

EURO BIZ JAPAN

APRIL 2018

➔ **The mission to
change the world
by 2030**

*Businesses align themselves
with the UN's Sustainable
Development Goals*

➔ **Taking more
ground**

*Italian Ambassador to Japan
Giorgio Starace*

DR CHRISTIAN HINSCH,
CHAIRMAN OF THE BOARD
OF MANAGEMENT

AN EMERGING CHAMPION

*Specialised insurer HDI Global SE
continues to expand*

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



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An emerging champion

By Andrew Howitt





First Focus

Japan's iconic cherry trees are under threat. The red-necked longhorn beetle — which is native to eastern Asia and arrived in the country in 2012, most likely hidden in a shipment of imported wood — feeds on the trees and can kill them. Since then, hundreds of trees across seven prefectures have been infested and, if the spread continues at its current pace, it is estimated that Japan's cherry trees will disappear within 30 years.

Hanami season is always a time to appreciate the beauty of life and reflect on how fleeting it is. But be sure to take an extra moment to enjoy the cherry trees over the next few years — it may be that their lives are just as fleeting as ours.

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Tokyo journalist **Tim Hornyak** has covered technology in Japan for IDG News, CNET, Scientific American and other media, and is the author of *Loving the Machine: The Art and Science of Japanese Robots*. He has also co-authored Lonely Planet's guidebooks to Japan and Tokyo.

➔ *"I'm often dubious about corporate social responsibility. But concrete efforts such as distributing solar lanterns to developing countries can make a real difference. I was surprised to learn how enthusiastically many businesses are embracing the UN's Sustainable Development Goals. They are aims that may finally convince us to be better stewards of our irreplaceable planet."*



Yung-Hsiang Kao, editor of *Eurobiz Japan*, has been working in the Japanese media industry since 2006, first with *The Japan Times* and then *The Yomiuri Shimbun*. Originally from New York, he graduated from Yale University.

➔ *"Paralympians face more than physical struggles or the possibility of injury during the Paralympic Games. Many athletes compete using equipment such as prostheses or wheelchairs, and time doesn't heal damage to these tools. So, it was great to learn that a German company has been providing free repairs to Paralympians since 1988."*



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

➔ *"As London looks set to damage its status as the world's leading finance hub through the self-inflicted wound of Brexit, the Tokyo Metropolitan Government is attempting to restore some of the lost global financial glory to Japan's capital. Whether the plans can avoid being sucked into the vortex of Japanese bureaucracy remains to be seen."*



Julia Carvell is a student at The University of Tokyo and an editorial intern for Eurobiz Japan. She has written for the *Toyo Keizai Shimbun* on the internationalisation of Japanese universities and the experiences of mixed-race Japanese children. Her fields of study include Japan's rural-urban divide and the Japanese diaspora.

➔ *"Last month, Silviu Jora said sayonara to Japan. I am sure that his far-reaching contributions, over nearly seven years, at the EU-Japan Centre for Industrial Cooperation will continue to open many doors for European SMEs in Japan, especially once the EPA comes into full effect."*

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Tradition meets Modernity

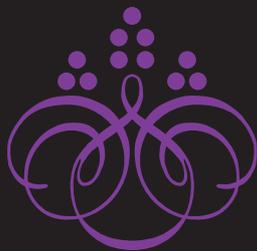


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French vines and American rootstock

During the 1860s and early 1870s, roughly 70% of France's vineyards were destroyed in the Great French Wine Blight by small insects called phylloxera, which feed on the roots and leaves of grapevines. When French winemakers learned that American rootstock was resistant to phylloxera, they began importing and grafting their vines to it — rescuing French wine from extinction. Phylloxera remains a threat to vineyards around the world today, and vines still need to be grafted to phylloxera-resistant rootstock.

The grafting technique that helped prevent further destruction by phylloxera originated at SupAgro Montpellier, the school Bruno Yvon — featured in EBC Personality — of

MHD Moët Hennessy Diageo K.K. graduated from. Read more about Yvon on page 28.

Like French vines grafted to American rootstock, sometimes long-term collaboration is the only way to find solutions to major challenges. Both Japan and Italy are investors in Africa, and the two countries are beginning to discuss how, together, they can better support the continent. Italian Ambassador to Japan Giorgio Starace spoke with *Eurobiz Japan* about the start of this collaborative effort, as well as other areas of cooper-

ation between the two nations (page 20).

Tim Hornyak's *The mission to change the world by 2030* looks at how businesses in Europe and Japan are beginning to do their part to help find solutions to major global problems, in line with the UN's 17 Sustainable Development Goals. Learn about this initiative on page 14, and find out how companies, in tandem, are using their strengths to improve the world.

Individuals can accomplish great things on their own. But the answer to those seemingly insurmountable challenges may just be found when you work together with others. ●

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The dangers that businesses are exposed to today are more considerable and diverse than ever before. One example is the threat of large-scale, organised cybertheft, brought about by the exponential growth of the digital economy; a total of 128.1 billion cyberattacks were documented in Japan alone in 2016, according to the National Institute of Information and Communications Technology. And, in addition to the ever-present possibility of fires and flooding, the number of natural disasters taking place around the world has grown dramatically over the last few decades, putting companies' resources and investments at risk. So, how is a firm to protect itself?

“It has been our mission since we were established to always be there for our customers with insurance solutions that take into

consideration the latest technical innovations and industrial developments,” says Dr Christian Hinsch, chairman of the board of management at HDI Global SE. “We must have our finger on the pulse of the entire economy and keep up with the innovations, the pressures and the needs of our clients, be they big or small.”

A part of the Talanx Group, HDI Global SE is an industrial insurer offering tailor-made insurance solutions for industrial firms, corporate clients and SMEs. Founded in Germany in 1903, HDI now has subsidiaries in 41 countries and, through its network of partners, operates in more than 150 countries.

“We offer the complete range of products for the coverage of entrepreneurial risks,” notes Hinsch, who is also deputy chairman of the board of management at Talanx AG.

The products include third-party liability; motor insurance; accident, as well as fire and property insurance; marine insurance; cyber insurance; directors and officers liability; and engineering insurance.

Since starting at HDI in 1984, Hinsch has seen the group's gross written premiums rise from €1.2 billion to €33.1 billion in 2017, a fact that makes him “very proud”.

“When I joined HDI, it was a ‘hidden champion’,” he states, using the term that refers to a medium-sized, relatively unknown company with a large share of

the global market. Although the group has grown to 20,000 employees since then, Hinsch considers that, to a certain extent, it still is one today.

An important area for the firm is its property and marine insurance. The supply chains of many companies, particularly those with global operations, depend on an elaborate logistics network, and problems can occur at any stage of a trip. HDI provides “all risks” coverage, offering specialised products for insurance against risks such as business interruption and contractual penalties.

“As globalisation of the economy has progressed, global insurance programmes have become more and more impor-

tant, and one fact that certainly sets us apart from our competition is our international insurance programmes,” says Hinsch. “We are able to offer our customers local policies for all their global operations in one single concept, which ensures that, in a one-stop approach, the established service

and insurance protection is extended for all covered risks worldwide.”

To give clients a clear perspective on all the potential risks and protect themselves effectively against losses, HDI also offers risk consulting. It has a pool of almost 180 engineers and experts from a wide range of disciplines to help identify and assess risks and develop appropriate, individual protection concepts for insurance coverage.

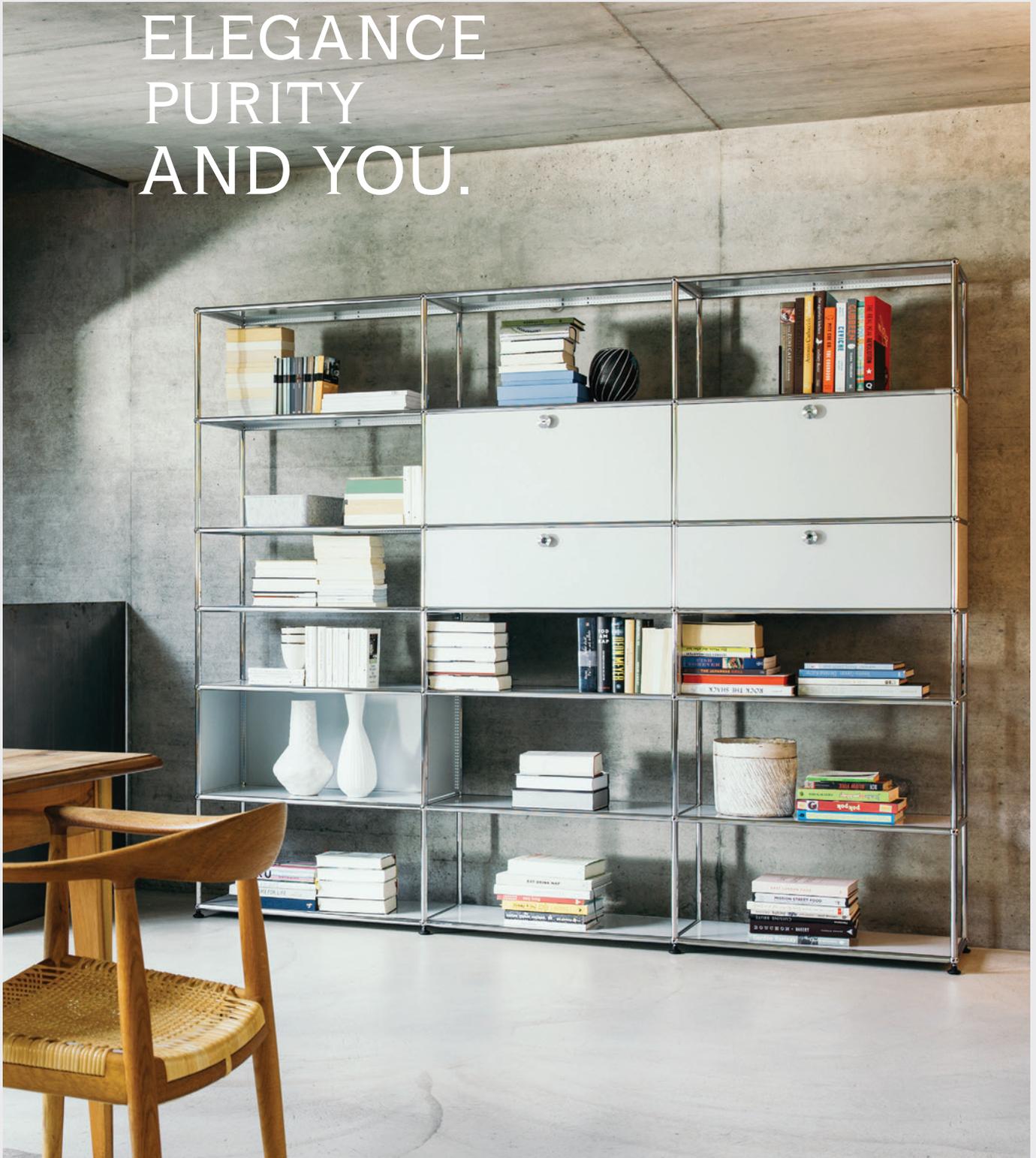
Over the last two decades, HDI has seen significant growth

“We are able to offer our customers local policies for their global operations”



128.1 billion cyberattacks were documented in Japan in 2016

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“We must have our finger on the pulse of the entire economy”



from its markets outside Germany, with 62% of its gross written premiums in 2017 generated by branches in other European countries, as well as markets in Asia, North and Latin America, the Middle East and North Africa. New areas of growth for HDI are also coming from the more recent additions to its portfolio of insurance solutions, including cyber insurance and insurance for the renewables sector.

“Comprehensive insurance cover against damages from cybercrime has become a key issue for the ongoing existence of virtually every company,” says Hinsch. “Our Cyber+ Insurance offers a benefit limit of more than ¥5 billion, covering the costs of defending the insured, carrying out the forensic examinations to secure

the breach, associated business interruption, defending the client’s reputation, and so forth.”

In the renewable energy sector, the uninterrupted operation of windfarms and solar parks over the long term is vital for investors and plant operators to achieve their earnings targets. However, many hazards and contingencies, including extreme weather and natural disasters, can jeopardise these targets during construction and operation.

“In May last year, we launched Solar Revenue Shortfall Insurance in Japan for owners and investors of photovoltaic [PV] solar projects,” says Hinsch. “HDI was the first local insurer in Japan to offer comprehensive protection for PV solar projects, including unique cover for revenue shortfall resulting from a lack of sunshine.”

This year marks HDI’s 20th anniversary in Japan, and there is good reason to celebrate this milestone. Over the last decade, the Tokyo branch has increased its gross written

premiums by nearly 500% and doubled the size of its staff.

“In Japan, we are committed to maintaining our dynamic growth by strengthening our sales efforts with regional brokers in cities outside Tokyo,” states Hinsch. “We are also using the capabilities inherent in our international insurance programmes to target small and mid-sized multinational companies.”

Japan’s growth is part of HDI’s larger expansion strategy for Asia. In addition to its office here, it has branches in Hong Kong, Bahrain, Singapore and Malaysia (Labuan), as well as joint ventures in India and Vietnam.

“With our branch offices in this part of the world,” says Hinsch, “HDI is nicely positioned to be part of the region’s huge growth potential.” ●



THE MISSION TO CHANGE THE WORLD BY 2030

How businesses are aligning themselves with the UN's Sustainable Development Goals



“Every business and social activity we do ... has to be good for the planet ... as well as good for people and the community”



There's a colourful, boxy graphic making the rounds on the internet these days; it looks like a calendar or the periodic table of elements, but with simple icons. The boxes are a representation of the Sustainable Development Goals (SDGs), a United Nations initiative — adopted by 192 countries at the 2012 Rio+20 conference — that is a successor to its Millennium Development Goals. With the world economy now growing at about 3% and in full recovery mode following the 2008 global financial crisis, UN Secretary-General António Guterres recently called on policymakers to use the economic upturn to tackle deep-rooted development issues. Major brands in Europe and Japan are already doing their part through a range of initiatives, such as minimising environmental impact, improving health, as well as creating safer living and working conditions.

The 17 goals have a 2030 target and range from the seemingly achievable, such as “quality education” and “decent work and economic growth”, to the more ambitious, including “zero hunger” and “no poverty”. The UN General Assembly formally adopted the list of SDGs in 2015, along with 169 associated targets as part of its 2030 Agenda for Sustainable Development.

The EU has committed to implementing the goals in its internal and foreign policies, but international efforts to achieve them by 2030 are up against some powerful headwinds. On the poverty front, for instance, the Brookings Institution's World Poverty Clock estimates that, while only 8% of the world's population live in extreme poverty — defined as less than \$1.90 a day — the global community will not meet SDG1 by 2030, with over 22.5 million people expected to still be living in these grim circumstances. On the environmental front, meanwhile, groups such as the WWF and Global Footprint Network estimate that about two Earths are needed to meet humanity's insatiable demand for resources.

At last month's Sustainable Brands 2018 Tokyo conference, dozens of businesses, NPOs and educational institutes, along with Japan's Ministry of the Environment, gathered to discuss how environmental and

social agendas can enhance innovation and deliver new value. Some of the largest consumer brands from Japan and around the world were represented, including the Barilla Group, one of the world's biggest pasta makers. Antony Strianese, president and managing director of Barilla Japan, was on hand to explain how the 140-year-old company, based in Parma, Italy, has been contributing to the UN's SDG initiative through its sourcing, manufacturing, distribution and packaging policies. For example, the company says 81% of the durum wheat it uses is purchased where Barilla pasta is produced, thereby limiting transport emissions, and 99% of its packaging is recyclable. It also says that, since 2010, water consumption is down 21%, energy use is 7% lower and CO₂ emissions fell 28%.

“Every business and social activity we do has to reflect our vision that it has to be good for the planet through sustainable agriculture, sustainable production methodologies, et cetera, as well as good for people and the community,” said Strianese.

Indeed, food production is one of the biggest challenges in the SDGs and output will have to increase by 60% to feed more than 9 billion people by 2050. Companies such as Bayer have crop science divisions that aim to increase crop yields with several original products, including hybrid rice that can outperform



8% of the world's population lives in extreme poverty



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traditional plants even in bad years.

“Our innovations, products and services contribute to overcoming some of the biggest global challenges, including the goals of ‘zero hunger’ and ‘good health and well-being’, in particular,” says Miho Oka, head of communications at Bayer Holding Ltd.

The life sciences giant could have an even greater impact because it’s likely to become the world’s biggest seed and pesticide firm with its \$63.5 billion takeover of US-based Monsanto. Announced in 2016, the deal could be cleared by regulators this year.

Other firms are trying to measure their impact on the planet and do more to clean up their act. Dutch electronics conglomerate Philips says it has increased its use of sustainable energy to 55% and has pledged to become carbon neutral by 2020. Additionally, in 2012, the firm set itself a lofty goal: bettering the lives of 3 billion people every year through 2025. Philips measures this by having an external auditor report on how many people have been affected by its products and services. These include foetal monitoring systems, water purifiers, light therapy machines and a wide range of other devices it produces. The company says that in 2017, the lives of 2.2 billion people were improved.

“As part of society, all of us – including companies – have an obligation to contribute to the positive state of the world,” says Danny Risberg, chairman of Philips Japan, Ltd. “That is why Philips has committed to support the UN Sustainable Development Goals.”

Japanese companies are also supporting the SDGs by using their strengths to see goals met.



“Our innovations, products and services contribute to overcoming some of the biggest global challenges”

Panasonic Corporation recently kicked off its centenary year by finishing its 100 Thousand Solar Lanterns Project, which ticked the “affordable and clean energy” SDG box. Starting in February 2013, the electronics maker worked with 131 NPOs and other organisations to deliver 102,716 solar lanterns to people without electricity in 31 countries. With weaker lights, it’s harder to work; and people also face the hazards of fire and smoke inhalation from kerosene lamps and candles, which are expensive for people in developing nations. The lanterns were deployed in African infirmaries during the Ebola crisis, and they have illuminated the births of 2,434 babies to date, according to the company. They have also lit up schools in Indonesia, where the last donation of 5,004 lanterns was made in January 2018.

“As a global corporate citizen, we remain committed to helping people living without electricity solve problems,” Rika Fukuda of Panasonic’s CSR & Citizenship Group said in a release, “with the aim to build an inclusive society where everyone enjoys life by sharing the joy with each other.” ●



Restoring its glory

Tokyo strives to become Asia's top financial centre

Tokyo is home to the headquarters of more Fortune 500 companies than any other city in the world. However, according to the Global Financial Centres Index, it ranks fifth globally, behind London, New York, Singapore and Hong Kong.

Lagging behind the UK and US is something Japan's leaders can probably swallow, but the ground it has lost over the past two decades to its Asian rivals seems to stick in their throats. Tokyo's ambitious governor, Yuriko Koike, has plans to restore the city's financial glory and make the sector an even more significant contributor to Japan's economy.

Koike is the first female leader of the capital, but not the first to try and revive Tokyo's

standing in the financial world. Outspoken nationalist Shintaro Ishihara had similar ambitions during his 1999 to 2012 reign, while in 2014, Koike's predecessor Yoichi Masuzoe convened an 'Initiatives for the Tokyo Global Financial Center' Task Force. Koike's project, Global Financial City: Tokyo, began in late 2016 with immediate measures — including support centres, simpler license applications and the acceptance of documents in English — aimed at attracting more than 40 foreign financial firms by 2020. A more comprehensive 'Vision' was laid out in a 30-page report in November last year.

The paper calls for numerous measures to reduce and simplify regulations, create a more welcoming business and living environment for international companies and their workers, cultivate FinTech, and review the tax regime for finance companies. The 15-member panel is set to issue its interim report within the next couple of months. The importance of avoiding previous patterns of lofty proposals then following through with precious little has not been lost on Koike.

"The key here is to avoid NATO — No Action Talk Only — which usually happens with plans like this," Koike told Roundtable Japan last summer. "First things first, we need to create an environment to attract international financial institutions to Tokyo, such as by establishing multiple international schools, securing housekeepers and preparing multilingual medical facilities."

While these are important issues, they should not be seen as top priorities, argues Paul Hunter, secretary general at the International Bankers Association of Japan (IBA Japan), which has worked closely with the Tokyo Metropolitan Government (TMG) on the initiatives.

"What will attract foreign financial institutions to Japan is the opportunity to build a profitable and sustainable



business which will in turn contribute to overall Japanese economic growth. Getting this environment right must be the highest priority, but sometimes it appears that there is a risk of spending too much energy on second-order issues,” said Hunter, who is nevertheless a strong supporter of Koike’s initiatives.

Although access to domestic help and international schools is important, not everyone who works for international finance firms can afford them, notes Hunter.

“Increasing market share in itself is a good thing”

The fact is that not everything that would make Tokyo a more attractive destination for global finance comes under the remit of the TMG. Corporate tax rates, which are always an issue, can only be modified by the national government. Japan’s effective corporate rate has fallen from 37% to below 30% under the administration of Prime Minister Shinzo Abe.

Meanwhile, proposals are being discussed to lower that to 20% for firms that raise wages and invest in human resources. Rates in Hong Kong and Singapore are already below 17%, though both are effectively city-states without large hinterlands to support.

“Japan should benefit by focusing on the fundamental strengths of the Japanese economy and creating improved national growth and wealth,” suggests Hunter. “Increasing market share in itself is a good thing, rather than obsessing about overall ranking.”

With the yen being the third-most important global currency, after the dollar and the euro, Tokyo has the potential to attract a larger share of international money flows. There are also vast untapped reserves at home. Total Japanese household assets climbed to ¥1.84 quadrillion last year, according to the Bank of Japan. And just over half of that remains held in cash, despite the Abenomics-driven efforts to pull more of it into investments. Access to even a portion of that pile would be hugely attractive to asset managers and other financial firms.

Although some global banks have scaled down or disposed of their Japanese operations in recent years, other financial companies have already entered or returned to the market, Hunter points out. UK insurance giant Legal & General launched in Japan last year, while Toronto Dominion Bank returned after a six-year hiatus.

Aside from traditional finance, Tokyo has become a hub for cryptocurrencies, with

more than half of their global trade regularly conducted in yen. Despite two major thefts at Tokyo exchanges, Japan’s Financial Services Authority has taken a welcoming stance on the controversial new currencies, even as other Asian territories have clamped down. This openness is likely “because cryptocurrencies offer an economic growth opportunity to people in their thirties and forties who haven’t yet experienced that in Japan,” said Scott Gentry, who runs FreeAbound, a Tokyo consultancy on the sector.

The next key step for Koike’s plan is the establishment of a finance promotion body to move forward with implementation. Hunter says IBA Japan is pressing for this to be run by “action-oriented” private sector personnel rather than bureaucrats.

“If there is no stepwise, positive improvement this time, with all the impetus behind it,” he states, “then many international stakeholders will conclude that Japan is not able to put in place an appropriate environment to support a global financial centre.” ●





After nearly a year in Japan, Ambassador Giorgio Starace has settled confidently into his role, enthusiastically supporting the efforts of Italian businesses here, working to strengthen political cooperation, and promoting Italian culture. He spoke with *Eurobiz Japan* about the remarkable increase in Italian exports to Japan, a collaboration in space, and how Italy and Japan are planning to work together to support Africa.

Taking more ground

Italian Ambassador to Japan Giorgio Starace

What have some recent areas of focus been for the embassy?

Japan has been hit with a real offensive of Italian business over the last year – through many of the initiatives that the embassy has promoted. One I can mention is the large participation of Italian companies at the recent FOODDEX food fair in Japan. The number of Italian companies represented was the largest among foreign companies there; we had more than 170 companies this year in a pavilion that was the largest at FOODDEX, covering more than 2,200 square metres.

On the sidelines of FOODDEX, the Italian Embassy and the Italian Trade Agency organised a large B2B session between the Italian companies present and all the big protagonists of distribution in the Japanese market, such as the Aeon

Group, Mitsubishi Shokuhin, Lawson, 7-Eleven and Costco. And for three hours, there was a big exchange and business meetings at the fair. We are already seeing concrete results from this effort. Contracts are starting to be signed by Japanese distributors and Italian companies. The big distributors are ready to take on more and more top-quality Italian products since Italian food is very much coming into

“Italy is sure to become the second-largest exporter to Japan among European economies”

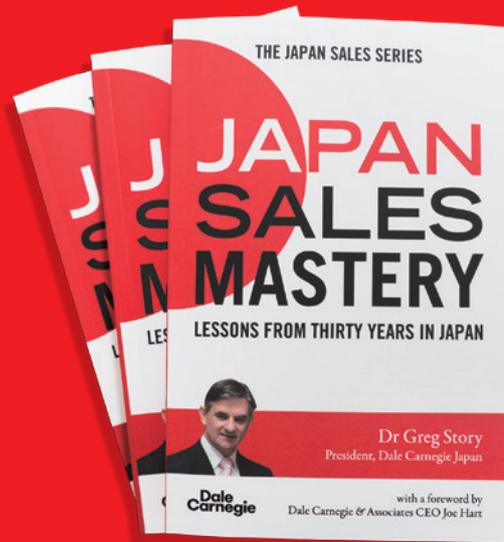
fashion in the archipelago of Japan.

What is the current state of Italian food and beverage exports to Japan?

We have received the data on the first two months of the year 2018 for Japan, and we are extremely proud to see that, with regard to our overall exports, we had an increase of about 39% in January and February compared to the same period in 2017. In 2017, we had already had a 22% increase on 2016. If this trend continues, Italy is sure to become the second-largest exporter to Japan among European economies, after Germany. Something is going on in this market. We will probably arrive at €8 billion of Italian exports to Japan this year. Out of this €8 billion, food is still a minimal part, around 10%. This gives you an idea of







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the gigantic space that we have in front of us to fill.

Also, in 2019, the food industry will have among the largest benefits when the EPA [Japan-EU Economic Partnership Agreement] goes into force. Italian wines will have the 15% tariff dropped, which means a lot for top-value wines. You could buy a bottle of Brunello di Montalcino at a price that is not really more expensive than at a supermarket in Italy. It will be a revolution in the Japanese market.

How are exports from Italy's automotive sector faring?

Things are going extremely well in the Japanese market. Last year was the year of Maserati. This iconic Italian company had the best performance worldwide in 2017, increasing sales in the Japanese market by 40%, which surprised even the management of Maserati. Ferrari is doing very well. FCA has grown by 7% in the Japanese market. Also, Lamborghini has kept Japan as its second-largest market worldwide for Lamborghini cars. Every time they launch a prototype, it sells out.

How have Italy and Japan been collaborating in science and technology?

We have strongly encouraged the work that is going on between a very important science and technology research centre in Italy, the Sant'Anna School of Advanced Studies in Pisa, and Waseda University in Tokyo on humanoids and human-robot interaction.

We are also very much involved in everything concern-

ing the cooperation of our space agencies. We recently had another visit here in Tokyo by Mr Roberto Battiston, who is the head of the Italian Space Agency. We have a very fertile collaboration with Japan's JAXA [Japan Aerospace Exploration Agency]. This is a large collaboration, relating to the satellite industry, on meteorological and earthquake surveys to forecast the possibility of earthquakes. It is using a satellite system with very advanced technology developed in Italy and a number of innovative solutions that the Japanese have.



What are some new areas of economic and political collaboration?

What we would now very much like to work on is to encourage Italy and Japan to be proactive in establishing triangular partnerships in third markets. In terms of business, this means big Italian groups and Japanese groups working in infrastructure, in communications. In the railway industry, for example, we are encouraging the Hitachi Group to cooperate with Italian State Railways in participating in big tenders for high-speed trains in Asia, America and Africa.

We are also very focused on encouraging the efforts of Italian and Japanese cooperation policy on Africa. Italy is extremely present in Africa – we have the largest diplomatic network on the continent. Japan and Italy are among the largest contributors in exactly the same areas: the Horn of

Africa and the Sahel region. That's why we are conceiving joint strategies with Japan and supporting the "New Visions of Africa: Africa, Italy and Japan" Conference. The conference will be held at Sophia University on May 19th and is being organised by the Italian Community of Sant'Egidio, Sophia University and Rissho Kosei-kai. It is a very innovative initiative that will open up a discussion on what we can do for – and how we can work together with – Africa.

Can you tell me about Italian Design Day that was held in March?

Italian Design Day is an initiative of our Ministry of Foreign Affairs and International Cooperation to promote the excellence and the distinctiveness of Italian design at the international level. This year was the second edition. Our Japanese friends recognise, like few others, that the essence of Italian design products is beauty, innovation and usefulness.

On the 1st of March, as part of Italian Design Day in Tokyo, Alessandro Terzariol, a well-known Italian industrial designer, held a lecture titled "Design is in the air" at the Italian Institute of Culture, Tokyo.

We had a very focused programme, showing the main design companies active in the customised fitting of environments, such as hotels and offices. In view of the Tokyo 2020 Olympics, we want to make sure that top Italian design companies participate in enriching Tokyo's many hotels, many of which will be renovated ahead of that important target. ●



Italy

Holding the world's gaze

Fashion, like beauty, is in the eye of the beholder, but Italian brands have been successfully holding the gaze of millions around the world for decades. Italy exported almost \$1.07 billion worth of clothing and textiles to Japan in 2016, accounting for more than 16% of its total exports, according to World Integrated Trade Solution. Add footwear, and the share is almost 20%.

A stroll through Tokyo's Ginza district shows just how prevalent Italian brands are here. Gucci, Prada and Ermenegildo Zegna — to name only a few — all have prominent storefronts.

Among the landmark buildings in the area is the Armani Ginza Tower that opened in 2007. The building, like the clothes designed by Giorgio Armani, is elegant and attention-grabbing. Founded in 1975, Armani, one of the biggest names in the global fashion industry, was chosen by the public Taimei Elementary School in Ginza to make its school uniforms for the new school year starting this month. Children at Taimei are getting a head start in developing their eye for fashion.



Italy exported almost **\$1.07 billion** worth of clothing and textiles to Japan in 2016

Milan, where Armani has its headquarters, is one of the world's fashion capitals, but Florence doesn't lack name brands. Salvatore Ferragamo, established in 1927, began as a specialist maker of ladies' shoes and now produces a full range of fashion items for men and women. When the steel to reinforce high heels was in short supply during World War II, Ferragamo decided to fill the space below the sole with a wedge of Sardinian cork, an eye-catching style still seen today. Ferragamo has also made shoes for celebrities such as Audrey Hepburn, including the loafers she wore in *Funny Face*.

Furla is another fashion house that was founded in 1927. The Bologna-based company, known for its leather handbags, counts Japan as its third-largest market. Furla's signature calfskin Metropolis bag is an example of functional beauty; it can be used as a handbag, cross-body bag or shoulder bag. In 2016, the company mulled plans for an IPO — a rarity in the fashion world — that would have taken place last year, but decided to delay the offering. This year could be a defining one for Furla if it takes the step to become a public company.

Ready-to-wear fashion specialist Max Mara, founded in Reggio Emilia, northern Italy, in 1951, calls itself the "first Italian clothing company" since it was a trailblazing manufacturer in the industrial production of apparel. The brand is known for its simple, classic looks. The 101801 Icon, a wool and cashmere women's coat created in 1981, is Max Mara's all-time bestseller and remains popular today.

Diesel, based in Breganze, has been known for its denim clothing, and especially its jeans, since its founding in 1978. The brand, which has been in Japan for 32 years, is part of the holding company Only The Brave with 7,000 employees worldwide and an annual turnover of €1.58 billion. While jeans may seem the quintessential American fashion, its origins are in Italy. The word "jean" comes from Genoa, the city where the heavy cotton fabric was produced.

Now that spring is here, it may be the ideal time to look to Italy for some beautiful, fashionable inspiration. ●



Area

301,340 km². Coastline: 7,600km.

Climate

Predominantly Mediterranean; alpine in far north; and hot, dry in south.

Major cities

Rome (capital), Milan, Naples, Torino, Palermo, Genoa, Venice and Cagliari.

Population

61,855,120 (July 2015, estimate).

Urban population:

69% of total population (2015). 42.74% are 25-54 years.



Natural resources

Coal, mercury, zinc, potash, marble, barite, pumice, fluorspar, feldspar, pyrite (sulphur), natural gas and crude oil reserves, fish, and arable land.



Trade with Japan

Imports from Japan: **¥549 billion**

Exports to Japan: **¥1.2 trillion**

SOURCE: MINISTRY OF FINANCE JAPAN (2017)



BUSINESSES FROM ...

ITALY

A LOOK AT SOME COMPANIES FROM THE REGION



CYCLEUROPE JAPAN CO., LTD.

CYCLEUROPE Japan Co., Ltd. handles wholesale and retail sales of bicycles and parts, as well as exports, while also managing a bicycle café. The company aims to become a leading bicycle and bicycle-related product supplier, and to promote healthy and active lifestyles. CYCLEUROPE provides a portfolio of innovative, market-driven and well-known brands, and delivers value-added solutions for its customers.

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www.cycleurope.co.jp



MARAZZI

For more than 80 years, Marazzi has designed and produced ceramic surfaces where pragmatism meets beauty, innovation complements tradition, and technology is shaped to human needs.

Marazzi's exclusive technologies, high standards, and reliability are matched with style, taste, a passion for ceramics and a love of beauty.

Because when design ends, emotion always begins.

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CARPIGIANI JAPAN, CO., LTD.

Carpigiani is a worldwide leading manufacturer of professional machines for the production of ice cream, soft cream and desserts. Clients of the Japan subsidiary, established in 1980, include premium opinion leaders in the hotel, pastry and restaurant industries. Since 2015, the Carpigiani Gelato Pastry University in Tokyo has been an innovative project designed to create a fusion between the gelato and the pastry food cultures.

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www.carpigiani.com/en



VODAFONE AUTOMOTIVE

Vodafone Automotive is a global provider of connected car services for vehicle manufactures, insurance companies and fleets. It is also a Tier One partner to the main European and Asian vehicle manufacturers, such as Porsche, Audi, Volkswagen, Mercedes-Benz, Toyota, Honda, Nissan, Kia, Hyundai. Vodafone Automotive's design and manufacturing facilities are based in Italy, Japan, China and South Korea.

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<http://automotive.vodafone.com>





Elio Catering

Elio Catering recreates the same uncompromising quality offered at Elio Locanda Italiana. All dishes are prepared at Elio 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 with you 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.





Bruno Yvon

No shortcuts,
no compromises

France has the world's largest population of judo practitioners — approximately 600,000 people. This is more than three times the number in Japan, where the martial art, which has its roots in jujutsu, was founded in 1882. Judo reached France in 1936 when the judo master Mikinosuke Kawaishi moved to Paris and started teaching. After he established the Japan-France Judo Club in 1947, judo's popularity exploded and has not abated since. Today, there are 5,700 judo clubs across France.

“It’s more than a sport,” says Bruno Yvon, president of MHD Moët

Hennessy Diageo K.K. “It teaches you about respect, about receiving a teaching from your master, about working hard.”

When he was eight years old, growing up in the suburbs of Paris, Yvon’s parents enrolled him in judo classes and he quickly became passionate about the martial art. He was a serious student until the age of 28, earning a black belt and reaching the second *dan* level.

“Judo has been a big part of my life and still serves me today,” Yvon says. “The main lesson is:



don't deviate from your values, whatever the cost. In the long term, shortcuts and compromises won't pay; in judo, that's not how it works. There's just hard work."

He applied this principle of working hard to his studies. A deep interest in biology led him to the field of agronomy, and he specialised in grape growing and winemaking at the Ecole Nationale Supérieure Agronomique in Montpellier.

"I was very keen to travel, to discover the world, and that was certainly a field and a qualification that would allow me to do this," Yvon says.

When the dean of his school was contacted by a winemaker in India, asking if a student was available to work for him, Yvon was offered the job and immediately accepted. He moved to Bangalore in 1991 — when Rajiv Gandhi's government was starting to open India up to the rest of the world — and ended up staying for four years.

"I worked for a visionary businessman who wanted to start making wine using French grapes," Yvon recalls. "When you start from nothing, it's a very interesting, but a long and arduous process of discovery. You improve year on year and slowly, slowly define the personality and the identity of the wine."

Yvon arrived when the winery was moving to the commercial stage and helped to launch one of the first wines in India.

"I was fortunate enough to be part of the birth of the wine industry there," he says. "It was lifechanging."

In 1998, Yvon took a position with the high-end luxury goods conglomerate Moët Hennessy — through one of its Champagne brands, Veuve Clicquot — and, since then, he has held a variety of roles within the company. He lived in India for a total of 15 years and in Hong Kong for seven, before coming to Tokyo last year to head the Moët Hennessy Diageo joint venture in Japan.

"Working for Moët Hennessy Diageo is a dream come true," Yvon says. "If you're in winemaking and interested in high-quality products, it has the best portfolio, for sure."

Moët Hennessy's extensive portfolio includes the Champagnes Dom Perignon and Moët & Chandon; the wines Cloudy Bay and Newton; and single malt whiskies such as Glenmorangie and Ardbeg. The Japan branch of Diageo distributes and sells part of the firm's global portfolio, including the whiskies Talisker and Old Parr, and the rum Ron Zacapa.

"One of the key specificities of the Japanese market is the level of expertise and understanding about the products," Yvon explains. "It's one of the main countries for sommeliers, bartenders and whisky connoisseurs. It's a pleasure in that respect to work with such an audience."

Now that he is living in Japan, the question is whether Yvon will return to his first love.

"I've come to where it all started," he says. "Maybe I'll put my *judogi* [uniform] back on and try to do some judo again." ●

Bruno Yvon is president of MHD Moët Hennessy Diageo and chairperson of the EBC Liquor Committee.

Do you like natto?

Time spent working in Japan:

Six months.

Career regret (if any):

No. If you had told me what was going to happen, I would've signed up immediately.

Favourite saying:

"Wherever you go, go with all your heart."
— Confucius.

Favourite book:

A Brief History of Time by Stephen Hawking.

Cannot live without:

Family and friends.

Lesson learned in Japan:

Don't judge things too fast. Take time to understand.

Secret of success in business:

Set a vision and build a great team.

Favourite place to dine:

There are so many, it's hard to pick a favourite.

Do you like natto?:

I haven't tried it.

Tax

Confronting Japan on unfair rules

Sometimes advocacy efforts produce breakthroughs. Sometimes they drag on forever, yielding no progress at all. And sometimes — as the EBC Tax Committee has recently discovered — they produce mixed outcomes.

The committee's leading issue in recent months has concerned Japan's inheritance and gift tax. Since 2013, heirs of foreign residents have been subject to Japanese inheritance tax, even if they have never lived in — or set foot in — Japan.

The government rolled out revisions in April 2017, which came as an improvement for many short-term residents: they would be free of the liability if they lived in Japan for fewer than 10 of the previous 15 years and didn't have permanent residency or spouse visas.

But for long-term residents and others, the conditions worsened. They were hit with a five-year "tail liability", meaning they wouldn't just be subject to Japanese gift and inheritance taxes on all their assets while in Japan, but would be liable for up to five years after leaving.

"Suddenly, it got worse," says Tax Committee chair Hans-Peter Musahl. "We had this liability even after we left the country."

The perceived unfairness of the new rule prompted action. The EBC joined with the American Chamber of Commerce in Japan, the International Banking Association of Japan (IBA Japan) and the German Chamber of Commerce and Industry in Japan.

"We raised our voice," Musahl says. "The EBC wrote to the Minister of Economy, Trade and Industry, and the German chamber even wrote to Prime Minister Shinzo Abe. And we were heard."

After these and other appeals, the tax committee of Japan's ruling parties announced, in December 2017, that the

tail liability would be repealed in the 2018 tax reform programme.

That decision encouraged those involved in the advocacy effort, although they see it as an incomplete victory.

"For long-term residents, we're only going to be back to the same position we were in at the end of last March; it doesn't take us back to where we were previously, before the 2013 rules came in," explains Paul Hunter, secretary-general of IBA Japan.

The EBC and others have noted how unreasonable the gift and inheritance tax regime is.

"You are being subjected to tax on assets that are not in Japan and have never been in Japan; and the people who earned the assets, like your parents, were never in Japan," says committee member Ryann Thomas, a partner at PwC Tax Japan.

Further, as the IBA states on its website: "We note that Japanese nationals who are long-term residents of other countries, the most analogous grouping, are rarely treated in a similar way — for inheritance and gift tax purposes — to foreign nationals living long-term in Japan."

The Tax Committee plans to continue advocating for a fairer regime. The group's membership comprises two groups: tax specialists, such as Musahl, a partner at Ernst & Young Tax Co.; and people at companies in charge of tax procedures. The committee is aiming to increase the number of its members in the latter group.

"They can give us a better understanding of the issues facing companies from outside the professional tax industry," Thomas says. "We'd like to get them involved."

The committee could face even more challenges in the years ahead, as Japanese authorities look for new sources of revenue and expand existing ones, in a bid to pay down the country's massive fiscal deficit.

"In light of the sometimes alarming state of Japan's public finances," Musahl says, "I think it's probably unrealistic to expect a further large tax-rate decrease or very beneficial tax rules." ●

Hans-Peter Musahl is a partner at Ernst & Young Tax Co. and chairperson of the EBC Tax Committee.

Advocacy issues

➤ Gift and inheritance taxes

Align the categories of foreign nationals who are subject to these taxes to those of foreigners subject to the exit tax. This way, only foreigners who are eligible to reside in Japan permanently are subject to taxation on global assets.

➤ Period for filing tax returns

The filing period should be extended by one year to avoid bottlenecks from having to file within two or three months from the end of the calendar year.

➤ R&D incentives

Broaden the restrictive scope of the tax credit to enhance Japan's attractiveness as an R&D location.



The matchmaker

Silviu Jora, general manager of the EU–Japan Centre for Industrial Cooperation

After almost seven years, Silviu Jora will be leaving his post as general manager of the EU–Japan Centre for Industrial Cooperation. He spoke to *Eurobiz Japan* about the achievements of the centre and what opportunities lie ahead.

Can you give me a brief overview of your career?

It has been a blend of academic and practitioner work in international relations. I started out in Romania, my home country, at a government think tank. My first encounter with Japan was in 1999, after I obtained a research fellowship from the Japan Institute of International Affairs. Following that, I took part in Romania's EU accession negotiations as a director within the Accession Negotiation Department, and in 2003, I came back to Japan as a visiting professor, teaching European Studies at Japanese universities for seven years. Romania's entry into the EU in 2007 was an opportunity for me to practice what I was preaching, so I joined the European Commission's Directorate-General for Enterprise and Industry in 2010. As happens in life, they had only one external post back then, and that was in Japan. That's how my journey with the EU–Japan Centre for Industrial Cooperation began.

What does the EU–Japan Centre for Industrial Cooperation do?

It was established in 1987 as a unique joint venture between the European Commission and the Japanese government. The centre symbolised an important turning point in EU–Japan relations – from trade wars to cooperation. In practical terms, it provides information support, promotes market-oriented R&D cooperation in various fields, and conducts managerial training and busi-



ness matchmaking. It also helps European and Japanese entrepreneurs discover each other and open new business horizons. The centre is continually evolving to meet the needs of its stakeholders, something particularly true for the new era that will begin when the Economic Partnership Agreement [EPA] comes into force.

What are some of your biggest accomplishments from your time at the centre?

When I joined, I had a fresh vision to enhance our function as an industrial policy and market intelligence think tank, and to place support for SMEs [small and medium-sized enterprises] at the core of

all our activities. SMEs are considered the principal driver for economic growth, and they are in most need of support for entering promising yet difficult markets, such as Japan. We now have a huge library of studies, reports and webinars about all possible sectors in Japan which are freely available for anyone. We also created new services, like a public procurement help desk, a technology transfer help desk and an in-house business incubator called Step in Japan, which provides free logistical support for EU-based SMEs.

Do you think awareness and understanding of the EU has been improving in Japan?

All in all, I think it has. But what still needs to be promoted is the idea that the EU is not just the big, well-known EU member states; it's also the newer members from central and eastern Europe, where there is a lot of untapped potential for cooperation and investment with Japan.

What are the next steps for the Centre?

The centre will consolidate activities that were developed on a pilot basis over the last few years. And, of course, it will support raising awareness of the EPA. We want to help more companies benefit from the EPA.

What is the next step for you?

I will return to the European Commission headquarters in Brussels to join the Directorate-General for International Cooperation and Development. My experience with the business communities in Japan could be helpful in my new position, because stimulating the private sector is key to having an efficient, effective and long-lasting development policy. ●



Strengthening competitiveness

Switzerland–Japan Economic Forum

Last month, a new chapter in Swiss and Japanese economic relations began with the launch of the first annual joint economic forum, called Japan + Switzerland: Partners for global competitiveness, innovation and a healthier future. It was a combined initiative of the Embassy of Switzerland in Tokyo, the Swiss

The first keynote speaker was Mauro Dell'Ambrogio, Switzerland's state secretary for education, research and innovation. In his talk, titled Innovation as a Trigger for Competitiveness, he explained why, even without an official innovation policy, Switzerland's holistic approach to innovation has helped the country to become so competitive.

"Innovation is not only the consequence of state policy, of laws, of ministries," he said.

"The local culture, the habits of the people, the traditions [are] all elements that contribute."

According to Dell'Ambrogio, Switzerland's competitiveness can be attributed to three factors. The first of these is that it welcomes foreign researchers, who are often attracted to Switzerland's nature, good quality of life and public education for their children. He said that more than 50% of Switzerland's university professors are from other countries and they are a key reason the quality of research is so high — something that connects directly with greater levels of innovation.

The second factor he noted is Switzerland's education system, which encourages practical, on-the-job training for students much earlier than other countries. According to Dell'Ambrogio, 70% of 15-year-olds in Switzerland do vocational work in company placements.

"It is one of the key elements [of why we are] number one in talent," he explained. "You have a wonderful match between what young people want to do and what the job market offers."

Third, Switzerland's small domestic market has compelled Swiss businesses to have a global outlook, especially when it comes to R&D.

"The pressure of international competition has pushed the private sector to diversify, to look for niches in which [to] be competitive and ... be top in quality," Dell'Ambrogio said.

One example he gave was Switzerland's car industry. Since it couldn't compete with countries such as Germany and France, the production of vehicles stopped. But, today, Switzerland continues to manufacture key components for the global automotive market.

"We see education, research and innovation policy as one," Dell'Ambrogio concluded. "The more young people in education and in the job market, the more you [have] a skilled workforce, [and] the more you are competitive."

The second half of the forum focused on ageing societies. In his keynote speech, Florian Kohlbacher, director of The Economist Corporate Network for North Asia, presented thoughts on the wide-ranging business opportunities arising from ageing societies. Additionally, SCCIJ President Michael Mroczek hosted a panel discussion that explored practical solutions that businesses are taking to adapt to the ageing of workforces and customers. And Professor Takanori Shibata of the National Institute of Advanced Industrial Science and Technology showed the audience how technology could improve care for elderly patients. His robot invention, a pet seal called PARO, uses AI technology to mimic animal therapy and alleviate stress in dementia patients.

In his closing remarks, Paroz observed how we have entered a fifth industrial revolution with robotics.

He concluded, "We are very encouraged to continue [this economic forum] in the years to come." ●



Mauro Dell'Ambrogio

© SAKURAKO KURODA

Chamber of Commerce and Industry in Japan (SCCIJ) and the International Institute of Management Development business school.

The forum was opened by the Ambassador of Switzerland to Japan Jean-François Paroz. He explained that, after 154 years of diplomatic and commercial relations, a joint economic forum had been launched because of the shared desire of Japan and Switzerland to increase competitiveness.



The Agenda

APR.
16BELGIAN-LUXEMBOURG CHAMBER OF COMMERCE IN JAPAN

Monthly Beer Gathering

TIME: 19:00-22:00**VENUE:** Belgian beer café in Tokyo**FEE:** You pay for what you drink**CONTACT:** info@blccj.or.jpAPR.
23GREEK CHAMBER OF COMMERCE IN JAPAN

Greek olive oil and feta seminar for professionals

TIME: 16:00 to 17:30**VENUE:** Hotel New Otani, Edo Room, Kojimachi Station**FEE:** Free (registration required)**CONTACT:** admin@grccj.jpAPR.
19BRITISH CHAMBER OF COMMERCE IN JAPAN

Small is GREAT XII: The foundation for a happy life

TIME: 18:30-20:30**VENUE:** BCCJ Office**FEE:** ¥3,500 (members), ¥7,000 (non-members)**CONTACT:** info@bccjapan.comAPR.
24ICCI, SPCCI & THE AMERICAN CHAMBER OF COMMERCE IN JAPAN

A Conversation with Guido Giovannelli

TIME: 12:00-14:00**VENUE:** Tokyo American Club, Manhattan I**FEE:** ¥4,100 (members), ¥7,500 (non-members)**CONTACT:** Your respective chambersAPR.
19IRELAND JAPAN CHAMBER OF COMMERCE

Third Thursday Business Networking Event

TIME: 19:00**VENUE:** An Solas, Yoyogi, Tokyo**FEE:** You pay for what you drink and eat**CONTACT:** secretariat@ijcc.jpMAY
17-20BELGIAN-LUXEMBOURG CHAMBER OF COMMERCE IN JAPAN

Belgian shop @ Belgian Beer Weekend Yokohama 2018

TIME: 11:00-21:00 (first day from 16:00)**VENUE:** Yamashita Park, Yokohama**FEE:** You pay for what you buy**CONTACT:** info@blccjAPR.
19ITALIAN CHAMBER OF COMMERCE IN JAPAN

Italia, Amore Mio! Chambering

TIME: 19:00-21:00**VENUE:** Warehouse TERRADA B&C Hall, Tennozu Isle, Tokyo**FEE:** ¥7,000 (members), ¥9,000 (non-members)**CONTACT:** projects@iccj.or.jpMAY
18, 24AHK JAPAN

German Asparagus Dinner 2018 in Tokyo & Osaka

TIME: 18:30-21:30**VENUE:** Palace Hotel Tokyo (18th), Hilton Osaka (24th)**FEE:** ¥20,000 (members), ¥25,000 (non-members)**CONTACT:** events@dihkj.or.jpAPR.
20SWISS CHAMBER OF COMMERCE AND INDUSTRY IN JAPAN

Luncheon: Andréa Maechler, Swiss National Bank

TIME: 12:00-14:00**VENUE:** ANA InterContinental Tokyo**FEE:** ¥6,500 (members), ¥7,000 (non-members)**CONTACT:** info@sccij.jpMAY
25BLCCJ, CCIFJ & SCCIJ

BeLux-France-Swiss Golf Tournament 2018

TIME: 8:00-17:00 (approx.)**VENUE:** Tomisato Golf Club, Chiba Prefecture**FEE:** ¥21,500, ¥26,000 (transportation provided)**CONTACT:** Your respective chambers

YOURS FOR THE TAKING

An engaging experience

TEXT BY DAVID UMEDA

Tokyo is a great place to live — for so many reasons. The metropolis has the variety to satisfy every taste and style.

EXCLUSIVE MEMBERSHIP

Living in Japan's capital is conducive to maintaining good health and a healthy lifestyle.

Tokyo American Club (tokyoamericanclub.org) is a second home for around 3,800 members and their families, representing more than 50 nationalities. Described by the McMahon Group as "quite possibly the finest private club facility in the world", the eight-story facility in Azabudai provides a diverse range of outstanding recreational, dining, fitness and cultural amenities and programmes. The club offers membership options for different personal circumstances. And it will serve as Team USA's hub for the 2020 Tokyo Olympics.



CUSTOMISED DESIGN

Tokyo is a consumers' paradise when it comes to global brands and authentic Japanese specialty shops.

USM Modular Furniture (www.usm.com) is a premium Swiss furniture brand. For both living and working, USM offers custom solutions to meet all individual needs. A visit to its flagship showroom, located in Marunouchi, central Tokyo, will be an eye-opening experience as you discover USM's unique and flexible modular furniture. With simple designs, high-quality materials and a high level of craftsmanship, USM has been creating timeless pieces of furniture for more than 50 years.

Based in Tokyo, **One Designs Co., Ltd.** (www.koyou-onesd.co.jp/en/) offers a wide range of services, from interior design and construction to the complete renovation of a building, as well as assistance for rental properties. The firm delivers the highest quality workmanship and service to its clients, including buyers, developers and real estate agencies. Capable of understanding and meeting requests for specific room layouts or special interior design, One Designs also welcomes enquiries about office design and hotel renovation.

LEARN AND PLAY

Options for international education, cultural enrichment and entertainment abound.

The Power of Play — **Gymboree Play & Music** (www.gymboglobal.jp) helps to enhance your child's physical, social and cognitive development. The variety of Mommy & Me and drop-off programmes for 0 to 6-year-olds will encourage your child to learn as they play. At Gymboree, your child can develop social skills, practice sharing and explore new thoughts and ideas. The daily play gyms are a great place for parents and children to make new friends.

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

GETTING AROUND

Experts in logistics and storage are critical from beginning to end for both cargo and client.

The **Nichirei Logistics Group** (www.nichirei.co.jp/) invests in facilities in major metropolitan areas where logistics demand is firm and focused on cargo booking. With



logistics centres and delivery hubs throughout Japan, Nichirei provides a foundation to meet a wide range of logistics needs, including the solid demand for storage and cold chain logistics. Nichirei is experiencing an increasing handling volume in the European region. Utilising its asset strength, Nichirei offers ideas for distribution reform and high-quality operational management.

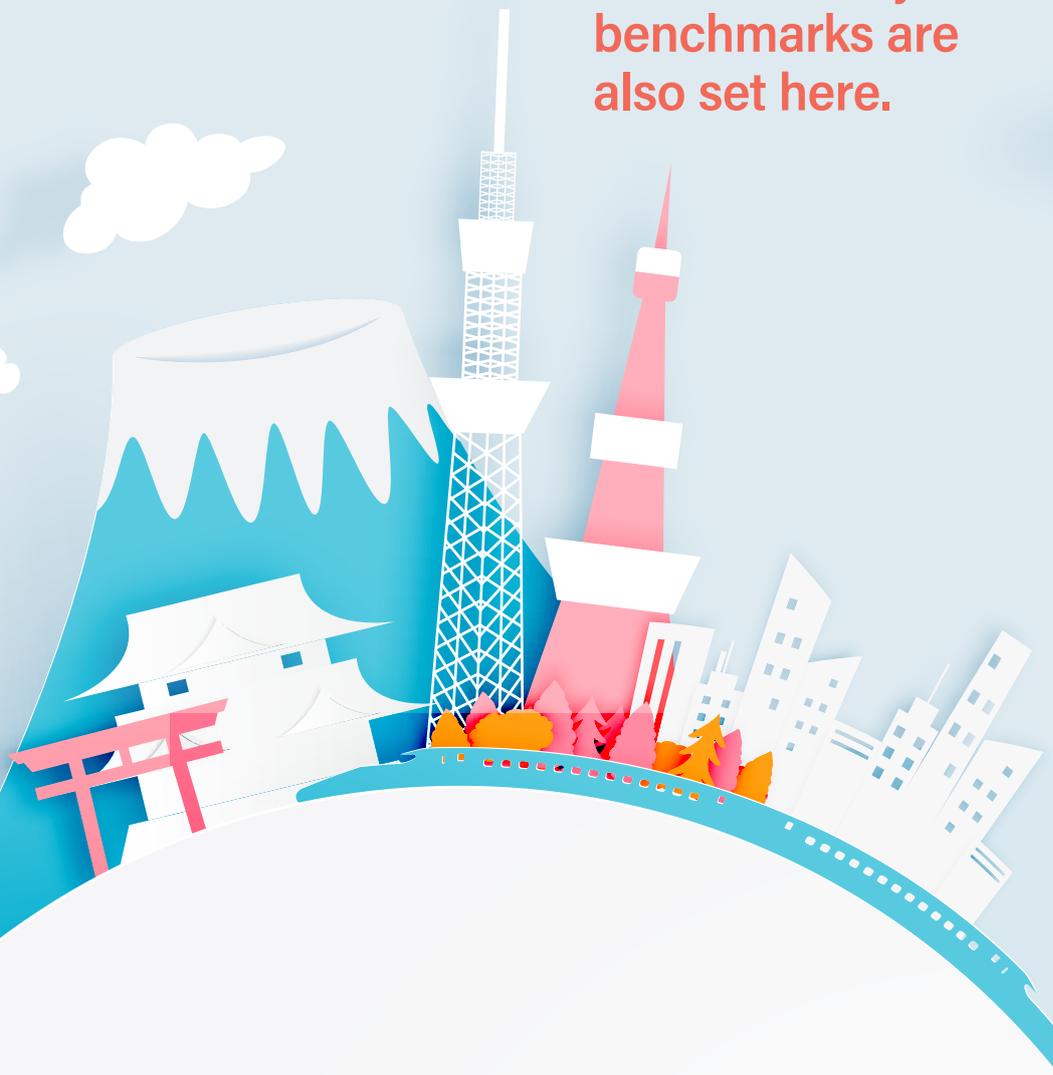
Not only are global standards met in Tokyo, often, industry benchmarks are also set here.

WINING AND DINING

Extensive culinary choices and an array of drinking establishments make for the ideal pairings.

Chef-owner Olivier Oddos' **Chez Olivier** (www.chezolivier.co.jp/) opened in 2009 for his guests to enjoy typical French cuisine in a relaxed atmosphere. The restaurant uses only the finest ingredients, such as vegetables — most of which are organic — from small growers all over Japan. Chef Olivier also believes authentic tastes are essential, so he is careful to ensure everything is homemade and is prepared only once ordered. His guests taste the flavours of the season every day.

Not only are global standards met in Tokyo, often, industry benchmarks are also set here.



ONE DESIGNS

Buying or renting property in Tokyo can be expensive. When you're making this level of investment, it's worth exploring the many options of how to create a living space that best suits your lifestyle.

When people from abroad who are settling in Japan look to build or renovate property here, one major problem they face is communication. How can they translate their vision into reality? The developers and realtors face the same issue. How can they understand their non-Japanese clients well enough to meet their requests?



Language should not be a barrier to living the way you want. Whether in a rented or purchased property, One Designs has the English-speaking agents to help you create exactly what you want.

The Tokyo-based architectural firm provides a range of services, from interior design and construction to renovations for an apartment or entire building.

When purchasing an apartment in Japan, there are always rules, regulations and restrictions concerning what you can do to your living space. One Designs has the experience and expertise to work within the frameworks and limitations of each property.

In an apartment in Roppongi, for example, One Designs and its design partners made an airier space while building on the original framework of the apartment. Lighting, joinery and furnishings recommendations made efficient use of each room, most notably in the spacious kitchen with the cabinets and the countertop running along the wall, even at the corners.

One Designs also helped a family with small children renovate their Shibuya apartment. Among the many ideas the family had in mind was to create a children's playroom. Colourful geometric patterns and wall paintings of animals were among the special touches added to transform a plain white room into a place of the children's dreams.

Starting from the initial inquiry, and throughout the process, One Designs works out every detail through consultations with customers. One Designs helps plan room designs, and has extensive

expertise in coordinating curtains, lighting, electrical appliances and other furnishings to match each room with your wishes.

The company holds several qualifications, including a 1st class registered architect licence and special construction license, and is a registered real estate agent. Not only can One Designs help you remodel your home, but it can also help you find the property you want in the first place. Furthermore, One Designs also offers office design and hotel renovation services.

For renters or owners looking to realise their vision of what their home should look like, One Designs can help by offering the possibilities of customisation.

One Designs also helped a family with small children renovate their Shibuya apartment.

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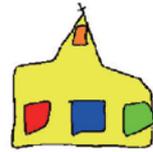




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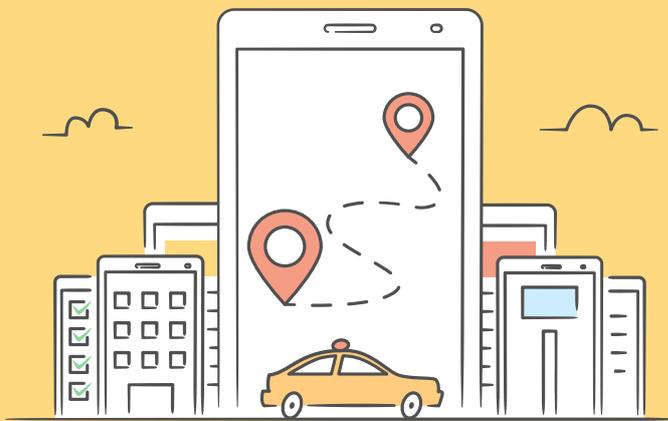
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Hailing a revolution?

Japanese firms try to shake up the status quo in Tokyo's taxi market



Tokyo's taxis are the envy of the world. The cabs are spotless, the drivers polite and there's no tipping. Forgot your wallet on a back seat? You'll likely get it back, with your cash untouched. The taxis in Japan's capital are also plentiful, with over 50,000 registered in 2012, more than triple the number in Manhattan. Worth \$16 billion, Tokyo's taxi market is among the world's largest. But the city's cabs are not perfect. Many drivers need directions because they're not from the area. And if you're trying to find a ride late at night or in the suburbs or any other low-density area, you may be in for a long wait.

Would-be innovators have hit a wall in Japan: regulations are tight; cabs work well enough for most users; and taxi companies, along with messaging app Line, have released ride-hailing apps to keep up with the times. And the massive new ride-hailing industry led by Uber Technologies that has caused industrial upheaval around the world has had little effect here. Aside from its luxury UberBlack service, which is run together with local car hire companies, Uber rides in small Japanese towns and its food

delivery service Uber Eats, the US unicorn hasn't changed the way the vast majority of Japanese people get around or get takeaway; Uber accounts for less than 1% of monthly rides in Tokyo, according to Bloomberg. In fact, Uber shut down its Everyone's Uber pilot project in Fukuoka in 2015 after the central government alleged it was illegal.

With the coming of the 2020 Tokyo Olympics, however, major Japanese players are trying to shake up the status quo. SoftBank, the nation's third-largest telecommunications firm, joined with Chinese ride-hailing titan Didi Chuxing to launch a joint venture aimed at developing a taxi app for Japan; SoftBank is an Uber investor but will compete with it for local fares. Sony is also trying to get in on the game, having partnered

with five taxi companies to build a ride-hailing platform using artificial intelligence. The resurgent electronics giant is teaming up with Daiwa Motor Transportation, Hinomaru Kotsu, Kokusai Motorcars, Green Cab and the Checker Cab Group to launch a platform that will forecast demand for taxis based on factors such as traffic, weather, time of day and large-scale events.

Nissan Motor and mobile gaming company DeNA, meanwhile, have begun testing driverless Nissan Leaf cabs on the streets of Yokohama. The Easy Ride cars ply a 4.5-km route around the carmaker's global headquarters. Nissan and its partner Renault want to bring the robo-taxis to the market by 2020, which would prove a novelty during the Olympics, but automation might also help address another problem with taxis in Tokyo: the average age of drivers is 60, and they're not getting any younger.

Nissan rival Toyota Motor is also trying to change the industry. It has agreed to work with Japan's most popular ride-hailing app, Japan Taxi, to develop connected taxi terminals, vehicle-dispatch support systems and big data. Toyota is also an investor in Uber, and while it's one of the world's largest carmakers today, it wants to become more of a mobility services provider in the future.

Now, even Uber wants to renew its Japan strategy by forming new partnerships with taxi firms. In February, its Chief Executive Officer Dara Khosrowshahi admitted to Bloomberg that its mostly go-it-alone approach to Japan "frankly didn't work". With only two years to go before the Olympics, it's a good time to try something different. ●



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Setting the wheels back in motion

Prosthetics maker repairs athletes' equipment at the Paralympics



When a runner gets injured ahead of their race at the Olympics, a physiotherapist treats the problem so the athlete can compete. But what does a Paralympian runner do when repairs are needed for a running blade?

Enter Ottobock. Since the 1988 Summer Games in Seoul, South Korea, this German med-tech market leader has been the official prosthetic, orthotic and wheelchair technical service provider for Paralympians.

“We are not only supporting our products, but also our competitors’ products,” says Yuichi Yano, manager of the Prosthetics / Mobility Solutions Business Unit and External Affairs at Ottobock Japan. “We buy their parts before we open the repair centres, so the number of parts we take with us is huge.”

The PyeongChang Paralympics held last month meant Ottobock’s return to South Korea for the 30th anniversary of its Paralympic activities. Two of the 23 technicians the firm sent to PyeongChang

were from Japan. For Hiroki Nakajima, an Ottobock Japan wheelchair specialist, it was his fourth Paralympics after the Summer Games in Beijing (2008) and London (2012), and the Winter Games in Sochi (2014).

Wheelchair curling was the only event at the PyeongChang Paralympics in which wheelchairs were used. With curling not being a contact sport, it might seem that Nakajima performed fewer repairs than during the Summer Games he attended when wheelchair rugby and basketball were played, but sports venues are not the only places where problems can occur.

“At the Winter Games, there is snow, there are puddles, tires can get punctured, and wheels cannot roll very well,”

Nakajima says. “As a result, athletes may not get to practice or make it to a competition in time. That’s a very big problem. Our main purpose is to create the best conditions for Paralympians.”

Yano adds that the continued presence of Ottobock – the Paralympics’ longest-serving partner and, since 2005, one of a handful of Worldwide Partners – means the repair centres also serve as a social area and a place where even jerseys or glasses can be fixed.

“Sometimes the Paralympians come to say thank you because they got a medal,” Yano says. “They write thank-you messages on the wall of the repair centre.”

Nakajima hopes he will be chosen to do repair work at the 2020 Tokyo Games.

“It’s a very special experience,” he says. “In daily life, those without disabilities are the majority in society, but at the Paralympic Games, we are the minority. It’s a unique feeling.”

Yano believes that society still needs to change and to move beyond its focus on disabilities.

“Diversity and inclusion – that’s the final goal,” he says.

For the Tokyo 2020 Paralympics, Yano hopes to see “the seats completely full” and that more visibility for the athletes will help change society for the long term – far beyond 2020.

Nakajima has seen what Paralympians can do and remains in awe.

“They are superhumans,” he says. “They can do what we cannot do, like vision impaired skiing. It’s amazing; I can’t run without seeing, but they can ski without seeing. They show new possibilities for the human race, not disabilities.” ●



The pro you don't know

Some advice from one of the anonymous 5,000

You don't know Yosuke Ohta. But if you were to see him playing on the golf course, you would be impressed; he hits the ball long and straight, chips well, putts well, scores well. Of course, he's a pro, but not a pro you know.

In fact, you don't know most of the golf pros in Japan and around the world. In Japan, there are about 150 golfers who play in the first round of tournaments on the Japan Tour. And you've probably never heard of most of them. There are around 5,000 golf pros in Japan. Yosuke Ohta is one of them.

He hadn't planned on becoming a golf pro; he wanted to be a professional baseball player like his dad, Toshi, who played for the Nankai Hawks. Ohta didn't start playing golf until he was 18 and largely taught himself over the next five years. Realising he had talent, he trained with a golf pro for a couple more

years before turning pro when he was 25.

Ohta entered tournaments, even got a sponsor and tried to make his fortune. But that wasn't to be.

So, he became one of the anonymous 5,000; a golfer who makes a living from golf but who isn't going to show up on your TV screen every weekend. Now 43, Ohta still enters the odd tournament — and even makes a little money sometimes — but his life is centred on helping others become better players.

He is on staff at the 36-hole Ichinomiya Country Club in Chiba Prefecture and has all the tools to be a teacher: he's friendly, funny and finds the faults that players can't see themselves.

"I only have to look at a player to see what's wrong with their swing," he says. "If a player understands the problem, it's

"So many people think power is the answer. It's not"

easy to fix; if not, it takes time."

As with most things technical, practice is the key.

"If you practice every day, it's easy to master technique," Ohta points out. "But it's best to take one point at a time. Don't try to do everything at once. The biggest problem with amateurs is overdoing it or trying too hard. So many people think power is the answer. It's not. It's about controlling your body core to allow a smooth swing and make sweet contact. Correct contact is more important than power."

Other common mistakes he sees in amateurs include moving the head — sometimes only slightly — before making contact with the ball, both on the fairway and on the green; locking the wrists on short shots instead of allowing them to be flexible; and leaning into bunker shots when your core needs to be fixed.

Ohta will do one-on-one sessions on the driving range together with video analysis (¥5,000 for an hour) and nine-hole coaching on the course (¥15,000). He prefers course lessons as players can correct their mistakes in true playing conditions and he can also advise them on proper course management.

Despite being a Japanese pro, Ohta believes Japanese golfers should loosen up a bit.

"Many Japanese golfers don't really know the rules or golf etiquette," he says. "Golf's about fun. I think Asian players in general, and Japanese players in particular, need to change their way of thinking on the golf course. Some people are too hard-headed and make life a bit difficult."

Ohta is making his small contribution to bringing the fun back to golf. You may not know him, but there are 5,000 Ohtas across Japan who are worth getting to know. ●





Lessons in power

Japan's energy policy

Until 11 March, 2011, Japan relied on nuclear energy for almost one-third of its power supply. Its 54 facilities — including 45 commercial reactors — were deemed safe as well as cleaner and less expensive than other power sources, providing a degree of self-sufficiency for governments that considered energy supply a matter of national security.

But the triple meltdown at the Fukushima No. 1 plant — one of the three disasters of 3/11, which caused more than 18,000 deaths and disrupted millions of lives — forever changed many perspectives about the safety, cleanliness and cost of nuclear power.

Seven years on, at a news conference in Tokyo last month, former Prime Minister Junichiro Koizumi, who now backs a “zero nuclear power” platform and a move to renewable energy, said that mistaken government policy — including that of his own administration — had been based for decades on the falsehoods of “safe, clean and cheap”.

Current estimates for the Fukushima clean-up alone are as high as ¥70 trillion (€533 billion), while decommissioning of other plants is also estimated to take decades, potentially climbing above ¥15 trillion (€114 billion).

A 2017 government white paper estimates that nuclear power supply in Japan had fallen from 30% to about 1%. Seven of the 54 facilities are now fully or partially restarted, while 14 will be decommissioned, and 33 remain idle. Tokyo Electric Power and the government face numerous class-action suits for damages related to the Fukushima nuclear disaster, and injunctions have been filed to prevent some other Japanese nuclear facilities from being restarted.

Nonetheless, Japan expects nuclear power to account for 20% of its energy mix

within 12 years. Renewable energy, which currently makes up about 14% of Japanese supply, would rise to 24% by 2030, while natural gas, coal and oil would account for about half of Japan's energy supply. Japan is the world's biggest importer of liquefied natural gas and third-biggest importer of coal for power generation, with imports at or near record highs last year.

In contrast, the EU's 2030 climate and energy framework eyes at least a 27% target for renewables across Europe, while a separate report by the International Renewable Energy Agency sees 34% as possible.

Despite Japan's energy needs, its tempered embrace of renewable energy and renewed

(ENEKAN) to create future policy. The DPJ-backed council recommended in September 2012 phasing out nuclear power by 2040, which was rejected as irresponsible by Japan's business lobby, Keidanren (Japan Business Federation), and by the Liberal Democratic Party (LDP).

Within days the DPJ walked away from its own recommendation. After elections returned the LDP to power in December 2012, ENEKAN was shuttered and a nuclear power revival certain. By last autumn, the DPJ itself had disbanded.

Meanwhile, the Ministry of Economy, Trade and Industry contends a 20% nuclear supply level is crucial for meeting Japan's Paris Climate Accord commitments to reduce CO₂



commitment to nuclear have raised occasional public and media criticism, even producing cracks within the Cabinet of Prime Minister Shinzo Abe. Foreign Minister Taro Kono lamented publicly that energy supply planning appears “a thing of the past”.

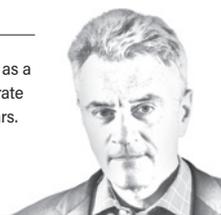
But the window for substantial energy policy change may, in fact, have been closed in the first 18 months after Fukushima.

In the summer of 2011, the Democratic Party of Japan (DPJ) government launched the Energy & Environment Council

emissions. In other words, a nuclear solution is key, in the government's view, to a green Japan.

Catalysts for greater renewable energy take-up, beyond current forecasts, are likely to be rising fossil fuel prices and a tightening of the feed-in tariff system, in which utilities are obliged to purchase such output. The wind power of public outcry still appears to be turning too few turbines. ●

Dan Sloan has covered Asia as a journalist, author and corporate content chief for over 20 years.





App-ellation

The most useful wine apps on the market

Gone are the days when wine lovers jotted down a bottle's vintage and region alongside detailed tasting notes in Moleskin notebooks. Today, it's all about which app can better scan the label in front of you. Here is a list of the most useful wine apps on the market.

VIVINO

Boasting 29 million users, Vivino — founded in Denmark — dominates the wine app scene. The label recognition technology is top-notch, and the sheer volume of international users makes it the friendliest wine app on the market. Scan a label with your phone's camera and instantly see star ratings from other Vivino users. You can rate the wine yourself, store it in your virtual cellar or put it on your wishlist. Vivino also has a sophisticated My Taste Profile page, which groups the wines you've tasted into regional styles, so that you can learn which regions suit your taste best, and which ones might be worth exploring.

The downside of Vivino? All ratings are user-generated, meaning that anyone, sans

qualifications, can contribute inaccurate or biased information to the review pool. Additionally, the only way to curate your taste profile is to first rate wines — Vivino doesn't let you simply select styles you enjoy.

DELECTABLE

Delectable has a stronger social media component than Vivino, allowing you to follow what the industry's top sommeliers and winemakers are drinking. On the homepage, you can find what's trending, the Featured section, and a handful of regional offerings that match your preferences. Similar to Vivino, Delectable has excellent label scanning technology and lets you view a wine's ratings or rate it yourself.

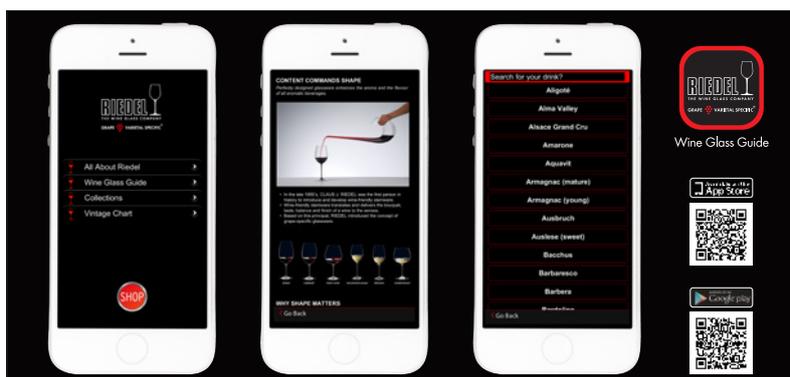
Where Delectable trumps Vivino is in its pro ratings; not only can you view user-generated ratings, but also ratings given by experts from the wine industry. When launching

the app, it also allows you to pre-select regional styles that you know you enjoy, so that it's easier to find wines that would suit your personal preferences. For instance, if one of your preferences is white Burgundy, you can select the White Burgundy tab and scroll through the rated selections based on pricing preferences to find the perfect wine for dinner.

WINE-SEARCHER

The go-to app for collectors, Wine-Searcher — from the UK — has proven to be the most accurate app in terms of pricing data. You can scan a label or simply do a search for the wine you're looking for. Once you've selected a wine, you now have the option of viewing shops in the area selling

it, tasting notes (including both user reviews and average critic scores) and vintage pricing and rating comparisons. While Vivino and Delectable are apps that aid in selecting new wines based on your existing ratings, Wine-Searcher is more focused on finding where to buy a wine and at what cost. It is a fabulous tool for those curating their dream cellar, and the vintage comparison chart will be of particular interest for anyone interested in the pricing differences between, for example, a Lafite 1994 and 2010. ●





Shigeru Takagaki

Company: Delvaux Japan KK

Official title: President & Representative Director

Originally from: Nagasaki, Japan

**“Ideal weekend?
Surf, then relax with my family.”**

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

Sushiyoshi in Ginza and Teppanyaki Hakushu in Shibuya. They both provide outstanding value for money.

What do you do to stay in shape?

Surfing. Although lately, I'm not able to go every week like I used to ...

Name a favourite movie:

St. Elmo's Fire.

Favourite musician: David Foster.

Favourite album: *Stealing*

Home: the original motion picture soundtrack featuring David Foster.

Favourite TV show: *Another Sky.*

Favourite book: *A Man Called Pirate* by Naoki Hyakuta.

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

I started my professional career at the Danish shipping company A.P. Møller-Maersk.

Cats or dogs?

Dogs.

Summer or winter?

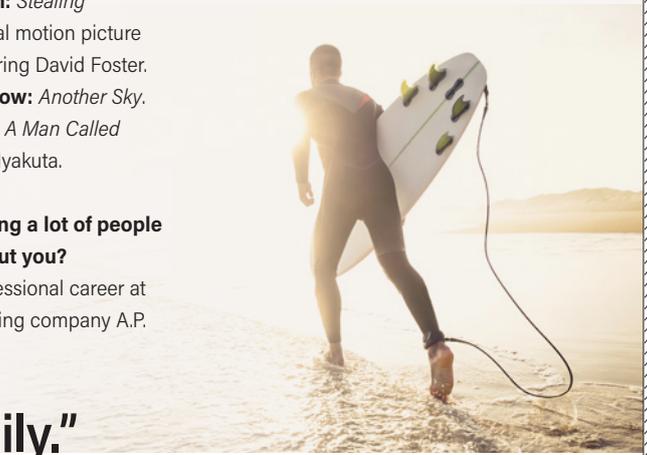
Summer for surfing, winter for fashion.

What's your ideal weekend?

Surf, then relax with my family.

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

Rooftop Bar at Andaz Tokyo.



Bo Kristensen

Company: LEGO Japan

Official title: Vice President and General Manager

Originally from: Varde, Denmark

Length of time in Japan: I arrived on 1 June, 2017, and I have a three-year contract.

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

Teppanyaki Dante. The food is excellent and the ambience is great.

What do you do to stay in shape?

I walk three kilometres to and from work every day, and also use the fitness facilities in our building complex.

Name a favourite movie: *Kill Bill.*

Favourite band: Gasolin' (a Danish rock band from the 1970s).

Favourite album: I only listen to my playlists. I guess albums are out of date.

Favourite TV show: *Sherlock.*

Favourite book: *The Alphabet House* by Danish author Jussi Adler-Olsen. He has written some

fantastic crime novels that I love to read.

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

I was fond of knitting when I was a boy.

Cats or dogs?

Dogs.

Summer or winter?

Summer.

What's your ideal weekend?

To be at the beach — 30°C and sunny.

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

I like to have dinner with my family.



“I was fond of knitting when I was a boy.”



Heineken Kirin K.K.

Martijn van Keulen,
General Manager

Heineken has been a proud sponsor of the Rugby World Cup (RWC) since 1995.

“Rugby, like Heineken, is enjoyed all over the world,” says Martijn van Keulen, general manager of Heineken Kirin K.K. “At Heineken, we share the values of the RWC — respect, pride, passion and internationalism. We aim to bring enjoyment and memorable experiences to Rugby World Cup fans by providing creative and entertaining campaigns.”

The Rugby World Cup Japan 2019 is the first RWC to be held in Asia.

“I’m extremely excited that Japan was chosen as the host country,” van Keulen adds. ●



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A Model in AD above

5-speed Manual Transmission
Right / Left Hand Drive

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5-speed Automated-Manual Transmission
Right Hand Drive

3,888,000円

Body color shown in above image (Giallo Modena Yellow) is optional and requires an additional fee of ¥54,000.

ABARTH 124 spider

A Model in AD above

6-speed Manual Transmission
Right Hand Drive

3,986,000円

6-speed Automated-Manual Transmission
Right Hand Drive

4,093,000円

ABARTH 595 TURISMO

5-speed Automated-Manual Transmission
Right Hand Drive

3,532,000円

ABARTH 595C TURISMO

A Model in AD above

5-speed Automated-Manual Transmission
Right Hand Drive

3,845,000円

Body color shown in above image (Nero Scorpion / Bianco Gara Black / White) is optional and requires an additional fee of ¥108,000.

* All prices are MSRP (including consumption tax) as of April 1, 2018.

* Prices do not include taxes (except consumption tax), registration fees, or insurance.

* Recycling fee is not included in MSRP. The recycling fee may differ for limited editions vehicles as well as vehicles with updated specifications regarding vehicle weight or number of airbags.

* Prices do not include options. Please contact an authorized ABARTH dealership for details and prices.

* Images shown are for informational purposes only. Actual models may vary in detail.

* Prices and specifications may change without prior notice.

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