

# EURO BIZ — JAPAN

SEPTEMBER 2017

## ➔ A space oddity

*Why aren't Europe and Japan collaborating more in exploring the final frontier?*

## ➔ Learning to pilot as he flies

*Kosovo Ambassador to Japan  
Leon Malazogu*

MARC BURRAGE,  
MANAGING DIRECTOR  
AT HAYS JAPAN

**FIXING  
JAPAN'S  
TALENT  
MISMATCH**



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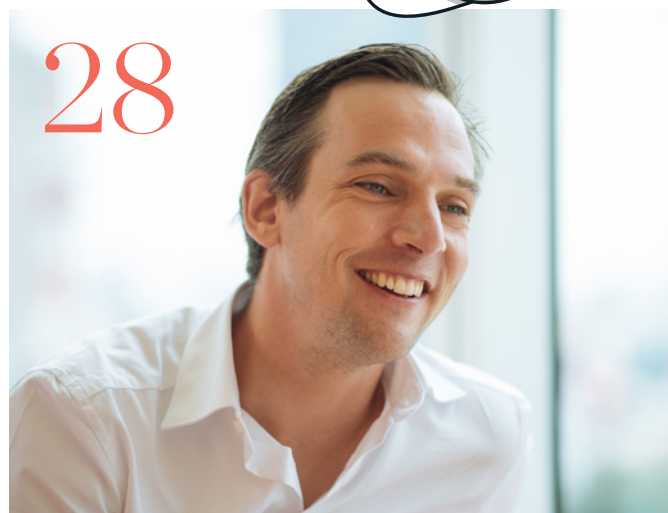
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# Fixing Japan's talent mismatch

By Gavin Blair









## First Focus

The Chinese characters for *sanma*, or Pacific saury, mean "autumn sword fish", denoting when they are in season, as well as their long shape and silvery colour. The Meguro *sanma* festival has been running since 1996, and draws crowds of more than 30,000 people. Part of the reason for its popularity is that every year more than 7,000 of the protein-rich fish are given away for free — the down side to this being that queues can be as long as 1km. The smoky, fishy aroma is said to travel for at least a couple of kilometres.

Photo by t.ohashi  
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**Justin McCurry** is the Japan and Korea correspondent for *The Guardian* and *The Observer* newspapers. He graduated from the London School of Economics and later gained a master's degree in Japanese studies from London University.

➔ *“The BepiColombo mission to Mercury should excite even those with an only passing interest in space exploration. However, it’s a rare example of European-Japanese cooperation in this field. I was surprised, for example, to learn that the European Space Agency doesn’t have an office in Tokyo. Ambitious joint missions are one thing, but Japan and Europe still have important collaborative work to do here on Earth.”*



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.

➔ *“Greater female workforce participation is the proverbial no-brainer for a country hurting for lack of personnel, but with an aversion to large-scale immigration. Yet, women executives are still rare in Japan. Three women who defied those conventions, via differing routes, talked about how they did it and what still needs to change.”*



A former newspaper and wire service reporter, **Geoff Botting** has called Japan home for over a quarter of a century. He now works as a freelance journalist and translator, writing mostly about business, economics and travel.

➔ *“It’s not easy for auto-parts makers to independently sell their products in Japan. The companies are often held back by restrictive contracts with OEMs, and there is little they can do about it. The EBC Auto Components and Aftermarket Committee is seeking to change that, by calling for a legal framework that would allow a healthy and independent aftermarket.”*



**Loren Fykes** is a consultant, entrepreneur, and researcher in Tokyo. Currently, he works at Google (Adecco), and also lectures in venture strategy for GLOBIS. He launched the NGO Fruits in Suits Japan ([www.fruitsinsuitsjapan.org](http://www.fruitsinsuitsjapan.org)) in June 2014.

➔ *“Fruits in Suits is Japan’s largest network of LGBTQ professionals. Through our regular events, the group aims to connect with and inform the local community of LGBTQ-related efforts. We have recently launched the Fruition Mentoring Program.”*

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# Breathing in the shell

**How do unborn** chicks breathe in their eggs? The birds aren't connected to their mothers with umbilical cords, and eggshells seem so hard and impenetrable. Last month, at the Bayer Science Farm event (see page 44), I learned that each egg has 7,000 pores that let oxygen in and carbon dioxide out. What appears to be a solid barrier is actually not as impenetrable as it appears.

In Japan today, it's still extremely difficult for women to get into the boardroom — the nation stands at 111th place in the World Economic Forum's 2016 Gender Gap Report. However, the three female executives featured in Gavin Blair's *Lighting the Way* on page 18 show that it is possible to break through established societal barriers, giving hope that more women will follow them up

Japan's corporate ladder.

On the September cover is Marc Burrage, managing director at Hays Japan, who spoke with *Eurobiz Japan* about the great need here for more skilled workers in crucial fields such as IT. Read his thoughts on how more should be done to remove the obstacles that are preventing a greater number of workers from joining the workforce, and how better training for employees needs to be implemented to bridge the skills gap (page 10).

It was a privilege to speak with Kosovo Ambassador to Japan

Leon Malazogu who shared his experiences of the Kosovo war and the process of building a democracy today. He also mentioned that ongoing talks with Serbia — once something unthinkable — are bringing the two countries closer to resolving their differences. Read the full interview on page 20.

Just as a chick breaks through its shell when it has grown enough, seemingly impassable barriers are all broken through eventually. ●

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INVESTING IN JAPAN

TEXT BY GAVIN BLAIR

PHOTOS BY KAGEAKI SMITH





# FIXING JAPAN'S TALENT MISMATCH

Marc Burrage, managing director  
at Hays Japan

One man's feast is another man's famine. The shortage of qualified workers in many crucial fields in Japan is proving a challenge for companies across the board. With bilingual professionals in ever shorter supply, this is, however, proving a boon for professional recruitment experts as the battle for qualified candidates continues to heat up.

**"Organisations are going to have to start offering better training, both to be competitive in the marketplace and to attract the talent they need."**

"Every year we produce a Global Skills Index report with Oxford Economics, and this year the Talent Mismatch score for Japan was 9.9 out of 10, about as tough as it gets," says Marc Burrage, managing director of Hays Japan, the local operations of the UK-headquartered global recruitment specialist and Japan's largest specialist recruitment business. This result indicates that there is a significant gap between the skills available in the labour market and the skills that companies need.

The shortfall is particularly acute for all things digital, such as Internet of Things (IoT) engineers and IT specialists, says Burrage, who has been heading Hays Japan for two years, following stints as managing director for the company in Hong Kong and running its Asia-wide outsourcing division.

According to a study by the Ministry of Economy, Trade and Industry, the shortage in IT alone is currently 170,000 workers, a figure that is predicted to quadruple in the coming decades. Although Japan's education system is starting to focus more on STEM (science, technology, engineering and mathematics) subjects, the needed skills will not get to the market quickly enough.

"There is still a low appetite for change in Japan, though people are starting to acknowledge that this is now a global race for talent," says Burrage. "Companies, and the economy, will all potentially suffer if these issues are not addressed – and Japan will lose the race."

The relative lack of increased financial rewards for skilled workers in Japan is one of the contributing factors to the talent mismatch situation, suggests Burrage. Pay based on seniority rather than performance remains the norm in much of corporate Japan, despite moves away from the

traditional system by some companies. In spite of a very tight labour market, wages have still not increased; companies have not heeded the pressure from the Bank of Japan and the Keidanren (Japan Business Federation) during the labour unions' *shunto* spring wage-hike offensive.

Burrage also notes that, in the current corporate culture many workers don't take responsibility for improving their own skill sets, a tendency that is more pronounced







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here than in other countries. They most often rely on their employers to provide what they need.

For their part, many firms have not been focused enough on preparing employees for a rapidly shifting business environment, according to Burrage. "Organisations are going to have to start offering better training, both to be competitive in the marketplace and to attract the talent they need."

Yet, despite the skill shortages, moves to fully utilise the female half of the population have thus far been more talk than walk, while age-based discrimination also remains a problem, according to Burrage.

"There is still a bit of a head-in-the-sand attitude at some companies who say they don't want to hire 'older' workers, by which they often mean those in their thirties and forties, who are seen as being in their prime in other countries,"

he points out. "Why wouldn't you want to hire them? They have experience and expertise. Especially when we're already facing a demographic time bomb with the ageing population. Though I do also speak to companies who see the writing on the wall and are embracing more flexibility so they can get ahead of their competitors."

The lack of competition from skilled foreign talent is another important variable in the equation, observes Burrage, who would like to see the Japanese version of the US Green Card system for skilled overseas workers expanded and accelerated.

"Immigration is ticking up significantly, but immigrants still make up less than 2% of the population. There needs to be a change in the mind-set," he suggests.

Although the boom in inbound tourism, along with the upcoming 2019 Rugby World Cup and 2020 Tokyo Olympics, should help to boost Japan's image as an accessible destination, Burrage believes the government could do more to promote the country as a place to live and work. He points to the way New Zealand has promoted itself globally in recent years — "punching well above its weight" for a country with a population of less than five million — as something Japan could learn from.

Hays Japan has done its part by producing a video to try and convince employees from its global workforce of the attractiveness of a career and of life in Tokyo. The video features personnel, from some of the 28 nations represented on its local staff, saying that immigrants can settle in Japan, and thrive professionally, when given the opportunity.

With the advances in areas such as digitisation, AI, robotics and the IoT — collectively being dubbed the Fourth Industrial

Revolution — jobs are set to become more mobile than ever, notes Burrage. If

Japan doesn't make it easier

and more attractive for workers to come to the country, jobs may go in the other direction.

Overall productivity per worker remains low in Japan

compared with many other nations. Burrage sees more open employment practices, greater immigration and a reduction of the

9.9/10

This year, the Talent Mismatch score for Japan was 9.9 out of 10

skills deficit as some of the crucial keys to unlocking "exponential benefits" in the area of productivity.

Although Hays Japan is currently on course for a record quarter, with its services "more in demand than ever", Burrage firmly believes there is still more unrealised potential in the country.

"It's a perfect storm for us," says Burrage of the current labour and business environment. "We are increasingly being asked for advice by our clients about how they can tackle this challenge. While there are some encouraging signs, Japan needs to pick up the pace and embrace change more quickly by tapping into the opportunities that exist today."

This can be done by making better use of the available workforce, including women, older workers and contractors, according to Burrage.

Additionally, businesses should think more carefully about training employees — to equip them with the skills they will need in the future — and also about putting out the welcome mat for skilled migrants.

"Being open to a more diverse workforce enables organisations to employ the best talent," states Burrage. "Against the backdrop of a shrinking labour force, those that move quicker will win the race for talent and gain a competitive advantage." ●







# A SPACE ODDITY

Why aren't Europe and Japan collaborating more in exploring the final frontier?



In October 2018, an Ariane rocket will blast off from Kourou, French Guiana, taking space exploration into an unknown world, and Japanese-European cooperation into a new era.

**T**he destination of the BepiColombo mission — featuring Japanese and European satellites that will be launched together — is Mercury, one of the most inhospitable places in the solar system. Built at a cost of €1.6 billion, the four-tonne spacecraft is an ideal example of how ambitious space exploration can be if agencies join hands in their journey to the final frontier.

The BepiColombo craft — the product of years of collaboration between the Japan Aerospace Exploration Agency (JAXA) and the European Space Agency (ESA) — will enter Mercury's orbit in 2025.

Yet, on arrival, the Japanese and European orbiters — the two main components of the “flight stack” — will go their separate ways. That makes scientific sense, but it is also symbolic of the relationship between the two space industries: ostensibly collaborative, but still light years from fulfilling their true potential.

In its 2016 white paper, the European Business Council (EBC) in Tokyo noted that





Japan's space industry was still largely closed to foreign entities due to the government's dominant role in offering tenders for major projects.

"Japan's willingness to cooperate in satellite development programmes still rarely extends to European companies," the white paper says, adding that in the satellite sector, "The space agencies of both sides cooperate and share data in science and research, but have almost no industrially meaningful cooperation."

Among its recommendations, the EBC calls for an end to exclusionary tenders, and urges greater cooperation between JAXA and ESA.

Those recommendations sound depressingly familiar to Guy Bonaud, representative director in Japan of Safran, a French company that forms part of the ArianeGroup together with Airbus.

Safran, with its expertise in rocket propulsion technology, has had a presence in Japan since 1998. Through Ariane, the firm is indirectly involved in both Japanese private- and government-sector satellite launches, but Bonaud believes the full potential of the relationship has yet to be realised.

"We are looking to develop our relationship with Japan," he says. "We have a good relationship with JAXA and the Japanese cabinet office, but so far it's based on good intentions."

European firms have to tread carefully, however, even though they are convinced

their technology is superior to what is currently available in Japan.

That includes Earth observation imaging, according to Bonaud: "There is a gap between what Japan needs and what it is able to do alone, but it's not like we can tell them that their product is inferior to ours. We have to share our information and encourage governmental cooperation."

Arianespace, which has provided launch services in Japan for just over three decades, is a European success story here. The firm concludes an average of about one launch services contract a year and enjoys a 74% share of the Japanese market, compared with a global average of 50%, according to Kiyoshi Takamatsu, Japan representative for Arianespace.

The similarities between the Japanese and European satellite programmes have fostered a good degree of cooperation, Takamatsu observes.

At present, ESA and JAXA have just one large launcher each — the Ariane 5 in French Guiana and the H-2A at Tanegashima Space Center in Kagoshima Prefecture. But both are developing new-generation launchers — the Ariane 6 and the H-3 — offering scope for cooperation as both agencies crystallise their projects.

"Formal discussions haven't started yet, but this is a very good opportunity as, for the first time, both agencies are developing new launchers," Takamatsu says. "There should

**"There is a gap between what Japan needs and what it is able to do alone"**

€1.6bn

The four-tonne BepiColombo spacecraft was built at a cost of €1.6 billion







THE LEADERSHIP JAPAN SERIES

# Fear and Loathing In Japan

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. The Lehman Shock in 2008 opened the door to job losses at larger companies, something that only had been possible at smaller firms in the past. The idea of lifetime employment as a given was removed, and a brand new world of work emerged.

Feeling unappreciated is a construct of leadership. The Japanese system of hierarchy in companies has followed the lessons proffered during the military service experienced by those who participated in World War Two. Brutality was widespread, and everyone was expendable.

Postwar leaders in the West were also the graduates of battle as well. Things changed in the late 1960s, however; and modern economies moved away from the old military models of leadership, to seek best practice based on research.

Japan has not even started on that path yet. The postwar years were a frenetic effort to rebuild a devastated economy and to catch up with the rest of the world. When I first came into contact with Japanese businesspeople, I remember their joy as Japan knocked off one Western economy after another, to climb up through the rankings, to number two in the world.

The bubble economy saw Japan go completely crazy and lose all sense of proportion, as the 1985 Plaza Accord Agreement sent the yen into the stratosphere of supreme value — and everything, everywhere, was a bargain. I was back in Australia during that time and wondered why those lovely Japanese people I had met pre-bubble were now replaced by these rude, arrogant, overbearing types?

During all of this transition, there was no driver to change the management systems in companies away from the war-time model, because things had worked out pretty well. It wasn't broken, so no fixing required — and, anyway,

nobody likes change because of all the risk attached to it, so steady as she goes.

Here we are, decades later, and life has certainly changed. But the leadership mentality has not caught up yet.

Bosses were schooled in the Tough Love Academy of Leadership. Communication, coaching, feedback, encouragement — all the key soft skills — were never in that curriculum. You probably can't beat Japan when it comes to hard skill education. Their perfectionism, combined with a relentless curiosity for small incremental *kaizen*-style improvements, is a wonder to behold. Soft skills, not so much.

Japan always bottoms the charts whenever firms do engagement surveys. It is the global leader in the bottom rung of microscopic scores for percentages of highly engaged staff. Yes, there are cultural issues with these surveys, given Japanese humility, conservatism and circumspection. But just ask any Japanese firm if they think the low scores are fiction, and everyone agrees that, directionally, they are correct.

So we need some solid work here for Japan to catch up and join the rest of the advanced world of work. The HR function in Japan, apart from its policeman role in having the rules followed, is there to move you around the organisation so that you can become a jack of all trades and a master of none. On The Job Training is the main methodology of leadership instruction.

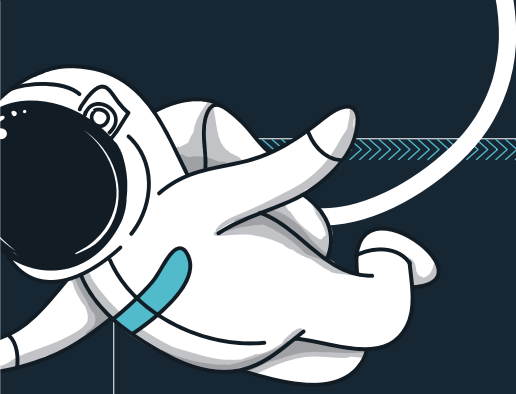
Just passing on what each boss experienced to the next generation — without any structure, excellence, best practice capture, design — doesn't sound too smart, does it. Yet, that is exactly the problem: not enough thinking has gone into what Japan needs from its leaders going forward. Soft skills and hard skills are both called for, but you need a mindset change to appreciate that they are both important.

The *Spa* survey shows that the areas of greatest demand are for soft-skills solutions. Have a good look around your own operation and see just how much time your leadership group is spending on encouraging, coaching, recognising and praising. My guess would be, not a lot, because they simply don't think these areas of attention are so important.

**“Not enough thinking has gone into what Japan needs from its leaders going forward.”**

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be flexibility in how this is done, including discussions on technology and also during the development phase.”

Takamatsu is “enthusiastic, rather than optimistic”, about the potential for close collaboration on the launchers.

“The difficulty is that, historically, Japan has developed launchers without Europe,” he says. “Japan and the US have a long history of cooperation and technological transfer, and it is easier for them to keep doing the same thing.”

The launch of BepiColombo is not the only example of what JAXA and the ESA can achieve when they work together, from mission conception to lift off. There is huge potential in mapping the causes and effects of climate change, devising better weather forecasting models, and Earth observation in general, according to Jean Charles Bigot of the external relations department at the European Space Agency.

Bigot cites the joint European-Japanese Earth Cloud Aerosol and Radiation Explorer (EarthCARE) satellite mission, which will begin in August 2019. The mission, according to the ESA website, “will advance our understanding of the role that clouds and aerosols play in reflecting incident solar radiation back out to space and trapping infrared radiation emitted from Earth’s surface”.

Projects like EarthCARE and BepiColombo prove that close collaboration could result in potentially groundbreaking results for planetary exploration.

There are other success stories, too. SES, headquartered in Luxembourg, operates more than a dozen satellites with “excellent coverage over Japan”, according to Philippe Glaesener, SES’s senior vice president of corporate development in the EMEA region and Asia.

SES has the backing of the Luxembourg government, a major shareholder in the firm. This helps in its attempts to secure involvement in specific projects with potential partners such as Mitsubishi Heavy Industries, JAXA and Mitsubishi Electric Corp.

SES will take part in a Luxembourg trade mission this

## “The Japanese space industry is ... a very controlled, old-fashioned kind of industry”

November that, according to Glaesener, is a unique opportunity to strengthen partnership and collaboration in Japan.

“We have no doubt that building on these relationships will unlock opportunities for SES in Japan,” he says. “Our business outlook for Japan is very positive.”

74%

Arianespace enjoys a 74% share of the Japanese market

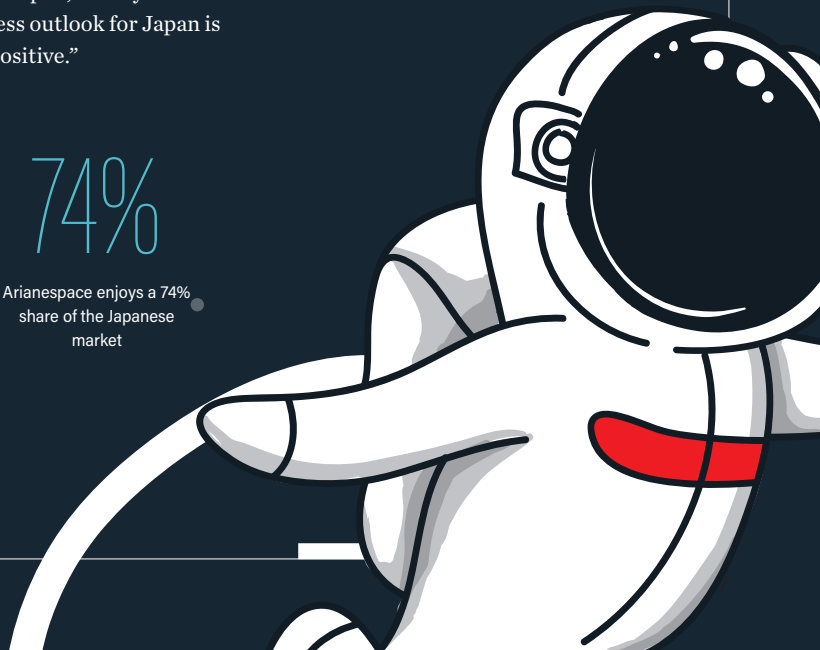
In the longer-term, Bigot of ESA would like to see other agreements in the field of planetary science that match the ambition of BepiColombo and EarthCARE.

They include the development of small spacecraft that can negotiate planets with rocky, uneven surfaces, such as Venus.

“Also, the idea of Martian moon exploration is one of the next big priorities for JAXA,” Bigot says. “We could provide instruments for this and are talking to the ESA about how best to go about it.”

Much more needs to be done at the macro level to make European-Japanese space exploration truly collaborative. For example, while JAXA has an office in Paris, there is no equivalent ESA office in Tokyo — a lop-sided arrangement that European industry figures agree should be rectified as soon as possible.

“The Japanese space industry is government-backed, so it’s a very difficult market to break into,” says Bonaud. “In that respect, it’s a very controlled, old-fashioned kind of industry.”







# Lighting the way

Female executives in Japan shine for future female leaders

The gender equality statistics for Japan are not encouraging. The country ranked 111th globally in the World Economic Forum's 2016 Gender Gap Report. While Japan's female workforce participation rate is now above the OECD average, female executives remain rare and female CEOs at major Japanese corporations even rarer. Despite Prime Minister Shinzo Abe's repeated calls for women to "shine", he appointed just two female cabinet ministers in his August reshuffle.

**The journeys of** women who have attained managerial positions in Japan are as varied as the individuals themselves, but they agree there is still a long way to go before the nation reaches true equality.

In the mid-1980s, when Miyuki Takahashi was job-hunting before graduating from Waseda University, she sought advice from female alumnae. Hearing that "women get opportunities at Nissan", she decided to take a position with the automaker.

However, the concept of "opportunities" was relative.

"It was a totally different company when I joined," recalls Takahashi. "The women had to serve tea, collect the trash."

She watched her husband, who started work at Nissan the same year, move to different departments, gaining vital experience. Meanwhile, "I was stuck in one section doing the same thing," Takahashi

continues. "I requested a transfer and my manager was quite surprised. But I was eventually transferred to a project to establish the European headquarters."

When the project finished, the entire team moved to the new headquarters in the Netherlands — except Takahashi. A manager she describes as a "mentor" lobbied the personnel department to let her go to Europe, as well.

"I couldn't change the judgements of male managers,

so I worked even harder," says Takahashi.

As general manager in the External and Government Affairs Department, she now deals with subsidies and support for business globally, including on issues such as the EU-Japan Economic Partnership Agreement and Brexit.

"Nissan's current percentage of female managers is 10.1%," Takahashi says. "That sounds very low, but the average in the Japanese transportation



(Clockwise, from left) Miyuki Takahashi, Nissan; Debra Hazelton, Mizuho Financial Group; Helene von Reis, IKEA



machinery manufacturing industry is around 1.3%.”

While Nissan is well ahead of its peers, it has no female board member and only two women in senior executive positions.

If female executives at Japanese companies are rare, then non-Japanese female executives are like hens’ teeth. Debra Hazelton is a general manager at Mizuho Financial Group, responsible for global recruitment, talent development, diversity and inclusion, as well as

“I think it’s an advantage to be a female leader in 2017”

Hazelton says she hasn’t ever felt she needed to be better than male employees, “but you have to be resilient, perhaps more flexible, develop and exhibit a good balance between humility and capability ... and be able to roll with the — sometimes unintended — biases and exclusion.”

While she sees the cons still outweighing the pros, Hazelton believes there are times when being a woman gives her an edge.

“I think it can definitely be an advantage to be a woman in a way,” she states. “This

is going to sound sexist, but I think women generally tend to be more flexible and more resilient in terms of being less ego-dependent.”

Although she believes the Japanese government has recognised that equality is “about Japan’s competitiveness” — and applauds the measures being taken — she doesn’t think the answer lies there.

“I don’t know if the government can force the change alone; it will be the big companies like us that will make the difference,” Hazelton says. “There has to be a brave stance or, dare I say, strategic affirmative action; this is very uncomfortable for Japanese people. They may see it as unfair to give an advantage to one group. My argument is that women have been disadvantaged for so long, this is catch-up.”

Helene von Reis is from Sweden, a country known for its gender equality, and works for IKEA, a company known for its progressive corporate

culture. Yet, she says she has encountered sexism in her career.

“I have come in as the manager and the men in the room look at each other and think you’re the secretary,” says von Reis, CEO and president of IKEA Japan, who notes this usually occurred at meetings held off site.

Starting as a part-timer at IKEA while at university, von Reis’ career has seen her head the firm’s catalogue and web division, manage a store in China, and be deputy manager of its US retail business before coming to Japan in August 2016.

“I think it’s an advantage to be a female leader in 2017,” says von Reis. “Emotional intelligence is something we often speak of as a female trait. I believe that there are many men who have emotional intelligence ... but mine has absolutely helped me in, say, navigating situations and in recruitment.”

Nevertheless, von Reis has to make concessions to male norms.

“Women have a different communication style than men and sometimes as a woman you really have to think about how you come across,” she observes. “You have to adjust your speaking style to more of a male speaking style to be taken seriously at the table.”

As for equality in Japan, von Reis believes the governors of Tokyo and Yokohama both being women is a very important sign, but much more still needs to be done. She points out that even at IKEA, which this year achieved a 50-50 gender split among managers, not a single Japanese male employee has yet taken full paternity leave. ●

running a globalisation and connectivity team.

“The benefits of a diverse workforce are self-evident on every level,” she states. “All decisions are better with informed, diverse input.”

Beginning her career at Commonwealth Bank of Australia (CBA), she worked for the company in her native Australia and Tokyo before becoming head of its Japan operations in the 1990s. Back again in Sydney with CBA, she was asked to head Mizuho’s Australia business in 2007. In 2014, Mizuho brought her into her current role at its Tokyo headquarters to “help globalise the workforce.”



A close-up portrait of Leon Malazogu, a man with short brown hair and glasses, wearing a dark pinstriped suit jacket, a white shirt, and a red patterned tie. He is smiling slightly and looking directly at the camera.

# Learning to pilot as he flies

Kosovo Ambassador to Japan Leon Malazogu



Having won a scholarship to study political science in Bulgaria from 1995 to 1999, Leon Malazogu, today Kosovo's ambassador to Japan, was safe during most of the Kosovo War. After completing his Master's degree at the University of Notre Dame in the US, he returned home to co-found a thinktank, which went on to produce the country's main election observation group. He also worked for a Princeton-based organisation that arranged for leaders in the Balkans to meet in informal settings and forge dialogue. In 2010, he set up a thinktank called Democracy for Development that focuses on policy research, and last year, he was invited to serve as Kosovo's ambassador to Japan. Ambassador Malazogu spoke with *Eurobiz Japan* about the war in Kosovo, the country's relationship with Japan, and his nation's burgeoning raspberry industry.

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**Can you give me an overview of Kosovo's recent history?**

Kosovo was an autonomous province in the former Yugoslavia, which had equal powers to other republics within the country. We had our own constitution, and our own police.

Serbia elected a nationalist regime in the '80s and, in 1989, our parliament was surrounded by tanks and our members of parliament were forced to abrogate our autonomy. We basically came under direct Serbian rule, under Slobodan Milošević. It was a very nasty regime, which we suffered under until 1999. The peaceful resistance throughout the '90s was successful in some ways, such as by bringing the sympathies of the world to our cause through a number of resolutions in the United Nations Security Council passed on our behalf.

However, Serbia stepped up its ethnic cleansing campaign in Kosovo and some Kosovars started to stage guerrilla warfare against Serbian troops who were burning villages and committing crimes against civilians. This culminated in an attempted genocide in 1998 and 1999 that was stopped by NATO intervention.

**Where were you during this time?**

Near the end of the conflict, I was home in Kosovo for three months, between my degrees, and I was working as a translator for war reporters. On June 12, the day Kosovo was liberated by the NATO troops and our liberation army, I was embedded

with an ITN crew, just behind one of the first tanks of the British Army to move into Kosovo. I have to say, that was the best feeling in my life — seeing a British tank come into Kosovo, liberating the country.

**What happened after that?**

About 60% of the population was abroad as refugees, and most of them — almost a million people — came back within days. We were run by the United Nations for almost a

decade. Then we declared independence in February 2008. Kosovo has now been recognised by 114 members of the UN, but there are still more than 70 to go, so we have to keep working. And we now have ongoing dialogue with Serbia to resolve our

“It takes a lot of work to build a democratic state in the 21st century”

remaining differences, which will eventually lead to Serbia's recognition of our independent status.

It takes a lot of work to build a democratic state in the 21st century. We have to take things one at a time. We had to set up healthcare, education and, later, foreign affairs — all from scratch and in a fraction of the time that other countries did. For a country that hasn't yet celebrated its 10th





anniversary, it's natural that we're learning to pilot as we fly. Back home, as well as here.

**What kind of relationship has Kosovo had with Japan?**

Japan has been very supportive of Kosovo in many ways, from donations to political support to training. It was one of the first countries to recognise Kosovo as an independent nation. We are grateful for the contribution of Madame Sadako Ogata who brought our plight to the world's attention during her time as the high commissioner for human rights at the UN. Japan further supported Kosovo by winterising thousands of houses for the first winter immediately after the war, and has financed numerous projects since then.

**What have you been working on during the embassy's first year here in Japan?**

We realised that in order to promote investment in Kosovo, we needed to first promote Kosovo as a tourist destination since there's very little information about it here. So, we talk to people about Kosovo. For its size — about the same as Gifu prefecture — it's packed with quite a good mix of things to see.

But before we could even do that, we realised that Japan's Ministry of Foreign Affairs (MoFA) had a travel advisory that discouraged people from going to Kosovo. A recent visit by MoFA to Kosovo was very positive and, in May, Japan improved its assessment and we are very grateful.

We're now meeting with travel agencies, trying to persuade them to do more with

Kosovo in their tours of the Balkans. We're also taking part in travel-related fairs.

**What are some of your specific goals for the coming years?**

We're reaching out to JETRO [Japan External Trade Organization] and the Keidanren [Japan Business Federation], and we're trying to bring a business delegation from back home to have an

Hungary, and a couple hours by boat from Italy.

Kosovo also has fairly low operating costs; and rent and salaries are about 10 times lower than the average of the EU.

**How has Kosovo been developing its economy?**

Right now, our economy is growing by 3.5%. The EU is the biggest market for our exports. Since it's a very demanding market, we've decided from the beginning to go with a free-market approach and deliver high-quality, niche products. Kosovo has



“that was the best feeling in my life — seeing a British tank come into Kosovo, liberating the country”

investment forum here. We're trying to get more Japanese investors to go to Kosovo, too.

There's already one very interesting Japanese investor who opened a *shiitake* mushroom factory in Kosovo and, apparently, it's going very well. There have been several Japanese delegations that visited the factory, which exports to the European market.

Last year, we signed an agreement with the EU, which grants our exports free access to the European market. Japanese investors can now reach out to the EU market from Kosovo — it's only three hours north of Greece, four hours from

mostly small plots of land, since it's quite densely populated, so berries are doing well, especially raspberries. Raspberries are perishable, so we're investing a lot in high-capacity freezers.

We've managed to sell some of our frozen raspberries in countries such as Germany and Hungary. Now we're trying to make it into Japan.

We also hope that we can attract major investors in energy and make use of Kosovo's rich natural resources. ●

# Automotive Components and Aftermarket

## An important part to play

Making and selling car parts is a big business. In Europe, the afterservice market for auto components is worth billions of euros a year.

**But in Japan**, the business is seriously hobbled by restrictive practices, according to the EBC Automotive Components and Aftermarket Committee.

The main problem is that when carmakers here contract parts from suppliers, the former routinely prohibits the latter from selling those parts to other parties.

“In many instances, we’re only supposed to sell them when they’re used in the first assembly of the vehicle, or in the aftermarket controlled by the carmakers,” explains committee Chairman Joaquin Martori, who is also general manager at Mahle Trading Japan, a unit of one of the world’s biggest auto-parts suppliers.

The committee is calling for the Japanese government to come out with regulations that support an independent and active aftermarket industry.

The issue is a new one for the EBC. It was proposed by Martori, who himself is new to the committee, having

taken over the chairmanship in July.

The issue’s introduction, plus a fresh face in the chairman’s position, mark a new chapter in the life of the EBC group. For the last couple of decades, Richard Kracklauer, president of ZF Japan Co., had served as chairman. The committee’s main issues have long been harmonisation of technical standards, better communication between the auto industries in the EU and Japan, and gaining access to Japan’s tire market.

The latest changes to the committee have come at the right time, according to Kracklauer, who plans to retire by year end.

“On one hand, we have a transition [in the industry] towards e-mobility and a new self-understanding of the technology leadership of the European suppliers,” he says. “In the past, the committee didn’t focus on the aftermarket.”

The term e-mobility refers to electric powertrains and other 21st century technologies being developed for cars.

Components in this field tend to be highly

sophisticated, requiring higher R&D costs for parts makers, albeit with the potential for wider profit margins.

That companies which make these products are barred from selling them independently is at odds with the situation elsewhere in the developed world. The EU and the US have laws that prohibit carmakers from imposing such a restriction in their parts-supply

contracts. The committee wants Japan to introduce a similar legal framework, allowing for healthy competition in the market with fair opportunities for all players — and so that the end customer will have more choice.

“We are the ones who invest in the technology to come up with new solutions,” the committee chairman says. “Not every company can be at that level.”

Reciprocity is another part of the issue. Martori explains: “When Japanese auto-parts suppliers are operating in the West, they are protected by the laws. They can sell freely in the independent aftermarket.”

A new vehicle today is made from around 20,000 to 30,000 parts, many of which continue to grow ever more sophisticated.

“The importance of a functioning aftermarket for safety, environmental performance and low repair costs cannot be overstated,” the chairman says.

For some committee members, like Nikolaus Boltze of ThyssenKrupp Steel & Technologies Japan, those numbers are a reminder of another committee issue: harmonisation between the auto industries of Japan and the EU. The committee wants mutual recognition of testing standards, so that parts and other items approved in the EU can be automatically green-lighted in Japan, and vice-versa.

“If we are talking about digitalisation, steer by wire or autonomous driving, then we’d be more than happy to have a unified solution acceptable in Japan and the EU,” Boltze says.

“Japan is still very much an island,” he adds. “But there is still a big piece of the market that can be gained by serving Japanese customers.” ●

### Advocacy issues

#### ➔ Aftermarket

The introduction of a legal framework in Japan to ensure an independent aftermarket for auto components

#### ➔ Harmonisation

Mutual recognition of testing standards, to avoid duplication testing

#### ➔ Information exchange

Continuing direct meetings between European suppliers and representatives of the Japanese automobile industry





# The Netherlands

## Expertise in globalisation

The Netherlands is the most globalised nation in the world, according to the KOF Index of Globalization 2017. ETH Zürich, which puts out the index, looks at economic, social and political globalisation when calculating scores for each of the 187 countries on the list — taking into account factors such as trade, investments, cross-border information flow and the presence of foreign embassies in a country. With the announcement of an agreement in principle on the Economic Partnership Agreement between Japan and the EU this summer, both the Netherlands and Japan are on course to become even more globalised as they increase their trade, investments and interdependence.

“Both nations face similar challenges in the area of health and life sciences; with ageing populations, for example — although the challenges in Japan are far more acute,” says Netherlands Ambassador to Japan Aart Jacobi. “Japan and the Netherlands will benefit from sharing their knowledge and from the presence of

companies in one another’s markets.”

One Dutch firm that is already providing its expertise to the health field in Japan is Medis. Since 1989, its quantification software has enabled medical professionals specialising in cardiology and radiology to quickly acquire and analyse data from images — including CT scans and MRIs — of the heart and blood vessels. Japanese companies such as Hitachi, Toshiba and Fujifilm have integrated Medis software into

their medical system products. As Japan’s population ages and the incidence of heart disease increases, software such as this can help doctors make faster and more informed decisions about treatment.

Aegon is in the business of ensuring its customers — young and old — have financial security for whatever health



# “Japan and the Netherlands will benefit from sharing their knowledge”

—Netherlands Ambassador to Japan Aart Jacobi



challenges they may face. Present in more than 20 countries and with 26 million customers, it is a leading life insurance, pensions and asset management company. In 2009, Aegon formed Aegon Sony Life Insurance Company, a 50–50 joint venture with Japanese insurer Sony Life.

Headquartered in Amsterdam, Elsevier is an international information analytics company that publishes authoritative peer-reviewed articles, journals and books on science, medicine and technology. With 420,000 articles published last year alone, the firm keeps scientists, healthcare professionals and researchers informed about the latest findings in their respective fields. Some of Elsevier’s many resources have been made available in Japanese.

A greater awareness of new developments will allow for the Netherlands and Japan to make even further advances in the field of technology.

“The areas of innovation that the Japanese are focused on are closely aligned with the R&D areas in which the Netherlands’ top sectors are working,

including high-tech systems — such as robotics, smart industry and cyber security — and renewable energy,” states Ambassador Jacobi. “In these sectors, Japan and the Netherlands have a lot to offer each other.”



ASML is one of the world’s largest

manufacturers of equipment and systems for the semiconductor industry. Its aim is to create ever smaller and more powerful semiconductors. The firm’s impact on the world is immeasurable considering that chips made with its machines are used in countless electronic devices, including computers, mobile phones, bank cards, TVs and automotive control systems.

“The Japanese market will become much more attractive for Dutch companies,” says Ambassador Jacobi. “And we will be able to promote the Netherlands even more as an attractive destination for Japanese companies to open up offices or production facilities, and as a hub for them to reach the rest of Europe.” ●

## Trade with Japan

Imports from Japan: €8.3 billion  
Exports to Japan: €3.3 billion

SOURCE:  
NETHERLANDS CENTRAL  
BUREAU FOR STATISTICS (2014)

### Area

41,540km<sup>2</sup>.

Coastline: 451km.

### Climate

Temperate, marine; cool summers and mild winters.

### Major cities

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

### Population

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

### Natural resources

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







BUSINESSES FROM ...

THE NETHERLANDS

# A look at some companies from the region



During Japan's self-imposed period of isolation from 1633 to 1858, only Holland and China were permitted to trade with the country. Today, Japan remains an important economic partner for the Netherlands in terms of trade.

## ROYAL DSM

Royal DSM is a global science-based company that is active in health, nutrition and materials. We deliver innovative solutions to markets around the globe in a diverse range of sectors, including dietary supplements, feed, medical devices, automotive, paints and bio-based materials. In everything we do, we strive to contribute to creating a more sustainable world.

Bright Science. Brighter Living.

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



## HEINEKEN KIRIN K.K.

Heineken Kirin K.K. was established in 1983 by Heineken, with a licensee agreement awarded to Kirin Brewery Company Ltd. for local brewing of Heineken beer in Japan. A joint venture was established in 1989, offering Japanese consumers quality Heineken draught beer, as well as bottled and canned beer.

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[www.heineken.com/jp](http://www.heineken.com/jp)  
reiko.morimoto@heineken.com



## HASTEX INTERNATIONAL K.K.

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[hastex@tkc.att.ne.jp](mailto:hastex@tkc.att.ne.jp)



## NPO ORANDA-JIMA FOUNDATION

The NPO Oranda-jima Foundation, established by Netherlands companies in Japan, following 11 March 2011, to help the children in the town of Yamada in Iwate prefecture, starts raising funds to provide a community sports field 'Cruyff Court' for the healthy development of the children while the town, which was destroyed by the 2011 tsunami, is being rebuilt. Please contact.

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[nahoko.ohki@dsm.com](mailto:nahoko.ohki@dsm.com)





Robots are already being widely used in medical and therapeutic applications, but in the future, they may be put to work inside us as well. Earlier this year, researchers at the Intelligent Systems Laboratory at Switzerland's École Polytechnique Fédérale de Lausanne unveiled prototypes of actuators made of gelatin that could potentially deliver medicine internally before being digested.

what they term edible robotics. The Swiss team, however, aren't pioneers in this field. Even more sophisticated is a tiny "origami robot" created jointly by engineers at MIT, the University of Sheffield and Tokyo Institute of Technology that can unfold itself from a capsule after being swallowed and perform tasks in the stomach such as delivering medicine, treating wounds or removing foreign objects.

Digestible machines may sound like science fiction, but decades ago, so did surgery-assisting robots. Since 2000, the

endoscopy capsule, which photographs the digestive tract after it has been swallowed, has been used in over 1.5 million examinations.

Meanwhile, Carnegie Mellon researchers have developed a battery made of melanin from cuttlefish ink extract that can power drug-delivery devices for up to 16 hours before dissolving into harmless components. While it has yet to be used in clinical trials to prove its safety, other ingestible technology is much further along the development pipeline.

Approved by the US Food and Drug Administration in 2012, the Proteus Discover digital health system consists of a sensor housed in a pill that can be swallowed. Once in the stomach, it transmits data to an adhesive patch worn by the patient, which in turn is relayed to a mobile device, such as an iPhone. The sensor can monitor drug levels in a patient's body to confirm that they're taking their medications.

Hospitals in Texas are already using the technology with adolescents who have undergone organ transplants and must take immunosuppressant medication. When care teams notice that some of the patients aren't fully complying with their prescriptions, they talk with them and get them back on track. Proponents say the technology could save billions of dollars a year caused by poor compliance with medical regimens, and could also help prevent up to 125,000 associated deaths a year in the US. To keep their patients healthy, doctors could one day be telling them, "Take two robots and call me in the morning." ●

# Technology you swallow

## The developing field of edible robotics

**These actuators are** about 9cm long and can be bent some 170 degrees. They can move by being filled with fluid or air, or reacting to chemicals. When outside the body, they can work in tandem to perform pincer-like movements and pick up light objects, according to the researchers. While the work is still in the very early stages of development, it opens up a new pathway for

da Vinci Surgical System has been used in more than three million operations. Similarly, ingestible robots have come about as a result of incremental developments in implants, including pacemakers, and devices such as ingestible cameras. The PillCam

**"Take two robots and call me in the morning"**







# Karsten Vijge

The stable factor



"I only need to spend five seconds on a surfboard or in the water or on a mountain to forget my work and be 100% in the now," says Karsten Vijge, business controller for Asia at DSM. "I absolutely love skiing a pristine, untouched powder face in the Alps, or here in Japan. It's an exhilarating feeling that I'm addicted to — a mix between floating and dancing."

**P**owder — or freshly fallen, untouched snow — is prized by experienced skiers. Thankfully, in Japan, powder conditions aren't too difficult to find. And Vijge is proud of the 20-plus days a season he skis on powder with his family.

"I've skied in a lot of places here already," says Vijge. "There're loads of hidden gems in Hokkaido and here on Honshu — I absolutely love Nozawa Onsen. Even just relatively close to Tokyo you can ski in powder where you need a snorkel it's so deep."

Born in Rotterdam in the Netherlands, Vijge moved to the UK when he was six weeks old. His father's work in the oil industry took the family back and forth between the south of England and Aberdeen in Scotland until he was 15. Then they relocated to Belgium.

"We never knew where we'd live six months on, being expats, because you sign up for a volatile lifestyle," explains Vijge. "But skiing holidays were a stable factor for the family. In the winter, we always went skiing in the same place — Morgins, in the French part of Switzerland."

Since he had a Dutch passport but had never lived in the Netherlands, Vijge chose to study international financial management at Tilburg University. He went on to complete an Executive Master's in finance and control at

Maastricht University to become a registered controller. During his studies, he encountered DSM and started as an intern.

A global science-based firm, DSM is active in the areas of health, nutrition and materials. Its vast product portfolio includes vitamins for humans and animals, enzymes, medical device materials, engineering plastics, functional coatings — such as resins and paints — and Dyneema, which is the world's strongest fibre.

"DSM is in everything, and that's what's so exciting," states Vijge. "If you want to have a positive impact on global megatrends — climate and global energy issues, health and nutrition issues, or the ageing population issue — you need to influence from within businesses."

Now, nine years into his role as business controller, he currently oversees the Asia-Pacific region from Japan for DSM Engineering Plastics. A business controller is "the financial and strategic conscience of

a business", according to Vijge, requiring a solid accounting background along with an understanding of the business at every level of the firm.

The automotive sector is a major focus for DSM's Engineering Plastics division. In order to become greener and consume less fuel, cars need to be lighter and its parts create less friction, so the firm is providing Japanese automakers with high-function plastic parts

to replace the heavier metal ones.

"One-third of the cars that are driven in the world are Japanese," Vijge explains. "I think the most important part of DSM in Japan — for all of its businesses — is to innovate with

Japanese companies,

the big players, and for us to focus on growing with them globally."

Another important area of focus for Vijge is getting outdoors during the summer months.

"I got hooked on water sports at a very young age" says Vijge. "That's because both of my parents are sailors; they have salt in their blood. We spent our summers sailing along the coasts of the UK and France."

Although he hasn't been sailing in Japan, Vijge makes sure he gets to the beach with his family as often as possible.

"Before we moved here, we lived a five-minute cycle from the beach, so we were on the water quite a lot," he notes. "To be able to live in an exciting metropolitan area with 37 million other people, though, you have to make some concessions." ●

**"It's an exhilarating feeling ... a mix between floating and dancing"**

## Do you like natto?

**Time spent working in Japan:**  
Two years.

who tends to talk a lot, it's something I had to learn.

**Career regret (if any):**  
None.

**Secret of success in business:**  
Commitment. You have to put skin in the game.

**Favourite saying:**  
Have fun.

**Favourite place to dine:**  
I'm not sure this counts as dining, but the beach breakfast at Ernest House in Shimoda is fantastic.

**Favourite book:**  
A book that I found captivating is *The Long Way* by Bernard Moitessier.

**Do you like natto?:**  
No, not at all. It's at the top of the short list of things I don't like.

**Cannot live without:**  
Excitement.

**Lesson learned in Japan:**  
The value of silence and patience. For a Dutch guy





# A VERY SPECIAL VISIT

360B / SHUTTERSTOCK.COM

## The Crown Prince Couple of Denmark are coming to Japan to celebrate Denmark–Japan ties

The Crown Prince Couple of Denmark will be in Japan from 8 to 13 October, leading a business and cultural delegation to celebrate the 150th anniversary of diplomatic ties between Japan and Denmark. The Danish community here is awaiting their arrival with eager anticipation – a website counting down to when their flight lands in Tokyo has even been set up.

**“It is a great honour for all of us that The Crown Prince Couple is coming,”** says Danish Ambassador to Japan Freddy Svane. **“Everybody is looking forward to this important visit.”**

The royal family of Denmark enjoys a very high level of popularity among the Danes. One of the oldest monarchies in the world, the family can trace its roots back more than 1,000 years. Queen Margrethe II, who has been on the throne for 45 years, is one of the world’s two queens regnant, the other being Queen Elizabeth II.

The fairytale-like story of the Crown Prince Couple is a familiar one in Denmark. One evening, Australian Mary

Donaldson was out with friends at the Slip Inn, a trendy Sydney pub with colourful décor – not somewhere you would imagine a romance with a prince to begin. She was introduced to Frederik, who was in town to attend the 2000 Summer Olympic Games, but she was not told until later that evening that he was the Crown Prince of Denmark and heir apparent to the throne. After continuing a long-distance relationship for more than a year, they made

their courtship public, Mary moved to Denmark, and they were married in May 2004. The couple have four children.

The Crown Prince, has spent a significant amount of time studying and training in the military, and currently holds the titles of Rear Admiral in the Navy and Major General in the Army and Air Force. A patron of several sports organisations, he is an avid runner – who has taken part in a number of marathons around the world – and is also a member of the International Olympics Committee. The Crown Princess is a patron of many organisations, including those involved in humanitarian aid, civil society, health, fashion and sport. In 2007, she founded The Mary Foundation, an organisation to help those on the edges of society, with a particular focus on tackling issues of bullying, domestic violence and loneliness.

“The relationship between Denmark’s Royal Family and Japan’s Imperial Family is indeed very strong and cordial; the visit of His Imperial Highness Crown Prince Naruhito to Denmark in June this year highlighted exactly that,” states Ambassador Svane. “Through this visit, we are aiming to further strengthen the already cordial and tight bonds between our two countries culturally and commercially, and to shape our future interactions.”

On 12 January, 1867, the Treaty of Friendship, Commerce and Navigation between Japan and Denmark was signed, marking the beginning of long-standing, friendly diplomatic relations. Today, the two nations enjoy a significant amount of trade, as well as regular cultural and academic exchange.

The Crown Prince Couple’s trip will be divided into two parts to reflect the diversity of Japan–Denmark relations: one part is cultural, with a focus on design and art; and the other is to promote bilateral commercial ties. Accompanying the couple will be the Minister for Foreign Affairs Anders Samuelsen, Minister for Environment and Food Esben Lunde Larsen, Minister of Health Ellen Trane Nørby and Minister for Culture Mette Bock.

A highlight of the cultural programme will be the Crown Prince Couple’s visit to Everyday Life – Signs of Awareness, an exhibition of Danish design and crafts at the 21st Century Museum of Contemporary Art in Kanazawa.

The trade promotion events, which the couple will inaugurate, will have more than 200 participants. Sector-specific activities have been planned for business leaders in healthcare, food and agriculture, as well as design and furniture – areas in which Denmark already holds a strong position here.

## “we will be bringing to Japan one of the most important, high-level business delegations in our history”

—Danish Ambassador to Japan Freddy Svane



PHOTO BY KAGEAKI SMITH

“Of course, we will be celebrating our past, but this visit will also dynamise our future relations,” says Ambassador Svane. “With more than 50 Danish companies participating, we will be bringing to Japan one of the most important, high-level business delegations in our history.”

In 2016, Denmark’s exports to Japan totalled nearly €3 billion. After the Japan-EU Economic Partnership Agreement comes into force, that number is expected to grow by an estimated 70% in just a few years.

“By all standards, 2017 will be the most successful year in the diplomatic history between Japan and Denmark,” Ambassador Svane notes. “Against the backdrop of the free trade agreement between Japan and the EU, as well as the Strategic Partnership Agreement between Denmark and Japan, we have entered a new phase of our relationship. And the future is brighter than ever.” ●





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# Know the distance

## Rangefinders help you improve and speed up your game

One of the features of watching professional golf on TV is seeing the pro and the caddy flick through their course guide or notebook to figure out the distances to the pin. With the hole location and other conditions changing every day, this requires meticulous calculations. Pro golfers aim to get the ball in the hole, unlike amateurs for whom anywhere on the green is usually good enough.

**What you don't** see the pros and their caddies using are electronic accessories to gauge the distance to the pin or other points on the course. This may change in 2019 when new rules from the United States Golf Association (USGA) and The Royal and Ancient Golf Club of St. Andrew's (R&A) come into effect. The use of distance-measuring devices was banned until 2006, after which they could only be used if a club's local rule or exemption allowed it. However, the USGA has permitted the use of distance-measuring devices in all amateur championships since 2014. Starting in 2019, the basic rule is likely to be flipped so that distance-measuring devices will be allowed in all competitions except when a club's local rules specifically forbid them.

As helpful as these rangefinder devices can be, it's good to remember that knowing the distance is only one detail among many

when hitting the golf ball. All golfers also have to factor in the wind, temperature, moisture levels, elevation, and lie of the ball. They can also consult their caddy — if they have one — to decide which club to use.

Of equal value to their use on the fairway is to utilise them to help improve your game. One of the most important things to know as a golfer is exactly how far you can hit the ball with your individual clubs; Do you hit 150 yards or 160 yards with your 7-iron?

Distance-measuring devices are excellent for helping with this. Marker posts (or bushes) and even caddies are not always accurate, and they're likely to give you only a rough distance rather than a precise one. So, having a distance-measuring device will not only help you with golf management, it will also more accurately teach you how far you can hit with your clubs.

A survey by the R&A showed that most golfers believe

they hit the ball much farther than they actually do.

"I'm often amazed at how most players have no real idea how far they hit with each of their clubs," says golf pro Richard Weeks. "This is such an important part of your game — if you can't match up the distance you have remaining to the green with the right club in your bag then what hope do you have?"

The course guides that the pros use are pretty accurate. Factor in a (good) caddy's knowledge, and usually the pro knows how far he or she needs to hit — but not always. The permissible use of distance-measuring devices will not only do away with some of the need for mental calculations, but should also speed up and simplify the game, which is the aim of the 2019 rules revision.

Of course, in Japan, you still have to spend an hour or more having lunch after the first nine holes ... ●





# EDUCATION MATTERS

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## How schools teach

TEXT BY DAVID UMEDA

Especially now, the role of schools in society is talked about so much. In the world's third-largest economy, parents and children seek an education that helps develop needed skills and shape future aspirations.

### BY DEFINITION

International education can be defined by a school's curriculum, student body, faculty, extra-curricular programmes and facilities.

"You know you are providing an international education when your school is composed of people from different cultures, backgrounds and views who respect each other in a learning community," says Robert Thorn, Senior Educator at **Aoba-Japan International School**.

"Education stems from a common humanity, without recourse to concerns over nationalism or internationalism," he emphasises.

At **St. Alban's Nursery**, the Montessori curriculum is an internationally recognised one that fosters a global-minded world view.

"Our staff and student body are comprised of 13 nationalities," explains Gilma Yamamoto-Copeland, Director. "Students are taught to appreciate and respect differences."



Dr Jim Hardin, ASIJ Head of School, makes the following observation: "For many students, the **American School in Japan** is a defining moment in their lives — and it becomes their lifelong home through our worldwide alumni network."

ASIJ's academic and co-curricular programmes are designed to develop students who are open to new ideas and adept at working across borders.

"And who will innovate, take risks and lead as global citizens," he adds.

### LEADING THE WAY

There are challenges facing education in the 21st century as schools strive to develop future global citizens and leaders.

"When our graduates move on, they need a strong sense that their actions can have an impact on the changing world around them," explains Damian Rentoule, Principal. "At **Hiroshima International School**, we develop this sense of empowerment so students are ready to help create a more peaceful and sustainable future."

Instead of achieving grades at any cost, Aoba-Japan International School believes it must dig deeper and enable young people to nurture the attributes needed to develop themselves as learners.

Thorn proposes the following approach: "Instead of focusing on students, focus on learners. Better than teaching learners, develop learners. And instead of developing learners, enable young people to develop themselves as holistic learners."

Kathryne Imabayashi, Director of **Summerhill International School**, explains that to set the tone for a global mindset and leadership capacity, the school focuses on its core values. These include students being effective problem-solvers and communicators, and wise risk-takers; as well as on entrepreneurship & innovation, and global leadership.

"Childhood is respected as a time for exploration, for testing theories, for developing relationships," Summerhill's director continues, "as a time for sowing the seeds to becoming our future global citizens and leaders."

According to Paul O'Neil, ASIJ Director of Teaching and Learning, "educational institutions face the challenge of remaining relevant and connected to the rapidly changing world."

He contends that an agile curriculum and programmes that develop the mindsets of creativity and innovation are key to success.

"Engaging learners more authentically in real world issues — and problems where learning is

applied — is an educational imperative," O'Neil states.

Michael Hosking, Head of School at **Nishimachi International School**, believes that the greatest challenge facing education today is "knowing how to best prepare students for their future in times of great social, political and digital change."

He adds that a further challenge is "finding the best balance between traditional and contemporary thinking about school, teaching and learning."

### STANDING OUT

In a global context, formal education in Japan is exceptional.

"We treat each child as a unique individual," articulates Director Yamamoto-Copeland of St. Alban's

fun, most often through the venue of play.

"Authentic experiences and enriched environments stimulate in Summerhill students a natural curiosity that creates wonder and awe," says Director Imabayashi.

"Teachers scaffold, extend and enhance the learning in ways that capture each child's strengths and interests," she adds.

Nishimachi International School has developed a 2030 Graduate Statement.

"This focuses on the knowledge, skills and attributes that our students will need when entering the work force in 2030 and beyond," Hosking explains. "An important part is our Japanese Language Programme, where all students not only study the language every

## In the third-largest economy, parents and children seek an education that helps develop needed skills and shape future aspirations.

Nursery. "The curriculum and planned activities are individualised to allow each child to develop at their own pace."

She also feels that the campus is special. "Our facilities are spacious and bright. We have access to an outdoor play area and to nature, and are located conveniently in central Tokyo."

The teachers at St. Alban's Nursery are early-childhood trained and provide a nurturing, caring environment.

At Summerhill International School, learning is exciting and

day, but are given many opportunities to learn about the culture as well."

Hiroshima International School turns learning into action.

"Our inquiry-based programmes lead students to apply to real-life issues what they have come to understand and the skills they have developed," points out Rentoule.

They start with local contexts and expand into related global issues. "Our students are ready to change the world," he states.

Wherever you are living overseas, education matters. ●



# TRANSFORMING A SCHOOL

Helping others transform education

Aoba-Japan International School (A-JIS) has taken four distinct actions both to develop itself, and to help others by sharing with and inspiring them.



## CORE TEAMS, COMMON GLOBAL CONCEPTS AND LEARNING TEAMS

Our first action has been to rearrange our approach to learning and teaching. As a result, we hope to enable young people to become more engaged in — and responsible for — their own learning and that of others. By adopting a different approach, we hope to show that young people can gain from school the knowledge, skills, habits and dispositions that will enable them to be successful and happy in the future.

## GLOBAL LEADERSHIP DIPLOMA

Secondly, A-JIS has embarked on developing a Global Leadership Diploma. The GLD helps young people know themselves and collaborate to achieve early on. This builds on a basis of Global Coaching (Rosinski, 2010), leadership, entrepreneurialism, innovation, problem-solving and effective communication. We aim to teach young people to be able to manage their environments within the context of an area they are passionate about, yet have the flexibility to apply themselves to other opportunities in life.

They will be enabled to become not only the inventors, artists, social and business entrepreneurs, and leaders of the future, but also people who will make a practical, positive difference within their ever-widening sphere of influence.

## BUILDING SOCIAL AND PROFESSIONAL CAPITAL

The third action is to continue with the idea of building social and professional capital through

an extensive project that aims to enable teachers to maximise face-to-face time with students through a blended learning approach.

## COMMUNITIES TRANSFORMING SCHOOLS

After developing trust, collaboration and communication with our teenagers, we asked, "What do young people really need from education these days?" And then, "How can schools — and our school, in particular — provide such an education?"

The wide range of responses to the first question boiled down to a common theme: "Education needs to help young people develop towards maximising success and happiness in their unknown futures."

Together, we defined lasting happiness as something we reach when we do positive and constructive things — usually for those in the communities or environments we are a part of. Success then, it followed, was when we are good at generating the greatest happiness in others and in ourselves.

One of our learners has been selected to present at the International Youth Leadership and Innovation Forum in Singapore and, through

their presentation, will set out a challenge to all schools globally to join us in a movement to help communities transform education to one that incorporates the perspectives of others and brings them closer towards truly becoming learning communities.

It's simple. It's transformational. It's up to you to change your community.

Robert Thorn, Senior Educator,  
Aoba-Japan International School  
robert.thorn@aobajapan.jp

[transformingeducationglobally.weebly.com](http://transformingeducationglobally.weebly.com)



# SUMMERHILL INTERNATIONAL SCHOOL

Combining the framework of the International Baccalaureate Primary Years Programme with an environment of beauty and wonder

Making the decision of where to send your child to school can be a time of stress and uncertainty. There are many options in Tokyo, and it is important to choose a school that matches your needs and philosophy of early childhood education.

## THE EARLY YEARS

This time in a child's life is, perhaps, the most important in shaping personality and influencing mindset.

Since 1962, Summerhill International School has been one of Tokyo's top international preschools, providing quality early childhood education in a warm and nurturing environment.

"We were accepted in 2016 as a candidate school for the Primary Years Programme of the

"where the children are really happy"



International Baccalaureate Organisation, ensuring a world-class education," explains Kathyne Imabayashi, Director.

Summerhill is in the quiet Moto-Azabu area, close to Azabu-juban station. Children and teachers from all over the world come together to share the excitement of learning.

As articulated in the school's mission statement: "Summerhill International School empowers chil-



dren to become confident, global, compassionate, and respectful young people while ensuring a nurturing environment that is safe and happy".

"Summerhill stands out as a place where children experience the love of learning in an environment of beauty that stimulates excitement and curiosity," adds Mrs. Imabayashi.

From the Sunrise class at 15 months to the Star Class graduates

at 6 years old, Summerhill provides an educational experience as unique as your child.

"The quality and passion of the teachers ensures that this is a place where the children are really happy," she says.

## FACULTY AND PARENTS

Teachers at Summerhill participate in ongoing professional development opportunities throughout the year. "Their skills and knowledge are constantly being refined so as to provide the very best education for young children," Mrs. Imabayashi states.

Relationships with parents are also crucial in ensuring the best educational environment. Parents are considered partners in the experiences of their children. Summerhill has an active parent group that supports a sense of community through activities such as school-wide socials, charity events to support others in need, and festivities that enhance the lives of the students.

"Summerhill supports parents by providing a variety of parent workshops with a focus on platforms that support them in child-rearing and in understanding more deeply the education their children are receiving," Mrs. Imabayashi continues.

Summerhill strives to be the best for everyone — children, parents and teachers.

"If you want to experience an environment that promotes inquiry, play and independence," she says, "and know that you are part of a community that supports and encourages the best in all, and where there is a focus on everyone being happy, Summerhill is the place for you!"

Summerhill International School, 2-13-8, Moto-Azabu, Minato-ku, Tokyo 106-0046.

Tel: +81 (0)3-3453-0811  
Email: info@summerhill.jp

[www.summerhill.jp](http://www.summerhill.jp)





## *Iolani School to Re-establish Boarding Program*

**I**olani School, one of the top-ranked American college preparatory schools will welcome students from around the world to a boarding program beginning in the 2018–19 academic year.

Located in the center of Iolani’s 25-acre urban campus, a new five-story “global village” will house 112 students in Grades 9–12. Students will be separated by age and gender and each group will be supported by a house team of caring and qualified faculty and staff. The goal of the program is to establish a globally connected experience for all Iolani students.

With a legacy of excellence in academics, the arts and athletics, Iolani’s unique school culture empowers students with personal responsibility, work ethic and intellectual humility. At the heart of this is the school’s “One Team” philosophy that reinforces a spirit of teamwork as the path to success. This 154-year legacy of excellence includes contemporary alumni such as Apple Evangelist Guy Kawasaki, Musical Artist Angela Aki, and Disney’s *Moana* writers Aaron and Jordan Kandell.

Iolani has come a long way since its humble beginnings as a boarding and day school for boys founded during Hawaii’s monarchy days. Today, the school is a

culturally diverse, co-educational school for kindergarten to twelfth grade with more than 1,900 students who excel in science, economics, robotics, the arts, sports, music, and orchestra. More than 115 students in the past five years were named National Merit-semifinalists. Academic teams annually attend national championships in the sciences and humanities. For the past two years, Iolani’s Science Olympiad team has finished first among all private schools and its mathematics team is ranked in the top 10 nationally with a 25 year league champion streak. The school’s orchestra, 5 national championships in the past 5 years, has performed at Carnegie Hall and the jazz band was recently featured at Kennedy Center in Washington, D.C.

With the goal of preparing students for success in a changing world, Iolani’s Sullivan Center for Innovation and Leadership focuses on the 21st century skills. Recognized as a world leader in innovation education, the space includes fabrication and design labs, collaborative work centers, research labs, flexible project spaces, and digital media centers. More than 25 project-based courses in which students address authentic real-world problems are electives within Iolani’s Upper School course catalog.

Response to the news of Iolani launching a boarding program has been overwhelmingly positive throughout the US and international communities. Iolani students are ready to welcome their new classmates to the “One Team” and embrace the culture and perspectives they will share.

### **MEET ‘IOLANI EVENT**

On October 15, from 15:00 to 18:00, Iolani School will host an information session for prospective students and their families.

**Roppongi Hills Club**  
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# Extreme vineyards

## Where vines are put to the test

Common wisdom says that the best grapes in the world grow between the 30 to 50 degree parallels on gently sloping hillsides well below 1,500m. Here are a few examples of the wildest vineyards of the world that are bucking the norm.

### ALTURA MÁXIMA, ARGENTINA

After a 13-year search for truly unique terroir in Argentina, Donald Hess of the Hess Family Wine Estates purchased Bodega Colomé in the wine-producing region of Salta in 2001. Six years later, Hess dared to plant vines at 3,111m above sea level. Altura Máxima, meaning “maximum height” in Spanish, is the highest-altitude vineyard in the world. With vines surrounded by cacti and vistas of the barren



Andes, the terroir is extraordinarily harsh and arid — conditions that are traditionally too much for grapes to survive in. But Altura Máxima’s Malbec vines thrive with the terrain’s high UV exposure and wide diurnal temperature swing, producing grapes concentrated with high acidity. Hess is certainly onto something. The 2013 vintage received 97 points from renowned wine critic Robert Parker.

### LERKEKÅSA VINEYARD, NORWAY

Just two hours west of Oslo is Lerkekåsa Vineyard, what is currently the northernmost vineyard in the world. Situated

at the same latitude as Siberia, the vineyard’s first vines were planted by founders Joar Sættem and Wenche Hvattum in 2008. The Solaris grape — a *vitis vinifera* variety with lineage from Riesling, Pinot Gris, and Muscat Ottonel — is proving to be a promising planting in this cool climate. The couple is particularly proud of their 2011 vintage.

### BREMMER CALMONT VINEYARD, GERMANY

The Mosel wine region of Germany’s far west is known to have some of the most steeply sloped vineyards in the world. More so than any other is Calmont Vineyard, widely known to be the steepest vineyard in Europe, if not the world. With gradients of up to 65 degrees, sun exposure is ideal for ripening Germany’s iconic Riesling grape. The vineyard’s distinctive face is dominated by slate walls, which have been constructed horizontally across the slope to prevent the soft, clay slate soil from sliding down. Poets have celebrated the beauty of this particular vineyard for centuries, with records of viticulture dating back to the year 588. The biggest challenge for those tending to this steepest of vineyards comes at harvest time. Harvest machinery is impossible to use at such gradients, and harvesting by hand in these conditions is exhausting, backbreaking work. In the 1990s a single-tracked rack railway was installed that allows the harvesters to transport the grapes downhill on a small mechanical cart rather than on their backs. The work has proved worth it — wines produced from Calmont grapes are noteworthy examples of Mosel Riesling. ●



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# Sparking interest in science

## The Bayer Science Farm

Chicken eggs have more than 7,000 pores that allow developing chicks to breathe. The average human has roughly one thousand trillion bacteria living in their intestines. Hydrangeas change colour based on the level of acidity in the soil. These are just a few of the many things children learned at the Bayer Science Farm from 15 to 17 August at the Tokyo International Forum.

**For the past** seven years, Bayer in Japan has taken part in the Marunouchi Kids Jamboree, an event held during the summer holidays that draws more than 100,000 people. This year, Bayer had its own venue where

elementary school children could learn from a wide range of interactive exhibits, activities and games related to the human body, animals and plants — corresponding to Bayer's three divisions: pharmaceuticals, consumer health and crop science, as well as its animal health business unit.

In addition to guessing answers to attention-grabbing quiz questions, children used stethoscopes to listen to their heartbeat and find out how the frequency of heartbeats in humans compares to other animals. They had the chance to wear VR goggles and experience



what it would be like to jump 200 times their height while learning about fleas that are able to do exactly that. They experimented with vegetables to see which ones would float on water and which ones would sink, and discovered that the ones that grow above ground float and those that grow underground sink.

This event was not designed solely to help children with their “free research” summer homework assignments. With a presence in the Japanese market for more than 100 years, Bayer has a much larger goal of supporting the nation’s future competitiveness. The company

is investing in social activities such as this as a way to deepen young children’s interest in science.

Since 1999, the number of university students majoring in science and technology in Japan has been on the decline. Japanese grade-school students continue to perform well in these areas, ranking in the top three out of 47 countries, according to the International Association for the Evaluation of Educational Achievement. But the Organisation for Economic Co-operation and Development reports that they are at the bottom of the list when it comes to categories such as “motivated to learn science” and “find science fun”. The Japanese government is also starting initiatives to counteract these dwindling numbers and help the country maintain its position as a global leader in science and technology.

“Japan has good technology, but we need the people to carry on,” said Keiko Ogiue, head of corporate communications at Bayer. “We’re a life science company, with the mission ‘Science For A Better Life’. As part of our corporate social engagement, Bayer wants to do what it can to encourage an interest in science and technology in Japanese society.”

On the first day of the event, Bayer offered a special programme: a mock veterinary experience where children had the opportunity to perform simple examinations on dogs. This was put on in collaboration with the ECO Life Planning Course,

part of the Tokyo Communication Arts College. The children put stethoscopes on the dogs’ hearts and counted their heartbeats. They also measured their temperatures, calculated their weight, then they practiced giving them some fake medicine with a dropper.

The event was extremely popular, and the 48 places for the first two sessions were all reserved well in advance. The 24 seats for the third session could only be booked on the day, and people queued for as long as four and a half hours to get tickets.

On the second and third days, Tokyo University (Todai)

students who belong to the Communicators of Science and Technology (CAST) club conducted some fun experiments. With its 100 members, CAST puts on approximately 100 shows a year at elementary schools and community centres. The group is devoted to helping young people get excited about science.

“I like to show people that science is a part of everyday life,” said Kohei Tokunaga, a third-year chemistry student at Todai. “Whatever experiment we do, I’m always glad when people walk away with a more positive impression of science.”

In one of their experiments, the Todai students asked the audience if they thought 16 plastic cups or 16 eggs could support a person’s weight. One of the CAST members was then lowered onto a tray resting on 16 plastic cups, which immediately crumpled under him.

Next, he was lowered onto 16 eggs and was able to stand without any of them breaking. From this experiment, the children learned that an egg’s shape helps it distribute weight evenly down its sides, and also that shell structures have real-world applications, such as in arches and bridges.

“There’s an element of surprise for the kids in seeing what happens,” said Akihiro Hayakawa, another CAST member. “This helps them realise that science is fun. It also gets children thinking about why things are the way they are.”

Through their other experiments, the audience

## “Japan has good technology, but we need the people to carry on”

learned about how our eyes see colour, and why certain plants are the colour they are.

“For anyone to become interested in something, there has to be a spark, so we try lots of different things to get people to like science” said Ryo Yamamoto, a chemistry and biotechnology major. “If we reach one person in a thousand, I think that what we’re doing is really worth it.”

Ogiue added: “It’s one of our CSR pillars to serve in the science education domain, and we’ve provided this occasion so kids might think, ‘The day I became fond of science was at the Bayer event at the Kids Jamboree’. When you’re older, that’s something that stays in your heart.” ●



# Reaching fruition

Fruits in Suits, the LGBTQ business professionals group mentoring young people

Until 2014, there were no events in Japan that brought LGBTQ business professionals together, where they could network, talk about their careers, and share ideas about what they could do for their communities. Few Japanese professionals were out as LGBTQ in the office, and many existing LGBTQ events were simply social get-togethers or by invitation only.

**However, Fruits in Suits Japan (FinS)** has changed all that. Today, it is Japan's largest network of LGBTQ professionals with over 2,000 members working in a diverse range of fields. Our mission is to connect with and inform the local community of LGBTQ-related efforts through speaker events held every other month; collaborate with other LGBTQ organisations to effect change in our communities and society; and secure equality and civil liberties through community development in Japan for both Japanese and resident LGBTQ individuals.

FinS started in 1996 in Sydney, Australia, as part of the Sydney Gay and Lesbian Business Association. There are now Fruits in Suits branches in Melbourne and Brisbane, Australia, as well as Hong Kong and Singapore.

The Tokyo chapter kicked off its first event in 2014 at what was then the BVLGARI Terrace in Ginza. Everyone was invited, both Japanese and non-Japanese, LGBTQ and non-LGBTQ individuals — from the outset, we wanted to make sure that our LGBTQ allies felt welcome. Our goal was to create a forum that is dynamic, open, consistent and international, and this is what has made the group and its events as popular as the Fruits in Suits groups in other regions of the world. In some ways, we are a unifying force in the business community.

We have financially supported many other groups, such as Inochi Respect White

Ribbon Campaign, EMA Japan and J-ALL. High-profile speakers we have enlisted to give talks include Wayne Lin, head of the oldest Taiwanese LGBTQ nonprofit HOTLINE, Danish Ambassador to Japan Freddy Svane, and Mayor of Shibuya Ken Hasebe. And our many corporate sponsors include ALFA ROMEO, Clover Hill Champagne, LIXIL and Johnson & Johnson.

Another of our important accomplishments is that we supported the launch of the first mainstream LGBTQ magazine in Japan, ORIIJIN, by the publisher Diamond.

More recently, we have decided to start our own programmes. For our first initiative, we have launched the Fruition Mentoring Program. It will pair between 10 and 15 LGBTQ university students and young professionals with openly gay senior professionals who will help these young people with their personal development and introduce them to inclusive companies that value diversity. Mentors and mentees will go through a curriculum based on Harvard's Global Leadership Program, focusing on areas such as entrepreneurship, purpose and life design, health and happiness, and authentic leadership. We are actively looking for corporations to collaborate

with that value diversity and are interested in sponsoring the Fruition Mentoring Program.

Our third anniversary event will be held on 16 October at the Netherlands Embassy. Representatives of companies that want to reach out to the LGBTQ community, meet new talent, and help Japan move forward in the areas of diversity and inclusion are welcome to attend.

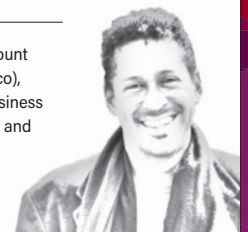
Also this month, we are launching a strategic partnership with StartOut, America's largest LGBTQ entrepreneurship programme, which will give us access to successful LGBTQ entrepreneurs and business owners around the world. Through this partnership, we will be able to develop resources to help young people start their own businesses with the help of mentorship by business professionals from all over the world.

Affirming and valuing diversity are requisite skills for a young person's development, and the Fruition Mentorship

## we are a unifying force in the LGBTQ business community

Program is helping Japanese students become better prepared members of an inclusive global community of professionals. We hope to inspire a younger generation to carry on spreading good will and help lead the way for future generations. ●

Loren Fykes is Senior Account Manager at Google (Adecco), and lecturer at GLOBIS Business School in Venture Strategy and Business Management





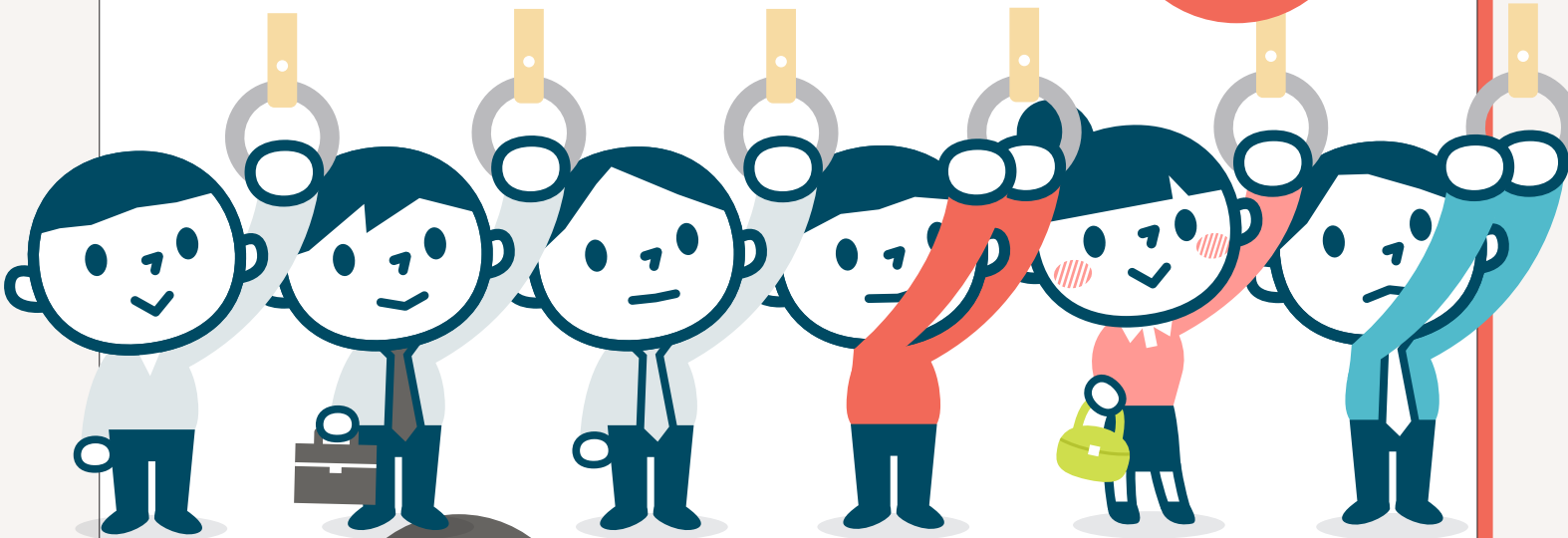
This summer, in separate incidents, two men died while fleeing accusations of having groped a woman at a train station. Their deaths sparked debate in Japan over the frequency of men being falsely accused of this crime and a system that sees 99% of all men who are accused eventually convicted. One solution that has been proposed to decrease the incidence of groping is to introduce men-only cars on trains and subways. A survey conducted by Macromill showed that 74% of women and 65% of men support the idea of men-only train cars.

## Do you think trains and subways should have men-only cars?

*“It’s odd that we’re even considering the possibility of segregating men and women in public places in this day and age.”*

*“Shouldn’t we be thinking of how to deal with the root issues of groping and false accusations?”*

No  
52%



Yes  
48%

*“I’m always worried about accidentally brushing against someone and being accused of this.”*

*“I would definitely take advantage of men-only trains cars.”*

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





## Ikebana workshops let you be the artist

*Ikebana* is the delicate art of Japanese flower arrangement. We are pleased to announce that we are now offering special 45-minute *ikebana* workshops to our overseas guests, as well as visitors to the hotel, where you can create your own masterpiece. Renowned *ikebana* artist Hiroki Maeno — known for the beauty and scale of his arrangements — will provide instruction for the workshops, as well as insights

into flower arrangement. These workshops, designed for small groups, will be held on the second and fourth Thursdays of the month, starting at 4:30 p.m., in a private room in the hotel.

Four times a year, a special *ikebana* performance and exhibition hosted by Keio Plaza Hotel Tokyo features flower arrangements by Maeno — some as tall as five meters.

## A Japanese experience for your taste buds

Our range of restaurants include many that serve up the very best of Japanese cuisine. Try traditional dishes such as *teppan-yaki*, *tempura*, sushi, *soba* noodles, *shabu shabu* and *sukiyaki* hotpots, as well as the multi-course *kaiseki*.

You can also have a taste of Japanese rice wine at our sake bar, Amanogawa. Our carefully chosen selection of premium, seasonal *sake* from all over Japan is sure to delight, and our *sake* sommelier is always on hand to suggest the perfect drinks.



# Experience the best of traditional Japanese culture

The rich heritage of Japanese culture — highly regarded all over the world — can be experienced first-hand at the Keio Plaza Hotel Tokyo. We invite you to take part in all the cultural experiences we have on offer.



CLUB FLOOR  
Premier Grand



## Dress yourself in traditional kimono

We offer the unique experience to try on Japanese wedding kimono, usually only worn by brides holding a traditional ceremony in Japan. It is an experience that is certain to make your stay even more memorable. Guests are fitted and then can be photographed, with their own cameras, in the lobby and at two other locations chosen from among four spots inside the hotel. This special opportunity is only available on weekdays, for one hour between 10:00 a.m. and 4:00 p.m.

For an additional fee, you can get your hair and makeup done by a professional at our beauty studio, or have your picture taken by one of our professional photographers.

Guests can also rent a colourful casual kimono that they can wear while sightseeing around Tokyo. An optional rental package for women includes a hair ornament and casual kimono purse.



## Take your tea in ancient Japanese style

Staying guests and visitors to the hotel can take refuge from the bustle of downtown Tokyo in the tranquil atmosphere of our traditional tea ceremony room, Sho-fu-an, on the 10th floor of the Main Tower. Learn the art and ritual of Japanese tea ceremony through one of our regular demonstrations. Four 30-minute sessions are held every day, except Thursdays and Sundays, with space for up to four people each session. Japanese tea and sweets are included.

## Hear the striking sounds of koto

Every Thursday and Sunday, concerts are held in the 3rd floor Lobby, featuring Miwa Naito, an award-winning *koto* player from the Romanian Music Society in Japan.

The 20-minute performances start at 1:30 p.m., 2:00 p.m., 3:00 p.m. and 3:30 p.m.



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www.keioplaza.com

## Japanese hospitality through the five senses

Experience the diversity of Japan in our Club Lounge, an exclusive lounge located on the 45th floor for our guests staying on the Premier Grand Club Floors. When you arrive, you are served seasonal Japanese green tea, along with a traditional wet towel made of Ise cotton.

Our Club Lounge staff can also prepare fresh *matcha* green tea upon request. We also offer *rakugan*, a traditional Japanese sweet, imprinted with The Keio Plaza Hotel and Premier Grand logos. As you unwind and enjoy a leisurely moment in our Club Lounge, we invite you to appreciate the skill involved in preparing *matcha* green tea, using carefully selected tools from the traditional tea ceremony.



For our bar time, from 5:00 p.m. to 7:00 p.m., we have chosen a lineup of domestic alcoholic beverages to entice guests into savoring yet another kind of Japanese experience. Enjoy *junmai ginjo sake*, barley *shochu*, Japanese beer and wines, as well as Japanese scotch bearing the fragrance of their Japanese-oak barrels.

We warmly welcome you to experience Japan through your five senses and indulge in relaxation in our Club Lounge. Come and discover all that our Premier Grand Club Floors have to offer.







# Allan Watanabe

**Company:** PIPELINE Security K.K.  
**Official title:** Managing Director  
**Originally from:** Los Angeles, California, USA  
**Length of time in Japan:** 12 years

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

I think My-Le has the best Vietnamese food in Japan. I also love Brozers and Pizzakaya.

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

I go to the gym two or three times during the week, followed by some time in the sauna. And Sunday is swim day.

**Name a favourite movie:**

*Inception.*

**Favourite musician/band:**

Weezer.

**Favourite album:**

Fort Minor's *The Rising Tied.*

**Favourite TV show:**

*Game of Thrones.*

**Favourite book:** *Rich Dad Poor*

*Dad* by Robert Kiyosaki and Sharon Lechter.

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

I'm three-quarters Japanese and a quarter Irish.

**Cats or dogs?**

Dogs.

**Summer or winter?**

Summer.

**What's your ideal weekend?**

An afternoon picnic with my family, and a chilled bottle of Shiraz.

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

Oasis Bar.

## I'm three-quarters Japanese and a quarter Irish.



# David Chalk

**Company:** M-Industry Japan  
**Official title:** Managing Director  
**Originally from:** Toronto, Ontario, Canada  
**Length of time in Japan:** 10 years

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

There are two great restaurants that are steps from my office: Wakanui, for the best steaks in town; and Tofuya Ukai, for a step back in time.

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

Traditional Japanese *kobudo*, and Brazilian jiu-jitsu.

**Name a favourite movie:**

Considering my last answer, an easy guess: *Seven Samurai!*

**Favourite musician:** Bob Marley.

**Favourite album:** Bob Marley's *Legend.*

**Favourite TV show:** *Friends.*

**Favourite book:** *Shobogenzo* by Dogen. It changes as my life changes. "If you are unable to find

the truth right where you are, where else do you expect to find it?"

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

I practice Zen.

**Cats or dogs?**

Cats (though I love dogs too).

**Summer or winter?**

Winter (Canadian, eh!).

**What's your ideal weekend?**

Hiking and *onsen.*

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

I'm not a big drinker, but I like Margarita in Hatagaya.

**"If you are unable to find the truth right where you are, where else do you expect to find it?"**



# The Agenda

SEPT.  
21

ITALIAN CHAMBER OF COMMERCE IN JAPAN

**End of Summer Party****TIME:** 19:00-21:00**VENUE:** BVLGARI, La Terrazza Lounge, Ginza Tower, 11F**FEE:** ¥10,000 (members), ¥15,000 (non-members)**CONTACT:** projects@iccj.or.jpSEPT.  
29

BELGIAN-LUXEMBOURG CHAMBER OF COMMERCE IN JAPAN

**Shaping Europe for Tomorrow. Together.****TIME:** 8:30-10:00 (breakfast)**VENUE:** The Peninsula Tokyo, Sky Room, 24F.**FEE:** ¥5,000 (members), ¥6,500 (non-members)**CONTACT:** info@blccj.or.jpSEPT.  
22

BRITISH CHAMBER OF COMMERCE IN JAPAN

**Breakfast: Diversity on the Board****TIME:** 08:00-09:30**VENUE:** The Peninsula Tokyo**FEE:** To be confirmed**CONTACT:** info@bccjapan.comOCT.  
3

BRITISH CHAMBER OF COMMERCE IN JAPAN

**Luncheon: The Future of Work and the Gig Economy****TIME:** 12:00-14:00**VENUE:** To be confirmed**FEE:** To be confirmed**CONTACT:** info@bccjapan.comSEPT.  
28

CZECH CHAMBER OF COMMERCE AND INDUSTRY IN JAPAN

**Czech Festival 2017\*****TIME:** 10:30-19:30 (Sept 28-Oct 1)**VENUE:** JP Tower KITTE, B1, Tokyo City i**FEE:** Free-of-charge**CONTACT:** Commerce\_Tokyo@mzv.cz

\* Organized by Embassy of the Czech Republic in Tokyo, CzechTourism, and Czech Centre Tokyo

OCT.  
4

BRITISH CHAMBER OF COMMERCE IN JAPAN

**Sustainable Finance and Investment Trends****TIME:** 12:00-14:00**VENUE:** ANA InterContinental Hotel, Tokyo**FEE:** To be confirmed**CONTACT:** info@bccjapan.comSEPT.  
28

GREEK CHAMBER OF COMMERCE IN JAPAN

**Investing in FinTech Startups Across Asia\*****TIME:** 18:30-20:30**VENUE:** The Apollo, Tokyu Plaza Ginza**FEE:** ¥7,200 (members), ¥9,200 (non-members)**CONTACT:** admin@grccj.jp

\* Co-host: ACCJ. Buffet-style food &amp; drinks

OCT.  
5

SWISS CHAMBER OF COMMERCE AND INDUSTRY IN JAPAN

**Luncheon: Noboru Okabe****TIME:** 12:00-14:00**VENUE:** Grand Hyatt Tokyo**FEE:** ¥6,500 (members), ¥7,000 (non-members)**CONTACT:** info@sccj.jpSEPT.  
28

BRITISH CHAMBER OF COMMERCE IN JAPAN

**BB&R wine tasting****TIME:** 19:00-21:00**VENUE:** Berry Bros. & Rudd tasting room**FEE:** To be confirmed**CONTACT:** info@bccjapan.comOCT.  
6

MULTI-CHAMBER EVENT

**The North America - Europe Golf Challenge: The 15th Mercedes-Benz - Cole Haan Cup****TIME:** Atsugi Kokusai C.C., Kanagawa**FEE:** ¥24,700**CONTACT:** www.dccgolf-japan.com



# TYSONS & COMPANY

**DAVID CHIDDO**  
EXECUTIVE CHEF

**SHIMPEI TERADA**  
PRESIDENT

Since 1998, TYSONS & COMPANY has created a variety of unique restaurants, bakeries and dining spaces in Tokyo, including IVY PLACE, CICADA and SMOKEHOUSE.

“Our newest restaurant and bar, the modern American grill restaurant CRISTA (formerly beacon), features the finest-quality meat, seafood and seasonal local ingredients,” says Shimpei Terada, President of TYSONS & COMPANY. “Our New York-born chef David Chiddo has collaborated with CRISTA’s culinary team to create a menu that is a sublime culinary adventure.” ●



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