



SUCCESS
STORIES



EU - JAPAN CENTRE FOR INDUSTRIAL COOPERATION





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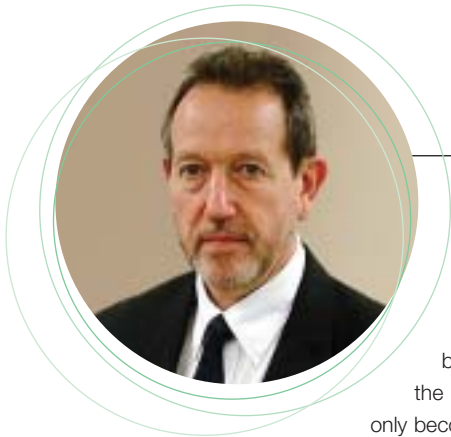
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Please note that the descriptions of the managerial courses are based on previous courses and on the training opportunities offered in the 2002/3 fiscal year. The EU-Japan Centre reserves the right to alter programme content and terms, to change sectors highlighted and to replace existing courses with new ones. For up-to-date information on training possibilities please consult our web-site:

<http://www.eujapan.com/europe/training.html>



A handwritten signature in black ink, appearing to read 'Galway Johnson', with a horizontal line underneath.

Galway Johnson
General Manager

The reasons that have led so many people from all over Europe to participate in our training programmes are very varied indeed. An intense period of study in Japan opens eyes to different ways of doing things, and the opportunity to look back at Europe from an Asian perspective broadens the mind and changes perceptions in ways that often only become clear a long time afterwards.

In researching this book, we were very pleasantly surprised to discover how many of our former participants have gone on to achieve considerable professional success, having been able to apply their experiences in Japan to furthering their careers. This tangible outcome is a measure of the contribution that the Centre makes and is a source of real satisfaction for us. Indeed there were so many interesting success stories that we were unable to include them all in this booklet. We would like to apologise to those whose stories we have had to lay aside for lack of space, and to assure all former participants that we are always very interested to hear from them and to keep alive the informal network that has grown.



We are very grateful to all those who gave their time to tell us their stories and to Heidi who brought them all together in this booklet.

A handwritten signature in black ink, appearing to read 'Hiroaki Taneoka', with a horizontal line underneath.

Hiroaki Taneoka
General Manager





**Romano Prodi,
President of the European
Commission**

“As a unique joint venture between the European Commission and the Japanese Government, the EU-Japan Centre for Industrial Cooperation is an important and visible political symbol.

The training opportunities offered to EU managers by the Centre and the strong support it gives to the EU-Japan Business Dialogue Round Table have significantly strengthened links between our business communities.

I am confident that the EU-Japan Centre will continue to play an important role in the continuous development of EU-Japanese relations”. ●

HISTORICAL BACKGROUND

For fifteen years, the EU-Japan Centre for Industrial Cooperation has been running training programmes in Japan and Europe co-financed by the European Commission and the Japanese Ministry for Economy, Trade & Industry (METI).

Over 1,300 business managers, students and researchers have participated in these programmes that contribute to, and facilitate, communication between Japan and the European Union.

We take pride in the level of satisfaction shown by former participants, in their professional success and in the development of their companies' business with Japan or Europe. In addition, the very positive comments they make to potential new candidates are clear signs of the value of the programmes we offer.



1987 Opening of the EU-Japan Centre for Industrial Cooperation (Tokyo, Japan)

1987 Launch of the comprehensive “Japan Industry Insight” programme to examine Japanese business structure, management and industry through lectures, field trips, seminars, and individual company visits

1987 Launch of the “Alternative Energy” programme for experts in the field of renewable energy

1988 Launch of missions focusing on “World Class Manufacturing” to identify Japanese production processes and “Innovation made in Japan” to analyse various ways in which Japanese firms develop innovative ideas into marketable products



1996 Launch of the “Vulcanus in Europe” programme offering language courses and traineeships in EU companies for Japanese students 1996 Opening of the European Office of the EU-Japan Centre (Brussels, Belgium)

1996 The EU-Japan Centre is appointed the Secretariat for the forum which will become the annual EU-Japan Business Dialogue Round Table and which comprises chief executives of about 40 leading EU and Japanese corporations

1997 Launch of the “Vulcanus in Japan” programme offering language courses and traineeships in Japanese companies for EU students

1997 **Launch of the “Meet Asia in Japan” training mission** to increase EU industry’s awareness of the business environment in Asia

1998 **Launch of the “Distribution & Business Practices” training mission** to provide the participants with an insight into how products reach the market in Japan

1999 **Launch of the new “Alternative Energy” programme** for policy-makers

2000 **Launch of an ICT version of the “Japan Industry Insight” programme,** the first time that a particular business sector has been targeted

2000 Centre appointed “Coordinator in Europe” of Osaka Chamber of Commerce & Industry’s annual **“Global Venture Forum”** – a forum for companies in new, high-tech, and emerging fields of business to meet with potential Japanese business/technology alliance/finance partners

2001 **Launch of an ICT version of the “Meet Asia in Japan” programme** to analyse developments in the ICT sector in Asia

2001 **Launch of a food & drinks version of the “Distribution & Business Practices” programme** to include participation in the annual “Foodex” trade fair

2002 **The Centre celebrates the 15th anniversary of its creation and expresses its deepest respect to the 1,300 managers, students or researchers who have taken part in at least one of these training courses**





**Mr. Erkki Liikanen,
European Commissioner for Enterprise and
Information Society**



“For more than fifteen years, the EU-Japan Centre has actively enabled EU managers to acquire through its programmes a better understanding and appreciation of the industry, culture, language, society and traditions that make Japan unique and successful. Its founding objectives of improving competitiveness by facilitating exchanges of experience and know-how between EU and Japanese businesses, and boosting the presence of our industry in high-growth sectors and regions are, if anything, all the more valid in today’s globalised world.

I am pleased to note that more than 1,300 EU managers, students and researchers have benefited from the range of training programmes offered by the EU-Japan Centre in the past fifteen years, and that their companies have, thanks to their participation, gained knowledge which gives them a very significant advantage.” ●

"I am very pleased that EU-Japan relations are continuing to grow in strength. It is important to build up new economic relations between the EU and Japan to promote economic growth on both sides by developing a knowledge-driven, globalised economy, and through innovations in corporate management and structure.

Improving the business environment is absolutely essential for economic growth as globalisation of business activities rapidly accelerates. This issue has been discussed at the EU-Japan Business Dialogue Round Table.

The EU-Japan Centre contributes to increased industrial cooperation, including investment and technical exchanges, and provides training courses in which more than 1,300 people have participated. The Centre has programmes to enhance access to various types of business information that contribute to investment promotion. It also serves as the Secretariat for the EU-Japan Business Dialogue Round Table. The Annual Meeting was last held in July 2002 in Tokyo and was a tremendous success; it was graced by the presence of European Commissioner for Enterprise and Information Society Erkki Liikanen and European Commissioner for Trade Pascal Lamy. In these and many other ways, the EU-Japan Centre is making a positive contribution to mutual understanding and to stronger cooperative relations between the business sectors of the EU and Japan. These activities are highly regarded as an inspiring example of success in economic relations between the EU and Japan.

The Ministry of International Trade and Industry (MITI) was reborn as the Ministry of Economy, Trade and Industry (METI) on 6 January 2001. The most important issue for METI to tackle, along with the existing trade and industry policies, is economic structural reform in order to improve the Japanese economy and contribute to the world development.

METI extends its highest respects for the substantial contributions that have been made by the EU-Japan Centre. We earnestly hope that the Centre will continue to play an active role in the promotion of EU-Japan industrial cooperation and look forward to an ever closer relationship between Japan and the EU." ●

Mr Takeo Hiranuma,
Minister of Economy, Trade and Industry, Japan



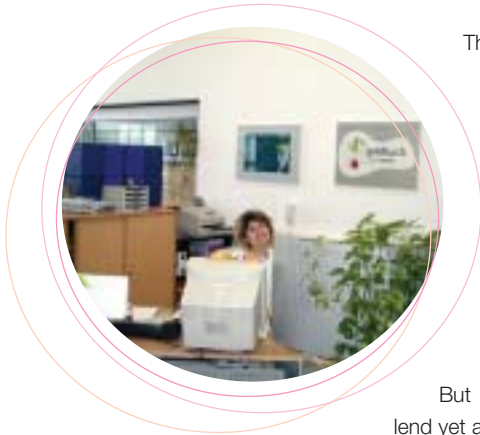


 **ACTIVEAGENT**
creating relations™

“As an outcome of the ‘Japan Industry Insight’ course, I was involved in setting up not one, but two new companies”

Dr. Böhm has a unique success story. Having worked in both the public and private sectors, he has an impressive background in marketing and finance. Prior to joining the 20th “Japan Industry Insight” programme, neither Dr. Böhm nor his employer at the time, the Austrian direct-marketing company, Marketing AG, had any business relations with Japanese companies.

According to Dr. Böhm, *“the individual, custom-made meetings during the training programme with Japanese companies operating in a similar type of business enabled me to conduct a market study for my employer on the possibilities for it to enter the Japanese market”.*

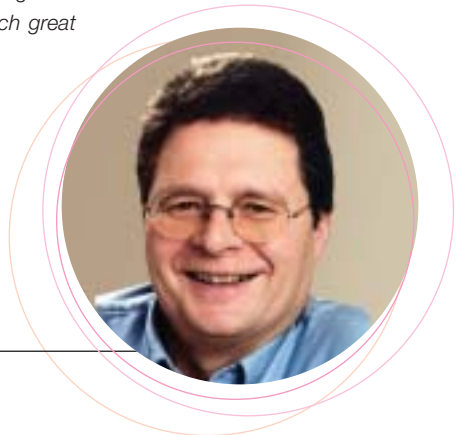


The study inspired not only Dr. Böhm's employer, but also himself to set foot in the Japanese market. Within six months of completing the course, Dr. Böhm founded a small company that was to import electronic-chip card-reading devices to Europe. However, just after the company had been set up, it was bought by a much larger competitor, thus limiting Dr. Böhm's own ability to affect the new company's activities.

But the "Japan Industry Insight" course proved to lend yet another helping hand: during the programme, Dr. Böhm had made valuable contacts with a group of people who were in talks to establish a Vienna-based on-line company directed towards Austria and Central Europe. Dr. Böhm joined the project, and by 1997 the company Active Agent Holding had been founded. Active Agent's turnover is SFR 115 million (78 million). It uses the world's leading ad-management technology to execute on-line campaigns for advertisers and off-line campaigns for advertising agencies.



Dr. Böhm confirms that *"it was up to us what we made out of the context of the 'Japan Industry Insight' programme. I would like to recommend to everyone considering entering the Japanese market to attend one of the EU-Japan Centre's training courses. The Centre's support and training have been of such great value to me"*.



Dr. Wolfgang Böhm,
Active Agent,
HRTTP 20
14/01 – 28/03 1997



AKIS
SERVICE INDUSTRIES GMBH

“We increased our brand name recognition in the Japanese market”

Mr. Wegner is the co-owner of Akis Service Industries GmbH, a German SME offering quality-checking services as well as assembling mechanical and electronic parts for photocopier machines. The company employs 35 people, and 25% of its turnover is generated by Japanese clients. In order to strengthen his business relationship with existing Japanese customers and to update himself on the latest Japanese hardware technology, Mr. Wegner took part in the 20th ‘Japan Industrial Insight’ course organised by the EU-Japan Centre.

During the course he was exposed to the Japanese quality and production philosophy, and he also attended lectures on Japanese business etiquette. As he explains, that helped his business communication considerably:



"I better understood the communication style of the Japanese, and I could better judge certain practices which we encountered. You cannot know about certain things only by reading books; you have to go to places and experience things for real. But I think that the greatest benefit from the course for me was to see how things are done by high-quality Japanese companies."

That knowledge was very beneficial to Mr. Wegner's business because, having returned to Germany, he established quality control systems within his factory and promoted new practices to improve Akis' services to its Japanese customers. His company's reputation in delivering quality services is now even more appreciated by both its Japanese and European customers. Mr. Wagner's advice to European companies willing to make it in Japan, "the key market in Asia" as he says, is:

"Try to send one of your executives to these training courses organised by the EU-Japan Centre, because you cannot be successful in Japan without knowing the Japanese way of doing business. These courses help a lot to understand that".

Mr. Elmar Wegner,
Joint Managing Director and General Manager,
Akis Service Industries GmbH, Germany,
HRTP 20
14/01/1997 – 28/03/1997

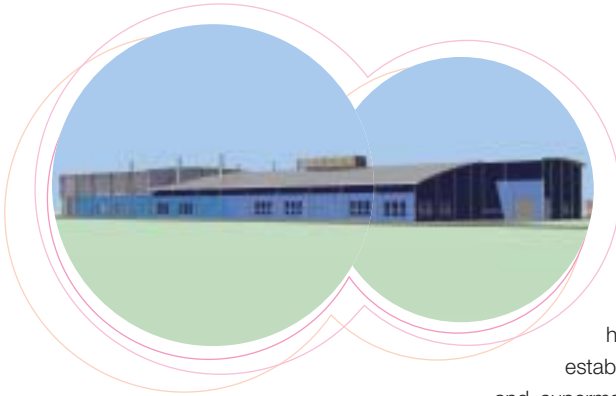




“Bakkerij van Diermen now has an agent in Japan and, since the course, its sales in Japan have grown significantly”

Van Diermen B.V. is a Dutch family-owned company founded in 1992 specialising in manufacturing high quality pastries. In addition to selling fresh items such as cream puffs of all sizes, Van Diermen B.V. makes a wide range of frozen pastries by using ultra-modern production facilities. Over the years, the organisation has grown considerably and expanded its sales to customers world-wide, mainly in Europe and the USA.

Mr. van Diermen has a great interest in Japan, not only for the simple reason that it is *“the gateway to the Asian market”*, as he puts it, but also for the interesting mix of ancient and modern manufacturing methods used in Japanese pastry production. In order to prepare a successful marketing plan for Japan, Mr. van Diermen attended the 27th “Japan Industry Insight” course in Japan, which turned out to be the beginning of prosperous business relationships.



Thanks to the knowledge of Japanese negotiation methods he acquired, and the contacts he established with quality trading houses and supermarket purchasing managers, Mr. van Diermen entered the Japanese market just one month after the course. There were quite a lot of adjustments to be made in terms of packaging but, as Mr. van Diermen says, *“in order to be successful in Japan, you must be patient, devoted and willing to adapt to the different wishes and ways of doing business”*.

He has been following these guidelines since the course, and as a result, Van Diermen B.V. has increased the proportion of its turnover accounted for by Japan to such an extent that it now has an agent in Japan. Mr. van Diermen has no doubt: participating in the EU-Japan Centre's course was a very beneficial experience!



**Mr. Johan van Diermen, Vice-President Marketing at
Bakkerij van Diermen B.V. Holland,
HRTP 27 - 29/05 – 23/06 2000**



“After the ‘Japan Industry Insight’ course, my knowledge of Japan was 100% greater”

Mr. Bertoni, an Italian consultant in furniture export, had always dreamed of succeeding in the Japanese market. With his extensive international background, Mr. Bertoni began pursuing his goal by visiting Japan on various occasions in order to initiate business in 1993. Despite having been very successful in the North-American, European, Middle-Eastern and Australian markets, Japanese business associates still appeared uninterested in cooperating.

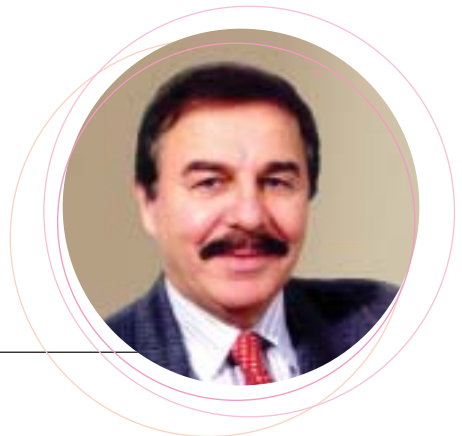
In 1996, whilst on yet another trip to Japan, Mr. Bertoni came across the “Japan Industry Insight” training programme offered by the EU-Japan Centre and decided to apply to participate.

He is extremely pleased about attending the programme: *“About one year after I participated in the “Japan Industry Insight” course in Tokyo, I was able to begin business relations with Japanese companies with significant success.”* According to Mr. Bertoni, his accomplishment

is the combination of hard work, know-how and connections, the latter two acquired from his participation in the “Japan Industry Insight” course: *“I felt that for the first time I was being taken seriously by representatives of Japanese business.”* Today, he lists great companies around Japan among his clients.

Mr. Bertoni emphasises that although his achievements in the Japanese market are financial, they have not been the sole gain of the programme: *“My business relationships with clients have blossomed since my participation in the course, and I now consider many of them as good friends. Japan has become – after Italy – my second home.”*

He concludes that: *“If you want to be successful in Japan, the best advice anyone can give you is to participate in the EU-Japan Centre’s training schemes. It certainly worked for me!”*



Mr. Gianni Bertoni, Consultant
HRTP 18
09/01 - 22/03 1996



**British
Traders**



“Without the course, I would not have had enough confidence to go out there and make all those new business contacts”

British Traders & Shippers Ltd. was founded in 1945 in the City of London to trade world-wide in oils and related products. Over the ensuing years, the company has developed and strengthened its ties with major chemical producers around the world, particularly in the Far East and Japan.

Mr. White was seconded from London to Osaka, Japan to work as Marketing Manager within the export department of one of the shareholders of British Traders & Shippers Ltd., namely, The Nippon Synthetic Chemical Industry Company Ltd. (Nippon Goshei). While assisting this Japanese partner in promoting their products into western markets, Mr. White took the opportunity to search for other Japanese companies in a similar field interested in penetrating the European market by participating in the 29th “Japan Industry Insight” course. Regardless of British Traders & Shippers 50-year history in dealing with Japan, the programme proved to be a real eye-opener for Mr. White:

"Fortunately, through the programme I learnt many things, but in particular how Japanese managers market a western product. That helped me tremendously, and I know now exactly how to do it."

Furthermore, the support provided by the EU-Japan Centre in finding out accurate information as well as introducing him to the relevant governmental bodies was "priceless". Consequently, British Traders & Shippers has now made beneficial new business contacts. Mr. White adds that:

"It was not until taking part in the programme that I realised we were still a long way from accomplishing what we could be doing. Without the course, I would not have had enough confidence to go out there and make all those new business contacts."



Mr. Gregory White,
Business Manager Sales & Marketing, at British Traders
& Shippers Ltd., UK,
HRTF 29





COWI

“I created a production system for Danfoss that is now considered as the benchmark in Danish manufacturing”

Mr. Vaag has a unique success story. Unlike many other success stories, his story is not about doing business in Japan, but about *“selling good Japanese manufacturing practices in Europe”*.

At the time of Mr. Vaag’s first visit to Japan, he was still employed by Danfoss A/S, a large Danish manufacturing company, as the Head of Internal Consulting. In order to discover new methods to improve the production techniques at Danfoss’ plants, he was sent to Japan in 1995 to learn about Japanese manufacturing ‘best practices’.

The EU-Japan Centre’s 17th “Japan Industry Insight” programme gave Mr. Vaag a good understanding of a Total Productive Maintenance System (TPM), as well as the KAIZEN continuous improvement method. After finishing the course, Mr. Vaag spent a year in the UK studying the possibilities of applying and re-engineering the new methods within Danfoss’ factories.



He states that *“as a result of the knowledge I acquired, Danfoss has saved many millions of kroner due to the systematic use of Japanese manufacturing systems. Other companies have been to Danfoss to learn about the Danfoss manufacturing success story”*.



Mr. Vaag's recognised know-how about manufacturing methods prompted new opportunities, and in 2000 he was contacted by one of the biggest Danish consulting companies, COWI A/S, in order to develop a business area of manufacturing consulting. Since 2000, several Danish companies have increased their competitiveness thanks to the implementation of TPM and lean manufacturing principles assisted by COWI. For Mr. Vaag, the “Japan Industry Insight” course gave the appropriate tools *“to make a good use of Japan in Europe”*.



Mr. Michael Vaag,
Chief Project Manager at COWI A/S, Denmark,
HRTF 17 08/08 – 24/11 1995



“I developed a new manufacturing method that increased the productivity and diminished expenses at Dabel S.A.’s industrial plants”

Set up in 1970, Dabel S.A. is the core of Dabel group, the Spanish leader in developing, designing, manufacturing as well as marketing high-quality products for sectors such as the automotive and electro-domestic industries. Mr. Freire Chicharro, the Chief Executive Officer at Dabel S.A., is an expert on issues such as strategic management, quality improvement and process analysis. According to him, a company has to use the latest innovative working methods in order to maintain an essential edge in competition. To gain knowledge of high-quality Japanese industrial methods he went to Japan in 2000 to take part in the EU-Japan Centre’s “Challenge towards World Class Manufacturing” course.



Mr. Freire Chicharro found the operational help, provided by professional Japanese lecturers who actively work in the Japanese automotive industry, most helpful. This new knowledge allowed Mr. Freire Chicharro to develop an innovative forecast methodology called “2CF Method” by applying a thoughtful

combination of Just-In-Time procedures, KAIZEN thinking as well as his own experiences on informatics systems. The new method has proved itself extremely useful. In fact, as a result, Dabel S.A. has increased its Delivery-On-Time ratio and the Just-In-Time reception of goods, and has also reduced low rotation stocks.



For Mr. Freire Chicharro, *“Japanese companies are producing really high-quality products, and we Europeans have to be prepared to be competitive with them. Thanks to the EU-Japan Centre’s “Japan Industry Insight” programme, Dabel S.A now has a competitive edge”*.

Mr. Carlos Freire Chicharro,
CEO at Dabel S.A. Spain
Challenge towards World Class Manufacturing
10/04 – 20/04 2000





FIAT



“I improved Fiat’s manufacturing methods and launched the development of a new philosophy for our product platforms”

The *Società Anonima Fabbrica Italiana Automobili Torino* (FIAT) was set up in 1899 in Italy. One of today’s largest industrial groups, Fiat, is represented world-wide by its ten operating sectors with well over 1,000 companies employing 220,000 people in 61 countries. The company has had a presence in the Japanese market since 1990 when Fiat Auto Japan K.K. was set up. Since its creation, the K.K. has been importing specific models such as Alfa Romeo to Japan. Mr. Massone is the Vice-President of Human Resources in Fiat’s Business Unit in Italy. He went to Japan in 2001 to attend the EU-Japan Centre’s “Challenge Towards World Class Manufacturing” course.

For Mr. Massone, the course was *“an interesting experience, especially with regard to Japanese methodologies applied in the manufacturing sector”*. The exchange of experiences with Japanese business representatives, as well as discussions with the course’s Japanese lecturers, gave Mr. Massone useful hints that significantly contributed to the design of a new Total Value Manufacturing (TVM) system. The new system has since been introduced into Fiat’s manufacturing processes in the Cassino plant.

Mr. Massone adds that *“the meetings organised within the course helped me to gain the knowledge to improve the manufacturing methods within our company as well as to begin the development of a new philosophy for FIAT product platforms. Furthermore, we now have a better understanding of Japanese culture and brand perception by the Japanese customer.”*

Mr. Luciano Massone,
Fiat
World Class Manufacturing 9-19 April 2001





Fraunhofer
Institut
Fertigungstechnik
Materialforschung



**“We set up a representative office
in Tokyo and increased contacts
with Japanese companies”**

The Fraunhofer Institute is the largest contract research organisation in Europe with about 11,000 employees in 56 locations around Germany. Among other activities, the Institute carries out feasibility studies and produces prototypes of components. It has maintained ongoing cooperation with Japanese companies in the automotive industry, such as with Toyota Motor Corporation, for over 15 years.

This small-scale success of the Fraunhofer Institute in Japan encouraged Dr. Wagener, Fraunhofer’s Project Manager, together with the Director of the Institute, to conduct a market study on the potential for expanding the Institute’s involvement in the Japanese market. For that reason, Dr. Wagener and the Institute’s Managing Director went to Japan on several occasions in 1998. It quickly became obvious that there was a need for a more detailed study as well as a local presence in Japan in order to penetrate the Japanese market. This is why Dr. Wagener took part in the 24th “Japan Industry Insight” course in 1999.



“We had hired a Japanese consultant, but in fact I was pretty much on my own as there was nobody from Fraunhofer in Japan. Despite several visits to Japan, I did not have the necessary knowledge about how to do business with the Japanese. So we were not really advancing.”

For Dr. Wagener, the “Japan Industry Insight” course gave him the confidence to conduct day-to-day business with the Japanese, especially at the negotiation table. Soon after he finished the course, the Fraunhofer Institute established a small representative office in Tokyo. The founding of the office marked the beginning of ongoing and very promising joint ventures with Japanese companies in various technical and innovative fields.

According to Dr. Wagener, “the course was important for me as it gave me a cultural background and a lot of information about the Japanese economy. That was exactly what I needed at the time. We also hosted a Japanese student under the “Vulcanus” programme whom we subsequently employed on a small-scale project. So the services of the EU-Japan Centre have really been useful and beneficial to us”.

Dr. Michael Wagener,
Fraunhofer Institute (IFAM) Germany
H RTP 24





“I opened up new, profitable channels for our distribution network”

The French group Grands Vins de Gironde (GVG), set up in 1991, distributes a large variety of Bordeaux wines in 70 different countries. The GVG group, composed of several well-established firms, exports a comprehensive collection of quality products ranging from generic Bordeaux to vintage wines going as far back as 1865.

Ms Grasshoff works as an Export Manager at Grands Vins de Gironde. Despite years of successful shipping to Japan, the group’s sales decreased dramatically a few years ago due to the Japanese recession as well as the arrival of new competitors. Ms Grasshoff felt that a deeper insight into Japanese distribution systems was required in order to maintain a competitive edge in the market. Consequently, she took part in the EU-Japan Centre’s “Distribution and Business Practices in Japan” course in 1999.



The competition between foreign companies shipping to Japan has increased in the past years and has in turn affected distribution processes. As Ms Grasshoff puts it, today *“many companies are going directly to discounters instead of to wholesale representatives”*.

For Ms Grasshoff, the professional lectures and contacts provided by the course gave her the confidence to pursue these new distribution methods, which in turn has generated very positive results for GVG.

Ms Grasshoff states that *“I was very lucky to be able to attend the EU-Japan Centre’s course because of the quality of subjects taught by professional Japanese lecturers. Our business picked up so well, that we are now selling old as well as new brands of classified wines via even larger distribution channels”*.

Ms Margaritha Grasshoff,
Export Manager Grands Vins de Gironde Holding France
Distribution and Business Practices in Japan, 03/1999





“The ‘Japan Industry Insight’ programme gave me the essential know-how about Japanese business behaviour”

Founded in 1993, the ifu-Institute for Environmental Informatics Hamburg Ltd. is a small German company specialised in providing IT services for environmental management. Ms Prox is the company’s Marketing Director. She had her first professional dealings with Japan in 1999 when starting talks with Yamatake Corporation – a Japanese company that develops control products and systems. The partnership between the two companies was finally launched in 2000.

However, Ms Prox felt slightly uncertain as to how business was to be conducted with the Japanese. In order to gain more know-how and confidence when dealing with ifu’s important partner, she enrolled in the 30th “Japan Industry Insight” course in 2001. The course was very beneficial to her because it helped her to understand the necessary steps to take when negotiating in Japan.



She feels that *“the trust between our partner and the ifu Institute grew a lot since my participation in the ‘Japan Industry Insight’ programme. It is much easier for me now to find the appropriate words in negotiations or to write about difficult topics. This allows me to provide more customised information for our customers. It is also easier for me now to understand all the detailed enquiries about our product”.*

Soon, the two companies plan to sign a reseller agreement for the Umberto® software, which serves to visualise material and energy-flow systems. The software is currently being test-marketed under a memorandum of understanding concluded between ifu Hamburg Ltd. and Yamatake Corporation.



For Ms Prox, *“in addition to having a good product, service or know-how of the culture, what has a real value in Japan is the strong relationship with your customer. To achieve this we will have to send other employees of our company on the ‘Japan Industry Insight’ training course, so that they can get prepared to deliver the customer support the Japanese expect”.*

Ms Martina Prox,
Marketing Director ifu Hamburg Ltd. Germany
HRTP 30 22/01 – 01/11 2001





Since her participation, Kaizen Consultancy has been cooperating with the Dutch Government on providing accurate information to Dutch companies.

After having lived and worked in Japan for 5 years, Dr. Wesseldijk founded Kaizen Consultancy in 1992 in The Netherlands. The small company offers proficiency on export matters, mainly to Dutch companies. The array of services includes market research and feasibility studies as well as several exchange programmes with various Dutch and Japanese universities.

Dr. Wesseldijk first came into contact with the EU-Japan Centre in 1994 when she followed a training programme in Japan, currently entitled “Challenge towards World Class Manufacturing”. The course was a tremendous help to her because of the profound knowledge she acquired on Japanese best-manufacturing practices, such as the KAIZEN principle. Since her participation, Kaizen Consultancy has been cooperating with the Dutch Government on providing accurate information to Dutch companies about how to apply Japanese manufacturing philosophies and ‘how to succeed’ in Japan.

Convinced of the Centre's competence on Japan, Dr. Wesseldijk participated three years later in another programme entitled "Meet Asia in Japan", in Japan and Singapore. This second course proved equally fruitful, offering valuable information on the scenarios for economic recovery in Asia and on the new opportunities in Asian markets caused by the economic crisis. Kaizen Consultancy has, again, been able to successfully communicate this information to Dutch companies.

Dr. Wesseldijk is also working closely with the Centre: *"I am now promoting the EU-Japan Centre's courses in The Netherlands because of the useful insight as well as practical help that is offered to European companies."*



Dr. Trienke D. Wesseldijk,
Managing Director,
Kaizen Consultancy Holland
Meet Asia in Japan 25/11 – 05/12 1997





“We are now selling our fresh vegetables directly to a Japanese supermarket”



De Schouwer L. & Co., a company selling fresh fruit and vegetables within Belgium, was founded in 1927. It expanded to take in foreign markets in 1971 and is currently exporting to various locations including Latin America and Asia. Ten years ago, Ms De Schouwer began working on her father’s family-run fresh vegetables business, having already developed a profound professional knowledge of the industry.

The pride of the company is a special vegetable called the ‘Belgian endive’, also known as ‘chicory’. Japanese food industries as well as private households have come to enjoy this vegetable and, as a result, the Belgian endive is widely sold in Japan as a luxury item in quality-food outlets, supermarkets and restaurants. In fact, the Japanese market now accounts for about 45% of De Schouwer L. & Co.’s total exports.

L. De Schouwer & Co., a family-run company selling fresh fruit and vegetables around the world, was founded in 1927 and currently exports to various locations including Latin America and Asia. The pride of the company is a special vegetable called the ‘Belgian endive’, also known as ‘chicory’ or ‘witloof’. It is widely sold in Japan as a luxury item in quality-food outlets, supermarkets and restaurants; in fact, the Japanese market now accounts for about 45% of the company’s total exports.



Although Ms De Schouwer had already spent a considerable time in Japan, she decided to attend the 2000 “Distribution & Business Practices in Japan” course in order to gain a deeper insight into the distribution systems given the changing Japanese economy. Previously, the company’s distribution had been organised through wholesalers, but during the course Ms De Schouwer had the opportunity to meet with supermarket chain representatives. As a result of this, De Schouwer L. & Co. is now selling Belgian endives directly to a Japanese supermarket.



Ms De Schouwer says, “thanks to this valuable training programme, I received useful information on how to improve the distribution channels in Japan and was able to make new contacts with top Japanese superstore Purchasing Managers. Through these contacts I managed to shorten my distribution channels and save on operating costs”.

**Ms Griet De Schouwer, Export Manager
De Schouwer L. & Co.
Distribution & Business Practices
October 2000**





“Thanks to my participation in the ‘Japan Industry Insight’ training programme, Lapp Pine Ltd. penetrated the Japanese market and established long-term business relationships with Japanese companies”

Lapp Pine Finland Ltd. was established in 1998 as a joint marketing company to support the rapidly developing export markets of 8 log house and building component manufacturers from Finnish Lapland, currently exporting to 14 countries around the world. The Managing Director of Lapp Pine Finland, Mr. Kähkönen, spent 11 weeks in Japan in 1999 attending the 24th “Japan Industry Insight” course.

Mr. Kähkönen says, *“before my participation in the programme we had tried to penetrate the Japanese market, but without remarkable results. The fact that the EU-Japan Centre recommended us was extremely beneficial for our export business. That has given us reliability, which has significantly contributed to our success in Japan”.*

He continues, *“all in all the most useful part of the training programme for me was the ‘Joint Study’ exercise with Japanese businessmen who told me openly, after simulation, what I should*



avoid doing if I want to be successful with Japanese companies. I followed the methods taught to me, and already during the course I sold 8 log houses”!

By the end of 1999, Lapp Pine Tokyo had opened, as a separate company and based in the Japanese capital. Since Mr. Kähkönen’s participation in the ‘Japan Industry Insight’ course, the proportion of Lapp Pine’s exports to Japan have increased by 30% per year. Currently, sales in Japan account for about 65% of Lapp Pine’s 2.9 million turnover.



In 2000, the Finnish Ministry for Trade and Industry awarded the company a ‘Kultainen Avain’ (or ‘Golden Key’) for export achievement. In short, Mr. Kähkönen found the EU-Japan Centre’s course to have been most worthwhile:

“I can warmly recommend the ‘Japan Industry Insight’ training programme to open-minded European businessmen who are seriously planning to penetrate the Japanese market and are seeking partners from Japan for a long-term business relationship.”

Mr. Timo Juhani Kähkönen
Lapp Pine Finland
HRTTP 24 1999





LAUREA POLYTECHNIC

“I became a specialist on Japan, and now I am promoting Japan as a target market to students of Laurea Polytechnic!”

Soon after Dr. Pirnes' participation in the 26th “Japan Industry Insight” course in 2000, he was employed by Laurea Polytechnic, a multidisciplinary, province-wide polytechnic in Finland with over 6,000 students. Dr. Pirnes returned from Japan in good spirits, stating that *“the course was very well organised: it gave topical information on Japan’s history, legal system and economic situation. Basically the course provided everything one needs to know in order to do business in Japan. Because of my participation, I can now personally promote Japan-related issues to the students of Laurea Polytechnic”*.

Dr. Pirnes' participation has certainly increased Laurea's involvement with Japan. In fact, promoting knowledge about Japan among the students has become one of Laurea's immediate objectives. With the new mission Laurea aims to develop a special welfare programme directed at senior citizens in both Finland and Japan. In the longer term, Laurea's emphasis on Japan will, it hopes, also develop business contacts and cooperation between Finnish and Japanese organisations and companies.

Laurea's new course on Japan, taught by Dr. Pirnes and entitled "Highlighting Japan as the target market", has created a lot of interest among its students. Already more than 130 students have followed it, and more similar courses will be organised in the future. Dr. Pirnes adds that *"the EU-Japan Centre is doing very valuable work by increasing the knowledge of Japan in the EU as well as establishing sustainable relationships between the EU Member States and Japan"*.



Dr. Hannu Pirnes,
Laurea Polytechnic
HRTP 26 07/02 – 10/03 2000



HAVERLAND

“Thanks to the individual company visits organised by the EU-Japan Centre, our sales in Japan are continuously growing”

Mr. Márquez is the Commercial Manager of Marsan Industrial S.A., a Spanish enterprise founded in 1971 producing high-quality electric heaters for household use. The company started a commercial relationship with Japan in 1994 when it was selling its own Haverland© brand of products under another name and through a Japanese company.

The sales were good for the first year, but then serious problems emerged. *“We did not know what caused these problems, whether there were technical problems in our product or problems in the marketing. We tried to consult our partner but were not able to receive any kind of concrete answers, just ‘hai, hai’ (or ‘yes, yes’)”,* says Mr. Márquez. In 1996, Marsan Industrial withdrew from the Japanese market.

“About a year later I saw an advert in a Spanish newspaper about the ‘Japan Industry Insight’ course organised by the EU-Japan Centre and decided to apply”, says Mr. Márquez. *“Through the individual company visits the Centre organised for Marsan Industrial, I met up with new potential clients. Another benefit was that these Japanese companies were able to put me into contact*



with other European companies which had been faced with various problems when exporting to Japan”, he continues. For Mr. Márquez, such information was invaluable.

Within a year, Marsan Industrial was back in business in Japan. In the beginning the orders were modest, but this time Mr. Márquez knew that as soon as his company had established itself in the market, the business would grow. And so it has: currently about 25% of

Marsan Industrial's turnover come from exports to Japan. Furthermore, Marsan Industrial recently expanded into the Chinese market, and part of its success there is due to its flourishing business with Japan. Mr. Márquez explains, *“if I told a Chinese company that I am supplying to Japan, it means Haverland© is a high-quality product, so that immediately makes it easier for us to trade with China”.*



For any European company aspiring to penetrate the Japanese market, Mr. Márquez has a piece of advice to offer: *“Before going into the Japanese market, I'd recommend them to follow an EU-Japan Centre course about the specific ways of doing business there”.*

Mr. David Márquez,
Commercial Manager Marsan Industrial S.A. Spain
HRTP 23
12/05 – 24/07 1998





“I understood not only the importance of business etiquette in Japan, but the whole picture”

NCIMB Ltd. is a commercial services company incorporating the United Kingdom’s national collections of industrial, food and marine bacteria, and it provides a range of microbial, molecular and chemical services. The company has over the years conducted analytical work in Japan to the extent that in 1997 a sister company, NCIMB Japan, was established in Shizuoka Prefecture.

Mr. Dando, Head of Patents and Preservation from NCIMB Ltd., participated in the 25th “Japan Industry Insight” course in 1999 with the purpose of gaining a better insight into Japan as well as into Japanese business etiquette.



For Mr. Dando, *“the course was enlightening and gave information on the issues I wished to learn, such as how to conduct business with Japanese people”*. This newly acquired information was immediately put into practice as Mr. Dando travelled to Shizuoka to train the staff of NCIMB Japan on some new techniques operated in the UK.

He continues that *“the way of presenting your business-card to Japanese associates might seem minor for us, Europeans, but in fact it is an important thing to know if you want to do business in Japan. I was able to use that kind of knowledge straightaway”*.

Maintaining a good relationship between the staff of NCIMB Ltd. and NCIMB Japan is vital for the collaboration to develop further, and Mr. Dando has, since his participation in the “Japan Industry Insight” course, contributed to sustaining and developing the human relations between the two companies.

Mr. Terence Dando
NCIMB Ltd.
HRTP 25
07/06/ - 02/070 1999





“Immediately after the course we finalised a contract to sell cold-forming machines for the automotive parts industry”

Mr. Cleuren is the Sales Manager for the Asian market for Nedschroef Herentals n.v. – a Belgian company that produces fasteners and special parts for the automotive industry. It is part of the Koninklijke Nedschroef Holding, a company publicly-listed on the Amsterdam Stock Exchange and composed of 24 different enterprises. Although Nedschroef Herentals’ main customers are found within the European automotive and petrochemical industries, the company already has a 15-years’ presence in the Japanese market. In May 2001, a joint venture between Nedschroef Herentals n.v. and Sanmei Works was established in Japan under the name of Nedschroef Japan K.K.

The market in Japan has imposed a high degree of adaptability from Nedschroef Herentals’ products. This has not been made easier by competition from local and foreign companies. Mr. Cleuren went on the 30th “Japan Industry Insight” course in 2001 to increase his knowledge of how to negotiate with the Japanese as well as to improve his company’s marketing competence. During the custom-made company meetings organised by the EU-Japan Centre, he met Japanese sales experts who gave constructive advice on how Nedschroef Herentals could commercialise its product more effectively in Japan.

In addition, Mr. Cleuren learnt to understand why the decision-making processes of Japanese companies are so time-consuming. That improved generally the relations between Nedschroef Herentals and its Japanese clients. He says, *“I learned so much about the communication between Japanese and non-Japanese people. That, in time, has really benefited my company’s business”*.

Mr. Cleuren continues, *“my advice for anyone interested in the Japanese market is not to try to go there 100% on your own, but to take enough time to find a good partner. The company introductions that the EU-Japan Centre offers really helped us in that respect”*.



Mr. Danny Cleuren,
Sales Manager at Nedschroef Herentals n.v. Belgium
HRTP 30
22/10 – 01/11 2001





“Experience acquired from the course helped us significantly to achieve and increase competitiveness of Irish companies in the world market”



Dr. Keegan works for Enterprise Ireland (Ireland’s enterprise development agency), supporting ambitious Irish companies on behalf of the Government of Ireland. His objective is to benchmark world-class approaches to manufacturing in order to increase the awareness of these concepts and the number of companies using them. His participation in the “Challenge Towards World Class Manufacturing” course in 1995 was the beginning of an outstanding success story.

Dr. Keegan lists as the main benefits of the mission: *“the opportunity to see in reality the implementation of world-class manufacturing best practices; the direct contact with Japanese experts such as Professor Yamashina; and the interaction with the European participants”*.

After his return to Ireland he *“piloted a simple understanding of the world-class approach as suited to the needs and resources of SMEs in Ireland. Since the introduction of the approach, Enterprise Ireland has obtained fabulous results: participating companies have saved millions of pounds, and have increased their productivity, their sales as well as their turnover”*.

Companies such as TancoAutowrap (a supplier of quality bale wrappers, front loaders and a large range of front and rear implements) have moved from closure to being short-listed for Ireland's "Entrepreneur of the Year" award. Furthermore, Enterprise Ireland has been working constantly to improve the main approaches the Irish Government takes towards SMEs.

In addition to Dr. Keegan's success in business, he has personally profited immensely from the "Challenge Towards World Class Manufacturing" programme: in 2001 he obtained a PhD from the National University of Ireland in Galway. His doctoral thesis was entitled "Improving SME operational performance using benchmarking and World-Class Networks".

Dr. Keegan concludes that, *"the major benefits of the WCM mission for us was that we would have found it extremely difficult to identify key players and key companies to visit in Japan or to organise such focused missions as the EU-Japan Centre has organised. It has been incredibly helpful to get leading companies in Ireland to participate in this mission, because they then translated what they had seen in the mission to many other Irish SMEs, as far as it was possible in Ireland. This has helped us significantly to achieve and increase competitiveness of Irish companies in the world market"*.



Dr. Richard Keegan. Senior Specialist – Operations Excellence Department, Benchmarking and World Class Business for SMEs. Enterprise Ireland. World Class Manufacturing 1995



“Based on the ‘Keiretsu’ system observed during the ‘Japan Industry Insight’ programme, we changed from an import company into a manufacturing company”

Mr. Väisänen, from the company P.V. Supa Ltd. – a producer and developer of high value-added self-service automation systems and software for selected industries – went to Japan in 1998 for the 23rd “Japan Industry Insight” course. Until then, P.V. Supa had mainly been involved with importing and marketing goods from Japan and Europe for the Scandinavian market.

According to Mr. Väisänen, his participation in the course was clearly worthwhile: *“There were many interesting issues dealt with in the lectures such as quality management, Just-In-Time production and other Japanese manufacturing methods. Overall I thought that the ‘Keiretsu’ system of in-depth network business was fascinating.”*

Mr. Väisänen had hitherto found it difficult to establish a network of Finnish companies which would cooperate in fields such as product development, design and production. Because he



was so impressed by the 'Keiretsu' system, he decided to import it and implement the concept in Finland. However, this would not have been possible without the weekly meetings with Japanese companies which were currently using the system.

"So what we actually did", Mr. Väisänen states, "is implement a turnaround strategy by changing from an import company into a manufacturing company dealing with product development and using the 'Keiretsu' system as a guideline". The result? Together with a Swedish partner, P.V. Supa is currently exporting electronics to North America and to Japan.



Mr. Väisänen also adds that being a participant in the EU-Japan Centre's programme automatically gave him a certain prestige in the Japanese market.

"Without being taken 'seriously' by my Japanese counterparts, we would not have had access to this informal but substantive information. For that, we are most grateful to the EU-Japan Centre."

Mr. Pekka Olavi Väisänen,
P.V. Supa,
HRTTP 23
12/05/1998 – 24/07/1998





Rapid

MASTERS OF GRANULISTICS

“The ‘Meet Asia in Japan’ course really gave me the correct guidelines on how to increase our business in Japan and how to proceed with Asia”

Rapid Granulator is the world leader in granulation with over 40 years of experience in developing, manufacturing and marketing individual granulators and integrated recycling systems for the plastics industry. The Swedish company has a business history over a decade long with Japan, with agents and distributors marketing and selling the most dependable and highest-quality available products in the market.

Mr. Ahlsteiner, when he was Regional Sales Manager of Rapid Granulator, had visited Japan a few times before participating in the “Meet Asia in Japan” programme in 1997. The aim of Mr. Ahlsteiner’s participation in the course was to develop and implement new strategies for the company in order to penetrate the Asian market. At the time of the course, Rapid Granulator had just opened a local office in Singapore.



Information acquired during the “Meet Asia in Japan” programme made Mr. Ahlsteiner realise that new responses from Rapid Granulator were required to ensure the continuation of the company’s success in the Japanese market as well as to open up new markets in Asia. Since Mr. Ahlsteiner’s return from the course, Rapid Granulator has step by step expanded its business with its distributor Kawata.

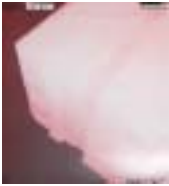
In April 2002, a decision was taken to form a joint venture between Kawata and Rapid Granulator, and currently Kawata Rapid Japan Co. Ltd. is gaining an ever-larger market share for the company’s high-quality products. Furthermore, through Kawata’s well-established contacts in Singapore, Thailand, China and Malaysia, Rapid Granulator’s business in Asia has increased.



Mr. Ahlsteiner concludes that *“the ‘Meet Asia in Japan’ course really gave me the correct guidelines on how to increase our business in Japan and how to proceed with Asia”*.

Mr. Magnus Ahlsteiner,
Rapid Granulator AB Sweden
MAJ 1997





“I benefited from the course, not only in terms of increasing profits, but also in terms of changing the company’s product line and policies”

Resonant Ltd., a small Italian company established in 2000, is a strange mix between a record label and a software house. Divided into two departments, Resonant Recordings is the electronic music label, producing music from techno to electro. Resonant Interactive Design is the software department that produces video games, web applications as well as web design. Mr. Fiore, the company’s 28 year-old CEO and Product Manager, went to Japan in February 2002 to attend the 31st “Japan Industry Insight” course. He is very grateful for being able to participate in the course:

“The EU-Japan Centre was just like a father-figure to me, because at the moment you contact a Japanese company when coming from Europe, obviously you are unknown, so you do not have any reliability in the eyes of your Japanese business partners. But if you have the kind of support that the EU-Japan Centre offers - just a senior professional who will contact the Japanese in Japanese and then arrange a meeting in Japanese - it is a completely different story.”



It was through these custom-made, individual meetings and the ‘Joint Study’ modules that Mr. Fiore made the valuable contacts with significant Japanese counterparts such as JVC’s subsidiary, Victor Entertainment – a developer and distributor of high-quality music for a quality-conscious market. Within 8 weeks of having returned from Japan, Victor Entertainment started to deal with Resonant’s exclusive distributor for Japan. In addition, an agent has been signed up in Tokyo to represent Resonant’s labels.



As regards Resonant’s software department, while Mr. Fiore was participating in the course it was in negotiations with Hobibox – a Japanese ‘anime’ and cartoons publishing company – with a view to Resonant obtaining a licence to distribute Hobibox’s products in Italy. The agreement was signed just after the “Japan Industry Insight” programme. Mr. Fiore concludes that *“we were very pleased with the course, not only for the high figures we succeeded in achieving subsequently, but also for the personal assistance I received from helpful staff at the EU-Japan Centre in Brussels, as well as in Tokyo. In fact we hope that another manager from Resonant Ltd. can participate in the next ‘Japan Industry Insight’ programme”*.



Mr. Francesco Fiore
Resonant S.R.L.
HRTP 31



“I co-established a subcontracting company in England based on Japanese manufacturing philosophies”

Mr. Kelly’s success story with Japan is rather unusual, since he does not have a direct business relationship with Japan. He is the co-owner of an English engineering company, Rykel Ltd. t/a DIELINE, that provides a range of manufacturing, assembly and test services, specialising in high-vacuum applications mainly to large multinational companies. When Mr. Kelly participated in the course in 1990, he was still working as a consultant for the Irish Industrial Development Authority (IDA Ireland). At the same time he had been in discussion with an old University friend, John Ryan, about starting a subcontracting business.

Mr. Kelly says, *“before the course, I had very little experience of Japan and no contact with the Japanese. I think this is why I found the course so interesting: it gave me the opportunity to speak to executives of large companies as well as owners of small companies who gave me their informal perspectives on best subcontracting practices. The companies were very open in terms of providing information on technical matters or on other issues”.*

For Mr. Kelly the course offered a larger vision about the subcontracting business. He points out that *"the most beneficial part for me was to see how the relationships had developed between large Japanese companies and their small contract manufacturers or subcontractors"*.

Within two years of his return to Europe, Mr Kelly put his Japanese subcontracting knowledge into practice by setting up Rykel Ltd. t/a DIELINE, together with Dr. Ryan. Today the company employs 90 highly-skilled people including graduates at Masters and Ph. D Level, and lists as its key customers well-known multinationals that have learnt to appreciate the company's manufacturing and logistics expertise. As Mr. Kelly says, *"everything we have done is to a large extent modelled on Japanese philosophy such as the KAIZEN approach, Just-In-Time delivery, 5s, Lean Manufacturing, as well as concurrent engineering. This is why I found the course extremely valuable"*.



Mr. Donald Kelly,
Rykel Ltd. T/A DIELINE, UK, EC Short-Course on
Subcontracting Practices in Japan – III
05/11 – 17/11 1990





“The ‘Japan Industry Insight’ course gave me confidence in negotiating with the Japanese which in turn led to a profitable cooperation”

Mr. Hoikkala is the Chairman of a Finnish high-quality sauna and accessories manufacturing company, Salon-Sauna Ltd. His initial involvement with Japan, sparked by a small-scale cooperation with a Japanese company, dates back several years. Eventually Salon-Sauna’s business with Japan expanded, resulting in the company procuring a Hokkaido-based agent.

However, as time passed, the business in Japan did not meet Mr. Hoikkala’s expectations. Despite enquiries from interested Japanese companies, for example, from Riberesute – a leader in the design, concept, construction and marketing of property development in Japan – no definite plans had materialised. It was at that moment that Mr. Hoikkala joined the 26th “Japan Industry Insight” course in 2000.



Mr. Hoikkala's opinion of it is extremely positive. *"The course gave me a lot of confidence in negotiating with the Japanese. As a result, I could easily put into practice knowledge acquired from the case studies in small groups conducted with real Japanese companies."* During the programme, Mr. Hoikkala met the representatives of Riberesute on various occasions and was able to use the business tools studied at the EU-Japan Centre. Today, Riberesute is Salon-Sauna's importer in Japan and accounts for 20% of Salon-Sauna's exports.



According to Mr. Hoikkala, the EU-Japan Centre greatly assisted in achieving Salon-Sauna's success in Japan: "Participating in the EU-Japan Centre's 'Japan Industry Insight' programme is the best way to establish your company in the Japanese market."

Mr. Hoikkala,
Salon-Sauna Finland,
HRTTP 26
07/02/2000 – 10/03/2000





“The network of contacts I established during the course has greatly benefited the development of our Japanese branch”

Mr. Leerskov works for the Scandinavian Tourist Board in Tokyo, a joint venture between the Governments of Denmark, Sweden and Norway. The Japanese branch was established in 1972, and the organisation’s three major objectives are: coordinating Scandinavian tourism promotion; observing the Asian market; and encouraging Asian tourists to visit Scandinavia. Mr. Leerskov joined the organisation as Human Resources Manager in 1995 – one year after taking part in the 14th “Japan Industry Insight” course.

As he says, *“my background might be a little bit different from a typical participant’s background: in the 1980s I graduated from the University of Tokyo, so I already spoke fluent Japanese when I went on the course. Nevertheless, the principles taught at the EU-Japan Centre gave me an in-depth knowledge of management performance as well as incremental improvements in terms of quality assurance in Japan. I found this very beneficial”.*

For Mr. Leerskov, the one-week training period in a Japanese company gave a very valuable insight. *“I saw how staffing matters are handled in a Japanese organisation, but most importantly I established a valuable network of contacts”*, he says. Furthermore, the lectures on Japanese law and on Japanese labour standards were extremely useful: *“The EU-Japan Centre really succeeded in pinpointing those few but very important differences between Japan and Europe in the field of human resources. I have been able to put that knowledge into practice.”*

**Mr. Søren Leerskov, Human Resources Manager,
The Scandinavian Tourist Board Tokyo
HRTP 14
10/01 – 26/03 1994**





“Thanks to the ‘Japan Industry Insight’ programme, Schindler Elevator K.K. succeeded in improving its Japanese business operations”

Mr. Hein first went to Japan to attend Waseda University in 1991 as a Monbusho Scholarship Student. In 1998, whilst employed as an HR Section Manager at Schindler Elevator K.K. in Japan – the world’s second largest supplier in the elevator and escalator industry – he took part in the 22nd “Japan Industry Insight” training course.

Despite Mr. Hein’s already good knowledge of Japan and the Japanese language, he found the course to be extremely beneficial. Indeed, although the Schindler Elevator and Escalator Group is a well-known operation, with its own local companies in each of the five continents, the Japanese company introductions offered by the EU-Japan Centre were both necessary and profitable.

According to Mr. Hein, *“contacting a Japanese company on your own in Japan would be very difficult, if not impossible”*. With the combination of the EU-Japan Centre’s relations, and itself having a high-class product, Schindler Elevator K.K. was able to improve its contacts with the Japanese Government, now one of the company’s biggest clients. As a consequence,



Schindler Elevator K.K. has become the number 6 market-player in Japan with a turnover of ¥8 billion (c. 70 million) in 2001.

In addition, the lectures offered on the KAIZEN principle of continuous improvement, as well as the contacts arranged with the Japan Productivity Center for Economic Development by the EU-Japan Centre, proved extremely useful. Indeed, the company currently applies both concepts, and the results have been very stimulating.

Mr. Hein says that the expectations people have for a product in Japan are completely different and much more demanding than in Europe. However, once a company can fulfil this standard, it has the potential to be successful in any market. He concludes that *"this is yet another good thing about the 'Japan Industry Insight' programme: it helps you to bring something back to Europe"*.

Mr. Patrick Hein,
Schindler Elevator K.K. Japan
HRTP 22
12/01/1998-27/03/1998





**Logging into the lumber business
in Japan with the help of the
EU-Japan Centre**

Trade Määttä, a small family-owned exporting company of lumber products and log houses, established in 1989 in Finland, has a success story of its own. The company has been exporting to various locations around Asia, including Japan, since its early days.

Mr. Määttä, the Managing Director of Trade Määttä, describes the Japanese lumber market as very competitive. So in order to succeed in this increasingly tough area of business, he decided to participate in the 24th “Japan Industry Insight” course, ten years after the establishment of his company.

According to Mr. Määttä, the course gave him invaluable knowledge on Japanese business customs, human relations and financial aspects of cooperation with Japan: *“After understanding how things worked in Japan, business really boomed for our company.”*

And the results speak for themselves: Trade Määttä’s proportion of exports to Japan rose from 10% to 60% within a year of Mr. Määttä’s participation in the “Japan Industry Insight” course.

Mr. Määttä asserts that *“it is a fact that business in Japan evolves at its own pace, but I was able to put my knowledge from the course into practice fairly quickly and benefit from it. I really found the Centre’s training programme excellent”*.

Mr. Kauko Määttä,
Trade Määttä,
HRTF 24
01/02/1999 – 26/02/1999





“In order to succeed in the Japanese market, and especially if you do not have previous experience, it is very important to attend one of the training courses organised by EU-Japan Centre”

Mr. Nederlof is the Director of Willem Pot B.V., a family-owned Dutch trading house for ship equipment, founded in 1899. The company's large network of marine suppliers makes it one of the best-known ship equipment dealers in The Netherlands. Mr. Nederlof had for a long time been interested in representing Japanese ship equipment companies in Europe, so in order to gain the necessary expertise to negotiate with the Japanese, he decided to participate in the 20th “Japan Industry Insight” course in 1997.



His objective during the course was to learn as much as possible about Japanese culture, labour relations and the shipbuilding industry. The training programme proved *“very useful for these areas. I got an excellent idea of how things are done in Japan”*. The company meetings organised by the EU-Japan

Centre gave Mr. Nederlof the opportunity to make

vital contacts. Today, Willem Pot renders services to a large Japanese lifeboat factory in Europe, and at the end of 2002 a deal with another large company from Japan will be signed.



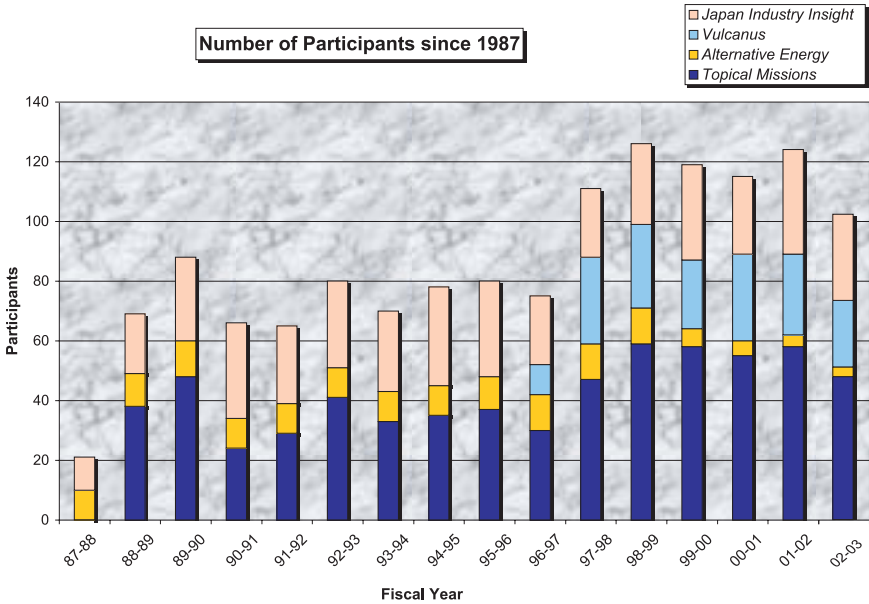
According to Mr. Nederlof, *“the proportion of turnover from Japan already stands at 10% and is continuously increasing. So Willem Pot has clearly benefited from my participation in the course. This is why I think that in order to succeed in the Japanese market, and especially if you do not have previous experience, it is very important to attend one of the training programmes organised by the EU-Japan Centre”*.



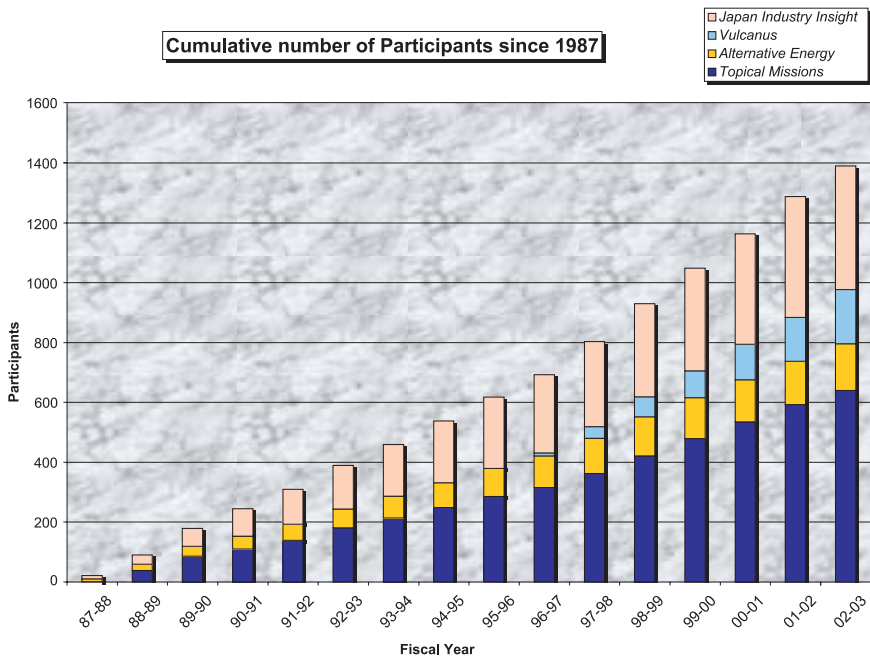
Mr. Larry Nederlof,
Director, Willem Pot B.V. Holland
HRTF 204
14/01 – 28/03 1997

SOME STATISTICS...

A growing number of managers, engineering students and specialists in alternative energy are trained at the EU-Japan Centre for the benefit of EU and Japanese industry.



Approximately 1,300 managers, engineering students and specialists in alternative energy have been trained at the EU-Japan Centre since 1987.



The EU-Japan Centre maintains close ties with:

- EU National Confederations of Industry
- EU Chambers of Commerce
- Euro Info Centres
- Eurochambres
- Trade Associations
- JETRO
- European Business Community (EBC)
- EU Regional Authorities
- EU National Governments



This four-week course is aimed at managers who have a major role in defining and implementing their company's policies in relation to Japan, or who are to be transferred to Japan, or who wish to be kept informed about management practices in Japan. It gives an overview of the Japanese industrial structure and business practices and is open to companies in all sectors.

To really succeed in doing business in Japan, one must understand the unique relationship between Japan's culture and its business world. Whilst focusing on 'business', the course also includes cultural aspects (basic language-classes and the opportunity to stay in a Japanese home). The first half of the course takes place in and around Tokyo. The lectures, seminars and group company visits address economic developments and perspectives for the future and offer indispensable advice on how to succeed in Japan.

In week three, participants travel to a region to understand how the regional economy is faring. Regional government representatives explain the latest trends and any financial aid on offer to encourage foreign firms to establish operations in their region. Visits to firms and meetings with business-leaders allow the participants to acquire a personal knowledge of some of the business possibilities outside Tokyo.

The course ends with a week of face-to-face exchanges with Japanese managers. The European managers are there to learn how to negotiate with the Japanese and the Japanese managers are there to learn European negotiation techniques. Through informal discussions, exercises and negotiation simulation they can perfect their strategy. By the end, both sides will have gained practical experience of negotiating a contract.

The course may be extended by a week of optional individual company visits to Japanese/EU firms selected on the basis of the interests of the participant's company.

This course is aimed particularly at SMEs who may benefit from a daily European Commission grant to help cover living expenses. In addition to this, accommodation costs for all participants in this course are covered free of charge. ●





**Tim Ryan, Managing Director, Epigem Limited
Participant in the 20th "Japan Industry Insight"
programme**



"The main benefit of the 'Japan Industry Insight' programme was obtaining the personal confidence and understanding necessary to achieve the goal of establishing and sustaining working relationships in Japan."

Epigem is a small high-technology company with 10 employees, established in 1995. Epigem supplies mainly to the global electronics instrumentation market by providing product development including manufacturing services with market entry, generally via research and development laboratories. ●



“It was interesting from both a professional and a personal point of view, because I met people from all over Europe and, of course, from Japan. I think that the best part of the course for me was the ‘company visits’ when I got the chance to meet and work with potential customers. I did not only learn how Japanese people work, but also began to understand the Japanese World.” ●

Emilio Manica, Export Manager at an Italian Chemical works company. Manica S.p.A. took part in the 16th “Japan Industry Insight” course.



This two-week programme in Japan assists EU companies to acquire a better understanding of 'KAIZEN' manufacturing methods (continuous improvement), 'JIT' (Just-in-Time), 'TQC' (Total Quality Control) and 'TQM' (Total Quality Management) practices. It provides European managers with an ideal opportunity to visit some of the world's most advanced factories; to understand the real 'Gemba' (the production site); to talk directly with their production managers; and to observe how manufacturing methods are implemented effectively.

The course is preceded by a one-day pre-departure briefing including a visit to an EU factory implementing the techniques which will be studied during the main course in Japan. Participating companies need not actually be trading with Japan but should already have some knowledge of WCM principles, and participation in the course should be part of an ongoing programme to implement these techniques.

The programme co-ordinator is Professor Hajime Yamashina of the Department of Precision Engineering, Graduate School of Engineering Kyoto University and Affiliate Professor at the Graduate School of London University. Professor Yamashina is a world-wide authority on manufacturing strategies and practices. He is one of the members of the jury who awards the prestigious Japanese TQM prizes.

The EU advisor is Dr. Richard Keegan of Enterprise Ireland, a specialist in the areas of World Class Business and Benchmarking. He has focused on adapting these concepts for SMEs, working closely with a large number of SMEs helping them implement improvement actions. An author of several books on the topics and a lecturer at Trinity College Dublin, he has led the DG Enterprise Benchmarking Initiative, the European Benchmarking Forum and Network, for the European Commission. ●

“I was delighted to be accepted to participate in the 2001 programme for ‘World Class Manufacturing’ and having completed it, found it extremely worthwhile. Having had many years experience of this business philosophy, I still realised for myself a huge learning curve on the WCM training course in Japan. The combination of lectures and site visits in a foreign country and especially in Japan created the perfect environment for the generation of new ideas and learning.”

Williaam Cox Ireland Ltd. is a company engaged in a diverse range of business activities and has over three decades of experience in the design of roof-lighting systems for the Irish construction sector. It has earned a reputation as a leading designer / subcontractor to architects and the construction industry for large area curtain walling, glass façades, roof glazing, covered walkways and a variety of related products in its Architectural Glazing Division. The company is a specialist in precision thermoforming of a wide range of thermoplastic sheeting for modern industry.

Williaam Cox is one of Ireland’s leading distributors of plastic sheeting and other products, in particular neon accessories for the sign industry. ●

**Patrick O’Brien, Business Excellence Manager,
Williaam Cox Ireland Ltd.
Participant in “World Class Manufacturing” in 2001**



MEET ASIA

IN JAPAN

Participants in this programme analyse the scenarios for economic recovery in Asia and discover the new opportunities generated by the crisis in the area. Japan alone represents two-thirds of the Gross National Product of East Asia and is the main investor in the region. In addition to being a gigantic and strategic market, Japan is also an important gateway to the fast-growing Asian markets.

During the course, participants spend one week in Japan and one week in another country in the region. Countries visited in recent years are China, Malaysia and Singapore. This course is principally aimed at managers who require a practical understanding of market access in Japan and SE-Asia in order to start up or consider expanding business. Participants will acquire an up-to-date panorama of opportunities in a deregulated Japan.

The “Meet Asia in Japan” programme is designed to help EU industry penetrate the Asian markets more effectively and to meet the needs of the European companies that wish to develop industrial cooperation in Asia. The course consists of lectures, seminars, workshops, field trips and company visits to companies that have business relations with Asia. ●



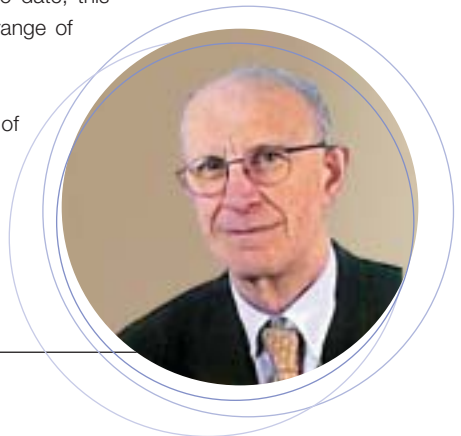


“Some courses and visits were very interesting for me, both in Japan and in China. It had been difficult for me to gather, in such a short period of time, as much information on my potential customers and on the way to reach them if I had had to do everything by myself. Being responsible for the Asian market, I think such courses are very useful for small/medium-sized companies like mine.”

IEE manufactures sensors for products in the automobile, medical and mobile phones sectors. It is the world’s leading designer of Force Sensing Resistor® technologies used in airbag and other automotive passive safety systems. Since its introduction in 1994, IEE-components have become critical in the creation of leading-edge risk reduction solutions that, when used properly, can save human lives. To date, this technology has been used successfully in a wide range of automotive safety applications.

Force Sensing Resistor® is a registered trademark of Interlink Electronics, Inc. ●

**Mr. Michel Maricau, Sales Manager Asia / Pacific,
International Electronics & Engineering (IEE) Sarl,
Luxembourg
Participant in “Meet Asia in Japan”**



Subtitled ‘Emergence of Successful Business Models in the e-ICT industry’, the purpose of this two-week course is to understand how – under constraints of severe market change, shorter development cycles and global hyper-competition – innovative Japanese companies are successful at converting applied research into innovative custom solutions that meet the needs of an IT-driven society. How do businesses manage their engineering and manufacturing capabilities so as to increase performance whilst reducing costs?

Japan is undergoing a radical transformation. Once the key drivers of growth in the IT industry in the 1980s & 1990s, major Japanese chipmakers are now forced to reorganise their business to stay afloat in the face of global competition. Meanwhile, a new generation of companies has weathered the crisis by investing in innovative, technology-based models with clear visions and focused strategies.

This is a unique opportunity to see how Japanese industries adopt technological innovation as a competitive tool. It is aimed at all EU managers who wish to learn about the new wave of innovation “made in Japan”. The course co-ordinator is Professor Tadahiro Ohmi from Tohoku University. A leading authority in the international electronics industry, Professor Ohmi is a Director of the Future Information Industry Creation Center, NICHe, based in Sendai, Japan.

Similar courses may be run in the future on innovation in other (non-ICT) sectors, as has already been the case with associated courses: “Strategy for Innovative Products” and “Market & Product Strategy”. ●





“The approach was very interesting. Visiting Japan’s most renowned firms provided the necessary insight to understand the practical implementation of launching new products and technologies onto the rapidly evolving Japanese market. This programme is a ‘must’ for all businesses looking to start up in Japan.”

Cognis Japan Ltd. is an affiliate of the worldwide Cognis Group, headquartered in Düsseldorf, which ranks among the world leaders in speciality chemicals. Following a restructuring in December 2001, activities were regrouped into five strategic business units: Oleochemicals, Care Chemicals, Nutrition & Health, Functional Products, and Process Chemicals. Cognis provides innovative formulation know-how and complete marketing concepts for beauty, personal care and cleansing applications, supporting customers in the cosmetics, detergent and household/industrial cleaners industry on a truly global scale. ●



**Ms Anne Egros, Regional Business Manager Asia Pacific, COGNIS Japan Ltd. (HENKEL Group)
French Participant in the 1998 course**

This seven-day course is aimed – primarily but not exclusively – at food and drink companies interested in improving their understanding of retail distribution networks in Japan. Through lectures, case studies and company visits, participants will update their knowledge of wholesale and distribution operations of fresh and processed foods; trends in consumer preferences; manufacturing and processing of food; the role of convenience stores and the experience of foreign firms that have already entered the market and how Japanese firms have responded.

Participants will learn about the economic, cultural and socio-political factors that affect the distribution structure and business practices; recent developments in the Japanese distribution system (deregulation and its consequences, the emergence of larger chains of shops, etc.); the characteristics of the wholesaler and the retailer; how Japanese manufacturers select and adapt to distribution channels; and how foreign firms can launch their consumable product(s) on the Japanese market.

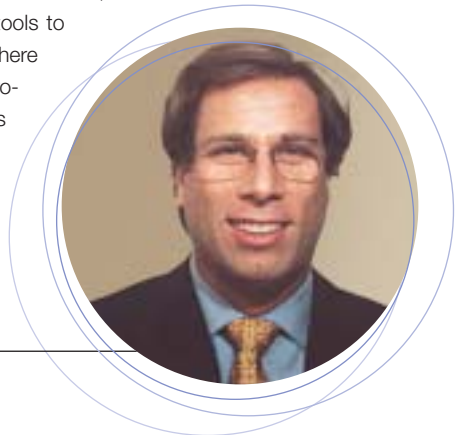


Immediately after the course, participants can apply their new knowledge by visiting the annual FOODEX JAPAN trade fair. (Similar courses may be run in the future on distribution in other – non-food – sectors.) The course co-ordinator is Prof. Yukihiro Uehara of the Department of Economic Sciences of Meiji Gakuin University. ●



The Japanese distribution and retail system is the most advanced in the world. The potential of Japan as a target market for European products is enormous, especially now that there is a huge evolution under way. The traditional closed market in Japan, which was filtered by a few dominant trading companies, is opening rapidly for new entrants and new products. In this context the course of the EU-Japan Centre of Industrial Cooperation has proved to be extremely useful to understand properly the Japanese system and market. Through the expertise of many experts transferred during the seminars and the direct experience gathered through the company visits, organised by the Centre, you will be able to acquire the instruments for your own business to succeed in Japan. My company has greatly benefited from this experience and is now doing very good business with Japan.

Dunia Ltd. is the consultant of internationalisation to agencies of the Lombardy Region and Lombardy Foreign Trade Centre and Italy's SMEs to the Asian market. The company mission of Dunia is to support clients in constantly creating value via a better understanding of the international markets. International Trade, International Investments, Contract Manufacturing and M&A are fundamental tools to achieve integration of this big but also small world, where integration means a more efficient allocation of products, and therefore to satisfy customers' needs world-wide with more cost-efficient products. ●



**Dr. Ralph Klemp, President Director, Dunia Ltd.
German Participant in the 2002 "Distribution and
Business Practices in Japan" course**

Industrial traineeship programmes for engineering students

- **“Vulcanus in Japan” for European students**
- **“Vulcanus in Europe” for Japanese students**

The aim of the Vulcanus programmes is to contribute to the improvement and stimulation of industrial cooperation and to better mutual understanding between Japan and the EU.

These programmes have been designed for European and Japanese industrial companies to host a student as a trainee for a period of eight months, in order to:

foster industrial cooperation between Europe and Japan and develop a better mutual understanding between these two regions;

provide EU/Japanese companies with skilful Japanese/European students as trainees to help them in the development of business with Japan/Europe;

build up a pool of future Japanese/European executives who will be well-placed to help their future employers in their business relations with Europe/Japan;

familiarise the future management personnel in Japanese/European industry and administration with European/Japanese business culture, economic structure and institutions;

create the personal networks that are often an essential element in setting up successful industrial cooperation projects.

Prior to the in-company traineeship, students take a four-month intensive language course in order to be able to communicate in the local language. ●





Mr. Ignacio Capdepón Jiménez
Universidad Politécnica de Madrid
Spanish participant in Vulcanus in Japan 1999
(trainee at Hitachi)

“Vulcanus in Japan’ is a great idea: one year in Japan, learning Japanese and working for a Japanese industrial company. Actually, it’s much more than just that. One year to meet people, to understand the Japanese and oriental culture. One year to broaden your mind, and to change. I would do it again.”

Ms Sabine Zerrath
DaimlerChrysler AG, Germany
Host Company: “Vulcanus in Europe”

“Hosting a Japanese student thanks to the Vulcanus programme benefits both the student and the company. The student gains an interesting work experience in a new environment and can contribute to different issues corresponding to his or her own field of interest. The company gets to discover a different and enriching approach, which is normally not available at such intensity in its own country”.



Mr. Daniel Saias
École Polytechnique, France
Participant: “Vulcanus in Japan”, trainee at NEC

“The ‘Vulcanus in Japan’ programme has enabled me to learn Japanese, to discover a magnificent country and to become acquainted with a different culture. To be able to work on a scientific project within a Japanese company in Tokyo has helped me demystify the Japanese business style. Sharing experiences with 13 other young Europeans has also been very rewarding”.



**Ms Mitsue Nagata,
Graduate Highways Engineer**

Atkins is one of the world's leading providers of professional, technologically-based consultancy and support services, with offices in the UK, Europe, the Middle East, Asia Pacific and the Americas. Its portfolio of skills embraces engineering consultancy, design, management consultancy, IT, facilities management, environmental services, project finance, project services, outsourcing, and property services. Atkins works with public and private sector clients in a range of markets, including rail, roads, telecoms, nuclear, aviation, water, power, process, health, education and defence. ●



Mr. Philip Hoare, Divisional Manager, Atkins

“As a company, we gained a valuable resource”

“As part of our corporate commitment to promoting cross-cultural exchanges, Atkins was delighted to have the opportunity of participating in the Vulcanus programme. Ms Mitsue Nagata, a civil engineering graduate from Japan, was selected to join our team in Bristol.

The placement proved to be an extremely positive experience, both for Mitsue and for her new colleagues. By spending some time in each of the teams and working on specific projects, Mitsue was able to extend her skills by gaining a knowledge of British working practices which she could then apply in a realistic environment. She was also exposed to a very different work ethos compared to the traditional method of working employed throughout Asia, and this was perhaps the hardest transition for her to make. However, Mitsue was an apt and enthusiastic pupil and proved extremely willing to join in all aspects of our working life. She became a member of our Social Committee and has been very active on our Schools Liaison Project team, recently giving a presentation about work experience to an audience of 150 girls!

It is difficult to put a value on the cultural element of the programme in terms of benefits to our staff, but horizons were certainly broadened by the inclusion of Mitsue into our teams. Many of the staff learned some Japanese and we are certainly more aware of their customs and traditions. As a company, we gained a valuable resource, and staff were given opportunities to both mentor and train Mitsue.

Throughout the Vulcanus programme, Mitsue was given excellent support and encouragement, and at the end of her traineeship she was offered a full time post with Atkins, which is a solid testament to the success of her year with us.” ●

Mr. Philip Hoare, Divisional Manager, Atkins





ALTERNATIVE ENERGY PROGRAMME

The programme's objective is to deepen knowledge of the current state of research and development (R&D) in the field of alternative energy and to increase further mutual understanding and effective collaboration between the EU and Japan, thus contributing to overall research and development in the field of alternative energy.

Operational since 1987, this programme focuses on inviting policy-makers and energy specialists in the field of alternative energy to Japan in order to receive the latest information in this field. The EU-Japan Centre bears all necessary expenses for invitees, including travel costs and daily allowances.





**Viscount Etienne Davignon,
Vice-Chairman of Société Générale de Belgique
Co-Chairman of the EU-Japan Business
Dialogue Round Table**



EU-JAPAN BUSINESS DIALOGUE

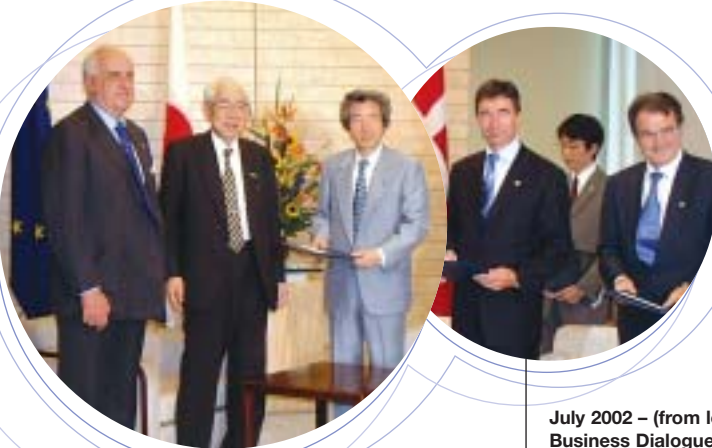
ROUND TABLE

The Round Table was created in 1995: the chief executives of more than 40 leading EU and Japanese enterprises meet for a 'roundtable' discussion once a year to review the factors affecting trade and industry and to make policy recommendations to the European Commission and the Japanese Government. It is an occasion for a cross-industrial meeting between European and Japanese leaders of industries to exchange opinions freely, to deepen mutual understanding as well as to strengthen industrial cooperation. In 1999, the Round Table was renamed the 'EU-Japan Business Dialogue Round Table' after it was merged with the EU-Japan Business Forum and its membership was increased. ●

“The EU-Japan Business Dialogue Round Table is a forum, encompassing all industry, for policy recommendations from the private sector to contribute to the economic success of Japanese and European industry. The role of the Round Table continues to expand, and we need to achieve successful results at the same time as fulfilling both public and private expectations.

The Round Table can be characterised as an issues-oriented discussion on various topics including the economy, the business environment and current concrete issues. The aim of the meeting is to provide clear policy recommendations and proposals for the future direction of EU-Japan industrial relations.

The face-to-face discussions on concrete issues between members create mutual understanding and are indeed the most significant aspect of this Round Table Meeting. I hope we continue to have very candid discussions and to make constructive recommendations.” ●



July 2002 – (from left to right) EU-Japan Business Dialogue Round Table Co-Chairmen, Messrs. Etienne Davignon & Tadahiro Sekimoto, present the Round Table’s 2002 Recommendations to the leaders of the EU-Japan Summit: Messrs. Junichiro Koizumi, Prime Minister of Japan; Anders Fogh Rasmussen, President-in-Office of the European Union; and Romano Prodi, President of the European Commission

2002 EU-Japan Summit, © European Commission





The EU-Japan Centre for Industrial Cooperation supplies a wide range of services to European and Japanese companies, which include:

- **Enquiry service and reference library** for use by European and Japanese businessmen.

The Centre answers direct enquiries concerning the Japanese market, technologies or products, as well as the local investment climate in Japan.

The Centre also handles enquiries on European Union legislation and various other aspects of European integration. It points enquirers to the right source of information for services and provides the information requested, when available.

The Centre received approximately 203 enquiries during the 2002/3 fiscal year.

- **Seminars** on various issues that face foreign companies in Japan: e.g. personnel management, collection of information about competitors, R&D, etc., and also seminars on various aspects of European Union policies and regulations.

Participation in these seminars is free of charge. They are publicised through the Centre's newsletter and/or by fax or e-mail to our database. Please contact the Centre if you would like to be added to our distribution list.

18 seminars were organised with a total of 1,051 participants in the 2002/2003 fiscal year.

- **Johogen Directory:** the recently completed JOHOGEN directory (6th edition) is now available in printed form in English and Japanese. The 200-page directory has been expanded from the last version to include new chapters, new entries and many other updates.
- **Presence on the Web:** the Centre is making available the vast resources of information on its homepage (e.g. summaries of seminars, topical courses reports, etc.)
URL: <http://www.eu-japan.gr.jp>.

In the 2002/2003 fiscal year, approximately 1,400,000 hits on the European Office's <http://www.eujapan.com> homepage were registered. The Tokyo Head Office's <http://www.eu-japan.gr.jp> website registered 125,000 page counts. ●





KAIZEN

Kaizen is a Japanese word meaning “gradual and orderly, continuous improvement”. In a business context it covers a range of continuous improvement activities involving everyone in the company.

TOTAL PRODUCTIVE MAINTENANCE (TPM)

TPM is a system of scheduled/pre-emptive maintenance to minimise emergency/unscheduled maintenance. It maximises productivity of equipment and extends equipment life.

GEMBA

Gemba is a Japanese word meaning “real place”, where the real action takes place. In business, GEMBA is where the value-adding activities to satisfy the client are carried out.

TOTAL QUALITY MANAGEMENT (TQM)

TQM is a method of improving a company’s management practices to increase customer satisfaction.

TQM addresses the business as a whole, involving everyone in a company, to develop a state of mind which assures customer satisfaction by providing products/service which customers really want to obtain as well as consistency.

KEIRETSU

A peculiarly Japanese business network whereby a large number of firms *may* own equity in each other and *may* be cross-financing through a common bank, but *do* enjoy a privileged trading relationship.

JUST-IN-TIME

A system to minimise inventory costs by combining high-speed communications and rapid distribution systems to avoid warehousing and ensuring that parts are available as and when required.





EU-Japan Centre for Industrial Cooperation

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