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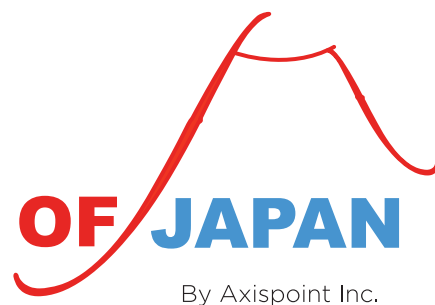
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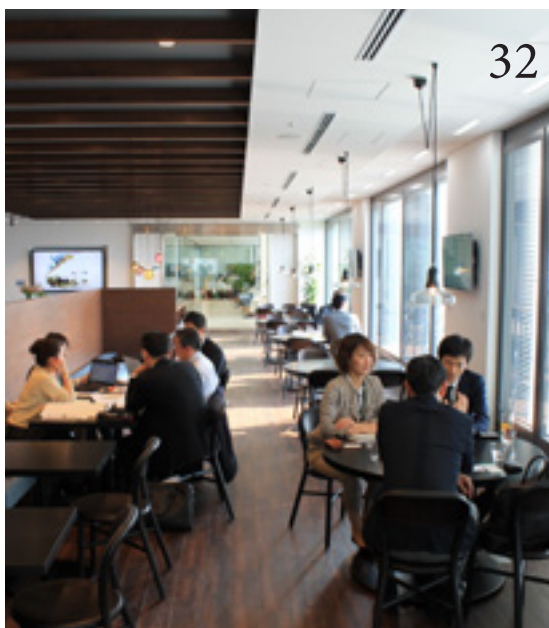
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CONDOLENCES, OPPORTUNITIES AND APPRECIATION



Jay Ponazecki jponazecki@accj.or.jp

The Chamber extends its condolences to those in, and those who have been a part of, the international business community in Tokyo, Chubu and Kansai who are grieving the loss of loved ones and colleagues who perished on Malaysian Airlines Flight 17.

We also extend our condolences to the family, friends and colleagues of ACCJ member Yoshinori “John” Ikezoe, the CEO and Co-owner of RE/MAX Japan. John passed away suddenly in early July. He was a panelist on the Leaders and Role Models breakout session during the Women in Business Summit in May and was very excited to be launching RE/MAX Japan.

Opportunities to Get More Involved

The 2014 Nominations Committee—with Royanne Doi serving as Chair, Harry Hill as Vice Chair and Allan Smith as Board Liaison—will be working hard over the summer to draft a proposed slate of qualified candidates for positions on the ACCJ Board of Governors. The slate will be presented at the 2014 Ordinary General Meeting this coming fall. If you are interested in being nominated or have any questions about the nominations process or what the eligibility requirements are to hold an elected office, please contact Royanne, Harry, Allan or Sam Kidder.

This year several members have indicated an interest in reinstituting the Education Committee, given the importance of training students and employees so that they can work even more successfully in an increasingly global work environment, and to empower future generations (especially young women) to pursue careers in science, technology, engineering and mathematics. Tourism is another renewed area of interest for many members and, given the opportunities presented by the current popularity of Japan as a vacation destination and by the 2020 Olympic and Paralympic Games, we will look to revitalize our current Travel Industry Committee to strengthen its focus on tourism.

If you are interested in joining either committee, being a part of committee leadership, helping create new committee descriptions and/or brainstorming about possible speakers, advocacy issues or information that would be helpful for committee members, please contact me, Sam or Laura Younger. We welcome your involvement and ideas.

These are areas of interest that members have recently brought to my attention. If there are other business areas that you are interested in but do not see covered by an existing committee, subcommittee or task force, please let me, Sam or Laura know.

Sam Kidder Announces His Retirement

In case you missed the press release, Sam announced that he will retire from the ACCJ at the end of this year after serving as Executive Director for eight and one-half years. Prior to joining the ACCJ, Sam had a distinguished career with the U.S. Foreign Commercial Service, during which, among other posts, he served as Minister-Counselor for Commercial Affairs at the Embassy of the United States in Tokyo. Sam has helped the Chamber maintain its solid financial foundation, even in the wake of the global financial crisis, and was a primary conduit for the sharing of information between US government authorities and ACCJ members during the Great East Japan Earthquake.

During Sam’s tenure, the ACCJ has expanded its advocacy through landmark thought pieces, including the 2009 Internet economy white paper, the 2010 growth strategy white paper, as well as white papers in the healthcare and financial services sectors. He has welcomed as guest speakers two sitting prime ministers and has engaged many US and Japanese Cabinet members and thought leaders on economic and policy issues affecting the United States and Japan.

We are very grateful for Sam’s many contributions and look forward to working with him further over the next five months. We are very focused on ensuring a smooth transition after Sam’s retirement and the search for Sam’s successor is well under way. If you have any questions about the transition or the search process, please contact me or Sam.

2014 Diet Doorknock

This year’s Diet Doorknock (DDK) will take place on October 28–30. The DDK is the Chamber’s largest consolidated advocacy initiative, in which ACCJ leaders and members engage with Diet members and senior government officials on key issues of import to the ACCJ. Last year more than 70 ACCJ members visited about 50 members of the Diet and other ministry officials.

It is a tremendous undertaking organized by the Government Relations Committee, which is chaired by Arthur Mitchell and vice-chaired by Larry Greenwood. If you would like to assist with this year’s DDK, please contact Arthur, Larry, Sam or Ethan Schwalbe (the ACCJ Associate Director for External Affairs). Your committee leaders can also provide you with more information about the DDK, including how to participate. •

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BREAKING WITH CONVENTION



Brandi Goode
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Before moving to Asia in 2009, I worked in the marketing department of a cosmetics manufacturer. One day our Spanish CEO arrived with a gift for everyone on the team, a bright red volume he deemed required reading. This month's cover story features the author of that very same marketing bible, the man beyond *Lovemarks* and the global CEO of Saatchi & Saatchi, Kevin Roberts.

Our *ACCJ Journal* interview was quite unlike any I've ever experienced.

Roberts' straight-shooting demeanor, disarming candor, and glaring conviction to be the best really got me thinking, and I hope readers enjoy the text as much as I enjoyed our round of table football (I only let him win out of respect, no matter what they say).

Perhaps what Japan needs to kick-start the next era of economic prosperity is more mavericks of the Kevin Roberts or Tadashi Yanai breed.

New digs

Although the new CBRE offices may not boast any fussball or billiards tables, as does the Tokyo headquarters of Saatchi & Saatchi Fallon, the company's new way of working is anything but conventional. Most of the offices I've seen in Japan are thankfully cubicle-free; but there is still a sense of ownership that seems to prevail over one's desk territory and, perhaps, the red stapler or fountain pen you love so much.

Promoting mobility in a workspace facilitates, even necessitates, sharing with those around you, which can only lead to improved collaboration. From the sound of it, the new café at the CBRE office is another huge draw. It makes sense that well-fed, well-caffeinated employees are more likely to pour their energy into their jobs. These are simple yet effective means

for driving productivity and "happy bunnies," to borrow a turn of phrase from Kevin Roberts.

Fore!

Collaboration is the theme of another section this month, on the mutual efforts of the ACCJ and the European business community here, represented through the advocacy-oriented European Business Council (EBC) and the 18 chambers of commerce of EU nations. As we all look ahead to the future of Abenomics, in addition to the 2019 Rugby World Cup and 2020 Tokyo Olympic and Paralympic Games, there are bound to be plenty of opportunities for joining forces.

On the social front, signup has begun for the 12th annual Mercedes-Benz Japan Cup, sponsored by the ACCJ, the Canadian Chamber of Commerce in Japan, and the EBC. The North American contingent won the trophy last year, but the October event promises yet another fierce battle on the green, all for a good cause.

August is typically a quiet month at the chamber, as many members and staff will be away for summer holidays. Perhaps you want to hone your golf skills during the break to clinch the Cup for the fifth time in a row—but who's counting. •

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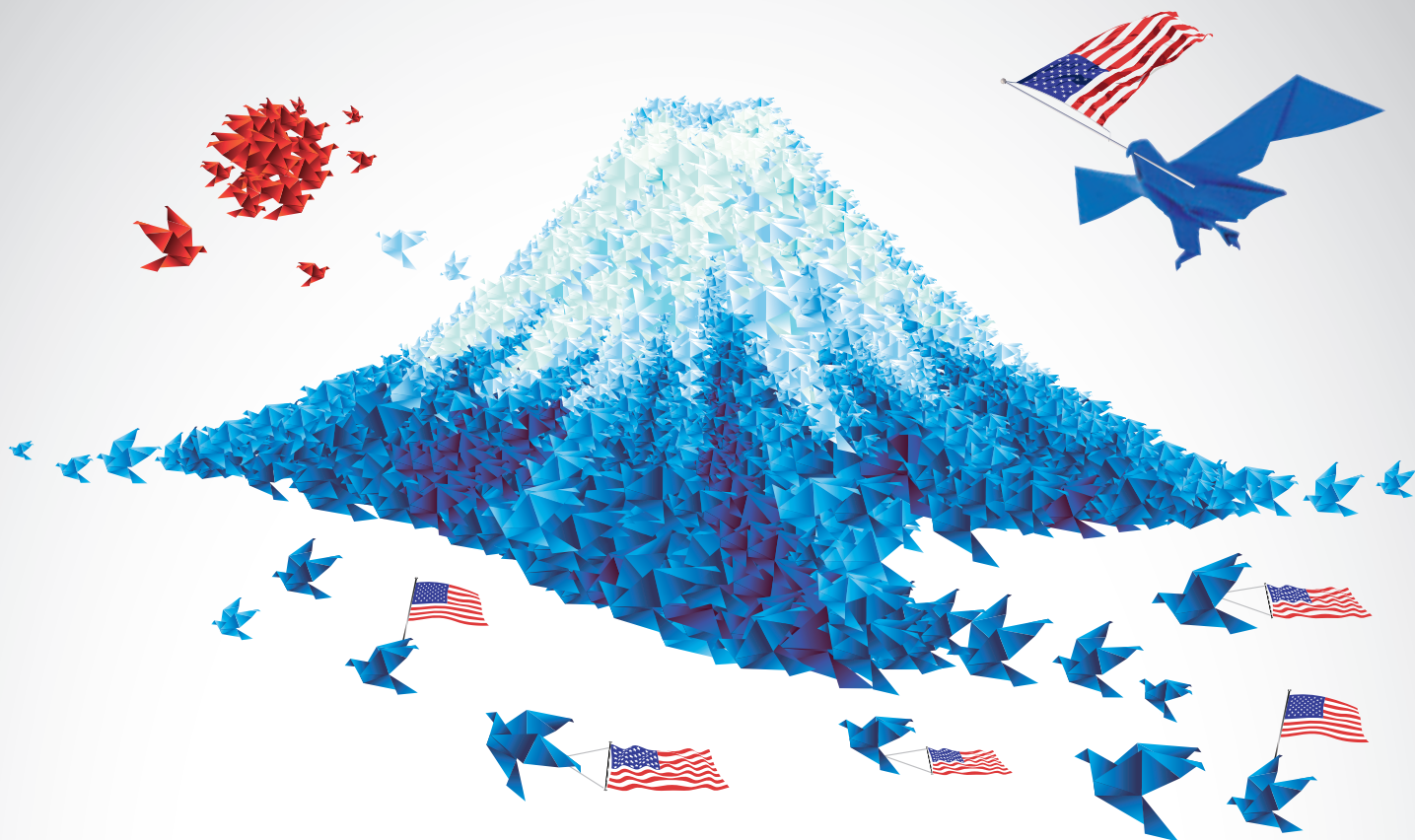
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MUTUALLY PROMOTING FOREIGN BUSINESS

The many forms of ACCJ–European cooperation

By Brandi Goode

From trade policy to golf, the members of the American Chamber of Commerce in Japan (ACCJ) and those of European organizations here have plenty of shared interests.

The institutional history of cooperation between the ACCJ and the European Business Council (EBC) goes back over a decade. “Being able to collaborate and cooperate with the EBC greatly enhances our advocacy work,” said ACCJ President Jay Ponazecki, “as one of our Core Advocacy Principles is a commitment to adopting global best practices.” While advocacy is only one pillar of the ACCJ, it is the sole focus of the EBC.

During a recent ACCJ Leadership Forum, EBC Chairman Danny Risberg—who also leads Philips Electronics’ Japan operation—discussed some of the ways the organizations are collaborating. Risberg has been a member of the ACCJ for many years, and has served on several committees. “It’s easy for me to see the synergies and where we can help each other,” he said.

Risberg began his chairmanship of the EBC in 2014, around roughly the same time as Ponazecki began her tenure. “I enjoy the relationship between the EBC and the ACCJ, and with both Jay and I coming in new to our positions, maybe that’s an opportunity. We are both reaching out, which makes things easier,” Risberg said. “We share a lot of the same aspirations for our organizations, especially related to trade success in Japan.”

Ponazecki concurs. “It is truly a symbiotic relationship, and we continue

to look for new ways to deepen and leverage it to the benefit of our respective members,” she said.

As chairman of the EBC Medical Equipment Committee, Risberg has been involved in coordinating the ACCJ–EBC joint speaker series. The third event in the series this year took place on July 15, “Telemedicine as a Means of Delivering Sustainable Quality Home Healthcare in Japan” (page 17).

Another landmark in cooperation across borders in the healthcare sector is the *ACCJ–EBC Health Policy White Paper 2013*. While several other ACCJ–EBC white papers have been drafted in the past—such as the joint financial services viewpoint released earlier this year, *Develop a Robust Credit Reporting System for Japan*—the healthcare report is particularly significant, said Bjorn Kongstad, EBC policy director. He also pointed to the joint efforts of the European and US insurance industries in regard to Japan Post, something that has been going on for a number of years. In this case, the insurance committees have presented joint position papers to Cabinet members.

Sharing best practices

According to Ryan Armstrong, co-chair of the ACCJ Insurance Committee, “Many of our committee initiatives center on global best practice, so collaboration with the EBC makes sense. It is an effective way for our members to learn about issues affecting our industry in Japan and abroad.”

Armstrong said the relationship between the insurance committees

of both organizations has evolved and grown over the years, and at the committee level, this is one of the strongest examples of ACCJ–EBC cooperation. There is an annual joint insurance committee *shinnenkai*, and the groups have worked together on mutual statements to the government, as well as brochures on the contribution of the insurance industry as a whole to the Japanese economy.

The ACCJ and EBC insurance committees organize quarterly meetings with the Foreign Non-Life Insurance Association of Japan, hold joint speaker events, and regularly exchange ideas with domestic industry associations. “The ACCJ and EBC share an important partnership where collaboration is key,” Armstrong said. “We do a great job of working together, but we’re always looking to do more.”

Strength in numbers

Alison Murray, executive director of the EBC, recalls several key moments when EBC–ACCJ collaboration proved very fruitful.

A classic example, she explained, is Article 821 of the new Corporation Law, passed in 2005. This article was only posted online just a few weeks before it went to the House of Councillors for debate. The wording therein had the potential to negatively impact—in a significant way—foreign companies operating here as a branch of an overseas parent, particularly financial firms. “We, the ACCJ, and the ANZCCJ [Australian and New Zealand Chamber of Commerce in Japan] went to the Cabinet and said we were

“We share a lot of the same aspirations for our organizations, especially related to trade success in Japan.”



From left: Danny Risberg, Alan Thomas, William Bishop, and R. Byron Sigel unveil the ACCJ-EBC Health Policy White Paper 2013.

drawing a line in the sand. We sent a fax to every single parliamentarian, and I believe the ACCJ did as well,” she said.

While the Corporation Law still hasn’t been amended, concessions were made in light of the upheaval among members of the foreign business community. Before the law was passed in the upper house, a supplemental resolution was added, addressing how and when Article 821 can be applied.

“If you have an emergency, the best way forward is to do something jointly,” Murray added.

Even outside emergency situations, collaboration lends credence to policy recommendations. “When we can say that a recommendation is something that core industry players in both the US and Europe—two major, mature markets and key trading partners of Japan—see as potentially improving

the Japanese business environment, the recommendation is all the more compelling,” Ponazecki said.

Social, professional ties

In addition to collaboration with the EBC on advocacy issues, the ACCJ regularly teams up with European chambers of commerce on social events. Perhaps the largest and most eagerly awaited of these is the North America–Europe Golf Challenge in Japan, the Mercedes-Benz Japan Cup. This annual charity outing provides for friendly competition and a day of mixing among members of the business community. Last year’s event raised funds for the YMCA Challenged Children Project, and was attended by 144 people—55 from the ACCJ. This year’s event is set for October 10 at the Atsugi Kokusai Country Club in Kanagawa Prefecture.

Last year’s golf tournament drew 144 attendees.

The ACCJ also belongs to Foreign Chambers in Japan (FCIJ), which conducts a biannual business confidence survey. The most recent poll includes responses from 17 foreign chambers of commerce and business groups.

For the EBC and many of the European chambers, it makes sense to join forces with the ACCJ for networking functions and speaker engagements, as the ACCJ has the potential to draw a crowd. One such event, the “ACCJ, EBC and SCCIJ [Swiss Chamber of Commerce and Industry in Japan] Joint Luncheon: Japan’s Economy and Monetary Policy,” was held on July 8.

Finally, there is certainly room for increased networking at social engagements, and the ACCJ plans to hold more such events in the future. “Nomunication” mixers are held about three times a year, and have been in place since the early 1990s. In 2008, all three Nomunications were held with European partners. More recently, there was a very successful Nomunication with the German Chamber of Commerce and Industry in Japan in November 2013.

ACCJ Executive Director Samuel Kidder is also pleased with the organizations’ collaboration to date.

“We’re very happy to see more and more cooperation with our friends in the EBC and the European member chambers. And I would like our European friends to know that they are welcome any time to stop by the ACCJ office to have a look at the North America–Europe Golf Challenge trophy.” •



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In terms of doing business in Japan, there is room for improvement, as we are far behind other Asian destinations such as Hong Kong, Singapore, and South Korea.

By reducing the corporate tax rate and shortening the immigration process for foreigners' working visas, the business environment and opportunities

for US and European companies will continue to rise. ”

Dennis Muldowney

General Manager
Crown Relocations

dmuldowney@crownww.com
www.crownrelo.com



**Everyone benefits
from collaborating
on advocacy issues.**



“ According to 2012 data from the World Trade Organization, the US and the EU combined account for 28% of Japan's exports, but only receive 18.2% of its imports.

By collaborating on advocacy issues that bring best practices and leading products to Japan, all parties—American, European, and Japanese—benefit. ”

Donald Nordeng

CEO
Daabon Organic Japan

nordeng@daabonorganic.com
daabonorganic.com



**The war for
talent will make
recruitment a
bigger issue.**



“ For US and European businesses in Japan going forward, I see opportunity through the forced globalization of more and more Japanese companies, as they try to off-set the problems of population decline by expanding overseas. This will bring up a more open-minded attitude on the part of domestic companies toward doing business with foreign entities. One of the challenges for US and European companies with operations on

the ground here will be the war for talent, as the youth population decline will make recruitment a bigger issue than it is today. ”

Dr. Greg Story

President
Dale Carnegie
greg.story@dalecarnegie.com



THE ACCJ-EBC COLLABORATION SPECIAL

**We are delighted
with how our brands
resonate with the
Japanese consumer.**



“With growing sales across all regions and an ever-expanding footprint, the Fiat and Chrysler Groups, soon to become Fiat Chrysler Automobiles, is a fine example of what can be accomplished by true and deep collaboration between Europe and North America. In Japan, the strength and energy derived from our integrated entity has yielded impressive results for our five brands. Total sales have grown four years running, with 2014

set to become yet another record year. We are committed to serving our existing customers and bringing new exciting products to Japan, whether from our European or US stable of brands.”

Pontus Häggström

President & CEO
<http://fiatchrysler.jp/en/>



**Any bank can help
you finance.
Only a builder can
help you grow.**



GE Capital

“For over 100 years, GE has maintained a business relationship in Japan, beginning with Kyoto's bamboo filament used in Edison's lighting bulb in 1879.

Leading up to the 2020 Olympics, there should be increased opportunities in Japan for US and EU companies, both companies already operating here as well as those interested in exploring Japan's great potential in terms of market scale and technological capability.

I look forward to working with a wide variety of Western multinationals in Japan to help structure the right financial programs, to support companies in achieving growth in this promising market.”

Clark D. Griffith

Structured Finance
GE Capital Japan
clark.griffith@ge.com
www.gecapital.jp



**US and European
companies are at
the heart of global
business in Japan.**



H&R GROUP

More Than Relocation

“In the relocation/mobility industry, we see a diverse movement of employees in and out of Japan for both European and US companies. Many of the issues faced in Japan also cross many borders.

US and European companies are at the heart of global business in Japan, and increasingly what stands in the way of Japan-US relations is likely to stand in the way of Japan-European relations, and vice versa. More collaboration between

the EBC and the ACCJ therefore makes clear sense, so that together we can further enhance Japan's globalization.”

Steve Burson

President, H&R Consultants/Relo Japan
Vice President, ACCJ Chubu
Chair, HR Committee, EBC
Steve_Burson@MoreThanRelo.com
www.MoreThanRelo.com



THE ACCJ-EBC COLLABORATION SPECIAL

Best of luck to all players
in the Mercedes-Benz
Japan Cup 2014.



Mercedes-Benz and The Ryder Cup have many parallels: prestige, excellence, performance, quality, and history are but a few of the words that sum up both. The participants of the Mercedes-Benz Japan Cup 2014 are part of a bigger picture; they are valued contributors to the lucky charity that will receive the proceeds from the golf tournament. The event will surely be played in the right spirit, and all the professionals at

K's Island Golf Academy wish all players the best of luck. May the best team win!



Joe Gaughwin

Member of Australian PGA
K's Island Golf Academy

joeygaughwin@hotmail.com
<http://web.ks-island.com/global>



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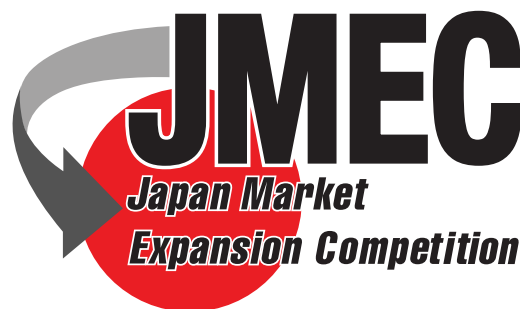
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HEMOCARE AND THE ROLE OF TELEMEDICINE

New frontiers in healthcare delivery

By Marc Fuoti and William Bishop

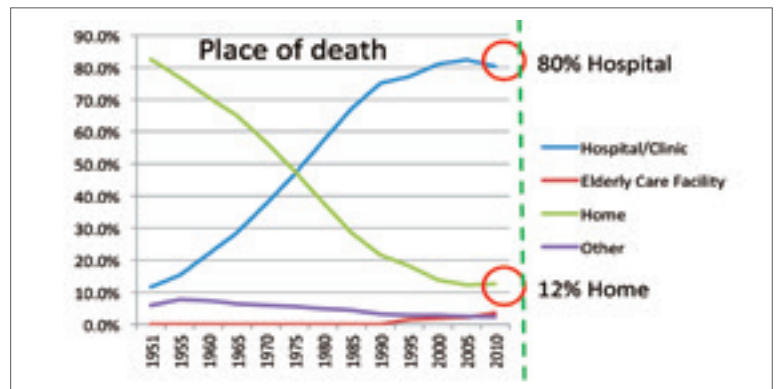
The growing crisis surrounding Japan's "super-aged" society—with more than one quarter of the population already aged 65 or over—has created an increasing need for new healthcare delivery systems. Future developments will hinge on finding cost-effective solutions to provide uninterrupted patient access and undiminished treatment outcomes, with the same quality of healthcare as patients currently enjoy. Achieving this will be a tall order.

This challenge was the subject of the joint ACCJ–EBC event “Telemedicine as a Means of Delivering Sustainable Quality Home Healthcare in Japan,” held on July 15 at the Tokyo American Club. The ACCJ and EBC hosted three executive members of the Japan Telemedicine and Telecare Association (JTJA). The JTJA has a long history of advocating best practices, as well as sponsoring and publishing research, including with the Ministry of Health, Labour and Welfare. Presenting were Takeshi Hasegawa, MA., the JTJA's managing director; Dr. Koichi Sampei, Ph.D., chair of the JTJA International Exchange Committee; and Dr. Masatsugu Tsuji, Ph.D., a founding member of JTJA's International Exchange Committee.

This groundbreaking program was the ACCJ's first telemedicine event, and attracted over 60 attendees. It followed the ACCJ's November 2013 publication of a viewpoint, “Utilizing Telemedicine to Deliver More Efficient and Effective Healthcare in Japan.”

The practice of telemedicine began almost 30 years ago in Japan. After years of advocacy, most of the regulations restricting its practice have now been removed. Yet social obstacles, medical traditions, lack of

Japan's current system is lacking in end-life homecare.



Source: 2003–2013 Ministry of Internal Affairs (Japan)
2013–2043 National Institute of Population and S.S.R.

comprehensive guidelines, as well as existing reimbursement policies continue to limit its utilization.

Teleradiology represents the most common practice, with over 20,000 patients seen per month in Japan. Other growth areas are telepathology and implantable cardioverter defibrillator (ICD) monitoring. Obstetrics and emergency services via telemedicine are still in the trial stage.

The future of telemedicine will almost certainly include dramatic increases in the use of teleconsultation, as technology and capabilities continue to improve, and the need to serve rural areas grows. Remote monitoring and the use of home healthcare devices to monitor chronic illness and the elderly is another anticipated high-growth sector. The government of Japan seeks to provide 60 percent of healthcare for children and the elderly, as well as chemotherapy, as part of home healthcare by 2025.

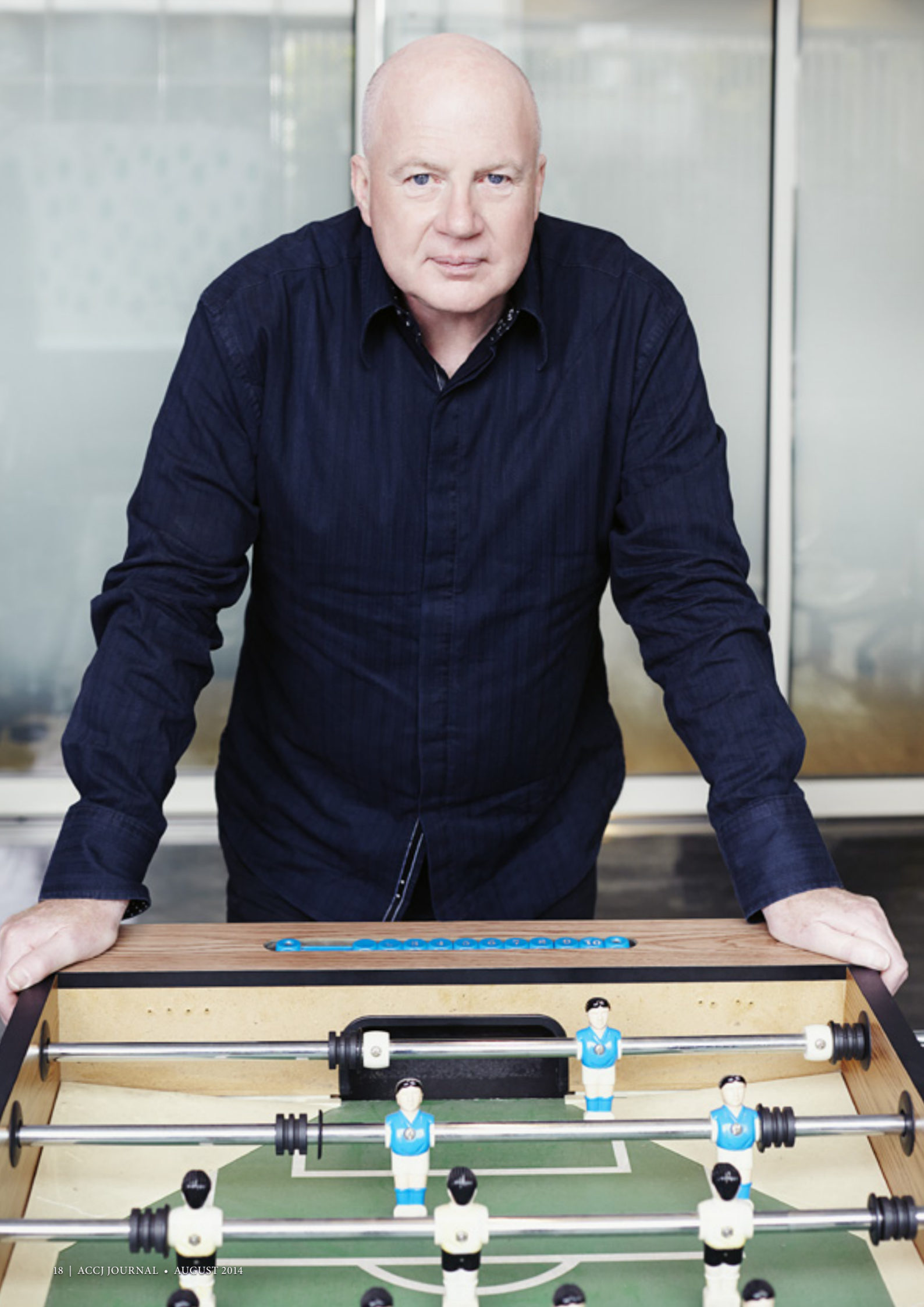
Much of the JTJA's presentation focused on the growing demand to provide healthcare for the elderly. Japan boasts the longest lifespan in the world, with the average life expectancy at an all-time high of 79.6 years for men and 86.4 years for women.

The problem is in the gap between average life expectancy and unhealthy life expectancy, the period during which the elderly experience daily life constraints. On average, men have 9.2 years and women 12.8 years of unhealthy life expectancy, requiring higher medical and nursing expenses. Nearly 80 percent of all medical expenses come in the last years of a person's life.

Another reason for raising costs is that today, 80 percent of the elderly die in the hospital, whereas in 1961, when the National Healthcare System was first established, this figure was approximately 20 percent. At that time, most patients chose to die at home, surrounded by loved ones. Indeed, this is still the desire of most Japanese elderly; however, the current system is lacking in end-life homecare.

Telemedicine can provide solutions to many of the impending challenges facing not only Japan's increasingly overburdened healthcare system, but also many such systems in the developed and developing world. It sits at the intersection of Big Data, wearable devices, the Internet of Things, and the growing ubiquity—and benefits—derived from technology. •

Nearly 80 percent of all medical expenses come in the last years of a person's life.



LEADERSHIP BEYOND REASON

Chief Excitement Officer Kevin Roberts:

It's good to be an outlaw

Custom Media

Kevin Roberts doesn't bring a business card to meetings, he isn't wearing a tie, he happily drinks water straight from the bottle, and he doesn't want to check this article before it goes to print.

None of that stuff matters, says the CEO worldwide for Saatchi & Saatchi. What matters in what he terms a "VUCA world"—one that is constantly volatile, unreal, crazy, and astounding—is that companies have a leadership model that is flexible and fast enough for our high-speed, connected "Age of Now."

The alternative, he said, is "railing against the dying light until it is extinguished."

Roberts spoke at the American Chamber of Commerce in Japan's CEO Forum in mid-June, addressing a range of issues from the principles and practices of creative leadership to advertising, marketing, and broader questions of leadership, both as an individual and as a company or brand.

Some of the prescriptions might have sounded extreme or even counter-intuitive, but that is the way 65-year-old Roberts likes to operate. And what might be perceived as

madness in his methods has a track record of paying off handsomely.

Equally counter-intuitive was his decision to ignore advice to bring his own tried-and-trusted people into Saatchi & Saatchi when he first joined the struggling company. Defying conventional wisdom, Roberts made no new senior appointments and declined to move any staff from their positions.

Within a year, the company was on the up, and today it has regained its reputation as one of the best advertising agencies in the business.

For Roberts, the process was straightforward.

When he was appointed to his current position in 1997, Saatchi & Saatchi—one of the most recognizable names in the global advertising industry—was in "deep trouble, with morale at an all-time low," Roberts wrote in his 2004 book *Lovemarks: the future beyond brands*.

Published in 18 languages, the book explains the concept of "lovemarks" replacing brands, because the concept of said brands is "running out of juice." In *Lovemarks*, Roberts asks what generates "loyalty beyond reason," and suggests that the key ingredients to cultivating a profound devotion to a marque are mystery, sensuality, and intimacy.

We all have things we love beyond reason, the philosophy says. It could be a technology,

a shirt company, a car, a hotel chain, a sports team—absolutely anything. They are not necessarily the top of the list when it comes to performance, specifications, or value, but there is something to them that you love, remain loyal to, and advocate to friends when the opportunity arises.

That's what Roberts calls a lovemark, and his objective is to make lovemarks out of Saatchi & Saatchi's clients' brands.

If the company is able to do that, Roberts says, the clients will enjoy a healthy, sustainable business, with people willing to be loyal over the long term and recommend their product or service to others.



HAPPY BUNNIES

“How do you get transitional change to create something that is fast moving and creative?” he asked. “If you don’t change the CEO, then you can’t do it at all.

“You have to have a CEO who says ‘I see the light’ and gets the idea, not the process,” Roberts told the *ACCJ Journal*.

And then the new leader—Roberts insists on this term instead of “boss”—needs to create four elements in his organization: responsibility, learning, recognition, and joy.

While it can be difficult to find all four of those interconnected components in companies around the world, Roberts said he believes that they are even rarer in Japan.

“Japanese corporate culture is simply not designed to delegate tasks,” he said. Instead, it is formulated in a strict hierarchy that actively dissuades individual members of staff from taking responsibility, particularly young employees who should be brimming with enthusiasm and new ideas.

When it comes to learning, Japanese companies tend to assume that means a new employee being instructed in the company’s way of doing things, even if that has proven to be out of date or just plain wrong.

Roberts shrugs and clearly states that failure to recognize an employee’s achievement or contribution will either

encourage the individual to look for a new position in an organization where they are appreciated, or crush any ambition to make further efforts on behalf of the company.

Further, minus his equation’s first three elements—responsibility, learning, and recognition—a company will, he said, be sadly lacking in the fourth component: joy.

“For example, 87 percent of people are not engaged in their workplace,” Roberts pointed out. “But if you have responsibility, learning, and recognition, then you have happy bunnies who work a lot harder than unhappy bunnies. “So you need to make your bunnies happy.”



“The only way to be successful is by committing to being ideas-driven, speed-driven, and now-driven.”

IDEAS FOR YOUR GRANNY

Born into a working-class family in Lancaster, northern England, Roberts excelled at rugby and cricket at Lancaster Royal Grammar School, but says his successful career in the creative industries is at least in part due to “a fantastic” English teacher who sensed potential in the teenager and encouraged him to seize his dreams.

Roberts started his career in the late 1960s when he became an assistant brand manager for the iconic Mary Quant fashion house. He subsequently became a senior marketing executive for Gillette and Procter & Gamble in Europe and the Middle East.

At just 32, he was named CEO of Pepsi-Cola Middle East before becoming the brand’s CEO in Canada. It was during his time in Canada that Roberts pulled off one of his most memorable publicity stunts. While giving a speech to Pepsi Canada employees and bottlers, and to the media, a vending machine bearing the logo of archrival Coca-Cola was installed on the stage.

As he finished speaking, Roberts reached down, picked up a machine gun and opened fire on the Coke machine. The rounds may have been blanks rigged to set off a “dazzling rat-a-tat-tat,” but the message was not lost on those present: Roberts was gunning for the competition.

In 1989, Roberts and his family moved to New Zealand, where he became COO for food and beverage firm Lion Nathan. After adopting New Zealand citizenship, he was appointed a Companion of The New Zealand Order of Merit in the Queen’s Birthday Honours List 2013 for his services to business and the community.

Titles and homes on three continents do not seem to mean much to Roberts, however. He is a season ticket holder at Manchester City Football Club and says the people with whom he was at school when he was seven years old keep his feet on the ground. There is a sense that he likes things to be uncomplicated, whether in business or life in general.

“The business of doing business is so complex,” he said. “You have to keep it simple, and if your granny can’t understand the idea, then it’s probably rubbish.”

Another pet peeve of his is when businesspeople “talk in acronyms, as if their customers understand all this nonsense.” He gives a quick laugh.

So, who does he admire?

“I like mavericks and vagabonds with a strong sense of the consumer,” he shot back, naming Richard Branson and Steve Jobs—although adding that he probably wouldn’t have wanted to work for them.

“The role of the leader is to create other leaders,” he said. “Leaders lead and they want everyone else to be the best that they want to be. And then you have to zig when everyone else is zagging,” he said. Faced with being a navy sailor or a pirate, a computer programmer or a hacker, or the sheriff or an outlaw, the choice should be self-evident.

The new leader...needs to create four elements in his organization: responsibility, learning, recognition, and joy.

INSPIRATION THROUGH LANGUAGE, YOUTH

Warming to his VUCA theme at the CEO Forum the morning of the interview, Roberts insisted that the company wanting to win today cannot afford to be consensus-driven, process-driven, or “horizon-driven.” The only way to be successful is by committing to being ideas-driven, speed-driven, and “now-driven.”

“The enabler is creative leadership, which means creating a culture where the line produces one thing, day after day: ideas,” he said. “Ideas that are executed and ideas that win,” he explained.

Roberts despises the fact that leadership has drifted to the rational

and insists that creative leaders need to inspire those around them—and that starts with the language they use. CEO should be taken to stand for Chief Excitement Officer, and the CMO can be the Chief Magic Officer.

“Language drives purpose, which creates belief, belonging, and direction,” he added. “Creative leaders invent their own language, a system of meaning, a vocabulary that binds—a secret code that inspires people to be the best they can be.”

Roberts cited a couple examples: Colin Powell, who once said, “Perpetual optimism is a force

multiplier,” and Shimon Peres, who said, “A leader must pioneer, not rule.”

Cut from the same cloth, Roberts revels in looking at the world through a different lens. He enjoys nothing more than mentoring a new generation of up-and-coming Saatchi & Saatchi employees—“these kids are fun, they are connected, they have good jobs, and they are safe, so they’re full of ideas.” He likes that the Tokyo office of the company has table football in the lobby.

“Everyone needs to blow off a little steam sometime.”

And while winning isn’t everything in business, Roberts concludes, wanting to win most certainly is. •

MIDDLE MANAGEMENT MADNESS

Why 70/20/10 Doesn't Work in Japan



Senior leaders must work through people and the key leverage group are Middle Managers. Doing more, faster, better with less, screams out for delegation. Putting aside the issue of basic delegation nous on the part of the leaders, the capability of the delegates to pick up the shield and spear, makes or breaks organisations.

Middle Managers are the corporate glue. Market and system noise are filtered, sorted, nuanced and passed up to senior leaders. They must also amplify the key direction and messages to everyone below. Well, in theory this is the case - what about the practice?

Middle Managers in Japan are tutored by their *sempai* – their seniors. The seniors themselves were similarly tutored. Looking at the postwar period there are distinct periods of managerial mis-development. The military officers returning from the war came back to a devastated economy and were placed in leadership positions in the rebuilt companies. The 1960s and 1970s saw Japan overtake the major European economies one by one. This was built off disciplined hard work and almost feudal sacrifice of family. For those in large companies, lifetime employment meant unquestioning dedication was expected. “Tough love” was meted out by the officer corps, now turned corporate managers. Leadership was

“The male, greying Corporate Boardroom can continue to pontificate from on high but actual workplace change is delivered by Middle Managers.”

top down, mainly barking out orders and berating subordinates.

The bursting of the bubble in the late 1980s left a corporate hangover with important side effects. Marketing and training budgets were slashed as companies struggled to survive. Thirty-somethings in the 1990s became the “lost patrol” – they moved up the ranks, based on age and seniority. Unfortunately, by the time the training faucet got turned on again, it went to their younger hopefuls. The *sempai* missed out and the content of their inherited tutor curriculum became frozen in time. The postwar system emphasised hard skills but had little clue about how to develop civilians. Today, in their fifties and in senior roles, many senior leaders have not been challenged by a new management idea in twenty years. By the way, the psychological and values gap between this senior generation and the millennials now entering the workforce is vast, measurable in light years.

The Lehman Shock left a renewed legacy of instability. Lifetime employment suffered collateral damage. The demise of Yamaichi Securities put the loyal and diligent on the street, a hammer blow to the traditional worker/company compact. Post-Lehman, training again took some intense blows and so *sempai*-led OJT (On The Job Training) has remained the central pillar of Middle Management education in Japan. OJT’s philosophical and practical roots stretch unbroken to the pre-1945 Imperial Officer Academies. Want to confirm this? Ask yourself why there is still no equivalent in Japan of the West’s major business schools, churning out the best and the brightest Middle Managers?

We are left with generations of undereducated managers, channeling their passed-use-by-date unreconstructed *sempai*. They are all swirling around a tight whirlpool, out of context and out of touch with contemporary corporate needs. This is

the critical reason why dated theories like the 70/20/10 model for learning and development are irrelevant here in Japan. Both the 20% from the *sempai* and the 10% component from training simply fail to deliver.

Corporate training in Japan is almost 100% ineffective. Old Japan loves lecture and Japanese trainers just love to talk. There is plenty of one-way traffic around the “What” and “How” but little or nothing around the “Why”. “Distributed Intelligence” – using the full experience and smarts power of the group - is rarely utilized.

If you were hoping for a post-training performance pick-up, then good luck! Daily, battalions of corporate trainees troop back to their desks and resume hostilities, without making any changes to how they do their job. Einstein noted that we can define insanity as “continuing to do the same things in the same way, but expecting a different outcome”. We must all be mad!

Until OJT is re-ordered off a properly educated baseline and the training delivered actually leads to behavior change, then there will be no progress. Middle Managers will continue to squander their key role. They will fail to communicate in ways that trigger enthusiasm, inspiration, empowerment, and confidence. High levels of engagement will never be achieved. Critically, engagement is the magic spring from which flows innovation, commitment and motivation in teams.

The male, greying Corporate Boardroom can continue to pontificate from on high but actual workplace change is delivered by Middle Managers. Hands up who wants better Middle Management in Japan?

Before you even think about training your Middle Managers, read the free report, “Stop Wasting Money Training. How To Get The Best Results From Your Training Budget”. To receive your Free Report pick up your phone now and call 0120-948-395 or 03-4520-5469 for a 24 hour Free Recorded Message. •

25 YEARS AT THE NEGOTIATING TABLE

USTR leader Wendy Cutler on getting ahead in male-dominated environments

By Elizabeth Handover

As a continuation of our Women in Business Committee star-studded roster of events, we were honored to host Acting Deputy U.S. Trade Representative Wendy Cutler as a keynote speaker on July 1 at the Tokyo American Club. Cutler is the highest-ranking career employee at the Office of the United States Trade Representative (USTR). Owing to her 25 years of service at the agency, she has a wealth of knowledge and key insights on her experiences as a woman working in what continues to be very much a man's world.

Cutler opened the roundtable discussion by quoting U.S. Ambassador to Japan Caroline Kennedy, who also made a surprise appearance at the event. "Women's empowerment is not just a women's issue; it's a men's issue, a societal issue, and an economic issue," she said. Cutler also shared a comment from President Barack Obama made during his recent White House Summit on Working Families: "When women succeed, America succeeds."



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

elizabethhandover@luminalearning.com



Wendy Cutler (third from left) called for shorter working hours in Japan.

At the USTR, great strides have been made. At present, about half of the agency's senior officers are women, reinforcing Obama's commitment to have the government workforce better reflect the gender composition of the United States.

Cutler has seen firsthand how women bring many skills to the negotiating table. We genuinely listen to speakers and respect them. We are good problem-solvers. We seek common ground and work at finding a "landing zone" for compromise. We can put ourselves in other people's shoes and invest time on forging consensual agreements.

At the beginning, hers was not an easy journey. Cutler was challenged multiple times by male counterparts and was constantly tested. They would try to provoke emotions such as anger or tears—perhaps so they could then tell their superiors she wasn't up to the task.

Undeterred by such provocations, Cutler has developed a three-part success strategy that can be utilized in any field of work.

World Cup that can provide easy conversation points.

3. Women must present themselves as firm yet pleasant. She related how her smile can be effectively disarming when the other side expects the USTR to present a stern front.

Cutler's respect for her female counterparts on the Japan side is boundless. She believes Japanese women hold the keys to the country's future. While she is upbeat about the policies of Prime Minister Shinzo Abe, she said real change in Japan's bureaucracy is still needed, and that new attitudes and a transformation of mindsets are essential.

Substantial efforts are needed from everyone to find innovative ways for women to enter, remain in, and re-enter the workforce. More day-care and after-school care will make a big difference; so will better promotion of women in the workplace. Mentorship is also key, she said, and more mentoring by both men and women will help.

"First and foremost, it is time for Japan to shorten working hours," she said, as women continue to be at a disadvantage under the present situation. Implementing more flexible working policies such as telecommuting will support a better work-life balance and benefit men as well as women.

Cutler ended by expressing her hope that the Tokyo 2020 Olympic and Paralympic Games will provide a deadline and stimulus for swifter empowerment of women—a win/win for working women and Japan. •

1. Women should really understand themselves, do their homework, and know their materials when approaching the negotiating table.

2. Build close relationships with counterparts that are based on trust. It is tougher for a woman to develop these relationships with a man than it is for men to do among themselves. Thus, it's often effective to take an interest in topics like the



Cutler spoke at a roundtable-type discussion on July 1.

DRIVING GREEN

Zero-emission vehicles are becoming more affordable

By John Ghanotakis, Amir Khan, and Timothy Trahan

The future of zero-emission vehicles has truly arrived, as many attendees of the October 2013 ACCJ event at Nissan Motor Co. will testify. Members of the Young Professionals Group (YPG) Subcommittee are more concerned than ever about the environment and going green, so this month we examine the practicality of buying and/or owning an electric vehicle (EV).

With purchase prices starting at around ¥2.5 million, these cars are now in the “affordable” range of many environmentally conscious young people. To obtain a broad perspective on the issue, we put some key questions to two people in the know: Robert Lujan, head of EV sales at Nissan, and Ronald Haigh, project manager at Toyota Motor Corp.

Driving a fully charged Leaf costs as little as ¥300 for electricity.

How costly is it to maintain and repair an EV, and how long do the batteries last?

Lujan: The total cost of owning an EV, such as the Nissan Leaf, is lower than that of a comparable ICE [internal combustion engine] vehicle. Driving a fully charged Leaf 150–200 kilometers [average range on a single charge] costs as little as ¥300 for electricity [cost of a full single charge], while a comparable ICE vehicle would cost up to five times as much in gasoline. Additional savings and benefits, such as dedicated driving lanes, free parking, and other perks are also available in numerous markets across the globe. Most importantly, periodic maintenance costs are much less than comparable ICE competitors.

Haigh: The batteries are covered by a five-year warranty, which is the same

term as for a vehicle engine. We don’t expect our customers to have to change the battery over their period of vehicle ownership.

How safe are batteries in the event of a crash or malfunction?

Lujan: We have conducted extensive testing to ensure the safety of batteries. For example, all high-voltage parts are protected with insulated materials, reducing the potential for any direct contact with a driver. As an added safety feature, the system will shut down all voltage immediately if there is a short circuit or disruption.

Haigh: We use a lithium-ion battery in the seven-seat version of the Prius, the Prius Plug-in Hybrid, and the eQ, a limited-lease vehicle. Primeearth EV Energy Co. and Panasonic Corporation

The Toyota Prius runs on a lithium-ion battery.

TOYOTA MOTOR CORP.



are the suppliers that design our lithium-ion batteries to be inherently safe. We have verified that no problems such as over-heating, melting, or fire have occurred.

What is the availability of charging stations around the world?

Lujan: At the end of May 2014, there were over 4,000 quick-charge units [where drivers can get an 80 percent charge in just 30 minutes] available globally, with another 50,000 standard chargers [for home or outside use, best used for charging overnight] providing supplemental coverage. This coverage will continue to improve as new initiatives in Japan and the United States make progress toward increasing the number of charging stations available to the public.

Haigh: Honda Motor Co., Ltd., Nissan, Mitsubishi Motors Corp., and Toyota have joined with the Development Bank of Japan to create a limited liability company called Nippon Charge Service. Major chains, such as convenience store operators, private highway operators, municipalities that operate or own roadside rest areas, hotels, and Japanese inns may apply to have Nippon Charge Service install and maintain charging stations. The initial goal is to install 8,000 normal chargers and 4,000 quick-charge units over an eight-year period.



The Nissan Leaf can be driven 150-200 kilometers on a single charge.

How do you dispose of old EVs?

Lujan: The Nissan LEAF has realized 99% recycle capability based on the ISO22628 [calculation method for recyclability and recovery of road vehicles]. Specifically, EV-unique parts—such as the battery, motor, and inverters—are developed to be 100% recyclable.

Haigh: The key is to recycle or reuse the batteries. Toyota has progressed to the point where we can use 100% of the battery materials to make new batteries.

Do you see the cost of EVs going up or down in the future?

Lujan: Nissan continues investing in research and development of battery performance improvements and cost reductions, as these are key to further enhancing the attractiveness and competitiveness of EVs.



John Ghanotakis (chair), Amir Khan, and Timothy Trahan (vice chairs) are members of the ACCJ Young Professionals Group Subcommittee.

Haigh: What makes EVs so expensive is the batteries. As high volume, mass production and design, and manufacturing innovations are applied, the cost of the batteries will go down. Consider that Ford Motor Co.'s Model T cost \$850 in 1908 and took more than 12 hours to produce. Applying the mass-production, assembly-line method allowed Ford to bring the price down to \$290 by 1924, as the line turned out one vehicle every 90 minutes.

If you had to buy an EV from a competitor, which would you buy and why?

Lujan: An EV offering from our reliance partner Renault S.A., of course! Got to keep it in the family.

Haigh: Instead of purchasing an EV, I would love to buy one of our fuel-cell vehicles. Toyota is going to begin sales in Japan before April 2015 (see box).

To follow up on this important topic, the YPG has invited both Lujan and Haigh to participate in a YPG panel discussion some time in the future, when we hope you will join us in asking more pointed questions. Please look out for further information on this event in August. •

Cars of the Future

The United States and Japan will be among the first markets to get Toyota's new hydrogen fuel-cell vehicle in 2015 (Here is the City website, June 25).

The new cars will be priced at around \$70,000, roughly the same as the Tesla Model S. Toyota plans to launch the futuristic cars before next April in Japan, followed by a US and European rollout in summer 2015.

Fuel-cell cars are receiving great support from the Japanese government, which has indicated tax breaks may be introduced for buyers. Because purely battery-powered cars are not ideal for long-distance driving due to the need to recharge, Toyota believes the automotive future is based on hybrid vehicles. Hydrogen fuel-cell cars only release water vapor, so they are more environmentally friendly than gas-powered automobiles.

Toyota plans to launch its hydrogen fuel-cell vehicle in 2015.



Green Power for Tokyo Buildings

SoftBank Corp. and Bloom Energy Japan have unveiled a new server to generate clean electricity (*Japan Today*, June 18).

California-based Bloom Energy set up a joint venture with SoftBank to form the Japan arm of its operations. The new technology, which uses solid oxide fuel cells, was put to use at SoftBank's headquarters on June 17.

Masayoshi Son, SoftBank CEO, said the truck-sized server—one of the first in Japan—supplies 14 percent of the building's electricity needs from a variety of fuels, including natural gas.

The newly developed energy source is much cleaner and also more economical than the traditional power grid.



PHOTO: CSJ
Masayoshi Son (second from left) holds a solid oxide fuel cell.

Relocators Combine Forces

US-based UniGroup recently acquired England's Sterling Relocation, making the combined entity one of the largest global networks of moving services (press release, July 1).

Together, UniGroup and Sterling are represented by 27 regional offices, with more than 1,000 local providers in more than 180 countries on six continents.

Aki Nitta, general manager and executive officer of UniGroup Relocation Japan, said, "Sterling has a good corporate history and strong service reputation, particularly in the Europe relocation market.

"This acquisition enhances the true partnership between UniGroup Relocation and Sterling Relocation, and adds a positive and certain value to the service we provide to our customers in Japan."

Partner Takes Control of Japan Business

3M Co. has announced plans to buy out Sumitomo Electric Industries Ltd.'s stake in its Japan joint venture (*Wall Street Journal*, July 16).

The US-based manufacturer will pay ¥90 billion to take full control of Sumitomo 3M Ltd. The deal is expected to close in September.

Currently, Sumitomo has a 25 percent stake in the joint venture, which was formed in 1961 between 3M, Sumitomo and NEC Corp. 3M acquired NEC's stake in 2003, bringing its share to 75 percent.

Venture Funds Target US

Rakuten, Inc.'s corporate venture capital arm has announced a new \$100 million global fund targeting the United States, along with the Asia-Pacific region and Israel (*The Times of Israel*, July 7).

The new fund by Rakuten Ventures represents the company's first direct entry into the US market. Rakuten Ventures is just one of the relatively new outfits dealing in corporate venture

capital in Japan. On July 14, KDDI Corp. announced its Open Innovations Fund, depositing \$8 million into four US startups: education firm Edmodo, digital media publishing platform Issuu, seat upgrade app Pogoseat, and TechCrunch competitor VentureBeat.

KDDI said a key reason for investing in these companies is their collective potential for entering the Japanese market.

Globetrotting Burger Campaign

The Hard Rock Café in Tokyo has launched its World Burger Tour promotion, which runs until the end of September (press release, June 26).

"Legendary burgers" from 18 cities in 12 countries will be served at all six restaurants in Japan. These locally themed dishes include the New York Pizza Burger, and the London Yorkshire Pudding Burger, and the Honolulu Grilled Pineapple Burger. During the promotion, one legendary burger and two special beverages will be promoted at each location for a month.

Hard Rock's World Burger Tour PR ambassador, famous Japanese comedian Jimon Terakado, described his favorite dish, the Bangkok Green Curry Burger, as "tasting a different culture for the first time."



Jimon Terakado is the campaign's PR rep.

Firms Team Up for Faster Drug Approvals

US clinical trial marketing firm BBK Worldwide has partnered with a Japanese contract research organization to create BBK + CROee (MarketWatch.com, June 17).

Tokyo-based CROee specializes in patient recruitment, and has collaborated with BBK since 2010. The newly formed entity is designed to provide cultural and marketing expertise to engage the Japanese pharmaceutical industry.

The partnership supports speedier drug approvals in Japan, which is the second-largest pharmaceutical market following the United States.

The Rich Get Richer

The United States and Japan had the most millionaires in 2013, according to a report by consultancy Cap Gemini S.A. and RBC Wealth Management (GlobalPost website, June 19).

The total population of high-net-worth individuals worldwide rose 14.7 percent to 13.7 million last year. This was the fastest growth since 2000, except in the post-Lehman crisis recovery year of 2009.

US millionaires currently account for 29 percent of the global total, at 4.01 million. There are 2.33 million millionaires in Japan, a 22.3 percent spike from 2012.

Workwear Fetches High Prices at NY Stores

New York City second-hand clothing retailers are finding favor with Japanese shoppers, and are doing well selling traditional Japanese garments (Public Radio International, June 26).

At Stock Vintage Manhattan, owner Melissa Howard said 30–50 percent of her buyers are Japanese. The customers seem to have a passion for American workwear, especially denim, she said.

In Brooklyn, traditional Japanese blue-collar textiles are all the rage at Sri Threads. The gallery is stocked with indigo *noragi* (farmers') jackets and other items patched and stitched from rags, a post-war style of clothing known as *boro* (tattered). The store's clients include some of the biggest names in the American fashion industry, the owner said.



Boro clothing is stitched together from cotton scraps and rags.

Chubu Hedges LNG Costs

A regional Japanese power company is pursuing its first investment in a US shale gas field (arcticgas.gov, June 25).

Chubu Electric Power Co. is the world's third-largest liquefied natural gas (LNG) buyer. It is seeking its first stake in a shale field abroad to hedge against planned future purchases from

the Freeport LNG project in Texas, according to the power company. Chubu has agreed to buy 2.2 million tons of LNG from Freeport each year, starting in 2018.

In 2013, Japan imported a record 87.5 million tons of LNG, in the wake of the shutdown of most nuclear reactors in the country.

Doraemon Travels Abroad

The Japanese government's Cool Japan initiative has sent popular cartoon character Doraemon, the robotic cat, to the United States (*Bangkok Post*, June 21).

The show, *Doraemon*, which debuted on Disney XD on July 7 and for which 26 episodes are planned, is based on a manga created in the late 20th century. It has already aired in 35 countries outside Japan.

To suit US audiences, there have been several tweaks: characters such as Shizuku and Gian are renamed Sue and Big G, respectively; and a food stall selling sweet potatoes has been replaced with one selling popcorn.

In addition, some scenes have been deleted in line with US content regulations, such as ones that show characters taking a bath or aggressively fighting.



Doraemon launched in Los Angeles in June.

MATCHING UNTAPPED TALENT WITH GLOBALLY MINDED FIRMS

Embassy seeks partners for hiring initiative

Custom Media

Invariably highly qualified, experienced, and sharp as the proverbial tack, the diplomat's spouse has much to offer an employer when their partner takes up a new posting in another country. The problem in Japan, until now, has been swiftly matching people with the companies that need them.

While spouses—both male and female—who wanted to keep their careers moving forward previously largely had to rely on word-of-mouth for employment opportunities after arriving in Japan, the Embassy of the United States in Tokyo has recently launched an initiative to bring together companies looking to hire and spouses seeking work.

"We started this spring and we are reaching out to the American Chamber of Commerce in Japan [ACCJ] and other chambers to set up a partnership," said Jennifer Otto, an assistant in the embassy's Human Resources Office and herself a beneficiary of the scheme.

"It also helps the spouse's morale, as they're in a new country but they want to have a fulfilling career like everyone else," said Otto, who is originally from Hawaii and whose diplomat husband was previously posted to Myanmar.

The initiative has so far brought together 35 spouses and employers. One diplomatic officer's spouse is today working as a speechwriter at Japan's Ministry of Finance.

The scheme is also available to spouses of diplomats posted to the US

consulates in Fukuoka, Naha, Nagoya, Osaka, and Sapporo.

"We've got two groups of very able people here," said Paul Wedderien, minister-counselor for Management Affairs at the embassy. "There are obviously the US spouses of diplomatic officers, but there are also Japanese spouses who are effectively bilingual and experienced in both Japanese and Western cultures, who have a lot to offer.

"We have people with masters degrees, experience, and flexibility, and we like to consider them to be an asset to the community here," he added.

The embassy is able to assist with visas, and there is no relocation fee involved, both major advantages to potential employers.

"I would say there are a number of skills that are most in demand from employers," said Wedderien. "Primarily a language capability, English first and foremost, but we do find that spouses here have a wealth of other language skills—three, four, or sometimes five languages. Experience in a US working culture and environment are also important."

Ultimately, the program is about more than linking candidates with companies, Wedderien added.

"Our broader goals are to be a partner in the revitalization of the Japanese economy and to help promote more bilateral trade," he said. "We can put forward people who are open to both of our cultures, can act as a bridge, and can have an impact on what we want to get done here."

Cherie Gartner

The key attributes for anyone arriving in a new city looking for a job are having the right transferable skills, the right attitude and mindset, and plenty of passion, believes Cherie Gartner. One must also demonstrate flexibility in adapting to a new country and culture. Being open, she said, is the key.

"I have always focused on multi-national organizations that have international offices, knowing that our diplomatic lifestyle will take us to various foreign postings," said Gartner, 44, who is originally from Minnesota and whose husband works for the U.S. Department of State.

"Maintaining my career aspirations and my own identity have always been extremely important to me," she added.

Previously posted to Singapore, Bangkok, and Washington, D.C. with her husband and family, Gartner is currently a senior director for Oracle in Tokyo. Her various responsibilities include managing the Asia-Pacific relationship of one of Oracle's leading global partners in the region.

With a background in sales and practice development, she previously worked in professional services at Grant Thornton LLP and PricewaterhouseCoopers (PwC) and insists "opportunities working domestically and in international markets have allowed me to build a solid global network that has made this journey so incredible."

One diplomatic officer's spouse is today working as a speechwriter at Japan's Ministry of Finance.

Bernadette Stewart

After arriving in Japan last October, Bernadette Stewart spent the first couple of months finding her feet here and studying the language. And now, she says, it is time to jump start her career again.

“Many of us have given up our professional lives and support systems to be with our families and support the mission abroad,” she said. “We, too, want to have a sense of purpose, need, and belonging, and, often times, continuing a meaningful career solves that issue.”

With more than 14 years of managerial experience in the private and non-profit sectors, 40-year-old Stewart says she will bring “strong business acumen, an entrepreneurial mind, international experience, and a strong work ethic” to an employer.

“I would ideally want to find a director-level position in operations or project management in an area such as hospitality, advertising, or business development,” said Stewart, who was born and raised in California and whose husband is in the Economic Section of the embassy.

“However, as my skill set and experiences are quite diverse, and because I am accustomed to the flexible capacity needed in working with smaller companies or start-ups, I am open to exploring new opportunities that may challenge me and allow me to try new things,” she added.

Equipped with an MBA from both UCLA and the National University of Singapore, Stewart was previously the director of engagement for the Vital Voices Global Partnership,

[Stewart] believes the joint initiative between the embassy and the ACCJ to link companies with potential employees is “a critical first step.”

a non-profit organization that focuses on empowering women.

Not being fluent in the language has been the biggest hurdle to date, Stewart says, but she believes the joint initiative between the embassy and the ACCJ to link companies with potential employees is “a critical first step.”

“It highlights the importance of supporting this unique group of individuals while exposing the abundance of talent that is ready for the taking.” •



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Information

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Bedrooms : 60 Units

Parking Facilities : 2 Spaces

Room Rates :

Daily	JPY7,800	to	JPY26,500	per night
Weekly	JPY6,850	to	JPY23,100	per night
Monthly	JPY5,700	to	JPY19,100	per night

Overview

A Touch of Resort Within the City. The nearby Arisugawa Park makes you forget you are in the big city. Ideally located in the Hiroo-Roppongi residential area (4 min. from Hiroo Sta.), close to the business heart of Tokyo, convenient to shopping and cafes, we have 60 units of extended-stay studios and suites at daily, weekly and monthly rates.

English-speaking professionals are on duty seven days a week, from 8:00am to 8:00pm on weekdays and 8:00am to 6:00pm on weekends and national holidays.

Our services include concierge, general information, mail/courier, free broadband internet access, and 24-hour building security. We have a nighttime superintendent who assists during the evenings. We are members of the Fitness Club Hiroo for exercise and fitness studio programs, and tickets are for sale at the reception for JPY1,080/one-time.

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LET'S ROLL!

Secretary Pritzker to lead
October trade mission to Tokyo

By Andrew Wylegala



Greater MSP CEO Michael Langley (left) presented a Minnesota Twins jersey to Olympus Corporation Chairman Yasuyuki Kimoto (center), in thanks for continued investment in the Twin Cities medical cluster.

While US-Japan trade has been “steady-state” in recent years, the number of companies calling on Commercial Service Japan (CS-J) to test the waters of the Japanese market continues to surge. Investment transactions in both directions have also grown, and new data from the Department of Commerce shows Japan reclaiming the No.1 ranking as an FDI source for the United States in 2013.

Mid-October promises yet more bilateral business, when Secretary of Commerce Penny Pritzker brings a business development mission to Tokyo and Seoul, the first such visit in years. Plans call for Secretary Pritzker to be joined by some two-dozen healthcare and energy executives.

The Japanese market for patented pharmaceuticals is the largest outside the United States and is projected to remain so, given Japan's aging population and relatively prosperous seniors, who expect improved quality of life in their later years. The market for innovative medical devices is also lucrative; US exporters and affiliates have an about 60 percent share of the market here. Prime Minister Shinzo Abe's growth strategy targets the healthcare sector, looking to both deregulate and promote investment and Japanese exports.

Legislation passed in spring 2013, including the Regenerative Medicine Promotion Act and a revision of the Pharmaceutical Affairs Law, promises to speed up commercialization.

Measures introduced include accelerated regulatory approvals and the facilitation of clinical trials in and with Japan (page 27). There are premiums available for innovative and very low-volume drugs or medical devices, as well as generics, and an allowance for so-called mixed treatments not covered by Japan's National Health Insurance (NHI). Allowing documented health claims to appear on supplement and health food labels can also help build commerce while improving health outcomes.

In addition, health IT and telemedicine (page 17) represent a convergence of US strengths and Japanese needs. The plan to establish a “medical innovation” Strategic Special Zone in Western Japan has piqued interest. If realized as billed, these measures will benefit US exporters, US affiliates in Japan, and US communities that may host investments from Japan.

First, however, Japan must do no policy harm. Both domestic and foreign players are concerned about proposals to shift Japan's NHI reimbursement price review system from a biennial to a more burdensome annual one. As Japan takes measures to cut healthcare spending, we have urged balancing cost reductions with the promotion of innovation.

More generally, the Department of Commerce, which has chaired discussions with the Ministry of Health, Labour and Welfare on reimbursement and regulatory issues for 30 years, supports US interests in the sector, working closely with organizations such

The market for innovative medical devices is also lucrative; US exporters and affiliates have an about 60 percent share of the market here.

as the ACCJ. Our relationship with the ministry started in 1985, when then-President Ronald Reagan and former Prime Minister Yasuhiro Nakasone met for discussions that gave rise to the Market-Oriented, Sector-Selective talks. That department-to-ministry tie continues under the 2010 U.S.-Japan Economic Harmonization Initiative bilateral framework, and on an ad-hoc basis, with discussions now under way to further boost our healthcare dialogue.

An example is the annual U.S.-Japan Vaccine Policy Exchange, now in its fifth year, which brings Commerce officials and experts from the Department of Health and Human Services—including the Centers for Disease Control and Prevention—to Japan. The exchange has given Japanese stakeholders a clear picture of the U.S. National Vaccine Plan, which Japan is beginning to incorporate into its own plan.

With such a strong legacy of policy and promotion collaboration, science and R&D teamwork, as well as a shared imperative to improve human health and well-being as economically as possible, it is hard to see the bilateral commercial relationship around healthcare as anything but rosy.

Secretary Pritzker's mission will include business-to-government and business-to-business meetings, market briefings, and networking events. To get rolling, contact Hiroyuki Hanawa or Stephen Anderson of CS-J with your ideas to plan and recruit a productive, mutually rewarding business platform. Next month: Energizing October. •



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

ADDING WOW TO YOUR MARKETING AND BRANDING

Designer's print and digital campaigns attract eyes of industry and consumers

When an optical design company needed a campaign that would appeal to its niche customer base while adding that elusive “wow” factor, it found a perfect match in I&S BBDO.

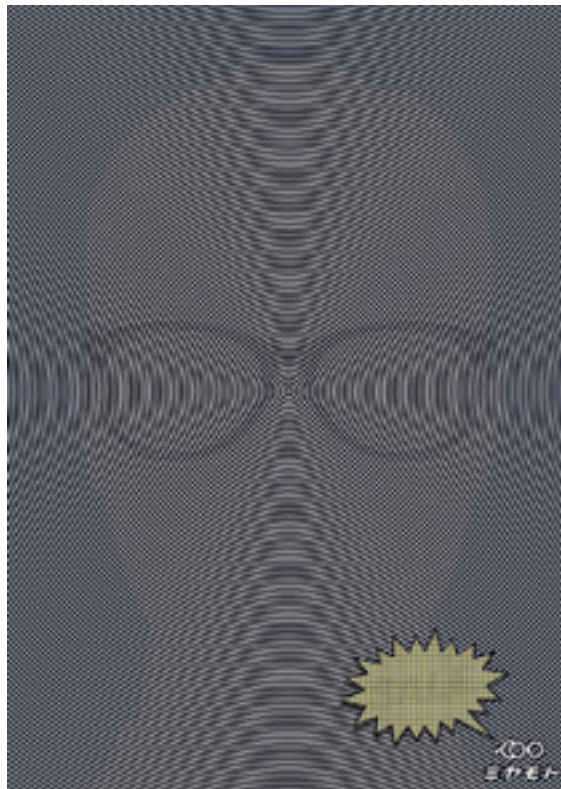
Based in Tokyo, I&S BBDO is the Japanese arm of BBDO, a worldwide network of advertising and marketing-service providers. The network's services include branding and marketing, strategic planning, integrated media planning, and other communications services. It has 67 years of experience in the Japanese market and provides those services to both local and global clients.

Speaking to the *ACCJ Journal*, Sei Sugiyama, award-winning art director at I&S BBDO, explained some of his most recent marketing campaigns, as well as the core values that set the Japan-based firm apart from the competition.

“For Miyamoto [Optical Co. Ltd.],” Sugiyama said, “we created a poster campaign called ‘Only people who need glasses can see this,’ which was based on an optical illusion.”

The campaign features the face of a man and a woman wearing glasses. At the bottom right-hand corner of the poster, a subtle “sale” sign is embedded. The posters were created as store-front advertising.

As the entire poster relies on a *trompe l'oeil* (French for “deceive the eye”) effect



The campaign poster was based on an optical illusion.

that is specifically designed for people with poor eyesight, the sale sign can only be seen by people likely to use Miyamoto Optical's services.

Such personalized and creative attention to detail, Sugiyama said, not only enhances brand value and trust between Miyamoto Optical and its customers, but it also makes I&S BBDO stand out as a marketing and advertising agency. It won the Bronze Lion award at the 2014 Cannes Lions, the world's largest annual awards in the creative communications industry.

In addition to causing waves among retailers, Sugiyama's designs have also created buzz on the Internet. The project that kicked off the digital buzz began to promote Twitter's Vine application.

There was a catch, however, as Twitter users typically communicate via short text messages, while Vine users communicate via short video clips. To bridge this gap, Sugiyama

created a campaign that would entice Twitter's largely language-driven users to try Vine's video-based service.

“My assumption,” Sugiyama said, “was that there were visually minded people in the ‘Twitter-verse’ who could be persuaded to use the Vine app.”

Indeed, Sugiyama was inspired by a belief that people can be divided into two general types: left-brained communicators, who typically use words, and right-brained communicators, who prefer images.

Sugiyama created three Vine videos of slowly spinning silhouettes of a samurai, a sumo wrestler, and a ninja. Depending on whether a user was left-brained or right-brained, Sugiyama explained, the silhouettes could be said to rotate clockwise or anti-clockwise.

To develop online community participation among Twitter users, a Twitter hashtag was created. A special website was developed with an image inspired by the Japanese national flag, only the red sun in the center was replaced by a stylized image of the left and right side of a brain.

Twitter users who watched the Vine-based spinning silhouettes could visit the “Japan flag” website, register whether they were right- or left-brained, and share their experience on Twitter via the chosen hashtag. Sugiyama's campaign attracted more than 100,000 Twitter users to the world of Vine.

Three phrases can be said to sum up Sugiyama and I&S BBDO's creative philosophy: “The Work. The Work. The Work.” This obsessive approach to finding the perfect solution to each project is what motivates the art director and BBDO group companies.

Sugiyama's Twitter campaign also won the top prize in Twitter's Hashtag Awards (2014).

I&S BBDO has been recognized in numerous other award ceremonies, including the Clio Awards, the APAC Effie, and the ACC Grand Prize in Japan. •



“We created a poster campaign called ‘Only people who need glasses can see this.’”
—Sei Sugiyama



FROM CUBICLES TO COLLABORATION

CBRE's new Tokyo HQ promotes flexible, task-oriented working style

Custom Media

One day, all office environments could resemble CBRE Inc.'s Workplace 360 concept; and that will make the people who work in such places more efficient, collaborative, productive, and simply happier in their jobs.

CBRE, the world's largest commercial real estate services and investment firm, moved into a new office space on the 17th and 18th floors of Tokyo's Meiji Yasuda Seimei Building earlier this year. The company wanted its new Japan headquarters to be radically different from its previous working space.

"We decided to consolidate three branch offices into one headquarters here in the Marunouchi district, although that would mean moving from a space of 1,390 *tsubo* [49,460² feet] to one of 1,145 *tsubo* [40,743² feet], which is quite a large reduction in space," Laurent Riteau, director of workplace strategy, told the *ACCJ Journal*.

The challenge was to create a working environment in which 550 people were able to operate. However, they wanted to get away from the accepted wisdom that desks should be arranged in lines, covered with paperwork and files, and that everyone must sit at the same desk every time they come to work. They also wanted to dismiss the notion that meetings solely happen in designated rooms.

"In our last office, we each had a desk and everything we did as individuals revolved around that space," said Riteau. "But as professionals today, we work in a far more complex way. We take conference calls, we give presentations, we send e-mails by computer, we have to write reports and conduct research, and we have impromptu meetings in a hall.

"We wanted to create a space that supports those kinds of complex activities," he said. "And, instead of having a desk with no choice of where each of us worked, we thought

we needed a flexible working area, depending on what we are doing at any given time."

After two months of speaking with senior management, conducting a survey with every staff member, and observing how space was being used in the previous offices, it became clear to Riteau and his team that CBRE was not getting the most out of its working space and, consequently, its employees.

It quickly became apparent that just 40 percent of the office space was being utilized, with meeting rooms only occasionally occupied—but, paradoxically, there was not enough of the same, otherwise under-utilized space at certain times of the day. The traditional office layout effectively only permits employees to concentrate on a task for a maximum of two hours in a working day, according to Riteau.

The answer is Workplace 360, where no one has a desk and people move to an area that has facilities appropriate

Above: CBRE staff float from desks to communal work tables depending on their task at hand.



Graffiti-style artwork livens up the Los Angeles workspace.

to what they are working on at that moment. For anyone used to the traditional landscape of an office, CBRE's floor plan is impressive.

The reception space—marked on schematics as Tokyo—is light and airy, with floor-to-ceiling windows that have a stunning view of the Imperial Palace and across the city beyond. A single, large conference room is complemented by two medium-sized and four small meeting rooms.

From here, the 18th floor is laid out in four broad areas, each named after a city in which the company has a major presence. Arriving in London, private meeting rooms are labeled Piccadilly, Kensington, and Buckingham. The walls of booths are covered in white boards and everyone is encouraged to brainstorm by writing on them. Workstations are in the middle of the room; some have two computer screens, some have a single screen, others have none. Users select the place they will work depending on their task at hand.

As we continue on into the Paris zone, there are low sofas and an area that resembles a café, with bench seating, individual tables, and staff helping themselves to tea and coffee.

From the relative hustle and bustle of the French capital, we move into the quietest area of the office and the library-like atmosphere of workstations where conversation is kept to a minimum and booths are set aside for phone conversations.

Landing in Los Angeles, where the private rooms are Rodeo, Melrose and Sunset, is slightly noisier again,

Employees deposit their laptop, paperwork, and other paraphernalia in their lockers at the end of each working day.

as sales staff tend to congregate in this area. Sofas encircle a desk for comfortable discussion; chest-high tables encourage standing debate; graffiti-style artwork on the walls helps to make the environs feel less like a staid workplace.

New York is the penultimate stop on the upper floor of the office—Sydney occupies the entire northern end of the 17th floor—with partitioned space named in honor of Tribeca, Manhattan, and the Bronx. Behind another wall are lockers that are assigned to every staff member, from office novice to managing director. Employees deposit their laptop, paperwork, and other paraphernalia in their lockers at the end of each working day.

Another innovation—some suggest the very best of all—is the incorporation of a café operated by New Zealand company Mojo, serving light meals and drinks throughout the day. Once evening hits, CBRE staff can even crack open a selection of bottled beers and wine.

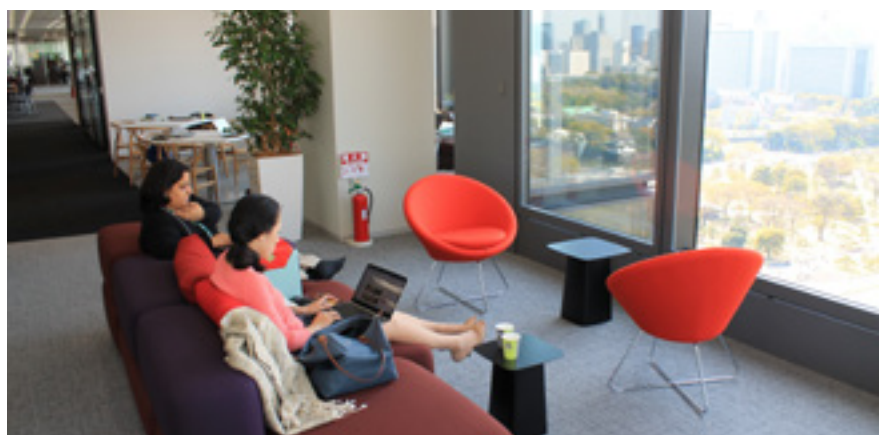
“None of us had ever tried anything like this so yes, I’d say I had some apprehensions about the plans,” admitted Jesse Green, senior director for corporate communications and marketing.

“I used to have my team around me and we always scheduled meetings in the same meeting rooms, but this is a completely different way of working.

“We’ve only been here a few weeks, but already it feels much more collaborative, more spacious and productive,” he said.

Packing everything away at the end of the day and putting it all in a locker felt “a little odd” to begin with, but everyone has got used to all the changes very quickly and the vast majority say they have no desire to go back to the way in which they used to work.

“The café is an enormous draw,” Green agreed. “In our previous office, the nearest coffee shop was a 10-minute walk, but right now it is just 10 feet from where I am sitting. It has become a focal point of what we do.” •



The office has a stunning view of the Imperial Palace.

TECHNOLOGY: A THREAT TO YOUR CAREER, OR AN OPPORTUNITY?

By Paul Dupuis

According to Randstad's latest labor survey, conducted in 33 countries worldwide, over 71 percent of respondents believe technology has a major impact on their jobs, and over 73 percent feel there are increased opportunities as a result of new technology.

Just as tablets and smartphones are beginning to push computers aside, the Internet is replacing conventional analog information. Traditional resources such as the yellow pages, affectionately known as the "phone book" in the United States, along with several well-known news and paper publications have been replaced by online subscriptions and media apps.

This move from analog to digital seems to be a natural trend, but who would have predicted it 20 years ago? Do we really know how many jobs have been replaced or created by technology over the past 20 years? One example of a traditional job being replaced by technology is the bank teller. It wasn't too long ago when the bank teller was our one-stop solution provider for our banking tasks, no matter how simple or complicated the request. Currently, enter a bank and you will be automatically guided by a human attendant to a machine to handle your requests. In some cases this attendant was a former bank teller. Virtually all banking functions and needs can be processed thru the ATM, or for those who prefer the full technology experience, online banking is another convenient option. No need for a long wait in line or small talk.

With technology affecting everyone in the workplace, regardless of industry and function, it's time to look in the mirror—will your job still exist in five years?

Globally, over 24 percent of Randstad's survey respondents believe their jobs will disappear in the coming years due to the rise of technology. This concern is more serious in Asian countries: in India, 60 percent of respondents fear a loss of work due to technology; in China, 36 percent; in Hong Kong, 40 percent; and in Malaysia, 41 percent. Singapore is the exception, where as few as 29 percent of respondents are scared of losing their jobs due to being replaced by technology.

Japan is no exception; over 36 percent of local respondents see technology

impacting their jobs in the future. What is strikingly different in Japan compared with other Asian countries is that only 48 percent of people here see technology as having a positive impact on their jobs. This percentage is the lowest worldwide; in India it is 92 percent; in China, 89 percent; in Hong Kong, 82 percent; in Malaysia, 88 percent; and in Singapore, 78 percent. Clearly, Japanese workers feel threatened by technology—intriguing results considering Japan's historical position as a global leader in developing and exporting technology to the world.

We all need to make an effort to stay close to the technology curve. Advancements, upgrades, and new tools are being released and put into play on a daily basis. The evolution of technology will improve productivity, but history shows that it will not translate into an overall increase in the number of jobs; rather, these advancements are largely focused on increasing efficiency, and ultimately reducing headcount.

The Japanese Ministry of Health, Labour and Welfare recently released the results of its survey on the ratio of job openings to applications. The data shows a clear trend, namely a reduction in the number of clerical and production-related roles. It's safe to say these types of positions, which can be replaced in large part by technology, are already on their way to becoming irrelevant.

Meanwhile, we see many opportunities ahead. While it is true that technology is replacing some jobs, in fact, most businesses are built on relationships, whether virtual or face-to-face. Ultimately, building relationships requires a human touch. It's clear that technology will indeed continue to be an important part of our daily lives at work. The key is to embrace the trend and stay ahead of the learning curve, while also focusing on your

unique skill set and differentiators. It's important to view technology as a tool that enhances what you already have in your personal toolbox and helps you add more value to a business.

A solid understanding and competency in the hard skills (technology) combined with a dynamic suite of soft skills (human touch) makes a candidate especially attractive in the competitive market for talent. •



ランスタッド
randstad

Paul Dupuis is a board member and managing director of Randstad Professionals in Japan.

CONNECTING THE UNCONNECTED

Fifth annual TEDxTokyo draws 15,000 live and virtual participants

By Brandi Goode

Many *ACCJ Journal* readers may not realize that Tokyo was the first site of TEDx forums, the international version of the annual conference launched in California in 1990. TED (short for technology, entertainment, and design) talks strive to bring together creative ideas in business and beyond, catering to an audience of entrepreneurs and “curious souls.”

This year’s one-day conference took place on May 31 at Shibuya Hikarie, under the theme “Connecting the Unconnected.” The following two presenters travelled from the United States with inspiring messages for Tokyo innovators.

Mutualism in nature and business

Social enterprises are defined as organizations that apply commercial strategies to maximize improvements in human and environmental well-being, rather than maximizing profits for external shareholders. Amanda Joy Ravenhill runs one such enterprise, called Project Drawdown.

As a social entrepreneur, she has an interest in bio-mimicry—when design is inspired by nature. This process can also be seen in business, Ravenhill said, as enterprise often follows innovations in biology. Plants interact through beneficial fungal roots underground, which connect with fungus to create symbiosis, or mutualism.

Social enterprises thrive on mutualism, and follow a business model in which producers partner with customers, suppliers, and even

Social enterprises ... partner with customers, suppliers, and even competitors to create shared value.



Marian Goodell helped spawn the Burning Man Project to foster creativity and collaboration.

competitors to create shared value. They are often more innovative and collaborative than governments or private entities, and can still be quite profitable. “Interdependence means solutions for the world,” Ravenhill emphasized, pointing to prosperous social enterprises such as New Leaf Paper, an Oakland-based sustainable printer.

Burning Man goes global

Marian Goodell has worked for Burning Man since 1996. This nine-day annual gathering in the desert of Nevada draws 70,000 attendees, and consistently has to turn people away. Its mission: to help people live more creative, connected lives.

In 2011, a non-profit was created to take the “burners” culture to the world, and the Burning Man Project was born. The first Japan event was held last year on a beach in Chiba, and attracted

250 people. Goodell noted many Burning Man links to Japanese culture.

“We hope to cause a cultural shift in the way people relate to each other and what they bring back home to everyday life,” the CEO said. The Nevada event is based on minimal infrastructure; there are no food stalls or beer stands. Rather, there is only “radical self-reliance and self-expression, where all content is brought by participants.” In the “city,” which has its own airport and radio station, people are encouraged to create, collaborate, and connect.

“In our daily lives we’re driven by making and spending money, with no space to be experimental. Burning Man then becomes a living laboratory,” she said.

“If you gave yourself permission to be more creative and connective, what would your story be?” •

All 2014 presentations can be viewed at: www.tedxtokyo.com

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SUNK COST

A biting analysis of precursors to Pearl Harbor

By Vicki L. Beyer

Franklin Roosevelt spoke the words “a day that will live in infamy” over 70 years ago. Yet, there are few Americans who would fail to recognize the phrase and associate it with the December 7, 1941, Japanese attack on Pearl Harbor and the beginning of World War II in the Pacific.

Eri Hotta’s book, *Japan 1941: Countdown to Infamy*, provides the reader with access to the Japanese perspective on that pivotal year in history.

Although Hotta is unable to give an entirely satisfactory explanation of why Japanese leadership took their nation into a war they knew Japan could not win, she offers a number of viable reasons, including one that resonates with Americans in their current war on terrorism: sunk cost. Japan could not readily withdraw from northern China, which it had invaded in 1937, because such a withdrawal would dishonor those who had died there and be an open admission of the futility of the cause.

The leaders made various rationalizations. As Hotta tells us: “Having talked themselves into believing that they were victims of circumstances rather than aggressors, they discarded less heroic but more rational options and hesitantly yet defiantly propelled the country on a war course . . . [T]hat they didn’t think about what would happen afterward was a tragic act of negligence.”

Indeed, much of Hotta’s well-paced narrative of the events of 1941 smacks of tragedy. “From April to December 1941, the Japanese leadership made a series of decisions that many at first failed to recognize as constituting a doomed path toward war. But with each step, room for maneuver was lost.”

Hotta shows us key government and military leaders of the day in ways that we might not have viewed them before, providing insights into the underlying personalities that contributed to the decision to attack US territory. It is clear that the “contribution” made by some leaders was their failure to contribute their viewpoint at critical times, so that the decision to go to war was effectively made for them.

For example, Japanese leadership set a December 1 deadline for their negotiations with the United States. Even if the negotiations were looking promising, once the deadline passed, there was nothing anyone could do—it would be war.

The deadline, it turns out, was determined based on Japan’s rapidly dwindling resources; stage an attack in December 1941 or risk being resource-constrained and unable to attack later.

Most of Japan’s leaders had deep reservations about the wisdom of provoking a war with the United States, but no one wanted to be the first to say as much—so they told their diaries instead. One is reminded of Hans Christian Andersen’s classic tale “The Emperor’s New Clothes,” except in 1941 Japan, no one clearly spoke out.

The Showa emperor, Hirohito, delivered what he believed to be an indication of his distaste for war by quoting a “pacifist lament” penned by his grandfather, the great Meiji emperor. But, as always, such indirect communication runs the risk of being misunderstood. In this case, that’s exactly what happened.

Another example of squandered influence is Prince Konoe, who in his third stint as prime minister had ample opportunity to set a different course, but could never bring himself to do so. When he was forced to resign and the emperor handpicked

Army Minister Hideki Tojo to replace him, the emperor was expecting the hawkish Tojo to heed the emperor’s desire and steer a course for peace. Tragically, when the opposite occurred, the emperor felt constitutionally constrained from intervening.

While this book draws back the curtain on Japanese leadership and decision-making of that era, it is disturbing to realize how little has changed. Even today, in urgent and crisis situations, bold and nimble leadership remains elusive in Japan. Yet the current government wants to expand Japan’s ability to use military force to resolve international disputes. Is that, too, a tragedy waiting to happen? •



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

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LEADING A FOUR-GENERATION TEAM

Are you up to the challenges of a changing employment landscape?

By Dr. Greg Story

Abenomics and its successive economic policies will make sure we are all kept hard at work, beaver away well into our seventies. The Veterans (born 1925–44) and Baby Boomers (born 1945–64) will be “too old to rock and roll, but too young to die.” They will, however, be surveying a scary workforce comprising Gen Xers (born 1965–81) and Millennials (1982–2000). Scary, because, unlike their own youth, during which the leadership ethos of tough love and “you need us more than we need you” from one’s seniors was all the rage, the young will definitely have the upper hand.

In the future, universities will be doling out duds in large numbers. According to a *Japan Times* article, nearly 80 percent of students here go to private universities. Currently, 40 percent of these institutions can’t fill their quotas for students, and it will only get harder. These schools really need money, so the standards of entry and exit will be tweaked even further to allow these bastions of mediocrity to stay in business.

The young won’t be working for themselves much on graduation, because they lack the ability to raise capital. Japan ranks 120th (South Korea ranks 34th) in terms of the ease of starting a business. Plus, the social stigma and shame of failing is a strong motivator for graduates to opt for the relatively safer salaryman route. That means these youth will probably wind up working for us.

Interestingly, a recent survey from the Sanno Institute of Management

found that 76 percent of new hires in a company wanted to stay there until they retired. Smaller families due to cost pressures, older parents because couples are marrying later, and doting grandparents will ensure these workers grow up super-indulged.

We need a birthrate in Japan of 2.1, but are only achieving 1.43, so population decline is assured. Even if the government entertains hiring foreigners en masse, it won’t solve the problem.

According to another survey by the Japan Productivity Center, 30 percent of new grads will happily switch companies for better working conditions. Perplexingly, some 44 percent say they prefer to receive a steady salary, unrelated to their achievements or competency—uh oh!

It gets worse. Between 1997 and 2014, the number of workers aged 15–24 almost halved, and the total workforce dropped from 69 million to 65 million. This means you will be in rabid competition with every other employer for a diminishing resource. Their price will go up and we will finally have labor mobility, but it will be employee, not employer, led.

Welcome to leadership in the new era! We will need to keep the old rockers rocking for longer. We will have to accept that the “dud quotient” will soar and that energy and money will have to be invested in vast quantities to seize scarce human resources and then pray they don’t leave. Is your management team up to snuff for the task ahead? Make sure they don’t exhibit any of these five basic misperceptions about the troops:



Middle management will be key to keeping people engaged in an organization.

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2. Everybody wants the same thing out of work
3. Everybody wants to be promoted
4. Everybody wants to be a manager
5. Everybody wants to live up to superiors’ expectations

In our Dale Carnegie global survey of workplace engagement, validated in Japan, we found that there were three factors driving engagement: staff’s relationship with their immediate supervisor; a belief in the direction senior leadership is taking the organization; and staff’s pride in the organization. Middle management will be key to keeping people engaged. They can link the various generations in the firm, they are your key messengers, and they are responsible for almost all execution of strategies.

You can be assured that whatever you have been doing, it won’t meet the new demands of leading a four-generation team. The soft skills especially in need will include an ability to lead, manage people, and communicate much better.

If you are pleasantly concentrating on developing only hard skills or technical abilities, good luck! The rest of us will be plundering your shop for talent, because your technocrat-led team won’t know how to keep them happy, engaged, and contributing. •



Dr. Greg Story is president of Dale Carnegie Training Japan.



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CHANGES TO JAPAN'S PRIVACY LAW

How proposed amendments
could harm or help innovation

Custom Media

On July 16, the ACCJ Internet Economy Task Force (IETF) released a viewpoint titled “GOJ Policy Review on the Protection and Utilization of Personal Data.” As part of ongoing discussions on the topic, the chamber co-sponsored the “Third Multistakeholder Forum: A New Privacy Framework for Japan” with the Keio International Project for the Internet & Society on July 9. A panel was convened to discuss proposed revisions by the government of Japan to the Personal Information Privacy Law, drawing on stakeholders from academia, the legal profession, and the broader business community.

Among the speakers was Jim Foster, IETF senior advisor, and Yoshitaka Sugihara, IETF chair. Before the forum began, Foster and Sugihara spoke to the *ACCJ Journal*.

Japan’s privacy law—passed in 2005—is 10 years out of date, Foster explained. At that time, he said, online commerce, Facebook, social media, and similar technologies were in their infancy. In 2014, that has all changed.

Cloud service companies, Foster said, know who most of your friends are, where you bought the shirt on your back, and whether you prefer ramen or sushi. The business model of many Internet companies is based on collecting and packaging vast amounts of personal data—also known as Big Data.

The IETF’s position, Foster said, is that “we want companies to be able to aggregate and use this data, with appropriate controls, to the benefit of

consumers, through the introduction of new and innovative services.”

Both the government and the privacy law should facilitate the use of such de-identified data (i.e. information that cannot be linked to a specific individual) for commercial purposes, Foster continued. The challenge is how to develop a multistakeholder process—involving various members of the business world, academia, and the broader community—so that data can be both shared and protected. Foster explained that Japan’s 2005 law has a very narrow definition of personal data, and, as a result, has acted as a brake on online enterprise. Companies have been reluctant to deploy new services due to concerns that they might violate the law and incur reputational damage.

Because American businesses are market leaders in global online services, they need to be actively involved in developing a new privacy framework for Japan in cooperation with Japanese civil society.

Sugihara echoed these sentiments. Though favorable to business, the draft amendments, he said, are ambiguous on third-party obligations to protect data and on the role of a proposed data protection agency. He warned of challenges yet to be faced in raising public awareness of potential privacy issues.



Internet Economy
Task Force
Chair Yoshitaka
Sugihara (left) and
Senior Advisor
Jim Foster

The government’s “Policy Review of the Protection and Utilization of Personal Data” was open to public comment through July 24, and a video recording of the forum is available on the website of the Keio International Project for the Internet & Society (<http://kipis.sfc.keio.ac.jp>). •

Viewpoint released on July 16, 2014

www.accj.or.jp/images/140717_GOJ_Policy_IETF.pdf

The ACCJ recommends that the government of Japan:

- Promote the utilization of personal data for commercial purposes;
- Adopt a dynamic approach to the protection of personal information;
- Involve the multistakeholder community in the rule-making process;
- Eliminate the overlapping of authorities within the GOJ for data protection;
- Clarify the definition and scope of personal information;
- Permit the transfer of de-identified data to third-parties;
- Facilitate the obtaining of consumer consent for repurposing data usage;
- Clarify the procedures for data disclosure and deletion;
- Consolidate the reporting requirements in cases of data breaches;
- Minimize restrictions on cross-border data flows;
- Avoid conflicting legal frameworks; and
- Ensure due process is followed and seek constructive solutions to data breaches.

RISKS AND REWARDS

Holocaust survivor owes life to
actions of courageous “Japanese Schindler”

Custom Media

The debt of gratitude that Leo Melamed owes to Chiune Sugihara cannot, perhaps, ever be sufficiently repaid. But the former head of the Chicago Mercantile Exchange (CME) and the pioneer of financial futures trading is doing his utmost to ensure that the actions of the obscure bureaucrat who saved his life—and the lives of around 6,000 other Jews after the Nazi invasion of Poland—go down in history.

Melamed paid an emotional return journey to Japan in early July, 74 years after his family escaped war-torn Europe and the Holocaust, to pay tribute to the former Japanese consul general in Lithuania.

Horried at the inevitable fate of Jews who could not escape their Nazi persecutors, Sugihara defied his

Sugihara defied his superiors in Tokyo’s Foreign Ministry to rush through transit visas.

superiors in Tokyo’s Foreign Ministry to rush through transit visas that would permit some 6,000 Jews to board trains, cross the vast expanses of Siberia, and take ferries to the sanctuary of Japan.

“For me, personally, it was a miracle,” said Melamed, now 82. “It happened because one man stood up and acted on what he knew to be right and what he knew was wrong.”

The Melamed family had been important members of the about 100,000-strong Jewish community in the Polish city of Bialystok before the war, his father a member of the city council and his mother a well-known women’s rights campaigner.

Their lives were shattered with the Nazi invasion of their homeland in September 1939, with Melamed’s father narrowly escaping before Gestapo agents searched the Melamed family home.

Then aged seven, Melamed can still recall the sounds of machinegun fire in the night and the leather boots of the men who raided their house.

With only the clothes on their backs, the family managed to get the last train over the border into Lithuania, which had become part of the Soviet Union as Hitler and Stalin carved up Eastern Europe. But with the Nazi dictator determined to take even more territory for Germany, Lithuania was only a temporary respite.

“We knew that the Nazis would take over and that our lives were still in danger,” Melamed said. “But there was a rumor that we could get a transit visa out of Russia. And when you are a refugee, any rumor is just like the real thing.”

Melamed’s father was one of the fortunate Jews to secure paperwork for his family.



Leo Melamed is the founder of financial futures and was instrumental in the creation of the CME Globex platform.



The Chicago Mercantile Exchange is a \$22 billion business today, thanks in large part to Melamed's vision.

Historians estimate that Sugihara worked up to 20 hours a day issuing visas until he had to leave his post on September 4, 1941, when the consulate in the city of Kaunas was closed. There are reports that he was still writing visas and handing them out of the window as his own train left Lithuania.

Sugihara was posted to other Japanese missions in Eastern Europe for the remainder of the war. Arrested by Soviet troops at the capture of Bucharest and held in a POW camp with his family for 18 months, Sugihara was eventually repatriated to Japan. Back in Tokyo, he was asked to resign from the Foreign Ministry, apparently on the grounds of his disobedience in Lithuania.

In 1985, Sugihara was granted the Righteous Among the Nations honor by the government of Israel for defying Tokyo's orders not to issue transit visas for Jews. Known as the "Japanese Schindler," he died in July 1986.

Melamed said Sugihara put the dictates of his own god above those of his government, and never once regretted his actions.

After arriving in the port of Tsuruga, Fukui Prefecture, the Melamed family eventually settled in Kobe before being granted a visa to settle permanently in the United States.

"The Japanese people welcomed us with open arms. There was no hostility;

The Chicago Mercantile Exchange (CME) was founded in 1898 as the Chicago Butter and Egg Board.

they gave us food and found us a place to live," Melamed said.

Despite studying law, Melamed says his true love was trading on the CME. He soon joined the board of what was at the time a small and declining exchange that traded futures in butter, eggs, pork bellies, and cattle.

Facing skepticism for his concept of financial futures—but convincing economist Milton Friedman of the possibilities—he created the International Monetary Market in 1972 and became a legend in the financial industry. The CME is a \$22 billion business today, thanks in large part to Melamed's vision.

"They told me I was a risk-taker and that it was on account of my running around the world when I was a child," he said. "It was not easy to do what I did, but I would not have had the chance to do it if Chiune Sugihara had not made the difference."

Melamed met with Prime Minister Shinzo Abe during his visit to Japan and used the opportunity to express his gratitude for Sugihara's actions and to applaud the dramatic economic measures Abe has introduced in recent months.

Melamed also travelled to Tsuruga for a day of celebration for Sugihara and the thousands of lives that he saved. •



Melamed is chairman emeritus of the CME.

WONDERFUL FOOD, BEAUTIFUL MUSIC

Nostalgia also on the menu
at Midtown venue

By Simon Farrell

Photos: Masanori Naruse



Food, for some, is a mere sideshow at Tokyo's Billboard Live. But while Jimmy Cliff was attraction enough at his May gig in the slick Midtown venue, we also sang our praises for the eclectic and inspiring menu.

Since successfully bidding at the ACCJ Charity Ball in November 2013 for two dinner-show seats, I've become a member and regular guest at Billboard, generally for annual Tokyo visits by aging rockers that induce tears of nostalgia for many ecstatic fans.

Most recently, it was the Jamaican musician, singer, and actor Jimmy Cliff

—the only living recipient of the highest honor granted to artists by his government.

I have also enjoyed an energetic performance by 1970s disco icons Kool and the Gang and a fragile and weepy Natalie Cole. The often-tragic daughter of Nat King, she entered and left the stage by staggering inches past my table.

Shortly after this review is published, I hope to also have seen the Temptations and The Three Degrees—both booked for August.

Greeted and seated by friendly bilingual staff an hour before the start

of the live music, I had booked two of the best seats six weeks ahead. There are various tempting dinner plans included with some tickets, including the “gourmet” and “casual” choices or a simple drink and hot dog set, in addition to a la carte menu options.

We started with a smooth and refreshing 568ml pint of ice-cold and foamy-headed Bass Pale Ale, listed among Asahi and Hoegaarden beers, plus a sweet and tangy cassis orange juice from the non-alcoholic cocktail menu, featuring exotic syrups and juices.

The place was packed but service was brisk, presumably to feed people before



Pastas of the day include fettuccine.

the show began, right on time. Our antipasti were the “chef’s recommended appetizers of the day,” comprising assorted amuse bouches. Treats served included a superb selection of creamy salmon and red snow crab mille crepes, simple tuna carpaccio that melted in the mouth, and assorted crispy bruschetta.

A tasty side dish was a healthy plate of small oiled sardines with semi-dried tomato and olives.

For the main courses we chose the fish of the day in a creamy sauce and a tender aged roasted calf in a rich red wine sauce, served with a small side of vegetables.

A crispy and tasty seafood pizza came with mozzarella and fresh basil on a thin dough base with thick edges.

We skipped the tempting dessert menu dominated by yogurt, cheese, fruit, and sorbets to sit back as the band warmed up.

One of five performers inducted into the Rock and Roll Hall of Fame in 2010, Cliff belted out to a very appreciative crowd his “Wonderful World, Beautiful People,” “The Harder They Come,” “You Can Get It If You Really Want,” and “Many Rivers to Cross,” along with covers of Cat Stevens’ “Wild World” and Johnny Nash’s “I Can See Clearly Now”—before ending with that disco sing-along “Reggae Nights.”

Between hits, Cliff recalled rock star anecdotes and dropped names I hadn’t heard for decades, such as Desmond Dekker and Ken Booth.

Shuffled off stage through a group of dancing diners by his unsmiling minders, the 65-year-old star declined loud calls for an encore, so the smiling crowd slowly ambled out for Billboard guests’ traditional patient wait to pay the bill at the exit. •

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The Temptations Review
featuring Dennis Edwards
August 6, 7

The Three Degrees
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Left: Aged roasted calf in red wine sauce





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- 1 — Acting Deputy U.S. Trade Representative Wendy Cutler spoke about her career as a negotiator and offered insights on being a woman in the U.S. government workforce, during an ACCJ luncheon held on July 1 at the Tokyo American Club.
- 2 — Bank of Japan Deputy Governor Hiroshi Nakaso spoke at a July 8 luncheon co-hosted by the ACCJ, the European Business Council, and the Swiss Chamber of Commerce and Industry in Japan, titled "Japan's Economy and Monetary Policy." The event was held at the Grand Hyatt Tokyo.
- 3 — ACCJ and European Business Council leaders with guest speakers at "Telemedicine as a Means of Delivering Sustainable Quality Home Healthcare in Japan," held at the Tokyo American Club on July 15.
- 4 — ACCJ Kansai Women in Business Committee members and staff bid farewell to John Fleming (center), ACCJ member and principal commercial consul, U.S. Consulate General, Osaka-Kobe.
- 5 — ACCJ-Kansai Vice President Kiran Sethi (left) with Mari Nogami, the ACCJ's first Women in Business Committee chair (2008–2012) and the vice president of Primary Care at AstraZeneca K.K. Nogami gave a presentation titled "Marketing Success: Commonalities and Differences in Cosmetic and Pharmaceutical Sales Strategies," held on June 26 at the Hilton Osaka.
- 6 — ACCJ Kansai Women in Business Committee members and Osaka Gender Equality Foundation staff with panelists at the ACCJ Kansai-Osaka Gender Equality Foundation joint event, held at Creo Osaka on June 20.

UPCOMING EVENTS

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

August 19

"Breakfast in the Board Room: Managing a Career and Family Outside the Corporate Environment"

September 1

"Leading in the Fire: How to Bring Greater Calm, Clarity, and Courage to High-Stakes Situations"

September 9

"Not a Salaryman: A Japanese Entrepreneur Shares Her Experiences"

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Baxter Limited	Heidrick & Struggles Japan Godo Kaisha	PwC Japan
Bayer Yakuhin, Ltd.	Hilton Worldwide	Randstad K.K.
Becton Dickinson Japan	IBM Japan, Ltd.	RE/MAX Japan
Bingham, Sakai, Mimura, Aizawa	IMS Japan	Robert Walters Japan K.K.
Bloomberg L.P.	Johnson & Johnson Family of Companies	Saatchi & Saatchi Fallon Tokyo
Boeing Japan K.K.	KPMG	Squire Sanders Miki Yoshida Gaikokuho Kyodo Jigyo Horitsu Tokkyo Jimusho
Caterpillar	McKinsey & Company, Inc. Japan	State Street
Chevron International Gas Inc. Japan Branch	Merrill Lynch Japan Securities Co., Ltd.	Teva Pharmaceutical Industries Ltd.
Citigroup	MetLife	Thomson Reuters Markets K.K.
Coca-Cola (Japan) Co., Ltd.	Microsoft Japan Co., Ltd.	Toll Express Japan Co., Ltd.
Colliers International	Mondelēz Japan	Toys“R”Us, Japan
Deloitte Touche Tohmatsu	Monex Group, Inc.	The Walt Disney Company (Japan) Ltd.
Delta Air Lines, Inc.	Morgan Stanley Japan Holdings Co., Ltd.	White & Case LLP
Dow Chemical Japan Ltd.	Morrison & Foerster, Ito & Mitomi	Zimmer K.K.
Eli Lilly Japan K.K.		
en world Japan		

TRANSITIONS



Samuel Kidder

The ACCJ has been blessed with many great leaders and supporters over the years. Recently we heard about the passing of two of our honorary members.

Former U.S. Ambassador to Japan Howard Baker passed away on June 26 in his hometown of Huntsville, Tennessee. The national media referred to him as “a political giant of his generation,” recounting his many contributions, including his prominent participation in the Watergate hearings, his balanced and collegial stewardship of the Senate as majority leader from 1981 to 1985, and his key role as chief of staff in President Ronald Reagan’s second term.

For many of us, our memories recall the countless hours Baker spent with

our members and leaders, and his steadfast support of American business interests in Japan. In speaking with numerous people in both the Japanese and US business communities, I have always been struck by the universal admiration felt for his contributions. We will miss him, but we will always remember what a privilege it was to have his support for the ACCJ.

United States and the world

On June 13, Barney Williamson, president of the ACCJ from 1976 to 1977, passed away at his home in Carlisle, Pennsylvania, at the age of 92. In January 1977, the *ACCJ Journal* published a special bicentennial edition. In his dedication at the beginning of that historic *Journal* issue, then-President Williamson asks members to draw inspiration from the contributions of citizens who have dedicated themselves to establishing America’s eminent position in the community of nations. I am sure Williamson would agree that today’s ACCJ members can appreciate the many people who came before them that have made the ACCJ the respected and influential organization it is today.

Interestingly (at least to me), another introductory message in the same issue from the former president of the

I have always been struck by the universal admiration felt for [Baker’s] contributions.

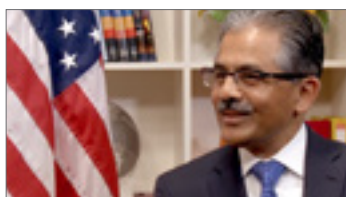
America–Japan Society (AJS) further emphasizes this theme of continuity. The AJS president at the time, if you are too young to remember, was Nobusuke Kishi, grandfather of Prime Minister Shinzo Abe.

ACCJ family

Our Programs Manager Humza Ahmad and his wife, Shihoko, reminded us that transitions can also be joyful. This July they were joined by Amina Keiko Ahmad, who in the years ahead will keep them busy as Humza organizes future Women in Business summits. In good time we expect Amina to be signed up for Women in Business 2040, and perhaps even lead a breakout session on “Why Don’t We Have Any ACCJ Men on the Board?”

Important transitions are also taking place in the careers of past ACCJ leaders. Recently, President Barack Obama appointed Robert McDonald to head the Department of Veterans Affairs. In the media, McDonald is touted as a West Point graduate and paratrooper, and as a businessman who headed up Proctor & Gamble. But I prefer to think of him as a former member of the ACCJ Board of Governors, representing our Kansai chapter. If you don’t believe me, look in your ACCJ Directory for the year 2000. •

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