

# EURO BIZ JAPAN

NOVEMBER 2016

➔ **The future of work  
place security**

*The sky's the limit for biometrics*

➔ **Promoting strong  
global relationships**

*Swiss Ambassador to Japan  
Jean-François Paroz*

➔ **Taxing the intangible**

*The Japanese government's taxation  
of e-commerce*

YUKA SHIMADA,  
HUMAN RESOURCES  
DIRECTOR AT  
UNILEVER JAPAN

## THE WAA FACTOR

Unilever Japan's new  
flexitime system is something  
to get excited about

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## First Focus

### On the move

The Tsukiji fish market, which opened in 1935, is the largest wholesale fish market in the world — with an estimated 2,000 metric tonnes of marine products passing through daily. The early-morning Bluefin tuna auction has become a huge draw for tourists from around the world.

Having outgrown its current facilities, plans were made to move the Tsukiji market across the bay to Toyosu, on 2 November. The Tsukiji complex would then be torn down to make way for Loop road No. 2, a 14km route connecting many of the sports venues for the 2020 Tokyo Olympics. However, the move to Toyosu was put on ice after toxic chemicals were found in the soil.

Who knows when — or where — the fish market will go now?

Photo by javarman  
Shutterstock.com



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

➔ *“As a taxpayer in Japan, I don't enjoy having my fingerprints scanned at Haneda or Narita airports whenever I return to Tokyo simply because I'm not Japanese. But this technology is spreading as a means to secure work places and schools. What's next?”*



**Vicki L. Beyer** is an in-house lawyer at Accenture Japan Ltd., specialising in Japanese employment law. She also teaches and writes about employment-related issues and the intersection of employment law and social change in Japan.

➔ *“I've been observing the situation of working women in Japan for more than three decades and have often been disappointed to see them forced out of the work place by its rigidity. It has been rewarding to collect my thoughts on one aspect of work practices that could have a profound impact on how women contribute at work while maintaining a balance with their private commitments.”*



**Steve McClure** is a Tokyo-based freelance journalist and broadcaster. A native of Vancouver, Canada, he has lived in Japan since 1985. Formerly Billboard magazine's Asia bureau chief, he now works as a TV news rewriter at NHK World.

➔ *“Globalisation and the digital economy have changed the rules of the game for national taxation authorities, who face the challenge of adapting domestic regulatory frameworks to an increasingly borderless world. As I looked into this issue, I was reminded of how difficult it can be to create a level playing field for overseas and domestic businesses.”*



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.

➔ *“While the ‘karoshi’ — or death by overwork — of young employees at Japanese companies has been making headlines, Unilever Japan's attempts to reduce working hours and increase employee freedom could hardly be better timed. The British subsidiary's efforts to change Japan's corporate culture have, perhaps unsurprisingly, attracted huge interest from other companies and individuals.”*

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# The competitive edge

For the eighth consecutive year, Switzerland was named the world's most competitive economy by the World Economic Forum in the 2016–2017 edition of its Global Competitiveness Report. The study – which took into account data from 138 countries – determines a nation's competitiveness based on factors such as labour market efficiency, business sophistication, and technological readiness. The report states that, "Switzerland arguably possesses one of the world's most fertile innovation ecosystems," and has "an unmatched capacity to attract the best talent and large multinationals."

Operating within this optimal context, many Swiss businesses – including those in the traditionally strong watchmaking sector – have thrived and become dominant

on the global stage. Find out more about Switzerland's watchmakers, as well as some successful Swiss multinationals in other industries, in our Country Spotlight on Switzerland (page 26).

It was a privilege to speak with Swiss Ambassador to Japan Jean-François Paroz, who has recently taken up his post in Tokyo. In The Interview, on page 22, read about his time in Africa, and the positive results of Switzerland's free trade agreement with Japan.

On the cover this month is Unilever Japan's director

of human resources, Yuka Shimada. In Gavin Blair's *The WAA Factor* on page 10, she speaks about a new programme that the company has introduced, which allows its employees to work from anywhere, at any time – and is already yielding fruitful results for Unilever.

Employee-centred initiatives like these are sure to help businesses become even more competitive – in any market. ●

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

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



# The WAA factor

Unilever Japan's new flexitime system is something to get excited about

The lofty goal of Unilever Japan's new WAA (Work from Anywhere and Anytime) super-flexitime system is nothing less than to change the way Japan works, according to the company's human resources director Yuka Shimada.

**T**he consumer goods giant has already taken some large steps in that direction in the few months since WAA – which is also a play on a Japanese expression that means “excited” – was launched on 1 July.

Unilever Japan implemented a flexitime system in 2005, and permitted working from home for up to eight days a month in 2011. It has now taken employee freedom to another level.

“The big difference is changing the core time. It used to be 10:30am to 4pm, when employees needed to be in the office. But now, between 6am and 9pm you can do anything: you can work, you can play, you can rest; you don't have to be in the office,” says Shimada. “Now you can work in a café, at a library, on the street, or wherever.”

The most frequent use of employees' new-found freedom is visits to doctors, while others are able to attend to the needs of their children or even play sport.

“Some of them said they were able to play tennis for two hours on a weekday, when the courts were empty, and then were able to go back to work after working up a sweat,” says

Shimada. “And they are much more productive.”

Following the press release about WAA that went out in June, a number of Japanese newspapers ran articles covering it, leading to a deluge of interest, including on social media, which took Unilever Japan by surprise. With Prime Minister Shinzo Abe's statements about Womenomics attracting attention, the timing of WAA turned out to be extremely fortuitous, according to Shimada.

More than 150 companies and 300 individuals have been in contact with Unilever Japan since WAA started, asking about the new scheme. The company

27%

Overall productivity has increased by 27%

has conducted four explanatory sessions about the system to outside parties and created the Team WAA online community, to facilitate discussion on the topic.

The fact that the corporate culture of Unilever is one based on trust is crucial, according to Shimada, who has a background in psychology and organisational behaviour.







CHPM (CH Projects Management, Ltd.)

CH Projects Management, Ltd. is a consulting company active in Tokyo since 1988. It started its activities supporting Swiss companies and has since extended its clientele mainly to small and medium-size companies from Europe, China, India and the USA in connection with their operations in Japan.

CHPM provides a large range of services including setting up representative offices, branches and subsidiaries in Japan under the guidance of Charles Ochsner, Swiss attorney-at-law. CHPM handles all non-core activities on an outsourced basis. The services include bookkeeping, accounting, tax matters, employment management, product registration and operational assistance services.

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The Unilever Japan leadership team

“It’s a key word for Japan going forward,” she states. “Japan’s system is essentially based on *shinpai* [worry], and that is why there are so many rules. But I think we should shift to *shinrai* [trust], because I believe people know when and how they can [best] be engaged.

“Typically, in old-style Japanese companies, people are used to just following orders; and being in that environment for many years, people can become like robots,” observes Shimada, who believes greater autonomy benefits both the employees and the company.

Shimada acknowledges that many of the benefits of the new system are intangible and therefore difficult to quantify, though she is attempting to do so through ongoing employee surveys. A questionnaire after the third month — to which half of the company’s 300 staff responded — found 64% reported positive changes in day-to-day working, while 88% said they had used WAA at least once.

According to feedback from employees, 28% say that the time they spend working has shortened, and 66% believe their productivity has gone up, compared to the days before the WAA system was introduced. Overall productivity has increased by 27%.

However, only 25% of managers who responded to the survey said they were using the system, a percentage Shimada hopes will increase both for their own sakes and those of their subordinates, who often find it awkward to take long breaks in the middle of the working day when their superior isn’t doing so. Shimada says she is planning to dig deeper into employees’ reactions to the new system through subsequent surveys.

There was some anxiety amongst the staff before it was implemented that WAA was a “don’t come to the office initiative,” which is not the case — though reducing the long hours that Japanese workers are famous for is a goal, says Shimada.

The company is trying to limit employees’ overtime to 45 hours per month, which it is already on the way to achieving. According to Shimada, previously, a few staff members were working more than 80 hours of overtime, and 70 to 90 employees — between a quarter and a third of

overtime work, more than the 25% required by Japanese labour laws. Although WAA is not designed to be a cost-saving scheme, if it does lead to a reduction in overtime payments, the company has promised that any savings will be returned to employees through bonuses.

In order to provide alternative venues to the home and office where employees can work remotely, Unilever Japan has come to an arrangement with New Work, shared offices run by Tokyu Railways, allowing staff to access five of its loca-

tions in Tokyo and Kanagawa prefectures. This began in September, and the company received around 200 requests from staff to use these facilities in the first few weeks.

One of the pillars of Unilever Japan’s people-centred HR regime is offering support for new mothers and fathers, such as reduced responsibilities with no loss of remuneration. Looking to the future — in light of Japan’s rapidly ageing population — Shimada says a key issue will be extending similar support to those engaged in caring for elderly relatives. ●

## “greater autonomy benefits both the employee and company”

those on staff — were doing more than 45 hours. That has been reduced to around 40 people working more than 45 hours and nobody doing more than 80. However, Shimada noticed a few people reporting that they were doing exactly 45 hours of overtime, so she has asked staff not to underreport their working time.

Unilever Japan currently pays a premium of 35% for



# The sky's the limit for biometrics

No more passes — soon you'll only need your body to get access to your office

Science fiction films are often a template for emerging technology. The 2002 thriller *Minority Report* has a memorable scene in which Tom Cruise's character undergoes an instant retinal scan as he walks into a Gap store and is then offered personalised clothing suggestions. While that scenario is still part of the future, public facilities, banks and work places around the world are increasingly turning to biometric identity checks to control access. Biometric information is anything unique to an individual, such as fingerprints, vein patterns, DNA, voice features and iris scans.

**B** iometric access and tracking have raised concerns about privacy and theft, but it's gaining acceptance in various forms around the world. In the US, a Pew Research Center study found that a majority of Americans think it's acceptable for a work place to install high-resolution cameras using facial recognition technology to catch thieves and track employee attendance and performance. Meanwhile, over half a million Canadians and Americans have joined

two-thirds

of 2,000 consumers surveyed by Visa would like to be able to use biometric information to make payments





NEXUS, which allows approved citizens to shuttle between the two countries simply by having their irises scanned at border checkpoints. In the UK, a survey by Visa found that two-thirds of the 2,000 respondents aged 18 to 24 would like to be able to use biometric information to make payments. The market for iris scans used for authorisation is expected to grow by 18% between this year and 2020, according to a report by Research and Markets.

“Use of iris recognition biometrics in the education sector will be a key trend for market growth,” the company quoted one of its analysts as saying. “With growing instances of security threats, several schools have incorporated iris-based biometrics and access-control systems to ensure the safety of students and staff.”

Some of these schools are drawing headlines. Last year, St. Mary’s School Ascot in Berkshire, one of England’s most renowned public schools, became the first educational institution in the UK to introduce finger scanners, which read the unique vein patterns in students’ hands. The scanners, developed by Hampshire-based Croma Security Solutions, have been used to monitor students’ class attendance and to make sure everyone is accounted for. When administrators can be instantly aware of who’s where, playing hooky is no longer an option.

Fujitsu has been developing biometric devices for over a decade, and its PalmSecure palm-vein scanners are in use at ATMs. Its latest spin on the technology, shown off at the Ceatec technology show outside Tokyo in October, is a palm-vein scanner that authenticates transactions at points of sale.

# SUMMARY OF EFFECTIVE JOB-OPENING-TO- APPLICANT RATIO *and* DIGEST REPORT ON EMPLOYMENT TRENDS FOR Q3

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Robert Walters Japan is a recruitment consultancy specialising in bilingual professionals who are able to provide support for the globalisation of Japanese corporations, as well as to foreign corporations seeking to expand their businesses into Japan. We summarise data announced by the Ministry of Health, Labour and Welfare for each quarter, and release this data along with our views.

The effective job opening-to-application ratio for September, released on 28 October by the ministry, was 1.38, a 0.01 point rise when compared to the previous month. The average ratio for the three-month period from July to September was 1.37.

In the third quarter of 2016, an increase in the number of overseas visitors to Japan and other factors led to high ratios across the accommodation industry. There was also an increase in the number of newly available jobs for food service industries (17.1% in September), while labour shortages continued in the construction industry (10.2% increase), and in healthcare and welfare (10.2% increase).

Looking at ratios by job category, the effective job opening-to-application ratio for professional and technical positions — such as construction/civil/surveying engineers (4.70) and information processing/communications engineers (2.35) — continued to be in high demand. Construction-related jobs particularly have continued to see ratios in this regard, as a result of demand relating to repairs to ageing facilities, disaster recovery efforts, and the construction of Tokyo Olympics-related facilities.

Web-related specialists such as web engineers were also in high demand. Movement of professionals between industries is increasing amongst IoT (Internet of Things) and ICT (information and communications technology) specialists, as well as financial analysts and similar positions. This is because the barriers between industries are becoming increasingly less significant. Job search requests that we receive also involve an increasing

number of people shifting into new industries.

Sales-related jobs continue to see labour shortages, and the needs of the retail/wholesale industry are strengthening across a wide range of areas. In healthcare-related fields, the demand for MRs (medical representative) at CROs (contract research organisations) is particularly notable. Eagerness to recruit sales staff is increasing at trade-related companies and media companies.

## Comments by David Swan, Managing Director of Robert Walters Japan and Korea:

"The second half of 2016 is seeing a continuation of the labour-shortage trends seen over a wide range of job categories in the first half of the year. In the 'job movers market', along with the increase in the number of job offers, job-seekers have also become more proactive in their activities. In the fourth quarter, companies are expected to shift into high gear with their recruitment activities to secure personnel who can begin working at the start of the year. Also, job-seekers are expected to become more proactive with their activities after having received their winter bonuses.

The demand for mid- to senior-level recruits over the age of 35 is increasing, and there are an increasing number of companies looking to recruit experienced professionals who are able to hit the ground running. With the continuing trend toward greater globalisation at Japanese companies and the entry of increasing numbers of foreign-owned companies into the market, the demand for professionals with English and/or other language skills is growing".



It allows users to shop without using cards or cash.

"PalmSecure is well known for being difficult to forge as veins are inside a person's body," says Fujitsu's Shuhong Sun, director of the Front Technology Business Promotion Department. "It is one of the most accurate biometric authentication technologies on the market, is contactless, easy to use, and hygienic."

A finger-vein scanning platform was deployed at sailing events during the 2012 London Olympics, and was based on technology from Japan's Hitachi. The multinational manufacturer's VeinID terminals contain LEDs that shine near-infrared light on a user's fingers. The light is reflected by the hemoglobin in blood, producing an image that's captured by a camera in the unit. This is instantly digitised and compared to stored patterns, authorising a user if there's a match. Hitachi says finger-vein scanners are better than fingerprint scanners because the unique patterns are within the body and cannot be surreptitiously stolen.

That possibility has prompted many attacks, highlighting privacy problems with biometric technology. In 2008, hackers published the fingerprints of German interior minister Wolfgang Schaeuble after lifting them from a glass he had used. In 2014, another hacker recreated the prints of German defense minister Ursula von der Leyen by using high-resolution photos. One problem with biometric identifiers is that,

## "the world [is] increasingly turning to biometric identity checks"

though unique, they are not secret, a fact that police investigators exploit all the time: fingerprints and tissue samples containing DNA are found everywhere. Meanwhile, security cameras capture millions of faces every day; and social media sites, such as Facebook, can automatically identify people from uploaded images.

But that hasn't stopped the know-how in its various forms from gaining widespread acceptance, propelled by cutting-edge technology from major Japanese firms. NEC's NeoFace, for instance, is a suite of

solutions that offer access to facilities or equipment based on facial-recognition software. One of its latest products is NeoFace Monitor, which enables computers equipped with cameras to monitor and confirm the identity of the current user. As a registered user's face is detected and recognised by the software, it is automatically logged into the machine. When the user leaves the camera's field of vision, they are automatically logged off. This precise, high-speed, constant authentication helps protect important information, according to the company.

"NEC provides a portfolio of NeoFace face-recognition software that has been recognised by the US National Institute of Standards and Technology as the world's fastest and most accurate facial matching technology," says spokesperson Joseph Jasper of NEC, which has also developed an access-control system for the 2020 Tokyo Olympics that involves a combination of facial recognition and pass swiping.

"Work places, in particular, have adopted the NeoFace software in order to enhance security and efficiency of access at their facilities, where the identity of employees is quickly confirmed by cameras installed in locations where it

is important to control access," says Jasper, adding that the software has been adopted worldwide by organisations such as police forces, immigration departments and businesses.

Determined, *Mission: Impossible*-style thieves could conceivably forge a user's appearance or fingerprints. Technology research firm Technavio believes "multimodal biometric access-control



The market for iris scans used for authorisation is expected to grow by 18% between 2016 and 2020

systems" that work with two or more scans, such as one of the iris together with one of finger veins, will become an increasingly common security measure among users such as government, banking, financial services, insurance, and other entities.

Clinical Trial Co. is a health-care company based in Tokyo's Ikebukuro that recruits patients for clinical trials. It supports enrollment of more than 10,000 patients per year in trials and stores a large volume of patient information on its database.

"Our contact centre handles sensitive information, so the scanner ensures that only authorised people can enter," says Clinical Trial Manager Wenyang Tan. "Staff members feel that having to scan one's fingerprints is sometimes troublesome, but necessary, since the information is personal."

Meanwhile, the use of biometric technology is continuing to spread. In October, Japan's Justice Ministry began comparing images of the faces of people visiting the country, at 156 points of entry, against a database of international terrorists wanted by Interpol and other authorities. The measure is taken in addition to the fingerprinting and image checks being made against deportees' mug shots — a practice it has had in place since 2007. ●



# Edward Cole

## Having the right kind of effect

Architecture — and, in particular, residential architecture — fascinates Edward Cole of law firm Freshfields Bruckhaus Deringer.

“**I**’m not interested in how buildings stand up — I’m interested in how architects use space to make you feel things or do things,” he says. “We all spend big chunks of our lives at home, and it can have a big impact on you.”

So when Cole, an Australian from Melbourne, moved back to Japan in 2007, identifying a Japanese house that felt right was a priority. What he found was a home with a history and a distinct personality.

“My current place was designed by an architect called Kunio Maekawa — he’s the grandfather of modernist architecture in Japan,” states Cole.

Maekawa worked with Le Corbusier in Paris, and was the architect behind the Tokyo Bunka Kaikan in Ueno Park and Kinokuniya’s flagship book store in Shinjuku.

“He built this house for himself when he was getting on in years, when he was retreating from the harshness of some modernist architecture,” Cole explains. “It’s painted a sort of dusky shade of pink, which represents a Japanese woman after her first cup of sake. And it stands out tremendously in the Japanese suburbs.”

A collector of art and supporter of living artists, Cole has ensured that his house has compelling artwork.

“If you’re going to see something every day on your wall, you should feel something every time you see it,” observes Cole. “The reason I like modern Japanese art is because it is often quite clever. There are a lot of Japanese artists who play around with how you feel.”

Cole’s interest in Japan was encouraged by his parents. He took his first trips to the country in his early teens, staying on the Amakusa islands in Kyushu.

“I come from the generation of Australians who thought that if we don’t speak an Asian language, we won’t have a career anywhere,” he recalls.

“Japanese and French were compulsory at the beginning of high school.”

At university, together with law, he enrolled in Asian studies and Japanese, believing that this would open up opportunities. His career in Japan today can be attributed to his foresight.

Freshfields Bruckhaus Deringer is a global law firm that was founded in England in 1743, and is one of the oldest in the world. The Bank of England was its first client, and is still a client today.

Cole, the managing partner of the Japan practice, specialises in M&A transactions and has advised numerous multinationals. He recently oversaw the privatisation of Kansai International Airport and Osaka International Airport to financial services firm

“I’m interested in how architects use space to make you feel things”

### Do you like natto?

**Time spent in Japan:**  
12 years, on and off.

**Career regret (if any):**  
None.

**Favourite saying:**  
My grandfather started every trip by saying, “We’re on the way, we’re on the way, to anywhere with never a heartache and never a care”. Now I say that whenever I go somewhere.

**Favourite book:** I’m not sure I’ve ever read a book more than twice.

**Cannot live without:**  
My dogs.

**Lesson learned in Japan:**  
The more you know you, the more you know you don’t know (Aristotle).

**Secret of success in business:**  
Support your team.

**Favourite place to dine:**  
At home (too many work dinners, though).

**Do you like natto?:**  
Absolutely not. My first trips to Japan were always to the south of Japan, and they don’t eat it much there.



ORIX and the French airports operation Vinci Airports, a ¥2.2 trillion deal. Freshfields represented the Japanese public sector owner.

“It was an incredibly exciting transaction,” Cole says. “But we felt a lot of responsibility to get it right — it was one of the very first privatisations of large infrastructure assets in Japan. We hope that this has had a positive effect on the ability to get more infrastructure investments done in Japan.”

The greatest pleasure Cole has in running the practice is “to try and help absolutely everyone in the organisation do their best.”

This desire to help others goes beyond the office — and human beings. Cole supports dog rescue charities. His own two dogs came from dog shelters.

“Once you have a really good relationship with your dogs, you see all other dogs in a different way,” says Cole. “You realise

there are a lot of other dogs who have had anything but a brilliant life.”

Over the years, Cole has met passionate people who try to help these abandoned and abused animals; some lack the experience to run an organisation well.

“I think it’s good that I can bring some of the skills that I’ve developed in a work context to organisations that need them,” says Cole, “which those animal charities can benefit from.” ●



# Taxing the intangible

The Japanese government gets its hands on a piece of e-commerce

Death and taxes — life's two inevitables, right?

**F**or overseas-based online retailers selling their wares in Japan, the second element in that old adage didn't ring true — at least until recently. Since these businesses weren't based in Japan, they weren't required to charge customers the current 8% consumption tax.

This price advantage made their Japanese competitors feel that the domestic playing field wasn't exactly level.

"The digital economy is more or less borderless," explains Hans-Peter Musahl, chairman of the EBC Tax Committee. "It's difficult to enforce taxes on digital transactions. The question was how much of the profit pie should go to Japan in e-commerce."

Japanese e-tailers, including big names like the Kinokuniya bookstore chain, issued an open letter protesting the system in 2013. They noted that some Japanese firms had moved their servers overseas so they wouldn't have to charge their customers consumption tax.

Their ire was a result of the fact that an increasing number of Japanese consumers were making purchases from e-commerce companies based outside Japan. A Daiwa

Institute of Research Holdings study put the value of sales of e-books and digital music purchased from overseas sources at ¥53.8 billion in fiscal 2012.

Meanwhile, the Ministry of Economy, Trade and Industry says that in 2015, the market scale of domestic business-to-consumer (B2C) e-commerce rose 7.6% over the previous year to ¥13.8 trillion. Domestic business-to-business (B2B) e-commerce was up 3.5% from 2014 to ¥203 trillion, based on a narrowly defined metric.

The Ecommerce Foundation, a European-based NPO, says that 76.9 million people in Japan shopped online in 2015, and that they each spent an average of \$1,488 on online purchases.

The foundation's 2016 report on Japanese e-commerce shows that while Japan is a big online shopping market compared with other countries in the region, "it is still dwarfed by other global economies when it comes to e-commerce volumes."

Japanese consumers lag far behind their counterparts in other major markets in terms of making purchases through online shopping portals based in other countries, according to digital commerce research firm eMarketer.

Pressure from domestic companies to level the digital playing field with regard to taxation was accompanied by growing awareness among

governments worldwide of the need to deal with the taxation anomalies created by the growth of e-commerce. In 2013, the OECD published its Action Plan on Base Erosion and Profit Shifting (BEPS) to address this issue.

“Political leaders, media outlets, and civil society around the world have expressed growing concern about tax planning by multinational enterprises that makes use of gaps in the interaction of different tax systems to artificially reduce taxable income, or shift profits to low-

76.9 mn

76.9 million people in Japan shop online, and in 2015 they each spent an average of \$1,488 on online purchases.

tax jurisdictions in which little or no economic activity is performed,” the action plan noted. As the digital economy becomes the economy itself, “it would be difficult, if not impossible, to ring-fence the digital economy from the rest of the economy for tax purposes.”

Canada, Australia, New Zealand, Russia and India are reportedly preparing to start taxing foreign-sourced e-commerce. This set in motion legislative wheels here in Japan. On 31 March, 2015, the Diet passed a bill requiring that consumption tax be levied on the cross-border supply of digital services.

Musahl explains that, under this revision, the consumption tax now applies to both B2B and B2C transactions. But, he notes, there are different rules and procedures.

“In B2B transactions, the Japanese counterparty will report such sales on behalf of the foreign e-tailer,” Musahl explains. “Such sales will therefore become subject to Japanese consumption tax.”

In the bricks-and-mortar world, only companies that maintain a permanent physical presence in Japan have to file tax returns. But in the digital age, Musahl notes that foreign e-tailers who have no presence in Japan, but sell services to individual consumers

(B2C) through the internet, are required to file a Japanese consumption-tax report.

“Along with the OECD, the Japanese take the position that even if you have no permanent physical presence in Japan, you have to file a tax return for B2C transactions,” he continues.

This applies to businesses that have annual e-commerce sales totalling more than ¥10 million, for two consecutive years. The Japanese government has set up a registration system for foreign businesses that fall into this category.

One industry source says the revision of the law was aimed mainly at smaller players in the e-commerce sector that had been using the loophole in the consumption-tax law to evade paying tax on digital transactions.

“Since we are located in Japan and only sell to the domestic market, the rules are simple for us,” explains Manfred Flick, CEO of Tokyo-based software distributor Tele Media Systems Corp. “The difficulties may be with small companies in the EU and other countries, who sell their software through online shops to end-users in Japan. They may not be aware of the rules in Japan.”

Flick stresses that they should register with the tax authorities in Japan and pay the consumption tax. “But there are hundreds of small companies who are selling software online. To enforce this rule and have them pay consumption tax in Japan is probably a tough task for the Japanese tax authorities, as online sales are difficult to track.”

Musahl points out that, strictly speaking, there is no e-commerce tax in Japan as such. It’s simply that consumption tax is now being levied across the board on digital transactions, including digital books, as well as music and game downloads sold by overseas businesses.

“Japan has already started implementing these rules,” says Musahl. He stresses that all the relevant parties need to understand the complexities of digital commerce in order for a fair and transparent taxation system to work effectively.

“It’s difficult to enforce taxes on digital transactions,” he notes, adding that the revised law puts an additional burden on the e-commerce sector in terms of compliance. Also, he says, he’s been receiving many enquiries about the new system from foreign companies. ●

“consumption tax is now being levied across the board on digital transactions”



# Promoting strong global relationships

Swiss Ambassador to Japan  
Jean-François Paroz

Swiss Ambassador to Japan Jean-François Paroz only arrived in Tokyo in September, but his career with Switzerland's Ministry of Foreign Affairs spans nearly 30 years. In the four years before coming to Japan, he was Ambassador to Hungary, and between 2007 and 2009, he was posted to Dakar, where he oversaw six west African countries – Senegal, Mali, Mauritania, Cape Verde, The Gambia and Guinea-Bissau. In addition to having different roles dealing with the relations of Switzerland with the United Nations between 1997 and 2007 – including counsellor at the Swiss Mission in New York, and head of the UN Coordination Unit of Political Affairs in Bern – Ambassador Paroz acted as advisor to Boutros Boutros-Ghali when the former UN head was Secretary General of the Organisation internationale de la Francophonie, from 2000 to 2002. The Ambassador spoke with *Eurobiz Japan* about his time in Africa, the positive results of Switzerland's free trade agreement with Japan, and the 100th anniversary of Dada.

**You have worked extensively with the Organisation internationale de la Francophonie in your career. Why is this organisation important?**

The French language is one of the four national languages of Switzerland, and we consider the Organisation internationale de la Francophonie to be a framework for global influence. The promotion of linguistic pluralism is part of our constitution; we think that multilingualism and

cultural diversity are very important. The Francophonie is certainly one network where you can work to promote these.

It is also an organisation that stands for democracy worldwide. Basically, taking into account the observers as well, there are more than 70 countries that are part of this organisation – including many French-speaking African countries, countries in Asia, and some countries in South America – which is already a significant part of the UN's membership; and it helps you to work in closer contact with them within the framework of the UN.

**Could you tell me about a few of your experiences in Africa?**

In Africa, when you cover several countries, you have a lot of stories you could tell. For example, I presented my credentials to the president of Mauritania, but the country had a coup-d'état some months later. At one point, we had some Swiss hostages taken in Mali, and we had to make sure they were freed.

When I was serving as head of the Francophonie section in Bern in 2006, we decided to hold a special event in honour of President Senghor of Senegal for the

Switzerland has always been a harbour for progressive ideas





# CHOPARD REOPENS GINZA FLAGSHIP BOUTIQUE

The Chopard Group from Switzerland has reopened its flagship boutique on Namiki Street in Ginza with great fanfare. The Ginza boutique is Chopard's biggest store in Japan and one of the most important globally for the brand. The store's design was inspired by the Geneva flagship store and shows different facets of Chopard's universe on each of its three floors — a total area of 193m<sup>2</sup>.

## The latest global concept

The Chopard Maison recently introduced a new concept for its boutiques designed by the famous French architect Thierry W. Despont. He has chosen to maintain the plush, comfortable charm of the former boutiques, while modernising it to create the feeling of visiting a beautiful private home with well-defined areas accommodating Haute Joaillerie creations, watches and accessories.

Despont focused on creating a sense of intimacy, allowing customers to feel relaxed as they stroll around the store. Each detail has carefully been thought through together with Caroline Scheufele, Co-President and Artistic Director of Chopard.

With the help of centuries-old craftsmanship techniques, the new boutique successfully combines a fascination for cutting-edge technologies with a love of art and the importance we place on being environmentally friendly.

The first floor showcases the latest collection of watches and jewellery for gentlemen and ladies. The light-toned white-oak furniture, along with the soft natural light produces a bright and friendly ambience.

The second floor is the sophisticated gentlemen's salon. The motto of our men's line is "Authenticity, Maturity and Gentlemen's Lifestyle". The floor incorporates the spirit of Co-President Karl-Friedrich Scheufele, with an area dedicated to Classic Racing and a lounge that sets the scene for Chopard's L.U.C in-house manufactured watches. This is the world for true gentlemen who love the real thing.

Coming up the stairs from the gentlemen's salon, guests are welcomed into the luxurious setting of the third floor. The motto of our women's line is "Glamour, Luxury and Cannes Indulgence". The third floor is home to a bridal salon and a high-jewellery salon. You can enjoy the exceptional Haute Joaillerie pieces created by Caroline Scheufele.

Chopard offers a wide range of engagement and wedding ring collections in the bridal salon, the first in an overseas Chopard boutique, under the motto of "Passion for Happiness", where happy couples can order semi made-to-order engagement rings.



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*Chopard*

centennial of his birth, so I organised a ballet performance in Geneva with Maurice Béjart, the great ballet dancer and choreographer. Interestingly enough, Béjart had lived in Senegal when he was a boy. He knew Senghor very well and told me the president had been like a father to him.

The next year, after I had become the Swiss Ambassador in Dakar, Béjart passed away. Béjart had started a dance school in Senegal; and with this school, we held a performance to remember him. So, I had the chance to celebrate Senghor with Maurice Béjart in Switzerland. And in Senghor's country, I was able to celebrate Maurice Béjart's life a year later.

#### **How have you spent your first two months in Japan?**

I've been busy! When an ambassador first arrives, you have to meet the officials. A few days after my arrival, I met the Vice-Minister for Foreign Affairs Shinsuke Sugiyama to whom I presented a certified copy of my letter of credence. And then, with great anticipation, you wait for the opportunity to present your credentials to His Majesty the Emperor, which took place three weeks after my arrival.

You also have to meet all the partners of the embassy — so it's a lot of courtesy calls, a lot of visitors, a lot of visits. I was quite surprised by how many people were interested in visiting so soon after my arrival. It's always a good sign that the embassy is considered useful, so I must pay tribute to the work of my predecessor and the great team at this embassy.

#### **What are some of your specific goals for the coming year?**

I would like to continue promoting political dialogue at a high level, and to further nurture the good economic relationship

Switzerland has with Japan — in large part, thanks to the free trade agreement of 2009.

#### **How have Swiss enterprises benefitted from the Japan-Switzerland Free Trade and Economic Partnership Agreement with Japan?**

Switzerland was the first European country to conclude a free trade agreement with Japan. Both partners have noted that since the agreement entered into force in 2009, Swiss exports to Japan have increased 30% and Japanese exports to Switzerland by 15%. This shows that the agreement opened the way for new trade and investment opportunities for the business communities on both sides.



#### **How do you think Switzerland views Japan from a business and investment point of view?**

Switzerland is a significant foreign private investor in Japan. We are the sixth-largest foreign investor in Japan. Apparently, we invest more than Germany, which is quite impressive.

We consider Japan to be an essential partner, a strategic

partner for Switzerland. It's the fourth-largest export market for Switzerland. But, politically, it is hard for Switzerland to retain much attention from the Japanese authorities. We cannot contribute much to Japan on some of the bigger issues, so we strive to be an interesting partner.

#### **What has been happening on the level of cultural exchange this year?**

Just recently, we had a visit from a member of the Swiss parliament, who is also the mayor of Montreux; and we held the Montreux Jazz Festival Japan. The entire leadership of the Montreux Jazz Festival was present at Yebisu Garden Place, and I also attended.

Throughout the summer, there were also many events — such as concerts, live performances and exhibits — that were organised in connection with the celebration of the 100th anniversary of the Dada art movement that was born in Zurich.

#### **Why is it important for Switzerland to commemorate the Dada legacy?**

The Dada movement is one of Switzerland's biggest contributions to contemporary art. I think it speaks to the fact that Switzerland has been an open society for centuries. Being neutral, Switzerland could offer a place of refuge for these artists and free thinkers who still inspire many artists today.

Dadaism was not accepted everywhere, but Switzerland has always been a harbour for progressive ideas. After all, we had Lenin as a refugee in Geneva. To have been a place of asylum for the Dadaists in a time of war is an example of how Switzerland doesn't stop new ideas at the border. ●



# Switzerland

## Valuing the minute and the vast

Since the 1400s, many Swiss watchmakers have set up shop within a 200km corridor, from Geneva to Basel, known as Watch Valley. This is where Switzerland's global reputation for precise and distinguished timepieces began. World-renowned watch houses that call Watch Valley home include TAG Heuer, Rolex, Breitling and Patek Philippe & Co.

**Chopard, headquartered in** Geneva within Watch Valley, was founded in 1860 by Louis-Ulysse Chopard. The timepieces he designed — with their minute, high-precision mechanisms — became well-known throughout Europe, and were even sold to Tsar Nicholas II of Russia. Today, in addition to having a reputation for being carefully crafted, Chopard's luxury watches are recognised for their beauty — and are among the most expensive on the market.

Other Swiss companies, such as the start-up Swispon, have based their businesses

on promoting meticulously handcrafted products of the highest quality. Swispon's ZenPuls website allows Japanese craftspeople — working in traditional fields such as knifemaking and Japanese lacquerware — who were previously restricted to the local market, to sell their wares to anyone with an internet connection.

USM Modular Furniture offers simple furnishings that can be customised to fit any work or home environment — then taken apart and reconfigured. Since the early 1960s, USM Haller, the company's signature



line, has required only a small number of basic elements to assemble items such as shelving, credenzas and nightstands. Admired for its stylish, minimalist design, USM Haller was honoured with a place in the permanent collection of New York's Museum of Modern Art in 2001.

It's said that small is beautiful, but Switzerland is also home to the breathtaking Swiss Alps. Mountains cover 65% of the country's land, and there are 24 that are more than 4,000m high. Some Swiss businesses are vast and expansive like the Alps.

Operating in 189 countries and employing 335,000 people, Nestlé is the largest consumer goods company in the world, with sales that totalled 88.8 billion Swiss francs in 2015. With products in its portfolio such as confectionery, baby food, frozen food, bottled water and pet food, Nestlé owns over 2,000 brands, including Kit Kat, Gerber, Stouffer's, San Pellegrino and Friskies. An extremely profitable brand for Nestlé is Nescafé: one-fifth of the 30,000 cups of coffee that are served around the world each second are cups of Nescafé.

## Some Swiss businesses are vast and expansive like the Alps.

Swiss firm Roche is the world's fourth-largest pharmaceutical maker, with a market valuation of \$222.2 billion. Each year it invests 9 billion Swiss francs in research and development, and ranks among the top five companies globally for R&D spending – for any industry. A global leader

in cancer treatments, Roche dedicates two-thirds of its R&D efforts to personalised healthcare, a field it helped to pioneer. The firm sees the way ahead as creating targeted treatments for individual patients based on a deeper understanding of the molecular causes of their diseases. Even within such a vast enterprise, precision remains a highly valued quality.

"The Japan-Swiss free trade agreement came into force in 2009," says Michael Mroczek, president of the Swiss Chamber of Commerce and Industry in Japan. "Since that time, it has helped Swiss companies save over \$100 million in customs duties." ●



### Trade with Japan

Imports from Japan: 2.61 billion Swiss francs

Exports to Japan: 6.59 billion Swiss francs

SOURCE (2015 FIGURES): SWISS FEDERAL STATISTICAL OFFICE



#### Area

41,277 km<sup>2</sup>.

Land boundaries: 1,852km.



#### 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

8,061,516 (July 2014 est.).

Urban population: 73.7% (2011).

43.9% 25-54 years (2014 est.).

#### Natural resources

Hydropower potential, timber and salt.





BUSINESSES FROM ...

SWITZERLAND

A LOOK AT SOME COMPANIES FROM THE REGION



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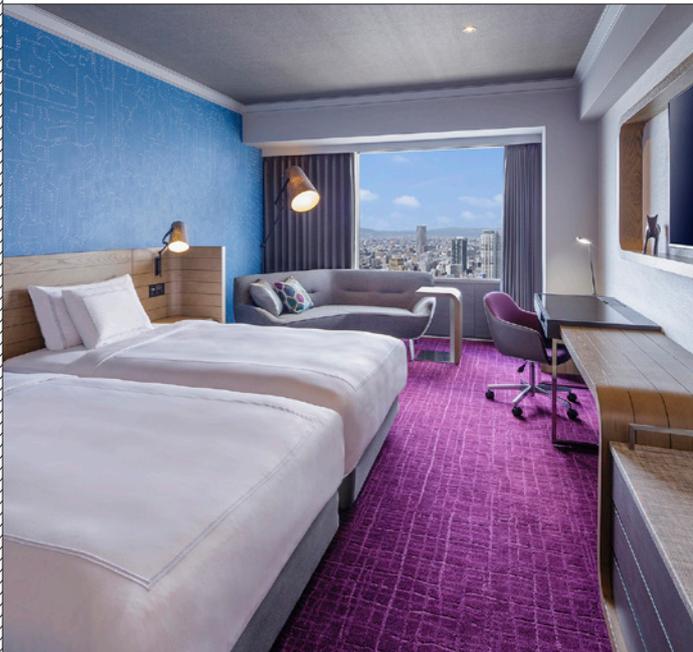
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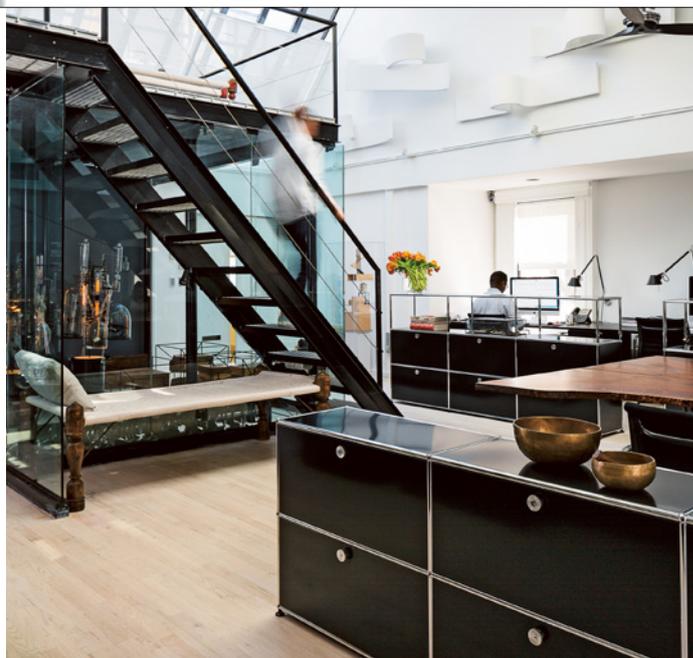
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JAPAN

# 2020 VISIONS FOR YOUR FINANCES

**Charles Breen**  
Associate Director,  
Spring Information Technology



Anyone who has lived in Japan over the last couple of decades will know that upgrades in financial services are snail-like in comparison to other markets. The country has a cash-carrying populace, with an aversion to credit cards; and, for a long time, ATMs closed at the same unhelpful times as the banks did. Japanese financial regulators' have an overall aversion to risk-taking and new approaches to traditional businesses are poorly received. That is not to say that things cannot change — PayPal was able to successfully set itself up and operate a healthy business.

The 2020 Tokyo Olympics will be bringing a new wave of tourism from countries that have been quicker to embrace technical advances to the financial sector. How well prepared Tokyo will be remains to be seen; but Japan is certainly in the cross-hairs of global FinTech firms for the B2C market, as well as having home-grown innovators looking to chisel out a corner of the market — Moneytree being a prime example. A couple of other noteworthy companies making recent headway are Paidy and TransferWise, from Japan and the UK respectively.

Paidy has created an alternative to COD online purchases with its simple process requiring a phone number and email address. Holding a middle ground between COD and credit-card firms, Paidy is creating a new and safe way to shop online.

TransferWise has just launched here, and is set to disrupt the money-transfer market as much as it has in other countries. With exchange rates and

fees heavily weighted in the banks' favour, the market was ripe for innovation. As a peer-to-peer exchange system, TransferWise is able to keep costs minimal.

Well-established tech firms are also getting in on the action: LinePay since 2014, Rakuten's suite of retail financial products, and the plethora of point cards — each looking for a way to improve the simplicity of day-to-day transactions. The Japanese FinTech market is just limbering up; and between now and 2020 we are likely to see many changes, for better or, sometimes, worse, as novel ideas get tested by an increasingly savvy marketplace. There is plenty still to play for, such as those looking at traditional retail investing (think Wealthfront in the US) and Acorns-type investment products.

There are a good number of talks each year given by foreign chambers of commerce, as well as those hosted or sponsored by tech incubators, that can provide an introduction to this market.

If you are looking to take the more traditional route with the bigger players, then the hottest roles are not surprisingly with strong B2C system-development (or related) experience, as well as with experts in the IT Security and Governance arena — in

high demand across all sectors.

Our clients are always on the lookout for these professionals, and we know that demand is going to keep rising. Whichever way you get your foot in the door, this is going to be a lively and competitive market for many years to come — and well worth the investment.

**“between now  
and 2020 we  
are likely to  
see many  
changes”**

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# From investing to luxury goods, fintech promises the world

You've probably seen the word "fintech" buzzing around the mediasphere of late, along with "bitcoin" and "blockchain". Financial technology, as it's otherwise known, refers to new computerised methods of handling money, including the digital currency bitcoin and the underlying distributed databases, known as blockchains, that make cryptocurrencies possible. But fintech encompasses as many applications as there are uses for money.

**The financial services** industry is slowly being transformed by fintech, and robo-advisors are an exciting aspect of this. Robo-advisors are applications that automatically invest funds for users, based on their preferences. That idea isn't new, but some of these services have novel approaches to the concept. For instance, Acorns is a US start-up with an app, of the same name, that links to users' credit cards and invests small sums in a basket of funds. The app rounds up everyday purchases to the nearest dollar and invests the difference — if you buy something for \$3.50, it will round it up to \$4 and invest that 50 cents in exchange-traded funds and index funds. Their fee is \$1 a month. The idea has proven quite popular among novice investors and those who don't have the time to choose stocks or funds. Users recently topped one million, and funding attracted by the start-up has exceeded \$62 million.

"The cost of investing and transferring money has been going down and down, so there was an opportunity to see micro-investing as a way to help millions of people — not just in the US, but around the world — to save and invest in ways that were never possible before," Walter Cruttenden, chairman and co-founder of Acorns, told attendees at a recent fintech conference in Tokyo hosted by e-commerce giant Rakuten. Other robo-advisor services

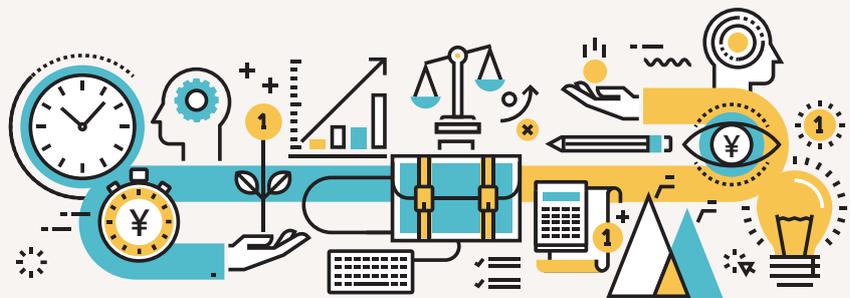
include Betterment and WiseBanyan.

Another compelling use of fintech know-how is tracking valuable items. Everledger is a London-based start-up that uses blockchain technology to register and track individual diamonds. It creates a digital fingerprint of each diamond by recording characteristics

— including its colour, clarity and cut, as well as 40 metadata points and a minute laser inscription — on the side of the stone. This information is recorded in a globally distributed database that includes each item's provenance and history of ownership. The point is that, even if the diamond is stolen and resold, the legitimate owner can substantiate a claim to it. The company has nearly one million diamonds on its database.

Leanne Kemp, CEO of Everledger, says the technology can transform an industry that has traditionally relied on handshakes and trust, and can also be applied to insurance of other valuables, such as fine wine, art and luxury watches.

Meanwhile, dozens of new payment apps are bringing the benefits of fintech to more and more people. Revolut, another London start-up, has an app that lets users send, spend and



## dozens of new payment apps are bringing the benefits of fintech to more and more people.

exchange money in multiple currencies with spot inter-bank exchange rates. That can come in handy when visiting a foreign country because the app will automatically charge linked credit cards in the local currency at better rates than moneychangers.

Fintech is an exciting field with huge potential. If you're an early adopter, it's worth your while to check out some of these services. They might just save you time and money. ●

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# An historic event for Switzerland

## Creating the world's longest railway tunnel

Excavation for the Gotthard Base Tunnel began in 1996 and finished in 2011. This year, after 20 years of construction and testing, the 57km-long railway tunnel — the world's longest — has become a reality.

**Switzerland's New Rail Link** through the Alps (NRLA) now provides a faster and more reliable route between northern and southern Europe, most importantly, enabling much of the freight traffic to be shifted from road to rail.

The Swiss government, Swiss Federal Railways and the public company Alp Transit Gotthard (ATG) collaborated on the \$10 million project. Dr Renzo Simoni, chief executive officer of ATG, spoke about the building of the tunnel at the Swiss Chamber of Commerce in Japan's August luncheon at the Shangri-La Hotel, Tokyo.

The three groups had separate goals that required a lot of discussion, especially in the last years, "about the quality, about the needs, about the project operators," explained Simoni. "Up to the end, we were arriving at solutions by working together.

"Swiss culture is about comparing, negotiating," he continued. "We had to find solutions together."

The incentives for the government were three-fold, according to Simoni. The shift from road to rail would better protect the people living along this corridor, would protect the surrounding wilderness, and save energy.

"The opening of the Gotthard road tunnel in 1980 led to a significant increase in traffic, causing greater pollution and a lot of suffering among the people living along the corridor," he explained. For example, every year some 1.4 million trucks use the corridor between Basel, Switzerland in the north and

Milan, Italy in the south. The prior 2-hour, 35-minute drive has been trimmed by one hour with the new rail link. Another motivating factor was to make the journey more attractive to tourists.

The main obstacle to smooth travel along the roads, however, was the Alps, between 2,000 and 2,500m high.

"What's important about the NRLA is that there is not more than a 1.2% gradient, which is important for the heavier-load trains, enabling them to carry freight using one or two locomotives only, not the current two or three locomotives to cross the Alps along the existing old line," said Simoni.

But this innovation in design required coming up with revolu-

pumped used air out, resulting in greater cost-efficiency during construction.

These features are still in place, with trains now operating in the tunnels. "We can say that this section is 10-times safer than existing standards," Simoni beamed. "It was an investment in the future."

ATG turned to experts to help in the unprecedented construction of tunnels so deep inside the mountains. "When it came to the shafts, we turned to a company with experience in mining, such as for diamonds," Simoni noted. "It was very difficult work."

The opening ceremony for the tunnel was held on 1 June, 2016. German Chancellor Angela Merkel, French President Francois Hollande, Italian



COURTESY ALP TRANSIT GOTTHARD

tionary solutions in engineering techniques and materials.

During excavation, the temperature inside the mountain had to stay below 28°C for the safety of the workers. Power stations were built to produce the needed energy.

Additional passages had to be made to allow workers to move from one tunnel to the other; exit passages allowed for easier daily access; and a special ventilation system kept fresh air coming in and efficiently

Prime Minister Matteo Renzi and other guests of honour joined Swiss President Johann Schneider-Ammann.

"It was a very historic day for Switzerland," Simoni stated proudly.

The construction also employed sustainable disposal practices. Lake Lucerne has some new islands with beaches, and others dedicated to protecting birds, composed entirely of materials from rock which ATG excavated. ●



# Helping people be happier

## Herald Square Psychology Japan opens in Tokyo

"As my therapist was saying to me..." is not a refrain often heard in the restaurants and izakayas of Tokyo. But all that is about to change if Dr Tyson A Furr and his team at Herald Square Psychology have their way.

**H**aving established a successful practice in Herald

Square, Manhattan, Dr Furr is bringing to the Japanese capital the open attitude to therapy that New York City is famous for. Herald Square Psychology Japan opened on 1 November, the same day his new practice launched in Long Beach, California, marking the business' first expansions outside the Big Apple.

While Californians are probably as in love with therapy as New Yorkers are, anything related to psychological issues remains largely taboo in Japan. Furr came to realise the stark difference in attitudes when Japanese clients would fly to New York for therapy and request their appointments be scheduled to avoid the possibil-

ity of encountering one of their compatriots at his practice.

"That is going to be one of the biggest challenges — how we communicate that this isn't a place of mental illness, but that this is a place of guided self-reflection to help you do better in your life and be happier," says Furr.

"Things like anxiety and sadness — these are very normal things. You can't be human without being sad, angry, anxious and happy," adds Furr. "These are all different colours on the palette that need to be embraced and accepted equally."

His interest was piqued by a week-long series about Tokyo that runs every summer on a local TV network in New York — the two megalopolises are twinned cities — so in 2014, Furr decided to make his first trip to Asia. Pleasantly surprised by how easy it was to navigate Tokyo without local language skills, but somewhat less pleasantly surprised about the dearth of psychotherapy services available in a major global city, Furr began looking into the possibility of opening a practice in Japan. With the

support of JETRO — whose help Furr describes as "fantastic" — the plans for a Tokyo office came together.

Herald Square Psychology Japan is launching with Furr handling English-speaking clients and Dr Junko Tsutsui available for Japanese speakers. They plan to take on more therapists as their case-load grows.

"I've learned that Japanese clients will seek directive advice — being told what to do — and not reveal their feelings about the therapy or therapist, especially if it's a negative comment," says Furr. In New York, however, these kinds of comments are seen as very useful data to the therapist.

"So I really want to introduce that kind of New York style, sort of like an embassy," Furr adds. "It's tricky because you have to respect cultural differences; but, on the other hand, I want to give people permission to be different and be more open, so that clients can have the same experience as they would in New York."

"this is a place of guided self-reflection to help you do better in your life and be happier"

Furr completed his training and began his career working with military veterans in New York, and has since expanded his private practice to serve large numbers of high-achieving, competitive businesspeo-

ple. He believes his methods can work in a culture such as Japan's where a good deal of emphasis has been traditionally placed on toughing it out and not expressing emotions.

"The way people get stuck — deep down that mechanism is pretty much the same at its core," he says.

Psychotherapy has evolved over the years, characterised, in part, by a shift away from Freudian-style psychoanalysis to more empirically based methods such as cognitive behavioural therapy (CBT), though Furr says he sees value in both approaches.

"One of my professors' psychoanalysts was one of the founders of CBT, and he called it psychoanalysis with the unconscious chopped off," explains Furr. "It lends itself very well to research and you can operationalise the variables, so there's lots of research that supports it. It's become the dominant paradigm across the US today: places like New York, particularly the Upper West Side and Upper East Side, are still bastions of analytically-informed treatment and interpersonal analysis."

CBT focuses on learning about automatic thoughts and how they are related to perceptions of the world and core beliefs. "If you undistort beliefs, you change the way you feel," he adds.

However, the unconscious element of people's thought-processes is not really addressed, according to Furr, who sees the interpersonal psy-

choanalytic model as a valuable and complementary method to deal with that aspect.

Another element that has sprung from the psychoanalytical tradition is for therapists to discuss their work and their own feelings with another professional.

"That *Sex and the City* quote — 'In Manhattan, even the shrinks have shrinks' — is true," says Furr. We all encourage each other to go to therapy because you go to your own therapist to be compassionate and feel what it's like to be a patient; and to separate what your feelings are and what the client is bringing to the room."

He adds: "Even though I have a lot of experience, I go to my supervisor and he goes to his supervisor, so there's a sort of

lineage of experience and wisdom that gets passed down."

And while Furr firmly believes that Japan can learn from the traditions that have been built in New York, he doesn't see it as strictly a one-way street.

"Interestingly enough, what has become in vogue in a lot of psychotherapy circles was actually proposed in Japan back in the 1920s, by a guy named Shoma Morita, a contemporary of Sigmund Freud," Furr notes. "It wasn't until recently that a lot of research has started to support this idea that came from Zen Buddhism, of watching your internal events: thoughts, memories, feelings, urges and emotions."

Finding a little distance from those events, and not necessarily buying what your mind is telling you, is something Furr hopes to help his patients accomplish.

"In Japanese culture, there are a lot of practises that have this kind of meditative feel to it," Furr concludes. "It's a shame we didn't pay more attention to it earlier." ●



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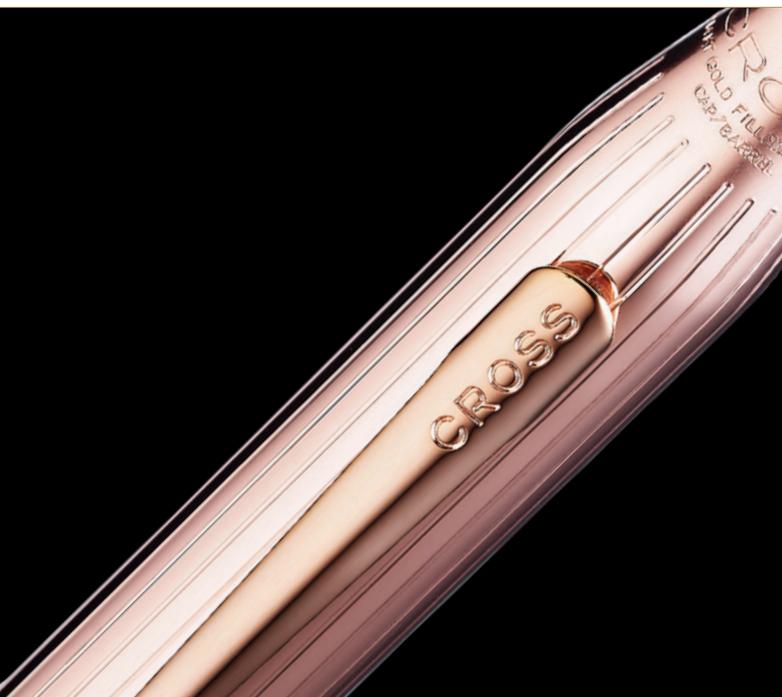
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# Heart of glass

## How decanters have found their way through history

Glass-making techniques, particularly glassblowing, spread throughout the Roman Empire in the 1st century. The Romans quickly realised that glass was far superior to clay for wine storage, as clay jugs often tainted the wine. It was during this time that glass became a key medium for storing and serving wine, at least for those who could afford such a hot new commodity.

**In the Dark** Ages that followed the fall of the Roman Empire, most of the advances that had been made – including the fine art of glass-making – were lost. Though the Anglo-Saxons continued to produce a kind of rudimentary glass during the Middle Ages, it wasn't until the Italian Renaissance that the Venetians, now the dominant culture of glass-making, rediscovered the craft in its most refined tradition.

Up until this time, wine had been served out of crude storage containers, such as barrels and leather skins, even at the tables of royalty. But with the rebirth of European intellectualism

and refinement, high society looked for more elegant vessels to serve their fine wine at the dinner table. During the 17th century, the glass decanter was introduced, becoming an object that symbolised sophistication, and yet aided in the removal of sediment from bottles of wine, which, back then, were always unfiltered.

Today, there are a myriad of decanters on the market, some more ornamental than others, but all of which serve two key purposes: they increase oxygen exposure to a wine, softening tannins and unlocking aromas,

as well as aiding in the removal of sediment. While all decanters perform the latter function, certain ones are more fit to aerate a wine than others. Take, for example, the necessity of aerating a Cabernet Sauvignon as compared to a Pinot Noir. With Cabernet's intense tannin structure, fat-bottomed decanters allow for maximum surface area exposure, softening those harsher tannins. A classic Pinot Noir decanter would be of a slimmer style, as too much exposure to oxygen could dissipate some of the wine's more delicate aromas.



“glass became a key medium for storing and serving wine”

Wolfgang Angyal, President and CEO of Riedel Japan, says that young red wines benefit most from maximum aeration. “Vigorous aeration reduces carbon dioxide and increases oxygen thereby ‘maturing’ the wine, revealing more complexity, expressing higher levels of fruit, smoothing out tannins, and opening up more aromas and flavours.”

Decanters, such as Riedel's Curly Decanter, with loops that create additional air pockets to maximise oxygen exposure, allow for the youngest of Napa and Bordeaux Cabernets to be enjoyed to the fullness of all their flavours without having to tuck a bottle away for 10 years in the cellar. ●



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# Needing to make a clean break

Theresa May is being pushed into a "hard" Brexit

It looks increasingly likely that the British government will opt for a "hard" Brexit — the complete separation from the EU — meaning that the country will make a clean break from the EU's single market for goods, services, capital and people, as well as from free trade with the region.

**This likelihood is** due to the fact that Prime Minister Theresa May needs to satisfy a large proportion of the Conservative Party's membership base for whom a "soft" Brexit — retaining access to the single market, but with a looser arrangement with the EU than at present — would be a betrayal.

Arguably, a soft Brexit would be the more democratic option for the government to take since the Leave campaign won only by a narrow margin, with 52% of the vote. However, May's role as leader of the party, and, consequently, as prime minister, would both be in doubt should she defy this vocal group.

At the Conservative Party conference in October, she outlined a timetable for Brexit. The plan envisages triggering Article 50 of the EU Treaty, which deals with member states leaving the union, by March 2017.

The government is keen for Parliament to be involved as little as possible in the subsequent two years of negotiations with Brussels over the terms of Brexit. This is because a majority of MPs — includ-

ing a significant minority of Conservative MPs — are known to be against Brexit and could make the negotiations difficult.

One role for Parliament, though, is clear; it will be asked to pass a "great repeal bill" that will come into force at the end of the negotiating process in March 2019. The legislation will convert existing EU laws into British law, to be then amended, scrapped or left intact.

The bill's passage will end the jurisdiction of the European Court of Justice (ECJ), which enforces the rules of the single market. This would then achieve a cherished goal of many in the Leave campaign: to reduce immigration, in particular from Eastern Europe. Small businesses might also cheer as red tape from Brussels comes to an abrupt end.

Leaders of British multinational companies, together with those of Japanese companies with operations in Britain, have been outspoken on the desirability of a soft Brexit to minimise disruption to business.

Smaller enterprises trade less with the EU, and are more enthusiastic about the hard Brexit option.

Owners of small companies — on anything from health and safety to workers' rights — and the judgements from the ECJ as meddling in how they run their businesses. They suspect that their larger rivals are better placed to lobby the EU to receive special benefits.

However, many investors fear that the uncertainty caused by a hard Brexit will deter investment and reduce spending, and so deliver weaker economic growth.

And, in fact, a hard Brexit looks like it will be bad for sterling and for small- and mid-cap stocks, since smaller companies will be most vulnerable to weaker UK growth. The sterling-denominated shares of FTSE 100 large-cap stocks will, meanwhile, benefit from a fall in the pound, since approximately 75% of their earnings come from overseas.

**"her role as leader of the party ... would be in doubt should she defy this vocal group"**

Following May's comments at the Conservative Party conference, sterling fell to a 30-year low of \$1.27, while the FTSE 100 hit a 17-month high.

British government bonds, known as gilts, are easily traded, and if the pound were to fall sharply, international investors may rush to sell. As a result, gilt yields would rise. However, bond markets like few things better than the whiff of an approaching recession, since domestic inflation pressures ease — namely wage growth — and the attractiveness of investing in equities is reduced.

Investment spending and large-ticket household consumption will be sure to weaken in response to a "hard" Brexit. ●



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





Plans to move the historic Tsukiji fish market to Toyosu were put on hold after toxic chemicals were found in the soil beneath the new facility. There are concerns that the presence of the chemicals could have an adverse effect on workers' health over the long term, and also on food safety. However, Tsukiji has outgrown its ageing facilities, which are deteriorating and inefficiently laid out.

## Do you think the Tsukiji fish market should be moved to Toyosu as planned, or do you think the move should be postponed indefinitely?

*“The design and location of the new premises were flawed from the start. Food safety is paramount. Tsukiji should stay put.”*

Move

32%



Postpone

68%

*“Shouldn't we be concerned about hygiene and food safety at Tsukiji's old and overcrowded facilities, with its antiquated refrigeration system?”*



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# Medical Diagnostics

## Identifying precisely what's wrong

The field of medical diagnostics may be small compared to that of pharmaceuticals and medical devices, but its products are making a huge difference in the work of doctors and the lives of their patients.

**Diagnostic results allow** doctors to detect diseases such as cancer early on and then help them tackle medical issues more effectively. The products take a precise picture of a patient's status and also tell doctors how well their medicine is working.

"We like to say that more than 60% of current medical practice is based on diagnostics," says Shuichi Hayashi, chairman of the EBC Diagnostics Committee. "Without knowing diagnostic results, physicians can't make decisions on medical treatment and its progress."

Despite that, the immense medical benefits of diagnostic products are all too often overlooked, according to people in the industry. Medical insurance systems in Japan and elsewhere, for example, regularly fail to provide reimbursements at levels that fully reflect the contributions made by diagnostic systems.

Hayashi says that situation is improving here, with the prices coming gradually more in line with the true value of the products, but adds, "Compared to the situation in other countries, Japan is not doing enough."

There is some good news, however. The committee chairman

says his group and two other industry associations — the Japan Association of Clinical Reagents Industries, and the American Medical Devices and Diagnostics Manufacturers' Association — now have the ear of the Central Social Insurance Medical Council, an advisory panel to the health minister that recommends prices of procedures and prescriptions that hospitals and pharmacies can charge. Until this year, his industry lacked an official process in which it could put forward its reimbursement proposals.

"So now, we're preparing for how to proceed," Hayashi says, adding that this would be the Medical Diagnostics Committee's first proposal to the council.

A major challenge in this effort involves the complexity of diagnostic products. Unlike pharmaceuticals, for example, the systems comprise a number of diverse elements, from laboratory workers to reagents — which are substances used in analysis to trigger chemical reactions. It's also tricky to attach accurate values to diagnostic results since they're often a part of an overall preventative treat-

ment plan. Added to all this is the ongoing sophistication of diagnostic products, which council officials would need to fully appreciate.

Another major issue for the committee is getting timely approval of new items. Medical product makers have long complained that Japanese regulators take exceedingly long periods of time before giving the nod to fresh innovations.

As with the reimbursement issue, some promising signs have finally appeared on the horizon.

"We've agreed on some action items with the Pharmaceuticals and Medical Devices Agency, Japan," Hayashi explains. These include increasing the number of reviewers, and the people who evaluate the products for regulatory approval.

Hayashi says these experts will need to be trained so their knowledge remains current, given the fact that diagnostic products are continuously being developed.

The agency has also recommended that consultations take place before products are submitted, as a way of responding to their growing complexity.

"These are good actions that have started," Hayashi says, adding that his committee is now waiting to see some concrete results, namely, the shortening of approval periods. "We expect to see something next year."

Given the state of Japan's healthcare system, the results can't come too soon, especially considering the strain from having to provide for an ageing population.

"From screening, diagnostics, medical treatment, and then after-treatment — in that whole process, diagnostics can contribute a lot," Hayashi concludes. ●

### Advocacy issues

#### ➔ Regulations

Japan's Ministry of Health, Labour and Welfare should make more effort to promote *in vitro* diagnostics.

#### ➔ Medical reimbursement

The ministry should start a comprehensive study on companion diagnostics.



# A European victory

## The 14th Mercedes-Benz–Cole Haan Cup

The 14th Mercedes-Benz–Cole Haan Cup, which pits a European Business Council golf team against one made up of members from the American and Canadian chambers of commerce, took place on 7 October at the Atsugi Kokusai Country Club.

**Title sponsors Mercedes-Benz** and Cole Haan were joined by 29 other sponsors of this year’s tournament, which saw a record 151 golfers take part. Using the New Peoria System of scoring, the European team came out on top – 75.90 to 76.98. The North American team has a 9 to 5 lead of tournament wins overall.

“This was my seventh year to play in the tournament and, as usual, it was very good,” Scottish golfer Richard Straughan

commented. “It’s the biggest tournament in Japan for the foreign community and it’s always very well organised. I had a great day.”

Part of the reason Straughan enjoyed himself so much was the fact that he won a pair of business class tickets to Europe on Finnair. He also won a Cole Haan handbag at the after-party held at Mercedes-Benz Connection in Nogizaka, Tokyo, on 12 October.

The tournament serves as a memorial in honour of former ACCJ President Robert Grondine, who passed away in 2011. Grondine created the tournament with then-EBC Chairman Richard Collasse and the EBC Vice-Chairman at the time, Eric Ullner.

“I was playing golf with Bob Grondine in Hawaii,” Ullner recalls. “He felt there wasn’t enough networking between the American and European business communities, and he said, ‘Let’s do a Ryder Cup in Japan.’ And that’s how it started.”

“Bob was a past president of the ACCJ and a real pillar of our business community on both the European and American sides,”

past ACCJ team captain, and former ACCJ President, Debbie Howard reflected. “He was a very good friend of us all. I love it that we bring our European and American communities together. We can see people in a totally different environment – we can meet new people, and it’s fun.”

The tournament features a shotgun start – where all of the players tee-off at the same time at different holes.

“You don’t often get to play in a tournament that has a shotgun start, so that makes it a lot of fun,” noted Sid Lloyd from the UK. “And it’s an interesting course to play.”

The New Peoria System of scoring helps to level the golfing field. The best 80% of the scores on each team count towards the overall score. Gross scores this year ranged from 72 – by golfer Dean Rogers – to 135.

As well as facilitating good fun, sport and drink, the annual tournament also raised about ¥800,000 for charity – this year again for the YMCA’s Challenged Children Project.

Next year will see the 15th edition of the cup. “We hope it will be the biggest event ever,” says Ullner. ●



“It’s the biggest tournament in Japan for the foreign community”



THE SALES JAPAN SERIES

# Prospecting For Golden Clients

BY DR. GREG STORY  
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**D**o you have a clear image and understanding of your perfect client? Authors often mention about writing for their avatar. This is their imaginary reader. They have a clear picture of whom they are writing for. They know their reader's hopes, fears, aspirations, behaviours, goals and idiosyncrasies.

In sales, prospecting to find your golden client is a bit like discovering your life partner. We have to go out and meet a lot of potential partners, until we find the person who just clicks with us. We find we get along very well together — we are simpatico, share common interests, have great communication, and are on the same wavelength.

Clients are our partners, too. Partners in the sense that we are looking for a long-term relationship. Our chief objective is to make re-sales. Not just to make a sale, but to generate consistent orders year after year. This can only occur when mutual trust has been built.

If we have distilled what our perfect client looks like, then we have a much better chance of finding such a buyer. Now our perfect buyer may need to grow into that category. It is rare to find someone who is perfect from the outset. The "test and see" strategy in Japan almost ensures that the first orders and interactions will be limited, as the buyer tests us out, to see if we are reliable.

This is done for self-protection. The distribution system in Japan is often convoluted, and there are many outstretched hands involved. This means there are also many interlocking relationships, constructed on years of obligations and counter obligations.

As a new supplier, we are caught up in this web of mutual responsibility. Failure in any one part of the system jeopardises the livelihood of everyone in the food chain; and so people take this relationship-building very seriously. Once burnt, they are very shy to try again; and so we have one shot to make a new client and we had better not blow it.

Our perfect client may actually have to grow in scale to become our perfect

client over time. In the beginning, we may only see small orders, which, based on satisfactory performance by us, will be able to grow in importance. This is the theory anyway.

Now this gradual scale-increase idea raises a problem: which are the nascent perfect clients, and which are buyers just pushing hard for all they can get from us? At the start, this is sometimes hard to determine. As sellers, we tend toward being especially accommodating in the beginning, because we want to grow the business with this new client. This makes perfect sense, but we should always have our BATNA — "best alternative to a negotiated agreement" — at the ready, to wield whenever needed.

Our BATNA is our walk-away position. If we get pushed unreasonably hard on price, we need to be thinking where is the point where this new client is less-than-perfect. In fact, are they meant to become a non-client, because they are too demanding, too cheap and too problematic?

Sometimes, the buyer's tendency is to play the "new client" card as hard as possible. The client wants to force concessions. Then, despite all the rhetoric and agreement about this being a one-off — a once-in-a-lifetime special introductory arrangement — the client sets that number as the new low bar. And against this standard, all further future discounts are measured and negotiated.

This is not a partnership.

We need to have a clear view of whom we want to partner with and to make sure that there is that level of compatibility. There needs to be win-win outcomes aplenty. We can have the correct approach to clients, but not all clients reciprocate. Desperation drives bad decisions and bad partnerships. Life is short. So it is better to take our time and make sure this client is someone we want to be dealing with for a long time.

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**"We need to have a clear view of whom we want to partner with and to make sure that there is that level of compatibility."**

# The best way forward

## Flexible working arrangements benefit women in the Japanese work place

In a recent essay in the *New York Times*, US Supreme Court Justice Ruth Bader Ginsburg disclosed how she balanced looking after her baby daughter with her “job” at the time: going to law school. She described attending classes during the day, going home to care for the baby and, after the baby was asleep, continuing her “work” by studying.

**Some might say** Justice Ginsburg had the freedom to work this way because she was a student. But, in our modern age, this kind of flexibility with working hours and work location is becoming increasingly accepted — some would say necessary. It is a substantial boon to the career development of working mothers and others who are committed — in Ginsburg’s words — “to achieve whatever their talents equipped them to accomplish, with no artificial barriers blocking their way.”

A flexible system is particularly crucial in Japan, where women still face substantial challenges to maintaining their careers, especially when starting a family. Work arrangements that allow women to continue along their career path at a company while working remotely or with a flexible schedule — or even reduced hours — will allow for a better work–life balance and, at the same time, empower women to proactively pursue rewarding careers.

Implementing flexible working arrangements is not necessarily easy for businesses, particularly at the outset. Successful systems require three elements: technology, skilled management, and motivated employees.

Having the proper tools to do a job is always important. For white-collar workers, the principal tools are a computer and internet connectivity. The use of portable

devices — such as laptop computers, tablets and smartphones — has freed workers from being “chained to a desk”. The advent of cloud computing has further reduced the baggage of work. Voice over Internet Protocols (VoIP) have replaced the phone. Teamwork can now be accomplished virtually, as video conferencing allows people to work “face to face” even when sitting half a world away from each other.

At Accenture, we make extensive use of all these tools, which help us to work both efficiently and nimbly. I often connect with colleagues, near and far, via online tools, to resolve an issue quickly. In this way, we can work virtually anywhere with virtually anyone.

As online tools have enabled flexibility, management style has had to evolve. It is no longer effective for a manager to sit at the head of a row of desks and literally keep an eye on workers. Instead, a good manager today needs to communicate regularly with the staff — on matters such as expectations, goal-setting, and quality standards — then monitor the work, providing necessary guidance and direction, and coordinate everyone’s efforts. But none of these responsibilities require physical presence,

provided the manager is properly organised and has fostered a strong communication culture. Such a management strategy ensures that all workers have fair opportunities to maximise their contribution, even when different people are working under different circumstances.

Finally, employees taking part in a flexible working arrangement have to do their share by being responsive, participative and interactive, even when not physically present. This requires motivation and maturity.

One of my colleagues — a mother who, with an active toddler, only comes to the office one or two days a week — could be a poster child for flexible working arrangements. She is very organised and keeps several projects moving forward, regularly reporting to her manager and following up with other

**“we can work virtually anywhere with virtually anyone”**

people by e-mail, chat or phone, as appropriate. She’s one of the most productive people I know, and I wouldn’t be surprised to find her still working and managing a team on flexible work arrangements 10 years from now.

Effectively establishing flexible working conditions requires some extra effort, but once in place, the arrangements promote better organisation and communication across the entire workforce. Everyone wins. ●

Vicki L Beyer is Labor and Employment Counsel at Accenture Japan Ltd.





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**25** ANNIVERSARY  
YEARS



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## Jay Ponazecki

**Company:** The American Chamber of Commerce in Japan

**Title:** Chairman

**Originally from:** New York City and Northern New Jersey

**Length of time in Japan:** 22 and a half years over three periods. The longest period being since 1997.

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

I enjoy going with friends to Plate Tokyo in Nishi-Azabu — Japanese–modern French fusion.

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

I'm an avid walker and focused on getting in more than 10,000 steps each day.

**Name a favourite movie:** It's hard to pick one movie: *Gallipoli*, *Chariots of Fire* and *Out of Africa*.

**Favourite musician:** Aretha Franklin, Adele, Maria Callas.

**Favourite album:** Carole King's *Tapestry*.

**Favourite TV show:** I haven't watched any in years.

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

I had a roadside wild-blueberry stand from the time I was 11 or 12. I learned about packaging and marketing, and sold a lot of blueberries.

**Cats or dogs?**

Cats. Though someday, I would like to have a shiba or a kelpie.

**Summer or Winter?**

In Japan, winter. One doesn't feel cold when one sees *tsubaki* [camellias] and *ume* [plum blossoms] blooming.

**What's your ideal weekend?**

Walking in Kamakura, or volunteering with Hands On Tokyo in Tohoku.

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

I like going home to have some Japanese sake from one of my recent hot spring trips.



“Cats or dogs? I have three children, so I don't have time for either.”



## Karl Hahne

**Company:** Häfele Japan KK

**Official title:** President and Representative Director

**Originally from:** Wuppertal, Germany

**Length of time in Japan:** 27 years

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

Barbaoca Churrasco. They have the best salad buffet and steak in town.

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

Soccer, tennis and golf.

**Name a favourite movie:**

Either *The Matrix*, or the Harry Potter series.

**Favourite musician:** Jim Morrison and The Doors.

**Favourite album:** Pink Floyd's *The Dark Side of the Moon*.

**Favourite TV show:** *Lie to Me* — there's so much you can learn.

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

My family owns a bakery, which has been operating since 1906, where I worked between the ages of 14 and 22.

**Cats or dogs?**

I have three children, so I don't have time for either.

**Summer or winter?**

I love the changing seasons. Tokyo is beautiful all year round.

**What's your ideal weekend?**

Family and friends, sun and sports.

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

Berd's Bar in Roppongi — my German home away from home.

*fit for a*  
**KING**

450g of lamb, grilled in a full rack and served at the temperature you like, with a rich Cabernet sauce — and accompanied by mashed potatoes and fresh seasonal veggies. Served as chops upon request.



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**Minami-Machida**  
042-788-3360

**Makuhari**  
043-213-3256

**Osaka Umeda**  
06-6457-7121

**Shinagawa Konan**  
03-6718-2861

**Shinagawa Takanawa**  
03-5798-3501

**Ikebukuro**  
03-5928-1391

**Ebina**  
046-292-4286

**Nagoya Sakae**  
052-968-7800



# The Agenda

NOV  
14ITALIAN CHAMBER OF COMMERCE  
IN JAPAN

## Gran Concorso di Cucina Contest

**TIME:** 10:00-14:00**VENUE:** Tokyo Gas Studio,  
NBF Komodio Shiodome, 2F**CONTACT:** events@iccj.or.jpNOV  
25IRELAND JAPAN CHAMBER OF  
COMMERCE

## IJCC Business Awards 2016

**TIME:** from 19:00**VENUE:** Roppongi Hills Club**CONTACT:** support@iccj.or.jpNOV  
16

ITALY-GERMANY EVENT

## Chambering: Smart networking

**TIME:** 18:30 registration**VENUE:** B&B ITALIA Tokyo Showroom,  
Gaienmae**FEE:** ¥8,000 (ICJ/AHK Japan  
members), ¥10,000 (non-members)**CONTACT:** support@iccj.or.jpNOV  
29BELGIAN-LUXEMBOURG CHAMBER OF  
COMMERCE IN JAPAN

## Belgian Beer and Food Academy in Osaka II

**TIME:** 18:30-21:30**VENUE:** Hilton Osaka, Osaka**FEE:** To be confirmed**CONTACT:** info@blccj.or.jpNOV  
17SWISS CHAMBER OF COMMERCE AND  
INDUSTRY IN JAPAN

## Luncheon: Peter Kaemmerer, DKSH

**TIME:** 12:00-14:00**VENUE:** Grand Hyatt Tokyo**FEE:** ¥6,500 (members &  
non-members)**CONTACT:** info@sccij.jpDEC  
1SWISS CHAMBER OF COMMERCE AND  
INDUSTRY IN JAPAN

## SCCIJ & Swiss Club Tokyo - Year End Party 2016

**VENUE:** Hilton Tokyo, Kiku Ballroom**FEE:** ¥13,000 (members and guests),  
¥8,000 (students, from age 18)**CONTACT:** info@sccij.jpNOV  
21BELGIAN-LUXEMBOURG CHAMBER OF  
COMMERCE IN JAPAN

## Belgian Beer Gathering

**TIME:** 19:00-22:00**VENUE:** Belgian beer café in Tokyo**FEE:** Pay for what you drink**CONTACT:** info@blccj.or.jpDEC  
7

NORDIC CHAMBERS EVENT

## The 24th Scandinavian Christmas Ball

**TIME:** 18:30-24:00**VENUE:** The Westin Tokyo**FEE:** ¥21,000**CONTACT:** Respective chambersNOV  
25BRITISH CHAMBER OF COMMERCE IN  
JAPAN

## Dr Florian Kohlbacher, Economist Corporate Network

**TIME:** 08:00-09:30**VENUE:** Grand Hyatt Tokyo, 2F,  
Residence Anise**FEE:** ¥5,500 (members), ¥7,500  
(non-members)**CONTACT:** info@bccjapan.comDEC  
8ITALIAN CHAMBER OF COMMERCE IN  
JAPAN

## ICCJ Gala Dinner & Concert

**TIME:** 19:00-23:00**VENUE:** Happa-en, Jour and Nuit rooms**FEE:** ¥25,000 (members), ¥28,000  
(non-members)**CONTACT:** support@iccj.or.jp



# Michael Mroczek

Foreign Law Partner at  
Okuno & Partners

A **full-service** independent business law firm, Okuno & Partners specialises in the areas of litigation and arbitration, finance, bankruptcy and restructuring, corporate law and M&As. Founded in 1924, it is one of the oldest law firms in Japan.

“The lawyers in the firm’s International Practice Group have extensive experience in cross-border transactions, international litigation and international dispute resolution,” says Michael Mroczek, Foreign Law Partner. “And it is the only Japanese law firm in Japan providing legal advice on Swiss law.”

Okuno & Partners also advises clients on international sales, distribution, licensing, joint ventures and foreign investments. ●





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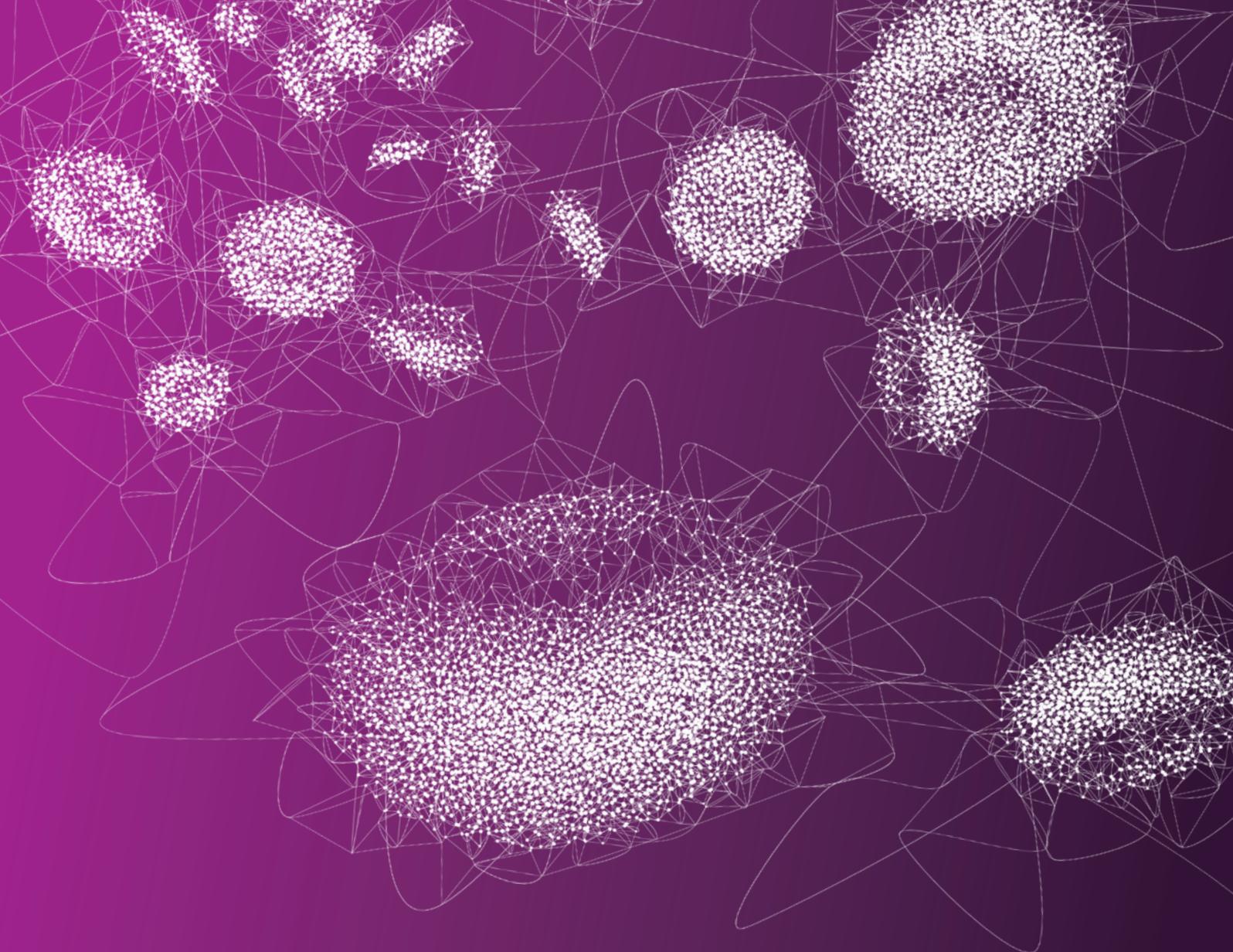
\* Starting from one night.

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#### **ACTELION PHARMACEUTICALS JAPAN LTD.**

Actelion Pharmaceuticals Japan was established in 2001 to meet the medical needs of patients with pulmonary arterial hypertension in Japan. Since its foundation the company has established a significant presence in the pharmaceutical market and also provides clinical development for the specific needs of the Japanese Health Authorities. The organization also has a central role for East Asian cross-border clinical development activities, such as in South Korea. In 2015 Actelion Pharmaceuticals Japan contributed 9% of Actelion's total product sales.

#### **ACTELION LTD.**

Actelion Ltd. is a leading biopharmaceutical company focused on the discovery, development and commercialization of innovative drugs for diseases with significant unmet medical needs.

Actelion is a leader in the field of pulmonary arterial hypertension (PAH). Our portfolio of PAH treatments covers the spectrum of disease, from WHO Functional Class (FC) II through to FC IV, with oral, inhaled and intravenous medications. Although not available in all countries, Actelion has treatments approved by health authorities for a number of specialist diseases including Type 1 Gaucher disease, Niemann-Pick type C disease, Digital Ulcers in patients suffering from systemic sclerosis, and mycosis fungoides type cutaneous T-cell lymphoma.

Founded in late 1997, with now over 2,500 dedicated professionals covering all key markets around the world including Europe, the US, Japan, China, Russia and Mexico, Actelion has its corporate headquarters in Allschwil / Basel, Switzerland.

