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*Guide*

*for*

*Canadian*

*Businesses*

*in Japan*

*(Publié également en français)*

# *A Guide for Canadian Businesses in Japan*

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1994

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# Table of Contents

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	<i>Page</i>
<b>I. Introduction .....</b>	<b>1</b>
<i>The Japanese Economy .....</i>	<i>1</i>
<i>Canada - Japan Trade .....</i>	<i>3</i>
<b>II. The Japanese Market.....</b>	<b>4</b>
<i>Overview .....</i>	<i>4</i>
<i>Regional Markets .....</i>	<i>5</i>
<i>Marketing Fundamentals .....</i>	<i>5</i>
<i>Distribution System .....</i>	<i>8</i>
<i>Government Procurement .....</i>	<i>10</i>
<b>III. Market Entry .....</b>	<b>11</b>
<i>Customs Requirements</i> <i>    and Regulations .....</i>	<i>11</i>
<i>Intellectual Property</i> <i>    - Patents and Trademarks .....</i>	<i>11</i>
<i>Industrial Standards .....</i>	<i>13</i>
<i>Sources of Market Information.....</i>	<i>14</i>
<i>First Contacts .....</i>	<i>15</i>
<b>IV. Business Practices.....</b>	<b>17</b>
<i>Interpreters.....</i>	<i>17</i>
<i>Follow-up.....</i>	<i>17</i>
<i>Corporate Hierarchy.....</i>	<i>17</i>
<i>Business Styles.....</i>	<i>18</i>
<b>V. Services from Canadian</b>	
<b><i>Trade Offices in Japan .....</i></b>	<b><i>19</i></b>
<i>General .....</i>	<i>19</i>
<i>Canada Trade Centre .....</i>	<i>19</i>
<i>The Canadian Chamber of</i> <i>    Commerce in Japan.....</i>	<i>20</i>

	<i>Page</i>
<b>VI. Jetro Services</b> .....	<b>21</b>
<b>Map of Tokyo</b> .....	<b>22/23</b>
<b>VII. Travel Tips</b> .....	<b>24</b>
<i>Entry Requirements</i> .....	<i>24</i>
<i>Transportation</i> .....	<i>24</i>
<i>National Holidays</i> .....	<i>25</i>
<b>VIII. General Information</b> .....	<b>26</b>
<i>Geography, Climate</i> <i>and Population</i> .....	<i>26</i>
<i>Language</i> .....	<i>26</i>
<i>Local Time</i> .....	<i>26</i>
<i>Business Hours</i> .....	<i>27</i>
<i>Money and Consumption Tax</i> .....	<i>27</i>
<i>Telephones</i> .....	<i>27</i>
<b>Appendices</b>	
<b>Appendix A - Canada-Japan</b> <i>Trade Statistics</i> .....	<i>28</i>
<b>Appendix B - Typical Japanese</b> <i>Corporate Titles</i> .....	<i>29</i>
<b>Appendix C - Useful</b> <i>Addresses in Canada</i> .....	<i>30</i>
<b>Appendix D - Useful</b> <i>Addresses in Japan</i> .....	<i>36</i>
<b>Appendix E - Canadian</b> <i>Government Publications</i> .....	<i>42</i>

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# *I. Introduction*

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Japan's economy is changing. Since the mid 1980s, the yen has strengthened steadily, a concerted import expansion policy is breaking down old barriers and a newly affluent consumer society is buying foreign goods as never before. Traditionally an export driven economy, Japan has evolved into a dynamic and broadly based domestic market with a growing appetite for imports, offering unique and profitable opportunities for foreign suppliers.

Establishing one's company and products in the Japanese market is not easy. Indeed, few markets in the world are as costly or as time consuming to enter. The benefits of success, however, can be considerable. A rapidly growing number of Canadian exporters are finding that Japan is not just accessible, despite the initial effort and expense required, but that it is also a stable and highly profitable market. Many companies have learned, moreover, that participation in the Japanese market is indispensable to a global business strategy. More than just a lucrative market in itself, Japan is increasingly the market in which new products, new technologies and new business techniques first appear. Exporters wanting to improve their competitive position, both at home and in export markets globally, need to be in Japan.

## **The Japanese Economy**

Japan is an archipelago roughly 30% the size of Ontario with a population of approximately 125 million. Japan's economy has enjoyed almost uninterrupted strong economic growth in the post war period and, by the early 1990s, was the world's second largest economy, surpassed only by the U.S. economy.

Japan's average economic growth rate through the 1980s and into the early 1990s has been the highest among the major industrialized countries. Despite an important period of economic adjustment in the late 1980s and a slowdown in growth during the early and mid-1990s, Japan's economic fundamentals remain solid and strong growth through the late 1990s seems assured. Indeed, there are those who predict that Japan's economy could well be the world's largest by early in the next decade.

Perhaps most significant for Japan's trading partners are recent major structural changes in Japan's economy prompted by the rapid revaluation of the Yen in 1985-86. This substantial currency appreciation, together with growing labour shortages, increased competition from other countries producing industrial products and other factors have forced a major restructuring of much of Japanese industry. This process has included intense efforts to reduce costs. Investment in production in lower cost countries has been rapid and industry has become increasingly concentrated in more technology intensive and higher value-added sectors, where Japan's comparative advantage is greater. Added to these factors has been the impact of a growing demand for foreign products by Japan's increasingly affluent consumers and a Japanese market much more open to foreign products than in the past, the result of both foreign pressure and economic necessity.

Japan's total import levels rose from US\$130 billion in 1985 to US\$241 billion in 1993 and the long term expectation is that this growth trend will continue. Equally important is the fact that Japan's import preferences are shifting rapidly towards high technology, high value-added products. **Manufactured goods had only a 20% share of Japan's imports in 1982. By 1993, this share had risen to 52%. The message these trends contain for exporters to Japan is that the most promising growth opportunities are now in value-added products. The market for unprocessed materials, while of vital importance to Canada's overall trade performance, will show little growth.**

Other factors exporters should keep in mind are the rapid demographic and social changes underway in Japan and their impact on the national economy. Japan's birthrate is among the lowest in the industrialized world. Among the consequences of this fact are a serious labour shortage, with all the implications that has for industry and a rapidly aging population which will require a major expansion of the present medical care system. Also on the social front, Japan's now affluent society is showing a far greater disposition than at any time in the past to invest its resources in leisure activities. Associated industries, including travel, entertainment, recreation, etc. are expanding dramatically.

Also not to be disregarded by Japan's trading partners are present and planned major public sector investments. Japan's infrastructure has seriously lagged behind the overall economic growth rate and trillions of dollars are to be invested in upgrading roads, bridges, rail systems, ports, telecommunications facilities and the like through the 1990s.

## Canada-Japan Trade

Japan is Canada's second-largest trading partner and third-largest source of foreign direct investment (FDI). By 1992, accumulated Japanese FDI into Canada amounted to \$7.2 billion, while investment in Canadian bonds and other securities exceeded \$50 billion. There are about 340 Japanese firms in Canada and over 50,000 Canadians are employed in Japanese-affiliated companies. Canada's 1992 exports to Japan were valued at \$7.4 billion, amounting to about 4.8% of total Canadian exports.

Although resource products have long formed the major portion of Canada's exports to Japan, there has been a clear shift, in recent years, towards manufactured goods, the "Machinery and Equipment" category of exports, for example, rising 230% between 1985 and 1991. Other manufactured product exports grew 148% in the same period. In contrast, the 1985-91 rise in Canadian exports to Japan of resource products was only 51%. While resource products, at the beginning of the 1990s, still made up about 85% of Canada's exports to Japan, there appears little potential for further growth. Conversely, an expanding market in Japan for value-added products of all kinds is expected. Increasingly, Canada's most successful exporters to Japan will be those with products which are manufacturing-intensive or which incorporate new technologies, or those able to further process or otherwise add value to their traditional exports to Japan.

While Japan remains a complex, challenging and expensive market to penetrate, it is an accessible and potentially very lucrative market which cannot be disregarded by Canadian industries with an international focus.



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## *II. The Japanese Market*

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### **Overview**

The value of Japan's imports from all countries in 1993 was US\$241 billion, an 85% increase over the 1985 level of US\$130 billion. Canada's share of imports (Japanese figures) was 3.7% in 1985 and 3.4% in 1993. This declining share reflects the fact that most of Japan's growth in imports has been in the categories of manufactured products, whereas Canada's exports remain heavily weighted towards low value-added resource products. Although manufactured products are the fastest growing component of Canadian exports to Japan, Canadian exporters have yet to fully address Japan's changing import patterns. Doing so will be the main challenge of the coming decade.

Japan has a vast retail trade amounting to some 100 trillion yen (about Can \$1 trillion) per year. Rapid demographic and other societal changes, some of which have been referred to above, have fuelled demand for an ever expanding range of goods and services and made Japan's consumer sector a dynamic and lucrative market for both domestic and foreign businesses.

Canada has traditionally been a major supplier of food products to Japan. This market, however, is also changing. Affluence and changing lifestyles have creating a rapidly expanding demand for foods that offer convenience (e.g. ready to serve) and variety, as well as for specialty, high value food products. A large number of Canadian food products, entirely new to the Japanese market, have been successfully introduced in recent years. While significant restrictions do remain, many areas of Japan's food market previously inaccessible to foreign suppliers have opened up in the last few years.

Building products, especially finished components, have a strong market in Japan. Particularly attractive is Japan's housing market, which is evolving at an extraordinary rate under pressure from a society demanding housing commensurate with its new affluence. Unable to meet the demand with traditional products and techniques, builders are ever more willing to consider innovative and foreign, products and solutions.

Demand in Japan for imported machinery, electronics equipment products, computer software and telecommunications equipment is also strong, especially where these products are technologically advanced and/or highly specialized. Indeed, such products form one of the fastest growing segments of Japan's import market.

## **Regional Markets**

Japan is undoubtedly one of the world's more centralized nations, both economically and administratively. Nevertheless, like most large economies (Japan's economy is 60% the size of that of the USA) the Japanese market is sometimes best viewed in terms of its regional markets. These markets are not small. The Kansai area (Osaka and vicinity), for instance, has a GNP of over US\$400 billion - slightly larger than Canada's. The southern island of Kyushu, centre of Japan's semi-conductor industry, has a GDP exceeding that of Holland. And the GDP of Nagoya, between Tokyo and Osaka, equals that of Korea. Such markets are substantial and worthy of individual attention. In developing their Japan strategies, Canadian exporters are well advised to investigate and consider regional options, including regional distribution rather than the more traditional Tokyo-centred arrangement.

Canada has established Trade Offices in Osaka, Fukuoka and Nagoya. These offices, managed by Canadian officers, will assist exporters to assess the regional markets for which they are responsible and to establish marketing connections in these regions. In addition, Honourary Commercial Representatives have been appointed in Hiroshima, Sendai and Sapporo, serving as commercial extensions of the Tokyo Embassy in these three regions.

## **Marketing Fundamentals**

Certain fundamental requirements should be borne in mind when considering entry into the Japanese market. Among these are:

***Patience and Commitment:*** Becoming established in the Japanese market requires wholehearted commitment, considerable patience and often substantial expense. Success rarely, if ever, comes quickly. Japanese businesses generally put a premium on stable, long term relationships with their business partners. In addition to price and product, therefore, they will usually wish to understand the background, personalities and business strategies of prospective associates and their companies. Staying power is of prime importance and potential Canadian exporters should be financially prepared to carry the

burden of non-profitable involvement for some years. The positive side of this process is that business ties, once established, are frequently solid and long lasting.

**Product:** No consumer in the world is as demanding as the Japanese, who insist on style, innovation, technical excellence, flawless manufacturing and exquisite packaging in the products they buy. In Japan, as elsewhere, price matters in the marketing of any product. The difference in Japan is that the inevitable trade-off between price and the considerations just noted is still weighted in favour of the latter. The Japanese insist on the best and have been willing to pay for it. More recently, however, price has become more of a factor.

The consequence of this is that Canadian exporters must be prepared to modify their products, often substantially, for the Japanese market. Distributors will expect and will not hesitate to ask for, major changes in a product to bring it more into line with their view of what the market wants. A Canadian supplier may, indeed, be faced with requests for product modifications which, in addition to being costly, might appear unnecessary or ineffective. The temptation to reject such requests outright should be resisted and exporters are well advised to consider most seriously the advice of their agents or distributors on such matters.

A key factor to keep in mind is the speed with which the Japanese market changes. The rate of introduction of new products is much higher in Japan than in probably any other market, the variations offered on a basic product are greater and the life cycle of a product shorter. To remain competitive, foreign suppliers must, as their Japanese competitors do, constantly improve their products. Where significant market share is at stake, Japanese competitors are quick to respond to the challenge of a new and innovative product, bringing out their own, often improved, versions in short order. In a dynamic market such as Japan's, it is necessary to move ahead constantly in order to avoid falling behind.

The marketability of a product in Japan is determined by its quality, design and price. However, reliability is of paramount importance in securing business for a Canadian supplier. A Japanese importer is reluctant to enter into any purchase contract if he is not assured of a smooth supply in future. Defects or delays are not tolerated and a small mistake, if not rectified quickly, can harm a business relationship.

After-sales service is also important. Product life cycle is comparatively shorter in Japan and a Canadian exporter has to be more in touch with the Japanese market than may be necessary elsewhere.

The following are some of the common qualities that Japanese companies seek in their potential business partners:

- long-term commitment to a business relationship
- quality conscientiousness
- prompt delivery
- after sales service capabilities
- marketing support
- training for sales people
- constant communication
- user-friendly and labour-saving qualities

***Preparation and Presence:*** Exporters to Japan will need, in the initial stages, to study the market for their products and the situation of competitors and to examine and evaluate distribution options. As their plans become firmer, they must be prepared to modify their product to local preferences, have manuals re-done in Japanese and produce promotional and similar literature specific to the Japanese market.

A permanent market presence is indispensable. Japanese customers, regardless of the product or service involved, simply will not deal with a supplier who does not have a local office able to deal immediately, in Japanese, with enquiries regarding technical matters, servicing, delivery problems, ordering and the like. In most cases, this need can be met through the appointment of a capable agent or distributor. There are, however, other options which could include setting up a local representative or sales office, establishing a joint venture, licensing production, etc.

If the choice, as it is in most cases, is to export through an agent or distributor, establishing a strong relationship with the Japanese partner is critical. Corresponding frequently and responding to correspondence promptly, while necessary, is far from sufficient. Distributors will generally expect their foreign suppliers to travel several times a year to Japan to discuss products, markets and strategies. Failure to do so is likely to be taken as indicative of a lack of seriousness.

## Distribution System

As a generalization, the Japanese distribution system can be described as considerably more complex than the Canadian, with multiple tiers of wholesalers and distributors providing such services as packaging, warehousing, delivery, financing and sales promotion. In practice, of course, complexity varies according to product. Consumer and food products are perhaps the extreme example, passing through a highly layered system which meets the needs of a market where most retail outlets are small neighbourhood stores, vendors maintain very low stocks, relying instead on "just in time delivery" and consumers prefer to shop daily, storing little at home, but demanding a high level of service, including home delivery. On the other hand, a single agent or distributor may be the only intermediary necessary between a supplier of a specialized industrial product and his ultimate customer.

The complexity, inefficiency and expense of the system is increasingly recognized by Japanese consumers, business and Government and changes, even if gradual, are likely in the future. The emergence of major supermarket chains, seeking direct imports, is simplifying the distribution even of consumer and food products. A similar phenomenon is occurring in the building products sector. For now, the distribution system is something foreign suppliers generally must accept and deal with.

The distribution system decisions Canadian exporters need to make will vary according to the product, the market and the business style of the exporter. In selecting an agent or distributor, however, there are certain common factors which should be considered in all cases.

**Choice of distributor - large firm or small:** Japan's large trading houses (a list of those with Canadian offices is contained in Appendix C) have traditionally been Japan's commercial window on the outside world, handling export marketing for Japanese manufacturers and sourcing foreign products for Japanese importers. These firms, most of which have annual revenues well over \$100 billion, have offices throughout Japan (and worldwide), tremendous financial resources and enormous staffs which include specialists in all significant industrial and commercial fields. In addition, through their large networks of affiliated commercial and manufacturing corporations, they have direct ties into all aspects of business in Japan. While they can be formidable business partners, the trading companies also have weak points. Handling many accounts and dealing in volume business, they can sometimes overlook the needs of their smaller partners. Frequent personnel shifts add to this problem. As well, because

of the number of foreign firms they represent is so large, the possibility is high that the same trading firm might represent direct or near competitors. It is also possible, though often difficult to confirm, that the commercial interests of an affiliated firm might conflict with those of the foreign supplier represented.

Japanese expertise in international trade has extended, in recent decades, beyond the trading houses to large numbers of small and medium size firms which generally specialize in particular products or market sectors. Increasingly, such firms are an alternative for Canadian suppliers looking for distributors in Japan. The advantage such firms can offer is product specialization, a frequent willingness to devote greater energies to marketing a product and continuity of staff. On the other hand, they will not have either the financial resources or the connections and leverage which one of the trading houses can bring to bear if it wishes.

Choosing the appropriate distributor is a critical step in entering the Japanese market and the best choice will vary from case to case. In all cases, however, it is essential to invest the time and expense necessary for careful consideration of the options available.

***The distributor/agent as partner rather than client:*** The real rewards in the Japanese market come over the long term. Exporters with a strategy and staying power, however, will find that success brings a relatively secure position in a stable market with good margins. For those companies without the resources to develop their own distribution system in Japan - the great majority - that point cannot be reached except in partnership with their distributor. In an ideal arrangement, exporter and distributor will together develop a multi-year plan for the market covering such major factors as target markets segments, pricing strategies, sales or market share goals, on-going product development plans, etc. Such strategies, of course, imply substantial obligations and costs, over a long period, for both exporter and distributor. Japanese distributors are well aware that Canadian and other foreign firms typically plan to shorter horizons than they do and they will not generally undertake long term projects unless convinced of the staying power of their foreign partner. Establishing with the distributor the mutual trust, confidence and commitment a joint market strategy requires is, therefore, a primary task.

Nevertheless, some Japanese distributors will discourage their suppliers from being inquisitive about the market or becoming involved in the acquisition of market information, contacting clients, or the development of market strategies. Such distributors generally tend to see themselves as the exporter's "client", rather than

partner and take the position that the market is their responsibility. While this approach may work in the short term, it is a poor recipe for long term success and leaves the exporter's fortunes entirely in his distributor's hands. Sales may end abruptly and the exporter may never know the reason why. Ideally, distributors should be a window on the market, rather than a barrier to knowledge about it and exporters should exercise caution in committing themselves to distributors which appear unwilling to share and jointly develop, market strategies and information.

Despite the fact of the continuing importance of agents and distributors in the Japanese market, it is noteworthy that, especially with respect to consumer products, large retailers and department stores are starting to import directly, rather than through trading houses, in order to cut costs.

## **Government Procurement**

Under the Government Procurement Code of the GATT, Japan opens to international competition a substantial portion of its procurement, amounting to several hundred million dollars annually. In addition, many organizations not covered by the Code (e.g. regional utilities) have greatly expanded their overseas procurement in recent years. Opportunities for sales to the public sector in Japan are thus substantial. They are not, however, achievable without considerable advance groundwork.

A general requirement for all bidders on government procurement programs is prior acceptance as a qualified supplier. The nature of the pre-qualification procedure will vary with the government agency involved, but must generally be done well in advance. A second practical, although not necessarily mandatory, requirement is the appointment of a local representative, without whom it is generally not possible to identify and respond to Japanese language tender notices in the time allowed, or to submit bids and other documents in Japanese as required. In addition, client agencies will generally insist on some form of local presence which can provide for liaison, service, training, etc.

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## *III. Market Entry*

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### **Customs Requirements and Regulations**

Japan's import quotas, over the past two decades, have largely disappeared and those that remain are concentrated primarily in the agricultural sector. Tariffs are, in general, low, although there are significant exceptions. Tariff calculation is on a C.I.F. basis. Customs procedures, although simplified in recent years, are still found by many exporters to be lengthy. The Japanese authorities claim that efforts are being made to further improve procedures. Customs brokers can provide more detailed information. As well, the Canadian Embassy in Tokyo, or the Japan Trade Development Division (PNJ) of the Department of Foreign Affairs and International Trade (DFAIT) can be of assistance in these matters.

Japan has extensive regulations covering health and sanitary requirements for imports of plant, animal and food products and enforces them strictly. Lengthy quarantine periods are required for some products. Exporters should consult closely with their agents or the importer regarding such regulations. Labelling and market requirements are not particularly onerous, although certain products (e.g. food, drugs) are subject to special regulations. In many cases, labels specific to the Japanese market can be attached after the item has cleared customs, but before sale.

The Canadian Chamber of Commerce can issue, for a fee, a "Carnet" which will permit the temporary importation of commercial samples or professional equipment without payment of duties or posting of bonds. All goods listed on the carnet must be re-exported. Further information regarding the Carnet System can be obtained from Canadian Chamber of Commerce offices in major cities.

### **Intellectual Property - Patents and Trademarks**

Japan is a party to the Berne, Paris and Universal Copyright Conventions and the Patent Cooperation Treaty. While on paper the Canadian and Japanese patent systems are similar and growing closer, as indicated by Canada's adoption of a first-to-file system and full disclosure of patent application information 18 months after filing, in practice they are strikingly different. For example, as in Canada, Japanese patent law requires public disclosure of all patent applications within 18 months of filing. However, in Canada, this information is available only in the



Canadian Patent Office. In Japan, it is published in a journal, which allows wide dissemination of the information. Japanese companies carefully study these published applications for patents, to see what other companies are doing and to make use of all available information as soon as possible.

Japanese patents are also much more narrowly defined than are their Western counterparts and are often issued for modifications to an existing patent which would not normally be permitted under Western patent practice. Competitors therefore will often make enough minor changes to file a variety of improvement patents around the basic patent. Once the original patent has been surrounded this way, it is almost impossible for anyone who wishes to use the basic patent to license it without licensing the surrounding patents because of the patent law's compulsory licensing provisions for dependent patents.

As well, average patent pendency in Japan averages over five years from application to grant, making it one of the longest among developed countries. Patents, once granted, are valid in Japan for up to 20 years from the date of the original application, but until one is actually granted, it is very difficult to enforce the theoretical rights provided for by statute, or to restrain others from misusing an invention. Delays in granting the patent also shorten its effective life.

However, recent changes in Japanese regulations, which will allow patent applications to be filed in English provided a Japanese translation follows within a reasonable period of time, should help Canadian companies win patents in Japan. The Japanese system, like the Canadian one, is based on a "first-to-file" method, wherein patents are awarded to the person who first files for patent protection. This system puts a premium on filing applications quickly.

Processing of trademark applications in Japan is also very slow, sometimes taking three or four years and until the application is approved, there is no penalty for infringement.

Underlying these discrepancies lies a fundamental difference in the objectives of the two systems. The Japanese patent system continues to have as its primary objective the rapid and efficient dissemination and diffusion of technology, with protection of individual intellectual property rights secondary. The intent is to share technology, not to protect it, in order to encourage cooperation and promote Japanese industry as a whole.

Anyone who requires protection of intellectual property rights in Japan will need to engage the services of a lawyer licensed to practice in Japan, who understands both the Japanese and Western systems. The Canadian Embassy can provide assistance in locating appropriate lawyers. Alternatively, your Canadian patent attorney may have a correspondent patent attorney in Japan with whom he can work. Further information may be obtained from the Japan Patent Office (see Appendix D).

## **Industrial Standards**

Knowledge of Japanese industrial standards is extremely important in entering the Japanese market. Although the Japanese government has simplified, harmonized and in some cases, eliminated restrictive standards to bring them more in line with inter-national practices, the Japanese economy remains highly regulated both by official rules and by "voluntary" private standards. A number of regulations regarding phytosanitary standards apply to the importation of plants, animals, animal products and marine products. As well, the Building Standards, Waterworks and Fire Service Laws set out a number of regulations pertaining to building products and codes. Many electrical goods must be safety tested by one of the following authorities in Japan: the Japan Electrical Testing Laboratory (JET), the JMI Inspection Institute, or the Japan Camera and Optical Instrument Inspection and Testing Institute (JCII). In some cases testing can be done by the Canadian Standards Association in Canada (See Appendix C). Pharmaceutical products are also required to undergo a variety of tests, some of which must be performed in Japan. A number of other product categories, including food sanitation and labelling, must meet certain requirements.

The Japan Standards Association (JSA), a non-profit organization under the direction of the Ministry of International Trade and Industry, has published some 9,000 Japan Industrial Standards (JIS) currently in force. Over 90 percent of these have been translated into English and are available for a fee through the Standards Council of Canada (see Appendix C). This organization can also provide other JSA publications, such as the JIS Yearbook, which contains general information on Japanese standards, application procedures and listings of all JSA publications with prices. A library and information centre is open to the public at the Standards Council of Canada's Ottawa offices and information may be obtained by telephone at 1-800-267-8220 or, in Ottawa, at (613) 238-3222. Moreover, the JSA will translate any as yet untranslated standards for a fee. Enquiries should be directed to the JSA Sales Department directly. In Japan, further

information may be obtained at the JSA's three public libraries, its Database Service, or its consultation service, run by its International Standardization Cooperation Centre (see Appendix D).

## **Sources of Market Information**

Japan is comparable to Canada in terms of the volume, quality and availability of demographic, economic, commercial, industrial and other similar information generated by public and private organizations. Most of this information, of course, is available only in Japanese and therefore accessible to most Canadian firms only through intermediaries such as agents or distributors, or a contracted market research company. Among the latter, there are numerous well qualified firms, many of which specialize in work on behalf of foreign clients and which are capable of undertaking a wide variety of market research assignments. Fees are comparable to those in Canada.

The Japan External Trade Organization (JETRO) publishes a broad range of market surveys covering specific sectors which are available to exporters without charge. Information on these publications is available from JETRO offices in Canada or Japan (see Appendices C and D).

The Department of Foreign Affairs and International Trade has also prepared, or commissioned, a number of market studies which are available to exporters. Enquiries regarding these should be directed to the Department or the Embassy in Tokyo. Responsibilities within the Japan Trade Development Division (PNJ) of the Department are divided along sectoral lines. Officers are therefore able to provide expertise, advice and detailed information to the exporter on specific sectors.

Exporters should also consider participation at Japanese trade fairs and commercial exhibitions as an effective method of both assessing the market and making useful contacts. Japan has a very large number of such trade shows, many of them highly specialized, which can be useful vehicles for "testing the water". Because of the preparatory requirements of such events, however, as well as the need to communicate with visitors in Japanese, the prior selection of an agent or distributor will usually be a precondition to effective participation.

## First Contacts

Ensuring an effective first business trip to Japan depends largely on laying the groundwork well in advance. Cold calls are not generally appreciated in Japan and can even be counter productive.

Where possible, meetings should be arranged through a mutual contact (the go-between, in fact, is a key element in most aspects of Japanese life). Where this is not possible and for foreign businesses it usually is not, the Embassy can assist in making initial contacts. The Japanese generally like to know in advance the agenda and even the probable outcome, of meetings. They do not like surprises or uncertainty and, when confronted with such, will generally retreat into extreme caution. This, of course, is unproductive for both parties. Meetings will be much more productive if preceded by an exchange of correspondence in which you provide details on your company, your products and your objectives.

With advance planning a reasonably full business program can be set up, although it is a mistake to try to do too much in one day and risk giving your interlocutors the impression that you are rushed, or are giving them less than your full attention. Allow ample time for travel between calls and never, never be late. Traffic congestion is not considered an acceptable excuse for late arrival.

First meetings, in Japan, may be at senior levels, in which case the main objective of the Japanese side is usually to establish personal rapport and to agree on general areas of common interest. Specifics follow in further, working level, meetings. Depending on the situation, the companies involved and personalities, however, contacts might commence at working levels and not reach senior levels until key junctures are reached. In any case, what should be kept in mind is that Japanese management is generally "bottom up". Senior management does not typically receive, or generate, new ideas to send down to lower levels for evaluation. Rather, most initiatives commence at the working level and are subsequently "sold" up through the system, acquiring supporters at each level. The common mistake of foreigners is to attempt to bypass lower levels and go directly to the top. This is usually a mistake and can often alienate key decision makers.

It is a good idea to bring along annual reports, a company profile, product brochures and samples to show to a new business prospect. If Japanese language documents are not available, a short summary printed in Japanese should be prepared.

A good supply of business cards (meishi) is indispensable and their exchange at the start of the meeting is an important formality which helps establish the relative status of the parties. Some airlines will arrange to have your own cards translated and printed in Japanese on the reverse side and delivered to you in-flight or at your hotel. Treat meishi with respect (do not make notes on them - at least not in the presence of their owner) and study them courteously to demonstrate interest. Expect to distribute half a dozen or more at each meeting.

The Japanese never use first names except between intimate friends and care should be taken to always use the formal form of address. The English "Mr./Mrs./Miss" (e.g. Mr. Tanaka) is perfectly acceptable, although some visitors prefer to use the Japanese form of surname plus the honorific suffix "san" (e.g. Tanaka-san).

Much is often made of the need for foreign business visitors to learn Japanese customs and protocol. While a sensitivity to customs is necessary, one can overdo it. The business at hand will be foremost in the minds of the Japanese and your sincerity and commitment is much more relevant than your ability to eat raw fish. Relax, listen carefully, adopt a low key and patient approach and keep an open, but shrewd, mind. You will soon feel at home.

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## *IV. Business Practices*

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### **Interpreters**

Especially for initial meetings, the use of interpreters is strongly recommended. Even if the person being met has a good command of English, use of an interpreter will allow him to express himself much more freely than he could in English, permitting a more detailed and nuanced exchange. The interpreter should be well briefed prior to scheduled meetings and made familiar with your company, products (including special terminology) and your objectives in the meeting. Following the meeting interpreters should be debriefed on their reading of the tone of the meeting and on non-verbal signals/exchanges and conversations which may have taken place among members of the Japanese side.

Keep in mind that jokes and colloquialisms very seldom translate well. Avoid them and stay with simple, straightforward language.

### **Follow-up**

It is important to follow up initial contacts with further personal visits and correspondence. To properly maintain a relationship, personal visits should be made at least yearly or twice yearly and correspondence should be much more frequent. Correspondence received should, of course, be answered promptly.

Depending on the company you deal with, relationship marketing can start in Canada by meeting representatives of Japanese branch offices there. Staff in these offices can provide introductions to head office representatives and may themselves become important contacts when they return to Japan.

### **Corporate Hierarchy**

Appendix B sets out a list of typical corporate titles in Japanese companies. A Japanese title is descriptive of the person's role and ranking, but the English translation may be misleading. It is important to understand a Japanese business person's title and its implications.

Japanese offices are still largely open style, with a much lower proportion of private offices than in typical Canadian organizations. Quite senior people work in open areas, although they will generally hold their meetings in rooms set aside for this purpose. While there are indeed clues to rank in the layout of a Japanese office, most Canadians cannot read them and there is a tendency

to assume that absence of a private office indicates that the person one is dealing with is of junior rank. A sensitivity to such differences in Japanese and Canadian styles and consideration of the information provided on business cards will help prevent such misjudgments.

## **Business styles**

A low-key, modest approach generally works better than an aggressive sales pitch, with which many Japanese are uncomfortable.

It is best to minimize use of the pronoun "I" when speaking on behalf of your organization. The corporate "we" is much preferred by the Japanese for a number of reasons, including a tendency to see the individual primarily in the context of the organization of which he is a part. Excessive use of "I" can lead to uncertainty over whether the views you express are yours personally, or those of your company. If they are considered the former, they may be given little weight.

Nodding of heads or uttering "yes" is evidence that a Japanese person is listening, but may not indicate comprehension or agreement.

Reaching agreement, especially on complex matters, may be more time consuming than might be the case in a Canadian business context. This reflects, in part, a tendency to study matters thoroughly before making a decision. It also reflects the fact that the Japanese negotiator is usually less empowered than his Canadian counterpart to make decisions. The consensus oriented Japanese business style usually requires that, following discussions with the outside party, a fairly extensive process of internal consensus building may be required in order to bring everyone onside. The Japanese will usually be unwilling to discuss this internal process with outsiders in any depth. Patience is required.

Business meetings can usually be held between 9:30 a.m. and 5:00 p.m. Meetings can also usually be arranged over lunch, although generally not for first meetings. Breakfast meetings are rare among Japanese businessmen (most of whom have a very long commute and do not reach the office until about 9:00 a.m.) and should not generally be proposed. Evening meetings are possible, but are generally reserved for forging closer personal ties after the decision to establish business ties has already been made. On such occasions little, if any, actual business is discussed.

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## *V. Services from Canadian Government Trade Offices in Japan*

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### **General**

The Commercial Sections of the Canadian Embassy in Tokyo and the Consulate General in Osaka and the Canadian Government Trade Offices in Fukuoka and Nagoya are available to Canadian business to provide advice and assistance on market entry opportunities and strategies. The new Chancery in Central Tokyo has excellent exhibition space for Canadian businesses and their Japanese agents to display and demonstrate products and services. Facilities are also available for hosting receptions, lunches and dinners and for holding press conferences, seminars and workshops.

The Canadian Trade Offices have experienced staffs of commercial, economic and investment officers. Specialists in products ranging from agriculture and fisheries to automotive, aerospace and defense products are familiar with the Japanese market and ready to assist in the export of Canadian products to Japan.

When first requesting assistance from a Trade Office, a brief history of your company, a list of products sold, a description of domestic marketing organization and mix of clientele and price quotations, preferably C.I.F. should be provided (see Appendix D).

### **Canada Trade Centre**

The Canada Trade Centre, established in 1979, is a self-financed group of Japanese importers and agents of Canadian food and consumer products. Under Embassy auspices, the CTC makes use of office and display space provided by the Japanese government where Canadian goods are placed on permanent display. In conjunction with the Embassy's Commercial Section, the CTC also participates actively in trade shows throughout Japan thereby increasing consumer awareness of Canadian products.



## **The Canadian Chamber of Commerce in Japan**

The Canadian Chamber of Commerce in Japan (CCCJ) was established in 1981 and presently has over 400 members, which include representatives of major Canadian corporations operating in Japan as well as individuals with personal or business interests in Canada and Japan. The CCCJ provides an avenue of contact for Canadian businesses with Japanese government and industry and speaks on behalf of Canadian business at such fora as the Import Board (MITI) and with the Office of the Trade Ombudsman (OTO). The Chamber also provides member access to reference information, briefings, seminars and opportunities to make contact with Canadian businesses active in Japan (see Appendix D).

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## *VI. Jetro Services*

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The Japan External Trade Organization (JETRO) is an additional source of information for Canadian companies that would like to do business with Japan. JETRO promotes two-way trade, technical and personnel exchanges, joint ventures, licensing agreements and investment in both countries. As the foreign trade arm of Japan's Ministry of International Trade and Industry, it focuses on helping foreign companies identify and exploit market opportunities in Japan. Jetro provides information on Japan's economy, trade and marketing and distribution services, personal consultation with exporters and sponsors a wide variety of seminars, symposia and promotion projects, both in Japan and overseas. JETRO offices are located in Toronto, Montreal and Vancouver, as well as in most Japanese cities (see Appendix C).



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## *VII. Travel Tips*

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### **Entry Requirements**

Business visitors holding valid Canadian passports do not require visas to visit Japan unless they wish to remain for more than three months or take up employment. The period of stay granted at the point of entry is usually 90 days. Japanese law requires visitors, for identification purposes, to be in possession of their passports at all times while in Japan.

### **Transportation**

"Jet lag" affects some people more than others, but can be a significant factor given the substantial time difference between Japan and Canada. Visitors would do well to take this into consideration in planning their schedules in Japan.

Most overseas flights into the Tokyo area land at Narita Airport, located approximately 65 km from the centre of Tokyo itself. Taxis are available, but cost \$250-300 for the one way trip to the city. A comfortable and more economical way to get to one's hotel from the airport is to use the limousine bus, tickets for which (about \$35) can be purchased in the airport foyer. Departures are about every 15 minutes and include routes to Tokyo City Air Terminal (TCAT), from which most hotels can be reached by taxi for about Yen2000, as well as routes direct to some of the major hotels. The bus ride takes 60 to 100 minutes, depending on traffic.

Another transportation alternative is the train from Narita Airport to Tokyo Station, taking about 1 hour. The cost approximately that of the limousine bus. Most hotels can be reached from Tokyo Station by taxi for about Yen1500.

For departures, some travellers may find it convenient to use TCAT if the airline they are using has facilities there. If so, luggage can be checked, boarding passes obtained and immigration formalities completed prior to boarding the limousine bus for the airport. Depending on the time of day, this can greatly speed matters at the airport.

Taxi stands are located at most train stations and subway stations and at the curbside of major commercial streets. In general, a taxi can be hailed in the street with minimal delay.

All domestic flights out of Tokyo leave from Haneda Airport, which is not far from downtown Tokyo. Substantial savings are possible if domestic Japanese flights are booked, in Canada, as an extension of the traveller's international ticket.

The Shinkansen (bullet train) is a convenient alternative for travel from Tokyo to most major cities in Japan. Visitor planning an itinerary involving substantial rail travel should consider purchasing the Japan Rail Pass, which permits unlimited travel on Japan Rail routes, over a fixed period of time, at very reasonable cost. The Japan Rail Pass can only be purchased outside of Japan and is available, in Canada, from the Japan National Tourist Office in Toronto.

Travellers should buy a good bilingual city map, which can be found in the lobby shop of any hotel. They often include an equally useful schematic of the subway system.

## **National Holidays**

<b>New Year's Day</b>	<i>January 1</i>
<b>Adults' Day</b>	<i>January 15</i>
<b>National Foundation Day</b>	<i>February 11</i>
<b>Vernal Equinox</b>	<i>March 20 or 21</i>
<b>Greenery Day</b>	<i>April 29</i>
<b>Constitution Day</b>	<i>May 3</i>
<b>Children's Day</b>	<i>May 5</i>
<b>Senior Citizens' Day</b>	<i>September 15</i>
<b>Autumnal Equinox</b>	<i>September 23 or 24</i>
<b>Sports Day</b>	<i>October 10</i>
<b>Cultural Day</b>	<i>November 3</i>
<b>Labour Day</b>	<i>November 23</i>
<b>Emperor's Birthday</b>	<i>December 23</i>

Late December/early January, late April/early May and the middle 2 weeks of August are periods when many Japanese are on holiday. While most businesses technically remain open, staffing levels in each of these 3 periods are roughly equivalent to those in Canada during the Christmas-New Year period. Business travel at these times should be avoided.

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## *VIII. General Information*

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### **Geography, Climate and Population**

Japan is composed of four main mountainous islands, Hokkaido, Honshu, Shikoku and Kyushu and more than 3,900 smaller ones. Situated off the eastern coast of the Asian continent, Japan occupies a land area of 377,682 km<sup>2</sup>, about 40 percent of the size of British Columbia, or 30 percent of the size of Ontario. 69 percent of the land is forested, 16 percent cultivated and the rest is urban, grassland, or waste.

The climate in Japan varies from cool in Hokkaido to subtropical in Okinawa, but most of Japan experiences hot, humid summers and sunny, cold, dry winters. Rainfall is abundant, averaging 1,000 to 2,500 millimetres annually and during the rainy season from June to early July, the humidity level can reach 80 percent or more. Average temperatures in Tokyo, which is located at about the same latitude as Los Angeles, are 25.2°C (80°F) in the summer and 4.1°C (40°F) in the winter. April, May and mid-September to mid-November are the best times to visit.

Japan has a population of 124.5 million, the world's seventh largest, of which 99.4 percent are ethnic Japanese and 72 percent live in urban areas. The Tokyo area has over 30 million inhabitants. Other cities with populations exceeding 3 million include Yokohama, Osaka and Nagoya. Kyoto, Kobe, Sapporo and Kawasaki each have populations of more than one million.

### **Language**

Japanese is the official language and all documents submitted to the government must be in Japanese. English is widely studied, starting in junior high school and is used for international communications between Japan and other countries, but the number of Japanese people able to speak English fluently is limited.

### **Local Time**

Add 14 hours to Eastern Standard Time and 13 hours to Eastern Daylight Savings Time.

## **Business Hours**

Business hours are usually between 9:00 a.m. and 5:00 p.m., with lunch between 12:00 and 1:00 p.m. Business breakfasts are usually not part of the Japanese tradition. Japanese companies are gradually adopting the five-day work week, with some companies working one, two or three Saturdays a month, from 9:00 a.m. to 12:30 p.m.

Banks are open from 9:00 a.m. to 3:00 p.m., Monday to Friday and sometimes every other Saturday morning.

Department stores are open from 10:00 a.m. to 6:00 p.m. every-day except one, usually Wednesday or Thursday.

Government departments are open from 10:00 a.m. to 5:00 p.m., Monday to Friday and Saturday until 12:00 noon.

## **Money and Consumption Tax**

The Japanese currency is the yen. The current exchange rate (January 1994) is 81.1 yen to the Canadian dollar. Traveller's cheques may be cashed at foreign exchange banks and major hotels, but there is often a charge for the service. U.S dollars traveller's cheques may be converted to yen more easily than Canadian dollars and all payments must be made in yen. Major credit cards can be used at most places, but it is wise to take along a sufficient amount of travellers cheques to cover some expenses which unexpectedly cannot be charged.

A 3% consumption tax, similar to the Canadian GST, may be levied on most goods and services.

## **Telephones**

International and domestic communications are well developed and convenient. Public telephones use coins or pre-paid magnetic cards and are charged by the length of the call. International calls may be made from designated telephones. Very few Japanese businesses now use telexes, but facsimile machines are widely used and it is recommended that a facsimile number be included on your business card.

# Appendix A - Canada- Japan Trade Statistics

## Trade with Canada

(C\$millions)	1988	1989	1990	1991	1992	1993 proj.
Exports to Japan	8,708	8,749	8,171	7,111	7,413	8,400
Imports to Japan	9,267	9,549	9,517	10,249	10,758	10,600
Balance	-559	-800	-1,346	-3,138	-3,345	-2,200

<i>Major Exports to Japan (C\$millions)*</i>		<i>Major Imports from Japan (C\$millions)</i>	
Lumber	1,335	Motor vehicles	3,525
Coal	1,012	Telecommunications equipment	1,373
Wood Pulp	560	Vehicle parts & Engines	1,143
Copper Ore	542	Office machines, Computers	1,081
Fish, seafood	488	Precision instruments	633

† Current Estimate

\* 1992 figures

## Main Sectors of Opportunity for Canada

1. Processed Foods and Seafood
2. Building Products
3. Aerospace
4. Information Technologies
5. Auto Parts
6. Tourism



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## *Appendix B - Typical Japanese Corporate Titles*

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Typically used corporate titles, with rough English equivalents, in hierarchical order:

KaichoChairman

ShachoPresident

FukushachoVice President

BuchoChief or Director of Department

KachoHead of Section

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# *Appendix C - Useful Addresses in Canada*

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## **Department of Foreign Affairs and International Trade (DFAIT)**

### **Japan Trade Development Division (PNJ)**

Lester B. Pearson Bldg.

125 Sussex Drive

Ottawa, Ontario

K1A 0G2

Tel: (613) 995-1281

Fax: (613) 943-8286

## **International Trade Centres**

If you have not previously marketed abroad, contact a regional trade officer at the addresses listed below:

### **Newfoundland**

International Trade Centre

P.O. Box 8950

Atlantic Place

215 Water Street

Suite 504

St. John's, Newfoundland

A1B 3R9

Tel: (709) 772-5511

Fax: (709) 772-2373

### **Prince Edward Island**

International Trade Centre

P.O. Box 1115

Confederation Court Mall

134 Kent Street, Suite 400

Charlottetown, PEI

C1A 7M8

Tel: (902) 566-7400

Fax: (902) 566-7450

### **Nova Scotia**

International Trade Centre

P.O. Box 940

Station M

1801 Hollis Street

Halifax, Nova Scotia

B3J 2V9

Tel: (902) 426-7540

Fax: (902) 426-2624

### **New Brunswick**

International Trade Centre

P.O. Box 1210

Assumption Place

770 Main Street

Moncton, New Brunswick

E1C 8P9

Tel: (506) 851-6452

Fax: (506) 851-6429

**Quebec**

International Trade Centre  
Stock Exchange Tower  
800 Victoria Square  
Suite 3800  
P.O. Box 247  
Montreal, Quebec  
H4Z 1E8  
Tel: (514) 283-8185  
Fax: (514) 283-8794

**Manitoba**

International Trade Centre  
P.O. Box 981  
330 Portage Avenue  
8th Floor  
Winnipeg, Manitoba  
R3C 2V2  
Tel: (204) 983-8036  
Fax: (204) 983-2187

**Alberta**

International Trade Centre  
Room 540  
Canada Place  
9700 Jasper Avenue  
Edmonton, Alberta  
T5J 4C3  
Tel: (403) 495-2944  
Fax: (403) 495-4507

**Ontario**

International Trade Centre  
Dominion Public Building  
4th Floor  
One Front Street West  
Toronto, Ontario  
M5J 1A4  
Tel: (416) 973-5053  
Fax: (416) 973-8161

**Saskatchewan**

International Trade Centre  
The S.H. Cohen Building  
Room 401  
119 - 4th Avenue South  
Saskatoon, Saskatchewan  
S7K 5X2  
Tel: (306) 975-5315  
Fax: (306) 975-5334

**British Columbia**

International Trade Centre  
P.O. Box 11610  
900 - 650 West Georgia Street  
Vancouver, British Columbia  
V6B 5H8  
Tel: (604) 666-0434  
Fax: (604) 666-8330

**Export Development Corporation**

Of great importance to Canadian business people is the Export Development Corporation (EDC), a crown corporation whose purpose is to encourage, facilitate and develop Canadian export trade by providing export credit insurance, guarantees, loans and other financial services to exporters to meet international competition. For further information, please contact the nearest regional office of EDC.

### ***Western Region***

Suite 1030  
505 Burrard Street  
Vancouver, B.C.  
V7X 1M5  
Tel: (604) 666-6234  
Fax: (604) 666-7550

8th Floor  
330 Portage Avenue  
Winnipeg, Manitoba  
R3C 0C4  
Tel: (204) 983-5114  
Fax: (204) 983-2187

### ***Ontario Region***

Suite 810  
150 York Street  
P.O. Box 810  
Toronto, Ontario  
M5H 3S5  
Tel: (416) 973-6211  
Fax: (416) 662-1267

Suite 1512  
148 Fullarton Street  
London, Ontario  
N6A 5P3  
Tel: (519) 645-5828  
Fax: (519) 645-5580

### ***Quebec & Atlantic Region***

Suite 4620  
800 Victoria Square  
P.O. Box 124  
Tour de la Bourse  
Postal Station  
Montreal, Quebec  
H4Z 1C3  
Tel: (514) 283-3013  
Fax: (514) 878-8891

Suite 1030  
510 - 5th Street S.W.  
Calgary, Alberta  
T2P 3S2  
Tel: (403) 292-8888  
Fax: (403) 292-6902

151 O'Connor Street  
Ottawa, Ontario  
K1A 1K3  
Tel: (613) 598-2992  
Fax: (613) 237-2890

Purdy's Wharf Tower II  
Suite 1410  
1969 Upper Water Street  
Halifax, Nova Scotia  
B3J 3R7  
Tel: (902) 429-0426  
Fax: (902) 423-0881

**Canadian Standards Association (CSA)**

Customer Services  
178 Rexdale Blvd.  
Rexdale, Ontario  
M9W 1R3  
Tel: (416) 747-4007  
Fax: (416) 747-2475

**Standards Council of Canada**

45 O'Connor St.  
Suite 1200  
Ottawa, Ontario  
K1P 6N7  
Tel: (613) 238-3222 or  
1-800-267-8220  
Fax: (613) 995-4564

***Japanese Government Offices in Canada***

**Embassy of Japan**

255 Sussex Drive  
Ottawa, Ontario  
K1N 9E6  
Tel: (613) 241-8541  
Fax: (613) 241-2232

**Consulate General of Japan**

Suite 2120  
600 de la Gauchetière Ouest  
Montreal, Quebec  
H3B 4L8  
Tel: (514) 866-3429  
Fax: (514) 395-6000

**Consulate General of Japan**

Suite 900  
117 West Hastings Street  
Vancouver, British Columbia  
V6E 2K9  
Tel: (604) 684-5868  
Fax: (604) 684-6939

**Consulate General of Japan**

Toronto-Dominion Bank Tower  
Suite 2702  
P.O. Box 10  
Toronto, Ontario  
M5K 1A1  
Tel: (416) 363-7038  
Fax: (416) 367-9392

**Consulate General of Japan**

Suite 2480, ManuLife Place  
10180-101st Street  
Edmonton, Alberta  
T5J 3S4  
Tel: (403) 422-3752  
Fax: (403) 424-1635

***JETRO Offices***

**JETRO Toronto Office**

Suite 700, Britannia House  
151 Bloor Street West  
Toronto, Ontario  
M5S 1T7  
Tel: (416) 962-5055  
Fax: (416) 962-1124

**JETRO Vancouver Office**

Suite 660, World Trade Centre  
999 Canada Place  
Vancouver, British Columbia  
V6C 3E1  
Tel: (604) 684-4174  
Fax: (604) 684-6877

**JETRO Montreal Office**  
Place Montreal Trust Tower  
Suite 2902  
1800 McGill College Avenue  
Montreal, Quebec  
H3A 3J6  
Tel: (514) 849-5911  
Fax: (514) 849-5061

***Japanese Trading Companies in Canada***

In addition to these large trading companies, there are also many specialized companies doing business in Canada. Please contact the nearest JETRO Office for further information.

**Itochu (Canada) Limited**  
Head Office  
770-999 Canada Place  
Vancouver, B.C.  
V6C 3E1  
Tel: (604) 683-5764  
Fax: (604) 688-9293

**Itochu (Canada) Limited**  
2120 Madison Blvd. East  
Mississauga, Ontario  
L4V 5E1  
Tel: (416) 602-7700  
Fax: (416) 602-7701

**Kanematsu (Canada) Inc.**  
6430 Vipond Dr.  
Mississauga, Ontario  
L5T 1W8  
Tel: (905) 670-1977  
Fax: (905) 670-2510

**Marubeni Canada Limited**  
Suite 2300  
P.O. Box 519  
Canada Trust Tower  
B.C.E. Place  
161 Bay Street  
Toronto, Ontario  
M5J 2S1  
Tel: (416) 368-1171  
Fax: (416) 947-9004

**Mitsubishi Canada Limited**  
Commerce Court West  
Suite 5101  
P.O. Box 17  
Toronto, Ontario  
M5L 1A5  
Tel: (416) 362-6731  
Fax: (416) 365-1384

**Mitsui & Company (Canada) Limited**  
Suite 1500  
20 Adelaide Street East  
Toronto, Ontario  
M5C 2T6  
Tel: (416) 947-3899  
Fax: (416) 865-1308

**Nichimen Canada Inc.**  
20 Queen Street West  
Suite 2206  
Toronto, Ontario  
M5H 3R5  
Tel: (416) 598-5555  
Fax: (416) 598-3212

**Nissho-Iwai Canada Limited**  
Suite 1506  
P.O. Box 106  
150 King Street West  
Toronto, Ontario  
M5H 1J9  
Tel: (416) 977-8182  
Fax: (416) 977-0241

**Sumitomo (Canada) Limited**  
1 First Canadian Place  
Suite 7010  
P.O. Box 258  
Toronto, Ontario  
M5X 1C8  
Tel: (416) 860-3800  
Fax: (416) 365-3141

**Tomen Canada Inc.**  
Toronto Dominion Centre  
Toronto Dominion Bank Tower  
Suite 3312  
P.O. Box 338  
Toronto, Ontario  
M5K 1K7  
Tel: (416) 868-1103  
Fax: (416) 868-6539

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# Appendix D - Useful Addresses in Japan

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## **Canadian Government Trade Offices**

**The Canadian Embassy**  
7-3-38 Akasaka  
Minato-ku  
Tokyo 107, Japan  
Tel: (011-81-3) 3408-2101  
Fax: (011-81-3) 3470-7280

**Canadian Consulate General**  
*Street Address:*  
Daisan Shoho Building 12F  
2-3 Nishi-Shinsaibashi  
2-Chome, Chuo-ku  
Osaka 542, Japan  
*Mailing Address:*  
P.O. Box 150  
Osaka Minami 542-91, Japan  
Tel: (011-81-6) 212-4910  
Fax: (011-81-6) 212-4914

**Canadian Consulate  
(Fukuoka)**  
F.T. Building, 9F  
4-8-28 Watanabe-dori  
Chuo-ku  
Fukuoka-shi 810, Japan  
Tel: (011-81-92) 752-6055  
Fax: (011-81-92) 752-6077

**Canadian Consulate (Nagoya)**  
Nakato Marunouchi Bldg. 6F  
3-17-6 Marunouchi, Naka-ku  
Nagoya 460, Japan  
Tel: (011-81-52) 972-0450  
Fax: (011-81-52) 972-0453

**Government of Alberta**  
Place Canada 3F  
7-3-37 Akasaka  
Minato-ku, Tokyo 107  
Tel: (011-81-3) 3475-1171/3  
Fax: (011-81-3) 3470-3939

**Government of British  
Columbia**  
Place Canada 3F  
7-3-37 Akasaka  
Minato-ku, Tokyo 107  
Tel: (011-81-3) 3408-6171  
Fax: (011-81-3) 3408-6340  
*In the Osaka area:*  
Antante #1901  
5-15 Koyo-cho Naka  
Higashinada-ku, Kobe-shi  
Hyogo 658  
Tel: (011-81-78) 857-9474  
Fax: (011-81-78) 858-0547



**Délégation du Québec**  
Kojimachi Hiraoka Building  
5F 1-3 Kojimachi Chiyoda-ku  
Tokyo 102, Japan  
Tel: (011-81-3) 3239-5137  
Fax: (011-81-3) 3239-5140

**Canadian Chamber of  
Commerce in Japan**  
P.O. Box 79  
Akasaka Post Office  
Minato-ku, Tokyo 107, Japan  
Tel: (011-81-3) 3408-4311  
Fax: (011-81-3) 3408-4190

**Japan Standards  
Association Offices**  
Sales Department  
Japan Standards Association  
4-1-24 Akasaka, Minato-ku  
Tokyo 107  
Tel: (03) 3583-8003  
Fax: (03) 3586-2029

**Japan Standards Association  
Library**  
4-1-24 Akasaka, Minato-ku  
Tokyo 107  
Tel: (03) 3583-8001

**JSA Osaka Library**  
Honmachi Nomura Building  
7th Floor  
Chuo-ku, Osaka 541  
Tel: (06) 261-8086

**JSA Nagoya Library**  
Shirakawa Building  
7th Floor  
2-6-12 Sakae  
Naka-ku, Nagoya 460

### ***Database Service***

**Foreign Standards Service**  
Japan Standards Association  
4-1-24 Akasaka, Minato-ku  
Tokyo 107  
Tel: (03) 3583-8072  
Fax: (03) 3583-2029

**International Standardization  
Cooperation Center**  
Japan Standards Association  
4-6-24 Akasaka, Minato-ku  
Tokyo 107  
Tel: (03) 3583-8001  
Fax: (03) 3586-2014

**Japan Patent Office**  
International Affairs Division  
1-1, 2-chome  
Kasumigaseki, Chiyoda-ku  
Tokyo 100, Japan  
Tel: (011-81-3) 3581-1101  
Fax: (011-81-3) 3581-0762

## Canadian Financial Institutions

Bank of Montreal	Tel: 03-3246-0103
Bank of Nova Scotia (Tokyo) (Osaka)	Tel: 03-3593-0201 Tel: 06-361-0501
Canadian Imperial Bank of Commerce	Tel: 03-3595-1531
National Bank of Canada	Tel: 03-3292-6361
Royal Bank of Canada	Tel: 03-3595-1251
Toronto Dominion Bank	Tel: 03-3214-4485
Royal Trust Corporation of Canada	Tel: 03-3504-0281
Burns Fry Limited	Tel: 03-3231-2508
Nesbitt Thomson Inc.	Tel: 03-3241-2403
RBC Dominion Securities Inc.	Tel: 03-3503-3571
Richardson Greenshields of Canada Ltd.	Tel: 03-3201-6271
Scotia McLeod Inc.	Tel: 03-3592-3870
Wood Gundy Japan Ltd.	Tel: 03-3591-0700

## Major Airlines in Tokyo

Aeroflot Soviet Airlines	Tel: 03-3434-9671
Air China	Tel: 03-3436-1661
Air France	Tel: 03-3475-1511
Air India	Tel: 03-3214-1981
Air Lanka	Tel: 03-3573-4261
Air New Zealand	Tel: 0120-300-747
Air Pacific	Tel: 03-3593-7025
Alitalia Air Lines	Tel: 03-3580-2181
All Nippon Airlines (International) (Domestic)	Tel: 03-3272-1212 Tel: 03-5489-8800
American Airlines	Tel: 03-3248-2011
AOM French Airlines	Tel: 03-3503-0751
Asiana Airlines	Tel: 03-5472-6600
Austrian Airlines	Tel: 03-3582-2231
Biman Bangladesh	Tel: 03-3593-1252
British Airways	Tel: 03-3593-8811
Cathay Pacific Airways	Tel: 03-3504-1531
China Airways	Tel: 03-3436-1661

China Eastern Airlines	Tel: 03-3505-2021
Continental Micronesia	Tel: 03-3592-1631
Delta Air Lines	Tel: 03-5275-7000
Egypt Air	Tel: 03-3211-4521
Finnair	Tel: 03-3222-6992
Garuda Indonesian Airways	Tel: 03-3593-1181
Iberia Airlines of Spain	Tel: 03-3582-3631
Iran Air	Tel: 03-3586-2101
Japan Air System (International)	Tel: 03-3438-1155
(Domestic)	Tel: 03-3432-6111
Japan Asia Airways	Tel: 03-5489-5411
KLM Royal Dutch Airlines	Tel: 03-3216-0771
Korean Airlines	Tel: 03-5443-3311
Lufthansa German Airlines	Tel: 03-3580-2111
Malaysian Airlines	Tel: 03-3503-5961
Northwest Airlines	Tel: 03-3533-6000
Olympic Airways	Tel: 03-3201-0611
Pakistan International Airlines	Tel: 03-3216-6511
Philippine Airlines	Tel: 03-3593-2421
Quantas Airways	Tel: 03-3593-7000
Sabena Belgian Airlines	Tel: 03-3585-6151
Scandinavian Airlines	Tel: 03-3503-8101
Singapore Airlines	Tel: 03-3213-3431
Swissair	Tel: 03-3212-1016/9
Thai Airways International	Tel: 03-3503-3311
Turkish Airlines	Tel: 03-3595-2501
United Airlines	Tel: 03-3817-4411
UTA French Airlines	Tel: 03-3475-1511
Varig Brazilian Airlines	Tel: 03-3211-6751/5
Virgin Atlantic Airways	Tel: 03-5269-2680
Flight Information Centre - Haneda Airport	Tel: 03-5757-8111
- Narita Airport	Tel: 0476-34-5000
Tokyo City Air Terminal (TCAT)	Tel: 03-3665-7111

## **Canadian Railways**

CP Rail	Tel: 03-3213-6926
CN Railways	Tel: 03-3581-9126

## **Major Hotels**

### ***In Tokyo:***

Akasaka Prince Hotel	Tel: 03-3234-1111
Akasaka Tokyu Hotel	Tel: 03-3580-2311
ANA HoTel: Tokyo	Tel: 03-3505-1111
Capitol Tokyu	Tel: 03-3581-4511
Century Hyatt Tokyo	Tel: 03-3349-0111
Fairmont Hotel	Tel: 03-3262-1151
Four Seasons Chinzanso Tokyo	Tel: 03-3942-2222/2740
Ginza Dai-Ichi Hotel	Tel: 03-3542-5311
Ginza Marunouchi Hotel	Tel: 03-3543-5431
Ginza Nikko Hotel	Tel: 03-3571-4911
Ginza Tokyu Hote	Tel: 03-3541-2411
Hotel Grand Palace	Tel: 03-3264-1111
Hotel New Otani	Tel: 03-3265-1111
Hotel Okura	Tel: 03-3582-0111
Hotel Pacific Meridian Tokyo	Tel: 03-3445-6711
Imperial Hotel	Tel: 03-3504-1111
International House of Japan	Tel: 03-3470-4611
Kayu Kaikan	Tel: 03-3230-1111
Keio Plaza Hotel	Tel: 03-3344-0111
Marunouchi Hotel	Tel: 03-3215-2151
Miyako Hotel Tokyo	Tel: 03-3572-8301
Palace Hotel	Tel: 03-3211-5211
President Hotel	Tel: 03-3497-0111
San Bancho Hotel	Tel: 03-3262-3333
Sanno Hotel	Tel: 03-3440-7871
Shimbashi Dai-Ichi Hotel	Tel: 03-3501-4411
Shinagawa Prince Hotel	Tel: 03-3440-1111
Shinjuku Prince Hotel	Tel: 03-3205-1111

Shin Takanawa Prince Hotel	Tel: 03-3442-1111
Takanawa Prince Hotel	Tel: 03-3447-1111
Tokyo Grand Hotel	Tel: 03-3454-0311
Tokyo Hilton International	Tel: 03-3344-5111
Tokyo Prince Hotel	Tel: 03-3432-1111

***Near Narita Airport:***

Holiday Inn Narita	Tel: 0476-32-1234
Hotel Nikko Narita	Tel: 0476-32-0032
Narita Airport Rest House	Tel: 0476-32-1212
Narita Prince Hotel	Tel: 0476-33-1111
Narita View Hotel	Tel: 0476-32-1111

***In Osaka:***

Hotel Nikko Osaka	Tel: 06-244-1111
Hotel New Otani Osaka	Tel: 06-941-1111
Osaka Hilton International	Tel: 06-941-2661
Miyako Hotel	Tel: 06-773-1111
Royal Hotel	Tel: 06-448-1121

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## *Appendix E - Canadian Government Publications*

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To receive information or copies of any Canadian government publication, please contact:

**InfoEx (MKI)**

**The Department of Foreign Affairs and International Trade**

125 Sussex Drive

Ottawa, Ontario

K1A 0G2

Tel: 1-800-267-8376

Fax: (613) 996-9709



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# Notes





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# Notes

# EMBASSY OF CANADA

Ambassade du Canada

7-3-38 AKASAKA,

MINATO-KU, TOKYO 107, JAPAN/JAPON

TEL: 03-3408-2101 CHANCERY/CHANCELLERIE

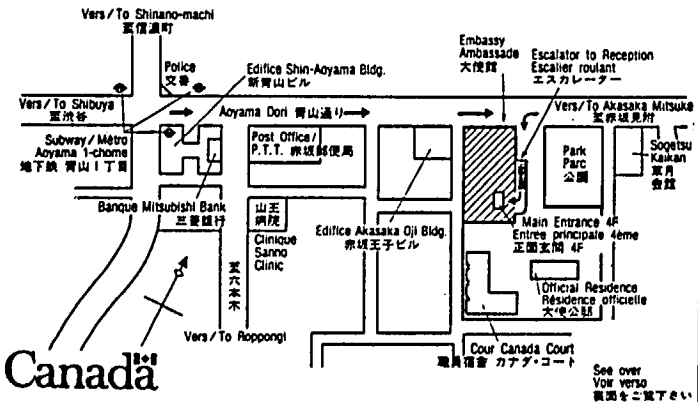
03-3408-2109 RESIDENCE

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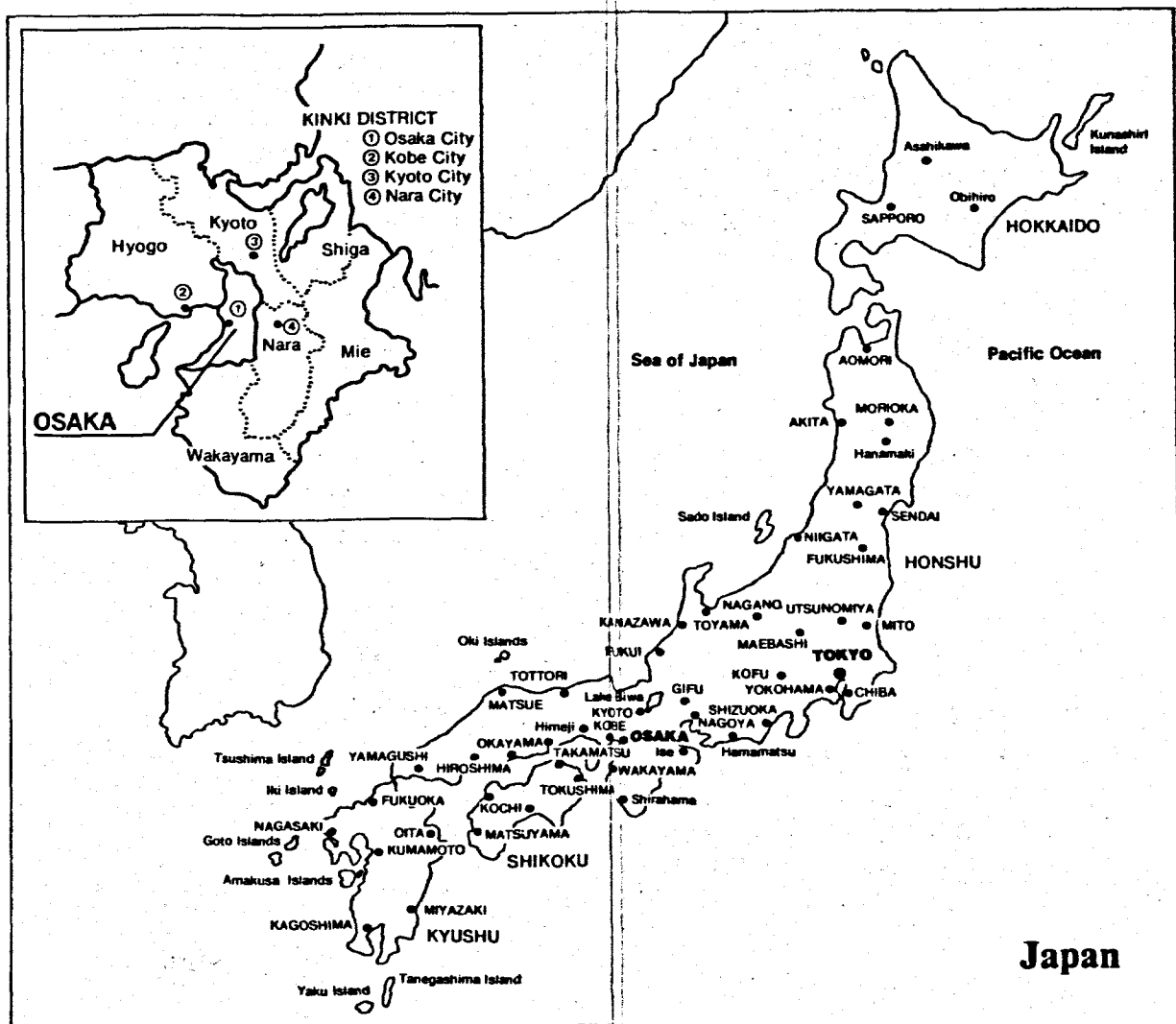
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