

# EUROPEAN JAPAN



## **Breast cancer**

Low screening has rates  
on the rise in Japan

## **Special needs**

International schools  
support SEN students

## **Cosmetics testing**

Will Japan go cruelty-free?

# *The Governor*

*Yoichi Masuzoe  
Tokyo Metropolitan Government*

10<sub>2015</sub>





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## Contributors

**Ian Munroe** examines the state of breast cancer screening in Japan, page 8.



A Tokyo-based freelance journalist, Ian Munroe has worked for newspapers, magazines and broadcast news companies

in Canada, the United Arab Emirates and Japan.

"While the incidence of breast cancer is still relatively low in this country, it's been rising for around two decades and that trend will likely continue. But a number of non-governmental players are clamouring to better protect women. They have important ideas on how to make Japan's breast cancer screening system more accessible and effective, and they deserve to be heard."

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.

"Having imagined there was a complete dearth of assistance for children with special educational needs at international schools in Japan, it was heartening to hear that the situation has improved significantly and a wide range of support is available. State-run Japanese schools

**Gavin Blair** finds out how Tokyo international schools serve students with special needs, page 22.



could probably learn much from taking a look at what is being done here at their international counterparts."

**Justin McCurry** writes that, unlike in Europe, animals in Japan are still used for cosmetics testing, page 20.



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

studies from the School of Oriental and African Studies, London University.

"Like many men in their mid-forties, I have been forced to rethink my former aversion to anything that could be considered a 'cosmetic'. These days, I am [almost] as likely to visit the pharmacy for a tube of face scrub as I am a pack of razors. While all cosmetics and quasi-drug firms in the EU have dispensed with animal testing, some of their Japanese counterparts are still swimming against the ethical current."





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**ROBERT WALTERS**





# Tokyo governor, Dutch prime minister and breast cancer awareness

**Tokyo Governor Yoichi Masuzoe is arguably Japan's second-most powerful politician. As head of government for the world's largest metropolis, Masuzoe has many responsibilities, not the least of which is trying to restore Tokyo's appeal as a global financial centre. Known to be straightforward, Masuzoe is not afraid to speak his mind on issues such as Olympic delays and overspending.**

This month, we scored a coup for *EURObiZ Japan* readers in getting a one-on-one interview with the governor (page 12). Our conversation covered issues such as attracting more European investment, making Tokyo more foreigner-friendly, women in business and, of course, the 2020 Games. We hope you enjoy the interview.

Another prominent politician, Prime Minister Mark Rutte of the Netherlands,

pays a visit to Japan next month. In our monthly chamber feature (page 25), NCCJ president Hans van der Tang tells us who will benefit most from such a high level visit.

On to healthcare, where it is safe to say that many of us have been touched by cancer in some way, or know of someone who has. In spite of medical advances, the disease remains a leading killer worldwide. According to the World Health Organization, there were 14 million new cases reported in the most recent count (2012), and the number of new cases is expected to rise about 70% over the next two decades.

Breast cancer remains the number one killer of women and, with this being Breast Cancer Awareness month, we commissioned Ian Munroe to examine the current state of testing and treatment in this country. He found

some startling gaps in both funding and screening rates (page 8). Overall, it's not a pretty picture for a country that claims it is putting a new focus on women's issues. [e](#)

#### Errata:

In an article in the August issue entitled "Death and Taxes", we mistakenly referred to Ernst & Young Shinnihon Tax (E&Y). In fact, the company is called Ernst & Young Tax Co. in Japan. We apologise for the error.

**Mike de Jong**  
Editor-in-chief

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# Breast cancer

*Low screening has rates on the rise in Japan*

Text **IAN MUNROE**

**W**hen Takako Yamazaki was diagnosed a decade ago, the shock of hearing the word “cancer” reverberated like a gong.

“I couldn’t hear anything the doctor said,” the 54-year-old recalls. “I was thinking, ‘When should I say *gaaaan* (cancer) to the doctor to make him laugh?’ I just wanted to make it a joke.”

Yamazaki is one of a growing number of women in Japan diagnosed with breast cancer. Although the incidence of the disease is still comparatively low here, it has been on the rise since the mid-1990s, and is the most common type of cancer affecting women. Nearly 90,000 cases will be detected this year, according to the National Cancer Center. And 13,000 women will die from the disease.

Yet, the screening rate here remains stubbornly low. Only 36.4% of women in their 50s and 60s underwent testing in 2010, leaving Japan fifth-last among the

Organisation for Economic Co-operation and Development countries, just ahead of Turkey. In some European countries, the rate is above 80%.

The debate on how to improve the situation is taking place amid a push by the prime minister to encourage greater workforce participation by women. Shinzo Abe has made this a key pillar of his programme to resuscitate the economy, as the workforce shrinks. But when it comes to a major healthcare matter such as breast cancer screening, Tokyo is a marginal player.

“It’s not a major issue for the central government,” said Dr Kiyoshi Namba, director of the Breast Cancer Center at Hokuto Healthcare Group in Hokkaido, in a phone interview. “Right now, Prime Minister Abe is emphasising the recovery of the economy ... so I think the priority of breast cancer screening is very, very low.”

In South Korea, the screening rate rose to around 75% following the adoption of a national cancer-screening programme in 1999. But Namba says

“IT’S NOT A **MAJOR ISSUE** FOR THE CENTRAL GOVERNMENT”

**Dr Kiyoshi Namba**



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in Japan, the national health insurance system is geared towards treatment and not prevention. One result is that local governments have been left to stitch together a patchwork of systems to deliver breast cancer screening services.

In an effort to boost the screening rate to 50%, the central government launched a coupon programme in 2009 to help cover the cost of the procedure. Yet that modest goal remains out of reach. And in the absence of greater leadership from Tokyo, patient advocates and other non-governmental groups are seeking ways to better protect women from the disease.

Namba says one problem with the low screening rate is that mammography, the method most widely used in Japan, is unpopular with many women here. They may have qualms over radiation exposure, he says. And the procedure can cause "strong pain" when compressing smaller breasts.

While mammography has a substantial body of clinical research behind it, other screening methods have been developed in the hopes of detecting more cases of invasive breast cancer earlier on. Ultrasound, for example, is cheaper and less invasive.

Nancy Cappello has been pushing for ultrasound screening to be more widely adopted in her home country of the United States for years. Cappello was diagnosed with an advanced form of invasive breast cancer in 2004, even though she had undergone annual mammograms for the previous decade. She says the reason her cancer had gone undetected at an earlier stage was probably due to dense breast tissue, which can make mammography much less effective.

Cappello later founded Are You Dense, Inc., a non-profit group that has been campaigning for doctors to inform female patients when they have dense breast tissue, because of the implications for cancer screening.

Twenty-four states had passed laws on the matter as of July, thanks largely to the work of Cappello and her advocacy group.

Dense breast tissue is much more common among women in Japan than in the United States, meaning that techniques in addition to mammography are needed for effective detection. That's a message Cappello delivered in July to an audience of healthcare specialists at the annual Japanese Breast Cancer Society conference in Tokyo.

Reached by email after the event,

### Running for a cure

Various companies support initiatives to battle breast cancer including New Balance Japan. In 2005, the athletic apparel firm launched Pink Ribbon Activities, supporting a "Pink Ribbon Smile Walk" organised by the Japan Cancer Society. New Balance also sponsors a public event by a well-established NGO called "Run for the Cure"/ Walk for Life". Breast cancer screenings are provided for 100% of New Balance's female employees as part of their annual physical. The company has also donated part of the profits from its line of Pink Ribbon products to the Run for the Cure® Foundation, the mission of which is to help raise awareness about the disease.

Cappello said she was "stunned" to learn that screening rates for the disease were so low in Japan. She believes a similar type of advocacy to what she has championed in the US may be needed to improve the situation.

"I did meet a group of advocates at the conference who are committed to helping women in Japan. Perhaps a coalition of these groups, along with medical technology manufacturers and healthcare providers, could launch a campaign to improve outcomes for women and their families," she wrote. "Maybe there is an opportunity for government officials to join, too."

Ammunition to rethink breast cancer screening may come from a group of Japanese researchers who have been working on a randomly controlled clinical study on the effectiveness of using mammography together with ultrasound screening. Results of the study – which is known as J-START and funded by the Ministry of Health, Labour and Welfare – are expected to be published this fall in the prestigious journal *The Lancet*.


The findings could help spur more clinics to operate like the Breast Center at Showa University Hospital in Tokyo, which is one of a growing number of facilities in Japan that make use of both mammogram and ultrasound technology. The clinic's staff even offers genetic counseling to help patients determine whether they are at greater risk of getting the disease.

"Personalised breast cancer screening is very, very important," said Dr Seigo Nakamura, who runs the center and is head of the Japanese Breast Cancer Society's board of directors. "We need to clarify who needs mammography and who needs ultrasound. It's a big problem in our country and also worldwide."

But for Yamazaki, the 54-year old survivor, Japan's low screening rate may have to do partly with a lack of awareness about the disease, and popular attitudes towards it.

A veteran beauty journalist, she now volunteers to help cancer patients apply makeup so that no one will know they're undergoing treatment. It makes a big difference, she says, in helping them "feel beautiful".

At the same time, Yamazaki says the desire to hide the illness can have unintended consequences for others.

"Even if there are a lot of people being diagnosed with breast cancer around them, they don't realise it just because nobody is open about it," she says. "It leads to the idea that cancer isn't really related to me, so I don't need to be aware of it." 



# *The Governor*

*Yoichi Masuzoe,  
Tokyo Metropolitan Government*

Text **MIKE DE JONG** Photos **KAGEAKI SMITH**

As head of government for the world's largest city, Tokyo Governor Yoichi Masuzoe is a busy man. From preparations for the 2020 Olympic and Paralympic Games to making his city a vital place for foreign investment and trade, Masuzoe has many ideas. He talks about these and other topics in an exclusive interview with *EURObiZ Japan* editor-in-chief Mike de Jong.

>







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## “TRANSPARENCY IS ONE OF THE **MOST IMPORTANT** THINGS FOR THE SUCCESS OF THE 2020 GAMES”

### **You have a background as a student and researcher in Europe. How vital is European business to Tokyo?**

You know, we have a very close and strong bilateral relationship with the United States. But as a global partner, Europe is very important for us. To take an example, you can buy a Boeing jet airplane or an Airbus. I really appreciate that we have two alternatives. This is a very good reason how, and why, we have to keep close and better relationships with European countries. Another one is international finance. Twenty years ago ... Tokyo was one of the three headquarters on this globe with Wall Street and the City (London). But now, unfortunately, Singapore is replacing us as the financial hub of Asia. So we would like to bring this back to Tokyo, from Singapore. In that sense, European bankers and the securities companies are very important for us to launch Tokyo's global financial strategy.

### **What is Tokyo doing to attract more European investment?**

We have set up a global financial centre in the Nihonbashi area where you can find the Bank of Japan and many other banks. And we have already opened a forum where you can go and get information. We have also focused on life sciences in the area, too. Many

pharmaceutical companies have head offices in Nihonbashi. I know that many European pharmaceutical and medical device companies are strong, so these kinds of efforts will help in opening our country to the European market and vice versa.

### **You have spoken about the benefits of learning languages. How can Tokyo become more language-friendly?**

One of the biggest obstacles for my city to develop more is this language barrier. According to some research institutes [looking at] the ranking order for big cities, number one is London, two is New York, three is Paris, and four is Tokyo and fifth is Singapore. Except Tokyo, in almost all – London, New York, Singapore – the native official language is English. So we are really behind these cities in terms of language, especially English-speaking ability. But the 2020 Games are a big chance for us because people want to learn more. It takes time, but by 2020, I hope the majority of the Japanese younger generation will speak fluent English.

At the same time, we have the technology of simultaneous translation, and applications in that area. Last February, many people from abroad participated in the Tokyo Marathon. We had a

machine with 27 simultaneous translation systems. It worked very well. So this is another possibility for us to become a language-free city. And also, in Shinjuku Station, you cannot see in English which direction you have to go. So we gathered all the railway companies to have a unified explanation system. This will become the Shinjuku model of language-free stations. This model will be expanded to Ikebukuro, Tokyo, Shibuya, et cetera.

### **You have expressed concerns over delays and cost overruns for the Tokyo 2020 Olympics. Are you confident the project will be completed on time and close to budget?**

I paid a visit to London last fall; and even there where the Games were successful, at the outset, the mayor, Mr Boris Johnson, the government and organising committee had some kind of friction. But little by little, they overcame it. We are in the same process: a national stadium, and the emblem and so forth – there are many problems. But one by one, we have to find solutions and restart. Of course, the cost – the budget – is one of the most important things. But with our efforts and if Japanese people are unified into one big force, we can do that. I'm really confident in our capability to do that.

And I have to add something. As far as the Tokyo Metropolitan Government is concerned, I am responsible for all, and I give all the directives. So I can have the final word. The problem is, for other organisations, this is not the case. So the minister should play a





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much more [important] role; and now Mr. [Toshiaki] Endo, a very old friend of mine, is the minister in charge of the Olympic and Paralympic Games. So each minister, the prime minister and Mr. [Yoshiro] Mori, head of the organising committee, should have the final word to clearly show the responsibility of the leaders.

Another important thing is transparency of the policy-making or decision-making process. No one knows why this emblem came out [or] why the cost of the national stadium soared like that. No one knows. The process is very important in a democracy. So regularly, we have to tell the truth. Transparency is one of the most important things for the success of the 2020 Games.

**With the Olympics, the IOC wants the city to be smoke-free. Would you support a ban on smoking in restaurants and bars in time for the Games?**

First, I don't smoke. My idea is to separate the places where smokers can enjoy smoking, and also [maintain] areas where this is strictly forbidden. The problem is there are small shops and restaurants where they welcome smokers and make money off that. So the definition of public places is very important. If I say National Stadium, of course not, right? And a theatre, of course not. But very small [establishments] like English pubs ... these I can't, for the moment, force. The only thing that we are doing is that, [we ask restaurants] to put a sign on the door saying if you can or can't smoke. And we have to educate the people about how harmful smoking is to their health. To ban everything by law is, for the moment, almost impossible. And I am saying to the government or the national Diet, "Please, you decide. Make a law. Not only for Tokyo. But a ban everywhere." Of course, the WHO and IOC want us to ban [smoking] completely. But frankly speaking, this kind of very rapid, dynamic and drastic measure will not suit the current situation of Tokyo.

**You have talked about Tokyo regaining its lustre as a world financial market. What do you feel are the keys to Tokyo's growth strategy?**


The most important thing for Tokyo is how to make money. You can make money in tourism ... many tourists are

coming and tourists can pay much money. Innovation is another important thing. For example, the "hydrogen society". Hydrogen cars and motors are now so fashionable, and we are on the first run of this new technology. This can make good business opportunities. Like the Shinkansen 50 years ago at the 1964 Olympic Games, for 2020, I'd like to promote a hydrogen society that will create another legacy for the economic activity of my country.

**Recently, there was a controversy where a female member was heckled in the assembly. What are you doing to ensure that women can contribute and advance in the Tokyo work place?**

As a matter of fact, one-third of the officials in my government are women. And, concerning high-ranking posts, 15 or 16% are women. At private

companies in Japan, only 5 or 6% of high-ranking officials are women; and in the national government, only two or three positions. So for women, our government is the best place to work. But I'd like to increase more the female numbers of high-ranking officials and award those companies who hire women successfully.

And another thing, the so-called work-life balance is very important. It's not only women but also men who should change their working style. So I said to [my staff]: "When the sun sets, you have to go!" and "Go home and have dinner with your family and never come here on weekends." Another ambitious dream of mine is – now we are working five days out of seven – in the coming years, in Tokyo, [work] only four days out of seven. We'd have three days' holiday. You can work flexibly if you have three days' holiday. 

“I'D LIKE TO ... **AWARD** THOSE COMPANIES WHO HIRE WOMEN SUCCESSFULLY.”







# Gavin Murdoch

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*People and logistics*

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Text **MIKE DE JONG** Photo **KAGEAKI SMITH**

**G**rowing up in a land of longstanding sectarian strife, Gavin Murdoch learned a thing or two about human relations.

**The native of Belfast, Northern Ireland left his hometown at a relatively early age, but says part of what he learned there stayed with him.**

"I guess it makes you more determined not to let outside factors influence you, because life goes on," says Murdoch, of his years in the often bitterly divided territory. "You know, even though there are terrible things happening around, for most people, life



# “MY BELIEF IS REALLY UNDERSTANDING INDIVIDUALS AND GETTING THEM ROLES THAT FIT”

graduate school and work with other firms in retail and logistics, Murdoch was drawn back to DHL in 1996 (known then as Exel Logistics). On one occasion, he was sent to set up a joint venture in Turkey.

"In the end, we bought out our JV partner and that business developed very nicely," he says. "I stayed there just over two years."


Murdoch's first stint in Japan came in 2005. He stayed for four years before returning to the UK. Last year, DHL Supply Chain brought him back.

"I'm obviously back working with a lot of people I knew from my previous time here," he says. "I've spent the last nine months getting to grips with the key issues in the business and trying to understand how I make changes to put really good people into roles that play to their strengths."

"My belief is really understanding individuals and getting them roles that fit because, if we are a people business, we will be successful if our people are better than our competitor's people."

"Fundamentally, our people make the difference," he says. "They create the ideas, they create the relationships; and, therefore, we've got to create the right environment for them to succeed."

Murdoch sees part of his task here as helping his industry survive Japan's daunting demographic changes. As the new chairman of the EBC Logistics and Freight Committee, he says attracting people in a declining workforce will be a major issue for not just his company, but also its competitors.

"I'm not sure as an industry we've really got any of the answers yet," he says. "We're starting to understand some of the challenges. We really need to get our minds around how we address them collectively." 

## Do you like natto?

### **Time spent working in Japan:**

Almost 25% of my career.

**Career regret (if any):** I wish I had taken time out after university to work in a ski resort for a season.

**Favourite saying:** "The pessimist sees the difficulty in every opportunity. The optimist sees the opportunity in every difficulty." —Sir Winston Churchill

**Favourite book:** *The Da Vinci Code* by Dan Brown.

**Cannot live without:** BBC World News (and of course my family).

**Lesson learned in Japan:** Allow more time for discussion and alignment before making any major change.

**Secret of success in business:** Having the determination to succeed and staying focused on safety, customers, staff and the targets.

**Favorite place to dine out:** Shin Hinomoto (Yurakucho).

**Do you like natto?** Surprisingly I have not been offered natto yet! (nor have I gone looking for it, it is fair to say!)

goes on," he adds. "And most people don't get caught up in terrible events. So you shouldn't allow that to overtake your world."

But Murdoch, now president and representative director of DHL Supply Chain in Japan, jokingly shares the most important lesson learned from his youth.

"I think avoiding any discussion of religion or politics wherever I go is the key point," he laughs. "Avoid the contentious issues."

Murdoch's ability to manage people is probably why he has risen to the top of his industry. As country manager for DHL Supply Chain in Japan, he oversees

a staff of more than 1,000 employees. The firm operates across four sectors: technology, consumer-retail, life sciences-healthcare, and automotive. For Murdoch, it was an industry that attracted him from an early age.

"From around 16, I decided I wanted to have a career in logistics," he says. "I had a real interest in shipping, aircraft ... whatever it might be. My father had a small business around Belfast port, selling and hiring out forklift trucks. So I guess it was in the family."

Murdoch actually got his first chance to work for his present employer as a university student. Although he left for



# Cosmetics testing

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## *Will Japan go cruelty-free?*

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Text **JUSTIN MCCURRY**

Walk into any pharmacy in Tokyo, marvel at the array of products lining the shelves, and it comes as little surprise to learn that Japan is the second-biggest cosmetics market in the world.

**The success European companies have had penetrating the Japanese market now means that household domestic names such as Kao and Shiseido compete with familiar foreign brands such as Lush and LVMH.**

For the past two years, European companies aiming to seize a bigger share of a market valued at ¥2.33 trillion in 2014 have been able to add a key ethical element to their marketing campaigns, and one that is beginning to resonate with Japanese consumers.

After two decades of pressure, cosmetics companies in European Union member states went completely “cruelty-free” in March 2013, bringing to an end an incremental process that began several years earlier.

According to the two-part ban, no cosmetic can be tested on animals in the EU, while the sale of imported products that have been tested on animals – or, crucially, which contain individual ingredients that have been tested in that way – are also banned.

Ensuring that Japanese products are held to the same ethical standards has sparked an energetic industry

campaign targeting firms that continue to make cosmetics and quasi-drugs (substances that provide mild treatment and contain active ingredients) that involve testing on animals – and consumers who use such products.

Although Japanese law does not require most ordinary cosmetics to undergo animal testing, neither are there regulations that prohibit such trials. Instead, companies are granted carte blanche to carry out safety analysis of ingredients and finished products in any way they see fit.

Having reportedly won an agreement from Japanese officials who signalled they were ready to abolish the current notification system – a much-derided piece of red tape – for importers of cosmetics and quasi-drugs, European firms now hope a comprehensive agreement on animal testing will form part of a free trade agreement between the EU and Japan.

In its 2014 white paper, the EBC in Japan included a demand for validated alternatives to animal testing, noting that official recognition of data acquired through non-animal methods remained

low among Japanese authorities. The EBC also called on Japan to honour its international commitment to animal welfare and the environment.

Official pressure has spawned a local grassroots Be Cruelty-Free campaign, led by the Humane Society International (HSI). In March this year, campaigners and firms took their message to the Diet, treating politicians to samples of cruelty-free products from Europe as well as Japan.

“For many Diet members, this was the first time trying out cruelty-free cosmetics and talking with cruelty-free companies about the ethical and safety advantages of making beauty products without animal testing,” said Be Cruelty-Free spokeswoman Sakiko Yamazaki, in a statement.

Claire Mansfield, Be Cruelty-Free’s director from the research and toxicology department at the HSI in London, says, ultimately, animal testing should be removed entirely from the whole supply chain, from individual ingredients through to the finished product.

“Analysis of testing taking place throughout the supply chain is crucial



in analysing any company's claim to be animal testing-free: just because a company isn't conducting the testing themselves doesn't mean they aren't purchasing or using newly animal-tested ingredients," she says.

The success of the EU cosmetics industry following the ban is proof that animal testing can be avoided without harming business interests, and while providing rigorous consumer protection, adds Mansfield.

The EU ban has spurred research and investment in the development of non-animal alternative methods. The global in-vitro testing market, worth \$4 billion in 2011, is expected to grow to almost \$10 billion in 2017. Not surprisingly, Europe commands the largest share of the overall market.

The ban in Europe had an immediate knock-on effect in Japan. Shiseido, the country's largest cosmetics firm, became the first to follow Europe's lead, although an exception is made for exports to China, which insists that final products be tested on animals before going on sale there.

Other well-known Japanese brands, such as Kao and Mandom — along with smaller firms including Miss Apricot, D-fit and Seikatsu no Ki — have adopted similar prohibitions.

The kind of public pressure that altered attitudes at European cosmetics companies has yet to take hold in Japan, but early indications are that consumers wish to see domestic firms adopt new testing regimes that do not involve animals.

According to a 2014 survey conducted by the Japanese unit of the British firm Lush, only 30% of respondents were aware of the controversy over animal testing. But 85% said they did not want manufacturers to use cosmetics ingredients the safety of which could not be determined unless they were tested on animals.

In a reflection of that view, European firms in Japan appear to have little trouble selling their cruelty-free products to the country's

famously discerning consumers.

Along with the likes of Lush and The Body Shop, Pierre Fabre — a French pharmaceuticals group that also sells dermatological cosmetics — has come to regard Japan as a key market in its global strategy, since it launched here 30 years ago.

"As a pharmaceutical company, Pierre Fabre has always set very high standards in terms of product quality and evaluation," says Audrey Irigoyen, quality and regulatory manager at Pierre Fabre's Asian Innovation Centre.

"We carefully select our raw materials according to European standards. Then, in order to check the safety and the efficacy of our products, we systematically conduct in-vitro tests and clinical studies under dermatological control. Most of the time, these clinical studies

are conducted with Japanese panellists, via a test agency," she says.

"When they are planned to be launched on the Japanese market, the products are additionally, specifically tested on Japanese consumers to ensure that they match the very high expectations of the local market."

But that kind of progressive thinking is not universal. Animal testing persists in part because, for all the misery it causes, it is still viewed by some as the most reliable way to ensure that cosmetics and quasi-drugs will not harm their human users.


But the idea that animal testing is integral to the production of safe cosmetics is a myth, according to Mansfield. "Animal testing is not a prerequisite for cosmetics development. Actually, some cosmetics makers have never conducted animal testing at any time in their history, including The Body Shop and Lush," she says.

It could only be a matter of time before Japan becomes part of the global community of countries that have implemented full-testing and marketing bans along the lines of

those in the EU. That group now includes Norway and India, while New Zealand has imposed a testing ban. And there are moves towards bans in the US, Canada, Australia and other countries.

Any failure to take similar action in Japan will inevitably harm domestic cosmetics firms, which will find their export options dramatically curtailed.

"The reality is that Japan could pass a ban on cosmetics animal testing and the marketing of newly animal-tested cosmetics tomorrow," says Mansfield.

"Cruelty-free cosmetics companies operate very successfully in Japan, and Japanese brands are already complying with [the] no-animal-testing requirements. As with all countries, though, there's both an educational process, and a legislative and regulatory process that will need to be seen through to the end." 







# Special needs

## *International schools support SEN students*

Text **GAVIN BLAIR**

**S**chools in Japan don't enjoy a stellar reputation for special educational needs (SEN) provisions; a problem many might assume extends to the country's international schools as well. However, large steps in the right direction have been taken in recent years at schools catering to the international community. A combination of advances around the world in SEN and growing cooperation among international schools here means an expat posting to Tokyo with a special needs child is no longer the daunting prospect it once was.

The term SEN covers a range of diagnoses, from dyslexia to attention

deficit hyperactivity disorder (ADHD) to autism, each of which can feature a broad spectrum of challenges. The educational field has been making progress in the way it approaches children who need more support, becoming significantly more inclusive and flexible, though most specialists would point out there is still a long way to go.

"When I first came to Japan six years ago, I didn't know of any international schools that were providing services for students with mid- to high-level needs," recalls Stephanie del Rosario, a learning support teacher at Aoba-Japan International School in Tokyo.

The provisions that were available were very limited, and the programmes

at different schools weren't networking with each other and outside specialists, she adds.

Aoba-Japan was certified this summer for the International Baccalaureate (IB) at its primary and high school, and is hoping to complete the accreditation process for its middle school by the end of this year.

"As learning support teachers we modify and adapt the IB curriculum, which is a rigorous programme, so that children can demonstrate their understanding of the concepts being taught in the classroom," explains del Rosario. "Our main goal is for them to be able to cope without us."

Aoba-Japan has catered for needs



# “IT NEEDS TO BE A PARTNERSHIP BETWEEN US AND PARENTS”

David So

including dyslexia, dyscalculia (math dyslexia), dysgraphia (deficiency in ability to write), Down syndrome, visual impairment, attention deficit disorder (ADD), ADHD and autism, though like its counterparts, there are limits to the students the school can accommodate.

“Part of being inclusive is knowing who you can help; if you have an open door, but they don't have a seat, what is the point?” says del Rosario.

As well as assistance provided in-house, many schools also turn to outside specialists and share knowledge through the Kanto Learning Support Network (KLSN), a group run through TELL (Tokyo English Life Line) Japan. Both Aoba-Japan and Saint Maur International School in Yokohama are active members of KLSN, which they call an invaluable resource.

For children with the greatest needs, such as severe visual impairment or physical disabilities, though, the extremely costly route of full-time home schooling may be the only option – that is, if a specialist who speaks the child's language is even available.

The situation in Japan for SEN, though, is better than in many other countries in Asia because the relatively large number of expats here means there are bilingual specialists available, according to David So, director of student learning support at Saint Maur, the oldest international school in Japan.

One problem that schools report occasionally encountering is parents not being forthright about their children's needs when applying for admission.

“Sometimes, on the application form, they will say their child has no difficulties,” adds So. “This often results in the school being unable to adequately

plan the support programme the child may need. If, for example, they need a speech or occupational therapist, the school has to locate these resources and book them. This depends on availability, as other schools also utilise them.

“It needs to be a partnership between us and parents,” he says.

Cost is also a factor, with the fees for extra help from outside specialists being added onto the price of regular tuition.

“For expats, people should speak to their company and find out before they are assigned what will be covered. A session with a speech therapist, for example, costs about ¥12,000 for 45 minutes. Over the course of a year that adds up to a large amount; parents don't always calculate that from the start,” notes So.

The American School in Japan (ASIJ) also brings in outside help, though it has seven teachers trained in learning support and two speech-and-language pathologists on its staff. A typical elementary school programme might consist of 45-minutes assistance per day, in lieu of Japanese-language lessons, according to Betty Hooper of ASIJ's elementary learning support team.

Early intervention is something advocated by everyone in the field.

“Around 10 to 14% of our students receive some kind of support in our elementary programme, with far fewer doing so in middle school and high school. The biggest impact we can have is in our Early Learning Center and elementary [school]; then students are often able to move on without us,” says Hooper.

Another trend is to avoid the unnecessary separation of students who require extra support, says Susan

Islascox of ASIJ's high school learning support programme.

“Additionally, we provide learning support in some general classrooms,” she adds.

“The strategies the learning support teacher may bring can [also] be beneficial for others,” adds Hooper.


Most of SEN are rendered redundant by the flexible, multi-age group approach to education at the New International School of Japan (NewIS), according to its head, Steven Parr, who believes many behavioural and learning problems are caused by trying to squeeze students into rigid regimes and curriculums.

“We had a child who was thrown out of another international school because he used to get up and walk around the classroom; he was gifted and is now at Keio University,” says Parr.

The school does arrange occasional visits by Applied Behaviour Analysis (ABA) specialists if a student is very disruptive. It has taught a number of students with various degrees of autism – which ABA is used effectively for – some of whom have made significant educational progress through secondary school and successfully graduated from year 12, explains Parr. There is also currently a student with Down syndrome.

Parr says avoiding “trying to make a child fit the school” removes the necessity for traditional SEN classifications and approaches.

“It doesn't matter if a child learns at a different pace; it's more important not to make them feel like there's something wrong if they can't do something immediately.

“Nobody puts on their resume when they learned to multiply,” Parr concludes. 





# Netherlands



*The first Dutch ship ever to arrive in Japan was the Liefde, on 19 April 1600. Official diplomatic and trade relations between the two countries were established in 1609. During Japan's self-imposed seclusion period, only Holland and China were permitted to trade and have limited contact from 1641 to 1853. Japan remains an important economic partner for the Netherlands in terms of trade (machinery, tobacco, pharmaceuticals, electronics, etc.), knowledge exchange and investment, especially in the field of R&D.*



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With its roots in the Netherlands, Randstad's global network covers 39 countries including 117 offices across Japan with revenues of €17.2 billion. As a global leader with strong local knowledge and experience in Japan, Randstad provides a premier level of HR service in supporting the best match between candidates and companies.

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## **Major cities:**

Amsterdam (capital),  
Rotterdam, The Hague, and  
Utrecht.

## **Population:**

16,947,904 (July 2015 est.).  
Urban population: 90.5%  
(2015). 40.12% 25-54 years  
(2015 est.).

## **Area:**

41,543 sq. km

## **Coastline:**

451km

## **Climate:**

Temperate, marine, cool  
summers and mild winters

## **Natural resources:**

Natural gas, petroleum,  
peat, limestone, salt, sand  
and gravel, arable land.



# Hans van der Tang

## *The Netherlands Chamber of Commerce in Japan*

[www.nccj.jp](http://www.nccj.jp)

Text **MIKE DE JONG**



Preparing for state visits and networking events highlight the activities of the Netherlands Chamber of Commerce in Japan. Mike de Jong talked about the on-going events with NCCJ President Hans van der Tang.

### **With the high profile royal visit and business delegation from the Netherlands, it's been a busy year for your chamber.**

Yes, the past year was very special with the state visit of the king and queen of the Netherlands. That happened at the end of October 2014, so it was a little while ago. We were invited for a trade dinner, together with all the guests of the business delegation who had joined. We had a good exchange of ideas, and we were also invited to many of the separate events that focused on certain industries. For the rest, things were kind of normal. We have monthly events of a social or business nature, serving our members with information. And we are now planning and preparing to go forward with this in the coming season.

### **Will this autumn also be an active quarter?**

Yes, we started in September with an informal event where members were invited together with a club of the Dutch community, the Dutch Circle in Kanto, which is a Dutch social organisation, with some members overlapping. We met informally in Shibuya and had a great opportunity to see each other again after the long, hot summer. Also a table soccer tournament was held for which quite a few of our members generously donated prizes. That event will be followed by another one this month which is part of the series

"Briefing and Drinks", where we invite one of the members to explain, usually in their own premises, the operations of their business in Japan. This time, we are going to the Shangri-La Hotel. We will learn the various hotel procedures and also get some insights into what is happening behind the scenes. That, of course, promises to be very interesting. This event will be held in the late afternoon, and the last part will be a visit to the bar in the Shangri-La with informal drinks.

### **So what do your members learn from that; from the individual companies?**

They basically get a better insight into, and an appreciation for, the company we visit. The business part of things is communicated along with the history of the company in Japan. It gives you an insight into how their businesses and operations function.

### **Is this also an opportunity for new firms to learn from those that are older, successful and more established?**

Certainly, the companies introduce themselves, and often part of their presence in Japan has been a learning process; overcoming hurdles or specific cultural elements of doing business here. If that is the case, then that can be mentioned and discussed. Basically, the president or managing director of the member company is in charge of what he or she will communicate or explain, and what they will keep at their discretion. This summer, in June, we had the opportunity to visit BrandLoyalty, and got a very interesting insight into the organisation and the services this company offers.


### **We will see another high-level visit next month when the Dutch prime minister comes to Japan. Are you excited about that?**

Yes, Prime Minister Mark Rutte will be visiting Japan in early November and will bring with him representatives of various industries from the Netherlands. I understand that participants in the trade mission will be mostly industries taking their first steps and trying to expand into Japan, and perhaps fewer of our member companies. Surrounding this visit, the Dutch embassy is organising a range of activities with Dutch industries in specific areas introducing themselves to counterparts in Japan.

### **How vital are these visits to promoting investment and trade in Japan?**

I think they are important as special efforts in a series of promotional activities. It puts the Netherlands and its industries on the map. Of course, with a high-level person such as the prime minister, it gets emphasis and opens doors. But I also think it is part of an on-going effort from the embassy to help Dutch firms get a foothold here. So it's a highlight in an on-going effort.

### **The preliminary itinerary mentions "individual business matchmaking". What does that mean?**

It means individual firms from the Netherlands who join this trade mission, through the efforts of the ministry and the embassy, are meeting their counterparts. It creates opportunities to meet potential partners with whom you want to do business. 





# Big business, big crimes

*Corporate greed gives all a bad name*



**Another scandal, and more faith eroded in the capitalist system. The recent behaviour of Volkswagen (VW) reminds me of the poisonous legacy left by bankers after 2008. The carmaker is accused of being unable to meet emissions standards and resorting to cheating instead. Even VW's high reputation for R&D has been undermined by the scandal.**

Everywhere we see businesses behaving like robber barons. People talk about the "money sickness" in China – but the West is often the same. Companies will do anything for a quick buck. Look at the anger unleashed by the hedge fund manager Martin Shkreli, who bought a drug that helps people such as AIDS patients, and jacked up the price by 5,000%. In Japan, intelligent pharmaceutical executives at foreign companies have told me that they know such incidents are a catastrophe for their plans to push the Japanese healthcare system from a cost to a growth sector. Such a goal, if it can be combined with better and cheaper patient care, is laudable; and Prime Minister Shinzo Abe is heading the charge. But men like Shkreli cannot seem to see that their short-term, profit-driven antics will make it far more difficult to gain the trust required to push through such changes – thus harming the pharma companies themselves.

Like many of the former princes of high finance, Shkreli does not just seem to be ruthless and unpleasant; he seems to lack empathy and revel in attention.

In a roundabout way, this brings me to Donald Trump, who is regarded by

some as a wonderful candidate for president of the US because he is a billionaire businessman. But it is baffling to me that, just because someone has had a successful business career, they should be seen as suitable for the presidency. I also have a quibble with Carly Fiorina, another Republican contender with a career in the corporate world. It's not that she has a spotty business record, but it's the idea that anyone running a business could possibly be a sound government leader.


## “COMPANIES WILL DO ANYTHING FOR A QUICK BUCK”

Successful business leaders today too often demonstrate unlimited greed, unbending resolve and refusal to compromise – an unwillingness to acknowledge reality (in VW's case, that they need to figure out how to meet emission targets) and a contempt for the democratic process exemplified by ruthless lobbying. *The Economist* had an excellent article in late September about emission tests in Europe. These oversights are little more than a crude pantomime of what testing should be, and demonstrate just how the lines between the private and public sectors have blurred.

A successfully managed national economy does not need a CEO in charge. In fact, it needs a completely

opposite set of virtues. Japan and the UK both used to have highly regarded, educated bureaucrats who were viewed with fear and loathing by the business sector. And that was right and fitting. Bureaucrats should have a very different code of honour: not profit above all else but, rather, an eagle-like vigilance over the crimes and misdemeanours of the private sector – also, the aggression to take them on fearlessly.

Bureaucrats should not have a love of money and conspicuous consumption, but a bias towards personal and government austerity, a long-term view, and the ability to keep away from lobbyists. Bureaucrats should avoid putting GDP growth first, in favour of their role as custodians and arbiters. Given it is obviously futile to expect firms to regulate themselves – or even to manage risk – we need a proud, independent public sector more than ever. At the end of the day, VW behaved very stupidly, possibly because nobody had the courage to blow the whistle, or because everybody was too locked into group-think to understand the real risk.

Critics of corporate interests are often viewed as anti-growth and reactionary. But until governments start controlling big business more effectively, such anti-trade and anti-capitalist movements will continue to grow. 



**DAN SLATER**  
is director of the  
Delphi Network



# Sharing ideas

## *EU-Japan Symposium, 25 September, 2015*

Text and photo **MIKE DE JONG**

**W**ith both economies lagging and their societies facing similar concerns, Japanese and European parliamentarians gathered in Tokyo to share ideas and try to find common solutions to economic problems. Hosted by the European Union Delegation to Japan, the symposium offered politicians a rare opportunity to learn from each other.

"It's a well-known fact that EU-Japan relations are based on common values and shared principles, including democracy, open markets, respect for the rule of law and human rights," said EU Ambassador to Japan Viorel Isticioaia-Budura in his welcoming address. "While many decades ago, bilateral relations were mainly focused on trade and investments here, our ties now cover a wider spectrum of policy areas."

Isticioaia-Budura added that, along with common values, Europe and Japan also face common challenges: energy security, climate change, ageing societies and shrinking workforces.

One solution to these common challenges would be the promotion of more women in the workforce, as suggested by Japanese parliamentarian Yuriko Koike. Highlighting the Abe government's recent law requiring companies to meet numerical targets for hiring female employees, Koike said it was the "first step in utilising the energy of Japanese women". However, she admitted the new law might meet resistance in some quarters.

"The establishment of the law requires the realisation that there will be a certain degree of friction and resistance," said Koike, one of only 45 female members of Japan's House of Representatives (out of 475). "[But] it is essential that enterprises and we leaders act with conviction."

EU parliamentarian Romana Tomc of Slovenia disagreed, saying she didn't like the idea of quotas for female employees. "I would like to be where I am because I am capable ... not because I am a woman," said Tomc.

On another issue, Tomc pointed out that pension systems are becoming "unsustainable" across Europe, particularly in countries like her own where they have "pay-as-you-go" systems.

"We are facing more and more pensioners, and we don't have enough of a labour force or enough young people," she said. "I think we have to face, in the near future, how to solve this problem ... because it is unsustainable in the long term and the short term."

On the issue of the ageing population, Japanese politician Masaharu Nakagawa of the opposition Democratic Party of Japan told the symposium that his country needed a more "clear policy to deal with the issue". Immigration is a solution for some, but Nakagawa said Japan had "shunned the matter in the past" and the country needed a "national strategy or consensus" on the matter.

"We need to educate immigrants," he added, "and provide social services, which are currently not established. We need to adopt a basic law to help establish a social system for immigrants."

Nakagawa added that the current refugee crisis in Europe will be "extremely useful to learn from" for Japan.

On the refugee issue, Czech Republic parliamentarian Petr Jezek suggested that looking towards migrants to fill the workforce might not be the best way to solve demographic challenges.

"When it comes to refugees from Syria



in the Czech Republic, just 1-in-10 can be part of the labour market," he said. "So this asylum procedure is designed to be a humanitarian tool and cannot deliver people to fulfil gaps in the labour market, in jobs where they are needed."

Many Japanese and European political leaders see free trade as important for their respective economies, including Portuguese parliamentarian Pedro Silva Pereira. Pereira, who is part of the EU EPA team, said a potential Economic Partnership Agreement has "huge potential".

"We are dealing with 30% of world [trade] ... so there's a lot of room for improvement. And if we consider the very low level of foreign direct investment here in Japan we see there's a lot we can do to promote economic growth."

Pereira cautioned his Japanese counterparts not to consider an EPA with Europe as any less important than agreements currently being negotiated with the US.

"This is not about a race between the United States and the European Union for the Japanese market. We are dealing with different agreements," he said. "We all understand strategic priorities for Japan. But it would be a mistake to think that we should deal with the agreement between Europe and Japan after the other major agreements."



# Join + support

EBC members can not only learn about important changes taking place in Japan, but also play a critical role in influencing change themselves.

To join the EBC visit  
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For more information please contact the EBC Secretariat.  
Alison Murray, EBC Executive Director.  
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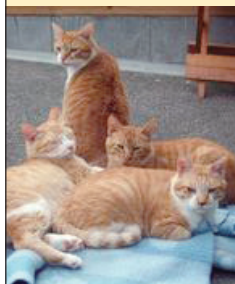


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# eURObiz JAPAN



# Timber power

## *Ehime's new woody biomass plant*

Text and photo **ROD WALTERS**

**E**hime prefecture, located on the northwestern quarter of Shikoku island, is heavily forested with *hinoki* cypress and *sugi* cedar trees. Forests account for 70% of the prefecture's land, totaling 41,000 hectares. But with a declining rural population, the forestry industry has suffered in recent years, and the commercial plantations established after World War II are now reaching maturity. In addition to the unused biomass from regular thinning, Ehime is expecting to see a significant increase in the biomass available from the trimmings when the timber is finally harvested.

In anticipation of this bounty, Ene-Vision, a subsidiary of trading company Toyota Tsusho of Nagoya, set up Ehime Shinrin Hatsuden, under the leadership of Ene-Vision's CEO, Takashi Morita. The new firm plans to build a large-scale electricity plant using the woody biomass as fuel. The plant will be built on vacant land at an industrial estate in Matsuyama, the capital of Ehime prefecture. Work is planned to start this autumn, with completion projected for the end of 2017, and the start of operations in January 2018.

The plant will produce 12,500kW of electricity, which will be sold to Shikoku Electric Power Company. The electricity will be sufficient to power around 24,000 homes, with a value of about ¥2.4 billion a year. A key factor in the decision to go ahead with the plan was the introduction in 2014 of a fixed price for the purchase of renewable energy within the prefecture.

The new facilities are expected to consume 120,000 tonnes of woody biomass a year. Initially, 60,000 tonnes of wood from thinnings will be provided by the Ehime Forest Association. The other half of the projected tonnage will be made up with imported coconut shells, until the trimmings from the harvested timber become available.

At a news conference to announce the plan, Morita explained, "Other prefectures in Shikoku have forests, too, but biomass-generating plants are already planned, or in operation, elsewhere. A single prefecture can only support one or two generating plants at most."

The plant itself will consist of boilers and steam turbines. The site was chosen for the availability of facilities for electricity transmission and the industrial water required for the boilers,



“THIS IS A MAJOR STEP TOWARDS ESTABLISHING FORESTRY AS A **GROWTH INDUSTRY** IN THE PREFECTURE”


**Tokihiro Nakamura**

as well as the nearby accessibility to trees. Says Morita, "We had a very hard time finding a suitable site. Industry in this prefecture is highly developed, and there are consequently very few sites available for building new plants. Eventually, we asked Matsuyama city for help, and they told us about this location."

The project will be funded with ¥6 billion in subsidies from the central government, and an interest-free loan of ¥1.4 billion from the prefecture. About 11 people will be employed at the facility, and supplying the plant is expected to generate additional employment for some 50 people.

Also at the news conference, Matsuyama Mayor Katsuhito Noshi emphasised the city's progressive approach to sustainability. "Matsuyama has been pursuing a low-carbon policy and environmental business-creation policy since when Mr Nakamura was mayor. Matsuyama has been selected by the central government as one of 20 model environmental cities out of 1,700 municipalities."

The power-generation plant is regarded as a crucial element in revitalising the forestry industry in Ehime, providing an additional source of profit from trees, while creating valuable energy from what would otherwise be a source of CO<sub>2</sub> emissions from the decay of the unused wood.

"This is a major step towards establishing forestry as a growth industry in the prefecture," said prefectural governor, Tokihiro Nakamura. 





# Construction//

## *Building a level playing field*

Text **GEOFF BOTTING**

**T**he issues listed by the Construction Committee have a lot in common with its EBC counterparts: calls for harmonisation, better regulations, measures to deal with Japan's demographic squeeze, and so on.

However, the committee faces one structural barrier that overarches the others: the highly idiosyncratic nature of Japan's construction industry. Some basic practices and habits are not just different from those seen in Europe, the United States and many Asian countries, but they can also block out newcomers and foreign players.

Construction Committee chairman Valerie Moschetti cites the process by which new regulations are introduced. Authorities elsewhere normally roll out new rules after independent studies on health, safety or technical issues deem them necessary. When a new measure hits the books, the industry players are forced to react by falling in line with the new regime.

But Moschetti of Saint-Gobain Japan

### Construction Key advocacy points

→ **Harmonisation** - The EU and Japan should work together to harmonise their respective standards for building materials and ensure this issue is covered in the FTA/EPA.

→ **Environment friendliness** - The Japanese government should introduce and promote regulations that enhance energy efficiency in buildings.

→ **Transparency of regulations** - The central government should work to rationalise various local regulations to eliminate the uncertainty over how these rules are interpreted.

has noticed the process can move in a distinctly different direction when it comes to Japan's construction business, particularly in her field of building

insulation. The authorities are known to wait before issuing a needed regulation – until all the companies in the affected industry are already prepared for it.

"Very often I find that the [Japanese] companies are organising themselves to be at a certain level, and when the government sees they are all [at] that level, then they will put in a regulation," she says.

That seems to explain why some needed regulations are long overdue. Insulation is a case in point. Even though it keeps houses warm during Japan's chilly winters and cool in its scorching summers, insulation is used sparingly by Japan's homebuilders. In years past, they didn't use any at all.

In contrast, their counterparts in Europe pile on thick layers of the stuff. That's because they have to. European countries have binding standards that require houses to be highly energy-efficient. Japan does not, and it's still uncertain whether a proposal to make insulation mandatory by 2020 will become law.



"Apparently, the MLIT [Ministry of Land, Infrastructure, Transport and Tourism] is a bit worried about the consequences of mandatory standards in the insulation sector," says Moschetti. "They fear [that] the small builders maybe cannot adapt to a new regulation [due to the extra costs]."

As fellow committee member Fernando Iglesias sees it, regulators and others in the public sector take a backseat, while allowing the major construction companies to come up with the rules to regulate themselves.

"They've let a group of companies get together and decide the best practices and guidelines for how to conduct business," says Iglesias, representative director at Clestra in Japan. "It's an unfair system that allows gangs of companies to get together to check out what is best for them in terms of standards as well as pricing."

Standards, he says, should be decided by objective authorities whose decisions reflect people's wellbeing, the environment and other factors. The result of taking this approach is a better

overall deal for customers: higher quality products and services at more competitive prices. For foreign companies, unbiased regulations can help level the playing field.

"If you think that asking automotive companies to get together and come up with their own safety guidelines, well, something would be wrong with that," Iglesias says.

The Japanese authorities are actually keen to become involved in making the construction industry more competitive and sustainable. But Moschetti says the problem with the government's approach is that it seeks to achieve changes through incentives that use subsidies rather than through mandatory measures.

One example would be programmes to promote "zero-energy" buildings, which produce as much renewable energy over a year as they consume.


The problem with subsidies for such a project is they are finite: in time, the budgets run dry. And then what happens? That can be anyone's guess.

Anticipating when the government is going to roll out the next incentive programme and how long it will last is tricky business.

"That makes it really difficult to plan your business," says Moschetti. "But when you use regulations, you know that in 2020 there will be a certain regulation, and in 2022 a certain other regulation. So you can plan for your business development, for production and new products."

Even so, Japan's construction market offers solid rewards, especially for those with a bit of patience, according to Iglesias, who is involved in supplying office partitions.

"Our clients are educated regarding the expectations they have for their offices. They are fans of our products, and some have been with us for 20 years," he says. Iglesias adds that projects here tend to proceed quickly and with very few hitches.

"It's a fantastic country to operate in, but there are many things that can be improved, and we need the help of the government to deal with them." 





# Handling success

## *Logistics and warehousing keep up the pace*

Text **DAVID UMEDA**

**For most companies based in Japan, the critical components of getting the job done and the products to end-users rest in the hands of third parties entrusted to handle logistics and storage. The exceptionally high expectations of doing business with Japan require that experts also anticipate clients' needs and preferences.**

"The Nichirei Logistics Group invests in facilities in major metropolitan areas where logistics demand is firm and focused on cargo booking," explains Hiroshi Matsuda, President, Nichirei Logistics Group Inc. "With logistics centres and delivery hubs throughout Japan, we provide a foundation to meet a wide range of logistics needs, including the solid demand for storage and cold chain logistics."

According to Andrew Olea, Country Manager, Asian Tigers Mobility, "Our clients are very sophisticated, and most have been through the process of international moving many times as part of their globalised career path."

Clients of Asian Tigers Mobility come with a lot of experience regarding their

moves – and high expectations.

"Our goal is not only to meet expectations, but to exceed them," adds Olea. "This requires precise and timely communications, and the best experienced staff to manage all the processes, from A-Z – behind the scenes – anticipating their wants and needs."

Nichirei Logistics is experiencing an increasing handling volume in the European region. "Utilising our asset strength, we also offer ideas for distribution reform and high-quality operational management," points out Matsuda.

### **Worldwide**

A globalised economy and the emerging economies are exerting greater demands on logistics and warehousing capabilities.

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Gian-Andrea Silvani, Representative Director at HABA-SPED. "We're located in Asia, India, Europe and the Americas; and we offer personalised 'Better Service' in logistics and freight forwarding services through a cohesive state-of-the-art communications system."

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In these years leading up to the 2020 Summer Olympics and Paralympics in Tokyo, logistics and warehousing continue to play key roles in shaping Japan's success. 



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# Learning what's available

## *Meeting the special needs of students*

Text **DAVID UMEDA**

**The challenges of living overseas include providing a level of specialised services to which a family is accustomed back home. Perhaps no single area of need is greater than the education of children while living in Japan. That is why knowing what is available in Tokyo and other urban centres can lead to more informed choices by concerned parents. After all, no matter how long, or short, your stay, it can mean a lifetime to loved ones.**

"Special needs' as a category is generally used in reference to children who do not, cannot, or will not fit into a particular system of education," explains Steven Parr, Founding Director/Head of School, at New International School of Japan (NewIS). "The multi-age and dual-language, highly interactive Vygotskian style of our school, combined with the Scottish curriculum and a thematic approach, broadens the parameters of what is possible and makes for a genuine celebration of diversity."

At Saint Maur International School in Yokohama, their Student Learning Support Coordinator plans the support for each student, in close consultation with the Student Learning Support Committee, classroom/subject teachers, and parents.

"An Individual Educational Plan is created to track student progress and development," continues Cathy O. Endo, School Head. "Frequent review

meetings, involving all relevant parties, also aid in tracking progress."

While the availability of special needs services is limited, points out Endo, "we still offer a range of support, which at times includes the services of external professionals and tutors."

As articulated by NewIS's Parr, "We can have very high standards without a whiff of standardisation!"


BEC provides comprehensive behavioural and educational services that include home therapy; consultation at home, school, institution and company; as a school shadow; assessments; and workshops.

"Our services are designed to maximise quality of life for individuals with special needs, utilising the principles of Applied Behavior Analysis," explains Hiroaki Wemura, Executive Director at BEC Behavioral & Educational Consulting. "We respect individual personalities by considering all environmental factors and providing a support network to the individual's caregivers and supervisors, which include family

members, school personnel, supporters at care homes and managers in an organisation."

A-JIS will continue to be a leading international school by providing students with a rigorous international education in a safe and supportive environment conducive to learning.

"Learners' needs are supported, their perspectives sought and respected, and their unique qualities valued and nurtured," points out Greg Culos, Guidance Counselor and Director of External and International Programming. "Aoba-Japan continues to cater to special needs students using a team of highly qualified and experienced practitioners in this important subset of educational provision."

The more specialised the qualifications of staff and resources, the better served are those with special needs. 







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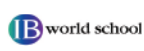
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# Moving pictures >

*Award-winning filmmaker focuses on western Japan*

Text **ROD WALTERS**







“THE NEXT FILM WILL ALWAYS **BE BETTER** THAN THE LAST”

**I**f you have even the slightest interest in Japan, chances are you're one of the more than one million people who have viewed the eight-minute film *Hayaku* by Brad Kremer on Vimeo or YouTube. *Hayaku* is a hypnotic mashup of time-lapse and stop-motion shots, filmed mostly in Ehime and Tokyo. The stunningly beautiful cover shot is of a remote beach in Imabari on the Seto Inland Sea. Another section features Mt. Ishizuchi, the highest peak in western Japan.

Despite its popularity, *Hayaku* was little more than a holiday project for Kremer, whose wife is from Dogo in Matsuyama. It was made with footage that the San Francisco native gathered on visits to Japan. The film reflects his transition to documentary films from action sports.

An avid skateboarder as a youth, Kremer began photographing and filming other boarders about 15 years ago. He ended up following the sport's top athletes around the world, including on visits to Japan. From his first visit here, Kremer loved the country's diverse geography, food and culture.

"Japan is a place where I feel free," says Kremer. "Free to roam. Free to create. And free to dream."

Kremer's freedom to create does not come without risks and challenges. Once, when he was hanging out the door of a helicopter in a harness, an engine problem caused the copter to auto-rotate, taking Kremer on a wild ride to the ground. While that was plenty horrifying, another incident saw his chopper plunge down a snowy slope under a tree canopy. That was enough to convince him that his days might be numbered if he didn't find safer ways to pursue his craft.

Creating his popular and visually compelling imagery is also challenging and time-consuming. And there are hazards to leaving high-tech camera equipment in public places to do its work. People tend to take an unwelcome interest in his cameras.

"When I filmed Ishizuchi, I had a very narrow window of opportunity because of my schedule and the weather," he says. "I set up the camera and wrapped it in plastic sheeting with just the lens uncovered, and went into my tent to


get some rest. Some helpful soul came across it and pulled the plastic down over the lens to protect it. It was kind of annoying."

Earlier this year, Kremer was asked to produce a promotional video for the Dogo Onsen Art project, which was held in Matsuyama. Starting with an animation tracing the origin of the onsen, "The Legend of Dogo Onsen" captures the bustle and charm of Japan's oldest spa. The movie won an Emmy Award this year.

Now, Kremer is working on projects with an advertising and production company based in San Francisco and Tokyo. And in January, Kremer will debut his collaboration with photographer Michael Levin.

"Over the years I have had many experiences and opportunities to grow as a filmmaker," he muses.

"I guess more than anything I am a dreamer. And it's this dream of being a filmmaker that has kept me going all these years. For a filmmaker is never truly satisfied.

"The next film will always be better than the last." 



## Tradition meets Modernity

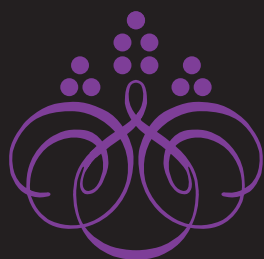


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# Progress and challenges

## *Same-sex dads with children, in Japan*

**Personally and professionally, Japan has mostly been my home since 1989, and has been an amazing place to live and raise my family with my same-sex spouse. While challenging at times, I have been encouraged to see the progress made for, and by, same-sex couples over the past two decades.**

The Tiananmen crisis in Beijing prompted me to move here in 1989. I was working at a US law firm in China and had to decide what to do next with my career. Having spent a year studying Japanese in Tokyo while in law school, I felt Japan — at the height of the “bubble” — seemed like a better choice than moving back to the US.

However, truth be told, that’s only part of the story. Japan was the only place where my future husband Paul — whom I met in his hometown of Tianjin in 1988 — could get a student visa to leave China.

It was a big commitment on our part, but Japan welcomed us, while my home country did not. At that time, I felt I couldn’t say anything about our relationship at work and had to figure out how to manage our lives — and legal status as a couple — independently. The emotional aspects of hiding one’s family aside, that was in stark contrast to heterosexual couples, who could more easily negotiate arrangements with their employers for their spouses and family members.

Even so, we both thrived in our adopted home, but occasionally encountered difficulties relating to the fact that same-sex couples are not legally recognised here (and were not in the US either until 2013, even though we had been legally married in California in 2008).

The first challenge had always been immigration and renewal of visas. Without status as a married couple, we always had to find independent reasons for living here. Imagine the stress that arises when your family might be split

apart in any given year because of a visa renewal problem. And to make matters worse, health insurance and a host of other legal rights derive from that marital and visa status. I will never forget the landlord who in the 1990s reneged on a lease agreement signed by my employer on discovering that my partner was male; we had no legal recourse.

Also, because Chinese passport holders had more difficulty travelling until recently, Paul could not easily visit my family and friends in the US. We thus spent four years apart when he

“JAPAN WAS DEFINITELY A MORE WELCOMING ENVIRONMENT FOR US”


emigrated to New Zealand to obtain citizenship and a more mobile passport. I enjoyed some nice vacations in Australia and New Zealand, as an unintended side benefit!

Then came the special difficulties encountered when we sought to expand our family. We have two lovely children: a son four years old and a daughter two, of whom we have joint legal custody of in the US. But in the eyes of Japanese law (for purposes of immigration status, national health insurance eligibility, tax benefits, decisions on education, medical care, and the like) are these wonderful human beings, whom I have been responsible for since birth, really deemed to be MY children as well as Paul’s? Unfortunately, the answer is unclear, at best.

Socially, despite significant progress on acceptance of LGBT people, raising kids presented another whole set of

challenges. Not being Japanese citizens, how will we effectively deal with the inevitable issues arising at their school? Our children are currently in *hoikuen* (public day care), and we remain inclined toward the excellent Japanese public school system, to ensure they grow up speaking Japanese. But this demands extensive parental involvement, a task typically carried out by a mother in Japan. Although Paul and I both speak Japanese, how do we appropriately engage in extra-curricular activities and PTA meetings? We do not know many peers in the LGBT community here facing a similar situation and must, as always, create our own path.

But looking on the bright side, I never would have imagined when I met Paul that we would be legally married in the eyes of US law — even if not yet Japanese law. Or, when we moved here, that I would one day be working for a Japanese employer with an explicit equal employment opportunity provision covering sexual orientation in its Code of Conduct. Or, most especially, that we would have two beautiful children.

Paul and I have lived together as a couple for 28 years, and enjoy Tokyo as perhaps the greatest city in the world. We are happy to call Japan home, yet know the road ahead won’t be easy. Looking back on how much has changed — and looking ahead to what might change next — I am confident that, for our family and hopefully many younger LGBT people, it will have been worth the effort. 

**LARRY BATES** is Executive Officer, Senior Managing Director and Chief Legal Officer of the LIXIL Group Corporation in Japan. He is also immediate past president of the ACCJ.







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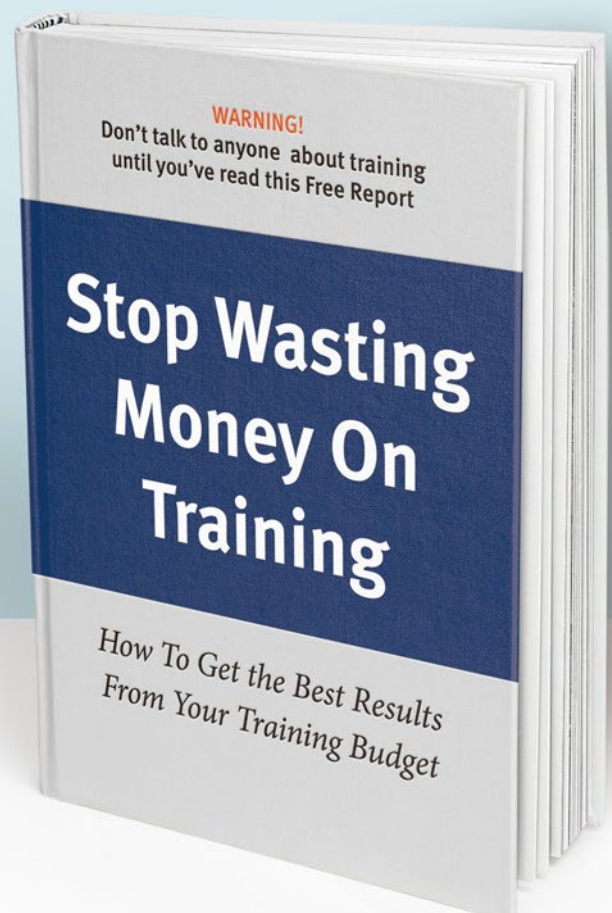
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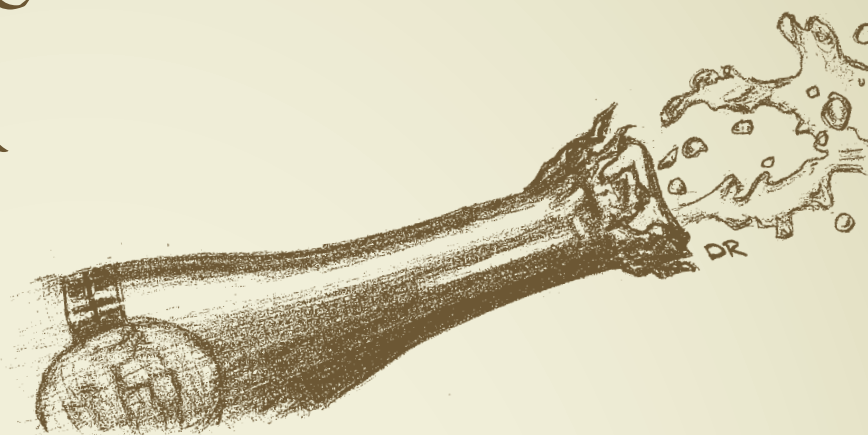
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# Champagne demystified

*Breaking down the world's favourite bubbly*



**Where there's a party, there's usually Champagne. Yet, that's where most people's knowledge ends about the golden, bubbly concoction. Beyond the big brands lies a world of tradition and quaint vineyards waiting to be explored.**

The first thing to know about Champagne is that it's not merely a beverage but a region, located about an hour's drive east of Paris. Sparkling wines made anywhere outside this area, such as in America or Spain, are not Champagne, even if they use the same traditional production methods.

The traditional method of producing sparkling wine is what gives Champagne its rich, creamy texture – and steep price tag. The process begins by filling bottles with a base wine made of a unique blend of Chardonnay, Pinot Noir and Pinot Meunier grapes. Each bottle is then given a dose of sugar and yeast before the bottle is sealed shut. As the yeast eats away at the sugar, converting it into additional alcohol, carbon dioxide is released as a byproduct,

producing the tiny bubbles that make Champagne, well, sparkle.

Once the yeast is finished with the sugar, it dies and settles at the bottom of the bottle. Here's where the magic begins. Champagne's iconic toasty, nutty, yeasty aromas and creamy texture are a direct result of continued contact with the dead yeast (or lees). At this point, the bottles are laid to rest in the damp cellars of northeast France for a minimum of 12 months. Master of Wine Jancis Robinson says 18 months of contact results in far richer flavours, something to keep in mind when purchasing your next bottle.

After a winemaker decides the Champagne is ready to be sold, the sediment is removed and each bottle is prepared for the final *dosage*. This hit of sugar is what gives Champagne its varying levels of sweetness, indicated on the label as extra brut (bone dry), brut (dry), sec (dryish), demi-sec (medium sweet) and doux (sweet). After the winemaker chooses a certain *dosage*, the bottles are corked, foiled and ready to go.

Most Champagne consumers define a bottle by its *maison*, or house – Heidsieck, Veuve Clicquot, Moët & Chandon and so on. In reality, the region of Champagne is filled with tens of thousands of individual vineyards, averaging just a few hectares each. Vineyard owners can either sell their grapes to the big *maisons* (for higher prices than anywhere else in the world), or they can choose to make their own bubbly. The biggest difference is style: while the big Champagne houses blend dozens of wines to make a consistent, signature style year in and out, the small growers' wines will vary dramatically due to difference in plots and *terroir*. It's all up to the consumer whether to take a chance on the artisans (whose bottles will be labeled with an RM), or choose the consistency of the big houses (whose bottles will be labeled with an NM).

Don't forget that Champagne is not the only region in the world that uses the traditional method of production ... there are many other fabulous sparkling wines with their own history and culture. Cava, for example, is Spain's premium sparkling wine that comes with a friendlier price tag than its French cousin. The important thing to remember is that Champagne is not just for special occasions – it can be paired with anything from caviar to oysters to foie gras – or even fried chicken and potato chips! 🍷

Every month, **ALLISON BETTIN** takes *EURObiZ Japan* readers on a trip through the world of wine.







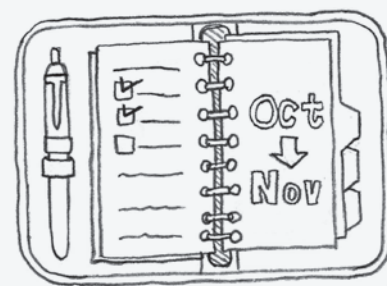
Elio Catering recreates the same uncompromising quality offered at Elio Locanda Italiana. All dishes are prepared in Elio's Catering headquarters using organic and tested radiation-free ingredients, and are delivered fresh to your event location. Should you prefer to dine at home or elsewhere, the taste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

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





# Upcoming events



## » Belgian-Luxembourg Chamber of Commerce in Japan

[www.blccj.or.jp](http://www.blccj.or.jp)

### Monthly beer gathering

19 October, 16 November, Monday, 19:00-22:00

**Venue:** Belgian beer café in Tokyo

**Fee:** Pay for what you drink

**Contact:** [info@blccj.or.jp](mailto:info@blccj.or.jp)

### Belgian Beer and Food Academy in Osaka

29 October, Thursday, 18:30-21:30

**Venue:** Hilton Osaka, Umeda, Shinju Room

**Fee:** ¥16,000 (members and guests), ¥18,000 (non-members)

**Contact:** [info@blccj.or.jp](mailto:info@blccj.or.jp)

## » British Chamber of Commerce in Japan

[www.bccjapan.com](http://www.bccjapan.com)

### Breakfast: Who will win the 21st Century - the continents in competition

20 October, Tuesday, 08:00 to 09:30

**Speaker:** Lord Christopher Francis Patten

**Venue:** Grand Hyatt, 2F, Residence Basil

**Fee:** ¥5,500 (members), ¥8,000 (non-members)

**Contact:** [info@bccjapan.com](mailto:info@bccjapan.com)

### 2015 British Business Awards

13 November, Friday, 18:30 to 22:30

**Speaker:** to be confirmed

**Venue:** Palace Hotel Tokyo, 4F, Yamabuki

**Fee:** ¥27,000 (members and non-members)

**Contact:** [info@bccjapan.com](mailto:info@bccjapan.com)

## » French Chamber of Commerce and Industry in Japan

[www.ccifj.or.jp](http://www.ccifj.or.jp)

### CCIFJ Tokyo Gala

16 November, Monday, 18:00-23:00

**Guests:** Michelin-starred chef Emmanuel Renaut (Flocons de Sel Megève); French indie-folk duo Brigitte

**Venue:** Cerulean Tower Tokyu Hotel, Shibuya

**Fee:** seats from ¥35,000 to ¥55,000

**Contact:** [c.queval@ccifj.or.jp](mailto:c.queval@ccifj.or.jp)

## CCIFJ Marketing Committee Event

25 November, Wednesday

**Speaker:** Khalil Younes, EVP Marketing & New Business, Coca-Cola Japan Company

**Venue:** Institut Français

**Fee:** to be confirmed

**Contact:** [c.queval@ccifj.or.jp](mailto:c.queval@ccifj.or.jp)

## » Ireland Japan Chamber of Commerce

[www.ijcc.jp](http://www.ijcc.jp)

### Third Thursday Networking Event

22 October, Thursday, from 19:00

**Venue:** HUB Roppongi No.2

**Fee:** Buy your own drinks and food

**Contact:** [secretariat@ijcc.jp](mailto:secretariat@ijcc.jp)

### Ireland Japan Golf Challenge: Ambassador's Cup 2015

31 October, Saturday, 08:30-17:00

**Venue:** Haruna no Mori Country Club

**Fee:** ¥19,000 (members), ¥21,000 (non-members)

**Contact:** [secretariat@ijcc.jp](mailto:secretariat@ijcc.jp)

### IJCC Business Awards Dinner 2015

19 November, Thursday, from 19:00 (maybe 19:30)

**Venue:** Roppongi Hills Club, Mori Tower, 51F

**Fee:** to be determined

**Contact:** [secretariat@ijcc.jp](mailto:secretariat@ijcc.jp)

## » Swiss Chamber of Commerce and Industry in Japan

[www.sccij.jp](http://www.sccij.jp)

### SCCIJ November Luncheon

16 November, Monday, 12:00-14:00

**Speaker:** Juerg Schmid, CEO of Switzerland Tourism

**Venue:** to be confirmed

**Fee:** ¥6,500

**Contact:** [info@sccij.jp](mailto:info@sccij.jp)

## OCTOBER

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

## NOVEMBER

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

Compiled by DAVID UMEDA

### SCCIJ Year-End Party 2015

20 November, Friday, from 19:00

**Venue:** Hilton Tokyo, Kiku Ballroom, Shinjuku

**Fee:** ¥13,000 (members & guests)

**Contact:** [info@sccij.jp](mailto:info@sccij.jp)

## » Multi-chamber event

### Stora Enso Cup Sweden-Finland Golf Challenge

13 November, Friday, 09:00 to 17:00

**Venue:** Taiheiyō Club Gotemba West, Shizuoka Prefecture

**Fee:** ¥18,000

**Contact:** [fccj@gol.com](mailto:fccj@gol.com) or [office@sccj.org](mailto:office@sccj.org)



# Philip O'Neill

## *McGill MBA Japan*

The McGill MBA Japan programme has been offering its innovative weekend MBA in Tokyo since 1998. It recently became a Japan Campus of a Foreign University, which makes it an even more compelling place to study.


"The McGill MBA Japan programme is one of the top English-language weekend MBA programmes in the world and we are able to attract some of the best Japanese and international students," says programme director Philip O'Neill. "Everyone has several years of experience, so there is a high level of engagement and real-world learning among our students." 

Photo **KAGEAKI SMITH**





# LACE UP FOR THE CURE

newbalance.co.jp



ニューバランスは、乳がんの早期発見を啓発する「ピンクリボン活動」をサポート。毎年秋に東京・日比谷公園で行われるラン＆ウォークイベント「Run for the Cure®/Walk for Life」に協力するほか、ピンクリボン対象シューズを発売して売上の一部をNPO法人Run for the Cure Foundationに提供しています※。

乳がんの正しい知識を広め、早期発見・早期診断・早期治療をアピールすること。

皆さまの健康を願うスポーツブランドとして誇りをもって「ピンクリボン活動」を応援しています。

※2014年度は、NPO法人Run for the Cure Foundationに10,949,953円の寄付を行いました。



new balance®



A woman with dark hair and brown eyes is looking directly at the camera. She is holding a large, clear crystal ball in front of her face, with her hands visible at the bottom. Inside the crystal ball is a detailed, black and white miniature model of a city skyline, featuring several prominent skyscrapers. The background is a plain, light gray.

Your  
insights

+

Our  
strengths and  
expertise

=

**Top-class**  
protection around  
the world



**Swiss Re**  
Corporate Solutions

You know your business inside out. You know your markets, your customers, your competitors. Above all, you know the risks facing your business. At Swiss Re Corporate Solutions, we have the capabilities and the financial strength to meet the risk transfer needs of businesses worldwide. But that's only half the story. Whether your risk is basic or complex, whether the solution is off-the-shelf or highly customised, we believe that there's only one way to arrive at the right solution. And that's to work together and combine your experience with our expertise and your strengths with our skills. Long-term relationships bring long-term benefits. **We're smarter together.**

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