



Le Japon en 10 minutes

PMNC



- **Japan is a closed society, looking much alike a would be successful Soviet Union**
- **Everything looks “Western”, albeit nothing is done our way**
- **Our revolts, our reasoning (specially the “Cartesian” variant) our “conceptual superiority”, are without effect to erode or change the local way.**



Japan is, by far the most complicated country to work with, for a host of reasons, including:

- **Social cohesion rest on multitude of self-imposed social rules, and many of them are unwritten but utterly respected**
- **Signing a contract is only a signal of agreement of goodwill cooperation: modification of terms and conditions are the rule, through multiple negotiations**
- **Behind a facade of modern capitalism, there is a tradition of feudalism at work, in fact: prioritizing power over profits.**



A Japanese Company works ...

- **First**, to dominate “its” market
- **Second**, to satisfy its customers (at any price)
- **Third**, to provide a livelihood for its employees

“Our people are flesh and blood of our company. Even if we lost 40% of our defense orders last year, our people are not to be blamed for it, so I don’t see the relationship between our loss of orders and your question about how many people we laid off.”)

GM of Howa Kogyo, talking to Mr. Montfort, then President of TDA.

- **Fourth**, to work in confidence with its stable suppliers
- **Fifth**, to be part of the local community in harmony with local citizens and in a decent environment
- **Sixth**, if there is any money left, fulfill duty towards shareholders, but this comes as a low priority.



Japan is

■ An industry

- It is well-known that Japan is the 2nd largest concentration of industrial power in a single nation
- Japan pioneered several industrial revolutions, including lean manufacturing (*kaizen*), “Just-in-time” (*kanban*) and factory automation
- In electronics, optronics and advanced mechanics, Japan offers a dense, modern and competitive industrial network, which proved itself able to adapt in quick changing situations
- Today, if China has become the factory of the world, advanced processes and R&D have been re-patriated from China by Japanese firms, making Japan the lab of the world.





Japan is

■ A financial center

- Japan is by far the largest investor in infrastructure through projects of all sizes in developed and under-developed countries
- Through its well-established trading companies, Japan has secured a unique place by accumulating « invisible revenues » through mixing its commercial and industrial operations with shipping, insuring and financing income
- JBIC and ODA loans and grants, insure that Japan keeps its first place as donator in the world
- Sensing the danger to be eclipsed by Chinese infrastructure building policy in the third world, Japan financing agencies are counter-attacking, more specifically for infrastructure projects (\$8 to 13B per year).





Japan is

■ A vibrant R&D centre

- Japan spent about 130B\$ for R&D in 2006, 3.6% of GDP (75% private)
- Japan registers the largest number of patents each year
- Japan is leading the way in robotics (85% of industrial robots in the world), and moving to humanoids
- Professor Tomoshiro Ochiai, from Toyama prefecture, has realized a practical “invisible cloak” after a long research.
- Professor Shimizu from Keio University developed an electric car “Eliica” that accelerates faster than a Porsche 911 turbo, up to 370 km/h, runs for 300km and needs 30 minutes for reloading.

