

EURO BIZ JAPAN

JUNE 2016

➔ **Better courts for
better protection**

*The role of Japan's intellectual property
market for foreign firms*

➔ **Appreciation and not
comparison**

*An interview with Swedish Ambassador
Magnus Robach*

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Breaking out of the old system

A conversation with three
female managers at IGS

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**The Mission of the
European Business Council**

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



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KISHIDA**

Accounting and finance manager

**SAYOKO
HIGO**

Corporate services manager

**AIKO
TOKUHISA**

Senior manager of talent management

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Breaking out
of the
old system



A conversation
with three
female managers
at IGS

By Andrew Howitt





First Focus

Soaked to the skin

Although there isn't a downpour every day during the Japanese rainy season — which lasts from roughly the beginning of June to the middle of July — some days get a lot of rain. Strong winds and soaked shoes are par for the course...

As you look at this image, you can almost hear each heavy drop bursting on the ground.

Photo by Héctor García
📷 www.flickr.com/photos/torek/



Martin Foster is a long-term resident of Japan who writes about business, economics and renewable energy.

➔ *“Smaller budgets, and a growing threat from China, have seen Europeans filing fewer Intellectual Property applications in Japan. But, changes at the Japan Patent Office, and the launch of an IP High Court, mean Japan is still serious about protecting innovation.”*



Born in London, **Fred Varcoe** spent time in Saudi Arabia, Spain and Thailand before settling in Japan. He worked for 15 years as sports editor at The Japan Times, and has written about sports for various wire services, magazines and websites. He is also co-author of *Football Starts at Home* with Tom Byer.

➔ *“When Tiger Woods was starting out as a professional player, the richest tour in golf was Japan’s. The sport has struggled here over the last two decades, but golf in Japan is not dead. Foreign investors are helping to strengthen the business, while players like Ai Miyazato and Hideki Matsuyama have inspired a younger demographic to get onto the fairways.”*



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.

➔ *“It’s not easy being a foreign lawyer in Japan. Government regulations can make it difficult for gaiben to be registered and for the firms where they work to open new branches. However, the Legal Services Committee is somewhat optimistic these days on the prospect of seeing some liberalisation in the not-too-distant future.”*



Born and raised on a remote island of Bermuda, **Kageaki Smith** learned photojournalism through five years as the sole lead for a local newspaper. His body of work features distinction in editorial, fashion and sports photography. He currently lives in Tokyo.

➔ *“Documenting the Swedish Ambassador was a memorable experience. His residence at the embassy was quaint — embroidered with colour and details displaying his personality — making it an ideal setting. The Ambassador was charming, and a great storyteller. What left the greatest impression on me was his personal philosophy: don’t compare, just appreciate.”*

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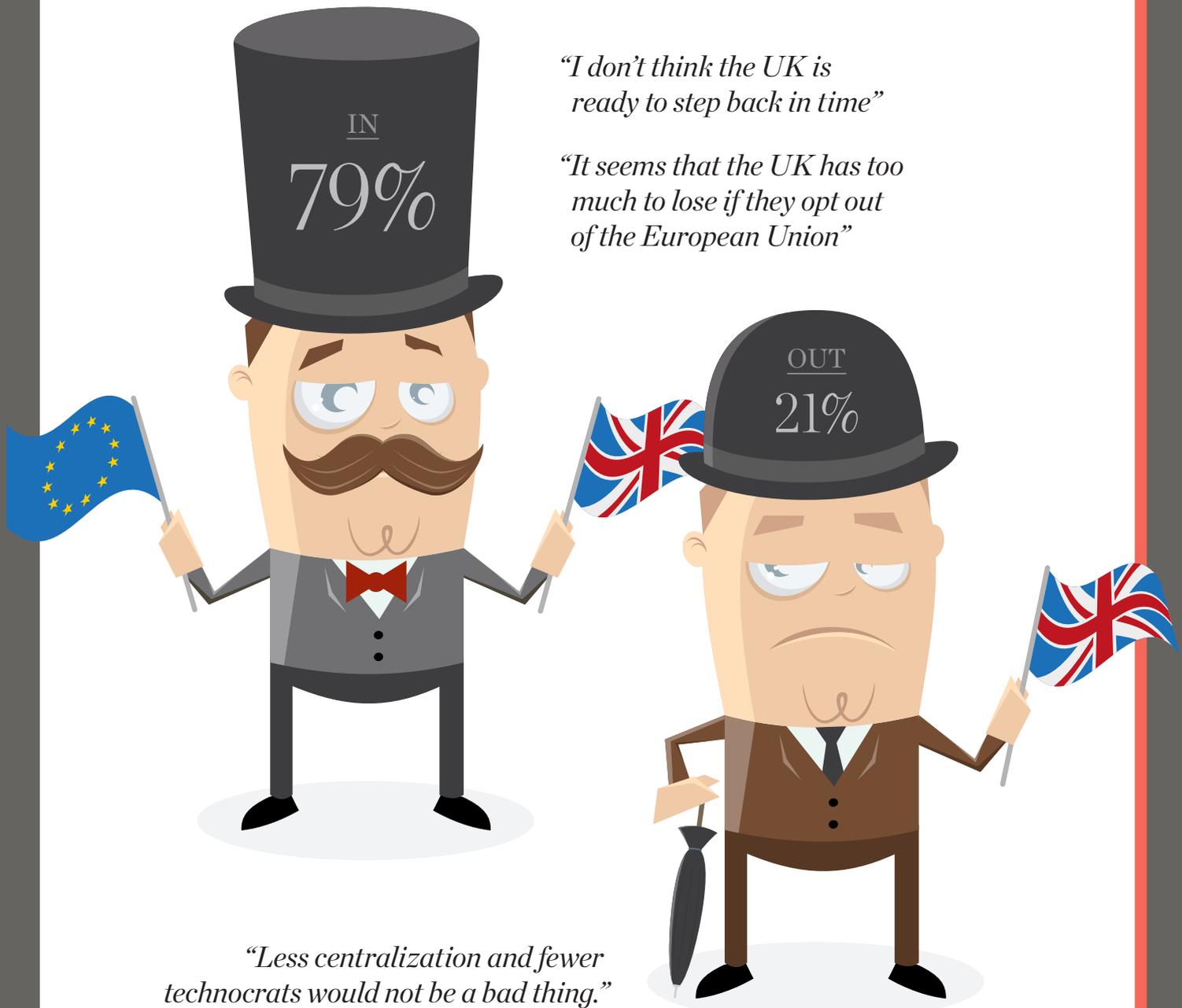
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Eurobiz Japan welcomes story ideas from readers and proposals from writers and photographers. Letters to the editor may be edited for length and style.



On June 23rd, the UK will hold a referendum to determine whether or not they will stay in the European Union. **We asked our readers how they thought the UK will vote:**



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



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Ingredients for success

Talent, technology and tolerance are the three areas that the Global Creativity Index (GCI) takes into account when measuring the creativity of a country's business people. Japan came second overall for technology in the 2015 edition of the index, but its lower scores in the other two categories, talent and tolerance, meant that it ranked only 24th on the list.

Creativity is undeniably a key ingredient for success in today's competitive business world. Our Country Spotlight in this issue is on Sweden (page 22), which came first on the GCI for 2004 and 2011. In 2015, the nation ended up a little further down the list – but still in the top 10, in seventh place.

We had the privilege of interviewing Swedish Ambassador to Japan, Magnus

Robach, who shared with us another important ingredient of success: appreciation. Find out why this perspective matters to him, and learn about some of his accomplishments in Japan on page 10.

Jean-Louis Moraud, head of Thales Japan and this month's EBC Personality (page 26), also shared his thoughts on what is essential for success in business. In addition to always looking for the next challenge, he says that people need curiosity, enthusiasm and energy.

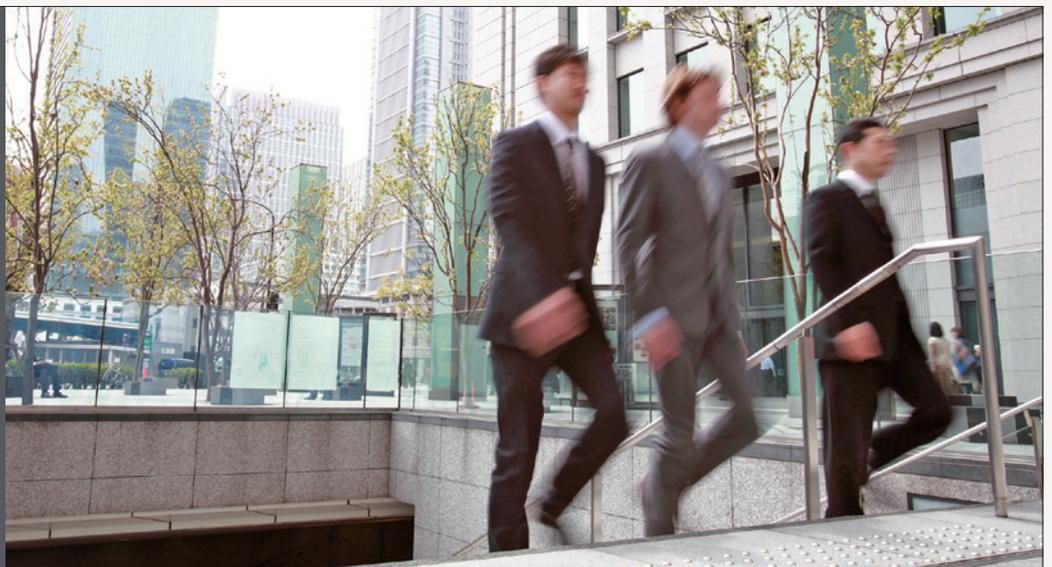
Our cover features three female managers at the recruit-

ing agency IGS. During their conversation with *Eurobiz Japan* on page 18, they spoke about how greater diversity – and especially having more women – in the Japanese work place is vital to the success of businesses here. They are hopeful that better talent and greater tolerance – in other words, a higher GCI ranking – will be characteristic of the next generation's workforce. ●

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THE INTERVIEW

TEXT BY ANDREW HOWITT

PHOTOS BY KAGEAKI SMITH



Appreciation and not comparison

Swedish Ambassador to Japan,
Magnus Robach

This year, Ambassador Magnus Robach celebrates 40 years with the Swedish foreign service. His career has taken him all over the world, with postings in places such as Paris, Brussels, Cairo and Brasilia. He sat down with *Eurobiz Japan* to speak about trade relations between Sweden and Japan, ways in which the two countries are working together, and something he learned from his father.

“You come to a place with its own culture, and you have to delve into that and appreciate it as it is.”

How have your previous postings prepared you for your role as ambassador to Japan?

About half of my career was in Stockholm, and I was involved with various aspects of forming policy. In the last few years before I moved to Brussels, I was with the EU on the European Union desk, and coordinated EU policies with the Swedish Prime Minister's Office. So Europe is very much on my mind. In my work as an ambassador, I am always thinking of the European Union: how it's projected, what its role is and what its contribution can be in various parts of the world.

How has your time here been different from your time in some of the other places where you've been stationed?

My father taught me something that has been very useful over the years. He said, "You should base your life on appreciation rather than comparison." It's quite good advice; very relevant for me as a diplomat. You come to a new place and your natural instinct is to say, "This is different," and "This other place was better or worse"; but that's not the optimal attitude. You come to a place with its own culture, and you have to delve into that and appreciate it as it is. So I don't compare.

How do you measure success in your position?

It's very easy: by numbers and results. We've just completed a campaign that we called The Treasures of the Forest, a two-week campaign dealing with all aspects of forests: forests as a resource in society, energy from forests, new materials from forests, building with wood, and caring for the forest. We're in the middle of now considering



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how to evaluate this because it was a considerable effort, both of time and money. Certainly there will be numbers questions, but also qualitative questions; we will send out questionnaires asking for reactions from the various stakeholders that participated. Ten percent of Swedish exports to Japan are wood products or forestry products. We're looking to have those numbers go up, and that's not so easy. I think evaluations that we get through questionnaires are very useful.

What are your priorities this year?

The one obvious priority is to try to maintain the good momentum that we now have in our bilateral trade. Last year, there was an increase of 5%, which I think was quite a good outcome, given the weakness of the yen.

Another priority is to continue to work to strengthen our academic relations, building on an initiative we took last year: a Japan–Sweden University Presidents' Summit, with some 30 universities represented — top universities on both sides. There was an amazing mobilisation: in student exchange, but even more, in scientific and research exchange. So now there is ongoing work, which I think is very significant. This is a very interesting project that we hope will yield some strengthening of, particularly, our research cooperation.

How is your office working to develop and improve trade relations with Japan?

In the last two or three years we've identified some obstacles. So far three or four of these issues have been cleared. In the forestry area there are some outstanding questions, such as the classification of different wood types. One very interesting upcoming issue is the standard for cross-laminated timber, or CLT. There is no internationally accepted standard for this new technology yet. And here we're very keen to see that we have a common standard worldwide. This is just one example. With foodstuffs, we have the same problems as many other countries. We're not a major producer of foodstuffs, but we do have some issues. One was cleared quite recently — and that is beef, for meatballs, for example.

What are some ways Sweden and Japan are cooperating more?

We are seeing tie-ups of different kinds that are extremely interesting. I was just reading

“We are seeing tie-ups of different kinds that are extremely interesting”

about the recent tie-up that was announced in April between one of the leading car safety systems manufacturers, Autoliv, that created a joint venture with Nissan Kogyo on brake systems that are specifically designed for self-driving cars. I think that is a very good example, and there are many others. You also have ABB that made a 50–50 joint venture with Hitachi on high voltage direct current power grid transmission.

Can you give some examples of your accomplishments here as ambassador?

I think the collective accomplishments are the most satisfying ones. And the three examples that I would give are the University Presidents' Summit, the Treasures of the Forest campaign, and the Nobel Dialogues. Those three were satisfying, but they are the results of real teamwork — not only within the embassy, but within the broader context.

The Nobel Dialogue is a result of cooperation primarily between the Nobel Foundation and Nobel Media — which is a fairly new entity actually — and the Japan Society for the Promotion of Sciences, with active contribution from our



offices as well. That was a great success in 2015. It took place at the Tokyo International Forum with several thousand participants, and with a number of Nobel laureates talking about the future of genetics. There will be another edition in 2017. We're building on an existing brand, we're reinforcing it, and we can add many things to it. So it's a brand we take good care of, and the Japanese like it as well.

You've been in Tokyo since 2014. What's next for you?

Next is another number of wonderful years in Japan. One reason for staying is that we celebrate our 150 years of diplomatic relations in 2018. We have to work on this right now. We have some interesting projects coming up for 2018. ●



Japanese intellectual property market still important on the global stage

Better courts for better protection

"Japan remains a key and highly regarded intellectual property [IP] jurisdiction worldwide that IP lawyers and practitioners watch very closely. It also remains a driver of legal development in the IP field," says Richard Bird, partner and head of the Intellectual Property Practice Group in Asia for Freshfields Bruckhaus Deringer, which is based in Hong Kong. "Look at where the smartphone patent wars were fought out: in the US, Europe, Japan and South Korea."



However, in spite of this, the number of patent applications has been falling. The filing budgets of many international companies have been reduced since the financial

crisis in 2008, and a proportionately greater share of these financial resources is now being allocated to protecting innovations against infringements taking place in China.

The prolonged economic downturn in Japan may be a further contributing factor for the drop in patent applications being made. Data from the Japan Patent Office (JPO) reveals that there were approximately 326,000 patent applications in total during 2014, down from just over 427,000 in 2005.

To put this in context, the European Patent Office (EPO) reports that it received 274,000 applications in 2014, a year-on-year rise of 3.1%. Bird also points out that the largest Japanese companies remain among the largest filers of patents internationally.

At the same time, there is no denying that patent-seeking

companies are shifting their focus away from Japan.

For example, in 2008, German companies made 8,068 patent applications to the JPO, only slightly more than the 8,066 applications they submitted to China's State Intellectual Property Office (SIPO), according to figures from the Japan Institute for Promoting Invention and Innovation.

By 2014, however, their positions had been significantly reversed, with the SIPO enjoying revenue from 13,597 applications from German firms, while applications to the JPO slipped to 6,615. In Japan, applications from French, Dutch and UK firms also declined over the same period.

The question of where to submit a patent depends on the size of the market, the presence of competitors and the existence of manufacturing bases.

“...if the use of IP courts becomes more widespread, then European applicants would be amongst the major beneficiaries”



ANSWERING THE CALL

Legal services in Japan address cross-border compliance

TEXT BY DAVID UMEDA

Astute legal expertise is essential for navigating the increasingly globalised economy, stricter international standards of corporate governance, and complex free trade agreements. When you add to the mix a rapidly ageing society and diminishing workforce, and greater cross-border M&A activity as patents expire and demand shrinks, the need for quality legal advice becomes an absolute necessity.

LOOKING IN

Now more than ever, European-based companies are positioning themselves to be more competitive in Japan and the Asian region, and they are turning to established law firms here for guidance.

"Possessing knowledge about European business and legal practices helps in understanding the concerns of European companies conducting business in Japan," states Hideki Kojima. "As a senior partner of Kojima Law Offices in Tokyo, I have also worked in Europe, where I supplied legal counsel to Japanese companies there."

Kojima's overseas' experience, like that of the other lawyers in the firm, has been invaluable in his actual work with European companies here.

"Our law firm covers business and corporate law," he explains, "which encompasses distribution contracts, non-disclosure agreements, intellectual property, competition law, labour, international tax,

litigation, arbitration, immigration, and white-collar crimes."

Initiating any of their legal consultancy services requires only an email or telephone call "to discuss any preliminary concerns you may have," Kojima adds.

LOOKING BEYOND

Prime Minister Shinzo Abe has set a goal of doubling foreign direct investment (FDI) in Japan by 2020.

"European-based companies have been taking advantage of this push by the Japanese government to increase FDI by purchasing or entering into strategic alliances with Japanese entities," explains Keiji Isaji, attorney-at-law and Managing Partner at Sonderhoff & Einsel Law and Patent Office, Tokyo.

"However, not all transactions are successful," he continues. "And many European companies run into issues involving Japan's unique business culture."

At Sonderhoff & Einsel Law and Patent Office, in addition to provid-

ing expert legal advice, "we often counsel our clients on Japanese business practices, culture, and ways of thinking," Isaji adds, "to ensure a successful transaction and future relationship with Japanese companies."

BOTH DIRECTIONS

As articulated by the EBC Legal Services Committee, foreign lawyers in Japan provide a valuable service in introducing new corporate and financing techniques to Japan, playing a crucial role in the integration of the economies involved. Legal firms here provide assistance to European and Japanese firms with their cross-border investments, give advice to financial institutions investing or lending abroad, and assist Japanese companies wishing to access the European capital markets.

The legal experts based here are shaping solutions that address key issues facing corporations operating in Japan.

"many European companies run into issues involving Japan's unique business culture."

With most manufacturing now being done in China, European companies are more motivated to first submit there, says Ayato Susaki, chief consultant and group leader of the Innovation and Industrial Strategy Group for the Science and Safety Policy Research Division at Mitsubishi Research Institute in Tokyo.

“It also makes sense to submit patents in jurisdictions with many pirated goods, in order to protect against [pirating],” he says.

Felix R. Einsel of Sonderhoff & Einsel Law and Patent Office in Tokyo is a patent attorney with a licence to jointly litigate cases with other attorneys at law in Japan. He

points to inadequacies with the court system in Japan as one of the main reasons those European companies that file frequently in Europe choose not to do so in Japan.

IP protection is supposed to be enforced when an infringement occurs, as lawsuits can be filed with the possibility of damages being awarded by the courts. But in Japan, damages are relatively low, sometimes making court cases little more than a costly exercise.

In Germany, on the other hand, the party that loses the case is required to pay the legal fees of the winning party. Doing so ensures that the patent owner can recover any damages in a true sense.

In Japan, patent infringement cases normally cost between ¥20 million

(€162,000) and ¥40 million (€325,000), and each party pays their own legal fees.

“If you don’t recover damages in that amount or higher, you basically lose — unless the primary purpose of the litigation is an injunction, or has other purposes,” Einsel says.

Japanese companies also often prefer to reach a settlement before going to court. Einsel highlights the cultural aspects of such

a move, especially since companies that sue each other may have a working relationship in other fields that are just as important to them.

“This is still a society where people believe everyone should be allowed to survive, so you do not administer the coup de grâce,” he says.

Einsel has observed some improvements in the JPO examination process making it easier for European companies to apply for patents. There is more unofficial contact possible between applicants and officials, and the reasons given for the refusal of an application provide more details and are more understandable than previously, he says.

But many European companies make the decision not to file for patents in Japan in the belief that their Japanese competitors will not file infringement cases against them.

“So, that is why I am saying the court system is not really functioning,” he explains.

And it is the effectiveness of the courts that matter most to Einsel, who believes that if the use of IP courts were to become more widespread, then European applicants would be amongst the major beneficiaries.

Japan established an Intellectual Property High Court in 2005, based on a model set by the US Court of Appeals for the Federal Circuit.

“there is no denying that patent-seeking companies are shifting their focus away from Japan”

Toshiaki Iimura, attorney at law at Yuasa and Hara in Tokyo and a former Chief Judge, insists that if Japan is to improve the quality of its IP litigation, it is necessary for the IP High Court to continue to boost its powers in communicating with academics, practitioners and company representatives in a timely and accurate manner.

Between 2006 and 2014, under Iimura, the IP High Court participated in some landmark decisions, including those concerning Apple and Samsung.

The Apple and Samsung case helped establish, for the first time in Japanese courts, the use of written opinions from third parties not directly connected with the case.

Known as *amicus curiae* briefs in the US and other jurisdictions, these opinions are statements of public interest that help raise court cases beyond pure legal analysis, and bring them closer to the general public. Iimura notes that some 58 opinions were accepted from Japan and overseas, underscoring the high level of public interest in the case.

Japanese IP authorities are gradually making patent application procedures and legal processes more user-friendly by moving to create a more communicative role for the courts. The issue for European companies is how important Japan remains to their global IP strategy. That, and whether allocating financial resources to seek protection in Japan outweighs the pressing needs in other jurisdictions such as China. ●



Breaking out of the old system

A conversation with three female managers at IGS

Intelligence Global Search (IGS), a division of one of the largest recruiting companies in Japan, Intelligence, Ltd., has fostered a culture of diversity since it began. Aiko Tokuhisa, senior manager of talent management; Eiko Kishida, accounting and finance manager; and Sayoko Higo, corporate services manager, sat down with *Eurobiz Japan* to discuss changes they are observing at Japanese companies, women in the work place, and some of the ways IGS is supporting its own female employees.

What are some difficulties working women are facing in Japan?

Aiko Tokuhisa: For all of the innovation and advancement in Japan, there are still many aspects of the culture that remain quite traditional. The workplace is no different and in many offices, women are still expected to fill the stereotypical roles of serving tea and answering phones. This can be some-

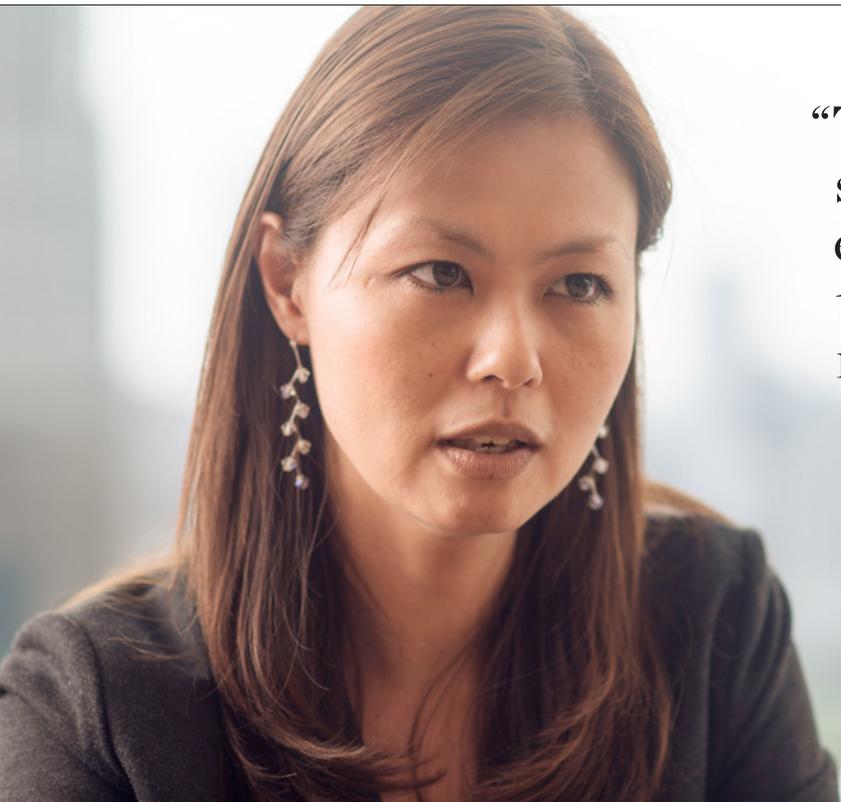
what demotivating for women with high career aspirations. **Sayoko Higo:** I gave birth to twins last summer and just recently returned from maternity leave. This experience has allowed me to see some of the difficulties women in the same situation are facing. The on-going issue of a lack of certified day-care facilities is the largest challenge new mothers have to overcome in order to return to work. The government has

recently succeeded in increasing the number of day-care spaces available. However, the number of new applicants for day-care still outpaces the increase in spots available; an unbelievable statistic when considering the decreasing population.

Eiko Kishida: The glass ceiling still exists in Japan, especially when it comes to women reaching management positions. Less than 10% of management roles are filled by women in the private sector in Japan, and while the government initially set themselves a 30% target in the early 2000s, they have unfortunately just recently revised the



Sayoko Higo



Eiko Kishida

“The glass ceiling still exists in Japan, especially when it comes to women reaching management positions”

target down to — what they say is a more realistic — 15%. One way to break through this barrier is to implement transparent performance evaluations, placing an emphasis on processes and results, rather than rewarding someone for working long hours.

Why do you believe it's important to have more women and non-Japanese

people in management roles at companies in Japan?

EK: It is critical for any organisation to have overall diversity — of age, gender, nationality, etc. — within management roles. That diversity will lead to different ideas, innovation, growth,

and success. Unfortunately, I think there are still quite a few Japanese companies where Japanese males are the only ones that occupy the boardroom.

AT: The decreasing population is a topic that is often spoken about but I don't think there is enough emphasis on the fact that the workforce population is also decreasing. If the current situation is allowed to continue unabated, Japan simply will not be able to supply the required labour in the coming years. Companies will be forced to promote under-qualified people simply because there aren't enough people available. It makes perfect sense to open up to qualified professionals, regardless of their race or gender.

SH: I think we can all agree that some sort of change is needed in order to sustain Japan's top standing in the world. However, I believe that the current generation of senior management will not accept any divergence from the current norm that would allow such a change to begin. The hope, at least from my standpoint, is that once this generation retires from the workforce, the old style and traditions will come to an end.



Aiko Tokuhisa

“It makes perfect sense to open up to qualified professionals, regardless of their race or gender”





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How to be a much better leader

"Born to lead" is nonsense. Many things shape a person in order for them to achieve credibility with others. Of course, we can become a leader as part of our company-designated hierarchy. We sit somewhere in an organisational chart above others, with various lines of command elevating us above the hoi polloi. We know many people with that august title of leader, whom we would never willingly follow in a million years — pompous, tiresome, incompetent jerks!

Can we become someone who others will follow when all the paraphernalia of leadership pomp-and-circumstance have been stripped away? Even being the obvious best at something isn't enough to get others to want to follow you.

The starting point is critical. If your desire for leadership is driven by personal aggrandisement and ego, where all good things must flow to you, this force of will is not an attractive attribute. Good leadership is differentiated by the followers' desire to want to follow, when there is no coercion, structure or impetus to do so.

Effective leaders are good with people. There are some key principles they embody, which make us like and trust them. This is not artful manipulation, where they fake these principles in a cunning way. That approach exists and will ultimately be revealed as hypocrisy. What we are talking about here is having correct *kokorogamae* (心構え) — true intentions.

Talk in terms of the other person's interests

We are often so wrapped up in our selfishness that we become the centre of our world and want others to serve us. The better leader talks about others' interests in a way that fosters close alignment and agreement.

Be a good listener; encourage others to talk about themselves

Bossy people often love to brag. Instead, build the trust by

focusing your conversation on them, not you. As you stop dominating and start listening, you uncover areas of shared desires, values, interests and experiences — which are magnetic in their properties and bind us more closely together.

Try honestly to see things from the other person's point of view

Often we are egocentric — it's always about me, me, me. Having listened, we uncover the context behind their beliefs and arrive at a greater appreciation for their views and positions. We can more easily get on each other's wavelengths. When this happens, we become more mutually simpatico, supportive and powerfully bonded.

Ask questions instead of giving direct orders

The inclusive, humble promotion of self-discovery unleashes powerful forces that encapsulate our shared direction. We become the catalyst for their self-belief. We all want to be around people who make us feel good about our better selves — and with whom we share common goals.

People will willingly follow us when we apply these principles. We must sincerely switch from a "me" focus to an "our" focus. Change our approach, and we can change our results.

It is quite interesting that our clients come from just about every industry you can imagine, but we notice there are some common requests for improving team performance. The four most popular areas are leadership, communications, sales, and presentations. Although we started in New York in 1912, in Japan we deliver 90% of our training in Japanese. Also, having launched here in Tokyo 53 years ago, we have been able to master how to bring global best practices, together with the required degree of localization, to Japan. You're the boss. Are you fully satisfied with your current results? If not, and you would like to see higher skill and performance levels in your organization (through training delivered in Japanese or English), drop us a brief note at info3@dale-carnegie.co.jp



What are some of the trends you have observed with regard to how your clients' needs have been changing?

EK: One of the biggest changes I've witnessed recently is the realignment of our clients' priorities, emphasising their desire to hire more self-motivated professionals with highly developed communication and leadership skills — even when trying to fill roles that traditionally relied heavily on education and experience, such as accounting and engineering positions.

AT: Working long hours is a fairly common expectation in Japanese companies. And management at those companies often stress the need to hire younger people, as they can stereotypically work longer hours. However, as companies are expanding into new areas, they are looking for qualified professionals with experience in those areas. They are recognising the importance of that experience and are trying to harness it as a resource.

How is the job market expected to change in the coming years?

AT: From my perspective, I think we'll see the job market continue to be extremely active for the next few years, culminating with the Olympics in 2020. However, there is some apprehension about what will happen to the job market and the economy once the Games are over. It will be a very interesting time in Japan.

EK: We regularly hear that construction companies are desperately short of engineers in the lead up to 2020. And based on simple supply and demand, this area will continue its expansion over the next four years.

SH: For my area of specialisation, corporate services and office support, the biggest change comes in the form of companies offering different types of employment contracts. There is a real need for companies to remain flexible with their recruitment plans. Therefore, they tend to prefer fixed-term contract or dispatch employees, especially with regard to office support positions.

What internal systems do you have in place at IGS to encourage more women and non-Japanese people to stay for the long term?

SH: As I mentioned earlier, I just returned from maternity leave and to be honest, I was a little concerned about what it would mean for me to return to the same management role. However, everyone has been

very understanding. There are many people with families in the company and the flexibility they have shown has been very reassuring.

EK: A refreshing aspect of working here is the company's transparent and fair performance evaluations — which do not take gender, nationality, or age into account. Everyone on our managerial team has been evaluated and promoted based on their performance and results, and not at all related to the politics of the work place.

AT: As for Intelligence, Ltd., we have always had a significant proportion of women on the management team. It is not about creating and enforcing a policy to achieve a certain percentage of women in management, it is just the culture that we have created from the beginning. And to maintain our employment retention rates, we offer numerous systems to allow time away from the office for education, family care, and for community service. People are very happy to take advantage of such opportunities, but are also very happy to return to the office afterwards. ●



Sweden

Continually creative



Sweden has one of the highest concentrations of creative business people in the world. They are consistently first, or near the top of the list, on such creativity and innovation rankings as the Global Creativity Index, which evaluates a country's workforce based on technological savvy, overall capabilities, and openness to new ideas. With 90% of its resources and businesses being privately owned and a very large export market, Sweden relies heavily on the ingenuity of its business people to ensure that the nation's economy remains robust.

The Scandinavian country's history of creativity and success in business is easy to demonstrate as many Swedish brands are household names today — especially in the area of consumer products. Perhaps the most famous is IKEA, the world's largest retailer of home furnishings. Its affordable and stylish furniture, and unique store layout, transformed the industry and have made IKEA a popular destination shop in 48 countries

around the globe. Another Swedish retailer is the home appliance and vacuum cleaner manufacturer Electrolux, which lays claim to several industry firsts. For example, in 2001 it was the first company to sell a robotic vacuum cleaner — called the Trilobite — to the general public.

Swedish companies have also had enormous success globally with innovative digital and online content. Minecraft, made by Mojang, is a sandbox computer game

without rules or goals, where players use blocks of various raw materials to build anything they can imagine. It has become the world's best-selling PC game, with over 100 million copies purchased.

Even older, well-established Swedish firms in the engineering sector also continue to invent. Founded in the 19th century, the engineering giant ABB does cutting-edge work in power and automation technology. It filed 450 patent applications in 2014 alone. Sandvik, another engineering group founded in the 1800s, makes equipment and tools for mining and construction. The company places a high priority on research and development — with nearly 60 R&D centres across five continents, and over 8,000 active patents in its portfolio.

Sweden is home to other global industry leaders. SKF is the largest ball bearings manufacturer in the world; Höganäs is the world's biggest producer of powdered metals; IFS has the greatest market share in enterprise asset management software for the aerospace and defence sectors; and Tetra Pak is the world's largest maker of food packaging.

Swedish companies in Japan are hopeful about the signing of a Japan-EU free trade agreement (FTA), which would allow them to further expand their businesses here.

“We believe that the upcoming FTA between the EU and Japan, in combination with the proposed new structure for EBC, will improve the business situation in Japan for the Swedish Chamber of Commerce and Industry in Japan [SCCJ] corporate members, who today are members of various EBC industrial committees,” says Thomas Östergren, chairman of the SCCJ and representative director at industrial equipment manufacturer, Atlas Copco Japan. “They have been working for a long time to make their voices heard, spearheading improvements in order to help the members of our smaller companies.”



 **Trade with Japan**

Exports to Japan: **€1.5 billion**
(2014; FROM THE SWEDISH EMBASSY WEBSITE)

Imports from Japan: **€1.8 billion**
(2014; FROM WORLD'S TOP EXPORTS SITE)



Area
450,295 km².
Coastline: 3,218km.

Climate
Temperate in south with cold, cloudy winters and cool, partly cloudy summers. Subarctic in north.

Major cities
Stockholm (capital), Göteborg, Malmö, Uppsala and Umeå.

Population
9,801,616 (July 2015, estimate).
Urban population: 85% of total population (2015).
39.3% 25–54 years.

Natural resources
Iron ore, copper, lead, zinc, gold, silver, tungsten, uranium, arsenic, feldspar, timber and hydropower.





BUSINESS FROM ...

SWEDEN

A look at some companies from the region



The Meiji government signed a treaty with Sweden in 1868, officially beginning diplomatic relations between Japan and the Scandinavian nation. The two countries have benefitted from ongoing trade relations ever since. Many Swedish companies are world-leaders in their industries, renowned for making popular consumer products in areas such as

furniture, clothing, and cosmetics. There are also numerous Swedish businesses that are dedicated to meeting the needs of other companies: major players in fields such as construction and mining equipment, global shipping and logistics, enterprise application software, and state-of-the-art commercial kitchen and laundry equipment.



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Atlas Copco is an industrial group with world-leading positions in compressors, construction and mining equipment, power tools and assembly systems. The Group delivers sustainable solutions for increased customer productivity, through innovative products and services. In 2016, Atlas Copco celebrates over a century since its first product launched in Japan, and this year marks the Group's 143rd anniversary.

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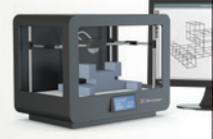


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“You need 10 kilograms of olives to make one litre of olive oil”

Jean-Louis Moraud

Reaping the rewards

Although half of Jean-Louis Moraud's 40-year career at the electrical systems company Thales has been spent away from home — he has lived in Germany, Canada, South Africa, Taiwan and, now, Japan — “my heart is still in the south of France,” he confesses.

Originally from Marseille,

Moraud has already planned for his retirement to the same region where he grew up, even though this is still some years off.

“Ten years ago, I decided to sell my house in the Paris area where I was living before moving to Taiwan, and to buy a house in the south of France,” he explains. “One day, I discovered a place which had been planted with more than 300 olive trees.”

The most important condition had been for the house to be big enough for his three children and their partners, plus his seven grandchildren to come and stay, but it was the olive trees, covering two hectares of land, that was the deciding factor for Moraud.

“The previous owner told me he liked to make olive oil ... and I have continued to produce it,” he says with evident pride. “Not myself, because I am far

away, but some people are taking care of it. We produce between three to four hundred litres of olive oil every year.”

In spite of not having had much hands-on experience yet, Moraud has learned a lot about producing olive oil.

“You need 10 kilograms of olives to make one litre of olive oil,” he explains. “So, in fact, the quantity of olives we take in is three to four tons.”

He has also become familiar with the process: from picking the olives when it's time to harvest them in November to pressing them in the mill.

“When you press steadily, and at cold temperatures, you get a very good perfume,” he says. “When I am ready to retire, I will try to do it by myself.”

He has designed a label for his bottles of olive oil, featuring the house and gardens, and sells to his friends and people living in the village.

What he likes best, though, is just to sit on the terrace of his house, have a cup of coffee, and look out over the property. “The view of the trees in the sunshine is just wonderful,” he says. “And I can spend half an hour doing nothing ... just enjoying the weather, the sun, the olive trees.”

This kind of tranquility is worlds away from the demanding work he does at Thales, a large multinational with a diverse portfolio of products and services and a strong presence around the world.

“We do radar, sonar, camera and communications for the defence domain on all platforms — aircraft, helicopters, ships and boats,” states Moraud. “And regarding the

civil domain, we are mainly involved in aerospace. For example, the majority of the electronics on board an Airbus aircraft is made by Thales. We also do air-traffic management systems to secure landings and take-offs.”

A major area of their business in Japan is manufacturing in-flight entertainment systems for commercial aircraft, and they work closely with Japan Airlines.

As president of Thales Japan, Moraud is responsible for acting as a link between customers in Japan and the Thales Group, headquartered in France, as well as finding ways to grow the business here. The Japan office is reaping the rewards of his hard work.

“I have been very happy to have helped increase the activities of Thales in this country, which is identified as a closed market and difficult to penetrate,” he relates. “My way of working is to face new challenges. And I am happy anytime I can surmount a challenge.”

Without a doubt, Moraud will continue to find new challenges and stay busy throughout his retirement, but he will certainly make time just to relax and enjoy the view. ●

Do you like natto?

Time spent working in Japan:

Five years.

Career regret (if any):

I have done what I wanted to do, and have had experiences around the world, so no regrets at all.

Favourite saying:

We used to say in France that “impossible” is not a French word.

Favourite book:

Isaac Asimov's *Foundations*.

Cannot live without:

First, my wife, my children and my grandchildren are very important. But I also cannot live without facing new challenges.

Lesson learned in Japan:

I have learned to be patient: to wait in a queue, to wait the necessary amount of time to get the answer you are looking for, to do the same things several times.

Secret of success in business:

You need three main qualities: curiosity, enthusiasm and energy.

Favourite place to dine:

I like to go to Inakaya in Roppongi for the atmosphere.

Do you like natto?:

(After trying it for the first time) Honestly, I would say it's not my favourite.



Gender Gap in Global Mobility

The case of Japan



The 3rd Tokyo Forum for Expatriate Management (FEM) was held at the Rakuten Crimson House on 26 May with PwC Tax Japan as a presenter. The aim of this FEM was to underscore how diversity is critical in designing your mobility policies.



A worrying gap separates expectations from reality regarding women's mobility, a fact revealed in a report released by PwC this year entitled *Moving Women with Purpose*. It states: "71% of female millennials want to work outside their home country during their careers. Yet, only 20% of the current internationally mobile population is female."

With 87% of Japanese females feeling that overseas' experience is essential to furthering their careers*, it was high time for diversity and mobility to be tackled.

Managers and partners from PwC Tax Japan agreed to share their experiences and research findings with human resources professionals attending this 3rd FEM event in Tokyo.

Why and how to improve mobility policies for women

International assignment is a powerful tool in helping to retain female talent. Among Japanese respondents, 80% said opportunities for an overseas mobility experience is a key factor in their decision to remain with their employer.

Assessment of the current diversity and mobility situation must, therefore, properly measure women's career aspirations to go global. Aligning a company's diversity and mobility policies is key to developing future women leaders.

What are the top three barriers that prevent women from taking on an international assignment?

A woman's **family situation** — if they have kids or an ageing family member, for example — was given as the number one barrier. As a consequence, 86% of Japanese females said they would prefer to take on a global assignment before starting a family, which is usually within the first six years of their career*.

The second most commonly cited reason was the **lack of internal transparency**, which bars women from even considering what international opportunities are available.

Finally, the **lack of role models** was mentioned as the third main barrier — 60% of the Japanese respondents believed that there are not enough female role models within their organisation who have been on successful international assignments*.

Flexibility was another key point discussed during this FEM event.

The implementation of flexible mobility policies and packages can encourage more women to embark on international assignments. Going further, a major plus is allowing employees to select among various package options the choice that would be the most suitable for them.

One very good point for Japan in the study showed that 33% of the country's current internationally mobile working population is female* (compared to the global average of 20% and 28% for all APAC nations).

Forum for Expatriates Management is a series of events that aims to help human resources managers deal with the challenges of international mobility. The next forum will take place in September. For more information, please write to milena.osika@femchapters.com

Visit our website at <https://www.forum-expat-management.com>

Narrowing the gender gap is also part of the "**HeForShe**" initiative, promoting gender equality in the work place (www.heforshe.org).

This event was made possible thanks to the sponsorship of Sterling Japan, a major international moving and relocation company.

* SOURCE:
STATISTICS GATHERED
BY PWC TAX JAPAN.





Japan, the frog in boiling water

Abe opts to dance with the devil

Prime Minister Shinzo Abe found himself, as my mother was wont to say, betwixt the devil and the deep blue sea. Classical scholars may prefer allusions to Scylla and Charybdis, while Americans would say he was between a rock and a hard place. After dithering for months, Abe chose the dangerous dance with the devil.

He decided to postpone the increase in Japan's consumption tax rate by more than two years, from April next year to October 2019. The proposed rise is small: from 8% to 10%. But there is an important issue of principle involved, as well as practical economics and politics that will prove to be a continuing headache for Abe and his successors.

Abe had already postponed the tax rise once and promised — by passing a law — that it would not happen again. His recent dilemma was whether to increase the tax, as promised, and risk tipping the already fragile economy into recession; or to postpone, as he has decided to do, and entrench Japan's already weighty debt, the result of government spending far outpacing its income.

Japan's consumption tax is low by global standards. People in other rich countries commonly pay 15% to 25% in consumption taxes or value-added taxes. Economists at the IMF — who had done the arithmetic on Japan's finances and the increasing cost-burden of an ageing and declining population — for years had been urging Abe and his predecessors to raise the consumption tax in order to catch up with the demands on the government purse. The IMF a few years ago suggested a 15% consumption tax.

Some economists have calculated that the tax should go up to between 22% and 25% if Japan is to keep up with the increasing demands for health, welfare and pension payments placed on a society that is moving rapidly from merely greying to becoming arthritic.

But there was always an argument about the best timing for the increase. A consensus of respected economists pointed out that the previous tax rise from 5% to 8% in April 2014 had sent Japan's economy into recession.

Nobel laureates Joe Stiglitz and Paul Krugman visited Abe in Tokyo in March, and separately urged that he delay the consumption tax rise, giving the prime minister intellectual cover. Krugman specifically pleaded with Abe for extra stimulus measures to boost the economy.

Koichi Hamada, emeritus professor at Yale, often known as “the godfather of Abenomics”, attended Abe's economic tutorials and supported postponement of the rate hike, which he described as a “black cloud” hanging over the economy.

What is troubling is that Abe waffled in response to the economic advice he received: he promised that the tax hike would go ahead unless there was a major disaster; then tried — unsuccessfully — to persuade the other leaders at the Group of Seven summit in Ise-shima that the world was facing economic disaster; and then decided to postpone the tax hike anyway, just before announcing the

date of upper house elections in July.

Abe has promised to wave his magic wand of Abenomics again and all will be well. He is expected to propose a ¥10 trillion yen (€82.5 billion) stimulus package after the election to boost the economy — and increase Japan's debt, already heading for 250% of the country's total GDP. He has also promised that Japan's primary budget — meaning without the heavy interest payments on debt — would be balanced by 2020 surely an exercise in wishful thinking or inventive arithmetic.

Like a frog luxuriating in warm water coming to the boil, Abe, as well as Japan's politicians, bureaucrats, academics, media and the general population are enjoying relatively pleasant economic times, not having the courage to face a grim future. ●



Kevin Rafferty is a journalist and commentator, and quondam professor at Osaka University



Legal services

Long-hoped-for action

Another year, another white paper — with hardly any news to report.

That has long been the situation with the EBC Legal Services Committee. “The EBC’s recommendations ... remain the same as last year’s, because nothing has changed to date,” the 2015 white paper states.

The sentiment had been echoed in previous white papers, not to mention in numerous statements made by the committee’s long-serving former chairman, James Lawden.

But his successor, Rika Beppu, says the group now has grounds for optimism. “There may be some movement — for the first time in years — in relation to our biggest topic, which is the work experience rule for registering as a registered foreign lawyer in Japan,” she says.

A study group set up under the Ministry of Justice (MoJ) spent 2015 examining that topic along with another major Legal Services Committee issue — both involving scrapping, or at least easing, restrictions on foreign lawyers in Japan.

One measure requires that lawyers be registered abroad and have three years

of professional experience in order to apply to become a registered foreign lawyer (*gai-kokuho jimu bengoshi*, also known as *gaiben*) in Japan. Two of those years must be spent outside of Japan.

The other measure prohibits firms with both foreign and Japanese lawyers to form a legal corporation, effectively barring them from opening branches. Legislation was amended in 2014, but it opens the door only to firms exclusively with foreign lawyers. Most large international law firms here do not benefit as their businesses are composed of a mix of lawyers from Japan and overseas.

Members of the study group, including officials from the MoJ and the Japan

Federation of Bar Associations, visited Beppu’s office in early May.

“I think they wanted to let us — the members of the Legal Services Committee — know what they were thinking,” says Beppu, a partner at Hogan Lovells.

It wasn’t definitive, she explained, but they put forward some ideas that indicated this could be the first time in a long time the rules may potentially change.

“We said that basically, of course, any movement on the foreign experience

element — which is a business issue for foreign law firms — would be good,” she states.

It’s not uncommon for the firms here to train promising new lawyers from scratch, only to have them hit a roadblock just as their careers should be taking root, according to the EBC committee chair. “In the eyes of the law in Japan, experience in Japan is not enough to get them registered as *gaiben*, so we have to send them away for two years.”

“There may be some movement — for the first time in years”

As for the issue of being able to set up branches, the study group members are aligned in favour of lifting the restriction, Beppu says. But action may still take some time. That’s because a group of Japanese patent lawyers, who blocked a liberalisation move by the MoJ in 2009, remains opposed.

“If we are allowed to create branches, it means we can be closer to client companies outside of Tokyo,” she says, adding that the major international law firms are concentrated in the capital.

The study group’s work is ongoing. Its next step is to draw up recommendations that could lead to necessary legal amendments.

The hope of the Legal Services Committee is that, this time around, their work spanning over a year will result in some concrete — and long-hoped-for — action. ●

Advocacy issues

➔ Approving foreign lawyers to practice in Japan

The requirement of several years of professional experience in order to become registered as a foreign lawyer in Japan should be abolished.

➔ Branching

The restriction on joint foreign and Japanese lawyer businesses from jointly opening branches in Japan should be abolished.

➔ Limited liability

A limited liability structure should be made available in Japan for both foreign and domestic law firms.



Cutting the cord in meeting rooms

The latest tech for more productive meetings

Even in the age of instant messaging, business meetings remain a necessary evil. Innumerable books and articles have been written about how to make meetings more effective. One piece of advice they often give is to make sure that meeting rooms are tidy and free of clutter — something that has been proven to increase productivity significantly. Though its effects may be imperceptible, a wireless meeting room cuts out the hassle of cables and sharpens the focus of attendees. Here are a few suggestions for wireless meeting room tools.



One of the most essential bits of hardware is a wireless portable conference speaker, which can boost the audio capabilities of mobile devices if you're using an app like Skype for a conference call. One good example is the Logitech P710e (above), introduced a few years ago and priced at around ¥20,000. It links to smartphones or tablets via Bluetooth, connecting up to eight at a time, and has an integrated stand to hold mobile devices. It features echo cancellation

Logitech's R800 wireless presenter



and about 15 hours of talk time per charge.

Meetings are increasingly relying on visual content to help with decision-making. First demoed last year at IFA (Internationale Funkausstellung Berlin), a major trade show for consumer electronics in Germany, Sony's LSPX-P1 is a compact, portable wireless projector measuring 10cm in length. It has internal speakers, a long-lasting battery powerful enough to play entire movies, and built-in Wi-Fi so you can throw online images from a connected device onto a screen, wall or even a piece of paper. Selling for roughly ¥180,000, the LSPX-P1 can project high-resolution images up to 80 inches across, and works even when placed a short distance from the projection area.

If you want better resolution for your presentations, there are a number of ways to get what's on the screen of your laptop or mobile device onto an HDTV in your meeting room. Many laptops and HDTVs now support Intel Wireless Display technology (known as WiDi) while smartphones have the Miracast function for the same purpose. Google's

popular ¥4,000 Chromecast dongle plugs into your HDTV's HDMI port to stream Chrome browser content or online video sites such as YouTube via Wi-Fi. Compatible with Android and iOS devices, Chromecast was updated in September with more reliable streaming capabilities.

Laser pointers have evolved in recent years into tools that can both control the slides during your presentation as well as shine a laser dot at them. One of the more elaborate versions of these wireless presenters is the ¥8,000 Logitech R800, which not only features a pleasantly different green laser dot, but has an LCD with timer and vibration functions to track the time remaining in your presentation. It can also be used from up to 30m away. That means you can walk anywhere around the meeting room and keep attendees on their toes. ●

Google's Chromecast



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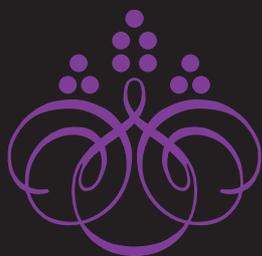


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Magnificent Gay Weddings



Japan, you've come (out) a long way

Tokyo LGBT Pride Parade attracts record participants and corporate support

The 2016 Tokyo Rainbow Pride parade and festival, an annual two-day event that advocates for the rights of Japan's lesbian, gay, bisexual and transgender (LGBT) communities, boasted a record 80,000 attendees this year — double the participation of only one year ago.

Held over the weekend of 7 and 8 May, the event also garnered 130 domestic and international sponsors, representing businesses ranging from consumer goods, luxury brands and technology, to financial services and tourism.

European support was notable. Governments of the UK, Scandinavian countries, Austria, Malta and others ran booths promoting their nations' welcoming stance toward LGBT tourism and lifestyles, while companies such as Philips and Alfa Romeo touted some of their latest consumer wares.

Japanese corporate participation, while still at levels lower than those of their global counterparts, also increased: Marui department store chain and several well-known national hotels and resorts reached out to LGBT consumers. Nomura

Securities, meanwhile, defied its conservative image by not only manning a colourful promotional booth, but prominently displaying a lengthy LGBT Equality greeting from its Japanese chairman. "This is incredibly rare," one passer-by was heard saying to her friends.

As in previous years, American businesses continued to show strong support — with such household names as AIG, Prudential, Fox Television, Google, Microsoft, IBM, Bare Essentials and more running booths and encouraging marchers.

Organisers of the event said that this year a number of Japanese corporations were also involved behind the scenes — helping to secure strong cooperation from police and local governments for an extended 2016 parade route. Their efforts proved successful: for the first time, the parade passed directly through the famous Scramble Crossing in front of JR Shibuya station. The more than 5,000 marchers were cheered on by several thousand spectators lining the parade route, which wound in a loop from NHK in Yoyogi Park, down

through Shibuya, and back up through Omotesando and Harajuku.

US Ambassador to Japan Caroline Kennedy concluded the 2016 event with an evening keynote address that made explicit her nation's view that "LGBT rights are human rights." She also congratulated Japan on the recent steps that several local ward and municipal governments have taken towards greater civic equality for LGBT residents and their partners.

An exhausted but thrilled parade organiser said, "We have succeeded beyond our expectations and hope that we can continue growing — not only in terms of public and private support, but also in the size of our parade." He added, "The message to today's generation in Japan is clear — while we still have a way to go, so much has changed from even five years ago. We look to our future with pride and optimism." ●

"...while we still have a way to go, so much has changed from even five years ago"

Jason Kendy heads corporate communications for the UBS Group in Japan. He is also executive sponsor of Japan Pride, UBS's LGBT employee network.





The perfect temperature

How climate makes a world of difference

Beginning one's journey into the world of wine almost always starts with the simplest of topics: grape varieties. But once you've decided that you really like

Cabernet Sauvignon, for example, what's the next step? Before diving too quickly into finding your favourite vineyards, consider whether warm or cool climate wines really tickle your taste buds.

Grapevines can begin growing at 10°C and continue to grow until the temperature reaches 40°C before the heat shuts the vine down. Warmer temperatures allow grapes to develop more sugars and riper flavours, resulting in higher alcohol levels and potentially richer wines. Cooler temperatures result in less sugar, but more acidity, producing crisp wines with lower alcohol levels.

Most white varieties — including Chardonnay and Riesling, along with Pinot Noir — thrive in cooler climates, where chilly mornings and evenings retain the grapes' acidity and fresh fruit flavours. Cabernet and Syrah, on the other hand, need a warmer



climate to develop into the rich, full-bodied, high-alcohol wines many of us love.

Of course, not every Cabernet is

grown in the same climate. Take the notoriously warm region of Napa Valley in California, compared to Washington state's Red Mountain where night time temperatures drop below 10°C. Napa Cabernets are famous for their luscious jammy fruit quality, their chocolatey palette, and their ripe tannin. A Red Mountain Cabernet tastes remarkably different. The characteristic capsicum notes shine through on cool-climate Cabernets, which have grittier tannin and a mouth-watering palette from higher acidity.

Chardonnay is perhaps the most chameleon-like of all varieties, with climate in each protected geographical region

— known as an appellation — playing one of the biggest roles. In the chilly northern reaches of Burgundy, the Chablis appellation creates some of the leanest Chardonnay on the market with crisp citrus, pear, and mineral notes dominating. Further south lies the sunny appellation of Mâconnais, famous for its Chardonnay that bursts with tropical fruit and honeysuckle.

Of course, it's rather simplistic to say that an entire region, like Napa Valley or Burgundy, has either a cool climate or a warm one. That's part of the reason for classifying areas into sub-regions, each with their own set of topography and microclimates.

Napa Valley has nooks and crannies with microclimates that seem inexplicable without an understanding of how the mountains and ocean impact the landscape. Los Carneros, the southernmost and coolest sub-appellation, receives cool winds from the nearby San Pablo Bay, making it ideal Pinot Noir territory. Whereas Calistoga, the northernmost and warmest sub-appellation, has daytime temperatures that reach over 37°C in the summer and can plummet to below 7°C. Cool marine air is funnelled into the valley at night through the northwestern hills, creating a distinctive microclimate for wines like Cabernet, Syrah and Zinfandel to develop their rich jammy notes without losing any acidity.

If you're curious about the differences between cooler and warmer climate wines, try comparing these pairings: Côtes du Rhône (FR) Syrah and Barossa Valley (AU) Shiraz; Cahors (FR) and Argentine Malbec; Mosel (DE) and Eden Valley (AU) Riesling; Marlborough (NZ) and Sonoma County (US) Sauvignon Blanc. ●





Keita Koido

Company: Leroy Japan K.K.
Official title: President
Originally from: Chiba, Japan
Length of time in Japan: Two-thirds of my life

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

A *kaiten sushi* restaurant.

What do you do to stay in shape?

Kick boxing on my balcony.



Name a favourite TV show:

Star Trek.

Name a favourite book:

The Idea of a Social Science and Its Relation to Philosophy by Peter Winch.

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

I play the piano.

Cats or dogs?

Dogs.

Summer or winter?

Winter.

What's your ideal weekend?

Spending time with my two children.

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

Orange in Tokyo Midtown.



Olga Vlietstra

Company: Servcorp Japan
Official title: General Manager, Japan
Originally from: The Netherlands
Length of time in Japan: 11 years

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

TY Harbor.

What do you do to stay in shape?

I go to the gym three or four times a week for cardio training.

Name a favourite movie:

The Grand Budapest Hotel.

Name a favourite musician:

Charles Aznavour, any album.

Name a favourite TV show:

Homeland (I don't have that much choice in Japan...).

Name a favourite book:

Le Petit Prince – a favourite from my childhood.

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

Many people in Japan think I'm Russian when they see my name, but I'm a pure Dutch.

I also manage a company that has over 95% female employees.

Cats or dogs?

Dogs – I own a Jack Russell.

Summer or winter?

Summer.

What's your ideal weekend?

Get out and smell the roses (with my dog) or, in the winter, go skiing.

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

My home bar!



ANTOINE DE SAINT-EXUPÉRY

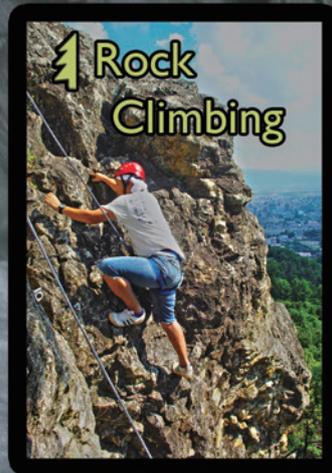
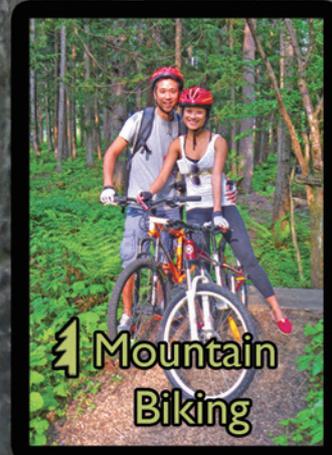
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Ambassador of Shizuoka's golf courses

Teaching pro Bennett Galloway

Become Facebook friends with Bennett Galloway and he'll make you sick with envy. Almost every day, you'll get a photo of him playing on a beautiful golf course with Mt. Fuji dominating the background. It's always sunny. And that's his job.

Galloway has been a fixture on the Japanese golf scene for 20 years. As a teaching pro — he actually got his licence in Japan — the native of Vancouver Island has helped countless foreigners and Japanese in improving their game. And as a resident of Shizuoka Prefecture, he has introduced many stunning local courses, as well as other prefectural attractions, to fellow residents.

“Shizuoka has more golf courses than all the islands of Hawaii, Guam, Saipan and Dubai combined,” Galloway says. “There are 91 courses. These include the Fuji Course at the Kawana Hotel — ranked in the world's Top 100 — that hosts the FujiSankei Ladies, and the Taiheiyō Gotemba Club, which stages the world-famous Mitsui Sumitomo Visa Masters every fall and attracts some of the world's top golfers.”

As well as teaching golfers of all nationalities, the bilingual Galloway organises golf tours and competitions through his company Golf-Shizuoka.com.

“After 17 years working diligently to promote the two golf courses I was attached to, I realised that the demand far exceeded what I was able to offer there, so I decided to branch out and create a Shizuoka

Shizuoka has more golf courses than all the islands of Hawaii, Guam, Saipan and Dubai combined



PHOTO BY GLENN DAVIS

brand to meet that demand,” Galloway explains. “There are world-class golf courses around every turn. The eastern side of Shizuoka has the highest concentration of golf courses due to its proximity to Tokyo. And, yes, the views of Mt. Fuji can be stunning.”

Shizuoka has excellent transportation links to Tokyo and Osaka, and many of Shizuoka's courses have hotels attached or nearby. If you or your family are looking for other diversions, there are shopping malls, amusement parks, hot springs, and the Pacific Ocean.

“I was originally attracted to the

Gotemba Valley because of all the beautiful golf courses there,” Galloway recalls. “It really is a golfer's paradise. But I also wanted to be able to offer the many different styles of golf courses in the area and work to promote [them] to the world. This much great golf shouldn't be kept a secret!”

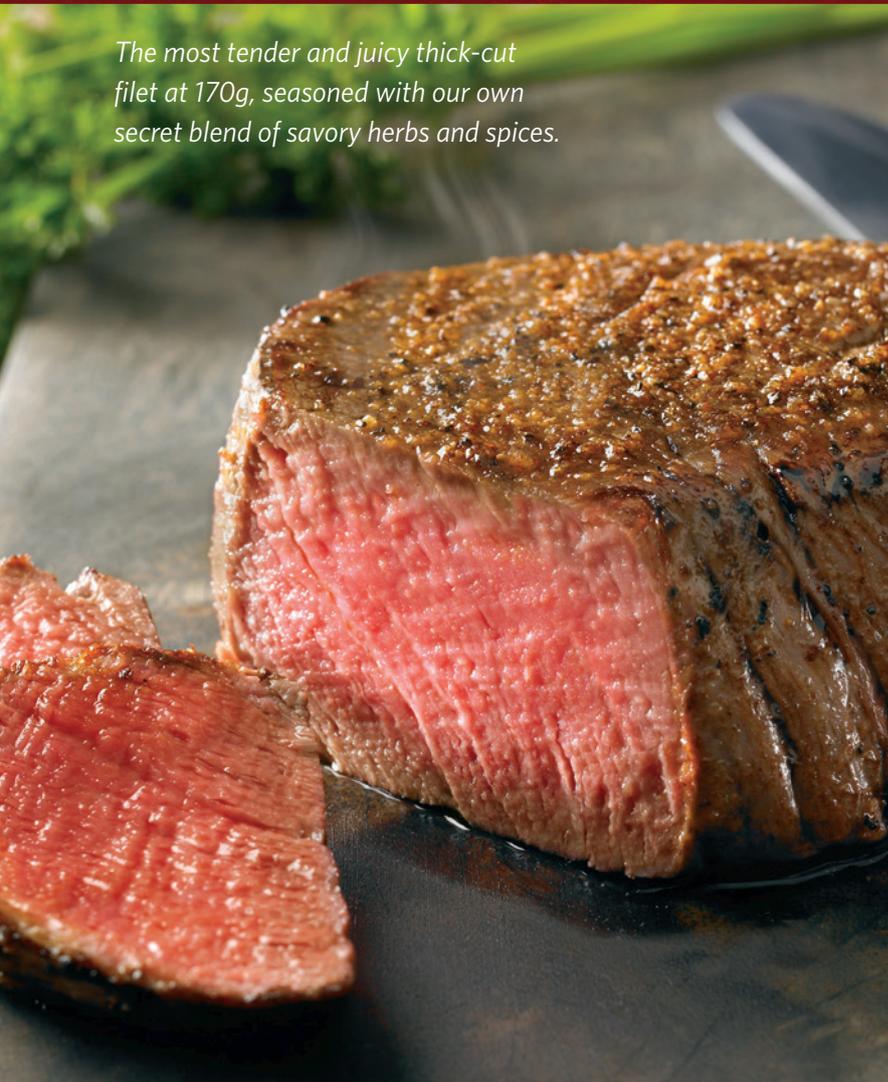
Galloway can arrange special club sets — such as for ladies, lefties, juniors and more — and is willing to share one regional secret: “The grass on the greens grows away from Mt. Fuji, so putts towards it are slow, and away from it much quicker.”

He adds, “In fact, some golf courses even have green-side signs to show the location of the mountain.” ●



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Nagoya Sakae
052-968-7800

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The Agenda

JUNE
10ITALIAN CHAMBER OF COMMERCE
IN JAPAN

Rethinking Tokyo towards 2020

TIME: 12:30-14:00**VENUE:** Italian Chamber of Commerce
in Japan**FEE:** ¥4,500 (members),
¥7,000 (non-members)**CONTACT:** promo@iccj.or.jpJUNE
14BRITISH CHAMBER OF COMMERCE
IN JAPAN

Luncheon with Ambassador Tim Hitchens

TIME: 12:00-14:00**VENUE:** The Peninsula Tokyo**FEE:** ¥6,600 (members),
¥8,600 (non-members)**CONTACT:** info@bccjapan.comJUNE
15BELGIAN-LUXEMBOURG CHAMBER
OF COMMERCE IN JAPAN

Delighting Customers in Japan XV

TIME: 18:30-21:00**VENUE:** BNP Paribas offices, Tokyo**FEE:** ¥5,000 (members),
¥6,000 (non-members)**CONTACT:** info@blccj.or.jpJUNE
16IRELAND JAPAN CHAMBER OF
COMMERCE

Speaker Event: Greg Timmons, Takeda Pharmaceutical

TIME: From 19:00**VENUE:** Embassy of Ireland**FEE:** Free (members),
¥1,000 (non-members)**CONTACT:** secretariat@ijcc.jpJUNE
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.jpJUNE
23

MULTI-CHAMBER EVENT

Summer Cocktail

TIME: 18:30-20:30**VENUE:** Embassy of Canada to Japan**CONTACT:** Your participating chamberJULY
1ITALIAN CHAMBER OF COMMERCE
IN JAPAN

ICCJ Summer Gala Dinner & Concert

TIME: From 19:00**VENUE:** Hyatt Regency Tokyo,
Momoyama Ballroom**FEE:** ¥10,000 (members),
¥14,000 (non-members)**CONTACT:** promo@iccj.or.jpJULY
7IRELAND JAPAN CHAMBER OF
COMMERCE

Breakfast Briefing with the Ambassador

VENUE: Irish Ambassador's Residence**FEE:** Free (members-only event)**CONTACT:** secretariat@ijcc.jpJULY
13SWISS CHAMBER OF COMMERCE
AND INDUSTRY IN JAPAN

Luncheon: Tadateru Konoe

TIME: 12:00-14:00**VENUE:** Shangri-La Tokyo, Ballroom**FEE:** ¥6,500 (open to non-members)**CONTACT:** info@sccij.jpJULY
21SWISS CHAMBER OF COMMERCE
AND INDUSTRY IN JAPAN

Corporate Event with Victorinox

TIME: To be confirmed**VENUE:** Victorinox shop, Ginza**FEE:** To be confirmed**CONTACT:** info@sccij.jp

Masaki Hosaka

Managing Partner

Nishimura & Asahi is a full-service law firm in Japan with over 500 attorneys and other professionals.

Managing Partner Masaki Hosaka has led the firm's recent expansion, overseeing the opening of three new offices in Japan and nine overseas, as well as the relocation of its headquarters to Otemachi.

"The main reception and conference rooms at our new headquarters, which enjoy direct views of the Imperial Palace and its gardens, are inspired by the four seasons and incorporate traditional Japanese design elements, indicative of our firm's deep roots in Japan," says Hosaka. "Our innovative teams and cutting-edge technology deliver outstanding results to clients, both domestically and internationally, reflecting our adaptability and desire to continually progress." ●



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