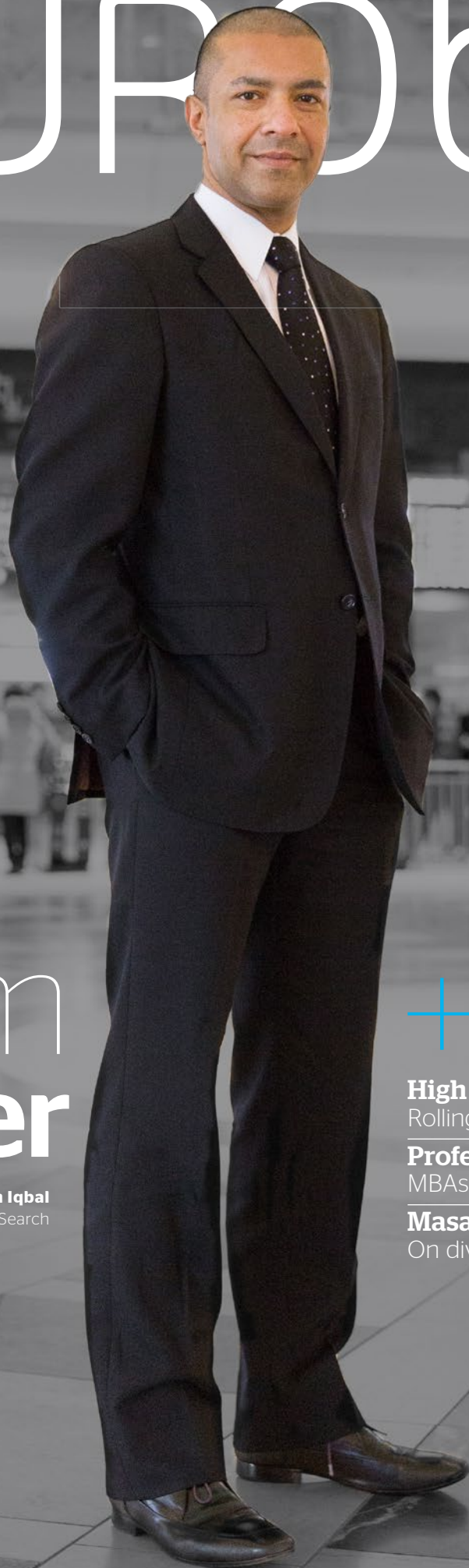


eURObiz JAPAN



Team leader

Naeem Iqbal
Intelligence Global Search



High stakes

Rolling the dice on casino gambling

Professional development

MBAs vs. Mini-MBAs

Masao Torii

On diversity in the work place

04 2014



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The European (EU) Chamber of Commerce in Japan

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EUROBiZ Japan welcomes story ideas from readers and proposals from writers and photographers. Letters to the editor may be edited for length and style.

EUROBiZ is now available onboard Turkish Airlines business class, leaving Tokyo twice daily from Narita and once daily from Osaka.



Contributors



David McNeill examines Japan's looming love affair with casino gambling, page 8.

David has been in Tokyo since 2000 and writes for *The Independent*, *The Economist*, *The Irish Times* and other international publications. His co-authored

book, *Strong in the Rain: Surviving Japan's Earthquake, Tsunami and Fukushima Nuclear Disaster* has been widely acclaimed.

"After over a decade sitting in dry dock, Japan's plan to legalize casinos may be about to set sail. The Europeans, however, are standing on the shore, intimidated by the big American players and costs of joining in. I'm very doubtful about the prospects of casinos reviving Japan's economy but this is a fascinating business story."

Jeff has been writing about Japan since 2010, covering topics related to business, technology, and social science. During his 15 years in Asia, Jeff has contributed to numerous publications, while also leading business development initiatives for various multinationals and pursuing graduate studies as a psychology researcher.

"With my personal interest in academia, it was enlightening to explore the alternatives to the conventional MBA. The options for those who want a more hands-on



Jeff Allan compares professional development programmes for executives, page 19.

approach to graduate studies are really immense, and offer a viable alternative to traditional degree programs."



Martin Foster finds out what to look for in an investment advisor, page 28.

Martin is a freelance journalist who has branched out into environmental issues after a career in economic journalism. Apart from serving as the Tokyo correspondent for *Windpower Monthly*, he has

also written about the environmental cost of the overfishing of bluefin tuna in the Mediterranean.

"Buyer beware should spring to mind when considering any type of investment. It is incumbent upon investors to familiarise themselves with all the parties involved in a deal, and the fine print underlying each individual scheme. Ask tough questions of everyone involved in the process, beginning with their credentials, and find out what their track record is like. After all, they are taking your hard-earned cash!"

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Spring changes

With sakura blooming and warm breezes blowing, another spring is here. Usually, that means a sense of renewal and optimism. However this year, some are tempering their enthusiasm based on some less-than-encouraging economic signs and a consumption tax increase eating up loose change in our pockets.

Still, there is "guarded optimism" regarding free trade talks between Japan and the European Union. The Euro side will issue a review this month to coincide with the one-year anniversary of the talks. And late last month, EU Ambassador Hans Dietmar Schweisgut hinted that progress has been made in various areas including beef exports, food additives, car safety standards, medical equipment and pharmaceuticals.

"We have a clear commitment from the Japanese side to live up to the commitments undertaken," Schweisgut told an audience at the Foreign Correspondents' Club. "And this will be on the table when we conduct the review."



The ambassador did caution that there is a long way to go, saying a free trade agreement between the EU and South Korea took three-years to complete.

While Japan could be ready to open up trade with its major partners, it might also get an economic boost from blackjack. The government is set to legalise casino gambling and, as David McNeill writes this month, (page 8), the plan is supported by politicians of all stripes.

Also this month, we have features on Tokyo business leaders Naeem Iqbal of Intelligence Global Search (page 12), Masao Torii of Boehringer Ingelheim Japan (page 24) and deVere's Trevor

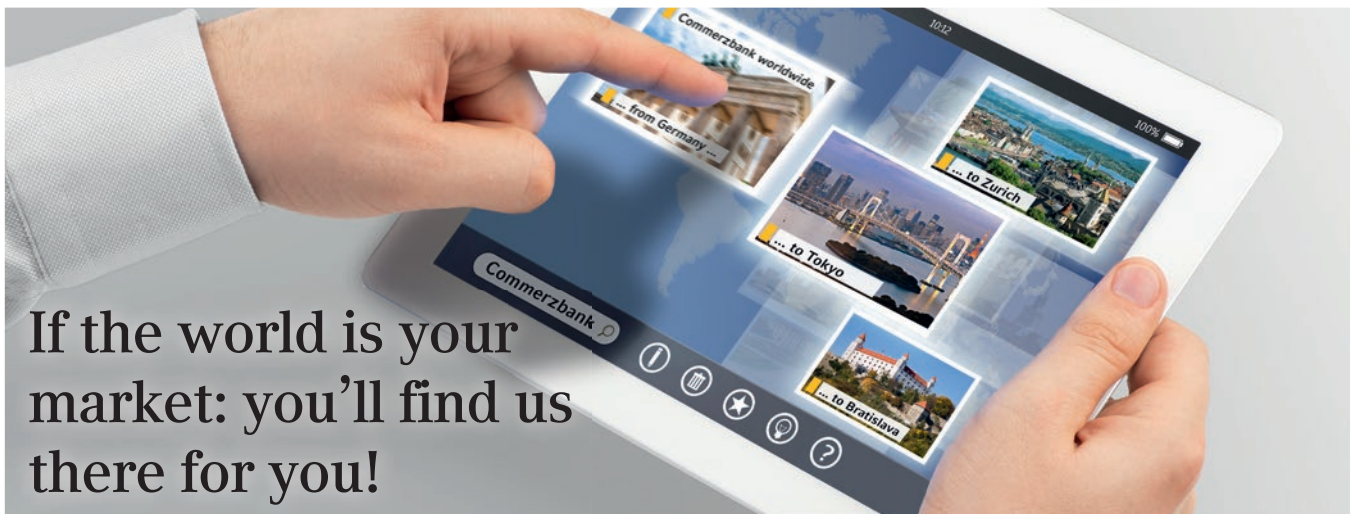
Webster (page 28). Bruce Ellsworth of Johnson & Johnson is our EBC Personality (page 44) and he says stronger work place smoking legislation could be coming soon. That is good news.

Regular *EURObiZ* readers might notice subtle changes to the look of the magazine recently. As a professionally written and photographed publication, we don't rely on amateurs—our readers deserve better. Over the past few months, we have made subtle updates to the design, layout and typography to make the reading experience even better. Of course, the content continues to reflect topics and issues of importance to EBC members.

We hope you enjoy the changes.

Mike de Jong
Editor-in-chief

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High Stakes

*Rolling the dice
on casino gambling*

Text **DAVID MCNEILL**



“IF CASINOS OPEN UP, THAT WILL **HELP** **LIBERALISE** THE WHOLE MARKET”

Deane Sadler

With neighbours like Singapore, South Korea and Macau already gorging themselves on gambling revenue, Japan is about ready to go “all in” on casino gaming. Legislation to legalise casino gambling is expected this fall and politicians of various stripes are in support of the idea.

One lawmaker, Takeshi Iwaya, wants to pull gambling out of seedy areas like Tokyo’s Kabukicho district and put it in giant, family-friendly casinos. The bright lights and action of resorts in Singapore and Macau would be the models—Macau’s gambling revenue amounted to a mind-boggling \$45 billion last year alone.

Japan has been debating legalised gaming for years; then Tokyo Governor Shintaro Ishihara floated the idea as far back as 1999. But gaming advocates say now they finally have enough support. A cross-party group of 140 politicians supports the move, including prime minister Shinzo Abe. The National Police Agency has dropped its long-standing opposition, and the government has promised a platform of radical reforms—Abenomics—to turn Japan’s economy around. Legislation is planned for December.

“The time is right,” says Iwaya.

Lobbyists forecast initial foreign investment of \$10-15 billion, followed by a tax windfall from the first operating casinos. Sheldon Adelson, the chief executive of the Las Vegas Sands Corporation—one of the world’s largest operators of casinos and resorts—told a Tokyo investor conference in February that his company alone is prepared to pour \$10 billion into Japan. “We will spend whatever it takes,” he said.

US-based high rollers like the Sands group and MGM Resorts International have been steadily lobbying Japan’s government, and are now hoping (along with Genting of Malaysia and Melco Crown Entertainment, a Macau casino operator) to be in at the start of legalised gambling. But where are the Europeans? Casinos Austria AG, London Casino, Switzerland’s Grand Casino Luzern and Monte-Carlo SBM are among the companies linked to the new legislation in the Japanese media, but they have so far stayed on the sidelines, put off by the size of initial capital outlay.

“The sheer scale of the resorts and the finance involved cuts out a lot of players who might want to take part in Tokyo or Osaka,” says Rory Credland, senior conference producer at Clarion Events, one



of the world's leading organisers of exhibitions and conferences. "The European players haven't got the financial clout to get a licence. It's a limited pool that can afford this."

The European contingent is also deterred by the history of industry false starts. Off the record, some companies say they are worried about the possibility of having to tangle with the Japanese mob. The yakuza have a long history of muscling in on legitimate businesses like real estate, banks and the stock market. Keiko Itokazu, an independent lawmaker from Japan's southernmost prefecture, Okinawa—a possible site for a casino—is part of a small but vocal political lobby that fears casinos will enrich the mob.

Iwaya waves away such concerns. "There are lots of illegal casinos operating throughout Japan right now." Changing the law would squeeze out the mobsters and bring revenue to the government, he says, and Singapore proves that gambling can generate cash without vice.

Iwaya and supporters of legalised gambling say family-style resorts—combining casinos, luxury hotels, shopping arcades and cultural attractions—will keep the business clean, and lure foreign investors and visitors. They cite Singapore, which boosted tourism by 8% after its casinos opened in 2010. Business magazine *Toyo Keizai* points out that Taiwan, Vietnam and The Philippines all plan new resorts. "Japan is being left behind," reported the weekly magazine.

The broadcaster Fuji Television Network, part of an entertainment conglomerate, is a key lobbyist in Japan. Fuji says it will put its shoulder behind making Tokyo one of the world's prime gaming spots, rivalling Las Vegas and Macau, and able to pull in a seemingly limitless pool of big spenders from China.

Even if the Europeans are not in the starting line-up, many are keeping a close eye on what happens this year, says Deane Sadler, managing director of Perform Group in Japan, which owns the rights to hundreds of digital sporting events and wants the market for online sports betting to be liberalised. "We see casino legalisation as an opportunity for all the subsidiary laws around online sports betting, in which we have a vested interest."

Sadler says Japanese punters can already place bets on J-League soccer, but that's just the tip of the iceberg. "If casinos open up, that will help liberalise the whole market," he says. "It will be one of the key stepping stones in helping to deregulate the entire gambling sector."

Despite appearances, Japan has already proved it has an appetite for betting. The nation gambles on heavily regulated "public sports" such as horse racing, speed motorboats, cycling and motorcycle racing. And Japanese bettors spend an eye-popping ¥20-30 trillion a year on the pinball-slot game pachinko, even though it is legally classed as an "amusement", banning any exchange of cash on the premises.

Companies like Clarion are also expected to begin building and

Casino gambling revenue (2013 figures):

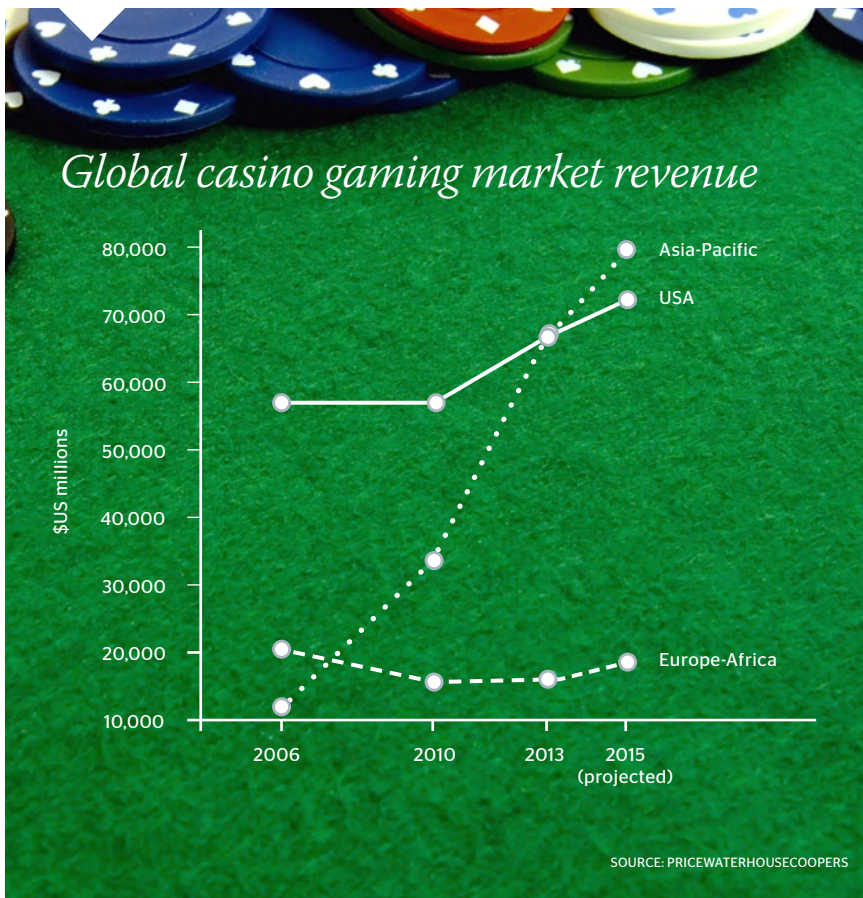
Macau
\$45 billion

Singapore
\$6.4 billion

South Korea
\$2.7 billion

The Philippines
\$2.6 billion

SOURCE: REUTERS




supplying supporting businesses such as hotels, shopping malls and events. "Integrated resorts are not just casinos," points out Credland. "Entertainment companies will also benefit." He calls Clarion "a facilitator"—one of its looming tasks is to organise the Japan Gaming Congress in Tokyo, from 14-16 May.

European firms are not the only group closely watching the outcome of the legal debate. Some local governments in Japan also see casino resorts as a way to revive depressed, hollowed-out economies. The fattest contracts are likely to be granted to operators in Tokyo and Osaka, but some politicians have also reportedly been lobbying for licences in places such as Atami, south of Tokyo, and Otaru in Hokkaido.

The attraction for European firms is they can take over and convert existing hotels and facilities, rather than spend millions of euros building from scratch.

Grand Casino Luzern CEO Wolfgang Bliem told Reuters this year that these smaller, compact projects are closer to the "European model".

Once European companies think beyond Japan's big cities, there are "big chances", agrees Satoshi Okabe, who heads the integrated resorts and tourism project at Dentsu, the country's most powerful advertising agency. He says "numerous" local municipalities have approached his company with plans for casinos or integrated resorts. Okabe's advice? Small and medium-sized European companies are a better fit for the reported scale in these areas.

First, though, that new gambling law needs to pass. Iwaya's cross-party group says casinos could open within two years if legislation makes it through the Diet by the end of the year. That would get things up and running in time for the 2020 Tokyo Olympic Games. 

A good bet?

Experts warn about social costs of gambling

Text **MIKE DE JONG**

Investors might be lining up to get in on casinos in Japan, but gambling addiction experts warn about the downside of going "all in".


Sociologist Naoko Takiguchi of Kyoto's Otani University has witnessed the social costs of gaming, working with problem gamblers at rehabilitation clinics and conducting educational programmes. Takiguchi says the government has done little to address the concern.

"Problem gambling has not received social recognition as a disease," she says, adding there is no professional training system for gambling addiction therapists.

In a 2011 study, Takiguchi revealed that in Japan, the pachinko industry alone brings in more revenue than the auto industry—about \$230 billion annually. And the Japanese "spend as much playing pachinko as they do on healthcare," while "borrowing money to play is thought to account for almost half of consumer debt."

According to Takiguchi, "problem gambling is a hidden difficulty. What we see as statistics is just the tip of the iceberg. But prevention is more important than treatment."

Should casinos be legalised, Takiguchi says the government and the gaming industry need to take all possible steps to minimise gambling-related harm. For example, she says play-monitoring software could be used to track gamblers and warn them of risky behaviour. Casino employees should be trained to identify problem gamblers and, if necessary, exclude them from the casino.

"Such responsible gambling policies have not yet been introduced into Japan," adds Takiguchi. "Most people do not know that such responsible gaming policies exist [elsewhere]." 



Team leader

*Mike de Jong talks with **Naeem Iqbal**, Managing Director, Intelligence Global Search*

Photos **BENJAMIN PARKS**

With more than a decade in the job placement industry, the British-born Naeem Iqbal has spent two years at the helm of Intelligence Global Search (IGS). It is the international recruitment arm of the Intelligence Group and, with more than 20,000 clients, is the second-largest permanent placement agency in Japan.

What are the challenges in heading up such a large Japanese company?

There is somewhat of a stigma attached to Japanese firms in regards to being overly structured or having low levels of productivity. My experience at Intelligence has been the complete opposite. The organisation has a flat management structure which results in little or no bureaucracy. Decisions are made quickly, and the work pace is surprisingly fast. Flextime—the option to work from home with cloud-based CRM systems accessible from anywhere with Internet access—is only one of the benefits our employees enjoy. People are encouraged to voice their opinions and push for change, as the firm is

constantly looking at ways to increase productivity.

What is the most important thing for a foreign person to understand when leading a Japanese firm?

Japanese people expect you to lead by example, so you must make sure you practice what you preach. Japanese employees are extremely loyal, hard-working and team-orientated. They will expect the same level of commitment from their leader, so be prepared to put in the hours.

As a non-Japanese, do you bring a different outlook to your company?

Yes and this is one of the reasons

Intelligence wanted me on board. The group is looking to further expand its footprint across Asia and, in due time, Europe and North America. These are very exciting times for Intelligence as we are a domestic firm that is going international.

What makes IGS different from other recruiters?

The quality and size of our candidate database, the quality and expertise of our recruitment consultants, and how technologically advanced our firm is. The Intelligence group has seen a 40% increase in the number of candidates registering through its web portals this year compared with the same time last

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“WE HAVEN'T SEEN **ACTIVITY LEVELS** AS HIGH AS THIS”

irrelevant information such as marital status, commuting time, or where you attended elementary school.


What can employers do to make themselves more attractive to job seekers?

The most important thing that employers can do is to be as transparent as possible. Explaining the current situation within the company and why this position is important for success will encourage job seekers to apply. Also, it would be very beneficial to explain the company's future plans and goals, career progression possibilities, and other selling points concerning the position or company.

Which employment areas are growing in Japan?

We are seeing growth in all the industry sectors we specialise in, and forecast further growth for 2014. We have recently seen higher levels of recruitment activity in banking, insurance and real estate. These sectors had been relatively quiet over the last few years.

The government wants to get more women into top-level corporate jobs. Are you seeing that trend yet?

Absolutely. There is a definitive increase in women holding senior-level positions throughout Japan, and it is imperative for this trend to continue in order for Japan to remain competitive. Frankly speaking—and compared to some Western countries—Japan does lag behind in this area. But again, there has been a concerted effort to remedy this, and the movement so far is promising. 

year. We haven't seen activity levels as high as this. The Intelligence group has one of the largest pools of active candidates in Japan. IGS has full access to this data, as well as to all the candidates generated via the IGS portals. In short, we have a very strong flow of highly qualified Japanese bilingual candidates.

What value do you provide to employers and job seekers?

From the candidate's perspective, we have active relationships with over 20,000 clients, both international and domestic, and this allows us to present candidates with vast amounts of information on the job market and opportunities that meet their individual requirements. We also run numerous seminars for both candidates and clients. Examples for candidates would be how

to prepare a professional English CV and how to interview with a foreign line manager. For clients, we hold recruitment seminars for mass volume recruitment.

When you provide resume advice, what are common mistakes and how can job seekers make their CVs better?

The most common mistake that job seekers make is to directly translate their Japanese *shokumukeirekisho* into English. These two documents are very different in many ways, and a direct translation will not always give the best impression. For the English resume, it is always important to remember to do [or do not do] the following things: always start with the most recent experience and go backwards; always give examples and details when talking about your current position; and avoid personal or

Green oasis for all seasons

Staying at The Westin Tokyo



THE WESTIN
TOKYO

Leading up to the stellar 20th anniversary, The Westin Tokyo unveiled in April 2013 The Westin Garden, a 480-square-metre green oasis in the heart of Tokyo.

The hotel commissioned renowned landscape artist and five-time Chelsea Flower Show gold medallist, Kazuyuki Ishihara, who is well known for his ability to transform greenery, floral design and garden concepts into sophisticated works of art.

The exquisite garden represents traditional Japanese life – with its colourful flowers appearing like precious jewels strewn along a winding stream filled with small, bright orange goldfish. Designed with European influences and adorned with blooming flowers each season, every month of the year will offer different colour hues dominating the scene. The plum tree, for example, shows its first blossoms in February, and is in full purple bloom by March. For guests and local residents alike, the garden serves as a tranquil retreat for reflection and renewal.

Mr Ishihara utilises the space to the utmost – placing high priority on the balance of the ecosystem in a three-dimensional landscape. “We have always shown strong interest in taking the lead to create a natural environment and in promoting healthy

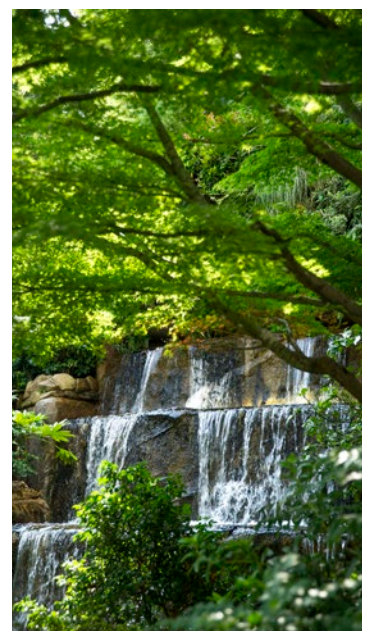
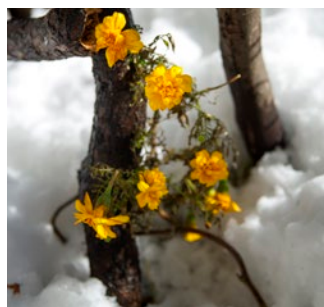
living, arts and culture,” says Dietmar Kielnhofer, general manager. “We are delighted to embrace yet another sustainable initiative.”

The Westin Garden enhances the guest experience in providing beautiful photo opportunities for weddings – the garden paths, lit with candles, combine with the stars above for a romantic rendezvous. Outdoor cocktail parties for social gatherings are possible from spring through autumn, and exclusive private dinners in summer are accompanied in June by fireflies glowing in the small stream.

The Westin Tokyo remains a prominent landmark in Yebisu, one of Tokyo’s most elegant neighbourhoods. The Westin Garden, open to the public, is a wonderful way to contribute to the local community, and serves as a natural refuge to relax and recharge for garden enthusiasts and naturalists in all four seasons.

The innovative Westin Garden further extends the brand’s promise of helping guests leave feeling better than when they arrived. “We wanted to create a contemporary designed garden where guests can relax and enjoy the peaceful atmosphere in a sophisticated environment,” explains Kielnhofer.

As The Westin Tokyo celebrates its 20th anniversary this year, the timing of The Westin Garden’s opening during the previous spring could not have been a more perfect prelude.



Work place behaviour



Striving for a harassment-free environment

One of the things that stands out

when doing business in any firm is the nature of personal relations inside the office. This is particularly true in Japan, when the senior management is a mix of foreign and Japanese staff. Getting this blend right is crucial; but, based on my conversations with senior business leaders, it's surprisingly rare.

Professional services firms with a partnership structure can be especially bitter battlegrounds. The fact that partnerships work on a consensus basis means that disgruntled local partners can easily block helpful measures, merely in order to express their dissatisfaction with the status quo.

The legacy of 3/11 still lingers in many offices. During and after the disaster, many foreign executives raced to the airport at the earliest possible opportunity. Some were punished upon their return; in other cases, junior staff who also left were scapegoated. In either case—although frankly an understandable reaction given the unprecedented stress of the situation—it has left some local staff with a sense of moral superiority and even smugness.

Another issue is the classic one of pay. Foreign employees on expat packages tend to be better paid and housed than local staff, causing anger and bitterness. It's easy to criticise expat packages, and it's sometimes justified. However, I would argue that Western executives are more aware of the need to bring in new business and are less stuck in the role of the "expert" who doesn't need to market his or her firm's services (as may be the case with some Japanese service providers).

But to me, bad behaviour is a more surprising and invidious cause of

unhappiness and dysfunction in some firms. Recently, I have come across several stories of "moral harassment" (known as bullying in the West), usually perpetuated by Japanese male executives on junior female Japanese staff, but also occasionally by foreign managers on Japanese and expat junior staff. Several of these cases are so abusive that I believe (perhaps naively?) that they would never be tolerated in the home offices of these foreign firms.

Usually, the symptom of a power harassment case is a manager who "cycles through" a high number of junior female staff. Instead of being "managed out" or given a firm dressing down, the response is to feed his ego by simply replacing the staff he is mentally destroying. In any case, many of these employees are temporary or agency staff who can be bullied or replaced with impunity.

It could be a coincidence that I have been hearing about these cases recently, but I wonder if it is not related to the weakening of Western corporate ethics at foreign companies in Japan. Many expats work as the sole representative of their firms in a sea of Japanese executives. Without Japanese-language skills and little understanding of Japan, their ability to carry out effective leadership is rather limited. It's tempting to see the problem, look around and see if anybody is doing anything about it, and then forget about it if such behaviour has become "normal".

And, as indicated above, some Western managers are quite happy to behave badly in an environment that is less strictly monitored than at home.

In any case, Western firms that don't strive to establish the same kind of

“YOU ARE HERE TO FIGHT FOR THE EQUAL RIGHTS OF ALL YOUR EMPLOYEES”

atmosphere that exists in their home offices are really missing out. We know that foreign firms tend to be favoured by Japanese women eager to find a non-sexist atmosphere, as well as by young Japanese men with a non-standard background. If Western firms simply start replicating the conformist and abusive atmosphere that can be prevalent in some Japanese companies, they will miss out on a huge competitive advantage.

We all know that Japan is a wonderful place for Westerners and their families. But I'd like to suggest a rule of thumb for foreign managers: you are here to fight for the equal rights of all your employees, especially the weak and vulnerable. Protecting that environment will be a hard, bloody fight.

If you do it right, you will be rewarded by a fantastically loyal and motivated staff. If you do it wrong, nothing much will happen to you, other than that you will feel, perhaps, a corrosive sense of not having made the most of your time in Japan.

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Professional development

*MBA*s and *mini-MBA*s

Text **JEFF ALLAN**

Until Kulkarni had a dream when he arrived in Japan from India in 1997. Some day, he wanted to start his own business. However, the IT engineer didn't know how to go about it until he took part in the Japan Market Expansion Competition (JMEC).

"JMEC looked very international—something that I could do while pursuing my fulltime work," says Kulkarni. "Of course, when I joined it, I had no inkling that I would be actually embracing entrepreneurship."

Kulkarni isn't alone. Dozens of professionals and other mid-level executives have benefited from JMEC over the years. The programme is one of a group of MBA-alternative courses that target mid-career professionals.

"JMEC is very practical and hands-on," says programme director Trond Varlid. "You meet and learn directly from senior business executives and successful entrepreneurs in Tokyo [about] the nuts and bolts of doing business in Japan—gaining new knowledge and skills more quickly."

These mini-MBAs, as they are called, aim to offer a valuable introduction to business skills, including the opportunity to interact with other professionals.

"Some JMEC alumni have used their JMEC skills to set up their own businesses," says Varlid. "Others have made new connections or been promoted—and several have been hired by their project client companies."

Like JMEC, other programmes offered by Dale Carnegie Japan, PMI



and EMC Quest have several advantages over a traditional MBA track. Along with lower tuition, the time commitment is not as long, which is of particular importance to busy professionals who may not be able to meet an MBA's usual two-year requirement. Alternative programmes are shorter—typically meeting in the evening or on weekends—and are often broken up into more manageable segments.

"Our programmes range from half-day public workshops to once-per-week, eight-week, time-spaced learning evening programmes," says Dylan Monaghan of Dale Carnegie Japan. "Our training can be fully customised for in-house solutions. And our programmes are available throughout Japan in Japanese and English."

The JMEC programme begins in November, meeting on weekends for

“YOU GAIN FROM DEVELOPING A **FULL-FLEDGED BUSINESS PLAN**”

Trond Varlid

classwork, before breaking into teams in January. A completed business plan is delivered to each team's client in June. The programme segments a seven-month period into learning business skills in a classroom environment, analysing actual client projects, working with mentors, and creating those business plans. The approach is designed to provide an optimised setting for working professionals to gain critical business skills, and allow them to apply those skills to actual projects.

"One of the most important skills you learn from the JMEC programme is acting as an independent consultant and thinking like a senior manager," says Varlid. "You gain from developing a full-fledged business plan for a real-life business project and advising the JMEC project client."

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JMEC 19 third prize winners for Living Dreams – a Tokyo NPO that provides computers and training to children at orphanages around Japan (left); Hewlett Packard's Izumi Yamamoto celebrates her team's victory (right).

Dyson, Lloyds Bank and United Airlines support and leverage JMEC and its participants as part of their Japanese market initiatives. These multinationals, as well as domestic firms, see the value that highly focused, skills-based leadership training can provide to their organisations.

"A key reason why many global companies have used JMEC to develop a business plan for a new product, business expansion or refocus is the 'outside-the-box' thinking they typically get from a JMEC team," says Varlid.

"As JMEC participants are usually not experts in their project client's industry, their thinking is uninhibited by any historic experience. They do not know what is 'impossible' or 'possible'—which tends to create many new and innovative ideas," he adds.

Alternative approaches such as JMEC might be appealing, but for students who want a recognised post-graduate degree—and some demanding academic work—a standard MBA

may be a better option.

"Entering an MBA programme requires a rigorous admissions process, which makes sure that your classmates are up to scratch to handle the material," says Philip O'Neill, director of the McGill MBA Japan programme. "Alternate programmes don't require that."

O'Neill points out that all courses in the McGill programme are taught by professors with PhDs, who are world-renowned researchers and teachers in their fields. They are coming up with the concepts, approaches and insights that are applied in teaching and research throughout the world.


"An MBA from a reputable university is a very deep and strenuous undertaking that requires a great deal of effort to accomplish," says O'Neill. "While there are many high-quality professional development programmes, the depth of learning, the resources employed, the time and support necessary to accomplish an MBA can't

be matched. The McGill MBA Japan programme is a major, life-changing commitment."

"Pursuing an MBA requires students to develop their strategic thinking skills," says Mikiya Mori, director of the Executive MBA programme at Temple University Japan. "They learn and develop those skills by putting themselves in the shoes of decision-makers, particularly through case studies in the advanced managerial courses. By the end of the programme, students are equipped with knowledge and skills that are required of today's managers."

No matter if it's an MBA or JMEC or any other alternative learning option, professional development programmes can definitely get one's career on the fast track.

"It was awesome to work with people from different cultures and share a common goal for a short period of time," says Kulkarni.

"It was a fantastic learning experience." 

Germany

Germany and Japan have enjoyed over 150 years of diplomatic relations. Among the EU28 Member States, Germany (€8.0 billion, or 31% of EU exports) was by far the largest exporter to Japan in the first six months of 2013, according to Eurostat, the statistical office of the European Union, which issues data on trade and investments between the EU and Japan. The German Chamber of Commerce and Industry in Japan (GCCIJ) is a key player for promoting German foreign trade in Japan. Since Japan is an important centre of innovation for German science and industry, one of its main activities focuses on connecting businesses and research institutes.



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Manfred Hoffmann

German Chamber of Commerce and Industry in Japan

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Text **EUROBIZ STAFF**

When it comes to chambers of

commerce in Japan, the German office (GCCIJ) is different. While most chambers are mainly involved in lobbying and networking activities for their members, the GCCIJ—or Auslandshandelskammer-Japan (AHK-Japan), part of the Association of German Chambers of Commerce—has a much more defined mandate.

“The GCCIJ has grown to be a neutral and objective advisor, as well as a provider for specific networks and platforms, and an arbiter for contacts with Japanese companies and institutions alike,” says Manfred Hoffmann, delegate of German industry and commerce in Japan.

As the official institution for business promotion between Japan and Germany, the GCCIJ is partly financed by the German government. It is part of a globally coordinated network of 125 offices in 85 countries. The chamber also works closely with the German Embassy in Japan and the main German business associations. But its focus is solely on the private sector.

“[Our] partly private organisational setup guarantees that the AHK-Japan can work with high flexibility and cost-efficiency,” says Hoffmann. “The close relationship with member companies and clients ensures that the activities of the institution will meet the respective requirements of the companies.”

The chamber is also responsible for promoting research and innovation. It analyses and examines new developments and topics of general interest on the German economy as a whole and regarding individual sectors. The GCCIJ also sponsors delegations to Japan or Germany, and has brought together many companies from both countries.

Hoffmann cites one major success story resulting from the chamber’s work (in cooperation with the German foreign ministry and German Rectors’

Conference, an association of state and state-recognised universities): the German Research and Innovation Forum Tokyo (DWIH Tokyo). This forum promotes science-and business-related exchanges, and helps present German research organisations and innovative companies in a concerted way, thereby strengthening scientific and economic cooperation with Japanese partners. The DWIH also combines private and public funds, and has become a well-established platform to promote German-Japanese relations, matching hundreds of people from both sides.

When one thinks of German products, luxury automobiles often come to mind. In fact, German manufacturers are the most successful foreign car companies in Japan. But Hoffmann points out that German firms also lead the way in various other industries, including chemical, energy, machinery and medical—with several large service providers in finance, insurance and logistics. These firms are generally small and medium-sized enterprises.

“And last, but definitely not least, you can find some very successful high-quality luxury brand consumer products in Japan,” Hoffmann notes.

The chamber has also been working on promoting opportunities to German companies in the Japanese energy market and, vice versa. Hoffmann says German firms have provided technology and solutions to Japanese companies and the public sector for quite some time.

“We constantly do so today, through specific networks, market entry consultation, business delegations, seminars and symposiums, information and a number of other activities,” he says. “In many cases there is very high potential to establish business relations with Japan in this field.”

During his time in Japan, Hoffmann says he has seen positive developments




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THE GCCIJ HAS
GROWN TO BE A
**NEUTRAL AND
OBJECTIVE
ADVISOR**

as Japanese companies and individuals become more global-minded. He also sees positive results in the first phases of Abenomics—the economic policies of Japanese prime minister Shinzo Abe—but adds that there is still work to accomplish.

“We hope that the first positive results [of Abenomics] will be sustainable. Yet, at the same time, we understand that politics alone can’t reach these objectives without a change of mindset and structures in many Japanese companies and parts of Japanese society.

“We understand that the government stresses the necessity to create an environment for foreign businesses in Japan where issues like non-tariff barriers are not a noteworthy obstructive factor anymore. We welcome these efforts very much,” says Hoffmann, explaining that “the same goes for the endeavours of the current administration to raise the efficiency of administrative bodies and speed up administrative processes related to business.” 

Masao Torii

*President and Representative Director,
Boehringer Ingelheim Japan*

Text **MIKE DE JONG** Photo **IRWIN WONG**

He might be president and representative director of a large pharmaceutical company in Japan, but Masao Torii of Boehringer Ingelheim Japan sees himself more like an orchestra conductor.

"The conductor is hearing the music played by everybody in the orchestra, and he knows every player," says Torii. "Yet he doesn't play himself. He gets all the players playing their best so that the performance of the orchestra meets or exceeds expectations."

Taking an interest in each and every employee is part of Torii's management style, honed by an international career background, education and some key mentors along the way. He defines his personal values—aligned with the firm's corporate values—as being based on "trust", "respect", "empathy" and "passion". Growing up a big baseball fan in Yokohama, Torii also believes that

running a company is similar to being a good manager on the field.

"I really try—and want—to know everybody in our company. And I am curious about what's going on so I can empower colleagues. To empower people, I need to know what they do. The more I know, the more I can delegate."

Torii arrived at Boehringer Ingelheim (BI) four years ago, bringing with him more than 40 years experience in the pharmaceutical industry. He spent 21 years with Swiss-based Roche and jumped at the chance to work for two other global firms before BI came calling. While he says there are good things about working for domestic companies, he prefers various aspects of an international firm, including directness, fewer hierarchies, employees being closer to top management—and that it's easier to get a yes or no answer.

"Japanese companies provide a great foundation to become a great business

person. But it takes time. [In] foreign companies, you have more flexibility, more openness to demonstrate special talents which offer good value," he says.

Torii's international background includes an MBA from Sophia University and BA from Loyola College in the United States. He also attended the Advanced Management Program at the Harvard Business School. But his greatest influence came during his undergraduate days at Sophia, when a Jesuit priest named Robert Forbes taught lessons that are still with him today.

"I saw in him somebody who devoted everything he had to the students," Torii recalls of his first mentor. "Nothing personal. No selfish interests. I thought I would like to become just like him.

"I didn't think about him again until I became the top person [at Rhone-Poulenc Rorer]. I think the influence I got [from him] then started to [come out]. I realised I was influenced big time by Father Forbes."

“YOU SHOULD **TRAIN YOURSELF** TO START ENJOYING DIVERSITY”

Masao Torii



Based on his Jesuit schooling and his own in global experience, Torii is a strong proponent of diversity at Boehringer Ingelheim—both in people and in ideas. He promotes an atmosphere of openness with employees, encouraging them to be direct with him and other managers. This, he admits, is not always easy for everyone to accept, especially those used to traditional Japanese hierarchies. But it's something that he believes is the best way to solve problems.


“To be honest, it's easier to stay in your

comfort zone with non-diverse people, where everybody speaks the same languages and is of the same nationality,” he says. “That's easy. Decision-making is quicker because you know everybody and how others think. And, of course, they all think alike. But by sticking with colleagues of the same culture you are missing the big picture.”

At meetings, BI employees are encouraged to speak out. Torii says this serves them well, especially when they go to meetings overseas, such as at the company's headquarters in Germany. Torii

also says he treats everyone equally, regardless of position, and prefers to speak to employees directly, avoiding the usual layers of management bureaucracy.

While some BI managers might balk at this as well, Torii believes that diversity begins at the top.

“You start to recognise that there are diverse views, and you really have to genuinely believe that to have diversity or diverse views is good practice,” he says. “And you should train yourself to start enjoying diversity.” 

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Home Alone

Self-sustained in the Nara mountains

Text and photo **TIM MAUGHAN**

It stands some 70 kilometres southeast of Osaka and 500 metres above sea level: a home alone, unlike any other. Fully self-sustaining, the dwelling relies on the sun and flowing water to provide energy and raw materials for its inhabitants.

On the day *EUROBiZ* visited the site in Mitsue, Nara, there was the distinct rattle and whir of a generator. The home's owner and designer, Dutchman Rob Oudendijk, was using mountain water to generate his own hydroelectricity.

"There are 1.5 litres of water coming down a second," he says of the mountain run-off. "There are two drops before the house, and each drop is 2.5 metres. When the dynamo [generator] is

“I WANT TO BE INDEPENDENT OF UTILITIES, AND TO USE AS LITTLE ENERGY AS POSSIBLE”

connected to the house, we have between 100 and 200 watts of electricity, at any one time."

In one day that amounts to 2.4 kilowatts, which is enough for cooking and heating.

Perched on a nearby hill, peering down on the house 40 metres away is a solar panel, which provides additional power. Oudendijk and his partner Yuka Hayashi had to clear space for the panel, levelling the grounds and removing tree stumps by hand, when they moved here last May.

Oudendijk and Hayashi run YR-Design from their home, an IT consultancy and builder of the XPS floating house. Oudendijk devised the prototype, ordered the materials, and constructed the dwelling himself. Built from Chinese-made XPS, or extruded polystyrene, the home will last a lifetime according to Oudendijk, as long as it is not exposed to too much direct sunlight.

"It doesn't rot because it does not absorb water," he adds, highlighting another benefit of the house: free of foundations, it is designed to float in the event of a deluge.

"The idea is to use chains to secure the house to the trees and retractable anchors, so that the house will not rise too much in a flood," says Oudendijk, who got the idea for a floating home 25 years ago in his native Holland.

Oudendijk describes his home with Hayashi as a prototype



Rob Oudendijk sees his Nara-area home as a prototype for dwellings in flood-endangered countries.

that they hope will become a business venture in the future. The plan is to live in the house and see how it performs, before selling the homes domestically and to flood-endangered countries.


"Countries like Bangladesh have huge populations, living close to the coast," Oudendijk says. "If water levels rise just a little bit, a lot of the land would be underwater. It is a huge problem."

The home is compact, measuring only 10 by 4 metres and 3.5 metres in height. Yet, once inside, the residence feels surprisingly airy. The layout is arranged with specific zones in mind: a kitchen area, small bath closet, and separate toilet. Human waste is broken down in a pile of sawdust away from the house, a process hastened by the use of fungi from dead trees. There is also a work area and a large space that serves as a bedroom.

Oudendijk adds that the windows are made from acrylic, not glass, so they become flexible and poor conductors to keep the heat in. "I want to be independent of utilities, and to use as little energy as possible."

A cross-floor exchanger recycles heat, which is, in part, generated by the humans living inside—the human body emits some 70 watts of electricity alone. The two pipes suck in warm air, with the heat retained by the exchanger. That apparatus itself will be powered by naturally generated electricity. Water for drinking, washing and cooking is drawn from the mountain.

The first generator (the couple intends to operate two) is expected to start turning this August. When it does, there will not be any utilities used.

"There will be no household bills, only food costs and the cost of the fuel needed to drive the car to get the food," Oudendijk asserts. 

The deVere Group

*A check up
for your wealth*

Text **MARTIN FOSTER**
Photo **GENEVIEVE SAWTELLE**



“WE HELP OUR
CLIENTS **ESTABLISH AND**
DEFINE THEIR OWN
STRATEGY”

As public pensions around the world feel the pinch from declining populations and reduced government resources, more and more executives are taking control of their investments and pensions. However, for expats trying to track their own investments from overseas, getting real-time updates can be a difficult challenge. That's where people like Trevor Webster come in.

Webster is area manager in Japan for the deVere Group, the world's largest independent wealth management company. The Swiss-registered, mainly British-run firm manages about \$10 billion for 80,000 clients in 100 countries. It has been in Japan for 10-years, and Webster is proud of the success the company has had in building a business here. Most of his clients are high-ranking professionals.

"Leading companies tend to send their best and most experienced people to Japan, and we like to reciprocate by providing them with a valuable service," Webster says. "We help our clients establish and define their own strategy that fits their lifestyle plans, then guide them through the complexities of investments, taxes and changes in legislation that affect them."

Webster says deVere specialises in investment planning needs, specifically those geared towards retirement and education planning. And he feels the company prides itself in customer care.

"If I am going to work with an individual, then I assume a duty of care, to give them the very best advice, and the very best after-sales service," Webster says.

High-ranking expats in Japan tend to be rotated to offices in other regions, so Webster says it is important that he and his colleagues provide seamless service. Having offices on five continents allows deVere to be there for clients in the world's major financial centres.

"Most of our clients will not be in Japan forever, and will probably go to Hong Kong, Dubai, Singapore, London or New York," he says. "If your wealth manager has just one office here, then once the client has left Japan, the level of service that can be provided, from a logistical perspective, is pretty near impossible.

"An international advisory such as ours is the only one you could choose out of the companies here in Tokyo that can offer that level of service," he adds.

As a wealth manager, deVere does not handle a client's money. The company's role is to direct client funds towards

third-party entities, such as asset managers and fund managers. These are the people who transact the actual investments, some of which have UK government-backed protection, on behalf of deVere's clients. So, whether the client's liquidity is applied to equity funds or fixed-income securities—and in yen versus pounds—the decisions are handled by asset managers. To that end, deVere has formed strategic partnerships with notable companies in international asset management, including Goldman Sachs, J.P. Morgan, GAM Holding of Switzerland, and Morgan Stanley.

"These are among the highest pedigree of international asset managers," says Webster.

Such firms work with deVere not only for its high standards and competence, says Webster, but also because its high net-worth client base provides a level of balance that satisfies their revenue needs. Webster believes this reassures clients that their investment planning needs, financial goals and ambitions are being expertly catered to on a global basis.

In a world where people are becoming increasingly savvy about market developments and proactive in their investment choices, it is tempting to think that most people have planned for their retirement needs and selected efficient plans.

Not so, says Webster.


"People tell me, I've got it sorted, but I guarantee you 99 times out of 100, when I meet with that person there will be a hole in their plan."

In 10 years, Webster estimates he has met only three people whom he couldn't help, and that was because their financial needs were already well cared for.

"They had all their ducks in a row," he says. "But, that also suggests to me that for every 10 people that walk down the street, I'll be able to help 9 of them—perhaps more, in fairness."

Will preparation is another area of deVere's expertise. Webster jokes about dragging people into the office on a Saturday morning and making them prepare a living will, saying that people tend to avoid such details until it becomes absolutely necessary.

With all the uncertainty over pensions and other public programmes, Webster believes that preparing now is the best way to ensure a solid financial future.

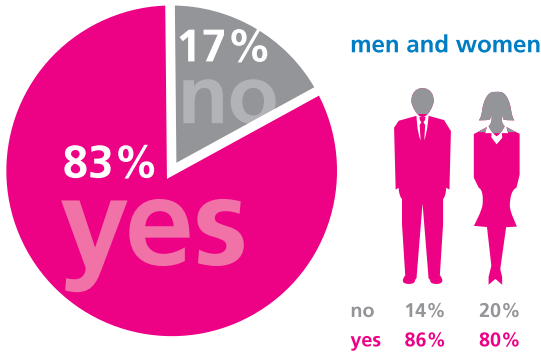
"Most people have a health check once a year. I would encourage you have a wealth check. If you don't like what you see, then you've lost nothing. But if you do, you may well be surprised," he says. 



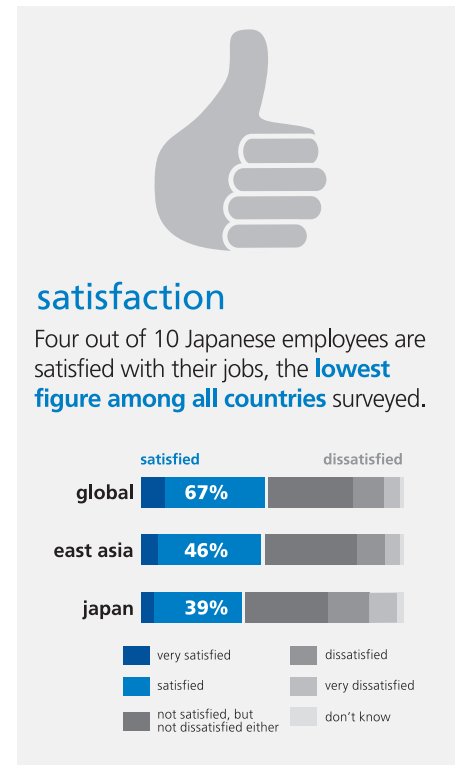
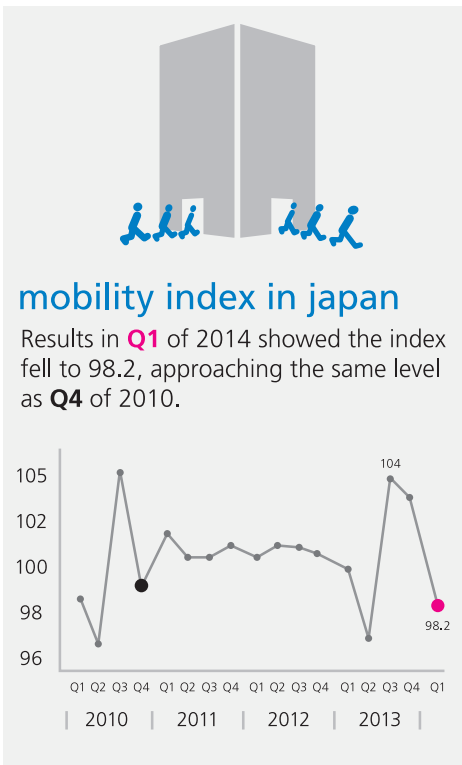
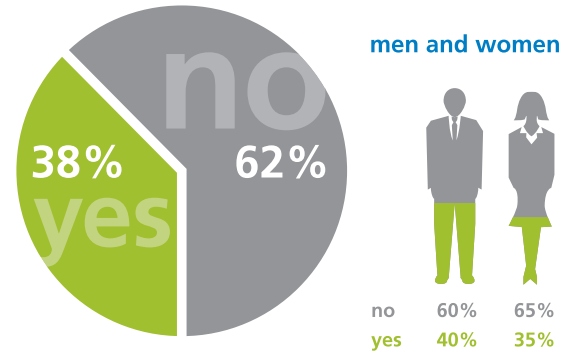
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"As the economy picks up, employers should consider improving their working environment, on top of salary levels and other compensation schemes, to cultivate a high-performing and healthy organizational culture."

Marcel Wiggers, chairman and CEO, Randstad K.K.

Southern Italian Agri Food and Tourism IV in Japan

Italian Chamber of Commerce in Japan, 28 February, 2014

Text and photo **MIKE DE JONG**

Don't know the difference between virgin and extra virgin olive oil? Why not ask the experts?

"It's the acidity," says Domenico De Felice, an organic oil producer from Puglia, in southeastern Italy. "It [the oil] has to have the right balance between bitter and spicy. And the acidity ratio should be less than 8%."

De Felice was one of 22 producers attending this year's Southern Italian Agri Food and Tourism (SIAFT) fair in Japan, organised by Unioncamere (Italy's Chamber of Commerce), and the Italian Chamber of Commerce in Japan (ICCJ). The event brought together Japanese buyers and food importers—many hoping to enter the Japan market.

"We make only organic oil, with no chemicals whatsoever, says De Felice about the main product of his company, Via Nova. "In fact, we have a low production ratio because we don't use any [chemicals]. Sometimes the weather is not so good, so we lose our production."

Most of the producers at SIAFT were small, family-run operations with high-end products, according to Immacolata Gentile, spokesperson for Mondimpresa, an agency of Unioncamere. "They are local, family companies. No industrial products," she adds. "For some, it is their first experience abroad because they don't export [at the moment]. And the Japanese market is difficult to enter."

As buyers met with producers, they tasted wines and sampled products from seven Italian regions: Abruzzo, Molise, Campania, Basilicata, Puglia, Calabria and Sicily. On display were the finest in oils, wines, coffee, pasta and truffles. There were even a few speciality items.

"Olive marmalade is good on cheese," says Aldo Quadrino [through an interpreter] of one of his unique items. Quadrino's family-run operation in Fondi, 100km south of Rome, has been



Italian olive oil producers conduct a tasting for potential buyers at SIAFT 2014.

producing oil-related delicacies for nearly 90 years. Product lines include oils flavoured with porcini mushrooms, lemon, orange and rosemary—perfect for cooking fish and meat, or for salads.

"They are speciality products," says Quadrino. "We use real oranges, real rosemary and real porcini to make the oils."

Italian wines have been popular with Japanese consumers for many years. In fact, with a 17% market share, Italy is the second-largest wine importer after France. But most of the wines are from a select group of regions. The goal of SIAFT is to broaden people's horizons.

"Everybody knows the wine from Tuscany and Veneto, but there are also very good wines from other regions like Campania and Basilicata," says Gentile. "That's the reason we are here—to present other regions."

Gentile says Japanese consumers are sophisticated and demand quality, which is why Italian products are popular. Japanese like healthy products and "can understand the difference between industrial and high-quality products," she says.

"That's why this is a good market for these kinds of companies."

Aside from wine, knowledge of other


items such as olive oil is also growing in Japan, according to ICCJ secretary general Davide Fantoni. That is partially due to the promotional efforts of the chamber.

"The market is growing, although only 3% of the population is using olive oil [in Japan]," says Fantoni. "So there are big margins for growth."

The ICCJ puts much work into what Fantoni calls "olive oil education".

"We started three years ago, organising an Italian olive oil day," he says. "From 9 until 7 o'clock [on those days], we have exhibitions of olive oil, workshops and seminars. We have Japanese sommeliers explain the properties of the oil. Whenever we can, we throw [in] a seminar and the interest is always very, very high," Fantoni adds.

Luca Marracino visited SIAFT from the small region of Molise, along Italy's Adriatic coast. He says Italian produce has much to offer and varies greatly from region to region. For example, he says the olive oil in his area has a distinct aroma "more flavourful than extra virgin oil produced in Toscana or Sicily, where the product has a scent of tomatoes."

"In Molise, the scent is of almonds," Marracino concludes. 

Animal Health//

Reducing barriers to health and happiness

Text **GEOFF BOTTING**

Japan's livestock industry faces a future of daunting challenges. As Japanese negotiators work on ambitious free trade agreements with the EU and others, the country's livestock producers will need to become a lot more competitive.

Yet, the animal health industry, whose products keep livestock herds safe and healthy, remains subject to a number of unnecessary and obsolete regulations in Japan. For the makers of veterinary products, this means higher costs and delays in the introduction of innovative products to the market. Helping to reform that situation is the focus of the EBC Animal Health Committee.

The main global forum for achieving harmonisation of technical requirements for product approvals is the International Cooperation on Harmonisation of Technical Requirements for Registration of Veterinary Medicinal Products (VICH), a programme involving the EU, Japan and the United States. VICH was launched back in 1996, and progress has been slow ever since.

According to Committee Chairman Toyotsugu Nakai, Japanese negotiators feel pressure on two sides. The first from their European and American

counterparts to make substantial and timely change. The second is from domestic producers of veterinary products, which have long enjoyed market protection and are not keen to give it up. At the same time, negotiators have been reluctant to commit to major reforms until they can examine from every angle thoroughly.

“PRODUCTS
ALREADY
APPROVED IN
THE EU HAVE TO
UNDERGO
FURTHER RIGOROUS CONTROLS
AND TESTS ... IN
JAPAN”

“It's about market protection, and also Japanese authorities pay a lot of attention to the small details,” says Nakai.

In the meantime, the market in Japan for vaccines, pharmaceuticals and biotechnology products for both livestock and pets is seeing very little growth, and has limited prospects for expansion in the future.

But it is not all bad news. A potential regulatory breakthrough has been brewing since late 2012, when the Ministry of Agriculture, Forestry and Fisheries presented a list of 10 “action items” of reform to the Japan Veterinary Medical Association.

“Four of them had been implemented by the end of 2013, and the major item was the acceptance of clinical studies conducted overseas,” says Nakai, who is also a general manager at Boehringer Ingelheim Vetmedical Japan.

The committee welcomed the list and the subsequent approval of the four items, having pointed out previously that “products already approved in the EU have to undergo further rigorous controls and tests before being approved in Japan”.

Even so, the list doesn't go far enough and needs further recommendations added to it if the initiative is to promote true harmonisation, according to the committee chairman.

A particular area of concern is the biotechnology field. Japan tends to be



slow in registering new technologies compared to Europe and the United States. In light of the fact that many of the leading innovations in the animal health industry are in the biotechnology field, the fear of the committee is that failure to take prompt and decisive action to reform the technical requirements for approval will widen the gap even further.

These time lags tend to raise the costs to the product manufacturers, while hurting the companies' competitiveness in the Japanese market. Recent years have seen shorter time periods than in the past for product approvals, but the committee says there is still much area for improvement.

As for a possible free trade/economic partnership agreement with the EU, that could become a double-edged sword for makers of veterinary products in Japan. On the upside, a trade deal could help drive the efforts for regulatory reform. On the downside, greater free trade would have adverse effects on several sectors of Japan's long-protected agricultural industry. The swine sector, for example, would likely experience a drastic decline in a free trade environment, thereby shrinking the customer base for the product manufacturers.

Animal Health

Key advocacy points

→ **Product approvals** - The government should strive to speed up the process.

→ **Animal welfare** - Requirements for additional animal testing should be minimized.

→ **Action items** - The list of 10 items is welcome, but falls short of representing all the reform areas. Regulators should find further areas to reform.

Pets—or what the industry calls “companion animals”—seem to have somewhat brighter prospects. Most of Boehringer Ingelheim's growth is from that market segment.

It's a similar situation at Novartis Animal Health, where fellow committee member Keita Kajiwara is manager for aqua business development in the Asia Pacific. Around 75% of his company's business is for companion animals, the rest for livestock.

“It's a difficult situation to explain. The pet market is flat because the number

of dogs and cats is declining,” he says, “while market for quality items, like [pet] clothing, is growing and the pet clinics are expanding.”

There are fewer pets around these days, with Japan's much publicised “pet boom” having ended around five or six years ago. But the pets that do exist are medically treated and pampered to a greater extent than before. They're also living longer, thanks to the types of products that his company offers.

Kajiwara reckons that about 80% of Japan's veterinary clinics, which are of the traditional neighbourhood variety, are stagnating or suffering. The rest take a more “corporate” approach through consolidation, and by offering more transparent and competitive pricing. There are moves to cater to a new generation of savvy customers.

“The pet owners are a lot cleverer now because they can get a lot of information from the Internet. They thought the traditional clinics were too expensive, and now they're carefully watching their expenditures,” he says.

With greater regulatory reform, as called for by the committee, those animal owners could see even greater benefits: clinics offering a wider choice of more innovative products, and ultimately healthier, longer-living pets. 

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Alison Murray, EBC Executive Director.
Tel: 03-3263-6222. E-mail: ebc@gol.com



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



Matt Miller

Managing Director
Japan and Pacific Sales
United Airlines

reads

euRobiZ JAPAN

Antalya, Turkey

Seaside splendour

Text **DAVID UMEDA**

Antalya is steeped in history dating back to BC 133, and remains rich in scenic beauty and historic monuments at the slopes of the Taurus Mountains. Enjoying the longest coastline in Turkey, the “blue” tranquil city enchants guests any season, but particularly in summer. The ubiquitous palm trees speak of a warm home away from home, enjoying a mild Mediterranean climate – hot and dry in summer, while mild and rainy in winter.

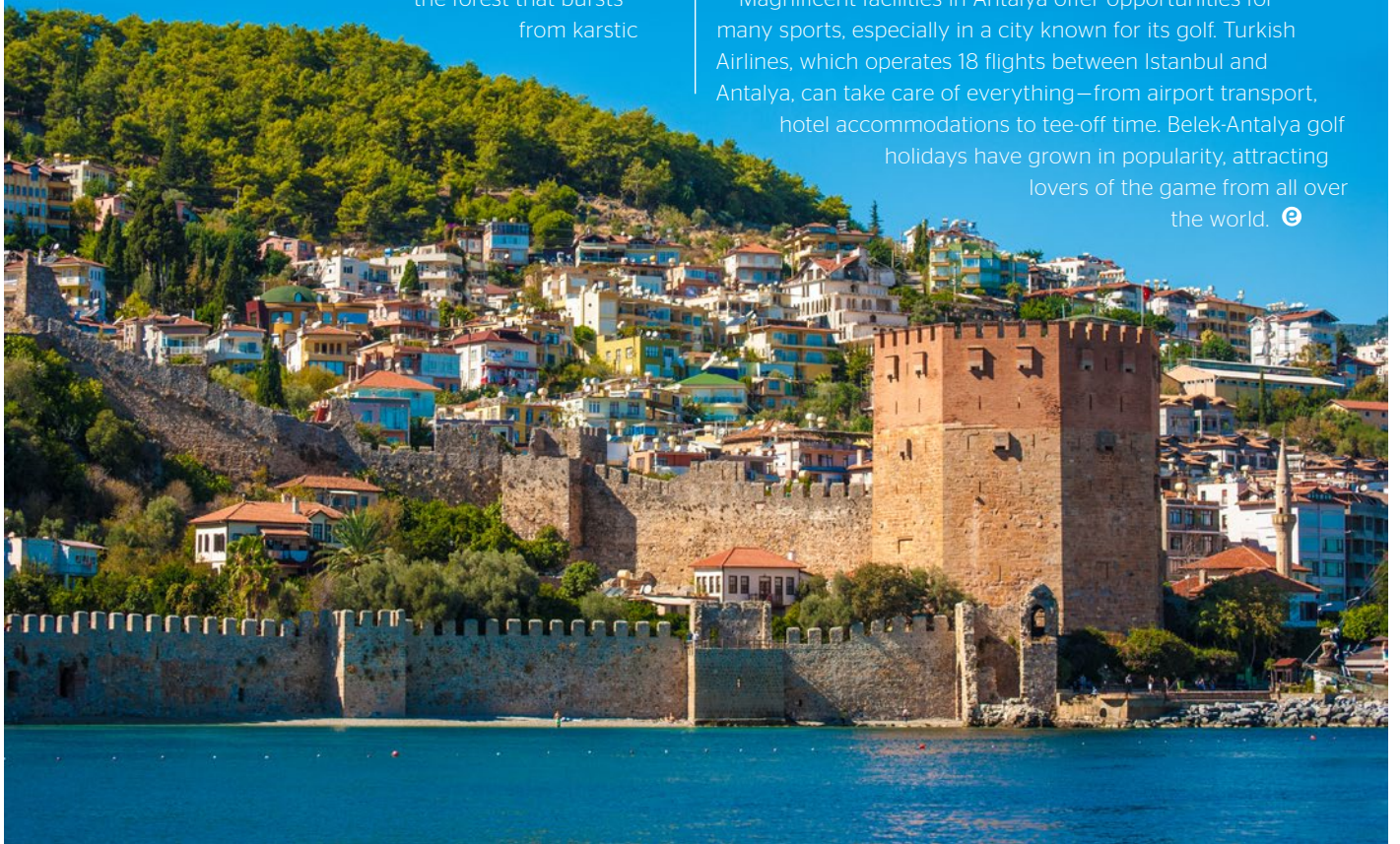
The splendour of the ancient stage of the Aspendos—the oldest antique theatre throughout Africa and Asia—is matched by the enchanting world-famous Manavgat waterfall. The

falls are fed by a stream winding through the forest that bursts from karstic

underground caves as foam and mist to mingle with the river. The view can be enjoyed while picnicking, sipping brews at the rustic coffeehouse, or enjoying the menu at a restaurant that forms a green peninsula next to the falls.

Olimpos is a magnificent Mediterranean shore with a pebble beach and a sea like a sheet of glass. Blue cruise boats make a key stop here to view the ruins of the Lycian civilisation and the Caretta sea turtles. There is also a chance for rafting beneath the historic Roman bridges in Köprülü Canyon, scuba diving at Kas to encounter colourful underwater life, or taking a jeep safari into the Kalkan highlands to visit the tents of the Yörük nomads.

Magnificent facilities in Antalya offer opportunities for many sports, especially in a city known for its golf. Turkish Airlines, which operates 18 flights between Istanbul and Antalya, can take care of everything—from airport transport, hotel accommodations to tee-off time. Belek-Antalya golf holidays have grown in popularity, attracting lovers of the game from all over the world. 



The Guitar Doctor >

Text and photos **MIKE DE JONG**

Imagine being a classically trained musician, schooled in Vienna, accustomed to playing the finest, handcrafted instruments. Switching to guitar, you want to get serious, but can't find any models to your liking at music shops. What do you do?

You build your own.

That's what happened to Barnaby Ralph, an Englishman in Japan who makes electric guitars by hand in his modest Tokyo apartment.

"I'd always messed around on the guitar, but I'd never had a good electric," says Ralph. "I thought it would be a fun thing to have. But I couldn't justify buying a really expensive guitar, spending serious money on it."

So Ralph bought his first guitar-making kit, and a builder was born.

"The body was made, the neck was made, but it wasn't finished. I had to stick it together. I assembled that, got all the parts and had a lot of fun. That was done using only hand-tools, because the landlady lives next door," says Ralph.

Posting the results on an Internet forum, Ralph was challenged by critics who said that he could never make a *real* guitar with hand-tools, starting from scratch. He decided to prove them wrong.



Barnaby Ralph plays one of his creations, an electric guitar made by hand.

"I got chisels and planes; and I came up with my own techniques, and I made a Les Paul-type guitar completely from scratch. Everything out of big blocks of wood; there were no pre-assembled parts. And it was all done without any power tools at all," he explains.

Ralph posted pictures of his first creation online, and the requests came pouring in to make more. He started building guitars for others and has since made about eight or nine, while working on at least as many more.

“ONE OF THESE DAYS, I’LL DO AN **ALL-JAPANESE** GUITAR”

"I've done Telecasters, Les Pauls and Stratocasters, and some [other] things," he says. "And I also started working on other people's guitars just to learn as much as I could about technique."

Ralph, who teaches Cultural Studies at a Japanese university and holds a PhD in Rhetoric, begins his guitar-building process by finding resonant blocks of wood. He taps each piece with his knuckles, trying to determine the wood's sound and character, before deciding where to cut.



Ralph working on a Gibson guitar restoration project (top); an original build involves separate woods for the fretboard, neck and body (bottom).

"You might have a body blank and a neck blank; and they both have a nice sound by themselves, but together they don't sound so good. So you try and balance them," he says.

After this, the cutting and carving begins, at which point Ralph employs traditional Japanese tools.

"I use Japanese chisels a lot. They are very high-quality steel and can be sharpened very well. And I use Japanese planes. Western planes are made of metal, and you push them. Japanese planes are made of wood, and you pull them. They've got a very different type of feel, but they're very, very effective.

"And I use Japanese water stones for sharpening all my tools."

After carving the guitar's body, neck and fretboard, Ralph cuts the metal wires for the frets, installs the guitar's metal hardware and winds the electric pickups. He even makes little things like pickguards and switch caps by hand.

His favourite part of the process? Making the guitar's neck.


"That's where, as a maker, you are in direct contact with every player who picks up that guitar, in that one spot. So that's a wonderful thing for me."

Ralph uses Japanese hardware on his guitars and Japanese wood, including pine, maple and *keyaki* (hardwood).

"One of these days, I'll do an all-Japanese guitar. All Japanese parts; all Japanese woods. And I'm going to use

something called *urushi* lacquer, which is the lacquer you get on miso bowls. I'll use that to do the body of the guitar. So it will be a completely 'made in Japan' guitar."

Holding one of Ralph's guitar creations, you might think it would cost thousands to take home. But surprisingly, Ralph doesn't charge anything. While admitting that someday he might build guitars for profit, for now, Ralph's instruments are made for the love of creation.

"If people want to give me money, I ask them to donate to a charity in Cambodia. It's one that I encountered when I did some NGO work. It's a charity for children who are living in poverty," he explains. 

Connection to the heart and soul of Tokyo

11 June ushers in a new hotel concept

The Andaz Tokyo Toranomon Hills is centrally located between the Imperial Palace and Tokyo Tower. Positioned on the top six floors of the 52-storey Toranomon Hills tower, the hotel creates inspiring experiences and offerings through the city's rich history and culture.

The Andaz experience begins the minute a guest steps into the Andaz

Lounge on the 51st floor. This convivial space is the heart of the hotel where dedicated Andaz Hosts engage with guests, offering them a coffee or a welcome drink while checking them in, and providing the best recommendations and suggestions for exploring Tokyo.

"We are thrilled to introduce the Andaz brand to this exciting city, to

become a bridge between Tokyo's fascinating past and dynamic future," explains Arnaud de Saint-Exupéry, general manager. "We look forward to offering a personal style hotel concept to both guests and locals, which is something quite new for the Japanese hotel market."

The 164 spacious guestrooms—including eight suites—are located on

"OFFERING A
PERSONAL STYLE
HOTEL CONCEPT
TO BOTH GUESTS
AND LOCALS"



the 47th to 50th floors. The standard rooms, averaging 50 square metres, offer unparalleled views of the Tokyo skyline. The bathroom is a key feature, equipped with deep soaking tubs inspired by the Japanese bath culture. All non-alcoholic mini-bar drinks and locally inspired snacks are complimentary, as are local telephone calls and wireless Internet access. In true Andaz fashion, your stay is as seamless and barrier-free as possible.

Tony Chi of New York and Tokyo-based Shinichiro Ogata have overseen the hotel's interior design. From *washi* paper to Hokkaido walnut throughout the spaces, they have used natural materials in creating simple yet sophisticated interiors where guests can both energise themselves and unwind at ease.

Crowning the hotel on the rooftop of the 52nd floor is a modern take on a Katsura Rikyu villa, the quintessential example of Japanese architecture and garden design. The Rooftop Bar overlooking Tokyo Bay offers both indoor and open-air seating, and includes a Japanese tea counter-inspired bar, lounge and lively cocktail bar featuring wine, champagne, green tea and seasonal fruit cocktails, and fine sake. Tokyo's highest stand-alone chapel provides breath-taking views of the city, and is designed with the same copper roofing and shingling of a traditional Shinto shrine.

The Andaz Tavern, with five-metre floor-to-ceiling windows on the 51st floor, features a cozy lounge and bar,

dining area serving refined European provincial cuisine cooked with Japanese produce. There are also Andaz Studios/meeting rooms. The 1,350-square-metre AO Spa & Club on the 37th floor harmoniously unites nature and water with a 20-metre pool overlooking the Imperial Palace grounds.

"The future also is part of the vision, as a 14-kilometre looped road will become Tokyo's answer to Paris' Champs-Élysées and feature a tunnel running underneath the tower leading directly to the 2020 Olympic village," points out Arnaud de Saint-Exupéry. "Toranomom Hills is going to preserve and enhance the richness of this age-old area by attracting an exciting mix of businesses and people."



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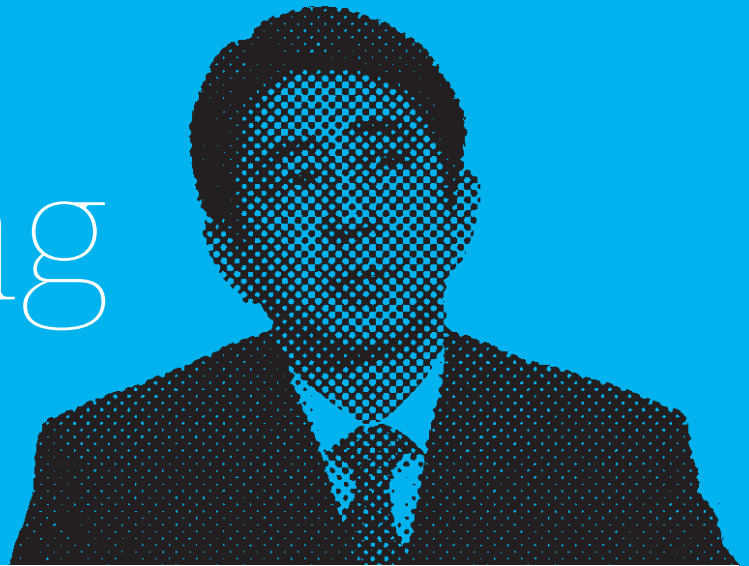
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Nation Branding

What Japan can learn from China



These days we are witnessing a

mounting war of words between China and Japan, accelerating at a pace that makes observers fear serious consequences for the political situation in Asia.

Of course, it is not for me in this column to comment on foreign policy or to make predictions. Nevertheless, it is very interesting to see how differently the two governments conduct their lobbying and PR campaigns. It provides a few lessons about effective branding.

1. The message: there are many competing messages in this dispute. The Chinese and the Japanese each make radically different claims, which are often diametrically opposed. But China has just one core message: "Japan is becoming nationalistic again." It is this one simple message that stands out and, crucially, is the one that successfully registers with international public opinion.

2. The proof points: these serve to back up claims and give credibility to the underlying key messages. Again, China does this better than Japan. One thing that works well for the Chinese is highlighting the visits of Japanese politicians to Yasukuni shrine, as well as Japanese statements downplaying the number of victims in the Nanjing massacre during WWII. This is an effective proof point because it appeals to neutral observers abroad, some of whom criticise this behaviour themselves. Just think of the recent US government reaction to the

“OFTEN PERCEPTIONS COUNT MORE THAN THE REALITY”

Yasukuni visit of prime minister Shinzo Abe.

In contrast, the Japanese side has so far failed to come up with effective proof points either to support claims of being a "peace-loving people" or to undermine the Chinese comments.


3. The channels: with regard to "owned and bought" coverage, the two countries are acting similarly. There is no significant difference in the number of government statements, and both have placed op-ed pieces in leading international media. But the picture is quite different when it comes to "earned" coverage. Providing the stories that mention Japan's war past, as most do, any coverage of Japan-China issues by outsiders already counts as a Chinese success.

4. The spokespeople: the Abe team has done a great job in aligning all members of government on a consistent messaging regarding Abenomics. This

achievement explains a major part of the perceived success of the economic policy so far. But it is a completely different story in regards to foreign relations and Japan's wartime past. The international audience faces a cacophony of individual opinions and statements. Parliament cannot issue even a single declaration on Japan's war responsibility without some prominent individual energetically challenging it.

What a contrast with China! There, the communist party controls and coordinates all spokespeople. And, yes, its credibility might be low, but everyone sings from the same songbook and pushes the same messages.

More could be said about other factors such as timing or audiences. But the main lesson for Japan is abundantly clear—and it is the same lesson for all forms of branding elsewhere—define a simple message with effective proof points, and then push it out consistently via all spokespeople and channels. In short: define your message, stick to it and repeat, repeat, repeat.

Reality is reality, while perceptions are created. But often perceptions count more than the reality, in politics as well as in business. 



DR JOCHEN LEGEWIE
is Managing Director of
CNC Japan.



Jeremy Sampson, Director of Commerce and Industry, talks about the Energy & Infrastructure team at Robert Walters Japan

What are the trends in hiring for the energy & infrastructure industry?

Japan has one of the highest energy consumption rates in the world. There has been a rapid rise in bilingual recruitment activity across the energy & infrastructure sectors. This is attributed to both the expansion of international firms already operating in Japan, as well as a large number of new entrants into the market looking to get a foothold in Japan's expanding energy sector.

Can you explain the main areas of your coverage?

Our team covers all commercial and technical positions across the entire energy industry including the ever-increasing renewable market such as wind and solar, traditional energy, as well as other

associated technologies — and even consulting.

Which areas have marked the strong growth in hiring in particular?

On the renewables side, there has been very large demand from developers and independent power producers, looking to acquire land and develop new projects around Japan. This has created a large demand for sales and management professionals, grid and electrical engineers, and development/project finance professionals.

What makes Robert Walters unique in this industry's recruitment?

Whilst we have recruited in the energy industry for more than eight years, we established our specialist Energy &

Infrastructure team in 2013 in response to the ever-increasing demand in this market. We have a great team of well-experienced consultants who know their market well. Our team-based approach with a strong emphasis on head hunting the best talent in the market ensures that we always provide the best results for our clients.

ROBERT WALTERS

Jeremy Sampson
Director of Commerce and Industry
Tel: 03-4570-1500
Email: info@robertwalters.co.jp
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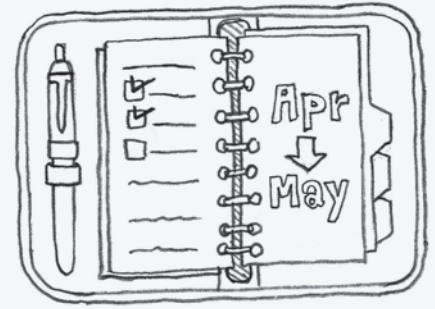
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Alison Murray, EBC Executive Director. Tel: 03-3263-6222. E-mail: ebc@gol.com

Upcoming events



► **Belgian-Luxembourg Chamber of Commerce in Japan**
www.blccj.or.jp

Belgian Beer and Food Academy II

17 April, Thursday, 18:30-21:30

Venue: Hilton Tokyo, 2F, Shinjuku
Fee: to be confirmed
Contact: info@blccj.or.jp

Monthly beer gathering

21 April, 19 May, 16 June, Monday, 19:00-23:00

Venue: Belgian beer café in Tokyo
Fee: you pay for what you drink
Contact: info@blccj.or.jp

► **French Chamber of Commerce and Industry in Japan**
www.ccifj.or.jp

Femmes Actives Japan: Corporate women in Japan

24 April, Thursday, from 19:00

Venue: Institut Franco-Japonais de Tokyo
Fee: to be confirmed
Contact: www.ccifj.or.jp

Kansai CCIFJ Gala 2014

14 May, Wednesday, 18:30-21:00

Venue: Hotel New Otani Osaka, 2F
Fee: ¥25,000
Contact: Nobuko Yoshida, nyoshida@ccifj.or.jp

Fukuoka CCIFJ Gala 2014

9 June, Monday, 18:30-21:00

Venue: Agora Fukuoka Hilltop Hotel & Spa, Kyushu
Fee: ¥20,000
Contact: Nobuko Yoshida, nyoshida@ccifj.or.jp

► **Italian Chamber of Commerce in Japan**
www.iccj.or.jp

Seminar: Venetian Cuisine (Cicchetti)

9 April, Wednesday

Speaker: Chef Paolo Colonnello
Venue: The Italian Chamber of Commerce in Japan
Fee: to be confirmed
Contact: promo@iccj.or.jp

Seminar: Italian journalism in Japan

15 April, Tuesday, from 19:00

Venue: The Italian Chamber of Commerce in Japan
Contact: promo@iccj.or.jp

Master of food courses and tastings

10-14 May, Saturday-Wednesday, times vary

Speaker: Dr Cristiano De Riccardis ("Slow Food Italia")
Venue: The Italian Chamber of Commerce in Japan
Contact: promo@iccj.or.jp

Italian Olive Oil Day 2014 & JOOP Japan Olive Oil Prize

17 May, Saturday, 10:00-20:00

Venue: TV Asahi event space Umu, Roppongi Hills
Admission: free
Contact: support@iccj.or.jp

Tokyo CCI*/ICCJ joint networking event

24 April, Thursday, 18:30-21:30

Venue: Armani Ristorante, Ginza
Contact: promo@iccj.or.jp

*Tokyo Chamber of Commerce and Industry

Stora Enso Cup Sweden-Finland Golf Challenge

11 April, Friday, first tee-off at 09:30

Venue: GC Narita Hitree, Chiba prefecture
Fee: ¥16,500
Contact: Finnish Chamber of Commerce in Japan, Swedish Chamber of Commerce and Industry in Japan

The Economist's Japan Summit 2014 – "Japan Towards 2020: Time to Get Started"

17 April, Thursday, 08:45-18:40 (followed by reception)

Venue: Hotel Okura Tokyo
Contact: www.economistinsights.com/japan-summit

APRIL

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25	26	27	28	29	30	31

ABC-GCCIJ-SCCIJ Joint event*: Kawasaki Frontale vs Ulsan Hyundai

22 April, Tuesday, 19:00-21:00

Venue: Kawasaki Todoroki Stadium
Contact: tokio@advantageaustria.org

* Austrian Business Council, German Chamber of Commerce and Industry in Japan, and Swiss Chamber of Commerce and Industry in Japan

BLCCJ/CCIFJ joint golf tournament

23 May, Friday, all day

Venue: Minami Ichihara Golf Club, Chiba prefecture
Fee: to be confirmed
Contact: info@blccj.or.jp or nyoshida@ccifj.or.jp

Bruce J Ellsworth

Policy fan and anti-smoking crusader

Text **MIKE DE JONG**
Photo **BENJAMIN PARKS**



“PEOPLE DO NOT
ALWAYS HAVE A
CHOICE OF A SMOKE-
FREE WORK
ENVIRONMENT”

He might be head of governmental affairs for a large multinational company in Japan, but don't call Johnson & Johnson's Bruce Ellsworth a political junkie.

"I don't consider myself interested in politics," says Ellsworth, who is also chair of the EBC Cosmetics and Quasi-drugs Committee. "I consider myself interested in policy. So if you ask me about all of the politicians' personalities and who's this and that... I don't know. I go straight to the issues. That's where I'm interested."

Whether he cares about their personalities or not, Ellsworth has built a career working with politicians for nearly two decades. And he started in the trenches, as a legislative assistant to a Japanese politician.

"Often times, I was the one who answered the phone ... even though I didn't speak Japanese very well at the time," he says. "I had to decide whether or not to accept requests for meetings with my Diet member. Now that I'm on the other side, working for the EBC and my company, making requests, I know how to get access and how the policy-making process works from the inside."

During his year-and-a-half at the Diet, Ellsworth researched policy issues, set up meetings with foreign dignitaries, and built some of the first webpages for Japanese political parties. As one of only a handful of non-Japanese working on the "inside", Ellsworth believes the experience helped his career.

"It gave me the ability to see the reality of working in parliament every day, so that I can appreciate what kind of people are working there, what kinds of pressures they face every day. That insight has made me more effective."

After leaving politics, Ellsworth worked as a financial journalist, covering parliament, the prime minister, the finance minister, political parties and various ministries. He calls that work another learning opportunity.

"That was really a formative experience for me. From a language point of view, every day was like taking a final exam. I had to listen to press conferences in Japanese and then send my articles within minutes over the phone. And I had to track down cabinet

ministers and political party leaders around the clock in order to get their views on the latest market and policy developments."

Six years ago, Ellsworth moved to Johnson & Johnson, concentrating on policy areas such as schizophrenia, hepatitis, pain management and breast cancer. During this time, he believes the industry mood has changed dramatically from "dark to light". First came the difficult era of health budget austerity under then-Prime Minister Junichiro Koizumi (2001-06), when new medical product approvals were painfully slow. That was followed by a period of increased healthcare spending and regulatory reform for drugs and medical devices under the Democratic Party of Japan (2009-2012) and later the Liberal Democratic Party.

"Japan's average review time for a new drug, six years ago, was 22 months," Ellsworth notes. "And now, thanks to a doubling of the number of review staff, it is only 10.3 months."

"The speed at which new medical devices and new pharmaceuticals are reviewed and approved has accelerated at a dramatic pace. So that the drug lag and device lag have both shortened considerably. And now we're actually seeing [some] new drugs and devices approved in Japan first, before any other country [besides country of origin]."

Recently, Ellsworth took on a policy area of great personal satisfaction: tobacco control. It's not an easy fight in Japan, where many still smoke and tobacco-control laws are weak. Ellsworth began in 2009 with efforts to support a governmental tobacco tax hike. That was followed by a major initiative to reduce work place smoking.

"People do not always have a choice of a smoke-free work environment," he says. "They cannot just quit their job and expect to easily find another one with a healthier environment. So they, in some sense, are trapped. And their rights and health need to be protected."

As part of his efforts, Ellsworth facilitates meetings between politicians and tobacco-control experts from around the world. He also helped produce a national survey that showed that 78% of non-smokers and 22% of smokers in Japan support a legally mandated worksite smoking ban.

Do you like natto?

Time outside Japan: Scuba Diving in South-East Asia

Career highlight: Successfully lobbied the prime minister's Press Club and LDP Press Club to allow foreign journalists to ask questions freely, thereby breaking down the barriers at the last two press clubs that restricted foreign journalists.

Career regret: Not working in Europe.

Favourite saying: *Isogaba maware* (If in a hurry, take the long way around).

Favourite book: "Oh, the Places You'll Go!" by Dr. Seuss.

Cannot live without: My beautiful wife and three children.

Lesson learned in Japan: Healthy food and walking are the secrets to long life.


Secret of success in business: Create opportunity through regulatory reform.

Favourite place to dine out: XEX at Atago Green Hills (great view!).

Do you like natto?: On brown rice, yes, but not in sushi or on pizza.

"I would like to believe that [the survey] helped contribute to the debate in parliament by helping the voice of the silent majority reach the ears of policy-makers," says Ellsworth, who also co-edited an EBC-ACCJ Health Policy white paper that supported stronger work place protections.

This year, Ellsworth is excited about a major tobacco-control policy change. The Ministry of Health, Labour and Welfare is planning a revision of Japan's Industrial Safety and Health Law requiring employers to make an effort to protect workers from second-hand smoke. While the law would stop short of a complete ban, Ellsworth believes it would move forward the anti-smoking debate.


"What this revised law will do is force CEOs, HR directors and union leaders to think about the health risks of second-hand smoke in a new way. I believe it will catalyse changes that will help many workers live longer, healthier and more productive lives." 



Ehime's handmade sake

Photos and text **ROD WALTERS**

Winter is a busy time at Chiyo no Kame brewery in Uchiko, Ehime prefecture, Western Japan. Staff work around the clock in the freezing cold inside the old *kura* (brewery). Summer rice is milled to various sizes (that define the grade of sake), then steamed and combined with carefully nurtured mould—before being dropped through a hatch into tanks

of pure water below. That is where it ferments into sake, which is squeezed from the rice using a traditional press. Everything is done by hand, painstakingly, and the workers must pay constant attention to hygiene during the entire process to keep the sake from becoming spoiled. The first pressings have a lively, effervescent and memorable taste. 



Yutaka Tamura

Manager, Sakura Hotel & Café Ikebukuro

The Sakura Hotel and Café provides a friendly and personalised atmosphere for Japan's foreign community. Founded in 1992, Sakura Hotel company has more than 1,700 rooms in 157 locations around Tokyo. Priding itself as a place to meet and experience people from other cultures, Sakura Hotels last year hosted 6,000 people from 100 countries—many visiting Japan for the first time.

"It's much more than just a hotel room to sleep," says Tamura. "It's a place to meet interesting people and experience local culture."



Photo **BENJAMIN PARKS**



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