

A close-up portrait of Steen Lauge Kokkenborg, a middle-aged man with short, graying brown hair and light brown eyes. He is smiling and wearing a dark suit, a white shirt, and a red and blue patterned tie. The background is a solid, muted green.

europa JAPAN



Womenomics

Success or failure?

Tasty times

Craft beer comes
of age in Japan

**Steen Lauge
Kokkenborg**

Building blocks for
the future

Pharma focus

Dr Carsten Brunn

*European Federation of
Pharmaceutical Industries
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Contributors

Nathalie Stucky is a Swiss journalist, who
has been based in Tokyo since 2011.
She writes for *The Daily Beast* and *Vice*
News in Japan, along with various French
publications.

"Meeting working and non-working
women for this article has been a huge
eye-opener for me and my future. I believe
women can both work and raise children,
and there isn't only one choice or the

Nathalie Stucky
has an update on
Womenomics,
page 16.



other. Womenomics should apply to all
women, from all walks of life."

Stephen Lacey
gives us a taste of the
growing craft beer
industry in Japan,
page 12.



Stephen Lacey is a multi-award winning
home brewer and long-time student of

craft beer, both in Japan and his native
Australia.

"It's taken time, but craft beer has finally
taken hold in Japan, to the point that it's
now entered mainstream consciousness.
I'm looking forward to watching develop-
ments in the industry over the coming five
to 10 years, and hope there'll always be
a place for small independent brewers."

Allison recently relocated to Tokyo from
Hong Kong, where she received her
degree in journalism and geography. She
holds a Level 3 Award from the Wine and
Spirit Education Trust.

"We've been decanting wines for
hundreds of years, but the purpose of that
practice has been changing rapidly. Even
though there's a lot of debate about its
true merit, it's undeniable that decanting

Allison Bettin
offers the pros and
cons of decanting,
page 37.



has a big impact on how a wine smells, if
not, even tastes."



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Womenomics, great Danes and craft beer



Back in 1999, economist Kathy Matsui wrote her groundbreaking report *Womenomics* on the sorry state of affairs for professional women in Japan. Since that time, the situation has improved, but not to the level of other developed countries. Japan still lags behind in the number of female executives, corporate board members and politicians.

With this in mind, Prime Minister Shinzo Abe's government introduced new laws to establish quotas on the hiring of female workers and managers. The government's rather ambitious target was to see 30% female corporate managers by the year 2020. Since it has now been almost a year since the

legislation was introduced, we decided to gauge the reaction of experts. Nathalie Stucky has details (page 16).

This month's magazine also has a decidedly Danish feel to it. We had the good fortune of meeting and interviewing several key Danes in Japan, including Ambassador Freddy Svane (page 14) and Steen Lauge Kokkenborg of LEGO Japan (page 20). Our monthly chamber report also features the Danish Chamber of Commerce in Japan (page 23).

Finally, if you enjoy the occasional pint at the local pub, you might have noticed that craft beer is making a splash in Japan. Even the "big boys" are getting into it. Various craft beer pubs

and bars have opened in recent years, catering to the growing interest. Stephen Lacey has a look at craft beer's history in Japan (page 12) and why it's so appealing to Japanese drinkers.

Enjoy! 

Mike de Jong
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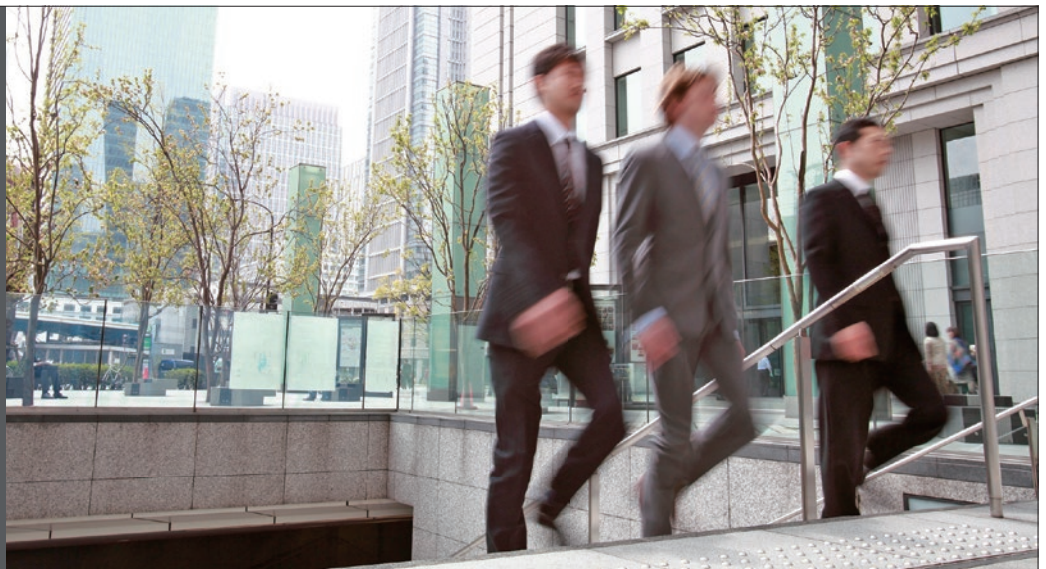
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Pharma focus

Dr Carsten Brunn, European Federation of Pharmaceutical Industries and Associations

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

Over the past five years, Japan's central government has made great strides in streamlining the approval process for new drugs and medicines. The reduction in the so-called drug lag has led to a drastic improvement in approval times for medicines available to patients in other countries.



According to the European Federation of Pharmaceutical Industries and Associations (EFPIA), other government measures including an "innovation premium" have also helped get new and innovative medicines into the hands of Japanese patients. In an interview with *EURObiZ Japan*, EFPIA's Chairman Dr Carsten Brunn explains this concept.

Your mission is to promote the "early introduction of innovative medicines and vaccines". In what ways are you working towards this goal?

Historically, there was something called a drug lag in Japan, which was, depending on the category, about a 5-to-10-year delay between approval in Europe or the US and here. And also, many products were just not available at all in this country – about 10% of the world's top 100 drugs, in fact. So it was a significant amount. In 2010, the government introduced the so-called "innovation premium", which made it more attractive for companies to [profit from and] invest in this market. So we've significantly invested and, as a result, we have closed that drug lag. This not only benefits us as a business, but patients here as well. And that's really

thanks to the government. Along with the innovation premium, the PMDA [or drug review authority] has also significantly increased its staff and reduced its review times, so now Japan is often ahead of the European approvals. So it's been quite a great progress.

Can you provide background on this "innovation premium"?

The system prior to 2010 was that every two years, regarding drug pricing, there was a revision down: reduced drug prices. However, so-called "innovative products" have been excluded under the "innovation premium". This >





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makes investment more attractive for us financially. It's very expensive to develop products and bring them to market. So that led to an increase in clinical trials and, ultimately, approvals of drugs. That's the mechanism that's linked to the innovation premium.

What can the government do to further promote innovation?

It's very simple, actually. First of all, [it needs] to maintain the innovation premium. I think the current system works quite well, actually. It's a system where we still have biennial price revisions. We've actually done a study ... and found that drug costs will stay mainly flat over the next 10 years. And you see an increase in generics that more than offsets the innovation premium. It's actually a pretty healthy system, so we think it's also fair for the government because drug costs are well controlled. That's our main message: don't fix what's not broken.

Can you tell us why you believe annual price revisions are a bad idea?

There's a perception out there that costs are out of hand. Yes, healthcare costs in general are increasing because of the rapidly ageing population. But if you look at drug costs themselves, they will remain flat over the next 10 years – even if we maintain the innovation premium and the biennial price revisions. But if we go and increase generic penetration, abolish the innovation premium and enter [annual] price revisions,

we will have negative market growth – which then goes back to “do we really invest in this market, then?” And will patients have access to innovations?

Governments are trying to control health costs, but you argue that lowered prices limit innovation and the introduction of potentially life-saving products? It's a fine line, isn't it?



It's a balance, for sure. We fully appreciate that the government has to control costs, absolutely. But we have shown with hard facts – with this study – that there's no radical change needed to control costs. It's quite a good system ...

What kinds of other barriers remain in the way of introducing new products to this market?

In general, you can say that Japan is a very pro-innovation country now, but there are still a couple of things which we think need to change. One is the regulation which is left over from the 1950s and early '60s – it's the two-week restriction. Early on, in the 1960s, Japan was not part of global clinical trials. So then the government, as a safety precaution, made the rule: for the first year after approval, physicians could only write prescriptions for two weeks. And, of course, that's not very convenient for patients, having to go back to doctors or hospitals every two weeks. So, in essence, for the first year after approvals, sales don't really take off, and many patients don't have access to the treatments. But a system is in place [now] that makes this rule obsolete. That was probably a key barrier compared to other markets.

How can Japan become a more dynamic market for pharma companies to invest in?

The first important message is that investment is becoming more competitive. Pharma companies invest a lot into emerging markets, so we're competing with resources to get investment into Japan. The reason Japan is attractive is it's a fairly predictable environment and innovation is rewarded. So I think that's the key for Japan: to maintain that innovation mind-set. And the key for us is to reward innovation. That's what we think is necessary to have Japan as a key market for us for investment. That's critical ... that's been the stance of EFPIA Japan, to maintain that innovation premium. 

Tasty times

Craft beer comes of age in Japan

Text **STEPHEN LACEY**

It seems you can hardly step out on a Tokyo street these days without encountering a craft beer bar. Enter a café or restaurant, and it's sure to have at least a couple of craft beers on tap or in bottles. Even supermarket shelves routinely stock premium imports and craft beer.

The rush of players entering the industry shows no sign of slowing down. "We are almost constantly booked out," says Mike Grant, co-owner and operations manager of Tokyo's DevilCraft pubs. With locations in Kanda and Hamamatsucho, DevilCraft's eclectic lineup of Japanese and imported craft brews (and deep-dish pizzas) have been a hit with consumers since August 2011. "It's only a matter of time before we add a third location to meet demand," adds Grant.

It's a story repeated all over town and across the country. In Kyoto, Gastro Pub Tadg's is an Irish bar and restaurant that went "craft" several years ago. Owner Tadhg McLoughlin explains: "We built a great rapport with some of the early

Japanese craft breweries and had a constantly changing lineup with 25 taps. We currently have nine taps featuring the best Japanese craft beers."

Good Beer Faucets (GBF) in Shibuya – with its slick chrome and wood interior, a 40-tap craft beer lineup and inspired food menu – has been a raging success since co-owner Teruya Hori opened in mid-2011. When Hori launched another outlet in late 2013, he looked west to Fukuoka city, Kyushu. GBF's general manager Dede Bri explains: "After seeing the craft beer industry booming all across Japan and in places like Osaka and Kyoto, we thought that Kyushu would be a nice addition, especially as it was already something of a food destination for people from all over Asia."

The retail success of craft beer is clearly reflected on the production side of the equation. New craft breweries are opening and existing ones expanding – often assisted by GBF's Hori, who is also an industrial engineer. The owners of DevilCraft recently commissioned a 400-litre brewery in Tokyo's Ota ward,

from which they will supplement the DevilCraft beer lineup with their own original brews. "We all come from a home-brewing background," says co-owner Jason Koehler, "so having our own brewery has been a long-held dream. With craft beer booming, there could be no better time to open our own brewery."

Baird Brewing in Shizuoka recently underwent a major expansion, moving from a 1000-litre system in a former fish-processing factory in Numazu to a purpose-built 6,000-litre brewery in Shuzenji. It is a far cry from the tiny 30-litre batches that founder Bryan Baird started brewing in the back of his taproom in 2000.

"We've traditionally grown our operations by retailing as much product as possible through the Internet and our taprooms," says John Chesen, Baird's director of Sales and Business Development. "With the new production brewery, we are selling a lot more of our product wholesale, and are exporting to locations as diverse as the USA, Australia, Europe and China. This

“WITH CRAFT BEER BOOMING, THERE COULD BE NO **BETTER TIME** TO OPEN OUR OWN BREWERY”

Jason Koehler





makes a more complex and mature business, and keeps us all very much on our toes.”

The birth date of craft beer in Japan is considered to be 1994, when taxation laws were relaxed to allow smaller brewers to obtain brewing licenses. Many changes have taken place in the years since. Without a tradition of home brewing — as in the USA, Australia and New Zealand — or traditional craft-scale brewing — as in Britain, Ireland and continental Europe — Japan’s nascent craft brewers struggled to achieve quality, consistency, or any semblance of originality. For the first decade, most Japanese beer drinkers still knew nothing other than mainstream lager; and those who were exposed to *ji-biiru*, as Japanese craft beer was originally dubbed, were typically underwhelmed, or worse.

But the true believers persevered. In the late 1990s and early 2000s, a loose collective of Japanese and foreign craft beer enthusiasts — concerned about the state of the industry but passionate about its potential — began

to champion quality and innovation. A new generation of breweries started taking cues from the energetic craft beer scene in the United States, in addition to the traditional brewing roots of Europe.

Later in the 2000s, Japanese craft brewers had improved, but there were arguably still not enough really good breweries and distribution channels to sustain a large and vibrant craft beer scene. Latent demand remained untapped. The main catalyst of the boom we see today was the entry of a slew of specialist craft beer importers like Andrew Balmuth of Nagano Trading. “We imported our first kegs of craft beer from [San Diego-based] Green Flash Brewing in 2007,” he says. “As a long-time craft beer enthusiast and businessman, my aim was to introduce the best of American craft beer in brewery-fresh condition to Japanese beer lovers.”

Other importers quickly followed Balmuth’s lead, aided also by the innovation of one-way disposable plastic kegs that did away with the added burden of having to return the

stainless-steel kegs. In only a couple of years, American and European craft beers, once rare or unseen in Tokyo, became readily available, often at prices only slightly higher than locally brewed craft beers.”

Nowadays, it seems everybody wants a piece of the pie. Even the big four brewers have dipped their toes into craft beer waters. In 2015 we have seen the release of mainstream seasonal brands seeking to capitalise on the cache of popularity built up by smaller craft breweries and premium European imports. Suntory released several varieties under its Craft Select label. Asahi has its Craftsmanship series, and Sapporo its Craft Label pale ale.

Where will the industry go from here? Nobody has a crystal ball to see into the future, but if the experiences of Baird Brewing, Nagano Trading and the craft bars are anything to go by, the future looks bright. And with craft beer’s burgeoning availability, robust competition, and ever-rising quality, Japan’s lovers of good beer will definitely be the winners as the industry matures. 

A portrait of Freddy Svane, a middle-aged man with thinning grey hair, smiling. He is wearing a dark navy blue suit jacket, a white dress shirt, and a blue tie with a small, repeating circular pattern. The background is a blurred indoor setting with warm lighting and a large, ornate chandelier hanging from the ceiling.

Freddy Svane

Danish Ambassador to Japan

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

Generally, when one leaves a posting in the Foreign Service, one rarely returns. But that is not the case with Freddy Svane, Denmark's ambassador to Japan. Having held the post 10 years ago, Svane left for a private sector posting – and a stint as ambassador to India – before returning this summer. Svane talks to *EURObiZ Japan* about his excitement at being back in Japan.

Why did you decide to return to this role in Japan?

First and foremost, because we love this country, we love this culture and the people. We also think that, as a family, Japan has a lot to offer. It's always difficult when you leave; and, as an ambassador, you're not supposed to come back. But it's a great gift in the sense that you can look at what you wrote and predicted for this country – whether it was true or completely wrong. I think, at that time, my conclusion was that Japan's future role would be to become a global provider of innovation. I was at that time, and still am, attracted by the innovative powers and skills of Japan.

It was also a decision by my government that I should come back. I have a commercial background; and, of course, Japan is really representing a commercial opportunity, still being the third-largest economy in the world. Some will say the third-greatest economy, meaning that they have something to offer. So it was decided that I should come back here.

You have said that you noticed more openness from Japan and a willingness to welcome the world.

Having [now] been here a couple of months, I've seen people really paying attention to the fact that Japan cannot stay on as it was. Japan has to become part of the global order. Of course, the global order has changed a lot. Asia has become very important. For many years, Asia has been considered a powerhouse, at least economically. But it has also grown, in a political sense,

into a powerhouse. And the equation in Asia has changed a lot. So it's very important, and something we welcome in Denmark and Europe – that Japan has now changed gears.

Does this openness make you more optimistic that Japan will get an FTA/EPA done with Europe?

I'm very optimistic. Just yesterday, I was in Higashi Matsushima and also met with a cooperative of farmers. Even though we were talking about the consequences of the tsunami, I told them they were the first real farmers I happened to meet since coming back. I asked them their views on the TPP [Trans-Pacific Partnership]. I thought they would say, "We are dead against it" and "We are not liking it; it will destroy our family business" – and so forth. But, to the contrary, they were far more open and said, "Yes, we know we can't avoid it. Let's take that to our advantage and see if we can do something to get some benefits out of it". So that's an attitude that I didn't find 10 years ago. So I am pretty optimistic about it.

Do you anticipate any new opportunities or challenges now that you have returned?

Always challenges. But, luckily for Denmark, in 2017, we will be celebrating the 150th anniversary of the opening of diplomatic ties. We are planning for that [now]. That will be showcasing how we have had very cordial and strong ties over many years. Of course, there are traditional close ties between the Imperial family and [Danish] royal family – also part of our joint history. But

much more than that, I would say. In 1957, the first direct flight between Asia and Denmark opened ... Scandinavian Airlines [staged] the first direct flight over the North Pole. So in 2017, we will also be celebrating that anniversary. It showcased that Denmark [could become] a gateway into Europe.

Will you take a different approach to developing, or strengthening, diplomatic relations?

Today, being an ambassador – as part of the Foreign Service – your taxpayers will measure you on one thing: to what extent what you're doing can contribute to job creation and growth in your home country. If you can't do that, there is nobody who will finance diplomats any longer. So one of our core disciplines will be what we call "economic diplomacy". We have done that through many years. Diplomats have to nurture business ties and to promote, or facilitate, business deals and so forth. We will do that even more in the coming years.

Can you tell us about the growth and innovation partnership between Denmark and Japan signed last year?

We call it a "strategic partnership agreement"; and it encompasses a number of fields where we think we can work closely together. Innovation research ... In Denmark, we have one of the world's largest bio data banks ... to get access to that will be extremely helpful. Japanese technology and robotics is something we'd like to look into. The Japanese are also looking at our robotic skills. Perhaps one day, the Danish ambassador will be a robot! 

Womenomics

Success or failure?

Text **NATHALIE STUCKY**



On 28 August, Japan's upper house of parliament approved legislation requiring public- and private-sector organisations to set numerical targets for the hiring and promotion of female employees. Organisations were also asked to disclose their targets and ratios as of April 2016.

Prime Minister Shinzo Abe considered the law an important step towards placing more Japanese women into decision-making positions. In pledging to empower women in the Japanese workforce, Abe used the term Womenomics, first coined by Kathy Matsui of Goldman Sachs in 1999. So what does Matsui think of the government's efforts so far?

Commenting on recent statistics showing increased female participation in the workforce, Matsui said the government's "top-down pressure to raise female employment," has had an effect. "However, in terms of substance," she added, "many of the jobs taken up by females are in temporary or part-time roles."

Some other female business leaders praised the new law as an important first step.

"I think it's a very positive move, because at least it gives an ambition to the country and to the board of big companies," says Valerie Moschetti, chair of the EBC Construction Committee. "Maybe it will not be followed by many companies, but I think [those] that show that they are following this law will attract very highly educated and ambitious women."

"It might start only with the big [ones], but any company has to start somewhere. So if women see that more firms are following the rule, they will follow the trend, too; and they will go and be employed by these companies, so it's a good sign," adds Moschetti.

The legislation, however, set no penalties for firms that ignore the law, and little was mentioned about discrimination against women who get pregnant. The bullying of pregnant women by supervisors, companies and colleagues is such a problem that *matahara* – Japanese shorthand for "maternity >

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Valerie Moschetti



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harassment" – was one of the top buzzwords of 2014.

Moschetti adds that there are a lot of practical problems in validating Womenomics, because she feels lawmakers don't necessarily understand what a woman needs.

"Abe's plan to open more nursing schools and create more jobs for nannies is a very good idea," she says. "But if the salaries of the women who will benefit from this project are not raised, only those who have an established career already will be able to acquire those services. I think this plan will only be successful when it will reach out to, and benefit, women working at the low-end jobs."

Faced with the double demographic threat of a declining birth rate and rapidly ageing population, Japan has no choice but to boost female participation in the workforce, experts believe. Research by Goldman Sachs estimates that Japan's GDP could be boosted by nearly 13%, if the gender gap were closed.

Other administrations before Abe's have tried to tackle Japan's diversity issues. In 2003, the government targeted 30% women participation in management, but that ambition did not succeed. Now, the current government is again setting a 30% target for the year 2020, the year when Tokyo hosts the Summer Games. Is there a better chance of success today?

"Yes," says Moschetti, also co-head of external affairs at Saint-Gobain. "Maybe the economic crisis will oblige women to get work if they want to keep the same standard of living. If they know they will have to be working anyway, why not work and get a good salary?" In order to reach concrete results, there is still a long way to go, because "Japanese women have a hard time finding an equilibrium between household and work," she adds.

Many have suggested that, along with numeric hiring targets, the government should also increase funding for childcare and other support programmes. Currently, many nursery schools and childcare facilities have long waiting lists.

"It's true that the number of nursery schools are increasing since Abe put an emphasis on Womenomics," the female director of a nursery school in Kita ward says. "But the staff is underpaid, and

model: a woman who has combined successful corporate life with family. Beppu, a partner at Tokyo law firm Hogan Lovells, had her first child at age 41 and her second at 43. She believes she was able to succeed, in part, because she could afford to hire a full-time nanny.

"It's not easy to have kids if you are in a non-promotional career path because, to be honest, to have kids you need financial stability," says Beppu. "If you

cannot get into a state-owned nursery school, you have to pay for day care, and that costs a lot of money.


"I simply cannot do what I do if I didn't have my nannies," she adds. "It's not a luxury for me; it's an absolute necessity."

Along with a lack of childcare support, changes to the tax laws could also help more women stay in the workforce, say experts.

Economists have called for

the revision of laws that currently cut taxes of the primary earner if a dependent spouse earns ¥1.03 million or less per year. Many married women limit their work outside the home to take advantage of these laws.

Nearly 15 years ago, the proportion of working-age Japanese women with jobs reached 56.7%, according to the Statistics Bureau, Ministry of Internal Affairs and Communications. By 2010, Japan's overall female labour participation had risen to nearly 63%, according to the Organisation for Economic Co-operation and Development, slightly higher than the OECD average of 62%. While progress has been made, Japan's female labour participation remains low compared to nations like the US or the UK, where 68% and 70% of women, respectively, are at work – albeit these statistics include part-time jobs.

It remains to be seen whether or not Abe's Womenomics will have the long-term effect the government says it will. 

“IT'S NOT EASY TO HAVE KIDS IF YOU ARE IN A NON-PROMOTIONAL CAREER PATH BECAUSE, TO BE HONEST, TO HAVE KIDS YOU NEED FINANCIAL STABILITY”

Rika Beppu

they go through a lot of stress due to the fact that Japanese women have no understanding of what a nursery school is," she explains.

"The government is doing a good job increasing the number of nursery schools, but it isn't taking care of the teachers, who end up quitting their jobs because it's too stressful and underpaid," continues the director. "The more nurseries built, the more women wish to work, but the less babies are actually taken care of. At the end of the day, this policy is not being well implemented."

Moschetti also says part of the problem is that there aren't enough role models in Japanese families. "If you see your own mother working hard every day, she can give you the incentive to be ambitious. If you have never seen anyone in your family having ambition at work, I can hardly see how you can become ambitious yourself."

Rika Beppu, chair of the EBC Legal Services Committee, is one good role

Steen Lauge Kokkenborg

Building blocks for the future

Text **MIKE DE JONG** Photo **KAGEAKI SMITH**

In this digital era, where children are often found playing computer games or gazing at handheld devices, some might say there is little room for old-school toys. But Danish-born Steen Lauge Kokkenborg would dispute that thinking. As representative director and general manager of LEGO Japan, Kokkenborg says children get tremendous value from hands-on play.

"We know from research that kids actually need a spatial understanding," he says. "And you don't get a spatial understanding from a two-dimensional TV screen or phone. I think that's where the active play with LEGO products comes in, as an important way of developing children."

Kokkenborg, who calls the LEGO brand "purpose-driven", sees the firm as more than merely a toy retailer. He believes LEGO is also in the business of child development.

"If you put kids in front of LEGO, they will intuitively start immersing themselves in building," he says. "It's suddenly them deciding 100% what they want to do. If you play a computer game, you are always depending on how the game is designed, who are the

Do you like natto?

Time spent working in Japan:

less than 10% of my career. Would like it to grow to 25%.

Career regret (if any):

None. I have been lucky that new and interesting challenges have emerged at the right times in my career.

Favourite saying: The highest amount of learning is achieved if you stretch yourself to the max ... and then a little more.

Favourite book: *The Chrysanthemum and the Sword* by Ruth Benedict.

Cannot live without: Two essentials: Danish Rye bread, kindly supplied by my Norwegian wife.

Lesson learned in Japan: if you can imagine a product, it has already been launched in Japan.

Do you like natto: Interesting taste and definitely worth exploring further. Still too early for a final judgement!

players, how do I go through the game ... With LEGO products, you just build whatever is in your head. To me, that's the fascinating thing.

"We're very conscious about how much children can actually cope with at a certain age. We investigate that strongly — to see what spatial and motor understandings [they have] at different ages. That's where we figured out that spatial understanding is something that comes primarily from using your hands. You don't get a spatial understanding watching a computer screen."

Originally from a small town, Kokkenborg joined the firm's Japan office two years ago after a three-year stay in South Korea. It wasn't his first stint with the iconic Danish company either — he first worked for the LEGO company after graduating from business school. However, after spending time with other firms with Germany and Denmark, Kokkenborg returned in 2007, as head of marketing for Asia and emerging markets.

"When I came back, after a few months, it was as if the company had never changed," he recalls. "I felt so much at home again. During the 15 years that I was away, I was always following LEGO; always cheering on LEGO. So I think LEGO is a company that you never really [leave]. You never leave



LEGO; it's in your heart and your DNA."

Part of what drew him back was the ability to work and have fun. The firm's head office in Tokyo is populated with massive LEGO-shaped stools and chairs, while each meeting room has a bowl of LEGO on the desk. Kokkenborg believes people "think better if they just put a few blocks together".

The timelessness of LEGO's products was also appealing, and the fact that they cut across generations.

"This product hasn't changed for 40 years," says Kokkenborg. "Obviously

the moulds and colours have become better, but it fundamentally hasn't changed. It's still the same product."


With stiff competition from Japanese toy manufacturers, Kokkenborg says Japan has been a tough market to crack. LEGO's market share here is nowhere near that of its other global markets. However, Kokkenborg is optimistic that LEGO will continue to catch on with parents and children in the world's second-largest toy market.

"The funny thing is that Japanese kids are not fundamentally different from

kids ... anywhere else in the world," he says. "They like playing with computers, but they love this hands-on experience you can have with [our] products."

Kokkenborg adds that he hopes to remain here for the foreseeable future, to see the company grow.

"The potential we have in this market is probably somewhere between three-to-five times what we're doing today. So the potential for the LEGO brand in this market is huge," he says.

"I would like to be on that journey for still a couple of years." 



Denmark

Japan and Denmark began diplomatic relations with the Treaty of Friendship, Commerce and Navigation in 1867. The countries have close ties, not only in the fields of economics and trade, but also in cultural and academic areas. Denmark still considers Japan a strategic partner and one of the leading global economies.



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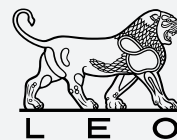
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Stefan Linde Jakobsen

Chairman, Danish Chamber of Commerce in Japan

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Text **MIKE DE JONG**

Events are the lifeblood of any chamber of commerce. They allow members to meet and mingle, and to learn about best practices from businessmen and women who are leaders in their fields. Stefan Linde Jakobsen, Chairman of the Danish Chamber of Commerce in Japan, talks to *EURObiZ Japan* about the DCCJ's activities.

The DCCJ holds numerous events throughout the year. Why are these important to your objectives?

They are important in order to keep the DCCJ network alive and fresh. We want to provide entertaining, fun events with opportunities to learn and get inspired as well. That is actually not as easy as it sounds, and we are a small chamber with limited means so we try to focus on a few but very interesting business events during the year and some fun, unique social activities. In addition, we often run joint events with other chambers, which have also proven popular.

Can you tell us about some of your most popular events?

For business events, we try to find a few highly interesting speakers during the year, and also look for chances to host an event together with the Danish Embassy, for instance when high-ranking politicians are visiting Japan.

On the social side, our annual members-only DCCJ summer barbecue is always popular, and the first Wednesday of the month we run our "Stambord" evenings, which are open to everyone who is interested in Denmark and the chamber.

Our annual Christmas event called "J-day" is the most popular event on the DCCJ's social calendar, with 200-250 people normally attending. The event celebrates the official release of the Tuborg Julebryg made by Carlsberg.



SCANDINAVIANS LIKE TO NOTICE OUR DIFFERENCES

Although Tuborg Julebryg is a seasonal beer and is only on the market for six weeks every year, it is still Denmark's fourth best-selling beer. The first Friday of every November is J-day throughout Denmark, and has been an annual reason for celebration (and hangovers) for more than three decades now.

The joint Scandinavian Ball looks interesting. How large is this event?

Yes, that is an interesting event that brings together all the Scandinavian chambers for a gala night of dining and dancing.

Although we can look quite similar to the outsider, Scandinavians like to

notice our differences, and on this evening you will witness a mixture of Scandinavian Christmas traditions that look deceptively similar to the untrained eye. I expect there will be around 250-270 attendees this year.


The Danish embassy has welcomed back a familiar face in ambassador Freddy Svane. Are chamber members happy to have him back?

That's right, Freddy Svane is back in Japan, and we are very happy about that in the chamber. He has shown his engaging style and energy clearly from day one back, and he was very quick to reach out to the Danish companies upon his arrival. Freddy is very open and inviting to the entire Danish community – not just the business community, but everyone with a strong relation to, and interest in, Denmark. We certainly look forward to the coming years with Freddy and his wife Lise representing Denmark in Japan.

The chamber has an office in western Japan. Why is this important?

DCCJ West runs very autonomously, and is basically centred on the companies and business people based in the greater Kansai area with strong affiliations to Denmark. Overall, having two commercial networking hubs for the Danish business community in Japan gives us a broad reach and strong local knowledge.

Denmark has worked hard to get an FTA with Japan. What would this mean for Danish companies?

It would naturally mean that new opportunities open up for Danish companies, some more than others. Our agricultural industry, for instance, is subjected to import regulations that make Japan a real challenge to operate in. 



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Economists are fools

GDP metrics rule



I hate to lead with such an aggressive title, but over the years, nobody (apart from bankers) has upset me more than economists.

I have been reading the stuff published by economists for decades. In China, where I worked for 12 years, GDP growth became like a religion. Thousands of articles were written on the topic, each of them quoting economists. In the process, the glorious city of Beijing was laid waste, but that is another story.

The malign and fruitless obsession with GDP growth, and the part played by economists in encouraging it, is why I think economists are fools.

Prime Minister Shinzo Abe is the latest leader to fret about GDP growth. Yet this is misguided, for several reasons.

GDP growth is merely a measure of activity. What growth per se does not reveal is the nature and quality of that activity. As most economists are actually well aware of, you can maintain GDP indefinitely if you are rich enough. For example, knocking down and re-building a house is a way of generating GDP, even if the various iterations of the building show zero improvement. Of course, at some point you will run out of money.

It is clear that GDP growth is a blunt, or even 'dumb', way of looking at the economy. My suspicion, however, is that this is precisely why it is so popular with politicians. Merely generating economic activity, especially in the short term, is quite easy – and, therefore, a convenient way for politicians to say they have achieved something during their term in office.

To generate GDP growth, you could build over-priced sports stadiums all

over the country. Indeed, the more over-priced the said structures, the more GDP growth you will achieve – since the preferred measure is 'nominal' GDP, which measures the monetary amount of an activity.

Economists, of course, are clever enough to know all about the shortcomings of worshipping GDP growth, but they seem to want to make friends with policy-makers and obtain research grants, so they go along with it.

“EVERYONE WANTS A SIMPLE METRIC”

For Japan, GDP growth is especially pointless in two ways. First, it is far more important to look at GDP per person. For Japan, maintaining a non-shrinking GDP, or 0% growth, is a triumph in the face of the speed that the working population is declining.

It is a hollow triumph, however, because once the aim becomes to protect your GDP number, you do all sorts of extreme things, like using the central bank to buy up your government bonds. But by making an artificial floor, you make it impossible to know the real price of Japanese debt.


The price of government debt is the price off which all other financial instruments are abased, so you are making a mockery of your capital markets in the

process. And, remember, the reason we pay bankers and economists such high salaries is that they allow us to identify the 'true' prices of goods and services in the economy. Only they don't. But we still pay their level of salaries.

The distortions are obvious in other ways. Today, Japanese GDP is much bigger than it was before Abe came to power in December 2012, in yen terms. But the value of the yen has collapsed 40% against the dollar in that time. So in dollar terms, it has sharply contracted.

Everyone wants a simple metric, and GDP growth is the metric incessantly recycled in almost every article about Abenomics. The prime minister was recently brazen enough to suggest a GDP of ¥600 trillion – a typically pointless numerical figure.

That is the reason why printing money has become so central to the debate about Abenomics. Printing money should make prices go up, and that lifts nominal GDP. Hey, presto, mission accomplished! This then leads you into truly wacky territory where rising prices – in a country where most people have been growing poorer over the last 20 years – is seen as a good thing. But, hey, nominal GDP is growing – at least in the short term.

If you choose one bad metrics, you start having to use lots of other absurd metrics to achieve the original metric. Unfortunately, none of this looks likely to change soon. 



DAN SLATER
is director of the
Delphi Network

Due process

Attorneys-at-law meet the call

Text **DAVID UMEDA**

Japan is facing a more globalised economy, which includes free trade agreements between governments. As negotiations and expansion of the marketplace accelerate, law firms based in Japan with a worldwide reach are pivotal in having corporations succeed in their cross-border activities.

Then and now

Python & Peter was founded in Geneva, Switzerland, in 1981. "We opened in 1998 the first Swiss law firm in Japan," points out Charles Ochsner, Resident Partner. "Since then, I represent the firm as Resident Partner, an accredited foreign lawyer by the Daini Tokyo Bar Association."

Michael Mroczek is an attorney at law (Switzerland) who is Foreign Law Partner at Okuno & Partners. "With the increasing globalisation going on, hand-in-hand with numerous legislative reforms, the legal landscape in Japan has been rapidly changing," he observes.


Cross-border

No longer a dominating manufacturing country, Japan has been focusing more and more on the services sector, and realising opportunity in the fastest-ageing society among industrialised nations. Law firms who have strong expertise and experience in related fields are not only responding to their clients' needs in these areas, but also introducing Japan Inc. to potential legal services already prevalent in Europe.

"The theoretical background of attorneys at Python & Peter and our practical approach make us particularly suited for corporate and private clients seeking specific legal advice for matters where cross-border and interdisciplinary expertise is a necessity," points out Python & Peter's Ochsner.

At Okuno & Partners, they are able to meet both their domestic and international client's growing demands.

"With respect to international business transactions, we encourage our younger lawyers to study abroad," says Mroczek of Okuno & Partners, "and have recently expanded our expertise to Swiss arbitration, becoming in this way unique among Japanese law firms."

As globalisation and Abenomics grow in importance, law firms continue to be a key source for best practices, applying their global expertise and experience to the benefit of Japan-based businesses looking to build their operations." 

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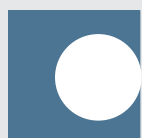
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Asset Management//

Exciting and challenging times

Text **GEOFF BOTTING**

The reform programme under Abenomics isn't getting much respect. Critics point to what they see as the glacial pace of Prime Minister Shinzo Abe's third arrow reforms and suspect that many of the promises are little more than window-dressing.

Nicolas Sauvage, chairman of the EBC Asset Management Committee, sees things very differently. For his industry, the set of policies named after the prime minister has been instrumental in achieving several groundbreaking reforms.

"The asset management industry is very much at the core of the Abenomics policies, which are, in many aspects, about how to put 'cash back to work,'" says Sauvage. "This is a very exciting and challenging time for our asset management industry in Japan."

The government has rolled out several key financial measures over the last few months. The Japan Stewardship Code (JSC) was launched last year; the Japan Governance Code (JGC), this spring. Nippon Individual Savings

Key advocacy points

- **Stewardship Code** - The government should encourage equity-issuing Japanese firms to fully implement the code.
- **Japan as an international financial centre** - More capital should be shifted away from low-interest government bonds and into diversified portfolios.
- **Nippon Individual Savings Accounts** - The ceiling on the amount that can be an investment should be raised and the period of tax exemption lengthened.

Accounts (NISAs), aimed at encouraging individuals to invest more of their cash savings, hit the market at the start of last year.

And, in September, the Government Pension Investment Fund (GPIF) became a signatory to the United Nations' Principles for Responsible

Investment (UN-PRI). The agreement holds signatories to environmental, social and corporate governance (ESG) factors when they invest.

Japanese institutional investors are latecomers to the agreement. Nearly all the public pension funds in the developed world signed up around, or since, the time UN-PRI was launched in 2006. Sauvage says the new stewardship code helped lay the groundwork for Japan's GPIF participation.

In the meantime, the ¥135 trillion fund is rapidly diversifying away from Japanese government bonds, and more toward foreign and Japanese equities and foreign bonds (riskier investments with potentially greater returns on investment).

"This year will be a memorable one, a turning point," says committee vice chairman Keiko Tamaki-Kuroda, commenting on the sweeping changes her industry is witnessing.

Sauvage calls the JSC and JGC "twin brothers and sisters". The stewardship code is aimed at encouraging open dialogue between investors and business executives. The governance code aims

“I THINK EUROPEAN ASSET MANAGEMENT COMPANIES CAN CONTRIBUTE TO ... DEVELOPMENTS IN JAPAN”

at improving corporate governance and capital efficiency.

Given Japan's postwar corporate culture of keeping shareholders at arm's length – if not ignoring them altogether – it would be natural to assume the codes would face stiff resistance from Japan Inc. In fact, the opposite is the case.

“[The measures] were introduced very quickly and very efficiently through the initiative of the government. And they have also been embraced by all the stakeholders, naturally by the investment community, and also the corporations,” says Sauvage, representative director at Amundi Japan.

The JSC received 184 signatories from the time of its launch in May last year to the following February, according to the Financial Services Agency.

Sauvage cites a raft of other numbers showing that Japan Inc. is shifting its stance toward shareholders. Take proxy voting, for instance. Last year, 22% of listed companies sent investors proxy statements by at least three weeks in advance. This year, the rate rose to 36%.

Companies that disclosed the

statements before actually sending them to shareholders accounted for 36% of the total, up from 9%.

“This year, more of them have given investors more time to study their resolutions and decide whether they are for or against them,” Sauvage explains.

Committee members like to point out that several of the recent innovations in Japan's asset management industry originated in Europe – Britain, in particular, home of the world's first stewardship code and individual savings accounts (ISAs,) on which Japan's NISAs were modeled.

One new development that the committee is considering as a future advocacy issue is based on a kind of pan-European fund, called “undertakings for the collective investment in transferable securities” (UCITS), which fall under EU regulations.

Japan has recently signed on for discussions about setting up an Asian version of the funds, called the Asia Region Funds Passport. The idea is to establish funds that can be easily sold across national borders within the region. The talks are focused on

creating convergence among Asia's varied regulations.

Given that Europe's asset managers already have experience handling such products and systems, the EBC committee hopes to play a role in providing Japanese players and authorities with advice and guidance.

“We may be in a good position to lead the discussions to create a leading industry opinion to take Japan's asset management industry a step forward to the next generation,” says Tamaki-Kuroda, COO at Schroder Investment Management (Japan).

Sauvage notes the on-going changes in Japan's corporate and investment culture. The new codes are leading to a greater degree of disclosure, which means asset managers need to work with a greater sense of responsibility, he says.

“We believe this is a chance for European asset managers. We have our experience of a culture of dialogue and engagement with companies in various European countries; and, therefore, I think European asset management companies can contribute to these developments in Japan.” 

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Critical points along the way to the consumer

Text **DAVID UMEDA**

In Japan, the consumer has it made. Whether stopping by a local pub or sitting down to a full-course dining experience at a starred establishment, you can count on your favourite brew, spirit, mixed cocktail or vintage — and being introduced to a few new ones. Like everything else served in Tokyo, preparation and presentation enhance the experience.



Unique to Japan

The profiles of drinkers and types of beverages served in urban Japan are dynamic.

"The changing demographics in Japan can definitely be seen in our customer profile," explains Sally Townsend, Corporate and Direct Sales Manager, Jeroboam Co., Ltd. and the Jeroboam Fine Wine Club. "Women in their thirties and forties are making up the majority of participants at our wine-tasting parties, seminars and 'Eigo de Wine' lunch events."

After several years of research and planning, DevilCraft was founded in 2011, just as the current boom in craft beer really began to take off.


"Our timing could not have been better, and business in our two pubs has experienced tremendous growth over the last four years," points out John Chambers, founding partner, DevilCraft Inc. "This year, the last part of our business plan came to fruition with the completion of our own small production brewery. We are now able to offer our own locally crafted beers to an enthusiastic customer base that continues to grow."

For Jeroboam, their customer base is "affluent, educated, well-travelled career women who are more eager to learn about wine and spend money on premium wine," says Townsend, "reflecting the changing drinking culture in Japan."

Outback Steakhouse starts fresh every day, "to create the flavours that our mates crave," according to Asagi Iwabuchi, Marketing Manager, OM2 Dining Co., Ltd., operator of Outback Steakhouse Japan.

Their weekend dinner specialty is Slow-Roasted Prime Ribs. Outback Steakhouse also offers a variety of chicken, ribs and salads. Their New Creations and Grilled Classics are made from scratch daily using the highest-quality ingredients.

"Our extensive drink menu of beers, specialty cocktails and spirit-free cocktails is a great complement to our signature steaks that are seasoned, hand-carved to order, and grilled to perfection," continues Iwabuchi.

In Tokyo, where you choose to drink can turn out to be a complete evening out. 



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Synergy >

Trio behind upscale dining

Text and photo **GEOFF BOTTING**

Entrepreneurs are risk-takers. They often leave their comfortable existence marked by job security, regular paychecks and corporate pension schemes to venture into a brave new world of shock, surprises and potential financial ruin.

Sleepless nights are common. And, too often, the ultimate result is failure.

Not that the founders of ECN Holdings K.K. would know about that. New Zealander Nathan Smith; Eddie Baffoe, originally from Ghana; and Australian Matthew Crabbe have seen steady growth since striking out on their own together in 2009. You probably don't know the company's name, but there's a good chance you've heard about their businesses: Two Rooms Grill Bar, R2 Supperclub, and Ruby Jack's Steakhouse and Bar.

Located in Roppongi and Aoyama, the trio of upscale establishments has been pulling in Tokyo's beautiful, rich and famous people for the past several years. The model is to deliver the quality and sophistication found in 5-star hotels, but under an exclusive roof. The Two Rooms' floor-to-ceiling windows reveal Tokyo's endless cityscape. The



“WE ARE **PASSIONATE**
ABOUT WHAT WE DO.
AND WE ARE FAMILY”

outdoor deck is fronted by an infinity pool. And the wine cellar boasts 1,800 bottles.

The trio's decision to switch careers was calculated.

"It was more of a hedged risk," Crabbe says, recalling the situation back when he worked at Hyatt's Kyoto property and Smith at the Park Hyatt in Shinjuku.

"Nathan and I had reached the level of executive committee at Hyatt, the reason being we wanted to reach that level so that if something happened, we could jump back into that industry," Crabbe says.

Baffoe, meanwhile, had already carved out a reputation as one of Tokyo's friendliest bartenders and effective bar managers, boasting a vast business network that brought in crowds of customers. Smith and Crabbe started their careers in the hospitality industry in Australia and travelled the world before arriving in Japan. Baffoe had come to Tokyo in 1990. He eventually ended up managing the Oak Door bar at the Hyatt in Roppongi Hills, becoming a familiar face to many of Tokyo's drinking aficionados.

So all founders had a Hyatt connection. Smith says he was impressed how

Baffoe managed to boost turnover six-fold at the Oak Door bar, in a very short time. It's a feat Baffoe puts down to "my connection with the people. I sat down and sent out emails to all my friends, saying, 'I'm moving to the Hyatt'."

Smith adds: "Then we got to know each other, and we said, 'Why don't we do this ourselves?'"

The trio realised they made a great team, whose synergies help cover all the bases. Baffoe presides over the bars and their services; Smith, the customer services; and chef Crabbe, the kitchen.

"We needed a good service guy, a good bar guy and a good chef," Crabbe says. "You see so many chefs who go out by themselves; and, yes, they do really well at one restaurant. But that's about it. It's the same with bartenders with bars, or with service guys who don't know cooking."

Baffoe also handles HR duties; Crabbe is in charge of publicity; and Smith can be found in the office in Aoyama crunching numbers.

"Yes, we are business partners; we are passionate about what we do. And we are family," Smith stresses, saying that the concept extends to their roughly 120 employees.


With the three Tokyo properties humming, the company has found itself with several offers to take Ruby Jack's global. One recently opened in Manila, ECN's first venture operating outside Japan. More could follow in Dubai, Saudi Arabia, Taipei and elsewhere.

"Ruby Jack's is a product we wanted to reproduce in other areas, primarily in casinos or complexes, and not just in Japan. So our product is relatively easily transferable to other markets," Smith says.

The band of brothers spends their workdays shuttling around between the three properties. That may seem like a hassle, but all agree that working outside the bureaucracy of a large international hotel chain suits their style.

Decision-making is quick and easy. "You don't have to talk to lots of different people to get things done," Baffoe says.

Crabbe adds: "You can do what you want when you're running your own business."

That's an ideal so many entrepreneurs have when first starting out. And if they are still saying it with conviction many years and challenges afterward, then you know they've succeeded. 



Elio Catering recreates the same uncompromising quality offered at Elio Locanda Italiana. All dishes are prepared in Elio's Catering headquarters using organic and tested radiation-free ingredients, and are delivered fresh to your event location. Should you prefer to dine at home or elsewhere, the taste and

genuine atmosphere of Elio Locanda can come to you! Elio's offers you many solutions, and the menu is chosen together, to match your dietary or culinary requirements. Several options, such as chef detachment and food delivery, are available to take care of your guests in the best way possible.



Decanting pros and cons

Coaxing out a wine's aromas and flavours



Do decant or not to decant — that is the question for oenophiles around the world. How can the simple act of pouring a bottle of wine into a different vessel stir up so much controversy? It does. Some say decanting is unnecessary; others say it's essential. Whatever the case, it's good to know something about the one element the consumer can control when it comes to a wine's taste.

Decanting accomplishes two things: it gets rid of unwanted sediment, and it aerates the wine. For the former reason, people have been decanting wines for centuries, back when bottles were unfiltered. It's the latter result to which a segment of the modern wine world takes issue.

When you pour wine into a decanter, you are rapidly exposing the liquid to oxygen, which slightly alters its structure. Think of it this way: the wine has been shoved into a tiny holding cell with no windows and the door sealed shut. After weeks, months or years, someone finally pays bail and, presto, it's released into the fresh air to breathe once again. The wine has loosened up, relaxed, and has left all worries behind.

What's really happening is that aerating helps coax out a wine's aromas and flavours, making it smell and taste

more vibrant. Oxidation also encourages some of wine's lesser desirable components — such as volatile compounds, nitrogen and carbon dioxide — to evaporate, leaving it smoother and silkier in texture.


Strictly for research purposes, I decided to try a decanting session of my own. I poured half a bottle of 2012 Barossa Valley (Australian) Cabernet Sauvignon into a decanter. After 30 minutes, a friend poured two glasses — one from the decanted wine and the other from the vino left in the bottle — without telling me which was which. The results were to be expected. The decanted wine was powerfully aromatic, unveiling obvious hints of spice, mint, cherry, tobacco, cranberry, raspberry, cedar, and blackberry jam. The wine left in the bottle had a much more subtle bouquet of black plum, blackberry, chocolate, and spice.

It's undeniable that decanting releases a wine's aromas because, as described earlier, it's a scientific process. What bothers some wine lovers, nonetheless, is that they feel it expedites aeration too quickly. Think about the jailed wine analogy: once someone is let out, they may tire quickly. And so it is, some say, with a decanted wine; you get quick bursts of energy and aroma, and then its complexity quickly fades.

People who subscribe to this theory speak romantically about wine's evolution in the glass, about how different it tastes one minute, 10 minutes, even half an hour after being poured. I am an advocate of personal discovery and choice — do a blind taste test of your own and see what works for you.

Regardless of your personal belief, there are certain wines that must be decanted, and those are ones with sediment. Even though most wines nowadays are filtered, a wine's tannin and colour pigments physically bond together as it bottle ages, causing sediment to form. As a general rule, any bottle of red wine over 10 years old should be decanted. Others include vintage Port and wines that were not filtered before bottling.

Here's a step-by-step guide to decanting properly.

- Set the bottle upright for at least 24 hours to allow the sediment to settle at the bottom, then remove the cork.
- Hold a light under the neck of the bottle [a candle or flashlight will do] and pour the wine slowly into the decanter without stopping.
- With the help of the light, stop pouring once you see sediment reach the neck of the bottle. It can look cloudy, chunky, or like specks of dust.
- Now the wine is ready to drink. If it's quite old, drink immediately, as the delicate aromas can quickly fade. For younger wines, you can wait 30 minutes or longer before serving. 





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WHY SHOULD I USE A DECANTER?

1. Decant an older wine to separate it from its sediment.
2. Decant a younger wine to increase aeration, revealing more complexity, and opening up aromas and flavors.

Every month, **ALLISON BETTIN** takes *EURObiZ Japan* readers on a trip through the world of wine.



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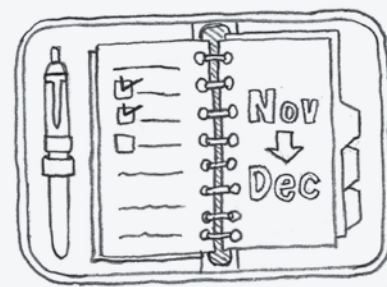
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Nagoya Sakae

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Upcoming events



» Belgian-Luxembourg Chamber of Commerce in Japan

www.blccj.or.jp

Monthly beer gathering

16 November, Monday, 19:00-22:00

Venue: Belgian beer café in Tokyo

Fee: Pay for what you drink

Contact: info@blccj.or.jp

Annual Gala Ball

19 November, Thursday, 18:30-23:00

Venue: Conrad Tokyo, Kazanami Room, Shiodome

Fee: ¥21,000 (members), ¥25,000 (non-members)

Contact: info@blccj.or.jp

» Finnish Chamber of Commerce in Japan

www.fcc.or.jp

The 23rd Scandinavian Christmas Ball

16 December, Wednesday, 18:30-24:00

Venue: The Westin Tokyo, Ebisu

Fee: ¥20,000

Contact: www.fcc.or.jp/xmas/

» French Chamber of Commerce and Industry in Japan

www.ccfj.or.jp

CCIFJ Tokyo Gala

16 November, Monday, 18:00-23:00

Guests: Michelin-starred chef Emmanuel Renaut (Flocons de Sel, Megève); French indie-folk duo Brigitte

Venue: Cerulean Tower Tokyu Hotel, Shibuya

Fee: seats from ¥35,000 to ¥55,000

Contact: c.queval@ccifj.or.jp

CCIFJ Marketing Committee Event

25 November, Wednesday

Speaker: Khalil Younes, EVP Marketing & New Business, Coca-Cola Japan Company

Venue: Institut Français

Fee: ¥4,000

Contact: c.queval@ccifj.or.jp

Brands Forum, Conference about Duty Free and Travel Retail in Japan

30 November, Monday

Speaker: Lionel Vincent, CVML; Jim Beighley, executive vice-president, strategy and market development, DFS; and Greg Gelhaus, APAC CEO, Global Blue

Venue: LVMH HQ, Hanzomon Station

Fee: to be confirmed

Contact: a.archambault@ccifj.or.jp

» Ireland Japan Chamber of Commerce

www.ijcc.jp

The Business Awards Dinner 2015

19 November, Thursday, from 19:00

Venue: Roppongi Hills Club, Mori Tower, 51F

Fee*: ¥19,000 (members), ¥21,000 (non-members), ¥18,500 (per person at table for 8-10)

Contact: secretariat@ijcc.jp

**Includes four-course dinner, drinks, live Irish music, Awards Ceremony, and Raffle*

IJCC Family Christmas Party

13 December, Sunday, from noon

Contact: secretariat@ijcc.jp

» Italian Chamber of Commerce in Japan

www.iccj.or.jp

ICCJ Gala Dinner & Concert 2015: "The Beauty of Tradition"

4 December, Friday, from 19:00

Venue: Happon-en, Shirokanedai

Fee: ¥25,000 (members), ¥28,000 (non-members)

Contact: promo@iccj.or.jp

» Swiss Chamber of Commerce and Industry in Japan

www.sccij.jp

SCCIJ November Luncheon

16 November, Monday, 12:00-14:00

Speaker: Jürg Schmid, director of Switzerland Tourism

NOVEMBER

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

DECEMBER

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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Compiled by DAVID UMEDA

Venue: Hilton Tokyo, Shinjuku

Fee: ¥6,500

Contact: info@sccij.jp

SCCIJ Year-end Party 2015

20 November, Friday, from 19:00

Venue: Hilton Tokyo, Kiku Ballroom, Shinjuku

Fee: ¥13,000 (members or guests), ¥8,000 (students, from 18 years old)

Contact: info@sccij.jp

» Multi-chamber Event

European Chambers Networking Party

26 November, Thursday

Venue: ANA InterContinental Tokyo

Fee: ¥8,000

Contact: c.queval@ccifj.or.jp



Nathan Schmid and Sam Gilbert

*Co-founders,
Tokyo Fitness KK, Club 360*

Tokyo Fitness KK was established in 2007 by brothers-in-law team Nathan Schmid (right) and Sam Gilbert, to deliver high-quality fitness services to Tokyo-based expatriates.

"In 2013, we expanded our model by launching Club 360," explain the co-founders. "We're a multi-disciplinary health, fitness and rehabilitation facility."


Located only a three-minute walk from Roppongi Hills, Club 360 provides clientele with a world-class level of service in physiotherapy, personal training, group fitness, sports massage and work place health. 



Photo **KAGEAKI SMITH**

LACE UP FOR THE CURE

newbalance.co.jp



ニューバランスは、乳がんの早期発見を啓発する「ピンクリボン活動」をサポート。毎年秋に東京・日比谷公園で行われるラン＆ウォークイベント「Run for the Cure®/Walk for Life」に協力するほか、ピンクリボン対象シューズを発売して売上の一部をNPO法人Run for the Cure Foundationに提供しています※。

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皆さまの健康を願うスポーツブランドとして誇りをもって「ピンクリボン活動」を応援しています。

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