



## EDITORIAL

## Living in Belgium

By Mr Fumitoshi Ono, General Manager of the Bank of Tokyo-Mitsubishi UFJ, Ltd., Brussels Branch, President of Nihonjinkai and Vice-President of the BJA

Firstly, I would like to express my great pleasure and honour to be invited to be the Vice-President of the BJA. I am extremely excited to be working with BJA during its 50<sup>th</sup> Anniversary year. I will do my very best to create and manage a good relationship between the Belgian and Japanese people here.

As you can see by my title, I have been working for the Bank of Tokyo-Mitsubishi UFJ, Ltd. and I have experienced working outside Japan in London, Los Angeles, and now, Brussels. Although I have spent many years of my career working outside Japan, living and working in Belgium is my first overseas experience of working in a country where English is not the official language. I have found working abroad in the "real" sense a challenging experience. I speak Japanese (of course) and a little English, but unfortunately I do not speak French or Dutch. When you cannot communicate in the local language it can be an isolating experience and I think you can imagine how tough this situation could be. It is fortunate for me that many Belgians have excellent linguistic skills and speak several languages including English!

Japan has been influenced by the English speaking western world, especially by the USA and I had previously only been living in this world. This is a great opportunity for me to learn from and experience the real Europe.

I have heard several times that Belgian people are relatively conservative and very thoughtful when they step out in a new area of business. I personally believe that Japanese people are also conservative

and usually tend to avoid any drastic change. Many Japanese people are not outgoing and are shy in communicating with non-Japanese people. I think this is largely because of their language capability and the physical isolation of Japan from the other countries. When you think of the world map, Japan is surrounded by sea and is therefore not physically connected to other countries.

I think Japanese and Belgian people have many similarities, particularly their conservative nature. It is easy to assume that it could be difficult for these nations to be acquainted with each other without having some kind of strong incentive or motivation. Our situation is different. The Japanese community living in this country is greatly motivated to seek friendship with the Belgian people. Most of the BJA members have already had some form of connection with Japan (or the Japanese) and have provided a warm-hearted welcome to Japanese people. I believe that there is no obstacle to cross to continue to build good relationships and friendships between the association members. In my role as Vice President, I will work hard to support the continued successful relationships between Japan and Belgium, seeking good opportunities for all members.

Some of you might know that in 2016 it will be the 150<sup>th</sup> year Anniversary of the establishment of the official relationship between Belgium and Japan. Many events will be planned and we all should be involved in the celebrations. Let's look forward to the 2<sup>nd</sup> half of the 2<sup>nd</sup> century of the Belgian-Japanese relationship.



Mr Fumitoshi Ono

## In this issue

- 2 100<sup>th</sup> issue
- 3 Business Seminar: Active Ageing in Europe and Japan
- 4 The 9<sup>th</sup> BJA Golf Cup and Golf Initiation
- 6 BJA Visit to the Crossbow Shooting Guild of Brussels
- 7 Simplified Japanese Quality mantra's
- 8 Interview with Jef Neve
- 10 Sekimori Ishi Modern®
- 12 Getting feedback Giving feedback
- 13 News for the members
- 14 News from the members
- 16 EU-Japan news
- 18 Personalia

## Advertising rates

4 issues (March, June, September & December)

1 page ..... € 3.500  
1/2 page ..... € 1.600

contact: BJA Office  
avenue Louise 287, box 7  
1050 Brussels

info@bja.be  
T 02/644 14 05  
F 02/644 23 60

# 100 NUMBER

## 100TH ISSUE

The BJA is truly celebrating this year. One of the celebrations is the publication of this very issue of the BJA Trade Flows & Cultural Newsletter: the 100<sup>th</sup> issue!

In the beginning this quarterly magazine was a very efficient and sober informative publication on major economical and political news, as well as on daily life in both countries. This was the period when such information was not commonly available in the European publications. And the web could not complement it.

Now the newsletter tries to cover on top more and more aspects of history, geography and cultural life. It has in the meantime been complemented by the BJA website offering updated information.

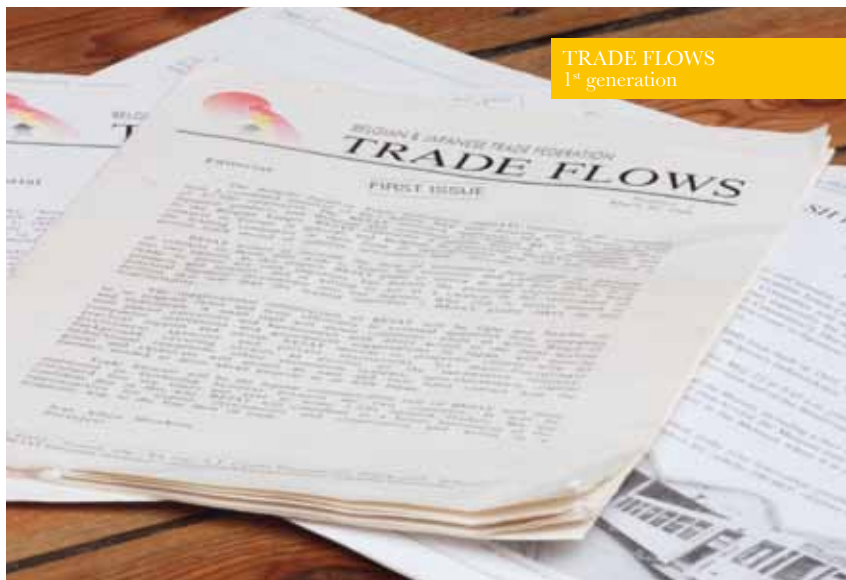
Ever since the very beginning it has been the goal of this publication to highlight how better understanding and commitment could lead to ever improving relations between the members of the association and between the two countries.

In our quarterly Editorial Committee meetings we try to pinpoint the information that could be relevant for reaching this goal. In that sense we welcome news in relation to Belgium or Japan you could provide on personal experiences, be it cultural, social, political or economic. Please kindly send us your suggested articles for publication. These kind of contributions are always wholeheartedly welcomed.

Additionally, you are always welcome to express your support to this publication by means of advertisement to mark your presence in the Belgian-Japanese business community and your support to the BJA.

For all the former issues, we thank all the people who have been writing, interviewing, editing, sharing stories to the benefit of all. We hope the next 100 issues will bring you as much - if not more - of all you would like to read.

*Mr Edward De Beukelaer,  
President & CEO, E. & H. de Beukelaer, BJA Vice-President  
and BJA Editorial Committee Chairman*



TRADE FLOWS  
1<sup>st</sup> generation



TRADE FLOWS  
2<sup>nd</sup> generation



TRADE FLOWS  
3<sup>rd</sup> generation



## Business Seminar Active Ageing in Europe and Japan: glocally yours

Thursday 25 April 2013 - FEB, Brussels



Mrs Denis of Business & Society, Laureate of the Marilo Fund, presents her findings on Ageing Society and how Japanese companies deal with this issue.



Mr Degraeve of Daikin Europe, Mr Delanghe, Mr De Smedt of FEB and Mrs Oto-Kellens of BJA, engage in expressing hope for the future generations.



The speakers receiving applause and chocolates for their interesting and insightful presentations.

Business & Society, the Belgium-Japan Association & Chamber of Commerce and the Marilo Fund, had the pleasure to invite people with a vested interest in active ageing to attend a late afternoon inspiring session at the Federation of Enterprises in Belgium.



Interactive discussions between speakers and audience.

The seminar focused on learning from successful practices of multinational companies, especially those facing different approaches to senior employment. Mr Lefevre of CSR Europe and Mr Ishida of Acerta Consult offered a nicely blended and very expert insight on the European and Japanese context of active ageing. Key learnings from companies operating in Belgium and Japan – BNP Paribas Fortis, Daikin and IBM – were also presented.

Mrs Sabine Denis, CEO of Business & Society Belgium & laureate of the Marilo fund 2012, presented her findings of her research at the seminar. This document is also downloadable via [www.businessandsociety.be/en/Active-Ageing-in-Japan](http://www.businessandsociety.be/en/Active-Ageing-in-Japan). Mr Pierre Alain De Smedt, CEO of the FEB, closed the seminar and invited all participants to a networking discussion with cocktails.





## BJA REPORT

# The 9<sup>th</sup> BJA Golf Cup and Golf Initiation 第9回BJAゴルフコンペとゴルフイニシエーション

Saturday 15 June 2013 - Golf de L'Empereur



The pictures are by courtesy of Mrs Françoise Demeter of E. & H. De Beukelaer.

(Left to right) Mr Vincent De Saedeleer, Vice-President of Port Authority Zeebrugge, HE Ambassador Sakaba of Japanese Embassy to Belgium, and Mr Omer Turna, Partner of Ernst & Young, tee-off to a pleasant round of golf at the L'Empereur.



The participants from the Initiation group indulge themselves into the serious business of golf.

The Cultural Committee of the BJA had again the pleasure to organize its 9<sup>th</sup> BJA Golf Cup and Golf Initiation at the L'Empereur Golf Club in Ways.

With the great support of BJA company members, the participants, including HE Ambassador Mitsuo Sakaba of the Embassy of Japan to Belgium, joined together to savor a fresh lunch buffet, before starting the golf competition. Beginners had the opportunity to enjoy a golf initiation with pleasant

partners. Refreshments were served during and after the competition and initiation. A full course dinner with a number of fantastic prizes was awaiting the participants after this exciting day.

Every part of the program of this event was special, but an exceptional highlight was the third consecutive victory of the EU team for the team competition 'EU vs. Japan'. This year the EU team was headed by Mr Ömer Turna, Partner of Ernst & Young,







The participants receiving participation prizes - a joyful moment.

who was very proud to receive the winning replica on behalf of his team. In the meantime, HE Ambassador Sakaba, Captain of the Japan team, confirmed that his team will be preparing for 'Revenge' at next year's competition.

BJA thanks wholeheartedly the generous sponsors and the enthusiastic participation of the members and partners; they made this BJA sporting event once again so exclusive.



As the Captain of the European team, Mr Turna, Partner of Ernst & Young, receives the Winning Trophy as the European Team reclaims its 3<sup>rd</sup> consecutive victory from Mrs Oto-Kellens of the BJA.



Thank you for your support





## BJA Visit to the Crossbow Shooting Guild of Brussels: ブリュッセル・クロスボウ・ギルドハウスへの訪問: Grand Serment Royal et de Saint Georges des Arbalétriers de Bruxelles

Tuesday 28 May 2013 - Brussels



The Companions of the Guild carrying on the tradition over the centuries.



The members are seriously engaged in how to target properly and get the best shooting results.



Minister Katayama aiming for the heart of the scoring card.

The Belgium-Japan Association & Chamber of Commerce was proud to invite the members and friends to discover one of Belgium's Oldest



Members enjoying a well-deserved break after lifting the heavy renaissance crossbow.

Crossbow Shooting Guilds. Founded in 1381, the Guild perpetuates the tradition of old crossbow shooting during traditional parades and processions, or in their beautiful premises under Brussels' prestigious Royal Square.

After the welcome words by Baron Boels on behalf of the BJA Cultural Committee, the participants enjoyed not only a visit of the museum and a presentation of the Guild and its history by one of the Guildsman, but were also able to practice old crossbow shooting at the Guild's shooting stands, under the guidance of experienced crossbowmen, the Companions of the Guild. For this special occasion, the Companions were wearing their distinguished Renaissance costumes.

The event ended with a drink inside the museum. The participants went home with their shooting-cards, and a big smile!



## Simplified Japanese Quality mantra's: 5 whys and 5 S

By Mrs Tiene Vertriest, Business Development Manager of Yamagata Europe, BJA Editorial Committee Member

As a Japanese company, we are familiar with the concept of kaizen. Kaizen means continuous improvement and involves everyone, both managers and workers, in order to cost-effectively achieve incremental productivity and quality increases. Simply said, kaizen is the means whatever you're doing, you can always do better.

This article is based on the book "Gemba Kaizen: A Commonsense, Low-cost Approach to Management" written by Mr Masaaki Imai. Masaaki Imai is considered one

of the leaders of the quality management movement and responsible for bringing kaizen to the consciousness of the West. He was the first to write and speak about the remarkable leadership principles known as the Toyota Production System, what we call lean thinking today.

Gemba means "the real place" or the place where real action occurs. In Japanese, the word gemba is used in daily speech. For instance, when TV reporters in Japan report on disasters such as earthquakes, or floods,

they refer to themselves as "reporting from gemba". Applied to business, gemba is the place where products or services are created; the "workplace".

Gemba kaizen implies intense communication between management and operators, resulting in a much more effective two-way information flow which makes workers feel proud of their jobs and to appreciate the contribution they make to their company. Let me explain the 5 golden rules of gemba management according to Mr Masaaki Imai.

### 5 golden rules & 5 Whys

#### › FIRST RULE

When a problem arises, go to gemba first and observe the current process. Taiichi Ohno, considered to be the father of the Toyota Production System, urged managers to visit gemba: "Go to gemba every day. And when you go, don't wear out the soles of your shoes in vain. You should come back with at least one idea for kaizen".

#### › SECOND RULE

Check the gembutsu. Gembutsu means something physical, or tangible. In the context of gemba, the word can refer to a broken machine, a reject, or customer complaints... By observing the gembutsu on the gemba and repeatedly asking why, managers should be able to find the root cause of the problem.

#### › THIRD RULE

Take temporary countermeasures on the spot in order to immediately offer a solution or continue production. However, be aware never to stop your kaizen effort in the third stage.

› A true kaizen company continues to the FOURTH STAGE Identifying the real cause of the problem and take action! One of the most powerful tools to find the root cause in gemba is to keep asking why until the root cause is reached. This process is sometimes referred to as the five whys, since chances are that asking why five times will uncover the root cause.

#### › FIFTH RULE

Standardize to prevent recurrence. Once a problem has been solved, the procedure needs to be standardized. Standard means the best way, therefore it should be followed by the employees to guarantee customer satisfaction.

### Good housekeeping & 5S

In our company, we also try to localize the spirit of the Japanese quality principles to the gemba. We prefer radical simplification and in this sense, our absolute favourite Japanese Quality Mantra is the 5S.

The 5S is the concept of 5 basic household principles:

#### › SORT

Find out all that is unnecessary and eliminate it

#### › STRAIGHTEN

Put the essential things in order so that they can be easily accessed

#### › SCRUB

Clean everything, tools and workplace

#### › SYSTEMATIZE

Make cleaning and checking routine

#### › STANDARDIZE

the previous four steps in order to establish a process that can be improved.

At Yamagata Europe we simply say:

*"5S means throw away 5 things you do not need, and put 5 things in the right place"*

We also ask people not to throw away things from the desks of their colleagues and also not throw away things on the desks of their colleagues. Simple, Shiny and Successful.

PS: Do not try this at home, I did, but that's a different story altogether.



Source:  
Masaaki Imai, Gemba Kaizen: A Commonsense,  
Low-cost Approach to Management", 1997 – McGraw-Hill.



## INTERVIEW

### Interview with Jef Neve Belgian jazz pianist and composer

By Mr Kris Sierens, Managing Partner BeforeTheHype & SmartPresentations, Managing Director The Luxury Network Benelux

Normally, I never include a personal note when conducting an interview. However, in this case it certainly clarifies our connection with Japan and jazz. A while back on a trip to Japan, I was in Fukuoka and I wanted to have a drink, although it was already rather late in the evening. Quite by chance we stepped into a charming jazz bar, with only a few patrons still present. After a while, the owner politely asked where we were from and we answered 'Belgium'. The man immediately dove under the bar and came up with stack of records and a harmonica all signed by Toots Thielemans! We certainly did not expect that. It does however say a great deal about the depth of appreciation for good jazz in Japan. If I were a betting man, I would have gladly bet all the yen in my wallet that very soon another Belgian jazz artist will be as well-known as Toots. Sooner rather than later, the name Jef Neve will be on the minds of Japan's jazz aficionados. Recently, I had the opportunity to speak with Jef Neve upon his return from a concert tour in Japan. He played gigs in Tokyo and Osaka, during the Belgian Beer Weekend. According to Jef, one of the most remarkable things about performing in Japan is that everything is so relaxed. His reason: you never have to worry about anything. You can quite literally blindly trust in everything. That makes it a genuine delight when touring so far from

home, even in venues as different as these two cities. According to Jef, life in Tokyo moves at a much faster pace, while Osaka by comparison is much more laid back.

Jazz is a fascinating phenomenon in Japan. In a country renowned for being so well organized and meticulous, its citizens genuinely appreciate an art where improvisation is at the core of the music. While a jazz group is playing, the audience is very polite and very civilized. It almost feels as if you were at a performance of Bach or Beethoven. But once the last riff is played and the jazz concert is finished, the reactions can be overwhelming. In Jef's experience, only in Japan does the audience express itself in such a lively manner. They have completely felt all of the emotional details and nuances of the musician's performance. They really are experiencing the music. That is a wonderful and very personal experience says Jef. In Europe, people are more reserved. There is a much quieter level of appreciation that he learned to deal with here in Europe. After playing in Japan so many times now, the Japanese response fills him with a sense of gratitude.

The first time Jef came to Japan was at the invitation of Bernard Catrysse, manager of The Flanders Center in Osaka. It was a small local record distributor that promoted Jef in Japan. This did not prove very successful. Soon however, Universal became his recording partner in the land of the rising sun. He still remembers wondering if there was really room for truly free expression in such an apparently rigid societal framework. He also recalls with less fondness hassling with taxi doors.







That is now all in the past now. He has discovered the real Japan, with small alleys and tiny pubs. Through talking to the people that actually live and work there, Jef got to know many interesting places and people. He is hugely impressed that even in a large very vibrant modern Japanese city, there is always another city within it filled with knowledgeable jazz fans.

Jef Neve would never have believed that the Japanese could become so wonderfully crazy when winning a football match. Jef saw it first hand when Japan beat Australia. It was a completely unexpected reaction for Jef. Once the official protocol relaxes a bit, anything can happen! And that is so beautiful. That is why he intends to return to Japan; this time with the goal of filling some of the large concert halls the way he does in Europe and the US. It has not gone unnoticed by Jef that Japan has the biggest CD sales in the world. That makes it even more interesting.

Many Japanese are fascinated by European culture and West-

ern classical music. Among his fanatical jazz fans, many do not realize that Jef Neve is a classically trained pianist and composer and is widely regarded as one of Europe's most talented musicians in both classical music and jazz. It is a dream of Jef to bring some of his classical music to Japan and perform with a Japanese symphony orchestra.

It is a great feeling that in Japan you will be judged only on your musical qualities. Jef thinks he privileged to get these opportunities, to feel the wonders of Japan, but also to live in the wonderful and culturally rich country that is Belgium. It is a very diversified society, where gastronomy is exquisite and where we enjoy a blissful climate.



## ARTICLE

### Sekimori Ishi Modern®

#### 現代の関守石

International exhibition of sculpture

23 European artists explore the symbolism of sekimori ishi, the traditional Japanese boundary stone, in a modern framework.

The use of sekimori ishi dates back to the sengokujidai (Warring States Era) of 16th century Japan. It was usual for guests at a tea ceremony to first enjoy a few moments alone in the host's tea garden and then to find their way to the teahouse. Quite possibly they would come across an unusual stone on one of the paths, tied crosswise with twine, with a beautiful knot on top. In the classic Japanese tea garden, these stones might appear in the middle of a path or where a path divided. They acted as subtle indicators that a particular path should not be taken and another chosen instead.

#### Sekimori Ishi Modern

Many Japanese know the meaning, significance and symbolism of such wrapped stones and respect the unwritten request not to use the path they guard. Now the organisers of SEKIMORI ISHI MODERN have taken the opportunity to breathe new life into this age-old concept by finding a place for it within a contemporary framework. This process of renewal is not only to be found in sekimori ishi's visual language, but also in its deeper Zen meaning. The message behind all the art works in the SEKIMORI ISHI MODERN exhibition is reverence and respect for the earth, nature, and humanity and its estate.

Can these seemingly simple works of art encourage us to have more respect in the widest sense of the word, just as the apparently simple sekimori ishi did in the tea gardens of yore?

#### The concept of 'art'

Our starting point is the Japanese notion of art: 'Art is everything that has value in shaping the human character.' Zen-Buddhist philosophy still leaves its stamp on all aspects of Japanese cultural life. The spirit of Zen is a formative factor in all Japanese art. It was the Japanese who in the 6th century added the most important element to Zen, simplicity. Zen art always has a specific meaning and is never purely decorative. Zen is free of conditioning and assumptions which limit our imaginations. Zen imposes no restrictions on self-expression.

#### Innovation in the language of SEKIMORI ISHI MODERN

The SEKIMORI ISHI MODERN exhibition currently occupies a unique place in the visual arts in that the traditional Japanese boundary stone has never been reconceived in modern terms, even in Japan. The exhibition is a modern exploration of sekimori ishi, in which their original function is subservient to modern form. In preparing their works for the exhibition, the artists have striven to retain the philosophical underpinnings and character of the original sekimori ishi in response to a call to replace either the stone, the twine, or both, of the original with other materials, thus creating a modern

object in which tying could be replaced by anchoring, clamping, filling or piercing. The ultimate work of art does not have to be complete – a suggestion of completeness is enough.

Experience the art of SEKIMORI ISHI MODERN according to Zen philosophy as if the works were situated in a tea garden during a tea ceremony (*chadō*: The Way of Tea). A harmonious combination of complete and incomplete.

The exhibition will be travelling to eight locations in the Netherlands, Belgium and France. All the works on show may be purchased.

[www.sekimori-ishi-modern.com](http://www.sekimori-ishi-modern.com)

[info@sekimori-ishi-modern.com](mailto:info@sekimori-ishi-modern.com)

Sekimori Ishi Modern®  
現代の関守石





## 「関守石モダン展」 国際彫刻展覧会

欧州で活躍する23名のアーティストが、蕨縄やシュロ縄で石を十文字に結ぶ「関守石」という茶道における伝統的な作法を、現代風に解釈し作品にて表現します。



関守石は16世紀、日本の戦国時代に生まれたと言われています。茶道において、客はまず、茶庭と呼ばれる茶室への道すがらの庭を楽しみ、その後茶室へ向かうことが常とされています。その際、蕨縄やシュロ縄で十文字に結んである小石が、茶庭の飛び石や延段の岐路に置かれていることがあります。この石は、ここから先に入ることは控えて欲しいという標識であり、客の出入りを遠慮してもらうための印として、関守の役を担っています。



## 関守石モダン

関守石の意味や意義、そしてその作法は、日本で広く知られており、主客相互の暗黙の約束事が尊重されています。今回開催される「関守石モダン展」は、この日本古来のしきたりを現代社会の中に位置づけることで、それに新たな息吹を吹き込もうとする試みです。その創作過程において、関守石は視覚的に変化を遂げ、底流をなす禅の持つ意味も広がりを見せます。「関守石モダン展」の出品作品には、地球、自然、人類と土地に対する畏敬と敬意の念が込められています。

これらの一見簡素にも見える作品は、茶庭における関守石のように、敬意の念を醸し出すことができるのでしょうか。

## 「芸術」の概念

我々にとっての出発点は、日本における以下のような芸術の考え方です。「芸術とは人間性を形作る価値あるものの全てである」。仏教思想の影響は、日本文化のあらゆる側面に見受けられます。また、禅の精神は、日本の芸術を形作る本質的要素だと言えます。禅に「簡素美」という非常に重要な芸術的要素が加えられたのは、6世紀の日本においてでした。禅芸術は常に特別な意を含有し、純粋に装飾のみということは決してありません。禅芸術には、想像性を封じ込めるような、条件付けも前提もありません。禅は自己表現に制限を課すことをしないのです。

## 関守石モダンの独自性

日本古来の関守石を現代風に再生する芸術的試みは、日本ですら行われたことがなく、「関守石モダン展」はビジュアルアートとして独自性を保っています。本展覧会は関守石の現代風解釈であり、フォルムに比べ、石の持つ従来の機能は二次的な扱いとなっています。展覧会の準備にあたり、それぞれのアーティストは、関守石の持つ思想性や文化を維持しつつ、石かシュロ縄あるいは双方の代わりに別の素材を用いること、という呼びかけに応じて作品を創作しました。その結果、それぞれのオブジェには縄を用いた結び目の代わりに、固定、留め、詰め、穴開けという技術が用いられています。究極的な芸術作品は完成されたものである必要はなく、その方向性を示すことで十分だと考えます。

禅の思想に裏打ちされた「関守石モダン展」の作品を、茶庭にあるかのごとく味わってみてください。完成と未完成の調和の取れた共生に巡り会えることでしょう。

本展覧会はオランダ、ベルギー、フランスの八ヶ所で開催予定です。作品は全て購入可能です。

## Getting feedback - Giving feedback

By Mr Olivier van Beneden, Managing Partner Japan Consulting Office and BJA Cultural Committee Member

### GETTING FEEDBACK (FOR EUROPEANS WORKING WITH JAPANESE)

Sometimes when Europeans work with Japanese they can be frustrated by the lack of feedback from their Japanese managers. Here are a few tips and ideas on how to get that all-important feedback.

#### **But, first off, why can it be difficult to get feedback from a Japanese manager?**

There can be many reasons why there is no feedback, such as:

- › It is possible that a Japanese boss is simply not conscious of the need to give feedback.
- › The task may be being performed correctly, in which case a Japanese boss doesn't have anything to say (or, more specifically, no complaints on how the job is being performed).
- › If the task involves sending information to Japan, it could be that the Japanese boss has no input from Japan either so it is hard to give additional information on how the task is being performed.
- › In Japan, often, feedback is given informally and shared implicitly, by "reading between the lines" and is not formalized.

#### **So what can Europeans do?**

It is good to know a few tips on how to "break the silence" and get the necessary feedback to improve job performance. Although all situations are different, we propose the following:

- › Ask directly for feedback. The best approach is to explain that such feedback is important for you and will help improve the quality of job performance.
- › Ask the Japanese boss to explain clearly what management / the Japanese HQ is expecting. This is most effective if framed by saying it will help you to improve to have a clearer understanding of the expectations. A modest approach ("Please teach me.") is well valued by the Japanese.
- › Another alternative is to ask for feedback on a one-to-one basis. The best time is to approach a Japanese manager in an informal moment, for example a bit later on in the evening when most of the staff has left, or away from the office entirely, at a restaurant over lunch or dinner.

A final tip is to remember that requests for feedback will be much more successful if approached in a humble manner, for example as if the staff member is worried whether he/she is giving the right performance or information. If a European is good at his/her job, the Japanese manager will respect him/her even more if he/she is humble! Usually, asking for feedback makes a great impression. The Japanese will think that the employee is serious about his/her job and willing to learn.

Additionally, if you would like to perform better when working with Japanese colleagues or clients, why not join us for a one-day open workshop?

**Upcoming dates:** 25 Sept, 6 Nov, 10 Dec

**More information:** [www.japanconsultingoffice.com](http://www.japanconsultingoffice.com)

### GIVING FEEDBACK (FOR JAPANESE WORKING WITH EUROPEANS)

It can sometimes be difficult for Japanese managers to give feedback to European staff. This is because feedback in Japan is often informal, takes place after hours or changes in behaviour are made without the need for direct comments. However, in Europe, regular feedback is very important.

#### **But, first off, why is feedback necessary for European staff?**

- › It helps them understand what they need to do to improve and also encourages them for a job well done.
- › Without regular feedback, Europeans can sometimes lose motivation and engagement in the tasks that they are assigned.
- › It is important to identify potential problem areas before they get worse.
- › Unlike when discussing with Japanese, the message is not understood unless communicated clearly (Europeans are less likely to "read the air")

#### **Ultimately, feedback is a matter of recognition of the work that has been done.**

Although all situations are different, here are a few ideas on how to deliver feedback to your European staff:

- › Focus on facts, not the person so that the comments won't be taken personally: "be hard on the issue, soft on the person"
- › Don't focus exclusively on the negative or what is missing. Try to acknowledge what was done successfully as well, while pointing out areas for improvement. We suggest the "sandwich method": start with a positive comment -> insert the negative or area for improvement -> and end with positive comment.
- › Focus on your (or the company's) needs/expectations
- › Be direct, honest and provide the feedback soon after the event, and in private
- › Remember that giving feedback is much more successful if approached with "I" phrases. This also helps avoid the listener feeling attacked by the feedback. For example, instead of saying "You are late.", it can be better to say "I have noticed that you are late."

If a European takes time to request feedback it often means that he/she is willing to learn and committed to the job. To make sure that you keep that enthusiasm, it is important to deliver your feedback in an effective manner. You may be surprised on the positive effects following well-delivered feedback.

Additionally, if you would like to perform better when working with European colleagues, why not join us for a one-day open workshop?

**Upcoming dates:** 23 Sept, 4 Nov, 9 Dec

**More information:** [www.japanconsultingoffice.com](http://www.japanconsultingoffice.com)



## REAPPOINTMENT OF DR. KUNIO MIKURIYA TO THE SECRETARY GENERAL OF THE WCO

On June 29, 2013, Dr. Kunio MIKURIYA, incumbent Secretary General of the World Customs Organization (WCO) and Japan's candidate for a second term, was unanimously reappointed at the annual WCO Council Sessions held in Brussels, Belgium.

The second term of the post will run for five years from January 1, 2014 to December 31, 2018. Mr Taro ASO, Minister of Finance, Japan, released a statement on the reappointment of Dr. MIKURIYA to the Secretariat General of the WCO.

Source:  
Ministry of Finance of Japan: [www.mof.go.jp/english/customs\\_tariff/information/ka20130629b\\_e.htm](http://www.mof.go.jp/english/customs_tariff/information/ka20130629b_e.htm)

## IKAROS RISING WILL INTRODUCE GLOBAL PRICE AND QUALITY INTO JAPANESE SOLAR MARKET

### Best-in-class Solar System Integrators in Europe and Japan to Establish a Joint Venture in Japan.

Ikaros Solar, one of the largest solar system integrator in Europe based in Belgium, and Rising Corporation, a pioneer of solar energy generation in Japan, have agreed to establish a joint venture called "Ikaros Rising Corporation" in Tokyo.

Rising Corporation which is a PV expert in the Japanese market will build on Ikaros Solar's extensive know-how on large scale PV systems, of which it constructed more than 115MWp in Europe. The new company targets to reduce 10% to 20% from Japanese standard price of solar power systems by introducing global practices and quality into Japanese market. The joint venture will also conduct R&D activities, focusing on the specific design and power generation measures geared to the unique Japanese

climate: earthquakes, strong winds, high-temperature and humidity etc.

Mr Koichi Nakanishi, a former General Director of Sales and Marketing at Q-Cells Japan will serve as the new company's Managing Director.

#### More information about Ikaros Solar:

- > [www.ikaros-solar.eu](http://www.ikaros-solar.eu)
- > Mr Sven Goethals, Sales and Marketing Director, Ikaros Solar
- > Tel.: + 32 3 641 64 80
- > [info@ikaros-solar.eu](mailto:info@ikaros-solar.eu)

#### More information about Ikaros Rising:

- > [www.ikarosrising.co.jp](http://www.ikarosrising.co.jp)
- > Tel.: +81 120 68 5003
- > [info@ikarosrising.co.jp](mailto:info@ikarosrising.co.jp)

Source :  
[www.ikaros-solar.eu/en/companies/news.aspx](http://www.ikaros-solar.eu/en/companies/news.aspx)

## MICROTHERM GROUP

6月27日、津市役所にてマイクロサームのヘイテンス社長と前津市長の立地協定の調印式に、リーバウト駐日ベルギー大使が参加しました。日本マイクロサームは、ベルギーを本拠地にグローバル展開する断熱材メーカーのマイクロサーム・グループの日本法人です。この度、四日市市で現在稼働している工場を閉鎖し、2014年1月より津市庄田町の工業団地に進出を決定しました。新工場は、2015年までに現在の約3倍となる年間2千トンを生産し、2017年の売り上げは20億を見込んでいます。

On 27 June, HE Mr Liebaut, Belgian Ambassador to Japan, attended the signing ceremony of a land agreement between Mr Steven Heytens, President of Microtherm and Mr Yasuyuki Maeba, Mayor of Tsu, held at the Tsu city office. Nippon Microtherm, an official branch of the Microtherm Group, a leading manufacturer of thermal insulation panels headquartered in Belgium has made a decision to move its factory from Yokkaichi city to Tsu city in Mie Prefecture. The factory will start operation from January 2014 and by 2015 the company is expected to be producing 2,000t a year and by 2017 the sales is expected to increase to 2 billion yen.

Source: Embassy of Belgium in Tokyo

## SCHOLARSHIP OPPORTUNITIES FOR JAPANESE STUDENTS | STUDY IN BELGIUM

Do you want to go to Belgium and study in Wallonia-Brussels? The Agency Wallonie Bruxelles Campus has more information on scholarships for Japanese students coming to study in Belgium on its website: [www.studyinbelgium.be/en/scholarship-opportunities-japanese-students-1](http://www.studyinbelgium.be/en/scholarship-opportunities-japanese-students-1)

See also for more information the official website of Wallonia-Brussels Campus (WBCampus) which is the agency for promoting higher education of Federation Wallonia-Brussels abroad: [www.studyinbelgium.be](http://www.studyinbelgium.be)

Source: Embassy of Belgium in Tokyo

## news from the members

## SUMITOMO CORPORATION SIGNS AGREEMENT TO PURCHASE SHARES IN 2 BELGIAN OFFSHORE WIND FARM PROJECTS FROM PARKWIND

Sumitomo Corporation (Head Office: Chuo-ku, Tokyo, President and CEO: Kuniharu Nakamura) in conjunction with Sumitomo Corporation Europe (Head Office: London, United Kingdom, collectively hereafter Sumitomo) have entered into an agreement with Parkwind, a Belgian offshore wind company, to take shares in two offshore wind farm projects off the coast of Belgium. Parkwind's shareholders are the Colruyt Group (COLR: BR), Korys NV, the investment holding of the Colruyt family, and PMV.

The two offshore wind projects consist of Belwind 1, in operation since late 2010 and Northwind which is currently under construction. The Belwind project is located on the Bligh Bank in the Belgian Exclusive Economic Zone of the North Sea, approximately 46km off the coast of Belgium and has a production capacity of 165MW. The Northwind project is also located in the North Sea, on the Lodewijk Bank, approximately 37km off the Belgian coast and will enjoy a capacity of 216MW. The project cost for Belwind 1 was c.650mil Euro and the project cost for Northwind is expected to be approximately 900mil, a total of up to 1,550mil Euro for both wind farms. Once completed, the two wind farms will compose of over 127 wind turbines manufactured by Vestas (VWS:CO). The electricity generated is sold through long term agreements to Electabel (ELEB: BB) and corresponds to the needs of approximately 370,000 households.

Sumitomo will acquire a 39.0% stake in the Belwind 1 project and a 33.3% stake in the Northwind project through its wholly owned

subsidiaries following the approval from the European Commission and any other competent competition Authority. Parkwind and Sumitomo have also entered into a project development agreement to work together on the development of the Belwind 2 project, a 165MW offshore wind farm adjacent to the Belwind 1 wind farm.

The global wind power generation market is expected to quadruple by 2025, and about 10% is expected to come from offshore projects. Whilst the Belgian projects will be the first offshore wind farm project that Sumitomo has undertaken worldwide. Sumitomo has extensive experience in the operation of onshore wind farms in Japan, China, the US and most recently has begun construction of one of the first large-scale wind IPP projects in South Africa. As of June 2013, Sumitomo has a total power generating capacity of 6,129 MW, of which 524 MW are wind assets. Sumitomo is a long-term investor in the renewable energy sector and plans to expand its portfolio globally in not only wind energy but also other renewable energy sectors, ensuring a cleaner environment for all of us and future generations.

Colruyt Group operates in the food and non-food distribution sector in Belgium, France and Luxembourg with some 400 own stores and over 500 affiliated stores. In Belgium this involves Colruyt, OKay, Bio-Planet, DreamLand, DreamBaby, Spar and Eurospar. In France, in addition to more than 60 Colruyt stores, there are also affiliated, independent Coccinelle, Coccimarket and Panier

## KONICA MINOLTA WINS TWO RENOWNED CSR AWARDS FOR GOOD START TO A GREEN 2013

### RobecoSAM Gold Class Award and Eco Mark Award 2012 Bronze Prize confirm the company's efforts to create new value

"We are very proud to receive these coveted awards that confirm we are successfully maintaining our path towards achieving our long-term environmental vision," says Sandra Luttert, Environmental Product Manager, Konica Minolta Business Solutions Europe. "To be honoured with the RobecoSAM Gold Class Award and Eco Mark Award 2012 Bronze Prize confirms that we are on the right track – at corporate as well as product level – and encourages us to further increase our efforts."

Konica Minolta regards corporate social responsibility (CSR) as an integrated management component and, while globally driving strong growth, aims at pursuing and creating new "values" sought by society and stakeholders through integration of its business and CSR activities. The company's group-wide efforts, including mid- to long-term initiatives to reduce environmental impact, the

implementation of high-level compliance across the board and a commitment to addressing social challenges based on its innovations, have earned it global recognition as a top-class company that contributes to a sustainable planet and society.

Besides gaining these latest awards, Konica Minolta has been included in the Dow Jones Sustainability World Index and Dow Jones Sustainability Asia Pacific Index by Dow Jones and RobecoSAM, the FTSE4Good Global Index of the UK-based FTSE International Limited, and the Japan-based Morningstar Socially Responsible Investment Index. The company has also been awarded with Prime Status by Germany-based oekom research AG, among the best companies for CSR in its global industry segment.

Source: Konica Minolta



**ROBECOSAM**  
Sustainability Award  
Gold Class 2013



Eco Mark Award ceremony, 6 February 2013, Tokyo:  
Mr Shoji Yamana (left) receives Eco Mark Award 2012 Bronze Prize from Mr Akio Morishima, General Director of Japan Environment Association



Sympa stores. The Group is also actively involved in the food service market, the sale of fuels, printing and document management solutions and the production of green energy. The Group employs over 25,000 people and has sales of over EUR 8.3 billion. Colruyt is listed on NYSE Euronext Brussels (COLR) under ISIN code BE0974256852

Korys, the family holding of the Colruyt family, enjoys a diversified portfolio of investments through which it aims to create sustainable value. A 3-P philosophy (Planet, People, Profit) forms the cornerstone of its investment strategy. As such, its participation in Parkwind is a perfect example of the type of investments Korys strives for.

PMV is a Flemish investment company. It focuses on the sustainable economic development of Flanders (the Flemish Region of Belgium), with demonstrable added value for both economy and society. Particular emphasis is placed on renewable energy. PMV manages a portfolio of EUR 900 million in assets.

Source:  
[www.sumitomocorp.co.jp/english/news/detail/id=27017](http://www.sumitomocorp.co.jp/english/news/detail/id=27017)

## MITSUBISHI CELEBRATES 2.000.000TH EXPORT CAR

During the Belgian economic mission to Thailand from 16 to 22 March 2013, Mr Joachim Coens, Managing director Port of Zeebrugge, and Mr Marc Adriansens, Managing director ICO Terminals, attended the ceremony in Laem Chabang for the celebration of the 2,000,000th export car of Mitsubishi. This car was shipped with the MS Cronus Leader (NYK) and arrived in Zeebrugge on 22 April 2013.

The following representatives took part in the festivities: Mr Osamu Masuko (President Mitsubishi Motors Corporation), Mr Nobuyuki Murahashi (President Mitsubishi Motors Thailand), Mr Masahiro Kato (Executive Vice-President NYK International), Mr Kotaro Seki (President NYK RoRo Division Thailand), Mr Jan Vannieuwenburg (Representative Port of Zeebrugge in Thailand).

Thailand exports 1.3 million cars on a yearly basis. The majority consists of pick up trucks for Mitsubishi, Toyota, Ford, GM and Mazda, of which all the factories are located near the port of Laem Chabang.

As a result of the princely mission, Port of Zeebrugge organized an "Automotive Seminar" in Bangkok during the same week. In the presence of Prince Philippe of Belgium, car makes and shipping lines Mr Coens presented Zeebrugge as 'Gateway to Europe'. Mr Adriansens mainly focused on the import of vehicles and the efficient distribution in Europe, Scandinavia and Russia.

After the successful seminar, all prominent people were invited for the gala dinner in the company of the princely couple.

Source: Port of Zeebrugge News



## EU-Japan news

**GOOD PROGRESS AT SECOND ROUND OF EU-JAPAN TRADE TALKS**

The EU and Japan completed the second round of negotiations for a Free Trade Agreement (FTA) just two months after the first round in Brussels. Heading up the EU team which flew to Tokyo for the talks was Mr Mauro Petriccione, Director in the European Commission's Directorate General for Trade. The Japanese side was led by HE Ambassador Jun Yokota, Ministry of Foreign Affairs. The second round had started on 24 June.

The aim is for a comprehensive agreement on goods, services and investment, eliminating tariffs, non-tariff barriers and covering other trade-related issues, such as public procurement, regulatory issues, competition, and sustainable development. The second round of negotiations focussed on the text of the agreement in all the areas that will make up the future FTA. The negotiating sessions were divided between fourteen various working groups covering topics ranging from trade in goods, services, investment, competition, government procurement, and trade and sustainable development.

An agreement between the two economic giants is expected to boost Europe's economy by 0.6 to 0.8% of its GDP and will result in growth and the creation of 400.000 jobs. It is expected that EU exports to Japan could increase by 32.7%, while Japanese exports to the EU would increase by 23.5%.

The next round of negotiations will be in Brussels on 21-25 October 2013 with a further round envisaged early next year.

**What is covered in the negotiations?**

The negotiations with Japan address a number of EU concerns, including non-tariff barriers and the further opening of the Japanese public procurement market. Both sides aim at concluding an agreement covering the progressive and reciprocal liberalisation of trade in goods, services and investment, as well as rules on trade-related issues.

The negotiations are based on the outcome of a joint scoping exercise, which the EU and Japan completed in May 2012. In the context of this exercise, both parties demonstrated their willingness and capacity to commit to an ambitious trade liberalisation agenda. The Commission has also agreed with Japan on specific 'roadmaps' for the removal, in the context of the negotiations, of non-tariff barriers as well as on the opening up of public procurement for Japan's railways and urban transport market.

Given the importance that the elimination of non-tariff barriers has for achieving a level playing field for European businesses on the Japanese market, the negotiating directives adopted by the Council last November want the elimination of EU duties

and of non-tariff barriers in Japan to go hand-in-hand. They also allow the EU side to suspend negotiations after one year if Japan does not live up to its commitments to remove non-tariff barriers. To protect sensitive European sectors, there will also be a safeguard clause.

**What has happened so far?**

At the EU-Japan Summit of May 2011, the EU and Japan decided to start preparations for both an FTA and a political framework agreement and stated that on the basis of a successful scoping exercise, the Commission would seek the necessary authorisation from the Council for negotiations.

After one year of intensive discussions, in May 2012, the Commission has agreed with Japan on a very ambitious agenda for the future negotiations covering all EU market access priorities. On 18 July 2012 the European Commission asked EU Member States for their agreement to open negotiations for a Free Trade Agreement with Japan, which they gave on 29 November 2012.

The negotiations were officially launched on 25 March 2013 by President Jose Manuel Barroso, President Herman Van Rompuy and Japanese Prime Minister Shinzo Abe. The first round of the negotiations took place on 15-19 April 2013 in Brussels.

**EU-Japan Trade relations**

Japan is the EU's 7th largest trading partner globally and the EU's 2<sup>nd</sup> biggest trading partner in Asia after China. Conversely, the European Union is Japan's 3<sup>rd</sup> largest trading partner, after China and the United States. Together the European Union and Japan account for more than one third of world GDP.

In 2012 EU exports to Japan had reached a value of €55.5 billion, mainly in the sectors of machinery and transport equipment, chemical products and agricultural products. In 2012 EU imports from Japan accounted for €63.8 billion, with mostly machinery and transport equipment and chemical products. In 2012, EU imports and exports of commercial services from and to Japan were €15.5 billion and €24.1 billion.

Japan is a major investor in the EU. In 2011 the EU inward FDI stock had reached a value of €144.2 billion. Japan's inward FDI has increased markedly since the mid-1990s, but remains very low in comparison with other OECD countries (EU investments worth €85.8 billion in 2011).

Source:  
European External Action Services:  
[http://europa.eu/rapid/press-release\\_IP-13-645\\_en.htm](http://europa.eu/rapid/press-release_IP-13-645_en.htm)



## STEP IN JAPAN™ - FREE LOGISTIC SUPPORT FOR SMES

The EU-Japan Centre launched "Step in Japan", a new highly anticipated support initiative for SMEs. The service, which is offered free of charge, acts as a landing pad for EU-based SMEs planning on entering into or expanding within Japan. The initiative encompasses a full range of essential support measures for businesses:

- › a "hot desk" in Tokyo on the Centre's premises that includes an internet connection and telephone\* for up to 1 month (a maximum of 2 beneficiaries per time slot);
- › full access to meeting and seminar facilities within the Centre's premises;

- › a help desk for all information inquiries on business in Japan;
- › assistance with using the Enterprise Europe Network service while in Japan.

To download the application form and the promotional flyer visit: [www.eu-japan.eu/other-activities/step-in-japan](http://www.eu-japan.eu/other-activities/step-in-japan)

To learn more about the advantages of the initiative, please contact us at [StepInJapan@eu-japan.gr.jp](mailto:StepInJapan@eu-japan.gr.jp)

*Source : EU-Japan Centre for Industrial Cooperation*

*\* unlimited local calls*



## FORTHCOMING EVENTS OF KOBE UNIVERSITY BRUSSELS EUROPEAN CENTRE

- › **2-3 September 2013**  
Human Resource Database Research Project Workshop in 2013

- › **4-6 October 2013**  
The Workshop about New Developments of Studies of Japanese Culture and Society in Europe

- › **7 October 2013**  
One day workshop with Bruegel Institute on contemporary macroeconomy: "Comparison of macroeconomic policy and regional integration in Japan and the EU"

- › **10 October 2013**  
"Where has Japan Gone?"  
Follow-up Workshop on the State of Japanese Studies in Europe: Japan into Disciplines

- › **12 November 2013**  
One day workshop in "Lessons from interaction between plant and microbe: strategies in symbiosis and competition"

- › **4 March 2014**  
Kobe University International Workshop in Brussels 2014  
"European Identity Formation and Its Political Significance - Intertwinement between Politics and Culture in the European Integration"

If you are interested in participating in those events, please contact [kobe.u.bxl@gmail.com](mailto:kobe.u.bxl@gmail.com) for further information.

### Kobe University Brussels European Centre

Boulevard du Triomphe 173 Triomflaan - 1160 Brussels  
Tel: +32 2 672 64 60 - Fax: +32 2 672 02 10  
E-mail: [kobe.u.bxl@gmail.com](mailto:kobe.u.bxl@gmail.com)

The BJA would like to extend a warm welcome to its newest members:

#### Corporate Member

### Steigenberger GrandHotel Brussels

Steigenberger Grandhotel, Brussels – A new definition of Luxury

The Grandhotel, Brussels would be very pleased to welcome you for your next stay in Brussels, capital of Belgium, heart of Europe.



Located on the prestigious Avenue Louise, the hotel is also close to the historical center and the European Quarter. It would perfectly fit international business and leisure visitors.



With its 19<sup>th</sup> century façade, giving it a unique charm, the Grandhotel is undoubtedly the most beautiful luxury hotel in the capital.

The association between countries enables to discover different culture. Belgium and Japan are two international countries opened to the world. Belgium & Japan Association favours business and cultural relationships and enables to create a bridge between Europe and Asia. Japan is a very important economical partner and Belgium is the heart of business exchange.

We look forward to welcoming you at the Grandhotel, Brussels!  
ようこそ、グランドホテル・ブリュッセルへ！

#### Steigenberger GrandHotel Brussels

Avenue Louise 71 – 1050 Brussels

Tel: +32 2 524 42 42

Fax: +32 2 542 42 00

E-Mail: [brussels@steigenberger.com](mailto:brussels@steigenberger.com)

Website: [www.steigenberger.com/en/brussels](http://www.steigenberger.com/en/brussels)

Contact: Mr Charles Gay-Para, Director of Sales

### Consilio

Consilio is a leading global provider of eDiscovery and document review services. Based in central Brussels, we provide professional advisory and technological solutions to law firms, legal counsel and corporations for litigation, arbitration and regulatory investigations, particularly those relating to FCPA, UK Bribery Act and Antitrust/Competition. Our network of global locations includes a well-established Tokyo office, with experienced bilingual Japanese project management staff and local data processing facilities to support matters involving data that cannot leave Japan. We are very pleased to join the BJA and offer support for Japanese corporates facing legal challenges in Europe, Asia and the US.



この度、コンシリオは新たな企業会員として BJA に入会させて頂きました。今後、多くの会員の皆様との交流を心から望んでおります。何卒よろしくお願い申し上げます。



**Consilio**

Place du Champ de Mars 5, Bastion Tower L2o  
1050 Brussels  
Tel: +32 2 550 37 26  
Mobile: +32 475 85 52 12  
E-Mail: [olivier.aelterman@consilio.com](mailto:olivier.aelterman@consilio.com)  
Website: [www.consilio.com](http://www.consilio.com)  
Contact: Mr Olivier Aelterman, Senior Consultant

ticketing automation solutions. Our machines and management software are exported all over the world.

Amano Corp [TOKYO: 6436 TSE] is the biggest provider of parking automation and time & attendance solutions worldwide.

**Amano Europe Holdings (AEH)**

Amano started its activities in Europe in 1972 with a sales branch in Brussels. Nowadays AEH holds 7 companies in 6 different countries; Belgium, France, Germany, Spain, Romania and Morocco. With 450 employees AEH serves more than 8000 customers, ranging from medium sized to multinationals, in countries across Europe, Africa, Middle East, Far East and Oceania. AEH is active in the field of workforce management consulting, more specifically in time & attendance, planning and job cost solutions with a clear focus on people management; a clear reference to the spirit of Mr Amano who founded the group in 1931 in Japan. AEH is also active in the off street parking business as a manufacture of parking and

**Amano Europe Holdings (AEH)**

Westerring 2 – 3600 Genk  
Tel: +32 89 32 39 20  
Fax: +32 89 35 09 65  
E-mail: [msawada@amano.eu](mailto:msawada@amano.eu)  
Website: [www.amano.eu](http://www.amano.eu)  
Contact: Mr Masahiro Sawada, Managing Director



## Elia Group

The Elia Group represents the Electricity Transmission System Operators (TSO) of Belgium (Elia Transmission) and North-East Germany (50Hertz Transmission). Our Group is also performing international advisory and investment activities in the US (mainly the Atlantic Wind Connection project), in Europe and in the Middle East.

The Elia Group has extensive experience in the integration of both largescale and distributed Renewable Energy Sources, the unbundling of vertically integrated Electricity activities (Generation, Transmission, Distribution and supply) and European Electricity Market development. We understand that the current Japanese Electricity Market Reform will consider these last elements. We are very pleased to become a member of the BJA and are looking forward to fruitful discussions and interactions as we are receiving a lot of interest and visits from Japanese stakeholders regarding the Japanese electricity market reform.



### Elia Group

Boulevard de l'Empereur 20 – 1000 Brussels  
Tel: +32 546 71 36  
Fax: +32 546 70 18  
E-mail: [Julien.dhollander@elia.be](mailto:Julien.dhollander@elia.be)  
Website: [www.elia.be](http://www.elia.be) or [www.eliagroup.eu](http://www.eliagroup.eu)  
Contact: Mr Julien D'Hollander,  
Business Development Manager

## Regus

Regus is the world's largest provider of workplace solutions. Equipped and staffed Offices, Meeting Rooms, Virtual Offices and the largest network of Video Communication studios allow individuals and companies to work however, wherever, and whenever they need to. Regus operates over 1500 Business centers across 600 cities in 100 countries, including 12 centers in Belgium and 9 in Brussels.

For more information [www.regus.be](http://www.regus.be)

### Regus

Avenue Louise 65 – 1050 Brussels  
Tel: +32 2 535 77 11  
E-Mail: [Pierre-Charles.Bienfait@regus.com](mailto:Pierre-Charles.Bienfait@regus.com)  
Website: [www.regus.be](http://www.regus.be)  
Contact: Mr Pierre-Charles Bienfait, General Manager

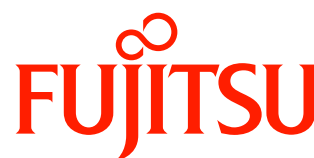
## Fujitsu Technology Solutions

Fujitsu Technology Solutions is the leading European IT infrastructure provider with a presence in all key markets in Europe, the Middle East and Africa, plus India, serving large-, medium- and small-sized companies as well as consumers. With its Dynamic Infrastructures approach, the company offers a full portfolio of IT products, solutions and services, ranging from clients to datacenter solutions, Managed Infrastructure and Infrastructure-as-a-Service. Fujitsu Technology Solutions employs more than 13,000 people and is part of the global Fujitsu Group.

Tradition, evolution and innovation – these three words sum up the history of Fujitsu Technology Solutions. Founded in 1935, Fujitsu first established its position in the European IT market via its decades-long cooperation with Siemens, which then evolved into Fujitsu Technology Solutions. Now the leading European IT Infrastructure Provider, the company forms an integral part of the Fujitsu Global family, is active in 170 countries and is an innovative force for Fujitsu's global customers.

Fujitsu is the leading Japanese information and communication technology (ICT) company offering a full range of technology products, solutions and services. Approximately 170,000 Fujitsu people support customers in more than 100 countries. We use our experience and the power of ICT to shape the future of society with our customers. Fujitsu Limited (TSE:6702) reported consolidated revenues of 4.4 trillion yen (US\$47 billion) for the fiscal year ended March 31, 2013. For more information, please see [www.fujitsu.com](http://www.fujitsu.com).

As member of the Fujitsu Group, the leading Japanese ICT company, Fujitsu Technology Solutions Belgium has decided to become member of the BJA to create relations with the Japanese community installed in Belgium. Don't hesitate to contact us.



### Fujitsu Technology Solutions

Square Marie Curie 12 – 1070 Brussels  
Tel: +32 2 536 61 11  
E-mail: [Info.belgium@ts.fujitsu.com](mailto:Info.belgium@ts.fujitsu.com)  
Website: [www.fujitsu.com/be](http://www.fujitsu.com/be)  
Contact: Jean-François Guerrier, Managing Director  
Masashi Saito, Business Development Manager



## Kintetsu World Express

Kintetsu World Express (BENELUX) B.V. offers its customers worldwide “door-to-door” intermodal transport solutions utilizing air, ocean, and ground transport as required. Our main activity remains import and export airfreight. KWE has been active in the three Benelux countries since 1988 and currently has offices in Amsterdam (airfreight), Rotterdam (ocean freight) and Brussels (airfreight). KWE distinguishes itself from its competitors by offering clients tailor-made logistics and transportation solutions with a focus on exceptional customer service.

In order to contribute to the good relations between Belgium and Japan, Kintetsu World Express Brussels Branch has decided to become member of BJA.



### Kintetsu World Express

Vliegveld 744 – 1820 Steenokkerzeel

Tel: +32 751 50 60

Fax: +32 751 56 86

E-mail: kwebu@kwe.com

Website : www.kwe-europe.com

Contact :

- > Ryusuke Kutsuna, Branch Manager,  
ryusuke.kutsuna@kwe.com
- > Christophe Lenaertz, Sales Executive,  
christophe.lenaertz@kwe.com
- > Harry Souffreau, Export department,  
harry.souffreau@kwe.com
- > Chris Goossens, Import department,  
chris.goossens@kwe.com
- > Lea Van Soest, Accounting department,  
lea.van.soest@kwe.com

### Associate Member

## Nomura Consulting Europe

Nomura Consulting Europe (NCE) specialises in advising companies on the development of the policy of the European Union and its impact on businesses. For example, what kind of impact should you consider if the EU requires increased transparency in disclosure of a company or its environmental performance?

Masatomo Nomura, its founder, has been advising companies in developing their strategies by proactively taking account of the EU policy for over 20 years.

He chairs the Investment Committee of the BJA and is a member of its Board of Directors and of the Executive Committee.



野村コンサルティング・ヨーロッパ

野村コンサルティング・ヨーロッパ (NCE) は、EU の政策が、ビジネスに与える影響について、企業にアドバイスすることを専門にしています。たとえば、EU が会社情報や環境に与える影響についての開示強化を求めた場合、どのように対処すればよいでしょうか。創立者である野村正智は、EU の政策が、企業の戦略に与える影響について、20 年以上アドバイスしてまいりました。また、BJA の理事、投資委員会委員長、エグゼクティブ委員会委員を務めています。

### Nomura Consulting Europe

Tel: +32 475 60 79 52 or +32 2 358 5953

E-mail: mnomura\_eu@telenet.be

Contact: 野村正智 Mr Masatomo Nomura, Founder

### Individual Members

#### Couple members

Mr & Mrs Huysveld

#### Regular members

Mr David Du Pont

Mrs Michiko Kurita

Mrs Hifumi Matsumoto

Mr Carl Meyntjens

## NOT YET A BJA MEMBER? BJA入会のご案内

Join us now and benefit from membership 2014 already!

Membership is open to small, medium and large companies and organisations, as well as to individuals who subscribe to its objectives. The BJA currently has over 650 members. Join the circle of work and pleasure.

[www.bja.be](http://www.bja.be)

BJA では輸入、輸出関連の各種国際ビジネスセミナー、及び各種文化関連のイベントを企画・運営し、企業並びに個人を含む約 650 名に及ぶ会員の皆様に交流の場を提供しております。是非、奮ってご入会下さい。

We would also like to express our appreciation to our [BJA Sponsor Members](#) ›

**AGC**



**Deloitte.**



**HONDA**



**MarilO Fund**  
**Connecting :**  
**Japan & Belgium**

**Linklaters**



**TOYOTA**







One lens.  
Every moment.

Focal length: 270mm (equivalent to 419mm) Exposure: F/6.3 1/640 sec ISO320 WB: Auto Handheld



Focal length: 18mm  
(equivalent to 28mm)  
Exposure: F/5.6  
1/1600 sec  
ISO320  
WB: Auto Handheld



**5** year  
warranty

## 18-270mm F/3.5-6.3 Di II VC PZD

(Model B008) Compatible mounts for: Canon, Nikon, Sony. With flower-shaped lens hood.

World's lightest, most compact 15x zoom (i).  
Tamron's first piezoelectric autofocus motor PZD (Piezo Drive).  
Built-in VC (Vibration Compensation).

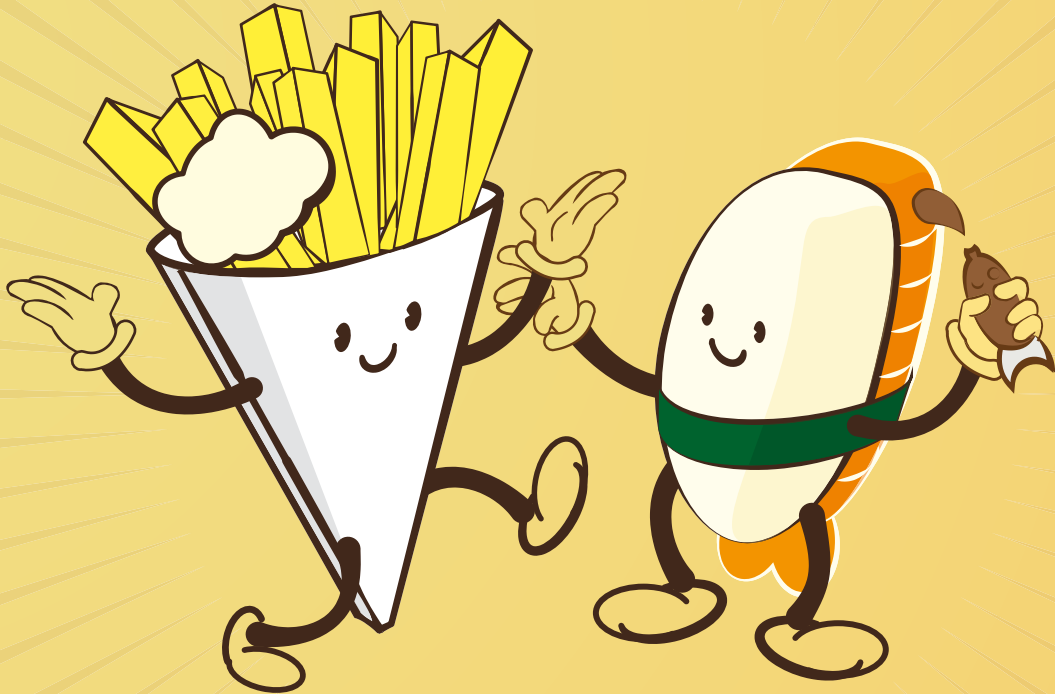
**Di II** **PZD** **VC**

(i) For SLR camera high-zoom-ratio lenses with 15x magnification capability.  
Current as of December 2010. (Source: Tamron).

- \* The Sony mount does not include the VC (Vibration Compensation) image stabilization functionality, as the body of Sony digital SLR cameras includes image stabilization functionality.
- \* This lens is not designed for use with 35mm film cameras and digital SLR cameras with image sensors larger than 24x16mm.

[www.tamron.be](http://www.tamron.be)

H. De Beukelaer & Co. nv/sa  
Boomsesteenweg 77  
B-2630 Aartselaar  
[www.debeukelaer.be](http://www.debeukelaer.be)



# Hooray! 50 years BJA!

Congratulations from Yamagata Europe

Download your free celebration paper toy at  
[www.yamagata-europe.com/bja](http://www.yamagata-europe.com/bja)



**YAMAGATA**

Yamagata Europe  
Translation • Layout • Print