

**PRESIDENT**

Community Spirit  
JAY PONAZECKI | PAGE 7



**EXECUTIVE DIRECTOR**

Progress and Thanks  
SAMUEL KIDDER | PAGE 49

# Journal

DECEMBER 2014 VOL. 51, ISSUE 12

## REBALANCE MEETS REVITALIZATION

US commerce secretary's first Asia trade mission — PAGE 16



**TOMORROW'S LEADERS**

New initiative targets  
young professionals

PAGE 12

**CASH VS CARDS**

Winning Japanese  
hearts and wallets

PAGE 30

**BUSINESS INDEX**

IT &  
Telecommunications

PAGE 34

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	Weekly	¥12,200 ~ ¥18,400	
	Monthly	¥10,300 ~ ¥16,500	
	Over 3 months	<b>All year ¥9,270 ~ ¥14,850</b>	
<b>Two Bedroom Suite for 3 persons</b> (1 unit) 72m <sup>2</sup>	Daily	¥26,500	<b>10% Off</b> from Feb. ~ Nov. rate
	Weekly	¥23,100	
	Monthly	¥19,100	
	Over 3 months	<b>All year ¥17,190</b>	



40

**7—President | CSR**  
Celebrating Hard Work  
JAY PONAZECKI

**9—Editor | Inclusion**  
Raising the Bar  
BRANDI GOODE

**12—ACCJ Initiative | YPF**  
Training Tomorrow's  
Leaders Today  
BRANDI GOODE

**16—Cover Story | Trade**  
Rebalance Meets Revitalization  
US commerce secretary's first Asia  
trade mission  
ANDREW WYLEGALA

**20—Press | Member News**  
• Abenomics in New York  
• Pharma Firms Tie Up  
• Partners in the Sky  
• Jeep Conquers Japan  
• Award for Telecoms Firm

**21—Press | US–Japan News**  
• Lawmaker Earns High Honors  
• Country Popularity Poll  
• Legal Jobs Lose Appeal  
• MOU Inked on Energy  
• Kyoto Café in Boston

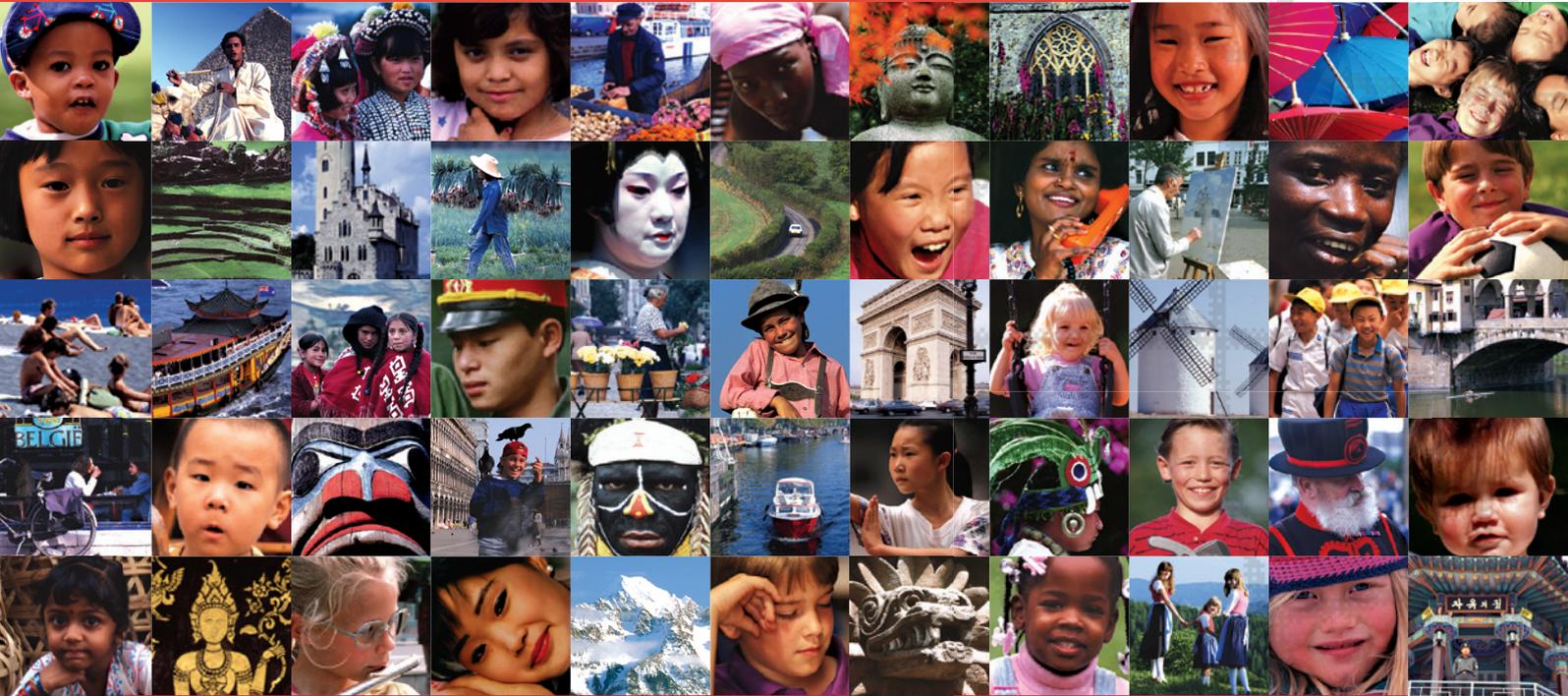
**23—Poll | Economy**  
Outlook Positive, but Weaker  
BRANDI GOODE

**24—Conference | Reforms**  
Boosting Innovation and Dynamism

**27—Diversity | Region  
Comparisons**  
Gender Diversity in Asia  
DEBORAH HAYDEN  
AND CORNELIA KUNZE

**30—Tech | Computing**  
Cash vs. Cards  
Winning Japanese hearts and wallets  
RICHARD JOLLEY

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# DECEMBER 2014



### 33—Diversity | Young Professionals

Digital Marketing  
How technology is changing sales  
JOHN GHANOTAKIS, AMIR KHAN,  
AND TIMOTHY TRAHAN

### 34—Business Index | IT & Telecommunications

36—Cool Japan | Film  
Blending Cultures  
Futuristic flick explores complex racial themes and emotions  
ROLAND KELTS

38—CSR | Kansai  
The Art of Love  
OMIMA M. MIKI

40—Advocacy | Diet Doorknock  
Allies and Access  
19th annual event a grand success

43—ACCJ Event | Healthcare  
Vaccines: Truths, Myths, and Realities  
DAVID HULMES

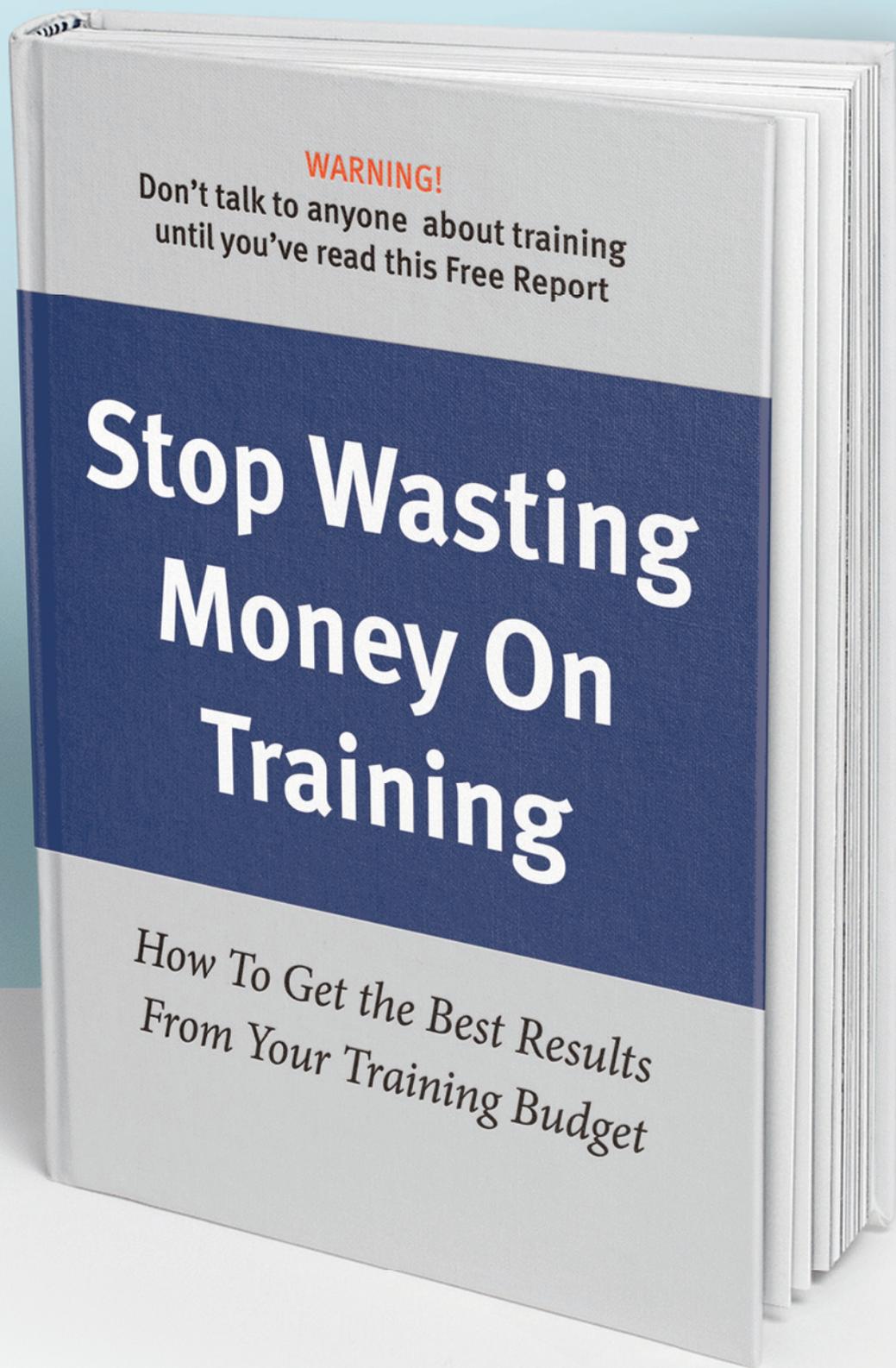
### 45—ACCJ Events | Past and Planned

46—Coach | Efficiency  
Simply Better Work Habits  
DR. GREG STORY

47—Books | Review  
Batting for Baseball's Future  
VICKI L. BEYER

49—Executive Director | Farewell  
Progress and Thanks  
SAMUEL KIDDER

50—ACCJ Corporate Sustaining Member Companies



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# CELEBRATING HARD WORK AND COMMUNITY SPIRIT



Jay Ponazecki jponazecki@accj.or.jp

**A**s many of you know, Sam Kidder is retiring at the end of this month. The Chamber has achieved a lot over the past eight-and-a-half years, including constitutional reform, the issuance of 500+ individual advocacy pieces including white papers, viewpoints, public comments and press releases, helping members navigate the uncertainty that followed the Tohoku triple disaster, hosting the Asia-Pacific Council of American Chambers of Commerce's 2012 U.S.-Asia Business Summit and producing the Chamber's first Women in Business Summit. This year the Chamber produced its largest-ever speaker event, the ACCJ-USJC Women in Business Summit, as well as implemented several important initiatives and expanded its digital footprint.

Please join me in thanking Sam for all he has done for the Chamber and in wishing him many years of good health and happiness.

## Corporate Sustainability

The Chamber's Corporate Social Responsibility (CSR) Committee was originally created to foster CSR awareness in Japan. Recently other committees have begun to address traditional CSR topics, and the CSR Committee has been less active.

Earlier this year, I questioned whether our CSR focus was up-to-date and whether we were providing a forum for members to discuss current trends in corporate sustainability and share related global best practices. I am pleased to announce that the CSR Committee has been renamed the Sustainability Committee and will contribute to the ongoing dialogue in Japan on corporate sustainability, including methods of sustainability reporting and assurance. This reflects our belief that businesses can thrive when they contribute to the larger community, have multi-stakeholder engagement and engage in sustainable policies that take into account factors such as the environment, social change and management practices.

To learn more about or join the Sustainability Committee, please contact the Committee's co-chairs, Charles McJilton from Second Harvest Japan and Keiichi Ushijima from EY Japan, or Laura Younger or me.

## Charity Ball

I look forward to seeing many of you at this year's charity ball on December 5 at the ANA InterContinental Tokyo. This is the

Chamber's premier social event that raises funds for Japanese charities that are doing so much to help those in need. Thank you very much for your tremendous support of this year's recipient charities: JKSK NPO (Empowering Women, Empowering Society), Smiling Hospital Japan, the Taylor Anderson Memorial Fund, the ACCJ-YMCA Ohisama Camp for Handicapped Children, the ACCJ Mike Makino Fund for the Homeless and the ACCJ Community Service Fund.

Please join me in thanking this year's charity ball sponsors (<http://accjcharityball.org>). They have generously contributed cash and made in-kind donations to ensure there will be terrific raffle prizes as well as silent and live auction items. We hope you will purchase many raffle tickets and bid on many auction items to support this year's charities.

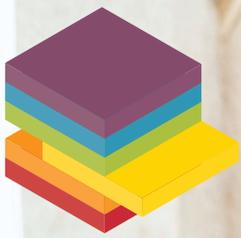
The charity ball would not be possible without the dedicated efforts of the ACCJ Charity Ball Committee: Chair Barbara Hancock, Vice-Chair Kevin Naylor, Tom Whitson, Amir Khan and Roni Krinsky. They truly embody the spirit of volunteerism that is at the root of everything we do as a member-driven organization. Please join me in thanking them for their dedication, hard work and passion for this key event. We also appreciate all the support provided by the Chamber office, particularly by Humza Ahmad, Misaki Kondo, Ayako Nakano and George Ohyama.

Please also congratulate our Chubu and Kansai chapters for their successful charity walkathons this year. The 2014 Chubu & NIS Walkathon raised ¥7 million for 26 local charities and the 2014 Kansai Walk-A-Thon raised nearly ¥9 million for local charities supporting working women.

## Thank You and Happy Holidays

This is a very positive time for the ACCJ, with increased membership growth bringing us back to pre-Lehman shock membership levels. Thank you for helping make this such a successful year for the Chamber. I look forward to continuing to work with all of you in the spirit of collaboration and cooperation—and in a positive culture premised on mutual respect and trust—so that together we can make this terrific organization and its members shine even brighter.

I wish all of you safe travels and abundant quality time with family and friends over the upcoming holiday season, and a personally and professionally rewarding New Year. •



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# RAISING THE BAR



**Brandi Goode**  
brandi@custom-media.com

**T**his time of year is busy on so many levels, with obligations at work and home distracting us from daydreams about holiday plans. The American Chamber of Commerce in Japan (ACCJ) has been abuzz during this, their peak time for events.

I've attended many of the speaking engagements in the October–November program, but am perhaps most excited about the launch of the Young Professionals Forum (YPF) (see page 12).

As far as chambers of commerce go, I'd venture to say that most

workers under 35 probably don't have much knowledge about, or interest in, their activities. When I began editing chamber magazines in Japan, before I knew the Japanese terms to explain the work, I consistently encountered perplexed looks and “umms” and “ahhs” when trying to describe my profession.

I believe—from my own experience—that young workers want to be more involved in professional society, but they often feel uninvited to what is still, in many ways, perceived as an old boys' club. Increasing women's inclusion in the labor force has been an issue in the spotlight this year, but it is high time we address the “old” aspect of that perception.

The YPF is a landmark program the chamber can be proud to sponsor, particularly in light of its advocacy message promoting more flexible labor contracts in Japan. Increasing young people's involvement in the chamber is a prime example of the ACCJ walking the walk, especially as Japan faces issues such as a rising number of *furita* (workers aged 15–34 who choose short-term over long-term work). The newly minted participants of the YPF demonstrated genuine excitement at finally being invited to the table.

**The newly minted participants of the YPF demonstrated genuine excitement at finally being invited to the table.**

## Cities of the future

Our diversity column this month provides some interesting statistics on how Japan stacks up against its Asian neighbors (see page 27). Readers may be surprised to learn that the Philippines leads the way in terms of gender parity in education and employment. Japan also lags behind the two destinations it commonly competes with for attracting executive expatriate talent: Singapore and Hong Kong. Both cities fare far better in statistics reflecting women in management.

December marks what many leaders hope will see the conclusion of at least some aspects of the Trans-Pacific Partnership (TPP) agreement. Our cover story (see page 16) this month follows Secretary of Commerce Penny Pritzker's trade mission to Asia, during which the TPP was deemed a watershed moment in the US–Japan alliance. Certainly her dynamic presence and avid support of free trade should further advance the cause.

For *ACCJ Journal* readers spending the holidays in Japan, I can recommend the film *Big Hero 6* (see page 36), to be released in cinemas on December 20. If you're missing America, the hybrid, glittering setting of San Fransokyo is a wonder to behold. •

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Information as of November 10

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# TRAINING TOMORROW'S LEADERS TODAY

Pilot program targets new and existing members 35 and under

By Brandi Goode

HUMZA AHMAD

It's no secret that Japan is getting older. Large corporations and private clubs alike are trying to recruit new, younger members to ensure the sustainability and vitality of their organizations, and the American Chamber of Commerce in Japan (ACCJ) is no exception.

The chamber's summer membership campaign was successful this year, particularly in attracting women. And now leaders have their eye on another diversity target: young professionals.

The Young Professionals Forum (YPF) was spearheaded by ACCJ President Jay Ponazecki, in cooperation with Rebecca Green, ACCJ Governor-Tokyo; Laura Younger, ACCJ deputy executive director; and Aki Watanuki, ACCJ membership manager. Sarah Tapp, director, public relations and CSR at Toys"R"Us Japan, is chair.

The forum was launched on October 29, at an evening reception sponsored by Robert Walters Japan K.K. With a turnout of some 60 people, there was certainly a sense of excitement in the room.

"Although the program has just been launched, it has already attracted a talented pool of globally minded professionals who are eager to build their networks, develop their skill sets, and contribute to their organizations," Tapp said.

Many of the young people present at the kick-off were attending an ACCJ event for the first time, and though they were still uncertain about how the organization works, they expressed gratitude for the chance to network with peers and business leaders. In particular, they were impressed by having the chance to speak with company presidents and CEOs in such an intimate setting. This opportunity arose right away, at the YPF launch.

"By helping young professionals expand their specialist networks and develop their global skills through training and mentoring programs, we will be developing the next generation of ACCJ leaders. For a member-driven organization, the YPF is an important part of the chamber's succession planning," Ponazecki said.

"With the 2020 Tokyo Olympic and Paralympic Games and Prime Minister Shinzo Abe's drive to have women in 30 percent of Japan's private and public sector leadership positions by 2020, the ACCJ needs to play a more active role in helping to develop those who will play important roles in the US-Japan business community and in the ACCJ in five to 10 years. Developing tomorrow's global talent and leaders has to start today," she added.

**YPF participants were impressed by having the chance to speak with company presidents and CEOs in such an intimate setting.**

Mentoring is a primary element of the program, which only persons 35 and younger are eligible to join. Successful mentorships are considered driving forces in developing leadership skills, and five companies have signed up as sponsors of monthly mentor forums for the pilot program: Delta Air Lines, Inc., Dow Chemical Japan Ltd., en world Japan, Mondelēz Japan Ltd., and Teva Pharmaceutical Industries Ltd. Still more firms have expressed interest in future mentor forums, assuming the program endures beyond the pilot stage. Though the YPF is now a Kanto-only initiative, discussions will be held on expanding it to other regions after the six-month trial.

For each mentor forum, up to 10 YPF members will have a rare opportunity to interact with senior executives during an off-the-record luncheon. The cost to members will be minimal, often just ¥1,000. The first mentor forum on November 6 at Mondelēz Japan's office sold out nearly a month ahead.

Leanne Cutts, president and representative director, hosted the event at the company headquarters. The 11 attendees took an active part in the discussion, each asking a question related to Cutts's experience or advice, or based on their own challenges at work. Cutts



gave detailed accounts of her own career trajectory and the key lessons she has picked up on her way to the top. The women in the room also appreciated her accounts of juggling family and work obligations during her various globetrotting roles as a business leader.

The next event, hosted by Dow Chemical Japan President Peter Jennings, is scheduled for December 16, from 12:00 to 1:00pm.

One of the primary features of the six-month pilot program is low-cost events. Recognizing that junior employees may not be able to leave the office for extended periods during the workday, there will also be evening events and other new formats to better accommodate young employees. All this is new for the ACCJ, stemming from its twin desires to recruit more young members and better engage those already among the ranks.

In 2013, nearly 40 percent of members aged 35 or under

did not attend any events. The reasons for this could be varied, but the cost factor has come up in discussions with the Young Professionals Group Subcommittee. This group also organizes regular events, and strives to keep costs low by using member venues or subsidizing food and beverage charges. The YPF and the Young Professionals Group differ in that the YPF is only open to those 35 and under, whereas any member can join functions hosted by the Young Professionals Group.

**Scope of program**

In addition to mentoring, the YPF is founded on:

**1. Networking**

The YPF plans to host two or three mixers each year, open to YPF members. The first of these was the program's kick-off party, and a *shinnenkai* is scheduled for January.

From left: Rebecca Green, Jay Ponazecki, Sarah Tapp, and Aki Watanuki

**2. Speaking engagements**

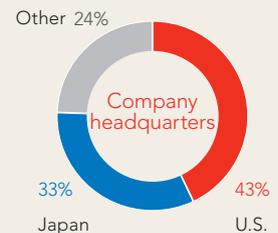
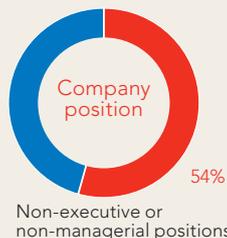
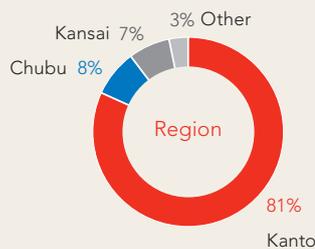
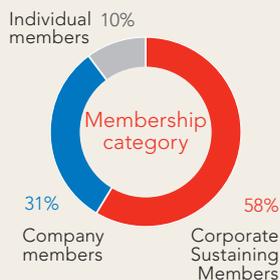
The YPF will organize three or four speaker events annually, with at least one event to include a panel discussion led by YPF members or other young leaders. This type of format ensures widespread participation rather than speaker-to-audience, one-way communication. The first panel discussion, "The Future of Innovation," was hosted by Dow Chemical Japan on November 26, from 7:00 to 9:00pm. Three company representatives at different stages of their careers discussed emerging issues in science and technology and the skills needed for success.

**3. Training**

Partnering with member companies such as Dale Carnegie Training Japan, the YPF will schedule quarterly training sessions to develop leadership abilities. During the pilot period, two training events will take place, in February and March.

**By the numbers \***

ACCJ members aged 35 and under • Total: 232 • 63% men, 37% women



\* Figures may not add up to 100%; some statistics omitted for brevity

## QUESTIONS FOR SPONSORS OF MONTHLY MENTOR FORUMS

1. Why did you become involved with this initiative?
2. What can young staff offer a company?

### Jeff Bernier

Managing director, Asia Pacific, Delta Air Lines, Inc.

1. Delta has been supporting young professionals through various activities for quite some time. I serve as chair of the Membership Relations Advisory Council, and we decided young professionals represent a key segment for our membership growth and engagement strategy.
2. High energy, new ideas, motivation, challenge to the status quo, diversity

### Leanne Cutts

President and representative director,  
Mondelēz Japan Ltd.

1. I believe young professionals will benefit by connecting with, and learning from, their peers and senior leaders from different industries and backgrounds. The YPF not only gives me the opportunity to contribute to developing young talent by sharing my own experience and coaching participants, but I also will be able to learn from them and their fresh ideas.
2. Mondelēz Japan hired new graduates this April for the first time. I have been amazed by how they are committed to learning and trying different things by asking questions and bringing new ideas, even in fields where they are not experts. They are also close to our target consumers, and can contribute a different perspective. Young employees are part of a diverse culture.

### Peter Jennings

President, Dow Chemical Japan Ltd.

1. We have an outstanding group of young professionals at Dow Japan. They are extraordinarily bright, well educated, ambitious, and dedicated. All they need are opportunities. Professional development and mentorship are critical to them reaching their potential and to fulfilling their career aspirations. We are enthusiastic about this program providing both.
2. Our chairman and CEO has said that the qualities needed to be successful as a young professional are energy, enthusiasm, passion, a positive attitude, a strong work ethic, and common sense. I agree.

### Itzhak Krinsky

Chairman, Teva Japan and South Korea

1. The young employees of today are the business leaders of tomorrow. As leaders, we have an obligation to help our future by training and mentoring them.
2. Young employees help re-energize veterans and counteract negative stereotypes of youth when they are successfully engaged in leadership.

### Craig Saphin

President and representative director, en world Japan

1. Ours is a young company with an average employee age of 34. Identifying and developing young leaders is a business-critical initiative for en world's growth and development.
2. Conviction, new ideas, strong opinions

Leanne Cutts (front, second from left) hosted the first Mentor Forum at Mondelēz Japan Ltd.



### How you can get involved

Chair Sarah Tapp firmly believes the YPF is an excellent way for ACCJ member companies to increase their visibility among the next generation of leaders.

“By hosting or sponsoring an event, companies can raise their profile as an attractive place to work that supports young talent and provides opportunities to learn and advance. I hope member companies will also look to the YPF as a source of new ideas and fresh approaches to issues they are currently facing,” Tapp explained.

#### 1. Host a monthly mentor program luncheon

This can be held at the ACCJ boardroom or at your company’s offices.

#### 2. Sponsor or host a networking event

The chamber welcomes assistance with covering food costs for an event. Companies are also invited to host networking events on-site, and will have the opportunity to speak at the start of hosted events as well as receive recognition in all mailings about the function.



Robert Walters Japan sponsored the YPF launch on October 29.

#### 3. Host a speaker event

The ACCJ will bring the speaker to your office, with refreshments organized by either the chamber or your host company. As with the previous opportunity, hosting companies can make a brief announcement at the start of the event and will be featured in all event-related promotions and mailings.

#### 4. Nominate people for the YPF pilot program

Corporate Sustaining Members can do this, while all other members are encouraged to promote the program with their contacts aged 35 or under. •



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# REBALANCE MEETS REVITALIZATION

US commerce secretary's first Asia trade mission

By Andrew Wylegala



Government leaders and the US trade delegation had a successful meeting at Prime Minister Shinzo Abe's Official Residence on October 20.

For three days in late October, U.S. Department of Commerce Secretary Penny Pritzker led 30 US executives to Tokyo to broaden the economic dimension of the United States's rebalance to Asia, and to highlight the centrality of the US-Japan commercial relationship to that policy.

It was the first cabinet-led business mission to Japan in two decades. According to the delegation and their Japanese counterparts, the mission made significant headway helping US companies launch or expand in the two fast-growth sectors covered: healthcare and energy. To maximize opportunities, and forestall another decades-long interlude, a surge of follow-on activities is taking shape.

Executive-led trade missions are busy affairs that cast a wide wake.

The program combined government-to-government meetings; delegation meetings with Japanese officials; B2B discussions, briefings, site visits, and networking; and media outreach. The American Chamber of Commerce in Japan (ACCJ) rode this wave, as one-fifth of the delegates represented ACCJ member companies.

Pritzker was briefed by ACCJ leaders within hours of her arrival, to set the stage for bilateral talks. A high watermark for her public outreach was the October 21 luncheon that the ACCJ hosted with Keizai Doyukai, the Japan Association of Corporate Executives. The secretary's live-streamed speech and extensive press coverage amplified her message.

Pritzker, a core member of President Barack Obama's team since her June 2013 swearing-in, has been a forceful, charismatic

**"The United States is and always will be a Pacific nation. America's security and prosperity is inseparable from the future of this region, and that's why I've made it a priority to renew American leadership in the Asia-Pacific."**

President Barack Obama, in Tokyo, April 24, 2014

advocate of America's commercial interests at home and abroad.

Following up on Obama's visit to Japan six months earlier, Pritzker repeatedly stressed the importance of a prompt, successful conclusion to the Trans-Pacific Partnership (TPP) agreement. She emphasized that "we live in a world of rising powers and emerging markets, and we cannot sit idly by . . . if we do not set the rules of the road on these issues, our competitors surely will."

Were the strategic case for TPP not compelling enough, she outlined its purely economic benefits:

- The Peterson Institute estimates that Japan's annual GDP gains from TPP will be close to \$100 billion in 2025
- Export gains for Japan are projected to be about \$140 billion by 2025
- For the United States, Peterson estimates the real income benefits of TPP will be close to \$77 billion per year and, by 2025, it will generate an additional \$123.5 billion in US exports

The secretary carried a clarion call on behalf of TPP conclusion into conversations with Prime Minister Shinzo Abe and Chief Cabinet Secretary Yoshihide Suga, among others. She also commended the Japanese government on achieving economic progress and on its commitment to reform over the previous 22 months.

The trade mission also aimed to enhance the business climate in Japan for US companies, and to support Japan's reform and revitalization agenda. Accordingly, the delegation interacted with political and bureaucratic leaders overseeing healthcare and energy.

The 30 senior managers attending represented a mix of new- and

old-to-market companies, sector specialties, and company sizes. Given that legislation animating prospects for both sectors has either been passed or is under debate in the Diet, there could not have been a better time for reinforcing government and business discussions. In several areas, talks represented a "call ahead" for the ACCJ Diet Doorknock (page 44) the following week.

Notwithstanding complications surrounding the change of two members of the Abe Cabinet, the Japanese government could not have been more supportive or gracious. Indeed, the delegates enjoyed unparalleled access to senior levels of several ministries.

#### Issues on the table

After acknowledging the reform and deregulation of Japan's \$153 billion healthcare sector, delegates expressed concern with proposals to transition to an annual revision of drug and device reimbursement prices. In the energy sector, they stressed that US expertise could strengthen Japan's smart grid and thereby expedite power sector restructuring and adoption of renewables. Pritzker also urged Japanese action on the Convention on Supplementary Compensation for Nuclear Damage, to facilitate



Secretary Penny Pritzker met with Prime Minister Shinzo Abe.



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

private contractors' collaboration in Fukushima remediation and to ensure safe, secure nuclear power.

Complementing the government agenda were over 60 B2B meetings, arranged by Commercial Service-Japan (CS-J) staff to cater to delegates' requests. Concurrent energy and health roundtables built market knowledge. The energy delegates enjoyed a frank exchange—moderated by Bloomberg Japan—with experts on hot topics in the Japanese energy market: LNG imports, electrical sector deregulation, renewables diversification, and nuclear re-starts. They later visited Bloom Energy's fuel cell server, while the healthcare delegates toured St. Luke's Hospital.

The program also involved a working lunch with Keidanren, and a reception hosted by Ambassador Caroline Kennedy for 160 guests, including former Ministry of Economy, Trade and Industry Minister Toshimitsu Motegi, two former US cabinet officials, and former Senate Majority Leader Tom Daschle. Both events expanded the delegates' contacts, solidified institutional relationships, and allowed the secretary a platform to

## Blowin' in the Wind

Principle Power, Inc., one of three worldwide suppliers of semi-submersible floating foundations for offshore wind turbines, is a small but plucky engineering firm from Seattle, headed by CEO and President Alla Weinstein. The company's solution saves on material while delivering superior performance.

Given the Japanese government's measures to enhance the nation's grid in remote areas, fund demonstration projects, and provide an attractive feed-in tariff for offshore wind power, convincing Principle Power to join the mission was not difficult.

In 2011, the company installed its first WindFloat prototype off Portugal, with another in the same region; a third is planned off Coos Bay, Oregon. In Japan, Principle Power has been exploring tie-ups with assistance from the Embassy of the United States in Tokyo, and briefed Ambassador Caroline Kennedy on the sector. Weinstein gave the mission rave reviews and sees vast potential for the company's technology in Japan and Asia. As a next step, it will anchor Commercial Service-Japan's first USA Wind Power Pavilion at World Smart Energy Week, to be held in February at Tokyo Big Sight.

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challenge Keidanren to help recruit the top foreign delegation to the SelectUSA Summit in Washington on March 23. With architectural decisions being made regarding venues for the 2020 Olympic and Paralympic Games, it was fitting that the secretary was able to take in some of Tokyo's cutting-edge architecture during her stay.

Touching on another topic critical to Japan's revitalization,

Ambassador Kennedy also hosted a high-level "Women in the Workforce" discussion involving Pritzker, a female cabinet minister, ACCJ President Jay Ponazecki, and Japanese female executives. Pritzker's experience as a cabinet member and successful businesswoman brought the US boardroom perspective to bear on addressing Japan's employment gender gap. •



The ACCJ luncheon was a cornerstone of Secretary Pritzker's visit.

## Revitalization to Regeneration

Regenerative medicine, which involves replacing, engineering, or regenerating human cells, is an emerging field that holds the promise to transform global health. It is also an area where Japan and the United States shine, from basic research to commercialization. The Japanese government aims to position the country as a unique testing ground for early-phase trials. Thus, CS-J recruited companies from the field, including San Diego-based, Tokyo-resident, Cytori Therapeutics. Regulations are currently being written, and Chuikyo (the Central Social Insurance Medical Council) is moving to allow reimbursement for certain regenerative treatments.

Cytori is developing cell therapies with a core focus on cardiovascular disease, thermal burns, and other soft tissue injuries. The mission was particularly productive for the company, as it had the chance to meet Japanese officials and lobby for clarification under the newly issued Regenerative Medicine Promotion Law.

Kenneth Kleinhenz, vice president of global regulatory affairs, noted that even as a small company, Cytori "had an equal voice with larger trade mission colleagues," which he found impressive. As a next step, Cytori is supporting a clinical trial primarily sponsored by the Ministry of Health, Labour and Welfare and Nagoya University.

## Mission Im-pausable

The embassy works to leverage labor-intensive trade missions with a tide of preparatory and follow-on events, and this mission was no exception. On the healthcare front, November saw CS-J staff traveling to Düsseldorf's MEDICA, a world forum for medicine, and an export seminar in Minneapolis. Energy companies from various subsectors can look forward to the U.S.-Japan

Renewable Energy Policy Business Roundtable in February, followed by World Smart Energy Week later that month.

The nuclear sector's Fukushima Forum takes place in April, and the annual New Orleans Association power sector matchmaker will be held in May, promising especially high voltage on the eve of second-stage deregulation.

In addition, several leaders of the U.S. Department of Commerce are planning visits to Japan in early 2015, to build on the momentum from U.S. Department of Commerce Secretary Penny Pritzker's mission: Under Secretary of Commerce Stefan Selig, Assistant Secretary for Global Markets Arun Kumar, and Deputy Assistant Secretary for Asia Holly Vineyard.

## Abenomics' Three Arrows Fly in New York

The Japan External Trade Organization (JETRO) held a seminar in New York that was attended by Prime Minister Shinzo Abe and other officials (press release, October 2014).

Titled "Corporate Growth Opportunities and Japan's Economic Agenda," the meeting attracted about 200 businesspeople. Abe emphasized the second phase of his Abenomics agenda for the economy, in particular his focus on regional revitalization. The governor of Wakayama Prefecture and two mayors from Japanese cities also attended.

The head of Morgan Stanley Japan Holdings gave the keynote address. He said Japan has great potential as an investment market, in part due to recent corporate governance reforms.



Abe spoke about regional revitalization.

## Jeep Conquers Japan

Fiat Chrysler Automobiles's Jeep Cherokee has become the first US vehicle to rank in Japan's top 10 list (*Fox News*, October 17).

Japan's annual Car of the Year list is typically dominated by domestic automakers. Other foreign models making this year's list include the Mercedes C-Class, BMW i3, and Peugeot 308.

Jeep has been the best-selling US carmaker in the country for many years. However, sales in Japan, no matter how large, are not likely to have a significant impact on Chrysler's bottom line. In 2013, just 5,274 Jeeps were sold here, compared with Toyota's 1,480,577 vehicles.

## Pharma Firms Tie Up

GE Healthcare has formed an alliance with Takeda Pharmaceutical Company for research and development of drugs targeting liver diseases (*Business Wire*, November 11).

The two companies made the announcement at the 65th Annual Meeting of the American Association for the Study of Liver Diseases in Boston, held in mid-November. Most forms of liver disease have no outward symptoms, but the instance of metabolic syndrome—one type of the disease—is spreading.

GE Healthcare will share its progressive imaging technology with Takeda, to develop therapeutic drugs as well as new diagnostic technologies.

## Global Carriers Become Partners in the Sky



American Airlines began codeshare flights with Jetstar Japan on October 26 (*star-telegram.com*, October).

The partnership will permit American to offer its passengers access to five additional Japanese cities, by making it easier to connect on Jetstar flights, mostly from Tokyo.

The US carrier has been focused on increasing its presence in Asia, recently having added flights to Hong Kong and Shanghai from its Dallas/Fort Worth hub. Currently, it is awaiting approval for the right to fly between Los Angeles and Tokyo International Airport (Haneda).

## Telecoms Giant Recognized Abroad

NTT Communications Corporation has received two awards from *Capacity* magazine at the industry publication's annual ceremony in Amsterdam (*Business Wire*, November 7).

The data and IP services arm of NTT was named Best Global Wholesale Carrier (Data) and Best North American Wholesale Carrier, at the Capacity Global

Carrier Awards. Each year, the magazine rewards innovation and excellence in the global and regional wholesale telecoms industry.

NTT has greatly expanded its tier-1 global IP network, having entered new markets in Asia, Europe, and North America, and recently increased the reach of its transcontinental submarine cables.



NTT took two prizes at the industry awards.

## Legislator Earns High Foreign Honors

A Wisconsin Congressman has received Japan's second-highest civilian honor, the Order of the Rising Sun, Gold and Silver Star ([www.fdlreporter.com](http://www.fdlreporter.com), November 3).

US Representative Tom Petri received the commendation from Prime Minister Shinzo Abe. Petri is one of two House of Representatives members appointed to the Japan-US Friendship Commission, an independent federal agency. He has been involved with the Congressional Study Group on Japan, as well as other programs in cooperation with Japanese Diet members.

There are six levels of the Order of the Rising Sun, which was established in 1875. Two other US congressmen received the award in 2000 and 2012.



Tom Petri is also a patron of the arts in his home district of Wisconsin.

## Survey Shows Country's Popularity

According to a recent poll, many US citizens believe Japan is the United States's most important ally in Asia (*Wall Street Journal*, November 9).

Some 46 percent of the general public and about 58 percent of opinion leaders supported this statement. The survey, organized by the Ministry of Foreign Affairs of

Japan, was conducted with some 1,000 adults and 200 opinion leaders in the United States.

The poll shows that a majority of respondents believe Japan should strengthen its defense capability, and that Tokyo is a "dependable partner." Japan's traditions, economy, technology, and reverence for peace were cited as images that best represent the nation.

## Legal Jobs Lose Appeal

Prospects are dim for new graduates of Japanese and US law schools (*The Japan Times*, November 2).

In Japan, the cutoff mark for the bar exam has been adjusted to lower the passing score. Nevertheless, there has been a sharp increase in the number of lawyers, many of whom cannot find work in their field.

A similar scenario is seen in the United States, with only 57 percent of law school graduates employed in full-time legal positions in 2013, according to the ABA Section of Legal Education and Admissions to the Bar.

## MOU Inked for New Energy Source

Tokyo and Washington have agreed to begin joint research on "burning ice" (*The Japan Times*, November 6).

The five-year program will start in Alaska in 2015, and involve studies on mining technology that could drive commercial

production of methane hydrate.

A memorandum of understanding was signed in Tokyo by Japan Oil, Gas and Metals National Corp. and the National Energy Technology Laboratory of the U.S. Energy Department.



Ogawa Coffee is famous for its latte art.

## Kyoto Café Opens in Boston

A Japanese coffee shop is opening its first branch in the United States, (*The Boston Globe*, October 23).

Ogawa Coffee is known for the artistic glassware used to present its beverages, as well as intricate latte art. The 2010 World Latte Art champion, Haruna Murayama, works for the chain, and is moving to Boston to oversee Ogawa café's menu.

The site will be multifunctional, including a brewer's lab, a training studio, and an event space.

This is the first American debut by a Japanese roaster. The choice of location also signals Boston's growing reputation as an international coffee scene. Japan is the world's third-largest coffee-consuming country, after the United States and Germany.



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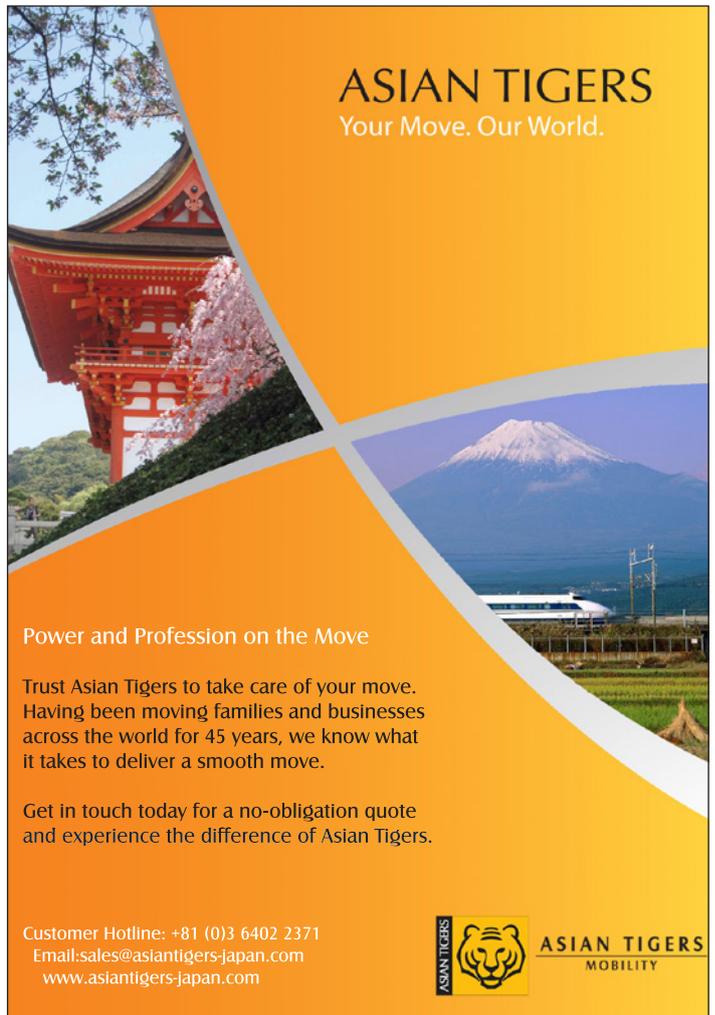
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# OUTLOOK POSITIVE, BUT WEAKER

By Brandi Goode

The 26th Foreign Chambers in Japan Business Confidence Survey was conducted over 10 days at the end of October. About 300 responses were received, of which the American Chamber of Commerce in Japan's members accounted for some 30 percent. Forty percent of the respondents are from North America, and 60 percent from Europe. Most participating companies are involved in service industries or sales and trading, and have been in Japan for over 20 years. Overall, foreign firms remain bullish about Japan's economy, although they are less positive than in the previous two surveys. When asked about the economic forecast for the country over the next 12 months, growth was projected, but at a much lower level than in the previous survey in spring 2014.

The index is now +.42, compared with +.70 in the spring. Sales and trading businesses lost significant confidence, with the fall index (+.25) coming in more than 50 percent lower than the spring projection (+.63). Some 55 percent of respondents in this industry category projected "no change" or "some decline" in their operations over the next year. The reported performance of companies surveyed continued to improve, but at a lower rate than noted in the April poll. The index for reported sales performance over the past six months was +.59, compared with +.83 in the previous survey. The sales and trading category lost the most ground, slumping to +.53 from +.98 in the spring poll. However, respondents were slightly more optimistic regarding

Sales Performance over the Past Six Months



the sales forecast for the coming six months (+.82 compared with +.79). In addition, they were positive about profitability during the same period, with this survey's average rising to +.63 from April's +.60. A majority of companies (54 percent) cited their own efforts as a reason for changes in business performance. Multiple answers were permitted. The fall survey also included three questions related to the Tokyo 2020 Olympic and Paralympic Games. An impressive 89 percent of respondents saw "some positive effects" or "strong positive effects" coming out of the Games. Meanwhile, a majority of respondents also indicated interest in participating in Tokyo 2020 promotion projects. This bodes well for the ACCJ's Tokyo 2020 Olympics Task Force. •

Full survey results can be viewed at [www.fcc.or.jp/fcij/bcs.html](http://www.fcc.or.jp/fcij/bcs.html)

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# BOOSTING INNOVATION AND DYNAMISM

Globis G1 forum offers solutions to transforming Japan's economy

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Traditional Japanese entertainment was presented at the farewell cocktail reception.

Japan already has most of the ingredients required to boost its international dynamism and enhance its innovative capacity in the years leading up to the Tokyo 2020 Olympic and Paralympic Games. It just needs to apply those skills and knowledge to remind the rest of the world what this country is capable of achieving, according to delegates attending the G1 Global Conference.

Held at the headquarters of Globis University, in Tokyo's Chiyoda Ward, the fall event attracted participants from around the world. Rather than simply seeking to apportion blame for Japan's shortcomings, delegates were challenged to come up with realistic, effective solutions to the issues that must be addressed for a transformation of society and the national economy.

The conference opened with a video message from Prime Minister Shinzo Abe, who said he is committed to following through on the third leg, or arrow, of his

ambitious Abenomics economic policy, insisting that he would carry out "reforms that were thought to be impossible." Emphasizing the lengths to which he is prepared to go, Abe said he is "ready to be the electric drill that pushes through against vested interests."

### Bicultural citizens, bilateral relations

Delegates then divided into a series of breakout sessions, with one focusing on the role of Japanese-Americans in enhancing bilateral relations. Despite the mere 1.3 million Japanese and mixed-heritage Japanese among the US population of 308 million, immigrants from Japan have contributed greatly to US society, said Mitchell T. Maki, vice provost of California State University, Dominguez Hills.

Notable Japanese-Americans have included figure skater Kristi Yamaguchi, *Star Trek* actor George Takei, and the late US Senator Daniel Inouye.

Yet the legacy of World War II has largely hindered Japanese-Americans from working to bring the two nations closer together, at least until recent years. "As an adviser to the Japan American National Museum, and as a member of the U.S.-Japan Council, I've been dealing with Japan-US relations for many years, and I'd become a bit frustrated by what I felt was a lack of interest in the relationship," said Glen Fukushima, a senior fellow at the Center for American Progress and a former president of the American Chamber of Commerce in Japan.

"But maybe that was understandable given the way in which first- and second-generation Japanese-Americans educated their kids, and the sense that being associated with Japan was a negative," he added. It meant that all the way through the 1960s and '70s, there was little incentive to interact with Japan. From the Japanese side, meanwhile, there was a sense that those who had left to seek a better life elsewhere had

**Abe said he is "ready to be the electric drill that pushes through against vested interests."**



Delegates were challenged to come up with realistic, effective solutions to issues.

in some way betrayed their peers and homeland.

That has changed in recent years, Fukushima said, adding, “Japanese-Americans are being recognized as solid US citizens, and bilateral relations are gaining more attention.”

Maki emphasized that there is still a great deal more that remains to be done to enhance the relationship, particularly given that the Japanese-American community is growing smaller, as fewer Japanese emigrate to the United States and the existing community intermingles with the rest of American society.

To ensure that Japanese-Americans continue to play their part in enhancing ties across the Pacific, Maki and Fukushima called for the expansion of existing programs that see delegations of social and business leaders traveling to each other’s countries, as well as new programs to encourage exchanges among young people.

### Vital signs

The final session of the G1 conference examined the measures required to inject new vitality into Japan’s private sector in terms of strategy, organization, and people. The panelists and audience took part in a spirited discussion on priority strategies, the promotion of diversity and inclusion in the corporate world, improved corporate governance, as well as the prerequisites for a globally competitive workforce.

Takashi Mitachi, co-chair of the Boston Consulting Group’s Japan operations, identified the twin problems of low productivity and a “silo mentality” in the management of big companies as restraining the domestic economy.

To that list, Yoshiaki Fujimori, president and CEO of LIXIL Group Corp., added that Japan generally has poor marketing skills for the leading products that its companies devise. Robert Feldman, managing director and chief economist for

**Companies should be more open to hiring qualified, experienced foreigners to diversify their thought processes.**

Morgan Stanley MUFG Securities, called for introducing more incentives for companies that are innovative and forward thinking.

“Before Abenomics, I would have given the state of corporate management and social development a mark of two out of 10,” said Fujimori. “Abenomics has brought that up to five out of 10.”

One of the problems, the panelists all agreed, is the broad reluctance to take risks in business, although Fujimori said he sensed a gradual change in this area, particularly among younger people. “One of the core values of our organization is to take risks, and we do not punish that if it doesn’t work out,” he said.

Feldman suggested changes to the existing labor laws, which “stifle innovation and emerging entrepreneurs.” However, Fujimori countered that entrepreneurs and the founders of start-up companies generally ignore labor laws anyway, if they have a project about which they are enthusiastic.

All were in agreement that companies should be more open to hiring qualified, experienced foreigners to diversify their thought processes and ways of working, and that there is a need for immigration regulations to be eased.

To encourage future generations of entrepreneurs with a worldview, Feldman suggested that all Japanese university students should be required to complete a year of studies abroad before they are able to graduate. “The most important thing that they would come out with would not be the language, but self confidence,” he added. •



Glen Fukushima is a senior fellow at the Center for American Progress.



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# ROCKY ROAD TO GENDER DIVERSITY IN ASIA

By Deborah Hayden and Cornelia Kunze

There is a serious gender gap in most parts of the Asia-Pacific region. This means that women are underrepresented in the labor force, in political decision-making, and in access to healthcare and education. According to the World Economic Forum's *Global Gender Gap Report 2013*, which ranks 136 countries, India (101), Japan (105), and South Korea (111) rank among the lowest in the region.

The Philippines (9), however, is one bright spot, not only leading the way in the Asia-Pacific region, but also leaving behind Britain and the United States. In the Philippines, gender parity in education and labor preceded the outstanding economic development of the country, making the Philippines a poster case for evidence of a correlation between the Global Gender Gap Index and the Global Competitiveness Index.

Further evidence is revealed in McKinsey's "Women Matter" study. While women matter according to a survey of top executives in Asia, the reality shows few females in leading positions—apart from some encouraging developments in China, Vietnam, and the Philippines—with the proportion of women in the workforce decreasing at each level of the hierarchy.

According to the report, Japanese women make up 49 percent of university graduates and 45 percent of entry-level jobs—but less than 1 percent of CEO positions. The

situation is similar in South Korea and India. Almost half the female employees tend to leave their jobs voluntarily mid-career or at senior levels, due to family commitments. In South Korea, a very small proportion of women move into middle management, while in India only about 30 percent of educated women work in junior-level positions.

The *Singapore Board Diversity Report 2013* states that less than 5 percent of chairman and CEO positions are held by women. Some 7.9 percent of board members are women, while 58 percent of listed companies have all-male boards.

The general trend is not much different in Europe, but the situation is more acute in Asia. With generally lower proportions of women in the labor force, it becomes more difficult to feed the pipeline of leaders in Asia.

## Glass—or cement—ceilings

The broadly discussed glass-ceiling effect is often a result of family pressure or a deliberate choice to move into a slower lane with one's career. The old boys' network is alive and kicking, hand in hand with a solid bureaucracy. *The Economist* has created its own glass-ceiling index, according to which the

## Losses along the Corporate Pipeline

Percentage women<sup>1</sup>



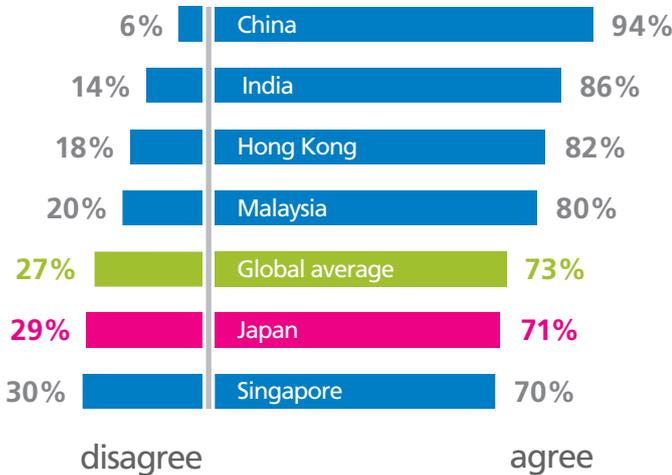
<sup>1</sup> Estimates  
Source: McKinsey proprietary database, 2011; government publications; literature search



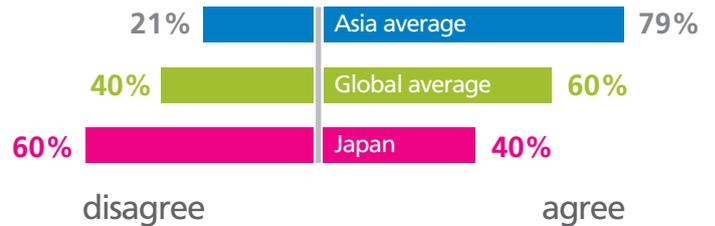
# diversity at work: Japan lags behind in tools and training



In my experience, diverse teams always outperform teams with similar members:



My organization provides tools and training to ensure we know how to work in diverse teams:

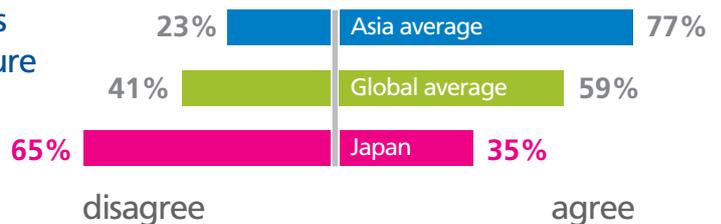


"I believe it is necessary to change the perception of diversity from something meaning 'problems and challenges' to that of 'the origin of competition' and a firm or organization's 'strength' as a target of investment in the future." Masao Karasawa, HR Division head, Randstad K.K.



My organization provides tools and training to ensure we know how to work in virtual teams:

(colleagues in different locations)



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## Companies cannot afford to rank last on the employer-of-choice ranking, as talent is the key factor for competitiveness in the Asia-Pacific region.

places “not to be” for a woman are South Korea and Japan.

Despite having a female president, South Korean women are struggling to find a work-life balance in their male-centric society. When it comes to moving up the career ladder, traditional gender roles are not in sync with South Koreans’ image of career women—as defined by everybody except the women themselves.

The fact that eight major banks in India are led by women and that 47 percent of Indian voters are women should not be mistaken as a general change in the world’s biggest democracy. In science and other traditionally male strongholds, women are still the exception. Female scientists describe a chain of obstacles to getting hold of fellowships or high-level jobs.

Wage gaps also contribute to the current reality. In China and India, it has been discovered that about 59 percent of men make more money than their female colleagues in the same roles. In Japan, women are paid about 71 percent of what men receive, according to 2012 statistics published by the Ministry of Health, Labour and Welfare. Even in countries such as Singapore, women are still paid less money than men in similar positions.

### The way forward

The consensus, underpinned by various studies, is that gender diversity has a positive effect on company performance as well as on the quality of corporate

governance. Change will be a combination of regulatory measures, societal change, and corporate best practice.

It starts with equal education and higher labor force participation, especially in aging societies such as those of Japan, China, Thailand, and Taiwan. The Japanese government knows that fertility rates go down if women have to make a choice between career and family.

Given the context of only a 40 percent female labor participation rate, Prime Minister Shinzo Abe’s Abenomics program recognizes that this is a family issue, an economic issue, and a national issue.

Other countries are trying to include women and encourage them to embrace their ambitions without reservations regarding their role in society. Very few use a quota.

An increasing number of women are making their career a priority, but they prefer modern work environments to those found at “old-school, male-dominated” corporations. From an employer branding perspective, this requires not only PR and marketing activities, but also an ethos and a measurable objective translated into concrete programs.

More flexible HR policies, maternity and paternity leave, the ability to work from home, flexible working hours, and childcare facilities have proven successful and are on the rise. Role models, mentoring, and a clear career path for women are also essential.

Companies cannot afford to rank last on the employer-of-choice ranking, as talent is the key factor for competitiveness in the Asia-Pacific region. Companies lose productivity and momentum when they face career dropouts at any level, particularly if they have already invested heavily in retention and development.

The immediate job for chief executives and corporate HR departments is not to ensure that “every woman should be able to have it all, at the same time.” It is not first and foremost about putting gender choices above other criteria when developing and promoting employees. Instead, reverse thinking needs to be applied.

Companies that recruit the best from the market become employers of choice for female talent. They ensure that those highly qualified individuals do not drop out by showing them respect, providing equal treatment, and creating a work environment where women can succeed. Such companies know they will not change society’s view on women’s roles from one day to the next, but they are active catalysts in facilitating change, together with governments and women themselves.

A truly inclusive meritocracy is the model of the future in the Asia-Pacific region. •

This article is an abridged version of a longer article that ran in *Insight Asia-Pacific* in June 2014, from the German Asia-Pacific Business Association.



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



Cornelia Kunze is a vice chairman at Edelman with over 20 years’ experience in public relations, brand marketing and strategic communications.

# CASH VS. CARDS

Winning the hearts and wallets of the Japanese

By Richard Jolley



MasterCard's Apple Pay system has been implemented in New York's Times Square.

**W**e can thank Canadian philosopher Marshall McLuhan for introducing the idea of the global village—a term that is perhaps too readily applied to our world nowadays

Someone who understands this well is Robert Luton, president of Japan, MasterCard. Luton, who has spent the past 15 years in the country, believes: “The most valuable part of living and working overseas is that you learn to check all your preconceived notions at the airport. You have to try to understand the local business culture from its own perspective—and then you realize it’s actually quite logical.”

## The price of credit

This seems sound advice, and anyone who has worked successfully in Japan will be nodding their heads at this point. In an interview with the *ACCJ Journal*, Luton offered an explanation for the difference between his operations in Japan and those in other developed markets.

MasterCard as a brand connects issuers, acquirers, merchants, and consumers, he said. As such, it needs to understand the needs of different constituencies and balance the interests of all stakeholders. But, each market is different. In the United States, card issuers make a significant portion of their revenues from the interest accrued

on revolving monthly credit. “But in Japan, the monthly revolve is a relatively small share of an issuer’s revenue. So starting from that, the realities and—hence—the business model, are going to be different,” he said.

MasterCard, as a payment-processing network, probably receives some unwarranted criticism. After all, its focus is on the technological end of payments, not on how much consumers pay for credit. “We are in the business of improving the payment experience,” Luton said. “No one wakes up in the morning looking forward to paying for something. We make paying safer, easier, and more rewarding.”



Richard Jolley is an IT and business writer in Tokyo.

**2020 goal**

Exciting innovations are emerging as the world moves toward cashless societies. But will these be enough to get Japan—notorious as a cash-based culture—moving in the same direction?

Figures show an enormous gap in the number of non-cash transactions between the United States and Japan. The *World Payments Report 2014*, produced by Capgemini and RBS, puts the number of cashless transactions in the United States at 118 billion for 2012, when in Japan it was just 11 billion. However, the same report says such transactions rose 10.7 percent in Japan between 2011 and 2012, a rate of increase third only behind the rates for China and South Korea. In the United States, electronic transactions grew just 3.4 percent over the same period.

The upward trend for Japan is welcome news for the domestic credit-card industry, which is targeting major growth between now and the 2020 Tokyo Olympic and Paralympic Games. Mitsubishi UFJ Financial Group, Inc. has said it expects to double transactions by 2020.

“I believe that ‘doubling’ is possible for two reasons,” Luton said. “We are going to see continued growth in electronic payments, and I think we’ll see the average size of [cashless] payments come down, as people [use their cards more to buy daily items].”

**The cash misconception**

Luton admits there is still a long way to go before the likes of Mitsubishi hit their targets. Research by MasterCard in Japan has highlighted just how ingrained cash-based purchases are and the reason Japanese people prefer to carry wallets stuffed with notes rather than plastic.

The company consulted a wide demographic in its poll, including executives, housewives, public officials, and office workers. When asked about paying in retail stores,

60 percent of respondents said they preferred to pay in cash for items that cost less than ¥10,000. This figure shrank to 26 percent for purchases of more than ¥50,000.

When asked why cash was the best option, 80 percent of those polled said it felt safer, and when asked “why safer,” 74 percent said, “because the sale was completed faster.” Just 3 percent said it was safer because cash transactions precluded the potential for fraud. What this implies is that people say safer when they mean easier, and this conclusion corresponds with Luton’s thoughts.

“When I arrived here, everyone paid in cash to get on the bus, but in the last few years everyone has adopted a piece of plastic [e.g., Pismo or Suica card], which they [touch against the card reader to pay the bus or train fare]. Is it safer than cash? No, because if you lose your card, you’ve lost what was on it. But is it easier? Definitely, and that’s why it’s been such a success. People didn’t change their perceptions; they simply found something that was faster,” he said.

The similarities between Pismo and the debit cards prevalent in Europe and America suddenly become obvious. Just as they may with debit cards, consumers often use their Pismo for relatively small, frequent payments, such as for drinks in vending machines or convenience store purchases. Still, as Luton points out, the differences in the technologies underpinning the two types of cards are huge; Pismo, as it stands, has very limited applications. Yet, the prepaid card model seems to be key to breaking the love affair between the Japanese and their cash.

To this end, MasterCard in Japan has partnered with mobile operator KDDI to launch its auWALLET card, which can be obtained without a credit evaluation and loaded with money at au shops or online. The latest figures show that 6.6 million cards have been issued since the card’s launch in May. “I believe that Japan’s move towards a cashless



Robert Luton is president of Japan, MasterCard.

society will go in segments. A certain payment product will be introduced that groups respond to. Like with the transit cards, people will see that it offers a better way to pay,” Luton said.

**The time has come**

In addition, we must not overlook the impact of expanded tourism to Japan. “Last year, we had over 10 million visitors to Japan, and this year we are on target for 12 million. The government hopes for 20 million by 2020,” he said. The vast majority of these visitors will want to buy things in the same way as they do back home—using payment cards. All Japan has to do is make sure it’s ready. Luton is convinced it will be.

Indeed, he says we are seeing a turning point in the payment history of this country. It is no longer a question of waiting for the technology to come along to enable the move from cash. Rather, it is simply taking what’s already out there and molding it, so it resonates with the local market.

At this point I think about a Hello Kitty-shaped card but, alas, our conversation is over. •

**The prepaid card model seems to be key to breaking the love affair between the Japanese and their cash.**

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# DIGITAL MARKETING

How technology is changing sales

By John Ghanotakis, Amir Khan, and Timothy Trahan

Software is drastically changing the frequency and content of, and messages prevalent in, modern marketing. In many cases, companies and senior marketing leaders are struggling to keep up.

Customers are now more informed about products than ever, and traditional web advertisements are becoming less prominent in marketers' digital strategies. The Young Professionals Group Subcommittee spoke with Amy Guarino, vice president at Marketo, a Silicon Valley startup specializing in marketing software, and discussed the changes she has seen in Japan.

The automobile industry came up as a prime example of how digital marketing is changing the consumer landscape.

"For Nissan, four years ago the average person visited a car dealership seven times when purchasing a new car. Now, the average number of visits is only 1.5." Instead of visiting the dealership, customers are looking online to read reviews, understand specifications, compare other makers' models, and find financing options.

"We see that consumers are doing self-directed research. Suddenly, the dealership doesn't have as much influence over the purchase process." Potential buyers' research efforts can easily be tracked, and companies can interact with visitors to their websites in novel, informed ways. This process is commonly referred to as engagement.

Engagement works in ways unlike banner advertising or direct email marketing (by many, considered spam email). The idea is to speak with customers in meaningful ways and on a personal level, often through mobile or other digital media. Marketo's software allows companies to monitor people's engagement with their digital media presence, including social networking services such as Facebook, Instagram, and Twitter.

Companies can thus track shoppers' behavior and send follow-up communications targeting potential customers. This allows marketing departments to understand what communication programs are effective, and to spend less time finding potential sales

leads. They can find the answers to key operational questions, such as whether a coupon would be more effective in attracting buyers than a customer survey.

In addition, measuring engagement helps companies focus on the quality, rather than the quantity of leads, and salespeople can more consistently contact the right people at the right time. This ultimately leads to increased sales for a company, which can often employ fewer salespeople and marketing staff when using this type of software.

## Trend watch

Guardino mentioned a few things in particular she is noticing in the changing marketing landscape.

"Social is fascinating. The biggest change is that traditionally, companies try making Facebook pages to secure 'likes.' More recently, marketers have found that it is actually more important to generate trust on a personal level. Person-to-person trust is more important than company-to-person communication. Relationship selling is a big focus," she said.

"This is an enormous opportunity for young people in the marketing field. Actually, these developments are new to everyone—even those at the executive level—and for experienced marketing professionals it seems daunting and outside the norm. This is a disruptive force, and people who are experienced have a hard time. The change will greatly influence marketing professionals' careers for the next 15 to 20 years."

Another key aspect of this change in marketing, especially when compared with previous tech revolutions, is that the pace of change is so rapid. The switch to technologically advanced marketing tactics is "happening quickly, as this is driven by revenues."

"Trends also indicate that banner advertisements are dying. Engagement—meaning that which you can understand from a data perspective—is becoming more relevant. Companies are finding that they can increase sales by 40 percent while also spending less money on marketing programs." This, of course, assumes that companies have invested in sophisticated engagement software to stay in touch with their consumers. •



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

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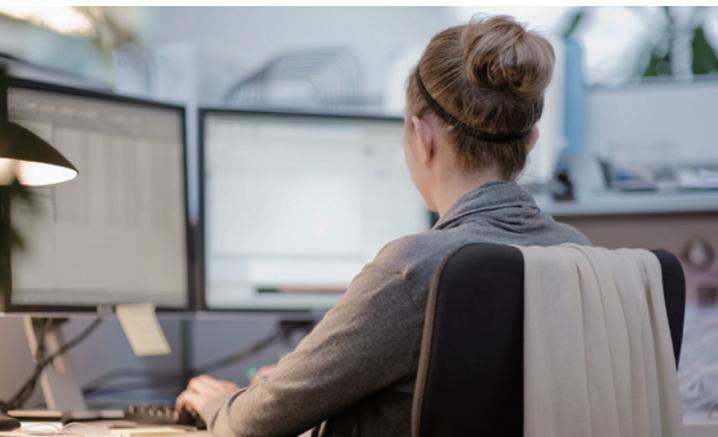
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# IT PROFESSIONALS SOUGHT AS TALENT MISMATCH INTENSIFIES

By Michael Craven  
Senior Manager, Hays Japan Information Technology

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Japan's talent mismatch has been ranked the most acute in the Asia-Pacific region, according to the 2014 Hays Global Skills Index ([www.hays-index.com/](http://www.hays-index.com/)) released in September. This demonstrates the significant gap between the skills that businesses are looking for and those available in the labor market, with a particularly severe skills shortage in the IT field.

As many companies upgrade their IT infrastructure in Japan, new jobs are being created, and demand for IT professionals is increasing. However, the country's ability to meet this demand is being hampered by its lack of highly skilled workers in this industry.

Japan received a very high score of 9.5 (out of 10) for talent mismatch in the Global Skills Index. Of the 31 countries included in the index, it is behind only Ireland, Portugal, Spain, the United States—each of which scored 10.0—and the UK (9.6) for the severity of its talent gap. Japan's score rose from 9.1 in 2013, showing

**There has been a noticeable trend this year for employers to hire candidates with certain core technological skills.**

that the mismatch has intensified over the past year.

In addition to its high score for talent mismatch, Japan was given a moderately high score of 6.0 for its labor market participation indicator, which shows that the proportion of working-age people is not rising. This means that there are currently no additional human resources to meet hiring demand.

So what does this mean for companies and employees in Japan? The increasing mismatch between the skills employers need and those available on the market continues to affect the ability of businesses and the economy to reach their full potential. While progress has been made in some areas, the lack of flexibility seen in traditional Japanese hiring practice indicates that challenges will be ongoing for some time.

Although the government is endeavoring to widen the talent pool, the Japanese regulatory system and approach to diversity thus far suggest that competition for talent will remain fierce given the improving economy.

## Jobs in IT

According to the latest "Hays Quarterly Report" ([www.hays.co.jp/en/report/index.htm](http://www.hays.co.jp/en/report/index.htm)) for October to December 2014, there are new jobs in the IT sector for business analysts, project managers, and internal IT support engineers. There has been a noticeable trend this year for employers to hire candidates with certain core technological skills.

Companies in Japan have been less focused on outsourcing, as they look to align their technology functions to gain a competitive advantage.

Business analysts who have strong skills in evaluating an organization's processes and systems are highly sought after, as these workers can help establish more efficient processes and assess a company's business model and technological integration.

Candidates with relevant IT-industry work experience, such as business and systems analysis, systems development life cycle management, and delivery of vendor solutions will be in increasingly high demand.

Meanwhile, project managers are needed to work alongside analysts, to manage the delivery of new IT-related projects. Candidates need project management, leadership, budgeting, and general IT skills to be considered for these roles.

Internal IT support engineers are also being hired as both permanent and temporary contractors. These specialists are being brought on to support new IT systems and infrastructure initiatives implemented as a result of companies' increased confidence in the market. These professionals are responsible for monitoring, maintaining, and troubleshooting an organization's internal IT applications and infrastructure. Candidates with strong technical support ability who can work calmly and logically under pressure will be most in demand. •

# BLENDING CULTURES

Futuristic film explores complex racial themes and emotions

By Roland Kelts

Photos courtesy of Disney

Disney's Christmas gift for Japan is already wrapped—and has been at least partially delivered.

*Big Hero 6* (titled *Baymax* in Japan), Disney's newest big-budget animated feature, had its world premiere at the Tokyo International Film Festival on October 23. When it opened in the United States on November 7, it took the top spot at the weekend box office, earning \$56.2 million and an 89 percent average critics' rating on the movie review site *rottentomatoes.com*. It will open across Japan on December 20.

Superficially, the film is an archetypal action-adventure yarn, with an unlikely team of heroes banding together to save the world

from a vengeful villain. But a closer look reveals a rich mix of media and cultural sources.

The story is adapted from a short-lived comic book series of the same name published in the 1990s by Marvel, the American comics giant acquired by Disney in 2009. The principal characters are a Benetton-like blend of ethnicities, featuring a Latin-American, an African-American, two Asian-Americans, and a Caucasian hippy—all of whom are obsessed by the possibilities of science and technology.

But distinguishing it from other recent Disney blockbusters is the illustrated metropolitan fusion of the film's setting: the hybrid city of San Fransokyo. The Tokyo world premiere, say directors

Don Hall and Chris Williams, was no accident.

Hall said the original comic was set entirely in Tokyo and calls it "a love letter to Japanese culture."

"Inspired by Japan and our desire to create a new, unique world for the film," he said, "we set out to create a mash-up of two of our favorite cities: San Francisco and Tokyo."

## Hybrid setting

The city is a marvel of architectural alchemy. Shibuya skyscrapers with coursing video screens hug San Francisco's iconic Transamerica Pyramid. Victorian-style row houses line hilly San Fransokyo neighborhoods, swathed in the pink-white light of Japanese cherry blossoms in full bloom. The sprawling Yokohama Bay Bridge connects the city to the East Bay, which may well be home to Oaksaka and Berkyoto in this Japanamerican universe.

"There are so many Easter eggs of Japanese culture tucked into [the film's] world," said Ryan Potter, the actor who provides the voice of its lead character. "It's fun just finding them."

Potter would know. Half-Japanese, half-Caucasian, he was born in Tokyo, where he was raised by his American mother, who moved with him to California when he was seven years old. Now 19, Potter fondly

Directors Don Hall (left) and Chris Williams (middle) in the studio with lead actor Ryan Potter.





San Fransokyo, the setting for *Big Hero 6*, is a metropolitan fusion of San Francisco and Tokyo.

recalls being immersed in the animated films of Hayao Miyazaki and Satoshi Kon, and he easily reels off a list of favorite manga and anime series, such as *One Piece*, *Akira*, and *Inuyasha*.

“I remember my neighborhood [Yoga, in Tokyo’s Setagaya Ward] very well,” he said. “Walking in the massive park, the trains, the food. Especially the food. There’s nothing quite like it anywhere else.”

Potter’s casting as the film’s protagonist was also no accident. He plays 14-year-old Hiro Hamada who, like Potter, is a half-Japanese, half-Caucasian American. Hiro lives in a second-floor San Fransokyo apartment with his Aunt Cass. At his first audition for the film, director Hall gave Potter what amounted to an interrogation of his Japanese fanboy chops.

“They were looking for someone to play Hiro for quite a while,” Potter said. “When my name was brought up, Don almost gave me a Japanese pop culture test. Did I know about the comic books? How many anime shows had I seen? What action figures did I collect? I was able to unload all my Japanese pop culture knowledge on him. And finally they were like, ‘Oh yeah, this is our kid.’ I never thought my knowledge of *Dragonball Z* and *Yugioh* would be a factor in an audition.”

**“The success of films like *Big Hero 6* and *Up* shows that audiences will accept non-white characters at the center of an animated story.”**

#### Diversity concerns

Hiro’s brother, Tadashi, is played by half-Korean American actor Daniel Henney; Latina Honey Lemon is voiced by Venezuelan/Cuban-American actress Genesis Rodriguez, and Asian-American Jamie Chung is the voice of Go Go Tamago. The earnest, broad-shouldered African-American character, nicknamed Wasabi, is played by comedian Damon Wayan’s son, Damon Jr.

“In recent years, Disney/Pixar has created animated films with more diverse casts,” noted animation critic and historian Charles Solomon, citing the films *Mulan*, *Lilo and Stitch*, *Up*, and *Pocahontas*. But, he added, “designing ‘ethnic’ characters poses special challenges. How do you suggest Asian or African-American facial features without sliding into the stereotypes that have been used in unflattering portrayals in the past? The designs for Hiro and Tadashi reflect the characters’ Japanese heritage in the shape of the eyes and the angle of the cheekbones. But they’re light years away from the buck-toothed, slant-eyed figures in American World War II cartoons.”

The surge of multi-ethnic casting in mainstream animation, and the audience’s embrace of that diversity, may make the medium more progressive and relevant than its live-action cousin.

“The success of films like *Big Hero 6* and *Up* shows that audiences will accept non-white characters at the center of an animated story. Disney recently announced plans for *Moana*, a feature set in Polynesia, and Pixar is developing a film evoking Mexican Day of the Dead imagery. Given the relatively small number of

animated films produced each year, animation is probably ahead of the live action side of Hollywood in the inclusion of non-white characters,” Solomon added.

Yet the character that gives *Big Hero 6* its emotional heart is an ethnic blank slate: the healthcare companion robot Baymax, whose minimalist, Hello Kitty-like features emanate from a more historical Japanese source.

While the directors were conducting research in Japan, “Don visited a [Shinto shrine] and saw a Japanese bell [*suzu*], which had an opening at the bottom that looked like two circles with a line between,” explained fellow director Williams. “That became the inspiration for Baymax’s face.”

The directors’ respect for Japanese culture, both pop and traditional, has not gone unnoticed. At the November press screening at Tokyo Disneyland, the largely Japanese audience erupted in applause as the credits scrolled, with some viewers lingering in the lobby and comparing notes afterward. Like many of its Japanese anime influences, the film boldly explores the nature of loss and remorse; more than a few cheeks and tissues were moistened during some of its most heartbreaking moments.

“We very deliberately held our world premiere at the Tokyo International Film Festival,” said Hall, “and based on early reactions from the Japanese press, they felt it was very authentic. We were extremely humbled and grateful to hear that.”

Williams agreed. “When we were in Tokyo for the world premiere, it was so gratifying that the details the team put into the film were recognized and complimented. In animation, every detail matters.” •



Roland Kelts is a half-Japanese American writer, editor, and lecturer who divides his time between Tokyo and New York. He is the author of the acclaimed bestseller *Japanamerica: How Japanese Pop Culture Has Invaded the US* and the forthcoming novel *Access*.

His fiction and nonfiction have appeared in *The New Yorker*, *Time*, *Psychology Today*, *Playboy*, and *The Wall Street Journal*. Kelts authors a monthly column for *The Japan Times*, and is also a frequent contributor to CNN and NPR. Find him online at: <http://japanamerica.blogspot.com>

# THE ART OF LOVE

By Omima M. Miki

Photos by Dave Dwang

**F**rom the mountain villages of Gifu Prefecture to the islands off Hiroshima, artists are gathering in Kobe on December 6 for a special night: the ACCJ Kansai Charity Art Auction Gala.

The American Chamber of Commerce in Japan's Kansai Community Service Committee includes members who are passionate about bettering the local community. Each of the volunteers is also involved with community service projects as part of their careers, outside the scope of ongoing ACCJ activities.

Earlier this year, the committee faced the challenge of replacing an annual event—the ACCJ Kansai K.I.S.S. Charity Concert—with a different function that could serve the community of Kansai in an equally meaningful way.

A strong task force came together to brainstorm. Committee members believed that this was a good opportunity to push the boundaries of their efforts, and involve passionate individuals in the community who have contributed to the region through different media: artists.

The art communities in the Kansai area are expanding. With the growth of these neighborhood havens—filled with interesting artisans known for their brilliant techniques in art and design—comes added interest in their activities by businesses from all sectors. Innovators in many fields are now seeking creative ways to integrate the best of architecture, food, and fashion within their organizations.

To support the Art Auction Gala, some of Kansai's finest artisans



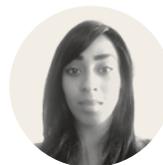
*Protecting the Heart*, a painting by Jin Bo Park and Shiho Takano, Osaka YMCA International School



will donate their work. Many of these people have recently become quite popular, their work sought by collectors and other individuals who are active in the art world. Contemporary artist DAAS, and the owner of Osaka's Gearhead Art Studio, Guido Saldana, are among those who have been finding new fame in the art world.

Moreover, award-winning celebrity artists in Japan, many of whom spawned a new artistic movement or trend, didn't hesitate to participate in the charity gala. They are donating iconic pieces to the event.

Even artists residing overseas have reached out to support the ACCJ Kansai initiative. Terunobu Hirata, who now lives in Australia, sent some of his ceramic works for the cause.



Omima M. Miki is a member of the ACCJ Kansai Community Service Committee and a company owner at Osaka's Aoi Taiyo NPO.



#### Helping sick children

What exactly is the cause supported by this charity endeavor?

The event will support the Child Chemo House in Kobe, the first cancer treatment facility for children that allows families to stay with their afflicted loved ones during the entire treatment process. This organization is run by two inspirational ladies, Masami Hagiwara and Emiko Hashimoto, both of whom lost their own children to cancer. At the time of their loss, there was no such facility as Child Chemo House.

The good-will institution is supported by the city of Kobe, and has numerous backers who make annual contributions to keep the center open year-round, and available for children with cancer.

ACCJ Kansai's Community Service Committee is making great strides this year. The main focus of our work centers on the needs of the Kansai community at large, be they medical, academic, agricultural, or business-related. The overarching goal is to try and help improve the lives of all Kansai residents, with unconditional love. •

- 1 - Contemporary artist DAAS
- 2 - A lecture given on Child Chemo House

- 3 - Artist Terunobu Hirata (left) with Omima M. Miki
- 4 - ACCJ Kansai Community Service Committee Vice Chair Kirsten Welbes



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# ALLIES AND ACCESS

19th annual doorknock reflects government's trust in ACCJ ideas and advocates

Custom Media

Photos by Genki Art Photography

**T**he American Chamber of Commerce in Japan (ACCJ) has been knocking on the doors of Japan's most influential politicians for 19 years. According to members of the ACCJ's Government Relations Committee, this year continued the trend of strong engagement with officials and legislators throughout the government. The ACCJ met with lawmakers and officials over three days in late October.

Even more importantly, committee leaders pointed out, ideas and proposals that had been put forward in earlier doorknock campaigns are now being reflected in legislation being drawn up by the Japanese government.

"It is clear to me that they are far more open to ideas compared with six years ago, when I first started doing these events," Arthur M. Mitchell, chair of the committee, told the *ACCJ Journal*.

"They know the domestic economy is stagnating, they are looking for fresh ideas, and they no longer see us as the barbarians at the gates," said Mitchell, who is senior counselor for White & Case LLP.

"We really do have the best interests of both Japanese and US firms at heart, because a strong Japanese economy benefits our members as well. We are absolutely committed to making constructive suggestions to improve the environment for all of us," he added.

Lawrence Greenwood, vice chairman of the committee, agreed that the chamber's connection with the Japanese politicians appeared to be better this year than ever before, and said positive outcomes were visible just days after the doorknock had concluded.

"We have already received reports from two Diet members that they were raising issues that we had put to them on the floor of the House [of Representatives]," he said. "And they are using our information in their interactions in committees. So essentially they're taking our ideas directly into the Diet, and that has not happened before."

Mitchell added that he found it particularly pleasing that sections of a white paper the chamber produced about growth strategies two years ago were "embedded verbatim" into papers drawn up by both the ruling Liberal Democratic Party and the government.

About 60 members of the chamber, led by ACCJ President Jay Ponazecki, took part in this year's doorknock, holding discussions with some 60 Japanese legislators, including two ministers and a number of vice-ministers.

The event was designed to continue engagement with senior government officials here, to advocate policies, and to share global best practices designed to achieve long-term economic growth, particularly in the run-up to the 2020 Tokyo Olympic and Paralympic Games.

**The Japanese government is "far more open to ideas compared with six years ago."**

## Driving Home TPP

The three principal themes that the chamber sought to promote were: concluding the Trans-Pacific Partnership (TPP) agreement, implementing labor mobility reforms and "womenomics," as well as promoting innovation and entrepreneurship in Japan.

When the TPP issue was broached, Mitchell said, there were fewer voices this year indicating their opposition to an agreement or claiming it is "too hard." The biggest concern from the Japanese side was whether the United States can deliver on its promises.

The chamber's position is that a clear demonstration of political will is required to bring the negotiations to a conclusion, and that both sides need to clarify their positions on all the issues at stake.

Japan's participation in the deal would be a "game-changer," as TPP would cover countries accounting for 40 percent of global GDP and create a high-quality platform for promoting rules-based trade and investment among all the economies of Asia, and even globally.

From left:  
ACCJ leaders  
Kenneth Lebrun,  
Jay Ponazecki, and  
Junichi Maruyama



**One way in which the government can encourage entrepreneurship . . . would be to set aside a percentage of its annual procurement budget for purchases from new start-up ventures.**



From left: Kenichi Kobayashi, ACCJ Internet Economy Task Force vice chair; Jakob Edberg, ACCJ Globalization and Labor Diversity Committee vice chair; and Kazumi Sugimoto, member, House of Representatives

And while studies suggest that Japan would enjoy the biggest income gains of any TPP member country, excluding goods and services from the deal would impact those benefits.

The delegates also emphasized that time is running short for the deal to be struck. Failure to have an agreement to put before Congress for approval by next summer could mean it would have to wait for a new US administration in early 2017.

**Labor mobility**

Turning to labor mobility and women in the workforce—an area of focus by Prime Minister Shinzo Abe—the chamber applauded ongoing efforts to create a society in which women can “shine” in more prominent positions of leadership. This will increase productivity, critical to ensuring Japan’s economic growth as the population continues to decline.

Greenwood pointed out that Japan’s two-tier employment market splits society here between “regular”

and “non-regular” employees, with no flexible alternatives. That labor market is becoming increasingly inequitable because it provides job security to the shrinking sector of the workforce, while the remainder—some 40 percent of the total, of whom 70 percent are women—have less security and lower pay.

The chamber recommends more flexibility in both work contracts and working arrangements, additional after-school care for children of working mothers, and changes to immigration regulations that would permit working mothers, for example, to hire non-Japanese domestic helpers.

“We got a lot of good reactions in our interviews on this subject,” Greenwood said. “Everyone agreed on the benefits of changing regulations to make it easier to work in different ways, like working from home and increasing day-care centers. And it’s not just about women, as men also care for children.”

**Innovation and entrepreneurship**

The third area of focus was innovation and entrepreneurship. While the chamber approves of government attention to policies and budget allocation in priority research areas, such as healthcare, robotics, and other leading-edge technologies, more needs to be done to “set the tone at the top.”

One way in which the government can encourage entrepreneurship,



Ambassador Caroline Kennedy hosted a reception at her residence.

Mitchell suggested, would be to set aside a percentage of its annual procurement budget for purchases from new start-up ventures. The paperwork required by companies applying for government grants should also be streamlined, while administrative fees for routine procedures—such as changing an address—should be reduced, and taxes should be reformed to assist new firms in their precarious early years. Ultimately, if the government is serious about boosting entrepreneurs, then a Cabinet-level position should be created to champion and support this sector of the economy.

“Our pitch to the people that we met was very much that we as an organization are very much in touch with our own government through the embassy and directly through Washington,” Mitchell said. “They should see us as a go-between, because what we were telling them in those meetings is exactly the same as we’re telling our own government.” •



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# VACCINES: TRUTHS, MYTHS, AND REALITIES

By David Hulmes

First there was global security, a state of high alert prompted by the war on terror. Then along came global energy security and global food security—protection without protectionism. Now the world has a new threat to neutralize: global health security.

Where once outbreaks of disease tended to remain localized, particularly in the developing world, now they have the capacity to spread quickly, given the advent of a rising middle class in Asia and Africa that is making full use of its newfound ability to afford international travel. With that comes the potential to unwittingly transport deadly diseases around the world.

Globetrotting business travelers and aid workers are others who can spread a virus across the planet.

“Global health security is really important. It’s one world now . . . Ebola has shown that,” according to Seth Berkley, chief executive of Gavi, the Vaccine Alliance. Berkley, recognized as one of the world’s 100 greatest influencers by *Time* magazine in 2009, was speaking in late October at the Tokyo American Club. He addressed the topic of vaccination policy and preventable diseases at the seminar entitled, “Vaccines: Truths, Myths & Realities,” an event co-hosted by the American Chamber of Commerce in Japan and the European Business Council. Appearing alongside him was Nobuhiko Okabe, chair of

the Subcommittee on Immunization and Vaccination at the Ministry of Health, Labour and Welfare (MHLW).

Both speakers drew parallels with, and made connections between, the local and the global, with specific reference to a controversy in Japan over the HPV vaccine given to girls and young women to help prevent cervical cancer.

The MHLW withdrew its HPV vaccination recommendation last year after several hundred recipients complained of side effects, largely related to long-term pain and numbness. Consequently, local health officials were told not to promote the vaccination while investigations took place, although the vaccine is still available on request.

And in the intervening 18 months? Silence.

When the forum was thrown open to questions from the floor, one audience member wanted to know: “Is the mood in Japan changing to allow more serious discussions on the HPV vaccine?”

Okabe replied, “We need some more time. We have to think about the young female generation.”

Berkley, however, had a different take. “The most important thing is transparency,” he said. “If there are no side effects from the vaccine then we need to make that public. It’s not only one world for vaccines, it’s also one world for information on the Internet. Obviously, if vaccines are not safe then we have to show that.



Speakers Seth Berkley (left) and Nobuhiko Okabe

There have been hundreds of millions [globally] who’ve had the [HPV] vaccine, and the side effects seen in Japan have not been seen elsewhere. Confidence is so critical.”

The confidence factor is a key issue for Gavi, which is seeking—with partners such as the Bill & Melinda Gates Foundation, UNICEF, and the World Health Organization—financing for its 2016–20 vaccination program. Funding supports 11 vaccines, including a five-in-one shot against diphtheria, tetanus, whooping cough, hepatitis B, and *Haemophilus influenzae* type b.

Co-financing needs are projected at \$1.2 billion during this timeframe, up from \$470 million in the previous five years. A Gavi funds replenishment conference is on the agenda for the G7 meeting in Germany next June.

The aim of Gavi and its partners is to increase access to immunization in the poorest countries. About 440 million children were immunized between 2000 and the end of 2013, a program Gavi believes prevented 6 million deaths. Yet, only about 5 percent of children will be fully immunized by 2015. “By 2020, we hope it’s going to be close to 20 percent,” Berkley concluded. •



A former Bloomberg and Reuters editor in Japan, David Hulmes recently returned to Tokyo from London.



From the earliest civilizations through most of the 20th century, smallpox has claimed the lives of untold millions. By 1980, this virus had been eradicated. Yet today, the threat of smallpox looms once again as a possible weapon in a bioterrorist attack.

Governments throughout the world are partnering with leading private sector companies to plan for the possibility of a bioterrorist attack by preparing large-scale immunization programs.



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## ACCJ EVENTS | PAST AND PLANNED



GENKI ART PHOTOGRAPHY



HUMZA AHMAD



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ANDY BOONE



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- 1 — Arthur Mitchell (left), chair of the ACCJ Government Relations Committee, gives a toast during the Diet Doorknock reception at U.S. Ambassador Caroline Kennedy's Residence on October 30.
- 2 — Arnaud de Saint-Exupéry (right), general manager of the Andaz Tokyo Toranomon Hills, with Yoko Jodai, winner of the door prize—a one night stay at the Andaz—at the "ACCJ Fall Meet & Greet," held on November 10 at the Andaz Tokyo hotel.
- 3 — Keiko Suzuki, co-chair of the ACCJ Human Resource Management Committee, speaks at the ACCJ luncheon "What Do You Want To Create Today?," held on November 4 at the Shangri-La Hotel, Tokyo.
- 4 — Governor of Hyogo Prefecture Toshizo Ido (left) with Mie Kitano, co-chair, Women in Business-Kansai Committee, at the "Reception for U.S. Consul General Greenberg and ACCJ Board of Governors / Pre Walk-A-Thon Party," held on October 17 at the Kobe Portopia Hotel.
- 5 — ACCJ members and guests at the "2014 Joint Chamber International Meishi Exchange," held on November 5 at the ANA Crowne Plaza Osaka.
- 6 — From left: ACCJ Governor-Chubu Chris Zarodkiewicz, Independent Business Committee-Chubu Chair Ray Proper, Business Programs Committee-Chubu Chair Jeff Genet, and Greg Robinson, director of the Coat of Arms Pub and Restaurant, at "How to Start a Business in Nagoya: a Panel Discussion with Foreign Entrepreneurs in Nagoya," held on October 9 at the Winc Aichi.
- 7 — Speakers and panelists at the ACCJ Chubu "Diversity in the Workplace: Broadening Cultural Understanding and Empowering Women" summit, held on October 23 at the Westin Nagoya Castle.

### UPCOMING EVENTS

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

**December 6**  
ACCJ Kansai Charity Art Auction Gala

**December 11**  
Joint Chamber Bonenkai 2014

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# SIMPLY BETTER WORK HABITS

By Dr. Greg Story

It comes as "no shock and awe" that most people spend more time working than on any other activity. Life is becoming more hectic, as we all switch to a 24/7 lifestyle, thanks to Blackberrys, iPads, etc. As a consequence, stress levels seem to be constantly rising. To avoid major health problems, we must find simple ways to reduce on-the-job stress.

## 1. Clear your desk of all papers except those relating to the issue at hand (the TRAF approach)

**Toss it.** Whenever I look in my physical files, I notice a lot of paper that I never look at and never need. At the magical point of deciding to toss or file, I utter these fatal words to myself, "I had better keep this in case I need it." Years go by and I never need it. In fact, I usually completely forget I even had it in the first place. I am sure I am not alone. So better toss it out early rather than later.

**Refer it** to someone else for action. This is Delegation 101, but most of us are weak on the delegation front, mainly because we don't do it the right way. Normally, we say things such as, "It will be quicker if I do it myself." When we actually get around to delegating tasks, we just dump the offending documents on someone's desk, tell them to take care of the items, and then breezily glide off into the distance. Instead, we need to have a proper conversation with the delegatee on why doing this task is in their interest and map out the follow-up process.

**Action it.** Either knock it off right there and then, if you can do it in less than two minutes, or add it to the to-do list, prioritized for a later time.

**File it.** Before you take the plunge and file it, ask yourself if you really, really need this information. Maybe you only need a small part of it, in which case take a photo of it or get that bit into the Evernote application or a similar alternative. Some workplaces have adopted the paperless nirvana, where everything is scanned and stored digitally. I look at that and say to myself, "If they can do it maybe I can too!"



## 2. Do things in order of importance

Major insight: not all bits of paper have the same value. Prioritizing work is a must. We can't do everything, but we can do the most important things. Just decide what those things are and start there.

## 3. Learn to organize and delegate responsibility

This is similar to Refer, except that with expert delegation, the task never arrives on your desk in the first place. You head it off at the pass, and make sure it is re-routed to the delegatee. Discuss the task with the delegatee before they start work on it. Monitor their work to make sure they are on track and then let them do it—don't buy it back under any circumstances.

## 4. Don't keep putting off problems

There is both positive and negative procrastination. Deciding not to do something now may be the best choice. We just need to be aware that this is what we are deciding. Negative procrastination is not doing something we should, when we should, because we are immobilized through fear of making a decision. When you have a problem, solve it then and there, if you have the facts necessary to make a decision. As the saying goes, "If you have to swallow a frog, do it in one gulp!"



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

Most of us understand these ideas, but we don't apply them. Simple works best, so let's get started with some simple solutions to problems from work overload. •

# BATting FOR BASEBALL'S FUTURE

By Vicki L. Beyer

cannot watch a baseball game at Meiji Jingu Stadium without thinking about Babe Ruth. After all, it is one of the few stadiums still standing in which the great icon played. In November 1934, Babe Ruth and 14 other American Major League Baseball players toured Japan, playing 22 games in 12 cities from Hakodate, Hokkaido, to Kokura, Kyushu. *Banzai Babe Ruth: Baseball, Espionage, and Assassination during the 1934 Tour of Japan* is the story of that time.

It stands to reason that the tale of a group of American athletes touring Japan in the mid-1930s is more than just a sports story. Author Robert K. Fitts peels back layers to show the rise of baseball in Japan and its infancy as a professional sport. He also describes the impressions Japan made on the American tourists, and the cultural and political assumptions of key individuals on both sides of the ocean, as well as the widening rift between Japan and the United States that was briefly narrowed by this tour.

Fitts provides details of the games themselves that are, at times, so lively that one can almost hear a radio announcer. These descriptions are supplemented by appendices containing batting and pitching stats as well as tour game line scores.

The book begins with a brief but excellent overview of the history of baseball in Japan, documenting the sport's growing popularity. Between 1905 and 1929 there were nearly annual trips by Japanese college teams to America and vice versa. There were also half a dozen tours by professional players between 1913 and 1931. Notwithstanding the political challenges relating to Japan's military expansion, particularly in China, by the mid-1930s the time was ripe for the establishment of professional baseball in Japan.

As part of that effort, the Yomiuri Shimbun sponsored the 1934 tour of American major leaguers to play against a team of Japan's best college players (and a couple of promising high school talents).

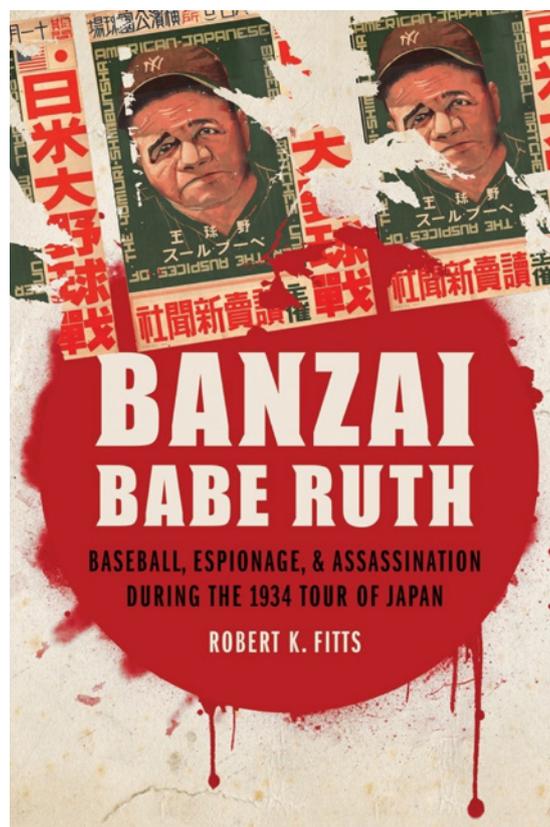
The assembly of the American squad is an interesting tale. Some players who had visited Japan before, like Lefty O'Doul and Lou Gehrig, were not too hard to convince, but Babe Ruth's first response was, "Why would I want to go there?" The team that ultimately made the journey was one of the strongest in baseball history, nearly all of them future Hall of Famers.

One of the most pleasing aspects of this book is the way in which Fitts introduces various individuals and their stories. Whether it is the scrappy but determined publisher of *The Yomiuri Shimbun*, the Japanese high school star pitcher who gave up his chance at college to play against the American major leaguers, the Japanese-American hopeful who played on the Japanese squad in the hope of being invited back to the major league, the Japanese military officer who hoped to lead a successful coup d'état, or the American athletes and members of their entourage, Fitts stitches their tales together to produce a sweeping overview of time and place.

One particularly interesting American player was Moe Berg, catcher for the Cleveland Indians. Some of Berg's behavior during the tour and his subsequent wartime work for the United States

Office of Strategic Services—a wartime intelligence unit—has led to speculation that he was, in fact, spying on behalf of his government during the tour. Fitts provides some interesting facts and analysis—but I won't spoil the surprise.

The tour was successful on many levels, generating substantial goodwill on both sides. But alas, not enough goodwill to prevent war. The last section of the book reveals the wartime and postwar experiences of many of the Japanese and Americans involved in the 1934 tour, as well as a taste of early postwar professional baseball in Japan. •



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

ACCJ members join the ACCJ Journal in bidding a fond farewell to Executive Director Samuel Kidder



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## PROGRESS AND THANKS



Samuel Kidder

**A**s I wind up eight-and-a-half years with the American Chamber of Commerce in Japan, I'd like to offer some thoughts on the changes I've seen during my tenure.

As a membership organization, it makes sense to talk first about membership trends. After absorbing the impacts of the Lehman Shock and 3/11, membership is now back up above 3,000, and we've had major changes in member composition. In 2006, we had fewer than 40 Corporate Sustaining Members; today we have 64. We are now majority Japanese membership, and our percentage of women has climbed from 11.2 percent to 27.2 percent.

Our financial condition is robust, and we've become masters at efficiently managing resources. Now, we need to become more creative in devising ways of delivering value to members. Careful management has provided the ACCJ with a strong underpinning that allows us to experiment without risking the fundamental stability of our organization. The revision of our constitution was also a major achievement. Just like our financial stability, our foundation for governing the chamber is solid.

Our advocacy is professional and effective. In 2006 we hoped for an Economic Partnership Agreement. Today, our governments are, we hope, closing in on the Trans-Pacific Partnership agreement that will fundamentally change regional trade. Our healthcare white papers have created dozens of wins on regulatory issues. The Internet Economy Task Force has pioneered public/private negotiations that have not just provided the content of bilateral trade talks, but have established new structures in which such dialogues take place. Our involvement with the Asia-Pacific Council of American Chambers has transformed that organization

into an effective policy tool further expanding the ACCJ's influence.

The chamber's response to the events of 3/11 was undoubtedly a crossroads in our 65 years. Our steadfast commitment to Japan and all our friends here demonstrated that we are an integral part of this community. For those who thought we might just pick up and leave, we didn't and we won't.

I've been proud of our CSR efforts. I'll remember the highlights of some wonderful programs for years to come. And I've met and worked with so many remarkable people, leaders, members, and fellow staffers. It has been a professional privilege and a personal pleasure to work with all of you.

When I first arrived in Japan in 1988 as an eager commercial officer, Ambassador Mike Mansfield was near the end of his long and distinguished service. He was fond of describing US-Japan ties as the "most important bilateral relationship in the world, bar none." The ACCJ plays a vital role in maintaining and enhancing that relationship. Without a doubt that makes us the most important American chamber in the world, bar none. •

**Just like our  
financial  
stability, our  
foundation  
for governing  
the chamber  
is solid.**



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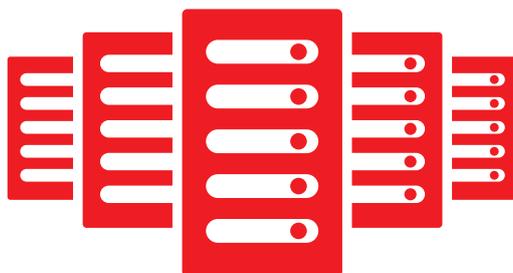
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