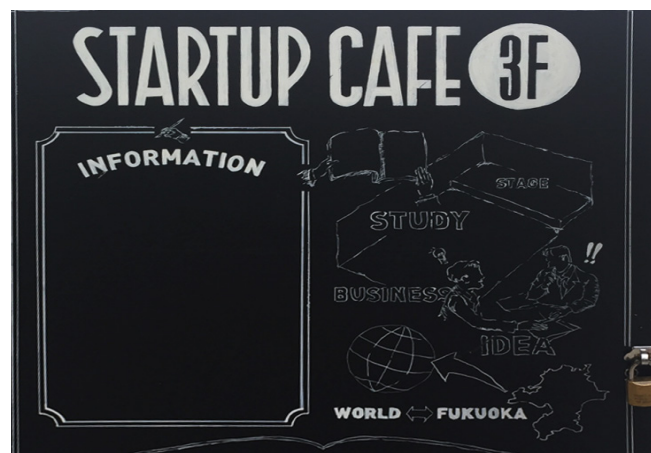


## Interdisciplinary Japanese Studies On Site

### *IT start-ups and new digital business models in Japan*

**Workshop jointly organized with the Commission of Experts for Research and Innovation of the German government, held on September 15, 2015.**

Increasing automation and interconnectedness are frequently associated with a fourth industrial revolution (Industry 4.0) or coined in terms such as Smart Factories or Internet of Things. Our workshop explored respective developments and strategies in Japan with special emphasis on the role of IT start-ups and new digital business models. We also discussed what policy initiatives and legal frameworks would be best suited to foster innovation in these areas. The workshop was organized jointly with the German Commission of Experts for Research and Innovation. It brought together Japanese entrepreneurs, investors, policy experts and academics to



share their experiences, knowledge and views within an informal setting. Main policy insights from the workshop will feed into the annual EFI Report 2016 to be handed to the German Government in February of next year. *F.W.*

### *Subjective well-being in Germany and Japan after the disaster of March 11, 2011*

**In response to the triple disaster of March 11, 2011, the DIJ initiated a number of research projects to analyse the effects of the Great East Japan Earthquake. The research findings on the effects of the disaster on subjective well-being in Germany and Japan were published in several peer-reviewed journals in 2015.**

A first analysis of Japanese data covering the two weeks immediately before and the two weeks immediately after the earthquake finds no significant effect on the happiness level of the Japanese people on a nationwide scale.<sup>1</sup> However, after March 11, the proximity to the Fukushima Daiichi nuclear power plant is negatively correlated with the level of happiness – the closer the respondents live to Fukushima, the less happy they are.

A follow-up study using data from 2010 to 2012 reveals a nationwide impact on the happiness level of the Japanese people.<sup>2</sup> On average, the disaster caused a decline in happiness of approximately 0.27 points (measured on a scale of 0 to 10) one year after the disaster in March 2012. Although this effect seems to be small, it amounts to approximately half of what is caused by unemployment, which gives a rough picture of the magnitude of the disaster.

Yet the events of March 11 did not only have negative effects. Through the reconstruction campaigns in the aftermath of the disaster, the donation level rose in 2012 by about 240% compared to 2011. Since donors experience a positive effect on feelings of happiness by donating, about 30% of the negative *direct* effects of the disaster are compensated by the positive *indirect* effects on happiness due to the rise in donations.

A study on the effects of March 11 in Germany, Great Britain and Switzerland further reveals no negative impact on life satisfaction or happiness in these countries.<sup>3</sup> For Germany, however, the study indicates an increase of 23% in environmental concerns directly after March 11. Yet, when the German Federal Government announced the phase-out of nuclear power three months after the disaster, environmental concerns fell back to their pre-disaster level. Furthermore, in Germany, a general increase in Green voters can be observed, while in Switzerland and the UK, the number of Green voters has increased only among people living in the vicinity of nuclear power plants.

The research results show that environmental disasters not only entail financial costs, but also psychological and political shifts in the population – even in distant, non-affected areas. *T.T.*

[1] Tiefenbach, T. & F. Kohlbacher. 2015. Happiness in Japan in times of upheaval: Empirical evidence from the National Survey on Lifestyle Preferences. *Journal of Happiness Studies* 16(2). 333–366.

[2] Tiefenbach, T. & F. Kohlbacher. 2015. Disasters, donations, and tax law changes: Disentangling effects on subjective well-being by exploiting a natural experiment. *Journal of Economic Psychology* 50. 94–112.

[3] Goebel, J., C. Krekel, T. Tiefenbach & N. R. Ziebarth. 2015. How natural disasters can affect environmental concerns, risk aversion, and even politics: Evidence from Fukushima and three European countries. *Journal of Population Economics* 28(4). 1137–1180.

## Naoto Kan on the events following March 11, 2011



► Naoto Kan and Frank Rövekamp at the DIJ/OAG talk.

Following an invitation from the DIJ and OAG, former Prime Minister Naoto Kan gave a talk on September 16 about his personal experience of the events of March 11, 2011. The talk and the following Q&A session was moderated by Prof. Frank Rövekamp (University of Applied Sciences Ludwigshafen), who translated the diary Kan kept during the triple disaster into German (recently published by Iudicium). DIJ scholarship holder Tobias Weiß looks back at an event that spurred wide public interest and attracted a large audience.

Perhaps no other political personality symbolizes the differences in political perceptions between Japan and Germany as much as former Prime Minister Naoto Kan. He headed the DPJ-led cabinet during the Great Eastern Japan Earthquake and was ultimately in charge when the accidents at the Fukushima Daiichi nuclear power plant occurred. Whereas Kan has been harshly criticized for his crisis management in Japan, with his party losing most of its seats in the 2012 election, he seems to enjoy higher popularity in Germany. Apart from his role during the Fukushima crisis, many in Germany know him as an avid supporter of renewable energy. In a talk organized by the DIJ, Kan expressed his views both on his experience of the events in Fukushima as well as about the future of Japanese energy policy.

In the first part of his talk, he stressed that a much bigger catastrophe in Fukushima had only barely been avoided due to several fortunate coincidences. In particular, reactor building number four had presented a huge risk. Although the reactor itself had been shut down for maintenance prior to the earthquake and tsunami, a large number of spent nuclear fuel rods were stored in an adjunct cooling pool. When the cooling system for the cooling pool was destroyed by the tsunami, the fuel rods quickly heated the water in the pool, which started to evaporate. Kan stressed that had this process continued leading to the exposure of the fuel rods, a nuclear meltdown in the open air would have occurred. It was by sheer coincidence that water had been left in the unused reactor pool, which replenished some of the water in the cooling pool, and thus prevented a further heating-up of the spent fuel rods.

Kan also spoke in detail about the difficulties with venting reactors one to three. Venting had become necessary for preventing explosions in the containment vessels of the reactors. In reactor number two, the situation was particularly critical, as there was a risk of complete destruction of the containment vessel. Fortunately, the pressure eventually found its way out through one or several smaller cracks in the vessel, but, as Kan explained, a complete rupture of the reactor itself had been an equally likely scenario. It was merely due to these two fortunate coincidences that a full evacuation, including Greater Tokyo, never became necessary. Otherwise, the result would have been mass panic and the collapse of public order. Kan's views are supported by a report by the former head of the Japanese Atomic Energy Commission, Shunsuke Kondo.

In the second part of his talk, Kan laid out his views on alternative energy. He made clear that his support for the shift toward renewable energies stems directly from his experiences of the Fukushima Daiichi nuclear power plant incident. Kan has been pivotal in the successful implementation of a feed-in-tariff system in Japan for renewable energies following the Fukushima disaster. In his talk, he was upbeat about the opportunities that the “energy transition” currently underway in Germany and other European countries offered. The boom of renewables in developing countries was, in his view, further evidence of the important contributions these forms of energy production would make in the future. Moreover, decentralized forms of energy production, for example through solar power, could facilitate the provision of reliable energy without having to build expensive and extensive power grids first.

The audience responded positively to Kan's talk. Questions from the audience mostly centred on the current safety level of the reactors in Fukushima and the future development of energy policy under Prime Minister Shinzō Abe. Asked why Japan was holding on to nuclear power, Kan pointed to the nuclear lobby in Japan, which he thinks still exerts a lot of influence. This strength of his political adversaries in Japan may also explain why the former prime minister today is much more popular in Germany than in his own country.

A podcast of Kan's talk and the slides of his presentation are available at:  
[http://www.dijtokyo.org/events/the\\_truth\\_about\\_the\\_fukushima\\_nuclear\\_disaster](http://www.dijtokyo.org/events/the_truth_about_the_fukushima_nuclear_disaster)

► **Tobias Weiss, M.A.**, is a PhD candidate in the Research Priority Programme Asia and Europe at Zurich University, and currently a doctoral scholarship holder at the DIJ. In his research project, he analyses how Japanese media reports on nuclear power issues.  
[weiss@dijtokyo.org](mailto:weiss@dijtokyo.org)

## Managing multinational teams in Japan

**Two presentations on the management of multinational teams provided the audience with rare insights on recent developments in the field of international business research.**

Tight cooperation between companies, banks and government institutions has long been considered a key factor in the Japanese “economic miracle” after WW II. However, this strong culture of local interdependence has recently proven to be a double-edged sword, as it makes both adaption to rapid changes in the global market environment and integration of foreign specialists into the local workforce difficult.

Two presentations given by Prof. Dr. Martin Högl and Dr. Julia Backmann (both Institute for Leadership and Organization, LMU Munich) at the ANA Intercontinental Hotel and Hotel New Otani elaborated on strategies for the management of multinational teams

from a business management and work psychology perspective. Based on previous research in Germany, Australia, China, and Singapore, the presentations provided a concise overview of both common problems and an assortment of widely recognized best-practice solutions.

Due to the excellent support provided by the German Chamber of Commerce and Industry in Japan (DIHKJ), the Japan Management Association (JMA) and the Japan Business Federation (Keidanren), the presentations attracted a large number of delegates from German and Japanese companies with strong overseas market involvement.

Both events ended with the announcement of a new research project on key leadership competencies in the Japanese context and success factors for multinational work teams in Japan in which the DIJ will participate.



► Prof. Dr. Högl during his presentation.

◀ **Dr. Tobias Soeldner**, is a cross-cultural psychologist who joined the DIJ as a Senior Research Fellow in 2014. His current research interests centre on the management of diversity in multinational work teams. [soeldner@dijtokyo.org](mailto:soeldner@dijtokyo.org)

## Conference on risk perception and risk management

**The DIJ co-organized and hosted the 39th National Conference of the Japan Risk Management Society (JAMRS). The conference was held on September 17–18, 2015. The two-day event brought together more than 40 mainly Japanese academics and practitioners in the field of risk research.**

The first day started with short presentations of on-going research projects by younger members of the association. Topics included “business continuity planning”, “risk management in the wine industry”, “business succession planning” and “risks associated with inbound tourism”. Tobias Soeldner and Miki Aoyama of the DIJ also used the opportunity to present their respective research. The lecture by Tadashi Sugawara, Deputy General Manager in charge of risk management at Nissan Motor Corporation, concluded the first day with insights into the evolution and present state of risk management at his company.

In the second day’s opening lecture, Franz Waldenberger summarized the findings of Friedrich Leitner’s book *Die Unternehmensrisiken*, published

100 years ago in 1915, and contrasted the analysis with present day risk management approaches. Melchor Pay-Oc of TÜV-Süd Japan then gave a practical account of risk management at his company, highlighting the importance of human resource development for mitigating business risk.

The afternoon program focused on inconsistencies and paradoxes in the way human beings and societies cope with risk. Prof. Yumiko Nara (The Open University of Japan) and Prof. Kazuo Ueda (Senshu University) presented evidence of this from Japan. Prof. Ortwin Renn (University of Stuttgart), author of *Das Risikoparadox* explained in a video presentation how advanced economies have been able to successfully reduce fatal risks. He then discussed major global risks and respective governance solutions. The presentation stimulated many questions from the Japanese side concerning for example the concept of resilience, the importance of education or the role of the general public and the media. The Q&A part was conducted via Skype.



► Participants of the conference together with Prof. Ortwin Renn who joined via Skype.

◀ **Dr. Franz Waldenberger**, Director of the DIJ, organized the conference together with JAMRS. [waldenberger@dijtokyo.org](mailto:waldenberger@dijtokyo.org)

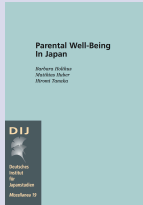


## Awards

### Torsten Weber:

Best Poster Award at the 22nd International Congress of Historical Sciences, Jinan PR China (August 23–29, 2015) for his project entitled “The pursuit of happiness in global history, 1750–1950”.

## Recent publications



**Barbara Holthus, Hiromi Tanaka and Matthias Huber:**

*Parental Well-Being in Japan.* (Miscellanea;

19). DIJ & Stiftung D.G.I.A.



**Ken'ichi Mishima and Wolfgang Schwentker (eds.):**

*Geschichtsdenken im modernen Japan.* Eine kommentierte Quellensammlung. (DIJ MonographS; 56).

Munich: Iudicium.



**Mateusz Cwik:**

*Gestalt und Gehalt. Der Formalismusstreit in der japanischen Literaturtheorie der 1920er-Jahre.* (DIJ MonographS; 58).

Munich: Iudicium.



**Uwe Holt-schneider:**

*Adoption of Corporate Social Responsibility by Japanese Companies.* (DIJ MonographS; 59). Munich: Iudicium.

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## Catchword

### エネルギーミックス

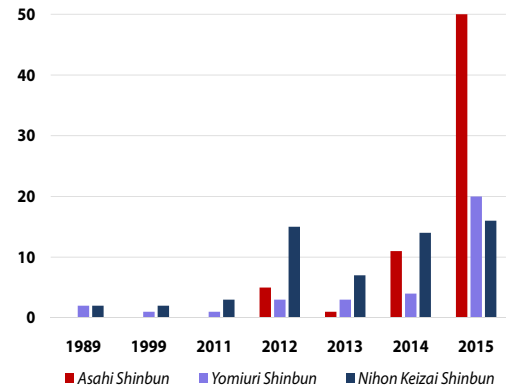
#### (*enerugi-mikkusu*)

“Energy mix” was a central concept in the fourth strategic energy plan of the Japanese Ministry of Economy, Trade and Industry (METI) from April 2014. The term helped to positively connote the usage of nuclear power alongside other sources of energy. A mix of nuclear power, renewable energy and a minimum use of fossil fuels would cater to economic and ecologic aspects alike.

By a general renouncement of the use of fossil fuels, the METI aims not only at becoming independent of energy imports, but also at reducing emissions of fossilized CO<sub>2</sub> in order to meet international emission standards. Nuclear power is supposed to provide both heavy industry and urban conglomerates with constant electricity, while nuclear technology itself is to be further developed for export purposes. The METI sees opportunities for the development of renewable energy mainly in local energy networks. Although these could only supply a limited amount of the total demand for electricity, the ministry hopes for a positive contribution to “regional vitalization.”

A keyword search in the databases of Japanese daily newspapers revealed that the term “energy mix” first appeared in 1989 in two articles each in the *Yomiuri Shinbun* (YS) and the *Nihon Keizai Shinbun* (NKS). It fell into disuse until 2012 and then gained heightened media attention in 2014 and 2015, featuring in 50 articles in the *Asahi Shinbun* from January to September of 2015.

Until recently, the term “energy mix” was almost unknown to the Japanese public. From March 2014 onward, however, a considerable increase in its usage can be observed. The METI’s agenda setting has thus produced its first results. *D.K.*



## Staff news

**Dr. Carola Hommerich and Dr. Chris Winkler both started new positions at the University of Hokkaido in Sapporo on September 1. Dr. Daniel Kremers joined the DIJ as a Senior Research Fellow on July 1.**

Dr. Hommerich was appointed associate professor of sociology. In her research at the DIJ, she focused mainly on topics of social inequality and experiences of social exclusion and their relationship with subjective well-being. Among other projects, she carried out two DIJ surveys and organized a workshop, the results of which will be published in 2016 (entitled *Social Inequality in Post-Growth Japan*, co-edited with D. Chiavacci).

Dr. Winkler was appointed lecturer in the Modern Japanese Studies Program. His work at the DIJ centred on party politics and was part of the DIJ research focus on “Happiness in Japan”. In addition, he conducted extensive research on Japan’s “political shift to the right” and co-organized a workshop with Dr. Torsten Weber on “hate speech” and Japanese-Korean relations.

Dr. Kremers received his doctorate from the University of Halle-Wittenberg, where he wrote about the role of civil society in migration policy, with a focus on the Japanese Technical Intern Training Program (TITP). At the DIJ, he will work in particular on energy policy in Japan. *S.H.*

Picture credits: Page 1 {startup cafe} Franz Waldenberger. Page 2 {Kan & Rövekamp} Daniel Kremers. Page 3 {Dr. Högl} Hannah Buser, {conference} Katsuyuki Kamei. Page 4 {chart} Daniel Kremers. Author key: *S.H.* – Steffen Heinrich; *D.K.* – Daniel Kremers; *T.T.* – Tim Tiefenbach; *F.W.* – Franz Waldenberger.

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