

EURO BIZ JAPAN

FEBRUARY 2017

➔ **Goodbye ATMs?**

Megabanks embrace fintech

➔ **The matchmaker**

*Danish Ambassador to Japan
Freddy Svane*

➔ **Japan's pollen
problem**

Pharma businesses bring relief

—
KEITA KOIDO,
PRESIDENT OF
LEROY JAPAN

The
noble
viking





ROBERT WALTERS JAPAN

PERMANENT & TEMPORARY RECRUITMENT

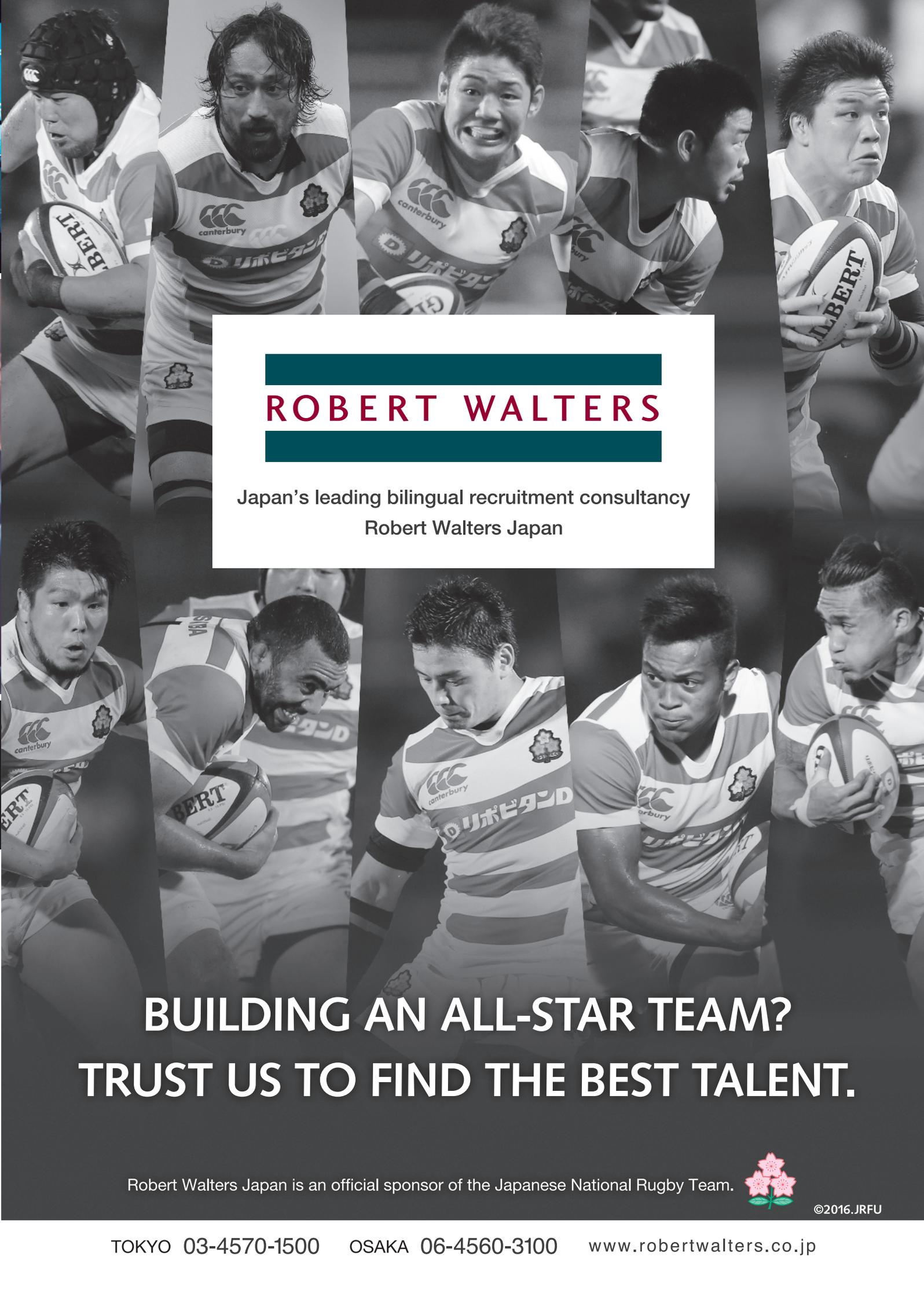
Companies staffing for the constantly changing marketplace demand adaptable business partners like Robert Walters. Since 1985, the Group has offered permanent and temporary recruitment options across all industries and levels of seniority. For a recruitment firm that caters to your company's unique bilingual hiring needs, speak to one of our consultants specialising in your industry sector or visit our webpage at www.robertwalters.co.jp

Tokyo (03) 4570 1500

Osaka (06) 4560 3100

info@robertwalters.co.jp

ROBERT WALTERS



ROBERT WALTERS

Japan's leading bilingual recruitment consultancy
Robert Walters Japan

**BUILDING AN ALL-STAR TEAM?
TRUST US TO FIND THE BEST TALENT.**

Robert Walters Japan is an official sponsor of the Japanese National Rugby Team.



©2016.JRFU

TOKYO 03-4570-1500

OSAKA 06-4560-3100

www.robertwalters.co.jp

4
First Focus

11
From the Editor

By Andrew Howitt

12
Investing in Japan

Leroy Japan

By Andrew Howitt

16
Japan's Pollen Problem

And the businesses
bringing relief

By Alena Eckelmann

20
Goodbye ATMs?

Megabanks embrace fintech

By Tim Hornyak

22
The Interview

Danish Ambassador to Japan
Freddy Svane

By Andrew Howitt

26
Country Spotlight

Denmark

31
Country Spotlight

Norway

32
EBC Personality

Donald Bunkenburg

By Andrew Howitt

34
Executive Notes

What now for the TPP?

By Tom Elliott



36
Eurobiz Poll

Tokyo Smoking Ban

46
Innovations

Imitation games

By Tim Hornyak

47
In Committee

Telecommunications Equipment

By Geoff Botting

48
On the Green

Jeju Island, South Korea

By Fred Varcoe

49
Cellar Notes

Going South

By Allison Bettin

50
The Agenda

51
Down Time

Christian Schaufelbuehl /
Tony Evans

52
Work Place



**The Mission of the
European Business Council**

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

12

The noble viking

By Andrew Howitt







First Focus

An 87-year-old calligraphy teacher holds up the tool of his craft. The power and the beauty of the written word is only matched by the power and the beauty of a striking image.

Photo by Ben Beech
www.benbeechphoto.com



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

➔ *"I recently tried to open a government-registered investment account at a Japanese bank, and was told I would need cutting-edge technology from 2,000 years ago: a personal seal. So, it was a pleasant surprise to see that Japanese banks are trying to embrace the future with virtual currencies and other 21st-century technologies."*



Tom Elliott is deVere Group's international investment strategist. He produces regular videos, blogs on a wide range of topical investment issues, and regularly speaks at seminars for clients at deVere offices around the world.

➔ *"Now that President Trump has pulled the US out of the TPP negotiations, how are the TPP members — including Japan — to proceed? Three possible options are to continue with the existing agreement, while including China; to negotiate a series of bilateral trade deals; or to get behind China's preferred Asia-Pacific trade agreement, the Regional Comprehensive Economic Partnership."*



Alena Eckelman studied on the Executive Training Programme in Tokyo, and then began to write about business, culture, travel and people in Japan. She contributes articles to magazines and websites both in Japan and in Europe.

➔ *"The problem of pollen allergies in Japan seems to get worse every year. So why not tackle the issue at its environmental root? Forests of cedar and cypress are the main culprits for causing hay fever, and they should gradually be replaced with broad-leaved trees representative of Japan's primary forests."*



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.

➔ *"The 2020 Tokyo Olympics is going to be the greatest show on Earth — in more ways than many people expect. The government is planning to roll out 5G, the next telecommunications standard essential for the Internet of Things, in time for the Games. The EBC Telecommunications Equipment Committee has been advising Japan's telecom regulators, and helping to lay the groundwork for this step forward."*

EURO BIZ JAPAN

Publisher
Vickie Paradise Green
paradise@paradigm.co.jp

Editor-in-chief
Andrew Howitt
andrew@paradigm.co.jp

Senior Editor
David Umeda

Creative Director
Paddy O'Connor

Art Director
Cliff Cardona

Illustrator
DJ

Sales Director
Tapo J. Mandal

Account Executives
Tamas Doczi
Livia Santana
advertising@paradigm.co.jp

Production and distribution
Daisuke Inoue
eurobiz@paradigm.co.jp

Published by Paradigm
6F Daiwa Osaki
3-chome Bldg.
3-6-28 Osaki, Shinagawa-ku, Tokyo 141-0032
Tel: 03-5719-4660
Fax: 03-3492-1202
www.paradigm.co.jp

Published monthly in Tokyo. All rights reserved. The views and opinions expressed herein (other than editorials by the EBC) are solely the opinions and views of their authors. The EBC and Paradigm are not responsible or liable for any portions thereof.

European Business Council in Japan (EBC) The European (EU) Chamber of Commerce in Japan

The EBC is the trade policy arm of the sixteen European national chambers of commerce and business associations in Japan

Chairman Danny Risberg
Vice-Chairman Carl Eklund
Treasurer Erik Ullner
Executive Director Alison Murray
Policy Director Bjorn Kongstad
Communications & PR Yoko Hijikuro

Subscription is free for members of the EBC and national European chambers of commerce. Subscription rates are: one year ¥9,000; two years ¥15,000; three years ¥22,000; ¥800 per copy. Rates include domestic postage or surface postage for overseas subscribers. Add ¥7,500 per year if overseas airmail is preferred. Please allow two weeks for changes of address to take effect. Subscription requests should be sent to eurobiz@paradigm.co.jp

If you prefer not to receive this magazine, and for all matters related to distribution, please send an email to eurobiz@paradigm.co.jp

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



RIEDEL 

THE WINE GLASS COMPANY

GRAPE  VARIETAL SPECIFIC®

Taste the difference!

TOKYO

Aoyama Twin Tower (East)
1F 1-1-1 Minami-Aoyama
TEL : 03-3404-4456



NAGOYA

South House 1F 3-6-29
Nishiki, Naka-ku, Nagoya
TEL : 052-954-8015



Shop information

A CELEBRATION OF EXCELLENCE

Tradition meets innovation in a bakery oven

ARYZTA Japan's 20th anniversary this year will be not only a celebration of its storybook success, but it will also be the starting point for ARYZTA's new frozen bakery concepts targeting Japanese chefs who are looking for more tailor-made solutions.



STARTING POINT: HIESTAND

ARYZTA started in Japan 1997 as a Swiss bakery under the brand HIESTAND, offering fresh-from-the-oven baked goods in the Swiss tradition. By 2008, the group joined the international leader in frozen bakery goods, ARYZTA. The new network — with dozens of bakeries all over the world — enabled it to widen its offer from a pure Swiss bakery to a specialist for a number of different heritage bakery goods. Today, ARYZTA is the number one partner in Japan to retail and food service customers when it comes to European bakery solutions. Its range consists of over 150 bakery items that can be found throughout Japan, from Hokkaido in the north down to Okinawa in the south.



ARYZTA's Anniversary promotion in 2017 will be celebrated with a unique recipe: The famous Swiss Cailler chocolate melted in a salty Pretzel croissant.

FRENCH LINE: COUP DE PÂTÉS

ARYZTA's new French line, Coup de Pâtés, which was launched three years ago, is gaining popularity among Japanese consumers. This line offers easy-to-bake premium and classic Viennoiserie, as well as other French specialties such as Macarons or Canelé. All these delicacies can be baked or defrosted, and prepared quickly and easily.

SPECIAL LINE FOR FOOD PROFESSIONALS

French chef Fabrice Prochasson, head of product innovation at the ARYZTA Group, has developed a new selection of goods consisting of semi-finished specialties from France. These products will help Food Service professionals in Japan to create new, unique menus by combining French and Japanese cuisine.

The frozen bakery concepts are easy to work with and can be finished by each chef in his or her own way, allowing the end products to carry their own personal signature.

ARYZTA Food Solutions Japan Co. Ltd
Yoyogi Yoshino Building 1F, 1-58-5 Yoyogi,
Shibuya-ku, 151-0053 Tokyo, Japan
Tel: +81-3-5308-6873
www.aryzta.co.jp

Monsieur Prochasson is a well-known French chef with the title of Meilleur Ouvrier de France, and was a winner of the highly prestigious contest 'Bocusse D'Or' in 2013.

He has also been a long-time member and president of the Académie Culinaire de France. The organisation is promoting French cuisine worldwide and has a wide network in Japan as well. With his long expertise and passion for food, he will certainly help ARYZTA Japan to launch the new Semi Finished line.



EXPERIENCE FIRST-HAND

Over the course of several weeks in February and March, ARYZTA Food Solutions will be introducing their new frozen bakery concepts, along with their core bakery products, at various food exhibitions around town, including HOTERES in February and FOODEX in March.

HOTRES 2017

*Tokyo Big Sight,
Feb 21 (Tue) to 24 (Fri)
From 10:00 to 17:00 (on Friday,
close at 16:30).
ARYZTA Booth: Hall 3, Y10
☞ www.jma.or.jp/hcj/eng/*

FOODEX JAPAN 2017

*Makuhari Messe, Chiba,
Mar 7 (Tue) to Mar 10 (Fri)
From 10:00 to 16:00.
ARYZTA Booth: 7B26
☞ www.jma.or.jp/foodex*

ARYZTA Japan is uniquely positioned and ready for the next 20 years in Japan — with a global reach and wide product range, but also great local expertise.

Today, ARYZTA is the number one partner in Japan to retail and food service customers when it comes to European bakery solutions.



Celebrating 20 years of passion and genuine Calabrian cuisine

Elio

Catering

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

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





The key to happiness

The first World Happiness Report was commissioned in 2012 by the UN General Assembly in the hope that it could help guide countries' public policies. Factors that are measured include social support, healthy life expectancy, generosity, and the absence of corruption. In the 2016 report, Denmark was ranked first out of the 157 nations evaluated. The key to the nation's high level of happiness could be its strong sense of *hygge* – a commonly used Danish word meaning community, closeness, and contentment.

This year, Denmark and Japan are celebrating 150 years of diplomatic relations. Our Country Spotlight focuses on Denmark and some of its businesses active in Japan (page 26).

It was a joy to meet Danish Ambassador Freddy Svane. In The matchmaker on page 22, he speaks about the benefits of Denmark and Japan's strategic partnership agreement, the strengthening of trade relations between the two countries, and the embassy's plans for this special year of celebration.

Norway also ranked high in the World Happiness Report, at 4th. Our cover features Keita Koido, president of Norwegian seafood supplier Leroy Japan KK. He spoke to Eurobiz Japan about his company's signature brand, Aurora Salmon, and also about his role as head of the Norwegian

Chamber of Commerce in Japan (page 12).

However, Japan came in 53rd place in the report. It's unlikely, but one possible reason preventing Japan from rising up the ranks might be because of its large number of allergy sufferers. Japan's pollen problem by Alena Eckelmann (page 16) looks at the causes behind the sneezes and the businesses that are positioned to bring relief.

No matter what challenges we are facing, we could all use a little more *hygge* in our lives.

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

**McGill**MBA Japan
Desautels Faculty of Management

Global Top-Ranked North American MBA in Tokyo

Accelerate your career with McGill MBA Japan

- Same course-work and professors as Montreal campus
- Uncompromising world-class standards of excellence
- Weekend format lets you keep your job while studying
- Taught in English at convenient Shinjuku location
- Attend classes with students from around the world

Find out more!
Attend an Open House
Session by registering at
www.mcgillmbajapan.com
or call **81-3-5326-3140**.

McGill is one of the world's top international business schools as ranked by BusinessWeek, Forbes and The Economist. The Desautels Faculty of Management at McGill University is ranked #1 in Canada, #2 in North America and #6 globally by Eduniversal Evaluation System (EES), and is recognized as a Foreign University, Japan Campus by Japan's Ministry of Education, Culture, Sports, Science and Technology.

www.mcgillmbajapan.com



The noble viking

Keita Koido,
president of
Leroy Japan

As a philosophy student at the University of Edinburgh, Keita Koido was deeply impressed by the writings of British philosopher Peter Winch. In his essay “Understanding a primitive society”, Winch observes that if you want to understand another culture, you can’t approach it through your own values and pre-established standards of judgement. And this idea has influenced how Koido works and communicates with others.



“It applies to international business,” explains Koido, president of Leroy Japan KK. “I always tell my staff that it’s important they learn to speak to others on their wavelength, and to consider how they can communicate their message clearly.”

As a Japanese man who spent his formative years in Ireland, earned a Master’s degree in Scotland, and is now working for a Norwegian firm, Koido has spent his life learning how to communicate effectively with people from other cultures, and cultivating an understanding and appreciation of perspectives different from his own.

The Leroy Seafood Group, headquartered in Norway, established operations in Japan more than 25 years ago. In 2008, when he was 32 years old, Koido was brought in to incorporate the business. He has been president of Leroy Japan ever since, and the company has seen immense growth.

“I was new to the seafood industry back then but my academic background in philosophy helped me to think critically, and to come up with creative solutions to overcome many difficult challenges in business,” Koido says. “As a result, we have increased our sales and profits fivefold over the last eight years. And we are now a company with an annual turnover of ¥20 billion.”

Leroy was one of the first to charter flights from Norway to Japan to deliver fresh Atlantic salmon, helping to promote the fish at a time when eating raw salmon was still unpopular in the Japanese market.

“Much to everyone’s sur-

prise, salmon sushi was not a Japanese invention — it was actually a concept imported from Norway,” notes Koido. “Leroy contributed a lot to popularising this concept of fresh salmon as a sushi item in Japan.”

Norway has a small population, so its businesses have always put an emphasis on exports. Koido relates that this can be traced back to one of the most well-known periods in the nation’s history.

“It was natural during the Viking years for people to look outside the country for new markets,” Koido shares. “The Vikings are misunderstood. They weren’t simply vicious warlords going around conquering the world; they were actually business people, and market-oriented ones.”

In the same spirit, but with improved methods, Koido has helped to promote and to deliver Leroy’s products across Japan. The firm has customers from Hokkaido to Okinawa, selling to large-scale retailers, such as Aeon, supermarkets in every prefecture and, on the premium side, in Isetan department stores and at many high-end sushi restaurants.

Aurora Salmon is Leroy’s signature brand. The fish — which gets its name from the Aurora Borealis, the phenomenon characteristic of the region — is caught off the coast of Tromsø city, within the arctic circle, in the north of Norway. The frigid Arctic seawater ensures Aurora Salmon grow more slowly than other species.

“It takes other salmon about two years to reach maturity,” explains Koido. “Aurora Salmon take two and a half to three



“salmon sushi was not a Japanese invention — it was actually a concept imported from Norway”

years. And this slower growth helps to create a distinctive taste. People in Japan say it’s similar to tuna in that it is rich in fat, and it has a sweetness to it, as well. It’s a special salmon.”

The logistics system that Leroy has set up to get Aurora Salmon from the ocean to the plate is fast and efficient — a point of pride for the firm. Fish are caught early every morning, processed, packaged, and then transported to Helsinki by truck. On the second day, they are flown to all the major airports in Japan. And on day three, they arrive ready for sushi restaurants to serve.

Some of Leroy’s other products include their brand, Fjord

Trout, as well as mackerel, whitefish and smoked salmon.

“We are lucky to have Norway as the origin of our seafood,” says Koido. “Norway has a very good brand image in Japan for both salmon and mackerel.”

There is a long tradition of dry salting and smoking fish in Norway, but Japan’s 10.5% tariff on Norwegian smoked salmon products is holding the company back from expanding its business in this area as much as it could. Koido would like to see this change, as some other countries exporting salmon to Japan, such as Chile, do not have tariffs on their smoked salmon and trout products because of their free trade agreements with Japan.

“I think Norway should really start pushing for this tariff on smoked products to be lowered,” Koido insists. “Salmon is now a major global business.”

Another challenge the company is facing is that salmon prices are going up. Nowadays, four to five kilograms of the fish is more expensive than one barrel of oil. The Norwegian government is committed to ensuring that salmon farming is environmentally sustainable, so they are trying not to expand too quickly. However, this is affecting prices.

“The country has some of the toughest regulations on salmon farming operations,” notes Koido. “But there is also a growing global demand for salmon. So, we are trying to work out how we can meet the demand as we did in the past.”

For the last four years, Koido has been president of the Norwegian Chamber of Commerce in Japan (NCCJ). The fact that he is not



“Nowadays, four to five kilograms of [salmon] is more expensive than one barrel of oil”

Norwegian was not a concern for him or the other members.

“I suppose I’m not a traditional Japanese, so heading up the NCCJ seemed like a natural thing to do,” Koido says. “We have seen good, steady growth every year; and I am blessed with a team that is committed to building the chamber.”

Additionally, Koido is a member of the Keizai Doyukai – the Japan Association of Corporate Executives – and

is actively involved in developing Norway–Japan business connections.

Whether working with those at Leroy’s office in Norway, his staff in Japan, or Norwegian business owners, Koido stresses the importance of “we” in business.

“There shouldn’t be ‘you’ and ‘me’ in these relationships, but ‘we,’” he says. “We are doing this together; we are all in the same boat.” ●



JAPAN'S

Get your masks and protective glasses ready — hay fever season is about to hit again.

Spring is not a happy time of year for the over 30 million people in Japan who have been diagnosed as having cedar pollen allergies. Over the past 30 years, the number of Japanese who have fallen victim to the scourge of cedar pollen has been growing steadily. From 1998 to 2008 alone, the prevalence of those with the allergy rose from 16.2% to 26.5% of the population.

Hay fever is the popular name for seasonal allergic rhinitis

(AR). It is an inflammation in the nose caused by triggers — allergens such as pollen — in the air that are inhaled. When the immune system recognises the presence of these allergens, there is a chain reaction in the body that leads to a range of unpleasant symptoms, similar to those of the common cold.

Although the main culprit is *sugi*, the Japanese cedar, there are 61 types of plants that can cause pollen allergies in Japan. The number of people with AR has been estimated to be as high as 39.4%, compared to about 20% in Europe.

AR can greatly impair a sufferer's

quality of life by, for example, causing a decrease in work productivity or learning ability. And, if not treated, AR can lead to worse health problems, such as asthma.

“Pollen by itself is not harmful; it is the human body's immune system reacting abnor-

The number of allergy sufferers is increasing globally.

And the businesses bringing relief

PROBLEM

mally to the pollen that causes the symptoms and disease,” says Ruby Pawankar. A professor in the department of pediatrics at Nippon Medical School, she is also past president of the World Allergy Organization (2012–2013) and president-elect of the Asian Pacific Association of Allergy, Asthma and Clinical Immunology.

The number of allergy sufferers is increasing globally. Factors such as a person’s immune system, their environ-

“Japan has one of the highest levels of diagnosed [allergic rhinitis] in the world”

POLLEN

ment and genetics can all lead to the development of allergies. But there are a variety of other lifestyle factors that play a role in the increase of allergies, including living in an urban area; a high level of hygiene coupled with a lower-than-average number of infections; and such dietary factors as eating processed food and fast food.

Non-Japanese residents of Japan are also at risk of developing AR, even if they did not have a previous pollen allergy.

“Migration studies have shown that environmental

factors in more developed and industrialised countries facilitate development of allergies in the migrant population,” says Pawankar. “AR is not only a national affliction of Japan. We have to realise that it has become a global public health concern that affects 10% to 50% of the world’s population. Prevalence is rising, and the costs incurred are substantial.”

Two-thirds of Japan’s land area — around 25 million hectares — is covered in forests. After WWII, some 40% of the forests were planted with



fast-growing trees, such as cedar and cypress, in an effort to secure a stable wood supply for Japan's construction industry. However, due to cheaper wood imports coming into the country in the 1970s and 1980s, Japan's industrial forests were not cut down as planned. As of 2012, seven million hectares of these trees were still standing.

Cedar and cypress trees generally mature 30 years after being planted, and this is also when they peak in their production of pollen. If not cut down, they will continue producing pollen year after year.

The Japan Forestry Agency is leading initiatives that aim to replace pollen-emitting trees with hybrids that release less pollen. There are also programmes to encourage the use of cedar and cypress wood in the construction of public buildings and in civil engineering projects.

Exremely popular in Japan are products that help people to protect themselves against pollen, including masks and special protective glasses. Also selling well are air purifiers and air ventilators with pollen filters, for use in the home and in cars.

Japan ranks second after the US as the largest market for allergy medicines, according to research firm EUROMONITOR. In 2016, sales reached ¥252 billion, a 2% increase over the previous year. The biggest-selling products are those combining remedies for coughs, cold and hay fever.

Taisho Pharmaceutical leads with a market share of 18%, followed by Daiichi

39.4%

The number of people in Japan with hay fever is estimated at 39.4%, compared to 20% in Europe.

Sankyo Healthcare with 10%, and Takeda Pharmaceutical with 7%. The largest foreign player, holding a share of 4%, is GlaxoSmithKline, with their global Contac brand. While sales of these combination products have stagnated over the past few years, growing sales of antihistamines, oral decongestants, nasal sprays and nasal decongestant plasters have been growing.

Osaka-based Bayer Yakuhin counts on the increasing demand for antihistamines and on the popularity of its brand Claritin, available in Japan as a prescription drug. In 2016, Bayer entered into a partnership agreement with Taisho Pharmaceutical to market an over-the-counter version of Claritin in Japan, which is expected to be introduced in time for the coming allergy season.

The World Health Organisation considers allergy immunotherapy to be the only

approach that targets the cause of allergies and alters the natural course of the disease.

In January 2011, Torii Pharmaceutical entered into a partnership agreement with ALK-Abelló, a Denmark-based pharmaceutical company specialising in the development and production of allergy immunotherapy products. The partnership will market sublingual immunotherapy (SLIT) tablets in Japan. December 2015 saw the launch of MITICURE to counter against house dust mite allergy. Though still awaiting final approval, the SLIT-tablet against cedar pollen allergy is expected to be available to consumers here this year. The Japanese National Health Insurance has offered coverage for SLIT-tablets since 2014.

"Japan has one of the highest levels of diagnosed AR in the world, but allergy immunotherapy is not yet as widely used as in Europe," says Pawankar. "Immunotherapy treatment is time-consuming, needs continued treatment for three years at a minimum; but the long-term effect has proven to be very effective."

There is hope for allergy sufferers, and scope for pharmaceutical businesses to grow in Japan. ●

The World Health Organisation considers allergy immunotherapy to be the only approach that targets the cause of allergies



THE LEADERSHIP JAPAN SERIES

The Presenter's Mindset

BY DR. GREG STORY
PRESIDENT, DALE CARNEGIE TRAINING JAPAN

動かす



It seems obvious to state that our mental approach to our activities determines our success. We know this in sports and in business; but somehow when it comes to speaking in public, we conveniently manage to forget this vital point. Why is that?

We know we have to make a presentation, so we get straight into the details, the slide deck preparation and the logistics, without spending even a moment on the proper mindset we should have for the activity. Given that we are putting our personal and professional brands out there for all to see, we should recognise this is a fairly important opportunity to get it right. We can make mistakes at work and no one outside the firm sees them. Once we are on stage, though, the whole reputation of the organisation is now resting firmly on our shoulders. People judge the whole thing on how we perform.

The mindset game is a critical one, especially if we are nervous about giving presentations. Confidence is paired with credibility in the presentation game, and we have to exude both. We may be very unsure, nervous, even petrified; but we must never show that side to our audience. Hesitation kills the message delivery and, therefore, the impact.

Often we think that our wondrous content will carry the day, that we can be hopeless presenters, but somehow it won't matter. Technically oriented organisations often fall into this "expert" trap. This is not going to fly, because there are few subjects where we are the font of all knowledge and, therefore, everyone else has to put up with our presentation ineptitude.

Normally, we are competing for the attention of our audience. Social media has made a hell for presenters, because within seconds our audience can escape to any number of other more interesting worlds. People are becoming used to multi-tasking: reading their Facebook feed, checking LinkedIn, etc., while they are doing something else like listening to us!

We need to have a powerful faculty to compete with the wonders of the internet. A big part of our appeal is our message's worth and the delivery of that worth. Both are required. To get the

right combination, we need to sell that we are confident in what we're saying and that our content is valuable. This means we are able to deliver the presentation without having to read the text. We can talk using key points in front of us, or up on the screen. This is different from burying your head in text notes and not engaging your audience. To have the confidence to work the room while speaking, means you have to know the content. You created it, or adjusted what someone else put together for you.

Start with a powerful opening, including the key message captured in your conclusion. Isolate out 3-5 key points to make your argument, and support them with evidence. Design your first close, and a second close for after the Q&A session.

You have managed your schedule well so that there has been ample opportunity to practice the delivery. People who are spending all their time on making the slides, forget they have to rehearse the delivery for an audience. They usually prefer to practice on their audiences, then wonder why the whole thing was very flat with little engagement from those listening.

In the weeks leading up to the talk, we are thinking about what we want to say and how we might say it; we are combing the media and books for juicy quotes and examples to back up what we are saying. We are playing it out in our mind's eye. During this mental imagining, we see ourselves as very confident and successful — we are predicting our success by seeing it before we even do it. We are seeing the audience nodding and agreeing with what we say. We can see ourselves enjoying the moment and feel in full control.

When we have rehearsed, we know the timing, the cadence of the talk. We know where to pause, which words to hit harder than others

to emphasise our key points. We are confident on the flow of our talk; and with this knowledge we can now relax and enjoy the process rather than dreading it.

"The mindset game is a critical one, especially if we are nervous about giving presentations."

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



Goodbye ATMs?

Megabanks embrace fintech

If you've been to a bank lately, chances are you had to wait in line or, as is usually the case in Japan, wait on a sofa. If you wanted to cash a cheque issued overseas, you probably had to pay for the privilege, to the tune of ¥3,000 or more. Want to transfer money via ATM in Tokyo? Get ready to cough up an extra ¥400 for the fee — but make sure the ATM is actually open for business. Many close at 5 p.m.

Japan may have one of the world's most stable banking systems, but it's ripe for the digital revolution that is sweeping the financial services industry around the world. Powering this trend is the proliferation of smartphones and mobile devices as well as technologies such as blockchain, a network of distributed databases that can act as a public ledger to verify transactions. The changes being introduced to financial technology, or fintech, promise to save customers time and money while increasing convenience.

Online banking has been around since the 1990s, but today a new generation of banks exist only on the internet. Jibun Bank Corporation is a Tokyo-based internet bank that was launched in 2008 as a joint venture between the Bank of Tokyo-Mitsubishi UFJ

(BTMU) and KDDI, Japan's second-largest mobile carrier. The idea behind Jibun Bank is to offer a complete bank on a mobile phone; it has no branches or ATMs.

"From account opening to e-money charging, foreign exchange and loans, all transactions can be completed via a smartphone application," says Yuka Kumagai, spokeswoman for Jibun Bank. "It offers excellent convenience; and, as a result, about 80% of access by customers is through smartphones."

Customers can transfer money for free between Jibun Bank and Bank of Tokyo-Mitsubishi UFJ accounts; for other transfers, there are free or paid options, with fees of up to ¥278. The cost and convenience seems to have appealed to consumers. Jibun Bank now has 2.2 million accounts and nearly ¥750 billion in deposits.

About 80% of Jibun Bank's customers are in their twenties, thirties and forties. If a 2015 Business Intelligence survey of people aged 18 to 34 is any guide, millennials have little use for bank branches and ATMs, preferring to bank online and do away with cash whenever possible. That dovetails with an ongoing trend towards slimmer banks: over 1,600 bank branches closed in the US alone in 2015.

"Bank tellers will be the telegraph operators of the 21st century when we look back

2.2mn

Jibun Bank now has 2.2 million accounts and nearly ¥750 billion in deposits.

Could physical banks vanish altogether amid the rising tide of digital banking?

in 100 years,” Brett King, founder of mobile banking app Moven, was quoted as saying by CNBC. Could physical banks vanish altogether amid the rising tide of digital banking?

Japan’s largest bank, for one, doesn’t think so. BTMU sees fintech as a complement to traditional banking, not its replacement. Sufficiently determined to shake up its stolid image, last year BTMU joined a \$10.5 million investment in cryptocurrency startup Coinbase, which operates a popular bitcoin exchange. It is even developing its own digital currency; the MUFG Coin is being tested on a private database using blockchain technology. The coins would be

valued at ¥1 each and could be downloaded to users’ smartphones, treated like e-money and used for things like splitting a restaurant bill among friends.

The MUFG Coin was designed as an experiment to determine whether cryptocurrencies such as bitcoin — the reputation of which has been

repeatedly tarnished by hacker attacks and links to money-laundering and other crimes — can be trustworthy, free from wild fluctuations in value, and compliant with regulations, according to Nobuyuki Hirano, BTMU chairman and CEO of Mitsubishi UFJ Financial Group (MUFG), the sixth-largest bank in the world by deposits.

“Digitalisation of banks is now moving from consumer banking to the corporate space, as well as regtech [regulation technology] and back-office automation,” says Hirano. “On every front — business, operations, risk management, internal control — banking will be affected by this application of digital technology, and that will change

the landscape of the banking industry, as well as financial institutions.”

If the MUFG Coin is released this autumn as planned, it would be the first digital currency issued by a major bank. But there are already many big players, including European banks, that are trying to merge traditional banking with fintech. UBS, Deutsche Bank and Santander are developing the Utility Settlement Coin (USC), a blockchain-based currency backed by cash assets. The USC is basically a model for digital central bank cash, and it is aimed at speeding up payments and settlements for institutional financial markets.

“Blockchain and the underlying distributed ledger technology have the potential to fundamentally change post-trade services in the securities industry,” says Frank Hartmann, a spokesman for Deutsche Bank. “In the USC project, we would like to explore the potential of distributed ledger for the post-trade arena.”

Deutsche Bank has been incubating fintech ideas for retail customers at its Digital Factory in Frankfurt, where the number of employees is expected to rise to 800 by 2018. It’s working with fintech startups as well as the Massachusetts Institute of Technology; and among its innovations are online account openings that can be completed in minutes and electronic safes to store documents and passwords. But Deutsche Bank is not ready to throw out the old model of banking yet.

“We believe in the coexistence of traditional bank branches and new digital offerings both for retail and institutional clients,” Hartmann adds.

MUFG’s Hirano agrees.

“The fundamental value of the incumbent banks is their trust and credibility, which we built over decades; and we have quite a robust capital,” says Hirano. “What I’m trying to do right now is, rather than compete with newcomers, I want to work with them.” ●

1,600

Over 1,600 bank branches closed in the US alone in 2015





The matchmaker

Danish Ambassador to Japan Freddy Svane

As an ambassador for the happiest country in the world, Denmark, His Excellency Freddy Svane infuses all of his work with good humour and unflagging energy. He was posted to Brussels in the 1980s where he negotiated treaties, including those for the Economic and Monetary Union; he organised the first trade mission to Iraq after the fall of Saddam Hussein; he helped to modernise the Danish Agricultural Council; and he previously served as ambassador to Japan from 2005 to 2008, as well as to India, Bhutan, Sri Lanka, and the Maldives from 2010 to 2015. Now back at the Danish embassy in Tokyo, Ambassador Svane sat down with *Eurobiz Japan* to talk about how his life's path was determined by the flip of a coin, the benefits of Denmark and Japan's strategic partnership agreement, and the 150th anniversary of diplomatic relations between the two nations that is being celebrated this year.



“the only thing that distinguishes me from a businessman is that I have a diplomatic passport”

How did you get your start in the foreign services?

I have an identical twin brother in Denmark, and we always went to the same schools. After high school, we wanted to continue on to university, but we couldn't agree on what area of study we should pursue: law or history. So, we flipped a coin. This led me to history, whereas my brother became a lawyer. My brother graduated with a Master's in law, and I had a Master's in history.

An opportunity came along for me to take a role in the Ministry of Foreign Affairs, so I said OK; and my brother got hired on the same day at the Ministry of Justice. There were many instances when we were sitting in the same committee meeting — where I was representing the foreign services and he was representing the Ministry of Justice — and people couldn't really figure out who was who.

In what ways have you observed that Japan has changed in the years since you were here last?

I have to admit that when I left in 2008, my last report to Denmark was called *Japan is stuck in the past, without any future*. I saw all the bad things in Japan at that time: the struggling economy, prime ministers changing constantly, a lack of stability, little interaction with the outside world. But it has changed. Japan has something to offer today that I didn't foresee before.

Now there is political stability — and it is having a huge impact on society. They have a prime minister who has been in office since 2012. He is almost uncontested politically. I believe that a country guided by stability — in a very unruly, paradoxical, complex world — has something to offer.

This year marks 150 years of diplomatic relations between Denmark and Japan.

How will the embassy and the Danish community here be celebrating?

First and foremost, we'll celebrate with the Japanese. Japan and Denmark have had

close, cordial ties for 150 years. It's quite remarkable. We have a number of events planned: cultural and commercial, and also a visit by the royal family of Denmark at some point.

One cultural highlight will be an art exhibition at the National Museum for Western Art in Ueno, that opens this month, focusing on works by the Skagen painters. There's a peninsula called Jutland above Germany, and at the tip of Jutland is Skagen. It has, for centuries, inspired painters. The Skagen painters represent the golden age of painting in Denmark.

The 150-year anniversary is celebrating the past, but we also have to look to the next 150 years. We have to take our good, strong collaborations into the future — that's really important for me and the Danish companies out here. We have a lot to offer each other.

What are some of the results of the bilateral strategic partnership announced in 2014?

Our strategic partnership agreement, reached in 2014, foresaw stronger investment by Japanese companies, in

Your promise. Delivered.



STABILITY AND EXPERTISE IN YOUR HANDS

maerskline.jp

 **MAERSK**
LINE

Denmark, and that happened last year. For example, one Japanese company, Mitsubishi Rayon, formed a joint venture with the Danish company Fiberline Composites to develop innovative hi-tech solutions for wind turbine blades based on carbon fibre technology. Since wind turbines are getting bigger and bigger, the blades consequently are also getting bigger and bigger. To reduce the weight, you need to develop innovative solutions. You can also build sensors in the blades so they can better adapt to changing wind patterns. Denmark has a strong, cutting-edge wind technology industry. It's known as a nation of wind energy – I think 44% of the electricity consumed last year came from wind.

As a strong exporter of agricultural produce, we are very happy that this agreement is helping Denmark to sell even

“The 150-year anniversary is celebrating the past, but we also have to look to the next 150 years”

more delicious pork to Japanese consumers. The Japanese like their *tonkatsu*, and we have the best pork in the world; you need Danish pork for it to have just the right kind of taste.

Could you tell me about the awards ceremony for author Haruki Murakami that you took part in earlier this year in Denmark?

Murakami is very popular in Denmark, and he was presented our prestigious Hans Christian Andersen Literature Award. Some of the top writers have received this prize, including Allende, Rowling and Rushdie. I went with him [Murakami]. He is a great guy – really down to earth. He's a man who has renewed the tradition of fairy-tale telling. Every time you read one of his novels, you find a new layer. They're really impressive.

In what ways is your office working to strengthen trade relationships between Denmark and Japan?

By being on the move constantly, and looking for opportunities. My heart is really in commercial diplomacy. I normally say, the only thing that distinguishes me from a businessman is that I have a diplomatic passport. I spend 99% of my time on commercial activities. I pay visits, almost every day,

to Danish companies out here. We have some 80 companies in Japan, and I'm constantly on the move to learn about their businesses and strategies, what kinds of challenges they're facing, and if we can help. Then I'm also visiting tons of Japanese companies to find out what they're looking for technology-wise, how they are going to invest, what kinds of patents they have for investments. And then I interact with a lot of politicians, both Tokyo-based and also, increasingly, with regional communities. I'm kind of a professional matchmaker.

I have a strong collaboration with Niigata, for example. Last year, there was an election and the new governor won on an anti-nuclear agenda. In order to deliver on this, he and his supporters were looking for alternatives. The name Denmark popped up, so I went there and talked with them. My mission is really to make sure that, whenever somebody here in Japan is looking for solutions, the name Denmark will pop up. ●





Denmark

Singular contributions

On a hill near the coastal town of Hidaka in Wakayama prefecture, there is a bronze statue that is a memorial to the Dane Johannes Knudsen. Sixty years ago this month, Knudsen was travelling from Nagoya to Kobe on a Maersk vessel as its chief engineer when he saw a ship ablaze with a Japanese sailor on board. Knudsen dove into the water to save the sailor but, sadly, both men drowned. The monument was built close to where their bodies washed ashore, and Knudsen's act of bravery continues to be remembered in Wakayama and by the Danish community in Japan.

Denmark remains committed to giving its best to Japan, and to providing its own singular contributions. As the two nations celebrate 150 years of formal diplomatic ties this year, Denmark and its businesses are determined to see this strong relationship continue into the future.

There are several Danish healthcare companies operating in Japan that provide their clients with unique support. One of these, Novo Nordisk, is the world's largest producer of insulin, and 85% of its business comes from diabetes treatments. Its long-acting insulin drugs Tresiba and Ryzodeg, for type 1 and type 2 diabetes, are available in the Japanese market to help diabetics.

Another is the pharmaceutical firm Leo Pharma, which develops and manufactures drugs to treat thrombosis and dermatological conditions. In Japan, where one in every 1,000 people suffers from the skin disease psoriasis, Leo Pharma offers effective topical and oral treatments to help keep patients' conditions under control.

Meanwhile, Origio has been developing innovative Assisted Reproductive Technology (ART) solutions for ART professionals since 1987. The firm's products — including microtools, needles, incubators, anti-vibration tables and heated trolleys — support the in vitro



fertilisation process from beginning to end. With experts in pre-implantation genetic screening and diagnosis, Origio provides training for professionals at its Japan facilities on topics such as sperm selection and embryo biopsy.

However, it is not only in the area of healthcare that Denmark is making significant contributions to bolster Japan's citizens and businesses. Many leading software engineers are Danish-born. Anders Hejlsberg's programming language Turbo Pascal, Bjarne Stroustrup's C++, and David Heinemeier Hansson's Ruby on Rails have all helped to shape the field of programming.

Milestone Systems' video management software and network video recorders are used in surveillance, helping companies to protect people and assets. The applications of its XProtect platform are far-reaching – city surveillance; security for sports events; and the monitoring of schools, government buildings, and retail spaces. Milestone's partners in Japan include Canon, Panasonic, Sony and Toshiba.



Then there is the transportation and logistics conglomerate A.P. Moller – Maersk, which facilitates global trade through its extensive supply chain network. Using every major trade lane, its subsidiary, Maersk Line, is the world's largest container shipping firm. It operates more than

600 cargo vessels that connect 120 countries, including Japan.

"The 150-year anniversary is a big event," says Stefan Linde Jacobsen, chairman of the Danish Chamber of Commerce in Japan. "Throughout 2017, we will hold events together with the Embassy of Denmark in Tokyo and other stakeholders to celebrate. We want to show both Japan and Denmark that our two countries have many traits and values in common." ●

 **Trade with Japan**

Imports from Japan: €363.2 million
Exports to Japan: €1.7 billion

SOURCE: STATISTICS DENMARK (2015)

the two nations celebrate 150 years of formal diplomatic ties this year



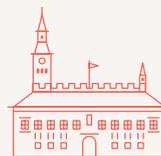
Area
43,094km².
Coastline: 7,314km.

Climate
Temperate; humid and overcast; mild, windy winters and cool summers.

Major cities
Copenhagen (capital), Aarhus, Odense, Aalborg and Esbjerg.

Population
5,724,456 (July 2016, estimate).
Urban population: 87.7% (2015).
38.88% are 25–54 years of age (2016, estimate).

Natural resources
Petroleum, natural gas, fish, arable land, salt, limestone, chalk, stone, gravel and sand.



87.7%
Urban population





BUSINESSES FROM ...

DENMARK

A LOOK AT SOME COMPANIES FROM THE REGION



SCANPAN

With deep roots in traditional craftsmanship, Scanpan creates functional and timeless tools for modern kitchens, from households to professional kitchens, with all casting done at their Danish factory. The brand is proud to be at the forefront of innovation and technology, which includes as the first producer of nonstick cookware certified to be PFOA-free — safe for your family and the environment.

.....
www.scanpan.co.jp
info@scanpan.co.jp



LEO PHARMA

Our mission is to help people achieve healthy skin. LEO Pharma, a 100% owned subsidiary of the LEO Foundation and headquartered in Denmark, is a global healthcare company founded in 1908. We are specialised in treating skin diseases. With aspirations of becoming the world's preferred dermatology-care partner, we are building one of the broadest portfolios and pipelines within the dermatology field.

.....
www.leo-pharma.jp



NOVO NORDISK

Novo Nordisk has more than 90 years of innovation and leadership in diabetes care and dedicated research into proteins, and holds leading positions in haemophilia care and growth hormone therapy. Marketing products in more than 180 countries, Novo Nordisk has distributed products here since the mid-1950s. Novo Nordisk Pharma, an affiliate, leads in innovation and holds leading positions in all therapeutic areas in Japan.

.....
www.novonordisk.com
www.novonordisk.co.jp





Many men suffer from Prostate Enlargement (BPH) which can be treated by medicine or different types of surgery – as well as the minimally invasive treatment, Memokath™.

Memokath™ is a long-term solution. It is a safe product, which is easy to replace, and the insertion method is performed under local anesthesia so patients can leave the hospital on the same day.

More than 10,000 patients with BPH had Memokath™ stents inserted with satisfying results.

For further details, contact our distributor: KY SMAQ CO., LTD., Eibunsha Building 2-8, 2-Chome, Sarugakucho, Chiyoda-ku, Tokyo 101-0064, Japan, e-mail: info@kysmaq.co.jp

SPEAK TO YOUR NEAREST UROLOGIST TO FIND OUT MORE ABOUT SAFE BPH TREATMENTS

Pnn Medical A/S
Oldenvej 13
3490 Kvistgaard
Denmark

Telephone: +4549139113
www.pnnmedical.com
info@pnnmedical.com



CEZARS™
KITCHEN

Food service solutions

Business, Education, Healthcare
& Personal Catering Events

Customised Menus

Full-Service Catering

Events of any Size

Delivery throughout Tokyo, Nagoya and Kobe

Competitive Prices

Authentic International Cuisine



Cezars Kitchen is a Japan-based, onsite catering solutions for businesses, schools and universities interested in having more than only a Japanese-style food & beverage programme for their students, faculty and/or employees.

Cezars International K.K. has been serving the international and Japanese communities for the past 20 years, specialising in authentic international, nutritious menus, made by passionate chefs from all around the globe, including Germany, the US, the UK, Australia, Malaysia and Japan.



HF Fushimi Bldg. 4F, 1-18-24 Nishiki, Naka-ku, Nagoya 460-0003
Tel: 052-229-8571 | Email: info@cezarskitchen.com

www.cezarskitchen.com

Keeping their finger on the pulse of cardiac surgery

Nippon BXI Inc. has specialized in the sales and distribution of medical and pharmaceutical products since 1983, and has contributed extensively to research and development in Japan and South Korea.



BXI Bldg. 13-10, Nanpeidai-cho, Shibuya-ku, Tokyo 150-0036 Japan
Tel: 03-5728-7511, Fax: 03-5728-7515

www.nippon-bxi.com

GLOBAL ALLIANCE

Since 1996, Nippon BXI has been in a partnership with Medistim ASA (Oslo, Norway), listed on the Oslo Stock Exchange (MEDL.OL), a global medical device manufacturer with 30 years of experience in the field of CABG (coronary arterial bypass graft) surgery. In 2016 the number of flowmeter installations surpassed 550 systems. Medistim specializes in transit time flowmeters and ultrasound imaging systems for hospitals and medical institutions worldwide.

SOURCE OF PRIDE

In 2011 Emperor Akihito started having symptoms of angina. In February of the following year, a Medistim flowmeter was used by Prof. Atsushi Amano of Juntendo University Hospital to precisely

measure his blood flow before and after his successful cardiac bypass surgery. The surgery was performed at the University of Tokyo Hospital to make the best use of Medistim's VeriQ series flowmeter VQ2011. It contributed to the procedure's great success.

PROMISING FUTURE

Since 2016, surgeries in which flowmeters are used are now covered by the Japan National Health Insurance System. Responding to this tail wind, we are now targeting an annual trading volume of €3,000,000 with imports of Medistim.

Nippon BXI anticipates the further development and expansion of its business in the years to come.



Medistim Blood Flowmeter



Kazuo Tani
President & CEO



Norway

Land of abundance

Norway is one of the world's wealthiest nations, and has the largest capital reserve of any country per capita. Ranking at the top of the OECD Better Life Index and the Legatum Prosperity Index, Norway's standard of living is among the highest in the world.

The country's economy has grown thanks to an abundance of natural resources. Norway is the largest producer of oil and natural gas outside of the Middle East. It is also the

world's second-largest exporter of seafood after China, providing the equivalent of 37 million seafood meals to 130 countries daily.

Norway today is placing a greater emphasis on encouraging small business growth across a variety of sectors. ●



Trade with Japan

Imports from Japan: ¥116 billion
Exports to Japan: ¥214 billion

SOURCE:
MINISTRY OF FOREIGN
AFFAIRS OF JAPAN (2015)

REC SOLAR

Founded in Norway in 1996, REC is a leading vertically integrated solar energy company. Using high-quality solar grade silicon from Norway, Twinpeak2 is a premium polycrystalline module manufactured at the fully automated factory in Singapore, and demonstrates industry top-level quality with one of the lowest product claims rates. REC's 60-cell size panels are rated at a maximum of 295 Wp.



.....
<http://ja.recgroup.com/general-contact-form>
Tel: +81-3-6302-0520

WALLENIUS WILHELMSEN LOGISTICS AS

Wallenius Wilhelmsen Logistics (WWL) delivers innovative and sustainable global shipping and logistics solutions for manufacturers of cars, trucks, heavy equipment and specialised cargo. WWL has approximately 7,000 employees worldwide and deploys 50 modern vessels. With a strong environmental focus, WWL is an industry leader in innovative solutions to reduce operational impacts on the environment. Learn more by contacting Bianca Himmelsbach at Bianca.himmelsbach@2wglobal.com.

.....
www.2wglobal.com





Donald Bunkenburg

What's in a name?

There is a spurious, but amusing, theory called nominative determinism which holds that people's names can affect where they end up in life — that there are a disproportionate number of dentists called Denis and a larger-than-average number of people named Philip in Philadelphia. Although the hypothesis has been disproved, there is a kernel of truth in it for Donald Bunkenburg. His surname was, in part, the reason he took up German-language studies, which would lead him into a 30-year career at Lufthansa German Airlines, and to Tokyo where, today, he is general manager for Japan and South Korea.

“My last name is very German,” states Bunkenburg, originally from Chicago. “My great grandparents on one side of the family came from Germany, so I had an interest in the language because of my family history.”

In high school, he started studying German and was fortunate to have a teacher who helped him become enthusiastic about learning the language.

“My German teacher was one of those transformational teachers that you are lucky enough to have once in your life,” Bunkenburg says. “She really made the language come alive.”

At university, he majored in business administration, but was determined to continue his German studies — taking German literature classes, and going on a study-abroad programme at the University of Vienna. He was convinced this skill eventually would be an asset for him.

It was not only his name, but also the place where he spent his childhood that would guide him into his career.

“I grew up not too far from O’Hare Airport, which, at the

time, was the busiest airport in the world,” Bunkenburg recalls. “There were two parallel runways that sent aircraft probably 5,000 feet right over my house every day.”

Throughout his formative years, he built aircraft models. He also took trips out to the airport just to explore.

“This whole idea of flying and airplanes was fascinating to me; the fact that they somehow connected people,” Bunkenburg notes. “Airports have always been exciting places for me.”

These two passions came together when Bunkenburg was looking for a summer job during his time at university. A friend suggested that he apply for a position at Lufthansa, and Bunkenburg thought it was ideal — he would get to be at the airport, and also practice his German.

He got the job, and helped out in a variety of ways in customer service. The next summer, he was asked to come back; and after graduating, he was invited to work for the company. Since then, Bunkenburg has held positions in sales, distribution, and business development around the world,

including in New York, Frankfurt, Singapore and Shanghai.

“The company has been good to me,” Bunkenburg says. “I’ve been presented with good opportunities that I always went for.”

Lufthansa is the largest airline in Europe, and ranks in the top five in the world in terms of revenue. It owns the commercial airlines Swiss International Air Lines, Austrian Airlines and Brussels Airlines.

“Each airline retains the flavour of its own culture,” Bunkenburg explains. “I’ve heard from Germans that when they get on a Lufthansa aircraft, they feel like they’re home already. You don’t want to change that.”

Lufthansa Group in Japan — which includes Swiss International — flies from the country’s four international airports, namely, Kansai International Airport in Osaka, Nagoya’s CENTRAIR, Tokyo’s Haneda, and Narita International Airport in Chiba. The airline has a joint venture with Japan’s largest airline, All Nippon Airways, and has a strong position in the busi-

ness-travel and tour-group markets.

For Bunkenburg, there is only one downside to being in Japan.

“I just wish somebody could pour the language right into my head,” he laments.

However, he has started studying Japanese.

“I want to at least know a little more about what’s going on around me,” says Bunkenburg. “Learning a language opens up a whole new vista of opportunities. It also opens the window to the soul of the people.” ●



Do you like natto?

Time spent working in Japan:

Just over a year.

Career regret (if any):

No, none.

Favourite saying:

Treat people as you want to be treated.

Favourite book:

All Quiet on the Western Front by Erich Maria Remarque. It's the first book that ever moved me, and it taught me the power of literature.

Cannot live without:

Knowing what's going on in the world. I need to be connected — I'm a news junky. And I can't live without my friends.

Lesson learned in Japan:

Be patient. And make sure you're taking time to look at the details.

Secret of success in business:

Be genuine — someone who says what they mean and does what they say.

Favourite place to dine:

My current favourite is Nobu. It's a great Japanese-South American fusion place.

Do you like natto?:

I've tried it. I know it's healthy for you, but I wouldn't have it again.





What now for the TPP?

Three potential directions for the Asia-Pacific region

To the dismay of Japan Prime Minister Shinzo Abe, and other leaders of Asia-Pacific countries, US President Donald Trump has taken his country out of the Trans-Pacific Partnership (TPP). The new American president has declared a preference for bilateral trade deals over multilateral, and is simultaneously looking to weaken the North American Free Trade Agreement.

China appears ready to fill the vacuum left by the US. At the World Economic Forum at Davos in January, President Xi Jinping spoke of his country's commitment to globalisation, and willingness to champion its cause. But China's credentials as a rules-based trading partner — that is open to foreign capital, goods and services — are a little thin. Beijing has a policy of economic nationalism rather than liberal free trade. It uses trade policy to help get its way on political issues, and it will struggle to be taken seriously as a member — let alone the leader — of a regional free trade bloc willing to treat trading partners as equals.

Yet despite its poor record in signing up to multilateral agreements, and accepting international jurisdiction on issues affecting its interests, China may well succeed in fill-

ing the vacuum left by the US. Such is the desire for a regional free trade agreement by many TPP members.

The irony is that the TPP had been designed by Washington to create a counter to growing Chinese influence in the Pacific region. The US had indicated that China might, one day, be invited to join the TPP. But it did not want China in from the start, and able to influence the rules of the agreement. The TPP was a part of the Obama administration's "Asia-pivot", designed to help the US maintain influence in the region.

Additionally, the US and other TPP countries feared that provisions China disliked — such as on copyright protection and labour rights — would be watered down or removed. By pulling out of the TPP, Trump has sent a message of disinterest to America's regional allies that will not be lost on China.

The question that now needs to be asked is, How can other TPP members respond?

The first option is to carry on with China.

Australia, New Zealand

and many other Asia-Pacific economies still hanker for a regional trade deal that includes a major economy. With all TPP member states having finalised the provisions — though TPP is not yet law — there is a view among some that China can be "slotted in" to the place the US has left vacant.

China may well succeed in filling the vacuum left by the US

Australian Prime Minister Malcolm Turnbull has already expressed interest in China joining in place of the US. The problem is that China would be asked to accept laws that it had no hand in writing, and so is unlikely to accept such an arrangement.

Instead, the existing TPP members would have to agree to a watered-down version. Out would go provisions on copyright and labour laws, which China has traditionally had problems with; and, instead, the TPP would limit itself to market access and tariffs.

This would still take many years to complete, and negotiations would be tough. But a reduced TPP, dominated by China, may well emerge.

The second option is bilateral deals.

Japan is unwilling to continue with the TPP without the US. There is speculation that Abe will discuss a Japan–US bilateral trade deal with Trump on his forthcoming visit to Washington.

Australia already has a bilateral trade deal with the US, and other TPP members may follow Japan if Trump turns out to offer good terms of trade.

However, trade experts see bilateral trade deals as inferior to multilateral deals. They lead to a decrease in trade with neighbours outside of the agreement, tend to involve large economies and exclude small ones, and decrease the inclination of countries to sign up to broader multilateral agreements.

A Japan–US bilateral trade deal negotiation will have its own risks. It would specifically challenge Trump, who needs to show that he can do “smart deals”, while at the same time talk tough on trade with a rival economy that American populist politicians believe has been a “trade cheat” for decades.

The third option is to wait for RCEP and, one day, FTAAP.

The Regional Comprehensive Economic Partnership (RCEP) has long been an Asia-

TPP members:

Australia, Brunei, Canada, Chile, Japan, Malaysia, Mexico, New Zealand, Peru, Singapore, U.S (since left), Vietnam.

RCEP members:

Australia, Brunei, Cambodia, China, Indonesia, India, Japan, Laos, Malaysia, Myanmar, New Zealand, the Philippines, Singapore, South Korea, Thailand and Vietnam.

biased alternative to the TPP favoured by China.

It includes the ASEAN group, India and China, but not countries in the Americas. However, it has been regarded as the second-best choice by those countries who were in the TPP negotiations, given the slow pace of work on RCEP and the likely dominance of China.

China may decide to push for completion of RCEP, rather than be included in the TPP, since it has played a major role in the RCEP from the outset.

Finally, China has long held the view that one day the RCEP and TPP will merge, to create a substantial trading bloc that will include the US. It calls this the Free Trade Area of the Asia Pacific (FTAAP). This is currently a distant dream, but it may yet happen if, or when, the political pendulum swings back towards free trade in Washington. ●

The irony is that the TPP had been designed by Washington to create a counter to growing Chinese influence in the Pacific region.





Since 2004, every city to host the Olympics and Paralympics has implemented regulations against smoking in public places. In October of last year, Japan's Health, Labour and Welfare Ministry released a draft of new regulations that would ban smoking in publicly owned facilities, such as stadiums and medical facilities, and included penalties for those who break the rules. However, the rules for privately owned places, such as restaurants and hotels, have been described as ambiguous. And there are many such businesses in the city that oppose the move; 20% of people in Japan are smokers.

Are you in favour of a complete smoking ban in public places in Tokyo?

Yes! A million times yes.

Food and drink tastes better when it's not overwhelmed by fumigants.

"One in five might be inconvenienced by a ban, but it would provide considerable relief to the other four in five."



"Smoking is a legal activity enjoyed by millions of adults. Private businesses should not be forced to ban smoking."

"Dedicated smoking areas are enough to curtail any nuisance to others."



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

TO LEAD POSITIVE CHANGE IN THE WORLD



The last part of the mission statement of our learning organisation — Aoba-Japan International School, Tokyo — talks about leading positive change in the world. Of course, many schools talk about this; but it's another thing to teach it, value it, and give space for young people to achieve it. As we know, the world actually consists of many worlds — your world, my world — and to "lead positive change in the world" doesn't necessarily mean becoming a world leader or player on the global stage. We need local activists just as we need global ones. "Think global, act local," as they say, and it would be good if those who acted globally also considered local perspectives.

As our world becomes more connected, complex — and as we are introduced to greater diversity — it

can all seem very bewildering and negative to young people. Just consider a few examples of the range of issues we see daily and learn about in school: pollution, organised crime, nuclear power, governmental systems being challenged, wars and conflicts, addiction, ageing populations, population issues of shift and resourcing — all aided and abetted by our interconnectedness. With puberty, teen-life, and second- or third-culture upbringings, it is no wonder some young people escape into their own worlds, becoming uninspired by our constant reference to world issues that need solving. So, engaging with local communities can make a real difference.

Connecting with the local community offers, in many places, a wide range of opportunities to engage young people with issues

they can see, experience, take part in and solve in collaboration with people living alongside them. Providing young people with the skills and dispositions to engage with others is the first step to connecting with the local community.

Just as asking young people in class to "get into groups and do the activity" doesn't teach learners how to collaborate effectively, so taking kids out into the community to do work on projects doesn't always help them become the social entrepreneurs society needs. Schools as learning organisations — and school populations as learning communities — have to help young people develop the skills and dispositions to be able to take on real projects locally that may even lead to global projects — or may simply help their community.

At A-JIS, we are identifying ways that we can improve, not just our school, but also any school. We are going through the process of getting to know ourselves so that we can work with others; of being able to identify issues at their roots, planning with sensitivity and acting with wisdom. One focus is the transformation of schools, and our aim is to help all schools in the region take on the challenge to transform for 2020.



If you would like to know more about A-JIS and its Global Leadership Projects, please write to robert.thorn@aobajapan.jp
Robert Thorn is an international educator who is currently Secondary Principal at Aoba-Japan International School, Tokyo

 **Aoba-Japan**
INTERNATIONAL SCHOOL
www.aobajapan.jp

BEING INTERNATIONAL

Schools define the path to globalisation

TEXT BY DAVID UMEDA

There is much discussion about the benefits and challenges of a globalised economy. Yet what remains steadfast is how international schools in Japan are preparing their students for the future as global citizens.

GLOBAL REACH

Every aspect of education at **EF Academy** is international — from the student body to the programmes offered, and the educators who teach at their boarding schools.

"When young minds are immersed in this multicultural, multilingual environment," articulates Brian Mahoney, Head of School, "it is inevitable that they will receive an education that will open their eyes to the countries and perspectives around the world."

Osaka YMCA International School (OYIS) offers an international education that consists of the "IB PYP, Ontario, and the Common Core."

"We highlight the development of international mindedness," explains Principal John Murphy, M.Ed. "Supported by the IB's Learner Profile and the YMCA philosophy, we develop in our children an understanding of each one's place and role within the local community, national society, and in the world."

New International School of Japan believes that its "translanguaging" approach is truly international.

"It is where the students are encouraged to use all of their linguistic faculties to do research, communicate, and make meaning," explains Steven Parr, Founding Director. "We also hold that learning all subjects in both English and Japanese is ultimately of optimal international value for children living in Japan."

For many of its students, going to **The American School in Japan (ASIJ)** is "a defining moment in their lives," explains Areta Williams, Interim Head of School, as it "becomes their lifelong home and worldwide network."

With students from 47 countries, ASIJ values diverse perspectives.

"Our rigorous academic programme is designed to 'develop compassionate, inquisitive learners prepared for global responsibility,'" Williams points out. "Many alumni live that mission through their work for NPOs, governments and global businesses, or studies at universities worldwide."

Deutsche Schule Kobe/Euro-pean School offers a multilingual education that fosters international-mindedness through appreciation of the school's three languages — English, German and Japanese.

"It is also through the celebration of our German heritage and the diverse cultures of our school community," continues John O'Neill, Principal. "As an IB World School, we foster open-mindedness and the skills children need to become global citizens."

Colette Rogers, School Head at **Seisen International School**, explains how "the Seisen Story is grounded in an educational philosophy of love and service as nurtured by the teachings of our Foundress St Raphaela Mary."

Seisen offers internationally recognised curriculum frameworks, the Montessori Inquiry programme in Kindergarten, and the IB PYP and DP programmes taught by faculty from more than two dozen countries.

According to Gilma Yamamoto Copeland, Director at **St. Alban's Nursery**, "The Nursery celebrates the cultural diversity of our community, with children learning from one another in an environment of mutual understanding and respect."

The Montessori approach considers and gently guides each child "toward the self-confidence and educational success necessary to engage with the global community as global-minded individuals and leaders," she adds.

"One might consider an international education to be successful when we don't have to think about 'international' as a term to describe it," observes Robert Thorn, Secondary Principal, **Aoba-Japan International School, Tokyo**.

When, as young people often do, we develop our strong relationships based on our similarities, we can understand and learn from each other's differences.

"In this way, we treat people as people," Thorn concludes.

ON CAMPUS

The YMCA seeks to develop a child "in body, mind, and spirit".

"We develop the mind through teaching and learning in purpose-built homerooms and specialist rooms," says Murphy of OYIS.

The school develops the body through use of its playground, indoor gym, outdoor swimming pool, and the Osaka YMCA's facilities.

"The spirit is developed through providing areas within the school that facilitate reflection," he adds.

ASIJ's extensive campus includes dedicated facilities for the study of art, music, PE, and science.



Excellent athletic and performing arts facilities support success in over 100 co-curricular activities.

"Our Japan Center, three libraries, and state-of-the-art Creative Arts Design Center support our unique learning environment," adds Williams, "and promote academic and social success."

St. Alban's, located within the grounds of the Anglican Church of Japan, is a secure location in central Tokyo.

"A large, cheerful space tailored to small children, and educational activities and toys on low shelves give children an early sense of independence and responsibility," explains Yamamoto Copeland. "The enclosed, safety-floored outdoor playground is central to daily activities."

EF Academy's classrooms, study areas, creative studios, sport facilities and residences are all places where the students learn, live, achieve and prepare for the globalised 21st century.

"We believe that when our students are comfortable, safe and happy, they are set up to succeed," points out Mahoney.

IN THE COMMUNITY

"By birth, we are global citizens; but, in practice, it could be for maximising profit or for global sustenance," explains Parr of New International School of Japan. "Local community service could inspire students in the latter direction if they have, or develop, empathy through the experience."

At the Deutsche Schule Kobe/European School, service empowers students and enriches classroom learning.

"It reinforces the idea that what we learn at school helps us in the real world," continues O'Neill. "Through community service, children discover how global issues connect to their own communities, and students gain stronger appreciation of their own cultures and identities."

In addition to ongoing service projects, Seisen International School holds a day of service where every member of the school volunteers in the neighbourhood and with NGOs around Tokyo.

"These develop an atmosphere where all students can grow into people who care for others and put love into action wherever they end up in the world," observes Rogers.

According to Thorn at Aoba-Japan, we need people who can get to the heart of the matter, identify issues, and collaborate with people to create positive change in the world.

"The local community provides us with the environment to engage all young people in developing the skills and dispositions to do that," he states.

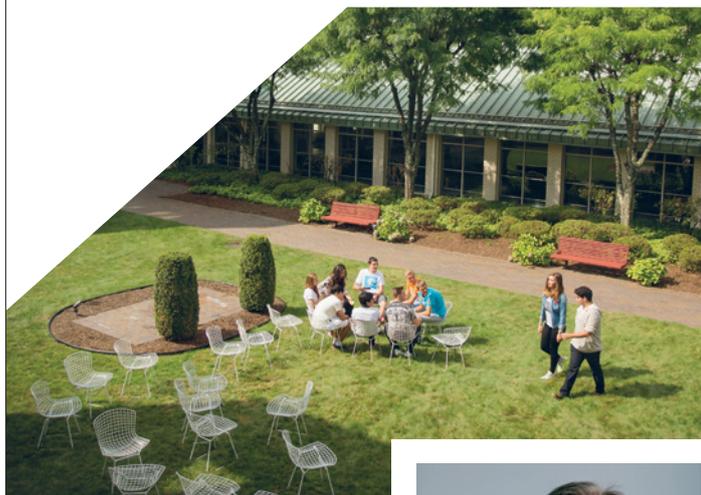
In this light, globalisation's future looks bright.



Academy

INTERNATIONAL
BOARDING SCHOOLS

OPEN YOUR MIND, OPEN YOUR WORLD



EF Academy International Boarding Schools provides students between the ages of 14 and 19 with a superior education abroad at our schools in New York (U.S.), Torbay (UK) and Oxford (UK). They can choose from the IGCSE, IB and A-Level programs and earn qualifications recognized by universities around the world. EF Academy graduates have gone on to attend schools such as Cambridge, London School of Economics and Imperial College London in the UK, and Harvard, Cornell, University of Pennsylvania and New York University in the U.S.

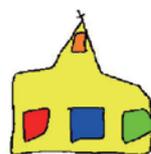
BRIAN MAHONEY, HEAD OF SCHOOL
BA in History, MA in Teaching & PhD in Educational Leadership; Edward Ford Fellowship recipient from National Association of Independent Schools; Over 20 years of experience as a teacher, administrator and head of private schools; Head of School at EF Academy New York since 2010



- > **UK & U.S. CAMPUSES:**
Private international schools in New York, Torbay and Oxford
- > **STUDENT AGE : 14-19**
- > **WORLD-CLASS ACADEMIC PROGRAMS:**
IB Diploma, A-Level and IGCSE high school programs
- > **SUPPORT & SAFETY 24/7:**
Comfort and encouragement for students and their families
- > **EXPERT UNIVERSITY PREP:**
World Top University Acceptances

Contact us: 0357746210 | efaadmissions.japan@ef.com

www.ef.com/academy



st alban's nursery
Learning. Love. Laughter.

St Alban's Nursery, close to Tokyo Tower, offers a select programme of learning and self-discovery for English-speaking preschoolers, based on the Montessori method. Now independent, but still in the quiet, leafy surrounds of St Alban's Anglican-Episcopal church, the nursery is open to all denominations and cultures, focusing on each child's individuality in a caring, personalised atmosphere, under the warm leadership of programme director Gilma Yamamoto-Copeland and her experienced staff.

- off-street drop-off area & large outdoor playground
- parent visits welcomed at all times



3-6-25 Shiba-Koen, Minato-ku, Tokyo 105-0011
tel: 090-6480-4542 email: gilma.yam@gol.com
www.saintalbans.jp

Seisen International School
www.seisen.com
**Learning to Love,
Loving to Learn**



Developing unique talents to become competent and compassionate players in our global society



Founded in 2001, OYIS is the only WASC accredited (Preschool to Grade 8), International Baccalaureate (IB) World School in Osaka City.



Core beliefs align with the YMCA philosophy of:

Caring Honesty
Respect Responsibility

Challenging, developmentally appropriate curriculum that emphasizes international mindedness.

Osaka YMCA International School

6-7-34 Nakatsu, Kita-ku, Osaka 531-0071
Tel: +81(0)6 6345 1661 Fax: +81(0)6 6345 1601
www.oysis.org | general-inquiry@oysis.org

Announcing the opening of Grade 9 in August 2017.



- Scholarships available
- New Early Childhood Learning Centre now open



For ages 2-11

Head, Hand & Heart



Holistic English & German curriculum

Diverse, inclusive school community

Fostering lifelong inquisitiveness and creating global citizens

Come visit us!

Contact the school office at
Phone: 078-857-9777
Email: mail@dskobe.org

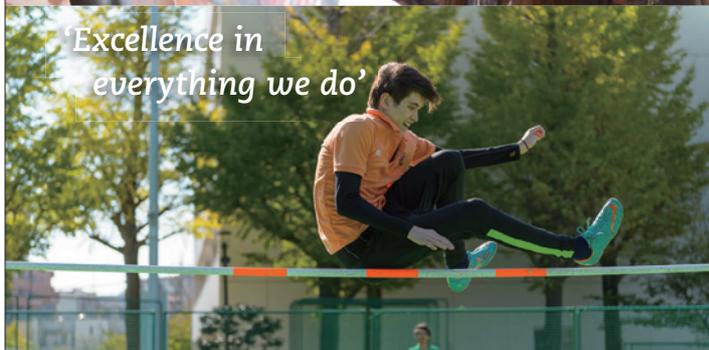
3-2-8 Koyochonaka
Higashinada-ku Kobe
658-0032
www.dskobe.org



THE BRITISH SCHOOL IN TOKYO



'Excellence in everything we do'



Boys and Girls aged 3 - 18 Nursery to A-level

To book a school tour



admissions@bst.ac.jp
www.bst.ac.jp

Shibuya Campus 1-21-18 Shibuya, Shibuya-ku, Tokyo 150 0002
Showa Campus 1-7-57 Taishido, Setagaya-ku, Tokyo 154 8533

THE
BRITISH
SCHOOL



IN TOKYO

This is my school

Join me at ASIJ's Early Learning Center



@asij_official asij

ASIJ

www.asij.ac.jp

The American School in Japan

Early Learning Center
6-16-5 Roppongi, Minato-ku, Tokyo 106-0032
Tel: 03-5771-4344 Fax: 03-5771-4341

Chofu Campus
1-1-1 Nomizu, Chofu-shi, Tokyo 182-0031
Tel: 0422-34-5300 Fax: 0422-34-5303

NEW INTERNATIONAL SCHOOL OF JAPAN

- * Preschool Age 3 to Grade 12
- * Dual Language Education in English and Japanese. Mandarin Chinese as an elective.
- * Multiage by design with a three year age range of students and two teachers per class.
- * Integrated thematic approach using the Scottish Curriculum for Excellence.
- * Highly interactive Vygotskian approach to teaching and learning.
- * Spacious classrooms equipped with interactive whiteboards, computers, and an abundance of resources for active learning. 40,000 volume library.
- * Exceptional music and visual arts program. All students learn to play the violin by ear.
- * No more English only or Japanese only. This is a third way.
- * Check website for orientations and seminars open to the public.
- * Visitors are also welcome by individual appointment



<http://newis.ed.jp>

3-18-32 Minami-Ikebukuro Toshima-ku Tokyo 171-0022 Tel: 03-3980-1057

Accredited by the Council of International Schools (CIS) & The Middle States Association of Colleges and Schools (MSA)

Members of the Progressive Education Network and the Coalition of Essential Schools

Young minds grow through

play



Our hands-on learning environment encourages your child to build creativity, confidence and lifelong friendships.

Register now for our new after-school programs starting in April!

www.gymboree.jp



the Montessori School of Tokyo

For ages 2 to 15

Confidence, Respect, Compassion

The Montessori philosophy is based on a profound respect for each child as a unique human being: intelligent, curious and creative, and filled with a sense of wonder and imagination. Montessori teaches children to think deeply, to think for themselves and to think about others.

MST is accredited by the International Montessori Council and is a member of the Japan Council of International Schools. Please visit our website to find out more.

3-5-13 Minami Azabu, Tokyo
Tel: 03-5449-7067

www.montessorijapan.com



MASTERS OF THE UNIVERSE

Seeking solutions in a globalised context.

TEXT BY DAVID UMEDA

DYNAMICS

Lakeland University Japan offers American-style education in Japan with emphasis on student interaction, critical thinking and diversity of opinions.

"Forty percent of the students are non-Japanese from over 30 countries," points out Dr Alan Brender, Associate Dean. The faculty also represents numerous nationalities.

"Students need to obtain an international education, such as Lakeland provides, to be competitive in business, enlightened citizens, and well-informed individuals," Brender adds.

Seminars and workshops in the Graduate School of Business at Doshisha University help today's executives focus on obtaining the latest and most important insights and capabilities being developed in business school programmes.

"It's often difficult for executives to keep pace with new scientific insights, ideas and discussions related to their work," explains Dr Philip Sugai, Professor of Marketing, Global Business and Management Studies. "Seminars and workshops by MBA faculty address this important need."

A VARIETY OF MBAS

"GLOBIS MBA programmes are evolving with the needs of students," explains Tomoya Nakamura, Dean of the MBA Programs in the Graduate School of Management at GLOBIS University. "They are for business professionals who don't want to put their careers on hold indefinitely to study."

GLOBIS's Part-time programme, an accelerated Full-time programme, and an Online programme "provide options no matter how, where, or when students choose to study," adds Nakamura.

McGill MBA Japan Program recognises that there are so many MBA programmes available that, indeed, it is difficult to make a decision.

"The person should consider the fit of the programme," cautions Philip O'Neill, Director. "Is the programme a good cultural and timely fit for them? Will it put them in touch with the right kinds of people? Is the programme more cooperative, or highly competitive?"

According to Jay Rajasekera, Vice-President, Professor, in the Graduate School of International Management (GSIM) at International University of Japan, "The main reason for the diversity is the competition among schools, which started applying what they teach to run their own programmes."

"Product Differentiation" created many different MBA varieties.

"Business executives should think about their future career focus when choosing the kind of MBA 'variety,' such as an MBA or Exec MBA focused on Marketing," Rajasekera adds.

ADDRESSING STUDENT CONCERNS

Lakeland University Japan (LUJ) believes that community outreach is crucial.

"LUJ offers free monthly lectures on diverse topics open to anyone," explains Brender. "LUJ's faculty and students volunteer for a wide variety of community projects — from translating museum materials, to being actively involved in local environmental groups and in biweekly neighbourhood clean-up projects."

GLOBIS is the largest management institute in Japan, and its corporate training division provides management education to leading companies.

"Knowledge gained from these businesses are integrated into our curriculum, and our lecturers are business professionals with management experience," says Nakamura. "Our Technovate [Technology and Innovation] courses will equip our students with the skills necessary to lead in the 21st century."

The faculty at Doshisha University are constantly learning, conducting research, and joining conversations on the latest trends and issues facing business leaders.

"Welcoming students from nearly 30 countries, we can constantly challenge our research and teaching against diverse business realities," says Sugai, "to ensure we stay ahead of the pace of change in today's dynamic, global economy."

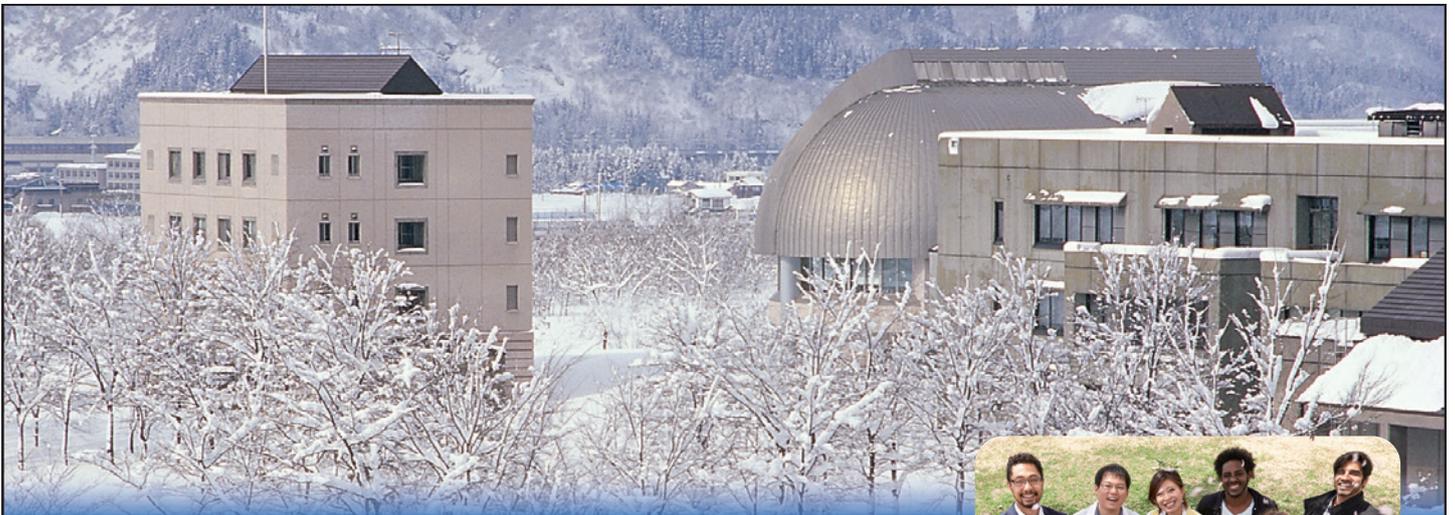
The McGill MBA Japan Program can make sure that the students are able to understand and apply some basic principles to their work to make the business sustainable.

"Our students develop a strong set of tools, mindset, and multicultural understanding," emphasises O'Neill, "so they can create the right kind of business model to take advantage of new opportunities."

Rajasekera of International University of Japan observes that a globalised economy has made a huge impact on businesses everywhere, especially in emerging countries such as Thailand, Indonesia and India.

"These are the countries that our MBA programme receives large numbers of students," he continues. "Globalisation had made it necessary to stay globally competitive by keeping the curriculums, including new courses, ahead of competing schools' programmes."

When it comes to seeking solutions, universities are proving to be the masters of the universe.



The First Business School in Japan where all courses are taught in English.

Ideal Education and Research Setting for Global Leaders

- **Beautiful Campus:** 90 min. from Tokyo by Joetsu Shinkansen
- **Residential Campus in Multicultural Environment:**
360 students from 50+ countries live and study together.
- **Campus Life:** Various club activities and events with local Japanese communities led by IUJ students.
- **Faculty:** World-class faculty with wide business and practical experience.
- **Learn Business Japanese:** 4 levels (Basic, Elemental, Intermediate, Advanced) of regular Japanese courses.
- **Strong Alumni Network:** More than 4,000 alumni from 116 countries with leading positions.
- **Partnership with Over 55 Leading Japanese Companies:** Japanese companies provide Internship and Job opportunities for IUJ students.
- **Ranked Top 100 in the World** by The Economist (EIU).



国際大学
INTERNATIONAL UNIVERSITY OF JAPAN

Office of Admissions and Career Support (OACS)
777 Kokusai-cho, Minami Uonuma-shi, Niigata 949-7277 JAPAN
contact@iuj.ac.jp Tel: 81-25-779-1104 www.iuj.ac.jp

 **GLOBIS**



**Boost your business skills
with a free MBA Trial Class**

www.globis.ac.jp/events

Learn from the best in business. Join professionals from over 50 countries at our campus in Tokyo or online from anywhere in the world and upgrade your career with a GLOBIS MBA.

- Japan's largest business school — over 750 students enrolled across five campuses in 2016
- Ties with over 90 corporate partners, including Fortune 500 companies
- 100% of lecturers are business professionals with extensive management experience

Programs to fit your schedule,
classes for today's global business

- Full-time MBA (1 year)
- Part-time MBA (2 year)
- Online MBA (2 year)

Start straight away with one course through
GLOBIS' unique Pre-MBA program

✉ imba-info@globis.ac.jp

☎ 03-5275-3850

🌐 www.globis.ac.jp

Doshisha Business School Global MBA

World-Class English-Based MBA Program in Kyoto

- ◆ Design your own program of study in:
 - Sustainability and Green Business
 - Culture and Creativity
 - Business in Asia
- ◆ Diverse student body
More than 30 countries represented
- ◆ Scholarships for all international students
- ◆ Excellent career opportunities
- ◆ Free Japanese classes

Now accepting applications for
2017 entry (Sept. enrollment)

Visit <http://gmba.doshisha.ac.jp>
to find out more and register for
an upcoming webinar or in-person
event

**Global MBA (Global Business and Management Studies), Doshisha Business School
Doshisha University**

Karasuma-Imadegawa, Kamigyo-ku, Kyoto 602-8580 | 81-75-251-4600 | <http://gmba.doshisha.ac.jp/>



**LAKELAND
UNIVERSITY
JAPAN**



Lakeland University, Japan Campus is a branch campus of an American university conveniently located in Shinjuku.

Students can earn an Associate of Arts degree in Tokyo recognized by both an American accrediting agency and the Japanese Ministry of Education.

Our program allows students to easily transfer as third-year students to competitive universities in America and around the world that they may not have been eligible to enter directly after high school.

- Small class sizes
- Highly qualified, caring professors
- Multicultural student body
(35% international students from over 45 countries)
- A wide assortment of undergraduate courses
- Intensive English language program available

As part of its community outreach, Lakeland University, Japan Campus also offers non-degree bearing courses in evening and Saturday Open College classes. Among the courses being offered are: Japanese, Chinese, Korean, Spanish, Russian, Translation, Film Appreciation, Ageing, and PowerPoint.

Free Dial: 0120-30-5571 • Tel. 03-3325-0425
5-7-12 Shinjuku, Shinjuku-ku, Tokyo 160-0022
Email: admissions@japan.lakeland.edu

<http://uj.lakeland.edu>



Imitation games

Today's chatbots for business are smart and effective

I recently had a conversation with a spokesperson for the US cosmetics brand CoverGirl. We chatted about dancing, foundation and the importance of chiseled cheekbones; she also offered me a \$2 coupon. But our talk was unlike any other I've had, because it was entirely fake: the spokesperson was a chatbot modelled on a 16-year-old American celebrity named Kalani Hilliker.

Chatbots are computer programmes that can converse with users, often relying on canned responses. They've been around for at least half a century — since ELIZA, an early iteration developed by Joseph Weizenbaum at MIT — and can trace their roots to Alan Turing's famous Turing Test for intelligent behaviour in machines, also known as the Imitation Game. Recent decades have seen chatbots proliferate as automated online assistants — the interactive windows or animated avatars, sometimes featuring images of smiling women — that pop up on many websites targeted at consumers. While chatbots have often failed to impress in terms of understanding what users are saying, mobile apps have turned them into sophisticated and effective corporate ambassadors.

The Kik app's KalaniBot, as she's known, peppered our chat with sassy remarks — she opened with "Hi!! You're looking flawless, mwah" — as well as with emoticons, photos and videos. I was offered choices of equally sassy responses, such as "More Kalani!! MOAR!", giving me a crash course in the latest teen argot. KalaniBot made no attempt to pass herself off as human, and would ask me for a canned response when she couldn't

understand what I typed. Nonetheless, KalaniBot has led to a 51% click-through rate on coupons delivered, according to David Jones, founder of You & Mr Jones, which owns KalaniBot's developers.

"Mobile commerce will be colossal using bots," Jones told AdvertisingAge. "In 12 months there will be thousands of these. Traditional ads can cost thousands per click — this is a conversation on Kik."

Over 20,000 bots have been created on Kik alone.

Another major platform is Facebook Messenger, which has more than 30,000 bots — including Judy Hopps, a cartoonish bunny rabbit from Disney based on its 2016 animated film

Zootopia that helps users solve mysteries. But chatbots are not limited to fashion and entertainment: CNN, Budweiser, the NBA, and Barclays are among major brands that have intro-

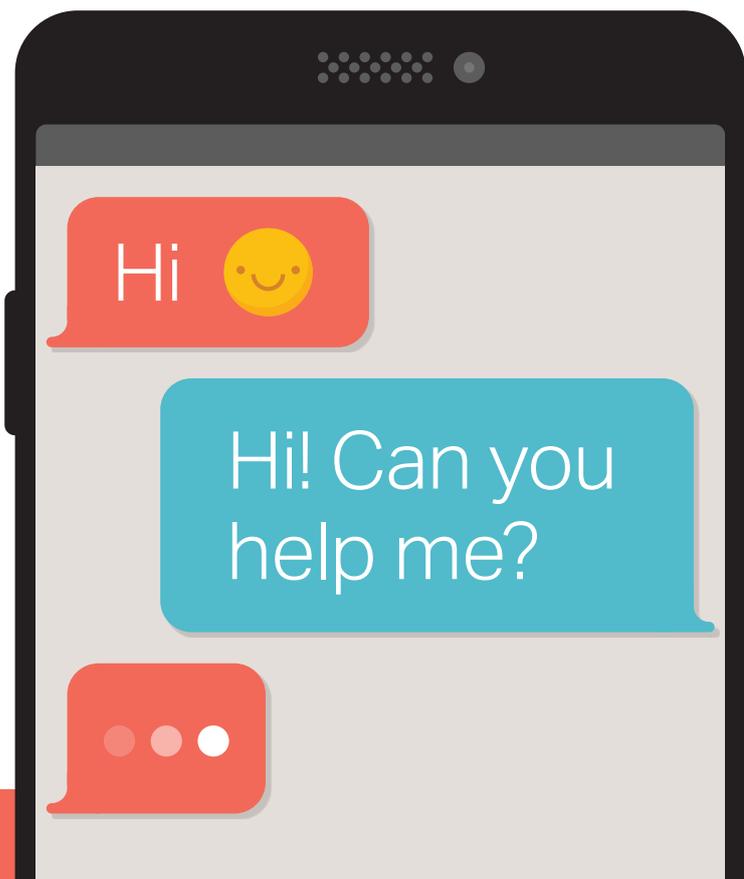
duced bots recently. They can do everything from reminding users to tune in to a TV show, to suggesting products and offering discounts based on what users have liked.

Are chatbots right for your business? Considering they offer your brand the ability to interact personally with hundreds of millions of people online, it's hard to dismiss them outright. Microsoft CEO Satya Nadella is so enthused about their potential, he has predict-

"Mobile commerce will be colossal using bots"

ed that chatbots will "fundamentally revolutionise how computing is experienced by everybody."

That's something worth chatting about. ●



Telecommunications Equipment

Still a long distance from reform

Advocacy has been a slow, careful and incremental process for the EBC Telecommunications Equipment Committee. Its two longstanding issues — common technical standards and spectrum allocation — have seen “some progress,” states the 2016 white paper, but no real breakthroughs.

“Actually, I didn’t touch the text for the new white paper on those issues,” says Committee Chairman Yoshio Honda.

In a refrain heard throughout the EBC, the committee wants to put an end to duplicate testing and certification of products by promoting common technical standards between the EU and Japan.

Recent progress in this area has been negligible. “We’ve been urging this for a long time, but lately have received next to nothing,” Honda says.

Japan introduced the Supplier’s Self Verification of Conformity (SVC) in 2004 as a way for a supplier to show that its product or service conforms to accepted standards. However, the Japanese govern-

ment has limited the system’s application largely to wired terminals. The committee wants the SVC expanded to cover wireless equipment, as well.

The committee’s other main issue has a better chance of being resolved. It concerns allocation of the radio signals used by our smartphones and other wireless devices in Japan. Honda says the government has generally been doing the right things when it comes to deciding on how frequency bands are used for mobile communications.

The committee has regularly raised the issue, not so much to press for reform, but, rather as a way to keeping it fresh in regulators’ minds, according to the committee chairman.

“We’re just trying to promote the idea and to stimulate the government to work in the right direction,” he says. “The government understands that this harmonisation to

global standards is important.”

The committee wants Japan to continue working with other countries so that specific parts of the spectrum are globally harmonised for international mobile telecommunications (IMT) systems.

This issue has never been more important. Mobile devices are sucking in more data than before — through applications such as streaming video — and crowding

the spectrum. What’s more, the Internet of Things (IoT), which will connect a far vaster range of items, from cars to vending machines, is quickly taking shape.

For Japan, the issue is especially urgent. The Ministry of Internal Affairs and Communications (MIC) has set a target date of 2020 for Japan’s rollout of the 5G standard, to coincide with the Tokyo Olympics. This standard is said to be around 10 times faster than the current 4G. Proponents say 5G will play an essential role in an intensely connected world.

Honda, along with representatives of other mobile operators, has been busy promoting the use of cellular technology with the IoT to government officials. “The government has started thinking about it and has started setting up working group meetings for cellular IoT,” he says.

The idea is to connect machines such as gas meters. “You don’t need a lot of capacity for each connection,” Honda explains. “We’re talking about very small amounts of data and usually not frequent. This could be another form of wireless technology specifically for the IoT.”

Honda promotes these and other ideas when he attends policy committee meetings at MIC about once a month. With two member companies — Honda’s firm, Ericsson Japan, and Nokia Solutions and Networks Japan — the Telecommunications Equipment Committee is one of the EBC’s smallest.

The common goal is that future government rules and standards for this highly complex and rapidly advancing field will work to the benefit of everyone involved. ●

Advocacy issues

➤ Standards/certification

The EU and Japan should accept each other’s technical standards and certifications for telecommunications equipment.

The application of the SVC should be expanded to all equipment in the category of “Specified Radio Equipment.”

➤ Spectrum harmonisation

The Japanese government should work with other countries towards the global harmonisation of certain frequency bands.



Jeju Island, South Korea

Pristine courses, plenty of sunshine

It's minus 10°C in Seoul and you want to play golf. What can you do?

It's easy. Just hop on the “bus” to Jeju Island — the “bus” being a plane on the world's busiest air route, shuttling passengers between Seoul's Gimpo Airport and Jeju. But it's also just as easy to get there from Japan on direct flights from Narita, Osaka, Nagoya and Fukuoka.

Jeju is South Korea's resort island, south of the Korean peninsula and only one hour from Seoul. It's a popular destination for honeymoon couples, and a slower-paced alternative to the intensity of the capital. In the past decade, it has become more of an international tourist resort.

South Korea's winters are characterised by brutal, body-sapping cold, but Jeju remains mild and that means you can play golf. So while it's minus 10°C (or lower) for Seoul's 10 million citizens, it's often in plus double digits on Jeju. There's plenty of sunshine and the golf courses are in pristine condition.

There are around 40 golf courses on the island — and plenty of accommodation. One of the best courses is the Lotte Skyhill Jeju Country Club on the southwest side of Mt. Halla, the 1,950-metre mountain that dominates the island. Skyhill was designed by Robert Trent Jones Jr. and boasts 36 holes in four nine-hole configurations, called Hill, Ocean, Forest, and Sky. It's not an easy course — no surprise that it hosts KPGA and KLPGA tournaments — but has some wonderful vistas looking down the mountain to the ocean.

Skyhill is also just a short distance from one of the island's classiest resorts, the Lotte Art Villas, with five complexes of spectacular villas. Each complex was designed by a famous architect. The villas have two- or three-bedroom options, underfloor heating, Jacuzzis, and views overlooking the sea.

In the past decade, it has become ... an international tourist resort

Golf in South Korea has one or two idiosyncrasies, and is slightly different from the Japanese version. The pace, for instance, is fast; and if you're playing too slowly, your caddy — who also takes you through a pre-round warmup routine — will tell you to get a move on. Perhaps the best news is that, unlike Japan, you don't have to stop for lunch after nine holes. A quick snack (*norimaki* and kimchi) and a beer or coffee is fine. This means that you can finish your round in an acceptable four hours.

While the courses on Jeju are of a high standard, many players don't rake bunkers or repair pitch marks. And, on some of the stricter courses, if your shot goes onto an adjoining fairway, it's likely to be called out of bounds, even though it's perfectly playable (and on the golf course). Also, if you lose a ball in deep rough, you don't bother looking for it like you would in Japan; take a penalty, drop a new ball, and carry on. One important difference to watch out for is that distances are measured in metres, not yards.

Even though some of the courses are private or semi-private, green fees are comparable to the moderate range of courses in Japan. Jeju has plenty of other attractions for those not interested in golf — and the food is fantastic.

It's only a “bus” ride away. ●





Going South

An overview of South African wines



In 1652, a Dutch colonial administrator by the name of Jan van Riebeeck arrived at the port in Cape Town, South Africa, completely altering the cultural and economic fabric of Africa's southernmost tip. For the Dutch East India Company, Cape Town was an important port for ships travelling from Europe to Asia. And like the settlers of Madeira, Van Riebeeck saw South Africa's Mediterranean climate as an opportunity to grow grapes and make wine for the regular flow of sailors. Three years after colonisation, a shipment of vine cuttings arrived from France, and the rest is history.

South Africa is a major player in the world's wine industry, producing 4% of the global supply, and yet accounting for less than 1.5% of world consumption. Exports, therefore, form a major component of South Africa's wine market.

Pinotage and Chenin Blanc are considered South Africa's signature grapes. Pinotage, an experimental crossing between Pinot Noir and Cinsault, can claim the country as its homeland. Chenin Blanc, meanwhile, hails directly from France, but has become the number one planted varietal in South Africa. In fact, 55% of plantings are of white varietals.

The six major wine regions in South Africa are clustered around the western coast of the country, and are influenced greatly by the Atlantic Ocean. The area's Mediterranean climate creates warm days and cool nights, allowing grapes to ripen in sugars and flavours while retaining their acidity. Most of the highest-ranked wines are produced from within the Coastal Region, also housing famous sub-regions such as Stellenbosch, Constantia, and Swartland.

Stellenbosch is to South Africa what Napa Valley is to the US — its claim to fame. Situated 40km east of Cape Town amidst the mountains, Stellenbosch's hilly landscape allows for a variety of microclimates to flourish. This has become red territory, most famous for Cabernet Sauvignon-dominant Bordeaux blends and

Syrah, both of which exhibit the more savoury, mineral-driven Old World style. This is also the birthplace of Pinotage.

Constantia, South Africa's premier white wine destination, is also its oldest sub-region. Nestled beneath Table Mountain National Park and within 15km of Cape Town's city centre, South Africa's first vines were planted here back in the 1650s. There are the luscious sweet wines of Constantia made from the Muscat D'Frontignac grape, and the Loire-style Sauvignon Blanc with its distinct tropical characteristics.

The 2016 grape harvest was one of the toughest in South Africa's history — heat, drought, and wildfires are reported to have cut yields by up to 40%. Winemakers note that berries are smaller — and, therefore, more concentrated — but are concerned about a lack of acidity from last year's warmer-than-average nights. We will see soon enough. What we can always bet on is that South African wines miraculously bridge the divide between Old World and New World — they are restrained and elegant, yet packed with tremendous flavour and complexity. ●





The Agenda

FEB
14BRITISH CHAMBER OF COMMERCE
IN JAPAN

Breakfast: Scotland's Place in Europe

TIME: 08:00-09:30**VENUE:** Shangri-La Hotel, Tokyo, 27F,
Conway Room**FEE:** ¥4,500 (members),
¥6,500 (non-members)**CONTACT:** info@bccjapan.comFEB
23NETHERLANDS CHAMBER OF
COMMERCE IN JAPAN

Briefing & Drinks: Greg Turnbull, Colliers International

TIME: 17:30-18:30**VENUE:** Colliers International, Roppongi**FEE:** Free**CONTACT:** nccj@nccj.jpFEB
15ITALIAN CHAMBER OF COMMERCE
IN JAPAN

Seminar & Buffet: Elio Orsara

TIME: 18:30-20:30**VENUE:** ICCJ**FEE:** ¥1,000 (members),
¥1,500 (non-members)**CONTACT:** events@iccj.or.jpFEB
28ITALIAN CHAMBER OF COMMERCE
IN JAPAN

Joint CHAMBERing: ICCJ-ACCJ

TIME: 18:30-20:30**VENUE:** Mercedes-Benz Connection,
upstairs, Roppongi**FEE*:** ¥4,500 (members), ¥7,900
(non-members)**CONTACT:** events@iccj.or.jp** Buffet and free-flowing beverages*FEB
15SWISS CHAMBER OF COMMERCE AND
INDUSTRY IN JAPAN

Surviving & Thriving in Japan

TIME: 19:00-21:00**VENUE:** Okuno & Partners,
Kyobashi TD Bldg., 7F**FEE:** Free-of-charge**CONTACT:** www.stofficetokyo.ch/
swissexperiences/MAR
6SWISS CHAMBER OF COMMERCE AND
INDUSTRY IN JAPAN

Japan-Swiss Spring Ball 2017*

TIME: 18:00-22:00**VENUE:** Imperial Hotel Tokyo,
Banquet Hall Fuji, 3F**FEE:** ¥25,000**CONTACT:** motohm@gol.com** Dress code: Black-tie or dark-coloured
lounge suit*FEB
16

JOINT NORDIC EVENT*

Team Building Bowling Competition

TIME: 19:00-22:00**VENUE:** Tokyo Port Bowl, Shibaura**FEE:** ¥6,000 (two games, party)**CONTACT:** www.sccj.org** Organised by the Swedish Chamber
of Commerce and Industry in Japan*MAR
18-19IRELAND JAPAN CHAMBER OF
COMMERCE

I Love Ireland Festival 2017*

VENUE: Yoyogi Park, Shibuya**FEE:** Pay for what you purchase**CONTACT:** secretariat@ijcc.jp** Live Irish music and dancing, food, drink
and culture*FEB
20BELGIAN-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.jpAPR
6ITALIAN CHAMBER OF COMMERCE IN
JAPAN

Japan Olive Oil Prize

VENUE: ICCJ**CONTACT:** events@iccj.or.jp



Christian Schaufelbuehl

Company: Swissôtel Nanaki Osaka
Official title: Representative Director & General Manager
Originally from: Switzerland
Length of time in Japan: 8 years

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

Home — my wife cooks the best food!

What do you do to stay in shape?

I watch what I eat and drink.

Name a favourite movie:

Alfred Hitchcock's *North by Northwest*.

Favourite musician:

Eric Clapton.

Favourite album:

Pilgrim by Eric Clapton.

Favourite TV show:

The Blacklist.

Favourite book: The Jack Reacher series by Lee Child.

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

That I like to play *Angry Birds*.

Cats or dogs?

Dogs.

Summer or winter?

Autumn.

What's your ideal weekend?

Just relaxing and being lazy.

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

Bar Courage in Namba, Osaka.



“I like to play *Angry Birds*”



Tony Evans

Company: Concierio
Official title: President
Originally from: Wales, UK
Length of time in Japan: 12 years

“I'm getting back into shape. I'm boxing and going to the gym at TAC.”

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

Andy's Shin Hinomoto. They serve traditional Japanese food with a British twist.

What do you do to stay in shape?

At the moment, I'm getting back into shape. I'm boxing and going to the gym at TAC.

Favourite movies:

The Godfather films and the James Bond series.

Favourite musician:

Frank Sinatra.

Favourite album:

Dire Straits' *Sultans of Swing*.

Favourite TV shows:

The Sopranos, *Boston Legal*, and *Only Fools and Horses*.

Favourite books:

The Art of War by Sun Tzu, and Margret Thatcher's *Statecraft*.



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

I love to cook.

Cats or dogs?

Dogs.

Summer or winter?

Why choose? Pimm's in summer and warm Pimm's in winter.

What's your ideal weekend?

Boxing, spending time with friends, and a few drinks, of course.

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

Two Rooms Grill, TAC, or anywhere where my close friends are.



Stefan Linde Jakobsen

President and
Representative Director
of Coloplast Japan

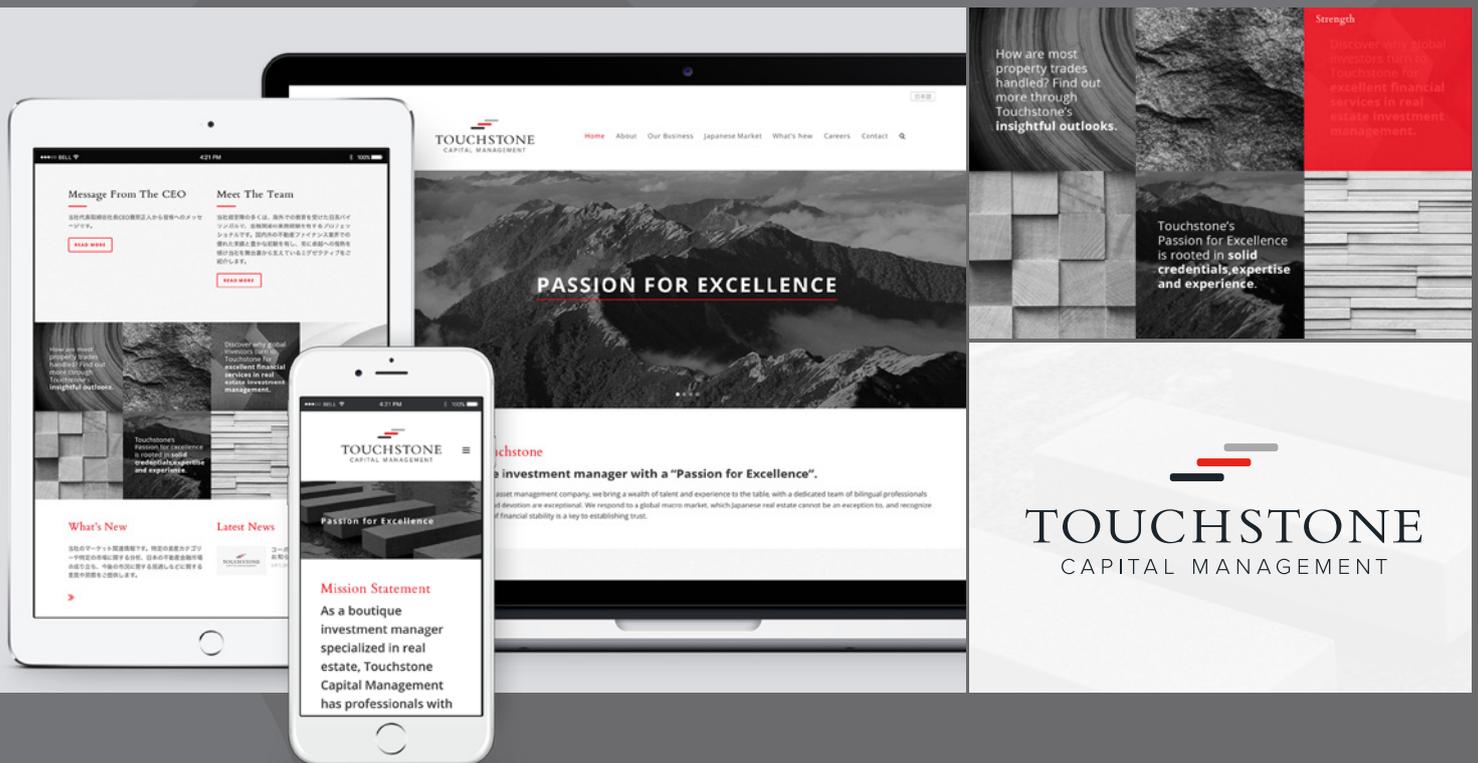
Coloplast is a leading global manufacturer of products and services for people living with chronic, intimate healthcare conditions.

“Every day, people are faced with worries about their health,” says Stefan Linde Jakobsen, president and representative director of Coloplast Japan. “Our ultimate goal is to help those who use our products forget that they have a medical condition, so they can just live the life they want.”

This year Coloplast is celebrating its 60th anniversary, and it is determined to remain the innovation leader in the industry.

“We will achieve this,” Jakobsen states, “by carefully listening and responding to the unique needs of our users.” ●

Passion for excellence



Touchstone Capital Management was celebrating 10 years of doing business. To mark the occasion, and help take the company towards the next phase of growth, they decided to undertake a complete rebranding.

Paradigm created a new identity and applied it to business stationery, presentation materials, signage and most significantly, a new website.

Full service digital creative

Project scope

Branding, Graphic Design, Website Design & Development, Photography, Copywriting

"From the initial briefing through to final delivery we found the Paradigm team to be exceptional. They helped guide us through the rebranding process and the final execution was flawless."

Fred Uruma
CEO Touchstone Capital Management

**MAKE
THE MOST
OUT OF
YOUR
SPACE**

Book your
Interior Designer at
boconcept.co.jp



OPPLANE



THE FLORENCE CHAIR - ITS GENTLE CURVES WILL WORK ANYWHERE

BoConcept[®]

Urban Danish Design since 1952

MINAMI AOYAMA | SHINJYUKU | NIHONBASHI | DAIKANYAMA | QUEEN'S SQUARE YOKOHAMA | YOKOHAMA KOHOKU
UMEDA | KOBE | SAPPORO | SENDAI | KANAZAWA | SHIZUOKA | NAGOYA | LACHIC NAGOYA | KASUGAI | STUDIO HIROSHIMA | FUKUOKA
WWW.BOCONCEPT.CO.JP