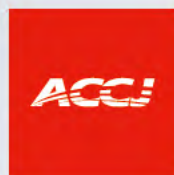


PRESIDENT

The ACCJ Is Thriving
Thanks to You
JAY PONAZECKI
PAGE 7



EXECUTIVE DIRECTOR

A Mechanism for
Cooperation
SAMUEL KIDDER
PAGE 54

Journal

MAY 2014 VOL. 51, ISSUE 5

Okii Matsumoto: Creating a Financial Company for the Future

Page 22

ACCJ 2013 VOLUNTEERS & LEADERS OF THE YEAR

Page 28

BUSINESS INDEX

Business Support & Outsourcing
Page 34





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ACCJ 2013 VOLUNTEERS & LEADERS OF THE YEAR



7—President | Update
The ACCJ Is Thriving Thanks to You
JAY PONAZECKI

9—Editor | ACCJ Members
For the Greater Good
MEGAN WATERS

12—Press | US-Japan News

- Hotel Extends Soap Reuse Project
- Fast Food: Most Popular Chains
- Sony to Offer TV-style Programs
- Amazon Offers Direct Alcohol Sales
- Search Engine Unveils Manga Works
- ACCJ Proposes New Regular Employee Contract Option

15—Committee | Tourism
Creating Chances
Integrated resorts could increase visitors to Japan and bring business opportunities
MEGAN WATERS

17—ACCJ Event | Autos
Cracking Japan
Mercedes-Benz defies accepted approach to become top-selling luxury car here

19—ACCJ Event | Society
Shared Value
A model for sustainable social and economic progress
WILLIAM R. BISHOP, JR.

22—Cover Story | Finance
Oki Matsumoto: Monex Group, Inc.
Creating a financial company for the future
GEOFF BOTTING

27—Embassy | Update
Power Walk: Connecting the Circuits
ANDREW WYLEGALA

28—ACCJ | Awards
2013 Volunteers & Leaders of the Year

32—Event | Conference
Speaking Up for What Women Want
WIB Summit aims to support the government in what needs to be done to revive Japan
ELIZABETH HANDOVER
AND DEBORAH HAYDEN

Cover Image
Oki Matsumoto,
CEO of
Monex Group, Inc.
Photo by
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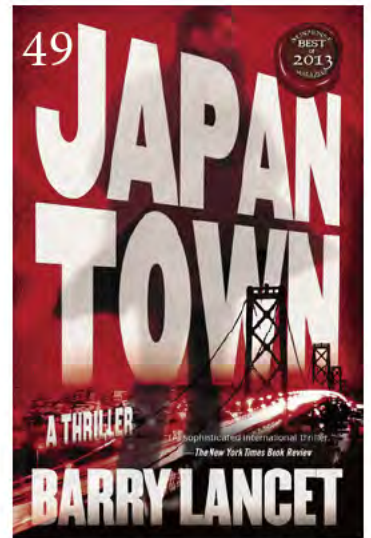
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MAY 2014



27



46



12

34—Business Index |
Business Support & Outsourcing

38—HR | Communication
New Beginnings

We can influence our starts every morning, in meetings, and at work
ANDREW SILBERMAN

40—Whiting's World | Post-war Japan
A Little Bit of Home
Jack Dinken was one of the first Americans to conduct business here after WWII
ROBERT WHITING

43—Food | New York
Federico Heinzmann: Food, Flavors, and Freedom
MEGAN WATERS

46—Art | Travel
Before the Bullet Train
Avant-garde posters now rare artworks
SIMON FARRELL

49—Books | Review
Trouble in Japantown
Fast-paced thriller provides enjoyable read
VICKI L. BEYER

51—ACCJ Events | Past and Planned

53—ACCJ Corporate Sustaining
Member Companies

54—Executive Director | APCAC
A Mechanism for Cooperation
SAMUEL KIDDER



43

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Jay Ponazecki jponazecki@accj.or.jp

It is outstanding what the Chamber is able to accomplish thanks to your unparalleled expertise, hard work, professionalism and shared belief in the importance of collaboration and cooperation. We are also fortunate to have the assistance of everyone in the ACCJ office. It is impossible to summarize all the initiatives that are underway so, instead, here is a sampling.

One way for the Japanese government to increase the number of working women in executive positions would be to allow Japanese women to hire foreign domestic workers to alleviate child- and elder-care responsibilities. To raise awareness and to promote changes to allow such hiring, the ACCJ issued a viewpoint on this topic in June 2013. With the Abe administration's increased focus on promoting female executives as an element of its growth strategy policy, this proposal has been gaining real traction since the beginning of the year.

Kumi Sato and Bryan Norton presented on this issue at an LDP policy meeting on March 25 and Bryan Norton and Makiko Fukui addressed a government regulatory reform panel studying this issue on April 22. The Industrial Competitiveness Council has also recommended that Japan move forward positively on this issue.

In March, we issued a viewpoint entitled "Add Flexibility to the Labor Contract Law to Address Burgeoning Social Inequality While Spurring Economic Growth," addressing the growing inequality of Japan's two-tier labor market of regular and non-regular employees. Our recommendations would make the labor market more flexible, which is a major element of Prime Minister Shinzo Abe's third arrow.

We are advocating for a formal regular employee contract that would provide protections, including mandated minimum severance pay, which would not only protect employees, but would also encourage employers to invest in training employees.

In late April, the ACCJ and the Keizai Doyukai issued a joint statement expressing that TPP is essential for stimulating business, promoting economic growth and creating jobs in the United States, Japan and the broader region, and that the United States and Japan have a duty to exercise even stronger leadership in guiding the negotiations to a successful conclusion.

Nagoya Walkathon

I hope to see many of you at the 23rd Annual Nagoya Walkathon on May 18 at the Aichi Expo Memorial Park. The event is sponsored by the ACCJ and the Nagoya International School and is more than just a walkathon. There will also be a stage show, a raffle, other

activities and food. The organizers hope to raise ¥8 million to help orphans, victims of child abuse, the physically or emotionally challenged, and people coping with illnesses such as HIV and cancer.

The ACCJ Board of Governors will hold its May meeting in Nagoya on May 17, so that many of your elected leaders can participate in this important annual event. Please visit www.nagoyawalkathon.com for more information.

Women in Business Summit and Entrance Fee Waiver Campaign

I also hope to see many of you at the Women in Business Summit on May 27. Please join me in thanking our very generous sponsors who donated ¥24.5 million in total and have made it possible for the ACCJ and the USJC to hold an all-day event with lunch, light refreshments, a cocktail reception and simultaneous interpretation at affordable rates for members and guests.

This year's generous sponsors are Harmony Residence, Aflac, MetLife Alico, EY Japan, Toys "R" Us, Japan, Prudential Financial, J.P. Morgan, Dow Chemical Japan, RE/MAX, Nikkei, Deloitte Touche Tohmatsu, Baxter Limited, Qualcomm Japan, Bloomberg, Coca-Cola, AIG, McDonald's Company (Japan), K&L Gates, Eli Lilly, Mitsubishi Corporation, Oak Lawn Marketing, Pasona and Nu Skin.

As of last month, 21.3 percent of ACCJ members were women. Given the importance of fostering sustained economic growth in Japan through the empowerment and promotion of women in the workplace, and in support of Prime Minister Abe's goal of having women in 30 percent of management positions by 2020, I hope at least 30 percent of ACCJ members will be women well before 2020.

In that spirit, we are pleased to announce a two-month Entrance Fee Waiver Campaign for any new female members who apply for membership from May 27 through July 31, 2014. This campaign also applies to any new male members who attend the Summit and apply for membership during the campaign period.

For Corporate Sustaining Members, this means you can enroll your female colleagues—and your male colleagues who participate in the Summit—as additional members for free. It also means those who qualify and apply to join as new Company Members, Individual Members or Non-Resident Members during the campaign period will receive a discount.

We hope many will take advantage of this special limited offer. More information will be provided at the Summit and on our website and SNS sites. •

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FOR THE GREATER GOOD



Megan Waters
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We all know time is a valuable commodity; once used, it is gone for good. This makes the time devoted to the ACCJ by its volunteers and leaders so special.

The many selfless members, who dedicate endless hours to chamber activities, do so seeking no personal gain. Thus, each year, the ACCJ recognizes the important role played

by those of its members who eagerly share their skills for the greater good of the organization.

On page 28 we feature six people who were named ACCJ leaders and volunteers of the year for 2013.

Singled out are eight members, who have gone the extra mile to make personal and very special contributions to the chamber. The greatly appreciated efforts of these selfless individuals span a broad spectrum: providing event photographs, at no charge; generating white papers; compiling position papers; and organizing high-profile events, to mention but a few instances of their generosity.

But this does not mean that all contributions, from any member, are not considered valuable for the chamber's continued well-being.

Women in Business Summit

Fast approaching is, arguably, the biggest event on the ACCJ calendar this year. As of this writing, the USJC-ACCJ Women in Business Summit, scheduled for May 27, is fully booked.

Those who are curious about the summit's offerings, turn to page 32. This promises to be a dynamic and exciting event.

From the Publisher

As producer of such a high-profile magazine as the *ACCJ Journal*, which has a hugely diverse and influential readership, we naturally receive complaints and compliments, both of which are very welcome.

Last month was no different.

Respected veteran Japan hand Bob Whiting has been writing a fascinating series for us based on his soon-to-be-published book on the post-war history of Tokyo. His series features a number of colorful characters that he has interviewed over the years. The first essay, in the March issue, featured a young officer during the occupation of Japan. Regrettably, some of the subject matter proved inappropriate for some readers. It's obvious we have come a long way and morality has changed since those days; characters in the series represent historical figures from a different time and place than today's US businesspeople in Japan. I apologize to anyone who was offended. I know many of you really enjoy Bob's contributions. His latest article (page 40) features one of the first US entrepreneurs in post-war Japan.

Meanwhile, unsolicited congratulations from two former ACCJ presidents warmed our hearts. They said the *ACCJ Journal* is a great way to keep in touch with what is happening among members of the US community in Japan, especially if you spend a lot of time abroad.

They had both really enjoyed the last few issues, especially, said one, the issue featuring the 50th anniversary of the magazine in March. Thanks! •



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Hilton Hotel Group Extends Soap Reuse Scheme

Hilton Worldwide plans to expand its global soap recycling initiative to all 10 of its Japan hotels through its RePurpose program (press release, March 23).

As part of its corporate responsibility strategy, Travel with Purpose, the hotel group has partnered with the US-based Global Soap Project since 2011, and diverts waste soap from landfills through reuse and recycling, before sending it to communities in need.

Timothy Soper, vice president of Hilton Worldwide said: "Through this program, we hope to continue to increase environmental awareness among our team members and business partners alike and, in so doing, enable our guests to make sustainable choices when they travel."

Since October 2013 and together with Hong Kong-based NPO Soap Cycling, Hilton Worldwide's 1,000-strong housekeeping team in Japan has already collected 2.3 tons of soap left after guests check out from more than 5,300 hotel rooms across



Through the scheme, 20,000 bars of soap were produced and sent to underprivileged communities.

the country. Soap Cycling processes collected soap waste to create new bars and deliver them to underprivileged communities in Cambodia, Indonesia, Thailand, Vietnam, and Myanmar.

Through the initiative, 20,000 new bars of soap were manufactured; some of these were directed to disaster-stricken communities affected by Typhoon Haiyan in the Philippines last November.

David Bishop, founder and chairman of Soap Cycling, said, "Soap is a truly

life-saving item. Research shows that simple hand washing in homes, hospitals, schools, and elsewhere saves 900,000 lives annually by preventing hygiene-related diseases."

The hotels participating in the soap recycling program in Japan are: Conrad Tokyo, DoubleTree by Hilton, Naha Hilton, Fukuoka Sea Hawk, Hilton Nagoya, Hilton Niseko Village, Hilton Odawara, Hilton Osaka, Hilton Tokyo, Hilton Tokyo Bay, and Hilton Tokyo Narita Airport.

Fast Food: Most Popular Chains

The reigning king of fast food in Japan is Mos Burger, while McDonald's is a close second (Niconico News, March 18).

According to a survey of adults conducted by the video-sharing website, some 45.1 percent of respondents indicated they prefer Japan's Mos Burger. Some of those surveyed believe the hamburger chain uses higher-quality ingredients, while others said they appreciate that some burgers are offered with grilled rice patties instead of buns.

McDonald's, headquartered in the United States, garnered 37 percent of the votes. These respondents said the consistent taste and low price keep them coming back to the world's largest hamburger fast food chain, while those with bigger appetites noted that the Big Mac set and other larger meal sets are a big draw.

In third place is Freshness Burger (3.8 percent), with Lotteria in fourth place (3.6 percent), and Burger King fifth (2.5 percent). Bringing up the rear are First Kitchen (1.9 percent) in sixth place, Dom Dom Burger in seventh (0.8 percent), and American transplant Wendy's last (0.4 percent).

However, the survey results don't necessarily reflect market share in Japan. In terms of sales, McDonald's is still the undisputed market leader over Mos Burger.



Mos Burger offers grilled rice patties instead of buns.

Search Engine Unveils Works by Manga Artist

Google Cultural Institute has unveiled a collection of works by the legendary Japanese manga artist, Osamu Tezuka (*Asia Travel Today*, April 8).

Google offers free access to valuable historic documents and other materials on its website, and it is the first time the site has featured an artist from the manga genre.

The collection from the Osamu Tezuka Manga Museum in Takarazuka City, Western Japan, became accessible online on April 7—the birthday of Astro Boy, hero of one of Tezuka's most cherished manga series.

The site offers free access to images of the late manga artist's major works in chronological order. More than 170 items can be viewed, including Tezuka's printed materials, original manuscripts, and photographs depicting his work and life.

Google Cultural Institute Director Amit Sood said unveiling Tezuka's work is a significant step. Sood hopes to introduce more manga and anime, which are considered Japanese cultural assets.

Sony to Offer TV-style Programs

Sony's PlayStation Network has followed online media giants Netflix, Inc. and Amazon.com, Inc. in commissioning its first original drama series (*Japan Today*, March 22).

Powers, based on a comic book of the same name, combines the genres of superhero fantasy, crime noir, and police procedural, and is to be produced by Sony Pictures Entertainment Inc.

Sony is aiming to compete with its main video games console rival Microsoft's Xbox Live in offering TV-style programming.

Sony's new show is described as a one-hour drama that is, according to a company statement, "set in a world full of people with superhuman abilities and where all of those *powers* are just another catalyst for mayhem and murder."

A detective investigates cases "involving the God-like men and women, referred to as '*powers*,' who glide through the sky on lightning bolts and fire and who clash above cities in epic battle, oblivious to the mortals below."

Netflix was the first streaming service to commission its own original shows early last year with political drama *House of Cards*, followed by Amazon with character-driven political sitcom *Alpha House* in November.

Amazon Offers Alcohol

Amazon Japan K.K. has started direct sales of more than 6,000 alcoholic beverages, including wine and beer, at its online shopping site (*The Japan News*, April 9).

The new service can sometimes deliver beverages to customers the same day the order is placed.

The company now sells over 150,000 alcoholic drinks, including beverages offered by stores that sell through the shopping site.

Direct sales of sake and whisky, in particular, have been strengthened. On offer are more than 1,000 kinds of sake, including brands from all 47 prefectures, as well as 300 kinds of single malt whisky.



Amazon now offers over 150,000 alcoholic drinks on its site.

ACCJ Proposes New Regular Employee Contract Option

The American Chamber of Commerce in Japan (ACCJ) has issued a viewpoint titled "Add Flexibility to the Labor Contract Law to Address Burgeoning Social Inequality While Spurring Economic Growth" (press release, April 10).

The viewpoint calls on the Japanese government to create a new type of regular employee contract for full-time workers to enhance the country's labor mobility, an essential factor for economic growth.

The ACCJ said the proposed new regular employee contract will allow companies and employees to conclude labor contracts of indeterminate duration, as long as in case of dismissal the employee is compensated with the immediate payment of a pre-contracted and legally enforceable amount of severance pay that is based on his or her total years of service at the company.

The ACCJ also proposes the following formula to set the minimum amount of such severance pay, and to ensure that it is paid to employees in addition to unemployment insurance benefits:

- Years of Service: 0 to 2
Minimum Required Severance Payment: Number of years of service x 0.5 months' salary
- Years of Service: <2
Minimum Required Severance Payment: Number of years of service x 0.5 months' salary, with an absolute minimum payment of 2 months' salary

Because Japan's existing labor system is split between employees with the only type of regular (*seishain*) contract available, and temporary/non-regular (*hiseiki-shain*) employees, the system lacks mobility and flexibility, factors linked to impeding economic growth.

The current system also contributes to a widening social and economic gap between the two groups of workers, as companies are becoming increasingly less inclined to hire employees on a traditional, regular basis.

Nicholas Benes, chair of the ACCJ's Growth Strategy Task Force, said: "Adding the new type of regular employee contract option to the labor system will give both the employers and the employees more flexibility and choice, and this will facilitate gravely needed mobility in Japan's labor market."

"Further, such a change will help ease inequalities and inefficiencies currently found in the labor market, and make it easier for both Japanese and foreign companies alike to invest, and hire employees, in Japan."

Benes added: "It is important to note that this newly proposed type of labor contract would simply be an additional option for companies. It would not affect the existing categories of regular and non-regular employees, or the rights of those employees, nor would it prevent companies from continuing to use those categories in any way."



Benes: adding the new type of employee contract will give employers and employees more flexibility and choice.

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CREATING CHANCES

Integrated resorts could increase visitors to Japan and bring business opportunities

By Megan Waters

Despite its huge GDP, large population, and tremendous tourism resources, Japan has relatively few inbound visitors and is a small player in the convention industry.

Seth Sulkin, chair of the newly formed Integrated Resorts Task Force, believes the creation of integrated resorts (large-scale, mixed-use developments including casinos and hotels, as well as shopping, convention, and entertainment facilities) will drive inbound tourism and business visitors, and create opportunities for companies in a variety of sectors.

"Most industrialized countries have allowed casinos and integrated resorts for many years. Japan can catch up quickly because of the large domestic market and the potential to rapidly increase inbound visitors," said Sulkin.

Established in January, the task force was created to prepare for the passage of legislation that will allow integrated resorts to be built here, and will probably exist for one to three years until the operator selection process is complete.

"The first stage of legislation is expected to be adopted in May. Once the legislation passes, the pace of preparation for competitive bids is likely to accelerate," he explained.

Through the task force, Sulkin aims to provide members with information on the legislative process, networking between members and non-members, and advocacy to ensure the legislation is drafted to maximize benefits for Japan and allow business opportunities for members.



Takeshi Iwaya, secretary general of the Diet member group in charge of integrated resorts

By participating in the task force, members will have the opportunity to help draft a viewpoint and, later on, a white paper.

Further, the ACCJ will offer the expertise of its members on global best practices to the Japanese government as it drafts detailed implementing legislation.

"Member companies from an extremely wide variety of industries—gaming, real estate, finance, design, construction, tax, education, IT, marketing, distribution, hotel, restaurant, entertainment, and sports—will see business opportunities from the creation of integrated resorts," explained Sulkin.

Through the task force, Sulkin hopes to ensure the pending legislation, scheduled to pass in spring 2015, will be fair and transparent, and will allow domestic and foreign-capital companies to fully participate with best practices.

Although only recently formed, the group has already held a number of

successful meetings. These include a kick-off gathering in February with an address by Takeshi Iwaya, secretary general of the Diet member group in charge of integrated resorts. In March, the group met with Masayuki Inoue, director general of the Economic Strategy Bureau of Osaka City—cited by Sulkin as the most successful talk thus far.

"[The meeting] had a great speaker, was co-hosted by Knowledge Capital, a non-profit business organization in Osaka, and included many Tokyo-based ACCJ members," he said.

"It was a tremendous networking opportunity and provided timely information on Osaka's integrated resort plans."

Looking forward, a meeting with Neil Bluhm, chairman of Rush Street Gaming, a regional gaming company with a "tremendous real-estate development background" will be held in May, as well as planning events for the viewpoint and white paper. ♦

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CRACKING JAPAN

Mercedes-Benz defies accepted approach to become top-selling luxury car here

Custom Media

On the face of it, attempting to sell a foreign car in Japan is a daunting task. Even when that brand is a byword for elegance, luxury, and mechanical excellence, Japan remains the home market for many of the world's most well-known automotive companies.

Cracking Japan arguably has become even more difficult given the current domestic economic climate. But Mercedes-Benz has defied the accepted wisdom. Not only is it thriving in Japan but, in the three years since the global financial crisis and the triple disaster of March 2011, it has risen to become the top-selling luxury car here.

The strategies the Stuttgart-based company employed to overtake its high-end sector Japanese rivals—Lexus, BMW, and Audi—were outlined by Marc Boderke, representative director and vice president of Mercedes-Benz Japan Co., Ltd., at a luncheon on April 3 at the Tokyo American Club.

The tactics and lessons learned have relevance for any foreign company looking to do business here.

"We want to ensure that our current customers stay with us, so we need to make them happy so they remain loyal," Boderke said.

"But, at the same time, we also have to acquire new customers to show growth. The task is to be efficient at both ends."

Mercedes-Benz has built a solid reputation, meaning that existing customers are invariably happy with the product; "a good starting point," Boderke believes.



Marc Boderke (center), representative director and vice president of Mercedes-Benz Japan Co., Ltd.; and ACCJ Sales Development Committee co-chairs Thomas Shockley (left) and Carlo La Porta

However, the challenge is to attract a new generation of drivers.

"To do that, there is no such thing as a silver bullet," he said. "We need to apply a range of measures."

Mercedes-Benz's approach to the Japanese market is to apply measures along all of the six marketing Ps: product, price, place, promotion, process, and people.

"We are trying to broaden our product line-up offering in Japan because, from our perspective, it is very important that we deliver the latest technology here," he explained. "Japanese customers are very responsive to the latest technology and gadgets."

Another key element of the strategy is to emphasize the youthful and sporty style of the vehicles as Mercedes-Benz reaches out to a new, younger audience.

"We are trying to strengthen the emotional appeal of the brand, meaning that it is not only about functionality and rational values," he said. "We want to appeal to the heart as well as the brain of the buyer."

Mercedes-Benz has increased its range to 26 vehicles, with several new projects in the pipeline. But a great deal of the company's focus remains on the

latest technology that is incorporated into the cars.

In 2001, the company was the first to put a fuel-cell vehicle on a Japanese road and, in 2006, was the first to bring diesel engines back after the government dramatically tightened regulations on emissions.

An even newer innovation is the autonomous driving project, which was tested on a 100km route in Germany last year. Following the same route as Bertha Benz took 125 years ago in the world's first petrol-powered car, the descendant of that vehicle is able to recognize traffic lights, road signs, and surrounding vehicles, while making the necessary adjustments to ensure it reaches its destination safely without the help of a driver.

"It's fair to say we are convinced that we are at the leading edge in this technology and, although this is still a future concept, this car uses technology that is already available on the market today," he said.

"Japan is probably the most demanding market in the world, where the customer has high expectations of the product and services," he added. "It is up to us to meet those requirements." •



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SHARED VALUE

A model for sustainable social and economic progress

By William R. Bishop, Jr.

Shared value is not about sharing the value the company has already created through philanthropy, charity, or corporate social responsibility (CSR). Rather, the strategy sits at the intersection of a company's assets and expertise, unmet social needs, and compelling business opportunities.

Thus, shared value is a management approach by which companies gain a competitive advantage and create economic value for the company by addressing unmet social needs with a sustainable business model.

Companies have expanded their CSR activities considerably in recent years. Nevertheless, there will always be a need for companies to reach out to their communities and beyond to help through volunteerism, by making donations of cash, goods, and services, as well as through other CSR activities.

However, these kinds of activities are typically treated as outside the core business interests of the company. Businesses have rarely approached societal issues from a value-creation perspective. In the social sector, thinking in terms of value creation is even less common. Social and non-government organizations (NGOs) as well as government entities often see success solely in terms of the benefits achieved or the money spent.

As governments and NGOs begin to identify the connection between economic and social outcomes, their

"Shared value holds the key to unlocking the next wave of business innovation and growth."



Gary Cohen, executive vice president of Becton, Dickinson and Company

interest in collaborating with the business sector will inevitably grow.

Shared value can thus be defined as policies and operating practices that enhance the competitiveness of a company, while advancing the economic and social conditions in the communities in which it operates.

Shared-value creation focuses on identifying and expanding the connections between societal and economic progress. The concept rests on the premise that sustainable economic and social progress is best addressed with an innovative business model.

According to the principal advocate of the concept, Michael Porter, professor at the Institute for Strategy and Competitiveness,

Harvard Business School, there is an ever-growing awareness of major societal challenges.

Porter believes business is facing growing scrutiny as the cause of, or a contributor to, many of these problems. CSR efforts are greater than ever, but the legitimacy of business has fallen.

Governments and NGOs lack sufficient resources and capabilities to fully meet social challenges. Thus, a new business model is needed. "Shared value holds the key to unlocking the next wave of business innovation and growth. An ongoing exploration of societal needs will lead companies to discover new opportunities for differentiation and repositioning in traditional markets, and to recognize

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the potential of new markets they previously overlooked," he said.

Whether a venture is shared value or simply business is, in part, determined by the intent of an initiative. Shared value starts with the intent to address an unmet social need by applying an innovative business model with the goal of addressing that unmet need through sustainable value creation.

In a globalizing world economy, and as the shared-value concept evolves, the priority of helping to address urgent unmet social needs, while creating value through innovative business models, will become increasingly common.

At the ACCJ Healthcare Committee luncheon on February 21, Gary Cohen, executive vice president of Becton, Dickinson and Company (BD) indicated that the largest example of BD's application of shared value began in the mid- to late-1980s, when advocates were raising, to healthcare workers, concerns about the risk of HIV and hepatitis transmission from occupational injuries such as needlesticks.

Despite these early developments, interest in adopting safety-engineered devices (needles with integral features to protect health workers) was low. Leaders in hospital settings didn't regard this issue as a priority, and nurses were often blamed if they experienced an injury while performing their patient-care responsibilities.

In this market context, BD recognized that a strategy focused only on product development wouldn't be

sufficient to address healthcare-worker safety risks. Thus, BD needed a strategy that would increase awareness of the risks, educate health workers on how to protect themselves, and motivate adoption of products and procedures that reduce the risk of sharps injuries.

BD, as the world's leading producer of needles, embarked on a comprehensive strategy to address these risks by collaborating with activists, creating training programs with medical associations, funding injury surveillance systems, and investing in development of a broad range of safety-engineered devices to protect healthcare workers from injuries.

To accomplish this, the company considered three complementary approaches to shared value:

- ✓ Developing new products
- ✓ Establishing a new approach to engaging and collaborating with a broader constituency of key stakeholders that included awareness building, advocacy, data gathering, and policy changes
- ✓ Recapitalizing BD's manufacturing base

BD's shared-value strategy—first implemented in the United States—contributed to reductions in sharps injuries to health workers (a 51 percent reduction among nurses in the United States from 1993 to 2001), revitalization

"The most successful companies in the future will not only be leaders in innovation, growth, competitiveness, and profitability; they also will be distinguished by their positive contributions to society in areas such as poverty elimination, environmental stewardship, health of individuals and populations, and ethical standards of governance."

and differentiation of BD's core needle-based products and businesses, and creation of significant sales growth and shareholder value.

In addition to advocates and clinicians recognizing the importance of using safety-engineered devices, policymakers in many countries have taken steps to mandate their use.

Laws requiring healthcare facilities to use safety devices in place of conventional needles were passed in 2000 in the United States, 2011 in the European Union, and 2012 in Taiwan (the first country in Asia to mandate the use of safety-engineered devices whenever possible).

Cohen summed up the future outlook for companies in a globalized economy: "The most successful companies in the future will not only be leaders in innovation, growth, competitiveness, and profitability; they also will be distinguished by their positive contributions to society in areas such as poverty elimination, environmental stewardship, health of individuals and populations, and ethical standards of governance."

"By doing so, they will enhance global prosperity and stability, as well as their own sustainability as enterprises." •



William R. Bishop Jr. is chair of the ACCJ Healthcare Committee and director of corporate affairs at Nippon Becton Dickinson Company, Ltd.



Oki Matsumoto was the youngest partner in the history of the Goldman Sachs Group.

OKI MATSUMOTO: MONEX GROUP, INC.

Creating a financial company
for the future

By Geoff Botting

Photos by Antony Tran

Wall Street investment banks have become the stuff of legend; places where “masters of the universe” routinely move massive amounts of money around the globe. The banks are also highly coveted by young and fiercely ambitious university graduates.

But in Japan in the 1980s, their name recognition was close to zero, even among job-seeking grads, recalled Oki Matsumoto, CEO of Monex Group, Inc., an online brokerage based in Tokyo but with group companies and subsidiaries around the world.

“When I joined Salomon, my friends at university asked me, ‘Do you like skiing that much?’” Matsumoto laughed. “Nobody around me knew who Salomon Brothers was,” he explained.

Mistaking one of the world’s leading investment banks for a French sports equipment maker was par for the course back then. Similarly, joining one by a graduate of The University of Tokyo—easily Japan’s most prestigious university—was considered a rather unconventional move.

But that’s exactly what Matsumoto did. “I thought that if I went into some other industry, I might get bored,” said

**Matsumoto decided to leave his position
at Goldman to strike out on his own.
His plan was revolutionary for that era—
to create an online brokerage.
And thus began Monex.**

Matsumoto, who studied law and admitted that he didn't give his career much thought until graduation. "In the financial industry, a person faces good days and bad days, so I didn't think it would be boring."

Indeed, Matsumoto's early career was marked by several groundbreaking events. When Salomon hired him in 1987, he was among the first group of Japanese recruited directly out of a Japanese university by a Wall Street firm.

After three years at Salomon, he went to the Goldman Sachs Group, Inc. This was also a notable move as, at the time, job-hunting was extremely rare among Japanese white-collar workers, particularly ones who had barely begun their careers. In 1994 at Goldman, Matsumoto became a partner, "the youngest ever in Goldman's history," he said.

Then, in 1998, he encountered something that would change his career forever: the internet. "In those days, the internet was very loose and slow, and had a pretty bad infrastructure. But I learned the concept behind it, and it amazed me."

His awe translated into action. Impressed by the internet's apparent potential, Matsumoto decided to leave his position at Goldman to strike out on his own. His plan was revolutionary for that era—to create an online brokerage. And thus began Monex, which today claims to be the only broker with a physical presence in the world's three largest economies: Japan, the United States, and China (Hong Kong office).

"I thought that the internet was going to be the way to do financial business. Lots of industries would be affected but especially finance, because in finance there is no physical delivery," he said.

Subsequent events were to prove that hunch correct. E-commerce, although getting off to a slow start in Japan, eventually exploded.

What had made Matsumoto leave the security and opportunities of an investment bank to plunge into what seemed at the time a highly risky venture? Largely, it was due to his employer's cool response to a grand idea he had.

"I proposed to Goldman Sachs, as I was a partner, to start a securities brokerage business using the internet to create direct access to retail people, who are the final risk takers," he said.

His colleagues responded to the proposal by reeling off a list of objections. They told him he wasn't particularly knowledgeable about the internet or equities, given that he was working in fixed-income at the time. Further, they pointed out, Goldman was in the institutional—not retail—business.

Meanwhile, his partnership contract with Goldman was coming up for renewal, and he realized he was in a now-or-never situation. "That was in the fall of 1998, and Japan was scheduled to fully liberalize stock brokerage commissions [the following year]," he said. "I wanted to start [the new company] by D-Day."

Monex was founded by Matsumoto and three partners in 1999.

The early years were marked by some tough and unexpected frustrations. The problems weren't due to the market or clients but, rather, to such Monex business partners as computer system vendors. "They didn't treat us very nicely at the beginning," Matsumoto recalled.

He learned the hard way that Japan's business community took a dismissive view of small ventures like his.

Vendors and others were eager to serve Goldman at the drop of a hat. However, with Monex they behaved as if they were doing them a favor, and demanded money up front before delivering goods or services. "It was actually common, but coming from Goldman, I found it shocking. You had to pay first for everything," he said.

And even when the cash was provided, there was no guarantee that Matsumoto or his colleagues would receive what they had asked for. "The system vendors would be nodding, but they didn't really listen to us. They said they'd make ABC, but in the end they would only make A," he explained.

"It was tough and it just kept happening. But it was a learning process," he said, adding that ventures in Japan get a lot more respect now than before.

This learning process ended up paying rich dividends to Matsumoto and his colleagues.

Monex Group, based in Tokyo, expanded steadily. Today it comprises 12 offices worldwide with about 1,000 employees. The company aspires to empower traders and investors

"I thought that the internet was going to be the way to do financial business. Lots of industries would be affected but especially finance."



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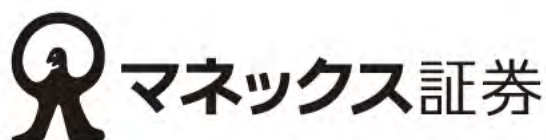
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Matsumoto devised the Monex name by changing the last letter of "money" to an "X", symbolizing being at the forefront.

worldwide by utilizing the best technology, education, service, and financial professionalism to provide access to the top financial markets around the world.

The group's core business is online brokerage, although it also engages in M&A advisory, debt and equity underwriting, and several other financial services.

One of its most recent endeavors is a B2B service, which utilizes Monex's global network to transfer US stock to Japan.

The idea is to target executives and employees of Japan subsidiaries of US-based companies that have portfolios of US stocks in the United States. Through the human-resource departments of these companies, Monex proposes that it take over portfolios so that it can expertly handle any Japanese tax obligations.

"These executives and employees cannot carry over the losses from

US stock, nor offset other financial instruments because they hold stocks in a foreign country. If they transfer stocks to Japan, they deserve the tax benefits and conveniences that are available to domestic stockholders, such as Japanese-language document preparation.

What makes this service unique? According to Matsumoto, this is the first Japanese online broker that has introduced desterilizing of mothballed US stock.

Matsumoto spoke at an ACCJ event, "Abenomics and the Japanese Markets," on December 9 last year.

"I talked about the deflation mindset," he recalled. "About how during deflationary periods, you don't have to buy anything today; you buy it tomorrow, because you can get it cheaper. You don't act today; you act tomorrow. You don't hire today; you hire tomorrow."

Once this mindset shifts among the Japanese people as a whole, he said, "The effects can be enormous."

This concept, he told the audience, is at the core of Abenomics, the bold set of policies named after Prime Minister Shinzo Abe to boost the economy through fiscal and monetary stimulus and reform to generate some inflation and, eventually, sustainable growth.

"Some people asked me what will happen after Abenomics. I told them, 'Hey, don't worry.' You shouldn't worry today. You should enjoy today."

Yet at the same time, Matsumoto has an eye firmly fixed on the future. When concocting the Monex name, he proposed changing the last letter of "money" to an "X", the letter before "Y" in the alphabet, to symbolize being at the forefront.

"I wanted to create a financial company for the future, to provide a service for people in the next generation," he said. •



Geoff Botting is a journalist and translator who has lived in Japan for 25 years.

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POWER WALK: CONNECTING THE CIRCUITS

By Andrew Wylegala

This year's dip notwithstanding, word of Japan's economic revival has reached the United States. Commercial Service Japan (CS-J) returned to the road in April to capitalize on renewed business interest, continuing its focus on bilateral energy plays, among a few other high-voltage sectors.

In April, CS-J staff visited Illinois, Wisconsin, Colorado, Oregon, and California, promoting US-bound tourism, and counseling US firms on hot prospects in medtech, electric vehicles, FDI attraction, and general Japan business.

A highlight was joining JETRO colleagues and, again, ACCJ's Bryan Norton to pitch the Japan message to 240 firms at the 27th Asia Pacific Business Outlook Conference. In addition, I met with some 25 firms, helping them consider Japan as a market and partner. While China remained front and center, many wanted to know if the time was ripe to sell to, or partner with, Japan. Answer: undeniably!

In mid-February, following on from the 2012 Environmental Remediation Visit organized by the US departments of Energy, State, and Commerce, we teamed with the DOE and MOE, METI, and JETRO, at The Fukushima Forum to further showcase US solutions for the clean-up of the Daiichi nuclear plant and environs.

We brought 51 US representatives to the embassy to explore partnerships with an equal number of Japanese firms seeking remediation or decommissioning projects. The forum was headlined by Ambassador Caroline

Kennedy, US NRC Commissioner George Apostolakis, Commerce's John Andersen, and Energy's Peter Lyons, who all pressed US approaches and capabilities.

Japanese government and TEPCO officials gave the latest on the clean-up and where help was most needed. Each US firm presented its technology, while a round robin of firm-to-firm encounters culminated the forum. Our companies were enthusiastic about the format and results. More than a few deals were advanced and, critically, a new willingness to team up was on display.

A week later—turning to renewable power—Ambassador Kennedy drew a big crowd at the opening ceremony of Tokyo's 1,600-exhibitor, regional trade show for the sector, World Smart Energy Week (WSEW). The Ambassador then toured part of the 75-strong US contingent, underscoring the breadth of US interest.

The link between the events was clear: the driver of demand for renewable sources has been compensating for lost nuclear capacity, as well as Japan's aggressive feed-in-tariff regime.

CS-J introduced online matchmaking and a presentation covering vexing topics: product certification and project finance. While developments have crimped once-rampant solar activity, the wind, literally, is picking up for sales of both onshore and offshore turbines.

US exhibitors reported a four-fold increase in exports over WSEW 2013. CS-J is already working to bring at least 100 firms to WSEW 2015, a campaign we will bolster via five webinars, for which we welcome the ACCJ Energy Committee or other expertise.



Ambassador Kennedy tours the show floor at WSEW.

But CS-J is not resting on its joules. Japan's Diet passed electricity reform in February, bringing retail liberalization in just two years (2016) and unbundling of power generation, transmission, and distribution in four (2018). Japan is following its approach to the 1980s telecommunications reform by opening transmission to newcomers and then allowing customers to choose providers.

What does this mean for US firms? The answer is two-fold: new electric power companies are ready to enter the market and will need US technologies; and regional electric utilities, no longer able to enjoy monopoly positions, will need to innovate to lower costs and enhance competitiveness.

The regional utilities are rushing to install 80 million smart meters by 2024 to gain advantage over the future competition, by allowing customers to better monitor energy usage.

The annual New Orleans Association convenes with CS-J assistance at the Tokyo American Club (May 22). Here US firms can pitch technologies and hold meetings with officials from all 10 of Japan's regional electric utilities and two power wholesalers.

We're planning programs to introduce US-automated demand response technologies to Japanese industry, as well as preparing the third annual U.S.-Japan Renewable Energy Policy Business Roundtable (November).

Big changes are afoot in the world of power, and we provide high-energy solutions to market-entry problems. •



Andrew Wylegala is the minister counselor for commercial affairs at the Embassy of the United States Tokyo.

2013 VOLUNTEERS & LEADERS OF THE YEAR

Custom Media

Members demonstrating leadership and volunteering their time and effort are attributes that make the American Chamber of Commerce in Japan (ACCJ) tick. And while they may not want the spotlight shone on their work, it is important that the chamber recognizes the contributions that are made by its members. This year, singled out to receive special thanks for their achievements are eight people, six of whom have spoken with the *ACCJ Journal*.

Awardees who were not able to be included in this piece are Yuji Suzuki, Leader of the Year for Chubu, and Junko Tsuda, Volunteer of the Year for Tokyo.

Boone has photographed the chapter's events—including the Charity Walkathon and the ball.

VOLUNTEER OF THE YEAR (CHUBU REGION)

Andy Boone

Vice-chair of the Chubu Business Programs Committee

The certificate recognizing Andy Boone's work expresses the chamber's appreciation for his efforts. It states, in part, "continuous participation in events, willingness to provide the chapter with your professional skills, and dedication to the promotion of the Chubu chapter is always appreciated." But he prefers to play down his role.

"I don't believe what I have done to be that noteworthy," Boone told the *Journal*. "I think there is still a lot to be said, and we can do more to communicate our message."

Founder of a small design office called International Visual Communications, Illinois-born Boone arrived in Japan in 1982 and has been a member of the

chamber since 2009. Vice-chair of the Business Programs Committee since 2012, he has also helped with the planning of the Champagne Ball and Awards Evening since 2010.

On top of these duties, Boone has photographed the chapter's events—including the Charity Walkathon and the ball—and provided the images to local publications to promote future events.



"I think our paper serves as a very important symbol of the commitment that we have as foreigners—not just Americans—to Japan."

VOLUNTEER OF THE YEAR (KANSAI REGION)

Stephen A. Zurcher

Chair of the Kansai Business Programs Committee

Redrafting the latest version of the ACCJ's *One Kansai* position paper was a "labor of love" for Stephen Zurcher, a professor of management at Kansai Gaidai University in Osaka. But the final outcome made it all worthwhile.

"I think our paper serves as a very important symbol of the commitment that we have as foreigners—not just Americans—to Japan," said Zurcher. "Many of us have lived and thrived in Japan for many years and we want to be able to invest back into the country."

"I think many ACCJ members see our paper as a contribution back to Japan," he added. "It is a part of our service to the community that we have grown to enjoy so much."

After gathering information from members, Zurcher began the first draft of the paper during his summer break from university. It took six months for final approval to come through from the chamber, in time for the paper to be presented at the ACCJ–Union of Kansai Governments event in the fall of 2013.

"The various government officials at that event heavily leaned on our paper for their own presentations about how global business prospects in Kansai can be improved," he added. "That was really gratifying."



The FDI Committee and the GSTF are “focused primarily on encouraging Japan to promulgate a ‘corporate governance code,’ an idea that the Liberal Democratic Party is already working on.”

LEADER OF THE YEAR (TOKYO)

Nicholas Benes

Chair of the Growth Strategy Task Force and vice chair of the Labor Force Diversification Task Force

Founder of The Board Director Training Institute of Japan in 2009, Nicholas Benes has served on the ACCJ’s board twice in the past 10 years, chaired the Foreign Direct Investment (FDI) Committee from 2001 to 2011, and proposed and chaired the Growth Strategy Task Force (GSTF).

“On average I probably spend about 20 percent of my time on ACCJ work and I work on weekends,” Benes said. “But during 2010, when I was brainstorming with Professor Fukao and drafting the GSTF white paper with the rest of the team, I spent well over one-third of my time on chamber projects.

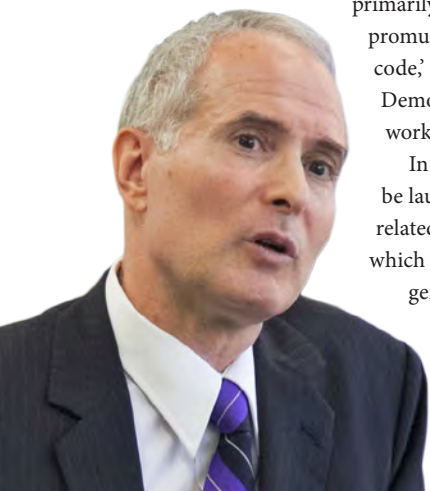
“It was extremely painful, especially since I was receiving no salary at BDTI—only making donations!” he added. “It feels great to be recognized now, because I do think the [GSTF] continues to have a significant positive impact on policy in Japan.

“I am proud to have had the support of so many others, and to have been able to contribute to Japan’s future,” he added.

A resident of Japan for around 30 years, Benes says the FDI Committee and the GSTF are “focused

primarily on encouraging Japan to promulgate a ‘corporate governance code,’ an idea that the Liberal Democratic Party is already working on.”

In addition, the GSTF will be launching an advocacy drive related to increasing labor mobility, which Benes says is “essential in general, but also in order to keep more women in the work force.”



Ruth Jarman Shiraishi at the 2013 Tokyo walkathon

She has been instrumental in arranging last year’s very successful walkathon, as well as encouraging non-members to attend chamber events.

LEADER OF THE YEAR (TOKYO)

Ruth Jarman Shiraishi

Co-chair of the Special Events Committee

Ruth Jarman Shiraishi says she is not the “stand in front, speak out loud, and take-the-lead type,” so the chamber’s recognition of her contributions over the past year made her feel “very honored and humbled.”

Founder and CEO of Jarman International K.K. in April 2012, she has been instrumental in arranging last year’s very successful walkathon, as well as encouraging non-members to attend chamber events because “I believe this organization is the ultimate vehicle for the United States and Japan—and other member countries—for corporate networking, information exchanges, and business-building.

“Everyone at the chamber is working as a volunteer and everyone is a super professional who is beyond busy,” she said. “So the challenge is to make participation in events, planning, and so on create value for the participant.

“I try my best to find business opportunities for the people who help and contribute, and I think that makes giving time and effort a lot more meaningful,” she added.

Early preparations are under way for this year’s walkathon, while Jarman wants to be more involved in the charity ball.

“I also want to plan an event for members’ spouses because I believe the supportive spouse is the reason behind any success of the member,” she said, suggesting that the Enoshima Island Spa might be the ideal venue.





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ACCJ Journal covers (January–April 2014)



Kitano is as committed as her company to “unleashing the potential of women in business.”

LEADER OF THE YEAR (KANSAI)

Mie Kitano

Chair of the Women in Business Committee (Kansai)

Mie Kitano says the reasons for her commitment to the chamber and its efforts are simple: “I have an opportunity to work with a great, fun committee, and we receive strong support from our executive committee. In this type of environment and with meaningful tasks, what else could I ask for?”

Born in Osaka, Kitano is now Director of Communications and CSR at Eli Lilly Japan, and is as committed as her company to “unleashing the potential of women in business” so that everyone—men and women—can contribute to their full potential, she said.

“I would like to think this award was recognition for the efforts that our committee has made, such as our leadership series, which has had five sessions with about 50 young leaders across Kansai companies.”

The sessions have helped to empower women and men, and enabled them to develop leadership skills by hearing directly from key leaders and discussing various themes—including the importance of diversity—as they have broadened their networks.

The committee also launched a popular female networking opportunity that is designed to “reach out to women in business among members and Japanese companies,” said Kitano.

The Bella Nova Night—named after a star that glows extremely brightly as a result of material coming from a companion star—is “the perfect opportunity for us to strengthen our networks as well as an opportunity to hear each other’s stories, including the challenges and the successes,” she added.



In the first half of 2013, meetings took up at least 15 hours every month.

VOLUNTEER OF THE YEAR (TOKYO)

Darren McKellin

Co-chair of the Information, Communications and Technology Committee

Darren McKellin played a key role in bringing about the smooth transfer of the *ACCJ Journal* from its previous publisher to Custom Media in mid-2013, ensuring that members had a “seamless” transition of the title.

“LINC Media, Inc. was the previous publisher and they informed the chamber that they would not continue past their contract date,” said McKellin, who is joint chair of the Information, Communications and Technology Committee and works for Verizon Enterprise Solutions.

“Luckily LINC gave us a good heads up and was cooperative,” added McKellin, who has been in Japan for 23 years and is originally from Chicago. “We put together a working group of very experienced ACCJ folks—such as Tom Whitson and Deborah Hayden—and took a look at how we should move forward, and even if we should just do an online version.

“While an online-only version is probably inevitable sometime down the road, we felt that a paper version was still needed and we put out an RFP for a new vendor,” he explained.

“Custom Media understood the ACCJ’s requirements very well and has seamlessly taken over the publishing of the *Journal*.”

In the first half of 2013, meetings took up at least 15 hours every month, but now that the handover has been achieved, McKellin is focusing his attention on the ICT committee and has joined the Banking, Finance and Capital Markets Counsel in order to make networking events more affordable and enjoyable for members. •



SPEAKING UP FOR WHAT WOMEN WANT

WIB Summit aims to support the government in what needs to be done to revive Japan

By Elizabeth Handover and Deborah Hayden



Members of the ACCJ Women in Business Committee

Re-engaging women in the Japanese workforce is a key priority of the Abe government, and is one of the pillars of the prime minister's Abenomics strategy for revitalizing Japan. And so it should be.

Goldman Sachs' Kathy Matsui wrote in a report titled "Womenomics 3.0" that equalizing roles in the workforce could increase GDP by as much as 15 percent. And we agree.

The U.S.-Japan Council (USJC) held a summit, "Delivering on the Promise of Womenomics: How Can Americans Contribute?" in Washington, DC on March 25, which brought together a great line-up of American and Japanese speakers focusing on the support that is needed to ensure that Abenomics can deliver on its promises.

I spoke with a group of 30 young Japanese women who attended this summit, and returned to Japan inspired

by the exciting possibilities that open up when women unite in their goals to make change. The energy of this group, and the determination that they display, is a demonstration of the future business power of Japan.

The upcoming USJC-ACCJ Women in Business (WIB) Summit which will be held at the ANA InterContinental Tokyo on May 27, will bring together not just 30 women, but more than 700 Japanese and foreign businesswomen and men, including members of women's groups and corporate organizations. They will collaborate and coordinate and speak up about what is really important.

A key objective of the summit will be to have everyone speak in one voice in support of the Japanese government and corporate Japan to provide practical and realistic policies on how to advance the role of Japanese women in the workforce.

Studies by Manpower Inc. and others show there is a serious shortfall

The forthcoming WIB Summit will be a key stepping stone in moving from discussion to taking decisive action.

in talent needed to maintain Japan's current economic standing. Japan is set to lose its position as the world's third-largest economy unless the business world and the government take urgent action. They must make it possible for women to bring the full weight of their education and talent to revive Japan.

The forthcoming WIB Summit will be a key stepping stone in moving from discussion to taking decisive action. With this in mind, the conference has been carefully managed, set up, and, thanks to our 23 corporate gold sponsors, highly subsidized to enable all the right stakeholders to be there.

Attendees will spend an entire day participating in cutting-edge plenaries, listening to inspirational speakers, as well as attending a cornucopia of breakout sessions, with refreshments, lunch, and evening cocktails.

Speakers include acclaimed Womenomics author Kathy Matsui;



ACCJ President Jay Ponazecki; vice chairman of the Keizai Doyukai Sakie Fukushima; U.S.-Japan Council President Irene Hirano Inouye; Toshiyuki Shiga, vice chairman of Nissan Motor Co., Ltd.; Georges Desvaux, CEO of McKinsey; astronaut Naoko Yamazaki, and many more.

The breakout sessions have been designed to raise important conversations in smaller groups through expert panels and facilitators. These include: "Conversations with Fathers," "Outsourcing as a Success Strategy," "Building Leadership Confidence through Awareness and Action," "Science, Technology, Engineering, Math (STEM) + Chemistry," "Entrepreneurial Winning Women," "Leadership Strategies and

Role Models," and "Fostering an Ikumen Culture: Best Practices from the Ikumen Diet Association and the Swedish Embassy."

What is expected in return for all this? We hope that each attendee will contribute no less than their full energy, collaboration, and their voice. We aim to finish the day with this message: the Japanese government, corporate Japan, and NGOs all agree that we need policies that encourage women in business; and to provide a potential list of practical and realistic deliverables. These are what Japanese women and Japan's economy need from Prime Minister Shinzo Abe.

The Japanese government is planning another women's summit for later this year. We hope that the government

Breakout sessions will engage attendees in experiencing and discussing a range of important topics.



Deborah Hayden is co-chair of the ACCJ Women in Business Committee and regional director of Edelman Japan.



Elizabeth Handover is co-chair of the ACCJ Women in Business Committee and the Lumina Learning Asia Partner.

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luminalearning.com

will listen to our messages, making the USJC-ACCJ WIB Summit part of the wave of voices speaking up clearly and loudly for the future of Japan. We will work toward promoting and encouraging a broad-based mindset change, all underpinned by a seamless support system for women who work. •

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The first USJC-ACCJ WIB Summit was held in 2013.

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WHY USE A RECRUITMENT AGENCY?

By Naeem Iqbal

“If you think it's expensive to hire a professional to do the job, wait until you hire an amateur,” is a great quote by innovator Red Adair that sums up both sides of the argument for and against using recruitment services.

Although Adair worked in the oil-well firefighting industry, the qualities he looked for when hiring are the same as those desired in any office: skilled, experienced, loyal, and hard working individuals with strong communication skills.

Even with the requirements that most companies consider commonplace, finding the proverbial needle in the haystack proves to be an amazingly challenging task.

When recruiting alone, how can you be sure you are hiring a professional? Short answer: you can't.

Even after the intensive CV screenings and the in-depth interviews, the amateur can still easily—and often does—slip through the cracks; companies often incorrectly mistake strong interviewing skills for someone that can do the job. Thus, if you have the opportunity to consult with a specialist within the recruitment industry, therefore minimizing the risk of an incorrect hire, there is no reason to do otherwise.

Further, there are several internal obstacles that a company encounters when handling their own recruitment, including an overall lack of resources, not knowing where to search for candidates, an unbiased perspective of your company and its standing in the market, no marketing budget for recruitment advertising, and allocating time away from your other tasks to

conduct recruitment activities.

So why not utilize a professional recruitment service that will allow you to save time and money in the long run?

If absolutely needed, any company can hire by themselves. However, the hiring in these cases tends to take place because there is no other option. This simply isn't good enough and the results will show after the new hire starts working.

Simply put, recruitment is a specialty. When you outsource your accounting duties to one of the Big Four, you are trusting professionals. Or when you outsource your IT helpdesk, you are looking for specialists to handle these responsibilities. Recruitment is the same; we are professionals, we are the specialists, we are the experts on how to hire.

We invest our time, energy, resources, and professional lives into meeting candidates, building networks, learning, and knowing everything about our specializations. As a company, we meet hundreds of professionals every week, are constantly networking, and invest all our resources into attracting the best talent to our firm, so we can provide the best service to our clients.

We understand your industry, your competitors, your challenges, and your goals. We know which candidates have moved companies recently and who is looking to move. In addition, our recruiters have experience working within the industry they cover and understand firsthand what companies look for and what candidates want.

Further, the best recruiters in the industry are consultants. We work with our clients to explain what talent is available in the market and what

We help locate the best professionals in the market and, as specialists, we ensure that you hire the professional, not the amateur.

is a reasonable goal for a particular position or search. We help clients understand and differentiate among the plausible, reality, and the impossible.

On the other side, we work very closely with candidates to understand their real personality, desires, and goals. And then we consult with our clients and make a recommendation.

We also understand the candidates' real situation: where else are they interviewing? What are their concerns about your company? What are they excited about? Is the approved salary budget within their current salary expectations? What are the working hours? Paid holidays? This is all important information to a candidate, but they can't talk about these things during an interview for fear that it will lose them the job (and, in most cases, it would).

We help bridge that gap, and make sure that all essential information is provided to the necessary parties so everyone can make informed decisions and, ultimately, the company can successfully hire a professional.

Recruitment agencies save clients time, resources, and energy. We help locate the best professionals in the market and, as specialists, we ensure that you hire the professional, not the amateur. •

Naeem Iqbal is the managing director of Intelligence Global Search.



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—Naeem Iqbal, managing director



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—David Swan, managing director
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A CHANGE IN ATTITUDE

The benefits of contract and temporary employment are becoming much clearer

Matthew Nicholls is the director of the Contract Division at Robert Walters Japan K.K.—one of the world's leading specialist consultancies for permanent and contract recruitment.

With eight years' experience in the recruitment industry, Nicholls is in charge of five teams, namely IT Infrastructure, IT Development, Operations and Accounting, Business Support Commerce, and Business Support Financial Services.

ACCJ Journal: What trends are you seeing in the contract and temporary recruitment world?

Nicholls: The biggest trend that we have witnessed has been a reduction of the stigma previously associated with being employed in a temporary or contract position. Attitudes are changing, in line with the rest of the world, and the benefits of working as a contract or temporary employee are now much clearer for candidates.

In certain sectors, such as IT, candidates with specialized skill sets can find fixed-term contracts that are extremely lucrative if clients need their skills for specific critical projects.

The attitudes of clients are also changing. Contract employees are no longer viewed as somehow inferior to their permanent counterparts. We are even seeing wholesale changes in policy by some clients, where all new employees are initially employed on fixed-term contracts rather than on a permanent basis.

What are the main areas you cover?

The Contract Division here at Robert Walters pretty much mirrors the coverage of the permanent side of

our business. We have five teams that cover all back-office support functions: HR, legal, translation, accounting and finance, sales, marketing, PR, as well as comprehensive IT coverage.

Much like our permanent business, we specialize in placing hard-to-find bilingual candidates that are highly sought after in the Tokyo marketplace.

Which areas in particular have experienced strong growth?

The financial services sector is continuing to recover from the Lehman Shock, and is providing many opportunities for Robert Walters to maximize our already well-developed relationships.

Online gaming, particularly the mobile-gaming sector, is also growing rapidly, and many companies in this area prefer a contract solution for the fixed-term development projects that they operate.

What skills are in demand for contract and temporary positions?

Apart from the obvious shortage in bilingual candidates, we have found increased demand in a number of areas.

The need for qualified accountants is always high, especially with many international firms entering the Japanese market and requiring knowledge of local tax laws.

Often, an accountant on a direct contract is a much more affordable solution compared with utilizing one of the big four accounting firms.

Further, there is a huge surge in demand for people to fill junior HR positions. The current buoyant economic climate means many clients are increasing staff numbers. In the IT sector, bilingual help-desk specialists and web developers are also highly prized.



Matthew Nicholls,
director of Robert
Walters' Contract
Division

What is distinctive about Robert Walters' recruitment to fill contract and temporary positions?

Several factors allow our Contract Division to offer clients truly unique solutions.

The size of our company means we can cover all the job functions that any business would need, and we have a deep database of bilingual candidates. Our specialist individual teams consist of experienced consultants that have vast knowledge of the market sectors and individual job specializations that they cover.

Further, we work extremely closely with the permanent side of our business. We recognize that senior roles, in particular, can often be troublesome to fill. However, the Contract division can provide an interim solution while the permanent side scours the market for the perfect long-term fit.

Last but not least, we have a unique culture. The Contract Division here in Tokyo is motivated, enthusiastic, and extremely successful. We are always willing to go the extra mile to provide the best service and solution for both clients and candidates. ♦

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NEW BEGINNINGS

We can influence our starts
every morning, in meetings, and at work

By Andrew Silberman



In Japan, April marks the start of the new school year, and for most companies it's also the start of the fiscal year. New recruits (*shinyushain*) often spend the next three months in training, acclimating to their firms.

After four years in university, and perhaps two or three more in graduate school, this truly marks a new beginning. For most of these twenty-somethings, it's their first taste of full-time, career-oriented employment.

The ACCJ is advocating a more flexible hiring standard and, at some point, Japanese firms may follow suit as they begin to place a higher value on overseas education and other less-conventional paths toward career entry. But for as long as I've been in Japan (about 24 years), this has been Japan Inc.'s way.

Shiny new shinyushain

The companies may be following the same pattern, but a sea change has occurred over the past few years, and this year's *shinyushain* seem a breed apart: they're more active, energetic, and, having never experienced the bubble economy, possess a combination of realistic expectations and a desire to create something new.

For example, 20 years ago I was training a group of *shinyushain* from a traditional Japanese bank. Out of several groups of 10 participants, one member

stands out in my mind. He'd read *Mental Toughness Training for Sports: Achieving Athletic Excellence* by Jim Loehr before I did! The others fit the stereotypical image of a salaryman (pose a question, receive empty stares with uncomfortable glances around the room. Ask for an opinion, hear Paul Simon's *Sound of Silence*). This carried on as those newcomers became the veterans.

When we re-started our Global Readiness® Program several years ago and asked basic questions about work-life balance at another traditional firm, one potential manager, who would have been a freshman at the same time as the bankers, responded with a question of his own: "Work life Alex?" Work-life balance was *that* foreign to him.

Contrast these characters with this year's group of *shinyushain* from Nippeco Ltd., a traditional Japanese firm that's undergoing a real transformation. Nippeco is the world's leading manufacturer of ultra high-quality grease, used in everything from automobiles to watches—virtually any high-end product with movable parts.

Their HR director, Hiroshi Takeda, was hired specifically to help prepare the company for the challenges of an increasingly competitive global market. As recently as two years ago, their freshmen recruits were hardly distinguishable from the bankers and glassmakers previously described. And yet, with this class under Takeda-

While "All's well that ends well" may (or may not) be true, we don't know and may never see the end. And yet we can influence every beginning.

san, a full day's training (in both Japanese and English) felt like a summer fireworks party.

From the opening moments, even including a couple of gaffes (one of their presenters began with, "Hello, everyone!" and an audience member enthusiastically replied, "Hello, everyone!"), I have never seen a more engaged group of participants.

The attendees asked good questions of everyone, including the facilitators, each other, and even to their head of HR, Takeda-san. They all expressed genuine appreciation at the end of the day, and not just with words, but with hugs. Hugs, from Japanese engineers? Maybe Teri Morrison's cross-cultural book *Kiss, Bow or Shake Hands: The Bestselling Guide to Doing Business in More than 60 Countries* will soon need a revision. As, I hope, do the predictions of Japan's inevitable, "irreversible" decline.

How about your beginnings?

It wasn't just the new *shinyushain* who have changed. Having survived the storms of 9/11, SARS, the Lehman Shock, 3/11, and the rise and fall of Britney Spears, it's finally dawned on me that while "All's well that ends well" may (or may not) be true, we don't know and may never see the end. And yet we can influence every beginning.

What's the most obvious new beginning you can influence

immediately? Every morning when you open your eyes. What's the first thing you do? Starting this year, I swing my legs out of bed, place them on the floor, look at the clock to see what time it is (I haven't used an alarm clock in years), and take slow, deep breaths.

I follow the three corrections I wrote about in the *ACCJ Journal* (March 2014): posture, breathing, and focus. I then ask myself some questions: "Who am I?", "How can I best contribute today?" or "What will help me be most effective?" Other suggestions include "What am I most grateful for?" All of these put me, and can put you, into a positive frame of mind.

Follow these 15–50 meditative minutes with a big stretch, using Amy Cudde's victory pose and your day will, at least, start off great.

New beginnings at meetings

All of us attend meetings. How the meeting starts can influence the quality of the meeting as much as anything else. You might want to conduct an experiment we do in some of our training sessions. We divide meeting participants into two groups and assign the same task, such as "Come up with a list of recommendations as to how we can best retain our top talent."

Both groups are given 10 minutes to work out of earshot from each other on the task. Group A is told, "After every contribution, the next person to speak must respond with, 'Yes, but . . . ' and then give their contribution."

However, Group B is told, "After every contribution, the next person to speak must respond with, 'Yes, and . . . ' and then give their contribution." This is the only rule, and the only difference between the two groups.

You may or may not be surprised by these results: almost always Group B reports more and better ideas, and say they enjoyed the meeting more than Group A.

Now why is that? Human nature and momentum. Group A ("Yes, but" and its kissing cousin "however") cancels out all that was said before the "but," and the person making the contribution feels criticized.

This is especially harmful when done to the first contributor; not only will he or she often clam up for the rest of the meeting, but others are wary of being shot down, too. So the "yes, but-er" has killed two birds with one stone: they've hit the first commenter and dissuaded many that could have followed.

Experts: always beginners

In one of my favorite "Rockumentary" scenes, Neal Peart, the great drummer from the Canadian rock band Rush, is shown taking drum lessons from Neil Gruber. You might think this took place early in Peart's career, but the year was 1994, 20 years after Peart joined the band and 18 years after winning critical acclaim for their album 2112.

Peart is, of course, not alone in honing his craft with a "beginner's mind." Carlos Santana, after winning a Grammy Award, said the one reason he keeps going is so he can "learn how to play guitar."

The worlds of music and sports are filled with stars breaking down their games and "starting over." But how many of us in business share this approach? Perhaps more of us should.

There are new beginnings all around you: the new budget cycle, a new approach with a long-time customer, or a new onboarding process. Although

There are new beginnings all around you; the new budget cycle, a new approach with a long-time customer, or a new onboarding process.

you've heard that people don't like change, it is, rather, that people don't like the changes they don't like. If you've moved their cheese for no—or a bad—reason, the smart mice will revolt. And some may bolt.

New beginnings at work

Many people complain about a lack of energy at their workplace. According to a recent poll, over 50 percent of American workers are disengaged. But what if you were to take the chance to engage your colleagues at the beginning of each day?

Do people make eye contact at your office? Do they greet each other at all? I hope at least *you* do.

I'm not saying you need to start each day with the traditional *chorei* favored by Japanese companies in the past, but how about bringing some new, positive energy into the office rather than looking or hoping for it?

After all, emotion—i.e., energy in motion—is contagious, and you can kick off the day, like your meetings, with a positive start.

The average workday in Tokyo is about as long as a trans-Pacific flight. Start off in the right direction, and you increase your chances of getting you and your team where you want to go. Start off wrong, and you'll have a lot more corrections to make, and you just may run out of gas.

What new beginning would you like to see this month? Start today! •



Andrew Silberman is president and chief enthusiast of AMT Group (www.amt-group.com) and an elected governor of the ACCJ. Andrew@amt-group.com.

A LITTLE BIT OF HOME

Jack Dinken was one of the first Americans to conduct business here after WWII

By Robert Whiting



Jack Dinken photographed in the 1990s.

One of the very first American businessmen to set up his shingle in Tokyo after the war was a congenial East Side New Yorker named Jack Dinken (1904–1995).

Dinken had initially traveled to China at the end of World War II to buy a human hairnet factory but, after stopping off in Tokyo in the fall of 1947 and noting the great potential for economic growth and opportunity here, he decided to relocate his business.

He came in on a commercial entrant visa, one of the very few that the Supreme Commander of the Allied Powers (SCAP) allowed at the time because of MacArthur's desire to keep carpetbaggers to a minimum.

Dinken established an import-export company, Dinken Sangyo K.K., and moved into a small office a few blocks from the Dai-Ichi Seimei Building, which served as SCAP headquarters.

Dinken's first big break came in late 1947, when communist demonstrations became so much of a problem that the authorities decided to outfit the Japanese police with modern weapons. General Headquarters (GHQ) had initially disarmed the Metropolitan Police Department (MPD) and stored the weapons in securely locked storage crates in a military warehouse in Yokohama. A year later, when the crates were reopened, the firearms were all missing.

Dinken, as chance would have it, was representing the firm Western Ammunition and Colt, among many other North American clients. He was awarded the contract by GHQ to sell weapons to the MDP and provided Japanese law enforcement with Colt .45s.

Since the long six-inch barrel was nearly half the length of the Japanese firearm used at the time, he also sold them Grip-Rite devices to steady the weapon as it was aimed and fired. So far, so good.

The chief of police then asked Dinken for some tear-gas grenades. After extensive research, Dinken selected something called Nauseous Gas Grenades made by Lake Erie Chemical Company.

The grenade was a gas-emitting device that caused instant vomiting and/or diarrhea when fired. Dinken arranged for a demonstration to be conducted on an island in eastern Tokyo's Sumida River. This exercise proved absolutely disastrous.

With 500 policemen from all over Japan watching, Dinken had stray dogs brought in and tied to stakes at a spot in the middle of the island where the gas bombs were to be set off. It was his idea to use the dogs in the experiment to demonstrate the harmful effects of the grenades.

He planned to detonate the drugs, thus causing the dogs to immediately become sick to their stomachs and impressing everyone with the efficacy

Japanese went [to Anne Dinken's deli] for the one-of-a-kind experience of a real New York deli. Americans, particularly those from New York, went there for the nostalgia and the insults. It reminded them of home.



Anne Dinken's grave in Mount Arat Cemetery, Suffolk County.

the exclusive rights to sell it in Japan.

Japanese waiters were hired and trained to be just like their Carnegie Deli, New York counterparts: surly and sarcastic. Dinken's wife taught them to say *oy vey* (a Yiddish exclamation of annoyance) and to slam your pastrami and rye on the table in front of you. The eccentric lady proprietor would berate customers for not finishing their food (I know I was once berated for not eating fast enough).

Anne Dinken was *sui generis*. A young Japanese thug dressed in black leather once came into the shop and tried to rob the cash register. Anne Dinken slapped him in the face and he ran off.

Japanese went there for the one-of-a-kind experience of a real New York deli. Americans, particularly those from New York, went there for the nostalgia and the insults. It reminded them of home.

Anne eventually returned to New York and died in 1980, while Jack died in 1995. Both are buried in Mount Arat Cemetery in Suffolk County, New York. •

of his product. However, Mother Nature refused to cooperate.

When Dinken set off the grenades, the wind suddenly changed direction, blowing the deadly gas toward the onlookers. The disastrous consequence was that many of the visitors developed sudden gastro-intestinal problems.

The incident left the island in a terrible odiferous mess and Dinken with a lot of apologizing to do.

Despite the calamity, the MPD decided to purchase the grenades as well as the Colt .45s. Dinken went on to have a successful 50-year career in the import-export business. He made huge profits selling Japanese transistors in the United States, while his wife, Anne—also from New York—opened a small hat shop.

Jack and Anne divorced in the early 1960s, but his ex-wife made her own peculiar mark on the city when in 1965 she opened Anne Dinken's Jewish Kosher Deli, the first of its kind in

Japan. There were German restaurants such as Ketel and Lohmeyer in Ginza, Italian restaurants such as Antonio's in Shibuya, and Nicola's in Roppongi, as well as a lot of French restaurants such as the one in the Imperial Hotel. But there were no kosher delicatessens.

The deli had on its menu corned beef, pastrami, rye bread, mustard, and other delicacies.

Brash and sassy, Anne bullied the Ministry of International Trade and Industry (MITI) to allow the import of pastrami, even though MITI clerks had no idea what it was. She wound up with



Robert Whiting, 71, is an author and journalist who has written several books on modern Japanese culture, including *You Gotta Have Wa* and *Tokyo Underworld*. Whiting first came to Japan in 1962 with the US Air Force Intelligence, where he worked for the National Security Agency in the U-2 program. He graduated from Tokyo's Sophia

University in 1969 with a degree in Japanese politics.

He went on to become an informal advisor with the Higashi Nakano wing of Tokyo's second-largest criminal gang, the Sumiyoshi-kai, and worked for Encyclopedia Britannica Japan as an editor until 1972.

His first book was *The Chrysanthemum and the Bat*.



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FEDERICO HEINZMANN: FOOD, FLAVORS, AND FREEDOM

By Megan Waters

Federico Heinzmann, the newly appointed *chef de cuisine* at the Park Hyatt Tokyo's New York Grill & Bar, has only been in Japan for a few months but is well on the way in his mission to understand the Japanese customer.

With a "special affection" for Asian culture and food—and Japanese cuisine in particular—Heinzmann believes a nation's food reflects numerous characteristics.

"To understand the food, you first need to understand the people; how they eat and why they eat that way," he explained.

Born in Buenos Aires, Argentina, the 39-year-old has worked in a number of European countries where he honed his cooking skills. He joined the Hyatt group in 2006 as *chef de cuisine* at Park Hyatt Buenos Aires's Gioia Ristorante

& Terrazas (2006–'08) and the Duhau Restaurante & Vinoteca (2009–'12).

However, Heinzmann had a desire to go to Asia and, in 2012, after a lot of hard work, his dream came true. He joined the Cornerstone restaurant at Park Hyatt Seoul in 2012. "To a chef, and for a lot of Latin Americans, Tokyo is a dream destination."

Inspired by the Japanese palette, *kaiseki ryori* (a traditional, multi-course Japanese dinner), with its use of subtle flavors, delicacy, and precision, helped Heinzmann understand Japanese cuisine.

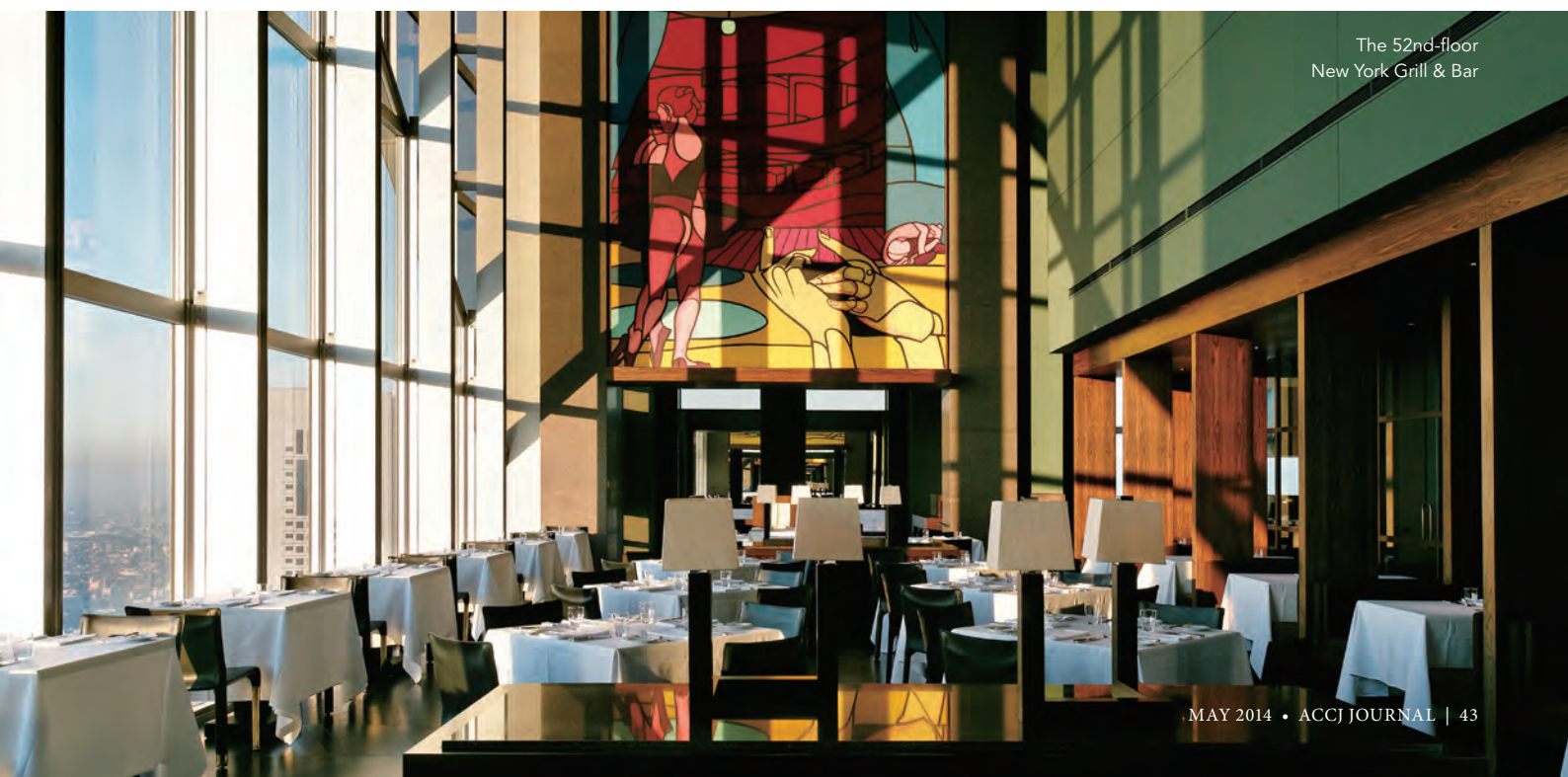
"Sometimes Latins are quite explosive when we cook. But the philosophy of the way of the Japanese is very different," he said.

"Chefs who come to Japan and then go back to their own country return more polished in their techniques, temper, and character."

"To understand the food, you first need to understand the people; how they eat and why they eat that way."

According to Heinzmann, one of the challenges of Latin American food is finding luxury items with which to cook. Argentines eat a very "humble cuisine" and learn how to cook very simple dishes. However, when Heinzmann moved to Europe early in his career, he began to understand finer ingredients and is happy to be able to find more luxurious components here. However, he tries to produce "luxury yet seasonal items, cooked properly, and treated in a simple way."

The New York Grill & Bar—located on the 52nd floor of the Shinjuku hotel—features floor-to-ceiling windows for panoramic views of the city, a stylish interior with contemporary art, as well as an open kitchen surrounded by counter seating allowing customers to experience the dynamic of the kitchen.



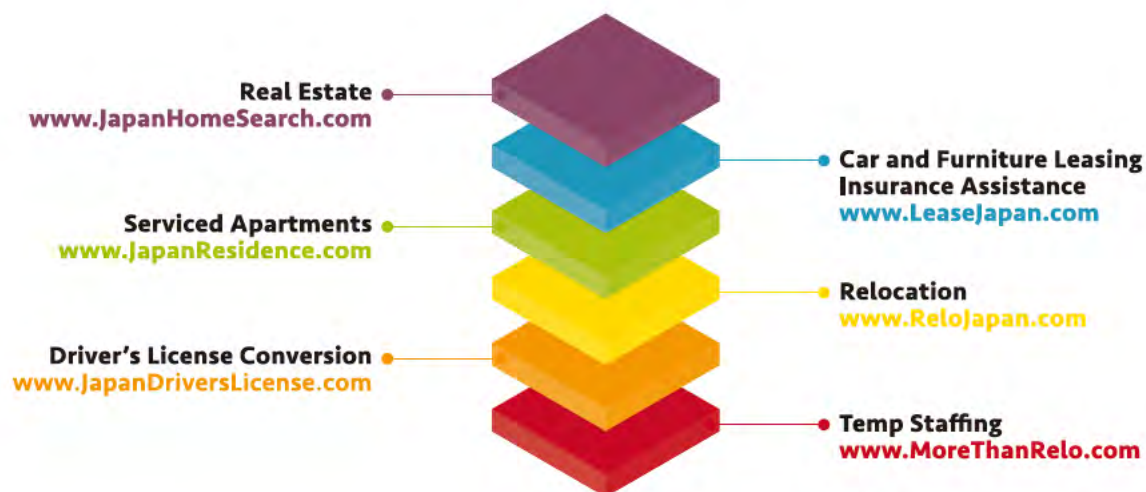
The 52nd-floor
New York Grill & Bar



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“We are looking for the best products we can get from Japan. We are a product-driven restaurant, and dynamic because we try to change according to the seasons.”

But most impressive is the extensive menu. At the heart of the restaurant are grilled and seasonal foods, as well as statement presentation. Each chef brings with him to the position the legacy and expectations of the restaurant, but has the opportunity to decide what menu items to keep and polish, as well as the chance to add their own stamp.

To showcase his style, character, and his origins, Heinzmann developed a limited-period special dinner menu, Federico’s Style. Offered between April 11 and 24, the five-course dinner was produced in celebration of the hotel’s 20th anniversary.

“The menu is appropriate for spring, and uses very seasonal ingredients,” he explained. Light and fresh flavors infuse the menu: octopus ceviche with finger lime and passion fruit, pan-fried black cod and scallop with smoked cauliflower cream, and grilled beef sirloin from Gunma Prefecture with double carrot cream. To finish, Heinzmann even included his beloved *dulce de leche* (a caramelized dessert from South America).

The regular menu has a diverse medley of offerings, including steaks using

Japanese, American, and Australian beef; fish; plenty of vegetarian options; and a cheese selection. In addition, there are two dynamic set menus, which have smaller portions and regional items.

“We are looking for the best products we can get from Japan. We are a product-driven restaurant, and dynamic because we try to change according to the seasons,” he said.

“We really have a special way of cooking the steaks. The seafood is a nice selection of fresh, classic items.

“We try to mix everything; luxury and things that look simple, like a carrot, but if you cook it in the right way it’s very tasty.”

Among chef Heinzmann’s favorite items on the menu are the surf and turf, a “surprise” for guests, as well as the mashed potatoes—a signature dish that has been around since the opening of the restaurant.

To make the menu more interesting and cater to a broader clientele, a bigger selection of vegetarian options and smaller portions have been included on the menu since April.

Although walk-ins are accepted, it is highly recommended that reservations



Federico Heinzmann is *chef de cuisine* at the Park Hyatt Tokyo’s New York Grill & Bar.

be made, especially for Friday and Saturday nights. This allows the needs of customers to be better met, in terms of tables, settings, and menus.

According to Heinzmann, the sunken seating areas ensure privacy for large business meetings. Meanwhile, counter seats—that allow one to watch the chefs in action—are perfect for special occasions and for people who are unaccompanied.

For *ACCJ Journal* readers who like to cook, Heinzmann recommends inspiring yourself. “Choose the music, shop in the market, get inspiration there and buy what you want to buy. Enjoy the moment. Put music on and have a glass of wine. Make time, think about how you will do it. Enjoy the process. Get in a ritual, and it will become more fun.

“There are many resources you can use, such as recipe books or the internet, but for me, cooking provides freedom.”

He also recommends trying to organize trips around food.

“I often get lost in a new city and find something new there by mistake. As a chef, this is very important,” he said.

“Everyone thinks you need to be in the kitchen 100 percent of your time, but for me it is very important to move around and bring different inspirations to the restaurant.

“This is very important as a chef and for the team, the producers, and the guests. If I am only in the kitchen, I will never be able to see what is going on.” •



Sirloin steak with a side of crispy duck-fat potato fries.

BEFORE THE BULLET TRAIN

Avant-garde posters now rare artworks

By Simon Farrell

A Californian student who found 15 travel posters from the 1930s hidden in a desk drawer at his late auntie's antique store has learned the artwork is very rare and has never before been reported seen outside of Japan.

The stunning art deco depictions issued by railways and tourism offices to schools and travel agents were auctioned in Dallas, Texas on March 22 for \$23,451. Only 2,000 of the limited editions were originally printed to encourage sightseers to travel by train to national parks, hot springs, and other popular spots in an era of rapid development in Japan but during the Great Depression in the United States.

Japan's most renowned authority on posters, the Ogaki Poster Museum, in Gifu Prefecture, told the *ACCJ Journal* they have never had such artworks and so could not estimate the value.

After the find, the student—who has requested anonymity—called poster



Simon Farrell
is publisher at
Custom Media.



Summer at Miho Peninsula, Shizuoka Prefecture (Nagoya Rail Agency)

expert Rudy Franchi, in Los Angeles, who sent photos of the pieces to experts around the world, but none of them had ever seen the posters before.

Franchi said: "Some people knew what they were, to the extent that they knew Japan's national railway had distributed posters in the '30s, but they had never seen them."

"I've been dealing in posters for over 40 years and these are among the most strikingly beautiful images I've ever seen," he said.

"They were found almost by accident. The young man who inherited them thought they were worthless, but he came across my website where I offer free verbal appraisals of posters. As soon as I started unrolling them I realized this was a major hoard."

Called "very fine on linen," the posters had slight tears, pinholes, and chips that have since been repaired. ♦



Fall in Nagoya (Nagoya Chamber of Commerce & Industry, Nagoya Tourist Bureau). Artwork by Kenkichi Sugimoto (1905–2004)



Yoro Falls in the Summer (Nagoya and Osaka Rail Agencies). Airbrushed, artwork by Kenkichi Sugimoto. "Discounts on travel by steam train during July and August. Detailed information is available."



Autumn Red Leaves and Onsen (Osaka and Nagoya Rail Agencies). "Discounts on travel by train during October and November."



Hakusan accommodations are well prepared (Nagoya Rail Agency). "Hiking Season is from July 10 to September 5 for Mt. Hakusan which, along with Mt. Tate and Mt. Fuji, is one of Japan's 'Three Holy Mountains'."



Tateyama (Nagoya Rail Agency). "Discounts on travel by train during July and August. Detailed information is available."



Yamanashi Prefecture (Japanese Government Railways) Yamanashi Prefecture's fertile central valley and Mt. Fuji.



Nara Prefecture (Nara Tourist Bureau)

STOP DESTROYING YOUR BUSINESS



Leadership cancer is quietly killing organizations.

Careers are cut off at the knees and businesses destroyed when people problems are allowed to fester. Getting the people part right is not just fundamental, it is critical in any business.

Ironically, we are all taught to believe that "hard skills"—our technical expertise—is the main requirement for success. The reality is that if the people skills part is not working well, no amount of technical expertise will compensate for the damage being done to the business. Poor, mediocre or uninspiring leadership is easy to spot. However, there are other types of problematic leadership that are not so immediately obvious, but which must be fixed.

Smart, capable people get promoted and are given responsibility for others. This is usually because they have demonstrated a mastery of the "hard skills" areas of the business. The challenging part is that often these admirable and highly evaluated skills are individual to that person. Those working for them, by definition, do not possess the same capability level. Also, individual expertise may not be replicable or transferable to others. Another additional problem is that having the requisite hard skills is not enough. You can't do it all yourself and so leaders need to be able to delegate and leverage the capacity and ability

of others. This requires expertise in the soft skills—particularly leadership, communication, and people skills.

As the famous baseball coach Yogi Berra wryly noted, "Leading is easy. Getting people to follow you is the hard part." The vast majority of companies mention they need more out of their people. They especially look to the leader groups, particularly middle management, to provide this capability. Most often they complain that those responsible for others are not getting sufficient leverage from the whole team and are not producing sufficient outcomes.

Global Research Reveals Surprises

The breakdown occurs when individual technical expertise does not provide enough of what followers want from leaders. Recently, global research was conducted on what drives followers to be loyal, motivated, and engaged about their organizations. This research was duplicated in Japan and the three key factors were found to be the same:

1. The quality of the relationship with the immediate supervisor
2. The employees belief in the direction the senior leadership were taking the organization
3. Their sense of pride in working for the organization

All three pivot points refer to "soft" not "hard" skills. They are indicating issues about communication and people skills. This is often the weak point for technically oriented people; they are often very detail-driven, high task-focus individuals. Communicating with, leading, enthusing, and motivating others are expertise areas where they struggle.

If the lynchpin for engagement and motivation hinges on expertise in these areas and those given responsibility for leading are underperforming, then the full potential of the team will never be realized. If the full potential of the people is not being realized (and given people are usually the biggest expense line in any organization), the "opportunity cost" is very, very high. This is like a leadership "cancer," quietly killing the organization.

Engagement Levels Count

If your competitor has a more engaged team, then the outcomes, the quality of idea generation, teamwork, accountability, coordination, attention to quality, and going the extra mile for the client will be superior. They outperform you in innovation, because they are getting more people to care more. They are inspiring them to want to be an integral and valued part of the improvement process. They will soon be eroding your market share and will ultimately destroy your business.

The four major business skills (leadership, communication, sales, and presenting) are all soft skills. Hard skills alone are just not going to do it. Companies and individuals who want to succeed need to invest to completely marshal the full power of all their potential—their "people power."

By the way, don't talk to anyone about training until you read:

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TROUBLE IN JAPANTOWN

Fast-paced thriller provides enjoyable read

By Vicki L. Beyer

When we first meet Jim Brodie—the hero in Barry Lancet's first novel, *Japantown*—he is speeding through the streets of San Francisco after being summoned to a crime scene by the police. A family of Japanese tourists has been brutally gunned down in the Japantown neighborhood and the police believe Brodie, an antique dealer with expertise in oriental art, can help. He is also a martial arts expert who spent his childhood in Japan, part owner of a Tokyo security agency, and a single father.

Brodie finds at the crime scene a paper containing an obscure kanji character that he has seen before, when his wife died a few years earlier. So begins Brodie's wild chase to solve the brutal murders of a seemingly innocent family, as well as the supposedly accidental death of his wife. But nothing is as it seems.

Hara, a maverick Japanese entrepreneur who, it turns out, is the father/grandfather of the slain family, retains Brodie's security agency to help find the assassins. Mysterious Japanese men with Western names and incredible fighting skills appear and disappear from the action, leading Brodie to Tokyo. From there he and his Japanese colleagues travel to Soga, a remote mountain village where they begin to get some idea of the group they are up against: a

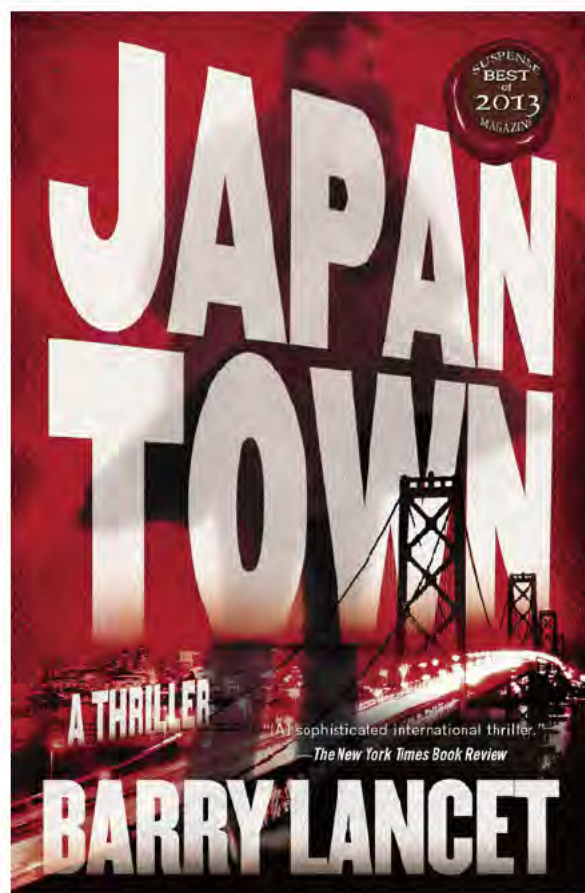
clandestine organization whose origins are shrouded in the mists of time. But they barely escape with their lives.

Slowly Brodie and his team learn more about the group, and realize that the Japantown murders were a message for Hara: don't rock the boat that is Japan, Inc. Brodie also learns that Hara has been using him to draw out these mysterious powerbrokers.

But, by this time, things have gotten personal for Brodie. The Soga group has kidnapped Brodie's six-year-old daughter in San Francisco to try to get him to abandon his pursuit of them. This brings Brodie back to the United States, and makes him really mad.

Something goes wrong each time Brodie seems to make headway in the case. It's as if someone has anticipated his every move. Indeed, Brodie discovers that his home, his antique store, and his security agency are all bugged with high-tech surveillance gear. Can he successfully eliminate the wiretaps, or better yet, use them to feed misinformation? Can he even be sure of who to trust?

Lancet's Brodie is a modern-day Sam Spade (private detective and protagonist in Dashiell Hammett's 1930 novel, *The Maltese Falcon*), a man's man whose rough edges were smoothed a bit by his late wife, Mieko. He shows this soft side on occasion—when parenting his daughter or repairing the lacquer of a tea bowl, and in the remorse he feels after shooting a female would-be



assassin in self-defense. But otherwise, the detective occupies a stereotypical male-oriented world in which the most intelligent female character is his daughter, while the other women in the book have only walk-on roles.

Distracting elements of the story include misplaced vowels in some of the romanized Japanese phrases, and the Western names borne by Soga's overseas agents. The latter is particularly strange, since a Japanese-looking person with a Western name like Dermott seems more likely to attract attention than a Japanese-looking person named Tanaka. Why would a clandestine organization call attention to itself in this way?

In spite of these minor irritants, this thriller is an enjoyable romp. The pacing is fast, the chapters are very short, and the action takes place over the span of just 10 days. The short chapters make it a pleasant read, perfect for a long plane ride or a day at home due to bad weather. •



Vicki L. Beyer is a vice president of the ACCJ.

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1 — Coca-Cola International President Ahmet Bozer delivers a thought provoking and inspiring presentation to ACCJ members and guests at the Tokyo American Club on April 4.

2 — From left: European Business Council (EBC) Chairman Danny Risberg; guest speaker Alan Thomas, IMS Japan Client Relations Director; William R. Bishop, Jr., chair of the Healthcare Committee; and R. Byron Sigel, vice chair of the Healthcare Committee at the "Japan Pharmaceutical Market Perspectives" event co-hosted by the ACCJ and EBC at the Tokyo American Club on April 2.

3 — *Financial Times Asia* Editor David Pilling gives his views on Abenomics at the Tokyo American Club in a presentation titled, "FT's David Pilling on Abenomics or Abegeddon: Has Japan Really Turned a Corner?" on April 9.

4 — The 2014 Chubu Walkathon Committee and its sponsors with a beneficiary of walkathon funds on March 18.

5 — Amy Rosen, president and CEO of Network for Teaching Entrepreneurship, addresses the ACCJ Chubu Chapter at the Hilton Nagoya on March 7. Entrepreneurship is one of the best options for women to become economically independent and to break through gender barriers.

6 — Clifford Rosenberg, managing director of LinkedIn Australia, New Zealand, and Southeast Asia; and Rei Hasegawa, head of Corporate Communications LinkedIn Japan attend an ACCJ Kansai Chapter event, "Transforming the Way Professionals and Businesses Work with Social Media" at the Hilton Osaka on March 11.

SPRING EVENTS

Please visit www.accj.or.jp for a complete list of upcoming ACCJ events or check our weekly e-newsletter, *The ACCJ Insider*.

May 13

Jesper Koll: Good "Abenomics," Bad "Abeism?"—Risks and Rewards in Japan's Revival, Tokyo American Club

May 14

Prospects for Integrated Resorts in Japan and Lessons Learned from North America, Tokyo American Club

May 27

2014 USJC-ACCJ Women in Business Summit, ANA InterContinental Tokyo

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Facility

This full-service accommodation has all the amenities to take the edge off that demanding business trip: free broadband, in-house concierge services and laundry/dry cleaning pick-up, to name just a few. Rooms can be rented at daily, weekly or monthly rates, with sizes ranging from studios to two-bedroom suites. All units come equipped with a kitchenette, giving busy execs a place to whip up a quick meal or stash away a few cold ones.

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Residents also benefit from Azabu Court's membership in the nearby Fitness Club Hiroo, with tickets sold at the front desk for just ¥1,080, allowing easy access to exercise and fitness studio programs to work off that seductive Tokyo cuisine.



Price List

Room types	Rate types	Feb. ~ Nov.	Dec. & Jan.
Standard Studio for 1 person (46 units) 20~22m ²	Daily	¥7,800 ~ ¥9,700	10% Off from Feb. ~ Nov. rate
	Weekly	¥6,850 ~ ¥8,450	
	Monthly	¥5,700 ~ ¥7,200	
	Over 3 months	All year ¥5,130 ~ ¥6,480	
Large Studio for 1 person (6 units) 25m ²	Daily	¥10,100 ~ ¥10,400	10% Off from Feb. ~ Nov. rate
	Weekly	¥9,150 ~ ¥9,450	
	Monthly	¥7,700 ~ ¥7,900	
	Over 3 months	All year ¥6,930 ~ ¥7,110	

Room types	Rate types	Feb. ~ Nov.	Dec. & Jan.
One Bedroom Suite for 2 persons (8 units) 33~51m ²	Daily	¥14,200 ~ ¥21,000	10% Off from Feb. ~ Nov. rate
	Weekly	¥12,200 ~ ¥18,400	
	Monthly	¥10,300 ~ ¥16,500	
	Over 3 months	All year ¥9,270 ~ ¥14,850	
Two Bedroom Suite for 3 persons (1 unit) 72m ²	Daily	¥26,500	10% Off from Feb. ~ Nov. rate
	Weekly	¥23,100	
	Monthly	¥19,100	
	Over 3 months	All year ¥17,190	



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A MECHANISM FOR COOPERATION



Samuel Kidder

One of the most positive developments I've been able to witness and participate in during my time at the ACCJ has been the growing effectiveness of the Asia-Pacific Council of American Chambers of Commerce (APCAC). This loose but collegial association brings together over 24 American Chambers (AmChams) from Guam to Bangladesh and South Korea to New Zealand.

Formed in 1968, APCAC provides a mechanism for cooperation among chambers in the region. Each year one member chamber hosts a major regional business summit. In addition, APCAC holds a Washington, DC Doorknock in the summer and the

executive directors get together in the fall to share best practices.

Many readers will remember that in 2012 the ACCJ hosted the APCAC Business Summit, at which we were gratified to see strong participation from around the region.

But even before our host year, former ACCJ leaders had recognized the potential that APCAC embodies, and attended the summits held during the year they were president: Charles Lake (Ho Chi Min City, Vietnam), Allan Smith (Guam), Tom Whitson (Beijing, China), Mike Alfant (Tokyo), Larry Bates (Taipei, Taiwan). ACCJ President Jay Ponazecski attended and led a panel discussion at this year's event, held in Manila, the Philippines.

This high-level support is appreciated by the other AmChams and has really enabled the ACCJ to become a leader within APCAC.

As increasingly more of our advocacy takes on a regional or even global dimension, the ACCJ has made a major contribution to raising the quality of APCAC advocacy. For years, much of APCAC's energy in the policy area was focused on US tax issues that affect American expatriates.

With the involvement of ACCJ leaders such as Bruce Ellsworth in the healthcare area and Tom Clark in financial services, APCAC is now taking a polished approach to a broad

This loose but collegial association brings together over 24 American Chambers.

range of issues. In fact, Tom has become a real pillar of APCAC advocacy as vice chair for Washington and TPP issues.

Of course, the ACCJ's increased involvement is not the only reason APCAC is becoming more effective. In recent years it has been exciting to watch the newly established AmChams in Cambodia and Mongolia become more engaged. And Thailand is working hard on upgrading participation by Myanmar.

In addition to advocacy coordination, chambers throughout the region are finding useful ways to share best practices. When our IT manager wants to study software that could be useful for our needs in Tokyo, he consults with his counterparts among the APCAC members.

Further, the ACCJ has been able to assist fellow chambers with everything from website management to constitutional revision and program best practices.

An opportunity for ACCJ members to participate in APCAC activities is on the immediate horizon. In mid-July the APCAC Washington, DC Doorknock will be held, and your participation is welcome.

If you plan to be in the DC area around that time, or if you'd like to travel there to join the Doorknock, please inform me or Ethan Schwalbe in the ACCJ office and we'll get the detailed information to you. •

Rebranding challenge

Can you give us a good tag line?

Refugees International Japan is a small NPO that supports projects around the world for people displaced by conflict.

We want YOU to decide our tag line—something that says we support refugees as they regain their self-respect and learn new skills or rediscover old ones.



www.refugeesinternationaljapan.org

Requirements:

Short and snappy, but informative
Contains the word "refugee(s)"

The winner will receive a dinner for two, and 2nd and 3rd place entries will also receive special prizes. All winners will be acknowledged on the RIJ website, Facebook page and other social media (unless you prefer anonymity).

Winners will be announced at our upcoming **Wheels and Deals** event at the Ritz-Carlton, Tokyo on June 6, 2014.

Please email ideas to:
info@refugeesinternationaljapan.org
Deadline June 2, 2014





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Beautiful Kyoto attracts many visitors throughout the year. It is the city that is at the heart and soul of Japanese history and culture. Imagine a city that is home to 17 World Cultural Heritage sites! A living and breathing museum of everything that is fascinating and splendid about Japan, Kyoto is both modern and ancient, new and traditional. The glory of Kyoto's past and the vitality of its present make it a city that is unique and that truly should not be missed.

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