

# Business in Japan

## Don't be too much a Gajin



Kurt Leuridan

# Student → employee → employer

## *Study trajectory:*

- Rechten  
KU Leuven
- Licentiaat Notariaat  
KU Leuven
- Postgraduaat Bedrijfskunde
- Fiscale Hogeschool

## *First job: Notary*

- Notary Leuridan
- Notary Simonart

## *Incitement to own business*

- Deloitte
- Deloitte & Touche office  
started up in Leuven
  - Senior Manager  
Tax & Legal

*“Reasoned” but big step*

- 2004: Owner & CEO Tokai Optecs N.V.
- 2018: Shareholder Tokai Optical CO. Ltd.



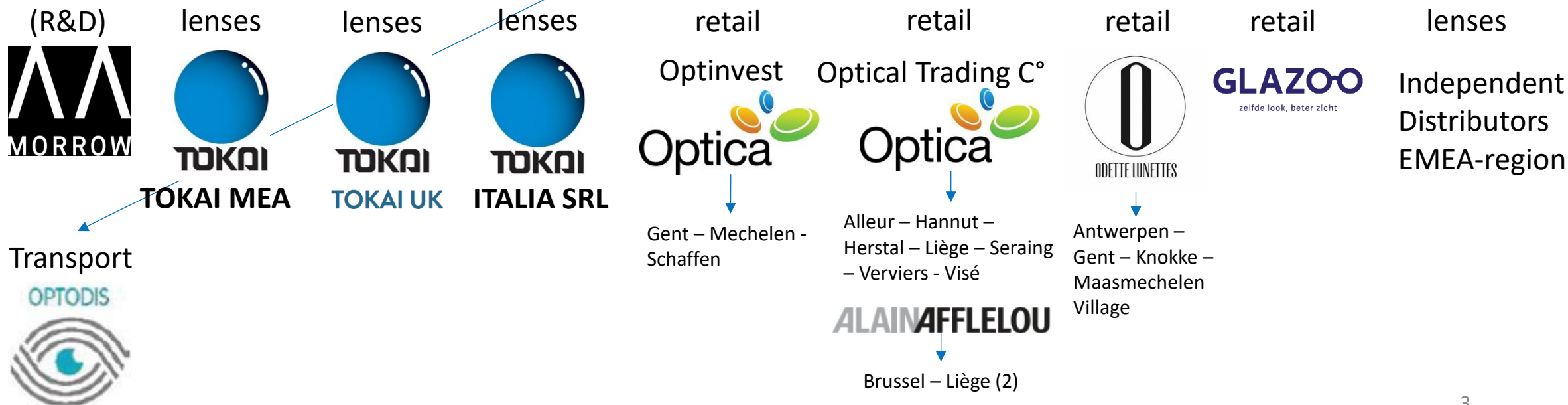
Kurt Leuridan



TOKAI OPTICAL CO.,LTD.



Tokai Optecs N.V.





“Be not afraid of going slowly.  
Be afraid of standing still.”

## JAPANESE LEADERSHIP

- Teamwork (sound of 1 hand clapping)
- Harmony
- Long-term plan
- Strong, silent, stoicism
- Gakko Soji (school cleaning)
- Lead by example

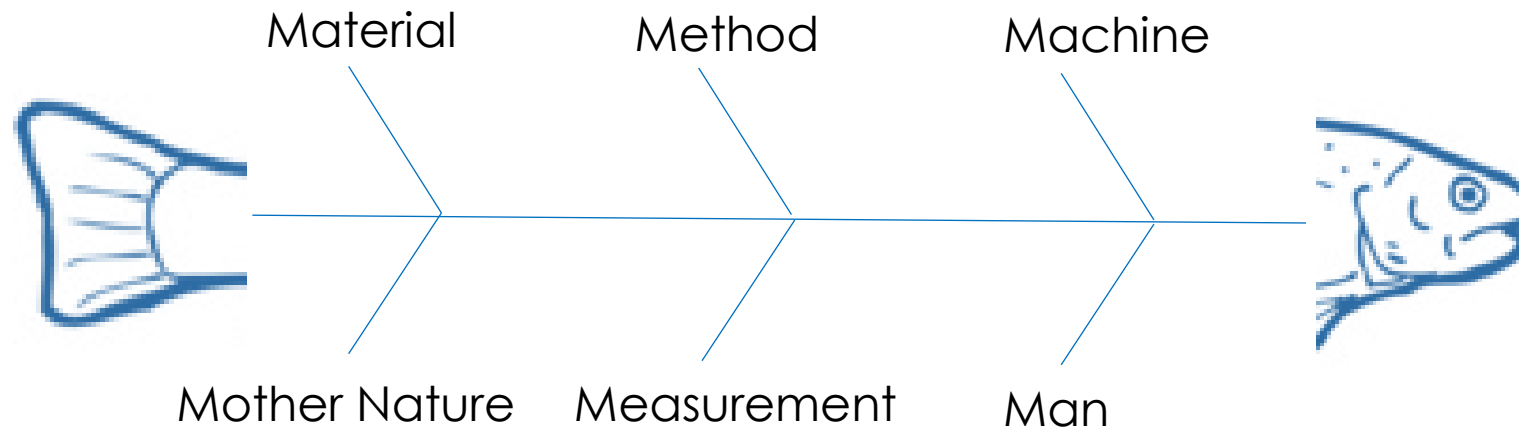
## WESTERN LEADERSHIP

- Charisma
- Communication
- Honesty
- Vision
- Knowledge
- Passion

# Problem solving

Europe: solve the problem quickly

Japan: Fish bone diagram







“The reputation of a thousand years  
may be determined by the conduct  
of one hour.”

この中に、あなたはいませんか？

# 駅と電車内の 迷惑行為 ランキング

Station and Train Car Nuisance Ranking

1位

荷物の  
持ち方・  
置き方

2位

騒々しい会話・  
はしゃぎまわり

3位

座席の  
座り方

4位

乗降時  
のマナー

5位

ヘッドホン  
からの  
音もれ

6位

スマート  
フォン  
の  
使い方

思いやりが行き交う、駅・電車内に。

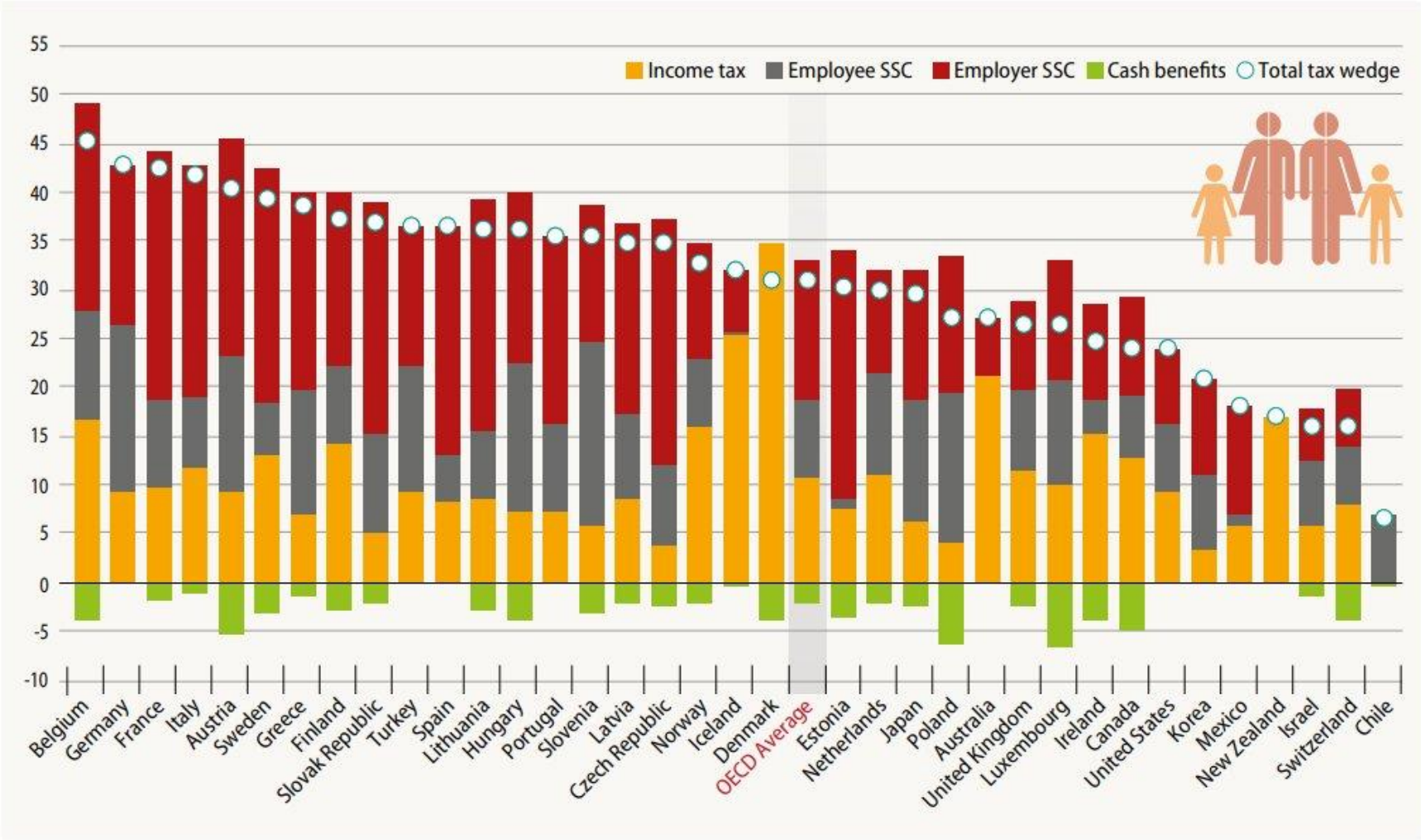
「駅と電車内のマナーに関するアンケート」を  
ホームページで実施中(2019年10月1日～11月30日)

日本民営鉄道協会 監修 一般社団法人 日本民営鉄道協会 後援 国土交通省



# **FIGURE 2. INCOME TAX PLUS EMPLOYEE AND EMPLOYER SOCIAL SECURITY CONTRIBUTIONS LESS CASH BENEFITS, 2018**

For two-earner couples with two children, as % of labour costs



Note: Two-earner married couple, one at 100% and the other at 67% of the average wage, with 2 children. Includes payroll taxes where applicable.

Source: Data from *Taxing Wages 2019* (OECD), <http://oe.cd/TaxingWages>.

# Tokai Optical Japan

Freshmen:            - Master R&D  
                             - Bachelor sales / marketing  
                             - Junior high : operator

± 20 people

Test + interview 3 level

- 1) Manager
- 2) Informal meeting
- 3) Director

50% leaves in the first 3 years,  
some from (IT & Ing) but usually to a lower position



“Vision without action  
is a daydream.  
Action without vision  
is a nightmare.”

# Education of employee

3 years action plan  
10 years action plan

Not dismiss:

- you relocate
- you educate



# Education of employee

No managers from outside

Job rotation      → between the departments  
                         → inside the departments

Education: company philosophy

1. Customer first
2. Every employee = manager
3. Pursue uniqueness

# Every employee = manager

- Share financial information with everybody
- Bonus: 2 times in a year
  - Summer → reach the target
  - Winter → reach the target
- 7 stages of salaries
  - Only linked to role and performance
- Inter-company marriage
- After marriage → rotation
  - Pregnancy leave: 6 weeks
  - Maternity leave: until the child is 1 year old  
(min. 2 months and you can extend by 6 months)
  - Paid by the company to the extent of 70%

# Retirement

Your salary is capped at 50 years

At the age of 63 on retirement

1 time payment based on seniority

You can ask to stay

you get a new contract but your salary drops by 50%

First pension at the age of 65 or 70

The longer you wait, the higher your pension will be



“If you understand everything  
you must be misinformed.”



