

EURO BIZ JAPAN

SEPTEMBER 2016

STATE OF THE ART

Peter Kronschnabl,
CEO of BMW Japan

➔ **In capable hands**

Greater public awareness of AED machines will help save lives

➔ **Waste not, want not**

A look at Japan's excellent waste disposal system



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**The Mission of the
European Business Council**

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

State of the art

By Gavin Blair

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First Focus

Mackerel sky

In Japan, a mackerel sky — with rows of clouds like fish scales — is a sign of the beginning of autumn. These cirrocumulus clouds form at high altitudes when the barometric pressure begins to fall, and indicate that rain will soon be on the way. They appear with increased frequency at the end of summer, coinciding with Japan's typhoon season.

Although they imply dreary weather ahead, after the humid summer, they are a welcome sight.

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

➡ *"The problem I often encounter with hearing and writing about luxury products is that I end up wanting one for myself. So the big question is: a new 7 Series BMW or a Mini Cooper? Choices, choices, choices."*



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.

➡ *"I confess that the topic of waste management in Japan struck me as somewhat ... unglamorous when my editor first suggested it to me. But I soon realized that there was more to the topic than met the eye, and that the world has a lot to learn from Japan in how to deal with this perennial problem."*



Justin McCurry is the Japan and Korea correspondent for *The Guardian* and *The Observer* newspapers. He graduated from the London School of Economics and later gained a master's degree in Japanese studies from London University.

➡ *"There are plenty of AED devices in Japan ... and plenty of people who don't know how to use them. That, to my shame, includes me. As manufacturers continue to make their devices easier to use for people with no medical experience, there are no excuses for standing helplessly by if and when someone drops to the ground in cardiac arrest. After all, it really could be a matter of life and death."*



Debbie Howard has been an avid Japan-watcher for over 30 years. She is Chairman of CarterJMRN, a strategic market research agency that helps multinationals create successful partnerships with Japanese consumers. Debbie is also past President of the American Chamber of Commerce in Japan (ACCI), and currently serves as President Emeritus.

➡ *"There have been many positive moves made in terms of empowering Japanese women in the work place, and I applaud both the government and private sector companies for their efforts so far. Now is the time to seriously step up if we want to make real, lasting change stick in Japan."*

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

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

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

FENDI TIMEPIECES CELEBRATES SAVOIR-FAIRE, ELEGANCE AND CREATIVITY

By skillfully blending Italian craftsmanship and Swiss watchmaking expertise, Fendi Timepieces creates luxury watches enhanced by visionary looks in the sign of contemporary and versatile sophistication.



POLICROMIA

A voyage through time from the mysterious myth to the future, Policromia is the new exclusive Fendi Timepieces collection designed in collaboration with Delfina Delettrez Fendi, globally renowned jewelry designer and fourth generation of the Fendi Family.

The name Policromia originates from the Greek words poly (multiple) and khrōma (colors), embodying the idea of several colors together, with a mystic reminder of a surreal Goddess living in a distant world.

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Hand-crafted in precious materials by FENDI's master artisans with a feminine and contemporary allure of the new dial design and the refined streamlined silhouette, the Selleria watch is daring and elegant as the modern woman.

Blended with single or multiple stitched straps in Cuoio Romano calfskin, alligator, exotic teju, or contrast-color duo leather, this watch is also proposed in a mirror-polished stainless steel bracelet version, being the perfect dawn-to-dusk accessory. A unique wristwatch that can also be worn as a sophisticated FENDI necklace and pendant with a quick-change strap feature, a world first in luxury watchmaking, giving women an unprecedented personalization opportunity.



FENDI MY WAY

Inspired by the Roman amphitheaters, the Fendi My Way collection features a unique design enhanced by its curved case recalling the galleries around the arena. It celebrates the Maison's Roman roots and the daring creativity dear to FENDI. The removable fox fur collar, called Glamy, gives the collection a hint of great drama and versatility, a surprising statement of beauty and elegance.



THE LEADERSHIP JAPAN SERIES

Training Women in Japan

BY DR. GREG STORY
PRESIDENT, DALE CARNEGIE TRAINING JAPAN



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動き出す

Discrimination against women in business in Japan takes many forms. Prime Minister Shinzo Abe talks about targets for women in leadership positions in companies, but not much has changed. In fact, he significantly lowered the targets after barely getting started on the campaign. I am a Rotarian in Japan, and it is a male bastion still. Rotary is a vast international organisation with the purpose of connecting diverse professions together, to build better networks, and to contribute to the community.

In Japan, around 94% of Rotary Clubs do not have women members. My own was the same until a few years ago. Every year since I joined in 2002, we have had internal debates about accepting females into our club. The "no women" faction has basically aged and passed on, over these last 14 years.

Of course, there were no regulations stating that women could not join, but the reality was that women could never pass the selection protocol because of their gender. Happily, that era has now passed, and we are now at a massive 5% female membership. The global average, by the way, is 21%.

Who are these men in Rotary? They are businessmen ranging from small local business owners to the mightiest captains of industry. My club is full of the latter. In Japan, Rotary just adds another layer to those male connections built up at school and university.

Rotary around the world continues to grow in membership, but not in Japan. Up until 2000, Japan was leading the world in recruiting new members; and since then has spiralled down until, today, it is less than half the world average. Since opening the doors up to women in business, it has finally begun to turn around.

Captains of Industry Won't Face Reality

Facing a steadily declining membership, did the captains of industry embrace the reality and accept women to stem the haemorrhaging of the numbers? No, they hung in there as long as possible to avoid it.

I feel that we are finally getting somewhere in Japanese business. My club is very large, rich, conservative, powerful; and the average age of our members is 69. If even my club members can now accept the requirement to have women, then this could be a barometer of broader social change and the better

acceptance of women in business in Japan. These guys are running Japan's biggest corporations, so one hopes that progress here means there will be progress inside their companies.

Today, we see our corporate training classes composed of about 70% men and 30% women. Where are the rest of the women? They are not selected for training, because their company's middle management team is still basically a male-only club.

There are lots of diversity trainings going on; but, for the most part, the wrong people are being focused on. Giving women more training is a great idea, but we need to train their male bosses as well. Whenever we discuss diversity training with Japanese clients, they are wholly focused on up-skilling the women employees. When we suggest that a more holistic solution means bringing the men into the picture and better educating them about how to lead their women staff, we find we are plumbing a new idea here.

No Change? Expect Decline Then

Leading and managing are different. Managing means supervising the processes within the company. Leading means supervising the processes within the company and means building the people. "People" here include women. Leadership in Japan needs men to think in these terms, because, like my Rotary Club, decline is guaranteed unless changes are made.

We won't see women meeting Abe's original target, unless we get the male bosses to change first. We can skill up the women as much as we like, but their male bosses are the ones who recommend them for promotion or for increased responsibilities. Like my Rotary, there are no regulations preventing women from being considered, but magically only the male staff get the nod.

Let's start with male middle management and bring forth the changes Japan business needs in order to succeed in the future. We are running out of young people in Japan. Immigration is not on the Japanese official horizon anytime soon, especially after the recent issues associated with refugees flooding into Europe. Let's cease with the lip service and grasp the reality. Time to train for mindset changes and unleash virtuous cycles, instead of the vicious variety.

Engaged employees are self-motivated. The self-motivated are inspired. Inspired staff grow your business, but are you inspiring them? We teach leaders and organisations how to inspire their people. Want to know how we do that?

Contact me at greg.story@dalecarnegie.com



FROM EUROBIJ JAPAN

TEXT BY ANDREW HOWITT

Reasons to celebrate

In July, NASA put the Juno spacecraft into orbit around Jupiter, an unprecedented achievement of technology and exploration. In August, Japan won a total of 41 medals at the Rio Olympics, which is the highest medal count in its history. September has already seen Sri Lanka declared completely free of malaria, when only decades ago it was one of the countries worst affected by the disease. Although there is a great deal of uncertainty, instability and fear in the world today, there are still countless reasons for celebration.

This year, Italy and Japan are celebrating 150 years of diplomatic relations. Our Country Spotlight on Italy looks at the nation's unflinching dedication to producing goods of the highest quality and Japan's

long-held admiration of their craftsmanship (page 24).

Eurobiz Japan spoke with His Excellency Domenico Giorgi, Italian Ambassador to Japan, about commemorating the anniversary, the numerous cultural events that have been happening this year, and the increased interest of Italians in this country. Read the interview on page 16.

On the September cover is Peter Kronschnabl, president and CEO of BMW Group Japan. The company is celebrating the opening of its new flagship outlet, BMW GROUP Tokyo Bay

in Odaiba. Complete with a test driving course and a café, the facility transforms the concept of a dealership. Find out more in Gavin Blair's article on page 10.

Justin McCurry writes about the proliferation of automated external defibrillators (AEDs) in Japan (page 20). The general public needs to be better educated on how to use these devices in an emergency in order to save more lives. And more lives saved would certainly be a reason to celebrate. ●

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BMW Group Japan marks 35 years with a new flagship centre in Odaiba

Marking its 35th year of operations in Japan — as its parent company celebrates its 100th anniversary worldwide — BMW Group Japan is enjoying double-digit sales growth, even as the domestic auto market shrinks. The 35 years since becoming the first entirely owned subsidiary of a foreign manufacturer in Japan has been commemorated with the opening of an expansive, state-of-the-art dealership in Odaiba.

The €40 million, 27,000m² BMW GROUP Tokyo Bay facility is both a flagship for the BMW and MINI brands in

Japan, as well as a blueprint for its Future Retail concept that will be rolled out nationwide, according to country president and CEO Peter Kronschnabl.

BMW Group Japan has long been innovating in Japan, according to Kronschnabl, who previously served as the German automaker's country head in India, Russia and Belgium-Luxembourg.

"We were the first car company in Japan to introduce a 24-hour emergency service and the first foreign manufac-

STATE OF THE ART



turer to have its own financial services operations,” he adds. With parts delivery centres and training centres in both Chiba and Kobe, a 25-person engineering facility, as well as a network of 360 outlets nationwide, BMW Group Japan is “heavily committed to this market, and has a clear plan for the future to continue growth.”

As Japanese auto sales shrunk 10% last year, BMW Group Japan’s strategies have been paying dividends as both its brands posted double-digit growth on the way to selling 21,083 MINIs and 46,229 BMWs, making this market one of the six most

important markets worldwide for the parent company.

Kronsnabl sees potential for further growth in both the luxury and import sectors — imported cars account for just 5% — despite Japan’s strong domestic auto industry and tough sales environment.

“Eighty percent of the customers of our new family model [BMW 2 Series Active/Gran Tourer] are people who previously drove domestic brands, which is substantial, and for BMW is among the highest ‘conquest’ rates globally,” notes Kronsnabl, who relishes the challenges of the Japan market.

“Competition is good — it makes you stronger,” he states. “Weak competition just makes you weak.”

BMW’s design, dynamics and its “German engineering paired with German quality” are the big appeals for Japanese customers, according to Kronsnabl.

“MINI is very well perceived in Japan; it has a

unique identity and is very hard to copy,” says Kronsnabl.

“Its target market in Japan is creatives, who appreciate the brand’s heritage and compact premium brand image.”

Both brands are on display at the new showroom.

“BMW GROUP Tokyo Bay is our flagship and is the model for what we are going to roll out across the country,” Kronsnabl explains. “You can’t just be state-of-the-art with the cars, you have to also be state-of-the-art with people and processes.”

This is at the heart of BMW’s Future Retail concept, a crucial element of which is their Product Genius staff, who undergo a minimum of six months additional special-



ised training to take their knowledge of the automobiles and customer service to another level. There are currently 67 outlets in Japan which have at least one Product Genius, with plans to have at least one in every dealership by 2020.

"The customer's first point of contact is with a salesperson," Kronschnabl explains. "And of course, a salesperson wants to sell them something, but it may not be what the customer really needs. Maybe the car that is the easiest to sell is not the best for the customer. Because a salesperson will naturally want to sell what they can, but a Product Genius goes in a totally different direction because they're an adviser; they want to find out what the customer really wants and find the right product for them."

The overall concept for the new facility is that this isn't just another car dealership.

"There are different worlds, so to speak, with 'islands' dedicated to the separate sub-brands," says Kronschnabl.

There are BMW i electric cars, the 7 Series, BMW M, the core BMW range and BMW Motorrad motorbikes. A large area showcases BMW's lifestyle range, including golf, clothing, and a BMW Isetta cafe-teria-bar. And then there is MINI on the other side, including an area for John Cooper Works, the

"BMW GROUP Tokyo Bay is our flagship, and is the model for what we are going to roll out across the country"

high-performance models.

"In the middle is the Café, in collaboration with Nespresso, which is a neutral area, and is about design and hospitality, or *omotenashi*," Kronschnabl continues.

There is also a test-driving centre, where you can try out any BMW or MINI model. "At the end, there is a wet skid pad where you can test drive cars in

difficult conditions and find out how they react, and also how you have to react," he elaborates. "We also give driving lessons there."

The complex at Tokyo's waterfront also houses a fully-equipped conference centre that can be rented out. The centre has already hosted a PechaKucha event, the creative networking get-to-

gethers where speakers present 20 slides in 20 seconds, and is in discussions to hold a TEDx Talk.

With Odaiba being one of the main venues for the Tokyo 2020 Olympics, BMW sees the location of its new flagship as highly strategic for years to come.

BMW's best-selling models in Japan don't differ significantly from those available in other major markets, though it does make some minor adjustments to suit local requirements.

Because of Japan's automated parking towers, "we had to make the door handles on the 3 Series 15mm narrower on each side or else they wouldn't fit [into the parking slots]. And on the i3, we needed to adjust the height of the antenna to below 1.55 metres."

The BMW i is BMW's entry into the world of electric cars.

"We are the only premium brand that has developed dedicated electric cars from scratch, rather than taking an existing model and putting an electric engine in it," Kronschnabl states.

Autonomous cars are the other current hot topic in the motor industry, and Kronschnabl sees the future as "100% hands off, feet off, brain off" — but with the option for a driver to take control of the vehicle always there.

"You may want to let the car drive when you're in heavy traffic in the city," he observes. "But then when you're on a winding road out in the country, you want to be able to experience the joy of driving it yourself." ●



SUMMARY OF EFFECTIVE JOB-OPENING-TO- APPLICANT RATIO *and* DIGEST REPORT ON EMPLOYMENT TRENDS FOR Q2

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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 (MHLW) for each quarter, and release this data alongside our views.

The effective job-opening-to-applicant ratio ("ratio") released by the MHLW on 29 July was 1.37, a 0.01 point rise when compared to the previous month. The average ratio for the three-month period from April to June 2016 was 1.36. In April, this "ratio" by actual place of work for employee (not company location) exceeded 1.0 for all prefectures for the first time since this calculation commenced.

With the tight labour conditions amidst a continuing labour shortage in Q2 of 2016, demand was prominent in industries such as accommodation, food and beverage service (18.0% increase), construction (7.4% increase), and medical and welfare (7.3% increase). Companies that encountered difficulties in hiring fresh graduates have made the shift toward recruiting currently unemployed recent graduates with work experience, and experienced "ready-made" mid-to senior-level recruits. This shift is believed to have helped spur demand for human resources in the job-movers' market. This "ratio" for career jobs has also continued to rise (0.88), and demand for human resources for career jobs in professional and technical occupations, in particular, is on a growing trend.

Among the job categories, there is also increasing demand for professional and technical positions, including construction/civil/surveying engineers (a ratio of 3.96), and information processing/communications engineers (2.29). IT specialists are required across a broad spectrum of industries, and personnel requests received by Robert Walters Japan reflect growing demand for experienced security and data specialists, and web engineers and digital marketing personnel.

The "ratio" has also remained high for sales jobs. The service sector is experiencing a continued labour shortage for jobs such as hospitality/wait staff (3.43). While orders

have continued to pour in from the construction industry based on the 2020 Olympics-related demand, the labour shortage problem is worsening. The "ratio" remains high across all job categories in the construction and mining sectors, including construction work for building frames (6.85).

Overall demand, however, has remained low for administrative jobs, such as general administration (0.28) and accounting-related administration (0.63). This is because demand for such personnel is on the decline amidst the growing trend of substituting human labour with machinery, and systems for monotonous and simple tasks.

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

"Despite concerns for the impact of the withdrawal of the United Kingdom from the European Union and market sentiment toward further yen appreciation, the job market is expected to continue booming on the back of positive factors such as Olympics-related demand and the increase in the number of foreign tourists to Japan. Demand for bilingual professionals with specific skills is continuing to increase, regardless of the industry or job category, making it even more difficult for corporations to secure this kind of talent.

While job-opening-to-applicant ratio is on the rise in the professional and technical sectors, the low ratio for all administrative jobs — including general administration, which is a "high volume zone" — stands out, marking a growing mismatch in the job market. However, even for workers in such sectors, inquiries have continued to pour in for bilingual professionals who are proficient in both Japanese and a foreign language such as English; the number of job openings exceeds the number of applicants in this aspect, demonstrating a market that favours job-seekers."





Japan's excellent waste disposal system, and how it can get even better

Anyone who's ever lived in Japan knows the drill: in the morning, you take the garbage to your neighbourhood's garbage-collection site, a short distance from where you live.

It's usually just a spot on a street corner, easily recognisable because of signs explaining what types of garbage are to be put out for collection on what days. Each municipality in Japan has different ways of classifying waste. The most common categories are burnable, non-burnable, paper, plastic, PET bottles and cans. Woe betide the person who inadvertently mixes up different categories of trash or puts out the wrong garbage on the wrong day.

People take garbage very seriously in Japan. That's only to be expected in a crowded, compact and highly industrialised society. Ever since Japan began its modern economic development in the late 19th century, its government, business and individual citizens have been finding new and better ways of coping with waste, both to make more efficient use of scarce resources and to reduce the impact on the environment.

Japan began disposing of urban garbage by incineration around 1960. The Ministry of the Environment boasts that the country now has the most advanced garbage incineration facilities in the world. The nine million people of Tokyo's 23 wards, for example, produce about 9,000 tonnes of household waste a day. It's incinerated at temperatures of more than 800°C, reducing it to 5% of the original volume. Various steps are taken to prevent the emission of harmful substances such as sulfur oxide and particulate matter. Heat energy produced during incineration

is used to supply the electricity needs of the entire facility, any remainder being sold. And high-temperature water is supplied to local swimming pools and greenhouses. The waste material that's left over after incineration is disposed of in landfills.

"But in Tokyo, it's extremely difficult to establish new landfills," points out a Tokyo Metropolitan Government official. "So current disposal sites face a challenge."

But Japan does much more than simply burn its garbage. PET bottles, food trays, and cans are collected and recycled to make things such as textile products. Based on the principle of reduce, reuse, and recycle, Japan as of 2012 had a municipal waste recycling rate of slightly more than 20%. That compares with the 40% recycling rate of Estonia, the EU's best performer in this regard.

Japan is also a world-leader in recycling home appliances. They're taken apart, manually sorted and then compacted. Harmful chlorofluorocarbons are recovered for proper disposal. Metals and plastics are recycled.

Japan has also made great strides in developing biomass technology in recent years, which is fast becoming a promising new energy source. Food and kitchen waste from homes — as well as animal manure, sewage sludge and other types of organic waste — are seen as having great potential in a resource-poor country

that faces a chronic energy challenge.

Although local Japanese authorities can be said to be doing an exemplary job when it comes to waste management and disposal, there are cracks in the system. Since there aren't returnable deposits on PET bottles, cans and glass bottles, there isn't as strong an incentive for consumers to recycle such containers as in countries that have a deposit-return system.

"there isn't as strong an incentive for consumers to recycle"

That's where companies like Norway's Tomra are starting to play an important role.

Garbage disposals at Japan's ubiquitous convenience stores, for example, are often overflowing with an excess of PET bottles in particular, and all too often people litter the streets and other public places with them.

Tomra Japan is a joint venture between the Norwegian parent firm and Sumitomo Corp. that has been in business since 2001. The company makes what are known as reverse vending machines (RVMs) and installs them at retail outlets operated by their clients, which include leading Japanese retail and supermarket groups, as well as several municipalities.

Tomra has so far installed more than 1,000 RVMs in Japan.

"Bottles and cans are an integrated part of a closed recycling loop where the RVM, with the help of consumers, supports the collection, selection, sorting and compaction of bottles and cans at retail locations," says Tomra Japan president Sonny Soderberg. "They help to get the public more engaged in hands-on recycling work. Interest is increasing bit by bit."

Soderberg stresses the convenience of the RVM system. "You can get rid of your bottles, cans and paper — we also provide paper-collection systems — anytime your local store is open, as compared to the municipal system where the pick-up is normally done at a set time just a few times per month."

Instead of cash refunds, the system offers consumers incen-

tives in the form of recycling points that can be added to loyalty cards, such as Seven & i Holdings' nanaco or Aeon's Waon cards.

Soderberg says there's also a fun aspect to the RVM system.

"Many parents use the machines to teach their children about recycling and resource conservation, and kids think it is fun to operate the machines, especially the sound they make when bottles are crushed inside," he says.

Meanwhile, Japan is beginning to export its waste-management know-how. The Tokyo Metropolitan Government's waste-management and resource recovery authority recently joined forces with private firms to help Moscow develop a waste-management system modelled on that of the Japanese capital. ●

9,000 tonnes

of household waste a day is produced by the 9 million people of Tokyo's 23 wards





Celebrating two cultures

Italian Ambassador to Japan Domenico Giorgi

An avid reader of history and a collector of antique books, Italian Ambassador to Japan Domenico Giorgi has spent his career in the foreign service in places such as Beijing, Geneva and Brussels. He also served in Kabul from 2001 to 2004 as Ambassador to Afghanistan, shortly after the fall of the Taliban; a time when the international community was trying to start solving the enormous problems of institutional and economic restructuring facing the country. Ambassador Giorgi's current posting to Japan could be described as considerably less dangerous, albeit extremely rewarding. This year, he has helped to prepare for the many high-level visits from Italy as Japan acted as host to the G7 nations for ministerial meetings and the summit in Ise-Shima. Also in 2016, Italy is marking its celebration of 150 years of diplomatic relations with Japan. The ambassador spoke to *Eurobiz Japan* about some of the events that were held, the ways the two nations are cooperating, and the growing interest of Italians in Japan and Japanese culture.

What was your impression of the 150th anniversary event in Roppongi in May?

Italian residents in Japan are small in number, between 4500 and 5000, mainly concentrated in Tokyo. The idea was to use this event as a way to have the Italian community come together. It was also a way to show Japan typical contemporary Italian culture — a big pop star, Zucchero, was there, among other artists.

There have been a lot of Italian cultural events this year, particularly art exhibitions. Was this related to the anniversary?

There is a significant demand for Italian culture in Japan, and the engine behind those events are the Japanese media.

This year we had 10 big exhibitions, including Botticelli, Caravaggio, Leonardo, and the Venetian painters of the Renaissance. The Caravaggio exhibition was the biggest ever organised outside Italy. Altogether, one and a half million visitors went to those exhibitions.

Your career started in 1980 at the Directorate General for Cultural Relations. Do you believe that had an effect on you?

It was important in helping me to perceive how culture can be used as, what we call today, soft power; how it can be important in international life. And the fact that the Director General I served became an eminent historian and journalist, it was, professionally, a good experience.



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Silvano Borroni, Owner



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You gave a speech in May at Keio University's economic conference, *The Economics of Italy and Japan: Historical Developments and Future Policies for Stability and Growth*, commemorating the anniversary. Can you summarise what you spoke about?

I'm not an economist — and there were eminent economists present on that occasion — so I took a historic point of view, to develop a kind of parallelism between Italy and Japan, but also by looking at the differences. I started from the moment we established relations in the early Meiji period as new nation states — Italy had just been unified, and Japan had just re-established the emperor and had been opened to the rest of the world.

The first parallels were industrialisation, and building national administrations. Then I traced parallels through the alliance in the First World War, the Depression and what happened between the two wars, and then reconstruction and the economic boom. There are important differences between the two countries, but as “late-comers” to the global economic competition between nation states, we had quite similar patterns of development.

Today, we are both facing the issues of public debt and an ageing population, which is a significant structural and economic problem for both countries where there is a need to reform retirement schemes.

What are some specific examples of how Japan and Italy are cooperating?

One example is robotics. The scientific and technological cooperation on robotics between the two countries is

very strong and very advanced. There is a partnership between Waseda University and Pisa University on robotics. And there are some very important applications in areas such as health, mobility, and assistance to the elderly. So it's not only scientifically important. I believe Japan is very good at engineering the movement of robots, and Italy is very advanced in their humanisation.

Another example has to do with start-ups. A few months ago, the embassy organised a meeting of young start-ups, and around 10 Italian company representatives came to Tokyo. Their products are in fields such as health machinery, transportation connected to energy production, and 3D printing rang-



ing from the production of cultural goods to the printing of shoes. They were able to meet with interested Japanese start-ups and Japanese investors — people involved in innovation. There was interest in developing all of the projects further. Some signed contracts. It's quite a good example of new patterns of cooperation that aren't part of big industries or the traditional exchanges.

How do you think Italy views Japan?

I believe there is a new and growing interest in Japan, which is shown by the data of Italian tourism to this country. Last year, the number of people who came tripled. And this trend is continuing. I believe Italians have become the largest group of European tourists here.

Why do you think that has happened?

I have noticed that the leading force is Italian women. Japan is seen as a country

with a large amount of beauty, with healthy habits — such as the food — and with a strong sense of personal care — *onsen* and spas, and, of course, the culture. If you put all of these together, it's very attractive to Italian women.

There are also the sons of those Italian women, because of the large influence, over the last 20 years, of Japanese *anime* and *manga*. I could mention Nintendo's Super Mario Brothers; there is an Italian connection there. The most important *anime* movie director in Japan is Hayao Miyazaki, and many of Miyazaki's stories are strongly connected to Italy. Italian airplane pilots appear as the main character in certain Miyazaki stories. We also have a very large manga festival in Italy, in Lucca, which I believe is the biggest of its kind in Europe.

What have you learned through your time in the foreign service?

I have served in different countries and dealt with many different issues — that is one of the main advantages of my job. There is the need to change and to adapt to new situations, which is very challenging, but I am constantly interested in what I am doing and experiencing. So the foreign service is a good school to attain some interesting life experiences, while at the same time serving your country.

You have been serving in Japan since 2012. What is next for you?

Well, I am close to the end of my time in Japan. Let's see when.

After we go back to Italy, maybe I will follow my wife — who is also a diplomat — in her career. What kind of change could be better? ●



FEATURE

TEXT BY JUSTIN MCCURRY

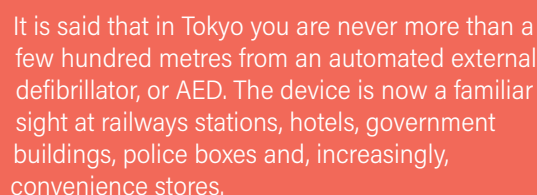
ILLUSTRATION BY GUILLAUME BABUSIAUX

Incapable hands

More AED machines
meaningless without
more awareness



**"Greater AED
availability
amounts to little if
people are unable
— or unwilling —
to use them"**



There are now about 600,000 AED devices installed around the country. About 500,000 can be found in public places, schools and corporate facilities, with the remainder in “specialist” locations, such as hospitals and ambulances, and on board Japan Maritime Self-Defense Force ships.

In the 23,800 cardiac arrest cases recorded in 2012 by the Fire and Disaster Management Agency, the rate of survival was 41.4% when AEDs were used. The problem was that the

"Japan has a pretty good per capita AED ratio; the problem is the public's ability to use them," said Michael Van Zandt, president of Laerdal Medical Japan, which sells Philips Medical AEDs, as well as its own range of cardiopulmonary resuscitation (CPR) training devices.

That chain begins with the speedy deployment of an AED in cases of sudden cardiac arrest. Used properly, the machine delivers an electric shock to a heart that is “shuddering” rather than pumping, in an attempt to restore a normal rhythm.

Greater AED availability amounts to little if people are unable — or unwilling — to use

"tens of thousands of Japanese people die from cardiac arrest every year"

them. Van Zandt believes a cultural reticence is affecting rates of usage. "We have to be aware of cultural sensitivities, but that's why training is so important," he said.

Laerdal, ZOLL Medical Corporation, Netherlands-based Philips Medical, and Japanese distributors such as Fukuda Denshi and Nihon Kodenshi, believe the lead-up to the 2019 Rugby World Cup and the Tokyo Olympics a year later will offer an ideal opportunity to raise awareness of CPR and the use of AEDs.

The Japanese Red Cross Society has instructed more than three million people in AED-use as part of its first-aid course, and training is also now part of driving instruction programmes. The Osaka Life Support Association's nationwide PUSH Project encourages AED-users to remember the three "pushes" after calling the emergency services: first, they should push the victim's chest using CPR, then push the device's buttons and, finally, push themselves — an exhortation not to let lack of confidence prevent them from potentially saving a life.

To encourage non-medical bystanders to take the plunge, manufacturers are adopting new technology to make AEDs easier to use.

Philips' R3 model has a bilingual function that allows users to choose from one of several languages alongside the preset Japanese, while its FRx+ and HS1+ models offer real-time

instruction in more than 20 languages, according to Megumi Baba of Brand, Communications and Digital at Philips Japan.

"Philips Japan has been making continuous efforts to raise awareness of the proper placement of AEDs within two-minute distances [in public places] so that we can increase the likelihood of saving as many people's lives as possible," Baba said.

"Philips plans to introduce new, easier-to-use AED models that are lighter and smaller than existing models," she added. "For the 2020 Tokyo Olympics, Philips Japan is working to ensure there are sufficient volunteers who are trained to operate AEDs, as well as to ensure proper placement of these AEDs so there is always a device nearby to help save lives."

ZOLL's models for the Japan market feature Japanese-language instructions, but

cases of sudden cardiac arrest, or what some call bystander interventions.

Published in the 21 July, 2015 issue of the *Journal of the American Medical Association*, one study of more than 167,000 patients in Japan found that bystander-initiated defibrillation had twice the survival rate for the victim than that performed later by emergency medical services.

It confirmed what medical professionals have known all along: the earlier the intervention, the higher the chances of survival.

Takuro Tsukube, director of the Center of Cardiovascular Disease at the Japanese Red Cross Kobe Hospital, said there were many instances of patients arriving at his hospital having been given a lifeline by timely AED interventions. But he cautioned: "No one can say that there are enough AED devices."

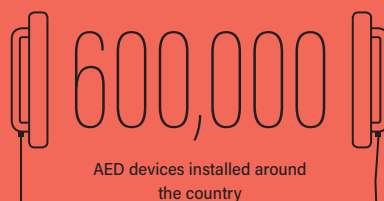
ZOLL's White applauded the increasing prevalence of AED machines in Japan, but added: "Like most countries there is still a long way to go to ensure the whole population has timely access."

Laerdal Medical Japan, a subsidiary of Laerdal Medical Norway, distributes Philips AEDs, as well as its own CPR training devices, from basic models costing around ¥5,000 that come with DVD training instructions, to professional models that can cost up to around ¥10,000,000.

The firm's high-end models provide instant feedback to users by measuring, for example, the depth of compression during CPR. They can also record data so users can go back and look at how they have performed, the point being to allow them to hone their technique on training devices before they may need to use them on people.

Van Zandt was quick to point out that CPR and AED are not either-or options. "CPR is a bridging mechanism until the AED shows up," he said. "If the heart stops altogether, it's all over. The aim is to keep it pumping. There's a symbiotic relationship between CPR and AED."

Tsukube said that the AED devices currently available are "technically easy" for bystanders to use, adding that every minute-long delay in treating a sudden cardiac arrest lowers the survival rate by 10%. "But one problem we have experienced is that actually using an AED takes a great deal of courage on the part of a bystander, especially if they have no medical experience." ●



include visual icons that provide guidance to non-Japanese speakers as well. The firm's AED Plus model "is specifically designed to be easy to use with audio and visual guides to performing the rescue and delivering high-quality CPR," according to Elijah White, vice president of marketing at ZOLL, which is part of the Asahi Kasei group.

There is a wealth of medical evidence attesting to the critical role CPR and AEDs can play in



Bespoke clubs

One size does not fit all

Suits, shoes, pizza — you can buy them all off the shelf, but they are always so much better when they are made to suit you. For something like pizza, it's probably just a matter of taste. But made-to-measure suits and shoes, for example, will invariably be better because no two people are alike, and even the left-hand side of your body is usually different in shape and size from the right.

This truism also applies to golf clubs. The way golfers hit the ball varies infinitely: push right, push left, hook, slice, positive spin, negative spin, etc.

“Just like a jacket or a nice suit, one size does not fit all,” says Yoshihiro Hirano, Club Fitting Specialist and Executive Director of Cool Clubs in Tokyo. “Fitting is important to ensure you are getting the most out of your equipment. The game is hard enough without using equipment not suited to your game.”

There are still many amateur golfers out there who don't realise the importance of making sure you get the right type of clubs for the type of golfer you are — and, more importantly, the type of swing you have. Golf is not, as two-time major winner John Daly would have it, just about “gripping and ripping it.” So how do you find out what type of swinger you are? You head down to a club

fitting salon for a session with a fitter and a video camera. And be prepared to be shocked; the camera never lies.

In fact, there will be more than one video camera collecting the information on your swing. The cameras record your body movement and swing characteristics — from driver to putter — and this is then assessed by some very, very clever software. It wasn't so long ago that this kind of swing analysis was restricted to professional players, but now it's available for all.

In Japan, most golf club manufacturers have their own swing

are simpler points, such as club length, which can make the difference in the tendency to top the ball or make a duff shot. Lie angle also will impact the angle of the club face at impact. Someone taller and more upright would need a different lie angle than someone shorter and less upright. A person who swings at 80 mph would not use the same shaft as a person who swings at 90 mph. Too stiff or too soft a shaft will affect timing.”

Cool Clubs has around 12,000 club/shaft combinations, from driver to putter. It really is that specific.



analysis salons — as do major golf stores, such as Niki Golf and Swing 5. Cool Clubs offers a full, and bilingual, service at the up-market S-Ing Himonya Driving Range. Hirano, who used to live in the California golf haven of Palm Springs, will take you through the swing analysis and fitting, and explain your options.

“Differences in height, arm length and swing characteristics all require different club settings,” Hirano says. “There

A full fitting takes about four hours and costs ¥32,400 at Cool Clubs, although various other fitting permutations are available. But do I really need it?

Dominic Pedler of Golf International says: “We find that 90% of golfers are playing either the wrong clubs and shafts, or inappropriate specifications for their game.” On the plus side, it means you really can blame your tools, but it's probably better to change them. ●

Fitting is important to ensure you are getting the most out of your equipment



Italy

Pre-eminent craftsmanship

In 1866 — 150 years ago — Italy and Japan signed a friendship and trade treaty that marked the beginning of formal diplomatic relations between the two countries. Five years later, leaders of the newly formed Meiji government — a delegation called the Iwakura Mission — embarked on a diplomatic tour of the West. It lasted approximately two years, visiting Italy in 1873. Along with historical sites and works of art, Italian craftsmanship had an allure that these Japanese ambassadors found compelling. Their interest was particularly drawn by artisans' glass and porcelain works.



Today, Italy's manufacturers continue to place a high priority on making well-crafted products with captivating designs, for Japan and the rest of the world. Italy is the eighth-largest exporter globally, sending out an abundance of niche and luxury goods.

Many of the world's most recognisable fashion labels are Italian: Gucci, Fendi, Armani, Prada, Dolce & Gabbana. With 155 stores worldwide and producing five

million metres of fabric annually, Loro Piana specialises in high-end cashmere and wool products. It has earned its reputation as a premier ready-to-wear garment manufacturer by using the finest raw materials — Andean vicuña, cashmere from baby goats in Mongolia — which are closely analysed to ensure that each strand is completely free of even microscopic imperfections.

Italian accessories are among the most coveted in the world. Bulgari's opulent jewellery is a symbol of Italian

excellence in craftsmanship. Elaborate designs and the use of large, colourful gemstones set Bulgari products apart from others in this crowded market.

The luxury vehicle industry in Italy, with its sleek and eye-catching cars, is full of household names such as Lamborghini and Ferrari, as well as two brands within the Fiat Chrysler Automobile portfolio, namely, Alfa Romeo and Maserati. The automotive sector alone represents 8.5% of Italy's GDP.

Excellence in design can also be seen in the lighting and fixtures made by Italian firms. FLOS, a pioneer in Italy's lighting industry, is renowned for its stylish, sometimes futuristic-looking lamps, as well as the willingness to experiment with innovative techniques and new materials. Their iconic cocoon lights were revolutionary when they were first released in the early 1960s.

Though not part of the luxury market, Italy's food and beverage industry demonstrates Italian devotion to high quality and careful preparation. Known for its pizza, pasta, gelato and wine, Italian cuisine is among the world's most popular gastronomic delights.

Named the most reputable company in 2009, Ferrero has manufactured chocolate and confectionary products since 1946. It makes 365,000 tonnes of its world-famous and well-loved Nutella spread each year and, in order to do so, annually buys up 25% of the globe's hazelnut supply.

The Italian Chamber of Commerce in Japan (ICCJ) is confident that the signing of an EU-Japan free trade agreement (FTA) would provide Italian companies, and specifically food

exporters, more opportunities to do business in Japan.

"The FTA will create opportunities for Italian products that currently aren't allowed to enter the Japanese market, such

as tomato pastes, chocolate and some types of cheese" says the ICCJ's Secretary General, Davide Fantoni. "Our Chamber will be ready to help those Italian producers by matching them with Japanese partners."



Area

301,340 km². Coastline: 7,600km.

Climate

Predominantly Mediterranean; alpine in the far north; and hot, dry in south.

Major cities

Rome (capital), Milan, Venice, Napoli, Torino, Palermo and Genova.

Population

61,855,120 (July 2015, estimate).

Urban population:

69% of total population (2015). 42.74% are 25-54 years.

Natural resources

Zinc, mercury, potash, marble, barite, pumice, feldspar, pyrite (sulphur), natural gas and crude oil reserves, fish, and arable land.



Trade with Japan

Imports from Japan: ¥911.1 billion

Exports to Japan: ¥434.9 billion

SOURCE:
JAPAN MINISTRY OF FOREIGN AFFAIRS (2015)



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Els Verhulst

Hot cola, rice paddies, and changed destiny

Even before graduating from her high school in Antwerp, Els Verhulst had a dream of working in developing countries as a volunteer. She even chose to study bioengineering at university in order to gain knowledge and skills that she could use anywhere.

“One of the courses I took was in tropical agriculture — that’s where the scholarships were to go abroad,” explains Verhulst. “My professor had a connection in Sri Lanka, so that’s where I went.”

The Master’s thesis that won her the scholarship was on iron toxicity in rice paddy fields, and she went to Sri Lanka’s International Rice Research Institute to conduct her research.

“I was in Kandy,” Verhulst relates. “It was the nicest place — not too hot, and very green. I had wanted to be in a completely different culture; and for the first weeks, everything was wow, wow, wow.”

However, something unexpected upset her plans, and her life was set on a new trajectory.

“There was this Japanese guy,” Verhulst says, beaming. “He had been sent out to Sri Lanka for two years by the Japanese government as a telecommunications engineer and was working in the local telecommunications office, teaching the people there.”

The two were staying with the same homestay family. Over the next six months, as Verhulst worked on her research project, they fell in love.

Sri Lanka was in the midst of a civil war at the time. Half of the country was closed off, there was a curfew in place, and Verhulst found herself in some dangerous situations.

“One time, I was stuck somewhere in the countryside, at a university, for three days because the roads were completely blocked,” Verhulst recalls. “I had to walk for an hour to a village to buy food, and the only things

“It was a little adventure, and I loved every minute of it”

Do you like natto?

Time spent working in Japan:

28 years.

Career regret (if any):

Not having become a medical doctor.

Favourite saying:

Those who don’t try, don’t win.

Favourite book:

Any story that grabs my imagination.

Cannot live without:

Family.

Lesson learned in Japan:

People are resistant to change.

Secret of success in business:

Be honest to yourself, your employees and your customers.

Be patient and persistent.

Favourite place to dine:

My mother’s home.

Do you like natto?:

Yes.

I could get, that weren’t raw, were hot cola and sardines in cans. It was a little adventure, and I loved every minute of it.”

The time came for Verhulst to go back to Belgium to finish her schooling, and the Japanese guy would soon have to go back to Japan to take up the job that had been put on hold for him.

“But I thought — I love this guy,” Verhulst says. “I knew I’d have to go to Japan for at least six months after I graduated to

see if we could still be a couple in his culture. And that’s how I ended up in Japan.”

She married the Japanese guy, settled in Japan and had two sons and a daughter. Twenty-eight years later, she is still here.

Verhulst did another Master’s degree, then decided to start E. L. Consulting & Trading 11 years ago. She does a lot of business development work for companies based in Europe



that are trying to break into the Japan market, and has helped businesses in sectors such as fine chemicals, construction, and biotechnology.

“The basic idea was to be a bridge between European and Japanese companies, with a special focus on SMEs,” Verhulst explains. “With the combination of my engineering background, my MBA, and with Japanese and the three other languages I speak, I provide

quite a unique package. And that’s really attractive for companies, especially those in the industrial sectors.

“My biggest asset is my reputation,” she adds.

Verhulst often does consulting work in traditional Japanese business environments that are typically male-dominated.

“In the paint industry here, you don’t see any women except for the lady at reception,” she says. “You have to tell these

people who have been there for 30 years, with their fingers in the paint, how they are going to make their paint now — as a foreign woman. But I’ve never had any problems. I get a fair chance, and I do what I promised to do.”

The dream she had when she was at school has never faded.

“My husband and I both still have this dream of working in developing countries,” states Verhulst. “It’s not going to happen tomorrow, but maybe when we retire.”

About Sri Lanka, she adds: “We’ll go back one day, I’m sure.” ●

The EU is already in the UK

Is the UK shooting itself in the stomach?

In the Scottish Highlands at Lochinver, there's a profusion of different accents, but few are native Scottish dialects. The duty hotel manager is Polish and the overnight manager English; the porter is from Lithuania; the kitchen staff come from Poland, the waiters in the restaurant from Spain and Italy; the coffee shop workers are from Estonia and Slovakia.

Someone should tell politicians of the UK and Europe desperately searching for the meaning of Brexit (the referendum that decided that the UK would leave the European Union) that they are too late — the EU has already joined the UK.

Brexit is a modern-day philosophical conundrum. Britain's new prime minister, Theresa May, declared firmly that, "Brexit means Brexit" — which reminded me of the student who got a first-class degree at Oxford University by answering the question, "Is this a question?" by writing, "If that is a question, then this is an answer."

What does "Brexit means Brexit" mean? So far there is no answer, or rather there is a confusion of answers.

In total, 3.3 million non-British EU citizens work in the UK. Leaving aside the cosmopolitan City of London, hundreds of waiters in pubs and restaurants are French, Italian or Spanish. In the fields of Lincolnshire and East Anglia, farmers could not do without seasonal help from Poles, Latvians and other East Europeans in gathering the harvest.

What will happen to EU workers in the UK, along with 1.2 million Britons living in other EU countries? Should they all be allowed to stay, or only those who arrived before a cut-off date? What will be their sta-

tus and rights? And how should future EU citizens seeking to live and work in the UK be treated?

Prime Minister May has not decided how she sees the future relationship between the UK and EU should be. British media offer Canadian, Norwegian, Swiss and even Liechtenstein models of relationships between the EU and an outside country.

All involve concessions on finance or free movement of labour, without giving the UK a voice in making EU rules. This

Two months after the referendum, the sky has not fallen. Sterling has tumbled, but the stock market is strong, though long-term inward investment plans are down. But this is the "phoney war" period.

Members of the so-called DExEU (Department for Exiting the European Union) have been meeting in a London Starbucks, even though minister David Davis has got 9 Downing Street for his office. Lawyers, negotiators, economists and trade experts will have to be hired at up to £5,000

a day, with a potential final Brexit bill of upwards of £5 billion.

A few pundits plead that Brexit should not happen: be honest, admit that the referendum was flawed, based on false promises, and hold it again with realistic multiple choices.

That is a hopeless dream. "The people have spoken" and "We must respect



raises the question of whether the UK is shooting itself in the stomach by giving up its seat at the EU table but having to accept its decisions.

Some economists suggest foregoing a free trade agreement, arguing that these days tariffs are low, so London could accept World Trade Organisation (WTO) terms. But tariffs are not the only barriers to trade, and deals have to be reached on services as well as goods; and the UK has to negotiate its own membership in the WTO, and then make deals with the rest of the world.

democracy" were phrases I heard over and over again in travels through Scotland and England. The right believes the fantasy of "sovereignty" regained. On the left is the dangerous delusion that the European dream has turned into a nightmare and Britain can lead the way to breaking up the EU — which would surely bring Hieronymus Bosch back to life. ●

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



Data for civic good

Laying the foundation for smarter cities

The data gathered by a city from sensors on things (IoT technology), and data collected from citizens are core components in making our cities smarter. In particular, the strategy of using open data — or data that is accessible and available to all, and is free to redistribute and re-use — is a tactic which many cities have found successful.

By making data about a city and its infrastructure openly available, web and application developers can use it to make apps or services for citizens.

of these are test projects, he points to two notable apps — Res i STHLM for iPhone and STHLM Traveling for Android — as “the most widely used apps for journey planning in the Stockholm region.” Arnestrand adds that both apps provide real-time information about the metro, buses, trams and trains, and also have ticket-purchasing



At the core of many recent smart city initiatives, where internet and internet-of-things (IoT) technology is used to improve a city's services and infrastructure, is a desire to positively impact efficiency and quality of life through innovation. Whether it's a network that monitors a city's air quality or a simple mobile app that holds your spot in the dentist's waiting room, there are endless ways for a city to be smarter.

Many cities around the world have already begun implementing a wide range of smart city initiatives. In New York, for example, analytics calculate a fire-risk score for buildings based on data inputs such as the age of the building, or the number of sprinklers and elevators installed. Across the pond, in Barcelona, the irrigation system at the Parc del Centre de Poblenou is equipped with sensors that give gardeners information about water levels in real time. Everything from schools and public libraries to law enforcement and waste management will likely be transformed by smart city projects.

It creates a sort of virtual laboratory, where anyone can experiment and contribute for the civic good.

Stockholm is a stand-out example of this idea. Samtrafikén — a company with its origins in the public transport sector — has created Trafiklab, a community for open traffic data. A collaborative effort between state and regional traffic authorities, Trafiklab provides access to data, via APIs (Application Program Interfaces), for things like travel planning, public transport schedules, or real-time information about traffic.

Elias Arnestrand, innovation leader at Samtrafikén, told *Eurobiz Japan* that right now there are more than 4,000 developers signed up as members, and engaged in over 3,000 projects. While the majority

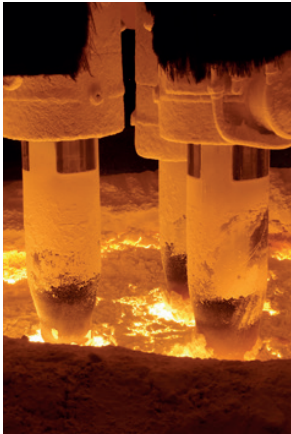
capabilities. Google Transit and some other similar services are using the data from Trafiklab.

Other European cities such as London, Barcelona, Vienna and Helsinki have embraced open data, and they share many similarities with Stockholm. However, as Elias notes, “we were very early in this field when we launched Trafiklab, and we have also been focusing a lot on building the community with third-party developers creating services.”

While many cities take it upon themselves to commission apps or services to improve citizens' lives, Stockholm and other cities make a strong case for first investing in a growing, healthy community around open data. When they do, innovative services not only bear fruit once or twice, but continue to produce value for a city year after year. ●

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Materials

The substance of good business

The welcome mat is out at the EBC Materials Committee.

Chairman Carl-Gustav Eklund says the group is seeking new members, and he notes that business people from a variety of industries have recently been attending committee meetings.

"We are seeing increased interest. We have new members and some potential new ones," he says.

Why join? A big reason is the chance for people at European companies to exchange the latest information on Japanese market conditions, according to Eklund, president and representative director of Höganäs Japan, which produces metal powders.

Industrial materials can be an esoteric field, yet one that cuts across different businesses. The committee's membership reflects this diversity, which, according to Eklund, makes it easy for members to freely exchange important information since they aren't direct competitors.

"There are a number of things we can discuss together," he says. "I appreciate having this interaction."

The hope is that the communication network can be enlarged. Fellow committee member Pierre-Antoine Guillon says, "the Materials Committee can still expand the number of participants and build a more articulated position with experiences from different sectors."

In this industry, clarity is key, especially when it comes to labelling. Materials exporters are legally required

by importing countries to attach written information to their products. Handling instructions, for example, must be absolutely clear and accurate, as they involve protecting the health of workers.

Japan's labelling rules for chemicals were revised under the amended Chemical Substances Control Law, which came into force in April 2011.

"Some of us didn't know the latest situation," Eklund recalls, citing the example of a packing machine in Europe.

"It might be packing for Japan, Korea, Sweden, everywhere; and then if you need to have labels in three, four, five languages, you end up with a bag with lots of labels attached."

The situation — involving multiple translations — can become complicated and time-consuming.

"There are a lot of grey zones," Eklund says. "But when you have a committee, you

can have a lot of discussions, and we can help each other out on how to interpret rules and regulations."

The chairman stresses that for individual members, the benefits of committee membership usually emerge in the long term. "We look at the broader, more holistic picture. We can increase the network. We can get information we sometimes might miss. So I think — indirectly — we

definitely benefit; and we also benefit overall from the work of the EBC," he says.

The committee's leading issue has long been tariffs. Japan slaps some industrial materials with duties, even though the country basically lacks any domestic industrial materials industry. The EBC wants all of them lifted.

Guillon says the problem has a direct impact on his business, which makes alumina cement

we can help each other out on how to interpret rules and regulations

used in construction and other applications.

"Today, our customers pay tariffs when products are imported from France — around 5% — but they don't when they buy from China," he explains.

However, the committee is not actively lobbying in Japan. Rather, members are hoping the ongoing negotiations for a free trade agreement (FTA) between the EU and Japan will establish a path to tariff elimination, along with harmonisation between the two markets, and deregulation.

"These are the big issues that we hope, to a large extent, are resolved by the FTA," Eklund says. Yet, he adds, if a successful deal is concluded, the committee's work would still be far from over.

"There will be a big continuous need for monitoring afterwards and for follow-up on additional harmonisation and other issues," he says. ●

Advocacy issues

☛ Tariffs

Japan should use the FTA with the EU to remove its tariffs from all industrial materials.

☛ Harmonisation

Japan and the EU should do away with duplicate testing by harmonising their registration systems.

☛ Waste Management and Public Cleansing Law

The stringent measures under the law should be removed in order to allow free movement and trade of waste products for recycling.

BUSINESS SUPPORT FROM THE TOKYO METROPOLITAN GOVERNMENT

What a business consultancy firm and a rugby equipment company have in common



Allan Watanabe, Managing Director of PIPELINE Japan

Two years ago, neither of them had a company in Tokyo, but today both Saburo Takahashi, Managing Director at Rhino-Powa Japan Co., Ltd., and Allan Watanabe, Managing Director of PIPELINE Japan, are running successful, thriving businesses here.

Rhino-Powa Japan Co., Ltd., which is less than a year old, is a rugby equipment brand headquartered in the UK. Its product portfolio includes scrum machines and other specialised training equipment, as well as rugby balls and sportswear.

"We're selling to a niche market, but it's a very well-known brand in the rugby world," states Takahashi. "Rhino Rugby had a solid presence at last year's World Cup in England."

PIPELINE Japan is a completely different type of company. It helps global businesses make the move to Japan by providing them with a team that does everything from marketing to sales. PIPELINE specifically deals with a lot of companies in California's Silicon Valley that are starting to reach out into new markets.

"Without having to hire managers, sales people or engineers, companies can come to us to have an instant team, and access to a network of B2B

BUSINESS DEVELOPMENT CENTER TOKYO

📍 TOKYO METROPOLITAN GOVERNMENT

enterprises," explains Watanabe. "PIPELINE has been in existence for two years — it's still a very new company, but it's growing."

Although it would seem that these two businesses have nothing in common, they are both deeply indebted to the same organisation for having become established in Tokyo.

When Takahashi and Watanabe were beginning to look into how to start a business in Japan, they had a lot of questions and needed help. And that was when they learned about the Tokyo Metropolitan Government's Business Development Center Tokyo (BDCT).

The BDCT is a service that offers advice and support in areas ranging from incorporating a business and choosing a location, to business development and introductions to experts across a variety of fields. Its strong connection to the

Tokyo Metropolitan Government means they have access to the latest information.

"I looked up the address, then just dropped by and started talking to the advisors," recalls Watanabe. "It's a free service; and they're located next to Tokyo Station, which is very convenient."

Takahashi came across the BDCT on the internet, sent an e-mail, and received a prompt reply.

"I was still in London at the time," he says. "I was looking for advice from them on how to incorporate the company in Japan. It was very helpful, and I got a lot of good information."

“I would suggest
to any start-ups
or companies that
are looking for
opportunities in
Japan to stop by”



Saburo Takahashi, Managing Director at Rhino-Powa Japan Co., Ltd.

Watanabe and Takahashi both happened to deal with the same consultant, Namiko Watanabe.

“Watanabe-san was very proactive in looking for contacts for me,” says Takahashi. “She not only helped me with incorporation, but she also helped me find potential partners. It was a pleasant shock, actually. I thought, ‘Wow, how can they do this for free?’”

Another similar service that the Tokyo Metropolitan Government offers is through the Tokyo One-Stop Business Establishment Center (TOSBEC). It assists with administrative procedures, including filing procedures for articles of

incorporation, company registration, immigration, social security and taxes. It also offers interpretation and translation services.

Allan Watanabe has also used TOSBEC’s services. “I recently went to TOSBEC in ARK Hills to ask some questions I had about employment,” he relates. “I wanted to know, for example, what the potential pitfalls are that we may run into after hiring people. I got some helpful legal documentation in English from them.”

Now that their companies have been set up, Watanabe and Takahashi are excited about all of the potential business opportunities in Japan’s capital.

“Tokyo is one of the best cities of the world,” says Watanabe. “Most of the top 500 global companies have a presence here. And the population is tremendous.”

“We just want to be close to where things are happening,” Takahashi adds.

For anyone looking to set up a new business in Tokyo, the knowledgeable advisors and extensive resources at the BDCT and TOSBEC will help you find answers to your questions and point you in the right direction.

“The BDCT is a free resource of knowledge and information,” says Watanabe. “I would suggest to any start-ups or companies that are looking for opportunities in Japan to stop by.”

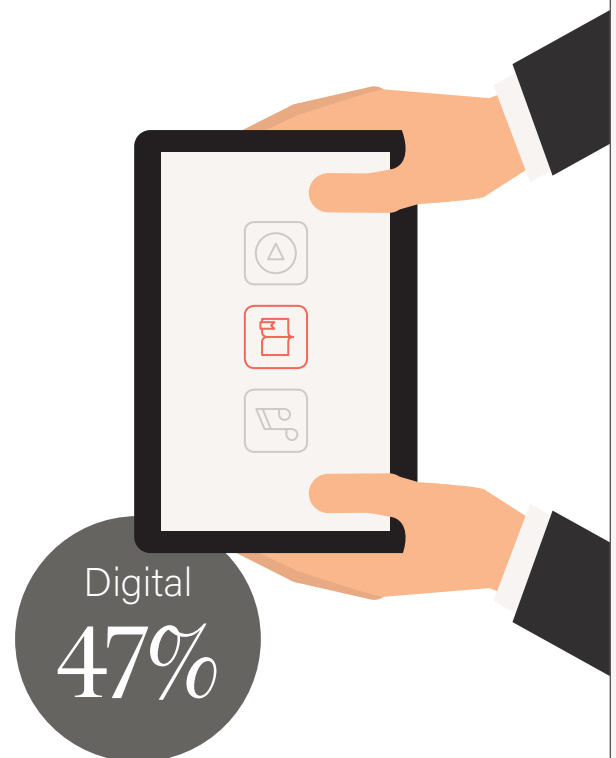
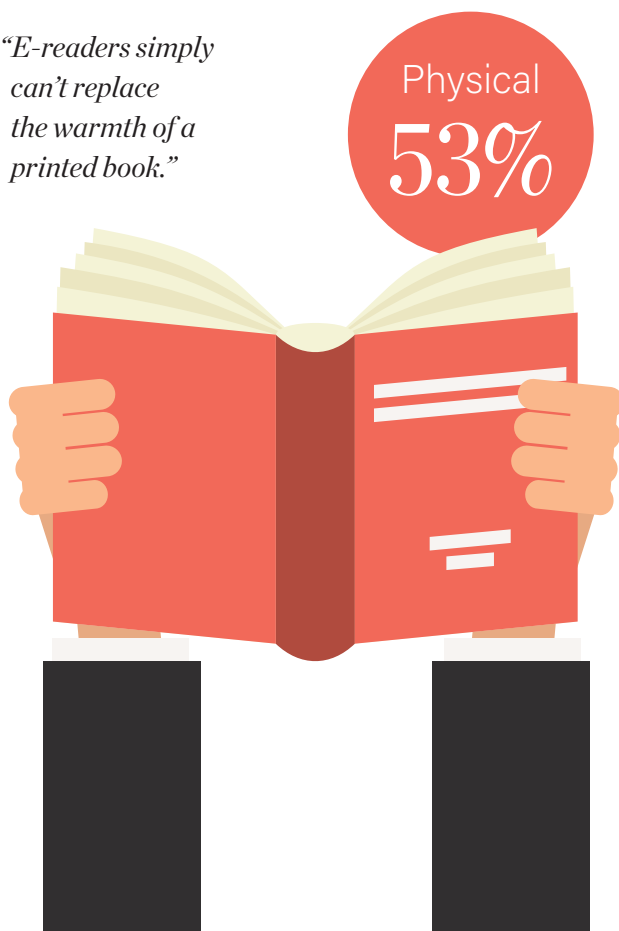
“People say that just asking makes a difference, and that’s exactly how I felt,” says Takahashi. “I wasn’t sure about the level of service I would get. I wasn’t sure how much they could do. But I was surprised by how much of an effort the consultants put in to helping me. It’s just unbelievable.”



At the end of July, the last VCR machine was produced. In 2015, some 750,000 units were sold — mostly to those who need them to play their VHS tapes. Although there has been a global shift to digital media, many people continue to purchase physical objects to watch or listen to their entertainment.

Do you prefer to buy physical objects or use digital options to consume media?

“E-readers simply can’t replace the warmth of a printed book.”



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Women's empowerment in Japan

There is plenty of work still to be done

It's encouraging that more and more companies and organisations are working to empower women. With focus and commitment — and the help of these companies — the Japanese government may just be able to reach its revised goal of having 7% of Japan's leadership positions filled by females by 2021.

However, there is still much work to be done!

Unfortunately, over the years, Japan has also experienced a widening divide in the workforce between regular and non-regular (temporary and part-time) workers, with the increase in non-regular workers rising steadily since the mid-1990s. This has created a large workforce with only short-term employment experience and limited opportunities to enhance their skills through corporate training programmes — the traditional way that employees gain skills in Japan. The awful truth is that women account for a significant portion of these non-regular workers.

Japan's ranking in worldwide gender equality is still quite low, ranking 101st out of the 145 surveyed countries in the Global Gender Gap Report of 2015. It has actually floundered in the past five years, sliding from 94th place in 2010.

Meanwhile, the Japanese government has clearly recognised its need to empower women, and has expressed its good intentions repeatedly. In December 2015, the Cabinet drafted its *Fourth Basic Plan for Gender Equality* that sets forth its gender equality-related measures through 2020.

In April 2016, as part of the Cabinet's plan, the *Act of Promotion of Women's*

Participation and Advancement in the Workplace became law, mandating that national and local governments, as well as large corporations:

- Identify and analyse their gender-equality situations;
- Formulate action plans with numerical targets; and
- Publicly disclose information regarding the recruitment and promotion of women.

All of this is definitely a step in the right direction, and it's the right time for the government and companies to push forward and keep their foot firmly on the accelerator.

This is a movement that has struggled over the years, and the road has been long. There was well-publicised evidence from Kathy Matsui, chief Japan strategist at Goldman Sachs, in a 1999 report projecting that the integration of women into the workforce would make a huge contribution to the economy. And in 2003, the government acknowledged the need to elevate women to higher positions when then-Prime Minister Junichiro Koizumi set a goal of having women occupy 30% of leadership roles by 2020 —

which the Abe government has now had to scale back to 7% by 2021. The promise of change in these announcements only led to brief spurts of action, and opportunities for women today continue to be limited.

Nevertheless, changes are happening. More male workers are taking paternity leave, and the government is encouraging more equitable sharing of duties between new mothers and fathers. Companies have become increasingly proactive in changing their policies as management realises there is a growing demand on their employees with children to share parenting duties, along with a wider trend for greater work-life balance. Young fathers are adopting more progressive attitudes toward gender role definitions and responsibilities. The difference can be seen and felt in work places, nurseries, schools, commercial and leisure venues, and homes across Japan today.

All of this is definitely a step in the right direction

Fortunately, some progress also is being made in terms of labour force participation and equality. And with the increasingly imminent threat of the shrinking workforce, companies will have no choice but to attempt to attract and retain female employees. ●

Debbie Howard is Chairman of CarterJMRN and President Emeritus of the American Chamber of Commerce in Japan





INDUSTRY PERSPECTIVE

THE VALUES OF EDUCATION

What it takes to succeed

TEXT BY DAVID UMEDA

Formal studies, especially while overseas, is a major investment. Yet the benefits help set internationally educated students apart from the status quo.

FAVOURITE APPEALS

Schools value specific features to their programmes.

Osaka YMCA International School is focused on IB PYP (International Baccalaureate's Primary Years Programme) to Grade 5 and an international-based curriculum in Grades 6 to 8.

"Our programme is based on the YMCA philosophy of 'Caring, Honesty, Respect and Responsibility,'" explains John Murphy, M.Ed., Principal, "which our students acquire as they develop as members of the wider YMCA community and as global citizens."

For children at **St Alban's Nursery**, globalisation starts from age 2.

"Students learn to laugh, play, and explore new activities in English with classmates from all over the world," says Gilma Yamamoto-Copeland, Director. "Via the Montessori method, each child chooses his or her own activities, in a protected but caring, fun-filled atmosphere."

The Vygotskian-style of multi-age and dual-language education at **New International School of Japan** entails a three-year age and grade range of students, and two teachers in every class.

"This approach turns diversity into a positive, and supports the development of social and

emotional intelligence, as well as cognitive intelligence," points out Steven Parr, Founding Director and Head of School. "Children thrive, learning from one another and from the teachers."

Harvey & Maclaurin's School focuses on early stages of individual problems that cannot be solved within the time of kindergarten or nursery school studies.

"We support the development of cognitive skills, working memories — along with speech, sensory and other therapies," explains Toku Nagashima, Director. "We develop our curriculum according to each child's needs."



International education looks beyond meeting just immediate goals, and prepares students to succeed as active contributors to a global community.

FUTURE LEADERS

At **Seisen International School**, their Student-Teacher profile is more than just words on a page.

"The profile is a living testament to what we are trying to achieve at Seisen," says Colette Rogers, School Head. "The service and leadership opportunities available enable students, from a young age, to become agents of positive change in the world."

Lakeland University Japan is accredited by both an American accrediting agency and the Japanese Ministry of Education.

"We are proud that Lakeland University Japan offers a family-

like atmosphere and small class-sizes, with 16 students on average," points out Dr Alan Brender, Associate Dean. "We have a caring faculty who maintain close contact with their students. The university offers international perspectives by students and faculty from many nations."

The American School in Japan's mission of "developing compassionate, inquisitive learners prepared for global responsibility" is at the heart of everything ASIJ does.

"Our students are uniquely equipped with the global dexterity required to be successful in life," explains Areta Williams, Interim Head of School. "Whether it is learning Japanese traditions at our Early Learning Center or collaborating with young entrepreneurs from overseas, ASIJ students develop important intercultural skills and the capacity to understand diverse perspectives."

According to Brender of Lakeland University Japan: "It is crucial for young people to try to obtain an international education to be competitive in the internationalised business arena."

They must also be "knowledgeable, active citizens; and to be well-informed individuals," he continues. "At Lakeland University Japan, they can study with students from nearly 40 countries and gain perspectives from professors representing numerous countries."

International education looks beyond meeting just immediate goals, and prepares students to succeed as active contributors to a global community.

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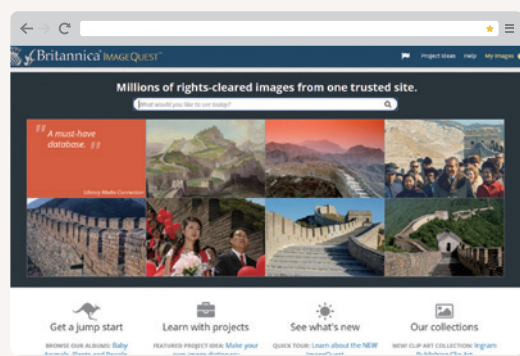
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Perfect pairings

A brief guide to hosting a successful wine dinner

Pairing wine with food is fairly simple if you break it down to the basics: lighter wines go with lighter food and heavier wines go with heavier food. But when you factor in the different ways the wines have been processed — extraction methods, oak ageing, etc. — as well as the style of cuisine, you're jumping into a more complex realm of the gastro-oenological world. Here are some hints for making your next dinner party a smash.

HORS D'OEUVRES WITH BUBBLY

Nothing is more emblematic of a party than a glass of bubbly, and luckily, sparkling wines tend to go with an array of hors d'oeuvres to kick off the night just right. Soup, creamy bruschetta, roasted vegetables, or a simple ceviche dish are all great starts to a meal. Champagne and Spanish Cava pair best with the richer dishes, such as soup and roasted vegetables, due to their yeasty, toasty notes. A Crémant de Loire or Prosecco, with their light frothiness, would make a great pairing for bruschetta or ceviche.

FISH WITH WHITE

Course two is almost always fish, which means it's time to turn to the wide world of still whites. For any shellfish dishes, look to Vouvray for crisp acidity and minerality. For flaky white fish, the best wine pairing really depends on the sauce accompany-

ing the dish. Buttery cream sauces should be served with a Chardonnay, particularly those with only a touch of oak influence. Lighter citrus-based sauces naturally go well with a Spanish Albariño, a dry white of clean citrus and floral notes. If you're a rather adventurous host and are serving a curried or spicy sauce, go with Gewürztraminer, an off-dry, full-bodied wine bursting with tropical fruit and sweet spice.

MEAT WITH RED

Now it's time to really impress. It's meat for the main course,

and red for our third glass. Again, this pairing will depend on the meat itself and the preparation. A Napa Valley Cabernet Sauvignon, for instance, is a classic wine for steak. But if you're seasoning it with herbs, a Bordeaux would be more fitting. Lamb is always a crowd-pleaser; and if served traditionally, pairs beautifully with an earthy Pinot Noir from Burgundy. Saucier lamb dishes are enjoyed best with a Rioja or Chianti Classico, and for a twist, serve a Moroccan-style lamb with a Grenache-heavy Rhône.

DESSERT WITH ... DESSERT

No one can be too picky about dessert, so let's make this easy. If you're going to serve chocolate, serve Port. Ruby Ports are jammier, while Tawny Ports have a caramelised taste. If you're going to serve something lighter — like a crème brûlée, fruit tart, or vanilla soufflé — go with a Sauternes. ●



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Lanis Yarzab

Company: Spring Professional, Adecco Ltd.

Title: Managing Director

Originally from: Thunder Bay in Ontario, Canada

Time in Japan: About 15 years

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

I love going to Two Rooms in Aoyama. They have a great terrace.

What do you do to stay in shape?

I go to the gym 3 to 4 times a week.

Name a favourite movie:

Star Wars: The Empire Strikes Back.

Favourite musician: These days, I've been listening to Rihanna.

Favourite album: U2's *Achtung Baby*.

Favourite TV show: I don't watch TV.

Favourite book: *The Guns of August* by Barbara W Tuchman.

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

I love science fiction. People are surprised when they see the movies I have at home.

Cats or dogs?

Dogs.

Summer or winter?

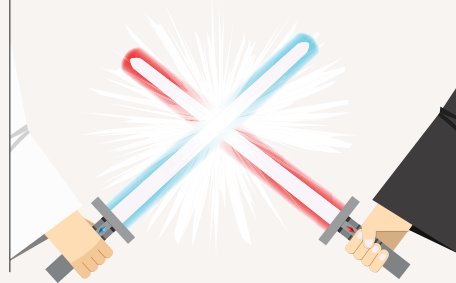
Summer. I hate the cold.

What's your ideal weekend?

A weekend spent with family and friends, unplugged from work.

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

Home. Friends can come over for a drink. I work a lot and I want to get home to see my son.



“I am the only Sassenach to have emceed the Kansai St Andrew’s Society Annual Ball”



Geoff Rupp

Company: Language Resources Ltd.

Title: Chairman & Founder

Originally from: London, England

Time in Japan: 45 years

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

For Italian, Osteria Gaudente at Kobe's Harbour Land is really good and very reasonably priced. Sona Rupa in Sannomiya is my go-to place for Indian.

What do you do to stay in shape?

I *think* about that a lot... Actually, I do a 30-minute 'power walk' most evenings; but, living in the mountains of Kobe, it gets pretty cool in the winter.

Name a favourite movie:

A Man for All Seasons.

Favourite musician: Jimi Hendrix.

Favourite album: MUSE's *Black Holes & Revelations*.

Favourite TV shows:

House, Downton Abbey.

Favourite book: *A Short History of Nearly Everything* by Bill Bryson.

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

I am the only Sassenach to have emceed the Kansai St Andrew's Society Annual Ball not just once, but twice!

Cats or dogs?

Definitely dogs. Especially Retrievers, Huskies and Chow Chows.

Summer or winter?

Spring or autumn!

What's your ideal weekend?

When Amazon doesn't deliver anything at 8:30 a.m. on a Saturday or Sunday morning... Otherwise, a trip to an onsen.

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

I'm more likely to go out for a meal than for a drink — I drive to and from work most days.

DISCOVER! JAPAN'S

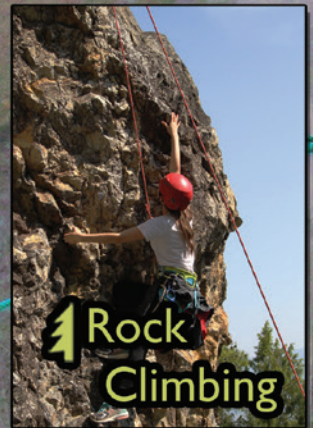
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The Agenda

SEPT
28SWISS CHAMBER OF COMMERCE AND
INDUSTRY IN JAPAN

Luncheon: Makiko Eda, President, Intel K.K. Japan

TIME: 12:00-14:00**VENUE:** Shangri-La Tokyo**FEE:** ¥6,500 (members &
non-members)**CONTACT:** info@sccij.jpSEPT
28FINNISH CHAMBER OF COMMERCE
IN JAPAN

FCCJ Club Evening: "Retailing in Japan by Finnish Eyes"

TIME: 18:30-21:00**VENUE:** Scandinavian Center, Akasaka**FEE:** ¥4,000 (members), ¥6,000
(non-members)**CONTACT:** fccj@gol.comSEPT
29

MULTI-CHAMBER EVENT

Joint networking event with IJCC and BCCJ

TIME: 19:00-21:00**VENUE:** Irish Ambassador's Residence**FEE:** ¥5,500 (IJCC/BCCJ member),
¥8,000 (non-member)**CONTACT:** secretariat@ijcc.jp or
info@bccjapan.comOCT
7

MULTI-CHAMBER EVENT

The 14th Mercedes- Benz – Cole Haan Cup

TIME: 08:00-18:00**VENUE:** Atsugi Kokusai C.C.,
Kanagawa Prefecture**FEE:** ¥24,000 (all included)**CONTACT:** www.dccgolf-japan.comOCT
8-9ITALIAN CHAMBER OF COMMERCE
IN JAPAN

Tasting Course for Wine Lovers: Vito Intini

TIME: 10:00-17:00**VENUE:** ICCJ, 9F**FEE:** ¥39,000**CONTACT:** events@iccj.or.jpOCT
11

MULTI-CHAMBER EVENT

European Joint Chamber Networking Party

TIME: 19:00-21:00**VENUE:** ANA InterContinental Tokyo, B1,
Galaxy Room**FEE:** ¥8,000 (members), ¥10,000
(non-members)**CONTACT:** respective chambersOCT
11IRELAND JAPAN CHAMBER OF
COMMERCE

Speaker Event: Brett Gosper, CEO of World Rugby

TIME: from 19:00 (tentative)**VENUE:** to be confirmed**FEE:** to be confirmed**CONTACT:** secretariat@ijcc.jp or
info@bccjapan.comOCT
13SWISS CHAMBER OF COMMERCE AND
INDUSTRY IN JAPAN

Luncheon: Marie-Gabrielle Ineichen-Fleisch

TIME: 12:00-14:00**VENUE:** ANA InterContinental Tokyo**FEE:** ¥6,500 (members &
non-members)**CONTACT:** info@sccij.jpOCT
15IRELAND JAPAN CHAMBER OF
COMMERCE

Ireland Japan Golf Challenge

TIME: to be confirmed**VENUE:** Haruna no Mori Country Club,
Gunma Prefecture**FEE*:** ¥19,000 (members), ¥21,000
(non-members)* For green, participation, lunch, golf cart
and BBQ partyOCT
17BELGIAN-LUXEMBOURG CHAMBER OF
COMMERCE IN JAPAN

Monthly Beer Gathering

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

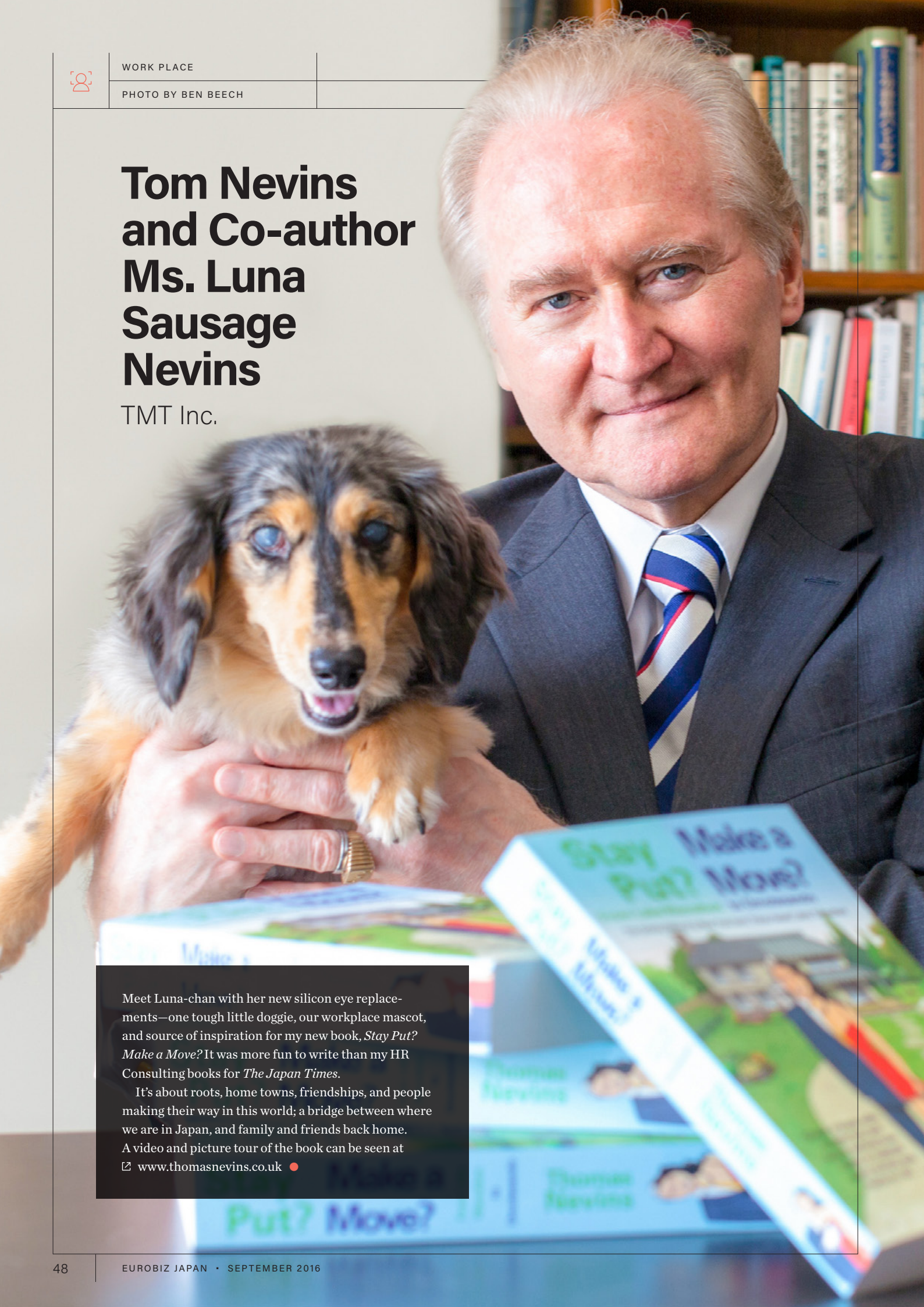


WORK PLACE

PHOTO BY BEN BEECH

Tom Nevins and Co-author Ms. Luna Sausage Nevins

TMT Inc.



Meet Luna-chan with her new silicon eye replacements—one tough little doggie, our workplace mascot, and source of inspiration for my new book, *Stay Put? Make a Move?* It was more fun to write than my HR Consulting books for *The Japan Times*.

It's about roots, home towns, friendships, and people making their way in this world; a bridge between where we are in Japan, and family and friends back home. A video and picture tour of the book can be seen at www.thomasnevins.co.uk

Tokyo Run for the Cure® / Walk for Life 2016

Saturday, November 26, 2016
5K run, 10K run & 5K walk

REGISTRATION

10:00AM – 11:00AM

Hibiya Park, Fountain Area

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COURSE

Around the Imperial Palace

皇居周回

EVENT

10:00AM – 2:00PM

FEE

大人/Adult: ¥5,000

12歳以下/ 6-12 year olds: ¥2,500

5歳以下/ 5 year olds and under: Free



登録/Registration

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