanese firms to invest in.

"The Irish economy is growing very strongly — it's the fastest-growing economy in Europe," she said. "We expect growth of 4.3% this year, and 3.7% next year."

Additionally, unemployment is down to 6% and continues to fall. And the nation has already attracted the world's 10 biggest firms from the bio-pharmaceutical industry, and nine of the top 10 companies in the internet and ICT sectors, according to Fitzgerald.

"[Foreign enterprises] investing now can look to Ireland and see a very stable economy," she added, "a country that you can trust politically and economically."

The Tánaiste also spoke of the value of the EU–Japan Economic Partnership Agreement (EPA) in today's political climate.

"I think this agreement sends a very strong message, a positive message on global

trade; and that international cooperation is really the only way to tackle the new global challenges," she said. "It's not about retreating, it's about engaging internationally and building evermore international links."

Much of Fitzgerald's attention was given to Brexit, stating that Ireland regretted, but respected, the UK's decision to leave the EU. Fitzgerald assured those in the audience that Ireland remained "an absolutely committed member" of the European Union and the Eurozone.

"We believe that Ireland offers an extremely good, what I would call, post-Brexit solution for companies in [the Asia–Pacific] region who would like to invest in Europe, who want to have a footprint in Europe," she stated. "Many companies already in London have begun to move to Ireland — in the financial services sector and other areas — and we see more of that happening as we are now the only English-speaking country in the European Union."

Along with the EPA, Brexit is sure to bring increased opportunities and a greater scope for business between Ireland and Japan.

"During the course of this post-Brexit situation," the Tánaiste concluded, "we certainly want to see a development of the relationships between Irish businesses and Japanese businesses — indeed, in both directions." ●



Different ways to know the distance

Measuring device options

Last month, we looked at how devices to measure distance are being used in golf and how they can help your game. But not all measuring devices are the same.

THE BUGGY DISPLAY SCREEN

The introduction of measuring systems in buggies has crept into Japan at a slow pace compared with, for example, how it has been accepted in North America. But with the takeover of many courses by foreign companies, Japan has seen an increase in the number of GPS measuring devices in carts. These typically measure the distance to the pin, the elevation of the hole from tee to green, the pin position on the green, the position of bunkers and sometimes trees, and even the distance to the cart of the group in front of you.

HAND-HELD GPS UNITS

The compact version of the buggy display is a hand-held unit that relies on GPS information. These are usually accurate to within 1–3 yards. The big advantage of GPS measuring devices is that their view is never blocked, unlike laser-equipped devices. Even better, some have an aerial flyover view of the hole and can spot hazards not obvious to the naked eye or on a graphic display. And on dogleg

holes or shots over mounds where you can't see the green, the GPS can tell you exactly where you should aim your shot. However, the downside is that sometimes you have to upload the courses to the device from a computer, or you have to subscribe to a service that provides the information.

LASER DEVICES

The commonly used alternatives to the GPS devices are those using a laser beam to measure the distance to a specific point on the course, which provide more accurate measurements. If there are thick trees or mounds in the way, it may be tough to get the distance reading you want, but when there are no obstructions, laser devices are very accurate. They simply send a laser beam to the object — such as the pin — and instantly bounce a measurement back. Many of these devices also have an elevation compensation option so you can see, in practical terms, how hard you will need to hit your shot.

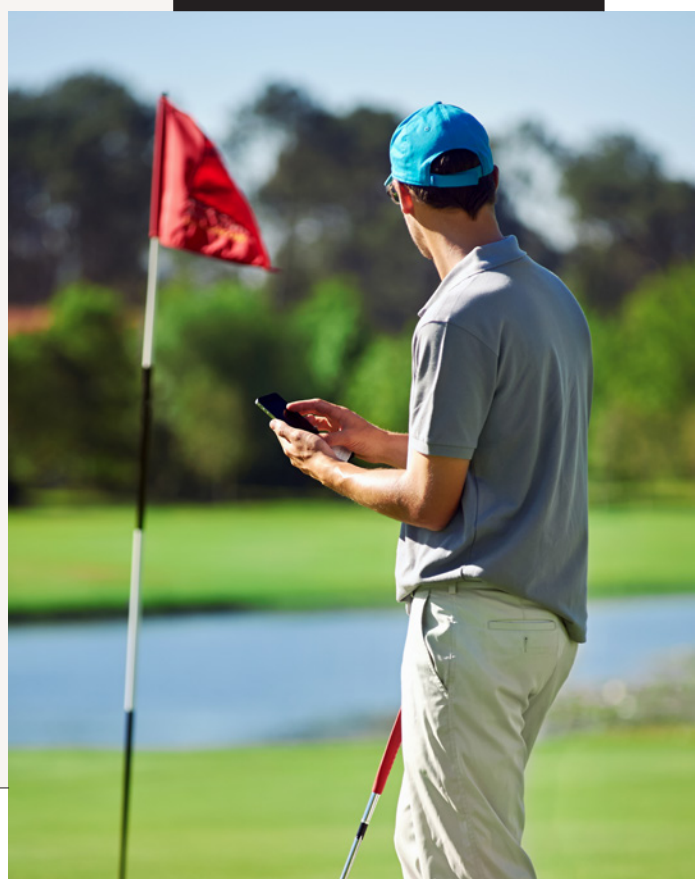
WATCHES

If the idea of carrying around an additional lump of hardware doesn't appeal to you, you have the option of a watch measuring device. These GPS devices will even provide you with a colour display of the hole, in addition to yardage information.

APPS

Perhaps one of the most attractive alternatives to buying a new device is just to use the GPS on your phone combined with a golf course app. Some apps are free, and some you have to pay for — but it is much cheaper to pay for an app than a new piece of equipment. Most use satellite imagery and GPS to show where you are on a given hole, but some have clearer graphic versions; and the pay versions usually have useful additional features. There are many apps available, so make sure you get one that's applicable to Japan, which might mean getting one in Japanese.

Measuring devices are now an everyday item on the golf course, but remember they are not officially sanctioned yet, except in cases where local rules allow them. Even then, keep in mind that they are only to be used in competitions for measuring distance, not elevation or any other information they provide. ●



A Career Dedicated to Keio Plaza Hotel's Distinctive Taste

Honorary Executive Chef Hirochika Midorikawa receives prestigious French cuisine award

Hirochika Midorikawa, Honorary Executive Chef at the Keio Plaza Hotel Tokyo, is the first Japanese chef to receive the prestigious French cuisine chef prize, La Coupe d'Or Internationale d'Art Culinaire Marius Dutrey. The award is given every few years to a chef of French cuisine who has made significant contributions to culinary art in the global hotel industry. Past recipients include Paul Bocuse (1994) and Joël Robuchon (2014).

When he was 15, Midorikawa began his training as a chef at Ueno Seiyoken, a noted pioneer of Western cuisine in Japan. In 1964, he went to Germany, Switzerland and France to enter what he calls "the real world of cuisine".

Midorikawa returned to Japan and joined the Keio Plaza Hotel when it opened in 1971. He says that he has worked "these past 46 years to



pursue the distinctive taste of this hotel." One point he takes particular pride in is giving to his customers in Japan what he learned in Europe: the importance of preserving the simple, original taste and scent of the ingredients for his Midorikawa-version of French cuisine.

One of the great attractions of French cuisine for Midorikawa is that it takes time to bring out the



delicious flavors of each seasonal ingredient.

"When I went to Paris for the award ceremony, I once again felt the underlying power of French cuisine," he states. "The French have a unique aesthetic sense — specifically in how to use artistic coloring, and the importance of firmly holding to a concept."

The award ceremony was an opportunity to thank those who had greatly influenced him, but have since passed away. Midorikawa believes that there is great value in passing on what you have learned through the years. And he is proud of the fact that every staff member in the kitchen has learned to value what he values.



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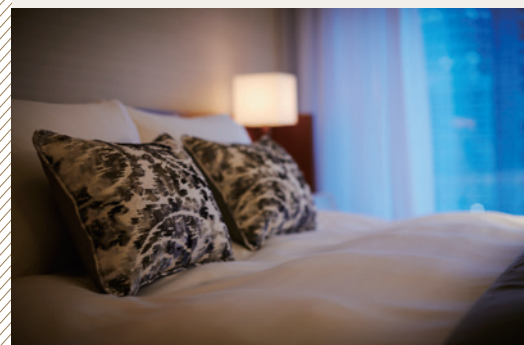
Guests and visitors at the Keio Plaza Hotel Tokyo have two special opportunities to experience firsthand Chef Midorikawa's time-honored, finely honed approach to French cuisine.

Special Dinner in Recognition of Hirochika Midorikawa Being Presented with the French cuisine award "La Coupe d'Or Internationale d'Art Culinaire Marius Dutrey"
Wednesday, November 22, 2017
from 19:00 (doors open at 18:30)
¥45,000
Tel: 03-3344-0111

Special Dinner Menu "Vendôme" by Chef Midorikawa's Apprentices
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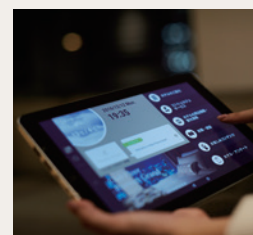
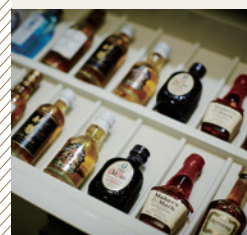


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After rebounding from a significant drop in approval ratings, Prime Minister Shinzo Abe has called for a snap election. He has said he needs a new mandate from the people to move forward with his policies. But many are questioning his decision, noting that he may only be taking advantage of the fact that the opposition party is currently in disarray. In a surprise move, Tokyo governor Yuriko Koike has chosen now to announce that she has created a new national party — called the Party of Hope — which could pose a serious threat to Abe's hopes of securing another majority.

Do you think Prime Minister Abe will win a third consecutive term in office?

“Winning will be harder than Abe envisaged, but the election is not a disastrous gamble.”

Yes
69%



安倍晋三

“Koike's Party of Hope might fatally wound Abe.”

No
31%

自民党

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



A toast to health and merriment

Wine traditions from around the world

A TOAST ...

Cheers, *prost*, *salute*, *kanpai*! Starting festivities or a meal with a toast is an act of unity with one's fellow imbibers. The clinking of glasses is a harkening back to ancient times, when revelers would drink from a large communal goblet with straws rather than sipping from their own glass.

But how did we come to start calling this tradition a "toast"? In the sixth century, the Romans would put a piece of toast in their wine to soak up some of the wine's astringency. It would then double as an offering, as the cup was raised to the heavens during prayer.

... TO HEALTH ...

Italy — with one of the highest consumption-levels of alcohol per capita in the world — has drinking down to a science. The traditions of *aperitivo* and *digestivo*, in particular, are meant to serve as guidelines for keeping the body in balance when drinking and eating. The evening starts with an *aperitivo*, a light, dry beverage with a lower alcohol content, to wet the palate and get the digestive juices flowing. Popular *aperitivo* include Prosecco, Campari, or a martini, often served with small salty snacks.

After dinner, a nightcap is in order, which often comes in the form of a *digestivo*. As

the name indicates, this drink is meant to aid in digestion, with a higher alcohol content and a touch of sweetness to settle the stomach. While digestives vary from Scotch to port to sherry, the Italians are most famous for their bitter, herbal liqueurs. Grappa, Sambuca, and Fernet-Branca are some of the more well-known *digestivo*.

... AND MERRIMENT

While the above traditions have their place in the everyday, very

few will ever be privileged to witness the pomp and circumstance that is *l'art du sabrage*. It is said that Napoleon's elite troupes, called the Hussars, began using their sabres to open Champagne bottles before battle, as well as after victories, in honour of a certain Madame Clicquot — an entrepreneurial champagne merchant of the time who improved the quality of the drink, and is today known as the Grand Dame of Champagne. Still to this day, violently beheading Champagne is celebrated and beloved. To do so — and I say this to paint a picture rather than give instructions — hold the bottle pointed away from the body at a 45-degree angle, slide the dull end of the sabre up one of the seams of the bottle's neck, and strike the ring forcefully so that it simply pops off. The makings of a great toast, indeed! ●



RIEDEL
THE WINE GLASS COMPANY
GRAPE VARIETAL SPECIFIC®



Martijn van Keulen

Company: Heineken Kirin Japan

Official title: General Manager

Originally from: Bergen, the Netherlands

Length of time in Japan: Two years

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

Nikugen Akasaka.

What do you do to stay in shape?

I play squash and have a fitness routine.

Name a favourite movie:

Groundhog Day.

Favourite musician/band: Maná.

Favourite album:

Sueños Líquidos by Maná.

Favourite TV show:

Modern Family.

Favourite book: Carlos Ruiz

Zafón's *The Shadow of the Wind*.



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

I like to cook.

Cats or dogs?

Dogs.

Summer or winter?

Both are great!

What's your ideal weekend?

A mix of some family time, sports and a party.

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

Joe's Bar in Nishi-Azabu.



Alain Delfosse

Company: SIX Financial Information Japan Ltd.

Official title: Managing Director

Originally from: Aargau, Switzerland

Length of time in Japan: 14 years, plus a year as an exchange student at Doshisha University

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

Any establishment that allows me to enjoy a meal with Lakritze, my French bulldog, will get the thumbs up from me.

What do you do to stay in shape?

I walk whenever I can and I try to go for a swim once a week.

Name a favourite movie: *The Lord of the Rings.*

Favourite musician: Arvo Pärt.

Favourite song: To this day, I can't get the hook from *Too Shy* by Kaja-googoo out of my head.

Favourite TV show: *Game of Thrones.*

Favourite book: Anything by G. K. Chesterton.

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

I'm colour blind. So, if you ever see me around town in a pair of purple pants, you'll know why.

Cats or dogs?

I grew up with cats; but I can feel a pair of canine eyes watching me, so I'm going to have to say dogs.

Summer or winter?

Summer, as long as it's not in Japan!

What's your ideal weekend?

An English breakfast, home-brewed coffee, the Financial Times, exploring a different part of Tokyo, and home-made meals — my better half is a mean cook.

"if you ever see me around town in a pair of purple pants, you'll know why."



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

If I have guests in town, I like to take them somewhere with a view, such as The BAR in Atago Green Hills MORI Tower.



The Agenda

OCT
26

European Joint Chamber Networking Party

TIME: 19:00-21:00
VENUE: ANA InterContinental Tokyo
FEE*: ¥7,000 (members), ¥9,000 (non-members)
CONTACT: Participating chambers of commerce

* Including buffet and free-flow drinks

NOV
2

BRITISH CHAMBER OF COMMERCE IN JAPAN

2017 British Business Awards

TIME: 18:30-22:30
VENUE: Grand Hyatt Tokyo
FEE: ¥28,000 (members and non-members)
CONTACT: info@bccjapan.com

OCT
26

GREEK CHAMBER OF COMMERCE IN JAPAN

Current developments in Greece and Europe: What is the lesson for Japan?

TIME: 15:00-16:30
VENUE: Foreign Press Center Japan
FEE: Free (registration required).
CONTACT: admin@grccj.jp

NOV
15

SWISS CHAMBER OF COMMERCE AND INDUSTRY IN JAPAN

Luncheon: Seiya Miyake, Director, Minna Denryoku

TIME: 12:00-14:00
VENUE: Shangri-La Tokyo
FEE: ¥6,500 (members), ¥7,000 (non-members)
CONTACT: info@sccij.jp

OCT
30

SWISS CHAMBER OF COMMERCE AND INDUSTRY IN JAPAN

Luncheon: Joseph Jimenez, CEO, Novartis

TIME: 12:00-14:00
VENUE: Grand Hyatt Tokyo
FEE: ¥6,500 (members), ¥7,000 (non-members)
CONTACT: info@sccij.jp

NOV
17

FINNISH & SWEDISH JOINT EVENT

The 31st Stora Enso Cup – Sweden - Finland Golf Challenge

TIME: 08:40 first tee-off
VENUE: G.C. Narita Hightree, Chiba Prefecture
FEE: ¥17,000
CONTACT: www.fcc.or.jp/se-cup/

NOV
1

FINNISH CHAMBER OF COMMERCE IN JAPAN

Finland 100th Anniversary Business Reception

TIME: 18:30-21:00
VENUE: Embassy of Finland
FEE: ¥6,000
CONTACT: fccj@gol.com

NOV
20

BELGIAN-LUXEMBOURG CHAMBER OF COMMERCE IN JAPAN

Monthly beer gathering

TIME: 19:00-22:00
VENUE: Belgian beer café in Tokyo
FEE: You pay for what you drink.
CONTACT: info@blccj.or.jp

NOV
2

BELGIAN-LUXEMBOURG CHAMBER OF COMMERCE IN JAPAN

Annual Gala Ball

TIME: 18:30-23:00
VENUE: Conrad Tokyo, Kazanami Room
FEE: To be confirmed
CONTACT: info@blccj.or.jp

NOV
22

IRELAND JAPAN CHAMBER OF COMMERCE

Ireland Japan Business Awards 2017

TIME: To be confirmed.
VENUE: Conrad Tokyo
FEE: ¥190,000 (table), ¥22,000 (members), ¥25,000 (non-members)
CONTACT: secretariat@ijcc.jp



Ayming Japan

Ichiro Hatanaka,
Chief Executive Officer

Ayming is a business performance consulting firm, present in 16 countries, that provides long-term solutions, support and advice to help companies develop, improve and grow their businesses.

“We are proactive and work collaboratively with our clients to achieve the best solutions for their challenges,” says Ichiro Hatanaka, chief executive officer at Ayming Japan. “Our clients see tangible results in our four areas of expertise: human resources, operations, finance and innovation.”

Established in 2003, Ayming Japan has been providing consulting services such as optimising procurement and purchasing strategies, improving operations and reforming supply chain management. ●

C u i s i n e [s]
michel TROISGROS



Cuisine[s]
Michel Troisgros

Founded in 1930, Troisgros is a restaurant in Ouches, France, that has the distinct honour of being listed as a three-star restaurant in the Michelin Guide. Outside of France, only Cuisine[s] Michel Troisgros at Hyatt Regency Tokyo delivers traditional French cuisine in the spirit of Troisgros.

www.troisgros.jp



HYATT
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White Truffles Fair

White truffles harvest season is here again, with Cuisine[s] Michel Troisgros holding its annual White Truffles Fair. It is an event that has become more popular each year since it started in 2012.

The fair will showcase Italian white truffles, which are said to be the highest-grade truffles, and comparable to jewelry. We are serving these freshly shaved white truffles either as part of a course or on à la carte dishes.

This year, we are also hosting a reservation-only white truffles course featuring dishes exclusive to this meal. Enjoy the noble, mellow aroma of these delicious, high-quality white truffles. On now until the beginning of winter.

– PERIOD

19 October – early December 2017 *Closed Tuesdays and Wednesdays, except holidays.

Please note that the duration of the fair may change due to market availability and the condition of the truffles.

– TIME

12:00–13:30 / 18:00–20:30

Please make a reservation during these times.

– PRICES & DETAILS

As a topping (4g)

¥5,000 (¥5,940)*

Sliced white truffles will be served as part of a course or on à la carte dishes. Additional white truffles will be priced at ¥1,250 (¥1,485)* per gram.

White Truffles Course (by reservation only)

¥24,000 (¥28,512)*: eight dishes, including two dishes with white truffles (8g).

¥29,000 (¥34,452)*: eight dishes, including three dishes with white truffles (12g).

*Prices in brackets include 10% service charge and consumption tax.

*Drinks are not included in these prices.

All items from our regular menu are also available.

– RESERVATION & FURTHER INFORMATION

French Restaurant Cuisine[s] Michel Troisgros (1F)

Hyatt Regency Tokyo

T 03 3348 1234

10:30–21:30

*Reservations can be made until 17:00 on Tuesdays and Wednesdays (except holidays) as the restaurant is regularly closed.



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Two-bedroom Prestige and Sky Suites (127-170sqm)

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*short term stays available at Tokyo Station and in Ariake.

Oakwood[®]

For details and reservations, please visit our website at oakwoodasia.com

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