

EURO BIZ

APRIL 2017

➔ **Above and beyond the bottom line**

The role of companies' CSR activities

➔ **The royal advantage**

Luxembourg Ambassador to Japan Béatrice Kirsch

➔ **Cash, credit or fingertip?**

Fingerprint scans could become a popular way to pay

**TOKYO GOVERNOR
YURIKO KOIKE**

HOLDING TO HER
CONVICTIONS



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**The Mission of the
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To promote an impediment-free
environment for European business
in Japan.



“to lead people
well ... I need
to hold to my
convictions”

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First Focus

Cherry blossoms are not the only tell-tale sign that winter in Japan has come to an end. The ubiquitous dark suits of new recruits to Japan Inc. also confirm that spring has sprung.

Photo by Sergii Rudiuk
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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.

➔ *“Having been fairly cynical about CSR, it was something of an eye-opener to find out about companies that appear to take such activities seriously and are not just ticking boxes for PR purposes. The aligning of CSR with business goals is a strategy shift that is delivering results and helping ensure programmes don’t get cut when times are tough.”*



John Maxwell is the Managing Partner of Linklaters’ Tokyo office and the head of the Projects, Energy and Infrastructure team. John has 20 years’ experience advising on the full range of development, joint venture, M&A and project financing transactions.

➔ *“It’s an acute issue in Japan: despite more than 7% of the population identifying as LGBT, same-sex marriage is still not legally recognised. As an employer and a leading global firm, we passionately believe that we have a duty to help make the work place and society better for all.”*



David McNeill has been in Japan since 2000 and writes for *The Economist* and other international publications. He is co-author of *Strong in the Rain*, and is writing a new book exploring differences between the Japanese and Western mass media. He lives in Tokyo with his wife and two children.

➔ *“Globalisation has brought products from across the planet to our high streets, but who spares a thought for how they’re transported here, or at what cost? The head of Wallenius Wilhelmsen Logistics explains how it became one of the world’s busiest transport companies, and where it might go from here.”*



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

➔ *“Knock-offs are a problem all over again. Until around two years ago, brand owners could claim success in the fight against counterfeit goods, after a decade that saw a steady decline in their sales. But then came the emergence of a new type of app, which is breathing new life into this illicit business.”*

EURO BIZ JAPAN

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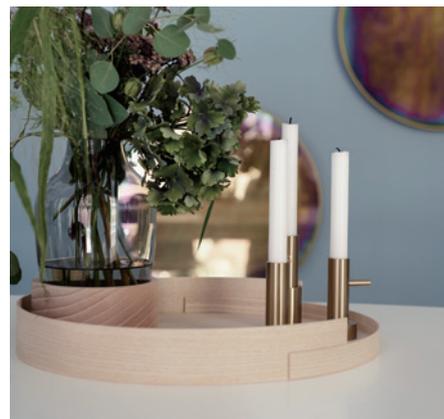
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Eurobiz Japan welcomes story ideas from readers and proposals from writers and photographers. Letters to the editor may be edited for length and style.



CLASSIC & CONTEMPORARY

Republic of Fritz Hansen is an exclusive, international design brand whose timeless collection unites world-famous classic and contemporary furniture, lighting and accessories.

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Founded in Denmark in 1872, the company has a long history of collaborating with leading international designers to bring their visionary concepts to life — and to the spaces they help transform.

Fritz Hansen's highly distinguished **Classic Collection** comprises a number of the most iconic pieces of furniture from renowned Danish architects and designers, such as Arne Jacobsen's Egg chair and Swan chair.

The **Contemporary Collection** features new furniture and accessory designs from some of today's most inspiring, internationally recognised modern designers, including Jaime Hayon, Piero Lissoni and Cecilie Manz.



Common to the two collections is a sculptural artistic expression that blurs the lines between design and art — and unites function and form in unprecedented ways, giving each work significant presence and purpose.

The Danish-based lighting company **Lightyears** has been part of Republic of Fritz Hansen since 2015. Lightyears develops and manufactures high-quality, modern lighting that unites tradition and innovation — continuing Fritz Hansen's proud traditions of exquisite craftsmanship, quality, and timeless design.

Today, as in 1872, Fritz Hansen's work is guided by the philosophy that a single piece of furniture can beautify an entire room or building — and heighten the well-being of the people who inhabit these spaces. With an international presence and an ever-expanding collection of iconic designs, Fritz Hansen continues its journey of creating elegant interior design essentials that never compromise on comfort — and that strengthen its place among the global design, luxury and lifestyle elite.



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It's good to do good

Before my interview with Tokyo Governor Yuriko Koike, I had learned that she was a fan of animated films and *manga*, and that during the gubernatorial election campaign she had even spoken of wanting to turn Tokyo into an “Anime Land”. But when she named Walt Disney and Tezuka Osamu, creator of *Astro Boy*, as personal influences on her life, I realised just how fitting it was for her to cite these two figures.

Disney heroes and Tezuka Osamu's characters all do good for others, and they accomplish meaningful goals. After only eight months in office, Governor Koike has shown herself to be similar to these protagonists; she is someone who can make tough decisions that benefit the citizens of Tokyo, and she has set herself some big

goals to improve the city ahead of the 2020 Tokyo Olympics and Paralympics. Read the full interview with Governor Koike on page 10.

There are also many companies in Japan who are doing good and are accomplishing meaningful things around the world. Gavin Blair's *Above and beyond the bottom line* (page 20) highlights some of the companies in Japan with CSR programmes that are truly making a difference.

It was also an honour to speak with Luxembourg Ambassador to Japan Béatrice

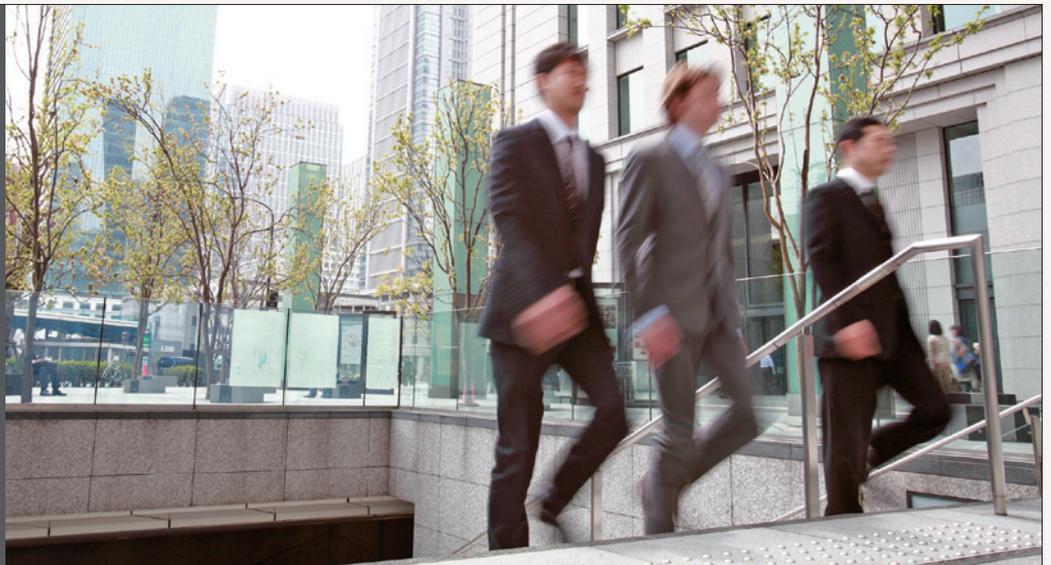
Kirsch. On page 24, read about some of the good things Luxembourg is doing, such as working to create a level playing field for international taxation in her country's banking system, as well as Luxembourg and Japan's collaborative research on diseases related to ageing populations.

This month's issue of *Eurobiz Japan* should serve as a reminder that it's good to do good. ●

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HOLDING TO HER CONVICTIONS

Governor Yuriko Koike

Since taking office in July 2016, Tokyo's first female governor, Yuriko Koike, has proved herself to be a politician committed to doing what's best for the citizens of her city. She has postponed the move of Tokyo's Tsukiji fish market to Toyosu over concerns that contaminated soil at this new location could pose health risks. She has also taken steps to control the ballooning budget of the 2020 Tokyo Olympics and Paralympics. Before becoming governor, Koike served as minister of the environment under Prime Minister Junichiro Koizumi, and as minister of defence in Prime Minister Shinzo Abe's government. She sat down with *Eurobiz Japan* to speak about her studies in Egypt, her influences, and her goals for transforming Tokyo into a safer, smarter and more diverse city.





Could you tell me a little about your studies in Cairo?

I had wanted to visit the Arab world since I was in high school. When I found out that the UN was adding Arabic as one of its official languages, I became interested in learning about the nations where it was spoken. My father was a businessman, and since he often travelled to the Arab world, I never really thought of it as somewhere particularly far away.

During my time at university, I moved to Egypt and started studying Arabic. My mother told me that I shouldn't come back to Japan until I graduated, so that's what I did. I stayed in Cairo until I graduated. Japan is a very peaceful country; but in that region, wars are so frequent that when someone says, "the war", you need to ask which one. In a sense, the most important thing that I experienced there was seeing how intense international situations could be – something I never could have experienced in post-war Japan.

How would you say that experience has shaped your perspective and your work life?

It allowed me to see the world from a bird's eye view, which is



something that has helped me in my roles as a member of the Diet and, before that, as a news anchor on economics. Looking at the big picture, it was an excellent reference point. Since I was young, I've been connected with that region, and those experiences have become a major asset for me.

And now as governor of Tokyo, I'm glad people from many different countries are visiting us. I'm very much looking forward to having even larger numbers of tourists come from the Middle East, as well as the US and Asia, especially for the 2020 Olympics and Paralympics.

How will the city deal with the greater influx of tourists to Japan?

Although we may not be aware of it, Japan has many signs that are only in Japanese. As large numbers of people from many different countries come to Tokyo, I want them to know where they are, how to get to the hospital, how to change trains. So we've turned to IT for solutions. Someone from overseas who arrives at Haneda airport or Narita airport can download an app for their smartphones – which they're already carrying with them – that will allow them to see information in their own language. The foundations for this have already been laid.

Who have your influences been?

For myself personally, people like Osamu Tezuka and Walt Disney. Animated films make a deep impression on children's minds.

Thinking of European influences, I'd have to say Mrs Thatcher. Her "Big Bang" [of sudden deregulation] brought an ailing UK back to life in a big way. There is a lot to learn from the many things Mrs Thatcher revolutionised. She is famous for saying that one needs convictions rather than consensus. I think that to lead people well, to guide Tokyo in one direction, I need to hold to my convictions – and have the ability to persuade people of the value of those convictions.

After becoming the first female governor of Tokyo, what are some of the



obstacles and challenges that you continue to face in Japan's male-dominated political context?

With regard to Japan's national government, I think there is still an inadequate representation of women as Cabinet ministers. We also have yet to ensure a sufficient representation of female politicians. While I've been a minister myself several times, ministers are selected by the prime minister, who is, of course, male.

In the six months since I was elected Tokyo's first female governor, I have not experienced any problems because of my

“I'm extremely pleased that exchange between Japan and the EU will be strengthened in a variety of fields”

gender. For example, in ensuring the safety of Tokyo, it's irrelevant whether the governor is male or female. I was the minister of defence, and gender was mostly irrelevant – the job was to protect the country and protect Tokyo.

Roughly half of the population of Japan, and of Tokyo, is female, and I'd like to do more to help women use their strengths. And since the greater share of care for children and for elderly parents falls to women, more needs to be done in order to ease those burdens.

What are your goals for Tokyo?

I think there are four important factors that Tokyo requires: people, things, cash, and info. And to take these to the next level, I'm working to create a Tokyo that is three cities in one. The first is a safe and secure city. Whether that means from earthquakes or terrorism, becoming resilient in times of crisis is one aspect of this.

The second is a diverse city. I want to make Tokyo both lively and liveable for people with disabilities, and a place where women can use their strengths. Diversity is also an important element [as care-givers come from overseas to] help us to raise our children and take care of our elderly. And, as

I said before, I'd like to make full use of IT to have multilingual assistance available for everyone to experience Tokyo's strengths.

The third is a smart city. This is about becoming a leading city in the area of finance, and especially with regard to the environment.

Could you give me some specific details about how you plan to make Tokyo smarter?

We have learned from France, for example, about making plastic bags illegal, or to make it so that you have to pay for them. This is a policy that I've wanted to enact since I was minister for the environment. There's also responsible forestry. Wood from Tokyo's forests is being used in many ways. In the Tama area, we have lots of forestland, and as we conduct regular thinning of these forests, we can put the lumber to good use.

One thing I remember the former mayor of London, Mr Livingston, did was to have a campaign where people could receive energy-saving lightbulbs by handing in their incandescent light bulbs. Similar to this, it is my desire to have Tokyo switch to LEDs so that we can reduce CO₂ emissions and conserve energy. And we'd also like to make use of hydrogen. We'll be using hydrogen fuel cells in vehicles and operating fuel-cell buses by the time of the Olympics and Paralympics.

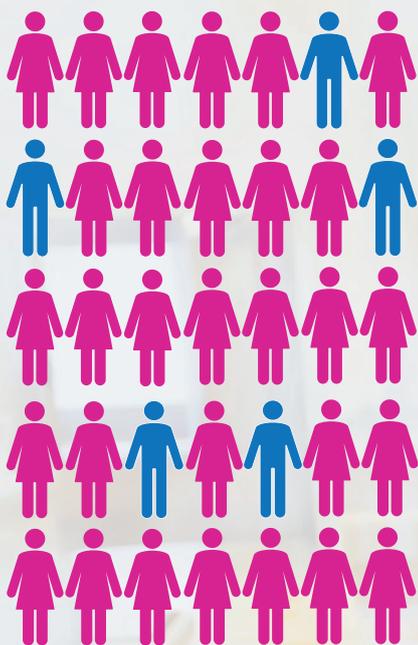
As we anticipate the conclusion of an EU-Japan free trade agreement, how do you plan to make Tokyo friendlier for businesses to come here and stay here?

I'm extremely pleased that exchange between Japan and the EU will be strengthened in a variety of fields. Tokyo will be glad to welcome those connected with European businesses. We've already established a one-stop service centre to help with the registration of businesses and to go through the regulations they will need to know when launching in Japan – in the same way this is handled in other countries. So, I think the only thing left for them is to come to Tokyo and get started. I believe that the greater Tokyo area represents a third of consumption in Japan, so it should be easy for businesses to build their bases here. And there are a lot of good human resources here as well. ●

1/3

The greater Tokyo area represents a third of consumption in Japan

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company in Japan that
promotes women to
managerial positions like
my company...*

*When women support
each other, incredible
things happen.*

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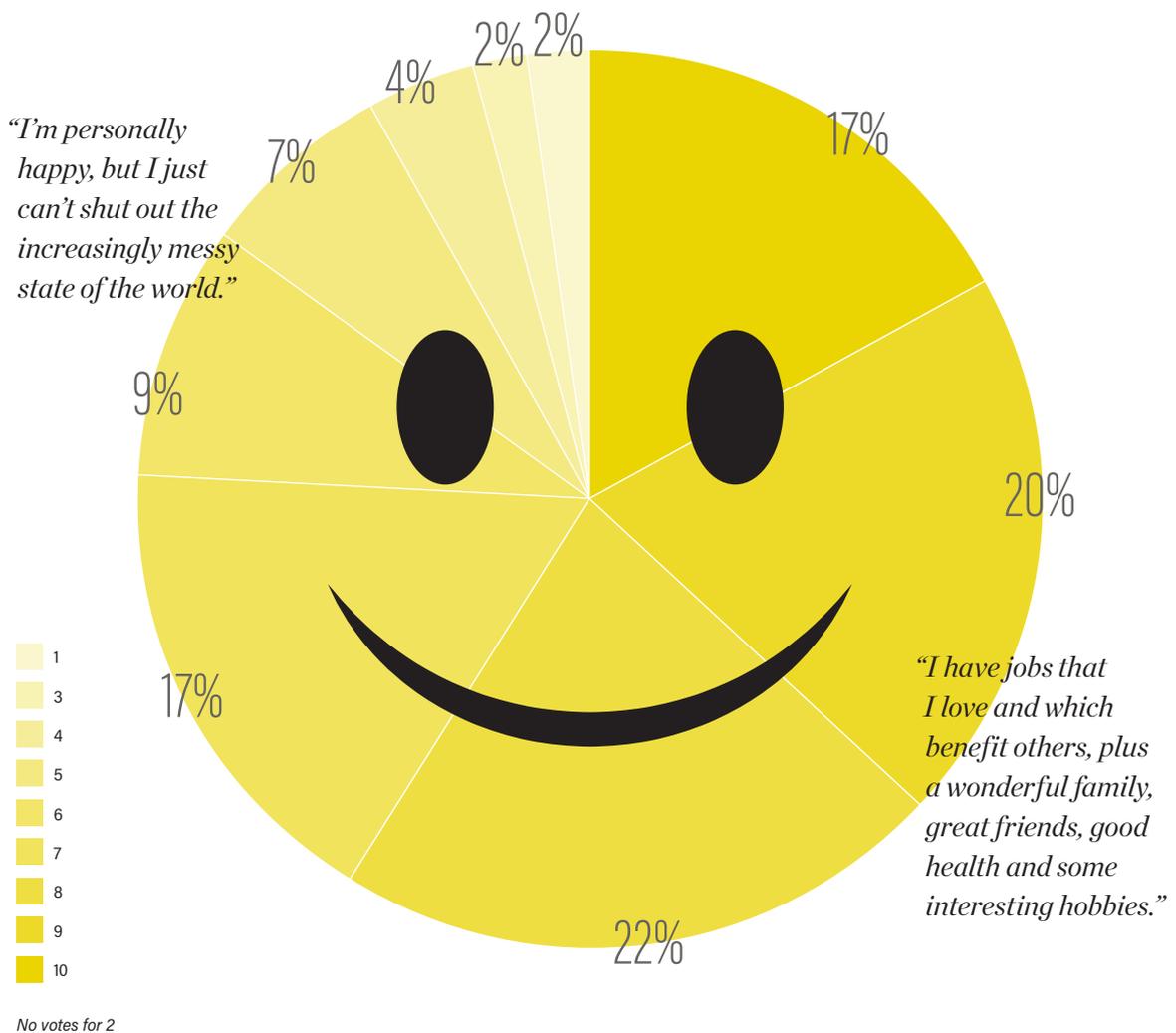
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Last month, the United Nations' 2017 World Happiness Report was published and Norway ranked as the world's happiest country. Those around the globe who were polled were asked a simple question about their happiness. This month we asked our readers a variation on this question:

On a scale of 1 to 10, with 10 representing the best possible life for you and 1 the worst possible life for you, where would you say you stand at this time?



To vote in the next Eurobiz Poll, find details in our Eurobiz Japan newsletter. Subscribe by visiting eurobiz.jp.



FEATURE

TEXT BY GAVIN BLAIR

SAFETY IN

The expanding scope of the
My Number system

NUMBERS?



The issue of personal data protection has been gaining increasing attention as ever greater chunks of our lives are recorded, and conducted, on the internet. Networks belonging to government pension systems, e-mail servers, gaming platforms and major companies have all been the victim of hackers.

When it was announced, the Japanese government's My Number system was widely understood to be simply needed for tax and social security purposes. However, individuals' numbers are already being required for some financial transactions, and the government has announced trials for later this year that could see the system expand in scope.

"The risk of information leaks is one of the main reasons a lot of companies have outsourced the administration of My Number"

There are concerns that increasing use of the My Number system as a more general form of ID could heighten the risk of personal information leakage. At the same time, and partly in response to worries about leaks of such data, the government is introducing amendments to the law relating to the protection of personal information — a move that has implications

for foreign companies doing business in and with Japan.

The *Act on the Use of Numbers to Identify a Specific Individual in Administrative Procedures*, as the My Number legislation is referred to in English, was amended to expand its use even before it came into effect.





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The original 2013 act, which stipulated that every resident of Japan, citizen or otherwise, would be assigned a 12-digit ID number for tax and welfare purposes, similar to the National Insurance number in the UK and Social Security number in the US. Amendments to the act in 2015, however, added the provision for banks to collect the ID numbers of customers, on a voluntary basis, and for health insurance associations and local governments to make use of My Number for administrative purposes.

Some foreign residents of Japan have complained about being asked for their My Number ID when making or receiving overseas wire transfers at banks and post offices.

“As well as government authorities, some commercial entities such as securities companies can ask for people’s My Number if they are dealing in shares, because they have to submit records for the purposes of taxation,” explains Masako Banno, an attorney at Okuno & Partners, a Tokyo law firm. “Banks are also asking customers to provide their My Number, but it is not mandatory at this point.”

In fact, my Japanese bank told me that I needed to provide a My Number ID in order to receive an overseas wire transfer last year. When I pointed out that the bank’s own information stated it was not required by law until 2019, they reluctantly backed down.

“Some financial institutions have voluntarily added a clause to their standard terms and conditions forms stating that their customers must submit their My Number even before the end of 2018,” Banno notes. “These financial institutions want to collect this information smoothly before it becomes mandatory. In these cases, customers are bound by the contract and are obliged to submit their My Number.”

For now, the sole entity with the unquestionable right to ask for most people’s My Number is an employer.

“The only place My Number has been fully implemented is at the payroll level, though it is set to be introduced next year for life insurance,” notes Nancy Ngou, a partner at EY Advisory & Consulting.

“The risk of information leaks is one of the main reasons a lot of companies have outsourced the administration of My Number,” Ngou continues. “Then the third-party would be responsible if something happened; that is the way the contracts have been written. But there haven’t been any leaks so

“Japanese people tend to be more trusting of government agencies and major financial institutions than Europeans”

far, which was a concern before the system was introduced.”

This summer, the government is planning trials using My Number for library cards and shopping point cards, as well as to allow the sharing of information on residents between the central government and its prefectural and municipal counterparts. There are also plans to release a smartphone app in 2019 that will function as My Number ID verification. The gradually expanding use raises worries about information security and privacy, though the latter seems to be more of a concern for non-Japanese residents.

“Japanese people tend to be more trusting of government

agencies and major financial institutions than Europeans,” suggests Banno. “If the My Number card were to be used for purposes such as a library card, the actual number on the back would be covered, but still be in the IC chip in the card. It wouldn’t be mandatory to use them, but it would increase the risk of information leaks.”

However, the government of Japan is taking steps to protect people’s personal information. Its primary means for ensuring the security of all private data, including My Number data, is in the amendments to the *Act on the Protection of Personal Information* (APPI) that were passed in 2015 and come into effect this year. Based on the amended version of this act, employees deemed to have misused any kind of personal information for “wrongful gain” could face up to a year in prison, as well as fines.

“From May 30th this year, APPI will also be applied to overseas companies doing business in Japan, even if they are not based here, like hotel-booking services or online shopping sites,” says Banno.

If a company in Japan transfers personal information to a company overseas, the company in Japan will be responsible for the security of the information at the overseas company. This will apply to every company, regardless of its size. If a company in Japan does not comply, it may be penalised by the Personal Information Protection Commission of Japan.

“Japanese companies are taking this very seriously,” Banno observes, “but many foreign companies don’t seem to realise its importance.” ●



and beyond

The role of CSR activities at companies in Japan

There is no universally accepted definition of corporate social responsibility (CSR). It covers everything from policies that make companies accountable for environmental and social impact to volunteering in local communities or donating money, products and services.

More companies are realising that effective CSR is more than a token page in an annual report. It actually boosts employee morale and engagement, aids team-building and can even contribute to the bottom line when it is aligned with business goals.

Insurance company Manulife has a long tradition of CSR

So far, more than 1,000 pairs of shoes have been donated

activities in Japan and globally, but until recently lacked an “underlying strategy,” according to Hideki Okamoto, its senior manager for branding and marketing in Japan.

Its approach has been consolidated under what the company calls the Manulife Wellness Lab, focusing on the three pillars of physical health, mental health and nutrition. A key element of this is the Manulife Walk smartphone app, which includes a pedometer function. A pair of shoes is donated to children in developing countries for 130,000 steps taken by men and 120,000 by women. So far, more than 1,000 pairs of shoes have been donated. The company also offers lower insurance premiums to customers who achieve a regular walking target.

Partly as a response to the frenzied consumerism of Black Friday in the US, Manulife came up with Giving Tuesday, a one-day event for employees that, for the past two years, has been extended to a week, explains Okamoto.

“Last year, the event included selling foodstuffs from the

Kumamoto area to employees and then donating the money to the places affected by the earthquake [on April 16, 2016],” says Okamoto.

Another company with a history of CSR activities is consumer products group Unilever. In November 2015, it shifted the powering of all its operational sites in Japan to renewable energy, and since has extended this policy to its outside suppliers. Japan is the first country where Unilever has achieved this, and it is a step towards the company’s global target of becoming carbon positive by 2030.

Most of Unilever Japan’s products are now sold with a Green Power mark to show they have been made using 100% renewable energy, explains Seikei Itoh, head of communications for the company’s Japan operations.

In terms of overall approach to CSR, many Japanese companies have traditionally engaged in activities unrelated to their core operations, but “if business conditions worsen, they have to stop,” suggests Itoh.

100mn

LIXIL has a target of helping to provide basic sanitation to 100 million people by 2020

One Japanese company that bucks that trend is LIXIL. Around a billion people across the globe are users of LIXIL’s products for houses and buildings, including its many water-technology products. An impressive number, but it is dwarfed by the 2.4 billion who are still deprived of basic sanitation.

“We’ve sent people to the moon and back, but one in three people lack access to a proper toilet”

Hundreds of thousands of children die annually from diseases related to inadequate sanitation, and huge numbers of teenage girls drop out of school because of the risks associated with having to go to the toilet in the open. According to a report by independent global advisory firm Oxford Economics in collaboration with LIXIL, the cost to the global economy of poor sanitation was \$223 billion in 2015, up more than 20% from 2010.

“We’ve sent people to the moon and back, but one in three people lack access to a proper toilet,” points out Jin Montesano, an executive officer at LIXIL who oversees the company’s CSR activities.

LIXIL is dedicated to changing that situation, with a target of helping to provide basic sanitation to 100 million people by 2020. The cornerstone of those efforts is the company’s range of innovative toilets, designed for the needs of different communities suffering from poor sanitation.

More than a million units of its SATO (safe toilet) are already in use, and have improved the lives of roughly five million people, while the Micro Flush Toilet System and Green Toilet systems are currently in development. At the end of February, the company announced the Toilets for All campaign. For each of its “shower toilets” sold in Japan, LIXIL will donate a SATO to a developing country.

Although LIXIL has partnered with charities and NGOs, including the Gates Foundation, UNICEF, the Japan International Cooperation Agency (JICA) and WaterAid, it takes a business-oriented approach to the issue.

“The solutions for the base of the pyramid require a proper business plan; it’s not a charity,”

explains Montesano. “New projects need to have a five-year breakeven plan so that the business model is sustainable.”

Pharmaceutical company Boehringer Ingelheim also takes the approach of aligning its CSR activities with its business strategy. In June 2011, it launched the Making More Health (MMH) programme in collaboration with Ashoka, a social entrepreneurship network and NGO. The programme aims to support Boehringer Ingelheim employees create solutions that will help in the prevention, diagnosis and treatment of a variety of health problems.

Just as at many companies operating in Japan, staff at Boehringer Ingelheim were spurred to greater participation in CSR by the events of March 2011 in Tohoku. The pharmaceutical firm began

a “From Heart to Actions Contest” in Japan in 2011 — part of its MMH initiative — for which teams of employees submitted plans for their own CSR projects. The winning ideas included sign-language interpretation for drug information, providing foot baths for elderly evacuees in temporary housing, and bringing children from the disaster areas to the company for a one-day internship.

“More than 2,000 out of 2,300 employees have participated in the projects,” explains Yukinobu Kubota, a Boehringer Ingelheim spokesperson.

As well as benefiting the disaster-affected areas, the programme has also helped boost a spirit of entrepreneurship among employees, according to Kubota.

This is the type of win-win situation that truly effective CSR can deliver. ●

the bottom line

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Signs of promise

Why aren't more global investors buying Japanese equities?

The necessary elements for a strong rally in Japanese equities are in place. Global growth is picking up, but the Tokyo Stock Price Index (known as TOPIX), which traditionally reflects this, is only making small gains.

Smaller companies are set to benefit from improving domestic economic data, with the Bank of Japan forecasting real GDP growth at around 1.4% for 2017. The number of share buy-backs is at a record high, while dividends look ready to grow thanks to strong cash balances in corporate accounts. Goldman Sachs is forecasting a respectable 12.5% in corporate earnings growth for the many companies with year-end reporting dates of 31 March.

And yet, the Japanese stock market has substantially underperformed other major stock markets. The MSCI Japan Index is only up 1.6% year-to-date compared with 5.9% on the international MSCI Kokusai Index.

Japanese companies appear cheap. The TOPIX index trades at an average of 1.75 times book value, whereas the US's S&P 500 index trades at nine times book value and the MSCI Europe index at four times.

Meanwhile, stock market trading volumes in Japan are low, and overseas investors were net sellers in March.

But why are investors willing to pay so much more for US and European shares, than for Japanese shares?

Prime Minister Shinzo Abe's problems over the Tsukamoto kindergarten and Toshiba's possible ¥1 trillion (\$9 billion)

loss tied to its US Westinghouse nuclear division, are minor distractions at most.

More fundamental reasons can be found in a widely-reported market comment piece from Mizuho's chief equity strategist, Masatoshi Kikuchi, published in March. He complains of:

- a lack of growth stocks,
- a lack of bold restructuring stories around value stocks,
- limited expectations around labour market reform and corporate governance.

These points will ring true to investors in Japan.

One can't help but bemoan the disappearance of the US from the Trans-Pacific Partnership agreement, the completion of which would surely have given Abe political cover to undertake many of the reforms of his "third arrow" of structural reform. The Regional Comprehensive Economic



Partnership (RCEP), a tariff-only trade deal with China and ASEAN nations, is thin stuff by comparison.

A red herring, often cited by Japan bears, relates to demographics: Why invest in a country with a shrinking and rapidly ageing population?

This argument is valid for smaller, domestic-focused stocks. But global investors tend to focus on the TOPIX, which contains many large world-class exporters. For these, a shrinking domestic market is

an irritation, not a threat to their existence.

While I am sympathetic to Masatoshi Kikuchi's attempts to explain the underperformance of Japanese equities in recent months, I am inclined to believe that his views are overly pessimistic.

An improved economic environment, with rising corporate profits, will surely encourage the emergence of growth stocks and also provide necessary cover for corporate restructuring and labour reform.

Importantly for the Japanese psyche, Consumer Price Index inflation is now positive. The demon of deflation appears to have been vanquished. This can, at least partly, be attributed to the first two arrows of Abenomics — loose monetary policy from the Bank of Japan and fiscal stimulus.

Assuming Abe weathers the kindergarten scandal, a third term in office looks likely given his close association with these policies. And investors like political stability.

Capital spending by companies is growing — an indicator of improving confidence — as are wages, currently up around 1% in nominal terms from a year ago, and 0.5% in real terms. Wage growth will boost domestic demand.

Given the improved macro-economic environment — and with our fingers crossed that the yen does not suddenly become a safe-haven currency for geopolitical reasons — the Japanese stock market appears too cheap to ignore. It should soon be attracting global investors, particularly away from US stocks. ●

Tom Elliott is an international investment strategist with the deVere Group in London.





The royal advantage

Luxembourg Ambassador to Japan Béatrice Kirsch

This year, Luxembourg Ambassador to Japan Béatrice Kirsch celebrates 25 years working for the Ministry of Foreign Affairs. She started her career representing Luxembourg at the United Nations in New York, dealing with human rights issues, social questions and gender issues. She has also served at the Organization for Security and Co-operation in Europe, focusing on disarmament and security issues in Eastern Europe; and on the Council of Europe, once again dealing with human rights issues. After a posting to London as Deputy Head of Mission, Ambassador Kirsch came to Tokyo in 2014. She is also non-resident ambassador to the Republic of Korea and the Philippines. She spoke to *Eurobiz Japan* about the privileges associated with having a royal family, Luxembourg's presence in outer space, and changes to the country's bank secrecy rules.

How is the embassy helping to promote Luxembourg in Japan?

Luxembourg is not very well known. We tend to be a bit underrepresented in the international media, so our mission is to spread the news, to inform the Japanese and South Koreans, about the options and possibilities they have in Luxembourg.

The finance sector they know. There is long-standing cooperation – the first Japanese banks

opened up in Luxembourg in the 1970s. With the finance sector, it's more about telling them what else they could do in Luxembourg.

Tourism is something that we're working on very hard. What Japanese people tend to like about Luxembourg is the history, and the many Michelin-starred restaurants in Luxembourg – not quite as many as in Tokyo, but almost. And you can visit Europe very comfortably starting from

Luxembourg. It's close to Paris, Brussels, Amsterdam, London and Berlin.

Luxembourg is very multicultural. Foreigners make up 45% of our society, and 70% of our workforce is foreign, mostly from the EU. Either they live in Luxembourg or they commute to Luxembourg every day. The population is close to 600,000 at night, and almost 800,000 during the day – which makes for big traffic jams.

What are some of your office's specific goals for this year?

This year is the 90th anniversary of bilateral diplomatic relations between Japan and Luxembourg, so it has a special atmosphere. There will be more visits from Luxembourg this year – we will be even busier than usual.

We are expecting a high-level official visit, probably at the end of November. Traditionally, our economic missions are led by our Crown Prince. Luxembourg is a monarchy and has a royal family. There are very strong, long-standing links with the imperial family of Japan. That opens many doors. It makes a big difference.

Could you highlight some specific areas of collaboration between Japan and Luxembourg?

It's not well-known, but the second-largest satellite company in the world, the Société Européenne de Satellite, has headquarters in Luxembourg. Since last year, we have been developing our cooperation with Japan in the area of space mining for precious metals on near-Earth objects. We are developing the framework for countries who want to develop business activities in outer space.

There is also cooperation in life sciences. Luxembourg and Japan have many similar interests in terms of ageing populations.





A photograph of a man in a dark suit and striped tie, standing with his arms crossed. The background is a blurred cityscape at sunset or sunrise, with warm orange and yellow tones.

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Our National Research Fund signed, in 2015, a cooperation agreement with the Japanese research institute, RIKEN. At the moment, there is a Japanese researcher from RIKEN working in Luxembourg on stem cells. Most of their research is on Parkinson's, Alzheimer's – the kinds of diseases that concern ageing populations.

What is happening on the level of cultural exchange?

Culturally, Japan is very attractive for Luxembourg artists. There is already quite a tradition of musicians coming – jazz and classical. We have a number of jazz bands that have been coming for four or five years, who are signed to record labels here and release their music in Japan. A couple of years ago, there was a jazz musician, Pascal Schumacher, who composed an album called *Left Tokyo Right* using the piano upstairs in the Ambassador's residence.

How do you see an EU–Japan Economic Partnership Agreement benefiting Luxembourg?

It's a good thing. Luxembourg is a small economy and has benefited so much from the European single market. It started even before the European Union. Because of its location and the fact that there was a steel industry, Luxembourg developed a legal framework that would allow our steel industry to work with the industries of its neighbouring countries and beyond.

Luxembourg has always been a very open market. It has to be. We benefit from all of these free

trade agreements, and are obviously very much in favour of them. A protectionist approach would be counterproductive.

How has ending the country's bank secrecy rules changed the business environment in Luxembourg?

Unfortunately, Luxembourg is often known for the wrong things. In the framework put in place in the 1960s to develop the banking sector there was the option of bank secrecy, which was also common



elsewhere at the time. Since the 1990s, it became obvious that this was not relevant anymore, and discussions of abolishing this had been going on for a long time. So, when bank secrecy was abolished on 1 January 2015, no one was really taken by surprise. They had adapted. There were fears that the sector would suffer from those changes, but it didn't. Those changes have actually proved beneficial.

The fact that Luxembourg did this was very positive for

“There are very strong, long-standing links with the imperial family of Japan”

its image and its reputation. Plus, this happened in parallel with a very proactive approach of Luxembourg in the international context, working together to create a transparent, level playing field when it comes to international taxation. Things are changing, and it's important that this is happening on an international level.

Could you tell me about the annual “Japan Through Diplomats’ Eyes” photography exhibition and how you are involved?

“Japan Through Diplomats’ Eyes” was created 20 years ago by one of my predecessors, Pierre Gramagna, a Luxembourg ambassador who is now minister of finance. It is under the patronage of Her Imperial Highness Princess

Takamado. The idea is to show to Japanese people how diplomats – foreigners whose mission it is to try and understand

Japan – how they see Japan, and how they represent Japan in pictures.

The exhibition is shown in Tokyo, but it also goes on the road – to Nagoya, Kobe, Sapporo. As president of the committee, I go to the openings when I can. It attracts a lot of attention because of the patronage of her Imperial Highness.

On 11 May, we will have a retrospective exhibition celebrating the 20th anniversary, and then we will have our usual annual exhibition in October. The next topic is going to be, “Japan: Country of Contrasts”.

People's entries are getting really technically sophisticated. Some people take their photography very, very seriously. ●



Belgium and Luxembourg

Making connections

European integration was forged with coal and steel. In 1951, Belgium and Luxembourg — together with France, Italy, West Germany and the Netherlands — signed the Treaty of Paris, formally establishing the European Coal and Steel Community, and taking the first step towards economic integration. This organisation would lead to the creation of the European Economic Community in 1957 and, ultimately, the European Union in 1993. To this day, Luxembourg continues to have a thriving steel and mining sector; ArcelorMittal is the world's largest producer of steel, with an annual production capacity of more than 110 million tonnes.

Belgium and Luxembourg were also among the founding members of both the UN and NATO, further proof that forming strong and lasting connections with other countries is part of their national identities. Many com-

panies of Belgium and Luxembourg are also in the business of connecting the world.

Founded in 1985, Luxembourg's Société Européenne des Satellites (SES) was Europe's first private satellite operator and, today, is a world leader in the industry. The firm's satellites provide secure communications for businesses and governments, as well as networks for broadband access and mobile services — making physical distances irrelevant and helping people stay connected to events happening in every part of the globe, and to one another. Ten broadcasters in countries such as the UK, the US and Japan relied on SES satellites to transmit the 2016 Olympic Games from Rio de Janeiro.



Logistics firm Cargolux, established in 1970, has grown to become the biggest all-cargo airline in Europe. Luxembourg's strategic location, close to many European capital cities, enables Cargolux to efficiently link businesses with their clients in any of the more than 90 global destinations it serves.

Belgian firms are also actively involved in ensuring strong connections around the world. Barco's projectors, display systems, sound equipment, and software allow people to share information more smoothly and work together more effectively. Its wireless presentation and collaboration system ClickShare, for example, lets employees send content on their laptops or smartphones to meeting room screens with just a single click. Half of Fortune's Global 500 companies have installed Barco's products in their boardrooms.

Personal connections are also helped along with one of the world's most popular gifts — chocolate. The renowned manufacturer of premium chocolates, Godiva, was founded in Brussels in 1926. Its sales reached \$792 million in 2015, meaning an extraordinary number of its iconic gold boxes changed hands in the celebration of holidays and as expressions of appreciation or love to mark special occasions.

Antwerp's diamond district is the oldest in Europe and one of the largest diamond trading quarters globally. The district handles more than 80% of the world's rough diamonds, and has an annual turnover of €20 billion. Grunberger Diamonds draws on three generations of experience in the industry. It is the world's largest producer of ideal cut Hearts and Arrows diamonds — the finest diamonds of the highest standard, according to the American Gem Society. Every month, the company manufactures hundreds of thousands of diamonds, many of which are sure to end up hidden in jewellery boxes to surprise thousands upon thousands of special someones.

For generations to come, businesses in Belgium and Luxembourg will continue to be examples to the rest of Europe, and to the world, of the value of unity and connectedness. ●



Area

Belgium: 30,528 km². Coastline: 66.5km.

Luxembourg: 2,586 km². Landlocked.

Climate

Belgium: Temperate; mild winters and cool summers; rainy, humid and cloudy.

Luxembourg: Modified continental with mild winters and cool summers.

Major cities

Belgium: Brussels (capital), Antwerp, Ghent and Liège.

Luxembourg: Luxembourg City (capital).

Population

Belgium: 11,323,973 (July 2015, estimated).

Urban population:

97.9% of total population (2015).

40.5% are 25–54 years of age.

Luxembourg: 570,252 (July 2015, estimated).

Urban population:

90.2% of total population (2015).

44.37% are 25–54 years.

Natural resources

Belgium: Construction materials, silica sand, carbonates and arable land.

Luxembourg: Iron ore and arable land.

Trade with Japan

Belgium

Imports from Japan: €8.3 billion

Exports to Japan: €3.6 billion

(SOURCE: BELGIAN FOREIGN TRADE AGENCY, 2016)

Luxembourg

Imports from Japan: €394.7 million

Exports to Japan: €69 million

(SOURCE: STATISTICS PORTAL OF THE GRAND DUCHY OF LUXEMBOURG, 2016)





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BELGIUM AND LUXEMBOURG

A LOOK AT SOME COMPANIES FROM THE REGION



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Slush Tokyo 2017

Foundations of a vibrant startup ecosystem in Japan

The 3rd annual Slush Tokyo started with thunderous applause as Antti Sonninen, Slush Tokyo CEO, stepped into the red and blue stage lights, with dance music pounding in the background.

This electrifying atmosphere is a far cry from how Slush started in 2008. Initially, it was a gathering of 300 individuals, organised by a few serial entrepreneurs in Helsinki, Finland.

In 2011, the movement was taken over by a group of university students who began exporting it to other parts of the globe. Today, Slush has annual gatherings in Helsinki, Beijing, Shanghai and Singapore, attracting tens of thousands, including representatives from startups, investors, and members of the media. However, in nine years, its philosophy has not changed: to help the next generation of great, world-conquering companies go forward.

The event has also become a hit in Japan. This year, on 29 and 30 March, a record 6,000 attendees flocked to Tokyo Big Sight to see the innovations of 500 startups from six continents. Slush is very different from the typical Japanese event — the dress code is casual, Japanese honorifics are banned, and entrepreneurs are treated as if they were rock stars.

“Japan is an excellent place to find inspiration”

“The bias against entrepreneurship remains systemic in Japan and surrounding Asia,” Sonninen told *Eurobiz Japan*. “Our purpose is to ensure startups exist in the region and are well-supported.”

The lineup of speakers for Slush Tokyo 2017 is proof of the event’s galvanising role for the Japanese startup ecosystem. Included on the list were Uber co-founder, Garrett Camp; Renault-Nissan chairman, Carlos Ghosn; and 500 Startups founding partner, Dave McClure.

“I’ve attended Slush Tokyo a couple times now, and with each visit the local startup

community has grown considerably,” says Paul Bragiel, managing partner of i/o Ventures, a Silicon Valley seed fund, and the event’s final

speaker. “Before, I’d never meet Japanese entrepreneurs in San Francisco. Nowadays, that has changed. It’s exciting to witness.”

In the exhibition area, there were booths featuring products from a range of fields, including AI, IoT (internet of things) technology, domestic and drone robotics, augmented and virtual reality media, cyber-

security tools and consumer electronics.

Andreas Söderberg, CEO of Build-R, had a booth inside the Innovation Sweden pavilion. He has developed the world’s first automated system for drywall installation. And this year, Build-R is expected to introduce an industrial robot with a mobile table-sized platform and navigation sensors, which can be controlled remotely. It is estimated that the robot will be able to do the work of 70 carpenters, significantly improving productivity levels in the construction industry.

“If you’re as into robotics as we are, Japan is an excellent place to find inspiration,” said Söderberg. “Slush Tokyo provides a tremendous opportunity for global startups like ours to gain traction here.”

Dot Incorporation created the Dot Watch for the blind and deaf. The company used patented braille technology to provide its target users with an experience richer than any other watch currently on the market. During this year’s event, Dot Incorporation closed a ¥10 million deal with Recruit and two other investors.

Slush Tokyo 2017 has continued to follow through on Sonninen’s promise to lay the foundations of a vibrant startup ecosystem in Japan. ●



Simon Collier

A strong voice

“I had been in more tricky spots during my year in Japan than I would have imagined possible in a hundred lifetimes ... But while I had survived on the previous occasions, this bit of bother seemed to be above and beyond all others, and was surely the end of Robert S. Milligan Esq.”

So laments the main character of Simon Collier’s *Milligan and the Samurai Rebels* as he is tied up and left for dead in the line of fire of the Royal Navy’s gunner ships. This book is the first of two humorous historical novels by Collier set in the years leading up to the start of the Meiji Restoration in 1868. Both novels feature Milligan, a British diplomat in Japan whose weaknesses for women and drink frequently get him into trouble.

“I think that the Meiji Restoration era of Japan is one of the most exciting, and important, pieces of global history,” states Collier. “It’s extremely poorly understood in the West,

and I think that’s a real shame. The idea was to make my books entertaining stories where, as a by-product, people would learn about what a fantastic period of history it is. I take the history seriously; I don’t cheat on the history.”

Collier, born and raised in Oxford, England, often feels obliged to adjust how he speaks English in Japan to ensure that everyone understands what he’s saying. But in his books, he gives full voice to his British English and sense of humour.

“There’s no point in me making cricket metaphors in a business meeting because no one’s going to get it,” Collier says. “That’s why Milligan is quite deliberately over the top in the Britishness of his English.”

From 2001 to 2006, Collier worked at the British Embassy in Tokyo, for a year as World Cup Attaché and then as First Secretary of Inward Investment. It would be a stretch to say that he drew on his time there as inspiration for his books, but it was part of the motivation for him to start writing.

“Fortunately, I wasn’t involved in many sword fights in my time at the embassy,” Collier jokes. “Partly, the decision to write these books was driven by my feelings as a diplomat in Japan that we were spoiled. We should all be reminded of what it was like for the first guys, the original diplomats and merchants here, who lived in daily fear of getting their heads cut off.”

It took around three years for Collier to complete each book — a year of serious history-reading and planning, and then two years of writing.

“But, obviously, it would have been much shorter if I hadn’t had the day job,” he notes.

Collier’s day job is as head of public and governmental affairs at Bayer Holding, the

“Fortunately, I wasn’t involved in many sword fights in my time at the embassy”



Do you like natto?

Time spent working in Japan:
18 years.

Career regret:
Not having played left wing for Manchester United.

Favourite saying:
Nietzsche's "Build your cities on the slopes of Vesuvius! Send your ships out into uncharted seas!" It's a great reminder to take risks in life and do adventurous new things.

Favourite book:
Jude the Obscure by Thomas Hardy.

Cannot live without:
For years, I would've said football, but these days the answer is probably books.

Lesson learned in Japan:
Get the details right. And do your homework.

Secret of success in business:
Treat people with respect. And then even if you don't see success, at least you treated people with respect.

Favourite place to dine:
St. Buffalo. It's a hamburger steak restaurant that's a weird mix of Japanese and Americana. The kids love going there.

Do you like natto?:
No, I can't stand it. My wife and kids love it, and I can't even bear to be in the same room.

Japanese subsidiary of German life science giant Bayer.

"It is a very well-established company, famous for Aspirin, of course," explains Collier. "It's over 150 years old, and even its Japan subsidiaries are over 100 years old. So, although it's a German company, Bayer Japan is also a very Japanese company with a very strong history here."

As part of his role at Bayer, Collier also holds the position of director general for the European Federation of

Pharmaceutical

Industries and Associations (EFPIA).

This organisation represents European pharmaceutical firms active in Japan, with the aim of helping to get innovative drugs from Europe into the Japanese market for patients here. Collier speaks on these firms' behalf in discussions with the government regarding changes to the policy environment.

"Essentially EFPIA is the voice," says Collier. "European companies talk through EFPIA, and the outcome impacts the whole industry. It's a very important organisation for all the companies concerned."

Collier understands the power of a strong voice. And whether at work or in his novels, he uses his to great effect. ●

THINGS TO DO BEFORE YOU'RE 50

Still feeling young but starting to creak? Grey hairs starting to appear?

Both professionally and financially, the period between our 40th and 50th birthdays is usually a very busy and important decade. So many decisions are made that affect the life we will lead in our later years. As we make our way through this period, it's important to check whether you have a strong financial foundation in place and are ready to move confidently into the remaining chapters of your life. Below are a few points you should consider as you plan for your future.

1 ENSURE YOU'RE INSURED

The majority of people in their forties will have dependants, whether children, spouses or partners, or increasingly elderly parents. From our experience, many of these people simply do not have enough life cover to ensure their dependants can maintain their lifestyles if they were to die prematurely.

It has been a long-standing practice in financial services to ask prospective clients to imagine they were dead and to think about the lifestyle their beneficiaries would lead over 24 hours. The most common reaction is for the colour to drain from their faces.

The first step in any financial plan is to ensure that you have enough life and critical illness cover to provide security should the unthinkable occur.

2 PLAN SERIOUSLY FOR RETIREMENT

With life expectancy increasing and pension and social security systems as we know them breaking down, failing to plan for your autumn years could leave you in penury or dependent on the state, family or friends.

At what age do you want to stop work? What lifestyle would you like to enjoy? How will you build the income you require to replace your existing arrangements?



Mr. Trevor Webster,
Managing Partner, Taylor Brunswick Japan

“start writing things down that you want to do with your life.”



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If you're 40 now and want to retire at 60 that's 240 paychecks until retirement. Given that life expectancy is, on average, 85, you will have 240 pay days left to plan for 300 months where you will not have a salary and have to live off your savings. You need to plan and you need to start now.

3 BE TAX EFFICIENT

Where do you invest? Is it tax efficient? Do you benefit from tax deferral? Very often the headlines focus on the fees of funds we have invested in. While this is an important issue, an even larger issue is the detrimental effect the taxation of savings has on your investments.

So be smart and structure your wealth and financial planning in the most efficient way. Tax avoidance is illegal, tax deferral is not.

4 LIVE LIFE NOW

As the saying goes, 'All work and no play make Jack a dull boy'. None of us will live forever, and if you haven't done so already, start writing things down that you want to do with your life. Call it your bucket list. If you had 12 months to live, what would you do? Where would you go? Who would you go with? Family and work commitments may make some things impractical. However, start planning what it is you would like to do most, and then plan to go do it! Don't be the person who could have, would have, should have, but didn't.

To conclude, it's vitally important we form a robust foundation for the future and that of our loved ones. This will include adequate insurance and retirement provision, as well as planning for the years after retirement where some form of additional care may be needed.

The Cheshire Cat in *Alice in Wonderland* asked Alice "Where are you going?" Her response was, "I don't know." We can't let our lives be the same. We must plot a way to the life we want to lead in what is arguably the most productive decade of our lives. If you don't know where to start, then speak to a professional financial advisor immediately.



Would you trust your fingerprints to an entity that isn't the government? Travellers coming to Japan have no choice but to be fingerprinted and photographed upon entry at airports. But a trial programme is examining whether fingerprints could also be used as a payment method for tourists.

Working with travel agency JTB, technology firm NEC, and other vendors, Japan's Ministry of Economy, Trade and Industry launched the Touch & Pay service in the autumn of last year. Under the programme, tourists register their fingerprints and credit card details before hitting popular sightseeing spots such as Hakone and Yugawara in Kanagawa prefecture. Paying is as simple as touching one's

service is still being evaluated.

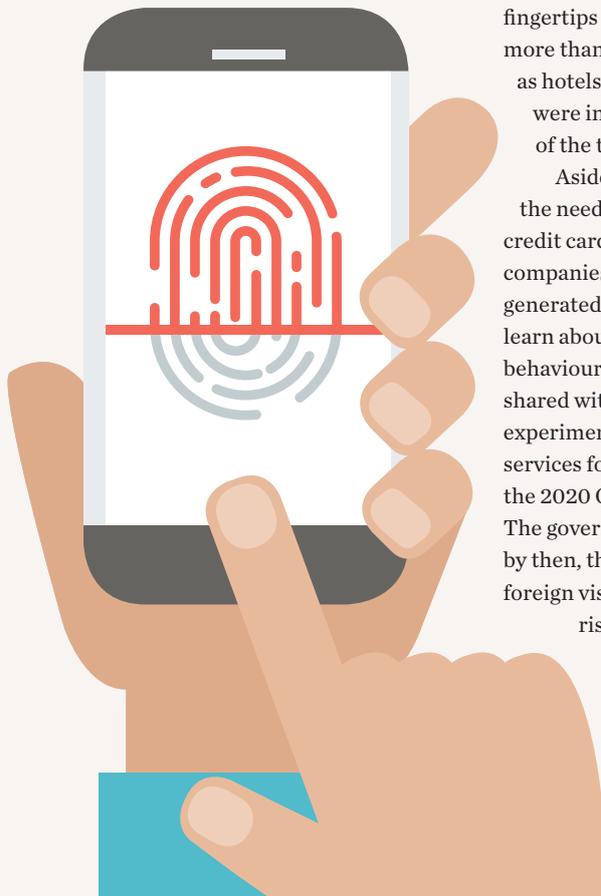
Japan has been at the forefront of mobile payments for years, despite the fact that cash is still popular. NTT DOCOMO, the country's largest mobile carrier, introduced its Osaifu Keitai mobile wallet service in 2004, ten years before Apple Pay came to Japan. However, payment authorisation via fingerprint scanning has been slower to catch on both in Japan and overseas. The Samsung Galaxy S5, launched in 2014, was the first smartphone to use a finger sensor to authorise payments at stores and online merchants; users had to link their phones to a PayPal account.

The proliferation of ID hardware on smartphones is one reason Juniper Research believes that by 2019, annual downloads of biometric authentication apps will reach 770 million. Credit card companies are slowly catching on. In a survey of over 14,000 European consumers, Visa reported last year that two-thirds want to use biometrics when making payments; and 81% said fingerprints were the most secure method, followed by iris scans at 76%. MasterCard, meanwhile, is doing a global rollout of its Identity Check Mobile programme, which uses facial recognition and fingerprints to verify cardholder identity during online shopping, following trials in North America and the Netherlands.

According to Apple, 89% of users with phones and tablets that have its Touch ID technology use the fingerprint scanner to unlock them. If that's anything to go by, people are going to be doing more and more with their fingertips in the next few years. ●

Cash, credit or fingertip?

Fingerprint scans could become a popular way to pay



fingertips to a scanner. And more than 200 businesses, such as hotels and souvenir shops, were included in the scope of the trial.

Aside from eliminating the need to proffer cash or credit cards, one benefit for companies is that the data generated can be analysed to learn about tourists' shopping behaviour, which can then be shared with stores. It's also an experiment in streamlining services for travellers ahead of the 2020 Olympics in Tokyo. The government hopes that by then, the annual number of foreign visitors to Japan will rise to 40 million and spending will hit ¥8 trillion. The trial of the Touch & Pay

EXCEEDING EXPECTATIONS

Tokyo has it all for residents

TEXT BY DAVID UMEDA

Whether you have questions on dining or catering, staying fit or healthy, education or recreation, beauty care or medical care, you can find all the answers you're looking for in Tokyo.

OFFICE OR RESIDENCE

Servcorp (www.servcorp.co.jp/en/) provides the world's finest serviced offices at five-star locations across the globe. Servcorp Japan's range of options include quality serviced office solutions to suit your requirements, virtual offices with easy online sign-up in less than five minutes, cost-effective coworking workspaces, and meeting rooms with complimentary access to business lounges. All 15 prestigious locations in Tokyo — as well as those in Yokohama, Osaka, Nagoya and Fukuoka — offer Virtual Office packages, Serviced Office suites, and Meeting Rooms.

Serviced Apartments Azabu Court (www.azabucourt.com) is an extended-stay hotel where you can enjoy comfortable living by just bringing your suitcase. The rooms are equipped with bathroom and kitchen; basic furniture such as bed, sofa, table and cabinets; TV set; WiFi; refrigerator, microwave oven, cooking utensils, dishes, pots and pans. There is also a reception

concierge service, as well as linen and room-cleaning services. Azabu Court is in the exclusive neighborhood of Azabu, just a four-minute walk from Hiroo Station.

Boasting 27 brand-new Studios and 21 brand-new One-Bedroom Apartments with a study, **Oakwood** (www.oakwood.com) offers warm and welcoming units, in vibrant hues and with contemporary interiors. The apartments are fully furnished with amenities, and a completely equipped kitchen allows



guests to entertain in the privacy of their own residence. Guests can alternate seamlessly between work and leisure. There is access to two subway lines; both a local and international supermarket nearby; and the Tokyo American Club, Tokyo Tower, Shiba Park and Zozoji Temple just a stone's throw away; with a 15-minute walk to Roppongi and Azabujuban for great dining options.

EDUCATION

The keyword at **St. Alban's Nursery** (www.saintalbans.jp) is "personalised". Small is beautiful. 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 on the leafy grounds of

Tokyo puts residents' minds at ease when it comes to daily living and wanting to feel right at home.



Each child is able to develop his or her unique individuality in an atmosphere of very personalised care

technology to ensure students are prepared to develop into, and thrive as, global citizens. It's a team effort involving parents, students and teachers.

At **The American School in Japan's Early Learning Center** (<https://www.asij.ac.jp/elc>), every morning is the beginning of a journey. Every day holds the promise of something brilliant and unexpected. The students walk into a spacious school eager to explore and experiment; to play and pretend; to dream and to build; and to share the thrill of discovering a new project, a new activity, a new idea. From the ELC, it's easy to reach ASI's elementary school on the Chofu campus.

RETAIL

Republic of Fritz Hansen (www.fritzhansen.com), founded in Denmark in 1872, has an Aoyama store directly operated by Fritz Hansen and located just two minutes from



Omotesando Station. Here you can touch and feel Danish classic and contemporary designs in an atmosphere of Danish hygge, or homey warmth. Also at the store, Fritz Hansen's Choice 2017 is a new interpretation of Arne Jacobsen's iconic Series7™ chair that imbues the functional, minimalist Danish design form with the soft, feminine colours of Japanese cherry blossoms. The shell is available in two colours, merlot and nude, and comes with a 22-carat rose-gold coating base.

BEAUTY CARE

NUA International Wax & Beauty Salon (www.nuajapan.com) now provides SHR Hair Removal. SHR is the latest hair removal technology that offers super-fast, practically painless, permanent removal of body hair — including blonde hair. The procedure is also safe for those with tanned skin. NUA is offering a 50% discount for first-time Ladies Bikini SHR, Underarm SHR, and Men's Full-Back SHR until 31 May. The SHR treatments are currently available only at NUA Omotesando (tel: 03-6804-5285 or email: info@nuajapan.com).

MEMBERSHIP

Tokyo American Club (www.tokyoamerican-club.org) is a second home for more than 3,800 members and their families, from more than 50 nations. Described by the McMahon Group as "quite possibly the finest private club facility in the world", the multi-story facility in Azabudai offers a diverse range of outstanding recreational, dining, fitness, and cultural activities and amenities, and numerous opportunities to mix with likeminded members. The Club has long been a hub for the business community.

Tokyo puts residents' minds at ease when it comes to daily living and wanting to feel right at home.

St. Alban's church, but remains non-denominational, welcoming children of all nationalities and backgrounds.

Gymboree (www.gymboree.jp) offers an array of developmentally appropriate play, music and art classes. Creative activities, equipment, toys and props change each week to ensure maximum challenge for your child, whether four months or four years of age. At Gymboree, your child can learn social skills, practice sharing, explore new thoughts and make friends. And you can network with other parents. The Power of Play — Enhancing your child's social and cognitive development at Gymboree Play & Music.

Nishimachi International School (www.nishimachi.ac.jp) is committed to educating international and independent thinkers. Acquisition of skills such as adaptability, flexibility, cross-cultural sensitivity and communication is central to the Nishimachi mission. To keep abreast of developments in pedagogy and information technology, the school is constantly re-evaluating and refining the curriculum, assessment, and integration of





Information

■ **Size Range of Units :**

Standard Studios (20-22㎡) , Large Studios (25㎡)
1 Bedroom Suites (33-52㎡) , 2 Bedroom Suite (71㎡)

■ **Bedrooms :** 60 Units

■ **Parking Facilities :** 2 Spaces

■ **Room Rates :**

Daily	JPY8,200	to	JPY28,000	per night
Weekly	JPY7,050	to	JPY23,800	per night
Monthly	JPY5,700	to	JPY19,100	per night

■ **Overview**

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We are members of the Fitness Club Hiroo for exercise and fitness studio programs, and tickets are for sale at the reception for JPY1,400/one-time.

■ **Inquiries**

Pacific Rim Development, Inc
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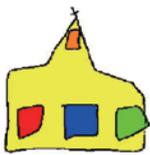


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If you drive a foreign car, chances are that venerable Scandinavian firm Wallenius Wilhelmsen Logistics helped bring it to you.

Not so long ago, there weren't any foreign cars on Japan's roads. For decades, the Europeans, too, drove mostly European vehicles.

"It took until the 1950s before somebody thought about exporting and importing cars," says Axel Bantel, president

of Toyota, Mercedes-Benz and General Motors all have their cars rolled on and off WWL's vessels at ports around the world every month. WWL also transports buses, trucks and heavy machinery — even yachts, trains and windmill blades. Headquartered in Oslo, Norway, with a regional office for Asia-Pacific in Tokyo, the logistics firm employs 7,000 people in 27 countries.

That kind of success did not come without innovation. When WWL began shipping Volkswagens across the Atlantic in the 1950s, it took several days to load a few hundred units onto a bulk vessel by using cranes. The introduction of ramps in the 1960s allowed cars to be driven on and off the vessel, speeding up the process. And now, ships with a capacity of up to 8,000 cars can be loaded in hours.

environmental impact of what is considered one of the dirtier industries. Take ballast water, for example. Ships suck in water in one coastal region after loading cargo and discharge it in another when unloading — a major environmental problem since the water contains bacteria, viruses, plants and animals. Wallenius Water, a sister company, developed a non-chemical solution for purifying ballast water and has helped in pushing for this to become an industry standard.

Ships also use heavy diesel oil known as bunker fuel which contains sulphur and other chemicals that contribute to health problems, climate change and acid rain. Last November, the United Nations' International Maritime Organization decided to lower the global cap of 3.5% on sulphur content to 0.5% by 2020. WWL has been ahead of them for over a decade, operating on a self-imposed limit of 1.5% and further lowering sulphur content to 0.1% in all ports worldwide last year.

"As a shipping line, we impact the environment," he explains. "It is only fair that we take care of it. Our approach is, rather than react to new legislation, to be proactive so we can control our environmental footprint and our costs."

WWL's ties to this part of the world date to the mid-1960s, when Japanese car companies began exporting their cars to Europe.

"The Japanese shipping lines didn't believe that Japanese cars could be successful overseas and were hesitant to invest," says Bantel. The company began rerouting its ships to Asia, and the rest is history. "Today we are still one of the few foreign companies supporting original equipment

Ship Shape

Wallenius Wilhelmsen Logistics

of Asia Pacific at Wallenius Wilhelmsen Logistics (WWL). Today, the chances are that if you drive a foreign car in Japan, Europe or the US, his company helped transport it.

WWL was formed in 1999 out of the merger of Wallenius Lines (Sweden) and Wilhelmsen Lines (Norway), "two very traditional, old Scandinavian shipping companies," explains Bantel. It is now the world's largest logistics service provider for cars, high and heavy construction equipment, and specialised cargo. The group operates 130 ships and moves over 7 million vehicles around the planet every year.

Still, it is a tough, complicated business. With the expansion of globalised capitalism since the 1960s, shipping traffic has gone from a few key streams to what Bantel calls "a big spaghetti" of overlapping global trade routes. WWL's logistics network extends across land, from a factory in one country to a dealer in another thousands of kilometres away.

"The price pressure is fierce," admits Bantel. The industry has still not recovered from the global financial crisis of 2008 that walloped trade. Transport is also hugely sensitive to fluctuations in oil prices, which have seesawed for years — and roughly doubled after the crisis.

"We need utilisation rates above 98% to be sustainable," he says.

Then there is the demand to reduce the



AXEL BANTEL,
PRESIDENT OF ASIA PACIFIC, WWL

TOSHIFUMI INAMI,
PRESIDENT, WWL JAPAN

manufacturers in Japan with their exports.”

Like most companies, WWL is nervous at the whiff of protectionism wafting from across the Pacific. US President Donald Trump has already killed off the Trans-Pacific Partnership (TPP), a giant trade deal that could have given Japanese businesses a shot in the arm.

“The TPP is dead,” accepts Toshifumi Inami, WWL’s Japan president. The Trump effect is already being felt: some Japanese companies have cancelled plans to set up in Mexico, wary of the prospect of higher tariffs across the border

to America — meaning potentially less cargo on our vessels.

Yet, Bantel sees no cause for alarm.

“Can you curb globalisation?” he asks. “There might be periods when you can, but on a long-term basis the consumer and economies drive what happens. We don’t think the need for our service will disappear. We will continue to evolve along with new technology, changes in the supply chain and customer demand.”

A much more serious issue, has been adapting to changes in Japan over the last few decades. Exports have shrunk because Japanese companies have built manufacturing platforms in Europe, Asia and America. Combine that with the gyrations of the yen and the shrinking domestic market, and you have a very challenging business environment. So, it is remarkable that Japan

is still the world’s largest car exporter — four million vehicles a year. Not bad for an industry almost completely ignored by Japan’s own shipping firms half a century ago.

Technology will help WWL stay ahead of whatever challenges the future brings, say its Tokyo bosses. Software has already dramatically shortened the shipping and delivery time of cars. Ships are better at navigating around bad weather; crews have shrunk to a once unheard of 22 people.

“Maybe in the future, cars might park themselves on our vessels,” says Bantel. It’s a long way from those cranes of the 1950s. ●



THE LEADERSHIP JAPAN SERIES

How To Prepare For Your Talk

BY DR. GREG STORY
PRESIDENT, DALE CARNEGIE TRAINING JAPAN

動かす



Before jumping straight into the slides to build your presentation, take a moment to identify who your audience will be. It might be an internal meeting report to your team, a presentation to your immediate boss or to the senior executives of the firm. It might be a public talk. How knowledgeable are the attendees on the subject matter? Are you facing a room full of experts, or are they amateurs, or a mixture of both? What are the age ranges and the gender mix?

Next, consider the purpose of the speech. Are you there to pass on relevant information, to inform your audience of some facts and figures? Are you there to entertain them, to make people laugh, to boost morale? Is persuasion your objective, to sell them on your vision, idea, product or proposition? Are you trying to motivate them to take action, to rally behind your flag?

You should also think about how long you have to speak. Many may think that a short speech is easier than a longer one. But, depending on the objective, putting together a shorter speech may be the more difficult. Trying to persuade or motivate others usually requires solid evidence to bring the audience around to your way of thinking. In a shorter speech, there is less opportunity to heap on the evidence.

What time of the day will you speak? After lunch and after dinner are two tough slots. Consuming meals and alcohol will sap the audience's energy and attention. If it is an evening affair, where everyone is standing around and your speech is all that separates the masses from the food and drink, expect they will be distracted. In Japan, in such cases, audiences are usually merciless about chit chatting right through your speech. There is that low roar of an ascending passenger jet coming from the back of the room.

How will you dress for success? All eyes will be on you. Given that people absorb a good deal of your message through body language, how you present yourself makes a big difference. In Japan, it is rare to be overdressed for the occasion. Usually, it is better to be more formal in dress than casual. Be careful that your tie, pocketchief or scarf does not compete with your face for the audience's attention.

Where will you stand? Or will you sit down? If you are using a screen, stand to the audience's left of the screen. You want the audience to look at your face and then at the screen. We read left to right, so your face first, then the screen is the natural order.

Japan loves to have the speaker sit down at a table with a microphone stand, so you can drone on and on. This is partially due to attitudes about hierarchy — standing above others and looking down on everyone implies your superiority to the audience.

However, it is better if you stand, simply because you are more easily seen by your audience, especially those seated at the rear. You can use all your body language to bolster the points you are making. If you are required to sit, then sit forward in your chair, and as high as possible in the seat, using voice modulation, gestures and facial expressions to help convey your message.

What will you do to control your nerves before you speak? If you have some space where you cannot be seen, then pacing back and forth, burning off that nervousness, will help you to harmonise your energy levels. Deep, slow breaths from your diaphragm is a good way to reduce your pulse rate.

In the hours prior to your speech, try drinking water to get fluids into your system. Also make sure there is some room-temperature water, without ice, prepared for you to use during the talk. Ice water constricts the throat, so you don't want that.

Select a title for the talk that creates curiosity. Isolate the key points you want to make, between three and five points. Think of a strong opening that will grab everyone's attention. People are easily distracted, so you have to break through with an attention-grabbing start.

Also, come up with two closers for your speech. One for the end of your talk and a second one for after the Q&A session. You don't want the randomness of the last question to define the final impression of your talk. You want to end on a strong message for your audience, which you control.

“Select a title for the talk that creates curiosity. Isolate the key points you want to make, between three and five points.”

Engaged employees are self-motivated. The self-motivated are inspired. Inspired staff grow your business. But are you inspiring them? We teach leaders and organisations how to inspire their people. Want to know how we do that? Contact me at greg.story@dalecarnegie.com



The last time Laurent Dubois, chairman of the EBC Intellectual Property Rights Committee, spoke with *Eurobiz Japan*, he reported steady progress in Japan's war against counterfeiters.

The good guys appeared to be winning back in mid-2015. Operators of internet shopping malls and auction sites were actively cooperating with the authorities to help track down vendors of knockoff merchandise and put them out of business.

But then came the emergence of online flea markets. These apps allow individuals to quickly and easily buy and sell products on their mobile devices. Such casual transactions suddenly put a much larger burden on

measures ... are yet to be taken" against them in Japan.

"There is no shop and there is no auction," Dubois says. "People just put items on a website."

Other services — known outside of Japan as "resale" — include Rakuma, established by e-commerce giant Rakuten, as well as Mercari, Fril and Dealing.

Dubois says operators like Rakuten and Yahoo tend to be cooperative in fighting transactions involving fake goods, but adds: "The fact is, the sales system is difficult to deal with."

Intellectual Property Rights Committee involves "personal use". Japanese law allows people to buy and import fake goods, as long as they state the items are for their own consumption.

When customs agents detect a suspicious shipment, they ask the receiver in a letter to confirm its authenticity and purpose. If the receiver replies, "It's for personal use", he or she is home-free, legally speaking.

Dubois believes that in the past, most people wouldn't reply and thereby incriminate themselves, not knowing about the loophole. Fewer shoppers do that now, due to how awareness has quickly spread through retail-related websites.

"That's why personal use is still a really big issue," he says. For one, it's a waste of Customs' time. Agents may pour resources into tracking down dubious goods, only to have the users exonerate themselves simply by giving a statement that their purchases are for personal use.

In addition, the loophole plants the idea in consumers' minds that using fake goods is not necessarily wrong.

However, amending Japan's Trademark Act is not an option for closing the loophole, based on legal interpretations of the Japanese government, the committee says.

"The law in Japan is to control economic activity, and buying counterfeits for personal use is not an economic activity," Tsutsumi explains. "We're considering ... making importers of counterfeits prove personal use and/or establishing criteria based on the number of items imported, and based on legislative considerations."

It's an issue the Intellectual Property Rights Committee expects to be grappling with for some time. ●

Intellectual Property Rights

Fighting against fakes

people whose job it is to monitor sites and delete products of dubious authenticity.

The Union des Fabricants (UNIFAB), where Dubois serves as Japan representative, reports lodging 28,521 requests in 2014 to remove suspected counterfeit items from consumer to consumer (C2C) websites, after a fairly steady decline over the previous

decade. But the trend reversed dramatically from that point on. In 2016, the number of requests shot up to 245,200.

"It's because of these sites that the figures have increased tremendously," explains Dubois. The apps first appeared around three years ago. The committee notes that "thorough counter-

Over half the seizure cases by Japan Customs involve handbags, clothing and shoes.

"People of the younger generation tend to buy counterfeits, as they're cheap, while there are also people who buy them without knowing what they're

buying," says UNIFAB Executive Director Takayuki Tsutsumi.

Since the items are usually delivered through the post or by express delivery — along with millions of other items — customs agents, with their random checks, are in no position to make a dent in the trade.

Another major issue for the

Advocacy issues

➤ Online shopping

The government should make internet service providers ensure that fake goods are not being sold via the online flea market sites they operate.

➤ "Personal use"

A tighter legal definition of "personal use" is needed to help close a loophole by which counterfeit products are imported into Japan.

Tradition meets Modernity

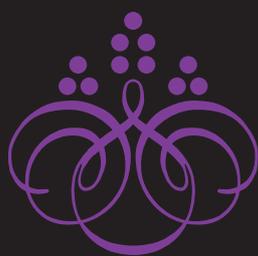


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A duty to equality

How a global law firm is helping to create a more inclusive society

More than 7% of Japan's population identifies as LGBT, yet same-sex marriage is still not legally recognised, and only certain cities offer special civil partnership certificates giving limited rights to same-sex couples.

In October of last year, Linklaters was honoured to receive the Gold Award at the Pride Index Awards in recognition of our work as a law firm in raising greater social awareness of LGBT issues. We strongly believe that, as an employer and as a leading global firm, we have a duty to help make the workplace — and society as a whole — better for all. And we feel that other employers can learn from what we are doing.

Our firm endeavours to develop and maintain a culture of inclusivity. One way we are achieving this is to provide regular training sessions on unconscious bias for all of our employees and executives. Unconscious bias is a natural part of our everyday decisions about people, places, situations and things. It's not always a bad thing to have biases, but we need to understand the impact they have on our day-to-day work, as well as decisions concerning recruitment, work allocation, promotion, etc.

We also offer training that equips leaders at our firm with the confidence they need to drive conversations about Diversity & Inclusion and to promote action, both within the office and beyond its walls.

Additionally, redefining “partner” in our HR policies as a spouse or a partner of either the same or opposite gender was a crucial step in promoting inclusion in our

work place. As a result, our employees' same-sex partners now enjoy the same benefits as heterosexual staff's partners.

For society at large, we pioneer and support initiatives that raise awareness and that combat entrenched legal or social structures impeding gender and sexual equality.

In Tokyo alone we have led numerous initiatives. We recently held a joint event with one of our key clients

where people could learn the basics about LGBT issues, including the difficulties members of the LGBT community face in coming out, the prejudice in the workplace and society, and the current situation in Japan. The event included a discussion between top management allies from both firms and LGBT lawyers who each shared powerful personal stories.

committed efforts to raise awareness are crucial

Linklaters is also trying to lead the way for LGBT equality in Japan. We were one of the four founding members of the LGBT Lawyers and Allies Network in Japan (LLAN). This network was formed by a group of law firms and lawyers to support LGBT initiatives in Japan, as well as to help prepare a petition for the Japanese Bar Association to

make recommendations to the government to legislate equal marriage in Japan.

We have organised meetings for LLAN members and representatives from the Federation of Bar Associations of Japan to discuss LGBT issues, with a particular focus on same-sex marriage.

Civil partnerships themselves are insufficient, but currently Japan does not even recognise

we have a duty to help make the workplace — and society as a whole — better for all

this legal relationship at the national level. The slow progress towards legalising same-sex marriage might be due to an assumption in Japanese society that there are not many LGBT people in Japan, so committed efforts to raise awareness are crucial. Given that the Olympics and Paralympics will be taking place in Tokyo soon, it is an opportune time for us to further raise awareness in society and, at the same time, to recommend that the government legislate same-sex marriage in Japan.

We hope that one day soon we won't need to talk about LGBT issues because diversity — of gender, nationality, sexual orientation and race — will be a natural part of our thinking and our behaviour. But until that day, we will continue to work for equality in our world. ●

John Maxwell is
Managing Partner at
Linklaters Tokyo



Kozo Sasaki is
a Partner at
Linklaters Tokyo



RISTORANTE IL BUTTERO



Silvano Borroni, Owner



(From left to right) Hideyuki Tanaka, Director;
Hirokatsu Umehara, Executive Chef;
Noe Bianconi, Chef;
Ronaldo Abres, Party & Catering Planner

Come and enjoy our freshly made dishes and our vast selection of wines from all over the world. The backbone of IL Buttero is our insistence on preserving traditional Tuscan cuisine. Surpassing the quality of home cooked meals is no easy undertaking, but at IL Buttero, it's not only about the food.

The interior design of IL Buttero was put together, piece by piece, by myself, my Italian friends and my staff. Along with the warm and welcoming décor, our friendly staff help to create the perfect atmosphere.

Our conference party room on the second floor can accommodate up to 100 guests, and the ground-floor glassed terrace can hold up to 80 people. There is also the option of dining under a sakura tree, or you can bring us to your home or event space using our catering service.

We recently opened a branch, Ristorante B.B. Brand, in Manila's BGC district.

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Deciphering labels

Know what's in the bottle

Perhaps one of the greatest tangible differences between Old World and New World wines is found on the label. While New World labels clearly state both the region and varietal, Old World jargon can be much more difficult to decipher. Here is a quick guide to help you understand exactly what you're buying.

QUALITY DESIGNATIONS

There are two overarching quality designations for wine indicated on labels that are regulated by the European Union: table wines and quality wines produced in specified regions. Individual countries are then responsible for creating their own versions of these designations, and quality wines must meet minimum quality requirements. In France, for example, table wine is divided into Vin de France and Indication géographique protégée; quality wine has its own category called Appellation

d'origine contrôlée/protégée. When I'm choosing a wine, I always make sure to look for the best quality designations on the labels, which are as follows: in Spain, Denominación de Origen Calificada; in Italy, Denominazione di Origine Controllata e Garantita; in Germany, Qualitätswein mit Prädikat; and in Portugal, Denominação de Origem Controlada/Protegida.

REGIONS

European wines usually do not indicate the grape variety on the label. Instead, the region is always clearly stated. These regions often use a limited number of grape varieties in production, so if you know where the wine is coming from, you'll often know what

varietals you're getting. In France, Bordeaux produces Cabernet Sauvignon, Merlot, Cabernet Franc, Sauvignon Blanc, and Semillon; Burgundy produces Pinot Noir, Gamay, and Chardonnay; and the Côtes du Rhône produces Syrah, Grenache, and Viognier. Tempranillo and Grenache dominate Rioja, Spain's most famous wine-producing region. Italy has too many grape varietals to count, but their claims to fame are Sangiovese in Chianti, and Nebbiolo in Barbaresco and Barolo.

OAK AGEING

Spain and Italy are the two major countries that have strict regulations on the labelling of oak-aged wines. In Italy, the term Riserva has different meanings in each region, but it usually indicates a wine that has spent at least two years in oak and another two years in the bottle before being released. In Spain, there are three different classifications: Crianza, Reserva, and Gran Reserva. While

Crianza must be winery-aged for two years, of which a minimum of six months must be aged in oak, Reserva spends three years before release with at least 12 months in oak. A Gran Reserva indicates the highest quality of wine. It must spend 18 months in oak and five years in total at the winery. ●





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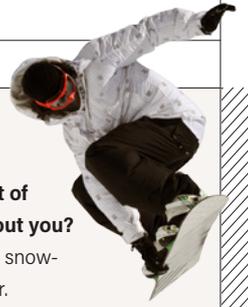
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Pontus Häggström

Company: Fiat Chrysler Automobiles Japan Ltd.
Official title: President & CEO
Originally from: Karlskoga, Sweden
Length of time in Japan: 19 years over a 27-year period

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

My current favourite is Bogamari Cucina Marinara, an unassuming restaurant that only serves seafood.

What do you do to stay in shape?

Not enough. I walk, and I take the occasional Bikram Yoga class.

Name a favourite movie:

The Color Purple.

Favourite musician: I enjoy the jazz vocalists Mario Biondi and Viktoria Tolstoy a lot.

Favourite album: *Yo-Yo Ma Plays Ennio Morricone* by Yo-Yo Ma.

Favourite TV show:

House of Cards.

Favourite book: I am more of a magazine guy, but *Emotional Intelligence* by Dr Daniel Goleman made a lasting impression on me.

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

That I am a wicked skier, snowboarder and rescue diver.

Cats or dogs?

Cats any day. They are unselfish, don't hold grudges and are easy to care for.

Summer or winter?

Summer trumps winter in my book. I even like Tokyo summers. Go figure ...

What's your ideal weekend?

Unwinding on my terrace at home in the summer, and hitting the ski slopes in the winter.

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

XEX Daikanyama has a terrace and good live music. I am also partial to the Conrad Tokyo for the view and the ambiance.

“*Emotional Intelligence* by Dr Daniel Goleman made a lasting impression on me.”



Hiroaki Nagahara

Company: Finnair
Official title: General Manager, Japan
Originally from: Kobe
Length of time in Japan: Most of my life

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

Kurami. It's a sushi restaurant in Kachidoki.

What do you do to stay in shape?

I eat well, and take golf lessons.

Name a favourite movie:

The Game.

Favourite musicians: Genesis, David Sanborn, Grover Washington Jr.

Favourite albums: *Wind & Wuthering* by Genesis, *As we speak*

by David Sanborn, *Wine Light* by Grover Washington Jr.

Favourite TV show: The NHK programs *Professional* and *Doctor G.*

Favourite book: *Ryoma Goes His Way* by Ryotaro Shiba.

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

I'm a typical Japanese guy.

Cats or dogs?

Cats.

Summer or winter?

Summer.

What's your ideal weekend?

A round of golf, then dine out with good friends and some wine.

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

Spain Club Ginza.

“after a busy week I go to Spain Club Ginza.”





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The Agenda

APR
17BELGIAN-LUXEMBOURG CHAMBER OF
COMMERCE IN JAPAN

Monthly Beer Gathering

TIME: 19:00-22:00**VENUE:** Belgian beer café in Tokyo**FEE:** Pay for what you drink**CONTACT:** info@blccj.or.jpMAY
11JOINT CHAMBERS CLIC EVENT*

Takayuki Kimura of Volvo Cars Japan

TIME: 19:00-21:00**VENUE:** Belgian Embassy, Chiyoda-ku**FEE:** ¥4,000 (members), ¥6,000
(non-members)**CONTACT:** Respective participating
chambers* Belgian-Luxembourg, Danish, Finnish, Icelandic, Norwegian,
Swedish and Swiss chambers, and Austrian Business CouncilAPR
18SWISS CHAMBER OF COMMERCE AND
INDUSTRY IN JAPAN

Luncheon: Fabrizio Raho of Givaudan K.K.

TIME: 12:00-14:00**VENUE:** ANA InterContinental Tokyo**FEE:** ¥6,500 (members & non-mem-
bers) or 1 SCCIJ voucher**CONTACT:** info@sccij.jpMAY
17JOINT CHAMBER EVENT, LED BY
CANADIAN CHAMBER OF COMMERCE
IN JAPAN

Networking & Sake Tasting

TIME: 19:00-21:30**VENUE:** Tokyo American Club**FEE:** ¥8,500 (members), ¥9,500
(non-members)**CONTACT:** Respective participating
chambersAPR
20ITALIAN CHAMBER OF COMMERCE
IN JAPAN

ICCJ Chambering Event*

TIME: 19:00 to 21:00**VENUE:** ARPER Tokyo Showroom**FEE:** ¥8,500 (members), ¥10,000
(non-members)**CONTACT:** projects@iccj.or.jp* In collaboration with the ICCJ, BLCCJ,
AHK Japan, SCCIJMAY
18-21BELGIAN-LUXEMBOURG CHAMBER OF
COMMERCE IN JAPAN

Belgian shop @ Belgian Beer weekend Yokohama

TIME: 11:00-21:00 (first day from 16:00)**VENUE:** Yamashita Park, Yokohama**FEE:** Pay for what you purchase**CONTACT:** info@blccj.or.jpAPR
25BELGIAN-LUXEMBOURG CHAMBER OF
COMMERCE IN JAPAN

Belgian Beer and Food Academy V

TIME: 18:30-21:30**VENUE:** Hilton Tokyo, Yamato Room**FEE:** To be confirmed**CONTACT:** info@blccj.or.jpMAY
20-21ITALIAN CHAMBER OF COMMERCE IN
JAPAN

Italia Amore Mio!: Italian Festival

TIME: 10:00-20:00**VENUE:** Roppongi Hills**FEE:** Pay for what you purchase**CONTACT:** promo@iccj.or.jpAPR
27SWISS CHAMBER OF COMMERCE AND
INDUSTRY IN JAPAN

Swiss' Experiences: Luca Orduña of SwissPrimeBrands

TIME: 19:00-21:00**VENUE:** Meeting Room, Okuno &
Partners, 7F Kyobashi TD Bldg.**FEE:** Free-of-charge**CONTACT:**

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MAY
25SWISS CHAMBER OF COMMERCE AND
INDUSTRY IN JAPAN

Luncheon: Dr Hans Jakob Roth and Peter Sorg, EurAsia Competence AG

TIME: 12:00-14:00**VENUE:** Shangri-La Tokyo**FEE:** ¥6,500 (members & non-mem-
bers) or 1 SCCIJ voucher**CONTACT:** info@sccij.jp

KOZO SASAKI,
PARTNERERIKO SAKATA,
PARTNERJOHN MAXWELL,
MANAGING PARTNER

Linklaters Japan

Diversity and Inclusion (D&I) is one of Linklaters' top priorities. Being leaders in D&I is integral to our overall success in attracting and retaining the best talent. It also helps us to create an environment where people's merits can truly be seen, and allows us to offer our clients the most creative and innovative solutions.

Linklaters' approach to D&I starts at the top with the firm's leadership and its corporate strategy. This ensures that every global office has an understanding of D&I in a local context. In Tokyo, the firm has implemented a variety of initiatives relating to gender and LGBT issues. ●

Truly *Global* Solutions



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• Nichirei Logistics Group's Logistics Services

Regional Storage Operations

With our superior quality logistics and the best domestic refrigerated storage, we work in close cooperation with the around 4,500 businesses that make up our customers.

Logistics Network Operations

Expanding our business over highway transportation services and regional delivery services, we provide effective transport and delivery with our network of around 4,000 rolling stock operating daily and a storage capacity of around 1,400,000 tons.

Foreign Operations

With over 25 years of achievements in Rotterdam, Europe, we are also currently expanding our temperature-controlled logistics services through joint ventures, incorporation, and investment in China and Thailand, expanding our area of operations throughout the whole world.

Engineering Operations

We are constantly putting our specialist knowledge of refrigeration technology to use improving the quality of our service, as well as developing our environmental technology to meet the needs of the modern era.

AIR

S E N S E

DESIGN BY BERNADOTTE & KYLBERG



The Swedish design duo Bernadotte & Kylberg



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