

# EURO BIZ JAPAN

DECEMBER 2019

## ➡ Adapting to the climate crisis

*How European businesses in Japan are taking action*

## ➡ More diversity, more creativity, more innovation

*The importance of increasing the number of women in science and innovation*

## ➡ Active in all areas of economic life

*Susanne Welter, head of economic and science affairs at the German Embassy*

KAORI YAMAZAKI,  
REGIONAL BRAND CEO, JAPAN

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MADE IN GERMANY  
10  
Never  
standing still

By Toby Waters









# First Focus

According to Japanese legend, around the turn of the first century, the valiant Crown Prince Yamato Takeru fell ill on his way to fight his enemies in the east and was guided by a white hawk to a hot spring in what is now Gunma Prefecture. The waters healed the prince and the place was named *haku-taka no yu*, or *onsen* of the white hawk.

Today, it is the site of Takaragawa Onsen. At more than 700m<sup>2</sup>, it is one of Japan's largest open-air baths. Surrounded by untouched natural beauty, the view from the hot spring changes with the seasons — but is always stunning.

The only problem in winter is that the snow makes it difficult to see the white hawk.

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Photo by Sam Spicer  
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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.

➡ *"It is hard to see climate change as anything but the defining issue of our time. It appears highly probable that this is now a threat to human life as we know it. Are we doing enough fast enough to combat it? It's probable that the answer is no."*



**Virginie Fermaud** is the coordinator of the EU-Japan Regional Cooperation Helpdesk (EJRC Helpdesk) and the director of the European Centre for Japanese Studies in Alsace. She has a PhD in Japanese Studies from Strasbourg University.

➡ *"The EJRC Helpdesk was launched last month by the EU-Japan Centre for Industrial Cooperation. It is a new regional cooperation platform mobilising European regions and clusters, and Japanese prefectures and clusters. The helpdesk promotes all forms of industry, trade, investment, innovation, tourism and people mobility."*



**Allison Bettin** received her degree in journalism at the University of Hong Kong before relocating to Tokyo. She has written for *Eurobiz Japan* for more than four years on topics such as environmental technology, international economics and wine.

➡ *"Beaujolais has been misunderstood for decades as producing only the bubble-gummy Beaujolais Nouveau that's released each November. But the region makes far more exceptional wine than you'd think, wine that's unique to its own regional terroir and of wonderful value. It's quickly becoming my favourite weekday red."*



**Harumi Torii** is the founder of KIDS EARTH FUND, a non-profit organisation that aims to help children in need through art and promote environmental responsibility and global peace. She is also an entrepreneur who has founded several organisations and businesses.

➡ *"Art is an incredibly valuable tool in healing the hearts and minds of children, especially those who have gone through hardships. I founded KIDS EARTH FUND to take art workshops to children around the world, and we have seen many lives touched. However, there are many more children who are hurting, and we must do more to help."*

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FROM EUROBIJ JAPAN

TEXT BY ANDREW HOWITT

# Being more responsible

**According to a report** issued in February by management consulting firm McKinsey, a staggering 90% of Generation Z — those born between 1995 and 2010 — believe companies have a responsibility to address environmental and social issues. Firms are increasingly picking up on the attitudes of these ethically conscious consumers and making sustainability, social responsibility, and diversity and inclusion (D&I) part of their mission and culture. But there is far more to be done.

As Japan continues to lag in its environmental efforts, perhaps domestic businesses can learn ways of helping the planet from the example set by European companies here. In “Adapting to the climate crisis” (page 14),

Gavin Blair looks at some European firms’ practices for reducing their carbon footprint and addressing climate change.

This autumn saw the launch of the EBC Sustainability and Social Responsibility Committee, which is bringing firms together to share best practices and collaborate on sustainability initiatives. Find out more about the new committee in Geoff Botting’s “A powerful force for good” (page 32).

D&I is an important part of sustainability in that it encourages the use of all of a society’s

intellectual resources and helps teams to be more creative — and, often, more economically valuable. Read “More diversity, more creativity, more innovation” (page 18) to find out about the importance of women in the science and innovation fields and how their number might be increased.

Abraham Lincoln said: “You cannot escape the responsibility of tomorrow by evading it today”. With Generation Z ready to hold businesses to a higher level of commitment to the environment and society, it’s time we all became more responsible for our future. ●

Editor-in-Chief  
andrew@paradigm.co.jp



Erratum: In last month’s issue, the name of Ambassador-designate of Denmark to Japan Peter Taksøe-Jensen was misspelled on the cover, as well as in the table of contents and editor’s letter. We apologise for this error.



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INVESTING IN JAPAN

TEXT BY TOBY WATERS

PHOTOS BY BENJAMIN PARKS

# NEVER STANDING STILL

The watchmaking traditions  
of A. Lange & Söhne continue to evolve





In 1554, German theologian Caspar Huberinus coined the expression, "*Tempora mutantur, nos et mutamur in illis*", or, "The times change, and we change with them", to express an undeniable reality of life. But changing with the times shouldn't mean that the past is forgotten. Prestige watchmaker A. Lange & Söhne creates timepieces in the belief that continual renewal, while building off the past, is the best formula for success.

**First established in 1845** by Ferdinand Adolph Lange in the small German town of Glashütte, A. Lange & Söhne was severely damaged in a bombing on the last night of the Second World War, and it was subsequently nationalised by the communist government of East Germany. Before he could be sent to a labour camp, the fourth-generation owner, Walter Lange, made a dramatic escape in the middle of the night to a border town in West Germany where he settled for nearly five decades. After the reunification of Germany, Lange saw his chance to resurrect the firm.

Since the brand was re-established in 1990, it has expanded to 54 countries with 215 points of sale, including 31 boutiques. For the past 25 years, the spirit of renewal and rejuvenation has

become the heart of A. Lange & Söhne's identity. But it still cherishes its heritage.

"The reason we could revive the brand — the reason we're still here — was Walter Lange's drive to follow his great grandfather's path, so we are dedicated to making the best watches in the world," says Japan's Regional Brand CEO Kaori Yamazaki, who joined

**"We elevate our customer experience by offering the best product, the best story and the best services"**



the firm in September of this year from a luxury German car maker. "His DNA is about sticking to the standard of perfection, but also always trying to renew our watches. We don't cling to older methodology or technology."

Yamazaki says Lange's personal motto, "Never stand still", is an inspiration for the company's employees today. He believed that watches, like lives, are always in motion, and that the same should be true of their company.

The re-established A. Lange & Söhne acted quickly to rebuild its reputation. It launched its first four new watches, including the LANGE 1, in 1994, just four years after it reopened, and they were released in Japan only two years later, in 1996. The LANGE 1, with its distinctive multiple dial faces and outsized date, has become an icon, and it is the firm's bestselling watch globally — including in Japan, a crucial market for A. Lange & Söhne.

The watchmaker's Japan branch has recently undergone its own renewal. In addition to appointing Yamazaki as brand CEO, its Ginza store has a new manager, Osamu Sekiguchi, who has spent nearly a decade with luxury jewellery and watch brands. Their combined skills and experience put them in the perfect position to push customer engagement in Japan to a new level.

"The Ginza boutique is among the brand's top stores in the world in terms of sales volume, so it is very important for us," says Sekiguchi. "It's our Japanese flagship store, so we have a lot of valuable watches here that you can't see anywhere else."

As an example of how important the Ginza branch is to the brand, Yamazaki cites the creation of a Japan-only






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exclusive run of just twenty LANGE 1 special edition watches to celebrate the boutique's tenth anniversary last year. But while limited production volume is a hallmark of A. Lange & Söhne — it creates fewer than 10,000 watches a year — the appeal of these timepieces isn't just how rare they are. Connoisseurs are drawn to the beauty of the display and the quality of the clockwork's engineering.

"Japanese customers love that German craftsmanship — we see similarities between it and vintage Japanese craftsmanship," Yamazaki says. "It's very elegant and traditional, but it's also a state-of-the-art watch."

Sekiguchi explains that each watch is made twice, as they

**"There are many watch brands around the world, but there are not many that deliver a craftsman's passion for watchmaking done from the users' point of view"**

were when the company was founded. The first assembly ensures that all the clockwork pieces are in working order. The watch is then disassembled and each piece finished and polished by master watchmakers before being reassembled.

"There are many watch brands around the world, but there are not many that deliver a craftsman's passion for watchmaking done from the users' point of view," notes Sekiguchi. "This achieves excellence in its appearance, as well as in its mechanical performance for our customers."

Faithful to the belief that it should never stand still, A. Lange & Söhne persists in developing new products and manufacturing techniques. To celebrate 25 years since the brand's revival, in October it released the Odysseus, its first watch with a case made from stainless steel rather than the firm's standard gold and platinum. It is made for everyday use, with an adjustable steel bracelet and waterproofing.

The Odysseus is a step forward for the company, but it also pays homage to the firm's history. The watch's face is based on the design of Dresden's Semperoper opera

house clock, called the five-minute clock, which was built by the firm's founder F. A. Lange with his master in the 1800s.

"We describe the Odysseus as a sporty-elegant watch," Yamazaki explains. "If you look at trends in the luxury watch market, sports watches have become more and more popular over the last 10 years — but we don't want to be followers. This had to be a Lange watch, and it has to work for all lifestyles."

The pride that the Japanese office takes in the firm's history is apparent not just in its products, but also in its service to customers in Japan. One distinctive way it shows this is through organising special visits for selected customers to the original A. Lange & Söhne factory in Glashütte — where, despite the nearly 50-year hiatus, the mechanism pieces are still made today. Through these tours, customers can see first-hand how modern machines create clockwork to standards established more than 170 years ago.

"We elevate our customer experience by offering the best products, the best story and the best services," Yamazaki says. "We love to build strong relationships with customers by welcoming them as one of the family."

Each tick of the clock is a reminder of how precious time is, and it's what keeps A. Lange & Söhne always moving forward. ●



A. Lange & Söhne has expanded to

54

countries with 215 points of sale, including 31 boutiques





FEATURE

TEXT BY GAVIN BLAIR

# ADAPTING TO THE CLIMATE CRISIS

How European businesses  
in Japan are taking action





Although ideological holdouts remain, denying the mounting evidence of climate change is becoming akin to refusing to believe the earth is round. Most now accept that a drastic overhaul of global energy, transport and agricultural systems is inevitable.

**E**uropean companies are making changes to their operations, partly in response to the shift in public opinion that has built significant momentum this year. Japan, meanwhile, despite talk of sustainability and the word “eco” being bandied about, continues to lag behind.

“Japan lacks the same strong grassroots environmental movement, and — different from Europe, for example — there is no political party that has truly embraced environmental issues,” says Mattiaz Fredriksson, sustainability business partner at IKEA Japan. “As a result, neither government nor companies are being asked the really tough environmental questions facing political and business leaders in other parts of the world.”

Globally, IKEA has pledged that by 2030 it will become climate positive, “reducing more greenhouse gas emissions than the IKEA value chain emits,” notes Fredriksson.

IKEA is taking a multi-pronged approach: shifting

to recycled materials, including making kitchen cabinet façades out of used plastic bottles collected in Japan; committing to 100% of home delivery by electric vehicles (EVs) by 2025; and serving more plant-based foods at its stores. It is also aiming for 100% renewable energy at its outlets — which it has achieved in Japan by installing 30,000 solar panels on shop roofs — and it has also installed EV charging stations at every location.

“To make IKEA more accessible and reduce customer transportation emissions we are opening a city shop in Harajuku, reaching many people in a place where they are already shopping,” adds Fredriksson.

Transport is a major contributor to carbon emissions. Swedish truck-maker Scania, part of the Volkswagen Group, is “targeting a 50% cut in CO<sub>2</sub> emissions from 2015 levels per transported tonne and across our operations worldwide by 2025,” says Mikael Lindner, managing director of Scania Japan.

As EV battery capacity remains insufficient for the type of large trucks Scania specialises in, the firm is looking at other ways to cut emissions, including energy efficiency, route planning, driver training and

more sustainable transport systems.

“EVs are part of the future, but it will take some years. We are already implementing solutions that can reduce carbon emissions now, including bio-fuels and other alternative fuels. It’s not just a matter of waiting for the silver bullet of EVs,” adds Lindner, who notes that he sees less focus on climate change among local customers and partners than in Europe.

Air travel is another transport sector that has received a great deal of climate-related attention recently.

“An airline is going to use fuel, so the best way we can improve our overall performance environmentally is to carry the same number of passengers with less fuel and a smaller carbon footprint. That means ordering more efficient aircraft, which is an investment over many, many years,” says Donald Bunkenburg, Japan country head for the Lufthansa Group, who points to the new Airbus A350 as an example of this.

There are still no signs in Japan of the anti-flying

campaigns that have caused short-haul demand to fall in Scandinavia and other pockets in Europe, Bunkenburg notes.

One environmental trade-off that airlines have to grapple with, according to Bunkenburg, is the

**“Japan lacks [a] strong grassroots environmental movement”**



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use on planes of disposable versus non-disposable items — such as cutlery, plates and cups. Disposable products tend to be lighter, which improves fuel efficiency, but are usually plastic, made from petroleum or other carbon-heavy resources, and which then cause environmental waste problems.



French firm  
Total invests

\$1.5

to

\$2  
billion

annually in low-carbon  
electricity

At the centre of the climate change issue is the burning of fossil fuels. French energy firm Total, once predominately

known as a petrol company, has diversified its portfolio and is now involved across the oil and gas chain, as well as in renewables, biofuels and even EVs in Europe.

“Total invests \$1.5 to \$2 billion annually in low-carbon electricity: more than 10% of its total capital expenditure,” says Daniel Lauré, country chair for Total and president of Total International Japan.

He explains that as a major liquified natural gas (LNG) provider, Total “supplies Japan with LNG, the cleanest fossil fuel, which emits half the greenhouse gases of coal in power generation and which complements renewable energies.”

The seemingly inevitable shift away from fossil fuels is an “opportunity” for the company, says Lauré, which rejects the Big Oil label in favour of Big Energy. It is aiming at worldwide capacity of 25GW of renewable energy by 2025.

With SunPower, a California-based solar specialist — in which Total owns a majority stake — the company is involved in three solar projects in Japan: in Ishikawa, Iwate and Miyagi prefectures.

Lauré says Total is “developing other businesses that will help achieve carbon neutrality through providing energy efficiency services to our customers and by investing in natural carbon sinks, such as forests and wetlands, and in carbon capture, utilisation and storage.”

Investors are also putting pressure on companies to change their ways.

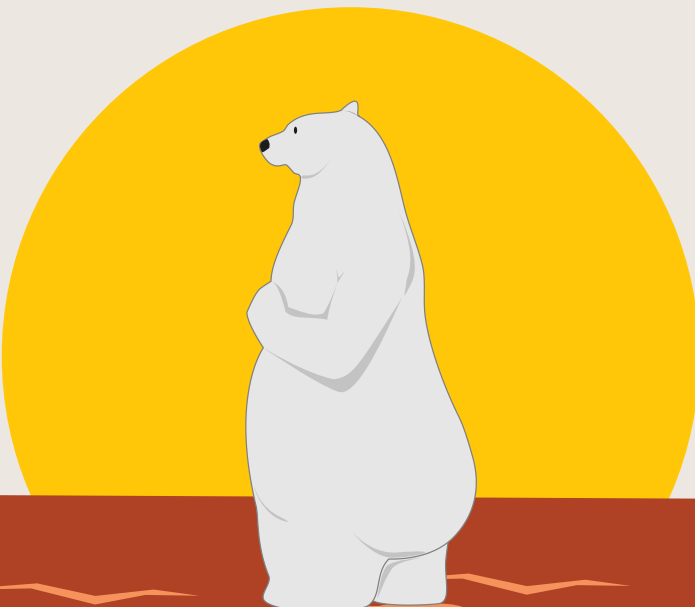
## “We are already implementing solutions that can reduce carbon emissions now”

French asset management firm Amundi is responding with responsible investment products, including low-carbon index management, green bond portfolios and climate-related thematic portfolios, says Nicolas Sauvage, representative director at Amundi Japan.

The Task Force on Climate-Related Financial Disclosures (TCFD) was established in 2015 by the Financial Stability Board global industry association to develop a framework for reliable and consistent financial disclosures by listed companies on climate-related issues.

In Japan, “Amundi is the only foreign affiliated financial industry member of the TCFD Consortium planning committee launched by METI in June this year,” explains Sauvage.

The disclosures are voluntary, as are most of the measures being taken by companies across the industries that are contributing to climate change. With the future of human life as we know it likely at stake, a great deal of faith is being put in good will. ●







# More diversity, more creativity, more innovation

The importance of increasing the number of women in science and innovation

In 1999, the EU Commission marked the start of its active promotion of gender equality in the fields of research and innovation with the release of a document called “Women in Science — Mobilising Women to Enrich European Research”. Over the past 20 years, the EU has worked to achieve gender equality in research and innovation careers, reach a gender balance in decision-making to remove possible bias, and include a greater gender dimension in the content of research.

**Some progress has been made.** The EU’s *She Figures 2018* report states that, when the first report was published in 2003, “women were significantly under-represented”, but, between 2008 and 2015, the number of women in research rose at an annual rate of 3.8%. Today, women make up 33.4% of those employed as researchers in the EU and 40.8% of its scientists and engineers.

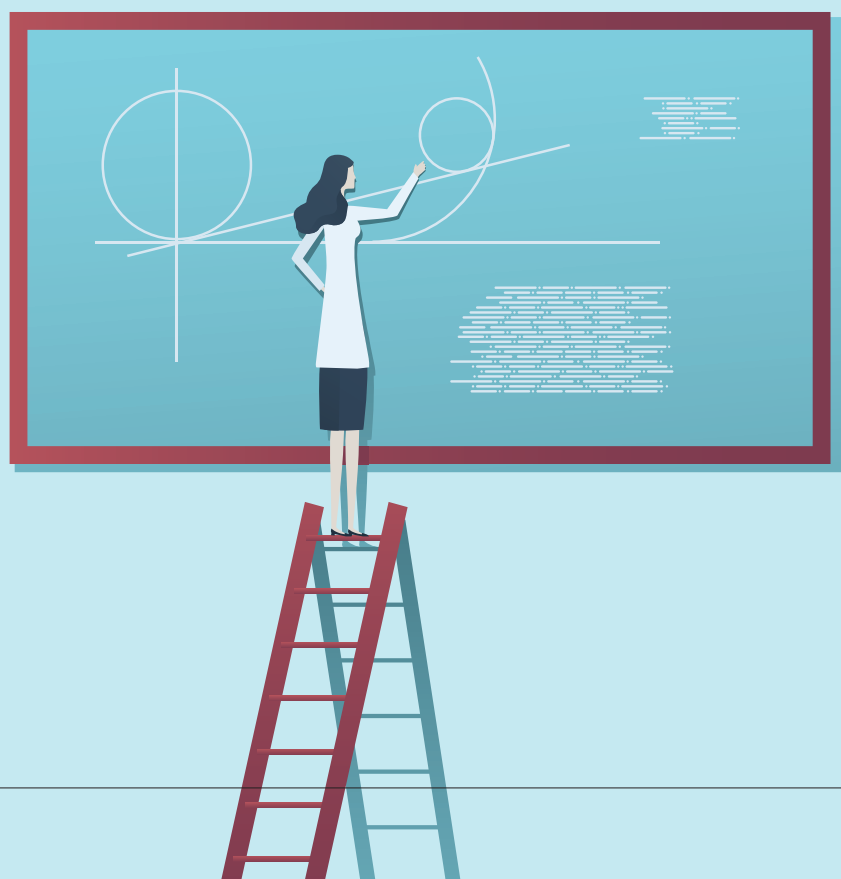
While the EU stands above the global average — only 28.8% of the world’s researchers are

women, according to a 2018 report by the UNESCO Institute for Statistics — Japan falls well below it. The Cabinet Office’s *White Paper on Gender Equality 2017* reports that only 15.3% of Japan’s researchers are women.

At the end of October, the Delegation of the European Union to Japan hosted European Innovation Day 2019, and a major focus of the event was on the need to continue increasing the number of women in

science and innovation in both the EU and Japan.

Dr Miyoko Watanabe, deputy executive director at the Japan Science and Technology Agency and vice president of the Science Council of Japan, gave a presentation on women in science, research and innovation from a Japanese perspective. She stressed the importance



of more effectively deploying women's intellectual resources as Japan's population declines. It is estimated to be halved, to 60 million, by 2100.

"Gender inequality is the most serious problem for Japan," she said.

Watanabe remarked on the proven benefits that more gender-balanced teams can bring to a company's bottom line.

"The Development Bank of Japan analysed the economic value of patents written by mixed-gender teams and male-only teams and they showed that the patents written by mixed-gender teams were 44% more valuable," she said. "If companies would like to get higher economic value, they don't need bigger budgets; they should just promote mixed-gender teams."

As part of the event — which was organised by the EU Delegation, the EU–Japan Centre for Industrial Cooperation, Euraxess Japan and the EU–Japan Technology Transfer Helpdesk — a group of accomplished women from both the EU and Japan took part in a panel discussion on women in science and innovation. All the panelists stated that greater gender diversity leads to better output.

"More diversity means more creativity and more innovation — and, for industry, more performance," said Marie Le Neillon-Quesseveur, director, head of Lifecycle Management and Strategy at Daimler Trucks Asia. "We need women in the research field in order to better reflect society and get more accurate results."

Takako Kimura, senior director of the Advanced Materials Business Unit at Air Liquide Japan, noted: "Many breakthroughs in science and innovation are brought about by a different or new way of looking

at things. This is where diversity, including gender diversity, has real value."

However, getting more women into research and innovation is an issue that does not have an easy solution, especially in Japan. There are too few young women choosing to pursue science, technology, engineering or mathematics (STEM) subjects.

"Right now, in Japan, Japanese companies may be eager to hire women with STEM backgrounds but, unfortunately, the number of women who have such a background is very limited," said Yukako Uchinaga, board chair and founder of Japan Women's Innovative Network. "We have to increase the number."

## "Many breakthroughs in science and innovation are brought about by a different or new way of looking at things"

Le Neillon-Quesseveur added that Japan's labour shortage is beginning to create problems for companies.

"If we, as a society, don't have enough women in STEM education, we are restricting ourselves. And if we in industry have fewer people in the pipeline, and we don't take women into account as new talent, then we are reducing our opportunities," she said. "There are really lots of career opportunities for ladies in these areas. Letting them know about these opportunities — and that they are exciting — is how we can motivate them."

The panellists cited several other obstacles to increasing the number of women in Japan's work place. These include difficulty in achieving a good work–life balance and a lack of role models in the field.

"Women do not have enough role models, so we cannot see what we should do in order to reach a higher position," stated Uchinaga. "However, networking with high-potential

women from a diverse group of industries can help to foster women's career aspirations."

Businesses and other organisations need to ensure they are doing everything they can to support their female workers. Some firms in Japan today offer flexitime, telecommuting and on-site childcare options for working mothers to help improve their work–life balance. There are also many companies that promote female empowerment through coaching and mentoring programmes.

However, some on the panel believe that not enough is being done to prepare for the looming problem of how an ageing demographic will affect women.

"We have ageing parents and, unfortunately, in the classic model, the bulk of the responsibility of taking care of them belongs to women," said Beate Heissig, specially appointed associate professor at Juntendo University's Graduate School of Medicine. "In another five years, we will have many elderly people to take care of — and who is going to do that? More kindergartens have been built, but seniors' homes are the next urgent challenge."

All the panellists agreed that the key to progress was to forget gender stereotypes and start encouraging children's interest in science, technology, engineering or mathematics from an early age.

"There was a very cute commercial that my son saw one morning, and in Japanese it said, 'We are all different, but we are all great'," said Heissig. "I thought, 'This is perfect — this is what mothers need to tell their children'. We are all different, but we are all great, and we all can do something. I was lucky to have had a mother who told me this." ●





# Active in all areas of economic life

Susanne Welter, head  
of economic and  
science affairs at the  
German Embassy  
in Japan







With more than 30 years at Germany's Federal Foreign Office, Susanne Welter has had a number of diverse postings, including to countries in Africa, Europe and Central Asia. Much of her career has been focused on security policy and UN affairs. She spent the past nine years in the UN Department in Berlin, first as head of the anti-terrorism section and then overseeing the section responsible for chemical and biological weapons issues. Previously, Welter was posted to Moscow (2007–2010) where she was deputy head of the embassy's economics section. She arrived in Japan in August to take up her post as head of economic and science affairs at the German Embassy in Japan.

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**Could you tell me about some of the recent high-level visits from Germany?**

Federal President Frank-Walter Steinmeier was here for the enthronement of the new emperor, and he also had the opportunity to meet stakeholders here in Japan, including German business associations. He exchanged views on topics such as Society 5.0, and he is very interested in greater economic cooperation with Japan. I think that, on the Japanese side, his visit was highly appreciated. It was like the icing on the cake because Chancellor Angela Merkel visited in February and Minister for Foreign Affairs Heiko Maas has come twice this year.

And there's more than just the big visits of federal ministers: the number of high-ranking German delegations coming with business delegations has increased significantly over the past two years. We've had the deputy ministers of economics of the federal states of Schleswig-Holstein and Hesse come with business delegations, and the lord mayors of Hamburg and Essen also came with large delegations. They are all looking to broaden cooperation.

In the case of Essen, it has a longstanding cooperation with Fukushima Prefecture, which started after the catastrophe of 2011.

They are concentrating on renewable energies, as well as medical technology, including technology for assisting the handicapped. Essen University is part of this cooperation, and it is working with clinics in Koriyama on medical research; cancer research is a big topic.

We hear in a lot of discussions that Germany's relationship with Japan is not based merely on profit-oriented areas — it's so much more than that. We share a lot of values, as well as political goals. Therefore, Japan's importance as one of our closest partners is further increasing, and not only in East Asia. Internationally, we are looking to cooperate more closely in order to strengthen multilateralism and the rules-based order. Bilaterally, we aim to learn from each other regarding the domestic challenges we are both facing, such as demographic change and digitisation.

**What are some events you've been involved with over the past few months?**

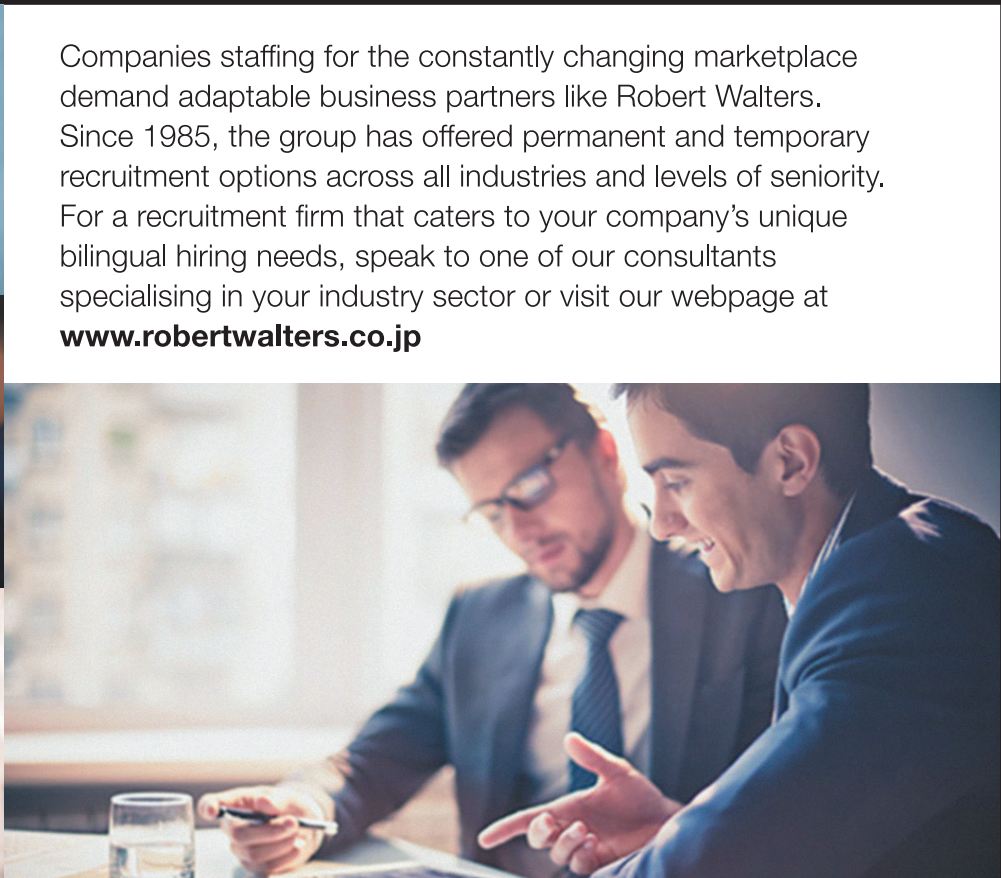
There was one big trade fair, Gamescom, where we had a delegation of German companies that are developing computer games. There was also a two-day bilateral forum on environment and energy that was headed by both economy ministries, which included a lot of expert panels and discussions

“We share  
a lot of  
values”



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on renewable energies and how to achieve the goals of the Paris Agreement. Then there was a major biotechnology fair in Yokohama on cooperation in life sciences and biology where, for example, the German federal state of Saxony was very active.

We had a delegation from the German music industry that is very interested in promoting German musicians, but they were also very interested in the possibilities of selling Japanese and South Korean pop music to a European audience. Companies from all areas of economic life are coming to Japan.

#### **What is the current level of trade between Germany and Japan?**

We have had a consistently growing level of trade for the past couple of years. Our exports to Japan in 2018 were around €20 billion. We're seeing a lot of growth right now in the areas of automotive; machinery and machine parts, especially in the area of digital appliances; additive manufacturing; medical technology; renewable energy; and food and beverages — particularly German wine. There, the EPA has helped quite a lot because, of course, the tariffs have been abolished and it's easier for producers of typical German food and beverages to get into the Japanese market. White wine is very popular in Japan, and the German winemakers are starting to catch up with French and Italian wines.

There are a lot of German companies that have created special demand for their products here. A very simple example is all the food particular to the Christmas season, such as *stollen*. There's also *lebkuchen*, which is a spicy cookie that comes in endless varieties.



**“German companies ... have created special demand for their products here”**

#### **What is the Asia-Pacific Conference that's planned for October 2020 and how important is it for German businesses?**

It's the biggest event for German companies active in the Asia-Pacific region. It's

held every two years somewhere in Asia, and the German Asia-Pacific Trade Association has chosen Tokyo to host the event next year. It started in Tokyo in 1986 and this will be the third time the city will hold the conference. The German minister for economic affairs is the host for the German side, and he will invite quite a few of his counterparts from the region. The second host is the chairman of the German Asia-Pacific Business Association, Mr Joe Kaeser, who is CEO of Siemens.

The programme will be a mixture of events for both the government side and the business side. Looking at past events, we are hoping for about 1,000 participants from Germany and from the region. We are also quite confident that there will be very high-ranking participation from the host country — initial reactions have shown that the Japanese government is very interested in cooperating. A website for registration applications will go live in January.

The conference will be a mixture of conference events and, in the margins, a lot of networking events, divided into different areas of industry: if you're from the automotive sector, you will find your counterparts from Asia at, for example, a business breakfast, or you will find those working in artificial intelligence at another one. So, it should be attractive to a broad range of businesses. ●



# Germany

## Future proof

Germany has long enjoyed a reputation as a hotbed of innovation. Its investment in research and development in 2017 alone totalled €100 billion, according to the Federal Ministry of Education and Research. As the world becomes increasingly automated and connected, the technology developed in Germany has become more important than ever before to businesses around the world — and the work that German companies do in Japan is invaluable.

“German companies help to make Japanese businesses fit for the future,” says Ambassador of Germany to Japan Ina Lepel. “For example, German intelligent machinery and robotics are the perfect fit for Japanese manufacturers, with their high-quality standards and an increasing lack of manual labour.”

Bosch Rexroth — which has three offices in Japan and a production plant in Ibaraki Prefecture — describes itself as “the drive and control” company, manufacturing an extensive range of products to move and automate industrial equipment. Among the items it

produces are fully automated factory assembly lines, collaborative robots and IoT sensors for machine applications, all of which are helping to bring Industry 4.0 to Japan.

The global courier DHL International is another example of a German business bringing its technological knowhow to Japan. It has been collaborating with Yamato Transport, Japan’s leading parcel delivery business, to create a fleet of 500 electric vehicles for regular deliveries. DHL’s expertise is also helping Japan move closer to a cleaner future as these new electric vehicles, which are expected to hit the roads next month and reduce the current fleet’s carbon footprint by 3,500 tonnes per year. DHL is aiming to make its logistics operations emissions free globally by 2050.

With Japan looking to improve the work–life balance of its employees in the years ahead, working from home is set





to be more prevalent, so establishing stable and dependable connections between home and the workplace is essential. Göppingen-based TeamViewer makes software for web conferencing, desktop sharing, file transfer and the remote control of computers. It opened its first office in Japan in 2018 to better support the growing number of customers in this market, and win many more.

However, the same networked society that allows flexible remote working also opens up businesses and their employees to the risks of hacking, theft and other cyber-crimes. Wibu-Systems, headquartered in Karlsruhe and with a recently opened office in Tokyo, has a 30-year track record of protecting its clients. Its software defends systems and individual computers against sabotage and cyber-attacks, and it prevents counterfeiting of code.

Since the EU-Japan Economic Partnership Agreement (EPA) came into force in February, businesses across Europe have seen growth in trade with Japan. As one of the EU's largest economies, Germany is taking advantage of this opportunity to get closer to Japan as it means an even more promising future for German firms here.

"Preliminary statistics show that German companies' interest in the Japanese market has been increasing since the EPA's entry into force. Positive effects can be seen in particular with regard to the food and agriculture sector," Lepel says. "The successful conclusion of the EPA has set an example, and is an important signal, for rules-based and transparent trade."

The world is changing rapidly, and businesses must stay ahead of the curve to remain relevant. As German firms continue to innovate and further connect the world, the future is looking very bright indeed. ●



AMBASSADOR OF  
GERMANY TO JAPAN  
INA LEPEL

## "German intelligent machinery and robotics are the perfect fit for Japanese manufacturers"



### Population

80,457,737 (July 2018 estimate)  
Urban population: 77.4%  
39.87% are 25-54 years of age (2018)



### Main exports

Vehicles, other than railway;  
pharmaceutical products; machinery;  
optical, photo, technical and medical  
apparatus; electrical and electronic  
equipment



### Did you know...?

- The first country to adopt daylight saving time was Germany, in 1916.
- Germany is home to over 1,000 types of sausage and 1,500 types of beer.



### Trade with Japan

Exports to Japan: €20.4 billion  
Imports from Japan: €23.7 billion

SOURCE:  
GERMANY TRADE  
& INVEST, 2018



BUSINESSES FROM ...

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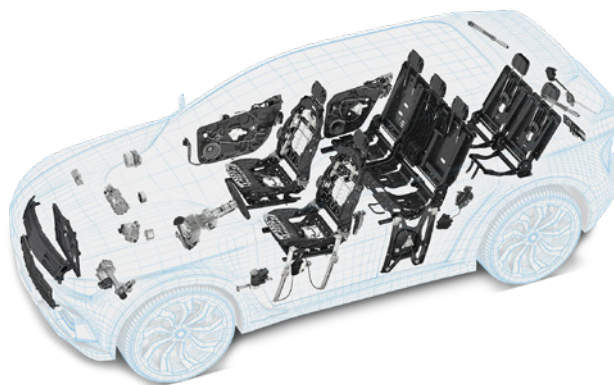
# A look at some companies from the region



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# Eri Kubota

## Getting out of her comfort zone

When Eri Kubota entered university, she took up *aikido*, the Japanese martial art that teaches practitioners to defend themselves by redirecting the momentum of an attacker. The club's demanding routine tested her resolve from the beginning.

**“The training was really hard,”** Kubota says. “It was so intense that many people quit after the summer training camp. Some people even cried.”

Despite the difficulty, she persevered and went on to attain a first degree blackbelt as a third-year student. To her surprise, Kubota found that *aikido* didn't just help her to keep fit, but also that it had a number of

unexpected benefits for her mind and spirit.

“I think my mental capacity broadened because of that tough time; I learned not to get emotional or upset,” she says. “Once you get out of your comfort zone, your comfort zone expands — and that means you're growing.”

Even though she ended her *aikido* training after graduating, Kubota continues to challenge herself every chance she gets. One way she does this is by attending a range of classes and educational seminars. As she studies English and learns about management or facilitation techniques, she develops her skills and helps herself to grow, but this also helps her to improve her colleagues' experiences at work.

Since 2007, Kubota has been the HR manager at Coloplast, a Danish firm that provides products for people with sensitive medical conditions in areas such as ostomy, urology, continence and wound care. As one of the very first HR managers of the Japan branch, she was able to create original HR policies and update protocol that hadn't been touched since the office opened in 1988.

In addition to shifting the company from a seniority-based system to a largely

### Do you like natto?

**Time spent working abroad:**

I haven't worked abroad.

**Career regret:**

It's not a career regret, but I do wish I had studied abroad for university. My parents even gave me a name that's easy for English-speakers to say.

**Favourite saying:**

“Everything in our lives is meaningful.” I also like, “All's well that ends well”.

**Favourite book:**

*The Great Passage* by Shion Miura. I love the characters' diligence.

**Cannot live without:**

White wine, and conversations with friends.

**Lesson learned at a multinational company:**

The importance of understanding the background of a situation and then answering questions comprehensively.

**Secret of success in business:**

Act on the mission, vision and values of the company to arrive at the best outcome for the business.

**Favourite place to dine:**

Certo, an excellent and cozy Italian restaurant in Yotsuya-sanchome.

**Do you like natto?**

It's OK. I don't eat it too often, but I don't dislike it either.

performance-based one, Kubota has been actively promoting both employer branding and diversity and inclusion at the company. One example is a monthly sharing event to deal openly with relational problems — specifically microaggressions — and improve communication. According to Kubota, valuing employees' feelings improves their engagement and, therefore, company performance.

“Diversity is very important because needs are changing and we need to meet these changing needs,” she explains. “But it's inclusion that makes diversity work.”

Kubota has always been interested in people and their behaviour. Her psychology studies at university have been a crucial foundation in helping



her make changes at Coloplast and rolling out new HR practices smoothly.

“Changing people’s mindset is always the most difficult aspect,” Kubota says. “It’s not like applying a digital formula. With people, it’s about chemistry.”

As a resident of a cooperative house, interpersonal relationships are important to Kubota outside of work as well. The residents had the chance to get to know one another before their apartments opened, and they have since become close. Kubota notes that they gave advice to one another to

prepare for October’s Typhoon Hagibis and they share things they’ve bought or received.

“My uncle sent me oranges and I gave them to someone in the house who’s a good cook,” she says. “She made marmalade with them and gave a jar to me.”

Cooperative housing is less common in Japan than in other countries, but while it may have been a little daunting for Kubota to move into a situation that is somewhat unusual here, she has been very happy with this collaborative living arrangement.

“I know everyone in the apartments, and we eat together and support one another,” she says. “I feel relaxed and safe.”

**“Once you get out of your comfort zone, your comfort zone actually expands — and that means you’re growing”**

While getting out of your comfort zone can sometimes be a frightening prospect, the rewards of challenging yourself to take that bold step are undeniably worthwhile. ●





# A powerful force for good

## Sustainability and Social Responsibility

The EBC has created a new committee. The Sustainability and Social Responsibility Committee officially kicked off this autumn, bringing together EBC members working in a wide variety of industries — from food producers to shipping firms.

**“Although our members come** from different areas, the topic of sustainability and CSR is becoming central to many of our businesses,” says the committee’s chair, Jean-Pierre Biard.

Already, the committee has received a large amount of interest, with participation from around 20 companies at each of its first three meetings.

The recent change in EBC rules, allowing members to belong to several committees concurrently, opened the door for the creation of such an inclusive group, according to Biard.

“Until now, EBC members were usually members of just one committee,” he explains. “With the new structure, members can participate in multiple committees, so it made sense.”

Biard and his colleagues at BNP Paribas started the ball rolling earlier this year.

“We saw a lot of interest,” he says. “As a responsible bank, sustainability and a commitment to society are core missions, and we have been looking for a way to bring the European business community

together. The EBC was the right fit for such a collaborative platform. The issue is not country-specific, and European firms are leaders in this space.”

Such collaboration can greatly enhance CSR and sustainability activities, which range from volunteer activities, such as beach cleanup campaigns, to fighting climate change. Accordingly, the committee aims to leverage members’ diverse expertise and experience.

Biard notes that the committee will share and promote best practices, offer opportunities for member companies to join forces on common projects and provide visibility and support to the efforts of European firms as they work on having a positive impact in Japan.

The committee’s first event was held in October, with the aim of sharing best practices. The guest speaker was Annette Stube, head of sustainability at Maersk, who was in Tokyo at the time for the Innovation for Cool Earth Forum 2019.

“If relevant people are in town, willing to share their experiences or to talk about what is happening at their company, the idea will be to hold an event,” the chair says, adding that they are open to proposals from all EBC members.

The committee has yet to decide on specific advocacy points. As a first stage, the focus will be on giving visibility to the efforts of European companies in the sustainability and social responsibility spaces. Biard says that now is a good time for any interested EBC members to sign up, while the issues are still in the process of being formed.

Another committee member, Kazumi Hasegawa of Danone Japan Co., decided to join because she was interested in learning about the CSR activities that EBC companies were already engaged in.

“It does make sense to do some activities by yourself for your business only, but it would also be a powerful force for good if we could unite together under a common purpose,” she says.

**“the topic of sustainability and CSR is becoming central to many of our businesses”**

Hasegawa adds that she hopes to take part in specific project proposals once the committee’s priority areas have become more focused.

The committee’s formation comes as CSR and sustainability issues are taking root in Japan, including the government’s pledge to be a global leader for achieving the UN’s Sustainable Development Goals.

“The European business community is leading in many aspects of sustainability and CSR,” says Biard. “We aim to give these areas greater visibility in Japan through the committee; we have a role to play and the ability to act as a leader and influencer.” ●

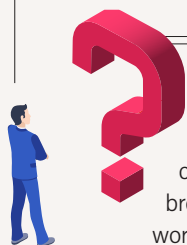
Jean-Pierre Biard is head of Multinational Corporations Coverage at BNP Paribas, Tokyo Branch, and is the chairperson of the EBC Sustainability and Social Responsibility Committee.





# Helping clusters, prefectures, and regions get closer

## Launch of the EU–Japan Regional Cooperation Helpdesk



Regional, industrial and innovation clusters are hotspots of new ideas, cutting-edge technologies and scientific breakthroughs. These clusters are networks of universities, research institutions and companies that, ultimately, develop and sell products and services. They play an important role in the internationalisation of businesses, particularly SMEs.

**Clusters and regions in** Europe, as well as prefectures and special economic zones in Japan have a unique role as amplifiers and multipliers, efficiently relaying information, contacts and intelligence for the SMEs they host. Ibaraki Prefecture, for instance, started a cooperation with a company from BioValley France, a biocluster in France's Grand-Est region. The goal of this collaboration is to create a research centre in Japan, which will become part of the prefecture's business incubator.

On 5 November, the EU–Japan Centre for Industrial Cooperation launched the EU–Japan Regional Cooperation Helpdesk (EJRC Helpdesk), a new regional cooperation platform that was created to mobilise clusters in European regions and Japanese prefectures. The helpdesk has been designed to promote collaboration between clusters and regions in the EU and Japan in areas such as industry, trade, investment, innovation, tourism and people mobility. Such cooperation will not only be bilateral, but can also include the EU and Japan working jointly in third countries, such as Africa, South–East Asia, Latin

America and non-EU European countries.

The EJRC Helpdesk aims to help organisations fully exploit the EU–Japan Economic Partnership Agreement, and the EU–Japan Partnership on Sustainable Connectivity, which was signed by Prime Minister Shinzo Abe and President Juncker in Brussels on 27 September this year.

The organisers of the EJRC Helpdesk are the European Centre for Japanese Studies in Alsace and Gifu and Iwate prefectures, all of which have extensive experience in cooperation, as well as many contacts with regions, clusters and prefectures. Their cooperation began more than ten years ago.

In addition to providing relevant information – on funding, useful tools and relevant programmes, for example – the EJRC Helpdesk supports regions, prefectures and clusters looking for European and Japanese partners to establish new areas of cooperation and reinforce existing ones. The helpdesk also gives them the opportunity to highlight and share best practices, and it helps them connect with EU and Japan initiatives that facilitate regional and business cooperation, including the European Cluster Collaboration Platform, JETRO Regional Industry Tie-up Programme, the Enterprise Europe Network and the EU's Horizon 2020.

The helpdesk had a busy first month, receiving several enquiries from European regions, including Italy and Greece, looking to start cooperation with certain prefectures in Japan, as well as several enquiries from Japanese startups and Japanese prefectures, specifically those in the agro-food industry. Also, the ambassador of Japan to Tunisia has requested the support of the EJRC Helpdesk to develop EU–Japan projects with Tunisia.

The first regional cooperation conference organised by the EJRC Helpdesk will host European regions and clusters, and Japanese prefectures and clusters in Strasbourg, France, from 27–29 April 2020. During this three-day event, the helpdesk will organise pitches and matchmaking sessions between regions, prefectures and clusters. The conference will also include an important dimension in line with the EU–Japan Connectivity Partnership that will facilitate collaboration between regions and clusters from the EU and Japan with their counterparts in third countries (such as those in Africa and South–East Asia).

We invite all regions and clusters (and networks of clusters) in Europe and all prefectures and clusters in Japan to contact the EJRC Helpdesk at [ejrc@outlook.fr](mailto:ejrc@outlook.fr) to get information on the launch of the EU–Japan Regional Cooperation Platform, to use the helpdesk's services and to register for our first conference in April 2020 in Strasbourg. ●

Follow the activities of the EJRC Helpdesk on twitter @EJRCHelpdesk and our website (soon to be online at [www.ejrc-helpdesk.eu](http://www.ejrc-helpdesk.eu)).

Virginie Fermaud is coordinator and project manager at the EU–Japan Regional Cooperation Helpdesk.





# Reforming the work place

## The EBC's HR seminar on changes to Japan's Labor Standards Act

The days of Japan's notorious work-life imbalance could be coming to an end, and businesses need to be prepared.

**On 7 November**, the EBC Human Resources Committee, in collaboration with the Tokyo Employment Consultation Center (TECC), organised a seminar to explain recent changes to the Labor Standards Act.

The amendments to the act came into force on 1 April this year and are intended to reduce the excessive working hours that have plagued Japanese employees for generations. Part of the government's work-style reform initiative, these changes are expected to bring Japanese work place rules more into line with those of other OECD countries.

The TECC's Kaoru Kurata, a certified labour and social security consultant, led the seminar. She explained what she considers to be the three most important reforms to the Labor

Standards Act: a legal cap on overtime working hours, guaranteed use of paid leave, and the promotion of equal pay for equal work.

"This is the foremost and greatest reform to the Labor Standards Act since the Second World War," she said.

The new cap on overtime means that, under normal circumstances, employees are to work no more than an average of 45 hours of overtime per month, or 360 hours per year. Special arrangements may be agreed with management for employees to work longer hours in exceptional circumstances, such as a seasonal increase in workload, but such cases are limited to six times per year. The reform does not apply to small and medium-sized enterprises until 1 April 2020.

The change to vacation time legislation requires employees to take at least five days of their minimum 10 paid days of leave per year. To avoid problems, such as several employees taking vacation at the same time at the end of the fiscal year, employers can dictate when employees take at least five of their paid days off.

While other revisions encourage employers to introduce new work-style options, such as mandatory rest periods during working hours or a flexitime system, Kurata made it clear that the overtime limit and use of paid leave are compulsory.

"Breaching these two revisions will result in penalties," Kurata warned. "If you don't follow the Labor Standards Inspection Office's rules — and you repeatedly fail to follow their guidance to correct [your actions] — your company will be penalised."

The amendment regarding equal pay for equal work, which is not subject to penalties if violated, states that if two people are doing the same work, whether they're full-time or part-time employees, there



should not be unreasonable differences in their remuneration.

"There exists a rising disparity in the working conditions between regular and irregular workers," Kurata explained. "This has been a very significant matter since regulations were made by the Koizumi government in the early 2000s."

She noted that while European businesses tend to follow this principle already, this can be an issue for domestic Japanese firms, where job responsibilities are sometimes less well-defined.

The TECC provides legal advice for domestic and international companies to ensure compliance with labour and social insurance rules and regulations free of charge. Such services could soon become more important than ever. As significant as the revisions to the Labor Standards Act are, they might just be the beginning.

"Japanese labour law is facing a highly transient period, and continuous revisions are expected going forward," Kurata said. "Compliance is the key to success, particularly in the recruiting and retaining of high-quality, highly skilled employees." ●

**"This is the foremost and greatest reform to the Labor Standards Act since the Second World War"**





# Visions of tomorrow

Japan and Europe try to predict the future at CEATEC 2019

In September, I attended IFA Berlin 2019, Europe's biggest tech event. IFA, or the International Radio Exhibition Berlin, brought together more than 200,000 people, many of whom were discussing technologies such as artificial intelligence, the Internet of Things (IoT), 5G networks, voice control and co-innovation.

**In October, I visited CEATEC** (or the Combined Exhibition of Advanced Technologies), Japan's largest tech extravaganza, which takes place just outside Tokyo. It was interesting both for the way it is in synch with IFA's prognostications and how it has attracted European exhibitors.

CEATEC started in 2000, but after its initial success, its popularity has faded over the past decade. While it may not have the global media pull of IFA or Las Vegas's Consumer Electronics Show, it does offer insights into Japanese technological concepts, electronic goods and components manufacturing.



ANA newme avatar robots

One of the 787 exhibitors was Murata Manufacturing. It showed off a prize-winning, oxide solid-state battery with the highest capacity in the industry, capable of powering IoT devices — and is about the size of a fingernail.

CEATEC also drew 43 businesses from Europe. One was Snowcookie, a Swiss company that was part of the Swiss Tech Pavilion, which included 20 exhibitors. It has developed a wearable sensing system for skiers that tracks their speed and movements, helping them to become more aware of their body position. Another European exhibitor was Augmenta, a Finnish developer of customised augmented reality solutions for enterprises.

This year, CEATEC marked its 20th anniversary, and it was keen to show visitors that it's changing. For example, robots were roving around the centre of the Makuhari Messe exhibition hall, controlled by people in a booth nearby. Robots are nothing new at CEATEC, but the company that developed them was unexpected — the airline All Nippon Airways (ANA). Next year, ANA wants to roll out some 1,000 of its newme avatar robots, which will allow users to "avatar in" to roving mobile platforms in remote locations,

such as a factory halfway across the world, and interact with people there.

The airline joined construction companies, utilities, entertainment businesses and other transport firms that traditionally haven't exhibited at CEATEC. They formed part of Society 5.0 Town, a vision of the world in 2030 in which "cyber-physical systems" will dominate. As the Japanese government defines it, Society 5.0 will be "a human-centred society that balances economic advancement with the resolution of social problems by a system that highly integrates cyberspace and physical space." Think autonomous taxis driving elderly people around and you get the idea.

Society 5.0 is Japan's take on the future, and it aligns closely with a European one, variously branded as Industry 4.0 by the German government and the Fourth Industrial Revolution (4IR) by the Swiss-based World Economic Forum (WEF). While the latter is concerned with smart factories, WEF founder Klaus Schwab describes the 4IR as "a range of new technologies that are fusing the physical, digital and biological worlds, impacting all disciplines, economies and industries, and even challenging ideas about what it means to be human."

Heady stuff. Of course, these fantasies may prove wildly inaccurate. If nothing else, though, they demonstrate how governments and businesses around the world are actively working to shape the future. The way we'll live in the decades to come is being influenced by decisions made today for both public and private benefit.

If you're curious about what could happen, it may be worth your while to take in a tech show. ●

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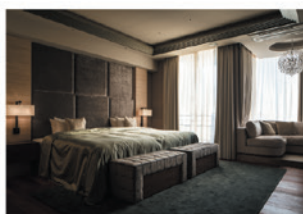
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# The global slowdown

## Flag-waving policies, flagging economies

The rate of global economic growth is slowing. Much of the blame can be placed on poor policymaking from flag-waving politicians.

**In October, the IMF** cut its world GDP growth forecast by 0.3%, to 3%. This is at the bottom of the 3% to 4% range that the organisation has traditionally felt at ease with, and it follows similar growth-forecast downgrades from the OECD and the WTO.

The cause is easy to identify. Many countries, including the US, Germany, Japan and China, have reported weakness in export growth this year. The WTO recently estimated global trade volumes will grow by just 1.2%, the slowest rate of growth in a decade. This compares with the previous forecast of 2.6% growth that it had made in April.

Weakness in the export sector of many countries is now feeding through into their domestic economies, with a slowdown in consumption growth — although, interestingly, Japan's consumption growth has remained robust.

Since consumption accounts for around two thirds of total GDP in most rich economies, this slowdown has triggered fears of a global recession.

Central bankers are doing what they can to ease monetary policy in order to limit the extent of the downturn. They do not want to be accused of being a part of the problem. The Fed and the ECB are loosening monetary policy, while the Bank of Japan is watching closely.

But today's political leaders are not being cautious. Instead, they are openly indulging in growth-destroying policies.

This was highlighted in October, when

Fed Chairman Jerome Powell warned of what he considers to be the two largest risks to the US economy: the US–China trade war and Brexit in the UK.

Both are first and foremost political problems, with nationalist politicians in all three countries waving their flags and adopting uncompromising postures for domestic political purposes. But the impact of both issues is being felt globally, as uncertainty creeps into world-wide supply lines.

It is also worth noting that both China and the Trump White House have very different views on the role of regulators than those put forward by Adam Smith. In classical economics, regulators exist to prevent monopolies forming, as well as to protect the consumer by upholding product standards, etc. Without independent regulators, Smith argued, capitalism becomes monopoly capitalism and is no longer fit for purpose.

China sees the promotion of national champions, especially in technology, as a core strategic goal and appears indifferent to domestic competition issues.

Trump has starved the WTO and US domestic regulators of cash, undermining rules-based capitalism. He regards EU regulators as enemies of the US, after Brussels fined some

leading US tech companies over tax avoidance and privacy violations.

Closer to home, Japan and South Korea — already suffering from the US–China trade dispute — are engaged in their own trade war. The origins of this, however, have little to do with trade and almost everything to do with the resurrection of a historical squabble for modern-day political use.

In a similarly damaging manner, there is a political tradition in Germany, and in some other eurozone counties, to fetishise budget and surpluses as symbols of national virtue. This is despite evidence that looser fiscal policy is appropriate if an economy is about to enter a recession, as Germany appears to be. And Keynesian economics long ago demonstrated the futility of persistently running trade surpluses. Ultimately, you impoverish your customers.

Politicians are no longer defending the institutions — or even the ideas — that help promote rule-based global free trade.

How will this end? It may require an economic recession to demonstrate that flag-waving economic policies don't take a country far. Sadly, any pickup in global growth now might only embolden politicians to take their policies further in the wrong direction. ●



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



# Nurturing creativity, giving hope

## KIDS EARTH FUND helps kids to help kids

Every child should have the chance to learn about themselves, express themselves and gain a deeper understanding of the world around them — but many don't. Since its founding in Japan in 1988, the non-profit organisation KIDS EARTH FUND (KEF) has held art workshops for children around the globe both to nurture their creativity and encourage them to develop a sense of responsibility for making the world a better place.

**KEF has its roots** in the small international kindergarten I established in Tokyo for my son. I incorporated volunteer activities in the curriculum with a belief that children should learn early on the value of actively contributing to society, and with the hope that they would become responsible and thoughtful citizens. For instance, we cleaned streets and parks around our school, and we took part in marches for various causes, holding posters with slogans such as, "Stop the War" and "Make the Earth Beautiful".

During this time, I noticed that the artwork children created often had powerful messages of peaceful coexistence and environmental care. So, I began to collect the children's artwork and used it to promote compassion for children around the world and good stewardship of our earth. This led to the creation of KIDS EARTH FUND.

Our art workshops have been held in places such as Afghanistan, Cambodia, Croatia, Vietnam, New York (after 9/11) and Japan. Through these workshops, I believe



In the Circus  
by Martina Paulinyova (Slovakia)

that children build confidence, develop positive attitudes towards helping others and are given hope in their current situations. And through both their individual and collaborative artwork, these children are helping themselves and others.

With the support of corporate sponsors, our collection of tens of thousands of pictures, painted by these pure-hearted children, are put to good use in exhibitions, at fundraising events and by creating marketable products — such as calendars, stickers, greeting cards and wrapping paper. The funds we raise are then used to help children throughout the world suffering as a result of poverty, war and natural disasters. This is the meaning of our slogan "Kids Helping Kids", and what we aspire to see happen every day.

Over the past 31 years, I have visited 47 countries to help children in need, donating

necessities, as well as art supplies, and providing many children with physical and emotional support together with the extraordinary help of our volunteers and sponsors. On many of these visits, I have been shaken by vivid, tragic encounters, and these experiences of

seeing children in pain are what drive me to continue our mission at KEF.

I want to continue to help children in difficult situations learn to smile again through drawing. And I long for



The Precious Planet  
by Lucas Antonio Da Gruz Alues (Brazil)

the day when children around the world can live in safety and security, where they are free to draw and paint, and enjoy their lives. ●

There are many ways you can help KEF continue its important work: you can donate, volunteer your time, participate in art leases (displaying children's art in your office or at events), send in your own children's art for KEF's collection, or purchase products on our homepage. Your support is a tremendous step towards helping kids all around the world.

Harumi Torii is the founder of KIDS EARTH FUND.







# 'Tis the season for golfing

A gift guide for golfers

It's gift-giving season again, which, for golfers, means hitting the golf shops and buying some often questionable items to help you practice or make you stand out on the golf course. We've done the legwork for you (mainly on [pgasuperstore.com](http://pgasuperstore.com)) so you can easily find those great items — that you really don't need.

## MR HEATER GOLF CART HEATER:

This is a fairly large heater that you can install on your golf cart to keep you warm as you drive along. It runs off a small propane gas tank, similar to those for camping cookers. The manufacturer claims it can run for five and a half hours, more than enough for a typical round of golf (unless, of course, you're playing in Japan). ¥15,249.

## FORGAN OF ST ANDREWS PRACTICE BALL SHAG BAG:

This is a tube with a bag on the top that enables you to collect golf balls without the need to bend down and pick them up. ¥18,179.

## PGA TOUR HAND WARMER:

This is a cross between a big mitten with two holes — one for each hand — and a strait jacket. It keeps your hands warm but leaves you incapable of doing anything else. ¥4,447.



## UNIVERSAL GLOVE KEEPER:

Don't shove your golf glove in your bag as soon as you've finished using it; pull it over the plastic, hand-shaped Universal Glove Keeper, which can be hooked to your bag. ¥761.

## PIDDLE, POOP AND PUTT TOILET MAT:

Essential for constipated golfers, this faux putting green mat fits around your toilet and comes with a plastic putter, two balls and a hole to help you improve your short game and while away the time in the bathroom. ¥2,540.

## GOLF GUM:

According to its website, "Golf Gum's Liquid Core™ delivery system rapidly releases the full benefits of specially sourced natural caffeine and B-vitamins ... you don't have to chew it for more than a few minutes to experience the results of a pure, compact formula that provides smooth energy." Tiger Woods is a recent convert to chewing gum and sales of Golf Gum went through the roof when it was rumoured it was his brand of choice at The Masters this year. If Tiger does it, chewing gum must be cool. \$16.99 for a five pack on Amazon.com.



## PERFECTO CIGAR HOLDER:

This metal device clamps onto your golf cart and allows you to rest your cigar while you take your shot. Its maker claims your cigar will not go out. ¥2,823.

## PREMIER GLOW NIGHT GOLF PACKAGE:

If you have a place to play at night, then you can light it up with this kit, which includes nine LED flag sticks, 432 LED course markers and 108 Night Eagle LED golf balls. ¥140,000.

We've done the legwork for you ... so you can easily find [some] great items — that you really don't need

## DOLCE LUCCI FLARE HAIR VISOR:

This has been around for a while. It's a cap that has a wig on it so it looks like you have a lot of hair. These days, a lot of designs are available — even purple hair. ¥1,780.



## BATMAN GOLF HEADCOVER:

There are plenty of weird head covers out there (Pikachu anyone?), but the coolest is Batman. ¥3,811.

Some of these ideas might seem a little silly. But if you pop into your local golf store and check out the clothing choices, suddenly a purple Dolce Lucci Flare Hair Visor will make sense. ●

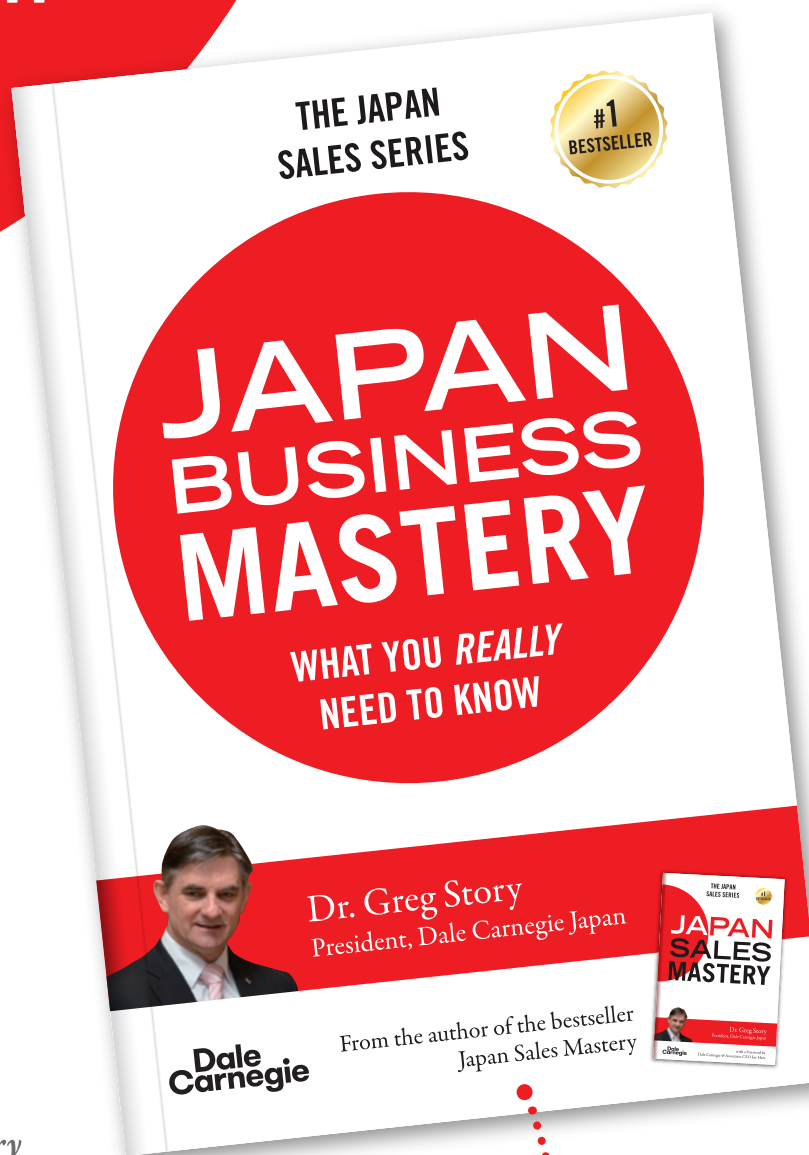
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# Beaujolais is growing up

A region with more than Nouveau

Burgundy is synonymous with Pinot Noir — that fickle grape, which yields some of the most elegant and timeless wines in the world. Due south of Burgundy's famous Pinot Noir vineyards sits Beaujolais, home of the Gamay grape that produces the notorious Beaujolais Nouveau.

**If red Burgundy is** to be portrayed as feminine — as she should be, with her lightness and complexity — she is most certainly the elder sister. She is the embodiment of her cooler climate: wise and brooding. However, her little sister Beaujolais, while relatable, is very different: vivacious and voluptuous, though, on occasion, rather one-dimensional. Or, at least, that has been her reputation for decades.

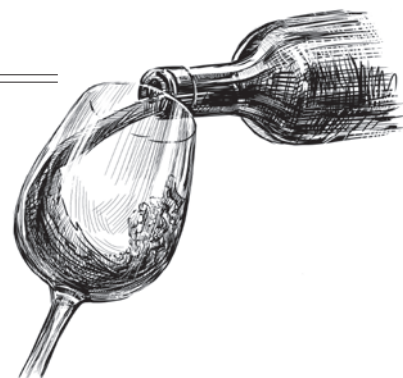
It's a reputation that's been built almost exclusively on the young, fruity Beaujolais Nouveau. Released on the third Thursday of November, Beaujolais Nouveau is widely regarded as the first red wine to be released only a couple of months after harvest. It's the bubble gum-y, banana-y wine that is met with both joy — France celebrates the release with a big festival in Lyon each year — and derision. Since it's sent out into the world so young, it's infamous for its lack of complexity (not having been oak-aged) and obnoxious fruitiness. Global sales have plummeted 64% over the past decade as wine drinkers have turned to

drier, richer wines. Everywhere, that is, except Japan.

The leading importer of Beaujolais Nouveau, Japan has a particular affinity for the wine, importing more than seven million bottles of the stuff annually. In addition to the usual festivities — starting at midnight — to celebrate the day of its release, there's now a hot spring near Tokyo that offers Beaujolais Nouveau baths.

But Beaujolais Nouveau is only one style of wine produced in the region, which has 12 different appellations including 10 crus. Dominated by granite soils along the Saône River, the region gets abundant sunshine that allows the Gamay grape to ripen heartily. The wine produced is light and fruity as a result of carbonic maceration, a winemaking technique unique

the days of viewing [Beaujolais] as infantile and superficial are nearing their **end**



to the region. Whole clusters of grapes are placed in vats injected with carbon dioxide. This triggers fermentation inside the berries themselves, yielding a wine with low tannin. It's fun, supple and best served chilled.

Today, the Beaujolais region is in the midst of a revival. Top crus are producing wines with structure, complexity and richness — and achieving mid-90-point reviews — that rarely exceed ¥50,000 a bottle. Two to look out for are Moulin-à-Vent and Brouilly. The former is producing the highest-rated wines of the region, described as full-bodied and complex. The latter is usually lighter and more mineral driven. Both are fabulous on the dinner table, pairing perfectly with lighter meats, game, cheese and vegetables.

The truth about Beaujolais is that she's matured, and the days of viewing her as infantile and superficial are nearing their end. She may never elicit the sort of ardour that her elder sister Burgundy inspires, but she's gaining respect. And you can always count on her to brighten up the room. ●



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## Marcus Schürmann

**Company:** German Chamber of Commerce and Industry in Japan (AHK Japan)

**Title:** Delegate of German Industry and Commerce in Japan and Chief Executive Officer

**Originally from:** Essen, Germany

**Time in Japan:** 30 years (since November 1989)

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

Elio Locanda Italiana. I like the authentic southern Italian food and the atmosphere.

### What do you do to stay in shape?

I should be doing more than I do now ...

**Name a favourite movie:** I like all the James Bond, Agatha Christie and Alfred Hitchcock movies. I also really like *The Lives of Others*, a political thriller set in East Berlin in 1984.

**Favourite musician:** I enjoy all classical music, but particularly Mozart.

**Favourite album:** It's hard to choose a favourite.

**Favourite TV show:** A documentary series called *Terra X*, which is broadcast regularly on German TV.

**Favourite book:** *All Quiet on the Western Front* by Erich Maria Remarque.

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

At home on the weekends, I often bake bread — such as a loaf of *Vollkornbrot* (German whole wheat bread) — or make cookies or a cake.

### Cats or dogs?

Dogs. Especially schnauzers. They're intelligent, affectionate and extroverted.



### Summer or winter?

Summer in Germany. Winter in Tokyo.

### What's your ideal weekend?

If time allows, I try to take it easy — but my attempts are usually in vain.

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

Home.

"I enjoy all classical music, but particularly Mozart"



## Kintaro Ueno

**Company:** Mercedes-Benz Japan Co., Ltd.

**Title:** President and CEO

**Originally from:** Tokyo, Japan

**Time spent overseas:** One and a half years in Stuttgart, Germany

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

Minatoya. They serve outstanding noodle dishes.

### What do you do to stay in shape?

I jog and go to the gym.

**Name a favourite movie:** *The Game*, directed by David Fincher and starring Michael Douglas.

**Favorite musician:** Kenny G has always been my favourite. He inspires new thoughts and helps me to reenergise.

**Favourite TV show:** I love watching *asadora* (serialised Japanese TV dramas shown in the morning). It's a great way to relax before starting a new day full of challenges.

**Favourite book:** *Moneyball: The Art of Winning an Unfair Game*. This book showed me how to break down fixed, conservative ideas in business.

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

Maybe nobody is expecting this, but I also have a sensitive side.

### Cats or dogs?

Definitely dogs. We have one at home.

### Summer or winter?

Summer, simply because my birthday is in the middle of summer.

### What's your ideal weekend?

Jogging and exercise, then a game of golf. But nothing is better than dinner with family.



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

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"nothing is better than dinner at home with family"



**JACKY SCANLAN-DYAS,  
REGIONAL LEAD FOR  
CORPORATE IN JAPAN**

# Hogan Lovells

Hogan Lovells is an international law firm with over 45 offices globally. It has been in Japan for nearly 30 years.

Jacky Scanlan-Dyas, regional lead for Corporate in Japan, has spent almost two decades with the firm, having worked in London and New York before moving to Japan to launch the Tokyo office's M&A team.

"We have advised on many high-profile deals including some of the largest inbound tech-related acquisitions and numerous early stage tech investments," she says.

Legal directories recognise Scanlan-Dyas as a leader in Asia who "stands out as sharp and hardworking" and is a "great asset to have involved in any deal". ●





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