

# EURO BIZ

JUNE 2018

## SALES MASTER

*Helping to transform  
Japan's workforce*

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DR GREG STORY,  
PRESIDENT OF  
DALE CARNEGIE  
JAPAN



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



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“There is a chronically low level of understanding of professional sales training in Japan”

## **Sales master**

By Gavin Blair

TO BREAK THE RULES,  
YOU MUST FIRST MASTER  
THEM.

THE VALLÉE DE JOUX. FOR MILLENNIA A HARSH, UNYIELDING ENVIRONMENT; AND SINCE 1875 THE HOME OF AUDEMARS PIGUET, IN THE VILLAGE OF LE BRASSUS. THE EARLY WATCHMAKERS WERE SHAPED HERE, IN AWE OF THE FORCE OF NATURE YET DRIVEN TO MASTER ITS MYSTERIES THROUGH THE COMPLEX MECHANICS OF THEIR CRAFT. STILL TODAY THIS PIONEERING SPIRIT INSPIRES US TO CONSTANTLY CHALLENGE THE CONVENTIONS OF FINE WATCHMAKING.



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IN STAINLESS STEEL

# AUDEMARS PIGUET

*Le Brassus*

AUDEMARS PIGUET BOUTIQUES:  
TOKYO: GINZA | OSAKA: SHINSAIBASHI





# First Focus

According to *President Online*, approximately 130,000,000 umbrellas are sold in Japan every year, more than anywhere else in the world.

According to a survey conducted by Weathernews, each person living in Tokyo owns an average of 4.1 umbrellas.

According to 2012 figures from Shibuya ward — where this image was taken — some 20,000 discarded, broken umbrellas, weighing a total of eight tonnes, were collected and disposed of following a single typhoon.

Wishing your umbrella every success for another rainy season.

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

➔ *“The Digital Single Market could boost the EU’s GDP by hundreds of billions of euros. And EU President Jean-Claude Juncker has stated, ‘I want journalists, publishers and authors to be paid fairly for their work, whether it is made in studios or living rooms, whether it is disseminated offline or online.’ I live in hope!”*



**Shiho Ikeuchi**, director of overseas marketing at the Hotel Granvia Kyoto, has over 25 years of professional experience in the hospitality industry. She is actively involved in the development of LGBT tourism in Japan.

➔ *“The LGBTQ tourism market is growing in many countries around the world. However, compared to Western countries, Japan is still behind in promoting our nation as an LGBTQ-friendly destination. As the Tokyo 2020 Olympic and Paralympic Games approach, it is time for Japan to be more aware of the travel trends and the needs of LGBTQ travellers – and do more to reach this demographic.”*



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

➔ *“I first fell in love with the concept of the boutique winery while visiting family on California’s Central Coast several years ago. We spent a day in Santa Barbara sampling local Pinot Noir and Sauvignon Blanc from tiny vineyards. I saw the passion and energy of the vineyard workers and knew that the pride they had in their wines was something special.”*



**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.

➔ *“Silicon Valley’s most successful companies are now facing multiple regulatory issues. These firms are struggling to respond to accusations of monopolistic behaviour and concerns over how their customers’ private data is used. Both the tech companies and the regulators find themselves in new, untested areas. But any regulatory pressure that hurts these firms’ earnings will be echoed on global financial markets.”*

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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.



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# Greater harmony

With more than 30 active volcanic systems, Iceland is a world leader in the use of geothermal energy. This natural resource heats roughly 90% of the country's households, and geothermal power plants produce some 25% of its electricity. The plants themselves, which all run on generators made by Japanese firms, embody the interdependence of Icelandic expertise and Japanese manufacturing skills — and the harmonious relationship between Iceland and Japan.

It was an honour to meet Iceland's Minister of Foreign Affairs Gudlaugur Thór Thórdarson during his visit to Tokyo in May. He spoke about deepening the already strong ties between Iceland and Japan and the possibility of a bilateral economic

partnership agreement — an opportunity for even greater harmony. Read the full interview on page 22.

Our lives are increasingly becoming intertwined with technology. Tasks around the house — such as vacuuming and making coffee — can now be taken care of with the push of a button on your phone. Yung-Hsiang Kao's *A smart day in the life* (page 16) details how smart home appliances are helping to make life easier and are pointing us in the direction of a harmonious future with AI-enabled machines and robots.

Twenty-five years after the EU Commission established the European Single Market, it is now looking to bring greater harmony among the EU member states by setting up a single market for the digital world. In *Bringing down barriers online* (page 20), Gavin Blair looks at how this project is harmonising regulations across borders and improving online access to goods and services for all EU citizens.

With so much discord in the world today, we should, individually, keep looking for ways to come into greater harmony with our world and the people around us. ●

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—  
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# Sales master

Helping to transform Japan's workforce

Most people reach an age, goal or position in life where they feel they've achieved enough and can ease up a little and enjoy the fruits of their labour. But despite being at an age where many choose to retire, and with an impressive array of accomplishments already behind him, Dr Greg Story is showing no sign of slowing down.

The soft skills of interpersonal interactions are set to be more crucial than ever

**P**resident of Dale Carnegie Training Japan since 2010, the Brisbane, Australia-born Story has spent a total of 31 years in his adopted home.

He first set foot in Japan in 1979, "when Tokyo Tower was the tallest building", on an education ministry scholarship to study Japanese at Sophia University. Story also used the opportunity to further his studies of the Shito-ryu Karate he had started practicing as a 17-year-old in Australia.

"The Japanese karate masters I trained with seemed to take the opposite approach to everything, and I realised that if I really wanted to understand karate I would have to go and try to understand Japan," says Story.

With a sixth *dan* ranking he still practices martial arts today, while running the Japanese operations of what is perhaps the world's best-known, business-focused



interpersonal skills training company and also producing a prodigious amount of content. He currently puts out three weekly podcasts, on the subjects of leadership, presentations and sales, along with *The Cutting Edge Japan Business Show* on YouTube, and has written over 1,000 articles on LinkedIn. If that weren't enough, in February he published the business book *Japan Sales Mastery – Lessons from Thirty Years in Japan*, which went on to chart-topping success on Amazon Japan.

Following his Japanese studies, Story completed a Master's degree in international relations at Sophia, before returning to Griffith University in Brisbane, where he had been an undergraduate, to take a doctorate in philosophy focused on Japanese decision-making.

Beginning his career at an international property consultancy, where he established the company's Japan desk, Story found himself with an opportunity to return to Japan in 1992 with the Australian Trade and Investment Commission. After heading the agency's operations in Nagoya, Osaka and Tokyo, he left for Shinsei Bank in 2003, where he stayed until 2007, becoming general manager of its Platinum Banking Division.

Taking over the Japan franchise of Dale Carnegie Training may have been the logical path that Story's varied career was pointing to. He is an unabashedly passionate proselytiser for the principles first laid out in 1936 in Carnegie's seminal *How to Win Friends and Influence People*.

"Over this 12-week course, you see people really transform," says Story. "People who can't articulate very well become more articulate, people



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insight

+

Our  
ideas

=

Their  
world



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**“People who can’t articulate very well become more articulate, people who are shy become more confident”**



who are shy become more confident, people who have been holding themselves back find something in themselves that is really a catalyst for action. We call them breakthroughs.”

The job of trainers is to “uncover in you something you don’t know about yourself,” says Story, who declares that the lofty overarching goal of Dale Carnegie training courses is nothing less than “changing our world one person at a time.”

Clients in Japan are companies of all sizes, according to Story, and courses include leadership, presenting, sales, customer service and people skills, which can all be tailored to suit specific requirements. The split between domestic and foreign companies is approximately even, with around 60% of the latter being European entities.

Its European clients include companies in high-end retail, industrial engineering and finance. However, with most of the staff at foreign companies being locals, 95% of the courses are delivered by its 40 trainers

in Japanese, according to Story. Although this may appear to be common sense, Story says he still encounters global companies that provide sales training courses, designed by their headquarters, that are delivered in English to a salesforce who sell in Japanese to local clients.

In Europe itself, Germany is currently “a powerhouse within the Dale Carnegie organisation and is on course to double its business this year by going after international businesses rather than just domestic companies,” explains Story.

The underlying principles of the Dale Carnegie methods and philosophy are both timeless and borderless, insists Story, who says they require minimal cultural adjustments to make them relevant to a 21st century Japanese business environment. However, Story is not blind to cultural differences, and this was one of the motivations for writing his recent book.

“There is a chronically low level of understanding of professional sales training in Japan. In other areas, such as leadership, people have a clue, but not in sales,” suggests Story.

With nothing having been written on the subject of foreigners selling in Japan since 1988, Story believed there was a gap in the market. Nevertheless, he says the reaction to his book has been far bigger than he had anticipated. He is now in the process of cre-

ating a local-language version, aimed at Japanese selling to their compatriots.

This August, Dale Carnegie Training commemorates the 55th anniversary of its first courses in Japan, and the company’s global CEO Joe Hart will be attending the celebrations. But Story believes the best is yet to come for Dale Carnegie in Japan, as the steadily shrinking workforce begins to cause major shifts in workplace culture.

The dwindling pool of new entrants to the labour market is set to become “the first generation of free agent employees in the history of this country”. They will simply leave jobs if they are not managed and treated well, predicts Story. The soft skills of interpersonal interactions are set to be more crucial than ever, he believes.

“Communication, leading, engagement, coaching — all of these soft skills, have to be done at a much better level,” says Story. “Because if you’re not doing it at a better level than your competitor, you will definitely lose.” ●



**E**uropean appliance manufacturers are making use of apps, connectivity and other technology to push the idea of a smart home life. Many of these innovations are already available in Europe and have begun making their way to Japan. So, what would a day with smart appliances look like?

Wake up at 6:30a.m. and, at exactly the same time, your cup of Nespresso coffee has just finished brewing, ready to give you that perfect start to your day. This is possible with the company's connected machines: the first was the Prodigio, which debuted in Japan in April 2016, and was followed in September 2017 by the Expert, which has more advanced functions.

By downloading an app and linking your smartphone to the machine, not only can you set a timer, but you can customise the temperature, the amount of coffee down to the millilitre, and the style, such as Americano. The machine lets the app know the hardness of the water, when it needs to be descaled and how many coffee capsules you have left. The app also allows you to order capsules.

"Just to make an application because it's now very in vogue to have connectivity, I think that wouldn't make much sense," says Alexander Schoenegger, president and representative director of Nestlé Nespresso KK. "I think it's really about understanding the consumer and how we are adding value based on their needs."



The Nespresso Expert  
PHOTO: NESPRESSO



Using an app, the Miele W1 washing machine can be operated from a phone or tablet  
PHOTO: MIELE

**"I think people are looking for more simplicity in their lives: how to reduce time, how to save time, how to make things easier"**

**A**fter coffee, load your Miele laundry machine before heading out to work. If you live in a smart home with solar power, the machine can operate during the peak period of energy supply. From the office, you can monitor the activity of your laundry machine with a smartphone app. Miele & Cie. KG, the German home and office products maker, plans to introduce such smart appliances to Japan, but not before 2019.

"The main reason is we have to adjust our appliances and systems to the Japanese IT infrastructure," said a spokesperson for the firm.

Miele has a vision of using technology to assist in many aspects of daily life, including cooking.

"One example is an assistance system for cooking which facilitates the whole cooking process, such as sensors and/or cameras to prevent milk from boiling over on the hob, a virtual cook that gives you advice when preparing difficult dishes, or a system that creates recipes according to your personal diet," the Miele spokesperson explains.





**Miele**

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想像を超える体験のはじまり



T-fal's Cook4me

**T**ired after a long day at work, you pick up the kids and go home. You want to serve a healthy, home-cooked meal, but aren't really feeling up to the task. T-fal, a brand of Groupe SEB, has helped in the kitchen for more than six decades, and has released a time-saving electric appliance called Cook4me. After you prepare the ingredients and toss them into the machine, as its name suggests, Cook4me does all the frying, stewing, steam cooking or pressure cooking, in line with its pre-programmed recipes.

"Because it's smart, the electric appliance does all the work for you," says Andrew Bubala, representative director of Groupe SEB Japan Co., Ltd. "You don't have to worry about when to release the steam, for example."

Cook4me was launched nationally in Japan in September 2016, and the Cook4me Express, with 150 built-in recipes, debuted last autumn. A model sold in the European market has connectivity functions that allow users to download recipes to their smartphones and send them to the machine. The Cook4me series has been a major hit, especially in France where it originated.

"At some point last year, we celebrated the fact that — in the five years it's been available in France — we've sold over one million units," Bubala says. "In fact, last year it was the number one selling appliance of all brands in France."

T-fal's appliances are smart in the traditional sense rather than in the AI-driven sense.

"We tend to define smart as something new or innovative that really helps your cooking or daily household needs," Bubala says, citing T-fal's electric kettles and gar-

ment steamers as other such appliances. "I think people are looking for more simplicity in their lives: how to reduce time, how to save time, how to make things easier."

**Y**ou have guests coming over soon, and you forgot to vacuum. Not to worry. The robotic vacuum cleaner is another smart appliance that combines technology, convenience and simplicity.

Electrolux unveiled a prototype robotic vacuum cleaner in the late 1990s, launching it commercially in 2001. Called the Trilobite, it was round and moved randomly, much like many robotic vacuum cleaners available today from other makers. But

late last year in Europe, and in March this year in Japan,

Electrolux introduced the Pure i9, a triangular machine that cleans smartly with "an eye that works like a human's,"

according to Noriko Ashida,

product marketing manager of

Electrolux (Japan) Ltd.

"Most of the simple models available move in a random way, bumping into a wall then moving in another direction," she says. "Pure i9 first rotates in place to map the room, then moves intelligently, able to see low-lying objects and clean around them."

The Pure i9 also recognises differences in elevation so it doesn't drive itself off edges and can easily go from floor to carpet and vice versa. It also has connectivity features through an app.

"About half of the consumers use the smartphone capabilities, mostly to schedule it to operate from afar and to check where the Pure i9 cleaned," Ashida says.

After another busy day, you can get into bed knowing that tomorrow is going to be a little easier. ●



The Electrolux Pure i9

1mn

In the five years T-fal's Cook4me has been available in France, it's sold over one million units

**"I think it's really about understanding the consumer and how we are adding value based on their needs"**



A quarter of a century after the European Single Market, a central pillar of the EU, was launched at the beginning of 1993, the Digital Single Market (DSM) is due to be fully implemented this year. The strategy, first adopted by the European Commission in 2015, covers a wide range of initiatives that include improving access to digital services and goods across the EU, harmonising regulations and promoting innovation across the region — as well as maximising growth in the digital economy.

**G**iven the difficulty in even defining precisely what constitutes the digital/data economy, estimates unsurprisingly vary as to the potential contribution of the DSM. But forecasts predict that hundreds of billions of euros

could be added to the EU's GDP by 2020. By that time, the size of the EU's data economy could reach €700 billion, or 4% of total GDP, according to the Directorate-General for Communications Networks, Content and Technology (DG CONNECT).

Scale is a key factor in creating a thriving digital economy, something the DSM is designed to deliver for both customers, through greater choice and competitive pricing, and companies, through an expanded marketplace.

“A fully functioning Digital Single Market will present European businesses, particularly small and medium-sized enterprises, with a potential customer base of more than 500 million people,” says a DG Connect spokesperson.

To move toward making this a reality, the European Commission has put forward a total of 29 legislative proposals, and started work on a further 31 initiatives, which are at various stages of implementation.

Significant steps have already been taken, including the elimination in July 2017 of mobile roaming charges within the EU — which is reported to have already led to a doubling of data use by travellers — and, since April, unrestricted, cross-border

access to online content such as videos, music and games. Europeans spend around a billion nights a year in other EU countries, where they can now use their devices to access media platforms and libraries as if they were at home.

“Other major new steps on network and information security and electronic identification will be in place in a matter of weeks,” EU Commissioner for Digital Economy and Society Mariya Gabriel told the EU's *The Parliament* magazine early this month. “The next wave of legislative proposals, opening up access to online services (geo-blocking, for example), has been agreed and will follow before the end of the year.”

The rules on geo-blocking will end the practice of some companies automatically redirecting customers to a website aimed at the country they are in when they try to make a purchase, be it for digital products and services or physical goods. The EU is also hoping to boost e-commerce by driving down cross-border parcel delivery prices through new rules — which came into effect in May — that make it mandatory for companies to publish their tariffs. The hope is that greater transparency on delivery pricing will increase competition and reduce costs for consumers, as well as for small businesses, which are often unable to negotiate cheaper rates.

Although the DSM looks set to give a helping hand to online trade in old-fashioned, tangible products, it is in the digital sector itself that the real gains are likely to be felt.

The Anglo-Dutch RELX Group, formerly Reed Elsevier, is an example of a company that has successfully transitioned from a largely analogue business model to a predominantly

# BRINGING DOWN BARRIERS ONLINE

The EU establishes the digital single market



## **“A fully functioning Digital Single Market will present European businesses ... with a potential customer base of more than 500 million people”**

digital one. The information and analytics specialist was, at the turn of the millennium, a major publisher of trade, scientific and specialist magazines. In 2017, the majority of the almost £2.5 billion revenue of the Elsevier side of the business came via digital publications and services, heavily focused on academic research. Today, less than 10% of revenue comes from print.

Elizabeth Crossick, RELX’s head of government affairs for the EU, notes that the details of a significant portion of the DSM initiatives are yet to be finalised, but is nevertheless optimistic about the project.

“We consider that the trust and confidence of both consumers and businesses in digital services is important in order to make a success of the DSM Strategy,” says Crossick.

There are, however, some challenges that the DSM proposals will create, and the impact these will have on European or global businesses needs to be considered.

“Ensuring that data can freely flow across EU markets; that more public-sector information is made available for reuse; and that unauthorised content – which is being freely uploaded and shared by, and through, content-sharing websites – is removed and its re-upload prevented are some of those opportunities that we have in the back of our mind,” Crossick explains.

A modernising of copyright rules to bring them in line with the digital age is part of the DSM measures, and aims to ensure strengthened protection for creators, while also facilitating easier legitimate access to content. Under the umbrella of Strengthening the EU’s Creative Sector, an “update of European audio-visual media services rules will create a fairer environment for all, promote European films, protect children and better tackle hate speech online,” according to the Commission.

Companies from outside the EU, including from Japan, which do business with multiple European countries “should only have to comply with a single set of rules” on the digital domain, points out the DG Connect spokesperson. This would include being able to centralise data processing activities (of non-personal information) in a single EU location under the Free Flow of Data Regulation, which is still being finalised.

By 2020, it is predicted that there will be six billion connected devices in the EU, a tenfold jump from 2016. And, with only one fifth of the companies in the EU “highly digitised” as of last year, according to the European Commission, the potential for growth in the DSM is clear. ●



# Emphasising quality

## Minister for Foreign Affairs of Iceland Gudlaugur Thór Thórdarson

A member of Iceland's parliament since 2003, Gudlaugur Thór Thórdarson has had many roles throughout his political career, including minister of health and social security from 2007 to 2009 and chairman of the EU–Iceland Joint Parliamentary Committee from 2013 to 2016. Currently, he is Iceland's minister for foreign affairs. He sat down with *Eurobiz Japan* during his visit to Tokyo at the end of May, and spoke about meeting with his Japanese counterpart, Minister for Foreign Affairs Taro Kono, promoting Icelandic firms' exports to Japan, and how Iceland has developed over its 100-year history as an independent nation.

### **What are the objectives of your visit to Japan?**

The main theme is to strengthen bilateral cooperation between Iceland and Japan. We have had trade connections for decades. By far, Japanese cars are the most popular cars in Iceland. Japan is, I think you could say, very popular in Iceland. For example – and it's a surprise to many – the second most studied language in the universities is Japanese, after English.

I'm here to help Icelandic firms promote their exports. It has been a joyful experience to witness how many Icelandic firms there are now participating in the Japanese market – and in how many fields. It's very good for Icelandic firms because it's so focused on quality. And

that's exactly the export we are coming with. We emphasise quality in hi-tech, and in tourism, which is exploding between the two countries right now.

We also have something to offer when it comes to food. We now have an agreement between MS Icelandic Dairies and Nippon Luna, which is a company owned by Nippon Ham. You will be able to buy Icelandic skyr soon. It's a healthy food we've had since the time of the settlers, since before healthy dairy products became trendy. That's something that I hope will be a huge success. Also, we have been doing quite well with exporting Icelandic lamb to Japan.

### **Could you tell me about your meeting with Japan's Minister of Foreign Affairs Taro Kono?**

We talked a lot about trade. I'm very pleased that he is an advocate of free trade and multi-lateral trade systems. We discussed the challenges the World Trade Organization [WTO] will be facing in the

near future. I think it's extremely important that we keep the WTO system when it comes to things like dispute settlements. And I was very pleased to hear his views on this, too.

I'm looking into a bilateral economic partnership of free trade between Iceland and Japan. Of course, this is the first meeting we've had. We're just starting our talks, but we will hopefully see this in the near future. In my experience, when you're taking part in international politics, you need to show patience.

### **What are some areas of cooperation between Iceland and Japan?**

We have cooperated very closely with the Japanese on our geothermal plants. I





think most, if not all, of the turbines in our plants are from Japanese firms. Mitsubishi Heavy Industries is the largest contributor, but there's also Fuji Electric and others. We've just come from a meeting at the Japan Bank for International Cooperation, which has been assisting Iceland in the financing of our geothermal energy. If you simplify the geothermal sector in Iceland, it's Icelandic expertise and Japanese manufacturing and technical skills.

Another area we need to work on together is the Arctic. Iceland will be leading the Arctic Council from 2019 to 2021, and I think it's very good

that the foreign affairs minister and other ministers of this administration in Japan are getting more interested because it's a big challenge and will affect the whole world. We are seeing that the decline of the ice caps is more rapid than we had thought. And it means we need to be very careful when opportunities arise to utilise natural resources. In our view, sustainability is the key. Not only with the environment, but also socially and economically. We have to have agreements at the international level.

#### **What is happening on the level of cultural exchange?**

I have this problem when I talk about trade that I don't distinguish between businesses and culture. Culture is already an important export from Iceland. When you're selling tourism or all kinds of hi-tech equipment, when is it culture and when is it business?

We're meeting some production companies in the

“Iceland is a success story”



entertainment industry

while we're here. Dentsu, for example, has been shooting commercials, TV shows and films in Iceland for quite some time. The Icelandic Symphony Orchestra will be coming here in November with Vladimir Ashkenazy and performing with this great Japanese classical pianist Nobuyuki Tsujii.

#### **How important was the signing of the Tax Convention in January?**

It's very important, but it simply means that Icelanders will be able to work in Japan without needing to pay taxes in both countries. This agreement is a fundamental thing. If we are going to work more with Japanese firms, it means individuals need to go back and forth, and they shouldn't have to face double taxation.

At this meeting, we also agreed on a working permit agreement for young people so they can work in both countries without problems. It seems to me mostly young people are behind the new firms connecting Iceland and Japan.

These are two very big steps in strengthening relations between the nations. If you have these kinds of agreements, you will get more trade and make more connections between people — and that's exactly what we are aiming for.

#### **How is the 100th anniversary of Iceland's independence being celebrated?**

We are celebrating this milestone with Denmark, in Copenhagen. Independence was done in a very peaceful way. The Danes are still good friends of ours, and we work very closely together. I think this is a good example for the rest of the world. Of course, we're celebrating a lot at home, too.

Iceland is a success story. Over the past 100 years, we have gone from being one of the poorest nations in Western Europe to being one of the wealthiest. One of the main reasons for our success is that we have access to other markets and our markets are open. Free trade is so important. Iceland is a small market, but each small market counts. Protectionism — we have tried that over and over again in the past few hundred years, always with the same result: failure. And it's not going to change. To the business leaders in Japan, my message is: promote free trade, and don't forget that small is beautiful. ●

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# Switzerland

## Swiss ubiquity

With a population of only eight and a half million, Switzerland manages to compete with economic giants such as the US and Japan on the global stage. Quality and ingenuity are two reasons that Swiss products are ubiquitous the world over, but a major factor for their success in Japan is the Japan–Switzerland Free Trade and Economic Partnership Agreement (FTEPA) that came into force nine years ago.



**“According to Swiss** statistics, Swiss exports to Japan from 2009 through 2016 increased by 5.1%,” says Jean-François Paroz, ambassador of Switzerland to Japan. “In 2016 alone, Swiss exports to Japan rose by 13.9%, year-over-year.”

The quality of Swiss watches is undeniable, but it was ingenuity in the form of Swatch’s affordable timepieces that saved the floundering industry. Launched in 1983 — when digital wristwatches, especially those from Japan,

were taking over the world — Swatch was an analogue watch made of half the number of usual components: 51 rather than 91 or more. These were encased in plastic of a myriad of colours and styles. Parent company Swatch Group is now the largest watchmaking company in the world. The Biel/Bienne-based group owns other renowned watch brands including Omega, Breguet, Longines, Tissot and Hamilton, as well as the American diamond jewellery retailer Harry Winston.

Another Swiss group that has several global luxury brands under its umbrella is Geneva-based Richemont SA. Richemont owns firms such as Cartier, Van Cleef & Arpels, Vacheron Constantin, Alfred Dunhill, Montblanc and Piaget.

Some believe Swiss chocolate is the best confection in the world, and for good reason. Lindt & Sprüngli has its origins in Zurich. Founded in 1845, it pioneered a way of making chocolates that is used to this day: in 1879, Rodolphe Lindt invented the conching technique, which creates a smooth flavour and that melt-in-your-mouth experience. The company is represented by not only its global brand, Lindt, but also the regional and local brands in its stable, such as Italy's Caffarel and American classics Russell Stover and Whitman's.

Although landlocked, Switzerland has a shipping firm that can transport the nation's goods across the world. Mediterranean Shipping Company, based in Geneva, was started by Italy-born Gianluigi Aponte in 1970 with a single cargo ship. By buying many vessels second-hand, then slowly building its own, the private company today calls itself the second-largest shipping line in the world in terms of container vessel capacity.

Yet, more than just exporting goods to Japan, Switzerland also injects funds into the nation.

"In terms of foreign direct investment, Switzerland was the sixth most important investor in Japan in 2016," Paroz states. "Considering the size of the country, this is quite an impressive figure. Major investments are in sectors such as chemical, pharmaceutical, food and precision machinery; and in services such as finance and logistics. Big companies, Nestlé and Novartis, for example, have considerable investments, including production facilities in Japan."

Soon, even more Swiss products will be arriving in Japan as trade continues to open up.

"Switzerland is currently in discussion with Japan concerning a possible modernisation of the FTEPA," Paroz says. "This is important, particularly in light of the dynamics with which Japan has been negotiating new, very important trade agreements, such as the one between the EU and Japan." ●



## "Switzerland is the sixth most important investor in Japan"

—Swiss Ambassador to Japan  
Jean-François Paroz



### Area

41,277 km<sup>2</sup>.  
Land boundaries: 1,770km.

### Climate

Temperate, but varies with altitude; cold, cloudy and rainy/snowy winters; cool to warm, cloudy, and humid summers with occasional showers.

### Major cities

Zürich, Genève, Basel, Bern (capital) and Lausanne.

### Population

8,236,303 (July 2017, estimate).  
Urban population:  
74.1% of total population (2017).  
43.21% are 25–54 years of age.

### Natural resources

Hydropower potential, timber and salt.



### Trade with Japan

Imports from Japan: 3 billion Swiss francs  
Exports to Japan: 7.3 billion Swiss francs

SOURCE: SWISS CONFEDERATION (2016)



BUSINESSES FROM ...

SWITZERLAND

# A look at some companies from the region



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*Manu propria*, Latin for "with my own hands".

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EBC PERSONALITY

TEXT BY ANDREW HOWITT

PHOTO BY KAGEAKI SMITH

**“I keep reminding myself that I’m just a man of luck”**

# Masao (Mark) Torii

Lucky

Every life is a miracle, but Masao (Mark) Torii, president of Novartis Holding Japan, can be grateful for an extra measure of good fortune.

**“M**y father was away at the war for five years

and there was no expectation that he was going to come back,” says Torii. “I’m here, of course, because my father came back.”

Torii’s father was a role model of self-discipline. He was an accountant at a small steel parts company in Yokohama — where Torii grew up — and at night he studied for the notoriously difficult certified public tax accountant exam to become a tax consultant.

“It actually took 10 years, so he got his licence at the age of 50,” Torii recalls. “I remember watching my father’s back as he studied in a corner of our tiny house. He taught me to be hardworking, to fix an objective and go for it.”

After becoming interested in English in high school, Torii put into practice what he learned from his father and made it his goal to get into the foreign language faculty at

Sophia University. However, realising he wouldn’t be able to compete with the return-ee students from the US, he chose to study German instead of applying for the English programme. His plan worked, and after starting at Sophia, he promptly got involved with the university’s English Speaking Society (ESS).

“My entire business career is based on my having joined ESS,” says Torii. “I became good enough at English to go to the States.”

The professor in charge of ESS was Father Forbes of the English faculty. And he also happened to be in charge of choosing students to be sent abroad on scholarship programmes. Father Forbes was impressed by Torii’s diligence and, saying nothing to his student, began writing letters to secure a scholarship for Torii to study business administration at Loyola College, a Jesuit school in the US.

“Father Forbes was the one who taught me the importance of giving yourself to others,” Torii explains. “He devoted every minute to his students and left nothing for himself. He had a strong influence on me, in terms of how I lead, how I do my job today.”

After finishing his degree at Loyola College, Torii came back to Japan. Thanks to one of Father Forbes’ connections, he was hired by Nippon Roche, the Japanese subsidiary of the Swiss-based pharmaceutical firm, and that is how his 47-year career in the pharma industry began.

After 21 years of working for Roche, including in the US and Switzerland, Torii served as president of Rhône-Poulenc Rorer Japan (1993–1995), Schering-Plough K.K. (1995–2010) and Boehringer

Ingelheim Japan (2010–2016). He saw all three firms grow under his leadership. Since 2016, he has been president of Novartis Holding Japan.

Novartis is a global leader in healthcare with a presence in more than 150 countries. The firm develops innovative medicines — in the therapeutic areas of cardiometabolic, immunology and dermatology, neuroscience, oncology, ophthalmology, and respiratory — produces generics/biosimilars, and has an eye-health business. In Japan, Novartis has a history of over 60 years and employs 5,500 people.

One of Torii’s top priorities is to pass on what he has learned throughout his career. He coaches more than a dozen employees, many one-on-one.

“They come with their issues and I respond by giving examples from my life,” he says. “I show my weaknesses, but also how I managed to get through different situations. By being open, the next time, they’re even more open.”

Torii lives by three principles: be thankful, be considerate and be humble.

“I keep reminding myself that I’m just a man of luck,” he states.

With three children and five grandchildren, Torii has been blessed with a big family.

“In winter, we go skiing together,” he notes. “And I’d like to start playing tennis with them.”

At 13 strong, his family makes quite an impression when they’re all together.

“I look like a Mafia godfather when we go out to dinner,” Torii says with a laugh. ●

Masao Torii is president of Novartis Holding Japan and represents Switzerland on the EBC’s Executive Operating Board.

## Do you like natto?

### Time spent working overseas?

Two and a half years in the US; and two years in Switzerland.

### Career regret (if any):

If I was given the chance to do my 47 years over, I would ask for exactly the same 47 years I’ve had.

### Favourite saying:

“The boughs that bear most hang lowest.”

### Favourite book:

*A Compass to Fulfillment* by Kazuo Inamori, founder of Kyocera and KDDI, and former chairperson of Japan Airlines.

### Cannot live without:

Family and friends.

### Lesson learned in Japan:

There is a long way to go until Japan can lead effectively in diverse environments.

### Secret of success in business:

I was lucky at every critical juncture of my business career, but I have always given my best with everything.

### Favourite place to dine:

Any place with fast service, good food and where the servers smile big.

### Do you like natto?:

It’s another thing I can’t live without. I love it. It’s good for your health.



# Energy

## Facing a new balance of power

The EBC Energy Committee is taking a softer tone these days. Since its launch six years ago, the group — a diverse collection of companies involved in renewables, nuclear energy, and oil and gas — has pushed for a variety of market-opening measures. But the committee chairman, Taku Niioka, says the group is spending relatively little time advocating such issues today. Rather, it has been monitoring developments at the Ministry of Economy, Trade and Industry, particularly its Agency for Natural Resources and Energy, to gain greater insight into Japan's energy market.

**“In their committees and working groups, there are a lot of good discussions, and we try to summarise what’s been going on, share it and discuss it,”** says Niioka of ABB K.K.

Participation in conferences and other industry-related events is another of the committee’s activities.

“Our awareness-based approach has been taken over time,” says fellow committee member Manfred Brinkmann. “Due to the diversity of the members, we don’t really have an overall, overarching topic.”

Yet, he hastens to add that a major focus of their discussions

is Japan’s ongoing efforts to liberalise its energy market since this tends to affect all the members.

“Also, the different technologies in each of our industries affect each other,” says Brinkmann of TÜV Rheinland Japan Ltd., adding that the committee is an important forum for communication among people in different areas of the same sector.

The 2017 EBC white paper lists four key areas for the Energy Committee: utilities, nuclear, wind and solar. An additional section for oil and gas is being considered for the 2018 white paper.

Japan’s national energy policy came into the spotlight in the aftermath of the Fukushima nuclear disaster in March 2011. In response, the government has rolled out reforms, including liberalisation, and reconfigured a new energy mix in a bid to lessen dependence on nuclear power while boosting renewables. In the

meantime, the country has pledged to cut its CO<sub>2</sub> emissions.

However, with the majority of its 54 nuclear power plants offline since the disaster, the country has turned to coal-fired power, drawing criticism from the international community.

But another committee member says Japan’s current approach makes sense, given the myriad constraints imposed by its natural environment.

“Japan is a country with very few resources, due to its geography; they need

to import everything,” he says, noting that solar is limited by availability of land and number of sunshine hours, and wind power by typhoons and deep offshore waters.

“So, for Japan to have large-scale industrial development while emitting limited amounts of CO<sub>2</sub> would be very difficult,” he says.

The committee states on the EBC website that fossil fuels “will most likely remain key pillars” of Japan’s energy supply. It also recommends that natural gas be favoured over coal to

## European companies can play an extensive role

reduce greenhouse gases.

European companies can play an extensive role in helping Japan achieve a stable and affordable energy supply, the committee believes.

For energy derived from resources overseas, such as oil and gas, the companies can be integral players in the supply chain, according to Daniel Laure of Total International S.A.

“There are French companies that can help produce outside Japan and then ship to Japan, or recycle,” he says.

“For solar, you need investment and technology with Japanese partners. And then there’s smart energy, like batteries and systems for demand-response, and energy efficiency,” he explains. “There’s a real market for all that in Japan.” ●

Taku Niioka is chairperson of the EBC Energy Committee and manager of the Business Development Department at ABB K.K.

### Advocacy issues

#### ➔ Utilities

Before the legal unbundling of transmission and distribution in 2020, the Japanese government should implement regulations that ensure stable supply and fair market mechanisms.

#### ➔ Nuclear

Japan should cooperate in a transparent manner with international agencies to maintain safety.

#### ➔ Wind and solar

Japan should accept internationally recognised certification standards for components.



# The value of global value chains

## EBC moderates Swedish event on free trade

While some of the world's major economies are withdrawing from treaties and creating other barriers to trade, Japan and the EU have been forging ahead with finalising what will become the largest free trade deal in the world, the Japan–EU Economic Partnership Agreement (EPA). Japan has also been pursuing the Comprehensive and Progressive Agreement for Trans-Pacific Partnership, as well as the 10-nation Regional Comprehensive Economic Partnership (RCEP), which includes China and South Korea.

**“Japan: a driver of free trade”** was therefore an apt title for the event held by the Swedish Chamber of Commerce and Industry in Japan, in collaboration with Business Sweden and the Embassy of Sweden in Tokyo, at the embassy on 23 April. Bjorn Kongstad, policy director at the European Business Council in Japan, was the facilitator for the event. And Sweden’s minister for EU Affairs and Trade, Ann Linde, together with a high-level business delegation from Sweden, were among the participants.

“Global value chains are today’s reality, with components being produced, assembled, shipped and sold in several different countries,” Linde said in her opening remarks. “It’s the value that those chains create, not trade surpluses, that bring us wealth.”

She gave as an example the Volvo XC90, which comprises more than 10,000 parts from 98 countries. This means that much of the value of a car exported from Sweden is added outside Sweden.



Ann Linde, Swedish Minister for EU Affairs and Trade  
PHOTO: NINNI ANDERSSON/GOVERNMENT OFFICES

Japan is no stranger to global value chains, and trade agreements will make the country a more effective place to establish these.

“The Japan–EU EPA has a provision of diagonal accumulation, subject to the agreement between Japan and the EU, through that of common FTA countries,” said Takehiko Matsuo, director general for trade policy at Japan’s Ministry of Economy, Trade and Industry, in his keynote speech.

He explained that this mechanism could allow the free trade network through Japan to connect China to EU markets and vice versa once the RCEP takes effect.

Yet, despite all these moves Japan and the EU are making towards trade liberalisation, this is not the general trend. According to Linde, more than

5,000 trade-restricting measures have been implemented globally, compared with only 1,500 liberalising ones since the financial crisis in 2008.

“Protectionism will lead to negative effects, such as youth unemployment,” she said, “and must be counteracted.”

Anna Stellingner, director general of Sweden’s National Board of Trade, said there were three lessons to learn from the current trade environment.

“Protectionism is always the wrong way to go,” she stated. “In a world of global value chains, where imports are just as important as exports — think of a car — the cost of protectionism is even higher.

“Another lesson is that trade policy today is not about conflict, but about cooperation,” Stellingner added. “Thirdly, trade is about the flow of goods and services, people, data, knowledge, investment and capital.”

The flow of people is something that has been included in the EPA, and Stellingner believes that is “the absolutely most revolutionary part” of the agreement.

“You will find in this agreement the most advanced commitment of movement of people for business purposes that the EU has ever signed,” she said. “And for the first time we have an ambitious trade agreement that also covers visa procedures.”

A decade in the making, will the EPA make good on its promises?

“I do believe that regulations will be a key factor in this agreement and, because of this, monitoring will be very important,” said Kongstad of the EBC. “I think that business and industry have the responsibility to make certain that the agreement actually is able to deliver what it promises to deliver.” ●



# CASINO NIGHT 2018

Don't miss out on the action and the auctions when Casino Night 2018 comes to The Ritz-Carlton Tokyo, featuring New Orleans cuisine by special guest chef Sohan Ahluwalia, free-flowing drinks all night, a close-up magician and live entertainment. Keep beating the house and improving your odds to walk away with some great raffle prizes. Raise the stakes at the Live and Silent Auctions to help raise awareness of breast cancer.

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Note: All proceeds from Casino Night will go toward Run For The Cure Foundation's mission to eradicate breast cancer as a life-threatening disease in Japan.



# The Agenda

JUNE  
15SWISS CHAMBER OF COMMERCE AND  
INDUSTRY IN JAPAN

## Luncheon – Peter Fitzgerald, President, Google Japan G.K.

**TIME:** 12:00 to 14:00**VENUE:** The Peninsula Tokyo**FEE:** ¥6,500 (for members), ¥7,000 (for  
non-members)**CONTACT:** info@sccij.jpJUNE  
28IRELAND JAPAN CHAMBER OF COM-  
MERCE

## Breakfast Briefing with Tim Harrington

**TIME:** 8:30 to 9:30**VENUE:** Irish Ambassador's residence**FEE:** Free (for IJCC Corporate and  
Professional members only)**CONTACT:** secretariat@ijcc.jpJUNE  
18EUROPEAN BUSINESS COUNCIL IN  
JAPAN

## EBC Tax Committee Seminar

**TIME:** 17:00–19:00**VENUE:** The Delegation of the EU to  
Japan**FEE:** No charge**CONTACT:** ebc@gol.comJUNE  
29ITALIAN CHAMBER OF COMMERCE  
JAPAN

## Turbo-Charging Revenue Growth in the Digital Age

**TIME:** 7:30–9:30**VENUE:** Tokyo American Club**FEE:** ¥3,900+8%VAT (for members),  
¥7,300+8%VAT (for non-members)**CONTACT:** projects@iccj.or.jpJUNE  
18

SCCJ &amp; YOUNG CHAMBER NETWORK

## 2018 World Cup: Sweden vs. South Korea

**TIME:** 21:00 to 23:00**VENUE:** Wordstar café, Roppongi**FEE:** ¥3,000 (for members and  
non-members); two hours of all-you-  
can-drink included**CONTACT:** office@sccj.orgJULY  
3BRITISH CHAMBER OF COMMERCE IN  
JAPAN

## How Diversity & Inclusion is Shaping Japan & Scotland

**TIME:** 12:00 to 14:00**VENUE:** Grand Hyatt Tokyo**FEE:** ¥7,000 (for members), ¥10,000 (for  
non-members)**CONTACT:** info@bccjapan.comJUNE  
21

SPCCJ &amp; SCCJ

## Spain and Sweden joint 150th Anniversary Event

**TIME:** 18:30 to 21:30**VENUE:** Embassy of Spain and Embassy  
of Sweden**FEE:** ¥4,000 (for members), ¥7,500 (for  
non-members)**CONTACT:** office@sccj.orgJULY  
10BRITISH CHAMBER OF COMMERCE IN  
JAPAN

## Lunch with the Lord Mayor of London

**TIME:** 12:00 to 14:00**VENUE:** Grand Hyatt Tokyo**FEE:** ¥6,800 (for members), ¥9,000 (for  
non-members)**CONTACT:** info@bccjapan.comJUNE  
22SWISS CHAMBER OF COMMERCE AND  
INDUSTRY IN JAPAN

## Luncheon – Brice Koch, CEO, Hitachi Automotive

**TIME:** 12:00 to 14:00**VENUE:** Imperial Hotel Tokyo,  
Mai Room, 3F**FEE:** ¥6,500 (for members), ¥7,000 (for  
non-members)**CONTACT:** info@sccij.jpJULY  
17BELGIAN-LUXEMBOURG CHAMBER OF  
COMMERCE IN JAPAN

## Monthly Beer Gathering

**TIME:** 19:00 to 22:00**VENUE:** Belgian beer café in Tokyo**FEE:** Buy your own food and drinks**CONTACT:** info@blccj.or.jp



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# Waking up from the logistical nightmare

Artificial intelligence is making shipping smarter

The year 2017 was an important one for the nascent drone delivery market. Amazon pulled off its first public Prime Air shipment, dropping off sunscreen at an event in Palm Springs, California. UPS launched a drone from a truck-mounted helipad, sending a package to a residence in Florida. In Japan, Rakuten ferried food from a convenience store to a community centre in Fukushima prefecture.

**As their artificial** intelligence (AI) capabilities and payload capacities improve, drones are becoming an integral part of the evolution of logistics. While regulatory hurdles have kept most deliveries by unmanned aerial vehicles in the trial phase, a look at the bigger picture shows how AI is bringing logistics into the 21st century.

Companies running global supply chains are under huge pressure to keep a lid on costs — or lower them — while smaller delivery firms still rely on legacy software and spreadsheets. Algorithms offer the help that both need. They can optimise routes, shorten delivery times and lower fuel and maintenance costs.

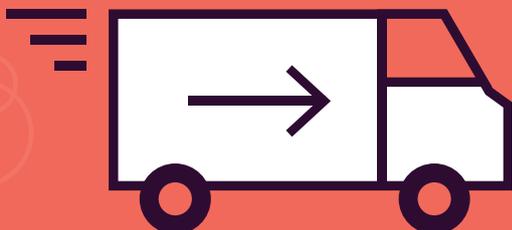
AI technologies could deliver up to a half-trillion dollars in value to the logistics industry, according to a McKinsey Global Institute discussion paper published earlier

this year. The authors mention several examples of how firms in the sector are using AI: an airline is using algorithms to predict when bad weather and airport congestion will result in expensive cancellations; and a European trucking company has implemented AI techniques to reduce fuel costs by 15%.

“By using sensors that monitor both vehicle performance and driver behaviour, drivers receive real-time coaching, including when to speed up



## The logistics revolution is set to accelerate



or slow down, optimising fuel consumption and reducing maintenance costs,” they write.

But AI can do a lot more. In a 2018 white paper, German courier DHL and IBM look at AI best practices from other industries and present use cases for logistics. Algorithms can reduce human hours spent on detailed, repetitive tasks in areas such as finance, accounting, HR and legal. They can also be applied to customs brokerage, another field with complex manual processes.

Meanwhile, robots and warehouse automation systems can do everything from sorting parcels to fetching inventory. Japanese furniture giant Nitori, for instance, uses software and self-navigating robots from Singaporean automation firm GreyOrange to grab the most items from the racks in the shortest time, improving operational efficiency. On the shipping side, platooning technology can group trucks in semi-autonomous caravans where acceleration, braking and steering are synchronised and under the control of a human driver in the lead truck. In a step towards autonomous fleets, DHL will trial platooning on UK roads next year.

The logistics revolution is set to accelerate as startups shake up the status quo. Goods will be delivered faster and cheaper based on insights from smart machines.

“Often we draw the analogy to the early days of mobile technology,” Adam Compain, CEO of supply chain software startup ClearMetal, told *TechCrunch*, a US online publisher of tech industry news. “We’re helping equip supply chain operators with a smartphone when traditionally all they’ve been given is a flip phone.” ●



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# Time for a change

## Regulation will challenge tech companies' business models

Imagine a button in the top right corner of your favourite search engine, social media site or online retailer. Your national privacy regulator has insisted that it be put there and it invites you to click only if you are happy to have your personal details made available to advertisers, political parties and companies specialising in data analytics.

**It is there** every time you open the site. Would you click it?

This is, perhaps, what the future could look like for advertising-driven internet companies. As a result, in particular, of the EU's General Data Protection Regulation (GDPR) — which includes legislation on the “right to be forgotten” — it looks like global regulatory action on web privacy is coming.

Global data privacy regulations will force changes on many internet-based companies' business models, as users are given more knowledge about how their data is used and alternative websites emerge that can command trust.

Elsewhere in the world, Japan appears to be content playing catch-up with EU privacy rules, as can be seen with last year's amendment to the country's Act on the Protection of Personal Information legislation.

The so-called FAANG (Facebook, Apple, Amazon, Netflix and Google) group of US tech firms comprise approximately 25% of the S&P 500 stock market index by weighting, meaning that changes in their business models — forced on them by regulators — could have a significant impact on the broader US stock market.

Since the US lacks any national data protection legislation, lawmakers there have preferred to see data privacy as a market issue not warranting intervention: a willing seller of personal information exchanges that information for free use of a company's website.

However, the row over the dissemination of fake news in the US has contributed to a growing appetite for European-style privacy law.

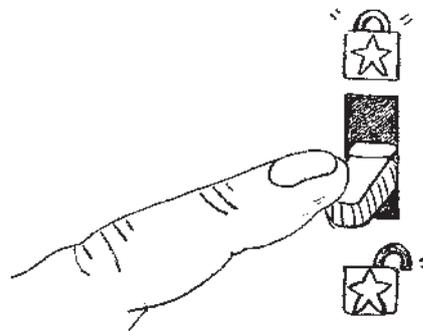
This is not the only risk facing the current generation of high-profile tech stocks. Fear that the same companies exert monopoly-like influence on their sector — and are bad corporate citizens — has been of concern for some years.

The EU's competition commissioner, Margrethe Vestager, has built a reputation of taking on US tech, perhaps the most

But the ability of these giants of the internet to buy up, or destroy in other ways, potential competition is now alarming those who believe in competition. Is Amazon really comparable to a million separate smaller companies? How can competitors of Facebook emerge when it uses its huge cash pile to buy out potential competitors still in their infancy?

If US anti-trust regulations were to be introduced, we could expect to see specified rates of return being laid out, as with utilities. This would have the negative effect of stifling innovation, with cash that would have been spent on investment redirected to dividend payments.

However, this would spur on competitors. Eventually, as they become serious rivals, the anti-trust legislation could be lifted.



famous example being how she ordered Apple and Ireland to renegotiate their sweetheart tax deal.

In the US, dominance must be proved in order to justify the enforcement of anti-trust laws. This has been problematic, with big tech companies often arguing they are simply variations of an existing sector. Amazon, for instance, might claim it is a mail order company competing against millions of other individual retailers with their own internet sites.

A clear and stable regulatory environment can often help companies, and their investors, to negotiate change and to grow. When the regulatory environment is itself changing, in an area of business that is notorious for the speed of product innovation, who knows where the cards will land? ●

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



## Tradition meets Modernity



Looking for a truly authentic yet extraordinary wedding ceremony with your special loved one? Well, look no further, as it is now time to start planning your trip to Kyoto, Japan! The Hotel Granvia Kyoto is now offering an exclusive traditional Japanese wedding for same-sex couples from around the world!

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## Magnificent Gay Weddings



# Rolling out the welcome mat

## Potential for growth in Japan's LGBTQ tourism market

For four days in Toronto, from 9 to 12 May, some 500 tourism professionals representing 40 countries came together to share ideas and discuss best practices at the 35th Annual Global Convention of the International Gay & Lesbian Travel Association (IGLTA). It was the most well-attended event to date in the organisation's history.

**IGLTA is the** largest global member-based organisation dedicated to LGBTQ (Lesbian Gay Bisexual Transgender Queer/Questioning) tourism, and a proud Affiliate Member of the United Nations World Tourism Organization. IGLTA's mission is to provide information and resources to LGBTQ travellers and promote LGBTQ tourism around the world by demonstrating its significant social and economic impact. IGLTA members include LGBTQ and LGBTQ-friendly accommodation, destinations, service providers, travel agents, tour operators and travel media outlets in more than 80 countries.

IGLTA's first member from Japan was Hotel Granvia Kyoto, which joined in 2006. At that time, the term LGBTQ was not well known in Japanese society and there was no LGBTQ tourism market whatsoever. When I attended my first IGLTA global convention in 2013, as a representative of Hotel Granvia Kyoto, I saw how huge the growth potential of the market was. I also saw how far behind the rest of the world Japan was in promoting the nation as an LGBTQ-friendly destination. The Japan National Tourism Organization's Visit Japan campaigns had visibly increased the number of inbound tourists in the mainstream market, but Japan's conservative image meant that it was not a destination of choice for LGBTQ

travellers. Something had to be done to change this.

In 2014, Hotel Granvia Kyoto officially announced that it would start conducting weddings for same-sex couples. We received positive messages of support from members of both the domestic and international community, and the announcement brought us a great deal of media coverage. I am certain this has helped in changing Japan's negative image and has encouraged Japanese tourism professionals to engage in the LGBTQ tourism market. Since then, the hotel has become a popular wedding destination for both the general and LGBTQ travel markets.

The number of Japanese IGLTA members has also increased dramatically, from only four in 2013 to more than 30 as of May 2018. Japan now has the most members among Asian countries. As the global growth of LGBTQ tourism continues, more and more companies want to engage with and support LGBTQ travellers. Joining IGLTA is a good first step for companies and organisations in the tourism industry to show their support for the LGBTQ community. People around the world use IGLTA's website as a resource for travel, and members can showcase

their business and promote products, and are given direct marketing opportunities.

Today, travel trends are shifting towards LGBTQ family travel. Understanding the needs of LGBTQ travellers is essential and working together within the industry – whether with companies or destinations – is the key to effectively reaching the market.

As a director on the board of IGLTA, I was given the opportunity at this year's global convention in Toronto to present the Pioneer Award to Dean Nelson, founder of Pride House, a pavilion at the Olympic and Paralympic Games. This pavilion, which debuted at the 2010 Olympic and Paralympic

## Understanding the needs of LGBTQ travellers is essential

Winter Games in Vancouver, was created to celebrate diversity and raise awareness of homophobia in the world of sport. Since then, Pride House has been at every Olympic and Paralympic Games.

As the Tokyo 2020 Games approaches, the number of international visitors to Japan will continue to increase. And we should all remember, there will be LGBTQ athletes and supporters among those visitors. Bearing in mind that Japan does not even recognise same-sex marriage – the only G7 nation that doesn't – will we be ready to welcome them? ●

Shiho Ikeuchi is director of overseas marketing at Hotel Granvia Kyoto, is on IGLTA's board of directors and is the IGLTA global ambassador to Japan.





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Imagine you turn up at a five-star hotel and the doorman tells you to tuck your shirt into your pants or you walk into the hotel bar and some curmudgeon shouts, "Hat!", because you didn't take it off as you came in. You might react strongly and suggest it's none of their business what you wear or how you wear it. But in the world of golf, you'd be in the wrong. Manners and etiquette, however anachronistic, rule this realm.

# Form vs Function

## Manners and etiquette on Japan's golf courses

**Modern golf was** very much a pastime of the upper classes. Scotland's King James IV (1473–1513) was a keen golfer, while the oldest surviving rules of golf were compiled by a group known as the Company of Gentleman Golfers in 1744. Although Arnold Palmer, John Daly and Tiger Woods helped to bring golf to the masses, its image remains in the public eye as a sport of elitism and arrogance. Japan is no stranger to these "qualities" and, as in the UK and the US, a streak of elitism still prevails in the sport. The Bubble years (1986–1991) did help to bring golf to the masses in Japan, but rather than create a more egalitarian sport, it served, for a while, to entrench its snobbishness. As a result, golf manners in Japan remain quite formal, and a

number of golf clubs have sections on their websites telling you exactly what is proper and what isn't permitted.

Judging by the clothes worn by some Japanese golfers, you would think that almost anything goes here, but you can be admonished for wearing red trousers and beheaded for wearing sandals. However, no one will bat an eyelid at a Mickey Mouse shirt or Hello Kitty golf bag. Caps should be worn the right way around and taken off in the restaurant, although this rule seems to be

less often applied to women. Golf shoes should be cleaned before you enter the clubhouse. And you almost always have to wear a shirt with a collar; at Tateyama Country Club, this collar should be at least 3cm wide, their website helpfully tells us.

On the course, Japanese golfers are sticklers for the rules of the game but let themselves down with the rules of common sense. A Japanese caddy will have a fainting fit if you play from an adjoining fairway or from the wrong side of the (often arbitrary) out-of-bounds markers, shots must be played in the correct player sequence and it seems obligatory to spend at least 20 minutes lining up your ball on the green. Ball-marking is a ritual most Shinto shrines would be proud of.

Of course, competition golf requires a strict adherence to the rules, but a casual round with friends allows for a greater amount of flexibility that many Japanese golfers don't seem to be aware of. When such a lack of awareness extends to the players ahead of you, playing times become excessive. What should be a four-hour pastime can stretch to six or seven hours.

It's the classic dichotomy of form versus function. Where adherence to form disrupts function then there's obviously something wrong with that form. The new Rules of Golf that will come into force next year should go some way to speeding up golf around the world. To find out if Japan is going to be part of that world, we'll just have to wait — as with everything else on the golf courses here. ●





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# Small wineries, big wines

## Why boutique wineries are offering something different

Small wineries have less equipment, fewer workers and smaller vineyards than their larger competitors — a scenario that many would consider a disadvantage in production. But as an increasing number of consumers search for something other than common labels, these small, boutique wineries are leveraging their size as a selling point.

**By definition**, boutique wineries produce less than 10,000 cases of wine annually. Compare that to Gaja's 30,000 cases and the 10 million cases produced by the Robert Mondavi Corporation's eight wineries. Wineries operate according to the laws of economies of scale: as production volume goes up, production costs go down. It is estimated that the cost of production for a 2,000-case-a-year winery is around \$30 per case more than that of a 20,000-case winery. And for some of the world's biggest wineries, costs continue to decrease.

However, the limitations that smaller wineries have to deal with can work to their advantage. Hand harvesting is a necessity for smaller vineyards that don't have the money, or even the need, for large



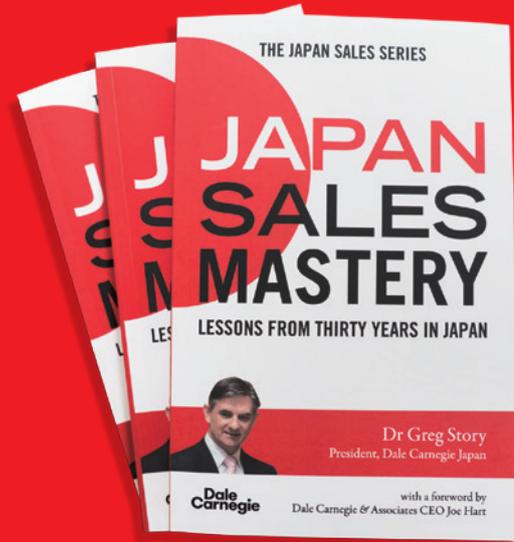
harvesting machines, which handle grapes roughly and lack a discerning eye. This is often a selling point included on boutique wineries' labels, and the term "hand-harvested" can be an indicator of quality. Certain thin-skinned varieties, like Pinot Noir, must be handled delicately to ensure they aren't crushed prematurely and to evaluate each individual cluster for optimal ripeness.

Doing things by hand is a trademark of the boutique winery — and not only harvesting and crushing, but also barrelling and bottling. There's a romantic quality to this level of artisanship, but it's also undeniable that with fewer vines and barrels to check on, there's a higher level of

care. This is where the philosophy of terroir comes into play for the small winery: the concept that their vines — with soils and sun exposure that are different to the vineyard next door — produce wines unlike any other on earth. Highlighting this uniqueness is essential for the boutique winery. It must prove that, although its wine may be pricey, it is of unparalleled quality.

Burgundy, home of the greatest Pinot Noirs and Chardonnays in the world, is a showcase for the boutique winery. Centuries ago, the French church and nobility owned most of Burgundy's vineyards. But after the French Revolution, when land was given back to the people, the Napoleonic inheritance laws gave equal inheritance rights to all children in a family. For generations, each plot of land in Burgundy has been divided, to the point where some own only two rows of vines. Many of these produce as little as 500 to 1,000 cases annually. It's a great place to start exploring some of the world's oldest, and finest, boutique wineries. ●





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# Leif Nilsson

**Company:** Scandinavian Airlines, with 67 years of non-stop service to Japan

**Official title:** Regional General Manager Asia & Pacific

**Originally from:** From Stockholm, Sweden

**Length of time in Japan:** Second time in Japan, this time since 2011

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

I love the exceptional food by Luca Fantin at Bulgari's Il Ristorante — especially while sitting on the newly renovated terrace.

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

Mental yoga.

**Name a favourite movie:** *The Lord of the Rings* trilogy.

**Favourite composer:** Wolfgang Amadeus Mozart.

**Favourite album:** Pink Floyd's *The Dark Side of the Moon*. It was important music to me when I was in high school.

**Favourite TV Show:** *Saturday Night Live*.

**Favourite book:** The *Millennium* trilogy by Stieg Larsson.

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

I competed in the Swedish national ski-jumping championships.

**Cats or dogs?**

Dogs.

**Summer or winter?**

Autumn or spring. They have more comfortable temperatures and more beautiful scenery.

**What's your ideal weekend?**

To go somewhere in Japan with my family.

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

Wakanui, close to the office. I enjoy a drink while looking out at Tokyo Tower.

**"I competed in the Swedish national ski-jumping championships."**



# Sam Takahashi

**Company:** Cycleurope Japan

**Official title:** Managing Director

**Originally from:** Tokyo, Japan

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

Sekishin-Tei, a *teppanyaki* restaurant in the Hotel New Otani.

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

I don't overeat.

**Name a favourite movie:**

*Trading Places*.

**Favourite musician:**

Michael Franks.

**Favourite album:** *Sleeping Gypsy* by Michael Franks.

**Favourite TV show:** *Junsanpo*.

**Favourite book:** Any of the collections of Takashi Odajima's magazine columns.

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

I was a member of a boys chorus.

**Cats or dogs?**

Dogs.

**Summer or winter?**

Summer, of course.

**What's your ideal weekend?**

A game of golf, some time in a hot spring and a massage.

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

Onihei, a typical Japanese *izakaya* close to my office.

**"I was a member of a boys chorus."**

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Kazunori Kurose,  
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