

This monograph covers the output of the conference titled “2014 – New Opportunities for Japan and V-4 Cooperation” and contains Japanese and Polish contributions. It offers reflections on the *statu nascendi* of economic and cultural relations between the two nations. Viewpoints and research results mirror the various interests and arguments of the scholars (mainly economists, sociologists, and japanologists), businessmen, and representatives of administrative bodies (central and local governments) who participated in the conference, all of whom are searching for common solutions.

The presented papers are very much diversified with respect to their content and writing styles. The book itself reflects an eclectic approach. The multifaceted approach to the discussed issues facilitates the comparison of expectations against real life activities. The most important goal of the book is to identify the potential for collaboration and crucial fields in which there exist challenges and a need for changes, all in the interest of leading to a new stage of reciprocally profitable relations between Poland and Japan in today’s globalised world.

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New Opportunities for Polish-Japanese Cooperation: Diagnosis and Prospects



Economy

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edited by Jolanta Młodawska-Bronowska

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**In memory of Mr Katsuyuki Kambara (1941–2015)**



# Contents

Preface (Jolanta Młodawska-Bronowska)	9
<b>Science, Innovation, Research</b>	
Marek Belka – Global economy knows no borders	17
Akira Shirahata – Josai on academic cooperation with V-4 universities	29
Yoshikuni Takashige – Shaping a more prosperous, sustainable future	39
Yuka Sugawara – Determinants of successful aging: implications from Japan	55
<b>Global and Regional Aspects of Economic Growth</b>	
Atsushi Tanaka – The Japanese economy and the global financial crisis	65
Yoshito Okada – Japanese companies' investment strategies in Poland (review and prospects)	75
Marcin Włodarczyk – Lodz – an attractive place for Japanese FDI	81
Yuji Noguchi – The YKK Group as a global company in Poland	89
Jolanta Młodawska-Bronowska – Corporate culture in Japan – a Western view	95
<b>Cultural Exchanges</b>	
Jadwiga Rodowicz-Czechowska – Promotion of Polish culture in Japan – outline of the situation	107
Wioletta Laskowska-Smoczyńska – The Twentieth Anniversary of the Manggha Museum of Japanese Art and Technology – past achievements and future plans	127
Waldemar Czechowski – The new media – the age of visual communication. The turn of 20th/21st century	137
Arkadiusz Jabłoński – Japanese language teaching in Poland in the contemporary world of cross-cultural communication (CCC)	149
Authors	161
Photos	169



# Preface

The conference: “2014 – New Opportunities for Japan + V-4 Cooperation” was organized by the University of Lodz to mark 2014 as the V-4 + Japan Exchange Year. This event followed the decision to declare 2014 the year of exchange at the summit of Japan + Visegrad countries’ Prime Ministers in Warsaw on 16 June 2013. The meeting commemorated the 10th anniversary of the collaboration between Poland, Czech, Slovakia, Hungary and Japan in a vast range of issues and pointed to the opening of a new stage of further cooperation in the fields of economy, society, as well as science and research.

“2014 – New opportunities for Japan + V-4 Cooperation” was designed to emphasize the continuation of dialogue between Japan and Poland on issues of mutual interest. The initiative had its roots in the joint statement of the Prime Ministers of Japan and Visegrad countries, called: “The partnership for common values in the 21st century”, issued on 16 June 2013 in Warsaw. The topics planned for the conference referred to major world challenges. As a result of the conference we planned to exchange ‘research products’ to continue the promising opportunities for successful collaboration in the fields of science, economy and culture.

We are very grateful to our honorary patrons: the Embassy of Japan in Poland, Ministry of Foreign Affairs of the Republic of Poland, Marshal of the Lodz Region and The Japan Foundation. The University of Lodz also owes much to the distinguished partners of the conference: The National Bank of Poland, The City of Lodz, Lodz Special Economic Zone, Lodz Regional Development Agency, the Yakumo-goto Association and the British Centre-Language School.

The main organizer of the conference was the University of Lodz, which gathers prominent researchers in thirteen faculties and has more than 45 thousand students. Its highly educated graduates exert influence each year on the creation of a skilled and professional labor force. The University is the biggest employer in the Lodz region with 2,370 academic teachers, 623 of whom bear the highest academic rank. The University treats international cooperation as a way to foster

its development and continues the city's tradition of international cooperation. It regularly hosts guest speakers, renowned politicians, businessmen and cultural representatives from Poland and abroad. At present we have two Japanese partner universities – Kwansei Gakuin and Josai, and the preparation of other agreements is under way. Every year the “Japanese Days” event, under the auspices of the Embassy of Japan in Poland, is held at the university campus. The University of Lodz is repeatedly ranked among the top higher education institutions in Poland, and it especially excels in such fields of study as management, law, and economics.

The socio-political climate for Japanese undertakings in Lodz is very favorable and also strongly encouraged by Lodz's excellent public governance, conducted by Mayor Hanna Zdanowska and the Marshal of the Lodz Voivodship, Witold Stępień. Currently, there are several Japanese engagements in Lodz and the Lodz province and still there is a lot of space and opportunities for further ventures. Lodz is strategically located at the crossroads of major European communication routes and has the largest railway cargo container terminal in the Central Europe. Its highly-qualified, skilled employees and competitive labour costs make future investments in the entire Lodz region attractive, competitive, and above all feasible. The Mayor of the City of Lodz has been recently very active in promoting Lodz as an attractive centre for foreign direct investment. In line with a recent visit of the Lodz municipal authorities (February 2015) to Japan with the aim of participating in economic seminars and business talks with representatives of Japanese industry, the University of Lodz made a commitment to organize an interdisciplinary conference on the “V-4 + Japan Exchange Year 2014”. Moreover, in 2012 Lodz was chosen one of 31 awardees in the “IBM Smarter Cities Challenge Program”, alongside such cities as Kyoto, Copenhagen, Buffalo and Richmond. The concept of smart cities is well-developed in Japan, so there is much to be gained from Japanese experience, knowledge and practice.

General objectives of the conference involved:

- The creation of new academic and business links as well as enhancing the existing contacts;
- Bringing institutional and industrial players from Japan and Poland together to gain insights on the existing opportunities for future cooperation in various fields;
- Spurring intellectual development with the purpose to demonstrate to Japanese investors the attractiveness of the city and region of Lodz in a number of fields: economy, cultural exchanges as well as societal challenges; offering opportunities and challenges not yet exploited;
- Exploring and identifying new opportunities for Japanese – Polish collaboration and sharing the idea of the “2014: V-4 + Japan Exchange Year”;
- Increasing cultural exchanges and promoting better understanding of cultural differences. This involved expanding the consciousness of conference participants (entrepreneurs) in the field of cross-cultural communication and its influence on efficiency in international business relations;

– Japan's corporate culture and advanced technologies deserve an adequate follow up. These universal values and state-of-the art technologies were addressed during the conference implicitly, if not explicitly. This created an educational aspect of the event.

The selection of paper presenters met the high professional standards of the respective institutions to which the presenters belonged. All the participants were recruited from among distinguished academics, civil public servants and industry experts. The Conference Programme Committee was overseen and coordinated by:

- Prof. Teruji Suzuki – Leon Kozminski Academy of Entrepreneurship and Management, Warsaw,
- Prof. Eugeniusz Kwiatkowski – Faculty of Economics and Sociology, University of Lodz,
- Prof. Ryszard Piasecki – Faculty of Economics and Sociology, University of Lodz,
- Tomoyuki Miura – independent consultant and a long-time employee of Sumitomo in Japan and in Poland.

Professor Włodzimierz Nykiel, Rector of the University of Lodz, opened the conference and welcomed all the distinguished guests. Next, Mr Marek Cieślak, First Deputy Mayor of the City of Lodz, and Mrs Bożena Ziemniewicz, Member of the Regional Council, representing Marshal of Lodz Voivodship, delivered welcoming speeches. Mr Hiroshi Matsumoto, Counsellor, Embassy of Japan, stressed the importance of the visit by Mr Shinzō Abe, Prime Minister of Japan, to Poland in June 2013, which widened cooperation in the spheres of international security and energy as well as the economy and culture, in general. He greeted the Japanese firms present at the conference, noting that Takeda and Fujitsu and the aforementioned Josai University – a conference participant – had made crucial contributions to collaboration in the field of international security with Visegrad countries, including at the governmental level.

The conference consisted of three different sessions.

Session I was dedicated to science, research and innovation. The keynote speaker was the President of the National Bank of Poland, Professor Marek Belka, with his academic background and the previous work at the University of Lodz. Professor Marek Belka served twice as Deputy Prime Minister, then as Minister of Finance and later Prime Minister of Poland. Professor Belka has also held numerous high ranking positions within the international community: he had held office in the United Nations as Executive Secretary of Economic Commission for Europe, and afterwards assumed office as the Director of the European Department at the International Monetary Fund. Enjoying high prestige in academic circles and maintaining personal connections with renowned financial institutions throughout the world, Professor Belka could exert meritorious leadership of Session I. The major topics in this panel were: aging societies and smart com-

munities, both of which are pending challenges for mankind. The broad array of detailed topics included:

- social infrastructures to enhance the quality of life while reducing the burden on the environment;
- state-of-the-art Japanese management practices and technologies (ICT, top world-class manufacturing clusters, green technologies, small electric power grids);
- silver industries as a response to the dramatic process of population aging.

The contents of the presentations in session I were as follows:

- Prof. Marek Belka, President of the National Bank of Poland – “Global economy knows no borders”;
- Prof. Akira Shirahata, Vice President, Josai International University, Tokyo – “Josai on academic cooperation with V-4 universities”;
- Mr Yoshikuni Takashige, Vice President, Portfolio Strategy Division, Fujitsu, Tokyo – “Shaping a more prosperous, sustainable future”;
- Dr Yuka Sugawara (maiden name Minagawa), Sophia University, Tokyo – “Determinants of successful aging: implications from Japan”.

Session II, devoted to Polish-Japanese business was presided over by Mr Katsuyuki Kambara, a highly esteemed Japanese businessman who had been involved in Poland's industrial relations for over 40 years. He met the expectation that his negotiating skills and experience would have had the effect of promoting the Japanese presence in the Lodz region. Mr Katsuyuki Kambara had been awarded several important Polish medals, as well as a Commendation from the Ministry of Foreign Affairs of Japan. Living in Poland since the early 1970s, he had been active in negotiating Poland's government debt with Japan. He worked as director of NSK Europe Ltd. and enjoyed high respect among both the Japanese community in Poland and his Polish co-workers. He was a Japanese representative in the Polish-Japanese Economic Committee. The organizers of the conference envisioned his leadership impact due to his mediating and socializing skills. In this panel the participants discussed and debated on the opportunities and conditions for Japan's further investment in our country, primarily in the city of Lodz and the Lodz province/region but also covering other Polish engagements in Japan. Various means of industrial cooperation were discussed.

The agenda of Session II was divided into two parts: lectures and a business-to-business panel.

The lectures were delivered by:

- Prof. Zofia Wysokińska, University of Lodz – “Competitiveness and internationalization – the case of University of Lodz”;
- Prof. Atsushi Tanaka, Kwansei Gakuin University, Nishinomiya – “Japanese economy and the global financial crisis”;
- Mr Marcin Włodarczyk, Director, Investor Relations Unit, City of Lodz Office – “The City of Lodz – an attractive place for Japanese FDI”.

The B2B panel was organized by the Lodz Regional Development Agency and Lodz Special Economic Zone. Panelists included:

- Mr Naofumi Makino, Director, Japan External Trade Organization JETRO, Warsaw;
- Mr Yuji Noguchi, Director, YKK Poland;
- Mr Yoshito Okada, President, Union of Employers Shokokai;
- Ms Aleksandra Suszczewicz, Vice-Director, Development and Strategy Department, Lodz Special Economic Zone;
- Mr Przemysław Andrzejak, President, Lodz Regional Development Agency;
- Ms Ewa Florczyk, Director, Entrepreneurship Department, Marshal Office, Lodz Voivodship.

Session III was devoted to cultural exchanges, with the chief contribution coming from Dr Jadwiga Rodowicz-Czechowska, General Counsellor at the Ministry of Culture and National Heritage, an expert in culture creation and promotion. Dr Jadwiga Rodowicz-Czechowska is a former Ambassador of The Republic of Poland to Japan (2008–2012), author of the first Noh play in Poland, and recipient of the award “Order of the Rising Sun, Gold and Silver Star”. The organizers of the conference recognized her leadership arising from her creative capabilities and personal sensitivity. This panel was devoted to issues of promoting national culture in general. Particular subjects concerned the new multimedia, Japanese language teaching, and business culture. The presentations were as follows:

- Dr Jadwiga Rodowicz-Czechowska, General Counsellor, Ministry of Culture and National Heritage of the Republic of Poland, Former Ambassador of Poland to Japan – “Promotion of Polish culture in Japan”;
- Ms Wioletta Laskowska-Smoczyńska, Manggha Museum of Japanese Art and Technology, Jagiellonian University, Krakow – “The Twentieth Anniversary of the Manggha Museum of Japanese Art and Technology – past achievements and future plans”;
- Mr Waldemar Czechowski, Polish-Japanese Institute of Technology, Warsaw – “Innovations in multimedia communication”;
- Prof. Arkadiusz Jabłoński, Adam Mickiewicz University, Poznan – “Japanese language teaching in Poland in the contemporary world of cross-cultural communication”.

After the conference participants were asked to fill in a questionnaire which facilitated the process of evaluation and specified expectations concerning future actions with the aim of enhancing business cooperation and promoting Japanese culture in Poland. Moreover, the results (81 returned questionnaires) were useful in determining the meritorious value of the conference with reference to corporate culture in Japan as well as the economy, innovation and Japanese society. Taking into account the diversified interests of the participants, it is very hard to

define a specific value added to this event. Respondents positively assessed the following: professional choice of speakers (42%); chance to establish contacts between Polish and Japanese entrepreneurs (41%); chance to establish new relations between Japanese and Polish participants (35%); opportunity to meet specialists in one's own profession and the presence of influential personalities of authority (25%); creative mix of economic, political and social issues (15%).

Session I (Science, Innovation and Research) and session III (Cultural Exchange) proved to be equally interesting and inspiring (41% and 43% respectively); while Session II (Global and Regional Aspects of Economic Growth) aroused the special interest of approximately 28% of the respondents. The most highly assessed were the lectures of: Professor Marek Belka, President of National Bank of Poland on global economy, Professor Arkadiusz Jabłoński from UAM in Poznań on Japanese language teaching in context of cultural differences, and Doctor Yuka Minagawa from Sophia University in Tokyo on coping with Japan's aging society. Nearly all – 98% – of respondents declared that the conference met their expectations, especially with respect to assimilating basic knowledge on Japan's economy, science and culture (57%) as well as understanding differences in corporate culture between both nations (38%). The vast majority of surveyed declared that the conference upgraded their competences to a high or very high extent (82%); and 98% of respondents expressed the opinion that the conference inspired them to further study cultural and business issues about Japan. According to poll, the next edition of the conference should focus on Japanese society, its values and tradition (56%) and Japanese-style business negotiations (38%). As many as 61% of surveyed would like to participate in workshops on Japanese corporate culture, and 20% aspire for a better understanding of Polish-Japanese cooperation in hi-tech, while only approximately 12% expressed the desire to take part in a conference of a branch range (green technologies, ICT, power engineering etc.).

In concluding this preface we would like to quote a few preliminary opinions resulting from the conference:

1. Culture is an important determinant for business engagements;
2. It is worthwhile to study other nations' tradition and moral norms as the core for industrial relations;
3. Some developments, such as e.g. technological, might be adjusted and followed in different than the original conditions;
4. Introducing (inviting) foreign direct investment from Japan requires respected knowledge and widening of the consciousness of the uniqueness of the Japanese corporate culture.

The above judgments will be meticulously traced in all the presentations and lectures, published within this monograph. We appreciate all the contributions very much and are deeply convinced they will provide an impulse and inspiration to development of further cooperation between Poland and Japan in many areas.

After the conference we received the very sad news Mr Katsuyuki Kambara passed away on the 3rd of May 2015 at the age of 74. He was buried in Warsaw, the city he loved, at the Powązki Military Cemetery. This is a great loss for the development of Polish-Japanese economic relations and for all of us who have known him personally.

*Prof. UŁ dr hab. Jolanta Młodawska-Bronowska*



# Global economy knows no borders\*

**Marek Belka**

Prof. dr hab., President  
of the National Bank of Poland

In order to describe the present situation of global economy, we should look at the International Monetary Fund, provider of economic forecasts for the entire world, which – over the past few quarters – has been constantly downgrading its predictions for the global growth. Quite recently, the rate of growth for the global economy was put at 3.3% for the next year. This is not a disaster and, as a matter of fact, if you compare this data historically, this rate of growth has been usually associated with periods of prosperity in the global economy. Why then was last year's meeting of the IMF and the World Bank in Washington rather gloomy? There are three reasons. The first reason is that 3.3% does not look bad, but the economy is slowing down, so we do not know how far we shall go in downgrading our forecasts. The second reason is linked with the global economy considered as an unbalanced structure, and we are examining a certain kind of realignment in different parts of the global economy. Every process of realignment or readjustment is dangerous and can end up maybe not in a crash landing, but rather in a bumpy process. Thirdly, we are clearly facing geopolitical tensions. Western Europeans usually concentrate their attention on the Middle East and the expansion of Islamic fundamentalism, whereas in Poland, we consider the east of Ukraine or Russia as a source of instability in the region. I think that our Japanese partners might point out other sources of geopolitical tensions located especially in Eastern Asia. This does not help the economy and adds to uncertainties in economic activity. As for the structural imbalances, we can see that different parts of the global economy grow at different speeds.

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\* Record of the speech delivered at the conference.

## **1. The United States seems to be in a relatively good shape**

What is frequently overlooked in the assessments of the American economy is that the US still remains demographically dynamic, which is mainly due to immigration. Another reason behind the such good shape of the United States economy lies in recent technological breakthroughs such as fuel extraction, mainly oil and shale gas. This adds optimism and gives Americans a very strong competitive edge over their competitors in other parts of the world. We should not forget about a very pragmatic macroeconomic policy in the United States. When needed, they have employed and pursued an extremely expansionary monetary policy, although now this period is coming to an end, causing some worries, especially in the emerging markets. As they are the recipients of the excessive flow of capital, with the end of quantitative easing in the US they might suffer from an excessive outflow of capital. These kinds of instabilities coming from that part of the world might hurt emerging markets. Nevertheless, the American economy is holding up very well when compared with other countries.

## **2. Transformation of the Chinese economy**

China's economy is in a very difficult and delicate process – on the one hand, it is slowing down, and on the other it is switching from being an export-oriented economy to a domestic demand-driven economy. This is a very difficult process because of the size of the Chinese economy and its interconnections with the world. The process of deceleration is not only expected, but also welcomed. After all, the world seems to be too small for China to grow at 10%, especially when the growth is export-driven. So this is another factor that worries the world, and Chinese trade partners in particular. In fact, everybody seems to be worried about how successful the Chinese will be in managing the process of switching their economic profile. The most recent issue we should be looking at is the way in which the Chinese government tackles economic slowdown and urban-rural tensions and inequalities, which are more visible every day and create a potentially dangerous social problem for the state.

### **3. Abenomics as a life buoy for Japan**

As for Japan, the new economic policy engineered by Japanese Prime Minister Shinzō Abe, called Abenomics, is being pursued nowadays in an attempt to revive the economy. The chairman of the Bank of Japan and my colleague, Haruhiko Kuroda, is at the centre of all the action. Quantitative easing and the ultra-soft monetary policy of the BOJ are pulling Japan out of years of deflation. American and European commentators used to describe the immense public debt as the main problem in Japan, but the Japanese totally disagree, saying that 90% of that debt is held domestically. This might be true, but the Japanese themselves do not think that 250% of GDP public debt is sustainable, therefore making Japan vulnerable to various disturbances. That is why the second arrow of Abenomics is concentrated on reducing the size of the budget deficit by increasing sales tax. Increasing sales tax, as I might presume, is a shock to the Japanese economy and society. Nevertheless, it is pursued and in the nearest future we will see how efficient it is going to be. The third arrow, described as structural changes, is very important. It usually occurs when an economic policy does not work and specialists say that we need to turn to the structural economy or structural reforms, which might mean everything. The term “structural”, however, in case of Japan, means that the current pattern of employment is completely different from American or European ones in such aspects as: lifetime employment, almost eternal affiliation with the same employer, loyalty, security, small mobility and no chances of introducing a wage policy which would help the BOJ Chairman fight deflation. As a matter of fact, his predecessor, Masaaki Shirakawa, who was much more conservative in his monetary policy, once said that “as long as we have this model of lifetime employment, no matter what we do with quantitative easing, we will not fight and we will not be able to overcome deflation.” Why is deflation so important? If you are overly in debt, deflation increases the real value of the debt compared to your current income and current wealth, which may be a dead end for the economic system of a country.

## **4. Economic manoeuvres of the European Central Bank**

In many aspects, Europe is the weak spot of the global economy. Firstly, it has problems with functioning as a one-currency area when individual parts of the Eurozone are so different. The problem of Europe is in the divergence between the so-called North and South, or peripheries as they are frequently called. Despite not being a part of the Eurozone, Poland is in fact a part of the North. Analysing the situation in Europe, we must underline that the current problem in this region is retaining a common currency when economies are moving in different directions. As a result of this, the overall growth rate of the economy is very modest and now, after a very rapid recovery, there is a movement towards something close to stagnation.

Why is this so important? Inflation has always been the best way to do away with excessive debt. This has happened many times in the history of advanced economies, like in the aftermath of the Second World War, when European countries and the United States came out from the war with massive public debt. Somehow it was massaged out, by fast growth and inflation. Now, we have almost zero growth and a situation close to deflation. How can we do away with the existing excessive, unsustainable debt? Leaders of European countries have turned to public policy and what can be done with it. The easiest and fastest way to engage was an easy monetary policy with zero interest rates.

There is also talk about quantitative easing and the European Central Bank has engaged in this policy, following the Bank of Japan, the Bank of England and the Federal Reserve. The problem is that the mandate of the ECB, at least as it is interpreted by the Germans, does not allow this institution to engage in the same kind of monetary quantitative easing by unconditionally buying unlimited quantities of government securities, as was done in those three cases mentioned before. Quantitative easing must accordingly take into account other types of debt instruments. You may have heard that the ECB started buying the so-called asset-backed securities issued on the basis of existing loans, mainly for small and medium-sized companies. Other assets are also to be purchased by the ECB with the expectancy that if more liquidity and more money is in the hands of economic agents, more credit will be extended and more economic activity will be stimulated.

## 5. Infrastructural projects as an improvement for the European Union

However, the universe of asset-backed securities and other instruments like covered bonds is very small in Europe, estimated at only one billion Euro (if we want to describe it in the American terms – one trillion Euro), which stands for around 6–7% of the Eurozone GDP. Taking this into account, the ECB's plan to buy out all assets of this type from European commercial banks will have much smaller effect than in the three cases mentioned before, as this operation would represent only a fraction of the value of the Eurozone's GDP. This will only compensate for the decrease of the balance sheet of the ECB that happened last year. There was much talk about quantitative easing, but in reality, it was about engineering quantitative tightening. Using the everyday language, they were not printing money, but destroying it. In order to reverse this destruction process, “every moving thing” in the European economy had to be bought. And this is impossible.

Mario Draghi, the President of the ECB, said that he “will do whatever it takes to save the Euro”, adding that it will be enough to improve the situation. So, after monetary policy, the second big instrument is fiscal policy, and it was taken on. If we think that economy is lingering on at a very slow pace, we could stimulate it by further expenditure. What happened in Europe in the last few years was fiscal austerity, the reverse of fiscal stimulation, which was triggered by the situation in the so-called peripheral countries, or more precisely in those that have the Euro as their currency (Greece, Portugal and Italy). This was necessary because many countries found their debt unsustainable, and the markets were denied access to capital, and thus to rolling over the existing debt. Therefore, fiscal policy did not play a stimulative role in the past, but rather the contrary.

Now, the situation has become dire and some countries face pressure coming from the Eurozone to stimulate the economy. But the only country which could help to conduct this plan (Germany) took a different path, in which the main goal was a balanced budget. But if not them, then who? There are not too many candidates that have fiscal space to continue and increase their deficit. Even “the hawk of the hawks”, Valdis Dombrovskis, former Prime Minister of Latvia, after having been nominated the Deputy President of the European Commission, was forced to admit that austerity was over. At the same time, a tough question was raised about who was going to turn to fiscal loosening, especially when there were not so many candidates? Some plans appeared to set up a European

Growth Fund (EGF) for Strategic Investments worth 315 billion Euro, from which infrastructural projects would be financed to help stimulate the economy.

There are two problems though. First, what projects are we talking about? This is the “defence line” of Germany’s Federal Minister of Finance, Wolfgang Schäuble, used during a discussion with his Polish counterpart Mateusz Szczurek, who is in fact a supporter of this fund. The Polish government’s representative often asked the same question, saying that if there were a specific project, then the money could be found. Poland is a very active participant in promoting the idea of the EGF, and we have a moral high ground on this. Mainly, this is not about our country, as we have a similar fund which is in fact a European Structural Fund flowing to Poland from Brussels at the rate of net 2.5% of GDP. We have our own program of infrastructural improvement that the city of Lodz is already taking full advantage of.

The Europeans, though, have not yet prepared a roster of infrastructural projects that would make sense from the point of view of the global European economy. I can name some examples like the modern European bridge system or the network of gas and oil pipelines. Meanwhile, the Germans could also take care of the run-down highways in the west leading from Brussels or Paris to Poland. A difference can be seen between the quality of highways in the east (former German Democratic Republic) and those in the west which are jammed. As far as this initiative is concerned, there is the problem of financing it. Putting on an additional tax makes no sense. However, an additional debt might be a solution, but the real question is: which country will incur it? None – the idea is to borrow money from the market in the name of the European community. This would be the first case of having a community debt, something that all the proponents of the fiscal union are very happy with, except the Germans (and the Finns, the Dutch and others), the paymasters, who fear it the most.

## 6. Structural policy as a problem

This idea of creating a European Fund for Strategic Investments is quite interesting from the perspective of further evolution of the European integration. We have underlined the problems of fiscal stimulation. When the economists see that monetary policy does not work, and that fiscal policy is not that clear of an option, they start talking about structural policies. Poland is a very good example of how structural policies helped

in the process of the European integration. Now, we are reaping the benefits of positive structural changes engineered in the first 15–20 years of transition. Structural policy is nevertheless troublesome because we do not know precisely what it is, how it works, how much time it takes to start influencing the economy, and sometimes in which direction it moves. This is a patchwork, so we have to do different things in different countries in different periods.

We know that the French have to limit or even run down their overgrown and very generous social state, but every time French politicians mention this, one million people appear on the streets of Paris. The main difference between managing Poland and France is the following: when the Prime Minister of Poland Donald Tusk increased the retirement age for men from 65 to 67 and for women from 60 to 67, we had “massive” protests on the streets of Warsaw of about thirty thousand people. If the French were to be put in a similar situation, then there might be even two million demonstrators on the Champs-Élysées. That is the difference. The problem in Europe, or should we say in the Eurozone, is that policy options are really scarce and we really do not know what to do exactly.

## **7. Poland as a future member of the Eurozone**

There are two main issues about Poland, one in the internal and one in the external scale. The internal issue is about convergence, which is closing the civilizational gap with the most advanced countries, continuing in the same way that we have done in the last 25 years. A part of our society still doubts whether the last 25 years have been a huge success, but we cannot stop and hesitate as further stages of our development, perhaps even more demanding, are still ahead of us. We have not found out yet whether we are able to proceed economically in the same fashion as before.

The second issue raised quite often is the following: will Poland join the Eurozone? We are obliged to do it, committed to join the Euro in our accession treaty and in the referendum that took place in 2003. Poles might not realise that, because this was not an issue at that time. Nonetheless, Polish authorities consider entering the Euro area as a strategic goal, but as for now we are not yet prepared to do it and we are not rushing. This makes perfect sense as the political argument goes two ways. Those who fear European integration, creation of a European state or some kind of federation, fear that Poland will lose or will be watered down in the Eu-

ropean melting pot. Critics usually argue that being outside the Eurozone leaves us on the margin of the integration, and we will not be sitting at the table where the most important political decisions are taken, instead figuring only on the menu.

Well then, shouldn't we join the Euro? But then the economic argument comes: we are not prepared yet. So when will we be prepared? To be a little sarcastic, we can say that if we could be as competitive as the Swiss, have a labour market as modern as the Danes and a fiscal policy in such a splendid state as the Estonians, then we would easily and safely compete with the Germans in the one-currency area. But of course we will never become at once Switzerland, Estonia and Denmark, so the question becomes why that is so. I think that the real reason behind our delay could be the uncertainty about the future of the Euro area. Just a few years ago, maybe as recently as two years ago, the European companies were contemplating what the legal implications of contracts' redenomination would be.

What does this mean? It means we were asking what would happen if the Euro disappeared and we did business with companies which reintroduced national currencies such as the Italian Lira or the German Mark? How would we repay our debts? This was a real issue for chief financial officers of major European companies. If this was such a concern, it meant that the Euro was doomed. At that time, the most important decision-makers in the private sectors had already factored in the collapse of the Euro. After this kind of behaviour was detected on the market, Mario Draghi said: "I'll do whatever it takes to save the Euro and, believe me, it will be enough." The private sector and investors still believe that. The danger of the collapse of the Euro has been eliminated for the time being, but can the Eurozone function like this when countries still accumulate excessive debt and when economies basically move in different directions? Without some grand bargain between the main Eurozone countries, there is a reasonable doubt that the Euro will function as a successful project.

As long as it is not obvious to us that it's a good bet to join the Euro, why should we rush? The problem is not with us, but with them. Poland has a very balanced economy. We do not realize that the usual themes that are being discussed in Europe, to a certain extent even in Japan, do not occur in our country. We are not an advanced, state-of-the-art country; the technology frontier is not in Poland. However, we do not have problems with excessive debt, either in the private or the public sector. Even if Leszek Balcerowicz arduously protests against this statement, he is simply exaggerating. Only our wages are too low and if this trend continues, we will be stuck with price-dependant competitiveness, and our best people will keep emigrating to London or Dublin. This is the main problem for Poland today.

Question:

Mr Miura Tomoyuki:

My name is Miura and I am a former employee of a Japanese trade company. I am not a specialist in economics, but if Poland adopts the Euro currency, then there might come a boom in the Japanese investment, as the majority of big companies have offices in countries that belong to the Eurozone. They want to settle accounts in the same currency. I know that inside the Eurozone different problems exist; therefore I want to ask Prof. Belka, as an influential person, a question about what we can expect in the nearest future regarding Poland adopting the Euro currency. If it happened, what benefits might not only the Japanese companies get? And another question: does President Belka think there is a concern for the deflation in the longer period in Poland, as it is happening in Japan now?

Answer:

Prof. Marek Belka:

Before the crisis, economists were basically enthusiastic about almost immediate adoption of the Euro. Among benefits to be accrued was the access to inexpensive capital. Still, the interest rates in Poland are higher than in the Eurozone, so with the acceptance of lower Eurozone interest rates, Poland will have cheaper financing of its public debt, but not only this – Polish companies will also have access to cheaper capital. The problem is, and that is one of the lessons that we have learned in recent years, that interest rates are lower than natural rates, unnaturally low if you wish, and this can be a trap. If the interest rates are too low, we can trigger an unsustainable credit boom leading to higher prices, or even lower natural interest rates. The natural interest rate is subtracted from the nominal interest rate, the rate of inflation.

Now, we are looking at ultra-low interest rates, both from the point of view of the potential benefits and cheaper financing, and the risk of interest rates being too low, leading to the development of unsustainable credit booms. Then, what we thought in the run-up to the crisis was that if we entered the Eurozone, we would do away with exchange rate volatility, and this is exactly what you are hinting at.

While doing business with Poland in Polish zloty, you are exposed to an exchange rate risk. This means, both for the foreign company and domestic companies, that in normal times exchange rate volatility is a nuisance to hedge against it, and this is costly. However, there is another lesson learned during the crisis: if times become abnormal or extreme, then

you may benefit from a domestic currency which serves as a cushion for domestic exporters against the collapse of trade. This is exactly what happened in 2008/2009, when the zloty depreciated, providing a buffer, in terms of this currency, for exporters to the Eurozone, thus preventing labour shedding and all kinds of fire sales. So, again we learned that what may be a benefit in normal times, could be a trap in abnormal times.

However, I am not against joining the Euro. In my public pronouncements, I point out the structural weaknesses of the Polish economy, and sometimes I realize that I am not really fair to myself. I think that Poland is probably better prepared to function in the Euro than many actual Eurozone countries. But this only shows how weak the Eurozone is, because it is full of countries that should have never entered it. This was the conclusion of my statement on the Polish Eurozone membership – that the problem is not with us, but with them. And so it will be as long as they do not sort things out, as long as the Germans and the French do not strike a “grand bargain”. In short, the French should be more German and the Germans should be more French. If they do not do this, then we cannot be sure whether it is safe to enter the Eurozone. Of course, if we see that the Eurozone is growing in a sustainable way, then I would see very little reason to procrastinate.

Deflation is a problem, but not everybody in Poland shares this view. In fact, when you ask the libertarians or the ultra-liberal economists, they will tell you that deflation is alright. It increases the purchasing power of consumers and stimulates savings. That is fine. Deflation poses a threat to a country that is overly in debt. When I say ‘country’, I do not just mean the public sector, but also the private sector. In contrast to the pronouncements of the Polish media, Polish households are basically debt-free if you compare them to Western Europe. One exception is, of course, those foreign currency- denominated mortgage loans, but this is 9% of GDP. When you look macroeconomically, it is a manageable social problem.

The same is with the public debt, but of course every country has to deleverage, which means it has to wind down the mountain of debt. For this deflation is deadly. But there is another dimension to this. We have gotten used, as households, as businesses, to live in an inflationary environment, so when you make your business plan in a company, you normally assume that the prices will grow. Well, if you are conservative, in the Polish economy it was only 2% annual growth rate, for example. But in the times of deflation, this may turn out to be exorbitantly optimistic, because the prices for many businesses are declining. I mean, the only part of production costs luckily not falling are wage costs. That is why we are not alarmed by deflation yet, because wages are growing at

a healthy rate of 3.5%, at least from what we see in the statistics. Statistics always distort the reality, but still they show what is important in terms of macroeconomic proportions. Other production costs are falling, the PPI (Producer Price Index) captures most of other costs of production, and they were in the negative territory for the last two years. This means that, for many businesses, it is a completely different universe when it comes to doing business now. I am not one of those who underestimates the dangers of deflation. Besides, if I see everybody complaining or being afraid of deflation in the world, it cannot be that everybody is wrong and we alone are right. I think that this is something that we should be worried about. That is why we have recently cut interest rates. This is a symptom of our concerns, so yes, I do agree this is not neutral for our economy, and for those indebted economies, it may be deadly.

## Streszczenie

Artykuł naukowy „Global economy knows no borders” jest podsumowaniem wystąpienia profesora Marka Belki podczas konferencji naukowej “2014 – New Opportunities for Japan – V-4 Cooperation” zorganizowanej przez Wydział Socjologiczno-Ekonomiczny Uniwersytetu Łódzkiego. Głównym tematem niniejszego opracowania są rozważania nad stanem gospodarki światowej oraz perspektywami jej rozwoju. Autor rozpoczyna swój wywód od prezentacji prognoz Banku Światowego i Międzynarodowego Funduszu Walutowego dotyczących globalnego wzrostu, a następnie płynnie przechodzi do analizy czynników (zarówno ekonomicznych, jak i politycznych), które w ocenie wielu ekspertów mogą postawić te oczekiwania pod znakiem zapytania.

Profesor Belka zwraca uwagę na brak strukturalnej równowagi w światowej ekonomii oraz występowanie zjawiska nierównomiernego rozłożenia wzrostu gospodarczego pomiędzy różnymi rejonami globu. W celu lepszego zobrazowania tego problemu podejmuje się oceny bieżącej sytuacji makroekonomicznej głównych światowych gospodarek. W części poświęconej USA odnosi się do nowych rozwiązań technologicznych w dziedzinie pozyskiwania energii, kwestii migracji siły roboczej oraz ekspansywnej polityki monetarnej stosowanej przez amerykański Bank Rezerw Federalnych. Omawia następnie skomplikowaną sytuację Chin, które odnotowały znaczący spadek dynamiki wzrostu, co nie pozostaje bez wpływu na narastające napięcia społeczne i nierówności ekonomiczne w „Państwie Środka”.

W odniesieniu do Japonii autor przybliży starania rządu oraz banku centralnego do wyprowadzenia kraju z „deflacyjnej pułapki”, ograniczenia ogromnego długu publicznego oraz ponownego wprowadzenia gospodarki na ścieżkę wzrostu. Kolejną częścią pracy jest przedstawienie wyzwań stojących przed Europejskim Bankiem Centralnym, którego celem jest utrzymanie unii walutowej oraz pobudzenie wzrostu w deflacyjnym otoczeniu gospodarczym przy nadal nierozwiązanym problemie zadłużenia części członków Unii. W tym kontekście zostaje zaprezentowana polityka „luzowania ilościowego” (QE – Quantitative Easing), a także rozważania nad planem inwestycji infrastrukturalnych, które mogłyby dodatkowo pobudzić wzrost gospodarczy Unii Europejskiej. Autor zwraca jednak uwagę na brak myślenia wspólnotowego zarówno w kwestii planowania inwestycji, jak i dzielenia się odpowiedzialnością za zadłużenie. To z kolei prowadzi go do rozważań nad przyszłością integracji europejskiej i jej zasięgu, a także wskazania trudności w stosowaniu polityki reform strukturalnych.

Ostatnia część pracy jest poświęcona rozważaniom nad wstąpieniem Polski do strefy euro. Problem ten jest omówiony z różnych perspektyw: roli, jaką Polska chce odgrywać w ramach Unii Europejskiej, naszej gotowości do spełnienia kryteriów ekonomicznych, polskiej polityki wewnętrznej oraz nierozwiązanych problemów, które trapią samą Eurostrefę. Praca została również rozszerzona o zapis sesji pytań i odpowiedzi, podczas której autor ustosunkował się do zagadnień wpływu potencjalnego przyjęcia przez Polskę waluty euro na wymianę handlową z Japonią oraz konsekwencji dla polskiej gospodarki w związku z pojawieniem się zjawiska deflacji.

# Josai on academic cooperation with V-4 universities

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The Josai University group has tried to build strong relations with the V-4 countries and has rapidly expanded educational cooperation with V-4 universities during the past five years. This paper introduces how we have advanced our cooperation and what we are thinking about for the next step.

## 1. Josai University Group [JUG]

Josai University was founded in 1965 by Mikio Mizuta, who dedicated his life to the postwar reconstruction of Japan and served in the position of Finance Minister five times. “Character building through learning” was the basic guideline of this new university as well as the educational principle of what was to become three institutions of higher education: Josai University, Josai Junior College (established in 1985) and Josai International University (established in 1992).

Josai University and Josai International University are international liberal arts universities consisting of undergraduate and graduate schools, offering a broad, comprehensive education. It may be said that Josai University has five faculties in relatively conventional areas, such as economics, management, contemporary policy, mathematics, and chemistry and pharmaceutical sciences. Josai International University also focuses on relatively new areas in eight faculties, such as information science, media, humanities, tourism, environmental studies, social work, nursing, and pharmaceutical sciences.

We have four campuses, the Sakado campus in the Saitama Prefecture, the Togane and Awa campuses in Chiba Prefecture, and the Kioi-cho campus in the center of Tokyo, all of which are located within

100 km of one another in larger Tokyo. Both Josai University and Josai International University share the Kioi-cho campus in addition to their main campuses, and the Kioi-cho campus also houses the main office of the educational corporation, managing student exchanges and international activities. In the main campuses in Sakado, Togane and Awa, which are suburbs of Tokyo, we put emphasis on education and research connected to local communities in addition to global education.

## 2. Relations with the V-4 countries

The foundation of our relations with the V-4 countries started in 2008. Our chancellor Dr. Noriko Mizuta had a long-developed interest in the culture, history and people of Central Europe. She asked us to start a Hungarian language class as part of our unique globalization efforts. One of her motivations for doing so was that only a few Japanese universities have relations with universities in Central Europe and no private university in Japan offers such classes. Thus we started the Hungarian language class at the Sakado campus.

Contrary to our expectations, more than 200 students took the class during the first year and the popularity of Hungarian language boomed among the students.

In order to oversee the class, prominent Hungarians have been visiting our university. The Ambassador of Hungary, the members of parliament, and finally then-president of Hungary, Dr. Sólyom László visited our campus [Hungarian President] and the President gave a lecture to our students. This visit further stimulated our strong interest in Central Europe.

Since 2009 marked the 90th anniversary of the establishment of diplomatic relations between Japan and Poland, interest in Polish history/culture/scholarship and art has been recently growing in Japan. And inasmuch as Poland is the largest nation in Central Europe and also the epicenter for Japanese studies, the expansion of our international network to Poland has been discussed in our university.

Dr. Jadwiga Rodowicz-Czechowska, then-Ambassador of Poland, visited the Kioi-cho campus [Polish Ambassador]) and gave a lecture entitled “Diplomatic Relations between Japan and Poland” to Josai University students in 2012. This was the first official exposure our students had with Poland. Ambassador Rodowicz’s husband, Mr. Waldemar Czechowski,

also participated in the lecture by giving a speech on the evolution of media in Poland. Students were able to feel more familiar with Poland through their interesting lectures, which were based on a deep understanding of the Japanese culture.

Two months later Anna Komorowska, First Lady of the Republic of Poland, visited our campus [First Lady] with the strong support of the Embassy of Poland in Tokyo and gave a speech to our students. In her speech she introduced the philosophy and activities of Dr. Janusz Korczak, an activist for children's rights, and also discussed the activities of the "Solidarity Bridge" project that she promotes, in which organizations from both Japan and Poland support those affected by the Great East Japan Earthquake. Many students from both universities, including students of the Faculty of Social Work Studies participated and listened to the speeches with great enthusiasm. They must have realized that the project was based on a long history of goodwill between Poland and Japan, as pointed out in the paper written by Professor Jolanta Młodawska-Bronowska of the University of Lodz [Młodawska-Bronowska 2013].

On April 14, 2014, Poland's Deputy Minister of Foreign Affairs, Artur Nowak-Far, visited the Kioi-cho campus [Poland's Minister] where he gave an excellent lecture titled "Japanese Journey into EU Law." It was a great honor for us to have the opportunity to hear this lecture from such an influential person from Poland.

Through the visits of highly influential people from the V-4 countries to Josai, we have developed close relations with the Ministry of Foreign Affairs of Japan, and Josai co-hosted the seminar "Visegrad Group and Japan – Together for Eastern Partnership Seminar" in 2013 [Seminar of Visegrad Group]) and "Visegrad Plus Japan Security Seminar" in 2014 [Security Seminar]) with the Ministry of Foreign Affairs, in collaboration with the V-4 Embassies in Tokyo at our campus. In the conference, students were able to witness discussions at the national level. We believe this kind of seminar constitutes a valuable opportunity for our students in their growth into the next generation of leaders.

Based on our strong relations with Poland and Hungary, as mentioned so far, we founded the first Institute for Central European Studies [Josai Institute] in Japan last year to promote joint research, academic exchange, and undergraduate and graduate education in the region. We have received very gracious and valuable support from each embassy of the Visegrad Group for the founding of the institute. With the support of ambassadors, affiliated schools and affiliated institutions from each country, and the Ministry of Foreign Affairs of Japan, we hope to expand the active programs offered by our institute.

The Deputy Director of the Institute, Nobuhiro Shiba, formerly a professor of Tokyo University, expects that this Institute will act as a free salon for researchers and graduates, and also act as the center of the network for the researchers in East Asia and Asia.

### 3. Student exchange activities

In addition to these connections with influential people, since 2008 we have also built a strong record of educational and cultural relationships with universities in the V-4 countries by actively promoting student exchanges. We now have close relations with nine institutions in Hungary, four in Poland, three in the Czech Republic and two in Slovakia. A Josai delegation visited the University of Łódź to conclude our agreement for an academic exchange program, making it official in 2012.

The total number of exchange students so far has reached more than 100 incoming to Japan, and 200 outgoing to the universities in the V-4 countries. In particular the University of Łódź has already dispatched students on the Mizuta Scholarship to Japan for two years, and students from Josai stayed at the Summer School in Łódź for two weeks last year.

At the end of this September, The Noriko Mizuta Scholarship award ceremony for the V-4 students who had just arrived in Japan and the Student Friendship Ambassador Swearing-in Ceremony were held at the Kioi-cho campus [Mizuta Scholarship]. The Scholarship was established for Hungarian students to commemorate the visit of the Hungarian president in 2009, but now it also provides awards to students from Poland, the Czech Republic, and Slovakia who will be studying at Josai. This scholarship award was given to four students from the University of Łódź this year.

The role of the Student Friendship Ambassador is to attend the events in the university or local communities as a representative of students from each country. The Josai International University Polish ambassador is Małgorzata Angelika Lańska from the Polish-Japanese Institute of Information Technology, and the Josai University ambassador is Tomasz Rydz from Warsaw University. As ceremonies are performed according to Japanese custom, with continuous bowing required in accordance with the standards of Japanese culture, the student ambassadors were a little nervous at first. But, they were excited to become ambassadors without having to pass the qualifying examinations to become diplomats.

In 2014, Polish exchange students from the University of Warsaw and the Polish-Japanese Institute of Information Technology who were studying at Josai were invited to give a presentation to promote the Japan-Poland exchange at the “Poland, Ireland Evening Reception” hosted by the household of Prime Minister Shinzo Abe. [Poland Ireland]). The invitation was extended by the wife of Prime Minister Abe, who had the occasion to tour the University of Warsaw and the Polish-Japanese Institute of Information Technology during the Prime Minister’s visit to Warsaw in June, 2013. She requested that the exchange students give a presentation at the “Poland, Ireland Evening Reception” that would introduce the charm of Poland and provided suggestions from an exchange student perspective as to how Japan and Poland can build even stronger relations.

The V-4 and Japan Student Conference [Visegrad Conference] was held by the Josai Institute for Central European Studies in February this year. The conference was planned in conjunction with the previous day’s V-4 + Japan Security Seminar and was recognized by the Ministry of Foreign Affairs as an official function commemorating the year of V-4 + Japan exchange. The conference offered graduate students and young researchers opportunities to immerse themselves in the interrelated subject matter that is critical for a balanced understanding of the V-4 countries and their relationships with Japan: history, culture, and political economy. Panelists from Josai’s partner universities in each of the Visegrad Group of Nations made presentations on themes related to further development of relationships between the V-4 countries and Japan. Student participants in the conference, in addition to recognizing regional and cultural differences and common problems between Japan and the V-4 countries, were able to deepen mutual understanding through productive discussion.

Through these discussions we have become convinced that they will undoubtedly someday become bridges of goodwill between Japan and the V-4 countries. The next conference is also going to be held in February, 2015 through the support of the Fund.

## **4. Unique program in Josai and the future**

Josai believes that it is very important for a student to correctly understand his or her own country’s place in the world in order to be a leader of global society. Based on this concept, Josai and Josai International University three years ago started a new program “Japan in the World”

[Shirahata 2013]), open to students regardless of their major. More than 100 Japanese students from both universities are taking the class now.

The researchers in the field of fine arts lecture on themes such as “Uki-yoe”, “Japonism” and “Acceptance of Foreign Fine Arts.”

The program was created to link with global internship training based in Hungary. Thirty students participating in the “Japan in the World” course visited art museums in Budapest that possess examples of Japanese fine artworks.

We intend to extend this type of program to fields such as economics, environmental studies and other fields in which Japan’s global contribution is significant, linked with internship training based in the V-4 countries, especially Poland.

As of this year, Josai offers courses in English at the undergraduate and graduate levels for both international and Japanese students who are proficient in English in our Global College program. All-English classes focusing on Japan in the world will start from the next semester as part of the program.

For a university having a suburban-type campus, relations with the local community are especially important. As it is expected that Japan will have an exceedingly high proportion of benefit-receiving elderly to productive-age workers, local communities are now struggling to revitalize their communities against rapid decreases in the population of the younger generation in this aging society. Therefore, Josai and Josai International University have developed programs of community-oriented education and research in close cooperation with local governments.

One of these is a program of “Machi-zukuri” [Machi-zukuri], literally meaning “Town Planning”. We have strongly supported the traditional festivals around the campus area, especially the Sakado Yosakoi festival in the Machi-zukuri class. During the festival, traditional dancing teams parade through the street and a total of 100,000 people are gathered at this small city of Sakado, and several student teams from Josai join the parades. Josai also closely cooperated in the preparation of the festival with a view toward the revival of the community, and over 100 students of the faculty of management are involved in the planning and administration of this festival.

We have another unique project-based learning program utilizing nearby farmland [Campus life] Near Josai University there are many unused farm fields, where cultivation has been abandoned due to farmers’ aging. In the program a student group cultivated vegetables or rice in the field and the processed foods made from the cultivated crops were sold as the specialties of the area by the students in the program. Students learned about agricultural issues in the area, cultivation processes, ne-

gotiating methods with professionals, cash planning, inventory control, trademark registration, and advertisement, along with other things. One of such examples is a project making Chinese medicinal food curry sold in a pouch. Students cultivated the vegetables and herbs and they were processed into curry for distribution in pouches by a local food company, according to the students' recipe.

We are planning to expand similar projects of community-oriented education and research to solve local problems in the Sakado, Togane and Awa areas.

Our education programs are rapidly changing in view of globalization and community-oriented education and research. Community-oriented education will have a particularly important role in our university's globalization efforts. Through the discussion of attendees at the V-4 + Japan student conference held in 2013 at our campus, we recognized that not only can we develop cutting edge science in collaboration, we can also share ways of solving local problems in the V-4 countries and Japan. Students can discuss these kinds of problems with a sense of reality and enthusiasm.

We believe that our strong relations with Polish universities will contribute not only to the students' own future success, but also to that of our communities as well as our countries, and ultimately aid in the promotion of world peace.

## Streszczenie

Uniwersytet Josai z Tokio podejmuje wzmożone wysiłki w zakresie rozwoju wzajemnych relacji z krajami Grupy Wyszehradzkiej. W rezultacie tych działań, w ciągu ostatnich pięciu lat gwałtownie rozszerzył współpracę w dziedzinie szkolnictwa wyższego, szczególnie w zakresie wymiany studentów. Całkowita liczba studentów przyjeżdżających na Josai osiągnęła liczbę ponad 100, podczas gdy liczba studentów z Uniwersytetu Josai oraz Josai International University, zmierzających na naukę do uczelni w krajach V-4 wyniosła około 200 osób. Opierając się na wcześniejszych doświadczeniach wymiany międzynarodowej, w roku 2013 Uniwersytet Josai uruchomił, jako pierwszy w Japonii, Instytut Studiów Europy Środkowej, aby promować w Japonii działalność badawczo-rozwojową w odniesieniu do krajów Grupy Wyszehradzkiej. W lutym 2014 r. na kampusie tokijskim Josai Instytut ten zorganizował konferencję studencką pod nazwą "V-4 + Japan". Przesłaniem konferen-

cji było promowanie wzajemnego zrozumienia wśród przedstawicieli młodszej generacji naszych krajów. Studenci-uczestnicy konferencji, oprócz uświadomienia sobie regionalnych i kulturowych różnic między Japonią i krajami V-4 , mogli skorzystać z okazji i pogłębić wzajemne zrozumienie w toku praktycznych dyskusji. A. Shirahata konkluduje, że wynik tych dyskusji pozostawił wśród władz uczelni silne przekonanie, że pewnego dnia uczestnicy tego wydarzenia utworzą „most dobrej woli” między Japonią i krajami V-4 . Powyższy artykuł omawia dotychczasowe osiągnięcia i przybliża plany dotyczące dalszego rozwoju i zróżnicowania współpracy naukowo-dydaktycznej między naszymi uczelniami.

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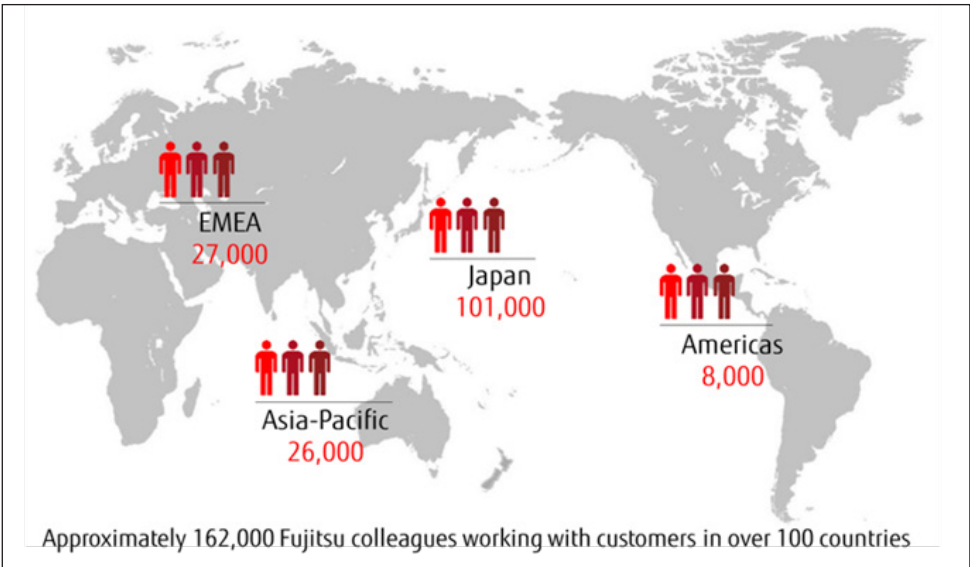
# Shaping a more prosperous, sustainable future

**Yoshikuni Takashige**

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## 1. Introduction of Fujitsu

Fujitsu is a Japan-based global IT product and service provider, generating \$46 billion revenue in 2013. In the IT service domain, we are the largest in Japan and ranked No. 4 in the world. Our 162,000 employees work with customers in over 100 countries in the world (Fig. 1). We deliver services from more than 100 world-wide data centers (Fig. 2).



**Fig. 1.** Employees of Fujitsu

**Source:** Fujitsu Technology and Service Vision 2014



**Fig. 2.** Fujitsu data centers  
**Source:** Fujitsu Technology and Service Vision 2014

We support our world-wide customers through service desks 24 hours a day, 365 days a year in more than 30 different languages (Fig. 3). Fujitsu set up a Global Delivery Center in the city of Lodz in 2009. We are very proud of how we have rapidly increased the capacity of our operations here, widening the services offered, including service desk, remote infrastructure management, research and development. as well as functional shared services.



**Fig. 3.** Fujitsu service desks

**Source:** Fujitsu Technology and Service Vision 2014

## 2. How will the future be different?

Technology advances at a tremendous speed, providing opportunities as well as risks for the everyday life of people and businesses. How can we shape a better future? Innovation is essential to making a better future a reality. But how can we realize innovation?

A new world is emerging. It is a world of connectivity. People and the things around us are increasingly connected to networks, sharing information. The World Economic Forum calls it a Hyperconnected World and it is expected to have a huge impact on business and the everyday life of people (Fig. 4). A hyperconnected world is driven by the next generation of the Internet, i.e. the Internet of Things (IoT). Many things around us will be connected, for example, our eye-glasses, shoes or shirts. In 2013, around 10 billion devices were connected to the internet. This number will likely reach 50 billion or more in 2020.



**Fig. 4.** World of connectivity

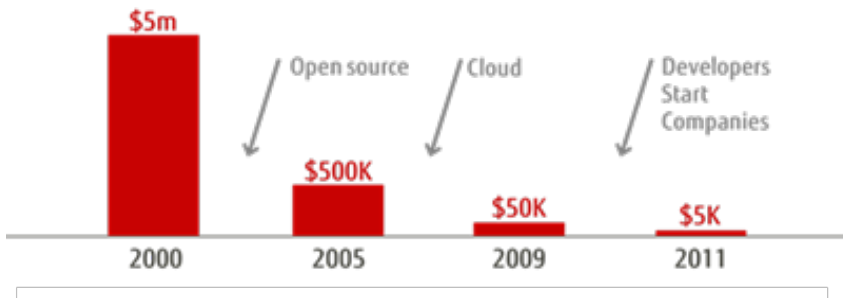
**Source:** Fujitsu Technology and Service Vision 2014

Massive amounts of information are generated by these things. For example, it is said that a self-driving car generates 3.6 terabites per hour, and a jet engine of an aircraft creates 20 terabites per hour. New services such as predictive maintenance are being created by using such big data, and we can expect that the combination of IoT and Big Data will bring about significant economic growth. But we will also face serious challenges in terms of information security and protection of privacy. It is the responsibility of IT companies like Fujitsu to help protect vital data and the privacy of people against risks.

Combined with IoT, digitalization is accelerating hyperconnectivity. More and more physical things and services around us are digitalized and controlled by intelligent software. Smartphone, home appliances, cars, manufacturing operations, and social infrastructure such as Smart Grid are just examples. It is said software is eating the world. Indeed, the borders between physical and digital, hardware and software are fading away and becoming ever less meaningful.

Hyperconnectivity is also changing how people innovate. The graph below (Fig. 5) represents a view of an influential venture capitalist in the US. He observed that cost of starting a new business has gone down

significantly – almost by a thousand times in the last ten years. Why? Now we can access technology in much more easy and inexpensive ways – using open source software, cloud computing and so on. This means that if you have a few good ideas, you can start a business much more easily and agilely.



**Fig. 5.** The state of the venture capital markets

**Source:** Key note speech, VCJ Venture Alpha Conference, Mark Suster (Partner, GRP)

Though technologies are giving new opportunities for growth, at the same time we are facing serious social challenges everywhere in the world (Fig. 6). The world population has surpassed 7 billion and continues to grow. People are aging and moving into cities, creating new challenges for social infrastructure. This brings about new challenges for healthcare, disaster mitigation or protecting the environment. Fujitsu strongly believes that ICT can take a leading role in addressing these global challenges. Aligning our business activities to this goal of achieving the common good is not our aim – it is our obligation.



**Fig. 6.** Serious social challenges

**Source:** Fujitsu Technology and Service Vision 2014

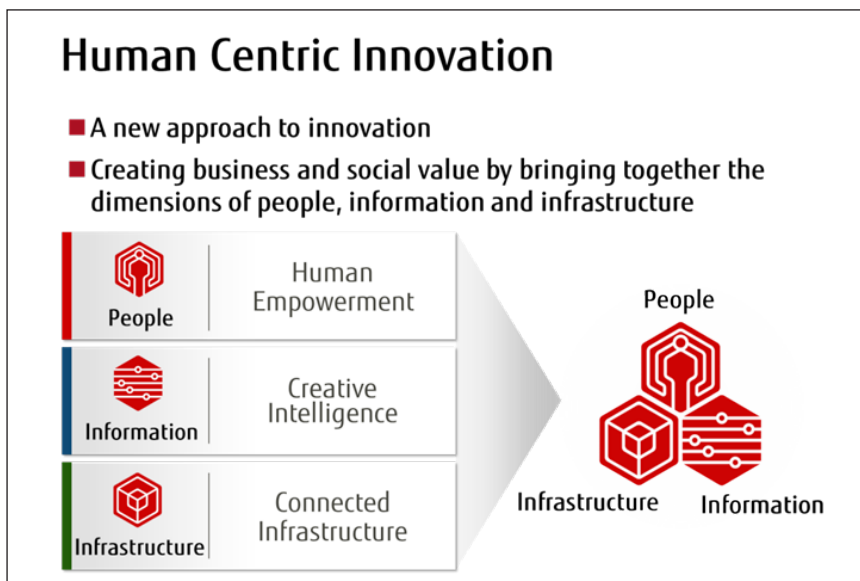
### 3. A new approach to innovation

Thus the question is how we can innovate, create value and solve challenges. What is the “true” key?

Our answer is simple. We think it is “people”. Previously, holding onto technologies or assets in a closed way provided a competitive advantage. However, today technologies and assets are much more easily accessible through networks – cloud, mobile, open source. In this new connected world, it will be critically important how organizations can leverage the creativity of connected people.

Human Centric Innovation is a new approach to creating innovation in a hyperconnected world (Fig. 7). It is essential to enable three dimensions.

The first dimension is people. How do organizations connect and empower people and maximize their experience? We call this Human Empowerment. The second dimension is information. How do organizations collect big data and gain insights and knowledge and how do they use such knowledge across boundaries. We call this Creative Intelligence. The third dimension is Infrastructure. Now sensors are embedded elsewhere in business and social infrastructure. The way in which organizations connect and optimize the entire infrastructure is critical. We call this Connected Infrastructure.



**Fig. 7.** Three dimensions of innovation

**Source:** Fujitsu Technology and Service Vision 2014

These three dimensions do not stand alone, but are closely inter-related. Now many people own a smartphone and are connected all the time. Things are connected and sending data. Converging data flows among people, people and things, and things and things, all of which leads to finding new insights and new value.

In short, Human Centric Innovation is a new approach to realizing business and social value by bringing together these three dimensions of people, information and infrastructure.

A great example of Human Centric Innovation is Metawater (Fig. 8). This company is a provider of water infrastructure management services in Japan, holding about 25% of the market share. The company faced two challenges. First, how could Metawater efficiently maintain an aging water infrastructure? Second, how could they keep the knowhow of skilled engineers in the situation when those skilled veteran field service engineers were retiring?



**Fig. 8.** Water infrastructure management services  
**Source:** Fujitsu Technology and Service Vision 2014

In response to these challenges, Metawater took an IoT initiative. This company is one of Fujitsu's first cloud users, and it embedded sensors in water infrastructure and started monitoring the level and quality of water and the conditions of facilities.

In 2013, Metawater introduced new inspection routines using Fujitsu's Augmented Reality technologies. Each field service engineer carries a smart tablet only. He just holds it over a marker on the equipment, and automatically the necessary information and working guidance are displayed. If he detects anything of concern, he can take a picture, and speak and record his observation on the spot.

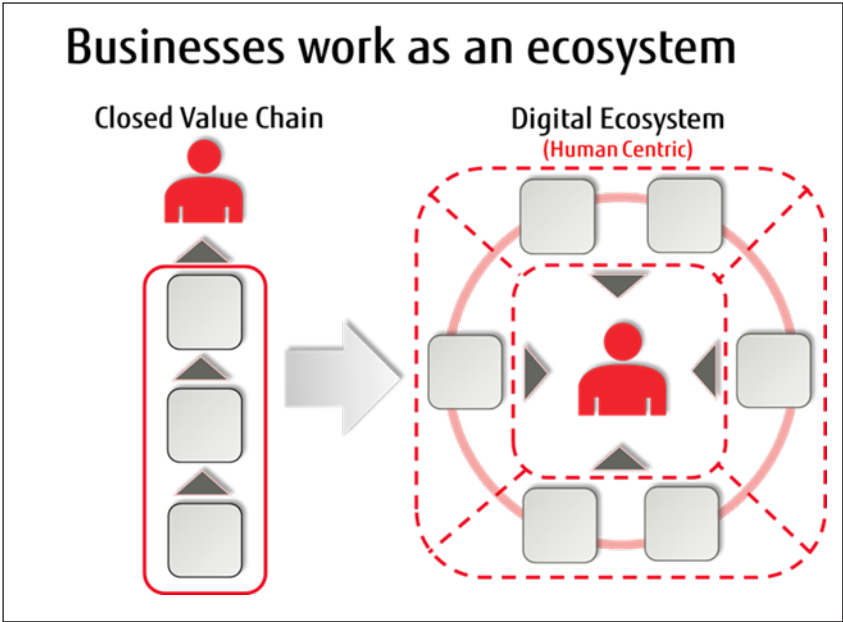
This method extremely streamlined the inspection work. Furthermore, it enabled sharing of skilled engineers' tacit knowledge throughout the organization. Hence Metawater successfully combined the three dimensions: knowledge of field engineers, intelligence gained from various types of information, and IoT-enabled connected infrastructure. As a result, the company achieved greater human empowerment and operational excellence.

## 4. What we can do for you

At a time such vast changes, we believe Fujitsu can be a trusted innovation partner for our customers and various stakeholders. We would like to contribute to creating business and social innovation through blending our technology know-how with business, public service or the academic expertise and knowledge of our customers and partners.

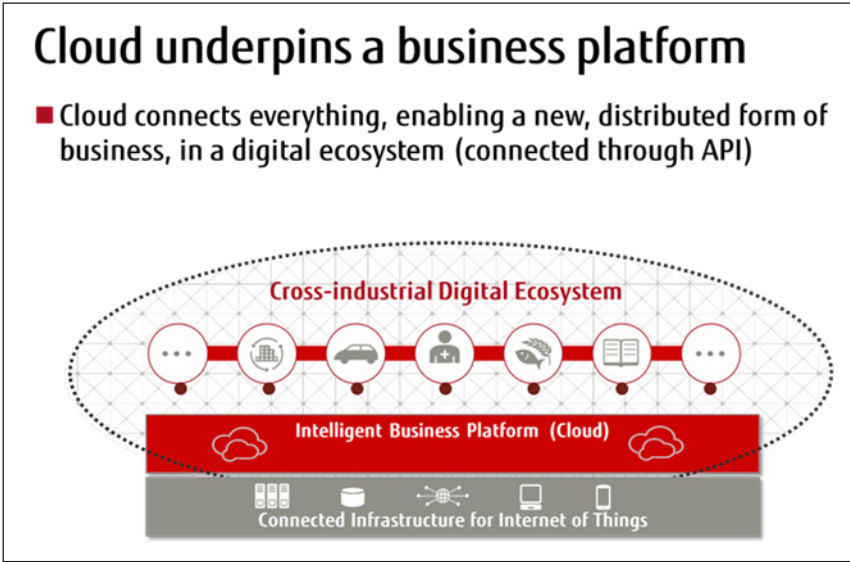
In a hyperconnected world, the way of doing business will change fundamentally. Traditionally, businesses created value using closed value chains. But we expect more and more businesses will work as an ecosystem. Value will be co-created for each end consumer through a digital ecosystem, traversing the boundaries of existing industries. As you can see from the diagram below (Fig. 9), this is exactly a human centric ecosystem. This will bring about a radical change in the way businesses work. A smartphone business model with a wide variety of apps, handsets & services provided by different players is a typical example of this type of ecosystem.

In order to shape a digital ecosystem, cloud underpins a business platform (Fig. 10). Cloud is not only the way to reduce ICT infrastructure cost. Cloud connects everything – people, information and infrastructure across a digital ecosystem. Fujitsu would like to co-create business platforms & digital ecosystems together with our customers and various partners. Below we present some early-stage examples of cross-industrial ecosystems.



**Fig. 9.** Human centric ecosystem

**Source:** Fujitsu Technology and Service Vision 2014



**Fig. 10.** Cloud computing

**Source:** Fujitsu Technology and Service Vision 2014

First, we would like to introduce an ecosystem for urban mobility (Fig. 11). Now, cars are being digitalized and connected to the cloud. For example, 4,000 taxis running in Tokyo are equipped with sensors and sending ever-changing location data to Fujitsu's cloud data center. Using the data, we can visualize the real-time traffic status of the metropolitan area. We can use this kind of cloud to shape a business platform, connecting people and different types of information and infrastructure – commerce, public services, insurance, energy stations, and transport management. New services are already being created – battery management of electric vehicles, networking of brand-new fuel-cell car's service stations, collaboration with insurance companies, and more. We are expanding the application of this kind of innovative services internationally. For example, in October 2014 three parties, comprising Fujitsu, A\*Star, and the Agency for Science, Technology and Research of Singapore and Singapore Management University signed a contract to jointly set up a Center of Excellence. One of the main projects is Dynamic Mobility Management to reduce congestion. Fujitsu will contribute our people, high-performance computing and accumulated know-how backed up by our experience.



**Fig. 11.** Cars connected to the cloud

**Source:** Fujitsu Technology and Service Vision 2014

Secondly, new ecosystems are being formed in the space of health-care and life science (Fig. 12). Technology is an essential element. Many hospitals are now equipped with electronic medical record systems. Research institutions are strengthening their capability for analysis of genomes or discovery of new drugs with the power of super computers. But if we can connect such systems together with other systems – the systems of pharmaceutical companies or care for the aged, we may be able to realize a totally new value proposition for the wellbeing of people instead of just the treatment of patients. For example, Tokyo University Research Center for Advanced Science and Technology (RCAST) is using Fujitsu's Technical Computing Cloud for IT drug discovery with a vision to collaborate with potential industry partners. Indeed, in August 2014, Tokyo University RCAST, Fujitsu and Kowa (a pharmaceutical company) succeeded in jointly generating a new active compound targeting cancer. Fujitsu's world-leading supercomputers are used for various applications in many other places in the world, such as Australia, Taiwan, Saudi Arabia, and the UK to help resolve social & business challenges.



**Fig. 12.** Healthcare in the cloud

**Source:** Fujitsu Technology and Service Vision 2014

Third, another example is an ecosystem for food supply (Fig. 13). In this space, Fujitsu is a challenger for cross-border business. Unlike an ordinary IT company, Fujitsu enters the agriculture business. We are growing very high-quality vegetables at our own facility, using sensors and analytics. Fujitsu's agriculture cloud, called Akisai, is already helping more than 200 businesses in Japan, enabling Japanese farmers to modernize agricultural production with the power of ICT. Cloud is expected to play an important role in connecting many different businesses. For example, Aeon, operating the leading and largest supermarket chains in Japan, has been expanding its agriculture business based on our cloud to deliver safer food to end consumers in a timely and economical way. More recently, a Japanese Sake brewery has become a new Akisai user. Asahi Shuzo makes world-renowned "Dassai", a very fruity and aromatic drink of the highest quality. Dassai is very well accepted in western countries, including Michelin three-star restaurants, and exported to more than 20 countries. The challenge is the stable procurement of the special rice, called Yamada Nishiki, to meet the growing demand of Dassai. Indeed, this variety of rice is very difficult to grow. Asahi Shuzo aims to establish best-practice technology, and share the know-how with new producers to increase the total production.

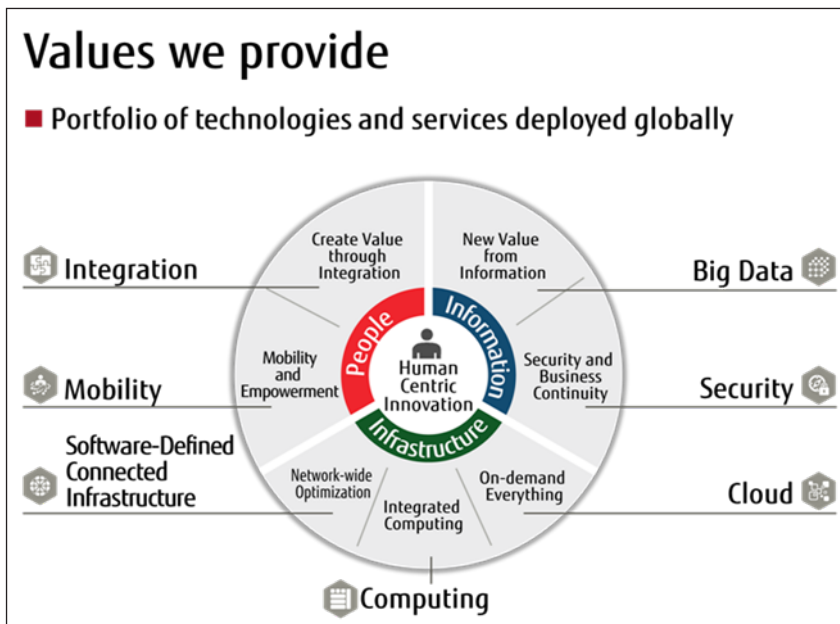


**Fig. 13.** Agriculture business in the cloud

**Source:** Fujitsu Technology and Service Vision 2014

Fourthly and finally, an ecosystem for open innovation is very important. Many different stakeholders, enterprises, individual entrepreneurs, academic institutions, governments and financing providers gather in a cluster location and shape an ecosystem. We are proactively promoting such open innovation activities.

In order to help our customers innovate in a hyperconnected world, we provide a portfolio of technologies and services aligned with the three dimensions of people, information and infrastructure – including integration, mobility, big data, security, cloud, integrated computing and software-defined connected infrastructure (Fig. 15). Our uniqueness is that Fujitsu is one of the very few ICT companies that can aggregate and deliver such a wide spectrum of essential technologies in one stop. Of course, we also rely on our partners' technologies to complement our own core intellectual properties.



**Fig. 14.** Wide spectrum of essential technologies

**Source:** Fujitsu Technology and Service Vision 2014

Our aspiration is to blend the values we provide with values our customers and partners provide, forming ecosystems to deliver greater values for people. Our journey may not be an easy one, and it may take time. But we have already started it by responding to the immediate challenges

of our customers and society with a mindset for the future. Fujitsu wants to use the power of ICT to drive a safer, more prosperous and sustainable society. This is our vision of a Human Centric Intelligent Society, and the destination of our journey.

## 5. Closing remarks

In this document, we have delivered three key messages. The first message is a Hyperconnected World. This new world of connectivity is affecting all businesses and the lives of all people. The second message is Human Centric Innovation. In a hyperconnected world, the key is how people use ICT to innovate. Innovation can be realized by bringing together the three dimensions of people, information and infrastructure. The third message is our vision of a Human Centric Intelligent Society – a safer, more prosperous and sustainable society. We can get there by co-creating value through digital ecosystems. More extensive information about Fujitsu's vision, related customer references, and a portfolio of enabling technologies can be found in our booklet, called Fujitsu Technology and Service Vision (2014 version) and on our corporate website.

We believe that aligning the vision of communities and that of enterprises is very important and crucial for sustainable growth. We hope our proposition of Human Centric Innovation inspires many people to create new value. We hope businesses, academics and the communities of Poland and Japan will continue to have good relationships, find co-creation opportunities and shape a different future together.

## Streszczenie

Firma Fujitsu, prowadząc w Łodzi Global Delivery Center świadczące usługi dla globalnych klientów, bazuje na wzajemnym zaufaniu i dobrych relacjach z administracją rządową, lokalną społecznością i ze środowiskiem akademickim.

Artykuł podsumowuje wizję Fujitsu mającą prowadzić ku dostatniej i stabilnej przyszłości. Pojęciem Human Centre Intelligent Society, Fujitsu określa społeczeństwo, w którym wspierani przez technologię informacyjną ludzie tworzą innowacyjne wartości służące wszystkim. Fujitsu

koncentruje swoje wszystkie zasoby na realizacji tej wizji we współpracy ze swoimi klientami i partnerami.

Artykuł rozpoczyna się od krótkiej prezentacji firmy i dalej omawia wizję Fujitsu, wyjaśniając: (1) czym przyszłość będzie różnić się od teraźniejszości; (2) na czym będzie polegać dążenie do innowacyjności; (3) co Fujitsu zamierza robić dla swoich klientów i społeczeństwa. Bardzo ważnym czynnikiem budowy pomyślnej przyszłości jest kształtowanie ekosystemu, tworzącego nowe wartości dla ludzi. W skład ekosystemu wchodzić będą różni udziałowcy – firmy biznesowe, instytucje akademickie i badawcze, administracja rządowa, społeczności i indywidualne osoby. Mamy nadzieję, że współpraca tego typu uczestników ekosystemu z Polski i Japonii będzie się rozwijać, co przyczyni się do wspólnego budowania lepszej przyszłości.

## References

Fujitsu Technology and Service Vision 2014



# Determinants of successful aging: implications from Japan

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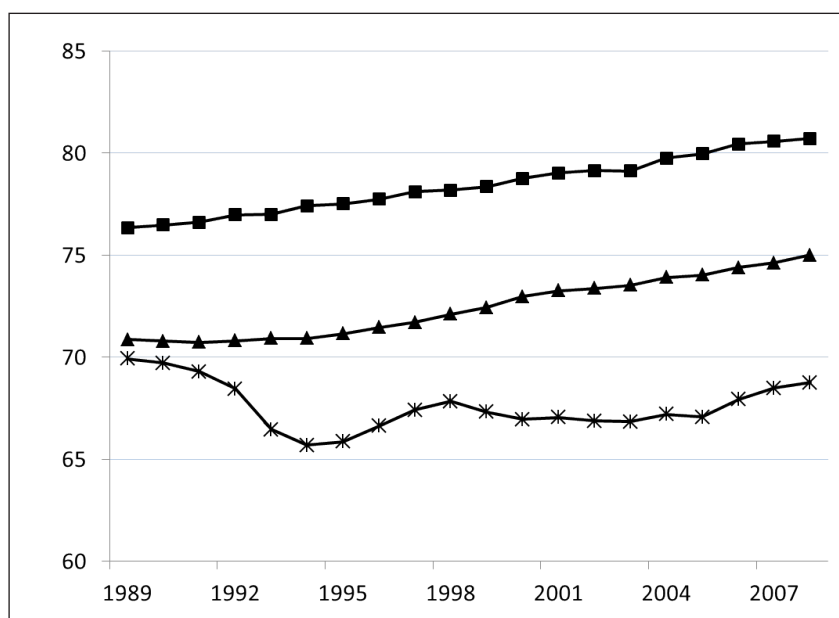
## 1. Health inequalities across Europe

There is a large literature showing that European countries are faced with substantial disparities in the health status of their populations. Early studies on this topic have traditionally focused on the difference between Eastern and Western Europe. Overall, people in the East live shorter lives [Bobak and Marmot 1996; Guo 1993; Meslé, Vallin; Andreyev 2002], have a worse self-rated health status [Carlson 1998], suffer from a larger number of chronic conditions [Cockerham 1997], and spend more years in a state of poor health [Andreev, McKee, and Shkolnikov 2003; Jagger et al. 2008] when compared to those in the West. These research findings suggest large differentials in the health status of overall populations between Eastern and Western Europe, a phenomenon known as the “East-West health divide” [Marmot and Bobak 2000]. More recently, however, researchers have begun to direct their attention to inequalities within the former communist countries in the East. The life expectancy in East Central European countries has continued to increase since the early 1990s, whereas all the former Soviet republics have experienced wide fluctuations in life expectancy since the collapse of the Soviet Union in 1991 [Meslé 2004; Murphy 2011]. Consequently, as shown in Figure 1, East Central Europe has started catching up with the West, while the former Soviet countries have continued to be left behind [Luy, Wegner, and Lutz 2011].

Differences in mortality rates within Eastern European countries have become one of the major topics in European demography. Compared to the large volume of research on mortality differentials, however, relatively little is known about how the overall population health status varies between these two groups of countries. In fact, a small but growing body of research suggests substantial disparities in health and life expectancy between East

Central Europe and the former Soviet Union [Minagawa 2013]. In 2008, for instance, differences in the number of years spent in a perceived good-health status between the ages 20 and 74 amounted, on average, to almost 10 years for both genders. These results illustrate emerging inequalities in terms of the health-related quality of life among Eastern European countries.

These findings are indeed encouraging: men and women in East Central Europe not only enjoy longer lives, but also spend many more years in good health than those in the former Soviet Union. The real challenge for the countries in East Central Europe is how to deal with the issue of their aging populations. From this standpoint, Japan, a country with one of the fastest growing aging populations in the world, serves as a useful reference for countries in East Central Europe, including Poland.



**Fig. 1.** Life Expectancy at Birth for European Country Groups, 1989–2008

**Source:** World Health Organization (WHO)

## 2. Measures and Programs toward Successful Aging in Japan

Japan has long been a world leader in terms of population health status. It is widely recognized that Japanese men and women enjoy one of the longest as well as healthiest lives in the world. In addition, the proportion of

the Japanese population aged 65 and above has continued to increase. In 2011, for example, 23.3% of the population was 65 years of age or older. These demographic trends have produced concerns among Japan's policy makers, such as increases in the costs of elderly care and its consequences for the nation's health care expenditures.

In the face of the growing number of older people in the country, the national government of Japan has paid particular attention to active social participation as the key determinant of elderly well-being. A large literature suggests that being socially active contributes to the physical and mental health status of older people (for a comprehensive review [House, Landis, and Umberson 1994]). There are various programs and measures to help the Japanese elderly to continue to be socially active in later life. The Silver Human Resource Centers (SHRCs), for instance, offer part-time paid work for those who wish to remain employed after retirement. The center's major role is to place men and women aged 60 and above within temporary employment in departments of local governments or business [Weiss et al. 2005]. SHRC employment includes outdoor work (e.g., cleaning up streets and parks), administration of facilities (e.g., administering car and bicycle parking lots), and office work (e.g., reception [*ibidem*]).

Additionally, there is a rising interest in personal development at older ages. The Japan International Cooperation Agency (JICA) sends a group of experts overseas as senior volunteers (SVs). The SV initiative started in 1990 as a part of the Japanese government official development aid (ODA) project. JICA annually recruits men and women aged between 40 and 69 as volunteers who work on specific projects in developing countries for one or two years. Over the past two decades, more than 4,500 individuals have worked as SVs in more than 60 countries in the world, primarily in Asia and Latin America, in the fields of education, machinery, and agriculture [JICA 2011].

There is evidence suggesting the beneficial health consequences of active social engagement among Japanese elders. Using nationally representative data of men and women older than 65 in Japan, Minagawa and Saito [Minagawa, Saito 2014a] found that group affiliation confers advantages against mortality risk. In this study, those who belonged to at least one social group were 44% less likely to die during the study period compared to those who did not belong to anything. Notably, the protective effects of active social participation against mortality remained strong even when socio-demographic characteristics, physical health conditions, and family relationship variables were accounted for. Other studies have also reported the positive impacts of social engagement among the Japanese elderly [Sugisawa, Liang, and Liu 1994]. Taken together, these research

findings provide strong evidence to suggest that continued social participation at advanced ages produces health benefits to older individuals, highlighting the importance of active aging in achieving successful aging in the Japanese context.

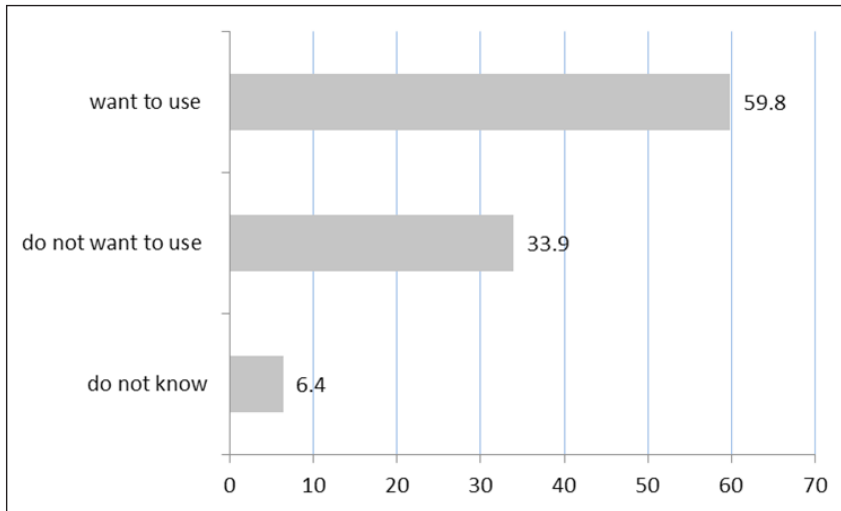
### **3. Efforts toward Integrating Technological Developments and Aging**

Recently, in the face of increases in the elderly population, there has been a growing interest in introducing new technological developments to the field of health care for the elderly. The goal is to reduce both physical and psychological burdens on care-givers. In 2012, the Ministry of Economy, Trade, and Industry and Ministry of Health, Labour, and Welfare jointly released “the 4 Priority Areas where Robotic Technology is to be Introduced in Nursing Care of the Elderly.” The program seeks to encourage the use of robotic technology in the care field, such as electric wheelchairs and toilet assistance, and to create a new market for robotic care equipment in the country. As shown in Figures 2a and 2b, 59.8% of care-receivers answered that they were interested in using robotic devices, and the proportion reached more than 65% among care-givers the Cabinet Office of Japan (2014). These results illustrate the increasing interest in robotic equipment among those who work in the field of health care for the elderly.

Additionally, evidence indicates the positive impacts of using modern information and communication technologies (ICTs) to the well-being of older individuals. The development of ICTs, such as the computer, internet, and cell phones, has indelibly transformed the way contemporary society exchanges information, and new technologies have increasingly become popular among older people as well. Today, competence in technology usage is spreading to more and more elderly individuals in the world, whom researchers often refer to as “silver surfers” [Cody et al. 1999]. There is indeed reason to believe that older adults especially stand to benefit from technological connectedness. Individuals tend to experience social withdrawal after retirement and a loss of meaningful relationships with age, and these events often increase the risk of feeling lonely, powerless, or depressed [Mirowsky and Ross 2003]. ICTs may help overcome such problems. For instance, new communication technologies, such as cell phones, allow older people to keep in contact with geographically remote family members or friends and to stay connected

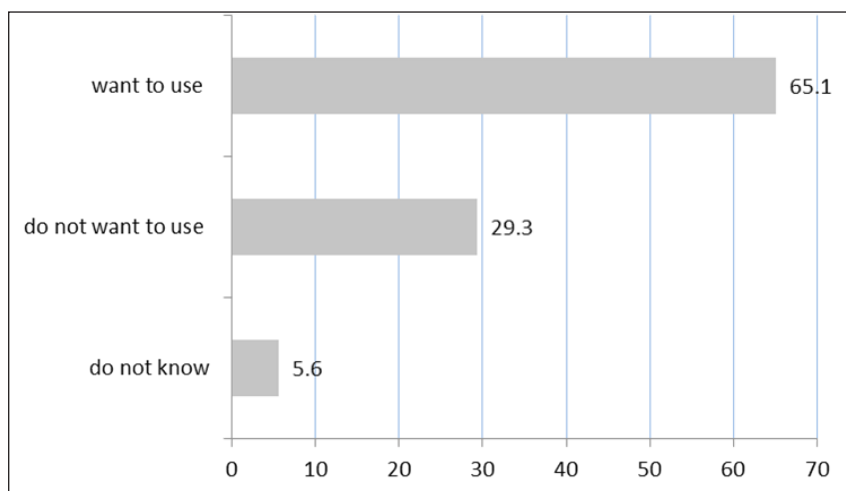
with the outside world. Therefore, ICTs might be a key source of social engagement, support, and life enhancement for older people. Past studies have indeed shown that more frequent contact with one's social network, such as family, friends, and neighbors, lessens the risk of loneliness among older adults [De Jong Gierveld et al. 2009].

In the case of Japan, an analysis by Minagawa and Saito [Minagawa, Saito 2014b] found that the use of cell phones was related to lower levels of depressive symptoms among older people, and the protective effects were particularly strong among women. These results demonstrate that among the many advantages brought about by recent technological developments, cell phones appear to be an important contributor to the psychological well-being of the Japanese elderly. Older people, however, are still faced with a number of barriers, including the complex details of cell phone contracts, the limited size of the display and buttons that are too small and easy to misdial [Kurniawan 2008]. Older adults should therefore be considered in the design of cell phone devices and services, and it is important to redesign technologies to address the needs and demands of older users. In Japan, for instance, there are mobile devices specially developed for older people called *raku raku* phone, or *handy phones*, with large displays and a function of audio feedback when pressed.



**Fig. 2a.** Interests in using robotic devices among care-receivers (%)

**Source:** Cabinet Office of Japan (2014)



**Fig. 2b.** Interests in using robotic devices among care-givers (%)

**Source:** Cabinet Office of Japan (2014)

## 4. Conclusions

In the face of increases in longevity, it is important to consider the health-related quality of life, as long life does not always mean healthy life: people can experience a longer life but worsening health [Crimmins, Hayward, and Saito 1994; Crimmins, Saito, and Ingegneri 1989; Crimmins, Saito, and Ingegneri 1997]. It is indeed encouraging that people in East Central Europe, including Poland, now enjoy both longer and healthier lives, but a crucial question arises as to how to deal with their aging populations in coming years. From this point of view, Japan provides a valuable case study to understand the challenges associated with population aging. The government has focused on the importance of social integration at advanced ages, and there are both public and private programs and measures that seek to achieve successful aging through promoting active aging. Furthermore, there has been a growing interest in using new technologies, namely robotic devices, in the field of care.

To sum up, as population aging is pervasive and will eventually affect every country in the world, the Japanese experience can provide examples for other countries that will soon be faced with the issues surrounding population aging. More efforts should be made toward sharing knowledge and experiences between countries, and an initiative, namely the “2014 – New Opportunities for Japan and V-4 Cooperation”, serves as a good example for precisely such a purpose.

## Streszczenie

W obliczu zjawiska wydłużania się średniej długości ludzkiego życia, ważne jest, by naukowo zająć się problematyką jego jakości, ponieważ dłuższemu życiu nie zawsze towarzyszy dobre zdrowie. Ludzie żyją dłużej, ale ich stan zdrowia może się pogarszać. Optymistyczny jest fakt, że ludność Europy Środkowo-Wschodniej, w tym Polacy, żyją coraz dłużej i dłużej pozostają w dobrej kondycji, pojawiają się jednak problemy charakterystyczne dla szybko starzejących się społeczeństw. Z tego punktu widzenia Japonia może służyć jako cenny przykład do zrozumienia wyzwań stojących przed starzejącym się społeczeństwem. Rząd japoński zogniskował swoją uwagę na integracji społecznej (problemie niesprawiedliwego i bolesnego wykluczenia z powodu podeszłego wieku), która okazuje się niezmiernie istotna dla starszych osób. Ponadto w Japonii funkcjonują odpowiednie programy państwowe i prywatne, a także opracowano mechanizmy pozwalające cieszyć się przywilejami wieku poprzez promowanie aktywnego stylu życia. Poza tym obserwuje się rosnące zainteresowanie nowymi technologiami, przede wszystkim robotami, wykorzystywanymi m.in. w dziedzinie opieki nad seniorami. Podsumowując, ponieważ zjawisko starzenia się społeczeństw jest powszechne i ostatecznie będzie dotyczyć każdego kraju na świecie, przypadek Japonii może służyć jako przykład empiryczny dla innych krajów, które wkrótce staną przed podobnymi wyzwaniami. Autorka stwierdza, że wskazane jest podejmowanie większej liczby przedsięwzięć, dzięki którym można szerzyć wiedzę i wymieniać się doświadczeniami i właśnie konferencja „2014 – New Opportunities for Japan and V-4 Cooperation” znakomicie wpisuje się swoimi założeniami w ten nurt.

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# The Japanese economy and the global financial crisis

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## 1. Introduction

The purpose of this paper is to provide an overview of the Japanese economy and its problems after the global financial crisis, and to discuss the prescription which the government is carrying out. The discussion in this paper shows the importance of new opportunities for the Japanese economy, such as those for V-4 and Japan cooperation, which is the main topic of this conference.

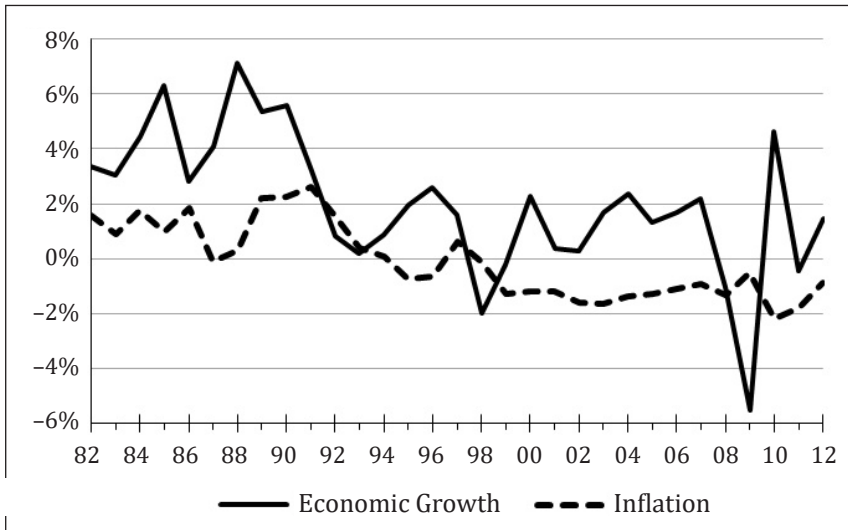
When the global financial crisis hit the world economy, Japan had not fully recovered from the sustained stagnation after the burst of the Japanese bubble in the early 1990s. This made it more difficult for Japan to cope with its economic difficulties. The global financial crisis, together with the earthquake disaster in 2011, kept the economy slow, and the government announced a package of economic policies called “Abenomics” in early 2013 to revitalize the economy.

Section 2 provides an overview of the situation of the Japanese economy in order to discuss its current problems. Then Section 3 examines how effective the “Abenomics” has been to solve the problems. Since it consists of three major policies, the effect of each of them is discussed. The discussion here shows that the Japan needs new economic opportunities for revitalization.

## 2. The “Lost Two Decades” and the global financial crisis

The Japanese economy was in a sustained stagnation called the “lost two decades” when the global financial crisis hit the world. Hence this section provides an overview of the economic situation during these decades and discusses the problems that should be solved in order to recover from the damage caused by the global financial crisis.

The Japanese economy enjoyed the prosperity brought about by the bubble in the late 1980s, but the bubble burst in early 1990s, which started Japan’s sustained stagnation. Figure 1 below shows this economic situation. Economic growth slowed down sharply in early 1990s, and the inflation rate is negative in most of the periods after 1994.



**Fig. 1.** Japanese economy in the lost two decades

**Note:** Real GDP growth rate and the rate of change in GDP deflator

**Source:** Cabinet Office, Japan

It is widely admitted that the stagnation was caused by the structural problems of the economy.<sup>1</sup> During the prosperity of the bubble, inefficient firms – which should have been expelled from the market – sur-

<sup>1</sup> For example, see Miyao (2006), chap. 8.

vived, and they were reluctant to make efforts to become efficient. Such firms are now called “zombie” firms,<sup>2</sup> and they kept surviving even after the burst of bubble. They exhibited low productivity, so they stagnated the economy. They also had troubles in paying back their bank borrowings, which led to an accumulation of nonperforming loans which amounted to 40 trillion yen in 2002. This damaged the banking sector and caused a credit crunch, which deteriorated the situation of the Japanese economy.

In order to revitalize the firms, and thus the economy, the zombie firms needed to become efficient, or they needed to be expelled from the market to shift their capital and labor to other efficient firms. To promote such structural changes, the government needed to offer a more competitive free market environment for firms and their production activities, instead of protecting them.

The government prompted the banks to deal with the nonperforming loans, aimed both at promoting the structural changes and easing the credit crunch. The nonperforming loans began to decrease after 2002, and the Japanese economy was beginning to pick up slowly. By 2006, the economy seemed to have attained steady growth, though the structural problems were not completely removed.

It was then that the global financial crisis hit the world. The crisis had a huge negative impact on many developed countries, and Japan was no exception, as shown in Figure 1. However, as the financial markets returned to normal, the affected countries quickly started recovering. For example, the U.S., the U.K. and the Eurozone underwent deflation, but their CPI inflation rates reverted to positive by the end of 2009, while that of Japan stayed negative.<sup>3</sup> The crisis had a more severe and longer impact on the Japanese economy, mainly because Japan had not fully solved the structural problems that had arisen from the bubble and its burst.

Thus, Japan needed to solve its structural problems in order to recover its economic growth after the global financial crisis. Unfortunately, after the crisis, Japan suffered from the Earthquake in East Japan in 2011. These shocks kept depressing the economy and made the sustained stagnation even longer. To deal with the stagnation, the Abe administration introduced the package of economic policies called “Abenomics” in early 2013. These are discussed in the next section.

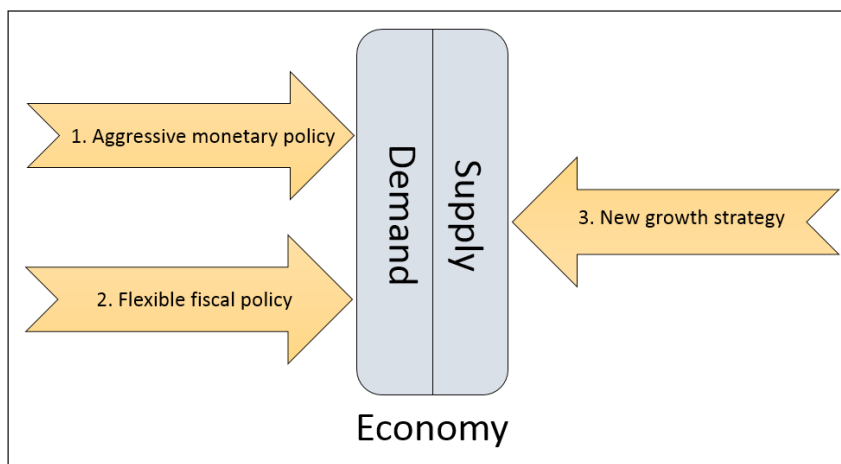
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2 The definition and details of zombie firms are given by Hoshi (2006).

3 For these data, refer to the International Financial Statistics at the IMF website.

### 3. The three arrows of Abenomics

The package of economic policies known as “Abenomics” consists of three “arrows,” which are named after the old Japanese tale from the 16th century. The three arrows are shown in Figure 2.<sup>4</sup> The first and second arrows are the policies to affect demand-side of the economy, and the third arrow is the one aimed at affecting the supply-side, a distinction which is important to the later discussion in this paper.



**Fig. 2.** Three arrows of Abenomics

**Source:** Author

#### 3.1. Aggressive monetary policy

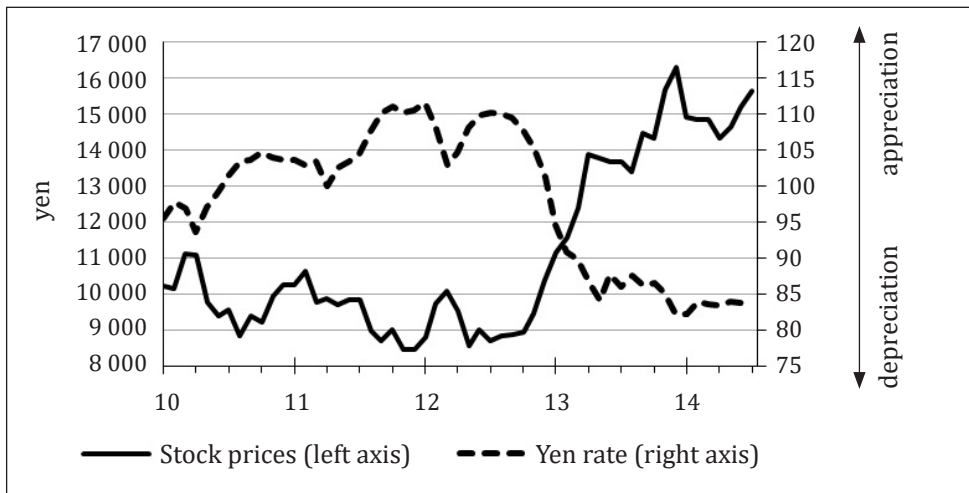
The first arrow is the quantitative easing, while the policy's interest rate is kept as low as zero. In April 2013, the Bank of Japan (BOJ) announced that it would double the monetary base in two years to achieve 2% inflation. To increase the monetary base by more than 130 trillion yen, the BOJ planned to purchase the Japanese Government Bonds (JGBs).<sup>5</sup>

<sup>4</sup> The details of Abenomics are explained by the Cabinet's document, “Basic Policies for Economic and Fiscal Management and Reform: Ending Deflation and Revitalizing the Economy,” in June 2013. The Cabinet provides its provisional English translation on its homepage.

<sup>5</sup> See the statement on monetary policy by the BOJ on April 4, 2013.

This aggressive policy of monetary easing had an immediate effect on the financial markets. Figure 3 shows the sharp increase in stock prices and drastic depreciation of the yen.

However, its effect on economic growth and inflation remains controversial. This is because the standard theories of monetary policy argue that an interest rate change plays a key role in order for the policy's effect to be transmitted to economic activity. In Japan, with the interest rates near zero, there is no room for them to fall any further. Those who support the effectiveness of quantitative easing believe that inflationary expectation plays a key role, but this again is open to argument.<sup>6</sup>



**Fig. 3.** Stock prices and Foreign Exchange Rate

**Note:** Nikkei 225 index and nominal effective exchange rate of the Yen (2010 = 100)

**Source:** Yahoo! Japan and the Bank of Japan

### 3.2. Flexible fiscal policy

The second arrow is the fiscal expansion policy. Since the government expands its demand for goods and services, firms sell more to the government, which pulls up the economy.

The policy has an immediate effect on economic activity, but it is effective only so long as the government keeps spending. Any spending in excess of the tax revenue must of course be financed by borrowing. With the fiscal expansion policy, the government has accumulated a large national

<sup>6</sup> See Tanaka (2013) for detail.

debt, which is expected to reach nearly 230% of GDP at the end of 2014.<sup>7</sup> This ratio is much worse than in Greece, and such an expansionary policy cannot be sustained forever.

Moreover, there is a concern that the combination of the first and second arrows may hurt fiscal discipline. With the huge outstanding JGBs, their interest rates are less than 1% because the BOJ is keeping them low by purchasing the JGBs. The government plans to issue 84.2 trillion yen of JGBs in total in the fiscal years of 2013 and 2014.<sup>8</sup> The BOJ plans to purchase 7 trillion yen of JGBs per month from the market during these two years and to increase its JGB holdings by 50 trillion yen per year.<sup>9</sup> The BOJ's holding reached 215 trillion yen, which is 21% of the entire outstanding JGB, in June 2014.<sup>10</sup> Even though direct underwriting by the BOJ is prohibited, the central bank is virtually supporting the fiscal deficit through the market.

Thus, Japan is facing the choice between economic growth and fiscal discipline. The government raised the rate of consumption tax (VAT) in April 2014, and it aroused concern over its negative effect on economic growth. The government is working on some other tax reforms to achieve a well-balanced combination of growth and discipline.

### 3.3. New growth strategy

The third arrow is industrial policy. It is a policy to offer a competitive free market environment for firms and their production activities by deregulation, tax reduction, subsidization, building infrastructure, and so on. While the first and second arrows affect the demand-side of economy, the third arrow affects its supply-side.

The demand-side policies may be able to stimulate the economy by expanding demand, but they do not solve the structural problems that inefficient firms face in their production activities as suppliers. It is industrial policy that helps these firms to become efficient and productive, i.e. to solve their structural problems.

As discussed in Section 2, Japan has been suffering from its structural problems for more than two decades. Therefore, the third arrow is the policy aimed at eliminating the real causes underlying the sustained stagnation.

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7 Estimated by the OECD in June 2014.

8 The JGB issuance plans for 2013 and 2014 by the Ministry of Finance.

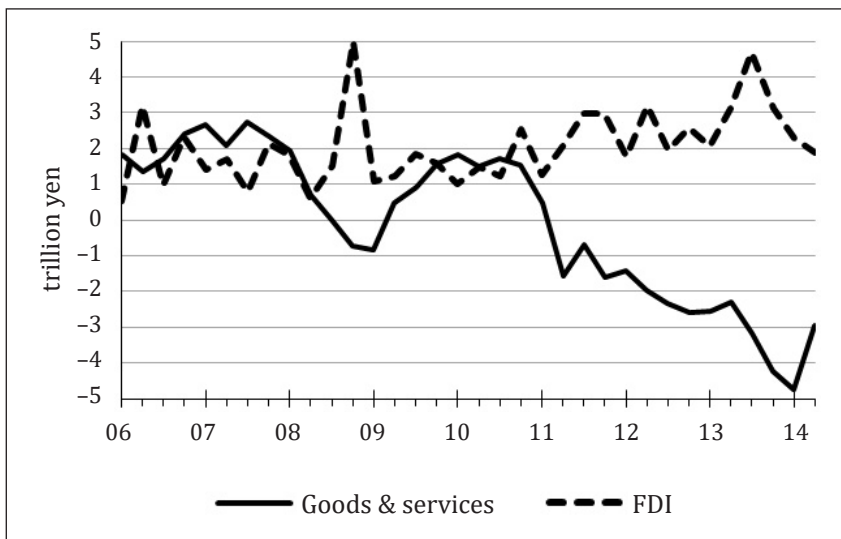
9 See the statement on monetary policy by the BOJ on April 4, 2013.

10 The BOJ's Flow of Funds data.

Industrial policy is important but often difficult to carry out. This is because it often generates conflicts of interest among industries or any other economic groups. For example, lowering trade barriers benefits competitive manufacturers, but is often disadvantageous to the domestic agricultural industry. Thus, the Abe administration needs to coordinate the various interests in order to carry out industrial policy.

One of the important measures for industrial policy is to develop new business opportunities, both domestic and international, for firms. So, the main topic of this conference, “New Opportunities for Japan and V-4 Cooperation,” is very important for Japan in this context, and this importance is reflected by the statement issued at the meeting of the V-4 and Japanese Prime Ministers in June 2013.

Japanese firms have been seeking for new opportunities in foreign countries and have been making a large amount of foreign direct investment (FDI). However, although the yen is depreciating (as shown in Fig. 3), Japan is also experiencing a trade deficit (as shown in Fig. 4). The trade deficit puts downward pressure on FDI, and so the government needs to deal with the situation before FDI begins to have difficulties in sustaining its present level.



**Fig. 4.** Trade and FDI

**Note:** Net export of goods and services, and net outflow of FDI

**Source:** Ministry of Finance, Japan

## 4. Concluding remarks

This paper has presented an overview of the present condition of the Japanese economy after the global financial crisis and discussed the prescription that the Abe administration is implementing. The discussion here shows the importance of new economic opportunities, including those between V-4 countries and Japan.

When the global financial crisis hit the world, Japan had not fully recovered from the sustained stagnation after the burst of its bubble in the early 1990s, which made the Japanese recovery slower than other developed countries. So, this paper has discussed the real causes underlying the Japanese stagnation and slower recovery, and the discussion made it clear that they were structural problems.

Next the package of economic policies called “Abenomics” was examined. The examination carried out in this paper has shown that, among the three policies (“arrows”) in Abenomics, only industrial policy solves the real causes of Japanese stagnation. One of the means for such industrial policy is to develop new economic opportunities, both domestic and international, and thus seeking out new opportunities among V-4 countries and Japan is important for Japan’s economic revitalization.

## Streszczenie

Celem artykułu jest analiza problemów, przed jakimi stanęła gospodarka japońska po globalnym kryzysie finansowym z 2008 roku, a także przesłedzenie programu, jaki uruchomił rząd Japonii w celu ich rozwiązania, czy chociażby złagodzenia. W momencie gdy światowy kryzys finansowy wybuchł z całą siłą, Japonia jeszcze nie zdążyła „wyjść na prostą” po okresie długotrwałej stagnacji, spowodowanej pęknięciem bańki spekulacyjnego wzrostu z lat 90. XX w. To sprawiło, że jeszcze trudniejsze okazało się zmierzenie z nowymi wyzwaniami. Słaba koniunktura gospodarcza, wywołana skutkami światowego kryzysu finansowego, wraz z tragedią trzęsienia ziemi i tsunami z 11 marca 2011 roku, skłoniła rząd do ogłoszenia pakietu rozwiązań stymulujących wzrost i pobudzających poziom aktywności ekonomicznej. Polityka ta została nazwana „abenomiką” od nazwiska aktualnie urzędującego premiera Japonii, Shinzo Abe.

Autor artykułu dokonuje najpierw charakterystyki japońskiej gospodarki, by na tym tle przyjrzeć się najważniejszym wyzwaniom, przed jaki-

mi stoi dzisiejsza Japonia. W konkluzji autor zastanawia się nad efektywnością tzw. trzech strzał „abenomiki”. Spośród trzech rodzajów polityk: monetarnej, fiskalnej oraz przemysłowej, jedynie ta ostatnia jest, zdaniem A. Tanaki, w stanie dać realną receptę na wyjście z recesji. Poszukiwanie nowych ekonomicznych możliwości, krajowych i zagranicznych, powinno przynieść dobre rezultaty w analizowanym zakresie. Korzystne dla Japonii z punktu widzenia ożywienia gospodarki wybory z pewnością będą dotyczyć także współpracy międzynarodowej Japonii z krajami Grupy Wyszehradzkiej.

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# Japanese companies' investment strategies in Poland (review and prospects)

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former President of Union  
of Employers Shokokai

It is my great pleasure to be given this opportunity to write about the future of economic relations between Japan and Poland.

Three years will have passed next March since I started my mission in Poland as a General Manager in the Polish Branch of a Japanese Trading Company. While making my best efforts to expand my own businesses, I was appointed president of the "1st Japan Festival in Warsaw" in 2013 and president of Shokokai (Employers' Union of Japanese Companies) in 2014, which has given me many opportunities to hold discussions with various people and to attend various meetings, conferences and seminars.

This article arose from my attendance at the Seminar "Japan day" held at the Ministry of Economy on 3 July 2014. I was invited as a speaker at a Panel discussion, and there I got to know Prof. Jolanta Młodawska-Bronowska, who kindly asked me to attend, as one of the speakers, another conference entitled "2014 – New Opportunities for Japan and V-4 Cooperation" at the University of Lodz on 24 November 2014. Thereafter she asked the speakers to offer their thoughts as a monograph, and I said "SURE" without deep thinking. This seemed like a bad decision and this annoyed me for the last several months because I am just a business person who is not requested to write an academic article even in the Japanese language, let alone in English.

However, I would like you to understand one thing. When I see the current situation of Japanese companies in Poland, I know that Japanese home electronics industries have become less competitive and are losing their innovativeness. And as for the investment in Poland, we can see this not positive trend as well. And the number of our SHOKOKAI's membership increase is sluggish.

However I do not think that business relations between Japan and Poland are past their prime. This is the result of the transformation of the relations along with the stable development of the Polish economy. And I believe that from now on, Japan and Poland can be better partners than before by making up for each partner's weak points and taking advantage of the partner's strong points. Here I would like to show my understanding about the relationship until today and describe what we need to do for further development and cooperation towards the future. This is the reason why I have been struggling to say something in English about the relationship.

First of all, I would like to repeat my excuse that I am not a student or economist and I am not even a good English writer. So what I present here is not supported by any authorized data or widely known theory but just based on my actual experience. I am not sure whether this text will contribute to your understandings about the theme, but I will be happy if it will give you a little bit different view on the relations between Japan and Poland.

I would like to mention how I understand the current Polish economy. Poland is not yet categorized as an advanced country but definitely is no longer a middle-income country. That is, Poland is in the very transitional stage from middle-income country to an advanced country.

But when one country jumps up to an advanced country, such leap does not rely only on manufacturing. It usually occurs with the development of innovative technologies which generate higher productivities and additional value. Otherwise it can be caught in the so-called "middle-income country trap" which could be seen in some of the South East Asian countries. On the other hand, Poland's population is said to be shrinking (and ageing) due to the low birth rate and the emigration of the young generation. Thus it is likely to be inevitable for Poland (don't worry – the same thing is happening in most of the advanced countries) to enter into the stage of a "low birth rate and aged" society. Before such a gloomy future becomes a reality, Poland should work hard to prepare well for it by enhancing the overall productivity by innovative technologies, because only a society with high productivity can maintain its quality of life at a high level.

Next I want to talk about "how the Japanese have changed their investment strategies in Poland." A lot of Japanese manufactures rushed to Poland and built up or planned to build up their factories before Poland became a member of the EU. I think it was a strategy for Japanese companies to penetrate into the EU market by building up their production base in Poland to export to Western Europe or Russia/CIS. This strategy was supported by the relatively cheaper but high quality labor force and

huge incentives from the public side. Instead, the Japanese investors were expected – by Polish government – to create additional employment.

Among them, the automobile-related industries and flat-screen TV related industries came to Poland as a *keiretsu* group and did contribute to Poland by creating large additional employment. (It is said that the total employment created by the Japanese companies is approximately 40 thousand persons.)

However, investment based on low labor costs and incentives is usually the business model for developing countries and gradually this business model has become un-workable along with Poland's continuous development.

The EU accession in 2004 and the "Lehman shock" in 2008–2009, as well as the commoditization of flat-screen TVs were turning points. As a result of these events, the investment strategy of Japanese companies has been changed. After 2004, the incentives to investment have come under the control of EU regulation. And afterwards that huge investment in greenfields has been gradually decreased. The never-ending economic growth in Poland, which has pushed up labor costs, has diminished the attractiveness to simple-assembly makers. Such industries were/will be forced to leave for the eastern countries sooner or later.

And due to the commoditization of flat-screen TVs, which damaged Japanese companies so badly, not a small number of Japanese companies were obliged to retreat from Poland. Finally, the Lehman shock/global credit crunch, which evaporated demand all over the world, damaged all the industries, including Japanese companies. Here, however, it also unexpectedly revealed the stability and attractiveness of the Polish growing domestic market as compared with other EU areas.

Before the Lehman shock, Japanese companies recognized Poland mainly as an export base to the EU or Russian markets. But after that, they re-acknowledged Poland as a market where 38 million people are making efforts to improve their lives continuously. Consequently, investments targeted to the domestic market have become more active. And to penetrate into the domestic market, i.e. to buy existing Polish companies with their marketing staff, is easier than to invest in a new factory.

Furthermore, once the Polish domestic market is targeted, it is natural that such companies set up R&D departments to study the local preferred and learn how to adapt their products to the markets. Thus, Japanese companies have transformed and diversified their investment strategy, that is, from the "investment in developing countries" model – with cheap labor and incentives for a production base – to an "investment in advanced countries" model, where investors are bound not by labor costs nor by incentives but by the nature of business itself.

Now I have given you my short view on both the Polish and Japanese situations. Now the question is: where will the relations between Japan and Poland go? How will they be developed?

There are many kinds of answers to these questions. Among them, I would like to emphasize one key word – “technology.”

As you may know Japan, which is famous for being one of the countries with highly advanced technologies, is at the same time the most rapidly aging country in the world, with a low birth rate. Because the labor population is decreasing, Japan has to look for good places to transfer its technology instead of investing in Japan. So for Japan, Poland is still an attractive country, as a country in EU, to develop its technologies. It has a stable and growing domestic demand, political stability, legal-governance, and an educated young generation.

Poland, before the aged society becomes reality, should push itself to develop its society to catch up with the “Western Europe” level of economic growth, supported by advanced industries. For Poland, Japan can be one of the best technology providers, the same as the EU countries or the US. When one country has to provide its technologies outside, and the other needs to develop its industries, each can be a better partner for the other.

The problem once again is: “How to realize this?” Needless to say, Japanese technologies have been already transferred as “investment in green field”. But I believe there are more ample examples of companies in Japan which can help to differentiate Polish manufacturers from their competitors.

It is said that one of characteristics of the Japanese economy/industry is a huge number of SMEs (small and medium enterprises) which have their own original and distinguished technologies in niche fields, which sometimes wish to be the biggest share in the world (global niche), but do not have enough management resources to expand their activities all over the world.

I would like to consider one case which shows hidden Japanese competitiveness.

In home electronics segments, Japanese companies have been losing their competitiveness. But if we see the inside of the cases, a lot of important parts are still made in Japan.

Everybody knows that Korea is a one of strongest countries in home electronics, but only a few people know that Japanese part makers are important partners for Korean home electronics companies. In fact a lot of the parts made in Japan are imported by Korean home electronics companies. There is also a not widely known fact that in the 21<sup>st</sup> century the number of Japanese Nobel Prize winners in the field of science ranked third, next to the US and UK. The fourth was Germany.

So what I would like to stress here is that, apart from a big-scale investment in an SEZ (special economic zone), which can be reported in a famous newspaper or TV news program, there are many, many entrepreneur-minded companies, both in Japan and Poland, at the SME level. And if they have the measures to communicate and collaborate at a grass roots level, we can expect some unexpected chemical reaction.

Sometimes it could be a Japanese company's acquisition of a Polish SME, or Polish company's acquisition of a Japanese SME with distinguished technology, or sometimes partial investments in each other, or just a license trade of technology transfer. It is not necessary stick to an investment in an SEZ. (I had better add that needless to say large size investment in green field is still important.)

Now I have reached my conclusion. The more communication and collaboration, including technology transfer between Japan and Poland, the more it will contribute to both countries' future. Especially important is the SME level.

To realize this, I would like to suggest building up a database of companies at the SME level in both countries where entrepreneur-minded companies can look for their best partners. I think public support is needed. And on the Japanese side, JETRO (Japan External Trade Organization/governmental organization under Ministry of Economy, Trade and Industry), and the Poland branch can offer similar information for free.

And although it is not related to this theme directly, direct flight connections between Japan and Poland would definitely accelerate the above. It does not sound very important. However, the absence of a direct flight creates the image that Poland is far away from Japan, or Japan is far away from Poland. I believe direct flights might shorten the psychological distance dramatically.

My dream is that Polish entrepreneurs who have planned to emigrate to the UK will find new business possibilities with the Japanese technologies and make up their minds to stay in Poland and start successful businesses based on Japanese technologies. I do not want to think that this is just a daydream.

## Streszczenie

Yoshito Okada rozpoczyna od przedstawienia aktualnego stanu gospodarek Japonii i Polski i ich pozycji konkurencyjnej na światowych rynkach. Zwraca między innymi uwagę na wyraźne osłabienie konkurencyjności i innowacyjności japońskiej branży elektroniki użytkowej. Z kolei,

w opisie gospodarki polskiej na czoło wysuwają się spostrzeżenia, że znajduje się ona obecnie w fazie przejściowej – od gospodarki o średnim poziomie dochodów do gospodarki kraju wysoko rozwiniętego. Aby to przejście faktycznie nastąpiło, dalszy rozwój nie może obejmować jedynie przemysłu przetwórczego, ale przede wszystkim opierać się na implementacji nowoczesnych technologii. Jest to wyzwanie szczególnie istotne w warunkach zmniejszającej się liczby ludności (spadek liczby urodzeń, emigracja zarobkowa) i „starzenia się” społeczeństwa. Jeśli Polska nie sprostą tym oczekiwaniom, może wpaść w pułapkę pozostania w grupie państw o średnich dochodach, jak stało się to w przypadku niektórych krajów Azji Południowo-Wschodniej.

W drugiej części artykułu autor analizuje ewolucję japońskiej strategii inwestowania w naszym kraju. Wspomina, że jeszcze przed przystąpieniem Polski do UE wiele japońskich firm zdecydowało się wybudować tu swoje fabryki (inwestycje typu „green field”), a powstała w ten sposób baza produkcyjna miała stać się przyczółkiem eksportowym do krajów Europy Zachodniej lub Rosji/WNP. Taka polityka znalazła uzasadnienie w niskich kosztach siły roboczej i ogromnych zachętach inwestycyjnych ze strony polskiego państwa. Jakkolwiek rozwój w oparciu o znaczące środki publiczne i niskie koszty pracy jest właściwy dla krajów rozwijających się, stopniowo przestał być adekwatny wraz ze wzrostem jakości życia i towarzyszącym mu wzrostem gospodarczym. Bezpośrednia zmiana strategii inwestycji japońskich w Polsce wiązała się z trzema zjawiskami: (1) wejściem Polski do UE; (2) upadkiem Banku Lehman Brothers i pęknięciem spekulacyjnej bańki wzrostu; (3) upowszechnieniem telewizorów z płaskim ekranem i pojawieniem się koreańskich konkurentów. W czasie globalnego kryzysu ekonomicznego w 2009 r. Polska okazała się jedynym europejskim krajem, który odnotował dodatni wzrost gospodarczy.

Ten ostatni fakt dopełnił zmiany w postrzeganiu naszego kraju z tranzytowego na docelowy, jeśli chodzi o japońskie strategie inwestycyjne. Zdaniem Y. Okady, w obecnej sytuacji korzyści ekonomiczne mogą odnieść obie strony, a podwyższenie poziomu technologicznego polskiej gospodarki może z powodzeniem dokonać się z udziałem strony japońskiej. Jest to wniosek z rozważań zawartych w artykule. Oryginalność podejścia polega na wskazaniu, iż współpraca między naszymi krajami to nie tylko duże japońskie BIZ (bezpośrednie inwestycje zagraniczne) w Specjalnych Strefach Ekonomicznych, lecz przede wszystkim kontakty biznesowe i przepływ innowacyjnych technologii między małymi i średnimi przedsiębiorstwami z obu stron. A japońscy partnerzy mają w tej dziedzinie z pewnością bardzo wiele do zaoferowania.

# Lodz – an attractive place for Japanese FDI

**Marcin Włodarczyk**

Director, Investor Service Office,  
City of Lodz

## 1. Lodz – a City of Opportunities

Lodz – a City of Opportunities as it is called by investors – is the third largest city in Poland, with 710,000 inhabitants. Its central location, developing transport infrastructure and access to qualified and well-educated human resources are only some of the major advantages the City offers. Lodz provides development ground for new industries that have not been identified with the city environment even ten years ago, like modern outsourcing business services (BPO, ITO, ITR&D, Shared Service Centres), production of household goods, the electronic industry and biotechnology.

## 2. Location and infrastructural projects

Lodz is located at the junction of the A1 and A2 motorways and the S8 expressway leading to Wrocław. As a result of road modernisation and new construction, the journey time from Lodz to Warsaw is only a 90 minute drive, and to Berlin – a 4 hour drive.

The City is currently running important infrastructure projects aiming at moving the Lodz Fabryczna train-station underground, modernising the Lodz–Warsaw railway line, thus reducing the journey time between the cities by train to 70 minutes, and expanding the Władysław Reymont International Lodz Airport. The new and recently opened III Terminal has a capacity to serve 2.5 million passengers per year and is mostly dedicated to international destinations. New destinations are

being developed, like connection to one of the biggest international hubs in Europe – the Munich Airport (presently one, and from March 2015, two flights daily). All these infrastructural projects have undoubtedly had a beneficial impact and contribute to the greater attractiveness of the city for investors.

### **3. The New Centre of Lodz – the greatest urban renovation project in Europe**

The City also launched, several years ago, one of the the largest European public programs – the construction of the “New Centre of Lodz”. The program comprises approximately 50 different projects, and its total cost is estimated at USD 549 million. The crucial project among them is a state-of-the-art underground train station – and a High-Speed Railway station in the future. This is the only construction project of such an extent in Europe – comprising about 100 hectares of developed and non-developed land in city centre to be reconstructed, reconverted or revitalised. The general development plan for this area was prepared by Rob Krier, a world-famous urban designer and architect. The New Centre of Lodz will feature commercial, public and cultural facilities. A good example of the latter is the on-going renovation of a heat-and-power plant EC-1, which today never fails to fascinate viewers with its unique Art Nouveau architecture.

The key element of the New Centre is a multi-level underground train station with multiple storeys down to 16.5 m below the ground. The project is worth USD 135,942,852. More than 50% of this amount will be co-financed by the EU. In accordance with the project’s objectives it will be completed by the end of 2015, and then put into service. The project is aimed at expanding the transportation infrastructure, including specifically public transportation needs by creating a multi-modal transport hub, linking railway lines with city transport, suburban transport and a system of car parks. This investment involves the creation of an integrated and safe system of city and regional transport offering a high level of services and compatible with the EU standards in relation to protection of the environment, while at the same time offering competitive prices compared to individual means of transportation.

The top priority aim of the New Centre of Lodz is to provide accessible, safe and attractive public space for residents and tourists, brownfield development and also to strengthen the cultural function of the city.

## 4. Investment incentives

It should be noted that Lodz offers attractive investment incentives for companies interested in starting or developing business operations in the city. The intensity of public assistance in Lodz is higher in comparison to other large cities and is running at a level of 35% in the case of large companies. The basic investment incentives include corporate tax exemptions in the Lodz Special Economic Zone, various types of property tax exemptions (five municipal assistance programmes), reimbursement of the costs of working equipment or additional working equipment, and co-financing trainings for employees, e.g. language courses.

The City Hall of Lodz has established an Investor Service Bureau, which is the key public partner supporting strategic investors in Lodz. It closely cooperates with the public administration at all levels, including the Polish Agency of Information and Foreign Investments, neighbouring communes, the Lodz Special Economic Zone, public employment agencies, and also universities, developers and employment counselling agencies. It provides a full portfolio of services for investors and a dedicated investor's attendant responsible for:

- providing basic information about investment conditions, necessary consents and permits, public assistance options and investment-related offers of the City;
- support throughout the investment process, including the selection of investment and recruitment locations;
- assistance in relations with public institutions and authorities.

The task of an investor's attendant, supported by top-ranked civil servants in the City Hall of Lodz, is pro-active acquisition and providing services for investors.

## 5. Development of companies

Thanks to the unique positive business atmosphere in Lodz, high quality of human resources and also its location close to the capital city of Warsaw, Lodz has moved away from an industry-based economy to an economy based on knowledge and services. Its consistent actions, as well as the creation and development of the Lodz Special Economic Zone, have brought about measurable benefits in the form of numerous investments, especially

in the priority sectors. The measurable effect of this work is the decrease in the rate of unemployment from 16.4% in 2005 to 10% in 2014.

As HR (human resources)-services companies have observed, Lodz, thanks to its very strong IT education base (University of Technology, IT department) is one of the best choices for development for companies representing the rapidly-developing IT sector, including software development, game development, and IT R&D.

The manufacturing sector is another dynamically developing non-BPO (business process outsourcing) branch. Thus, many employers report a demand for engineering positions, especially Process Engineers, Project Engineers, Lean Manufacturing Engineers, but also Mechanics and Automatiicians. Manufacturing companies – thanks to the unique positive business atmosphere and high quality of human resources – can develop by investing in both services and research and development (R&D). This will be carried out with the participation of the academic environment of Lodz, represented by the Technical University of Lodz and the University of Lodz.

There are several reasons explaining the attractiveness of Lodz for investors. One of them is its strong academic and scientific environment, and thus qualified human resources. Each year the labour market in Lodz is supplied by approximately 20,000 new university graduates (source: Statistical Office in Lodz). Many graduates continue their education in post-graduate studies. Each year several thousand of them enrol in BPO post-graduate studies at the University of Lodz – a unique form of studies in Poland. The advantages of Lodz also include the competitive costs of labour. The difference in labour costs amounted to 5% compared to Cracow, nearly 14% compared to Poznan, and almost 30% compared to Warsaw (source: Central Statistical Office), which undoubtedly boosts the investment-related attractiveness of Lodz. Another advantage is its immense potential in terms of office space, which should be about 300,000 sqm at the end of 2014, mostly located in the city centre, which increases the accessibility of services offered by a wide variety of companies.

Thus all the above-described factors depict the attractiveness of Lodz for potential investors from Japan.. As a centre of BPO and shared services, Lodz specializes first of all in finances, accounting, and IT, and provides space for 30 BPO companies which offer employment for several thousand residents of Lodz.

Furthermore, in cooperation with IT companies, BPO and Shared Services Centres in Lodz, the City Hall has created the program called “Lodz – Centre of Opportunities”, aimed at developing a range of various activities (e.g. the BPO conference, “Youth in Lodz – Linguistically Centred”) to strengthen the image of Lodz as the best location for outsourcing and IT projects.

## 6. Universities

In Lodz, there are 22 universities with nearly 100,000 students. Most graduates have a fluent command of at least one foreign language. The group of public universities includes, *inter alia*, the University of Lodz and the Technical University of Lodz, where educational programs are often dedicated to cooperation with the business sector. The University of Lodz offers more than 40 study majors and more than 150 specialities. The educational offer of the university includes also post-graduate studies programmes in “organizing and administering BPO (Business Process Outsourcing/Offshoring) centres.”

The high level of education at the universities of Lodz is shown by their positions in Polish rankings. In the annual ranking of Polish universities prepared by the “Rzeczpospolita” daily and “Perspektywy” monthly, the Technical University of Lodz has been ranked at one of the top positions for the last 6 years – number 4 among Polish technical universities. It is the only technical university in the region and one of the largest in Poland. It currently has 20 000 students in nine departments and 36 majors. It offers the unique International Education Centre with English and French as languages of instruction. Currently, the International Education Centre (IFE) has about 1200 students and each of them studies at least one semester abroad. Each year the IFE has more than 250 foreign students who study one or two semesters at the Technical University of Lodz.

Since its inception the university has cooperated with industry. It has agreements with large companies supported with foreign capital as well as with private and state-owned entities. These forms of cooperation include projects related to science, research, development, services and expert advice. Each year several hundreds of research projects and services for business entities are carried out.

To ensure wide access to its well-educated human resources, the City’s authorities, universities and employers of Lodz cooperate within a programme entitled “Youth in Lodz” ([www.mlodziwlodzi.pl](http://www.mlodziwlodzi.pl)). The aim of this programme is to create a communication platform which could enable cooperation between science and business, and to create a process of commercializing innovative technologies.

## 7. Lodz as a cultural and entertainment centre

Lodz is also a centre of cultural events at both the national and international level. Among more than 70 events organized over the year in the City there are Lodz Ballet Meetings, Fotofestiwal, Four Cultures Festival, CINERGIA European Cinema Forum, International Festival of Pleasant and Unpleasant Plays, and also those referring to the textile tradition of the City: Golden Thread Contest, Fashion Week, or Fashion Philosophy, which are the greatest fashion events in Poland. Fashion Week Poland features first of all the shows of famous designers "Designer Avenue", off-fashion shows and a contest for debutants "OFF out of Schedule"; presentations as part of "Showroom" projects – presentations of fashion designers and Concept Store – presentations of clothesmakers/brands, and also trainings and seminars within "Let Them Know". Thanks to Fashion Week (and Fotofestiwal and Design Festival) Lodz received the "Excellent City 2010" award from the "Twój Styl" fashion magazine and the event was awarded the title of "Event of the Year 2010" by the "Aktivist" magazine.

A great attraction of the city is undoubtedly its unique 19th-century architecture, especially visible in its main Piotrkowska street and "Manufaktura" – one of the largest shopping-culture-entertainment centres in Europe. There is also the most modern Polish multi-purpose sports arena – Atlas Arena, opened in 2009 with a capacity of 12,000 as well as the City Stadium (capacity of about 20,000) planned nearby, compatible with all UEFA requirements, together with Fala Aquapark, all of which together will be the greatest sports and recreation complex in Poland.

Lodz is a city open to development and oriented toward development in support of the initiatives and creativity of its residents.

Welcome to Lodz!

## Streszczenie

Autor artykułu na wstępie opatruje Łódź przydomkiem „miasta nowych możliwości”. Przekonanie to wynika z kilku ważnych charakterystyk Łodzi: (1) korzystnej lokalizacji; (2) istotnych projektów infrastrukturalnych podejmowanych w ostatnim czasie; (3) zachęt inwestycyjnych, szczególnie wobec strategicznych inwestorów zagranicznych; (4) powstawania nowych sektorów działalności; (5) rozwoju bazy naukowo-badaw-

czej oraz kulturalnej miasta. Leżąca na przecięciu autostrad A-1 i A-2 Łódź rozwija system dróg szybkiego ruchu, modernizowane są ponadto połączenia kolejowe, a międzynarodowe lotnisko im. Władysława Reymonta otworzyło już trzeci terminal. Od paru lat realizowane jest wielkie przedsięwzięcie „Nowe centrum Łodzi”, będące jednym z największych infrastrukturalnych programów publicznych w Europie. Obejmuje ono przede wszystkim budowę bardzo nowoczesnej, szybkiej i wielopoziomowej kolei podziemnej. Koszt tej inwestycji, a zarazem renowacji, szacowany jest na ok. 550 mln dolarów amerykańskich, a ponad połowa tej kwoty będzie sfinansowana za pośrednictwem Unii Europejskiej. Miasto liczy na duże inwestycje zagraniczne, stosując środki pomocy publicznej (np. zwolnienia z podatku dochodowego itd. dla firm w Specjalnej Strefie Ekonomicznej), a ogólnie ich wartość jest wyższa niż przeciętna w Polsce.

Urząd Miasta uruchomił specjalne Biuro Obsługi Inwestora, które zatrudnia także Japonkę, bezpośrednio współpracującą z potencjalnymi inwestorami z Kraju Kwitnącej Wiśni. W drugiej części artykułu M. Włodarczyk wskazuje na pozytywne zmiany w profilu rozwojowym Łodzi – nasze miasto odchodząc od produkcji przemysłu przetwórczego, przede wszystkim branży włókienniczej, w coraz większym stopniu angażuje się w rozwój gospodarki opartej na wiedzy i na usługach. Jako centrum outsourcingowych procesów biznesowych (BPO), Łódź specjalizuje się głównie w finansach, księgowości i technologiach informatycznych. Wzrasta jednocześnie produkcja artykułów gospodarstwa domowego, rozwija się biotechnologia i elektronika. Tak dynamiczne zmiany w Łodzi i regionie związane są w dużej mierze z działającym tutaj silnym środowiskiem naukowym Uniwersytetu Łódzkiego i Politechniki. W dynamiczny rozwój miasta wpisuje się organizacja wielu imprez kulturalnych o ogólnokrajowym i międzynarodowym znaczeniu. W podsumowaniu należy stwierdzić, że przedstawiona przez autora artykułu „oferta” promocyjna miasta stanowi znakomitą propozycję współpracy dla obcego, w tym japońskiego, kapitału.

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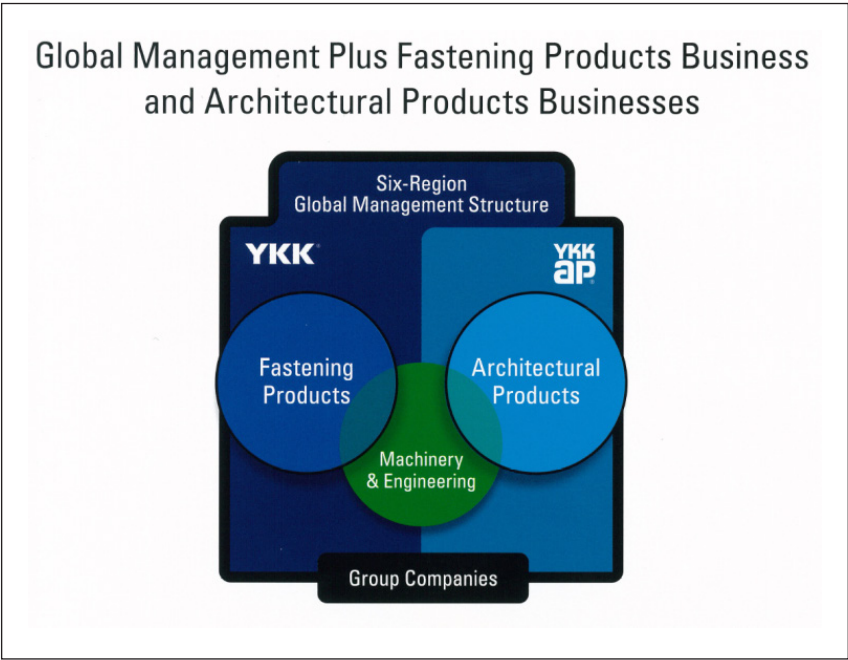
“The New Centre of Lodz – 100 hectares in the heart of the City”. Publisher: The New Centre of Lodz Authority

# The YKK Group as a global company in Poland

**Yuji Noguchi**

Factory Director of YKK Poland Sp. z o.o.

The YKK Group is a Japanese group of manufacturing companies. As the world's largest fastener/zipper manufacturer, the YKK Group is most famous for making slide fasteners; however we also manufacture other fastening products and architectural products. And we manufacture not only those products but also the industrial machinery for producing them (Fig. 1).



**Fig. 1.** The structure of the YKK Group

**Source:** "This is YKK 2014 (YKK Corporation)", p. 5

Our Management structure is global. Manufacturing is done by the Fastening Products and Architectural Products Business Groups, with support provided by the Machinery and Engineering Group. We currently do business in 71 countries/regions worldwide, based on a geographical management structure divided into six blocs: 1) North and Central America; 2) South America; 3) Europe, the Middle East, and Africa (EMEA); 4) China, 5) Asia, and 6) Japan. This regional approach enables us to adapt to the characteristics of each region to further expand our businesses. Our worldwide sales, marketing, and customer services are handled by these six geographical block organizations (Fig. 2).



**Fig. 2.** The Six-Region Management Structure of the YKK Group

**Source:** "This is YKK" (2014), YKK Corporation, p. 4

As for our EMEA group, it consists of 38 countries and 28 companies. The number of employees total about 2,600 persons, which include about 80 Japanese expatriates (Fig. 3). Our first operating company in EMEA was the YKK Nederland established in 1964, and since that time we have been constantly increasing the number of operating companies. Regarding the V4 countries, we have two companies – YKK Poland established in 1996, and YKK Czech established in 2003. The main factories in EMEA are YKK Turkey, YKK Italy, YKK Spain and so on; the factories in V-4 belong to the smaller factory group, relatively speaking (Fig. 4).

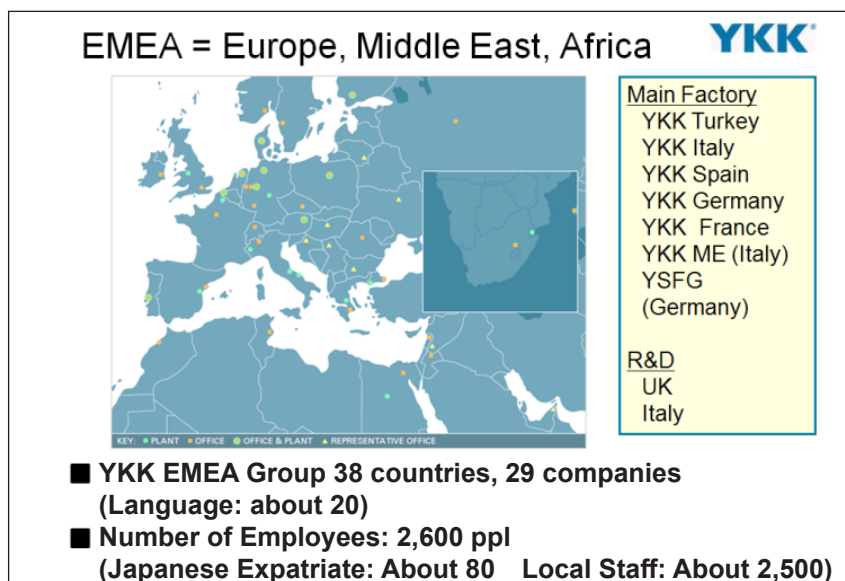


Fig. 3. The outline of the YKK EMEA Group

Source: unpublished material compiled at YKK Europe Ltd.

**EMEA Operations History** **YKK®**

Year	Month	Country Name	Company Name ( Current )
1964	3	Nederland	YKK NEDERLAND BV
1966	12	United Kingdom	YKK UK Ltd
1967	6	Germany	YKK DEUTSCHLAND GMBH
	9	France	YKK France SARL
1968	2	Italy	YKK Italia S.p.A
1970	10	Spain	YKK ESPANA SA
	12	Belium	YKK BELGIUM NV
1972	2	Lebanon	YKK MIDDLE EAST SAL
	7	Switzerland	YKK DEUTSCHLAND GMBH ( Zurich )
1975	7	Austria	YKK AUSTRIA GMBH
1976	6	Swaziland	YKK SOUTHERN AFRICA (PTY) LTD. ( Manzini )
1977	4	Italy	YKK MEDITERRANEO S.P.A.
1979	4	Egypt	( YKK ZIPPER EGYPT S.A.E. )
	11	Finland	YKK UK Ltd ( Helsinki )
1981	7	Portugal	YKK PORTUGAL Lda
1982	10	Danmark	YKK DANMARK A/S
1983	1	Ireland	YKK UK Ltd ( Dublin )
	6	Greece	YKK HELLA S.A.E.B.E.
	11	United Kingdom	YKK New Zipper
1988	12	Nederland	YKK Holding Europe B.V.
1989	11	Italy	YKK SNAP FASTENERS ITA
1990	3	United Kingdom	YKK EUROPE LTD
1991	10	Turkey	YKK METAL ve PLASTIK U
1994	10	Germany	YKK STOCKO FASTENERS
1995	6	Germany	DYNAT VERSCHLUSSTECH
1996	7	Egypt	YKK EGYPT S.A.E.
	12	Poland	YKK POLAND SP. Z O.
1997	11	Tunisia	YKK TRADING TUNISIA S.A.
2001	3	Romania	YKK ROMANIA SRL
2002	5	Russia	OOO YKK
	11	Tunisia	YKK TUNISIA S.A.
2003	3	Czech	YKK CZECH SPOL. S.R.O.
	9	Kenya	YKK KENYA EPZ LIMITED
2005	1	Morocco	YKK MAROC S.A.R.L
2007	11	Ukraine	YKK UKRAINE LLC

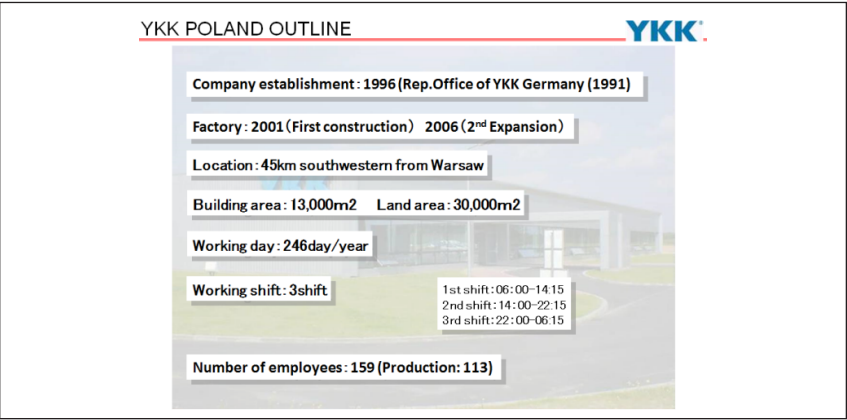
**YKK Poland sp.z o.o.**  
 Established in 12.1996  
 Factory Launched in 2001

**YKK Czech**  
 Established in 03.2003

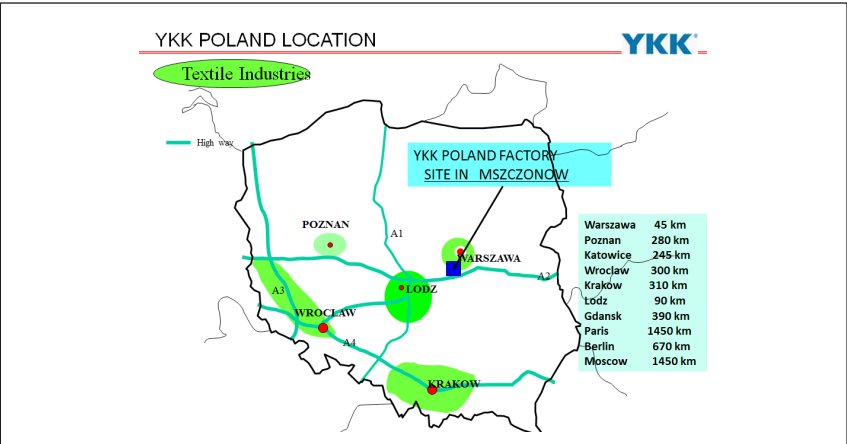
Fig. 4. YKK EMEA Group Operation history

Source: unpublished material compiled at YKK Europe Ltd.

As for YKK Poland, the first operation started as a representative office of YKK Germany in 1991. Because the operating results were so good, the independent company YKK Poland was established in 1996. Since it was growing year by year, headquarters decided to open a factory in Poland. The factory of YKK Poland was launched in 2001 and expanded in 2006. The land area is 30,000 m<sup>2</sup> and the building area is 13,000 m<sup>2</sup>. It numbers about 160 employees, 120 of whom belong to the slide fastener production. It is located in the town of Mszczonow, 45 km from Warsaw and 90 km from Lodz. Our products are provided for the domestic market such as textile industries, German CMT business, Furniture, Jeans, Shoes, Automotive etc. and also exported to Western and Eastern Europe, Russia, and the post-Soviet countries.



**Fig. 5.** Outline of YKK Poland  
**Source:** unpublished material compiled at YKK Poland Sp. z o.o.



**Fig. 6.** Location of YKK Poland  
**Source:** unpublished material compiled at YKK Poland Sp. z o.o.

Why did YKK decide to invest in Poland?

- In order to get into the domestic market by improving the service level.

- In order to get into the export business from Poland to Western Europe (Poland was the No.1 export country for Western Europe at that time).

- Business growth was very good as a sales office.

- Comparatively cheap labor costs.

Why did we chose Mszczonów?

- Good location to access. It was one hour to the airport and a highway was planned.

- Good environment for our production. It's a good location for hiring stable operators from the surrounding towns because there were no other "light industry" factories in the neighbouring area.

- Attractive preparation as an industrial park. For example, we can connect directly to the wastewater treatment facility of the local authorities.

What are the results of this investment?

- Sales to the domestic market have been continuously growing.

- Although the export base of light industry for Western Europe has already shifted from Poland to the other countries, Poland has become an important place in order to aim at the Eastern market.

- We have built up some new areas of business, such as automotive, furniture, and shoes in these 13 years of operation, and they are continuously growing.

- The infrastructure is becoming better and better, as we expected.

In conclusion, we are successfully operating and remain positive about future business. We may say that our decision to invest here in Mszczonów, which is close to Lodz, was a great success!

## Streszczenie

YKK to japońska grupa przedsiębiorstw przemysłu przetwórczego. Jest największym i najbardziej znanym w świecie producentem zamków błyskawicznych – ponad 90% globalnej podaży. Oprócz ekspresów firma

produkuje pasmanterię i inne dodatki krawieckie, ale także elementy architektoniczne (drzwi, okna, żaluzje itd.), a nawet maszyny i urządzenia do ich wytwarzania. Struktura zarządzania ma charakter globalny, tzn. produkcja nadzorowana jest przez spółki biznesowe operujące w zakresie wymienionych wyrobów, przy uwzględnieniu wsparcia ze strony spółek dostarczających sprzęt i technologię.

Obecnie YKK prowadzi działalność w 71 krajach w sześciu regionach geograficznych: 1. Ameryka Północna i Środkowa; 2. Ameryka Południowa; 3. Europa, Bliski Wschód i Afryka; 4. Chiny; 5. Azja; 6. Japonia. Pierwszym krajem europejskim, w którym wybudowano fabrykę YKK, była Holandia (1964 r.). Niezależna spółka YKK Poland powstała w 1996 r., a pierwszą fabrykę wybudowano w Mszczonowie (45 km od Warszawy) w 2001 r. Z perspektywy kilkunastu lat autor stwierdza, że był to dobry wybór. Sprzedaż na krajowy rynek polski wciąż rośnie i chociaż Polska nie jest już bazą eksportową dla przemysłu lekkiego na Europę Zachodnią, w dalszym ciągu pozostaje ważnym pryzemółkiem ekspansji na Wschód. Poszerzyła się też struktura asortymentowa i nastąpiło wejście w nowe obszary działalności: branżę motoryzacyjną, meblarską i obuwniczą. Historia firmy YKK stanowi dobry przykład udanej inwestycji w Polsce i stanowi zachętę dla innych firm japońskich.

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„This is YKK” (2014), YKK Corporation

# Corporate culture in Japan – a Western view

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## 1. Why is cross-culture awareness so important?

Corporate culture in every country is related to a country's particular culture. Culture can be defined in many ways, however for each society it always combines moral values, norms, historical experience, as well as institutions and the human behaviour resulting from them [Deal, Kennedy 2000; Schein 2010].

Cross-cultural competence is of significance in many aspects: Japan's corporate culture (against greed), ethos of work (ethics) and advanced technologies deserve better understanding if Polish partners wish to initiate or upgrade their mutual business contacts. All these themes were discussed at the conference: "2014 – New Opportunities for Japan – V-4 Cooperation". Culture awareness is critical not only for managers who work abroad, but also for those who operate domestically but wish to emerge internationally. And of course, there are more and more Japanese firms doing business in Poland. Nowadays there are approximately 300 Japanese enterprises here, offering employment to more than 40,000 persons.

The research clearly demonstrates that understanding a foreign culture is crucial to enhancing communication and delivering efficiency in international economic relations [Kotter, Heskett 1992; Kotter 2014]. This is true for firms involved in cross-border M&A (mergers and acquisitions), outsourcing to foreign countries, venturing into promising markets by FDI (foreign direct investment), and also hiring manpower from abroad or exporting their products. Even in everyday life ignorance of one's uniqueness may lead to uncomfortable situations or even to culture clash. On the other hand, cross-cultural competence may be a source of gaining respect and, as such, may be very much appreciated in foreign countries.

This is paramount both in face-to-face business relations as well as at the level of institutional communication.

The Japanese presence in Poland is becoming more and more visible. Representatives of both countries' companies are discussing the kind of investment needed in Poland. Is it manufacturing, services or R&D (research and development)? [Ministry of Economy 2014] It is useful to note a change in the investment pattern. Firstly, over the course of time Japan's currency has slowly appreciated, thus promoting Polish export. Secondly, economic cooperation today involves not only large corporations but also Polish SMEs (small and medium enterprises). Thirdly, there are many multinational, global firms with Japanese capital in Asia, and fourthly Polish entrepreneurs can engage in business with Japanese partners in Europe. Japanese investors in Poland started with the automobile industry and home electronic appliances; then ventured into securities, the financial sector, food industry, BPO (business process outsourcing), modern financial services etc. However, debating investment in modern versus traditional industries is not appropriate because – as has been argued [*ibidem*] – even in the so-called traditional industries, technological progress fosters changes and prevents firms from declining. As the so-called traditional industries established R&D units at their companies, this division has melted now.

Examples of Japanese innovative products include: small petrol engines (a new investment product by Toyota), particular filters for purification of gas in diesel vehicles, as well as sensors for carbon dioxide. In addition to products there are innovative services. The most significant incentives triggering them include the vast resources of excellent Polish human capital, highly skilled and devoted. Last but not the least investors are attracted by favourable investment incentives in special economic zones (available until 2026) and the very strong European demand for cars.

With reference to the development (evolution) of the Japanese investment pattern in Poland, the following sequence could be observed: production (service), R&D, organization culture, although not in every case do all of these phases appear. For instance, in an investigation into the operations of twelve Japanese companies active in the Mazovian Special Economic Zone, it was easy to note that only a few had developed research sectors and if so, only after several years of joining the zone. The most advanced stage is connected with dissemination of a company's sophisticated culture, e.g. Toyota's *kaizen* (meant as the never-ending process of upgrading technologies and products).

There is a huge question about future priorities when distributing funds dedicated to innovation and economic growth in Poland. Firstly, the support provided by EU funds will focus on private firms' R&D, not

on those from public sector. Secondly, the financial aid will amount to eight billion euro over seven years (five billion from the EU and three billion from Polish taxpayers). Thirdly, the most highly valued sectors include: material engineering, ICT (information and communication technologies), biotechnology (biomedicine), industries supporting medical aid and medical industries mix. Apart from the structural funds of “Horizon 2020” there are financial links between Poland and Japan, where funds flow directly to particularly innovative firms.

It seems that chances for obtaining foreign financial support are the highest in the Polish energy sector, health prevention, IT (especially connected with programming) as well as bio-engineering. The high skills of Polish engineers are recognized internationally. What should be additionally noted is the growing prestige of the “soft competences” of Polish specialists e.g. in the field of crisis management. In order to attract more Japanese engagement in the Special Economic Zones it is appropriate to invest into country’s human resources, including not only engineers but also managers. In addition to the injection of public money into big investments, are there other moves which might encourage Japanese entrepreneurs? It seems that Polish engineers’ knowledge of small improvements (not only extensive investment) should be appealing in attracting the Japanese. This is *kaizen* and this method of management has been applied in Poland already of more than a decade, having its roots in Japanese industrial practices (Imai 2012). It is applied not only in products but also to services in some industries: home electronics, pharmaceuticals and furniture. Nowadays *kaizen*, understood as the process of constant improvements, is almost impossible to separate from investment. The Japanese idea of *kaizen* has deeply enriched the Polish investment climate.

## 2. Geert Hofstede’s primary findings

Study into the cross-cultural field was pioneered by a Dutch researcher, Geert Hofstede. He investigated over 16,000 questionnaires he solicited from IBM respondents. Seeking the main national characteristics in 70 countries, Hofstede explored the literature in sociology, psychology and political science. His most significant books include: “Culture’s Consequences” (1980), and “Cultures and Organizations: Software of the Mind” (1991). According to his findings there are four most evident characteristics of national culture which help to differentiate countries:

power distance, uncertainty avoidance, individualism, and masculinity [Rugman, Collinson 2009, pp. 136–138; Hofstede et al. 2002]. One may ask: What is Japan's score on these dimensions?

The first dimension – power distance, mirrors people's (especially those less powerful) opinions on the unequal distribution of power in a society. The evidence testifies that Japan is “in the middle” when one takes various economies into view. The first impression a foreigner may have, while visiting Japan, is that it is a very hierarchical society, and really the Japanese know exactly and generally accept their position in this order. However, what is less realized is that this concerns horizontal more than vertical lines. In order to justify this statement it is important to note a famous traditional *ringi* system in Japanese companies [Vogel 1985, pp. 159–167; Wolf 2013]. The above mentioned method requires signatures at all lower levels (!) before any final decision is taken at the top. The supposed power distance score is also sure to be reduced after one has also investigated Japan's GINI index [OECD 2014]. Income inequalities in Japan amounted to a level slightly higher than the OECD average. In 2009 the GINI coefficient was 0.34 compared to 0.32 as the OECD average.

The second determinant – uncertainty avoidance- maintains traditionally high scores as Japan is one of the most risk-adverse countries in the world (over 90 points on Hofstede's 100 point scale). This record can be easily traced to abundance of natural calamities which have visited upon or threatened Japan for ages. All reliable methods of predicting disaster as well as disaster prevention are crucial for nation's survival. In everyday circumstances rituals, ceremonies and routines contribute to diminishing the risk of the unknown. Thus, it is no wonder that in the Japanese corporate culture no decision can be taken when future results are ambiguous, and only the highly predictable projects are favoured. Unfortunately, in an attempt to decrease risk, Japan has developed an unnecessary “by-product”, i.e. extensive red tape.

Individualism forms the third cultural dimension. This feature is usually juxtaposed with collectivism. The Japanese are perceived as strongly adhering to a group at the cost of individual independence. Priority is given to group targets, often over the profit of individuals. This evident group affiliation is especially visible as loyalty within a member group versus competition from the outside. A good example of this phenomenon in the Japanese economy may be observed among firms included in the same *keiretsu* (large capital and technology related conglomerates). Taking into account all the organizational and emotional relations in the average Japanese company, we can compare it to one's family, which is somewhat unusual on an international scale. The Hofstede's score for individualism is, at 46 points, rather low.

Masculinity constitutes the fourth of the most important national cultural dimensions. It roughly means that the social order is established by men with their typical features such as ambition, drive for success, money as well as authority and power. However, as Hofstede wisely puts it, the very high score of Japan in this dimension (95 points) is distinctively lessened by the low record of individualism [The Hofstede Centre 2014]. All in all, women's professional career chances in Japan are much more limited than those of men.

Apart from the above-discussed four leading cultural dimensions, in the course of his latest research G. Hofstede added two more: long term orientation (pragmatic approach) and indulgence [*ibidem*]. Pragmatism is in a way similar to being practical as opposed to theoretical or somewhat abstract. My own understanding as an economist is that this is reflected in the well-known Japanese bias towards good experience in conducting economic policies, at the cost of an elegant theory (neo-classical, first of all). Japan's pragmatism can be surely seen in the street, where seeing a lady in kimono and cycle helmet riding a scooter is nothing unusual. In their daily life people follow values and fair practices. This pragmatism runs in parallel with the official designing of the so-called "living national treasures", i.e. those who have reached mastery in a chosen branch of Japanese traditional culture. Japan ranks quite high on the pragmatism scale – 88 points.

The final "comprehensive lens" used by Hofstede is indulgency. The Japanese rank on indulgence as a cultural dimension is rather low, at 42 points. This means that on average the Japanese feel quite self-restrained about yielding to their desires, and are able to await any gratification.

Geert Hofstede has received much recognition for his work in cross-cultural analysis, although his adversaries pointed to at least two deficiencies in his research: firstly, the impact of national cultures on business behaviour results in too much determinism (stereotypes) [McSweeney 2002]; and secondly, only a few percentage points of the differences in individual values can be explained by national characteristics [Gerhart, Fang 2005].

### **3. A. Trompenaars, GLOBE, D. Pirrotti-Hummel**

Many authors have elaborated on significance of national culture and its influence on business relations. The distinguished Dutch organization theorist, Alfons Trompenaars, conducted a profound study on a sample of 15,000 managers from 50 countries in the period of 1986–1993. He specified seven cultural dimensions, against which each of these countries

were valued. The dimensions consisted of the following: (1) universalism versus particularism; (2) individualism versus collectivism; (3) neutral versus emotional; (4) specific versus diffuse; (5) achievement versus ascription; (6) sequential versus synchronic; (7) attitudes toward the environment [Trompenaars, Woolliams 2003, pp. 23–99]. The majority of these comprehensive lenses look similar to those stipulated by Hofstede, hence I would like to discuss only the new and the most convincing i.e. numbers 1, 3, 5 and 6. The inclination towards universal codes of behaviour is strictly connected with supposedly true and binding values (e.g. the Ten Commandments in the West). There is a tendency in the Western world to analyse different situations and put them in a kind of universal order which, in turn, simplifies evaluation. People give priority to law as a general key for settling disputes and telling the difference between right and wrong. Western beliefs are full of ideals and absolutes. In Japan, on the contrary, “ethics are situational”. This is very strange for foreigners. It means that the Japanese are focused on *wa* (harmony), which may result in changing one’s behaviour according to circumstances [Zhuo 2012].

Trompenaars’s and Hampden-Turners’ research show that the Japanese tend to behave officially at their workplace and they do not present their emotions in an outward fashion, although the phenomenon called *amae* is peculiar to this nation only. The feeling of *amae* could be interpreted as emotional submission and trustfulness towards higher ranking persons [Hampden-Turner, Trompenaars 1994, pp. 159–161]. From the Western point of view, it often seems that employees in a Japanese firm are treated like and behave like “children”, awarding their superiors with confidence, obedience and respect. However, as *amae* results in a two-way flow, there is always a feedback from the superior. The more he cares for his co-workers, the more he succeeds in climbing the professional ladder. It is true that Japanese bosses are, on average, sympathetic and have a heart for their firm’s staff. Getting a promotion does not mean the superior becomes alien to his co-workers; after advancement most directors in Japanese firms continue to sit in the same room with their staff.

The next determinant of national culture is connected with personal status, which may be accorded on the basis of performance or gender, education, seniority etc. Judging people by their achievements is adequate for Western countries, whereas referring to other traits is attributed mainly to East Asian societies. Of course, it can be easily proved that becoming more successful and boasting more achievements go together with growing old and having long life experience. What’s important is that this concerns the willingness of the status-ascribing societies, and Japan is surely included, to trust in people’s future behaviour and... performance. There are at least two good examples supporting this thesis.

First, let us consider the Japanese system of seniority and life-employment. Apparently, the time of university studies is perceived as period of competition and selection. When the brightest graduates enter a corporation, they are ascribed high status as a prolongation and recognition of the status they have previously earned [Trompenaars, Woolliams 2003, p. 76]. The second example played a pivotal role in the stunning success of post-war Japan's economy. The government of Japan, using the power of ascription, at the time chose a few promising industries and announced their preferential treatment by measures such as subsidized credit, tax exemptions etc. This strategy was widely known as "picking the winners" from among the country's infant industries. The rationale behind the method of ascription was a conscious choice depending on a previously declared value system.

Sequential versus synchronic is associated with the idea of time. Both terms are used in both Western and Buddhist cultures, but the most important factor is the frequency of their usage. Sequential means that all the phenomena are treated in a sequence, becoming reasons or results. This idea is more often referred to in the West. A synchronic view can be dubbed as parallel and constitutes a compelling feature of the Japanese way of thinking. It can be reconsidered in a philosophical context and in the context of beliefs that there is no end to people's lives; only souls in the process of reincarnation return as spirits (*kami*) to inhabit all the living creatures as well as nature [Hampden-Turner, Trompenaars 1994, p. 138]. This is why the universe in Japan is generally conceived in cycles and recurrences.

The concept of recurrence is extremely useful when examining the origin of seminal Japanese products which were targeted in the course of the Japanese industrial policies pursued after the World War II. The case of steel and its offspring is a good example. As Hampden –Turner and Trompenaars aptly put it: "We might consider steel, which repeats itself in product after product; so do microchips, semiconductors, biochips, machine tools, metal ceramics, photovoltaic cells, computers, telecommunications, optical imaging, robots, optic fibres, carbon fibres etc." [*ibidem*, p. 140]. Japan is traditionally famous for the long time horizon of its strategic planning. Growth and market share are rated more highly than short-term profits. This is one of the reasons why it belongs to the stakeholders' economies, in opposition to the shareholders' model.

Members of a synchronous culture tend to do things simultaneously rather than phase-by-phase. Such codes of behaviour decrease production costs and help to increase savings. One of the widely recognized Japanese inventions is called the "just-in-time system", which aims at an immediate delivery of spare parts by outsider suppliers only a few minutes

before they are really needed for assembling. By this nearly coincidental supply, the production process goes on without warehouses, which greatly reduces costs.

Apart from the research of Hofstede and Trompenaars, we also mentioned GLOBE (The Global Leadership and Organizational Behaviour Effectiveness Project), the largest study of corporate culture across countries to date, initiated in 1992 by the Wharton School of Pennsylvania [House, Hanges, Javidan 2004]. The number of poll recipients questioned in this research amounted to 18,000 managers from 62 countries. The most recent data were issued in 2009, but we haven't commented on them because the national cultural dimensions as well as the scores are quite similar to those having been recorded in the studies of Hofstede and Trompenaars earlier described.

Denise Pirotti Hummel, an American psychologist and lawyer of Italian origin, described the determinants of a national culture crucial for efficient business relations. In 2006 she compiled the Business Model of Intercultural Analysis (BMIA) [Hummel 2012]. Since then it has been extensively used by the American government and by US companies as a benchmark to help managers meet the challenges resulting from countries' different cultures. D. P. Hummel introduced six comprehensive lenses for assessment. We would like to elaborate here on three of them: time, longevity and communication.

As the perception of time is more "flexible" in Asian than in Western countries, misunderstandings are likely to happen. In the West business people are of the opinion that "time is money" and quick profits predominate. They come to the first meeting with a prepared schedule to run through talks and reach agreement as soon as possible. The Japanese, on the reverse, take their time and this also concerns trade negotiations. It is highly improbable that they will talk business seriously during the first meeting. Instead, Japanese negotiators try to find whether they can trust their potential partners and work comfortably with them in future. So at the first encounter one obtains neither a commitment nor a rejection. The other consequence is that the Japanese feel there is nothing wrong with protracted bargaining, while the Westerners do and cease negotiations, making price concessions when they are not yet needed.

Longevity in Japan is a standard; people live long lives and at their advanced age enjoy the high esteem and respect from younger generations. The "ancestors' cult" and deep reverence toward the aging members of the society are rooted in the Japanese people's indigenous faith, called *shinto* (the way of the gods). While in the West the myths of youth as well as the "fast track" as a way of establishing a professional career are among the most desired goods, in Asia seniority is admired as the essence of know-

ledge, wisdom and experience. Coming from different premises, a Western party may send a young, smart manager for business talks with his aged Japanese partner, which could be regarded as an insult.. Nevertheless, a successful Westerner expects to reach an agreement, negotiating directly with his older adversary, while in fact the deal requires consent of all the employees concerned. This is probably the key reason (sometimes a secret one) why finalizing a bargain takes so long in Japan. But once a deal has been concluded, it takes comparatively little time to realize it. On the other hand, it should be kept in mind that once agreed upon, it will be very difficult to change such a decision.

Communication in corporate Japan is indirect and tactful. The word “no”, meaning rejection, is rarely used at the cost of more pleasant expressions, e.g. “we shall study it”, “we shall see” etc. For good future results foreigners should not push either for immediate acknowledgment or denial. There is an assumption, perhaps a guess, that behind the practice of not saying a blunt “no” is the Japanese desire to not lose face. Loss of reputation is very embarrassing, if not devastating, for the Japanese, so in relationships with strangers he also tries to spare somebody’s feelings [McFarlin, Sweeney 2006, p. 200; Nix 2015, pp. 50–52].

Misunderstandings in communication may arise in the course of negotiations when both parties encounter obstacles. In such a case Westerners would probably explain hard and present arguments to the other side to show their way of thinking, while the Japanese counterpart would have recourse to silence. In East Asian countries such an attitude is considered appropriate for diminishing tension and recovering harmony and peace [Martinuzzi 2013]. This is an example of differences stemming from different cultures: Western cultures are extrovert and Asian are more formal and introvert. My own experience points to the fact that the Japanese feel at ease without exchanging words. They might be examining whether they can build trust during such silences.

In conclusion we would like to stress that the benefits of exploring other countries’ corporate cultures cannot be overestimated. This is not only a fascinating task in itself, but also a tool to enhance profitability of reciprocal international business relations.

## Streszczenie

Kultura korporacyjna w każdym kraju stanowi pochodną kultury narodowej. Autorka wskazuje na fakt, że znajomość kultury kraju, z którym utrzymywane są stosunki ekonomiczne, kontakty handlowe i inwestycyjne, jest nie do przecenienia. Ponad 300 japońskich firm na stałe wpisało się już w gospodarczy krajobraz Polski, dając zatrudnienie więcej niż 40 tys. pracowników, dlatego też problematyka artykułu jest tak istotna. W tekście zostały przedstawione poglądy naukowców z dziedziny teorii organizacji, socjologii, psychologii, m.in. Geerta Hofstede, Alfonsa Trompenaarsa oraz ekspertów z dziedziny praktyki gospodarczej (Denise Pirrotti-Hummel). G. Hofstede, w pionierskich badaniach, przesłał opinie ponad 1600 respondentów – pracowników IBM z 70 krajów. Pytania dotyczyły „cech narodowych”, zdaniem Hofstede, różnicujących poszczególne kultury biznesu. Jako determinanty tych różnic uwzględnił: hierarchiczność struktur i stosunek do kwestii nierówności społecznych, postawy wobec ryzyka i niepewności, indywidualizm (priorytet jednostki albo grupy), a także stopień maskulinizacji społeczeństwa. W toku późniejszych badań autor dodał do wyżej wymienionych „papierków lakmusowych” pragmatyzm oraz samoocenę.

Z kolei A. Trompenaars w latach 1886–1993, na podstawie ankiet skierowanych do 15 tysięcy menedżerów z 50 krajów, określił, jego zdaniem, zestaw najważniejszych cech specyficznych, przesądzających o odmienności narodowych kultur korporacyjnych. W artykule omówiono niektóre z nich: (1) uniwersalizm kontra partykularyzm; (2) opanowanie kontra emocjonalność; (3) ocena *ex post* według faktycznych osiągnięć kontra przypisanie znaczenia *ex ante*; (4) synchroniczność kontra sekwencyjność w pojmowaniu czasu. I wreszcie ostatni z wymienionych na wstępie badaczy kultury biznesowej, Denise Pirrotti-Hummel, zwraca uwagę na szczególne, jej zdaniem, cechy japońskich partnerów gospodarczych: długi horyzont podejmowania decyzji (planowanie), pełna akceptacja zasady starszeństwa, czy niewerbalny charakter komunikacji międzyludzkiej. Autorka artykułu nie tylko zapoznaje czytelnika z wieloma determinantami zachowań Japończyków w biznesie, ale i poddaje krytycznej analizie konsekwencje, jakie mogą one mieć dla przebiegu negocjacji w dziedzinie gospodarki oraz w procesach decyzyjnych.

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# Promotion of Polish culture in Japan – outline of the situation

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For purposes of this publication, we will define the promotion of culture as: creating conditions for Polish artists to hold high positions in the world, popularization of the Polish language, and protection against marginalization in the processes of globalization. Popularization of culture concerns even, or even especially, those countries whose political and economic position is very strong nonetheless: France, Great Britain, Germany, China; the process is intensified particularly in regions of growing importance.

It appears natural to consider the promotion of the culture and heritage of Poland in two main directions in order to increase its use of its potential:

## 1. The internal direction – within the Republic of Poland

The promotion of Polish culture towards foreigners staying in Poland, both for a short time as tourists, and for longer periods, such as e.g. foreigners staying for economic purposes, as representatives of their countries (diplomats) or international organisations, and also during major sporting events or international conferences.

In this sense even in Poland we are capable of promoting our culture towards the Japanese, provided that we strive to present the cultural and artistic phenomena created here to them. It should perhaps be reconsidered how to improve the service for Japanese guests in Poland: where to place guides translating into Japanese, how to facilitate access to translators, etc.

## 2. The external direction – abroad

In this second direction the most important thing is the “placement” of creations, phenomena, prominent figures and products of Polish culture in the international environment. The natural target groups include the political and economic elites, and important media having an influence on the realisation of Polish interests in the world. Here, the main

tasks to perform with respect to Japan falls to the Polish representatives in Japan: the Embassy of Poland, the Polish Institute (Instytut Polski, IP), the Trade and Investment Promotion Section (Wydział Promocji Handlu i Inwestycji), the Polish National Tourist Office (promotion of cultural tourism).

Unfortunately, it seems that Japan is not considered a priority country for developing cultural cooperation. This is a result of geographical distance and the still relatively low, in comparison with other countries, engagement of Japanese investors in Poland, as well as the difference in the approach to cultural goods in Poland and Japan. Priority is given to those countries in which it is possible to achieve a more significant increase in economic exchange in the foreseeable future, and Japan is not included in this group. Japan does not appear on the list of countries included in the Promesa programme of international cooperation of the Ministry of Culture and National Heritage.<sup>1</sup> Perhaps this will change during the period of preparation for the 100th anniversary of the establishment of diplomatic relations between Japan and Poland.

## 1. History

The promotion of Polish culture in Japan can be seen in a historical perspective and in this regard it would be the easiest to define three main phases:

- I. The inter-war period (of about twenty years),
- II. The post-war period until the late 1980s (about forty-five years),
- III. The contemporary period, following the political and social transformation (already a quarter of a century).

### I. The inter-war period

During the first period Poland had neither considerable means for promotion, described then rather as information-propaganda, nor numerous diplomatic services at its disposal, yet it succeeded in proposing events related to Polish art and culture in Japan.

Even before the regaining of independence by Poland, the names of three Polish authors were known in Japan: Henryk Sienkiewicz, Władysław Reymont and Fryderyk Chopin, in the case of the writers

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1 <http://www.mkidn.gov.pl/pages/strona-glowna/finanse/programy-ministra/promocja-kultury-polskiej-za-granica-2016---promesa.php> [access 05.02.15].

because of their status of having been awarded the Nobel Literature Prize. They did not require additional promotion, but we owe much to those who, at that time, due to their profession, were disseminating knowledge of Polish culture, and about whom little is still known. In the case of Chopin, one of the examples of such activity may be Leo Sirota, a renowned musician of Jewish descent educated in Kamieniec Podolski, an outstanding pianist, student and favourite of J. I. Paderewski, who settled in Japan in 1925 and stayed there until 1943, giving numerous performances and teaching pianistics. His repertoire included the complete works of Frédéric Chopin and it was him, among others, who brought such enormous interest in our composer to Japanese pianists. He was the teacher of the pioneer of Japanese jazz pianistics, Minoru Matsuya.<sup>2</sup> It is possible to listen to the recordings of Sirota performing Ballade Op. 25 No. 4 in F-sharp minor on the internet, as well as see his photograph with composer Kosaku Yamada.<sup>3</sup> The frequent questions about the reasons for the popularity of Chopin's music in Japan lead to assumption that one of them was the activity of not very well known music teachers.

Despite the scarce means, in the 1930s the young Second Polish Republic introduced a consolidated programme to promote Polish culture, particularly the fine arts and design, across the world. The most significant manifestation of that was Poland's participation in the 1939 New York World Fair, where, although dark clouds had already gathered over Europe, the greatest achievements of the young reborn country were being displayed, referring to the memory of political successes and the idea of coexistence of nations in previous centuries.

As part of special commissions, prominent Polish artists in collaboration with the Artistic Committee, appointed for this purpose under the supervision of the ministries of foreign affairs and education, as well as the "ŁAD" Artists' Cooperative (Spółdzielnia Artystów Plastyków "ŁAD"), designed not only the interiors of selected Polish embassies but also of Polish ocean liners. Contributing to those projects was Zofia Stryjeńska, who created a number of kilims and tapestries. It is known that one of her kilims was given as an official present to the Emperor Hirohito on the occasion of his enthronement in 1926. A black-and-white reproduction of a photo of this kilim exists, but despite many attempts, it could not be found in the archives of the Imperial Household Agency.

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2 According to: [http://en.wikipedia.org/wiki/Leo\\_Sirota](http://en.wikipedia.org/wiki/Leo_Sirota)

3 <https://www.youtube.com/watch?v=1sN66JurQto> [access 10.02.15].

## II. The post-war period until the late 1980s

After the war, as a result of the severance of diplomatic relations in 1941 and the fact that they were not resumed until 1957, the promotion of Polish culture in Japan was conducted – but only after 1957 – by diplomatic services, artists sent to Japan, and artistic teams of the exhibitions that were organised at that time.

This promotion was based on achievements already made in the past; however, the “new Polish art” that was being created in the country – not by the Poles living in exile – was actively promoted. The period in question was described by the author of the present work in her earlier article titled “Promocja kultury polskiej w Japonii po wojnie” (Promotion of Polish culture in Japan after the war), included in a collection of articles “Polska i Japonia w 50. rocznicę wznowienia stosunków oficjalnych” (Poland and Japan on the 50th anniversary of the resumption of official relations) (2009, Wydawnictwo Uniwersytetu Warszawskiego, pp. 43–68).

During the thirty years which passed since the resumption of relations until the turn of the 1990s, a fundamental change in the knowledge of Polish culture occurred in Japan. Several associations interested in cultural trade were founded, in various fields from tourism to music and literature, including the Japan-Poland Association, which was to play a major role in the cultural exchange between both countries in the following years. Polish language learning centres were founded in Tokyo, Sapporo, Osaka and Kyoto. Teaching of subjects related to the Polish language was introduced at the Tokyo University of Foreign Studies, largely thanks to the efforts of the Polish Embassy and admirers of Polish literature (Y. Umeda, K. Yonekawa). In 1991 the Department of Polish Studies was formally inaugurated. Specialists educated in the Polish language played a prominent role in familiarizing Japanese recipients with Polish culture and history. Japan was visited by numerous music, theatre and folkloristic groups, as well as individual artists (painters, sculptors). Polish film has found admirers and a dedicated audience in Japan. A high recognition in amateur circles is enjoyed by the so-called “Polish film school” (E. Munk, A. Wajda) and “Polish poster school” (J. Młodożeniec, H. Tomaszewski, F. Starowieyski, J. Lenica, W. Świerzy). A high reputation has also been earned by Polish pianistic school (H. Czerny-Stefańska, Prof. A. Jasiński), and Polish symphonic orchestras are also widely recognized (Filharmonia Narodowa, Sinfonia Varsovia). The names of Jerzy Grotowski and Tadeusz Kantor are of great importance to theatre artists.

### III. The contemporary period

During the last quarter of a century, i.e. from the beginning of the 1990s, the leading role of Poland as a particularly strong regional cultural centre – if one were to compare it with the situation of other countries of Central and Eastern Europe – was consolidated.

After the period of the so-called “Solidarity carnival” (the early eighties), Poland appeared in the headlines of Japanese newspapers again, and shortly afterwards, a ‘new’ (after the 1960s) golden age of popularity of Polish culture in Japanese amateur circles began to appear. Polish artists who were previously known in Japan were awarded prestigious Japanese prizes: Andrzej Wajda and Krzysztof Penderecki: Preamium Imperiale. Polish literature was enjoying another revival, translated works of less recognizable authors, i.e. Małgorzata Musierowicz, started to appear besides the already known, but unsupported by Polish authorities, authors such as M. Hłasko, W. Gombrowicz, Cz. Miłosz. This second success in Japan, based largely on the renown of the subsequent Noble Prize laureates Czesław Miłosz and Wisława Szymborska, but also owing to a number of actions performed by the Department of Foreign Affairs and the Department of Culture, is rather considerable. Owing to the efforts of the Polish Embassy and the Ministry of Foreign Affairs, after many years of pursuit the Polish Institute was finally established in Tokyo in November 2011 as the first such institute in Asia. This was a matter of key importance to the scale of the action undertaken to promote Poland in Japan.

The promotion of Polish culture is conducted by means of the organisation, financing or co-financing, and substantive supervision over numerous events aimed at dissemination of the achievements of Polish creative artists, thinkers, prominent figures, and also the Polish cultural landscape. Polish institutions cooperate with non-governmental organisations such as Forum Polska (established in 2005) and Tama (an organisation of Poles in Tokyo). Within the framework of annual projects, activities serving the purpose of popularising various areas of Polish thought and creativity are consistently being undertaken. To exemplify this, below is a selected list of projects carried out in 2014 with support of the Polish Institute.



## 2. Events realized or co-realized by the Polish Institute in Tokyo and the Embassy in the year 2014<sup>4</sup>

During the year 2014 the Polish Institute in Tokyo took part in the realization or co-realization of over 35 projects in Japan, in the areas listed below. The main panelists, lecturers and creators are mentioned in brackets:

### 2.1. Dissemination of knowledge of modern Poland and the promotion of the interests of Poland

A **post-conference publication** by the Japanese NPO Forum Poland: "Polska na zmieniającej się mapie świata" (Poland on the changing map of the world):

- "The change of the position of Poland in the world from the perspective of diplomacy" (Ambassador C. Kozaczewski);
- "Russia and Europe. Energy security of Poland" (Prof. Y. Hasumi of Ritssho University);
- "Running a business in Poland. Advantages and challenges" (Y. Ohishi, former director of Mitsui Bussan Warsaw).

**Excellent Poland publication:** the second volume of a special publication promoting knowledge of present-day Poland and its history.

### 2.2. Dissemination of knowledge about Polish history

**Celebration of the 100th anniversary of the birth of Jan Karski: a symposium about Jan Karski** at Aoyama Gakuin University with the participation of panelists:

- Prof. Christopher W. A. Szpilman – son of Władysław Szpilman; graduated from the Japanese Studies Department of London University and Yale University; professor at Kyushu Sangyo University, Department of Culture (since 2005);
- Osamu Ikeuchi – historian of German literature and essayist; author of many books, including *Good evening Mr. Goethe* and *Between the sea*

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<sup>4</sup> Materials received from the Department of Public and Cultural Diplomacy of the Ministry of Foreign Affairs in October, 2014.

*and the mountain*; translator of, *inter alia*, poems by Franz Kafka and *Faust* by J. W. Goethe;

– Prof. Toshihiro Kokubu – graduate of Waseda University, Department of Literature; professor of Aoyama Gakuin University, Department of International Communication (Graduate School of International Politics, Economics and Communication);

– Prof. Satoshi Warita – specialist in the history of Polish-German relations, with a particular focus on the history of the territories of the Prussian Partition in the 19th century; author of the book *Prussia in the 19th C*; professor at Aoyama Gakuin University, Department of History (Graduate School of Literature).

In order to prepare the Japanese recipient for the subject matter of the symposium, **screenings of films on the subject of World War II and the Holocaust** took place earlier at Aoyama Gakuin University: on 21 August: *The Pianist* (2002), dir. Roman Polański; 28 August: *The Secret* (2007), dir. Claude Miller; 4 September: *Schindler's List* (1993), dir. Steven Spielberg; 11 September: *Night and Fog* (1955), dir. Alain Resnais; 18 September: *Au Revoir Les Enfants* (1987), dir. Louis Malle.

**Exhibition “Jan Karski. The Man of Freedom”** organised in cooperation with, among others, the Polish History Museum, **promotion of books**: J. Karski, *Story of a Secret State*, pub. Hakusuisha, and Yannick Haennel, *Jan Karski*, pub. Kawade Shobo Shinsha.

**Assistance in the publication of another volume of the series “Historical Sources for the History of Poland in Japanese”**: *Fighting Poland. For a new Poland after the II World War*, ed. Jun Yoshioka, and *Words of John Paul II. The first pilgrimage to the homeland in 1979*, ed. Hisako Kato.

**25th anniversary of the free elections in Poland**: a meeting on 4 June on the occasion of the anniversary, with participation of Japanese students of Polish philology and other faculties, and also Polish students staying in Japan. This was combined with a presentation devoted to the anniversary, accentuating the positive changes caused by the change of the political system, elements of a knowledge contest of the history of Poland, a showing of Polish films promoting tourist attractions, and Polish pop music.

**Polish tent – promotion of present-day Poland during the Student Festival at Sapporo University.**

**Inauguration of the Tokyo branch of the Hokkaido-Poland Cultural Association**: a lecture devoted to the activity of Polish people in the East.

## 2.3. Visual arts

**Support for the publication of the book** *Central European Modern Art: Poland, Czech, Slovakia and Hungary*.

**Co-organisation of the symposium “Modern Art of the Visegrad Group”** with participation of Polish artists such as: Mirosław Bałka, Artur Żmijewski, Paweł Althamer, Agnieszka Polska, Dominik Lejman.

**Café-Club Project/+48 Social Club:** an event accompanying the Tokyo Designers Week, the most important design fair in Japan. (A project conducted by the Adam Mickiewicz Institute (Instytut Adama Mickiewicza, IAM) and the Polish Institute in Tokyo covered the costs of the stay and the performance of the DJ Soul Service Team at the inauguration of the project).

**Little Architects:** organization of workshops for children promoting Polish architectural styles. Creation of models of typical Polish houses, regional architecture of Zakopane and the Sudetes. Workshops for the children from the Fukudenkai<sup>5</sup> orphanage, led by pedagogue Karolina Szkapiak.

**Performance of the artistic group Suka Off** during the event “Sadistic Circus” in Vanilla Gallery in Tokyo.

**Exhibition “Japanese home in Kraków. 20 years of the Manggha Museum of Japanese Art and Technology”** at TUFS.

**New Painting from Poland and Japan:** an exhibition of paintings by Polish artists of the end of the 20th century from Warsaw Academy of Arts: Agnieszka Brzeżańska, Marcin Dutka, Miłosz Koziej, Monika Michalczyńska, Tomasz Milanowski, Agnieszka Słodkowska, Radosław Predygier, Skat Linda, and a presentation of an interview with Professor Stefan Gierowski in the Municipal Museum Tenjinyama Bunka Plaza.

**Polish contemporary art at the Biwako Biennale:** a display of a three-dimensional installation by G. Morawetz at the Biwako Biennale, one of the major events presenting contemporary art in Japan. A performance directed by G. Morawetz with participation of the dancing couple Tania Coke & Kentaro Suyama.

## 2.4. Film

**Polish Film Festival in Japan 2014:** during the festival, IP in Tokyo prepared special showings of films related to the 25th anniversary of the change of political system in Poland, namely: *Shivers* by Wojciech

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5 Fukudenkai is a social welfare centre in Tokyo in which, during the years 1921–1922, Polish children – the so-called Siberian Orphans – were put up. <http://www.fukudenkai.or.jp/>

Marczewski, *Time to Die* by Dorota Kędzierzawska, and *The Reverse* by Borys Lankosz. The festival in Tokyo is organized in co-operation with Mermaid Film, IAM and the Polish Film Institute under the artistic direction of Jerzy Skolimowski. With support of IP in Tokyo, the festival will be continued from December 2014 until March 2015, in the following cities: Kyoto, Yamaguchi, Hiroshima and Sapporo.

**Showing of the film** *The Knife in the Water* by Roman Polański, combined with a panel discussion about Polish cinematography and the works of Krzysztof Komeda. The screening was followed by a performance of DJ Paula presenting Polish contemporary pop music.

Participation in the **EU Film Days 2014**: showings of the film *Lava*, dir. Tadeusz Konwicki.

## 2.5. Music

### Classical music

**Publication of Polish Christmas Carols**, the 2nd volume of the “Library of Polish music in Japanese” series.

**Celebration of the 100th anniversary of the birth of Oskar Kolberg**: a concert of the TAMA Orchestra titled “Fascinating Polish music for you!” Performances of pieces by Oskar Kolberg, Witold Lutosławski, and Polish carols in the original language by the Tama Philharmonic Orchestra and Choir.

**Concerts of the pianist Magdalena Żuk** at the Chopin Village festival, International Art Festival in Nakayama and recitals in Kyoto and Osaka.

**Concerts of soprano Aleksandra Olczyk** in the Tokyo Metropolitan Theatre and the Embassy of Poland in Tokyo.

**Performance of the Tama Philharmonic Choir**, presenting Polish Christmas carols on a Polish festival in Roppongi Hills, Tokyo, organized by the Trade and Investment Promotion Section of the Embassy, supporting the promotion of Polish products in Japan.

### Jazz and other genres

**Arrangement of a studio visit of Yoshinori Shirao**, a blogger and an author of articles about Polish jazz, who is currently working on publishing a book about Polish jazz, at the JAZZTOPAD Festival in Poland. The book will be released in November.

**Assistance in the organisation of concerts of Polish jazz vocalist Grażyna Auguścik** in a prestigious Tokyo jazz club Cotton Club, as a part of promotion of her album *Beatles Nova*.

**Organisation of a concert of pianist Joanna Duda** in the Embassy of Poland in Tokyo. (Joanna Duda was accompanying the Amareya Theatre in their performances in Tokyo during the Dance Festival).

**Concerts of the Sza/Za duo:** organisation of showings of Polish animated films and short films by Roman Polański with music by Paweł Szamburski (clarinet) and Patryk Zakrocki (violin) in the TOKI and Moonromantic clubs and the Embassy of Poland in Tokyo. The concerts were a continuation of the artists' stay following the performances at the Tokyo Jazz Festival, which were organised by IAM.

**Participation of pianist Kuba Stankiewicz in a concert of the Visegrad Quartet in Tokyo as a part of the V-4 + Japan Exchange Year.**

**Meet Polish Funk:** organisation of an interactive exhibition of covers of vinyl records *See Polish Funk*, presenting projects by prominent Polish graphic artists selected from the Soul Service's collection of albums. A lecture inaugurating the exhibition and live music at the vernissage played by the authors of the exhibition. Concerts of the Soul Service DJ Team accompanying the exhibition "Funk Halloween" in Club CAY and Hot Buttered Club with participation of Japanese musicians.

(DJ Soul Service are also going to play at the inauguration of the Café-Club/48 Social Club Project realised by IAM).

## 2.6. Theatre

**Shows of the performance *Nomadic Woman* by the Amareya Theatre at the International Dance Festival in Tokyo.**

**Silence of the Body:** rehearsals and performances of six Polish mimes under the direction of Stefan Niedziałkowski in Theater X in Tokyo. The project is being realised by the Japan Art Mime Society and Theater X – a Japanese theatre that has been realising Polish theatrical projects for several years. IP in Tokyo covers the costs of accommodation for the Polish artists in Tokyo.

**Support for the production of a film** about the relations of one of the most prominent Japanese Butoh dancers, Daisuke Yoshimoto, with Poland, directed by Patrycja Płatnik and Tomasz Bazan.

## 2.7. Projects supporting the promotion of Polish language

**Organisation of the 16th Polish Oratorical Contest for the Japanese.**

**Organisation of the Meetings of Polish Studies Departments of Three Countries (China, Republic of Korea and Japan),** in cooperation with Tokyo University of Foreign Studies.

**Assistance in the organisation of the 4th edition of Afternoon Poetry**, an event of declamation of Polish poetry in Sapporo.

**Support for the publication of the subsequent volumes of the “Library of Polish classics in Japanese”**: *Ballads and Romances* by Adam Mickiewicz, trans. T. Sekiguchi, and *Konrad Wallenrod* by A. Mickiewicz, trans. K. Kuyama.

**Co-organisation of the annual conference of the NPO Forum Polska**; the topic of the conference this year was: “The works of Andrzej Wajda”.

## **2.8. Organisation of events related to the presence of Anna Maria Jopek – the Ambassador of the V4 + Japan Exchange Year 2014 – in Japan**

1) Participation of Anna Maria Jopek in the V4 + Japan Gala Concert on 4th March in Kioi Hall.

2) Music workshops in an orphanage in Tokyo conducted by Anna Maria Jopek and a visit to a kindergarten in Kesennuma in connection with to the 3rd anniversary of the Great East Japan Earthquake of 11 March 2011. (Kesennuma is the town that sustained the greatest damage on 11 March 2011, in Sendai).

3) Admission-free concert of Anna Maria Jopek for inhabitants of Sendai and Kesennuma on the 3rd anniversary of the Great East Japan Earthquake.

4) Concert of Anna Maria Jopek and Makoto Ozone in the Blue Note Club in Tokyo on 7 March (the premiere of the album *Haiku*).

5) Participation in a concert organised by Nao Matsushita, the Japanese Goodwill Ambassador of the V4 + Japan Exchange Year 2014, on 12 November.

## **2.9. Cultural projects of the Embassy**

### **Promotion of knowledge of the greatest Poles and the history of Poland in Japan**

Issuance, at the initiative of the Embassy of Poland in Tokyo and in cooperation with the Japan Post Holdings, of a series of postage stamps with the greatest Poles, on the occasion of the unveiling of a monument of Bronisław Piłsudski in Hokkaido in October, 2013.

## 2.10. Release of the publication *RISING Polska*, vol. 2

The publication is the fruit of a studio visit of Japanese reporters in Poland, organised by the Embassy in cooperation with the Department of Political and Cultural Diplomacy in March, 2014. The publication includes interviews with Deputy Prime Minister J. Piechociński, Minister B. Zdrojewski, Anne Applebaum, Ambassador C. Kozaczewski, as well as articles about Jan Karski, Polish history, culture, economy, investment opportunities in Poland and the V4 + Japan Exchange Year.

As can be seen from the above, the number of events is increasing; they require professional substantive supervision and excellent logistics, hence the amounts allocated for promotion should not be reduced.

## 3. Promotion and regions

Grassroots initiatives for friendship with Poland and cooperation with Polish artists or regions in Poland, and with local associations, are of a particular importance. Even though they frequently commence their activity as one-off events, ad hoc ideas, part of them evolve towards cyclical events, concentrated around the originators and their associates. An example would be the establishment of the Friends Of Poland Association in Matsuyama, Shikoku, by judo instructor and businessman Bunji Matsushita. It commenced its activity in the 1980s as a centre of traditional sports and summer camps for children and the young, but currently focuses on cultural promotion of Poland<sup>6</sup> through the organisation of an annual event called Chopin Village, which is a festival of Polish culture, in the organisation of which the Trade and Investment Promotion Section of the Embassy of Poland and the Polish Institute also participated.

Among the newly created “Poland-friendly” places in Japan it is necessary to mention Kesennuma, a town located in the Tohoku region which was severely damaged by the cataclysm of 11 March 2011. It was at this place that, making use of the funds raised by the Polish people in a nationwide collection organised by the Polish Humanitarian Action and Radio Three, a kindergarten in Ashinome was rebuilt. The opening cer-

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6 For an account of the visit to Shikoku in order to organise film workshops and inaugurate a platform of information about Poland by Waldemar Czechowski: <http://pl.institut-polski.org/event-archives/archives-other/1481/> [access 18.02.15].

emony was honoured by the presence of the first lady of Poland, Anna Komorowska. Since that time Kesennuma has been frequently hosting Polish artists, i.e. Anna Maria Jopek in 2014.

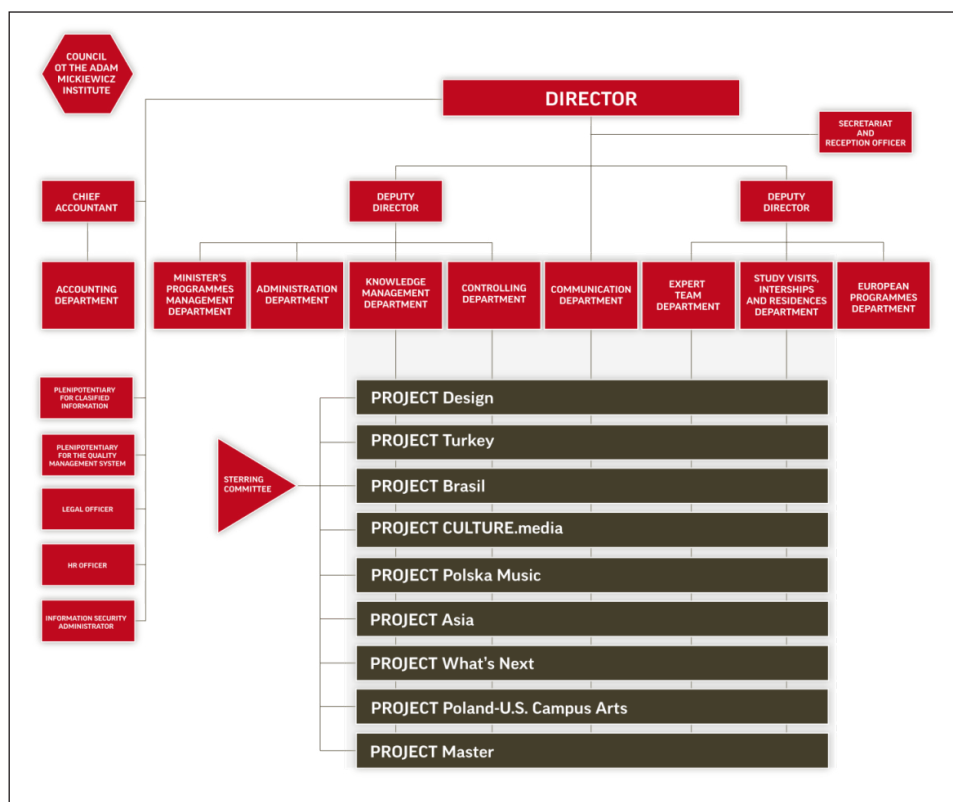
## **4. Institutions involved in supporting Polish culture and national heritage in the international environment**

According to the letter of the law, supporting the international dialogue in the field of culture between the Polish people and citizens of other countries is the concern of mainly the following two departments and institutions subordinate to them:

### Ministry of Culture and National Heritage

Among the institutions subordinate directly to the Minister of Culture and National Heritage, the Adam Mickiewicz Institute (IAM) plays a significant role as a national “impresario” and a disseminator of knowledge about foreign cultural and art markets. IAM has a large annual budget at its disposal of approximately 30 million zloty (around 7.7 million USD), although the amount varies somewhat. IAM defines the priority areas of external activities during consultations with the Department of International Relations of MCNH. By its operation of a unique website, Culture.pl, in several languages, IAM disseminates information about the situation of Polish culture and also about the key characters of Poland’s past. IAM supports initiatives of Polish artists in the international arena through the programme Polish Culture in the World. This programme is addressed to artists in all fields of art and creative industries and persons engaged in the dissemination and promotion of Polish culture. It is intended to support individual participation in events outside of the country (i.e. exhibitions, concerts, festivals, tournée and music competitions) by providing subsidies for accommodation and transport to the place of the event. It is necessary to file an application in order to apply for these funds. The applications are examined during the meetings of the commission of the programme, which are held on a monthly basis. (<http://iam.pl/pl/kultura-polska-na-swiecie>)

Within the structure of IAM, as illustrated in the following diagram Japan is not in a preferential position in any case. Japan is situated in the Asia Project, a mechanism enabling support for presence of Polish art and culture in Asia.



**Fig. 1.** Structure of the Adam Mickiewicz Institute (IAM)

**Source:** Adam Mickiewicz Institute

**In the relationship with Japan, the Manggha Museum of Japanese Art and Technology performs the role of a regular partner and the leader of numerous cultural and educational initiatives.** Due to the 20th anniversary of the opening of the Manggha Museum, in 2014 the institution played a particular role (various celebrations of the anniversary were held during the entire year, and the main ceremony in Kraków was honoured by the presence of the presidential couple and the wife of the Prime Minister of Japan, Akie Abe).

In addition to supporting artistic projects using the mechanisms of IAM, the Department of Culture and National Heritage influences the reception of Polish culture abroad by conducting activities through various substantive departments, not only the Department of International Relations. An example of this is the excellent support provided in 2013 by the Ministry of Culture and National Heritage to a Japanese-Polish initiative to erect a monument commemorating the eminent explorer and researcher

of Siberia and the Ainu people, Bronisław Piłsudski, on the site of the Ainu Museum in the Shiraoui village, Hokkaido, where the researcher resided temporarily in 1902. Bronisław Piłsudski, an imperial exile sentenced to banishment at Sakhalin for his political activity, used the period of his exile to perform intensive civilizing activities among the local people, mostly Ainu, of whom he became the discoverer, researcher and protector. His research on the native language and culture of Ainu and his contribution to building of the identity of Ainu, formerly a great nation of the Far East, are invaluable. Poland has not yet commemorated this figure. Bronisław Piłsudski stayed in Hokkaido several times; he was married to an Ainu woman and had children, and a grandchild of his still lives in Japan.

As a result of the long-term efforts of Japanese circles, Polish diplomatic services and the Department of Culture and National Heritage, a monument to Bronisław Piłsudski was erected. It was unveiled in Shiraoui, on the site of the Ainu Museum, and an international conference devoted to Bronisław Piłsudski was held at the University of Sapporo. This project was co-funded with the support of the Department of Cultural Heritage. In the unveiling ceremony, among others Minister Bogdan Zdrojewski took part.



**Fig. 2.** The monument of Bronisław Piłsudski in Shiraoui

**Author:** J. Rodowicz-Czechowska

### Ministry of Foreign Affairs

Through the activity of 23 Polish Institutes in the world, as well as cultural sections of Polish Embassies, the Ministry of Foreign Affairs helps create the image of present-day Poland, including its culture, social and intellectual achievements of Poles, and contributes to the widespread popularization of the achievements of the Polish nation in the world. As already mentioned, in 2011 the first Polish Institute in Asia was established in Tokyo, largely thanks to the efforts of the then-Ambassador of Poland, the function of which was performed by the author of these words.



**Fig. 3.** The website of Polish Institute in Tokyo

**Source:** <http://pl.instytut-polski.org>

The above illustration shows information displayed on the website of IP (<http://pl.institut-polski.org>), and the distribution of activities in particular thematic sections.<sup>7</sup>

## 5. What next?

At the present time, that is four years before the 100th anniversary of the establishment of diplomatic relations, is the time to consider how to further promote Polish culture in Japan. Which mechanisms should be used; which institutions should they be based on, and how to finance them?

In the years 2008–2014 (according to Polish Budget Act), 21.7 billion zloty were allocated to culture from the state budget, long-term government programmes, and from European funds. It's worth noting that Poland is the leader in the absorption of European funds allocated to culture. After adding earmarked funds (1.1 billion zloty), cultural expenditure in that period amounts to 22.8 billion zloty. Those funds have a history of being increased every year.

What part of this budget is used to promote Polish culture abroad? There is no explicit answer to this question, which results from the fact that the dispersion of the funds allocated to promotional activity are distributed among numerous entities on various levels. Nevertheless, it may safely be concluded that the available means are not larger than 100 million zloty. Taking into account the possibilities in this matter are increasing, however, with development of cultural infrastructure, which has improved significantly in recent years, there are an increasing number of possibilities in this matter, and they can be multiplied by improvement of the coordination of actions performed by entities engaged in conducting cultural activities targeted at other countries.

Hence it is undeniable that the possibilities for promoting Polish culture in Japan are increasing: a new generation of Poles in Japan is reaching adulthood, and there are clearly ever more young Japanese interested in Poland and its culture. At the time of this writing, it may be assumed that even maintaining the current level of investment, if the coordination among the Ministries of Foreign Affairs, Culture and National Heritage, Economy, Sport and Tourism, and Polish institutions in Japan can be improved, much more can be achieved. On both sides, i.e. in Japan and in

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7 A screenshot of the website of IP: <http://pl.institut-polski.org/> [access 11.02.15].

Poland, there are many opportunities for stimulating mutual interest and discovering new areas of cooperation.

The most favourable approach appears to be the setting of a strategic objective, which would be the carrying out of a large advertisement campaign for Poland, its 'brand' and its achievements, in the year of the 100th Anniversary of the establishment of official relations, which will occur in 2019.

## Streszczenie

W artykule, w pierwszej części, zdefiniowane są główne obszary promocji kultury polskiej w świecie, z podziałem na dwa kierunki: wewnętrzny (terytorium Rzeczypospolitej Polskiej), oraz zewnętrzny (poza granicami Polski). Stwierdza się, że w chwili obecnej, mimo stale zwiększanych nakładów na promocję Polski i jej interesów w świecie oraz mimo znaczącej roli Japonii jako rynku dla polskiej kultury i sztuki, Japonia nie jest uznawana za kraj priorytetowy dla rozwijania współpracy kulturalnej. Wynika to z odległości geograficznej, nadal stosunkowo niskiego, w porównaniu z innymi krajami, zaangażowania inwestorów japońskich w Polsce oraz różnicy w podejściu do dóbr kultury w Polsce i Japonii. Przedstawione są dalej główne okresy historyczne, dające się wyodrębnić w działaniach polskich czynników rządowych na rzecz popularyzacji dokonań polskich twórców w tym kraju (autorka przyjęła, że są trzy): I. Okres międzywojenny (a więc obejmujący około dwudziestu lat), II. Okres powojenny do końca lat osiemdziesiątych (około czterdziestu pięć lat) oraz III. Okres najnowszy, po przemianach polityczno-społecznych (trwający już ćwierćwiecze). Przedstawione są główne dziedziny promocji i znajomości w Japonii kultury polskiej w poszczególnych okresach. Oprócz twórców znanych w świecie jeszcze przed odzyskaniem przez Polskę niepodległości, takich jak laureaci literackiej nagrody Nobla: Henryk Sienkiewicz, Władysław Reymont, czy w muzyce Fryderyk Chopin, w okresie międzywojennym na arenę światową, w tym także do Japonii, wkracza polskie wzornictwo i sztuki plastyczne.

Aktywna promocja kultury polskiej, poprzez ambasadę, placówki handlowe oraz impresariaty, nabiera po II wojnie światowej dynamiki dopiero w latach sześćdziesiątych. Znaczącą rozpoznawalność posiada tzw. „polska szkoła filmowa” (E. Munk, A. Wajda) i „polska szkoła plakatów” (J. Młodożeniec, H. Tomaszewski, F. Starowieyski, J. Lenica, W. Świerzy). Dużą renomę uzyskała polska pedagogika pianistyczna (H. Czer-

ny-Stefańska, prof. A. Jasiński), uznaniem cieszą się polskie orkiestry filharmoniczne (Filharmonia Narodowa, Sinfonia Varsovia). Szczególne znaczenie mają dla twórców teatru nazwiska Jerzego Grotowskiego i Tadeusza Kantora. W okresie ostatniego ćwierćwiecza utrwaliła się wiodąca rola Polski jako swoistego lokalnego mocarstwa kulturowego, jeśli porównać to z sytuacją innych krajów Europy Środkowej i Wschodniej. Dzięki staraniom Ambasady RP i Ministerstwa Spraw Zagranicznych, po wielu latach starań, dochodzi do otwarcia w listopadzie 2011 roku, pierwszego w Azji, Instytutu Polskiego w Tokio. Promocja kultury polskiej odbywa się obecnie poprzez organizację, finansowanie lub współfinansowanie, nadzór merytoryczny nad szeregiem wydarzeń służących upowszechnieniu dokonań polskich twórców, myślicieli, osobistości, ale także polskiego krajoobrazu kulturowego. Polskie placówki współpracują z organizacjami pozarządowymi, takimi jak Forum Polska (założone w 2005 r.), Tama (organizacja polonijna). W ramach projektów rocznych realizowane są przedsięwzięcia służące popularyzacji różnych sfer aktywności myśli i twórczości Polaków. Specjalne znaczenie mają oddolne inicjatywy na rzecz przyjaźni z Polską i współpracy z polskimi artystami lub regionami w Polsce, stowarzyszenia lokalne.

W dalszej części artykułu przedstawione są instytucje zaangażowane we wspieranie kultury polskiej i dziedzictwa narodowego w środowisku międzynarodowym, zwłaszcza zaś Instytut Adama Mickiewicza. Stwierdza się, że Japonia nie jest w jakiś sposób szczególnie wyróżniona w programach tej instytucji.

W chwili obecnej, to jest na cztery lata przed setną rocznicą nawiązania oficjalnych stosunków, należy zastanowić się, jak dalej promować kulturę polską w Japonii. Jakie mechanizmy stosować, na jakich instytucjach się oprzeć, jak je finansować? To pytanie autorka pozostawia na koniec artykułu, przedstawiając dane szacunkowe kwot przeznaczanych w budżecie państwa na rozwój kultury (w latach 2008–2014). W konkluzji autorka dochodzi do wniosku, iż nawet bez znacznego zwiększenia nakładów finansowych można znakomicie poprawić efektywność działań promocyjnych poprzez polepszenie koordynacji współpracy między resortami: spraw zagranicznych, kultury i dziedzictwa narodowego, gospodarki, sportu i turystyki i polskimi instytucjami w Japonii. Najkorzystniejsze wydaje się autorce postawienie strategicznego celu, jakim byłoby przeprowadzenie znaczącej kampanii reklamowej Polski, jej „marki” i jej dokonań z okazji jubileuszu setnej rocznicy nawiązania stosunków oficjalnych, który przypada w 2019 roku.

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# **The Twentieth Anniversary of the Manggha Museum of Japanese Art and Technology – past achievements and future plans**

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“The Manggha is now the main centre, both in Poland and across East-Central Europe, where you can come into contact with Japan and her culture.” This laudatory opinion was expressed by Makoto Yamana-ka, Japanese Ambassador to Poland, in a special edition of the Japanese Embassy’s Newsletter prepared in connection with the twentieth jubilee anniversary of the Manggha Museum of Japanese Art and Technology in Krakow [Yamanaka 2014, p. 2].

It is worth recalling that while the official history of this institution is relatively young (especially in the context of Krakow’s history), it actually goes further back and is closely intertwined with the reception of Japanese art in Poland. Krakow proved to be the most accommodating place, at the turn of the 20th century, for the activity of Feliks “Manggha” Jasieński, a big-hearted man with the soul of a patron of the arts, overtaken by a mania for collecting not only “precious japoneries”, but also objects of Polish, European and other Asian art, altogether about 15,000 items in total.

Initially amassed in Jasieński’s flat, the Japanese handicrafts, textiles, paintings, and above all ukiyo-e prints, provided great inspiration for Polish artists interested in a new trend in art – Japonisme. However, his admiration for the inseparable bond between art and everyday life in Japanese culture compelled Jasieński to envision an educational dimension for his collection. Being a patriot, Jasieński saw in the Japanese people’s attachment to their own tradition and in the tremendous care with which they created even the most trivial of objects a method for retaining national identity, something that was indispensable in a country which for decades had been absent from the map of Europe. Thus he never flagged

in his zeal to organise exhibitions and lectures, write articles and receive numerous guests in his art-packed Krakow flat at the corner of St John's Street and the Main Market Square.

It was also for patriotic reasons that Feliks Jasieński decided to donate his whole collection to the Polish Nation, which finally took place in 1920, when his collection was integrated into the resources of the National Museum in Krakow. However, mostly due to that institution's limited exhibition capabilities, for years the Japanese art objects were displayed only sporadically.

During World War Two, in 1944, the occupying Germans held an exhibition of Japanese art from that collection in the Cloth Hall Gallery, which marked the occasion when a young Andrzej Wajda came into contact with it for the first time. The encounter left a lasting impression in the memory of the future film and theatre director and founder of the Manggha Museum.

"I had never seen such brightness, light, order and sense of harmony; it was the first time in my life that I had encountered real art" [Wajda 1992, p. 53], he reminisced years later, when receiving the prestigious Inamori Foundation's prize (also known as the Kyoto Prize) in 1987 for his lifetime achievement in filmmaking and the high moral standards of his work. It was on that occasion that the prize-winning artist expressed his intention to contribute the prize towards building "a home for the Japanese collection" in Krakow. His idea was met with a wide response, and quite soon, the following year, Andrzej Wajda and Krystyna Zachwatowicz's initiative led to the incorporation of the Kyoto-Krakow Foundation, whose primary objective was to raise funds for and initiate the construction of a building to house the proposed museum. While the cash component of the Kyoto Prize (nearly half a million US dollars) was impressive, it was nevertheless insufficient to erect a building meeting the requirements involved in the storage and display of the artworks. However, due to the tremendous commitment of a great many people in Poland and Japan, the project moved beyond the stage of fantasy plans.

It would not be possible to name all the "Japanese friends", as the Founders always refer to the donors who supported the creation of the museum. Their number exceeded 138,000: during the public fundraising campaign at railway stations across Japan, some dropped a symbolic 100 yens into the tin box dedicated to the construction of a building to house the Japanese collection "in distant Krakow".

Propagating such a campaign on such a large scale would have been impossible without the active participation of such individuals as Etsuko Takano, a great admirer of Andrzej Wajda's films and for years the director of the Iwanami Hall (institution promoting European cinema); Chieko Akiyama, a journalist known for her weekly radio shows; or Akira Matsuzaki, president of the East Japan Railway Workers' Union. Another

er name that has to be added to this group is Arata Isozaki, a world-famous architect who designed the museum building as a present to the Kyoto-Krakow Foundation. The great engagement and helpfulness of the municipal and provincial authorities made it possible to erect the building in a record short time of 13 months, and on 30 November 1994, President Lech Wałęsa and Prince Takamado, representing the Japanese Imperial Family, officiated at the formal opening of the Manggha Centre of Japanese Art and Technology.

The Manggha Centre inaugurated its activity as a branch of the National Museum in Krakow. The F. Jasieński Collection was moved to the new building and, with proactive support from the Kyoto-Krakow Foundation, the organisation of various artistic and scholarly events was initiated.

In January 2005, the Manggha Centre opened a new chapter in its history. By a decision of the Minister of Culture it was spun off from the organisational structure of the National Museum in Krakow, and has since operated as an independent institution. In 2007, its name and status was changed to Manggha Museum of Japanese Art and Technology, and in 2009 the Far Eastern Art Collection of the National Museum in Krakow was taken over by the Manggha Museum as a deposit.

As shown by the history recapitulated above, the creation of the Manggha Museum (notably, the first museum facility built from scratch in postwar Poland) was made possible by the generosity and kindness of many people in Poland and abroad. Their courage to make dreams come true and their adamant stance made the idea of creating a “Japanese home” in Krakow a reality. As the museum’s director, Bogna Dziechciaruk-Maj, writes:

“Ever since its inception, the Manggha Museum has combined the functions of a museum and an active cultural centre, disseminating knowledge about Japan and the Far East. In practice, through this combination a new type of institution of culture crystallised that, in terms of its form and effects, overlapped with the understanding of the role of a contemporary museum: that of a dynamic institution, introducing new forms of activity, going far beyond accumulating, processing and displaying collections” [Dziechciaruk-Maj 2013, pp. 4–20].

This observation is very apt inasmuch as many of the components of the Manggha Museum’s activity which seem standard today were of a pioneering nature in the 1990s and the first years of the 21st century. These include its extensive educational activities (targeting specific groups of visitors, such as children or senior citizens, exemplified by recurring events such as *Kodomo no hi* (Japanese Children’s Day) or *Keiro no hi* (Japanese Day of Respect for the Elderly)). Another novelty was the introduction of lectures and workshops relating to the themes of the exhibitions and events

promoting Japanese culture at venues other than the museum. In this context, it is relevant to point out the unique characteristics of the museum's building which, in addition to traditional rooms intended for the accumulation and display of art objects, is also fitted with a multifunctional auditorium for concerts, theatre performances, film showings, conferences, etc.

The extensive programme on offer, and as a consequence the great interest on the part of visitors, combined with a steadily growing experience, has led to the development by the Manggha Museum team of their own methodology for the planning and presentation of projects. It presupposes "packaging" the main event of a project (an exhibition in most cases) with a number of additional events of varied character. The paramount objective of these efforts is to acquaint the public with a selected issue, phenomenon or trend in as diversified a form as possible, often going beyond activities traditionally associated with museums, i.e. holding exhibitions and publishing catalogues.

A perfect example of this methodology can be seen in the Mount Fuji project (2012). Its main event was an exhibition of woodblock prints, entitled "Mount Fuji: Hokusai and Hiroshige. Japanese Landscape Prints from the Collection of Feliks Manggha Jasiński", whose theme became the starting point for presenting the phenomenon of Mount Fuji in a variety of ways, targeting diverse audiences. Some of the events held as part of the Mount Fuji project included:

- exhibition of woodcuts by the contemporary German artist Udo Kaller, "Fuji-san";
- exhibition of black-and-white photographs by Kōyō Okada, "Sacred Mount Fuji";
- a series of lectures, "Fuji-san and Fuji-yama. Narratives of Japan", given by specialists representing different, often very remote disciplines (art, sociology, seismology);
- an educational exhibit for children, "An Expedition to Mount Fuji", and a related series of themed family meetings;
- a series of workshop activities for children, "Winter Break at the Foot of Fuji";
- Japanese Children's Day focused on Fuji-related themes.

Events held as part of other projects also included demonstrations, performances or scholarly conferences attended by specialists from Poland and abroad.<sup>1</sup>

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1 A detailed calendar of events is published every year in the *Manggha Museum of Japanese Art and Technology Report on Activities*, publisher Muzeum Sztuki i Techniki Japońskiej Manggha, Kraków.

An important role in the Manggha Museum's programme is played by its scholarly and publishing activities, in line with the primary goals set for our institution (to gather, research and annotate collections and make them available for viewing and study), as well as the tasks inherent in formation of the modern cultural institution which, according to its Founders, was to be "a Japanese home in Krakow".

The most conspicuous example of such activity is "Polish Japanism", a research and exhibition project under way since 2005 aimed at disseminating knowledge of the influence of Japanese art on the work of Polish Modernist artists such as Olga Boznańska, Jan Stanisławski, Stanisław Wyspiański, Julian Fałat, Anna Bilińska, Leon Wyczółkowski, and others. In addition to exhibition catalogues, its products include Anna Król's *Polish Japanism* [Król 2013] – the first book ever published in Poland entirely devoted to this phenomenon.

The Manggha Museum's publications cover a wide range of disciplines. Examples include scholarly writings on Japanese art, books popularising Japanese culture issued in the series *Manggha Museum Library*, or Japanese fairytales for children, in addition to the obvious category of exhibition catalogues.<sup>2</sup>

Such an extensive programme of activities has made the museum a very popular venue with steadily growing numbers of visitors, now over 100,000 a year. Also significant is the fact that several recognised organisations are affiliated with the Manggha Museum, such as Senshinkai Chadō Urasenke Tankōkai (Krakow branch of the Urasenke School of Tea), or Klub Bonsai Polska. As part of its educational activity, the Manggha Museum also operates a Japanese Language School, teaching 100 learners in total at all levels. The School building also houses the Manggha Museum Library and Andrzej Wajda's Archive.

One of the museum's major achievements is its human capital. In addition to its knowledgeable and dedicated staff, it encompasses a wide circle of friends and collaborators, including a number of highly-appreciated artists from all over Poland and other countries, and prominent figures in the worlds of culture, science and art in Japan. Such an extensive network of contacts makes for a very versatile presentation of Japanese culture, with care for its artistic quality and valuable content. On numerous occasions the Manggha stage and exhibition spaces have showcased the performances or achievements of artists honoured with the title of Living National Treasure. Over the span of two decades the museum has been host to a great many prominent scholars, authors and musicians, and we consider it a special distinction that the Japanese Emperor Akihito and

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2 See <http://www.manggha.pl/en/publications> [access 20.03.2015].

Empress Michiko visited the Manggha Museum in July 2002 during their official visit to Poland. We cherish all tokens of appreciation from the Japanese people, and these include a series of accolades honouring our institution, its Founders and staff. In 1997, the museum was awarded the Japan Foundation Special Prize, and four of those persons permanently associated with our institution have been honoured with the Order of the Rising Sun.<sup>3</sup>

In accordance with the tasks set out in the Statutes by the Ministry of Culture and National Heritage, and with the aim of meeting visitors' expectations, a number of phenomena and developments associated with other countries of the Far East are also showcased at the Manggha Museum of Japanese Art and Technology. Moreover, since Poland's accession to the European Union one of the major tasks assigned to the museum has been to take into account the wider, European context of cultural cooperation. Until then events whose scope extended beyond Japanese culture had been relatively rare, though given no less attention and care in preparation.

In light of the continually expanding programme, it has become necessary to create a new exhibition space, still as an integral part of the Manggha Museum, for presentations of other Far Eastern countries' art and culture. This is what prompted the idea to build the Europe–Far East Gallery.

Through the efforts of the Ministry of Culture, between 2005 and 2008 sites adjacent to the museum were obtained for construction, and in 2007 a detailed design was prepared by Ingarden & Ewy Architekci sp. z o.o. Towards the end of 2012, an agreement was signed to obtain co-funding for the project from the Operational Programme Infrastructure and Environment. Construction work began in January 2014, and the formal opening of the Europe–Far East Gallery is scheduled for June 2015.<sup>4</sup>

The programme intended for this new project – and reflected in its name – envisions showcasing the cultural relations between Europe and the Far East. In addition to the arts traditionally associated with East and Southeast Asia, such as printmaking, ceramics, textiles, or decorative arts, there are plans to cover more recent developments which have attracted widespread public interest in such areas as architecture, electronics, and design. As has been the case with the Manggha Museum's activity to date,

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3 The Order of the Rising Sun has been awarded to the Founders of the Manggha Museum, Andrzej Wajda (1995) and Krystyna Zachwatowicz-Wajda (2013); the director of the museum, Bogna Dziechciaruk-Maj (2009); and one of its curators, Małgorzata Martini (2014).

4 See <http://edw.manggha.pl/history/> [access 20.03.2015].

subsequent projects will be implemented in reliance on its tested and proven methodology and versatile cooperation with cultural institutions and organisations throughout Europe and Asia.

It must to be pointed out that the establishment of the Europe–Far East Gallery in a separately dedicated building facilitates the full accomplishment of the tasks of the Manggha Museum stipulated in its Statutes. At the same time, the intended use of the main building of the museum, originally designed as a place devoted to the culture and art of Japan, remains inviolate.

All the achievements highlighted above have contributed to the fact that, in its twenty-plus years of existence, the Manggha Museum has succeeded in developing a distinctive international brand. More importantly, this is not confined to recognisability, but has also generated a considerable amount of “word of mouth” publicity – something particularly important in the Far East. In this respect, an invaluable role has been played by the friends, collaborators and visitors who gladly recommend the Manggha Museum to other artists, tourists and institutions.

The twenty years of the museum’s operation largely reflects the experience of our country, which faced new challenges in 1989 of a political, social and economic nature. The idea to contribute Andrzej Wajda’s private prize to establish a state-owned institution is an exceptional example of public-private partnership, a solution which had absolutely no precedent back in 1987, and one that remained innovative after 1989, whether in social, economic or legal terms. The satisfaction is all the greater for the fact that the seemingly unrealisable idea proposed by the Founders could produce such wonderful results through the commitment and kindness of so many individuals and institutions, and the Manggha Museum was given the chance to carve out for itself a stable position in the cultural space of the whole region, as the Japanese Ambassador Makoto Yamanka pointed out in his address quoted in the opening lines.

## Streszczenie

„Manggha jest obecnie głównym ośrodkiem zarówno w Polsce, jak i w całej Europie Środkowo-Wschodniej, w którym można obcować z Japonią i jej kulturą”. Tę zaszczytną opinię wyraził Makoto Yamanka – ambasador Japonii w Polsce, na łamach specjalnego wydania „Biuletynu Informacyjnego” przygotowanego przez Ambasadę Japonii z okazji jubileuszu dwudziestolecia Muzeum Sztuki i Techniki Japońskiej Manggha w Krakowie.

Warto jednak pamiętać, że historia tej stosunkowo młodej instytucji sięga głębiej wstecz i jest ściśle spleciona z procesem recepcji sztuki japońskiej w Polsce. Wszak to w Krakowie działał na przełomie XIX i XX wieku Feliks „Manggha” Jasieński, który owładnięty manią kolekcjonowania nie tylko „japońskich cacek”, ale również obiektów sztuki polskiej, europejskiej i azjatyckiej z innych krajów zebrał około 15 000 obiektów. Zgromadzone przez Jasieńskiego wyroby były wspaniałą inspiracją dla polskich artystów interesujących się nowym nurtem w sztuce – japonizmem. Jednak w zamysle „Mangghi”, który podziwiał u Japończyków nierozzerwalną więź między sztuką a życiem codziennym, kolekcja miała mieć także wymiar edukacyjny. W przywiązaniu Japończyków do własnej tradycji i w ich pieczołowitości Jasieński-patriota upatrywał sposób na zachowanie tożsamości narodowej, rzecz nieodzowną w ojczyźnie od wielu lat nieobecnej na mapie Europy.

To również z pobudek patriotycznych Feliks Jasieński postanowił przekazać całą kolekcję narodowi. Ostatecznie nastąpiło to w 1920 roku, kiedy została ona włączona do zbiorów Muzeum Narodowego w Krakowie. Jednak, głównie ze względu na ograniczone możliwości ekspozycyjne, przez wiele lat obiekty sztuki japońskiej były pokazywane sporadycznie.

Podczas wojny, w 1944 roku, w krakowskich Sukiennicach odbyła się zorganizowana przez Niemców wystawa sztuki japońskiej i to wówczas po raz pierwszy zetknął się z nią młody Andrzej Wajda.

Gdy w 1987 roku reżyser odbierał prestiżową nagrodę Fundacji Inamori (szerzej znaną jako Kyoto Prize), wówczas wyraził zamiar przeznaczenia jej na wybudowanie w Krakowie „domu dla kolekcji japońskiej”. Pomyśl ten znalazł szeroki oddźwięk i dzięki ogromnemu zaangażowaniu wielu osób w Polsce i Japonii projekt nie pozostał tylko w sferze fantastycznych planów.

Rozpropagowanie akcji na tak szeroką skalę nie byłoby możliwe bez aktywnego udziału następujących osób: Etsuko Takano – wieloletniej dyrektorki Iwanami Hall, Chieko Akiyamy – dziennikarki jednej z japońskich stacji radiowych, Akiry Matsuzakiego – przewodniczącego Związku Zawodowego Pracowników Kolei Wschodniej Japonii, czy Araty Isozakiego – światowej sławy architekta, który w prezencie dla Fundacji Kyoto-Kraków zaprojektował budynek muzeum. Dzięki wielkiej życzliwości władz miasta i województwa udało się wznieść budowlę i 30 listopada 1994 roku prezydent Lech Wałęsa i reprezentujący japońską rodzinę cesarską książę Takamado dokonali uroczystego otwarcia Centrum Sztuki i Techniki Japońskiej Manggha.

Centrum Manggha rozpoczęło działalność jako jeden z oddziałów Muzeum Narodowego w Krakowie. Do nowego budynku przeniesiono kolekcję F. Jasieńskiego, a przy aktywnym wsparciu Fundacji Kyoto-Kraków zainicjowano organizację różnych wydarzeń artystycznych i naukowych.

W styczniu 2005 roku instytucja rozpoczęła nowy etap działalności. Na mocy decyzji Ministra Kultury została wyodrębniona ze struktur Muzeum Narodowego w Krakowie i od tego czasu działa jako samodzielna jednostka.

W 2007 roku zmieniła się nazwa placówki, która została przemianowana na Muzeum Sztuki i Techniki Japońskiej Manggha, a w 2009 roku Zbiory Sztuki Dalekiego Wschodu Muzeum Narodowego w Krakowie zostały ostatecznie przejęte przez Muzeum Manggha w depozyt.

Szeroka oferta programowa, a w jej efekcie duże zainteresowanie ze strony zwiedzających, w połączeniu z sukcesywnie powiększającym się zasobem doświadczeń, w istotny sposób wpłynęły na wypracowanie przez zespół Muzeum Manggha metody odnoszącej się do zasad planowania i prezentacji kolejnych przedsięwzięć. Zakłada ona „obudowanie” głównego wydarzenia projektu (najczęściej wystawy) grupą imprez o zróżnicowanym charakterze. Wspólnym celem tych działań jest przybliżenie prezentowanego zagadnienia, zjawiska czy nurtu w możliwie zróżnicowanej formie, często wykraczającej poza działania tradycyjnie związane z działalnością muzealną, takie jak organizacja wystawy czy publikacja katalogu.

Ważną rolę w programie Muzeum Manggha odgrywa działalność naukowa i wydawnicza. W istotny sposób uwydatnia ona podstawowe cele stojące przed muzeum (gromadzenie, opracowywanie i udostępnianie zbiorów), a także działania wynikające z zadań przynależnych nowoczesnej instytucji kultury, powołanej zgodnie z wolą Fundatorów jako „dom japoński” w Krakowie.

Tak rozległe działania zaowocowały tym, że muzeum jest miejscem odwiedzanym chętnie, ze stale wzrastającą frekwencją sięgającą ponad 100 000 zwiedzających rocznie. Na przestrzeni dwudziestu lat gościło tu wielu wybitnych uczonych, pisarzy i muzyków, a za szczególne wyróżnienie należy uznać fakt, że w lipcu 2002 roku, podczas oficjalnej wizyty w Polsce, Muzeum Manggha odwiedzili Cesarz Japonii Akihito wraz z Cesarzową Michiko.

W warunkach wciąż rozwijającej się oferty programowej nieodzowne stało się stworzenie nowej, lecz pozostającej integralną częścią Muzeum Manggha, przestrzeni wystawienniczej, gdzie prezentowana będzie sztuka i kultura innych krajów Dalekiego Wschodu. W ten sposób narodziła się idea budowy Galerii Europa–Daleki Wschód. Uroczyste otwarcie Galerii jest planowane na czerwiec 2015 roku.

Założenia programowe dotyczące nowej inwestycji – zgodnie z jej nazwą – przewidują sukcesywne prezentowanie relacji kulturowych między Europą a Dalekim Wschodem. Należy podkreślić, że Stworzenie Galerii Europa–Daleki Wschód w oddzielnym, specjalnie dedykowanym

budynku, umożliwia pełną realizację statutowych założeń Muzeum Manggha. Jednocześnie nienaruszalne pozostaje przeznaczenie głównej siedziby muzeum, od początku zaprojektowanej jako miejsce poświęcone kulturze i sztuce Japonii.

Dwadzieścia lat działalności Muzeum w dużej mierze zbiega się z historią całego kraju, który od 1989 roku stanął przed nowymi wyzwaniem natury politycznej, społecznej i ekonomicznej. Idea przekazania prywatnej nagrody przez Andrzeja Wajdę w celu powołania nowej instytucji państwowej, to wyjątkowy przykład partnerstwa publiczno-prywatnego, będącego w 1987 roku rozwiązaniem bez precedensu, a po 1989 roku wciąż pozostającego przedsięwzięciem nowatorskim, zarówno pod względem społecznym, jak ekonomicznym i prawnym. Tym bardziej satysfakcjonujący jest fakt, że z pozoru niemożliwa do zrealizowania idea fundatorów, dzięki zaangażowaniu i życzliwości wielu osób i instytucji, mogła przynieść tak znakomite rezultaty, a Muzeum Manggha mogło wypracować ugruntowaną pozycję w przestrzeni kulturalnej całego regionu.

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# **The New Media – the age of visual communication The turn of 20<sup>th</sup>/21<sup>st</sup> century**

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## **1. Introduction – subject overview**

In the following text I describe the situation of new media at the turn of the century, as well as the human condition in both cultural and economic contexts. These two aspects are important due to the conference – a symposium held at the University of Lodz in autumn 2014. My description regarding the role of media, as well as the topic presented at the conference in Lodz, inevitably focuses on the specific context of comparison between the Visegrad countries (also known as V-4) and Japan with respect to Euro-Asian relations. I will point out a few rather obvious facts that, in my opinion, are worth being recalled. However, they only provide a background to more relevant issues that are mentioned further.

Nowadays, the concept of new media is gaining ever more attention and significance, as it relates to both to modern communication technologies such as the internet, television, telephones, and older ones such as the press and radio. These are the most important inventions of the last century when it comes to social communication. They are increasingly ubiquitous tools of interaction among modern people. Our motto could be “one picture is worth a thousand words.” This adage, which has been circulating for a long time (both in the East and the West) accurately describes my lecture and presentation. This wisdom of the East, attributed to Lao-Tse, is already a few thousand years old. The Japanese have their own similar proverb: “to see once is like to hear a hundred times.”

One traveling to Japan or living there, especially in Tokyo, can experience a massive attack of ads and omnipresent audiovisual information. Imagery – photography, film, TV – is flooding the world. Americans were probably the first who called the twentieth century civilization a “pictorial century” – the creation of a civilization of images. Modern man,

regardless of whether he wished to or not – is flooded with streams of images encompassing all possible categories. No one can be protected from that. The ubiquity of moving images, photographic film or sophisticated and aggressive advertising, reduce the role of viewer to that of a receiving object. There is no way to escape from aggressive images in subways, buses, department stores, public spaces, restaurants etc. Today this is an obvious condition, especially for the younger generations. The aspect of the superiority of pictures over text and speech – especially in educational and learning contexts – has been repeatedly researched between the 1970s and 1990s.

Research has been carried out and repeated many times among students and scholars of the humanities and polytechnical sciences. There have been lectures and presentations composed of different proportions of text and images. They differ only in their way of presenting information. The first method consists exclusively of large amounts of text on each slide; the second one was similar, except that the written information had an attractive picture associated with the content attached to it. (G.A. Miller's law stresses the importance of an optimal stimuli number that can be processed by the short-term memory). Researchers' presumptions were confirmed – people whose presentations had matching images in them obtained better results than those who used only words. The researchers explain this result by reference to the theory which states that the more attractive a stimulus is, the longer a recipient will be interested in it [Maruszewski 2002].

This is a very significant factor in coaching, education, political persuasion, as well as the construction of narratives presented in film, advertising or social campaigns. The "world" of politics, business and electronic media, like television (and, most recently, internet social media, e.g. Facebook) has become the biggest beneficiary of this phenomenon. The growth of the business sector around the analysis of the media market, social engineering, psychology and propaganda (social, political, military, business) is the best example of this phenomenon.

Here I focus on what I consider as the most important aspects and most original thoughts. Firstly – the media as an integral component of visual culture; secondly – the impact of the new media on the economy and the generation of its growth, and thirdly – the political aspect, regarding the role of media in propaganda in the new hybrid wars (Ukraine, the Middle East, etc).

The emergence of the World Wide Web has revolutionized the media market. New technologies such as Google Earth, "augmented reality" (scanned reality), QR codes, smartphones, 4G mobile telephones and access to streamed online and film broadcasts has dramatically changed

the situation on the market. In the 21st century the most significant aspect of new social media is instant access to information – an access to data, regardless of localization, as well as widespread availability of content for every citizen-customer, regardless of his or her economic or social status. Another factor is that information and the media are interactive – the roles of message sender and recipient have become blurred. Everyone can be a content broadcaster, uploading news, a video or a report. Until now this was the privilege of the press or television, which belonged to big media corporations. Today commercial media have been rapidly losing their monopoly to social media and individual private broadcasters.



**Fig. 1.** Waldemar Czechowski

**Author:** Piotr Romanowski

Another important aspect of this phenomenon is the shortening of cultural distance between countries such as Poland and Japan. The second part of my speech and visual presentation, regarding websites and tools such as Facebook and YouTube, focuses on the image of Japan in Poland and the image of Poland in Japan (culture reception, economy, art). In this section of my writing I deal with one aspect: the rapprochement of Poland and Japan in context of mental and cultural history, despite their economic and cultural differences. Poland, just as Japan in the 1970s, has experienced a rapid economic growth. The Japanese to whom I have spoken during my visits in Japan between

2011 and 2013, as well as those who visited our country, are in wide agreement that Poland has had made an upswing in the economy. They are full of admiration for the Poles and for Poland, as a country with a “common enemy and threat – Russia”. The Japanese admire our history with its heroic pages (e.g. The Warsaw Uprising in 1944 and the battle on the Vistula in 1920), the Solidarity movement and the first worker-president. They also admire our culture: the music of Fryderyk Chopin or films by Andrzej Wajda. Moreover, they appreciate the recent “tiger jump” in the Polish economy. This is what Japanese ambassadors in Warsaw have been observing and stating throughout the last two decades. To sum up, we have a good political, historical and cultural “narrative” in Japan.

## 2. Presentation of my thesis in seven points

**1. My diagnosis on artist,** film-maker and new media artist focuses on the meaning of modern man and the role of media in contemporary culture. I try to sketch the trends that occur in the contact between the media, culture and economy.

I ask the question: What is the role of audio-visual arts in culture and social sciences?

It seems that the turn of 20th/21st centuries is developing the vision and concept of Mac Luhan’s “world as a global village” and also a strange transformation of Fukuyama’s end of history. In my opinion, the end of history means breaking the direct continuity between the past and the present. For example, when we talk about hybrid war, we do so not only in the meaning of conquest, but also as an expansion of one country’s potential into other territories, and here the role of media seems obvious. Formerly, expansions (including market expansions) had their linearity, and the cause and effect process were relatively easy to diagnose. Today the totality of mechanisms and ways of interaction are closely connected with the activities in the field of virtual media, propaganda, social media, etc. The enemy is not single – it’s spreading as the phenomenon of network spreads.

**2. The outline of social, cultural and economic development** in western countries, in the context of rapid media development. By “Western countries” I mean not only those stretching from Europe to the US, but also Japan, as we speak of this country and its contacts with Europe, especially the Visegrad Group.

Japan, as a model of success after the World War II, has until recently experienced development like Germany or the United States. There were similar mechanisms that made it a kind of Mecca of technology, not only among Asian countries: e-mail and online smartphones (pronounced so beautifully as “smaho”). It is the philosophy of a roar. The universality of games creates mass entertainment. Information spreads via email. SMSes – a quick message – has celebrated its triumph in Europe. Multimedia and video phones are far behind their prevalence in Japan.



**Fig. 2.** YouTube logo

**Source:** <http://www.youtube.com/yt/brand/downloads.html>

**3. Influence of IT and media** (understood as a means of mass communication: including the traditional, such as newspapers, television, and radio, as well as electronic methods and technologies of the internet) on the economy and culture is huge and increasingly intensifying. This visual culture/image culture is seizing a growing area of social and political life. The emergence of YouTube has changed the television market.

Culture is a new power, the power (influence on the market) on an equal footing as the economy. Can this thesis be defended? Looking at the influence of mass culture, computer games, and the incredible development of visual assault done by mass advertising, we can see how great the cultural context is in the GDP revenue. Because of these new and growing areas of influence on consumer behavior, we can see that visual arts have a very significant impact on the economy.

The market is increasingly associated with the influence of culture. Culture drives economic mechanisms and develops economies in the world. There is evidence that approximately 20% of GDP in the US involves culture, art markets and the film industry, creative industry, and cultural industries.

New fields for the world of culture creators and artists have developed. Four sectors: film, television and radio, newspapers and books, music [Purchla, Hausner, Karwińska 2013].



**Fig. 3.** Electronic media man

**Source:** <http://www.youtube.com>

**4. In 1970s, the traditional media** (TV, radio, press) was said to be the Fourth Estate. With the appearance of the internet, the balance of power has changed.

Electronic media, as a new partner in the market, means that the media has become in fact the Third Estate. Media act as tool of propaganda and pressure. Some futurists locate the media environment as the Second Estate at the beginning of 21st century (along with money, banks, and the economy). The internet has appeared as a totally player in the world. It is no more just a tool. I think the futurists and marketing experts in 2030 will have to change the economic paradigm. Probably a hybrid-process model of the future economy is waiting for us in terms of the globalization of these processes.



**Fig. 4.** QR code

**Source:** <https://www.the-qrcode-generator.com/>

**5. Development technology** in computer sciences and electronic media. According to me, in the 1970s new technology appeared once every 5–7 years, in the 1990s – once in about every four years, and in the last decade – once every two years. GG (Gadu-Gadu), Skype, Cloud,

YouTube and Facebook are integral parts of internet. There were eras of e-mail, Skype, Facebook and smartphone. Until recently, there was a notion of the “Skype generation.” A few years ago we had a “generation of Internet people”, now we have “the smartphone era” (the device in which applications are incorporated integrally: tele-audio-video communication, video-on-demand, radio, flashlight, compass, virtual shopping store, watch, alarm clock, pulse pressure gauge, road navigation, Google Earth map, video editing programs, film camera, camera, and god knows what else). Mobile phones repeatedly exceed computer functions.

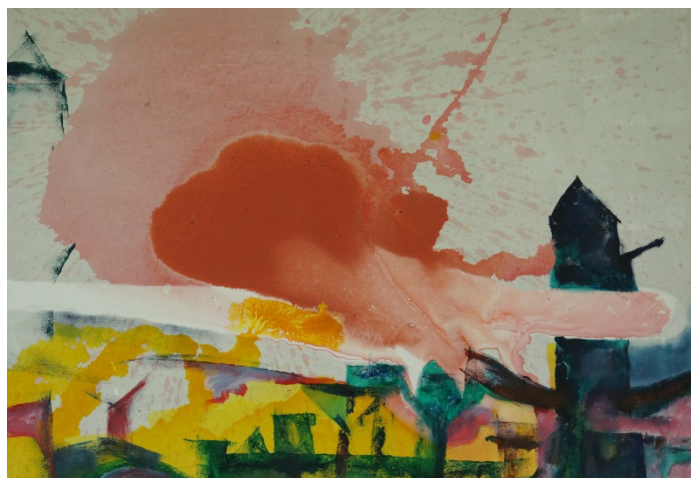
This new rhythm of changes results in a change in the perception of the world. Media and mass participation of “the goods of information customers” changes the image of the world. A recipient on Facebook or Twitter becomes a (content) creator. Philosophy is changing the television. The interactivity of electronic media and modern communication tools has completely changed the balance of power. This rearrangement has been in favor of “consumers” rather than managers.

Mobile phones make up the virtual world. The change in social behavior occurring in e.g. a Japanese subway, is a proof of the rapid mental transformation among people who cannot easily make contacts and stay alienated (dozens of new social alienation phenomena in the latest generation of Japanese include people fleeing from family and relationships with other people, loneliness, etc.) [Tomański 2013].

**6. Narrative** – the role of an attractive story. Find your story, a political and economic one – that is the role of the “marketing narrative”. The visual narrative is as a kind of “to be or not to be” in business, culture and communication.

The narrative is no longer a screenplay or a vision – but a story itself, the task of which is to win in the market, among the masses of customers. This is not a new edition of a product, but a brand new quality program. Companies such as Toyota, Ford, Fox and also Lehman Brothers, as well as the consumers, have found out how important a factor suggestive image is. Further examples of different markets and civilizations, including Japanese, include: the profitability of violent companies, the maintenance of popularity of politicians (even during the great cataclysm in Japan in 2011, which included the failure of the Fukushima nuclear plant, tsunami and a great earthquake on March 11th, 2011) [Mistewicz 2011].

Another great example of the power of the internet and an “individual story” and socio-political narrative was the assumption of power by Barack Obama.



**Fig. 5.** “Tohoku 2011” – oil & acrylic paint by Waldemar Czechowski

**Source:** own collection

**7. Risk. Today, in the 21st century,** the role of media in politics is, since war in Iraq, developing the field of so-called “hybrid war” (see case of the Crimea, Ukraine). Threats include spying, loss of privacy, and “smart information theft”.

Today we are just spectators of new wars, a real one by Russia and the so-called Islamic state (ISIS). If we analyze this “theatre of struggle”, we can clearly observe at a glance how magnified the impact of propaganda is, especially in film and television programs. A hybrid machine, working on several fields at once, does not have a power supply focused in just one area. Let’s see what is being written about it on the internet. The word “hybrid” is used to express something that is: mixed, a compilation, a mosaic, patchy, disparate.

We can observe a multitude of content, which is probably the reason behind the concept’s versatility, capacity, and breadth of application.

“Fields – war theatres of our times” fits like a glove onto the phenomenon of images. The word “war” should be also treated as a metaphor. Modern civilization is powered by multiple fields all at once.

In the painting “Power” we can see a picture of what is close to us today, in the era of easy access to information. This is reflected in the new formulas that artists are looking for to build a new paradigm of our time. Witold Stypa, a painter from Berlin, a thinker in the area of nuclear physics and molecular forms, created the Museum of the Future (established in the internet). He is searching for a concept for his art with respect to its “multidimensionality”. He says: “We need freedom of imagination” by ex-

ploring the common field of science and art's disciplines. He formulates ideas and theses for his art in a field "beyond space time" [Stypa 2014].

The thesis concerning the "primacy of freedom of imagination" makes it worthwhile to recall the words of Polish thinker and writer Stanisław Lem, who said that the world needs "crazy hypotheses".

## Streszczenie

W artykule omawia się zagadnienia znaczenia nowych mediów na przełomie wieków. Media pokazywane są jako integralny komponent kultury wizualnej i podnoszony jest ich wpływ również na ekonomię. Zwraca się uwagę na rolę nowych mediów w propagandzie politycznej i procesach cywilizacyjnych. Ukazana jest też ich rola w skracaniu dystansu kulturowego między Polską a Japonią.

Autor diagnozuje zjawiska dotyczące artysty, rozwoju społecznego, kulturalnego i ekonomicznego w kontekście szybkiego rozwoju mediów w krajach zachodnich, często w kontekście Japonii. Wypowiada interesujący pogląd na temat znaczenia narracji wizualnej w biznesie, kulturze i komunikacji. Odkrywcze, choć może i kontrowersyjne, są jego wnioski dotyczące siły perswazyjnej i propagandowej mediów odnośnie do nowego zjawiska „wojny hybrydowej”.

W tezach tych, zaprezentowanych w kilku punktach, stwierdza się m.in.:

- Tendencje zachodzące na styku mediów–kultury–gospodarki są kluczowymi zagadnieniami do zrozumienia sukcesu wielu procesów cywilizacyjnych współczesnego świata. Komercjalizacja obrazu elektronicznego, nowych mediów oraz tendencje w sektorze kultury traktowanej jako element gospodarki, przynoszący przychód i zysk (kultura masowa), to znane zjawiska, warte jednak przypomnienia.

- Dynamiczny rozwój mediów jest ważną determinantą rozwoju społecznego i gospodarczego krajów zachodnich. Jest to wyraźna tendencja obserwowana w Japonii, USA i Europie, a ostatnio również w Chinach, gdzie rok 2012 ustanowiono rokiem prymatu kultury nad gospodarką.

- Burzliwy rozwój technologii IT oraz mediów widoczny w zjawisku tzw. „cywilizacji obrazkowej” obserwowany od czasu rozwoju prasy, kina i telewizji – nazwa powstała w USA. Kultura obrazu zagarnia coraz większe obszary życia społecznego i politycznego oraz wyobraźni współczesnego człowieka. Interesujące tematy: przemysł kultury masowej i nowe pola dla twórców kultury i artystów.

– Pojawienie się masowo używanego Internetu stało się zjawiskiem kluczowym w stosunku do innych mediów tradycyjnych z połowy XX wieku (TV, radio, prasa) i zmieniło układ sił.

– Nowa „era Skype’a, Facebook’a i YouTube’a” końca XX wieku. Wynalazki technologiczne w IT, informatyce i środkach elektronicznej komunikacji dotarły pod strzechy (spełnione zostało marzenie Mac Luhana o tzw. „wiosce globalnej”), stając się dostępnym, „hiper-masowym” produktem.

– Autor przypomina (za Erykiem Mistewiczem) ważną rolę narracji, atrakcyjną „story”. Pole własnej narracji, politycznej, gospodarczej czy artystycznej, pełni tu rolę „marketingu narracyjnego”. Jednym z przykładów może być „casus Chopina” – wielka popularność Chopina w Japonii (poprzez konkursy chopinowskie).

– Autor mówi o zagrożeniach, jakie płyną ze strony mediów. Nowe zjawiska przełomu wieków to: złodziej informacji w funkcji „smart” (np. wymuszanie nieświadomego posiadania aplikacji w telefonach komórkowych, umożliwiających szpiegowanie, kradzież danych, utrata prywatności także poprzez masowe użytkowanie systemu „Cloud” – dane w chmurze). Powszechnym, nowym fenomenem jest handel personalnymi danymi osobowymi (wycieki danych, szantaż, „teatr wojny politycznej”, z użyciem mediów masowych, przez korporacje, np. zastraszanie, wymuszanie – wysoka skuteczność tego narzędzia).

Obserwuje się wpływ mediów na nowe scenariusze i formy prowadzenia wojny, tak zwanej „hybrydowej”, w czasie ostatnich dekad. Media w tym „teatrze wojennym” stanowią drugą (a czasem pierwszorzędną – propagandową) siłę, obok potencjału militarnego. Pojawia się nowy typ wojny, ze zwiększonym naciskiem na perswazję mediów, już od czasu Iraku/Kuwejtu (tzw. „pustynna burza”), aż po pole ostatniej, już spopularyzowanej nazwy „wojny hybrydowej” na Ukrainie (przypadek Krymu, czy strategię tzw. państwa islamskiego: np. nagłaśnianie w mediach „wyroki śmierci”). Przekazy medialne mogą też we współczesnej wojnie pełnić funkcję odstraszającą.

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# Japanese language teaching in Poland in the contemporary world of cross-cultural communication (CCC)

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## 1. Foreign language education

I feel obliged to acknowledge at the very beginning of this paper that my sincere intention is not to provide the reader with technical and statistical details of Japanese language teaching in Poland, which may be easily found elsewhere. Instead, I plan to focus on several issues regarding the (Japanese) language education in the contemporary world of cross-cultural communication (CCC).

Education is a process of achieving goals and the education of a foreign language is focused on providing the student with the language as a means of communication. Communication should be understood as a process of exchanging messages in order to communicate a certain meaning, which is usually embedded in certain context. In the process of foreign language education it is necessary to take into account numerous factors and phenomena that may differ in the source (student's) and target (the foreign language) environments. Language teaching should hence be regarded as an act of translation/interpretation.

Translation/interpretation acts are usually perceived as the subject of research belonging to the scope of applied linguistics. While linguistic theory usually deals with declarative sentences (*Is it true/false that X?*), applied linguistics provides means to achieve certain goals (*What X is effective to perform in order to achieve Y?*) [Bańcerowski et al. 1982: 27]. Furthermore, speech communities not only require the use of certain codes, but also a substantial competence on the patterns of its use

[Hymes 1974: 51]. This usually requires a far more advanced approach than that of classical autonomous linguistics, which again means that not only is the language important, but also its relation to thought (reality), as mentioned by Sapir [1978: 151] and its function as a “cultural key” to understand social events.

## 2. Mutual images

While language teaching is focused on goals, language learning is without doubt strongly supported by motivation, be it individual or group-oriented, and driven by more or less systematized data and convictions on the heterogeneous country and culture. Numerous stereotypes on Japan exist in Poland. It is usually considered a (very) faraway country, revealing properties most often defined as exotic or even cute. The Japanese language is perceived as difficult to master, which does not prevent relatively many Polish students from making attempts to master it.

The above fact may be contrasted with the fact that there are virtually no stereotypes on Poland and Poles in Japan, which is a rather typical consequence of the traditionally perceived opposition between Japan and the rest of the world. Poland and Polish culture, including the language, quite apart from the difficulties of the latter for foreigners, are rarely viewed as salient items by most Japanese against the background of the world or even Europe. This is also visible in the relatively small number of Japanese students who choose to learn Polish. This observation is no more than this author's rough estimation, not supported by any detailed data, but it seems to be correct to point out that while Japan's population is three times larger than the population of Poland, the number of students in Japan who learn Polish is well below even half of number of Polish students of Japanese.

As the main reason and, at the same time, often the main advantage of the above mentioned *status quo*, one may also emphasize that there is no past experience of a “harmful vicinity” between Japan and Poland. One positive consequence of this fact is that while Japan is perceived in Poland as a geographic part of Asia, it is exactly in case of Japan that the mental stereotype of Asia and the so-called Orient (heterogeneous and uncivilized, whether existent and based on verifiable grounds or not [cf. Sekiguchi 2008]) is not actively used at least in some areas of perception.

### 3. Japanese language vs. Polish students

The fact that the Japanese language enjoys a substantial level of popularity among Polish students may not necessarily depend on the relatively easy pronunciation of Japanese phonological units from the point of view of Polish speakers, which can be illustrated in terms of a few consonant clusters and the generally open structure of Japanese syllables, properties completely different from those of consonants and syllables in the Polish language. At the same time, the Japanese writing systems, borrowed from Chinese language and as such still revealing numerous inconsistencies and inconveniences, is difficult but absolutely necessary to master the vocabulary of the code. Another feature to be taken into consideration are the alphabetical and phonetic incompatibilities of Japanese as it is romanized in Poland using the Hepburn romanization, which is suited to English, not Polish, although the difficulties in romanizing Japanese according to the manner of Polish spelling are of a substantially less misleading character.

Japanese and Polish reveal a relative lack of semantic similarities (apart from the new layer of vocabulary imported phonetically from English in recent years, which is present in both languages). The different verbalization techniques, not to mention the different sentence order, along with elliptical properties of Japanese sentences (which sometimes do not mention the subject and/or other elements overtly) may constitute even more demanding challenges, both for the Polish student of Japanese and for the Japanese student of Polish.

Regardless of the above, the most striking and demanding differences emerging in actual communication between Poles and Japanese may be applied to the actual communication patterns. In Japan, vertical social ranks (formal status of a referent inside and outside a group) are valued substantially higher than horizontal ranks (actual competence, common individual preferences and so on), a fact that differs radically from the Polish attitude to ranks. The immediate results of this may be viewed both in difficulties related to the application of honorific modification (HM) patterns (most often – and incorrectly – attributed to the notion of politeness) in the actual schemes of communication.

## 4. Language and context

The HM patterns should be related to the actual use of language in a certain communication environment. The HM information is embedded in the actual message content, the meaning of which is far more complicated than simply “saying something”. Viewed in this light, social activity reveals substantially more complicated goals and implications than simply “expressing oneself”. Accordingly, HM techniques are also far more complex than “making messages polite” and not related solely to the grammar of the language [Jabłoński 2012].

While an act of communication in a homogeneous environment (a non-CCC act) requires certain competences related to language, context, goals and HM, an act of CCC (cross-cultural communication) must be linked to the appropriate competence level in heterogeneous languages, heterogeneous contexts, with heterogeneous goals and heterogeneous HM. In other words, in both the CCC and the non-CCC there is no inherent value of a message independent of a context.

## 5. (CC)C prerequisites

A basic prerequisite for an interaction, constituting a *conditio sine qua non* for communication activity, is the existence of common points of interest, which may be related to the above-mentioned motivation (both to learn a foreign code, and to communicate). Effective communication, however, and especially the CCC, also requires the implementation of the subsequent rules, which have been listed below along with the estimated degree of simplicity of their achievement:

- view the heterogeneous culture as a system (NOT EASY);
- avoid the practice of relying on meanings isolated from contexts (NOT EASY);
- avoid automatically linking the homogeneous and heterogeneous contexts (NOT EASY);
- avoid normative statements on cultural differences (NOT EASY);
- put the emphasis on consistency (trees vs. forest) and adequacy – (isolated) meaning vs. (systematic) effects of the message (NOT EASY).

Cross-cultural communication is the result of a significant, constant effort by its participants, which is hard to be achieved outside of a certain communication context, including the study of a language in a class-

room, which is usually separated from the actual acts of communication. Moreover, under the pressure of business CCC, it is usually not the communication problems *per se*, but rather the extralinguistic issues that are perceived as crucial problems to be solved. This may result in the lack of parties' readiness to abandon their native interpretation schemes.

Insufficient cross-cultural competence may be fostered by, among others, negative stereotypes, xenophobia and, last but not least, the uncertainty which results from incompatible expectations and incompatible aims of communication, which in turn may influence incompatible consequences of decisions and the recognition of incompatible units of information exchange. Such issues are analyzed in another source by the same author in terms of the homeostasis of a text and the homeostatic effort of the involved parties – including the translator/interpreter [Jabłoński 2013]. Below, I would like to concentrate rather on the trivial, but repeatedly occurring, factors which may influence the actual communication between the Poles and the Japanese, especially in the context of their explanation in the process of foreign language study.

## 6. On anti-translation: careless CCC narrations

It seems to be a common conviction that stereotypes may be useful to a superficial understanding of certain basic concepts of a heterogeneous culture. Superficial understanding, in any case, seems to be better than deep misunderstanding, especially in the case of Japan, traditionally perceived as faraway and exotic. It is for this reason that stereotypes may be (and sometimes are) useful for the student of a foreign language and culture. It should be noted, however, that the popularity of Japan and Japanese culture all over the so-called Western world may also foster the proliferation of myths and the instances defined below as 'anti-translation acts' or careless CCC narration issues. It may indeed be surprising how bizarre relations may originate on the subject of Japan and the Japanese culture, which although it could be considered the same as any other heterogeneous culture, which often seems to reveal its exotic, illogical and incomprehensible properties.

A typical negligence of careless narrations lays in the practice of perceiving isolated details of a Japanese cultural context instead of a coherent system and drawing quick conclusions on the "whole Japanese culture" on the basis of casual observations. Even manifestly casual relationships between the observed phenomena are neglected for the sake of Japanese

exoticism, which is usually accomplished in a manner that would appear completely unacceptable for the careless narrators, even if it was to be applied to phenomena belonging to their own cultural environment. Some of the examples of such practices given below may be shocking, especially when viewed in the light of common sense, but one should remember in the first place that they come from an (undocumented but unshakable) belief that Japan is a place in which virtually anything can happen, be it illogical, weird or even close to impossible.

It would probably not be worth noticing in normal circumstances, but it may be considered very typical against the background of common narrations on Japan that a philosopher named Roland Barthes from France, who visited Japan in the 1960s, noticed the remarkable lack of postal addresses in the country [Barthes 2004: 88–92]. His explanation was extremely simple and logical: the Japanese have no postal addresses, so they have to draw simple maps every time they invite someone for dinner or make an appointment. Owing to his strong disregard for the actual Japanese address system based on land slices (as a side comment one may remark here that it is probably much more effective than the European system based on lines/streets), Barthes was unable to come to the (proper) conclusion that another system of addresses could exist on the Japanese Archipelago. He interpreted the usual Japanese act of courtesy – a map drawn for a foreign guest who does not speak a word in Japanese in order for them not to get lost on their way – as proof of the non-existence of postal addresses. Using this sophisticated technique of cross-cultural reasoning, the French philosopher must have probably assumed that more than one hundred million Japanese people simply have to know one another and are able to deliver letters and packages only on the basis of personal data.

Another proof of Japanese uniqueness was delivered by a Polish quasi-expert on Japanese studies, Joanna Bator, who, having thoughtlessly repeated after Barthes the above mentioned untrue statement about the lack of postal addresses, informs the reader on the scandalous practice of discrimination of women in Japan [Bator 2004: 254–255]. This is indeed shocking. Who would like to have contact with a nation that discriminates against women? No one it would seem. Her proofs seem to be mercilessly solid at first glance: the Japanese ideogram for *yome* 嫁 ‘bride’ consists of the elements: 女 ‘woman’ and 家 ‘house’. One could reason that this probably means that Japanese women are forced to stay home. Quite apart from the obvious and definitely not hidden fact that the character in question is of Chinese, not of Japanese origin (which Bator failed to observe), one might have noticed that while the above-mentioned character for ‘woman’ is an image of dancing hips, the corresponding character for

‘man’ 男 consists of the elements 田 ‘rice field’ and 力 ‘[physical] power’, which could well be a proof of discrimination against men in Japan.

Another telling example of Bator’s methodology is the allegedly Japanese (in fact, borrowed from Chinese) epistolary and contemporarily rather obsolete term for ‘one’s wife’, *gusai* 愚妻, consisting of two elements meaning ‘[my] stupid wife’. This could indeed be a strong proof of discrimination, if it weren’t for the fact that an epistolary term for ‘one’s own son’ (also obsolete, but not more so than *gusai*) is *tonken* 豚犬 and consists of two elements meaning ‘pig’ and ‘dog’, respectively.

While the forthright statements on Japan formulated rashly and thoughtlessly by Barthes and Bator may deserve no further comment, it is interesting that even more elaborate descriptions of Japanese culture tend to mention, among other things, the Japanese “distrust of verbalism” [Wierzbicka & Goddard 1997: 237] or even offer the reader an extremely misleading concept of the alleged “communication from the heart” [Kondō 1981: 135], which is related to the group-oriented character of the Japanese (collectivism) and close to the notion of telepathy, of which the participants of other cultures have been mercilessly deprived for the reasons unknown to the puzzled reader of such revelations. That is why this author would like to present below an extremely simplified analysis of basic properties of Polish and Japanese culture, which may both explain several representative misunderstandings related to such statements, as well as enable the reader to understand why the analysis of superficial context parameters may not always be a good method to deal with cross-cultural differences.

## 7. The challenge: actual communication

It is not feasible to predict all instances of communication or systematize them in any culture, be it homogeneous or heterogeneous to one’s native culture. Some simple statements, however, may be formed about certain nuclear parameters present in any culture. As a basic opposition related to the processes of actual communication between the Poles and the Japanese, I decided to define below the opposition between the collectivism and individualism, although I am painfully aware of its unavoidable limitations. One may hope that pointing out the most vital points of incompatibility on the basis of binary properties of Polish and Japanese culture and basic convictions on rules of social life is going to be sufficient for the purposes of this paper.

## 8. Binary properties (PL context vs. JP context)

Binary properties cover the possible choices in which the culture participants determine the basic shape of their social activity. The following points of choice may be listed for the purposes of comparing the PL and JP cultures and communication parameters:

- people are basically the same/different;
- everyone/not everyone can act freely;
- vertical differentiation is unfair/obvious;
- rank is based on competence/seniority;
- responsibility is individual/shared;
- junior is inferior to/dependent on senior;
- it is humiliating/convenient to be a junior;
- senior = more money/responsibility.

On the basis of the above binary properties, the following PL and JP basic convictions on the actual shape of social interaction in the respective speech communities may be defined (as modified after Jabłoński [2013: 219–220]):

### 8.1. PL convictions

1. People are basically equal. Most relations are symmetrical. Lower rank is a shame. Higher rank may arouse envy.
2. Free exchange of views enables interaction partners to know each other better.
3. Expressing oneself is natural. The group is not that important.
4. Hiding one's views makes co-operation difficult.
5. Sincerity means coherent behaviour, regardless of context.
6. Playing roles ought to be creative.

### 8.2. JP convictions

1. People are basically different. Most relations are asymmetrical. Lower rank is no shame. In any case, it is better than indefinite rank. Ranks are to be trusted.
2. Free exchange of views reveals rather undesirable individual differences.
3. Expressing oneself is not necessary for communication. Recognition of group relations is much more important.

4. Hiding one's views is necessary to communicate.
5. Sincerity depends on the context (accepted in one's own group).
6. Outside of one's group only predictable role play enables effective interaction.

## 9. Extremes in business communication

While being somewhat simple and unsophisticated, it may be assumed that the above listed binary properties and parameters remain present in the background of any actual instance of communication in the Polish-Japanese environment. Since the properties and convictions differ significantly, in the CCC context they may foster serious translation/interpreting issues. In business-oriented communication, this may lead to extremes in the interpretation of cross-cultural parameters and evoke, among other things, the following reactions of communication partners, which foreign students of the Japanese language are going to be forced to cope with in the more distant future:

- uncertainty (But what is this all about?)
- lack of greetings, lack of confirmation (But it is obvious!)
- incorrect recognition of schemes (But what do they think?)
- irritation (But who do they think they are!)
- lack of co-operation (But we do not care!)
- lack of responsibility (But it's their problem!)
- discouragement (But they do not understand anything!)

Needless to say, due to the complexity of actual situations which may emerge during CCC, it remains practically impossible to enumerate all possible incompatibilities related to CCC that a foreign student of Japanese may encounter in their professional experience as a Japanese language translator or interpreter. Still, it is postulated here that the consciousness of potential differences, while it may not be the cure for all the possible situations in which an incompatibility is encountered, it is at least an important prerequisite to prevent the students from feeling astonishment in such instances and enabling them to predict a number of issues that emerge in the heterogeneous Polish-Japanese communication environment.

## 10. What can the experts do?

As can be briefly concluded, foreign language teaching should not only be viewed as explaining grammar and vocabulary in the classroom. It may also be treated as an important means of preparation to actual acts of CCC (presenting the actual problem-solving techniques). Certainly, 100% success in CCC may not be always possible to achieve. It is precisely for this reason that acts of promoting awareness of unavoidable limitations in communication may at least prevent students from encountering unresolvable CCC situations in their professional life when the foreign language they intend to learn is going to be used as an actual communication (CCC) tool.

There are also other means of narrowing the cross-cultural gap that experts on Polish-Japanese CCC may significantly contribute to. It is important to build up mutual images of Poland in Japan and *vice versa*. Also, active countermeasures against careless narrations should not be neglected and, since they influence multiple areas of non-expert consciousness of CCC, they should be defined and implemented as a potential means of facilitating actual CCC acts.

Last but not least, another technical step to support the effective CCC between the Poles and the Japanese could be a creation of an official, intuitional Japanese-Polish romanization, which could be further established as a Polish standard of Japanese romanization, not necessarily related to the Hepburn standard and utilizing Polish orthography for the purpose of illustrating the actual sounds of Japanese. The upcoming 100th anniversary of the establishment of regular diplomatic relations between Poland and Japan might be a good opportunity for such event.

## Streszczenie

Zarówno nauczanie języka obcego, jak proces komunikacji międzykulturowej, to zjawiska osadzone w konkretnym kontekście społecznym, stanowiące akty swoistego tłumaczenia. Należy je rozpatrywać w ramach stosowanego odniesienia do badań nad językiem. Dotyczy to przede wszystkim uwzględniania projektowanych i rzeczywistych skutków konkretnej aktywności językowej.

W kontekście nauczania języka japońskiego w Polsce stosunkowo rzadko podnosi się kwestie dotyczące wzajemnych wyobrażeń o sobie Polaków i Japończyków oraz technicznej odmienności obu kodów językowych.

Artykuł niniejszy, obok opisu stosunkowo oczywistych problemów, jakie może napotykać komunikacja w środowisku polsko-japońskim w perspektywie teoretycznej, dotyczy także kwestii praktyki komunikacji międzykulturowej, która wymaga opuszczenia terytorium kultury własnej i skonfrontowania z heterogeniczną interpretacją rzeczywistości.

Rzeczywista komunikacja międzykulturowa nie może abstrahować od gotowości stron do zarzucenia stereotypowych przekonań na rzecz wzajemnej odmienności, na rzecz skupienia się na efektywnej i bezstronnej analizie rzeczywistych schematów komunikacyjnych i interpretacyjnych typowych dla każdego ze środowisk kulturowych. Wymóg taki dotyczy przy tym nie tylko aktów rzeczywistej komunikacji, nieuchronnie powiązanych z pewnymi zmianami w pozajęzykowej rzeczywistości. Odnosi się on także do beztroskich narracji międzykulturowych, funkcjonujących w sposób niewidoczny a destrukcyjny w otocze zjawisk składających się na kontekst komunikacji międzykulturowej.

Efektywne uczestnictwo w aktach komunikacji międzykulturowej, obok znajomości odpowiednich kodów językowych, wymaga zatem także świadomości potencjalnych problemów, które mogą wpłynąć na zakłócenia w procesach komunikacji. Świadomość taka, mimo że nie zapewnia automatycznego i bezwysiłkowego rozwiązania wszelkich problemów międzykulturowych, pozwala uodpornić tłumacza – często jedyne go uczestnika aktów komunikacji międzykulturowej, który jest w stanie problemy takie dostrzec – na liczne zjawiska niepożądane, obecne w sposób nieunikniony w tle każdej interakcji.

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Born in January 1952 in Lodz, Marek Belka graduated from the University of Lodz with a Master's degree in economics in 1972, and continued his academic career at the Institute of Economics of his *alma mater*. He received his Ph. D. in 1978, which was followed by a postdoctoral degree in economics (habilitation) in 1986. Associated with the Polish Academy of Sciences since 1986, Marek Belka was a research fellow at the Columbia and Chicago Universities (1978–79, 1985–86) and at the London School of Economics (1990). He received the title of Professor of Economics in 1994.

Professor Belka has published over 100 scientific papers devoted primarily to the theory of money and anti-inflation policy in developing countries. He specializes in applied economics and contemporary economic thought.

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Professor Belka has also held numerous high ranking positions within the international community. In 2003, he served as Chairman of the

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Selected works: (1) *Homeostaza tekstu* (Homeostatis of a text) (2013), Poznań: Wydawnictwo Uniwersytetu im. Adama Mickiewicza, 340 pp.; (2) *Japoński mizmasz* (The Japanese mishmash) (2015), Baranowo: Wydawnictwo Jeżeli p to q, 198 pp.

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Yoshikuni Takashige joined Fujitsu in 1984, and began his career in marketing telecommunications systems globally. From 1996 to 1998, he worked at Asian Infrastructure Development Company, established by JBIC, Asian Development Bank, Fujitsu and others, to help infrastructure development in Asia. From 1999 to 2011, he took a leadership in developing Fujitsu's key strategic partnerships with leading global ICT companies. From 2012, he has been responsible for the portfolio management and strategy for Fujitsu's entire products, solutions and services. He has been the project leader of creating "Fujitsu Technology and Service Vision" and updating it every year. He speaks about future challenges and Fujitsu's vision internationally. Education: (1) Bachelor of Laws, the University of Tokyo, 1984; (2) MBA, Johnson Graduate School of Management, Cornell University, 1993.

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Atsushi Tanaka is professor at School of Economics, Kwansei Gakuin University, Japan. He received BA and MA from Kwansei Gakuin University and Ph. D. from the University of North Carolina at Chapel Hill. His research is on monetary policy and central banking. His main academic works are: *Monetary Policy in Japan: Econometric Analysis of Regime Shifting*, Yuhikaku, 2006 (in Japanese), "Central Bank Exit Strategies and Credibility: Some Implications from its Dynamic Optimizing Behavior," *The Journal of Economics of Kwansei Gakuin University*, 68(1), June 2014, pp. 215–234.

## **Marcin Włodarczyk**

Director of Investor Service Bureau in the City Hall of Lodz from September 2013 till December 2014. He was responsible for investment promotion of and attracting investors to the City. In years 2000–2013 he worked in Lodz Special Economic Zone, since July 2006 as director of the Department of Investor Service and the company's proxy, responsible for issuing permits for business activity in the Zone, enlargement of Zone's area and real estate acquisitions and selling. Licensed real estate broker since 2008. He joined Colliers International Poland in January 2015 and presently holds the position of Colliers' Regional Director for Lodz Region. Graduated from the Faculty of Management at the University of Lodz, European Studies at the European Institute in Lodz and the Faculty of Law and Administration, University of Warsaw (real estate brokerage). In his career, he coordinated c.a. 100 investment projects – implementation of domestic and foreign companies in the region. He was involved, inter alia, in projects of: P&G, Dell, BSH, Indesit, ABB, Amcor, Infosys, Fujitsu, AMG, Ericpol and others.



# Photos



**Photo 1.** Prof. Marek Belka, President of the National Bank of Poland  
Prof. Włodzimierz Nykiel, Rector of the University of Lodz  
Mr Hiroshi Matsumoto, Counsellor, Embassy of Japan to Poland  
Mr Katsuyuki Kambara, Director of NSK Europe Ltd, Warsaw Liaison Office  
Prof. Jolanta Młodawska-Bronowska, University of Lodz

**Author of all photos:** Roman Bronowski



**Photo 2.** Prof. Marek Belka, President of the National Bank of Poland



**Photo 3.** Prof. Akira Shirahata, Vice President, Josai International University, Tokyo



**Photo 4.** Prof. Jolanta Młodawska-Bronowska, University of Lodz  
Mr Yoshikuni Takashige, Vice President, Portfolio Strategy Division, Fujitsu, Tokyo



**Photo 5.** Dr Yuka Sugawara, Sophia University, Tokyo



**Photo 6.** Prof. Atsushi Tanaka, Kwansei Gakuin University, Nishinomiya



**Photo 7.** Mr Yoshito Okada, President of the Union of Employers SHOKOKAI



**Photo 8.** Mr Marcin Włodarczyk, Director, Investor Relations Unit, City of Lodz Office



**Photo 9.** Mr Yuji Noguchi, Director of the YKK Poland



**Photo 10.** B2B Panel (from left): Mr Katsuyuki Kambara, Director of NSK Europe Ltd, Warsaw Liaison Office; Mrs Ewa Florczyk, Director of the Department for Business, Marshal Office of Lodzkie Region; Mrs Aleksandra Suszczewicz, Vice-Director, Development and Strategy Department, Lodz Special Economic Zone; Mr Przemysław Andrzejak, President of the Board, Lodz Regional Development Agency



**Photo 11.** Prof. Jolanta Młodawska-Bronowska, University of Lodz  
Mr Naofumi Makino, Director of the Japan External Trade Organisation JETRO, Warsaw



**Photo 12.** Prof. Jolanta Młodawska-Bronowska, University of Lodz



**Photo 13.** Prof. Arkadiusz Jabłoński, Adam Mickiewicz University, Poznan  
Dr Jadwiga Rodowicz-Czechowska, General Counsellor, Ministry of Culture and National  
Heritage of the Republic of Poland, Former Ambassador of Poland to Japan



**Photo 14.** Ms Wioletta Laskowska-Smoczyńska, Manggha Museum of Japanese Art and Technology, Jagiellonian University, Krakow



**Photo 15.** Prof. Jolanta Młodawska-Bronowska, University of Lodz  
Mr Waldemar Czechowski, Polish-Japanese Institute of Information Technology, Warsaw



**Photo 16.** Prof. Arkadiusz Jabłoński, Adam Mickiewicz University, Poznań



**Photo 17.** Conference audience



**Photo 18.** Conference audience