

# THE JOURNAL

THE AUTHORITY ON GLOBAL BUSINESS IN JAPAN

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## SMART CITIES



Page 43: Special message from  
US Ambassador Caroline Kennedy





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### COVER PHOTO

The mile-high skyscraper at the center of the Next Tokyo 2045 future city.

IMAGE: KOHN PEDERSEN FOX ASSOCIATES

### CONTENTS PHOTO

Paris's Mille Arbres, designed by OXO Architectes and Japanese architect Sou Fujimoto.

IMAGE: ©REINVENTER PARIS

## KIT NAGAMURA



**Hometown:** Coconut Grove, Florida and Cape Breton, Nova Scotia

**Languages:** English, Japanese, and French

**Most memorable interviewee:** Some standouts would be Raymond Carver, Yayoi Kusama, and Okamoto Taro

**How many years have you worked in journalism?** Over 20 years in Japan, and 25 years in publishing (fiction, poetry, haiku, essays, and journalism)

**Mentors:** My fearless and fiercely intellectual parents; Dr. Shuichi Kato; my writing instructors John Hawkes, Jim Shepard, and Charlie Baxter; my husband and my son; Yanagi Soetsu and Matsuo Basho.

**Secret skill:** I can whistle really loud and paint exceptionally well.

**Thoughts on print journalism:** To give up print journalism would be like giving up individual transportation and allowing someone else to dictate how, when, and where you travel. Sure there's convenience to be considered—online offers that—but print journalism travels freely, widely, and without being excessively tracked. That could be more important than any of us know.

## HELEN LANGFORD-MATSUI



**Hometown:** Elora, Ontario, Canada

**Languages:** English, Japanese, French, and Spanish

**How many years have you worked in journalism?** I've worked in journalism for five years, all of them in Japan.

**What is one change you would like to see take place in Japan by 2020?** I would really like to see the way that the police deal with domestic violence improve.

**What is one surprising thing that people may not know about you?** I have my 2nd dan in Goju-ryu karate. No one ever seems to expect that.

**What is one thing that you can't let go of right now?** I've got lots of feminist issues buzzing around in my mind, from rape culture, domestic violence, and Canada's murdered and missing indigenous women to workplace equality and how women are represented in the media.

**What are you currently reading?** I just pulled Suzanne Collins' *Mockingjay* off the shelf to fill the gap between the book I just finished—*Obasan* (by Joy Kogawa)—and my next, *Indian Horse* by Richard Wagamese.

## JOHN AMARI



**Hometown:** Oxford, England

**Languages:** English, Luo, and conversational Japanese

**How many years have you worked in journalism?** Five and a half years

**What is your most memorable interview?** Ari Horie, founder of Women's Startup Lab, and Akiko Naka, founder of Wantedly

**Who inspires you?** Entrepreneurs and freethinkers

**What is one change you would like to see take place in Japan by 2020?** More Japanese students majoring in English living in an English-speaking country for a year

**What are your thoughts on the importance of print journalism and its future?** If print journalism can adapt to the digital revolution (especially mobile and virtual reality), then it will be fine.

**What are you currently reading?** *Thinking, Fast and Slow* by Daniel Kahneman

**Do you have a favorite podcast that our readers should be listening to?** *StarTalk Radio* by Neil DeGrasse Tyson



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# LOOKING AHEAD



Christopher Bryan Jones  
chris@custom-media.com

## Our July issue of *The Journal* celebrates visions of a better future—at work, at home, and at school.

There is strength in diversity. It seems like common sense, yet we struggle to shed the ways of the past and embrace our potential. When it comes to gender equality in the workplace, the Women in Business Committee of the American Chamber of Commerce in Japan (ACCJ) has a strong vision of how companies can effect change. This change will not only make life better for women in the workforce, but for companies themselves.

I had the pleasure on June 1 of attending the launch event for the committee's white paper, *Untapped Potential*. The stories shared by the authors, and the tangible progress demonstrated by the guest speakers, prove that diversity and equality are

not out of reach. On page 50, I share with you an inside look at the event and the 10 recommendations for achieving Prime Minister Shinzo Abe's 2020/30 goal.

## FUTUROPOLIS

These diverse teams of the future are going to need an improved place to live and work. With urban populations expected to increase 12 percent over the next three decades, technology is being called upon to balance the load. We look ahead to a city that is smart, in which energy, information, and artificial intelligence merge. Step through the looking glass for a peek at Japan's future, beginning on page 8.

## PREPARATION

For our children, smart cities won't seem like something out of science fiction; they'll just be home. So it's important that we prepare them well with a forward-looking education. Tokyo and Yokohama are replete with options that combine the best elements of curricula from around the world. To help you pick the right school, *The Journal* spoke with representatives of nine institutions, and you can make your choice on page 21.

## NURTURING

The transition from school to job can be difficult for some—especially those Japanese students who study abroad. Although the experience gained is extremely valuable, absence from Japan during university can put them at a disadvantage. On page 45, Dr. Stephen A. Zurcher, vice president of the Kansai chapter, outlines a new ACCJ program that aims to change this. With the help of 11 member companies, the internship pilot program will support these students as they return home.

## TRADITION

Our future may be intertwined with technology, but Japan's traditional arts have a way of evolving and remaining relevant. On page 26, our Revision Japan column returns with a visit to the banks of the Sumida River, where echoes of the Edo Period soothe the modern Tokyoite.

There's much more in this issue to energize, educate, and even sweep you away from city life altogether. So read on and have a wonderful Fourth of July. ■

A flagship publication of the American Chamber of Commerce in Japan (ACCJ), *The Journal* (formerly the *ACCJ Journal*) is a business magazine with a 53-year history.

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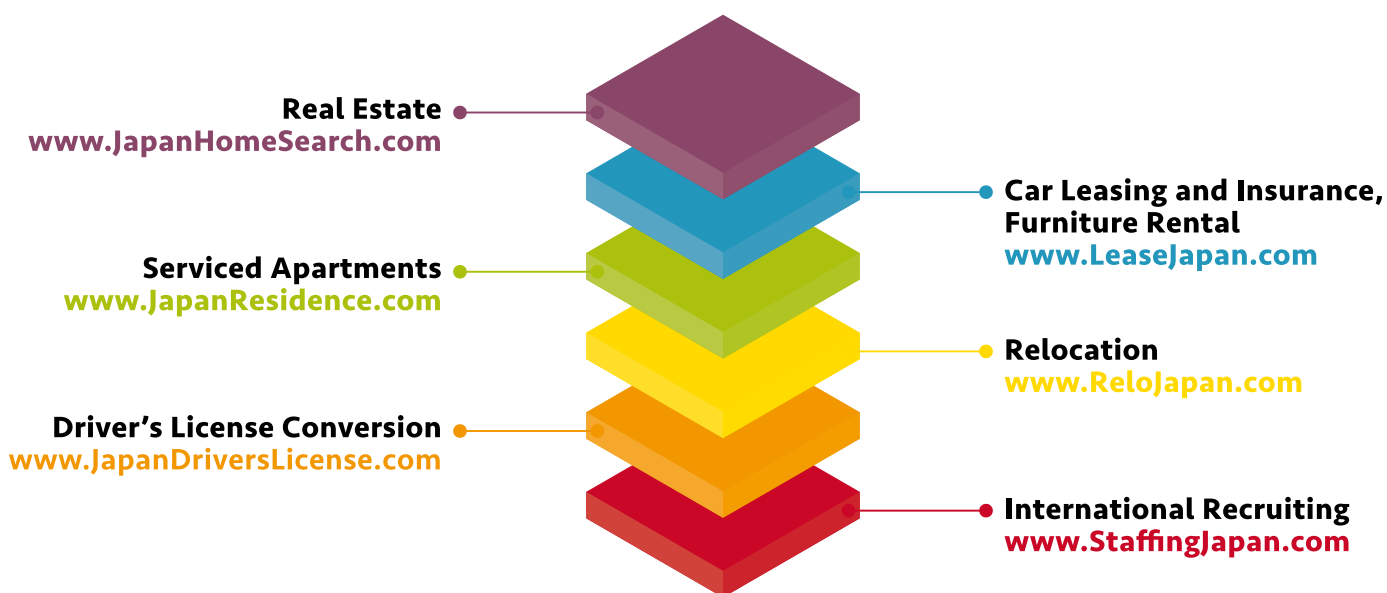
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## FROM JAPAN

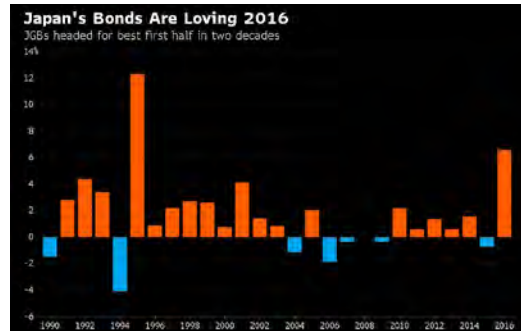
Tweets in Japanese from people and media

## # TOP HASHTAGS

This month: Popular tags from the top 30 list

## LINKEDIN

Discussions from global leaders



@Schuldensuehner

This chart shatters the view investors would stop buying at 0%. #Japan bonds headed for best half year in 2 decades.



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@japantimes

"I'm one of the few people in this country who can talk to a wide range of people, from the Emperor to the homeless"  
—Akie Abe

<https://t.co/7Dqyssl9ah>



PHOTO: US DEPARTMENT OF STATE [PUBLIC DOMAIN] VIA WIKIMEDIA COMMONS

Rank

- 4 #EURO2016
- 9 #worldrefugeeday
- 24 #brexit
- 29 #trump2016
- 30 #BBMAs

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光学ガラスメーカーの「HOYA」は、熊本地震で大きな被害を受けた熊本県大津町にある液晶パネルの部材などを生産していた「熊本工場」を閉鎖すると発表しました。

Optical glass manufacturer Hoya announced that it will close its LCD panel factory in Kumamoto Prefecture after it was severely damaged in the quake.\*

\*Translation of original content in Japanese



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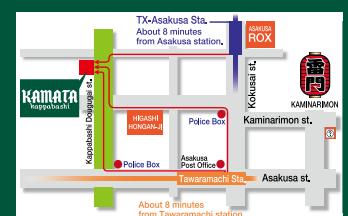


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# METROWISE

## Will smart cities save Japan from itself?

By John Amari

Urban populations around the world continue to rise. By 2050, the number of people living in large cities is projected to reach 66 percent of the total global population according to the 2014 revision of the United Nations' *World Urbanization Prospects*. The current ratio is 54 percent.

With such rapid expansion of cities comes a number of challenges, including overcrowding, environmental pollution, congestion, damage to infrastructure, and increased demand for energy.

For Japan—and many other countries—smart cities are seen as a panacea for these ailments. These future cities promote a new industrial era brought about by the internet, and take steps toward improving the efficiency of the workforce and energy sector.

A notable feature of smart cities is that they are built around information and communications technology (ICT)—from Wi-Fi to the Internet of Things (IoT) to big data to artificial intelligence (AI) to cloud computing.

Given the strategic importance of smart cities, one would think the concept had a solid foundation.

However, even the very definition of a smart city can vary greatly, differing from country to country and even institution to institution.

According to IHS Technology, a global business intelligence service provider, “smart cities encompass a broad range of different aspects to describe cities that have deployed—or are currently piloting—[ICT] solutions across three or more

different functional areas of a city.”

A similar definition is adopted by the Japan Smart Community Alliance, an industry facilitator supported by the Ministry of Economy, Trade, and Industry (METI).

According to this definition, there are currently 88 smart cities around the world (up from 21 in 2013), according to IHS. What is more, investment in such projects reached over \$1 billion globally in 2013. IHS projects the figure will surpass \$12 billion by 2025. Other projections—which may rely on a different definition of a smart city—put the figure in the trillions of dollars.

In Japan, smart cities are largely funded via subsidies from METI. The smart cities market here, which stood at around ¥1.12 trillion in 2011, is expected to grow to ¥3.8 trillion by 2020. METI also invests in Japanese business involvement in smart city projects globally.







Chiba's Kashiwa-no-ha plans to be ecologically friendly as an Environmental-Symbiotic City.

Speaking to *The Journal*, a spokesperson from Fujitsu said, “We think of smart cities as areas in which ICT can be used to make social infrastructure, such as energy infrastructure, smarter.

“It involves being able to solve regional issues and come up with revitalization methods together with regions themselves, and is about pursuing a better standard of living for the citizens of a region by creating sustainable social value.”

To achieve these aims, the government seeks to use smart cities as a vehicle to create—and to experiment with—cutting-edge technologies, products, and services. Moreover, development projects will boost industrial competitiveness by ensuring cross-sector innovation and creating new value for consumers as well as jobs for local populations—quite apart from creating vibrant communities.

Yokohama has been selected as a “Future City” by the Government of Japan and is a case study in the 2015 book *Ageing in Cities*, by the Organisation for Economic Co-operation and Development.

Speaking to *The Journal*, Masato Nobutoki, former executive director of future city promotion at Yokohama’s Climate Change Policy Headquarters explained, “By leveraging new industries in close cooperation with the private sector, Yokohama shed light on the many difficulties Japan faces today—problems that must be handled in unison.”

Nobutoki, who will be speaking on the topic of smart cities at the upcoming MIPIM Japan international property conference in Osaka in September, also talked about environmental impact. “The Yokohama Walking Point project, which has seen more than 150,000 participants,” he said, “is an example of positive influences on commercial activities to reduce CO<sub>2</sub> emissions.”

Intended to encourage an aging society to be more active, the project also helped the city study the environmental impact of factors such as population density, distance to the nearest station, and the average elevation of neighborhoods by counting steps.

The government seeks to use smart cities as a vehicle to create—and to experiment with—cutting-edge technologies, products, and services.

Ultimately, Japan sees projects to develop smart cities—of which there are 11 so far around the country—as leading the way in finding solutions that will not only meet domestic challenges, but international ones as well. The hope of the government is that it will be able to share the fruits of its labors with the rest of the world.

#### KASHIWA-NO-HA

One sector of the economy in which smart cities are set to play a key role is energy. For instance, the Kashiwa-no-ha Smart City, a 273 hectare-wide area in Chiba Prefecture’s Kashiwa City, seeks to lead innovation in this space.

Selected by the government in 2011 as a Comprehensive Special Zone for Regional Revitalization and an

Environmental Future City, the new development currently has 21 action programs underway.

“Within the energy management of Kashiwa-no-ha, we want to build a track record for the best possible model in energy optimization methods,” a spokesperson from Mitsui Fudosan, developers of the city, told *The Journal*.

Apart from Kashiwa-no-ha, the company is developing smart city model communities in the Nihonbashi and Hibiya areas of Tokyo. Plans for overseas projects are also in the works, the spokesperson added.

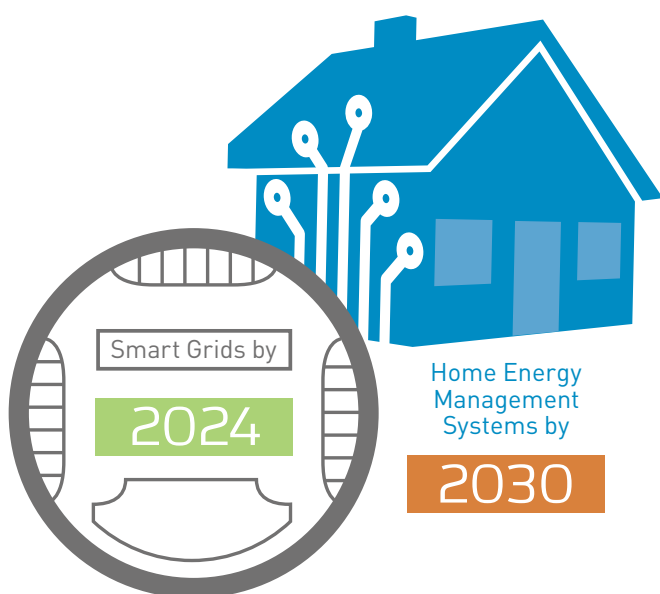
In addition to promoting health awareness and supporting startups, Kashiwa-no-ha plans to be ecologically friendly as an Environmental-Symbiotic City. This in part means managing electric energy from power production, batteries, and power consumption at the local level.

To this end, the city has implemented energy saving and optimization measures via three main platforms: an energy management system (EMS); a CO<sub>2</sub> reduction roadmap; and a sustainable design and renewable energy policy.

An EMS is a computerized platform used by electricity companies to monitor, control, and optimize generation and transmission of electric loads. Via advances in IoT and

AI (which has led to real-time communication between devices), customers have greater monitoring and control over the energy loads running to and from a home or office.

A home energy management system (HEMS), for instance, utilizes a “smart reader” within a home to display “energy consumption so residents can become more aware of their contributions to power conservation, thereby fostering environmentally friendly lifestyles.” They also permit various devices within the home—such as a television, refrigerator, oven, hairdryer, and lighting—to communicate with each other and provide data in real time.



Japan will install smart meters in all homes by the end of 2024.

Such information can be viewed via tablets, computers, smartphones, and other devices. The customer can also control the lighting or setting of a device—such as an air conditioner—even when away from home.

Another use for a HEMS is to enhance disaster management through demand response functions, which ask for residents’ help in reducing demand during emergencies. This functionality would be of use in a situation such as Japan faced following the loss of the Fukushima Daiichi Nuclear Power Plant in 2011, which led to calls for a 15 percent cut in energy consumption. The subsequent shutdown of the country’s nuclear operations resulted in a 30 percent drop in power generation nationally.

A building energy management system (BEMS), meanwhile, provides similar functions for an entire building, such as an office or a factory. An area energy management system (AEMS) allows utility companies to have citywide control over, and management of, supply and demand. Such EMSs are being developed in Kashiwa-no-ha.

## AUTOMATION

Automation of the energy demand and supply cycle is a key component of Japan’s overall efforts to improve efficiency in the sector. On the demand side, the country is to see the installation of smart meters—which monitor household energy consumption in real time—in all homes by the end of 2024; HEMS, meanwhile, are scheduled for installation nationally by 2030. However, most industry analysts believe the hurdles to meeting this goal are too high.

On the supply side of the equation, the goal is to separate power generation from transmission via smart grids between 2018 and 2020. This is on top of liberalization of the energy retail market, which took effect in April 2016, allowing customers to choose their energy provider, for example.

# VISIONS of the FUTURE



IMAGE: KOHN PEDERSEN FOX ASSOCIATES

Tomorrow’s cities could take many forms, like Kohn Pedersen Fox Associates’ Next Tokyo 2045 (above). But must technology be the exclusive driving force in a city that better serves residents and the environment? *The Journal* asked two science fiction authors to share their vision of a smart city.

## DR. UNA MCCORMACK

The city has always been about barriers between rich and poor. There are always too many people and not enough space. Cultural capital becomes attached to certain areas, because of their age, or proximity to resources and attractions, or fashion. Some people gain entrance. Others are shifted further and further away.

What could a city look like that did not have barriers like this? Dispersed, I think, like the garden cities of early 20th-century Britain, or bigger experiments like Canberra, Brasilia—or Milton Keynes. But planned cities have never quite sparked to life. Something about the city is spontaneous and unplanned—that’s part of the attraction.

The city of the future will look much like our cities now, I think. Rich and poor, cheek and jowl. Green thirsty spaces. Fossilized layers of the past, built up over millennia, walked upon briefly by the living.

Dr. McCormack holds a PhD in sociology from the University of Surrey (UK), teaches creative writing at Anglia Ruskin University in England, and previously taught in the Cambridge University Engineering Department. She is a *New York Times* bestselling author of TV tie-in novels.



Changing providers, however, comes with the requirement to install a smart meter—if one is not already scheduled to be installed by the existing provider—said Ken Haig in an interview with *The Journal*. Haig is vice-chair of the energy committee of the American Chamber of Commerce in Japan (ACCJ). He and the ACCJ welcome the liberalization of the market.

It is hoped that cost savings and efficiencies from such measures can also feed into the rest of the economy, which has not recovered fully from the triple disaster of 2011.

As noted by METI in its Strategic Energy Plan (2014): “[Cessation] of nuclear power plants [after 2011] has caused the expansion of Japan’s trade deficit by the increase of imports of fossil fuels and so on compared to the pre-earthquake period.

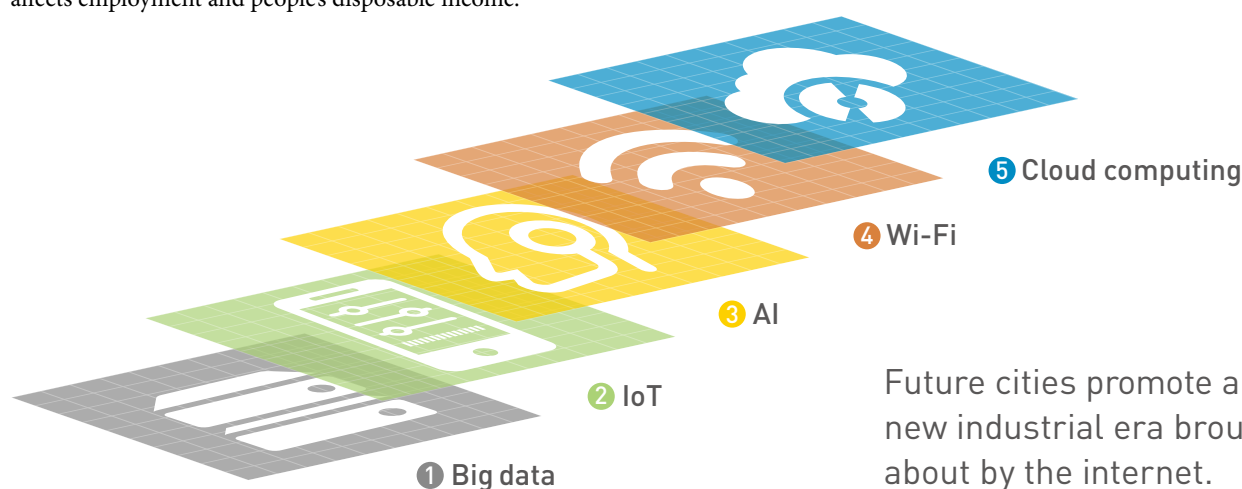
“Such a rise of fossil-fuel dependency leads to an increase in energy costs ... which puts a burden on economic activities and the household economy, and even affects employment and people’s disposable income.”

To ameliorate the problems, the Tokyo Electric Power Company (TEPCO), which is the country’s largest electricity provider and owner of the ill-fated Fukushima Daiichi Nuclear Power Plant, plans to deploy 27 million smart meters across the country as part of its energy optimization strategy.

Overall, Japan hopes to have some 70 million such devices in homes and businesses by 2024 (the original target date was 2020), Haig says.

Kashiwa-no-ha is utilizing large-scale storage batteries “to stabilize and use unstable power such as solar.” The goal is to improve the self-sufficiency ratio of energy from multiple-source stream, including solar and gas generators.

The city is also experimenting with a variety of new intelligent transportation systems—including park-and-ride systems, on-demand bus services, light rail transit services, and two-wheeled, battery-powered vehicles—to optimize and reduce energy consumption.



#### DR. ATHENA ANDREADIS

Cities are de facto fragile open ecosystems, heavily dependent on environs for functioning (just witness the desertification and collapsing water tables around Los Angeles). The current concepts of smart cities are completely centered on networked expert systems. These, despite their obvious potential, can increase the intrinsic brittleness and rigidity of the structures they’re intended to optimize. They also carry the danger of magnifying dysfunctional tendencies (inflexible implementation, lack of human-level accountability, excessive surveillance, selective policing, ghettoizing).

My own vision of a smart city is one that’s as self-sufficient as possible, organic (rather than created by top-down planning), responsive to the needs of all its inhabitants (not just the human ones) and reliant on robust, low-impact, non-intrusive technology. We already know we need well-coordinated traffic lights, subways and bike lanes; hospitals with reliable back-up generators; small parks, grocery shops, and schools that are down the block from our house. We will also need heavy-duty recycling, composting, and efficient heating/cooling systems; mixed-use zoning, which

results in much better safety and maintenance of shared spaces than CCTV cameras; as many street trees as street lights and as many solar panels as gas-driven boilers; community and roof gardens (growing vegetables, not just flowers); and even a rational admixture of wildlife—not just pigeons and rats, but also peregrine falcons and coyotes.

Smart cities will not result exclusively from advances in IT; they will also come about from breakthroughs in material science and from the revitalizing of civic will and local hubs of work. Cities will never be optimized or efficient (in fact, it’s counterproductive to try for these attributes); at best, they will be livable and vibrant while leaving a smaller footprint.

Dr. Andreadis is a molecular biologist and former associate professor at the University of Massachusetts Medical School. She is also author of *To Seek Out New Life: The Biology of Star Trek*, has written for *The Harvard Review* and other publications, and distributes science fiction through *Starship Reckless* and her publishing company Candelmark & Gleam.

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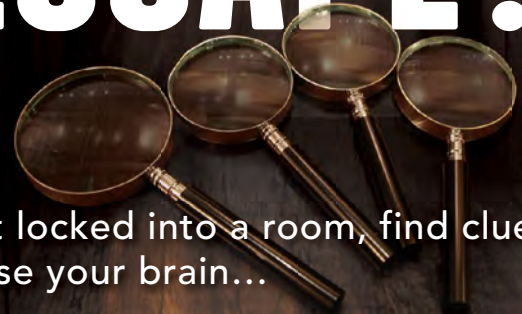


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You can call yourself a smart city, but if no one necessarily comes to the city, then have you attained your goal?



### SECURITY AND SMARTNESS

“In a world where more devices are connected to IoT, who will be ensuring its security?” a spokesperson from JIPDEC (the Japan Information Processing Development Center) asked *The Journal*. JIPDEC is a general incorporated foundation. Part of its goal is to develop mechanisms and structures to ensure safety and security in ICT-related industries.

For Minoru Etoh, part of the answer lies in ensuring accountability. Etoh said, “What we need is to create a role for someone who will be responsible and answerable to the community, such as a chief information officer or a chief digital officer.”

Etoh is a senior executive at NTT Docomo and CEO of NTT Docomo Ventures, Inc. Via the latter company, he oversees investment in startups within smart cities.

Venture capitalist and government adviser William Saito, meanwhile, said a greater concern, and one that government policies alone cannot solve, lies in the ultimate goal of smart cities.

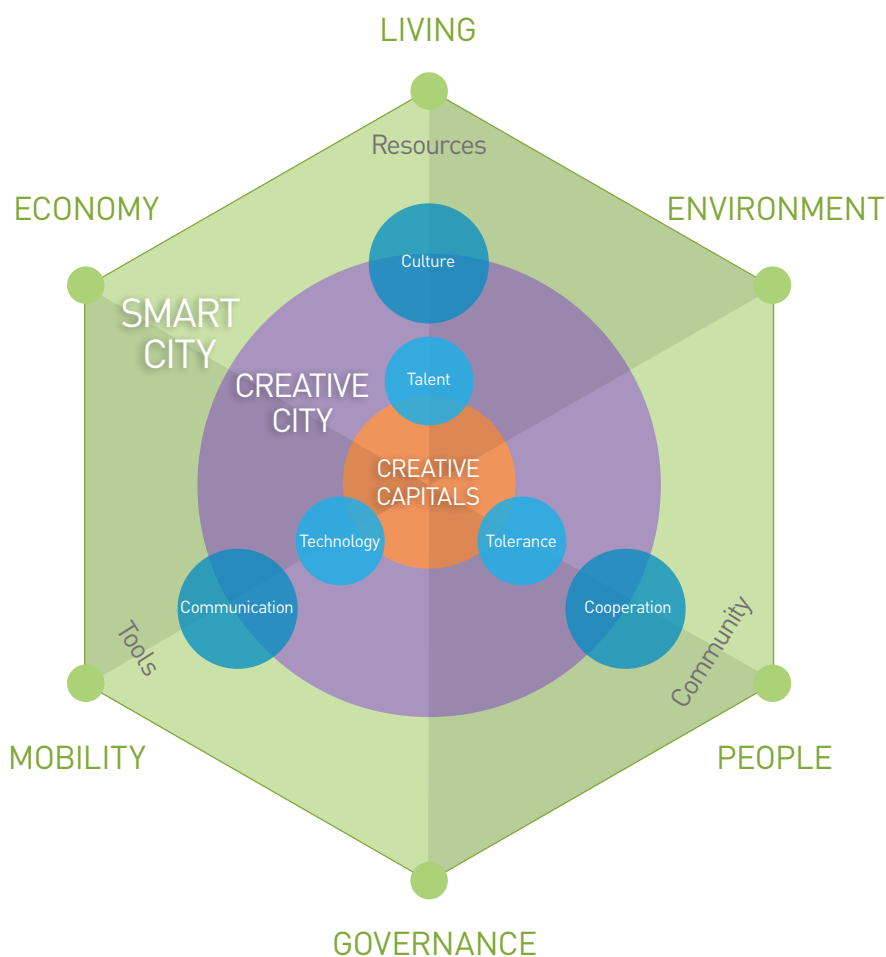
“The problem is that the very definition of ‘smart’ will change over time at the pace of Moore’s Law,” he explained—Moore’s Law being the observation that, in technology, processing power doubles every 18 months. “So you might do things that are smart one year, but obsolete the next. The question should be: How to achieve our goals on the assumption that Moore’s Law will hold true.”

But why have a discussion about the use of electric vehicles, Saito asks, when, in a few years, the shared economy and automation in

transportation will make the use of cars—and carparks for that matter—largely obsolete?

Further, Saito said, “You can call yourself a smart city, but if no one necessarily comes to the city, then have you attained your goal? If you look at clusters of successful ventures or Silicon Valley-type places, it is that mix of smart cities and their ability to attract and keep businesses and smart people that nurtures and maintains their success in a sustainable way.”

For Saito, the “smart” in smart cities ought to place a premium on people rather than policies or technologies. ■





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# ACCOUNTING FOR FUTURE CHANGE

Why more Japanese are opting to earn the US CPA license

By Richard Smart

**When a Japanese person tells you they are a permanent employee, take them seriously.**

Postwar Japan's employment system has diverged from that of the West. Legal protections make it nearly impossible to dismiss employees, and create a situation in which most university graduates seek work in their last terms of study. They join companies on graduation in April, and then stay in the same company until retirement. In this jobs-for-life system, today's graduate is likely to retire no earlier than 2055—spending at least the next 39 years with the same company.

Does this sound implausible? It probably is. The coming four decades, in which the full consequence of demographic decline will become a reality, are unlikely to be as kind to Japanese staff as the previous four.

Workers are beginning to take action on their own. "Fading prospects for lifetime employment are leading to a little-known but important transformation in Japan," Richard Solomon of Beacon Reports wrote last year. "Increasingly, employees are zigzagging between companies to reach the top of their profession."

Many wishing to change their circumstances are opting for mid-career training to get the skills they need for raises, promotions, and new jobs. One option on the table, the US Certified Public Accountant

(US CPA), which is known globally as a top-notch accounting qualification, is now being used by Japanese to prove they can do more than just count a company's numbers.

## PUTTING IN THE HOURS

"In Japan, having the US CPA credential is indicative of a person's proficiency in accounting, general business, and also English," Anthony Bedard, manager of international operations at professional training company TAC Co., Ltd., told *The Journal*. "For those just entering the workforce, this certainly offers a potential hire an advantage over their traditionally educated counterparts. This is especially true in companies with a more global vision. For those mid-career, the US CPA can offer a person greater mobility within their own company, or in moving to a new company. The reasons for this are essentially the same."

Junri Shindo of the vocational school Abitus said that his company has seen many graduates use the CPA to improve their careers. After getting the license, "many students change jobs and [move into new] industries, financial institutions, and accounting/consulting firms."

Taking the courses is a significant investment. To study at Abitus, students pay between ¥500,000 and ¥800,000, and

are expected to study for around a year before taking the US CPA Examination, which is only given in English and therefore requires a high-level command of the language to pass.

In exchange, Japanese who get licensed—a feat that requires one not only to pass the examination but also to accumulate a certain amount of professional experience in a related field—get leverage in interviews with future employers. They also gain knowledge that will allow them to communicate more effectively with international co-workers in industries such as accounting and finance, and proof that their business knowledge and English proficiency are high.

**The coming four decades ... are unlikely to be as kind to Japanese staff as the previous four.**



# UNIFORM CPA EXAMINATION

4 sections

## Regulation (REG)

- Ethics and professional responsibility
- Business law
- Federal tax procedures and accounting issues
- Federal taxation of property transactions
- Federal taxation—individuals
- Federal taxation—entities

## Auditing and Attestation (AUD)

- Planning the engagement
- Internal controls
- Obtain and document information
- Review engagement and evaluate information
- Prepare communications

## Business Environment and Concepts (BEC)

- Business structure
- Economic concepts
- Financial management
- Information technology
- Planning and measurement

## Financial Accounting and Reporting (FAR)

- Concepts and standards for financial statements
- Typical items in financial statements
- Specific types of transactions and events
- Accounting and reporting for governmental entities
- Accounting and reporting for nongovernmental and not-for-profit organizations

## Japan has probably held on to the experience-over-qualifications mindset longer than other countries.

“The US CPA positively affected my career path,” Kazunari Miyazaki of NEC Corporation told *The Journal*. “My company has a promotion rule that you must have a license such as a CPA. I was promoted when I got the license. I belong to the global business division and am in charge of mergers and acquisitions staff. I always work with financial advisors, so I need CPA knowledge for financial due diligence.” Miyazaki now also teaches the US CPA, and says he derives pleasure from the high levels of motivation among students.

Some, however, may not see instant returns. “In Japan, it is not necessarily

something everyone in finance and accounting has compared to other jurisdictions,” said Brendan Walsh, who manages finance and

accounting recruitment at Morgan McKinley. “Japan has probably held on to the experience-over-qualifications mindset longer than other countries, but even that is changing for newer candidates. And clients are becoming more and more insistent on candidates having the qualification every step of the way. It gives candidates more credibility and a little bit more weight, so it’s helpful to have.”

In the 14 years that Walsh has been recruiting, he says that he has seen the mindset among employers and employees shift in Japan. Today he believes demonstrable skills trump simple work experience for many.

“When I first came here it was almost taboo to move companies if you’d been there less than five, seven, or 10 years,” Walsh said. “And that has certainly changed, particularly since the bankruptcy of Lehman Brothers. There is a perception among people now that employability is not the brand of the company they are working for, but what is on their resume. And it is doing things like the US CPA to make themselves more attractive to future employers that helps. We have gone through the too-big-to-fail phase and now people are more realistic, more willing to look at getting qualifications. In the past, people would stick with the same company and rotate between departments without picking up too much expertise. These days, that’s not a good profile to have, so specialization is more the norm in finance and accounting.”



## BROADER MARKET

While the US CPA qualification is aimed at finance and accounting professionals, it gives students a broader skill base that can help in all areas of business. “Successful candidates will acquire a professional entry-level proficiency in accounting (mainly US GAAP, but the common global IFRS are also key), US taxation, auditing, and basic business,” Bedard said. “Less obvious [attributes] that are honed are dedication, persistence, and an appreciation for the demands put upon a professional.”

Effectively, candidates are learning a trade that will make them an asset to most companies. The recent spate of corporate scandals in Japan involving irregular accounting and fudged data suggests that workers with such skills would be a welcome addition to Japan Inc.

Takao Asano, a manager at EY ShinNihon Financial Services Office (Advisory), passed the US CPA examination in 2008 and joined the company soon after. “Before I passed, I had the strong idea that this qualification is simply to become an auditor, but this impression changed after I worked in EY,” he said. “The qualification allowed me to become a consultant who knows about business from various perspectives.”

There are, however, reasons to believe that Asano would be ahead of his co-workers in many Japanese

offices. Bedard points out that while on-the-job training is gaining traction in Japan as companies look to internationalize operations, many more traditional companies still do not view workers as needing more education after they have signed their contracts.

“Should it change? Certainly for any company that aspires to international success, mid-career retraining is essential,” he said. “Whether it be professional competence in globally recognized accounting standards or just the ability to communicate effectively in English, there is no way around retraining employees—unless you go and hire new ones with those proficiencies. Given the labor laws of Japan, this latter approach is not really an option.”

Those laws seemingly remain untouchable. When Prime Minister Shinzo Abe came to power, he talked of a more flexible labor market, but soon backed away from the idea of tackling the system. IBM Japan then showed that the courts are not budging. It dismissed with little notice five employees in 2012 and 2013 as part of a broader plan to get back on track under the leadership of President Martin Jetter. The employees sued and won. The courts said, “Despite

certain signs of decline in their job performance, the employees were dismissed without being given a proper opportunity to improve their work operation, thus making the dismissal irrational.” The five had their dismissals nullified and IBM was ordered to pay their full wages for the time they were not in the office.

Stories of staff with no real responsibilities, staying at work

because they cannot be fired—but with little to do—permeate the bars of Tokyo when employment law, Japan’s efficiency, and the like are discussed. Mid-career training,

however, is rarely mentioned. Asano, believes training has the power to change the way people work, which could give the economy the boost that the government promised and failed to deliver.

“The biggest benefit [of doing the US CPA] was not the actual qualification, but the self-confidence gained from the study process to pass the exam—a long-term goal that needed constant effort,” Asano said. “Now, I believe that anything can be achieved if you plan and put effort into it. I think having this kind of mind is very important in your daily life as well as in how to progress along your career path.” ■

The US CPA can offer a person greater mobility within their own company.

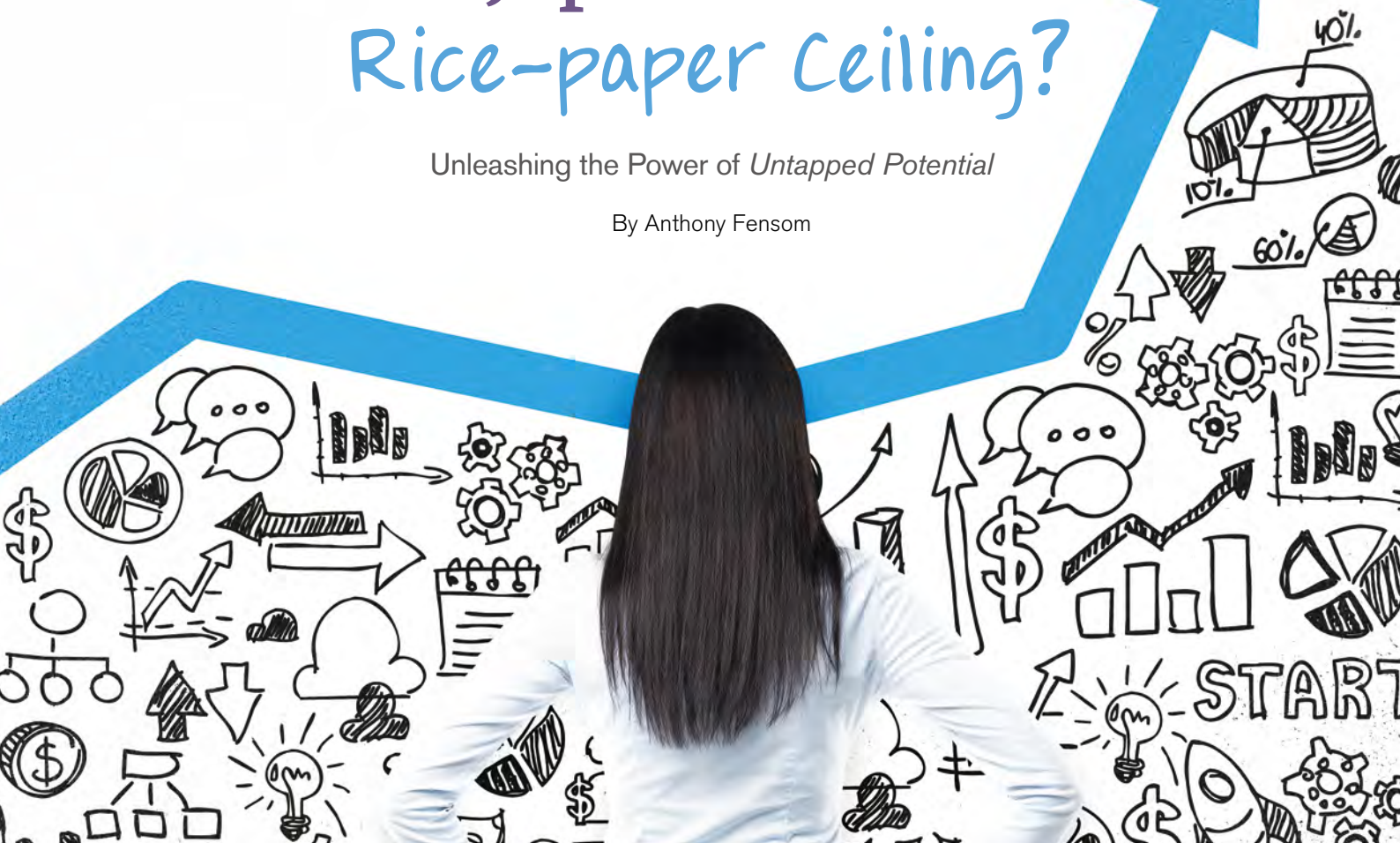
The biggest benefit was not the actual qualification, but the self-confidence gained from the study process.



# Can Japan Pierce Its Rice-paper Ceiling?

Unleashing the Power of *Untapped Potential*

By Anthony Fensom



For Akiko Karaki, breaking Japan's so-called rice-paper ceiling, which limits female advancement, started with a letter from her grandmother.

"My grandmother had fairly progressive perspectives in educating her daughters, but after all, they were still expected to get married and take care of their families. So when I got my law degree from Columbia Law School, she wrote me a rare and very moving letter saying she could never have imagined her granddaughter going abroad and getting a degree. It was like a dream," Karaki recalled.

Currently a Tokyo-based partner at PwC Strategy&, a global consulting team, Karaki is part of a new wave of female leaders who are challenging stereotypes as Japan finally starts to capitalize on its long-neglected female labor force.

According to a 2014 report by Kathy Matsui, vice chair of Goldman Sachs Japan and chief Japan equity strategist for Global Investment Research (GIR) at Goldman Sachs, closing the gender gap could deliver an additional 7 million workers and provide a 13 percent boost to gross domestic product.

**"Society is changing and the nation needs to provide good and affordable support to all families."**

This potential economic bonus has helped spur Prime Minister Shinzo Abe's so-called Womenomics policy. The report, *Womenomics 4.0: Time to Walk the Talk*, proposes a three-pronged solution to Japan's gender gap.

Womenomics helped the female participation rate rise to 66 percent in 2014—higher than that of Italy—compared with 63 percent in 2010. Yet the scale of the challenge is shown by Japan's lowly ranking of 101st out of 145 nations on the latest *World Economic Forum Global Gender Gap Index*, well behind even other Asian countries such as the Philippines and Thailand.

## GOALS AND PERCENTAGES

Abe's goal of filling 30 percent of senior positions in the public and private sectors with women by 2020 has already been cut to just 7 percent for government jobs and 15 percent for companies. This is building from a low base, with a McKinsey study conducted in 2011 finding that just 1 percent of corporate executive posts in Japan were held by women, compared with 9 percent in China and 15 percent in Singapore.

Despite the opening of more than 400 new nurseries in fiscal 2014, around 72,000 children reportedly remain on waiting lists for childcare. And although 61 percent of Japanese women held



a tertiary degree in 2012—well above the Organisation of Economic Co-operation and Development (OECD) average of 45 percent—they dominate the lower-paid, part-time jobs that account for 30 percent of the labor force, suggesting that the nation's female talent is being badly underutilized.

While childcare is available for up to 80 percent of Japanese children aged 3 to 5 years, Karaki said the figure drops to just 30 percent for those younger and older than this group. In comparison, countries such as Sweden offer support all the way through age 8 for more than 70 percent of children.

"Japan as a society is still based on the understanding that women will be there as housewives to support the male breadwinner, and public childcare is only there to support the poor. But that's not the case anymore. Society is changing and the nation needs to provide good and affordable support to all families," she said.

Karaki added that corporate support—in terms of flexible working arrangements, mentors, and work sponsors—has proven crucial to her career. An understanding family has also been key. She said friends have switched from Japanese companies to foreign ones based on the latter's more child-friendly arrangements, such as allowing staff to work from home and not rating employees based on the amount of time spent in the office.

## FOREIGN INFLUENCE

Naomi Matsuoka, chief strategy officer at AIG Japan, has also benefited from the more "female-friendly" policies adopted by foreign firms in Japan.

Matsuoka points to AIG Japan's dedicated diversity champions along with its women's development program. This program, backed by senior management, is aimed at fostering the next generation of female leaders and managers, and includes the creation of a business plan for a new product or service.

The program encompasses visits by senior female leaders from other organizations, such as the head of OECD Japan, as well as encouraging male mentors to learn from their female colleagues. With half of its workforce being female—mostly in non-managerial positions—Matsuoka says AIG is attempting to raise the proportion of women in senior roles by giving them the right experience and mindset, along with exposure to other female leaders.

"For Japanese companies, the challenge now is around retention and making sure female workers have a career path, education, and training. They need to be given the same exposure and opportunities, as well as having the right support, including having people they can go to for support in their careers," she said.

On June 1, the ACCJ's Women in Business Committee launched its new white paper, *Untapped Potential*, aimed at encouraging Japanese companies to follow the initiative set by their foreign counterparts in developing female-friendly workplaces.

The white paper lists 10 recommendations to help meet Abe's original 30 percent target: reform of working hours; supporting "male champions of change"; encouraging men to be more active with housework; increasing transparency of female leadership roles; changing labor contracts; providing tax incentives; bringing seniors in for childcare support; easing restrictions on immigrant domestic workers; encouraging more talent management and training; and providing greater employee assistance.

## TIME FOR ACTION

Leanne Cutts, president and representative director of Mondelēz Japan, said the economic argument for Womenomics has already been made, and now it is time for companies and the government to deliver the necessary structural changes.

"The policy in Japan is actually very progressive; but if all you're doing is tracking policy, you're blind. What you need to track is if these policies are in use, such as whether staff are taking up flexible working

or maternity leave. Digging under these policies can reveal quite a different picture, and companies need to find out what is making it work or not work," Cutts explained.

A contributor to *Break the Ceiling, Touch the Sky*, business author Anthony A. Rose's book about inspirational female leaders, Cutts said Mondelēz Japan has successfully raised its female leadership to 37 percent. Having a diversity target, individual plans for women on maternity leave, flexible working, and a performance-based culture that ensures equivalent promotion opportunities helped make this possible.

Will more local companies follow suit? Cutts suggested it might be inevitable for those seeking to attract the best of a shrinking talent pool in Japan.

"Companies that attract the best employees will be those that are more diverse, with a more open approach to development and growth. For any Japanese corporate leader who is responsible to shareholders, why wouldn't they take some of these steps if they want their company to grow?"

Signs are emerging that corporate Japan is starting to heed the message. According to Japan's *Nikkei* newspaper, Toyota Motor Corporation will introduce telecommuting as early as August, allowing around 25,000 career-track employees to work at the office "as little as two hours a week."

AIG Japan's Matsuoka said Japan can change when "everyone starts recognizing and aligning to that purpose."

"Once Japan sees that purpose, and why and how it can be done, change will occur. We can take on diversity, flexibility, and globalization, as well as preserve our wonderful traditions and culture to create something stronger and better," she said.

Breaking the ceiling? For many in Japan, the ceiling seems to be already gone. Now it is society's turn to catch up and ensure that female talent is no longer wasted. ■

Japan can change when  
"everyone starts recognizing and  
aligning to that purpose."



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# TOP TUTOR

Diverse international schools  
in Tokyo and Yokohama

By Helen A. Langford-Matsui



PHOTO: THE BRITISH SCHOOL IN TOKYO

Choosing an international school is an enormous task—especially when faced with the many options available in the Tokyo–Yokohama area. Schools exist that cater to nearly every want, and curricula run the gamut. But across the board is a commitment to a holistic learning experience, supported by a wide assortment of extracurricular and cocurricular activities, tech-savvy programming, well-qualified teachers, and an emphasis on community service. *The Journal* talked to representatives of nine area schools to find out what characterizes each.

## THE BRITISH SCHOOL IN TOKYO (BST)

Spread across two campuses in Shibuya and Setagaya Ward, the BST follows the English national curriculum. The school received a top grade of “excellent” in every area at its last inspection by the UK government’s Independent Schools Inspectorate, and its links to the local community and its broad offering of curricular and extracurricular activities were praised. Communications Manager Lowly Norgate’s pride in BST students was evident as she shared notable achievements from regional and international events, such as a student qualifying for the British Mathematical Olympiad. The BST’s strengths include a commitment to digital literacy across platforms, and tech-supported learning such as Google Cardboard-assisted virtual-reality field trips.



## THE AMERICAN SCHOOL IN JAPAN (ASIJ)

The curriculum of the ASIJ is, not surprisingly, inspired by the Common Core, Advanced Placement, and various other US standards, though it also incorporates aspects of international methodologies such as the play-based Reggio Emilia Approach in its Early Learning Center. Supplementary high school courses are available through the ASIJ’s Global Online Academy membership. A focus on community service outside school walls and community-building within creates “a welcoming and diverse community in which students build bonds that last a lifetime,” explained Director of Advancement Erin Nelson. When asked what makes the ASIJ stand out, Nelson highlighted the school’s “resources and commitment to support students as they pursue individual passions.”

## SAINT MAUR INTERNATIONAL SCHOOL

The oldest international school in Asia, and the only co-educational Catholic school on the Kanto Plain, Saint Maur International School follows a handful of curricula: Montessori (preschool and kindergarten), International Primary Curriculum, French national (grades one to five), International General Certificate of Secondary Education, and the International Baccalaureate Diploma Programme, for which Saint Maur has a 95 percent success rate compared with the worldwide average of 79 percent. The Toddlers’ Group and Adult Enrichment Program demonstrate Saint Maur’s “mission of developing lifelong learners.” In the words of School Head Catherine Endo, the school strives “to meet the needs of our transient international community.”

## SEISEN INTERNATIONAL SCHOOL

Located in Setagaya Ward, Seisen International School is a multicultural school with a Catholic framework. Though coeducational in its Montessori Inquiry Kindergarten Program, from grade 1 to 12 it functions as a girls’ school.



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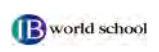
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Seisen follows the International Baccalaureate (IB) Primary Years Programme in elementary, and the IB Diploma Programme in high school. English is the language of instruction, and Japanese, Spanish, French, and Mandarin are also on offer. Seisen is strong in math and science, with a Power Pitch win and finalist showing at the Conrad Innovation Challenge 2016. Over 60% of students receive gold, silver, or bronze certificates in the United Kingdom Mathematics Trust challenges.

### AOBA-JAPAN INTERNATIONAL SCHOOL

An International Baccalaureate World School offering the Primary Years Programme and Diploma Programme, Aoba-Japan International School has its kindergarten campus in Meguro Ward and its primary, elementary, and high school campus in Nerima Ward. A vertical homeroom in upper years allows for increased interaction between students of various ages, while its global leadership program allows students a space to create their own chances for learning. Heiichi Itakura, vice president of marketing, explains that “young people take responsibility for their own learning, and then learn and develop faster and better.” The Family Community also helps organize community events such as the Spring Carnival and Sports Day.

### CANADIAN INTERNATIONAL SCHOOL (CIS)

Located in Shinagawa Ward, CIS follows the curriculum of the Canadian province of Prince Edward Island from kindergarten to grade 12, and is an authorized school for the International Baccalaureate Primary Years Programme. While French is not offered at CIS, Japanese language and culture are taught from grade 1 to grade 12. In line with its link to Canada, middle and high school students participate annually in math contests hosted by Ontario's University of Waterloo. Principal Ian Robertson highlighted small class sizes—averaging 15 students—as one of CIS's strengths, as well as specialized teachers for music, art, PE, as well as Japanese language and culture.



### NISHIMACHI INTERNATIONAL SCHOOL

Minato Ward's Nishimachi International School aims to nurture the minds of students K–9 as they grow into bilingual, bicultural global citizens. In its elementary program, the Common Core-aligned school dedicates 40–60 minutes each day to Japanese instruction. This grows to eight hours per ten-day cycle in middle school. Headmaster Christian emphasizes the Japanese program's “experienced, dedicated teachers” and “many years of refining the program” as the key to its success. Noteworthy is the teaching staff's average duration of employment: eight years. This continuity gives students comfort.

### YOYOGI INTERNATIONAL SCHOOL

A fully international education can be found at Yoyogi International School, where students range from 16 months to 11 years. Yoyogi International School has its own unique hybrid curriculum that combines UK National Curriculum and US Common Core State Standards with a teaching and learning approach based on the philosophy of the International Baccalaureate. This thought-provoking approach nurtures students' creativity and critical thinking skills. All students are very well prepared to set forth on their next academic journey, wherever they might go, and school Director Yuko Muir emphasized “the warm, secure, and nurturing environment that helps children become curious, confident, and compassionate individuals.”

### HASEGAWA KIDS LIFE

Dutch and German expatriates are likely familiar with Jenaplan, a child-centered, inquiry-based teaching method that stresses the importance of world orientation and community. Nursery school provider Hasegawa Kids Life, which runs 71 Japanese-style nurseries, will be opening its first bilingual school based on the Jenaplan curriculum next year in the Kanto area. The new preschool (for ages 1 to 5) will feature bilingual instruction, with the main language being English. Time each day will also be devoted to Japanese. Beyond language, science and adventure will be a focus—there's even an astronomer from the National Astronomical Observatory of Japan on board. Math and robotics, literacy, and Japanese culture also will be part of the program.

Dr. Martin Luther King, Jr. once wrote “Intelligence is not enough. Intelligence plus character—that is the goal of true education.” Each of these schools embodies

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# DIET DAILIES

Japan policy updates translated  
from *Keizai* magazine

MINISTRY OF LAND,  
INFRASTRUCTURE, TRANSPORT,  
AND TOURISM

## EXPRESSWAYS TO GET NUMBERING SYSTEM TO ASSIST NON-JAPANESE DRIVERS

In early April, the Ministry of Land, Infrastructure, Transport, and Tourism organized the first conference to discuss the adoption of a new numbering system for the nation's expressways. The main intention is to simplify the marking system to make it more easily understood by non-Japanese drivers. A report containing the panel's recommendations is expected by summer, and any changes will be progressively introduced into highway signs, maps, and vehicle navigation software.

At the first meeting, the ministry was said to be considering a comprehensive system that would extend beyond major expressways to roads that link airports and seaports to the highway network. At future meetings, the panel will consider standards for highway number designation and the design of signage.

The relative speed with which the panel has moved, taking only several months, is said to reflect the exponential rise in inbound tourists. Many repeat visitors are said to prefer driving to destinations on their own. According to ministry data, the number of visitors utilizing car rental agencies roughly doubled between 2011 (179,000 rentals) and 2013 (345,000 rentals). It can be assumed the figures have continued to climb.

The setting of guidelines is seen as a complicated task. In the US, for example, highways going from east to west and north to south have adopted even and odd numbers, respectively. But the more one seeks a system that is easy for visitors, the more it is likely to clash with names and practices familiar to domestic drivers.

Hearings are also planned to question various individuals, but time is running out. We anticipate that the rush to meet the deadline may result in complications.

MINISTRY OF GENERAL AFFAIRS  
AND COMMUNICATIONS

## PROMOTION OF COLLABORATIVE AI RESEARCH

The recent victory by Google's AlphaGo program over a Go master and the growing adoption of IBM's Watson cognitive system by financial organizations have focused interest in the practical utility of artificial intelligence (AI).

Up to now, various agencies as well as three ministries—the Ministry of Economy, Trade, and Industry (METI), the Ministry of Internal Affairs and Communications, and the Ministry of Education, Culture, Sports, Science, and Technology (MEXT)—have

engaged separately in AI research and development under their respective budgets.

AI in Japan is regarded as being considerably behind that of Europe and the US—and the growing gap has begun setting off alarm bells.

Under a new plan, the three aforementioned ministries will collaborate at all stages, from application research to the establishment of businesses, and a joint research body employing foreign staff will be set up in Silicon Valley. The overall objective is to bring together business, academia, and government on AI-related matters.

At the fifth meeting of the Public-Private Dialogue held on April 12, Prime Minister Shinzo Abe remarked that, within the current fiscal year, “we will establish research and development goals, and a roadmap for the industrialization of artificial intelligence. To that end, we will gather the wisdom of industry, academia, and government, and create the Artificial Intelligence Technology Strategy Council.”

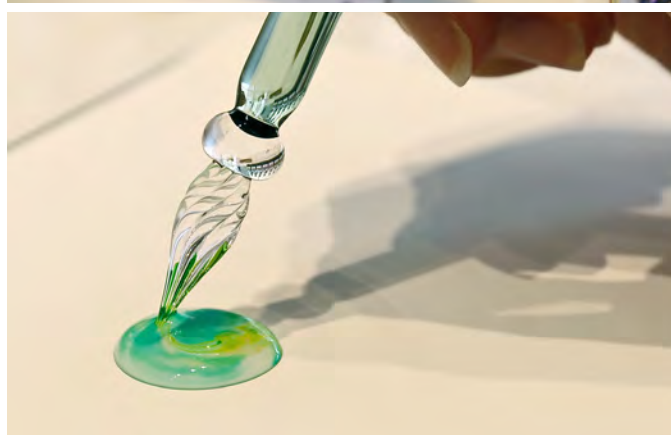
Within fiscal 2016, the annual budgets of the three ministries will be increased to ¥10 billion, with measures taken to avoid overlapping research and ensure optimum efficacy. The National Institute of Advanced Industrial Science and Technology, which opened a center for AI research in May 2015, will share its research results and related data, hopefully expediting joint research activities. Emphasis will be placed on the nurturing of data scientists and creation of a framework for the recruitment of top-notch researchers and engineers from abroad.

A senior official at the Ministry of Internal Affairs and Communications was heard to remark, “Without concerted outlays and more human resources, it will be impossible to catch up with Europe and the US.” ■



# Write Time

Text and Photos by  
Kit Pancoast Nagamura



Kuramae, situated along the banks of the Sumida River in northeastern Tokyo, was named for the white *kura* (storehouses) that held the capital's rice cache during the Edo Period (1603–1868). Today, pleasure boats, waterbuses, and small craft monopolize the waterway, but during Edo's heyday, the Sumida was the go-to conveyance for heavy commercial products.

Though many in Kuramae still make a living constructing boxes and containers for transporting goods, the area otherwise seems to have lost the gloss of its polished rice period. Two-storied warehouse structures line the streets, many with flaking paint or rusted shutters, and the area carries the scent of old cardboard and quiet decrepitude.

Recently, however, some buildings have been gutted, redesigned, and

revitalized from the inside out. One such place, Kakimori, is a subtle storefront, one you might pass without noticing, except for the fact that it's packed with hip young customers entranced by, of all things, stationery. Throughout Tokyo, stationery stores have been vanishing, but Kakimori is going gangbusters, even in what seems like the unlikely location of Kuramae.

"Actually, Kuramae makes perfect sense," Takuma Hirose (36), owner

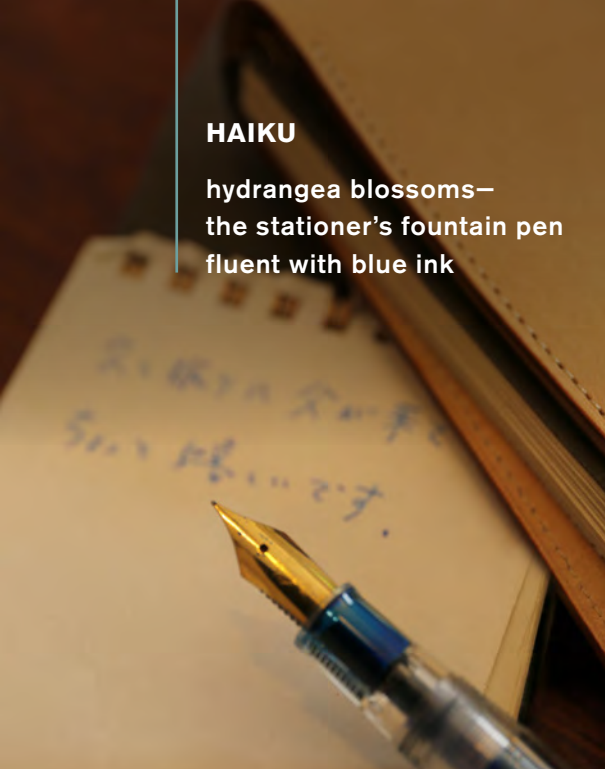
of Kakimori, tells me. "Most *washi* stationery was processed here during the Edo Period. Because paper is quite heavy, washi-makers floated their wares down the Sumida to Kuramae, where it was shaped, printed with lines for writing, packaged up, and then shipped downriver to Nihonbashi."

Takuma Hirose is the third generation in his family to work in the stationery business. His grandfather sold fountain pens, and his father, Yoichi Hirose (68), is the president of Gunma-based HiNOTE, a midrange office supplies garage store "somewhat like Staples or Office Depot," Takuma explains. Yoichi has traveled from Gunma for a visit, and alternates between eavesdropping on our conversation and checking his email.



## HAIKU

hydrangea blossoms—  
the stationer's fountain pen  
fluent with blue ink



"Online stores pretty much put stationery shops out of business," Takuma says, glancing at his father. "My dad was quick to get into that side of things—and got his business online early—but it's a struggle against larger firms. My older brother manages that company now, so I thought, why go after such big game? I chose a face-to-face approach instead."

Takuma's concept was to sell the romance of "beautiful writing" and customized creativity. "When you come to Kakimori," he says, "it's not to buy something, but to experience making something."

That "something" initially was a bespoke notebook, the building blocks of which are handmade by local artisans. Customers get to choose from numerous handmade cloth, felt, or leather notebook covers,

specialized papers or pockets to put inside, configurations of spiral bindings, as well as leather button, snap, or elastic closures. Kakimori staff then assemble the notebook onsite, while you wait. The satisfying clunking sound of equipment, and the self-contented smiles of customers give Kakimori a blissful aura.

"When I first opened shop in 2010, not many people came," Takuma admits. "But after the 2011 earthquake, there was a shift in the way people thought. Community and connected stories became important. People noticed that we're a link between them and local artisans, whom we employ steadily. I think

we became meaningful." Yoichi beams at his son's words, full of obvious agreement.

Takuma has recently opened an addendum to Kakigori—Ink Stand, an elegant laboratory for concocting bespoke ink colors.

Most *washi* stationery  
was processed here  
during the Edo Period.

Takuma's grasp of the human need for quiet time to create something communicative is at the core of his success. As if to prove the point, Takuma picks a notepad—made in collaboration with local leatherworker Yuichiro Murakami—and jots a note. It reads: "After so long, father comes to visit; I'm a little pleased." The ink of his simple words leave an indelible impression. ■



# BASKETBALL <sup>2</sup> BUREAUCRATS <sup>0</sup>

How hoops link Japan,  
the US, and the world

By Adam Miller

The history of basketball has an almost fairy-tale quality. And like many such stories, one must travel a rocky road before reaching a happy ending. Such is the case for Japan, who was kicked out of the International Basketball Federation (FIBA) in November 2014 only to return after merging its two leagues. On September 22, a new era will tip off.

Known colloquially as hoops in the United States, the game was created at the International Young Men's Christian Association Training School by physical education professor and instructor Dr. James Naismith. The name of the school alone seems like a Dickensian creation.

In early December 1891, before the long Massachusetts winter set in, Dr. Naismith decided to put together an indoor game that would stop the kids from freezing outside, yet keep them active through the snowy months. After some deliberation, he nailed a peach basket to 10-foot-high bleachers. Teams were given an old soccer ball, which they had to get in the basket to score a point.

As time went on, the rules were solidified. Teams came to consist of five people, a backboard was added to stop members of the crowd from interfering with shots, and the bottom of the basket was cut out to allow the ball to fall through. Soon a net replaced the basket altogether.

## FAST BREAK

In the early 1900s, college and high school basketball became increasingly popular. By the 1920s, professional basketball teams were common. Hundreds could be found nationwide, but there was no governing body to keep them organized. The Basketball Association of America was formed in 1946, and in 1949 merged with the National

Basketball League to form the National Basketball Association (NBA) that we know and love today.

Basketball is now one of the most popular and well-established global sports, played by both men and women. NBA players are among the highest-paid athletes in the world, and there are leagues and

competitions in more than 70 countries.

Although the first person of color didn't start playing professionally until 1946, for the NBA's 2014–15 season 76.7 percent of players were of color according to *The 2015 Racial and Gender Report Card: National Basketball Association*, published by Dr. Richard Lapchick and The Institute for Diversity and Ethics in Sport.

However, a miniscule 0.2% of players in the 2014–15 season were Asian, which becomes even more surprising when you consider that the player who broke the mold in 1946 was a Japanese American by the name of Wataru “Wat” Misaka, who grew up during a very turbulent time when people of Japanese descent were looked on far from favorably in the United States.

Dr. Naismith decided to  
put together an indoor  
game that would stop the  
kids from freezing outside.

## JAPAN HOOPS

In addition to Asia's lack of representation in the NBA, it could be argued that basketball does not have much sway in Japan. To find out more about Japan's connection to basketball, *The Journal* spoke to Zen Maki, who is currently waiting to start his second season playing for the Hokkaido Levanga, and Don Beck, a seasoned international coach.

Maki was born in Nishio City, Aichi Prefecture, but at the age of 14 moved back to the US with his mother. His interest in basketball might have peaked in the US, where he was watching





Zen Maki in action

## The International Basketball Federation ... threatened to kick Japan out if they didn't streamline the two leagues.

the NBA. One of his biggest influences was Allen Iverson, the eleven-time NBA All-Star known best for his years with the Philadelphia 76ers. Asked if he thought Japan could become a major player within the international basketball community, Maki said:

"I think we are, as a country, still far away from the top level internationally. We can do well in the Asian conferences, although we still struggle to beat European teams and of course the USA.

"One of the reasons why I think we aren't meeting our full potential is because of the lackluster environment we have created here. There aren't many gyms or basketball courts outside, there aren't many trainers that work with kids besides school coaches. In the States, they start coaching children on the ins and outs of basketball at a very young age," explained Maki. "The instructors in Japan, on the other hand, have only basic knowledge of the game. There are a lot of kids here that play basketball as their main sport while at school, but the environment and commitment to get better at basketball needs to greatly improve. And, more importantly, we need parents that put their kids in the hands of instructors who lead them in the right direction."

Maki's views were echoed by Don Beck, an international basketball coach with more than 25 years of experience.

Beck spent five years with the Toyota Alvark Tokyo Men's team and recently made the jump to the Women's team.

"There is no shortage of people who play in junior high, high school, and even college; but there is very little support to bring them to the professional level."

## A miniscule 0.2% of players in the 2014-15 [NBA] season were Asian.

Former Toyota  
Alvark Tokyo Head  
Coach Don Beck

### FLAGRANT FOUL

It seems that bureaucracy in Japan has also muddied the waters.

"During the bubble, there were dozens of corporate teams that received a lot of funding, which also meant they had great coaches, players, and facilities," said Beck. "For the past 12 years or so, however, there have been two competing leagues in Japan: the JBL and the bj-league. The International Basketball Federation

threatened to kick Japan out if they didn't streamline the two leagues. They refused, and two years ago FIBA went through with their threat and Japan was expelled," he explained.

"But when Tokyo secured the 2020 Olympics—and they had a shot at having the men's and women's teams compete—they merged the leagues, and from this September the B.League will start. This will bring more media coverage, more sponsorship, and hopefully a better platform to foster upcoming talent."

As a result of the merger and formation of the 36-team B.League, FIBA lifted the suspension in August 2015. The B.League's first game, a match between Earthfriends Tokyo Z and the Ryukyu Golden Kings, will be played on Thursday, September 22, at Yoyogi National Gymnasium.

Alvark Head Coach Takuma Ito is looking forward to the change. "I think everyone who is involved with basketball in Japan is excited about B.League," he told *The Journal*. "For the first time, the future of Japanese basketball seems to be going in the right direction. B.League has secured a big television contract, sponsors, and media recognition—so the public's attention will be drawn to basketball that much more."

So while Maki may worry about the facilities available to potential future stars, Beck believes that we are on the cusp of a new era of basketball in Japan, one that could even boost that 0.2% figure in the NBA.

"Yuta Watanabe is one to watch for the future," the coach predicted. "He's currently with the George Washington Colonials, the first Japan-born student to get an NCAA scholarship there, and he's got the skill, determination and—at 6'9"—has the height to make it in the NBA. ■



Yuta Watanabe  
of the George  
Washington  
Colonials

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# HR Japan

## Recruiting challenges

Proper staffing is key to success in any field. When it comes to hiring, getting the right people on your team is critical. RGF, the number-one bilingual recruiter in Tokyo, has the local experience needed to connect companies with the best candidates. Leaders from two of its specialist teams—Yuichi Kawashima and Simon Elsom—discuss the current changes in their areas of focus.

### Within the healthcare sector, which positions do RGF specialize in?

**Kawashima:** We deal with a wide range of roles across the healthcare sector. Key areas are currently clinical development and medical affairs, but we also place medical doctors in pharmacovigilance. It's a particularly buoyant sector at the moment, and our candidates are receiving multiple offers—which is a nice problem to have!

### On which areas do you focus?

**Elsom:** We specialize in bilingual candidates across a broad spectrum of HR disciplines, including both operational and strategic positions at all levels—from staff to management. These include specialists in payroll, compensation and benefits, talent acquisition (recruitment), talent management, and learning and development. We also work with HR generalists, HR business partners, managers, and directors.

### How do you source candidates?

**Kawashima:** We use a variety of sources. An important focus is generating unique candidates for our clients in order to differentiate us from competitors. We actively headhunt in order to identify and build relationships with high-performing candidates that are only “passive movers.” We also get a high number of candidate referrals, which is reflective of our professional approach and the trust that we build. And, as part of the Recruit Group, we have access to the largest database of candidates in Japan.



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### What's your philosophy working with this sector?

**Kawashima:** I take a long-term approach with my candidates. I'm passionate about listening to their career goals and trying to play my part in turning these goals into reality. I take great pride in being able to introduce my candidates to some of the best opportunities in the healthcare sector.

### What trends have you seen recently?

**Elsom:** As with many sectors, this is a very candidate-short market with a significant increase in demand for bilingual candidates.

In recent years, there has been a substantial shift in HR practices in Japan as companies move away from traditional lifetime employment and seniority-based pay and promotion schemes. As a result, candidates with experience in both traditional Japanese organizations and global companies are in high demand. The complexity of Japan's regulatory and legislative environment—as it relates to employment—also means true bilingual ability is required for most positions.

The war for talent in all areas is fierce, and the key issues for our clients are the recruitment, development, and retention of the top talent in the market. These are all central HR initiatives and have fueled the demand for HR professionals.

### How do you recruit HR under such circumstances?

**Elsom:** The team has over 20 years of experience in both internal HR positions as well as recruitment consulting in the HR sector in Japan. Team members have both professional experience and academic backgrounds in HR, and also hold memberships in professional organizations. This gives us a firm understanding of the HR profession as well as credibility with our clients and candidates. We understand their needs and the market demands, and actively network within Japan's HR community. Through direct headhunting, as well as the vast infrastructure of Recruit, we have unrivaled access to the market's top talent, which includes Japanese nationals who have lived and worked overseas and are looking to return to Japan. ■



**Yuichi Kawashima** is team leader, Healthcare, at RGF. After graduating from Tokyo City University, he started his career in retail management before transitioning to healthcare recruitment. Yuichi has five years of experience in this sector in areas of research and career counseling, and is now guiding the RGF HR Agent Japan healthcare recruitment team.



**Simon Elsom** is senior manager, HR, Office Administration, Finance and Accounting at RGF. Originally from the UK, Simon holds a Master's Degree in Human Resources from the University of Manchester and is a member of the CIPD, the UK's association for human resource management professionals. He has lived and worked in Japan for the past 20 years.





## THE PERSUADE JAPAN SERIES

# Good Messages Delivered Badly

By Dr. Greg Story  
President, Dale Carnegie Training Japan



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Seriously sad, really. Our speaker had some excellent points to convey, but due to silly basic errors he killed his organization's message. I believe there is no excuse for this anymore. Today we have access to so much information and insight, so many role models, so much video instruction, and so much training, you really have to wonder why some organizations do such a poor job.

The impressive thing was that our speaker was delivering the talk in English, which is not his native language. Actually, the level of English fluency was impressive. The speed was good, the pronunciation was fine, the speaking voice was clear. He came with a grand resume, part of the elite of the land—a well-educated, senior guy. This was game, set, and match ... a triumph of positive messaging and salesmanship. It was a fizzer.

I approached him after it was all over. Being the eternal Aussie optimist from the land of vast horizons, blue skies, and wonderful sunshine, I thought our speaker would benefit from a bit of friendly, positive feedback on how he could help his organization do better. He wasn't buying it and asked me for one example. Clearly, he believed his talk went down a treat with the crowd—a group, by the way, full of long-term Japanophiles and boosters for things Japanese. In audience terms, he was preaching to the choir; but his messaging went astray.

## SIMPLIFY

I asked for the first slide to be brought back up. It was a confusing coat of many, many colors, seriously dense with data, totally impervious to easy understanding. In other words, it was a florid mess. They were all like this. Data was simply killing the key messages. When I suggested that perhaps too much was being put on the screen at once, he said I was looking

at the cleaned-up version. He had taken the organization's standard slide deck and pared it back. "Pared it back?" I thought incredulously. Well, it was still ridiculous.

The other issue was the delivery. Our speaker chose to stand in front of the display and read to us what was on the screen. He had his back to us for most of the presentation. Fortunately, he was handsome, urbane, charming, international, and articulate. He had all the natural advantages needed to carry the room to his way of thinking. Unfortunately, he failed completely.

What could our erstwhile hero have done differently? Instead of the slide deck being the centerpiece of the presentation, his messages should have played that role. We should all carefully cull our ideas and distill the most powerful and important. We should present only one idea per slide, restrict the color palette to two colors for contrast, and try to keep it Zen-like. If our audience cannot grasp the key point of any slide in two seconds, then it needs more paring back.

Graphs are great visual prompts, and the temptation is to use them as unassailable evidence. This usually means trying to pack the graph with as much information as possible, showing long periods of comparison and multiple data points for edification. Instead, think of them like desktop wallpaper. They form a visual background. From one slide we should be able to go to another that shows a turning point in isolation. Or we can have a pop up with a key number. In this way, we can cut through all the clutter and draw out the critical proof we want our audience to accept. Trying to pack it all on one screen is a formula for persuasion suicide.

## SETUP IS KEY

We need to learn some very basic logistics about presenting. Regardless of how the organizers have set up the space,

move things around if possible to give yourself the best shot at presenting as a professional. Try to stand on the audience's left, to the side of the screen. We read from left to right, so we want them to look at our face first and then read the screen. We want to face our audience. If anyone drops the lights so your screen is easier to see, stop everything and ask for the lights to be brought back up. We need the lights in order to see our audience's faces. We can then gauge if they are with us or are resisting our messages. They can also see us, and we can use our gestures, facial expressions, and body language to back up our words.

In the case of this event, changing the slides and the delivery would have made the speaker's messages clearer and more attractive. None of the things I have suggested are difficult. Why then are we still assailed with unprofessional presentations from smart people?

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# Dining Delights

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Tokyo is a vibrant city, particularly in summer. But like all big cities, the best parts are often known only to locals and discerning visitors. Odaiba, situated on an island just across the bay from the city center, offers panoramic views of the iconic Rainbow Bridge and the Tokyo skyline, which sparkles spectacularly at night. Central to the charm of Odaiba is the new Hilton Tokyo Odaiba, offering a cool "summer escape" experience from the hot Tokyo summer.

The newest Hilton-branded hotel in Japan, Hilton Tokyo Odaiba, can be found here and is the perfect jumping-off point for your Tokyo experience. With stunning panoramic views of Tokyo Bay and Rainbow Bridge, as well as easy access to the city by car, bus, or train, all of the excitement of the metropolis is within reach. When you want to head back across the bay, Tokyo Station is only 24 minutes away from the Yurikamome Line's Daiba Station, just a one-minute walk from the hotel.

## BRING YOUR APPETITE

As summer fully grips the city, Hilton Tokyo Odaiba is orchestrating an amazing lineup for food lovers called "City Escape—Summer Dining Experience." It includes six key ports of call on your summer adventure: the sake garden, veranda, terrace BBQ, craft beer garden, seafood buffet, and summer snow.

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At this contemporary Japanese-style restaurant, you can take a journey through 20 varieties of artisan sake from around Japan. Match these with Japanese-style tapas, choose a drinking cup from an eclectic selection, and chill out to music in the lounge chairs.

### VERANDA (Lounge and Champagne Bar)

Need a break? Relax on the deck with free-flow champagne and cool breezes while watching the colors of Tokyo transform as the sun sets. Feel the city stress drain away as you nibble on fresh seafood.

### ABLAZE (Barbecue Terrace)

Enjoy one of summer's great pastimes: the barbecue. Here you can cook your own BBQ over a smokeless German-made grill while enjoying cold beer, live music, and the cool sea breeze.

### CRAFT BEER GARDEN

For those who love carefully crafted brews, take in the summer-night breeze in this lush garden while enjoying 30 varieties centered on craft beers from Japan and Belgium, the country world-renowned for its mastery of the art.

### OCEAN DINING (Seafood Buffet)

Is there any better setting for enjoying seafood than a perfect vista of the water? Ocean Dining sets the mood with large windows that overlook Tokyo Bay. Lunch features a colorful seafood bar, while dinner offers many types of seafood prepared using low-temperature

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Viewed from the air, the Oki Islands of Shimane Prefecture look like verdant cushions gently sitting atop the Sea of Japan. As our propeller-powered aircraft descends through clouds, more details emerge. Rows of settlements, roads, and waterways hewn out of earth sit in a great valley, connecting one end of the islands' emerald seashore to the other.

On the ground, the perspective shifts entirely. Signs of human habitation seem few and far between. A number of outbuildings and a two-storied airport terminal stand before us. Heavily forested mountains jutting out of the light blue sea frame the horizon.

As we arrive, our guides Ryuji Miyahara and Teresa Sadkowsky greet us with broad smiles.

A native of the Oki Islands, Miyahara is director of tourism promotion at the Oki branch of the Shimane prefectural government. Sadkowsky, who hails from Australia, is a coordinator of international relations on the Japan Exchange and Teaching Programme. She also works on the Oki Islands Global Geopark Promotion Committee.

The islands are a living natural history museum.

Talking to *The Journal*, Miyahara said, "The vast nature—characteristic of the Oki Islands—and traditional lifestyles that remain here, have been identified by the United Nations Education, Scientific, and Cultural Organization (UNESCO) as something special. I think that visitors can experience this through interaction with the local people."

## HISTORY

In 2013, the islands became part of the Global Geoparks Network, which defines geoparks as "single, unified geographical areas where sites and landscapes of

international geological significance are managed with a holistic concept of protection, education, and sustainable development."

Such designated areas, which may include a coastline, forest, or rock formation, "may have aesthetic beauty or scientific importance—or both," said Sadkowsky.

The Oki Islands UNESCO Global Geopark provides a number of services, such as local guiding, education including fieldwork with schoolchildren, and academic

# HIDDEN PARADISE

Oki Islands geopark reveals stunning secrets

By John Amari





research in partnerships with universities. Located there are the Oki Nature Museum and Oki Islands Geopark Visitor Center, which has exhibits on the islands' ecological and geological past.

Located 40–80km off the coast, the Oki Islands consist of the Dozen Islands—Nishinoshima, Nakanoshima, and Chiburijima—and Dogo Island, the largest of the four inhabited islands. There are also about 180 islands in the area that are uninhabited.

From the awe-inspiring Sekiheki Red Cliff and the ethereal Dangyo-no-taki Waterfalls to the enigmatic, 800-year-old Chichi-sugi (Japanese cedar), the islands are a living natural history museum.

Anthropological evidence suggests humans have lived in the region for around 30,000 years. By the Middle Ages, the islands had become notorious for hosting noblemen in exile, such as the 14th-century Emperor Godaigo.

### CULTURAL TREASURES

Today, evidence of the islands' affinity with the sea can still be seen in the fishing towns. One of the islands' many charms is that small boats, anchored next to homes, line myriad waterways.

Cultural forms of expression—such as the *gore-furyu* festival, where horses are led to the Tamawakasu-mikoto Shrine on Dogo Island—are also popular features of local life: “One of the things I really enjoy is the variety of cultural events on the islands,” Sadkowsky shared.

In early September, she explained, visitors can enjoy the Dangyo Shrine Festival. “When you get there, you’ll see a bull ring with people sitting around it on the hill. That is where you can see the bull sumo matches, which pit one bull against another. A winner is determined as soon as one bull turns away, at which point they are separated to avoid injury.”

The calendar of festivals on the islands runs between April and November. One highlight is the colorful *shara-bune* (spirit boats) festival on August 16, when locals say farewell to their ancestors.

Activities are a hit, and include swimming in the sea (June–September), sea kayaking tours of coastal caves (April–October), and diving. There are also a number of immaculate beaches.

Colorful spirit boats are a highlight of August celebrations.



PHOTO: MAO KITANI

Animai Lookout on Nishinoshima Island offers spectacular views.

## In 2013, the islands became part of the Global Geoparks Network

Recreational fishing is growing in popularity, and cruises along the Kuniga coast go past the jagged Matengai Cliff and through the Tsutenkyo Arch to the ghostly Akekure-no-iwaya Cavern.

Hiking through primeval forests with the Geopark-led eco-tours, picnicking at the stunning Akao Lookout on Nishinoshima Island, or camping in the idyllic Jodogaura Campground on Dogo Island provide endless wonders for visitors.

“I love being able to jump into the car, drive a couple of minutes, and be surrounded by stunning nature,” said Sadkowsky, who has lived in the area for more than four years.

### TOUR HIGHLIGHTS

The first port of call during our whistle-stop tour was Saigo-misaki Cape Park on the southern coast of Dogo Island.

From a lookout next to Saigo-misaki Lighthouse, we enjoyed a breathtaking view of the rugged coastline as we strained to spy the enigmatic Tokage-iwa Rock, which famously resembles a lizard.

After lunch and a pit stop at the geopark visitors' center, we drove past Tsuma Bay to the spectral beauty of Dangyo waterfalls. Its *kachi-mizu* (winning water), which is said to bring good luck to those who drink it, is renowned.

Another highlight was the devastatingly beautiful view from Animai Lookout on Nishinoshima Island. From there, you have not only splendid views of the Sea of Japan, but also verdant farmland. Enjoying the view, while cows and horses grazed lazily nearby, was satisfaction itself. Rumor has it that these are the happiest cows and horses in the world. It is easy to understand why. ■

PHOTO: MAO KITANI



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# EXPLORE YASUGI CITY

Adachi Museum of Art among Shimane Prefecture's many attractions

A visit to Shimane Prefecture is never complete without time spent at one of its signature attractions, the Adachi Museum of Art. Between April 2015 and March 2016, some 24,000 visitors from abroad put it on their travel itinerary.

Wataru Takeda, a manager at the facility, explained that the museum is “an independent institution open to everyone. We wish to be a valued and proud member of Yasugi City, and our goal is to be a must-visit museum for tourists and expats in Japan.”

Established in 1970 to develop Japanese art and nurture promising Japanese painters, the museum houses about 1,500 works—including paintings, sculptures, and ceramics—by masters of Japanese art.

Among the museum's star attractions are the work of such artists as Taikan Yokoyama (1868–1958), known simply as Taikan, who co-founded the Nihon Bijyutsuin (Japan Art Institute), and Seiho Takeuchi (1864–1942), a master painter from the pre-war era.

Another of the museum's main attractions is the spectacular landscape garden. According to the museum's founder, Zenko Adachi, the garden is “a picture scroll; a living painting.”

*The Journal of Japanese Gardening*, published by the US-based Japanese Gardening Organization, has given the garden its top ranking since 2003.

To complement its regular exhibits, the museum's displays are changed each season. In addition to a recently completed two-story annex—housing

around 200 masterpieces by contemporary Japanese painters—there is a theater where visitors can learn more via explanations of the exhibited works and films.

At the Hirose-gasuri Center, you can take part in traditional indigo dyeing. *Hirose-gasuri* are intricate and detailed patterns created on cotton by weaving different shades of indigo by hand. This process has been designated an intangible asset of the prefecture.

To satisfy your taste buds, a number of venues offer traditional vegetarian *shojin-ryori* (devotional food), which contains neither fish nor meat. A staple of trainee monks at local Buddhist temples, the food typically includes intricately prepared dishes using tofu and mountain vegetables, seasoned with vegan *dashi* (stock) or soy sauce. ■



Visitors to Shimane Prefecture would be remiss were they not to visit one of the region's best-kept secrets: the silver mines of Iwami Ginzan in Oda City, which features an area designated an Important Preservation District for Groups of Historic Buildings. One can also visit the Iwami Ginzan World Heritage Center, which exhibits items that have been excavated from the mines.

As Europe expanded its interests across the world during the 16th century,

## LIVING MUSEUM

Oda City: a step back in time

these mines became a supply hub accounting for around one-third of global silver production.

Registered as a United Nations Educational, Scientific, and Cultural Organization World Heritage Site in 2007, the Iwami Ginzan mines are a window onto a prosperous past. At its peak, the town was home to some 200,000 people. Now, there are only 400 households in the area.

Today, around 600 outcroppings and shafts remain. Visitors can walk through the tunnels of the silver mines and along mountain transport routes that connected the mines to Yunotsu, a port town about 12 kilometers away.

A two kilometer walk leads to a living museum of preserved dwellings where the miners and administrators lived: the

Omori-Ginzan Important Preservation District for Groups of Historic Buildings. The House of the Kawashima Family, for example, is a time capsule showing the life of a high-ranking samurai.

At the Rakan-ji Temple's Gohyakurakan Shrine, one comes face to face with 500 seated Buddhist arhats, each engraved with an individual expression. These sculptures commemorate the lives of those who died working in the mines, and honor the ancestral spirits.

Omori-Ginzan pays homage not just to the past, but also to the present. A number of businesses have sprung up in the area, including gift shops and restaurants.

If you seek a trip with a difference down memory lane, you cannot get much better than a visit to Oda and its illustrious offerings. ■

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- 1 Business Program Committee Vice Chair Felix Bosch organized the very first 25/25 Charity Fun Golf: Drive for Chubu Kids to gain extra donations for the 25th Anniversary Chubu Children Fund. The event was held on May 20 at Grace Hills Country Club in Yokkaichi, Mie Prefecture.
- 2 From left: Makiko Tachimori (Fukui), Corinne Johnson, and A. Barry Hirschfeld, Jr., speaking at "Untapped Potential—WIB White Paper Launch Event" held on June 1, 2016, at the Tokyo American Club.
- 3 From left: Kansai leaders Mie Kitano, Stephen Zurcher, and Kiran Sethi (far right) with Dr. Shinya Yamanaka (2nd from right), director of the Center for iPS Cell Research and Application (CiRA), Kyoto University, at the Kansai speaker and networking event on May 31 at the Ritz-Carlton Osaka. (PHOTO BY BILL WHITE)



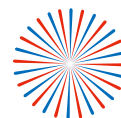
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DR. KEN HAIG



These companies join *The Journal* in wishing readers a happy Fourth of July.



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# Happy Independence Day to Readers of *The Journal*



**I am so glad to work with  
the Chamber day to day.**

**O**n the anniversary of the first Independence Day celebration in Philadelphia—many years ago—I have the honor of wishing all of you a joyful Fourth of July. This holiday is not only an opportunity to relax, but also to reflect on the ideals expressed in the Declaration of Independence. As President Barack Obama stated in his historic May 27 speech in Hiroshima, following the G7 Summit, “[Our] nation’s story began with simple words: All men are created equal and endowed by our creator with certain unalienable rights, including life, liberty, and the pursuit of happiness. Realizing that ideal has never been easy, even within our own borders, even among our own citizens. But staying true to that story is worth the effort.” In an election year such as this, many of these foundational thoughts

underpin the faith we have in our system.

The US–Japan partnership has never been stronger. President Obama is redoubling efforts for approval of the Trans-Pacific Partnership this year. Thanks to the work of the American Chamber of Commerce in Japan (ACCJ) and its members, momentum is building in support of this historic trade deal that is both an economic and strategic win for Japan and the United States. Additionally, Japan is also to

be commended for successfully hosting a productive G7 Summit in Ise-Shima. We look forward to building on the summit’s momentum to deepen our cooperation on global health, women’s

issues, regional infrastructure, and climate change. Earlier this year, we were able to secure a bilateral agreement to open up more favorable flight times for US carriers at Tokyo International Airport (Haneda), which will further multiply our people-to-people connections.

The relationship between the United States and Japan is built on shared values and common interests. Both of our nations are mature democracies, committed to the rule of law and to peaceful resolution of controversies. Both are trading nations, dependent upon freedom of navigation and open markets.

The members of the ACCJ understand the importance of our two nations’ deep and abiding relationship. This is why I am so glad to work with the Chamber day to day, and to benefit from member

input and support, as I carry out my work as ambassador. Your efforts encourage sustainable growth, generate new trade and investment, and deepen economic and personal exchange between the United States and Japan.

Over the decades, the ACCJ has played a key role in bringing together new generations of Japanese and Americans, and keeping these relationships close and strong. I have especially valued the time I have spent with the Chamber and its members this year, as we all continue to work to encourage prosperous business relations, generate new trade and investment, and deepen the exchange of people and ideas between the United States and Japan. I congratulate the Chamber for the landmark Women in Business white paper (page 50). This is exactly the kind of assistance Japan may welcome in its drive to become steadily more inclusive, benefiting all. I am also excited about the Chamber’s important work on the Education Task Force, which should help reverse the trend of declining student collaboration and exchange.

I would like to extend a special holiday greeting to readers of *The Journal* and all 3,000 ACCJ members from more than 1,000 companies and over 40 countries. Thank you for your active participation in the Chamber’s important work, and best wishes for a meaningful and memorable Independence Day. ■

**Caroline Kennedy**  
U.S. Ambassador to Japan

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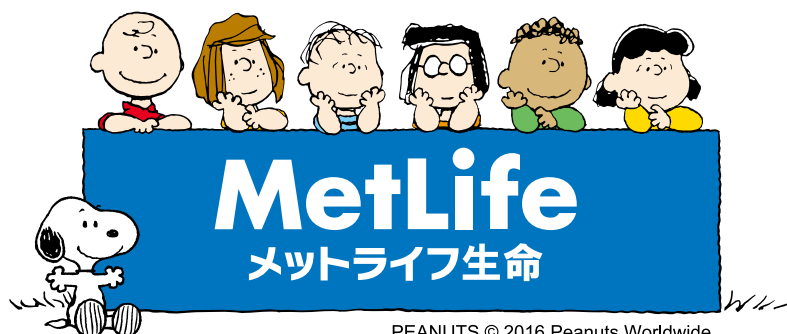
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# ACCJ Internship Pilot Program



FROM THE BOARD

By Dr. Stephen A. Zurcher  
Vice president-Kansai

**T**he ACCJ Education Task Force, created recently by ACCJ President Christopher J. LaFleur and led by Oak Lawn Marketing President and CEO Harry Hill and William Swinton, director of international business studies at Temple University's Japan campus, announced on June 17 the ACCJ Internship Pilot Program in collaboration with the Embassy of the United States in Tokyo. I am also a member of the Task Force and a member of the Board in my role as vice president of the Kansai chapter of the American Chamber of Commerce in Japan (ACCJ).

This is a perfect example of how the ACCJ can help not just our members, but the larger community of Japanese businesses and universities. Through this program, we can share best practices and provide guidance regarding professional internships.

In Japan, internships—as we conceive them—for the most part do not exist. The word internship is used to mean basically a visit by students to a company office for as a little as one day. At the most, these visits span only a few days. In contrast, internships in the United States are the path for 50% of all new hires involving college graduates. These internships generally last one or two months.

The ACCJ program is designed to help expand internships with our member companies here in Japan. In total we have 11 companies committed to participating in the pilot program.

Of particular interest to us is assisting Japanese students who are returning from abroad as they seek internships at our member companies and other firms in Japan. The standard hiring practice in Japan, call *shukatsu*, puts Japanese students who study abroad in their junior year at a disadvantage. United States Ambassador to Japan Caroline Kennedy recently promoted our new program at a meeting of the US-Japan Conference on Cultural and Educational Interchange (CULCON). She mentioned this facet of our program in particular.

“The ACCJ’s internship program will reward students who studied in the United States with professional development opportunities in Japan,” Kennedy said. “And the companies will benefit from



PHOTO: THOMAS BEECHER

United States Ambassador to Japan Caroline Kennedy addresses the US-Japan Conference on Cultural and Educational Interchange

Japanese students who have the language and cultural skills needed for today’s global economy. It’s a win-win for both the students and the companies.”

My university, Kansai Gaidai in Osaka, has been running a Western-style internship program for our Japanese and non-Japanese students for the past two years. Non-Japanese students have been placed in firms such as Daikin, Hankyu-Hanshin, Komatsu, Panasonic, and Sumitomo Bank. At Temple University in Tokyo, William Swinton has had a program in place for over five years. Internships can be successfully run in Japan, but to make their success a broader phenomenon the ACCJ Education Task Force has taken this first step. We have much work to do, but the ACCJ, Japanese businesses, local universities, and students from here in Japan and abroad have much to gain if we are successful. This pilot program will lead the way. ■

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CHUBU



## ACCJ/NIS Walkathon a Fantastic Success!

By Erik Olson-Kikuchi



**T**hanks to the generous support of many corporations and individuals, the 25th Anniversary Walkathon was an incredible success! The American Chamber of Commerce in Japan (ACCJ) and Nagoya International School (NIS) communities joined together with many, many others on Sunday, May 22, for an amazing blend of great music, food, and fun in the park. And it was all for a great cause—supporting those in need in our community.

The corporate sponsors, led by Shop Japan and Oak Lawn Marketing, provided the backbone needed to pull off this event in such a big way. By the end of the day, through corporate pledges as well as the sale of food and tickets, the 2016 Walkathon had raised just over ¥27 million for 28 local charitable causes in Chubu.

Funds also support a new initiative—the Chubu Children's Fund—which aims to support local orphanages through scholarships and help give them better access to technology.

It was our biggest event ever, with park estimates of 4,000 in attendance. Some no doubt came to “dancercize” with SAM from TRF, who got the crowd up and moving at the start of the event!

Just as important as the funds raised, this year there were a record number of volunteers—as well people from several local universities and schools—to ensure that the day went smoothly. Many Boy Scouts, Girl Scouts, and NIS students also worked tirelessly.

It was especially humbling for me, having been involved in each Walkathon since the fourth, to see so many people come together on the day (and throughout the year) to support the event and the work that the ACCJ and NIS are doing in our community. That was the original intent when the Walkathon was established 25 years ago as a way to share ideas, for corporations to give back to the community that we all call home, and to hopefully nurture an understanding of the need to help others regardless of our backgrounds.

Thanks, everyone, for supporting the 2016 ACCJ / NIS Chubu Walkathon. We look forward to sharing how the funds were used by the charitable organizations, and we will see you next summer for our 26th year! ■

**Erik Olson-Kikuchi** is director of admissions and development at Nagoya International School. He was also co-chair of the 25th anniversary Chubu Walkathon Committee, helping a team of volunteers make this the biggest and best Walkathon ever.

PHOTOS: ANDY BOONE



**The 2016 Walkathon had raised just over ¥27 million**

The 2016 Walkathon saw a record number of participants.



## EVENTS



1

**1** ACCJ Executive Director Laura Younger (sixth from right) at a meeting with executive directors of Tokyo-based foreign chambers of commerce on May 31, at the ACCJ office.



2

**2** From left: Patrick Newell, William Hall, Paul Kraft, Jesper Koll, and Dave McCaughan at "Back by Popular Demand: Now You Know Your... G-H-Is" on May 24, at the Tokyo American Club.



3

**3** Peter M. Jennings, President, Dow Japan & Korea; Associate General Counsel with Oversight for Asia Pacific, receiving a certificate of appreciation at the ACCJ Young Professionals Forum Mentor Session on June 15, at Dow Japan.



4

**4** Dr. Shinya Yamanaka, director of the Center for iPS Cell Research and Application (CiRA), Kyoto University, gives a presentation on the great potential of iPS cell research and applications for the future. This event, organized by the ACCJ Kansai Business Programs Committee, was held on May 31, at the Ritz-Carlton Osaka. (PHOTO BY BILL WHITE)



5

**5** ACCJ Young Professionals Forum Chair Adam Baylis (left) and Tim Brett, Representative Director and President, Coca-Cola (Japan) Co., Ltd. at the ACCJ Young Professionals Forum Mentor Session on May 18, 2016.



6

**6** ACCJ Kansai Executive Committee members meet once a month to oversee the chapter's activities and seek the best way to invigorate business in Kansai. This photo was taken on May 19, in the Heian Room of the Hilton Osaka.



7

**7** On May 21, members of the ACCJ Board of Governors celebrated the Chubu Walkathon's 25th birthday at Hilton Nagoya Kiwami Bar with a special cake, courtesy of Hilton Nagoya.

## UPCOMING EVENTS

Please visit [www.accj.or.jp](http://www.accj.or.jp) for a complete list of upcoming ACCJ events or check our weekly e-newsletter, *The ACCJ Insider*.

▪ **JULY 8**  
(Kansai Women's Networking Event)  
Bella Nova Night #11

▪ **JULY 21**  
Mid-Summer Networking Party

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This year's winners, "Team A" (from left): Cory McGowan, Satoshi Ohashi, Wayne Huang, Yuko Kamakura, Masami Asai

**O**n June 7 at the Tokyo American Club, months of rigorous preparation officially came to a close for participants in the 22nd annual Japan Market Expansion Competition (JMEC).

JMEC, which is backed by corporate sponsors and 18 foreign chambers of commerce—including the American Chamber of Commerce in Japan (ACCJ)—provides support and incentive for aspiring business innovators to produce real-life business plans for companies in or entering the Japanese market. This year's competition saw 58 participants across 12 teams plan and present their ideas to JMEC judges Rike Wootten, Debbie Howard, and Georg Loeer.

Tensions were high as JMEC chair Tom Whitson announced the winners to a packed house. "How many of you have given up sleep?" Whitson quipped, referring to the grueling seven-month process, which includes lectures, mentoring, and five months spent preparing a business plan on topics typically not familiar to participants.

*The Journal* spoke to Cory McGowan and Satoshi Ohashi, members of "Team A," which won first prize with a potential new venture project for Fusion Systems, as well as Whitson and program director Trond Varlid.

#### What was the greatest challenge?

**McGowan:** For me, it was being so close to the deadline and not feeling like we had something solid yet. It was just so down to the wire. But that's when we came together as a team, and that's when our mentor and consultant really were a huge help to us.

#### Describe your final presentation to the judges?

**McGowan:** The company name that we came up with had "agent" in it, so we played on that. We were kind of like spies or secret agents, so the presentation was based on us having a debriefing with the judges—top secret—about this plan. We had some fake videos related to the secret agent organization as well. It was really fun!

#### What are the benefits that come from JMEC?

**Ohashi:** Of course I learned a lot of business skills. And I learned English! Also, most importantly, it's a good

opportunity to meet members. We will meet each other in the future and maybe help each other.

**Varlid:** For the participants, I would particularly say it's the hands-on experience they get from doing the program—which partly comes from the fact that all the lecturers are experienced business executives here in Tokyo—and from doing projects for real companies who submit business plan projects to JMEC.

**Whitson:** The chambers also get access for their smaller company members. They have access to project clients. For ¥1.2 million you can get a really good business plan.

Likewise, companies who maybe don't have a well-developed training program for middle managers can send staff through the JMEC program. Hewlett Packard has been amazing. They have sent 40 or 50 people through our program at the middle-management level. And some of these guys are really up there now.

#### How do project clients benefit from JMEC?

**Varlid:** We actually have various types of clients, some are companies that are not [yet] in Japan, who are using JMEC teams to analyze and research the market. This year six of the projects are market entry. So, for those companies, it's a great opportunity to get to know the market—what the challenges are and how they could potentially enter it.

Another group of clients are companies that are already in Japan. They usually use the program for new products or services, or to get new ideas for their existing business to grow further. For them, the out-of-the-box thinking that comes out of the JMEC program is a major attraction.

#### What is the big takeaway of JMEC 22?

**Whitson:** We had a good year, some really interesting projects. We had some really challenging projects, like regenerative biology. That team, which included a food and beverage person from a hospitality company, had to figure out what the heck "regenerative biology" is! They really expanded their consciousness, and that's the beautiful thing about JMEC. ■

# Blueprint 2020/30

## Launching the WIB White Paper

By C Bryan Jones

*Untapped Potential*—the new white paper from the Women in Business Committee (WIB)—has been called, by President Christopher J. LaFleur, the most important white paper the chamber has ever issued.

Nearly two years in the making, this collaborative blueprint for improving the position of women in the workplace is the result of tireless labor by the WIB advocacy team, American Chamber of Commerce in Japan (ACCJ) members and staff, outside researchers and editors, many cooperating organizations, and supporting companies. It represents the ACCJ's dedication to helping realize the government of Japan's "2020/30" overall target of women holding 30 percent of management and leadership positions by 2020.

### LAUNCH

On June 1, a launch event was held at the Tokyo American Club during which three male champions of women leaders spoke. Sharing the efforts their organizations are making to reach the goal were Makoto Kuwahara, chief country officer, Japan at the Deutsche Bank Group; Yoichi Miyamoto, chairman of the board and representative director at Shimizu Corporation; and Yosuke Akiyoshi, CEO of Lancers, Inc.

After LaFleur's opening remarks, in which he said the paper "speaks to the fundamental issues that are undergirding

the Japanese economy and provide what we hope are good recommendations for how Japan can make further progress," the white paper team of Makiko Tachimori (Fukui), Corinne Johnson—both WIB vice chairs—and ACCJ Governor A. Barry Hirschfeld took the stage.

The team thanked all involved in the paper's development and outlined the key issues and 10 recommendations found in the document.

"We hope that the recommendations will help HR think about how to empower women with leadership tools,

promote mentorship, and also educate male leaders on how to effectively sponsor women and embrace the idea of women leaders," Johnson explained.

Hirschfeld spoke of the progress that has been made and Prime Minister Shinzo Abe's support of women in leadership roles, adding that what is needed now is a solution. "Hopefully the white paper can be a little movement to pull together a lot of different policy initiatives that have been put forward.

There really is no silver bullet for this—it's really going to take the government and the private sector working together."

Then Tachimori spoke eloquently of her struggles raising her daughter as a working woman. She encouraged everyone to take action. "We now have 10 great recommendations. Each of us can be a spokesperson to promote this. The more change agents we have, the faster we can achieve our goals."

### TAKING THE LEAD

The first guest speaker, Makoto Kuwahara of the Deutsche Bank Group, spoke about recommendation number two: Male Champions of Change.

He explained that Deutsche Bank has a diverse staff comprising individuals from 149 countries, and described the supervisory board system they have in Germany that addresses diversity and equality.

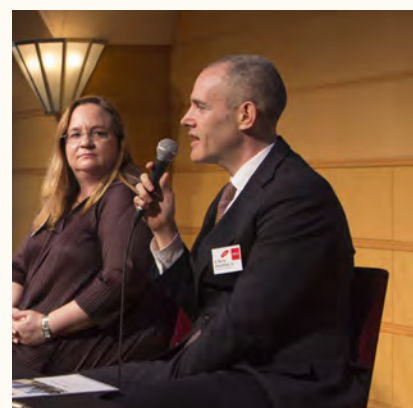
The company started its initiative on diversity in Japan 10 years ago. Recently, men began participating in the Deutsche Bank women's group. They work to get feedback from women in the workplace so they can improve the environment for women, and the men there are ready to promote diversity in gender, orientation, and ethnicity.

Kuwahara also talked about the need to establish a company culture that makes it easier for women to take advantage of available initiatives. "This requires the involvement of men," he explained. "They must be more involved in building the company culture."

Shimizu Corporation's Yoichi Miyamoto spoke next about the challenges of advancing women to leadership positions in his company, whose culture goes back to its founding in 1804. Of 10,751 employees, only 1,507 are women (14%). Only 49 of



Makiko Tachimori (Fukui)



Corinne Johnson and  
A. Barry Hirschfeld





**“The more change agents we have,  
the faster we can achieve our goals.”**

Guest speakers (front row, from left): Makoto Kuwahara, Yoichi Miyamoto, and Yosuke Akiyoshi

these women (1.1%) are in management positions. But that’s up from 19 (0.5%) in 2014, and Miyamoto said he is optimistic that they can quadruple the number by 2019.

Shimizu Corporation now has a dedicated HR team of four working specifically on diversity, and Miyamoto highlighted two initiatives that are in line with the white paper’s tenth recommendation: Employee Assistance Programs / Concierge Services.

The first addresses the fact that their field (construction) is so male-dominated. A program to teach staff about women is offered to help men accept and value female colleagues. This program, Miyamoto said, has begun to change the company’s culture.

Another assistance program allows women to take a half day of paid leave—rather than being forced to take a full day—so they can deal with needs like taking their children to get flu shots.

The third guest speaker, Yosuke Akiyoshi, talked about crowdsourcing. He also introduced his company, Lancers, through which women can work over the internet to make better use of their skills while staying at home. This model, he explained, is especially helpful for single mothers and women in their 40s, who often have difficulty returning to the workforce after raising children.

The three presentations were followed by a Q&A session during which additional key points were made. Kuwahara pointed out the need for young women to see that it is

possible to rise to a leadership position. For this to be clear, he said, there must be women leaders in the company who can serve as role models. Miyamoto returned to the need for the construction industry to eliminate gender-based discrimination, and Akiyoshi spoke of the advantages women bring to a company.

ACCJ Chairman and President Emeritus Jay Ponazecki provided closing comments with a recap of gains—Japan has moved up to 101 from 104 on the *World Economic Forum Global Gender Gap Index*—and the steps that remain. “Yes there’s still much to be done, but you should applaud the progress that has been made so far over a very short period of time,” she said. “We are confident that, with further integrated, collaborative, and partnership-based approaches, and the implementation of the recommendations set forth in this white paper, significant progress will continue to be made.”

LaFleur closed out the event by presenting certificates of appreciation and ACCJ mugs to the panelists, and thanked Ponazecki for her leadership as the majority of the white paper development took place on her watch. ■

## TEN RECOMMENDATIONS

- 1  Working Hours Reform
- 2  Male Champions of Change
- 3  Ikumen (fathers participating in housework and childcare)
- 4  Greater Transparency about Women in Leadership Roles
- 5  New Type of Labor Contract
- 6  Tax Incentives
- 7  Seniors as Before and Afterschool Childcare Providers
- 8  Domestic Helpers
- 9  HR-Led Talent Management and Training
- 10  Employee Assistance Programs / Concierge Services



ACCJ Chairman and President Emeritus Jay Ponazecki

# DEFLATED FOOTBALL



NAME: **Ree Reh** AGE: **20**  
ORIGIN: **MYANMAR**

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# Market Energy

To spur energy innovation, let markets (not politics) choose winners

In February, the ACCJ Energy Committee issued a Viewpoint encouraging Japan to adopt market mechanisms promoting investment in demand-side as well as supply-side energy resources. Why? We no longer live in a world in which building new power plants—or updating older ones—is the only way to keep up with society's shifting energy needs.

In addition to diversifying supply-side resources (e.g. with distributed generation and more renewable energy options), competitive energy markets around the world are promoting investment in means of adjusting demand itself, both short-term peak demand adjustment mechanisms (“demand response”) as well as long-term improvements in energy efficiency.

We see this, for example, in the PJM Interconnection—the regional transmission organization that oversees grid operations and the electric transmission system across 14 US states, from the East Coast to the Midwest. Delivering power to over 60 million people, PJM operates one of the world's largest competitive wholesale electricity markets.

Power is purchased based on auctions of various types, including payments for “capacity,” or commitments to provide enough power to meet future demand. The idea here is to direct investment a few years ahead of delivery, creating an ongoing, flexible market for whatever resources will best meet future energy needs.

Since there is no functional difference between a megawatt of power from a power plant and a megawatt of reduced power in PJM's capacity auctions, the auctions encourage investment in—and create long-term price signals for—a wide variety of energy resources. Whether clean energy, fossil fuels, or



By Dr. Ken Haig, co-chair of the ACCJ Energy Committee

**It is crucial that Japan prioritize the design of deep, liquid wholesale markets.**

demand-side resources like energy efficiency or demand response, every resource bids into the auction at its total cost of operation (capital costs plus operational costs). Bids are collected from lowest to highest cost, until enough capacity has been acquired to meet demand. The most expensive capacity commitments, those that do not meet the “clearing price,” are rejected.

At this year's auction—at which payments for 2019–2020 capacity commitments amounted to \$6.9 billion—over 10 gigawatts (GW) of demand response cleared the auction, in addition to 1.5 GW of energy efficiency, 5 GW of new combined-cycle natural gas generation, 969 megawatts (MW) of wind generation, and 335 MW of solar generation capacity (double the amount from the previous year).

At the same time, 2,600 MW of coal commitments and 1,500 MW of nuclear commitments failed to clear the auction, with a number of aging coal-fired and nuclear power plants now likely to be shut down as a result.

The market has spoken, and it has shown that new sources of capacity (including demand response, efficiency, and renewables) can play a much greater role—and do so sooner—than just about anyone would have predicted.

Contrast this to Japan's 2030 “energy mix” forecasting, announced just last year. In addition to restarting most idled nuclear plants, the government has forecast the development of 27 GW of new coal capacity. On this latter point in

particular, Japan is at odds with the world's other major economies, which are rapidly moving away from publicly supported investment in carbon-

intensive power generation. This is not just a policy decision, but a market-based one.

In 2015, the Diet passed legislation that should eventually lead Japan to adopt a market-based electricity supply system, but so far no one knows when this system will start or what it will look like. Whatever the result, it is crucial that Japan prioritize the design of deep, liquid wholesale markets so as to encourage investment in lowest-cost, most-efficient technologies and services.

At PJM and elsewhere, costs of electricity from low-carbon energy sources are declining faster than expected due to rapid, market-driven technological advances and accelerated economies of scale. By sticking to politically determined rather than market-determined energy targets, Japan risks shackling itself to high-carbon, overly expensive, and ultimately stranded asset investments that are not in line with global market trends. Japan could save its citizens money, promote domestic energy innovation, and reduce energy imports by adopting a market-based approach. ■

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