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*Michael Van Zandt*  
*Laerdal Medical Japan*



### **Towards a healthier Japan**

ACCJ-EBC Health Policy White Paper 2015

### **Olympic hopes**

Projects slowed by labour shortage

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Publisher **Vickie Paradise Green**  
[paradise@paradigm.co.jp](mailto:paradise@paradigm.co.jp)

Editor-in-chief **Mike de Jong**  
[dejong@paradigm.co.jp](mailto:dejong@paradigm.co.jp)  
Senior Editor **David Umeda**

Creative Director **Paddy O'Connor**  
Art Director **Cliff Cardona**  
Illustrator **DJ**

Director of Sales **Tapo J Mandal**  
Account Executives **Nicole Alarie, Ninoy Kiat**  
[advertising@paradigm.co.jp](mailto:advertising@paradigm.co.jp)

Production and distribution  
**Daisuke Inoue**  
[eurobiz@paradigm.co.jp](mailto:eurobiz@paradigm.co.jp)

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## Contributors

Justin McCurry is the Japan and Korea  
correspondent for the *Guardian* and  
*Observer* newspapers. He graduated from  
the London School of Economics and later  
gained a master's degree in Japanese stud-  
ies from the School of Oriental and African  
Studies, London University.

"It hasn't taken long for the euphoria  
that greeted Tokyo's successful Olympics  
bid to wear off. Funding the Games is a  
perennial problem, but in Japan it is being  
compounded by an acute labour shortage.  
The simple solution would be to turn to



**Justin McCurry**  
tells us why Tokyo's  
Olympics projects are  
lagging, page 24.

foreign labour, including skilled construc-  
tion workers from Europe. But over-regula-  
tion and public angst over immigration risk  
clouding Tokyo's Olympic dream."

**Allison Bettin** takes  
a look at JAXA's  
environment-friendly  
flight technology,  
page 27.



Allison recently relocated to Tokyo from  
Hong Kong, where she received her

degree in journalism and geography. She  
now writes freelance articles for various  
publications.

"JAXA's research and development of  
environmentally-friendly aviation technol-  
ogy comes directly from the government's  
push for Japan to invest in sustainable  
alternatives. Though the targets are high,  
it seems the know-how is already there,  
making widespread implementation easier  
to imagine than before."

Geoff is a Canadian who has been working  
in Japan for the past two decades. A former  
newspaper and wire service reporter and  
copy editor, he now works freelance out of  
his lair in Nakano ward, Tokyo.

"The next big thing in mobile com-  
munications will be "5G", a platform that  
promises to make our lives even more  
connected than today. But, first, industry  
officials and researchers must unclog a  
serious bottleneck: the highly congested  
wireless spectrum. Members of the

**Geoff Botting**  
focuses on the EBC  
Telecommunications  
Equipment  
Committee this  
month, page 34.



EBC Telecommunications Equipment  
Committee are part of the effort to  
squeeze the most mileage out of this  
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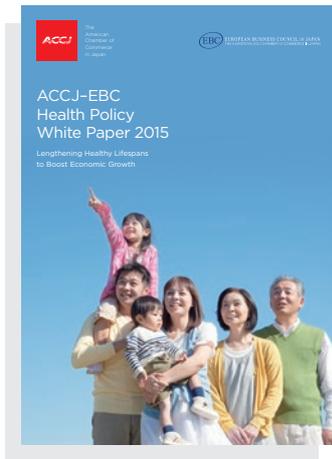
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# Healthy future, UK election and labour blues

If you have been to a hospital or medical clinic in Japan recently, you might have noticed that waiting times are getting longer. It is not your imagination. Japan's healthcare system is bogging down, with the strain of an ageing population and rapidly rising costs. Healthcare spending as a percentage of GDP has gone from about 4.5% in 1990 to more than 10% today. While Japanese patients still receive high-quality care, the sustainability of the system is in question.

Quite simply, something has to be done to reign in costs.

It is in this regard that two of the leading foreign business organisations,



the European Business Council and the American Chamber of Commerce in Japan, have teamed up on a 2015 health policy white paper. The document covers 41 topic areas, and offers more than 200 recommendations for improving the system.

We at *EURObiz Japan's* parent company Paradigm were particularly pleased to be called upon to work with the ACCJ on this

project. The document is required reading for anyone interested in boosting efficiency, cutting spending and preventing excessive increases in healthcare costs. We bring you the highlights of the white paper in this issue (page 8).

Also this month, our man in London, Tom Elliott, weighs in with an analysis

of the recent British election (page 31). What will David Cameron's overwhelming triumph mean for the UK economy, investment and the future of Britain in the European Union? Are there dark clouds on the horizon?

And, finally, it seems Japan's grand plans to construct a new Olympic landscape have hit a snag: not enough workers to complete the projects. Justin McCurry (page 24) tells us the reasons for the slowdown and whether solutions can be found.

Happy reading! 



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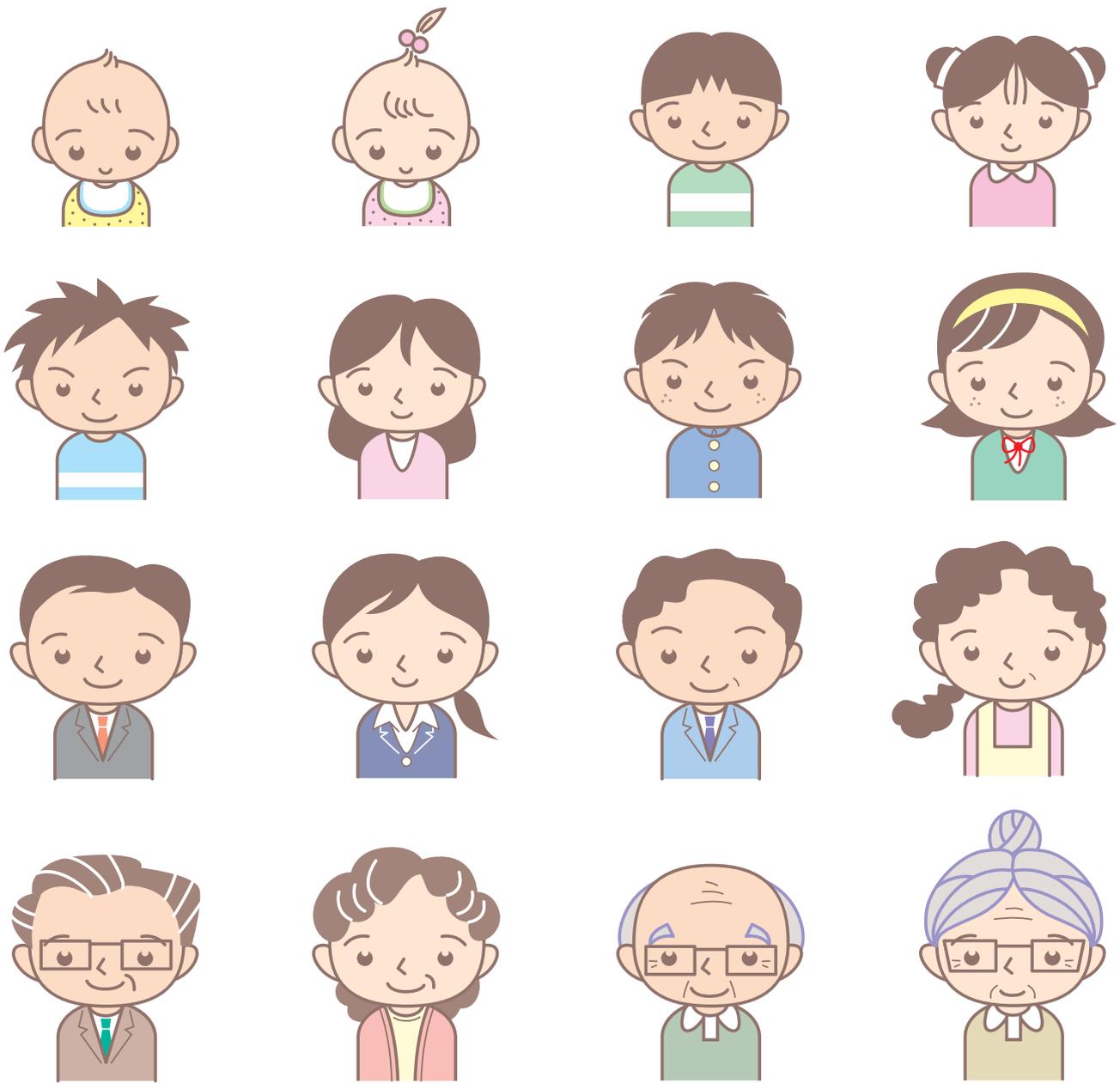
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# Towards a healthier Japan

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*ACCJ–EBC Health Policy White Paper 2015*

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Text **MIKE DE JONG**

# “IT’S REALLY IMPROVEMENT IN SOCIETY AND FOR THE PEOPLE”

Danny Risberg

**D**espite the fact that the Japanese live longer than nearly anyone else, the country’s healthcare system is ailing. Healthcare spending as a percentage of GDP has more than doubled since 1990, and is now greater than the OECD average. Experts say by the year 2030, costs could reach as high as 20% of GDP. The country’s rapidly ageing population and a preference by patients for hospital treatment over home-based care add further pressures to an already overburdened system.

The government of Japan has been examining ways of making the system more cost-effective by studying programmes relating to wellness, disease prevention, treatment and early detection. In this regard, the European Business Council in Japan (EBC) and the American Chamber of Commerce in Japan (ACCJ) have collaborated on the Health Policy White Paper 2015, containing a series of 41 topic areas and covering nearly 200 recommendations for improving the Japanese healthcare system.

“The policy recommendations outlined in the white paper were compiled and based on the belief that investing in the health of the Japanese people would not only result in a higher quality of life, but could boost economic competitiveness,” says Bill Bishop, chair of the ACCJ Healthcare Committee. “We also believe these policies could boost the efficiency of healthcare spending and prevent excessive increases in healthcare costs.”

According to EBC Chairman Danny Risberg: “We want to try to add value and improve the Japanese social structure and life for patients. It’s really improvement in society and for the people. Truly we believe the only way for that to happen is [by improving] the system to get more efficiency.”

The white paper’s topic areas are wide-ranging, including communicable and non-communicable diseases, women’s health, lifestyle-related concerns, mental health, health IT-homecare, healthcare-associated infections, regenerative medicine, and the treatment of chronic pain.

ACCJ-EBC research found that treatment of chronic pain, for example, can be improved in Japan. Statistics show that 11.3% of all Japanese adults have experienced chronic pain at level 5 or greater ... with about seven million adults having their ability to work undermined by on-going ailments. Despite low-cost solutions being available, researchers found “a tendency [in Japan] to view chronic pain as something to be endured, as well as a lack of understanding of the magnitude of the problems.”

ACCJ Healthcare Committee member Kimiko Inoo adds: “The most effective way to solve this issue, we believe, would be [to have] Japanese medical schools adopt or develop programmes for comprehensive pain education.”

Izumi Hamada, secretary-general of the EBC Medical Equipment Committee, says, “Japan has a culture of ‘it’s good to have patience’, so changing people’s minds is important to [caring for] chronic pain and regaining a patient’s productivity and quality of life.”

Advocacy – or education – is at the core of many of the white paper’s recommendations. One example is in the emerging area of regenerative medicine.

The white paper suggests that: “Regenerative medicine is expected to pave the way for new approaches to the treatment of disease that have been considered incurable by traditional treatment options, including surgery and medication, and to overcome the chronic shortage of donor organs, tissues and cells, especially in Japan.” However, regulatory obstacles stand in the way of taking advantage of regenerative medicine’s full potential.

In the area of non-communicable diseases (NCDs), awareness levels and individual initiatives remain low in Japan. NCDs – such as heart disease, stroke, diabetes and hypertension – can appear later in life, posing a real threat to a country with such a rapidly ageing population. The white paper suggests that solutions can be found through “behavioural changes ... voluntary and active prevention, early detection and treatment.”

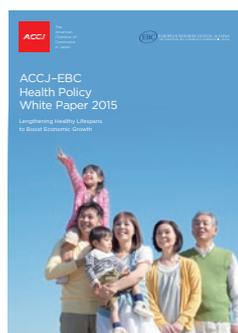
Mental health is another healthcare sector of concern in Japan. The ACCJ-EBC report points out that patients suffering from mental illnesses in Japan currently outnumber those suffering from diseases such as cancer, stroke, acute myocardial infarction and diabetes. Schizophrenia, in particular, accounts for a majority of Japan’s problematic mental health conditions. About 10% of patients commit suicide and up to 70-80% experience a relapse within a year of treatment. The white

paper suggests that the “preparation of a regional environment that shares the concept of ‘social inclusion’ ... is required.”

Risberg adds that change is needed in the way Japanese society views mental illness. “A lot of people [mistakenly] believe that mental problems are because the person’s weak,” he says. “But that’s not the case. If you have schizophrenia or a bi-polar disorder, it’s a chemical, mentally driven imbalance. A disorder. If you get the right treatment and some support, you can live a normal life.”

On women’s health issues, breast cancer rates are rising in Japan, yet screening remains “markedly lower than in other developed countries”. And, because Japanese women in their forties tend to have a high rate of dense breast tissue, they can be at high risk. Tumours in dense breast tissue are not detected with normal mammography screening either, so magnetic resonance imaging (MRI) biopsies are a viable alternative in such cases. However, in Japan, MRI biopsies are not covered by health insurance and are only available at 18 institutions across the country.

“The government should subsidise MRI biopsy sites,” says ACCJ Healthcare Committee member Eriko Asai. “The government should also provide funding for programmes, such as free coupons for breast cancer screening.”



For more information on the ACCJ-EBC Health Policy White Paper 2015, please go to: [www.accj.or.jp](http://www.accj.or.jp)

Viral hepatitis is one of the most common contagious diseases in Japan. Approximately 1% of the population is believed to be infected and, because symptoms are not obvious, 70-80% of patients (with hepatitis B) do not even know that they’re infected. Furthermore, these sufferers can unknowingly transmit the virus to others in various ways. ACCJ-EBC research found that com-

the demographics, the numbers show ... it has to become a bigger part of the health-management system. There’s not enough people in the hospital to take care of all the patients.”

Risberg also believes that telemedicine and the development of healthcare IT could provide the technology and data tracking needed to move Japan closer to a home healthcare model.

He says improvements in healthcare data mining would help in getting reimbursements, cutting costs and tracking patients.

Finally, lifestyle issues such as smoking are also addressed by the EBC-ACCJ healthcare experts. Unlike most other developed countries, Japan still permits smoking in work places such as hotels, bars, restaurants and even some offices. This means that some people face a serious health hazard just for showing up at work. The white paper research found that a majority of Japanese would support a smoking ban in all such indoor places. Only 15% disagree.

“I think a non-smoking environment is necessary,” says the EBC’s Hamada. “We need to be more cautious about the possible risk of

passive smoking and protect a healthy environment.”

In all, the white paper’s nearly 200 recommendations are not intended as a comprehensive overview, but rather as examples of policies “likely to yield significant positive potential impact”.

“Japan will not shrink its spending [as a portion of] GDP in healthcare,” adds Risberg. “They’re trying to maintain it, which is probably still impossible. But they need to control the growth rate because, if it grows at the same rate as the ageing society, it will be unmanageable.”

“If some of these policy recommendations are accepted or implemented, then we should see improvement in quality of life, improvement for the patient and family,” he continues. “We should see efficiencies in the system, which result in managed cost.” 

## ACCJ-EBC Health Policy White Paper 2015 highlights:

Some 11.3% of Japanese adults experienced level 5 or greater chronic pain

Efforts to translate and commercialise regenerative medicine are slow compared with Western countries

Awareness of NCD initiatives remains low in Japan

Patients with mental illnesses out-number those suffering from the four major diseases

Breast cancer screening remains markedly lower than in other developed countries

70-80% of hepatitis B patients do not know that they’re infected

Most Japanese would support a smoking ban in all indoor work places, including hotels, bars and restaurants

munication is the key to stopping the spread of this virus.

“The main reason for the low awareness is that people do not have comprehensive information about the risks and transmission routes, or which hospitals provide appropriate diagnosis and treatments,” reads the report.

Home healthcare is another important area of development in Japan. The white paper suggests that “key policy reforms” are needed to optimise healthcare resources over the next 10-15 years. The problem in Japan, though, is that there remains a cultural proclivity for people to prefer hospital treatment over home-based care. Risberg points out that this belief is slowly changing.

“The numbers show that people want home healthcare. But there’s nothing for them to ‘have’ yet – nothing comprehensive,” he says. “Just looking at

A portrait of Bernhard Zimburg, Ambassador of the Republic of Austria. He is a middle-aged man with short, light-colored hair, wearing glasses, a dark pinstriped suit jacket, a light blue shirt, and a red tie with a blue and black paisley pattern. He is smiling and looking directly at the camera. The background is slightly blurred, showing a stack of books and a patterned chair.

# Austrian experience

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*Bernhard Zimburg,  
Ambassador, Republic of Austria*

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Text MIKE DE JONG  
Photo BENJAMIN PARKS



**With an extensive background serving** on all continents save Australia, Bernhard Zimburg brings a world of experience to his posting as Austria's Ambassador to Japan. His country's history over the past century – which includes involvement in two devastating world wars – serves as a lesson for modern-day Japan, as Zimburg relates in an interview with *EURObiZ Japan*.



**How do you think your country's experience, recent and not so recent, relates to Japan?**

Our post-World War II history is the main common experience. Both countries were on their knees after World War II, and both countries had the experience of what led to that disaster. And both countries benefited extremely from the post-war order – meaning the universal, open and free economic system – having access to all markets. The experience between the two wars: both countries were quite isolated. Japan suffered from that fear of not having access to raw materials and energy, and Austria was totally isolated. We could not progress at all and had no means to overcome shortcomings obvious after the dismantlement of our "empire". That means both the supply and the markets; everything was lost. The country was really impoverished which, of course, had great political consequences. This experience – all of a sudden that you can have access to the whole world market and then benefit enormously – and you don't need aircraft carriers all over the place to underscore your interests. I think that this is something that both countries share in political deliberations.

**Does Austria's experiences from two world wars make you stronger in working for peace, disarmament and nuclear non-proliferation?**

Yes. In general, this common experience

helps to find common interests and positions in the world of multilateralism. When it comes to [nuclear] non-proliferation, then our experiences are somewhat different. Japan feels very dependent on a nuclear umbrella. Some Europeans feel less dependent. But ... Japanese society seems a bit divided. The experience of Hiroshima and Nagasaki, of course, makes them very antagonistic toward any form of nuclear arms – not only to use them, but also to have them. On the other hand, the political establishment feels it has to rely on a nuclear umbrella, in particular when it comes to Japan's relations with its neighbours. Japan believes very strongly that the anti-ballistic defence system is the only criteria by which [the country] is taken seriously. And that only works in combination with the nuclear umbrella provided by the United States. That is something where we feel quite differently. And our latest pledge, the so-called UN pledge for the removal of nuclear arms, is shared and welcomed by the civil society of Japan – but not the political establishment. Therefore, I think we will not see Japan as an immediate supporter of this initiative. But I think what we really share is the understanding that we both have an interest to maintain the rules-based international system.

**Some people are worried that, under the current administration of Prime Minister Shinzo Abe, Japan is moving**

**away from a peace and disarmament philosophy. Do you agree?**

You know, on the one hand, it is legitimate that, after 60 years, one questions the world order and there is an adjustment necessary. It also shows that, in principle, the United States welcomes that there will be some military participation in international activities. But this lack of dealing with the past appropriately also raises legitimate fears that, in the future, things could go the old way. [But] the conditions which led to this nasty expansion of militarism are not here. Japan's in a totally different situation: it's not at all isolated, it has not to worry about grabbing some piece of real estate to have access to resources.

**German Chancellor Angela Merkel recently visited and compared her country's post-war experiences with Japan. Both countries have taken very different routes to accepting the past. From an Austrian perspective, do you feel Japan needs to work on that?**

Absolutely, because the major yardstick is how the neighbours are reacting. I served in ASEAN and there are resentments similar [to those] in China and South Korea. This has to be taken seriously. You cannot just say, "We've been fine for the last 60 years and, therefore, we don't have to openly debate and put the facts and emotions on the table". Because, when they don't deal with



## “THIS COMMON EXPERIENCE HELPS TO FIND COMMON INTERESTS AND POSITIONS IN THE WORLD OF MULTI-LATERALISM”

**Bernhard Zimburg**

their past appropriately, everyone will fear that the future can also be determined by these old spirits. So I think there's absolutely a need. However, there's not an immediate danger, for the reasons I explained.

**Like many European countries, Austria is strongly into renewable energy. Do you think Japan can learn from your example?**

Uniquely in Europe, Austrians banned nuclear plants in a 1978 referendum. Consequently, Austrian energy politics focused on tapping into a wide variety of energy sources, including a strong emphasis on alternative energy. Besides hydropower, biofuels [like biodiesel] and biogas, solar heating, solar cooling, geothermal energy and biomass gained popularity quickly.

Instead of focusing on an electricity-based model – typical of countries making heavy use of nuclear power – Austria achieved a paradigm shift, basing our energy needs on heat. This would include biomass-based technology development, district heating and cooling, and strengthening the energy-efficiency of our buildings. One example is the energy licence of buildings. Like a driver's license for houses, it details the energy-specific parameters of buildings.

Green energy has also become an important business: in 2013, green

energy generated some €5.9 billion in revenues and employed about 39,000 people. The share of alternative energy in 2013 was 33.6%, with a yearly growing rate of about 1.5%. By 2030, we will reach more than a 50% share of renewables.

**And you are supporting major forestry projects in Nagano. Can you describe these initiatives?**

Nagano prefecture is very interested in implementing the Austrian model in the fields of forestry, biomass utilisation and specific education, as it provides a perfect fit for the region. A series of initiatives, such as special training courses in Austria for forestry and biomass technology, as well as a number of specific events are being held in both countries. Nagano, however, is not the only region with strong interest in what Austria has to offer, as we have close contacts with many prefectures and municipalities throughout Japan – from Hokkaido to Kyushu.

**With the Europe-Japan free trade agreement (FTA) and strategic partnership talks continuing, what will it mean from your perspective when they are concluded?**

The negotiations are ongoing but tough. The aim of reaching a conclusion by the end of 2015 seems ambitious. We expect to benefit from the FTA,

particularly in regards to abolishing non-tariff barriers in many areas, and the reduction of tariffs on items important to Austria. At the very least, we hope to see a strong increase in trade between our two economies. Take South Korea, as an example: the trade volume between Europe and South Korea expanded by 11% [following the signing of their FTA, effective July 2011]. With Japan, I think an even stronger expansion in trade volume is attainable.

**A strategic partnership agreement is also being discussed between Europe and Japan. Some controversial issues such as the death penalty might be involved. What are your views on this?**

This has always been a slowing force because, for us, it is important to have both [agreements] together. To separate governance from economic relationships [has] never worked out. When the government is not right, it will, sooner or later, have economic costs. That is almost an iron rule. Therefore, with Japan, we have so many aspects which we share that we also use this strategic partnership agreement to summarise the issues we share – not only the things where we are divided. Of course, we cannot change everything and [some of] our major partners in the western hemisphere still maintain the death penalty, so this is not something that will be a condition. But it will be clearly marked and something we wish would develop in another direction. 



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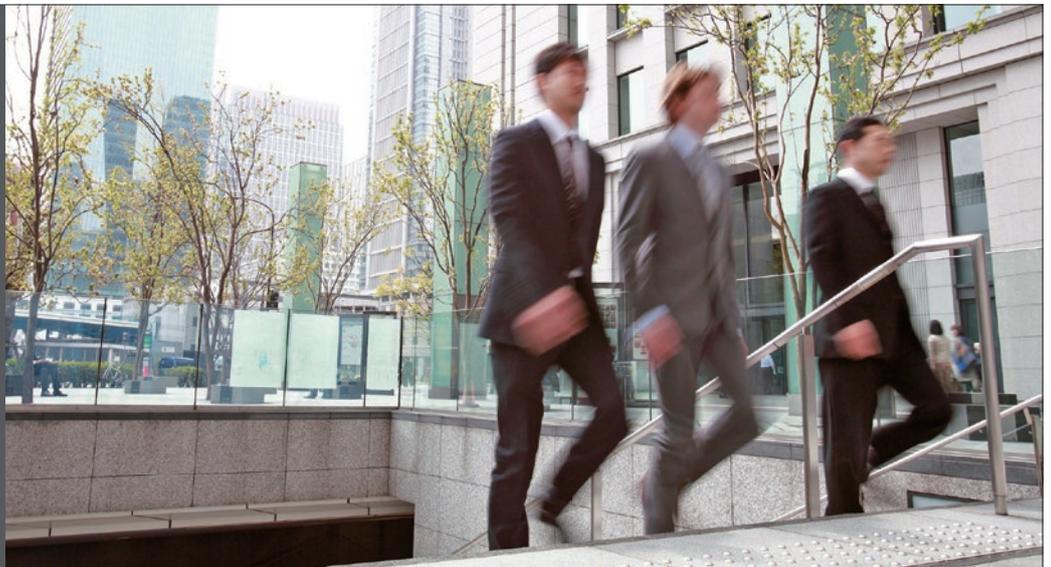
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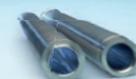


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**PLANSEE**



# Sakura House Co., Ltd.

*Focusing on the foreigner trade*

Text **ROBERT P CAMERON** Photo **GENEVIEVE SAWTELLE**

“WE JUST TRY TO DO OUR SMALL PART TO **BREAK DOWN THE WALLS,** ECONOMICALLY AND ALSO IN LANGUAGE”

**C**an an accommodation company be a force for world peace? Tokyo accommodation operator Sakura House Co., Ltd. sincerely hopes so. It has been welcoming international customers for almost 23 years, providing reasonably priced accommodation for short-term daily, weekly, monthly and yearly stays in Tokyo.

The company has seen its business grow at a healthy clip recently, and the chain has expanded to 120-plus locations around Tokyo. “Since we’ve been focusing on this market, the non-Japanese traveller market, we’ve been growing,” says Masayo Namiki, Sakura House’s general manager. “Of course, we’ve had some difficult times, during economic downturns and natural disasters. The earthquake in 2011 was tough, but we recovered quickly after the tragedy, thanks to our loyal customers and the community we’ve built up.”

This development of a community has paid off – Sakura House and Sakura Hotel & Hostel serve 2,000 guests a day, from 100 countries, and about 40% are return customers. Informal marketing has driven much of the company’s steady growth. For example, about a quarter of its customers are from France.

Thanks to the efforts of the company’s international, multilingual staff, word-of-mouth has spread its reputation

in various parts of the world – for instance, keeping members of the French, British and other foreign communities informed. In-house events that focus both on Japanese and worldwide cultures and languages are another way to bring together residents of disparate backgrounds, and keep them interested and coming back.

Its clientele comprises not only the expected students and young travellers looking for inexpensive accommodation. The company also accommodates guests of all ages visiting Tokyo for work, travel, education or cultural experience; and business travellers have become regulars as well.

The success of its hotel operation has enabled Sakura House to branch out into other fields, such as international event planning through its own specialised company, Design Festa Gallery, located in Harajuku. It holds art events such as the thrice-yearly Design Festa & Gakuten at Tokyo Big Site, among other sites. The company also has been operating a chain of 24-hour cafés, and its noodle stands, Yomoda Soba, in Ginza have become a hit among consumers.

Further leveraging its client community and multilingual staff, Sakura House and its group companies have expanded into other enterprises. The group also runs an organic farm in Tohoku that supplies the cafés with organic eggs and vegetables. Locally sourcing food goes down well with

many of the international guests, as food safety and health-conscious lifestyles continue to become more globally popular.

Having an international outlook and maintaining multilingual staff have opened quite a few more business doors for the company. It has been running a rental office and study room operation for over 20 years in Tokyo, called Business Garden, catering to foreigners involved in business start-ups, and making available to them full-time English speaking attendants. Plans (or, at least, dreams) for the future include hotels in other parts of Japan and, perhaps, even overseas.

Sakura House looks to be well-positioned to ride the growing wave of interest in Japan worldwide. International visitors to this country have surged an astounding 33.8% since 2013 – a record high, with most of the visitors coming from Taiwan and China, which hit 26.6% and 84.3%, respectively, according to the Japan Tourism Agency.

Sakura House began with, and is still driven by, a sincere desire to contribute to international peace and understanding, according to Namiki. “We just try to do our small part to break down the walls, economically and also in language. It’s not only our company, but [also] Japan itself that is taking this great opportunity to meet more newcomers and bring people together. That can actually make a better world.”



# Car talks

## *How free trade could affect Japan's auto market*

Text **BRUCE DAVIDSON**

**T**he Japanese auto market is on a slow downward trend that will almost inevitably continue in parallel with the shrinking population. Nevertheless, with 4.7 million passenger vehicles sold in the year to March 2015, it remains a significant market for European manufacturers. In a declining market, they will need to increase their market share significantly to maintain the current level of sales. For this to happen, the harmonisation of vehicle standards between the EU and Japan, affecting everything from fuel efficiency to licence plate size, is a prerequisite.

Although the Japan-EU free trade agreement (FTA) has been grabbing the headlines recently, multilateral negotiations on vehicle standards have been

on-going separately under the auspices of the UN in Geneva for many years.

The current international framework on vehicle standards is based on the so-called 1958 Agreement, overseen by the UN, and which Japan joined in the late 1990s. The agreement provides for the mutual recognition of the approval of components and systems that conform to the technical requirements of UN Regulations. (China and India are not signatories, though they do often follow UN Regulations, while the US has its own technical requirements.)

The holy grail of harmonisation is an international whole vehicle type approval (IWVTA) system, which would allow manufactures to sell cars complying with a common set of technical criteria in any territory that has adopted the IWVTA, explains Anthony Millington,

director general for Japan of the European Automobile Manufacturers Association (ACEA).

"Japan has agreed to dozens of core UN Regulations, but there are still nine areas of Japanese type approval where Japan does not accept a UN certificate as demonstrating compliance with its national requirements," says Millington.

"So an EU exporter still has to demonstrate in those areas that the vehicle complies with Japan's national regulations, even though they have the relevant UN certificate. These include some major issues such as emissions, noise and fuel efficiency," adds Millington. "One of the things we are trying to achieve through the EU-Japan FTA agreement is to fill in those gaps."

Despite this, Japanese authorities claim that, in some cases, their



“WE WANT  
THE **FULL**  
**MONTY** OF  
HARMONISED  
STANDARDS”

standards are more stringent than those used internationally; European manufacturers dispute this. In areas where standards diverge, European and Japanese requirements are often functionally equivalent.

Even such seemingly minor matters as the dimensions of licence plates have involved discussions that have spanned decades, according to Millington. Although agreement was finally reached last year, it allowed for both Japanese and European types, the two sides unable to settle on a mutually acceptable common standard.

The absence of harmonisation represents a real cost to manufacturers, points out Magnus Hansson, head of Jaguar Land Rover Japan, which has achieved considerable success for its two iconic brands in the local market.

“Japan doesn’t have the purposeful intent to prevent imports: that’s a bit of a myth. However, there are a few regulations that are unique to Japan and which are cumbersome and antiquated. They seem small, but when added together they create significant administration work and costs,” says Hansson. “Because of some of these, we can’t bring our full global portfolio here – because it’s not financially viable. Consumers here would get a better and wider choice if these were resolved.”

Acknowledging both the manufacturing prowess and lobbying power of domestic brands, Hansson remains optimistic that the Japanese authorities are sincere in their intentions to standardise and simplify regulations, and that it will eventually happen.

Since 2010, the global automobile

industry has been promoting the concept of IWVTA within the framework of the 1958 Agreement. Phase 1 of this process, for adoption in March 2016, will include some 53 existing UN Regulations.

“The European automobile industry hopes that the FTA negotiations with Japan will anticipate the completion of the IWVTA process so that a vehicle manufactured in the EU can be accepted in Japan without the need for modification, further testing or additional certification,” says the ACEA’s Millington.

“Our goal is not mutual recognition of different standards, which is what some industries are aiming for; we want the full monty of harmonised standards,” says Millington. “The final objective is global harmonisation, not just bilateral [agreement] between the EU and Japan.” 

# Valerie Moschetti

*Culture and sustainability*

Text MIKE DE JONG

Photo GENEVIEVE SAWTELLE

## Do you like natto?

### **Time spent working in Japan:**

10 years altogether (2 stays).

**Career regret (if any):** Not making an earlier move from para-governmental to private sector.

**Favourite saying:** “Build bridges instead of walls and you will have a friend.” It’s fundamental for my job!

**Favourite book:** *One Thousand and One Nights* for its diversity and because you can read it at different ages to find different meanings.

**Cannot live without:** Herbs and spices, because they make you travel on a single plate.

**Lesson learned in Japan:** Listen to silences in a conversation and be patient but tenacious.

### **Secret of success in business:**

Build strong relationships and trust, and understand relations between different stakeholders.

### **Favourite place to dine out:**

The new フレンチ割烹 (French Kappo) Dominique Corby, in Akebonobashi.

**Do you like natto?** Every morning ... don't you?

## “WHEN YOU DO SOMETHING WHICH IS **GOOD FOR SOCIETY**, I THINK IT’S GOOD FOR YOURSELF, TOO”

**Communication is vital to success in the corporate world. Developing language skills and learning to speak with local people opens doors to understanding and cooperation. But speaking is not the only way to communicate effectively. Valerie Moschetti of the French construction firm Saint-Gobain believes that knowing when to refrain from speaking is also important – especially in Japan.**

“This is the inherent aspect of our culture,” says Moschetti, who is also chairperson of the EBC Construction Committee. “We tend to [interrupt] a lot when the other person is speaking. If you are meeting with somebody who is important to your business and you just speak yourself, what is the interest with the [other] person?”

Moschetti, who is fluent in four languages, believes that Westerners are too quick to put thoughts into words. She says a vital skill to learn in Japan is to understand the function of silence and listening.

“Very often, when I have colleagues coming from abroad, I try to brief them before meeting with Japanese people and say, ‘Please, don’t speak [immediately] when somebody stops [conversing]. Just allow him to have about five seconds, and you will see he will continue his speech and you will learn many things. If you think it’s your time to speak, maybe you are wrong;” she cautions.

“It’s really important to let [them] speak and to understand silence. Silence has meaning in Japan, whereas we may feel uncomfortable with it in a Western environment.”

Moschetti’s cultural awareness comes from a variety of sources. Born in Lebanon to French expat parents, she grew up in Algeria and later France. As an adult, she gained valuable insight into business culture, working in locales like the Ivory Coast, South Africa and

Morocco. A student of Intercultural Management and Japanese at university, Moschetti came to this country to conduct research for a graduate degree. But, even though she has been here now more than 10 years in total, Moschetti still considers herself a student of Japanese culture.

“Yes, I’m still learning,” she admits. “You cannot say you are a specialist of Japan, or another country, because you always have things to learn. I don’t think yet that I understand Japanese culture fully.”

As co-head of External Affairs for the French building materials giant, Moschetti also runs the company’s sustainability programme, guided by the philosophies of “innovation, energy and the environment”. While she believes Japan is strong on innovation, she says the country could do more to promote sustainable living.

“We must put the focus on energy-efficient construction,” she says. “In Japan, you have a lot of wooden houses. But the problem is, people are used to living without comfort – comfort as we mean in Europe. In winter [here], it’s freezing. In summertime, it’s really hot. You have to use a lot of [energy].

“With a little bit more insulation and ventilation – because they both go together – you could conserve more comfort inside the house. And you can still have air conditioners and things, but you will use them less. We have to show that it’s possible for people to live in better conditions, especially with the ageing population.”

The government of Prime Minister Shinzo Abe is moving towards creating more sustainable living. By 2020, the government has mandated that all new homes must comply with an insulation standard. But Moschetti says it’s not enough. For example, in Europe, that would be a decades’ old benchmark.

“This is the 1999 standard, which corresponds to the year 2000 standard in Europe,” she points out. “So for

us, there is still much improvement to be made. It’s a minimum. But we really want more.”

The current rage in European building surrounds energy-positive, or “passive housing”. This is where homes are completely energy-neutral, producing as much energy as is being consumed. This is possible through the use of various eco-friendly innovations.

“You have solar panels, and you build your house in a green way ... and try to cover your needs with very small energy production,” says Moschetti. “If you use good insulation, then you don’t have so much need [for electricity].”

Moschetti is hopeful that energy-efficient housing will one day take hold in this country.

“Japan has the technology to really be able to reach that goal. We don’t understand why the Japanese government is not more ambitious. Really, everything is here. High technology is here. Low technology, too; I mean, insulation. It’s possible. You just need the impulse of the government.

“In Europe, since the first oil shock [in the 1970s], we’ve had so many awareness campaigns about energy-efficient houses, on saving energy,” she adds. “Everybody [there] knows about insulation. Here, nobody knows.”

Moschetti’s job coincides with her own personal commitment to the environment and building a sustainable world. She believes that this personal belief makes her work more satisfying.

“Yes, sure. I like doing this because we speak a lot today about global warming. Better-insulated houses emit less CO<sub>2</sub> and they consume less energy. So we are completely in this fight against global warming. So when you do something which is good for society, I think it’s good for yourself, too,” she says.

“If you do something that you are convinced is good for the world and for the future, then you do it with pleasure. And maybe you are more convincing to other people.” 

A professional portrait of Michael Van Zandt, a middle-aged man with a shaved head and glasses, wearing a dark pinstriped suit, white shirt, and patterned tie. He is sitting at a desk with his hands clasped. The background is a blurred office setting.

**I**n March of 2013, Ikuo Kurose saved another man's life. Kurose was attending his father's funeral in Hokkaido when a family member at *another* funeral passed out. The young man's heart had stopped beating. Kurose jumped into action, administered cardiopulmonary resuscitation (CPR) and, with the help of a nurse, got the man's heart beating again.

Paramedics soon arrived to treat the fallen man and take him to hospital, where he was later said to be in good condition. For Kurose, it wasn't merely that he was in the right place at the right time – it was a chance to put into practice the resuscitation methods that he deals with daily at work.

"He's part of our Kansai senior sales team," says Michael Van Zandt, president of Laerdal Medical Japan. "He's been with the company for 15 years, from when Laerdal established its legal entity in Japan."

# Helping save lives

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*Michael Van Zandt, Laerdal Medical Japan*

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Text MIKE DE JONG Photo GENEVIEVE SAWTELLE

Laerdal is a manufacturer of medical training and emergency care products, and provider of training courses. Based in Stavanger, Norway, the company was initially founded as a publisher and toymaker, later moving into the medical field where, today, it's mainly known for its CPR training models and medical simulators. Its most recognised product – training mannequin Resusci Anne – is used to instruct nurses, emergency workers and the general public worldwide.

Van Zandt says this month marks a special milestone for the firm. "We're celebrating our 75th anniversary," he says. "It's a family-owned company, but quite large as family-owned companies go. We have over 1,400 employees globally and 65 here in Japan."

Anyone who's taken a CPR course has probably trained on one of Laerdal's products. In the professional field, the firm also provides high-end simulators where emergencies or medical complications can be replicated. Recent training models can even cry, sweat, or show heart arrhythmia.

The prenatal and birthing process is another area for the firm. Laerdal produces lifelike birthing simulators to help expectant mothers and caregivers make the process safer. The firm allocates a portion of its revenue to help in the birthing process in low-resource countries such as in Africa, or Southeast Asian countries such as Cambodia and Vietnam. These philanthropic activities are delivered through an entity called Laerdal Global Health.

"Sometimes, it's for breastfeeding," says Van Zandt. "Sometimes, new mothers aren't taught how to breast-feed. Other times, it's for the birthing process: training midwives and nurse practitioners."

These days, Laerdal is moving away from selling hardware to also providing solutions for customers in a training and education-based sphere. The simulators help in this regard. When placed in university hospitals, fire departments, and at Japan's Ground Self-Defense Force facilities, Van Zandt says the simulators act as magnets that pull in professionals for learning opportunities.

"Our focus these days is on nursing schools, universities, medical schools and large institutions [where people

need to be trained," he says. "We don't really focus on a given product's features and benefits anymore. They're more of a conduit to educate.

"I look at us as far less of a product-based company and more of a training-and education-based company going forward."

The value of CPR training is undeniable. By his own calculations, Van Zandt estimates that one life can be saved for 25,000 people trained in CPR. So, taking one Tokyo ward with 240,000 residents as an example (Minato-ku), he says training just 10% of the population could save one life.

"We'd like to reach out to all the city wards and [47] prefectures in Japan," he says. "If they'd like to have formal CPR training, we would like to collaborate with them to do so."

Japan is one of the leading nations for automated external defibrillators (AEDs), which are used to shock cardiac patients back to life. Yet, Van Zandt says many lay people would not feel comfortable using AEDs in an emergency, even if one was nearby. However, if they learned CPR, bystanders could keep a patient alive until medical help arrived.

“

I LOOK AT US AS FAR LESS OF A PRODUCT-BASED COMPANY AND MORE OF A **TRAINING- AND EDUCATION-BASED** COMPANY GOING FORWARD

”

"CPR extends the life of the patient until the shock therapy can be applied," says Van Zandt. "So it's very important. If they knew CPR, all they'd need is to do it for five minutes or so, until the ambulance arrives, and they've extended a life until the shock treatment is administered."

Van Zandt says Japan's ageing population is a huge opportunity for Laerdal to expand its training programmes. About 1.2 million people are licensed nurses in Japan, almost exactly 1% of the population, presenting a massive opportunity for educational programmes that could help save lives.

Regular schools are another target. One of the firm's projects with a school in Seki city, Gifu prefecture provides students with a CPR training programme. After being trained, students take home a mannequin to train family members, and then report back on their progress. Van Zandt says the programme has been very successful.

"It's been going on for many years now. It's almost like a pilot programme," he points out. "We have to figure out how to expand that into more schools and more communities." 

# Olympic hopes

## *Projects slowed by labour shortage*

Text **JUSTIN MCCURRY**

**Construction has joined Japan's farming and fishing industries – and even its commercial aviation sector – as victims of the country's skewed demographics.**

Tokyo's successful bid to host the Olympics in 2020 should have created a slew of new building jobs, fuelled by ambitious infrastructure projects that include a gleaming main stadium and other sports venues, along with athletes' accommodations.

Foreign companies might have expected to cash in on the spending bonanza by providing materials and equipment and, significantly, workers to help bring the city's ambitious construction blueprint to fruition.

Instead, with a little over five years remaining before the world's attention turns to Tokyo, there are signs that rising costs – accentuated by the worst labour shortage in 20 years – are forcing Olympics planners into scaling down their ambitions.

The central government estimates that more than 25,000 construction workers will be needed to build venues for the Olympics. Prime Minister Shinzo Abe has suggested relaxing immigration laws to allow skilled labourers from overseas to contribute, but his solution has encountered resistance from an immigration-wary public.

Over-regulation is also to blame, according to those knowledgeable about the industry.

Supplying workers is virtually impossible because of labour laws and other restrictions, says John Mader, senior project manager at the management services firm Lend Lease Japan.

Mader says the cost of construction labour had increased by at least 25% in

the past three years, due to the scarcity of workers and the shrinking domestic pool of potential replacements. The reconstruction of the Tohoku coastline devastated by the March 2011 triple disaster, together with the Olympics construction boom, has magnified the problem.

"It has gotten to the point where the large contractors are now refusing to take on new work, or taking on only larger, more profitable jobs," says Mader. "In some instances, construction schedules are being extended because of the labour shortage. Something like not finishing a building project on time was previously unheard of in this market."

Few are more aware of this than Japanese construction firms. In a survey last November, 41% said they

didn't have enough workers. Once the demands of Tohoku and the Olympics are factored in, the industry faces an overall shortfall of 230,000 workers this year, according to government data.

These numbers are making for anxious days in the Japanese construction industry, once a seemingly untouchable behemoth of the world's third-largest economy.

After dropping to a historical low of ¥41 trillion in 2010, construction investment in Japan soared to ¥48.7 trillion by April 2013, just four months after Abe's election in late 2012 – a year-on-year increase of 10.2%. But, then, investment quickly flattened out.

That shouldn't continue to be the case, though. These are better days for the building and public works sectors,



aided by several ambitious stimulus packages unveiled by Abe.

"The fact that the increase in construction spending has levelled off so soon, despite the massive amount of fiscal stimulus, suggests that the construction industry is unable to meet the sudden increase in demand from public investment," noted Guido Tarchi, former head of the EBC Construction Committee, in the Commission's 2014 white paper.

"Lack of sufficient construction labour is often cited as the cause of the capacity limitation, but increased demand for, and rising prices of, construction materials also play a role," added Tarchi, who is representative director at Permasteelisa Japan. He has called for a new certification process that would smooth the path into Japan for foreign workers with the requisite skills and experience.

One obvious way to ease the bottleneck would be relaxing immigration rules to allow a significant, if temporary, influx of foreign workers. That measure, however, hasn't found much support

among the public. A poll by *The Yomiuri Shimbun* last year found that 54% of respondents were opposed to Japan accepting more foreign workers.

In the EBC 2014 white paper, there was a bold recommendation in anticipation of the looming labour shortage, predicting Tohoku and the Olympics would "further strain the already tight construction labour market". Japan, the white paper says, "should liberalise its immigration policy so that construction companies can use overseas skilled labour on fixed-term contracts".

Gordon Hatton, co-chair of the Architecture, Construction and Real Estate Committee at the American Chamber of Commerce in Japan, says the key area of labour was virtually a closed market in Japan. "That's the case with skilled site labour and unskilled labour," says Hatton, who is also vice-president of a real estate company in Japan.

"Various overseas chambers of commerce are lobbying the government,

but it's very difficult because you need to have [had] established a network of suppliers and constructors here," Hatton adds.

But he believes Tokyo will deliver on its Olympic promises. "I'm sure the Japanese will do everything they need to do for 2020 – the stadiums, athletes' accommodation and new rail links," he says. "The Olympics are really another part of a wider picture that includes the additional pressures of Tohoku and an ageing workforce. If they prioritise the Olympics, they will get it done."

Olympics organisers in Japan recently scrapped plans for a retractable roof at the main stadium and said 35% of the 80,000 seats would be temporary. In addition, more existing venues would be used than initially proposed – in an attempt to save money.

Colin Jones, professor of law at Doshisha University, pointed out that cost overrun and tweaks in design and expenditure seem to be a perennial feature of modern Olympics, wherever they are held.

But, he adds: "The key element in Japan's case is, when is that sense of urgency [over labour shortages and demographics] going to kick in? I don't think it really has yet. Unfortunately, given the long-term nature of the demographic problem, it may already be too late for that urgency.

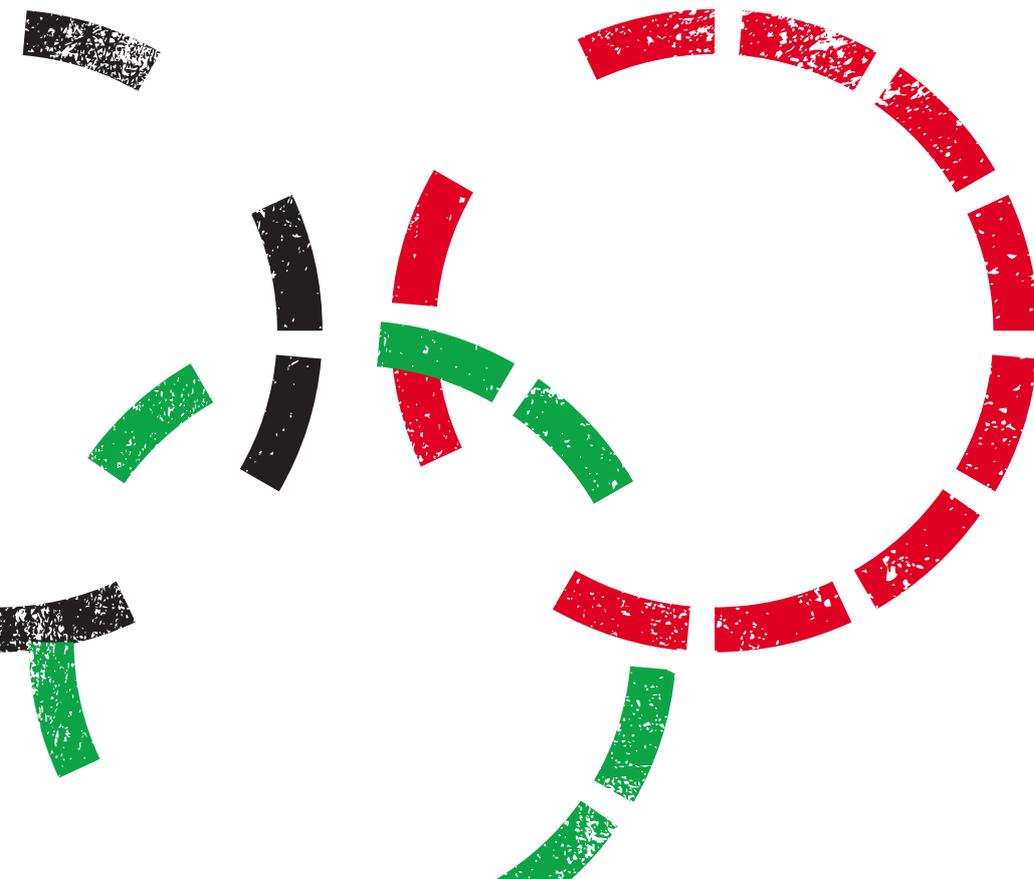
"I don't think that the Olympics will turn Tokyo into the multinational, multi-lingual place that they're planning at the soft end of the scale," Jones continues, "but I imagine they will get the hardware done."

Regarding the labour shortage, part of a possible solution – whether or not it materialises in time for the Games – will be familiar to European and other foreign construction firms that have encountered the high cost of certification due to the lack of bilateral recognition of standards, when attempting to export materials and equipment to Japan.

"You need to understand and read the Japanese language, understand local business practices, and understand who are the stakeholders," says Valerie Moschetti, chair of the EBC Construction Committee and external affairs manager at Saint-Gobain Japan. "But this takes time and money." 

## “THE KEY ELEMENT IN JAPAN'S CASE IS, WHEN IS THAT **SENSE OF URGENCY** ... GOING TO KICK IN?”

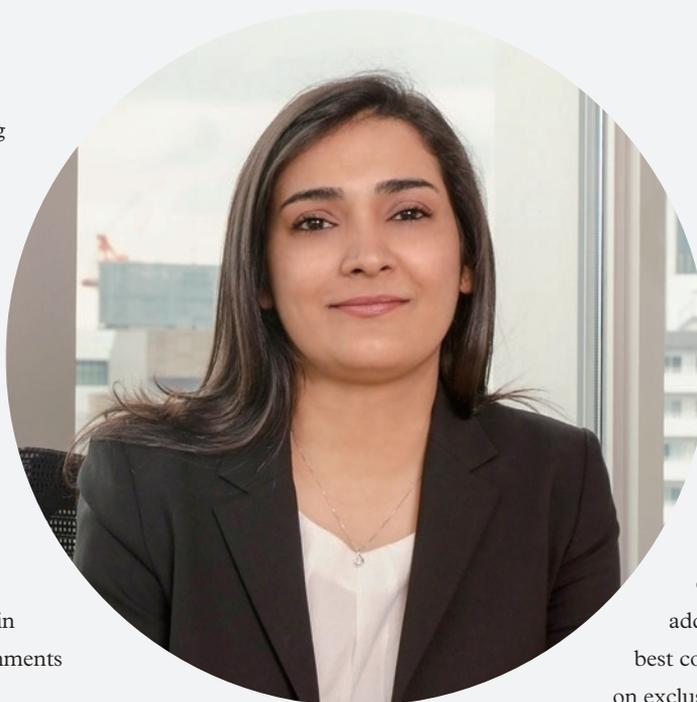
**Colin Jones**



# Specialist Profile

## *Rachna Ratra*

by Miyuki Seguchi,  
Senior PR & Communications Executive



The sales and marketing division of Robert Walters Japan has gone from strength to strength and grown exponentially since it was established in 2004. The division — which specialises in mid- to senior-level sales and marketing positions across the Consumer, Healthcare, IT, Services, and Online sectors — has also been very successful in executing executive search assignments over the years.

“We don’t believe that one solution fits all clients. We are very willing to discuss specific needs with each of our clients, and to propose customised solutions to best fulfil those needs,” says division head, Rachna Ratra.

Recent successfully completed executive search assignments by the division include Head of Strategy for a major medical device company, Country Manager for a global retail company, Commercial Vice-President for one of the largest FMCG companies in the world, General Manager of new products for a large pharmaceutical company, President of a medical start-up in Japan, General Manager of a digital

advertising company, and Sales Director for a major software firm.

Originally from India, Ratra has been living in Japan since 1998, and has over 12 years of sales and marketing recruitment experience in this market. She says her division’s strengths lie in their long-term client and candidate relationships, strong candidate generation skills in a candidate-short market, and the depth of experience of industry-specialised consultants at Robert Walters Japan.

“The market is experiencing a massive candidate shortage; and our consultants, who are specialists in their industry, are extremely proactive in reaching out and staying in touch with qualified candidates in the market. We have a very strong candidate network built over a decade, which has produced great results for our clients over the years,” says Ratra, adding that, “we have access to the best companies in the market and work on exclusive assignments which are very attractive to our candidates.”

Ratra is celebrating her 11th-year anniversary at Robert Walters Japan this June. During that time, she has successfully expanded the sales and marketing division to six teams, and is very excited for the future of the business.

Looking back on the past 11 years, Ratra offers this reflection: “Robert Walters is a very progressive, diverse and entrepreneurial company. We are very passionate about what we do. The culture is very supportive; and there are great career opportunities available to all our employees, based on merit, and regardless of age, gender and nationality.”

# Flying green

## *JAXA's environment-friendly flight technology*

Text **ALLISON BETTIN**

**There's always been an element of romanticism to air travel – boarding in one place and waking up in another, watching the world's deserts and oceans pass beneath you. But the reality of the aviation industry is not so kind. Ticket prices inevitably rise as demand for domestic and international travel increases, only adding to the growing global environmental crisis.**

It's a lose-lose situation, which is why the Japan Aerospace Exploration Agency (JAXA) is investing approximately ¥1.7 billion this fiscal year to develop environment-friendly aviation technology for a greener travel industry. "Air transportation emits only 2% of global CO<sub>2</sub> emissions," says Dr Akira Murakami, deputy director of JAXA's Next Generation Aeronautical Innovation Hub Center. "But the demand will increase about 2.6 times [in] 20 years ... the environmental issues could restrict aviation growth if we do nothing, so we need an investment in the new technologies to reduce CO<sub>2</sub> emissions."

Hence the creation of JAXA's Environment-Conscious Aircraft Technology (ECAT) programme, which aims to address issues of climate change, noise pollution, and local air-quality relating to air transport. Founded in 2013, the ECAT programme was a direct response to the government seeking "highly efficient transport equipment," explains Murakami.

"The programme objective is to develop and mature advanced technologies for environment-friendly subsonic transport," he adds. "And then our mission is to transfer this technology we developed to industries and society."

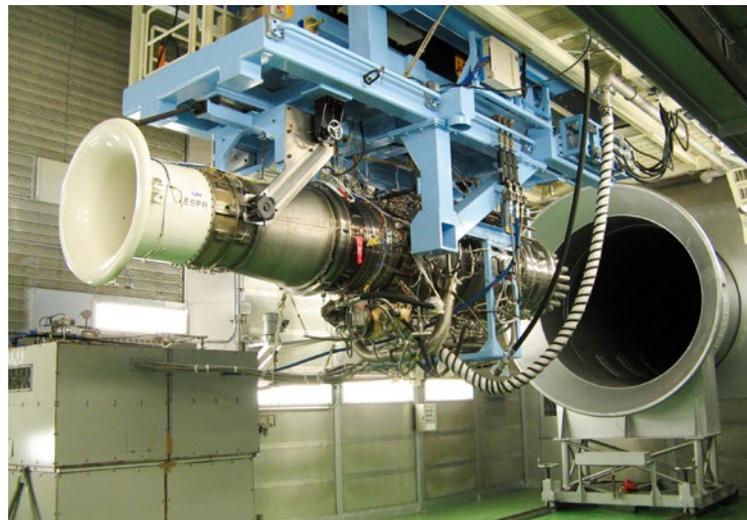
Despite highly ambitious targets – the government is pushing for a 50% fuel-consumption reduction by 2040 – the ECAT programme has already made great strides in reaching their 2025 target of 30% reduction in fuel burn. Their success comes from focusing on lightweight fan jet technology, which Murakami considers an area of Japanese expertise. Larger fans reduce CO<sub>2</sub> emissions but increase the weight of the engine, making it necessary to experiment with lightweight materials, like carbon fibre-reinforced plastics, for efficiency. Such research has been conducted in close cooperation with IHI, "a

leading company of Japanese engine manufacturing," says Murakami. Once the project is completed in 2017, it'll be up to IHI to make the technology viable for widespread adoption, which Murakami hopes will happen in the next decade.

JAXA's efforts, however, are not limited to the domestic market, he stresses. Murakami envisions Japan playing "a leading role in international aircraft and engine development". Indeed, JAXA has been on the international scene for decades, beginning with a cooperation pact with the European Research Institute made about 20 years ago, specifically with France's aerospace institute ONERA and Germany's DLR. They also have agreements with the United States' NASA, and are currently working with Airbus to study the basic technology of composite materials.

Perhaps one of the most exciting advancements JAXA has made is its electric-powered airplane, deemed the FEATHER

project. With a successful test flight in 2014, JAXA is looking into even more advanced technologies, such as an emission-free aircraft comprising a hydrogen fuel engine, a hybrid generator, and noise-shielding technology. Hydrogen fuel is currently a major trend in Japan, though Murakami notes that the full effects of water vapour – a byproduct of hydrogen fuel – are still unknown. Additionally, hydrogen's lack of density means fuel tanks must



**JAXA engine-driving examination facilities**

© JAXA

be much larger than those for traditional kerosene fuel. "But, in the future, with the energy source transformation from carbon-based fuel to other fuel, one of the solutions is hydrogen," says Murakami.

JAXA's technological concepts are, indeed, exciting, but Murakami stresses the need for a balanced approach to the environmental problems facing the aviation industry. He believes strongly in the shared role of manufacturers, airlines, local and federal governments in tackling the global crisis. For the consumer, this will most likely lead to increases in airline taxes, though Murakami hopes that more efficient engines will reduce fuel costs and, therefore, minimise price hikes. "The most important thing is balance between technological advancement and social solutions," he explains. 



# Iceland

*The Icelandic Embassy in Tokyo was established in 2002, while the Icelandic Chamber of Commerce in Japan was founded in 2003. Iceland is among the global leaders in sectors such as geothermal energy, fisheries, and IT/gaming. Member companies of the ISCCJ cover a wide variety of industries, such as seafood, energy, pharmaceuticals, tourism, real estate, software, finance and retail.*

**Major cities:**

Reykjavik (capital), Akureyri, Egilsstaðir, Isafjörður, Keflavík.

**Population:**

317,351 (July 2014 est.) Urban population: 94% of total population (2014). 40.7% 25-54 years (2014 est.)

**Area:**

103,000 sq. km. Coastline: 4,970km.

**Climate:**

Temperate. Moderated by North Atlantic Current. Mild, windy winters and damp, cool summers.

**Natural resources:**

Fish, hydropower, geothermal power, diatomite.

## INSPIRED BY ICELAND

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*In cooperation with the Embassy of Iceland*

# Halldór Elís Ólafsson

*Secretary General of the Icelandic Chamber of Commerce in Japan (ISCCJ)*

[www.isccj.or.jp/](http://www.isccj.or.jp/)

Text **MIKE DE JONG**



Iceland might be a small country, but it's a world leader in technology and renewable energy. In fact, all of Iceland's electricity comes from renewables like geothermal and hydro resources. A majority of Icelandic homes are heated using geo-thermal hot water. *EURObiZ Japan* discussed Iceland's innovative ideas with Halldór Elís Ólafsson, secretary general of the Icelandic Chamber of Commerce in Japan (ISCCJ).

**Iceland is a leader in innovation and investment. Could you highlight some industry leaders in these areas?**

Iceland has seen a dramatic increase in investments in seed and start-up companies over the last decade or so. And with Iceland's strategic location in the mid-Atlantic, as well as its membership in the European Economic Area, Icelandic companies have found fertile ground to grow on the international market. Particularly impressive are successful investments in technology and the life sciences. For example: ORF Genetics is a pioneer in the manufacturing of growth factors for a variety of medical research, cell culture media and diagnostics. Carbon Recycling is a world leader in power-to-methanol technology, where they produce renewable methanol from carbon dioxide, hydrogen and electricity for energy storage.

**Could you tell us about the cooperation between Reykjavik University and the Tokyo Institute of Technology?**

The Memorandum of Understanding between these top schools connects the two countries' strongest computer science departments, and looks to increase joint research activities and the exchange of scholars and researchers,

as well as collaborate on conferences and seminars. It also serves as an important stepping stone for the two countries to collaborate on innovation and entrepreneurship, where both schools are implementing bold new programmes to strengthen their positions in Asia and in Europe.

**How important to new investment was last year's cooperation agreement signed between Japan and Iceland?**

The joint statement was the first of its kind between the two countries. It serves to frame issues we have been collaborating on for the last decades, while also setting the stage for further strengthening the relations of the two countries in the years to come. Next year, Iceland and Japan will celebrate the 60th anniversary of diplomatic relations, and the newly issued joint statement will serve as the platform for increased dialogue on a range of issues taking place next year. The statement also underlines the importance of the private sector's activities, and seeks to strengthen the cooperation between the Japan External Trade Organization and its Icelandic counterpart, Promote Iceland.

**Iceland is also a leader in renewable energy. What can your country offer to Japan in this regard?**

Iceland has the world's leading geothermal energy companies, which can contribute to all the stages of geothermal energy development in Japan. The last geothermal power plant in Japan was built in 1999, so the number of experts in Japan in this area is limited. With an expected boom in geothermal energy here in the future, support from foreign countries like Iceland could be

necessary. For example, when many of the geothermal projects in Japan reach the production drilling stage, Japan has neither enough drilling rigs nor drilling experts to move all the projects forward. That could delay the projects. Iceland Drilling – the world's leading geothermal drilling company with a track record of more than 230 geothermal wells – is Japan's perfect partner when it comes to that stage. Reykjavik Energy, the company that has utilised the most geothermal energy in the world [total of 423MWe and 1,130 MWth], has been sharing its success story with many Japanese companies, along with the main challenges it has met in geothermal development.

**Can you tell us about the new project between Fuji Electric and the National Power Company of Iceland?**

The project is a 90MW power plant in northeast Iceland, built in two stages, that will generate about 715GWh of renewable energy each year. The area already harnesses enough steam to generate the equivalent of 50MW of electrical energy, and based on resistivity measurements and geothermal models the area has a potential of total 200MW. The National Power Company of Iceland signed a contract with Fuji Electric for the purchase of a 45MW power-generating unit. The power plant will power a new silicon metal facility, and provide support for further growth in the area. 

## True Wealth: A Portfolio of Investments Is not a Plan

As we enter the rainy season followed by the summer heat that seems to suffocate Tokyo year after year, most of you will be focusing on your summer holidays. Indeed, as history would suggest, our political masters are likely to be discussing what best to do to ensure there are no surprises in the global economy during the month of August when the various Riviera around the world will be packed with holiday-makers.

However, before you do head off to lands afar, are your financial plans sufficiently structured to ensure your portfolio can cope with any stock market volatility? Have you a robust-enough foundation to ensure you can do all the things you want to do, when you want to do them?

Knowing your 'why' is an absolute must with regard to your financial plans. Why do you want what you want, and when? What is your outcome, and why? What does your big picture/top-down strategy look like, and how will it evolve in one-year's time, five-years', 10-years'? How will you ensure you stay on track should circumstances change? Before you head off for the summer, ask yourself three questions:

- Will you outlive your wealth?
- Are you happy with the way you have organised your financial arrangements?
- Are you happy with the financial advice you have received so far?

Typical areas of concern for all our clients are, will they have enough money in their later years to live the life they want to lead? Statistics would suggest that eight out of 10 people do not save enough for their retirement. Many stated they wished they had saved more and started earlier. As a general rule of thumb, the majority

should be saving at least 20% of their income for the autumn years.

Another sobering and, sometimes, depressing fact is the bill for next term's school fees arrives before departure. With an average of ¥2.5 million per child per annum, this can have a serious dent in your holiday money. While the cost of a good education is immeasurable, when the



“True wealth is not just a collection of assets”

Trevor Webster ACSI,  
Area Manager, deVere Group

deVere  
G R O U P

Azabu East Building, 4th Floor,  
1-25-5 Higashi Azabu,  
Minato-ku,  
Tokyo 106-0044

Tel: +81 (0)3-3568-2745

Mobile: +81 (0)90-3403-1780

Email: [trevor.webster@devere-group.com](mailto:trevor.webster@devere-group.com)

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average college tuition fees amount to somewhere in the region of \$20,000 per annum, one must seriously consider a plan for such future events.

Perhaps you have already made, or are well on your way to making, a fortune — and thus financial security. The question is, have you planned for not being here through some unforeseen event or circumstance? Will your family be able to continue in the lifestyle they are accustomed to if the main breadwinner is no longer around? If you haven't done so already, check the level of life cover you and your loved ones have before you travel.

On a cheery note of an early departure (and I don't mean the respective airlines), inheritance tax (IHT) applies to many individuals in their Sovereign home countries. Assets held globally by a Japanese resident could also be subject to IHT. If you are over the five-year residency period, it might be wise to establish whether there is a double tax agreement between your home country and Japan.

It is expected, with increased longevity, that those aged 65 and over have a 70% chance of needing some type of long-term care and support services. If we then add in the cost of residential care and the fact that conditions such as Alzheimer's are long-term debilitating illnesses, it's not unheard of for entire fortunes to be decimated by such demands.

True wealth is not just a collection of assets. It's the identification and establishment of a robust financial plan designed to weather the storms and challenges everyday life brings. By working with a competent wealth manager, you can ensure the plan stays on track, to ensure you do live your dreams.

# Britain after the election

*Relief but threats on the horizon*



**The 7 May election in the UK brought a sense of relief to the region's business and investment community. The London stock market and pound sterling both responded positively to the Conservative Party's re-election, while estate agents report rising house prices also in response, but then they would!**

Yet, not all British businesses and investors are at ease. There are worries over the risk of the UK possibly leaving the European Union (EU) and fears that the growth in household consumption is fuelled by unsustainable credit growth. Keynesian economists fret over the effect of government fiscal austerity on aggregate demand over the next five years, while newspapers devote special features on Britain's low productivity growth.

The UK economy grew by 2.4% in the first quarter of 2015, compared with the same period the year before. An Economist Intelligence Unit poll suggests GDP growth this calendar year will be in the region of 2.5%, compared with 2.6% in the US, 2.0% in Germany and 0.8% in Japan.

The country enjoys one of the most flexible employment markets in the

“SHOULD THE UK LEAVE THE EU, BUSINESSES WILL FACE IMMENSE UNCERTAINTY AND INVESTMENT WILL SLOW”

world, and is able to attract global capital and skilled labour with relative ease. Unemployment is currently 5.5%, but is steadily falling.

A key concern has been lacklustre wage growth in recent years, which has led to a decline in average disposable income. However, with inflation now very weak, real wage growth (after adjusting for inflation) is trending upwards.

The rise of nationalism in British public life is another worry. Business and investors fear that the rise in recent years of regional identity-based politics will lead to fractured markets and to higher costs. The domestic risk is represented by the Scottish National Party (SNP) and, to a lesser extent, by Plaid Cymru in Wales. There is a real risk that the Westminster government might allow Scotland greater fiscal independence in an attempt to pre-empt calls for another referendum on Scottish independence.

An even greater risk for UK business lies in the government mishandling the referendum it has promised on continued membership in the EU. The vote is expected to come in 2017, but it is possible the government might bring it forward to next year.

For the government to get the “in” vote that it wants, it will first have to succeed in its promise to change the country's relationship with Europe. Or, at the least, to get some finely worded promises from EU leaders that can be implemented in the next EU treaty.

So far, its demands amount to restricting welfare for immigrants from other member states, opting out of the “ever closer union” clause of the EU treaties, regaining some legal powers mostly relating to employment law and human rights, and ensuring some protection

for the City of London concerning its right to trade euro-denominated securities. Other demands are likely to emerge.

If Prime Minister David Cameron can achieve these goals, through charming his EU colleagues, then an “in” vote is likely. Business and investors would be delighted.

But what if Cameron's plan backfires, and he is unable to negotiate the changes that he wants? There is a risk that his government's aggressive stance will provoke the ire of foreign governments, which have, perhaps, always doubted the UK's commitment to the European project.

Should the UK leave the EU, businesses will face immense uncertainty and investment will slow. Limits will be put in place on the immigration of skilled and unskilled labour into the UK, making businesses scramble to hire from a limited pool of skilled labour. New trade deals will need negotiating with each EU member and, while previous arrangements with the US, Japan and other trading partners might be maintained, those countries may wish to renegotiate.

Anyone who believes in the idea that wealth is a function of unimpeded access to large markets can see problems arising from the splintering of the domestic UK economic and political landscape, and a possible exit from the world's largest tariff-free trade bloc, the EU. ☹

**TOM ELLIOTT**  
is an international investment strategist with the deVere Group in London.



# Social Media matters

The days of passing notes in class, to the girl or boy you like, are over. The fear and thrill of seeing that person receive the note — and hoping they respond — has been transformed into “will they ‘Like’ my ‘Comment’?” Social Media has invaded every aspect and every corner of our lives — and with this new territory, comes new rules and boundaries that must be respected. But are they really new?

As with the notes being passed around, the rules were always, “Don’t write anything that would embarrass you if read aloud by the teacher”; “Don’t write your name or other names down”. And, if possible, “Use codes or hidden language to hide your real message”. All of these unwritten rules on the playground were aimed at protecting people’s identity and reputation.

However, with the invasion of Social Media, people have inexplicably forgotten about these safety procedures and have let loose on the Internet.

Social Media is the most clear-cut example of the proverbial double-edged sword. If used correctly, you can market yourself in a way only few others have the foresight to do — but, if used inappropriately, it can create numerous obstacles throughout the rest of your life.

As Recruitment Consultants, we see the “sword” in full swing on a daily basis. More than 90% of Hiring Managers/ Human Resources professionals search

Social Media for the applicant — and what they find, surprisingly enough, is that 50% of these checks raise enough doubt that the company will reconsider the application. So what should, and shouldn’t, you post?

The best answer lies within the schoolyards of the pre-cellphone days: “Don’t post anything on Social Media that you wouldn’t want your current employer, or any future employer, to see”. This may sound obvious but, in reality, it is much easier said than done. The beauty of Social Media is also its poison. People generally want to be accepted by others and want to be part of a larger group — this gives them security and comfort. And with that, people think their Facebook or Twitter page is their private space. So, one day, they post a

comment about the horrible day at work — hoping to be consoled.

And, to them, the world didn’t end — they didn’t get fired,

nothing bad happened. “See? What is the big deal about Social Media? It’s private,” they think. Also, in reality, the person who posted the comment received the needed sympathy of friends. From this, the cliché floodgates open, and usually countless posts follow. The story, however, turns when this person starts looking for a new job, and all potential future employers take to Social Media in search of the applicant’s “real” personality. Your history, pictures and personal dramas are all uncovered; they see your entire private life. You basically passed a note right in front of the



**Chad Kreller, Director,  
Industrial Division,  
Intelligence Global Search (IGS)**

teacher, and they are now reading it aloud.

Nonetheless, you can easily use Social Media to your advantage. Knowing that you will be searched for when applying, why not use your Facebook, Twitter and LinkedIn accounts as “advertising” boards? Ways to do this include completing a comprehensive and professional profile on LinkedIn; sharing on Twitter articles written by experts (or yourself) that are relevant to your career; posting family photos or charity event information on Facebook. These three approaches will help anyone market themselves as a professional, self-motivated, educated, social, caring and giving person — almost guaranteeing an interview.

Next time you want to post something on Social Media, think about the teacher with their back turned. Think about how nervous you were before passing that note. Think about what would happen if the teacher read your note aloud.

# Liquid gold

## ICCJ's 4th Italian Olive Oil Day on 30 May in Roppongi Hills

Text and photo **ALLISON BETTIN**

**W**ine lovers are often found sniffing and slurping their favourite products at tasting events. However, another sensation was on the palate at a recent Italian Chamber affair in Roppongi: olive oil. The liquid gold was front and centre at the ICCJ's fourth Italian Olive Oil Day, a trade show bringing in numerous Italian olive importers and producers.

"[The market] is growing," says Susumu Watanabe of Sanyo Enterprises, a major Japanese importer of Italian food and beverage products.

"People like [olive oil], but still we have potential in the market."

According to the International Olive Oil Council, consumption in Japan has increased tenfold over the last two decades. In 2014, Japan imported and consumed about 54,000 tonnes of olive oil, roughly 60% more than China.

Watanabe credits the rising popularity to a parallel boom in Italian food, as well as a growing awareness of olive oil's health benefits. Numerous studies suggest that it can help prevent blood clots, lower cholesterol, and is loaded with antioxidants. In Japan, this is taken seriously.

"Some people already drink it for their health," says Watanabe. "One spoon of olive oil with miso soup or juice, [works] to maintain the body." He adds that most Japanese use it for dressing vegetables, deep-frying, and cooking pasta.

For the layman, olive oil is simple. Yet true connoisseurs can detect subtleties in variety and place of origin. Watanabe explains that lighter oils come from northern Italy – from regions such as

Liguria – while a richer variety hails from the south, in places like Puglia and Sicily. "Light oil is good for vegetables and fish, and medium and strong is good for meat," he says.

Exhibitors at the ICCJ event ranged from large-scale importers like

Sanyo, to smaller producers who have yet to find an importer. "We are looking for some distributors to import our products," says Giuseppe Greco, managing director of ProdottoD'Italia, a small family-run, oil producer. "I hope that it will be the first of a long relationship."

Though ProdottoD'Italia is rooted in tradition, the young owners of the company are experimenting with innovative packaging techniques for the modern consumer. "If you look at our bottle, we have a barcode and if you scan [with your smart phone] you look in real time at the olive grove which this comes from," Greco says. "We call this the 'transparent supply chain' project because you see the whole supply chain from an interview with the producer, [to a] snapshot of the olive grove with some sense of the soil, the moisture, the sun and the wind," he continues.



Such smart design has earned the company awards from both the ICCJ and regional competitions in Italy – accolades the firm hopes will help it crack Japan's competitive market. "There are a lot of sommeliers of olive oil, there are good importers [here]," says company president Roberto Mandurino. "They are very prepared, and it's not so easy to find this preparation in other markets."

Despite the rising popularity of olive oil, Japan still only accounts for about 1.7% of total global consumption. But industry professionals like Watanabe see this changing. At one time, he says "olive oil [was] a little bit strong for the Japanese people. But now, everybody has gotten used to it.

"Young people know about the taste. So in the future..." he adds, as yet another interested buyer approaches. 

“I HOPE THAT IT WILL BE **THE FIRST** OF A LONG RELATIONSHIP”

# Telecommunications equipment//

*Ready for the world of 5G*

Text **GEOFF BOTTING**

**G**et ready for the world of 5G, a place where mobile communications will reach into nearly all facets of modern life: vehicles, railways, home appliances, offices, factories. Almost everything around us will be connected in a world where “the Internet of things” will have firmly taken hold.

In the next five years, 5G is expected to take off. When it does, it will become the wireless standard that helps underpin the next brave new world of connectivity.

“5G is something for a networked society in 2020,” explains Yoshio Honda, chairman of the EBC Telecommunications Equipment Committee. “It’s a platform to cover many applications, not only mobile phones.”

Today, 5G remains in the planning stages. Indeed, engineers are still debating and trying to figure out exactly what form and roles the next-generation standard should take.

## Key advocacy points

### → Standards and certification -

The EU and Japan should accept each other’s technical standards and certifications, a move that could be achieved through the FTA/EPA.

### → Spectrum harmonisation -

The Japanese government should work with other countries to establish a globally harmonised spectrum allocation for international mobile telecommunications systems.

→ **Spectrum sharing** - The government should further study the concept of licensed shared access of spectrum with the view of introducing it to Japan.

“Everyone is trying to find out what 5G is, what the requirements are, and what we should do about it,” Honda says. “We don’t know what kind of applications we will have. Many things can be supported by the 5G platform.”

The goal isn’t simply about getting faster speeds, but also drawing up standards by which a greater variety of devices can be connected, as well as ensuring reliability (especially important for traffic systems, for example), extending battery life and installing more extensive infrastructure, to mention just some of the areas.

In the meantime, engineers and regulators are struggling to manage the wireless spectrum, which has become highly congested as mobile devices have proliferated. It’s a problem that needs to be dealt with now, never mind 2020.

European officials are studying one solution: making operators (or “incumbents”) already using a certain band spectrum share it with others. The idea

# “WE DO WANT A BETTER ENVIRONMENT”

Yoshio Honda

is called licensed shared access (LSA), and it is one of the committee's key advocacy points.

"If you have a government system, like radar, then the operator is not using the spectrum all the time. That means at certain times and locations, the [spectrum] is available," says Honda. "So we are saying, 'Why don't we use this spectrum under certain conditions?'"

Ericsson Japan, its fellow EBC committee member Nokia Solutions and Networks Japan, plus Qualcomm Japan, made this proposal last year in a meeting with officials of Japan's Ministry of Internal Affairs and Communications. The response was positive, according to Honda.

"So the question is, 'Why not use it?' They wrote down the idea, and the next step would be implementation," he says.

Ericsson and Nokia are the committee's only member companies, so given its small size, most of the committee's activities are conducted jointly with others in the industry, and/or with the

EBC Telecommunications Carriers Committee, which has a single member, BT Japan. The two EBC committees also have many other overlapping issues.

As with a number of other EBC committees, Honda's committee advocates the harmonisation of certification procedures and technical standards.

Japan introduced the Supplier's Self Verification of Conformity (SVC) in 2004. The EBC welcomed the move, but today points out the system is "limited to wired telecommunications terminals in general, and that the application has not been expanded to other telecommunications equipment, except for 3G/LTE and WiFi functions in mobile terminals", as the committee states in the 2013 EBC white paper.

The two sides have also worked out a mutual recognition agreement (MRA). Yet, despite the name, the MRA still requires two separate processes for the devices to gain approval in both markets. The committee wants the agreement to follow through so that

both sides will "mutually accept each other's regulatory requirements and certifications for telecommunications products".

"If the product is certified or recognised in Europe, then automatically it can be used in Japan. That's the idea. But that's still a long way off," Honda adds.

He concedes that expecting to have a single set of regulations among different countries in a highly complex field like telecommunications is "very difficult" to be realised at this point.

Yet, ironically, the devices used to communicate and even organise people's lives already incorporate high levels of technical standardisation. Picking up his smartphone, Honda says, "You can use this mobile phone in Japan or Europe – basically everywhere. This really is 'harmonised'."

So, it's the regulations that throw up the barriers, not the hardware or engineering. "Of course, we can survive with differing regulations," Honda says. "But we do want a better environment." 

# Tokyo has it all

*Residents enjoy global standards*

Text **DAVID UMEDA**

*Japan's capital continues to place high in various worldwide indices. The Global Cities Index 2014 by A.T. Kearney, for example, ranks Tokyo as the fourth most global city overall — behind New York, London and Paris — and ahead of Hong Kong, Beijing, Singapore, Seoul, Sydney and Shanghai. Some key reasons can be found in the exceptional level of products and services available to residents.*

## **Residences—**

**SAKURA HOUSE** ([www.sakura-house.com](http://www.sakura-house.com)) and **SAKURA HOTEL & HOSTEL** ([www.sakura-hotel.co.jp](http://www.sakura-hotel.co.jp)) provide a variety of accommodations in Tokyo for anyone from overseas, whether short or long term, and keep move-in procedures easy and simple. Their reliable, personalised hospitality support services enable newcomers to feel right at “home”, offering opportunities to meet and socialise with other guests, making any stay pleasant and productive. Staff also are never short of a good tip or two — ready to help guests find their way around Tokyo.

**Serviced Apartments Azabu Court** ([www.azabucourt.com](http://www.azabucourt.com)) is an extended-stay hotel where you enjoy a comfortable living by just bringing your suitcase. The rooms are equipped with bathroom and kitchen; basic furniture such as bed, sofa, table and cabinets; TV set; Internet access; along with refrigerator, microwave oven, cooking utensils, dishes, pots and pans. There is also a reception concierge service, linen and room cleaning services. In the exclusive neighbourhood of Minami-azabu, it's just four minutes from Hiroo Station.

**FLAT JAPAN** ([www.flat-japan.com](http://www.flat-japan.com)) is a Tokyo real estate agency specialising in foreign customers. It's not always easy for foreigners to rent apartments in Japan, and due to these difficulties,

many foreigners end up having to settle for less than ideal accommodations.

Their commitment is not only to assist you in finding your ideal room, but also to help you attain the lifestyle that you are seeking here. FLAT JAPAN aims to make your life in Japan absolutely amazing.

## **Offices—**

Starting a business or opening an office can be time-consuming and costly.

**Servcorp** ([www.servcorp.co.jp/en/](http://www.servcorp.co.jp/en/)) can take away the hassle with its flexible workspace solutions — a fully Serviced Office, a Virtual Office allowing you to work professionally from a home environment, or a convenient Co-working space. Servcorp's bilingual staff, receptionists and IT support are available as needed, allowing you to focus on the core of your business. Servcorp has 22 top locations in Japan and over 140 worldwide.

## **Relocation—**

**Asian Tigers Mobility** ([www.asiantigers-japan.com](http://www.asiantigers-japan.com)) has grown into the market leader that supports the foreign community for their relocations into and out of Japan. Besides a core specialty of Moving & Storage services, they offer a full turnkey system to handle all aspects of an international relocation, individualised to fit your



needs. They focus on communication being the key, as they guide the process based on over 30 years of past experience moving thousands of families.

### **Wining & dining—**

**Ruth's Chris Steak House** (<http://ruthschris.co.jp/>) in Toranomom is in the heart of Tokyo, and offers the ideal setting for both family gatherings and business meetings that is like a private home of chic interior. The open-fire grilled steaks are the centrepieces of a mouth-watering menu using the freshest seasonal ingredients. There also are a variety of private dining rooms to fit the occasion, and the special wine list includes award-winning vintages from around the world.

**Saku** ([www.century-court.com/restaurant/saku/](http://www.century-court.com/restaurant/saku/)), in Marunouchi, is a traditional Japanese cuisine restaurant

offering one course for each "season", based on the solar calendar of the Edo era (1603-1868), where 24 "seasons" exist in a year. The beautiful and delicate details of a given season are expressed through each dish. This is an invitation to enjoy the delectable fresh seafood delivered from Tsukiji market every day and prepared in an exceptional way by Saku, between 11:30-15:00 and 18:00-23:30.

**Outback Steakhouse** ([www.outbacksteakhouse.co.jp](http://www.outbacksteakhouse.co.jp)) uses fresh, quality ingredients, and upholds strict standards for flavour, as well as the temperature of the food served. They take the time to make the sauces, dressings and even the croutons by hand. The thick, succulent steaks are grilled with Outback's original spices, and will remind people of the boldly seasoned, large cuts of meat familiar to many

foreigners. The wood-themed interior allows customers to feel at home away from home.

### **Shopping around—**

**Kanarusha Japanese Antiques** (<http://kanarusha.com/en/top.html>) opened in autumn 2004 in Fuchu city, 30 minutes from downtown Tokyo. They offer Japanese antiques — more than 100 *tansu* (chests) from the Meiji (1868-1911) and Taisho (1912-1925) eras —as well as repair and refinish antique chests and furniture at their workshop next to the showroom. They also feature antique ceramics, bronze works, baskets and more. At Kanarusha, they pass on hand-made, well-kept historical antiques to the next generation, matching Japanese traditional life to modern interiors.

**MickLay Motors** ([www.MickLay.com](http://www.MickLay.com)) is your answer to the perennial ➤



question, "What car do I buy while in Japan?" Take a look at the MickLay Channel on YouTube, which can function as your car library, with examples of many makes and models listed in Japan. See something you think works for you? If so, just contact MickLay Motors (Tel: 03-3468-0804 or 090-3805-7141; Email: [TokyoCars@MickLay.com](mailto:TokyoCars@MickLay.com)) and ask for current market prices and how the buy/supply process works.

### **Dental—**

Located in Roppongi, **Nakashima Dental Office** ([www.dentist-nakashima.jp/english/](http://www.dentist-nakashima.jp/english/)) delivers total dental care that meets the highest world standards currently in practice in Europe and North America, which includes being certified for laser dentistry in cavity, root canal and gum treatments. From oral health and safety precautions to skilled restoration and cosmetic treatment, the latest advances in every aspect of dental care are continuously researched to provide a level of care and treatment unmatched in Japan.

### **Finance—**

**The deVere Group** ([www.devere-group.com](http://www.devere-group.com)) is the world's largest independent international financial consultancy, providing advice to expatriate clients and investors all over the world. Excellent, tailor-made consultancy helps clients create, increase and protect their wealth in an extremely competitive marketplace. The advice is on how to make the most of the client's medium- to long-term investments, savings and pensions. So the deVere Group recommends options they know have the potential to create the best returns for clients.

### **Travel—**

In cooperation with the **Embassy of Iceland** ([www.iceland.is](http://www.iceland.is)), pioneer **Viking Inc.** ([www.vikingtravel.jp](http://www.vikingtravel.jp)) and specialist **Icelandair Japan** ([www.icelandair.jp](http://www.icelandair.jp)) uniquely support business and tourism between Japan and Iceland. They provide air transportation and

land arrangements, such as hotel and coach bookings, in both countries, at the most reasonable prices and best-quality service.

### **Education—**

**Aoba-Japan International School** ([www.japaninternationalschool.com](http://www.japaninternationalschool.com)) has a long history of providing international education from kindergarten to Grade 12 to families from around the world. Classroom teachers, administrators and parents endeavour to create a learning environment that promotes an understanding and sense of internationalism



and interculturalism throughout the school and community. A-JIS's goal is to help students develop a strong sense of openness and inclusivity, and through those qualities influence change in the world in positive and meaningful ways.

### **Stay fit & Sharpen skills—**

**TokyoFit** ([www.tokyofit.com](http://www.tokyofit.com)) is the cure for those tired of the impersonal, modern gym and seeking a new workout experience. During their one-hour, small-group cross-training sessions, you lift barbells, swing kettlebells, whip battle ropes, toss

medicine balls and sprint in the fresh air. Conveniently located in the Hiroo/Ebisu area, TokyoFit also offers on-site corporate fitness classes to companies, and can tailor a programme to suit their employees.

A 3-minute walk from Roppongi Hills, **Club 360** ([www.club360.jp](http://www.club360.jp)) offers physiotherapy, personal training, massage, boxing and group exercise classes. Featuring three private treatment rooms, a five-star resistance-training zone, spacious studio and pristine shower facilities, Club 360 meets all your health and fitness needs. The 360 team brings together the best physiotherapists and trainers in Tokyo to provide the highest level of support.

Internationally trained and registered physiotherapists specialise in the treatment of spinal conditions, sports injuries and more.

**MagaGYM** ([www.magagym.com/en/](http://www.magagym.com/en/)) in Roppongi and Akasaka offers classes in Krav Maga suitable to your ability, from beginners with no martial arts experience up to the advanced levels in the defensive tactics system of the Israeli Defence Force. Staff includes some of the highest-ranked instructors in Japan, and the gym has been instructing for over 10 years. Techniques are based on instinctive movements so easy to learn; and training regimen offers a tremendous workout to get in shape.

David Leadbetter is a world-recognised golf instructor. **The Leadbetter Golf Academy Japan** (<http://diga.rexw.jp>) is located at the exclusive Ishizaka Golf Club in Saitama, close to downtown Tokyo. As one of the instructors, Akira Kurokawa is also a member of the New Zealand PGA, offering instruction in English if more suitable. A new initiative, "The A-swing lesson", is what world No. 1 golfer Lydia Ko has been working on. Players of all skill levels and ages are welcomed.

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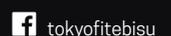
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### Bedrooms : 60 Units

### Parking Facilities : 2 Spaces

### Room Rates :

Daily	JPY7,800	to	JPY26,500	per night
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Monthly	JPY5,700	to	JPY19,100	per night

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English-speaking professionals are on duty seven days a week, from 8:00am to 8:00pm on weekdays and 8:00am to 6:00pm on weekends and national holidays.

Our services include concierge, general information, mail/courier, free broadband internet access, and 24-hour building security. We have a nighttime superintendent who assists during the evenings.

We are members of the Fitness Club Hiroo for exercise and fitness studio programs, and tickets are for sale at the reception for JPY 1,080/one-time.

### Inquiries

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The Leadbetter Golf Academy, founded by world-recognised golf instructor David Leadbetter, welcomes players of all skill levels and ages.

Located at the exclusive Ishizaka Golf Club in picturesque Saitama, close to central Tokyo, the Academy has world-class instructors, including Akira Kurokawa, a member of the New Zealand PGA.

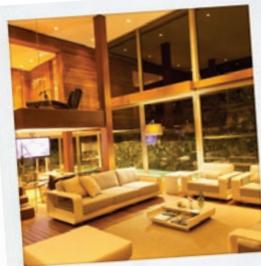
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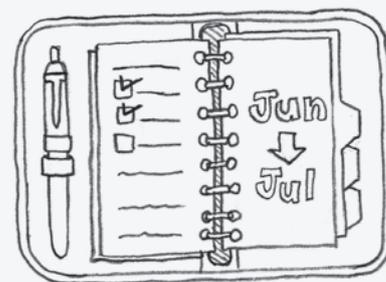
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# Upcoming events



► **Belgian-Luxembourg Chamber of Commerce in Japan**

[www.blccj.or.jp](http://www.blccj.or.jp)

## Monthly Beer Gathering

15 June, Monday, 19:00-23:00

**Venue:** Belgian beer café in Tokyo

**Fee:** Pay for what you drink

**Contact:** [info@blccj.or.jp](mailto:info@blccj.or.jp)

## Delighting Customers in Japan XIV seminar

23 June, Tuesday, 18:30-21:00

**Speakers:** Joel Peterson, UCB Japan Co., Ltd.; Per Rasmussen, managing director, Groupe SEB Japan Co., Ltd.; and Phillip Rubel, CEO, Saatchi and Saatchi Fallon Tokyo

**Venue:** BNP Paribas, Marunouchi

**Fee:** ¥5,000 (members), ¥6,000 (non-members)

**Contact:** [info@blccj.or.jp](mailto:info@blccj.or.jp)

## Pool & BBQ Party

29 August, Saturday, afternoon-23:00

**Venue:** Hilton Tokyo Bay, poolside, Maihama

**Fee:** to be confirmed

**Contact:** [info@blccj.or.jp](mailto:info@blccj.or.jp)

► **British Chamber of Commerce in Japan**

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

## Breakfast and Panel Discussion: Generation Gap Japan

16 June, Tuesday, 08:00-09:30

**Speakers:** Karyn Twaronite, EY; and Ken Takai, Hays

**Venue:** Grand Hyatt Tokyo, 2F, Residence Anise

**Fee:** ¥5,500 (members), ¥7,500 (non-members)

**Contact:** [info@bccjapan.com](mailto:info@bccjapan.com)

► **French Chamber of Commerce and Industry in Japan**

[www.ccfj.or.jp](http://www.ccfj.or.jp)

## Symposium Kyoto: Smart Cities

17 June, Wednesday, 14:00-17:00

**Venue:** Kyoto Research Park

**Fee:** free

**Contact:** [n.yoshida@ccifj.or.jp](mailto:n.yoshida@ccifj.or.jp)

## CCIFJ Kansai Gala

17 June, Wednesday, 19:00-21:30

**Venue:** Hyatt Regency Kyoto

**Fee:** ¥30,000

**Contact:** [n.yoshida@ccifj.or.jp](mailto:n.yoshida@ccifj.or.jp)

## Young Professional Networking event

1 July, Wednesday, 19:00-21:30

**Venue:** Swatch, Ginza

**Fee:** ¥6,000

**Contact:** [a.calvet@ccifj.or.jp](mailto:a.calvet@ccifj.or.jp)

► **Ireland Japan Chamber of Commerce**

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

## Breakfast Briefing with the Ambassador

24 June, Wednesday, 08:30-09:30

**Venue:** Irish Ambassador's residence

**Contact:** [secretariat@ijcc.jp](mailto:secretariat@ijcc.jp)

► **Netherlands Chamber of Commerce in Japan**

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

## Briefing & Drinks

18 June, Thursday, 17:00-18:00

**Speaker:** Kazutaka Kariya, representative director and president of Brand Loyalty Japan K.K.

**Venue:** Brand Loyalty Japan K.K., Meguro Station

**Fee:** Free

**Contact:** [nccj@nccj.jp](mailto:nccj@nccj.jp)

► **Multi-chamber event**

## Japan's Revitalization Strategy and the Key Role of the Medical Device Industry\*

18 June, Thursday, 12:00-14:00

**Speaker:** Hiroshi Tsuchiya, director, Medical and Assistive Device Industries Office, International Business Promotion Office, Commerce and Information Policy Bureau, Ministry of Economy, Trade and Industry

**Venue:** Tokyo American Club, B2, Manhattan Room

## JUNE

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28	29	30				

## JULY

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26	27	28	29	30	31	

**Fee:** ¥4,400 (members)

**Contact:** [ebc.mec@philips.com](mailto:ebc.mec@philips.com)

\* EBC, American Chamber of Commerce in Japan, and American Medical Devices and Diagnostics Manufacturers' Association

## The Economist Events – Japan Summit 2015\*

9 July, Thursday, 08:00-17:20 (reception following)

**Venue:** Hotel Okura Tokyo

**Contact:** [www.economist.com/events-conferences/asia/japan-summit-2015/](http://www.economist.com/events-conferences/asia/japan-summit-2015/)

\* European Business Council is supporting organisation

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- Medical / Scientific Affairs
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- Regulatory Affairs

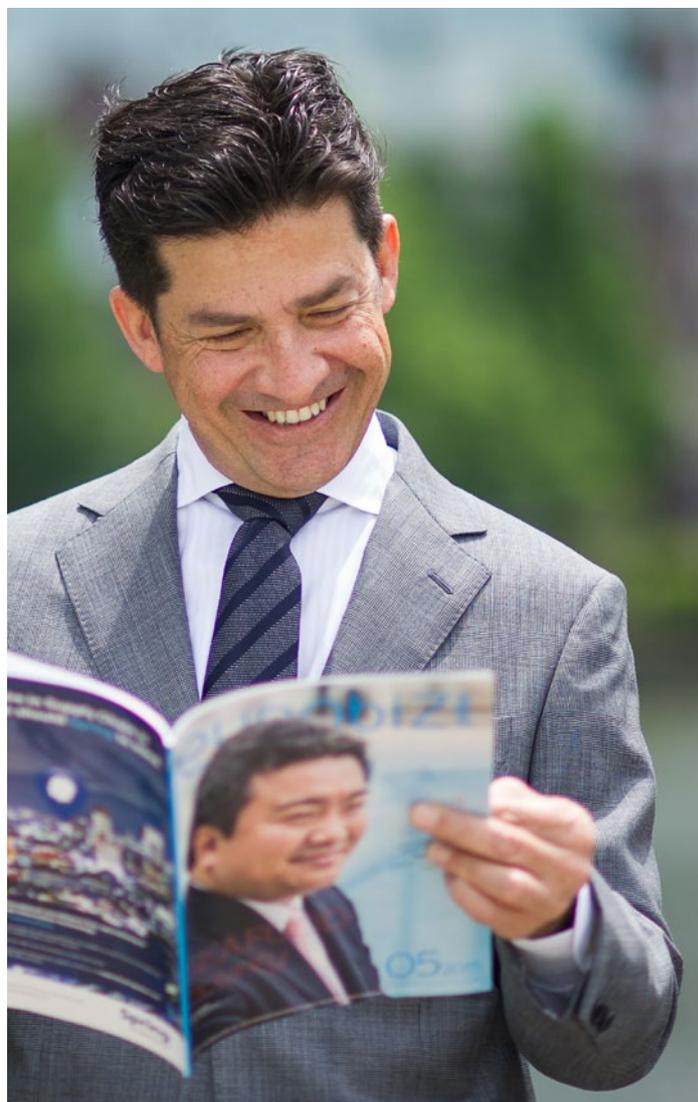
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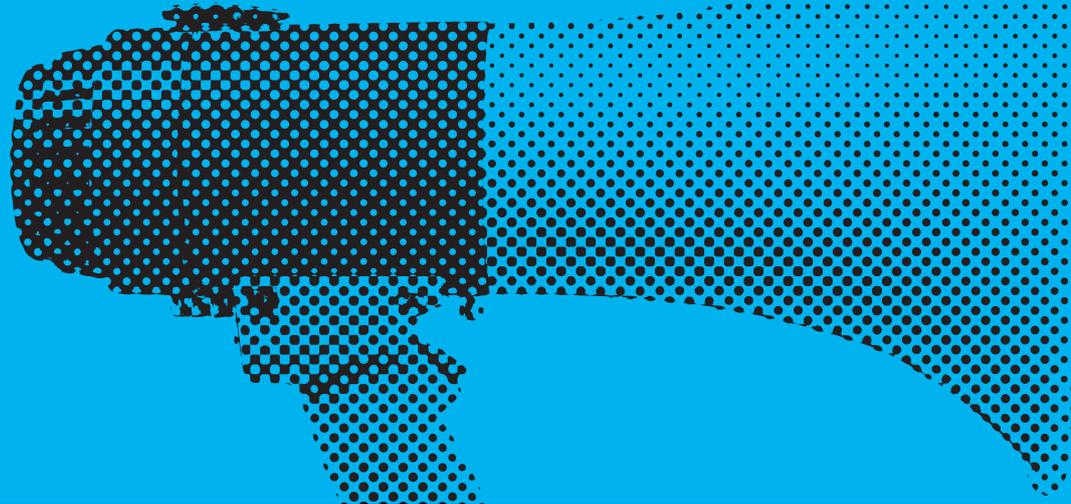
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# The future of communications

## *Evolve, Promote and Protect*



**Whether about brand communications or corporate communications, the industry is going through an unprecedented evolution.**

In the environment surrounding brands and corporations, there have been tectonic shifts in trust; and there is great evidence of the dispersion of authority from traditional suitcoats to “a person like me”.

At the same time, the world we operate in has never been more complex. Globalisation, technology and privacy are colliding; and emotional arguments and individual perceptions of risk have impacted developments as wide-ranging as Cloud computing, genetically modified crops and nuclear power.

Businesses are being forced to move from the traditional licence to operate, to a broader ambition of licence to lead, where societal approval of innovations becomes all-important. And brands are not only built on the functional benefits they provide, but also according to how they inspire people through causes and content sharing.

The traditional distribution channel of communications – the media – is being transformed, and the reader is now also becoming a content creator and advocate. Smart companies are creating their own newsrooms.

Finally, technology is causing the integration of corporate reputation and brand marketing. Consumers do not

differentiate between a contact from a call centre and an interaction on Twitter.

How do brands and companies embrace these tectonic changes in building trust and branding?

They must evolve into “living brands” that operate with a clear mission and purpose, inviting participation from the community, being responsive in real-time, and offering an on-going value exchange. Living brands embrace today’s complexity, and are responsible

“SMART COMPANIES ARE CREATING THEIR OWN NEWSROOMS”

for the supply chain, the wellbeing of customers, and helping to solve societal challenges. The living brand utilises creative storytelling that relies on actual consumer experiences, versus idealised, 30-second spots. Consumers are connecting the rational, emotional and societal dots of a brand, and brands need to do the same.

Corporations need to embrace a new set of communications principles: evolve, promote and protect.

**Evolve** means to enable serious change inside the enterprise, or to introduce a product that is a discontinuous, large step forward.

**Promote** is to be alive 24/7 with content and immersive experiences that are true to life and add value to relationships with stakeholders.

**Protect** is well beyond crisis management. Globalisation and transparency are permanent game changers; brands can no longer try to suppress or divert. We now must be publicly accountable and aim to prevent problems, not solely repair them.

Smart corporations are reacting already to this new reality by giving communications and marketing leaders a much broader set of responsibilities. Communications and marketing executives in these companies recognise that their role is to evolve, promote and protect their companies, always doing what is right for the enterprise. 

*(This article is based on a speech made by Richard Edelman to the Arthur Page Society in September 2014.)*



**ROSS ROWBURY**  
is president of  
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Vijay Deol  
*Representative Director,  
 Real Staffing Tokyo*



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*\* Witness cardiac survival rate was 6.1% for arrests without bystander CPR and 19.4% for arrest with bystander CPR. The Journal of the American Medical Association, JAMA. 2013*



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