



Global 
FOODTURE

Target Country Japan

International Training Program & Matchmaking

4th October 2023



Questions?



Do you have any questions to our speakers?
Please raise them in the Q&A box in Zoom and we will address them during the session.

Please state the following in the Q&A-box:
Your name, company name, speaker to address the question to & question itself.



Programme

- 09.00 Welcome & General Introduction
- 09.05 **Overview of the current Agri&Food Innovation Movement in Japan** by Hiroataka Tanaka, SKS Japan Founder, Co-Author of "The Foodtech Revolution
- 09.25 **Cooperation between Japanese and European Food companies** by Yasuhito Shirai, Ph.D; Dean & Prof. at Graduate School of Agricultural Science., Kobe Univ.
- 09.45 **Success story, Innova Global x Natural Machines** by Mr. Emilio Sepúlveda, CEO & Cofunder, Natural Machine.
- 09.55 **Success story, Innova Global x Natural Machines** by Ms. Kyoko Kinoshita, CEO & Founder, Innova Global | Japan Regional Manager at Natural Machines.
- 10.05 **Short discussion on cooperation case** by Ms. Kyoko Kinoshita & Mr. Emilio Sepúlveda..
- 10.10 **Presentation about EU-Japan Centre for Industrial Cooperation** by Mr. Daniel Gralki, EU Japan Centre for Industrial Cooperation.
- 10.25 **Doing business across cultures: Europe and Japan** by Dr. Marina Agualeles, PhD. Intercultural Studies, San Jorge University.
- 10:45 Open Talk
- 11:00 Wrap up & Opportunity for matchmaking via the Global Foodture Community Platform



For Collaboration between Japanese and European Food Companies

**Yasuhito Shirai, Ph.D, Professor
Dean of Graduate School of Agricultural Science,
Kobe University**

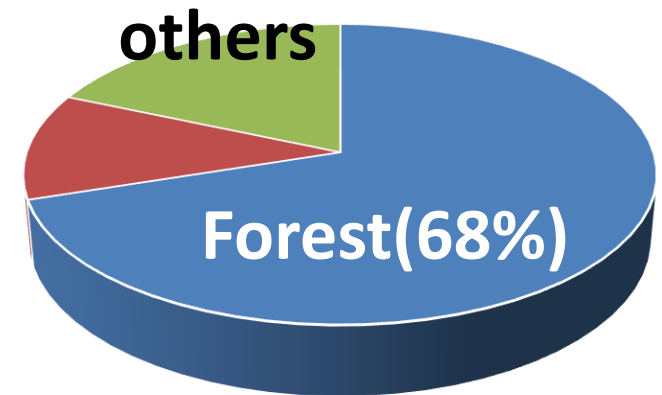
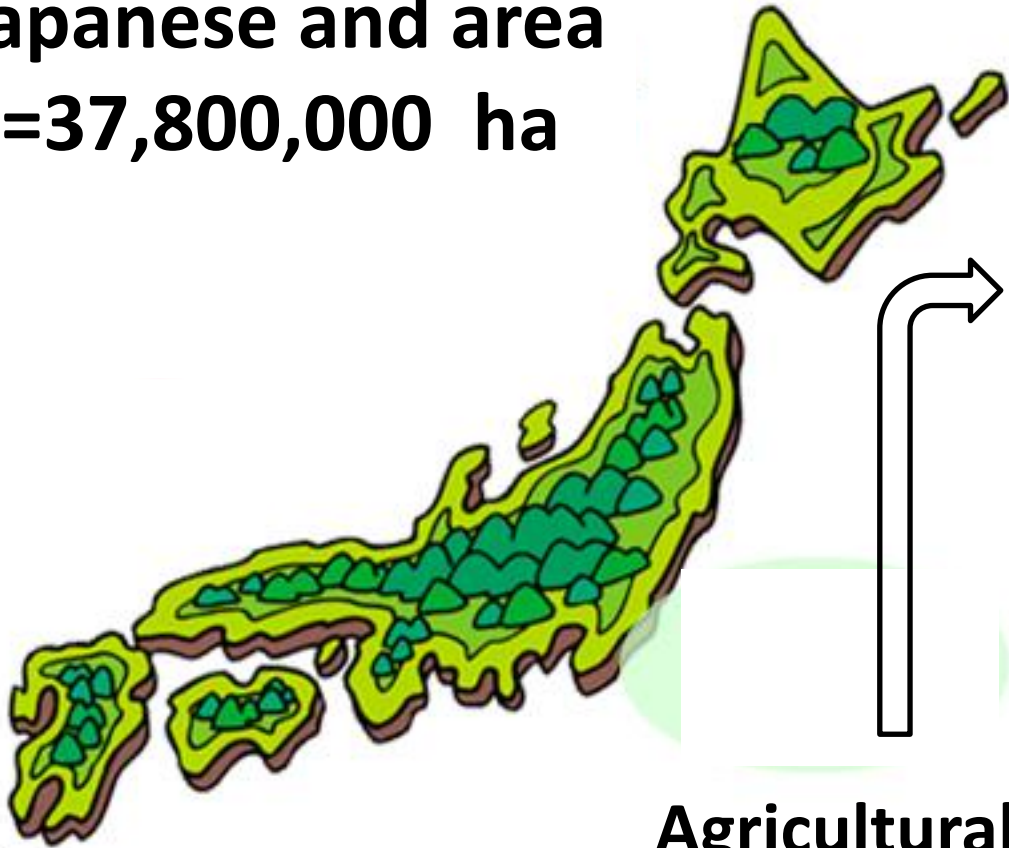


Topics

- Agriculture in Japan
- Characteristics of Japanese market
- The System of Functional food in Japan
- Example of Collaboration between Kobe Univ., and Company

Utilization of Japanese land

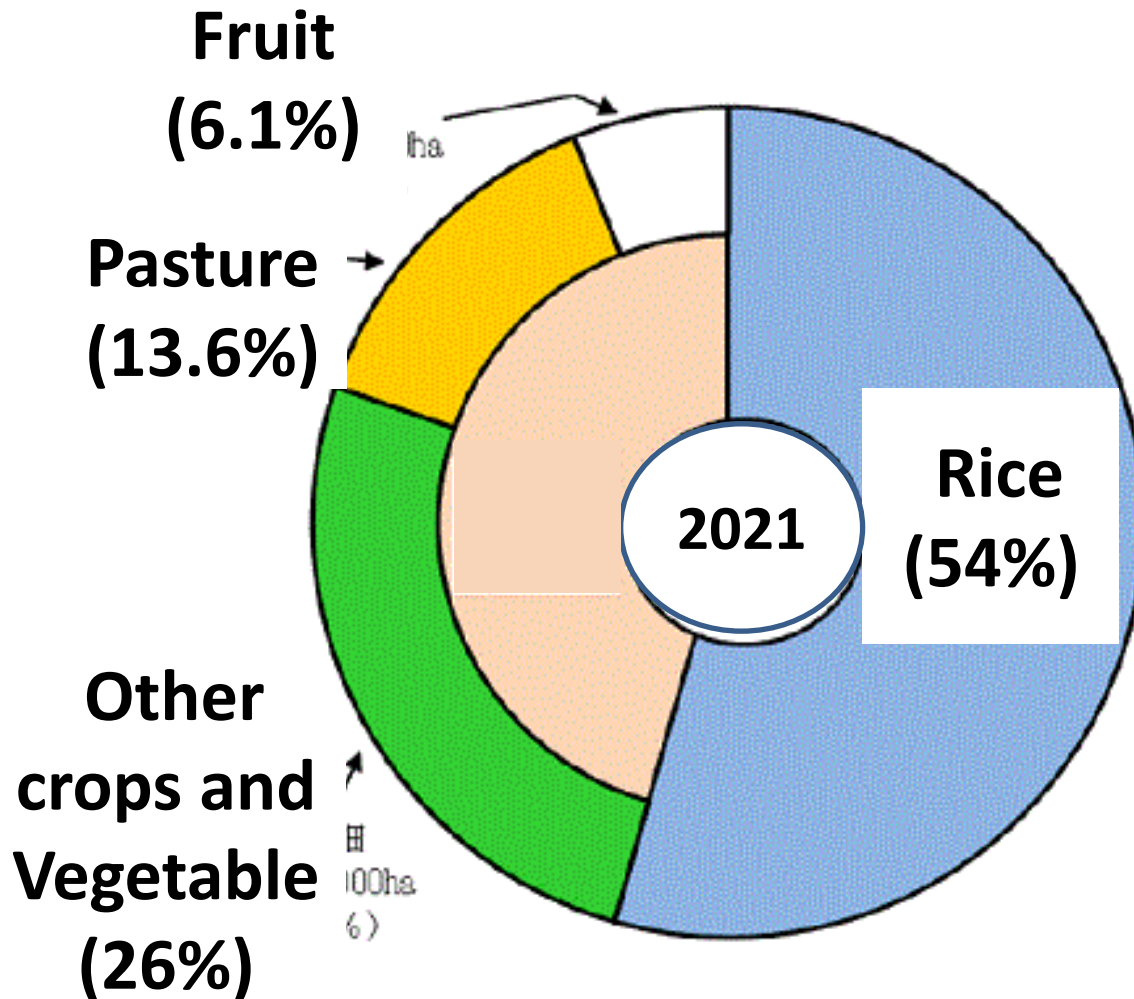
Japanese land area
=37,800,000 ha



Agricultural Land (11.5%)

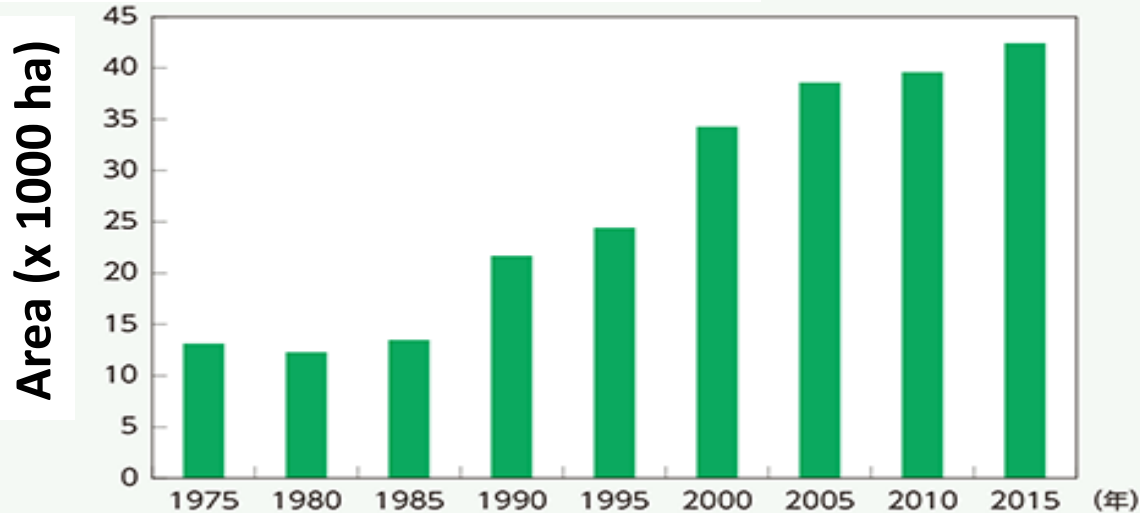
Utilization of Agricultural land

Total= 4,340,000 ha

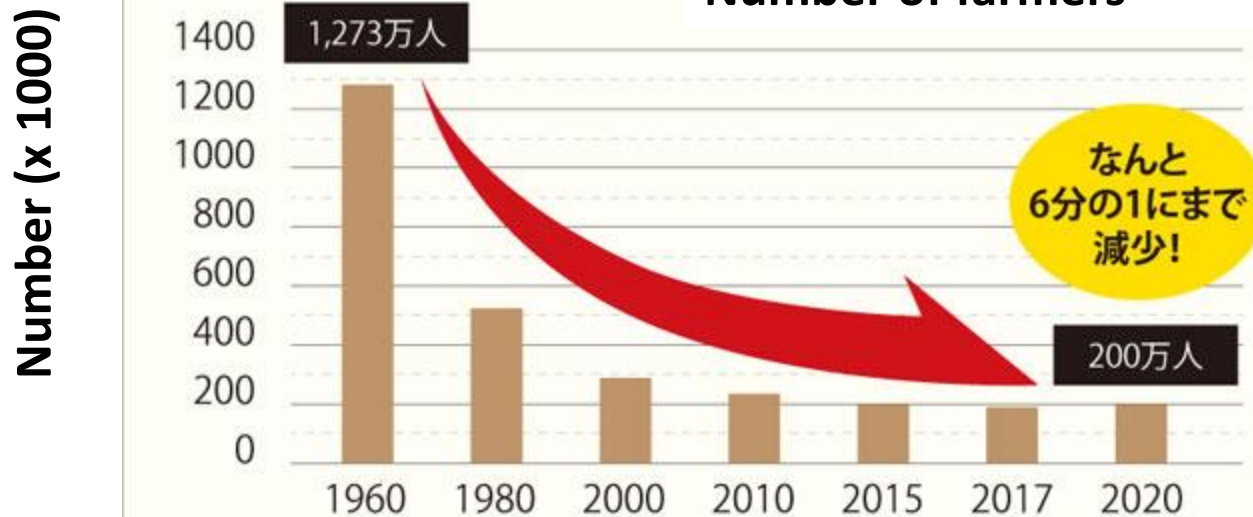


Issues of Japanese Agriculture

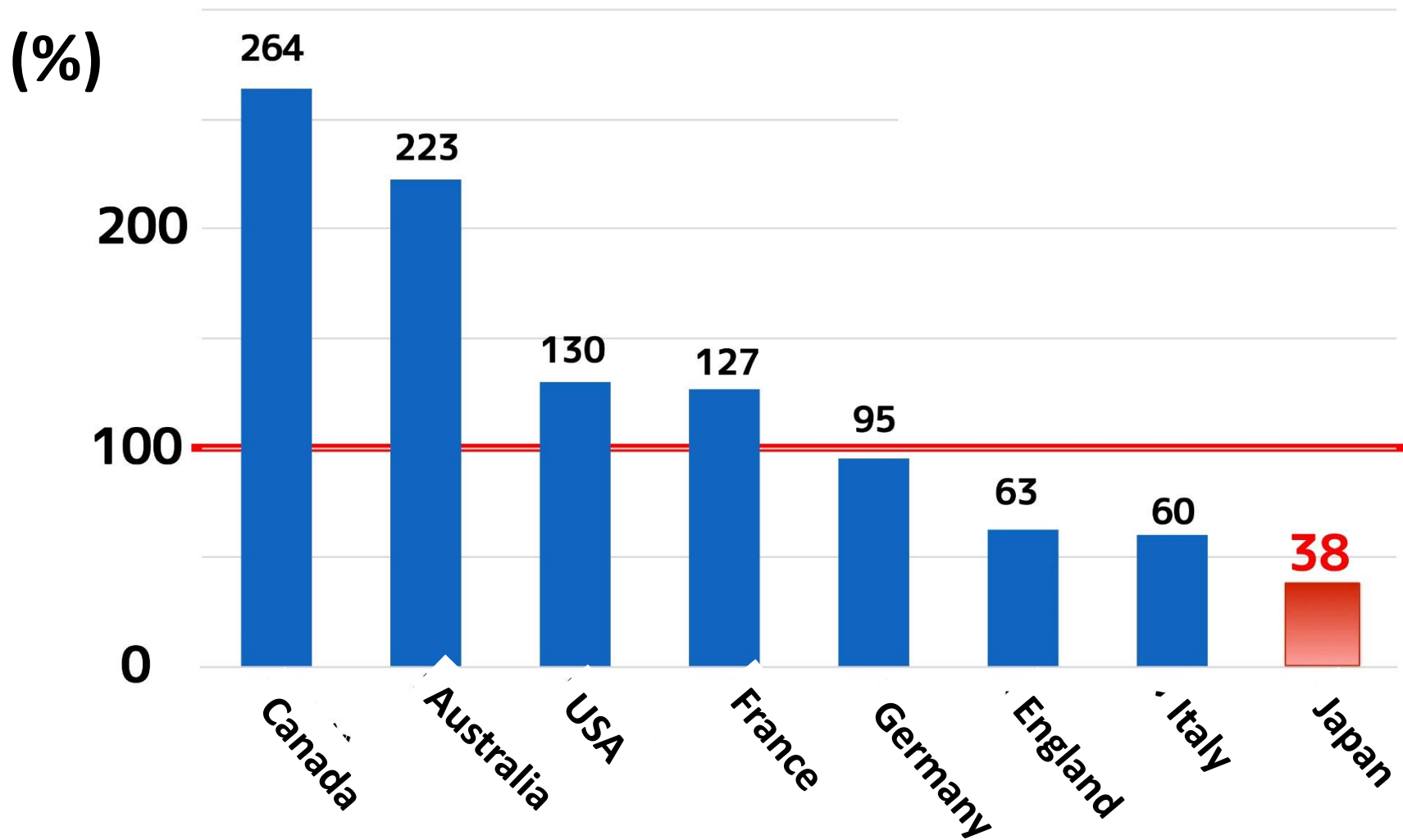
Change of agricultural Abandoned Land



Number of farmers



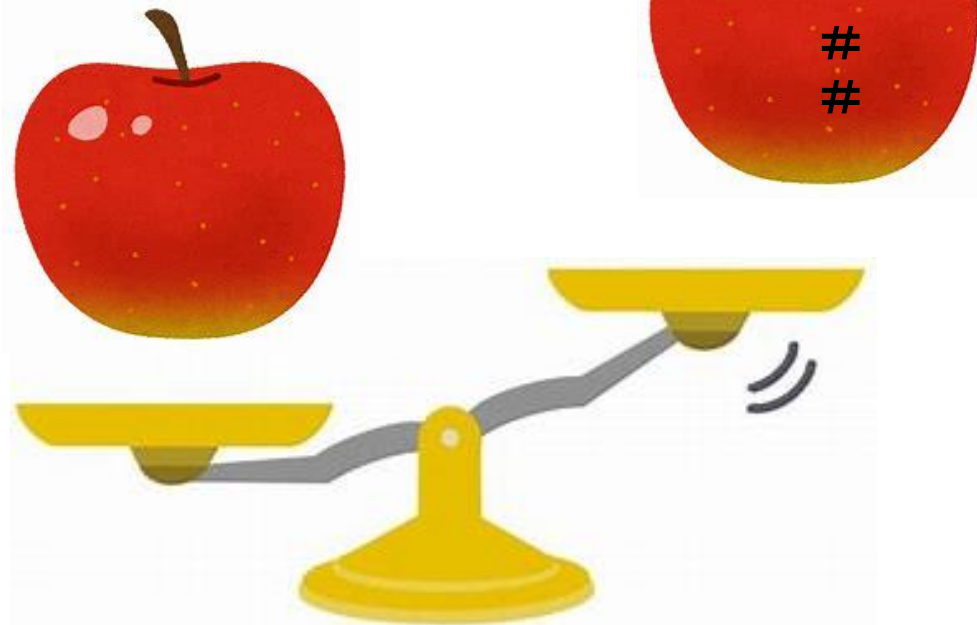
Japan Food self-sufficiency rate



Mind for Japanese consumer

Secure and taste

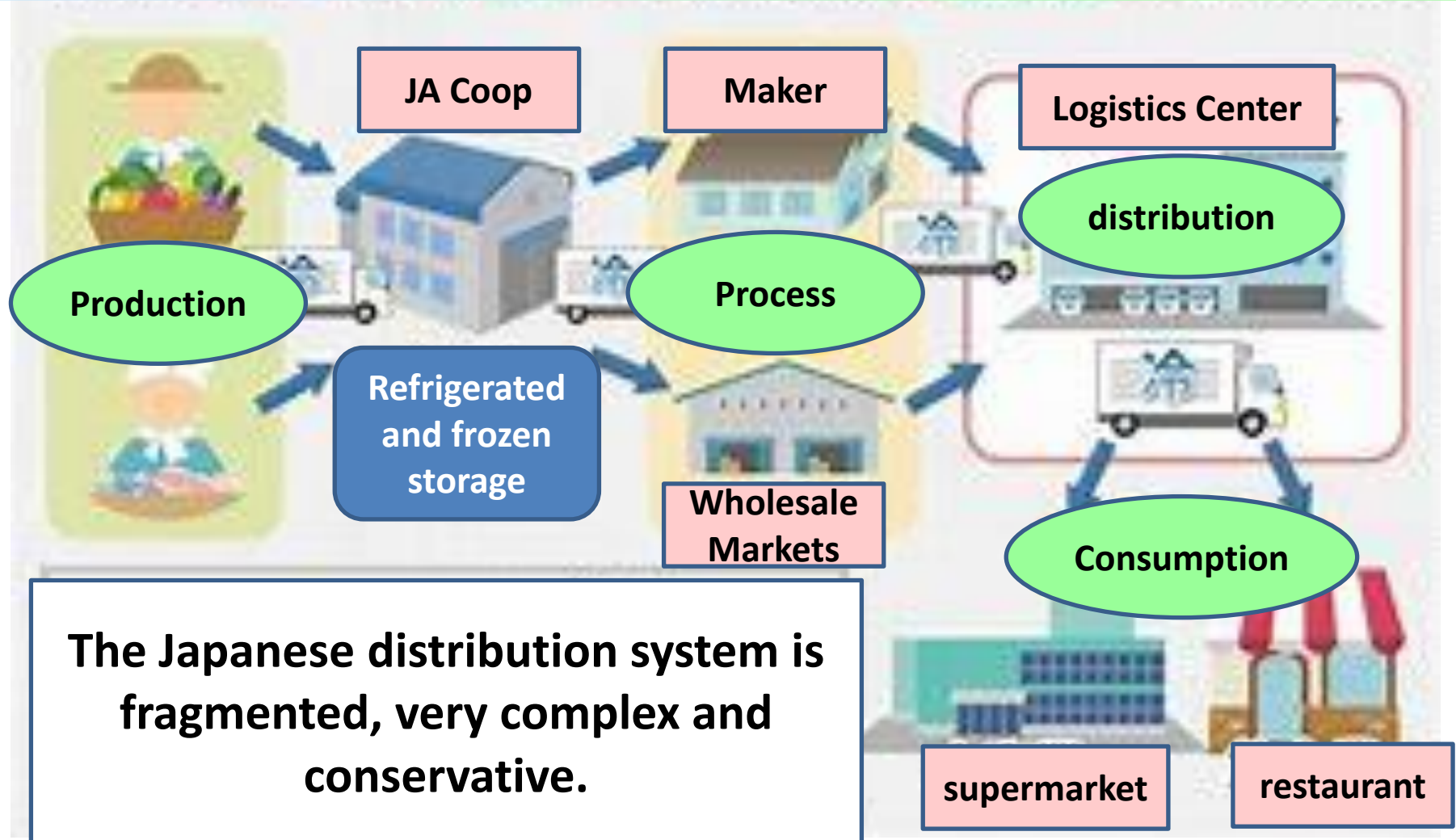
Safe



"Expiration date"
the day something goes bad when you buy it from the store

"Shelf life" :
how long something will last from it's creation.

Japanese distribution system



Japanese Functional food



Food with Nutrient Function
Claims (FNFC)

Food for Specified Health Uses
(FOSHU)

Food with Function Claims
(FFC)



360粒入り

機能性表示1

The Former System of Health Claims in Japan

- Food with Nutrient Function Claims (FNFC)
 - Allowed to indicate nutrient function claims.
Self-certificated according to the national standards
- Food for Specified Health Uses (FOSHU)
 - Allowed to indicate structure/function claims and reduction of disease risk claims. Approved individually by **Consumer Affairs Agency**



Consumer Affairs Agency (CAA)

- An external organ of the Cabinet Office
- Established on September 1, 2009

Mission of CAA

- To protect and promote consumer's interest and benefit
- To ensure the voluntary and rational choice of goods and services
- To ensure fair labeling of the goods closely related with consumers' life

The Issues

FNFC: Food with Nutrient Function Claims

- Limited to claim only for the selected nutrients:
12 vitamins and 5 minerals
(13 vitamins and 7 minerals since this April)

FOSHU :Food for Specified Health Uses

- Required scientific substantiation **from human (intervention) studies, which may generally require large amounts of time and costs, to evaluate its safety and function for approval**

⇒ High burden especially for small and medium-sized industries

Cabinet approval: June 14th, 2013

<Background>

- To respond to the public need to reduce diseases burdens and promote health so as to live longer
- To lead the world as the longest longevity society



A new system under which fresh and processed foods can make health claims should be developed. (Implementation by the end of March 2015)

The new system lays major emphases on:

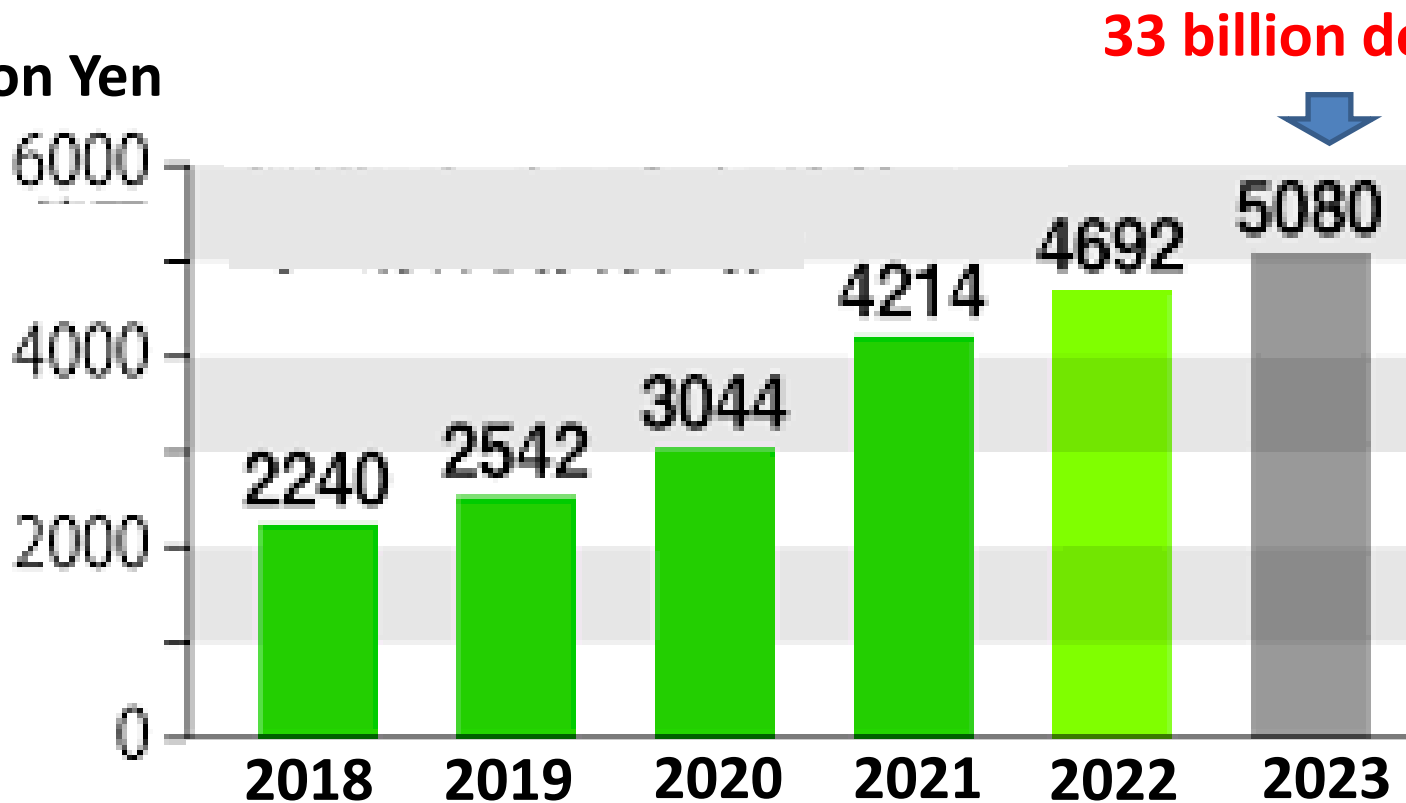
- Industries will take responsibilities on the health claims, like the system of dietary supplements in the U.S..
- Safety assurance of a product will be primarily considered.

Food with Function Claims

- On the food business operator's responsibility, Food with Function Claim is labeled with function claims which are based on the scientific evidence.
- The Information on evidence for safety and effectiveness of the product, etc. are submitted to the Secretary-General of the Consumer Affairs Agency before the product is marketed.
 - However, unlike FOSHU, it is not individually pre-approved by the Secretary-General of the Consumer Affairs Agency.

Market Trends of FFC

Billion Yen



Allbran-branrich-chocolat (Kellogg)

Kellogg's



Functional component :
Arabinoxylan from wheat bran

Function:
Prebiotics effect

Wellness milk (Nestle)



ウェルネスミルク

GABA (ギャバ)

一時的な精神的ストレスを
緩和したい方に

FANCL

正産品賞。

機能性関与成分
γ-アミノ酪酸(GABA)

機能性表示食品

乳成分使用

15杯分 ネスカフェドルチェ グスト専用カプセル 写真はイメージです

1カプセルあたり
熱量 54kcal
2%
※糖質含有量は、
【1日の目安】に対して



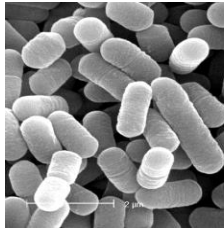
Functional component :
GABA

Function:
Blood pressure decrease
Reduce stress

Development of rice lactic acid fermented beverage

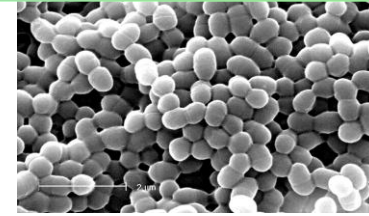
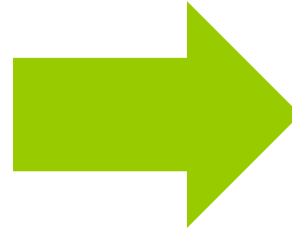


Prof. Masashi Mizuno
(Kobe Univ,)

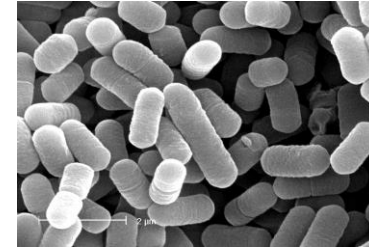


Toshinari Takahashi
(Kukumasamune)

Background



Leuconostoc mesenteroides



Lactobacillus sakei

Dozens of lactic acid strains were isolated from Kikumasamune Kahokura between 1992 and 2000



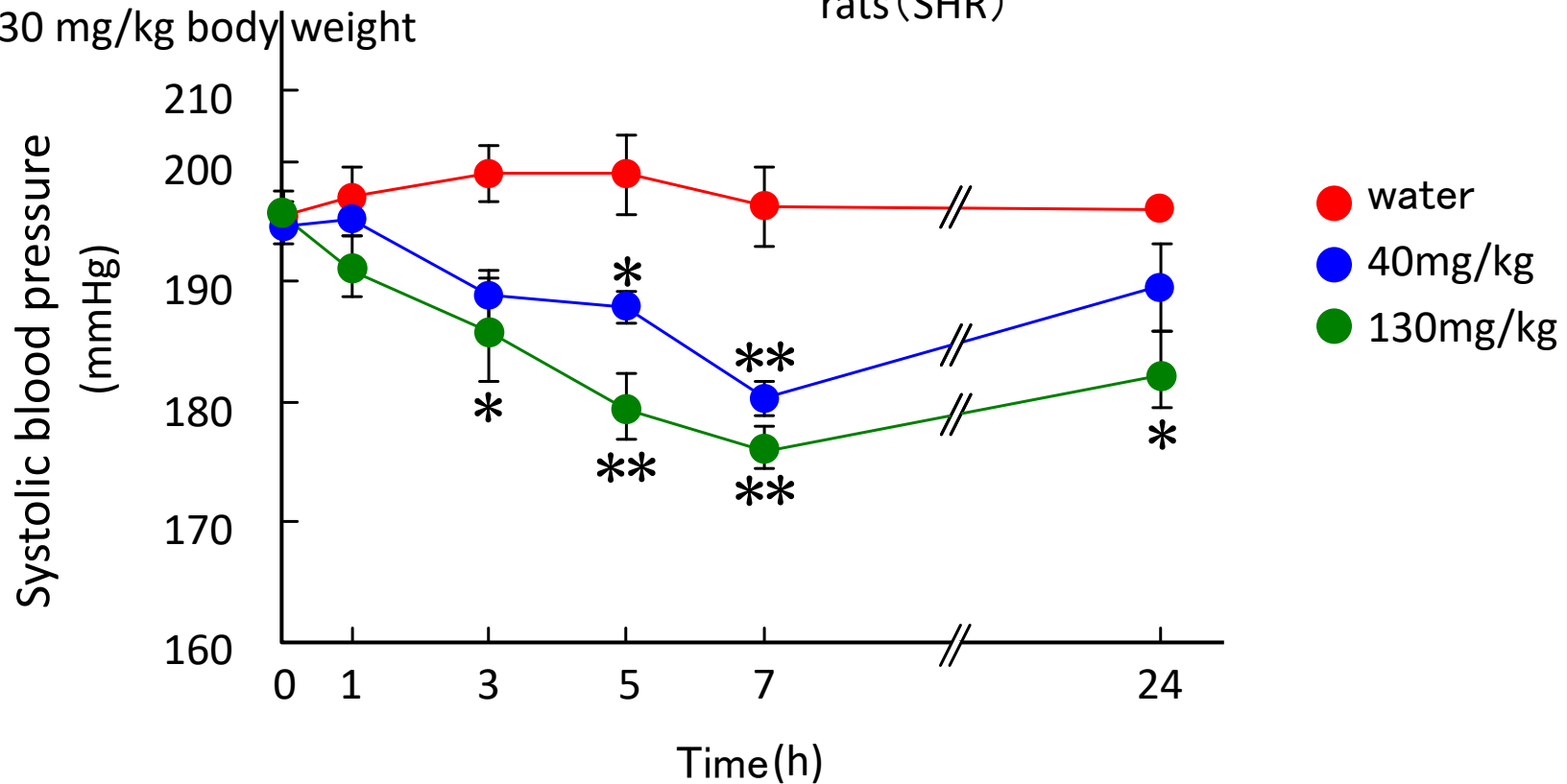
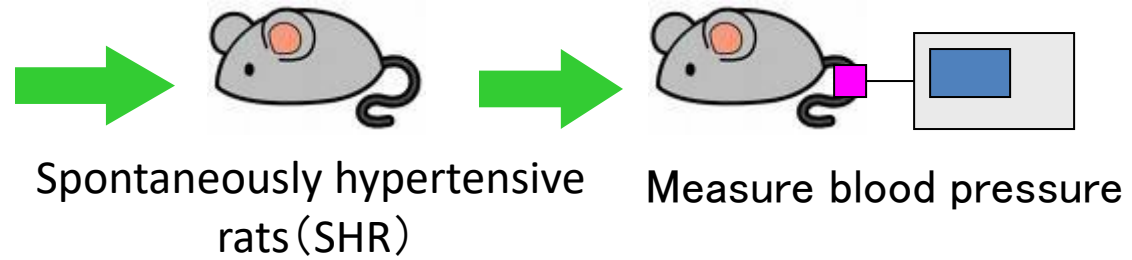
- (1) Lactic acid bacteria such as probiotics are attracting attention in the health boom.
- (2) Sake consumption is stagnating.



New industrial use of fresh yeast lactobacilli

Blood pressure lowering effect of rice lactic acid fermented beverage

Forced oral administration of lyophilized powder of rice lactic acid fermented beverage at a total peptide content of 40 or 130 mg/kg body weight



(mean \pm SD, n=10, *p < 0.05, **p < 0.01)

Final Product (Kome no Shizuku)



Kobe Beef and Arima hot spring





Thank you very much for your attention.

Determining whether your product is subject to the Food with Function Claims

Food with Function Claims is **NOT**:

- a food product developed for people with diseases, minors, pregnant women (including those planning a pregnancy) and lactating women
- a food product whose functional substance has not identified
- a food whose functional substance is any of nutrients for which Dietary Reference Intakes for Japanese has been set by the Ministry of Health, Labor, and Welfare
- Food for Specified Dietary Uses(including FOSHU), Food with Nutrient Function Claims, or alcohol-containing beverage
- a food product that may lead to the excess consumption of fat, saturated fatty acid, cholesterol, sugar(limited to mono- and disaccharides and not including sugar alcohol), and sodium



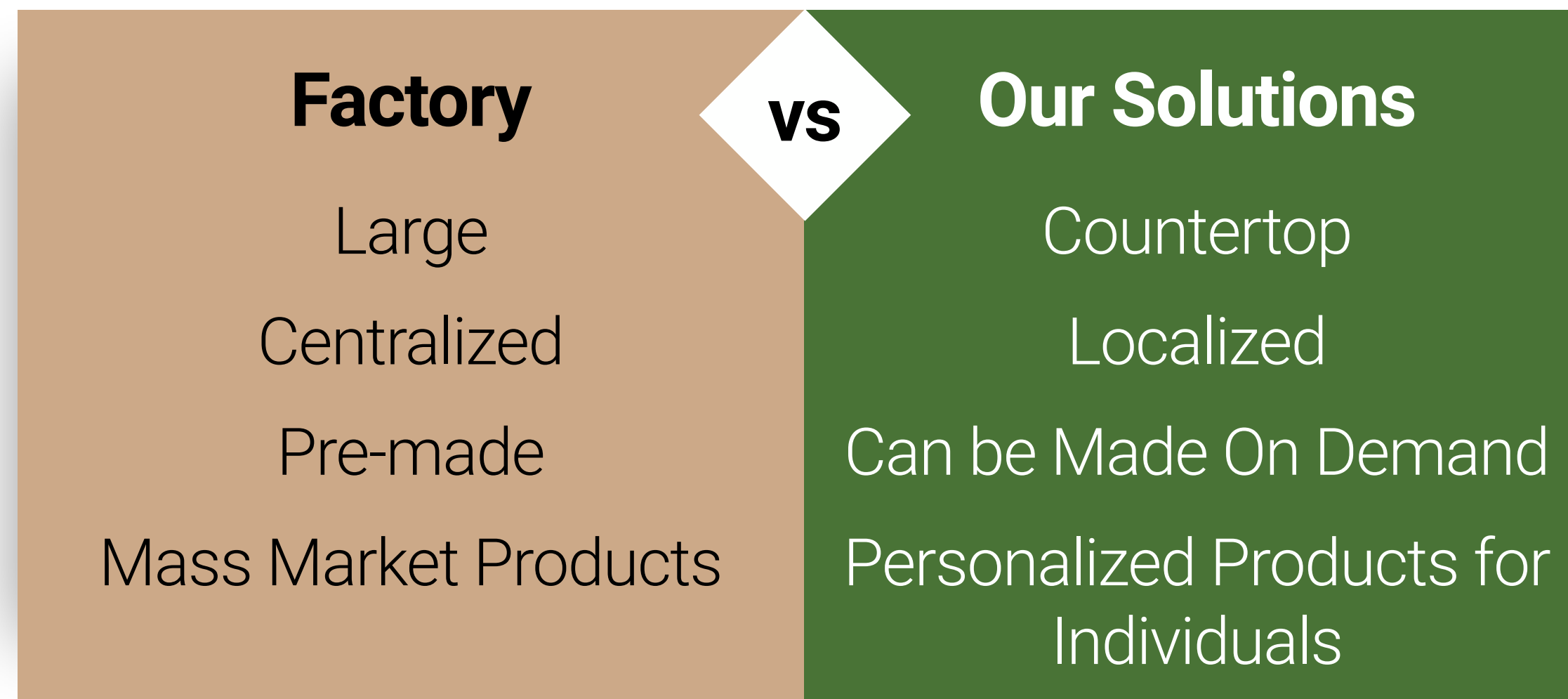
 **NATURAL MACHINES**

We're helping companies personalize wellness products:
food, pharmaceuticals and skin care.

ABOUT US



- Our **B2B2C** 3D printing solutions make products at the point of consumption, and can be **personalized** for each individual.
- Our customers achieve a quick ROI through **automation** and **value added offerings** to their consumers.



We further the advancement of the United Nations



SUSTAINABLE DEVELOPMENT GOALS

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



THE PROBLEM

Personalization in wellness
is **expensive**.

For example, using food molds or manually shaping food
is **double the cost** versus our solution.

(Source: hospital customer.)

Manual personalization of **pharma** drugs is ineffective
considering demand and lacks quality control.

Food for people with swallowing complications *(like with Parkinson's)*
requires skill and/or lengthy periods of time to make dishes.

Homogenous mixtures in **skin care** face masks and
patches treat all areas of the face the same.

Dysphagia is difficulty in swallowing, requiring a diet consisting of soft food. It is a health condition caused by aging-associated diseases and other health conditions such as cancer and Parkinson's.

OUR SOLUTION

ONE 3D PRINTING PLATFORM,
3 UMBRELLA BRANDS.

Personalization
becomes
cost effective.

Our **solutions** make
personalized products at
the **same cost as a mass
market product**,
adding much more value.



FOOD

Efficient food preparation
ensuring the right texture
and nutritional content.



PHARMACEUTICALS

J Tailored medicines and
personalized dosages
for each patient.



SKIN CARE

Mask with separate
products placed exactly
where the skin needs it.



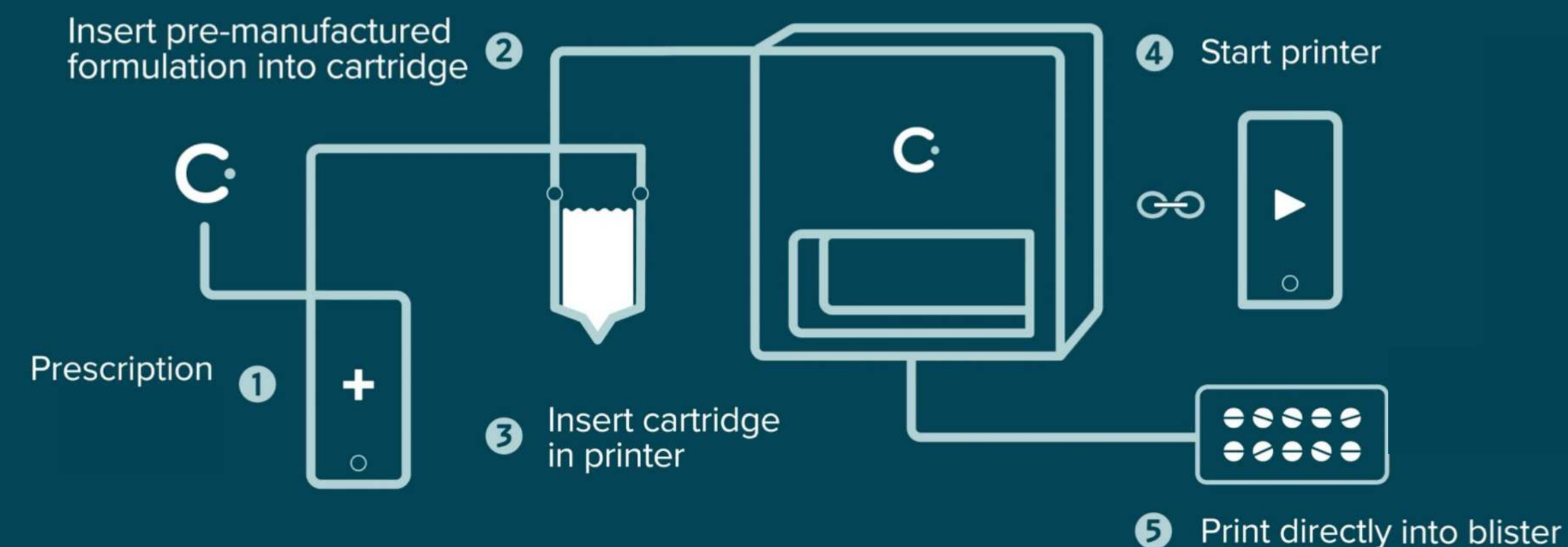
PHARMACEUTICALS

IN PARTNERSHIP / GO TO MARKET WITH **CurifyLabs**

Read the press release [here](#).

- Facilitate hospitals and pharmacies to make **personalized pharmaceutical medicines** tailored to the individual patient: for people and pets.
- 50% increase in margins with our solution. *Source: Curify.*
- **Fully paid PoCs** actively deployed in 5 European countries: Spain, Finland, Netherlands, Germany and Estonia.

PoCs = Proof of Concepts, Fully Paid

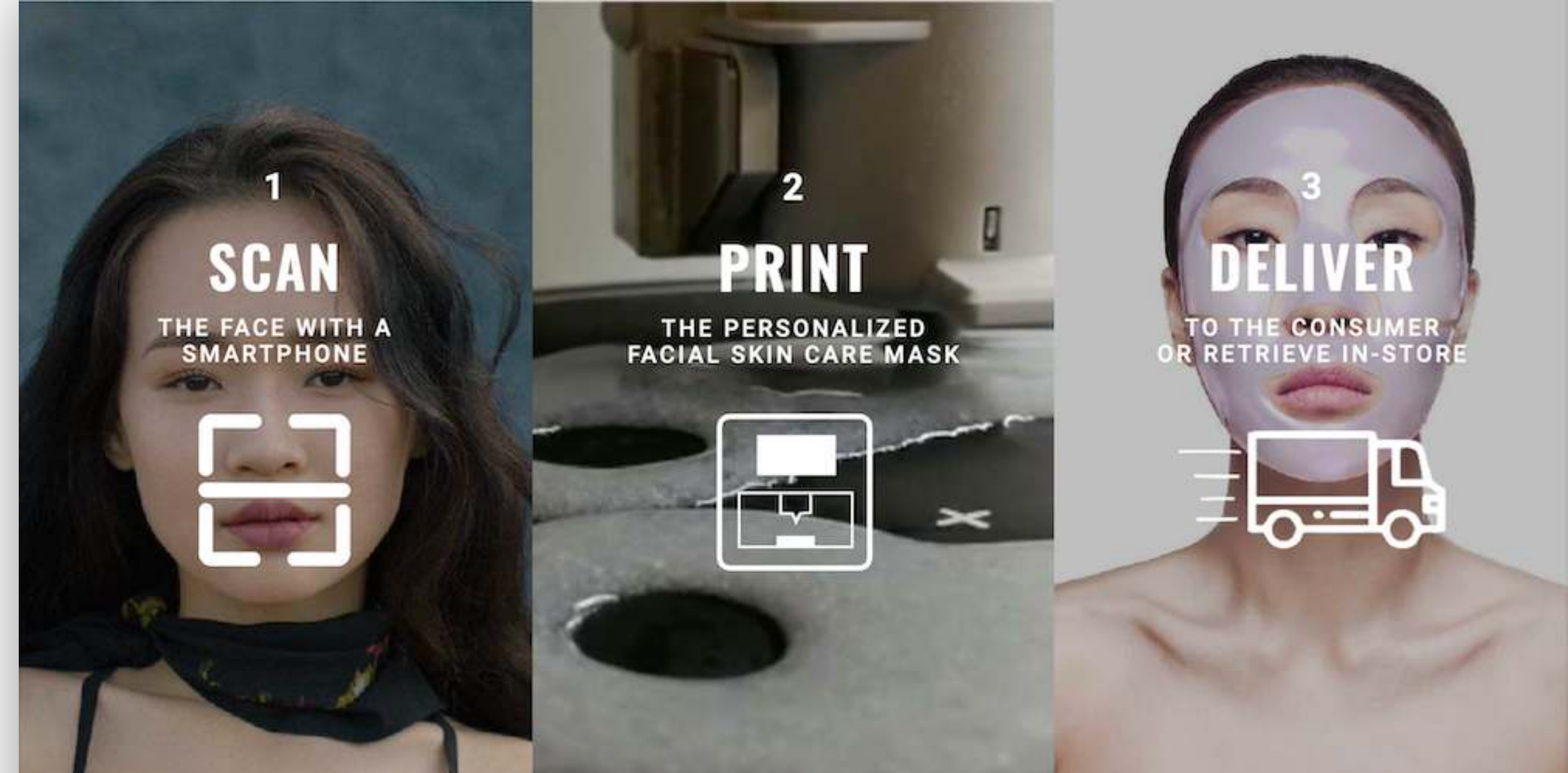




SKIN CARE

- Empower beauty brands to make **personalized skin care** face masks and eye patches optimized with products individually placed where the skin needs them.
- End consumers value a mask built for their specific skin needs vs off-the-shelf sheet masks, where all parts of the mask consist of the same product. *(Source: 1st person research.)*

PoCs = Proof of Concepts, Fully Paid



CUSTOMERS FOR INITIAL ROLLOUT:

PoC in Japan

Jahwa
上海家化

PoC in Shanghai

ESTÉE LAUDER

PoC in New York City



FOOD

- Simplifying the process for hospitals and care centers to pleasingly shape **food** while ensuring safe textures for people with dysphagia, a condition that poses a risk of death while eating. *(caused by aging-associated diseases and other health conditions such as cancer and Parkinson's.)*
- Using food molds or manually shaping food is **double the cost** versus our solution. *(Source: hospital customer.)*



 althaia

 sodexo

 COMPASS
GROUP



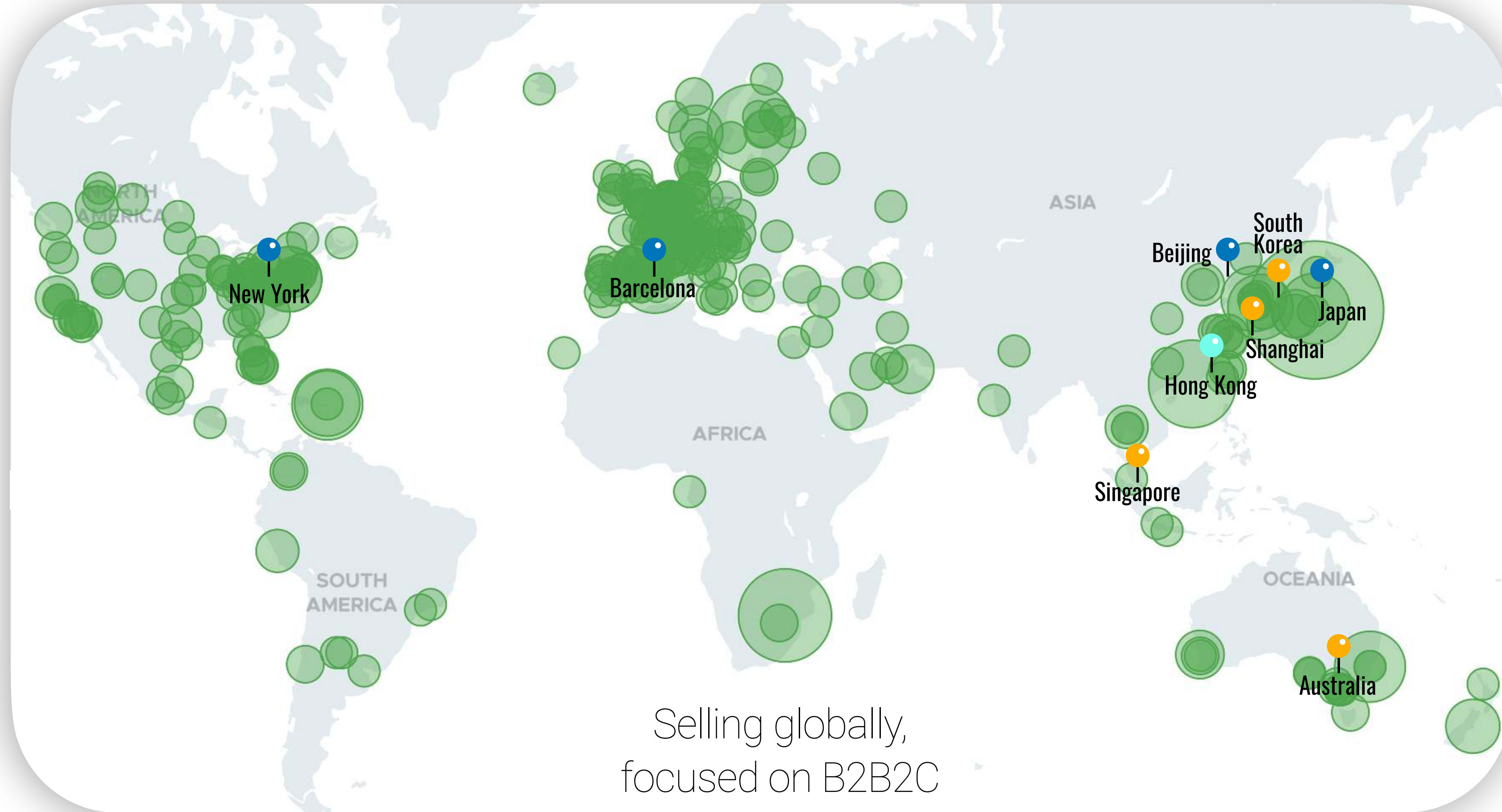
SALES MODEL



WE SELL TO AND RECEIVE PAYMENTS FROM:

THEY PACKAGE OUR OFFERING INTO THEIRS AND SELL TO:

GLOBAL CUSTOMER PRESENCE: REAL SALES



Customer Geographic Focus:

Asia Pacific, Europe, North America.

Go-to-market strategy:

1. High-volume sales **via our partners.**

For example, Curify sells the personalized pharma drugs solution into hospitals and pharmacies.

2. **Direct** for low-volume.

3. **Customer support** in key strategic markets that require having a direct local presence.

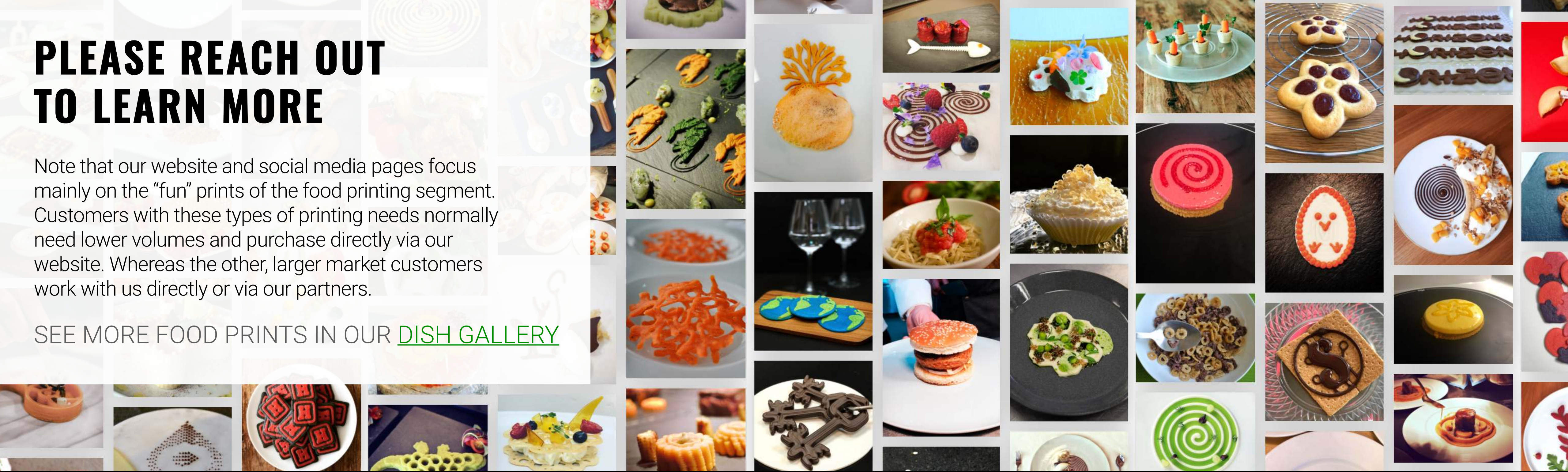
 Office & Warehouse	 Barcelona Spain: HQ	 New York City USA	 Beijing China	 Tokyo Japan	 Warehouse	 Hong Kong China	 Planned branch offices
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PLEASE REACH OUT TO LEARN MORE

Note that our website and social media pages focus mainly on the “fun” prints of the food printing segment. Customers with these types of printing needs normally need lower volumes and purchase directly via our website. Whereas the other, larger market customers work with us directly or via our partners.

SEE MORE FOOD PRINTS IN OUR [DISH GALLERY](#)



natural.machines.foodini



natural.machines



natural-machines



naturalmachines



naturalmachines



naturalmachines.com



Developing business in Japan

Kyoko Kinoshita - Regional Manager - Japan

KYOKO KINOSHITA



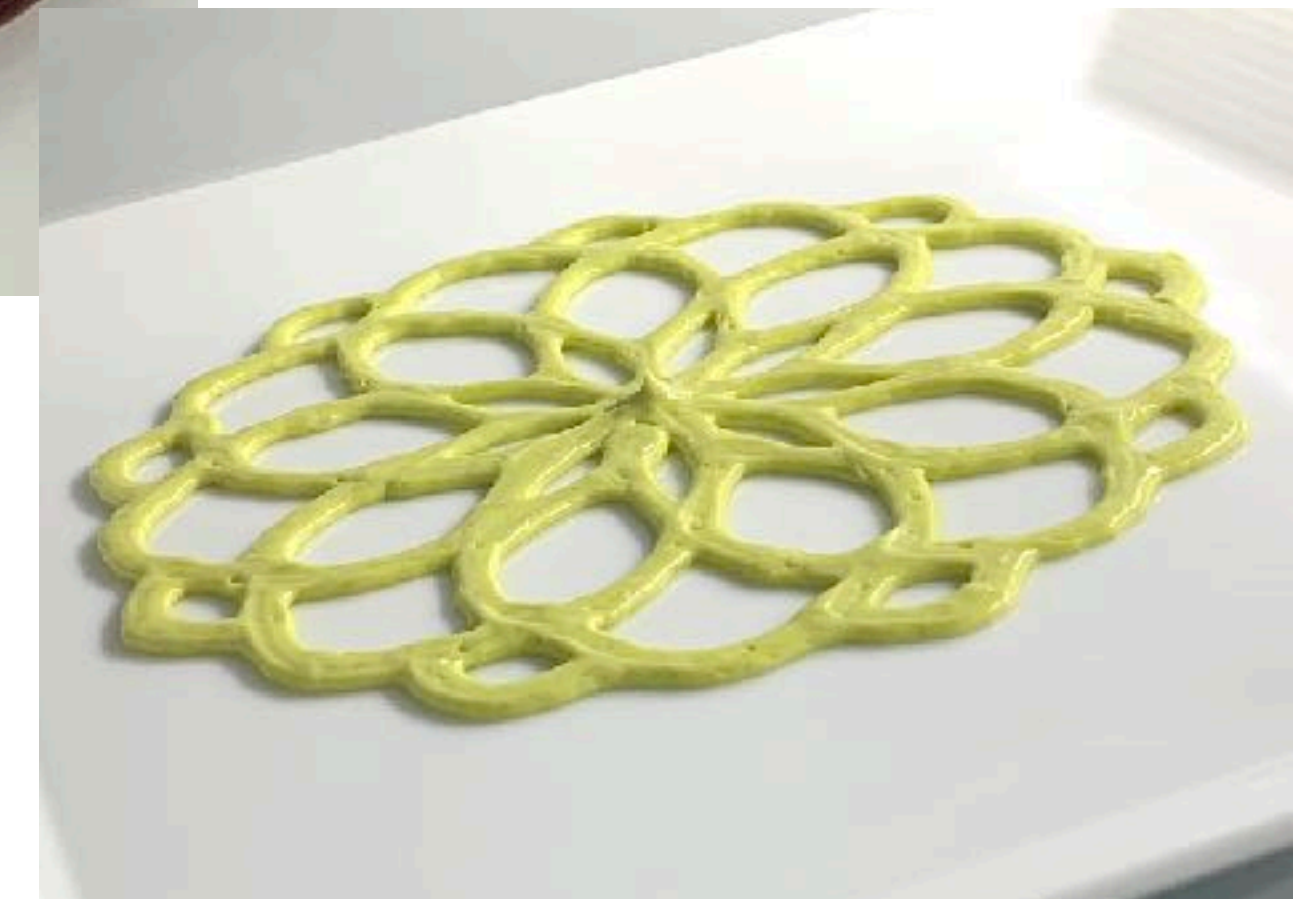
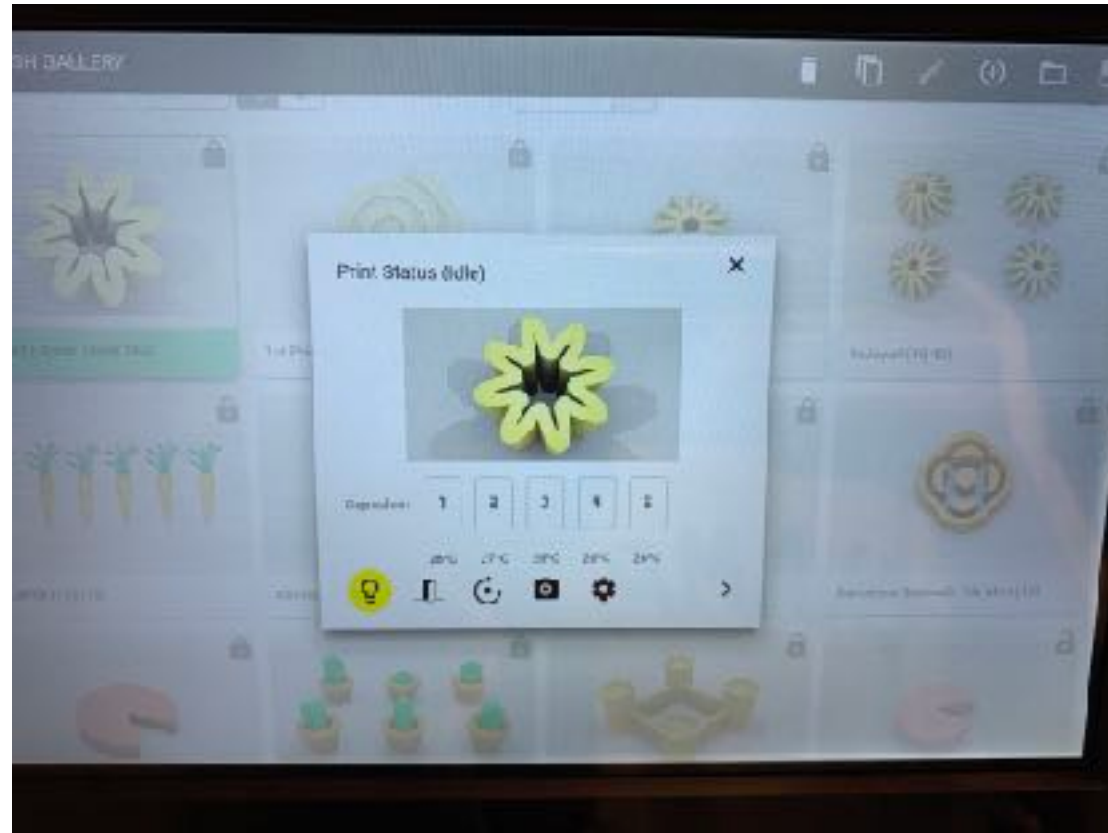
Japan Regional Manager at Natural Machines.
Developing the business in Japan.

I have been distributing world mobile fashion products, IoT and commercial devices at Innova Global, Inc. since 2006

I have worked with oversea suppliers from 22 countries, Europe, North America, Mid-east, Asia, Australia.

SPRING 2020

1. Start the first testing at home and office.



-> 2. Closed Sales and Service Representative Agreement.

SPRING - SUMMER 2020

3. Created landing page and translated the user manuals in Japanese.



例：こしあんを出力しました。

無料体験デモできます。ぜひお試しください。

オフィスにて、3Dフードプリンター「FOODINI」を無料で体験いただけます。製菓材料、ペースト食、嚥下食等、代替肉、代替プロテイン等、出力をお試しされたい食材サンプルをご持参ください。ご予約は、お気軽にお問い合わせください。

ご予約・お問い合わせはこちら

BEFORE PRINTING

START HERE -はじめに-

Foodini Unboxing and Accessory Placement -Foodiniの脱付方法とアクセサリーの配置-

Connect Foodini to WiFi and Update Software -Wifiに接続しソフトウェアを更新する-

Important Safeguards and Notes for Your Safety -安全上の注意-

BASICS

Login -ログイン-

Connect to Foodini from Another Device -他のデバイスからFoodiniに接続する-

Cleaning Guide -お手入れ方法-

Packing Foodini for Transport -Foodiniを梱包する-

Troubleshooting -トラブルシューティング-

Foodini-Pro -Foodini プロ-

PRINTING

■ Foodini Creator Basics

Tours of Foodini Creator -Foodini Creatorのツアー-

Dish Gallery -ディッシュギャラリー-

Working with Dishes -料理を作成する-

Print Preview -プリントプレビュー-

Print Status Functions -プリントステータス機能-

■ Working with Shapes/Creations

Shapes/Creations: What are they, and How-To Create -Shapes/Creations 作り方-

Edit Image Functions Explained -画像編集機能の説明-

Importing SVG Files -SVGファイルをインポートする-

AUTUMN 2020

4. Start demo at the office



We had discussions the potential of 3D food printer.



和栗モンブラン専門店「栗歩-KURIHO-」東...
fashion-press.net



楽天市場】愛媛栗と和三盆のモンブラン (お...
item.rakuten.co.jp · In stock



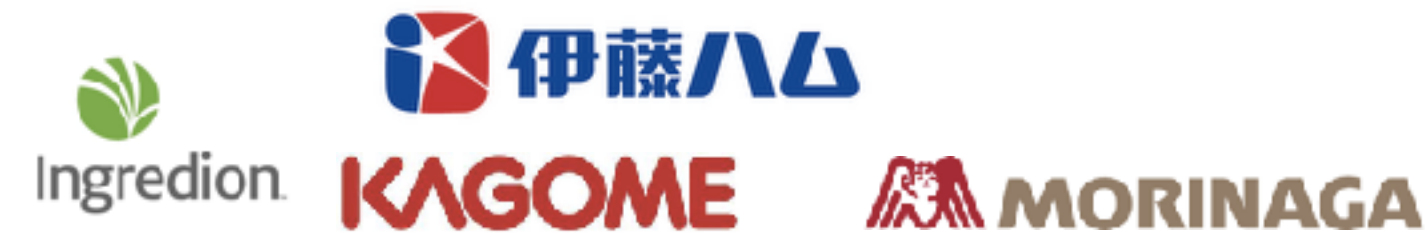
味はもちろん！見た目も華やかで写真映え間...
prtimes.jp

WE CONDUCTED A DEMO FOR

Universities/Government



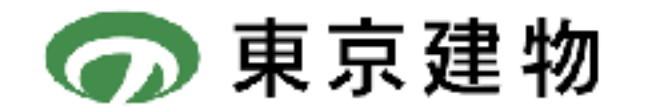
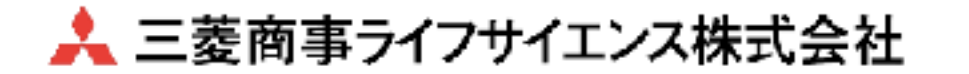
Food Companies



Restaurants



New Business Development



CHALLENGE FOR EACH COMPANY

I. Develop the swallowing foods.

III. Development of alternative protein products.

V. Reduce the food waste.

VII. Use local ingredients to sustainable food chain.

IX. Food design.

XI. R&D at food companies.

examples



1. pumpkin risotto



2. Alternative meat hamburger



4. local vegetable



3. used ethical fruit



5. published by food design lab.



6. developing new products.

NOVEMBER 2021

5. attended the accelerations program of Saga prefecture.

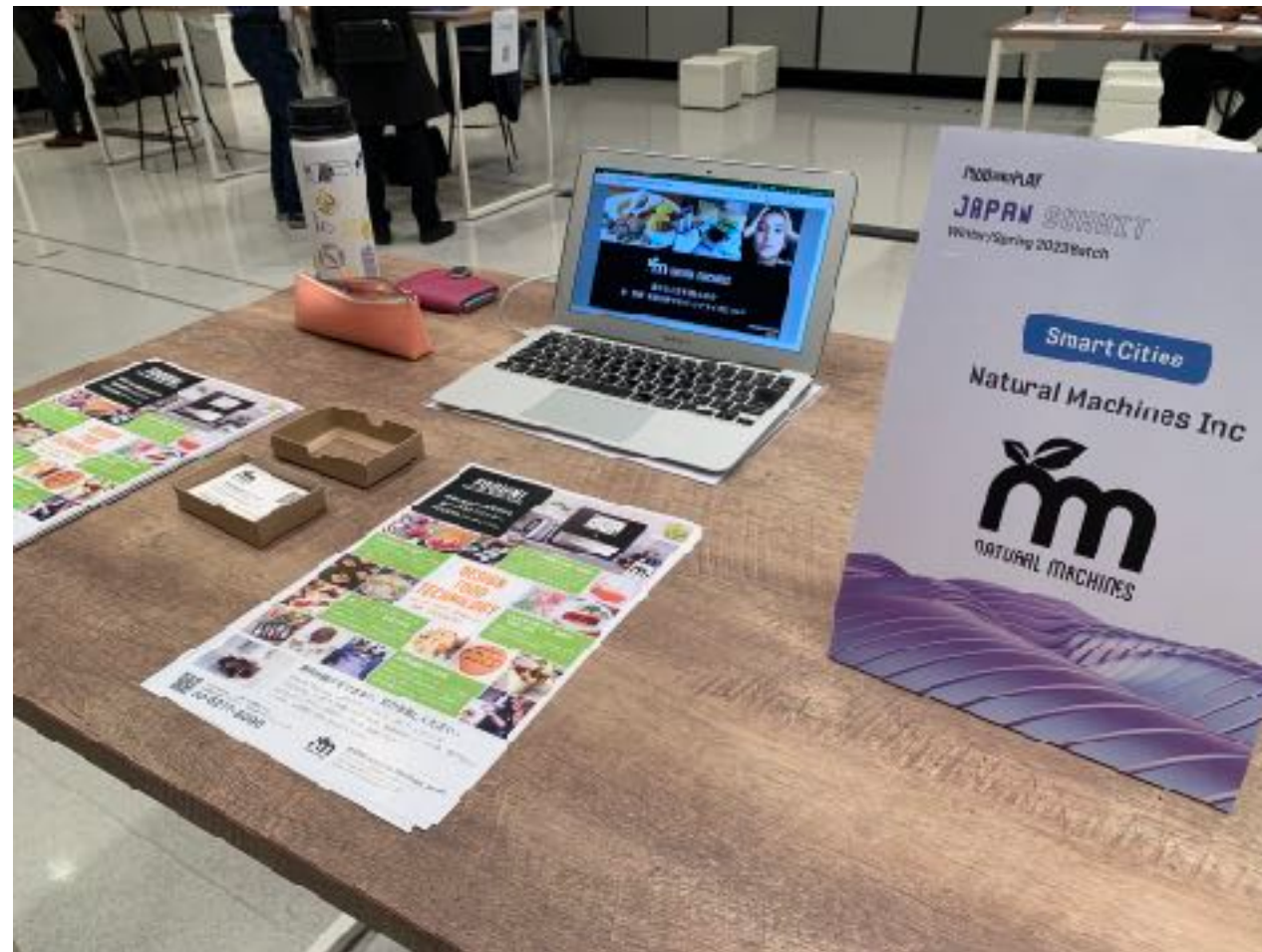
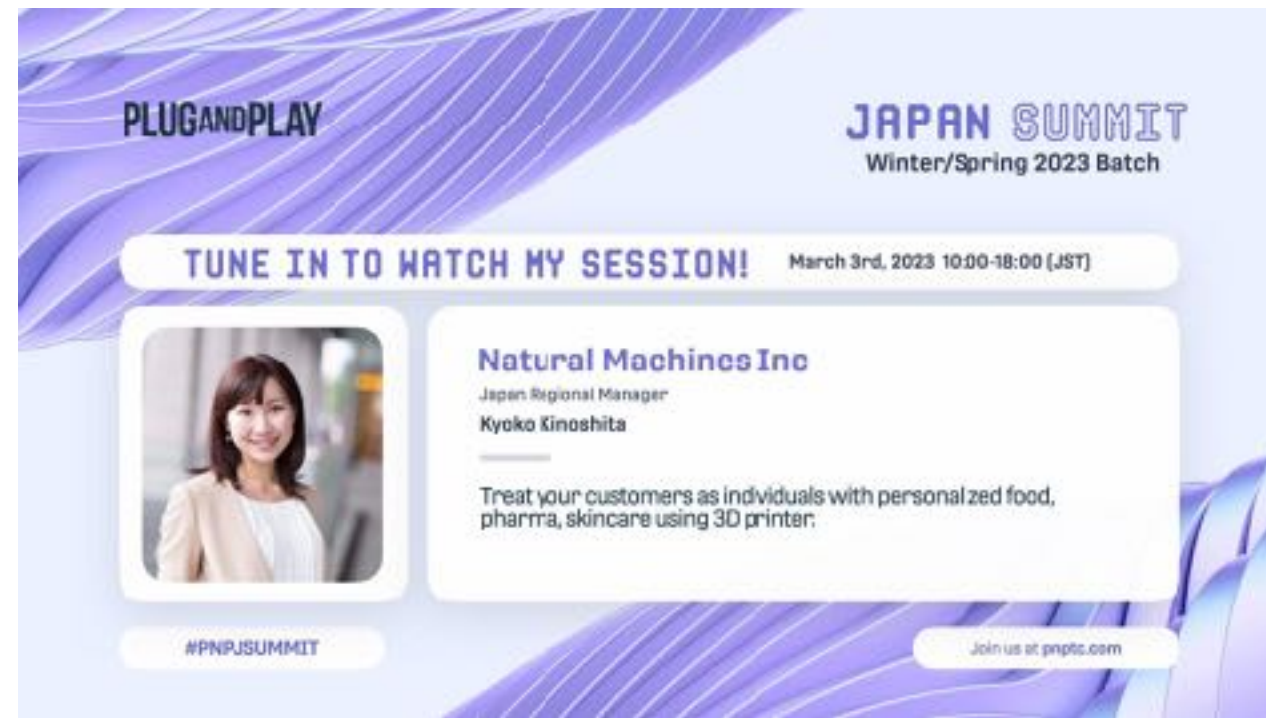


NOVEMBER 2022

6. Establish Japan Subsidiary.

2023

7. Attend more events.



Plug and Play, Japan Summit in 2022 March.



Plug and Play, Tokyo Summit in 2023 September



Tokyo food connects in 2023 November



City tech Tokyo in 2023 March

and more...

2023 INTRODUCED IN VARIOUS MEDIA

8. Have interview from TV, Radio, Newspaper, Government news.



I made an original apron for company PR!



TV shooting



RADIO shooting



Yomiuri News Paper



Liberal Democratic Party journal

FROM MAY 2023

9. Start working with different entities.

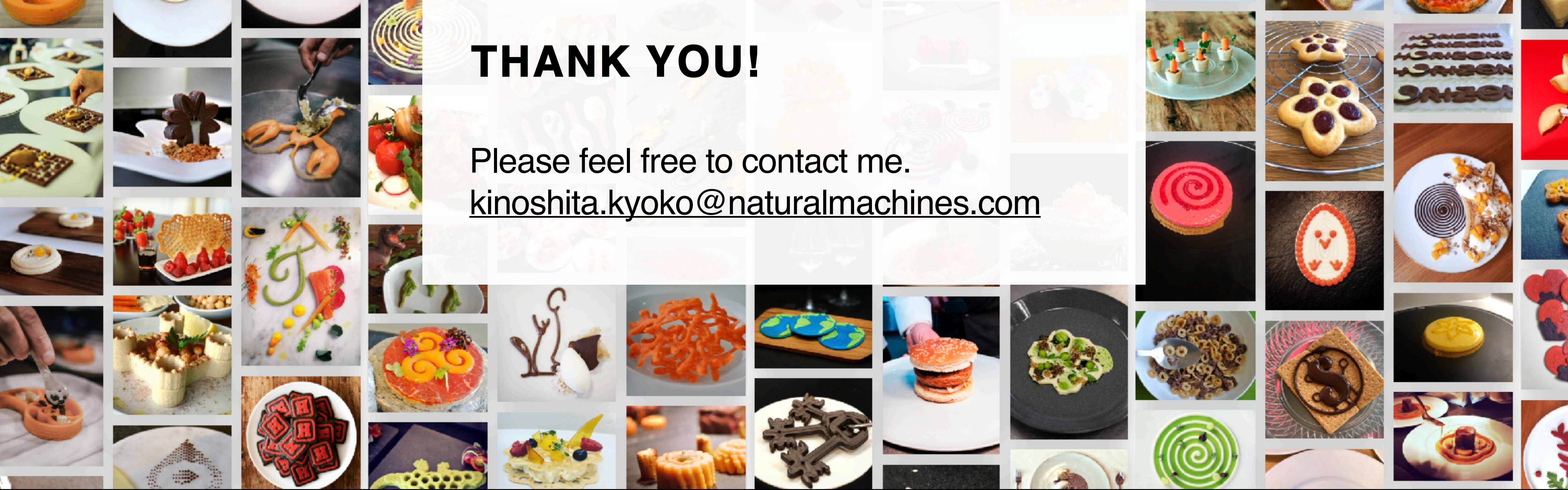
developer, restaurant chef, farmers, food companies, universities, doctor, artist, 3D designer, publishers, etc.





THANK YOU!

Please feel free to contact me.
kinoshita.kyoko@naturalmachines.com



natural.machines.foodini



natural.machines



natural-machines



naturalmachines



naturalmachines



naturalmachines.com

EU-Japan Centre

for Industrial Cooperation

Drive EU-Japan cooperation

Global Foodture

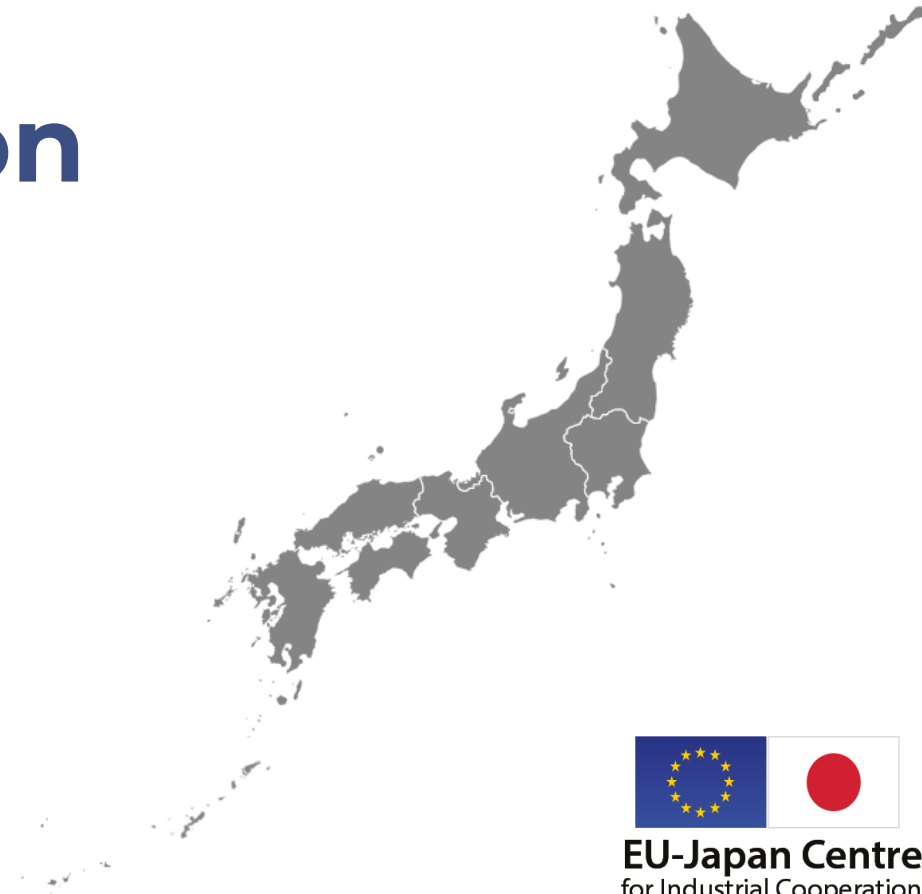
Target Country Japan

4 October 2023

Daniel Gralki



EU-Japan Centre
for Industrial Cooperation
一般財団法人日欧産業協力センター

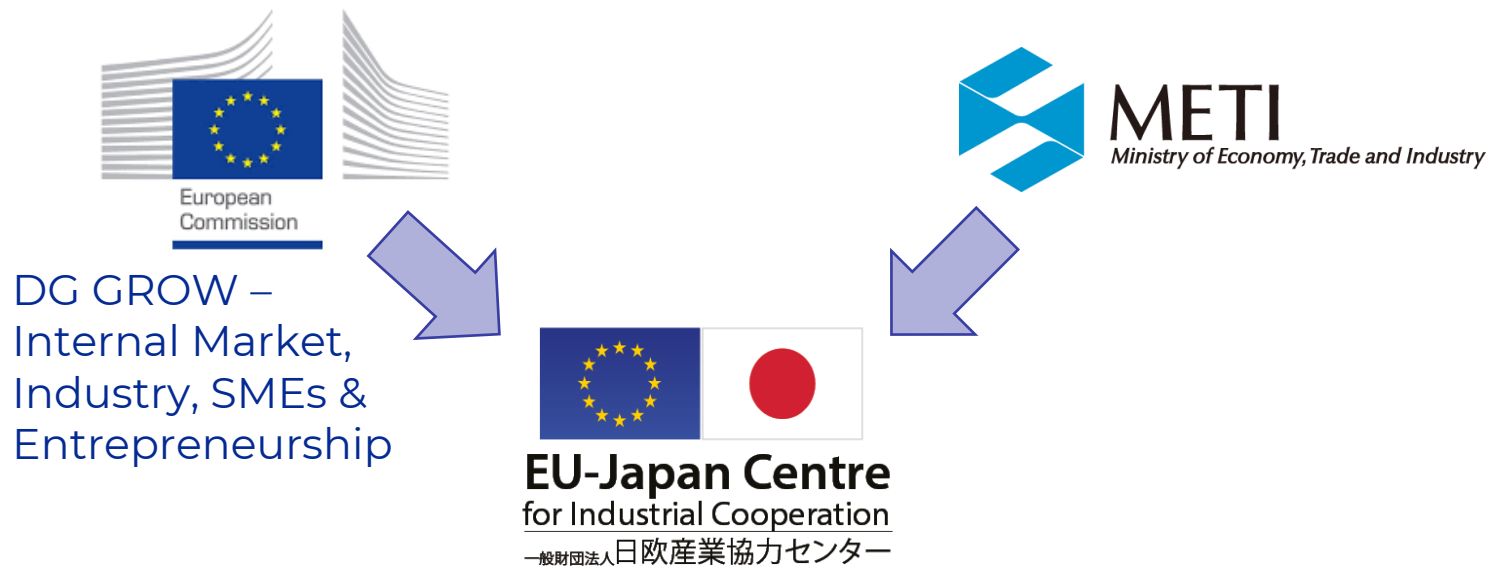


Outline

- 1) About the EU-Japan Centre for Industrial Cooperation
- 2) What does the Centre do?
- 3) The Centre's various services
- 4) Connecting the dots –working with partners

About the EU-Japan Centre

A Unique Joint Venture between the European Commission and METI since 1987



Promote industrial, trade, R&D, innovation and investment cooperation between the EU and Japan.

2 offices in Tokyo and in Brussels

40 staff – a mix of European and Japanese

What does the Centre do?

Drive EU-Japan cooperation

Team Europe Coordination of activities with EU Member States' trade promotion organizations

Business Services

EEN Japan, **Business Missions**, Step in Japan, Keys to Japan, **Helpdesks**: EPA, Tax & Public Procurement
EU2Japan (food, green, digital), **Matchmaking platforms**
EU-Japan Business **cooperation** in Africa, ASEAN & Latin America

Promotion of R&D Cooperation

Horizon Europe National contact point
Technology Transfer Helpdesk
Space Japan

Training programmes

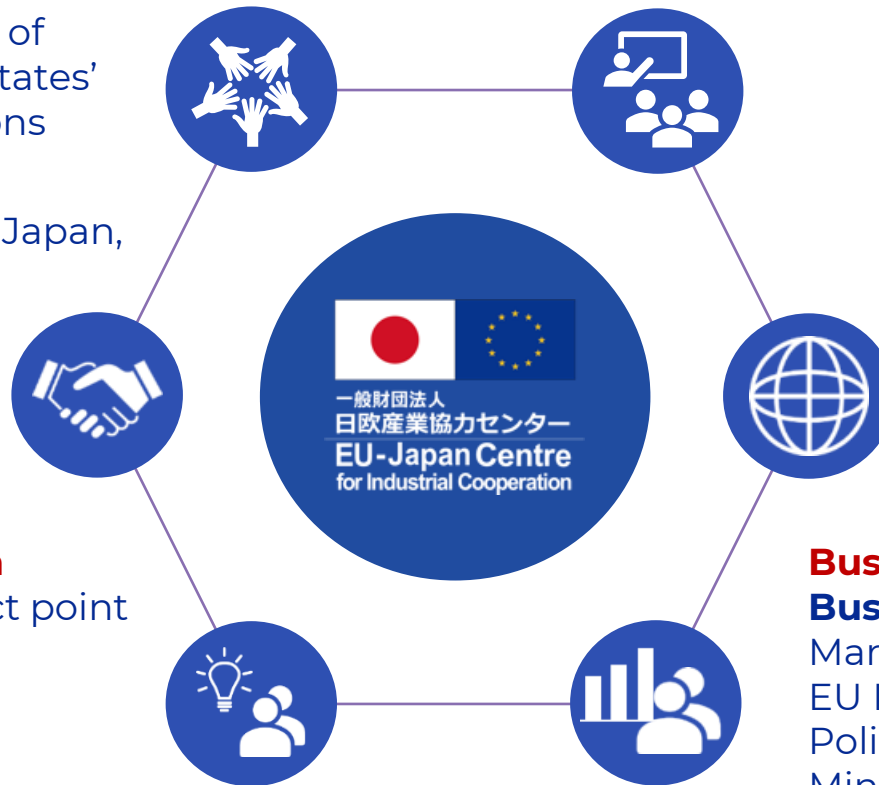
2-weeks onboarding scheme (**Get Ready for Japan**)
Market access **workshops**
WCM and **Lean Management**, **Vulcanus** internships

Industrial Clusters & Regions

Regional cooperation helpdesk
EU Cluster Mobility to Japan

Business Information and Dialogue

Business Round Table,
Market **intelligence** about Japan,
EU Policy Reports **EU-Policy Insight**,
Policy **Seminars**,
Minerva expert **reports**,



Business Services

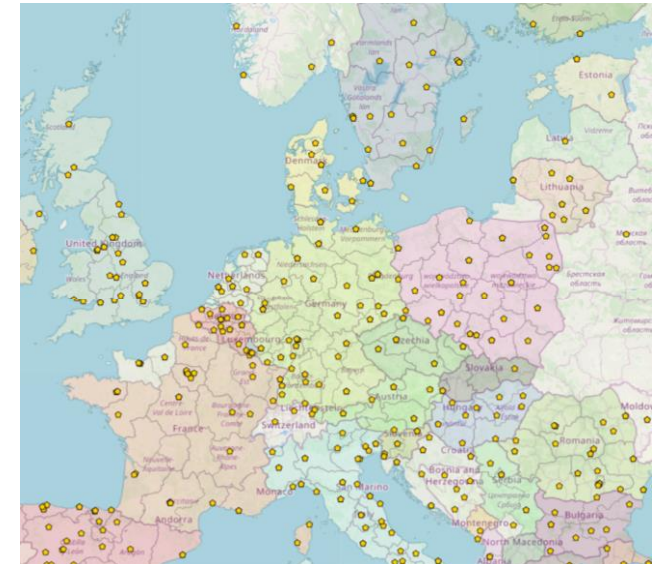
Enterprise Europe Network EEN

Originally founded by the EU to support the internationalization and innovation of EU SMEs

Typical network partners:

- Chambers of Commerce, Innovation Agencies, Universities etc.
- **EU-Japan Centre is the only EEN partner in Japan**
- Around 500 local EEN partners in Europe

[Find your local network partner!](#)



Partnership support

Enterprise Europe Network (EEN)



Promoting profiles through the EEN Partnership Database

offer for **SMEs**, or large companies seeking to acquire products and technologies



- Anonymous free-of-charge listing
- Offer and Request Profiles
- Business and Technology Profiles
- Connecting companies via local EEN partners
- Promotion of your profile in Japan via e-alert in Japanese etc.

enterprise europe network

Life Sciences Search

Filters Clear filters Order by Most recent 1 - 10 of 659 profile(s) found

Type of profile

- Business Offer
- Business request
- Technology offer
- Technology request
- Research & Development Request

Research & Development Request
RDRES20230925013
A Spanish Biotech start-up is looking ...
Spain published Yesterday

Targeted Online Promotion

EU-Food to Japan



Project managed by
EUfood2Japan
EU-Japan Centre
for Industrial Cooperation
日欧産業協力センター

Home About Sectors Products Producers Contact

EUfood2Japan

ORGANIC, NATURAL, HEALTHY FOOD PRODUCTS FROM EU
Discover High-Quality Food & Drink Products made in the EUROPEAN UNION.
On this website, EU organic food producers and their products are presented.

Search for a product

Choose among the sectors

- Alcoholic Beverages**
 - Wines
 - Beers
 - Spirits and Liqueur
 - Ciders
 - Pre-mixed Alcoholic Drinks
- Non-alcoholic Beverages**
 - Fruit Juices
 - Coffees
 - Teas
 - Herbal Cordials
 - Non-alcoholic Mixed Drinks
- Processed Fruits**
 - Jams
 - Purees
 - Compotes
 - Fruit Powders
- Processed Vegetables**
 - Ratatouilles
- Fruits**
 - Citrus
- Condiments**
 - Aromatic Plants

Promoting EU Organic Food products among Japanese importers and buyers

<https://www.eufood2Japan.eu>

Coming soon:
digital & green tech sectors

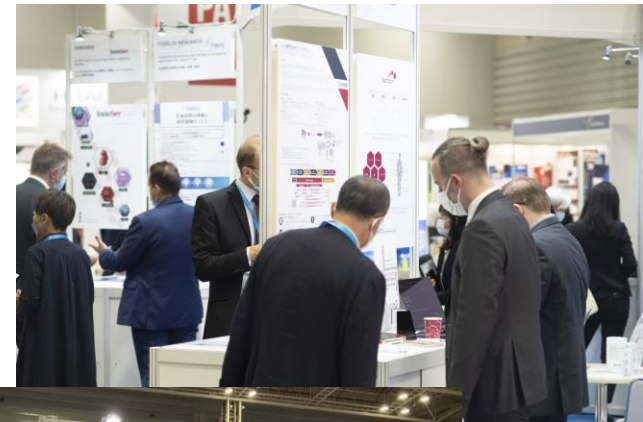
EU Business Missions to Japan

in Greentech, Nanotech, Biotech & Pharma and Digital fields



“Green Mission (27 Feb-1 Mar 2023):

- Pre-departure briefing
- 4-day programme in Japan with Networking event and joint participation in the Decarbonisation Expo in Tokyo
- EU participants pay for their own flight and accommodation,
- Networking opportunities and a joint exhibition stand at the Decarbonisation Expo are provided free of charge by the EU-Japan Centre



Green mission: Application
deadline: October 30, 2023

Business Matching/Brokerage Events

in Japan and in the EU



Business Matching Events in Japan and online

Jointly such as the EU-Japan Green Transition Platform

more than 250 participants in the pilot phase from March 2022 – August 2023

New edition from Dec. 2023

Promotion in Japan of EU Matching Events and platforms organized by partners in Europe

- Such as Foodture



Information about Japan

EU-Business in Japan Portal



A wealth of different resources about Business in Japan

- Market Reports
- Regulatory information
- Webinar recordings
- Free Membership
- Newsletter

EU Business in Japan
Business-related information about Japan

About Japan - Procedures - Sectors - Library - EUBIJ News - EUBIJ Webinars - Contact EUBIJ

Account for EUBIJ content access
Login / Register

Information on Japan for EU Companies

The EU Business in Japan (EUBIJ) pages provide practical information for European Union businesses in need of clear guidelines to trade with or invest in Japan or cooperate with Japanese partners. Please note that these pages have a restricted access content only available to registered members. (see below) When seeking to do business abroad, it is essential to first get to know the country that you are targeting. Awareness about Japan's politics, economics and social environment is a considerable asset. To help European Union companies improve their knowledge about Japan and break into the...

What are you looking for?

Hundreds of web pages with up-to-date information on Japan, more than 400 market reports and recorded webinars available as well as a lot of detailed information on Japanese business culture.

Type here ...

More Reset

Training Programmes

EU-Business in Japan



- **Get Ready for Japan:**
2-week training & and visits in Tokyo about how to do business in Japan
Next session: **June 2024** (TBC)
- **Market access workshops:**
help EU SMEs to access the Japanese market; address topics related to exports & imports procedures as well as cross-cultural practices

Helpdesks

EU-Japan Technology Transfer Helpdesk



Supports **technology transfer**
and facilitates **knowledge exchange**

Who?

- EU and Japanese companies, universities, research centres

How?

- Promotions of technology-related profiles
- Pitching webinars
- Matchmaking events
- Advisory services
- Patent Database

Helping SMEs land safely in Japan

Step in Japan, Keys to Japan



- **A Flexible Desk in Tokyo**
Logistical support
SMEs can use our office in Tokyo for up to 1 month
- **Market Entry Plan Draft**
Sponsoring of a personalized
Japan market entry business plan



Other Services

Synergies with other services in the EU-Japan Centre



Synergies with Services such as the

- [National Contact Point in Japan for Horizon Europe](#)
- Tax and Public Procurement Helpdesk
- [Training Programmes](#)
- [Regional and Cluster Cooperation Helpdesk](#)
- [EU-Japan Business Cooperation with ASEAN, Africa and Latin America](#)

Disseminating information about EU-Japan Cooperation in the Centre's Newsletters

Events, MoUs, Open Innovation Programmes etc.
[EU-Japan NEWS](#) and others

Connecting the dots

Working with partners

Regular Information Exchange with EU member states Trade Promotion Organisations (TPOs)

Collaboration with Clusters/Regions

Prefectures and municipalities in Japan
Clusters and Cluster Alliances in Europe

- [European Cluster Collaboration Platform](#)
- [Regional and Cluster Cooperation Helpdesk](#)

Information exchange with national Japanese organisations such as JETRO, SMRJ, and others



Cooperation with associations and networks

Providing support in cooperation with local EEN partners in Europe and other instruments such as the [European Innovation Council \(EIC\)](#)

EU-Japan Centre

for Industrial Cooperation

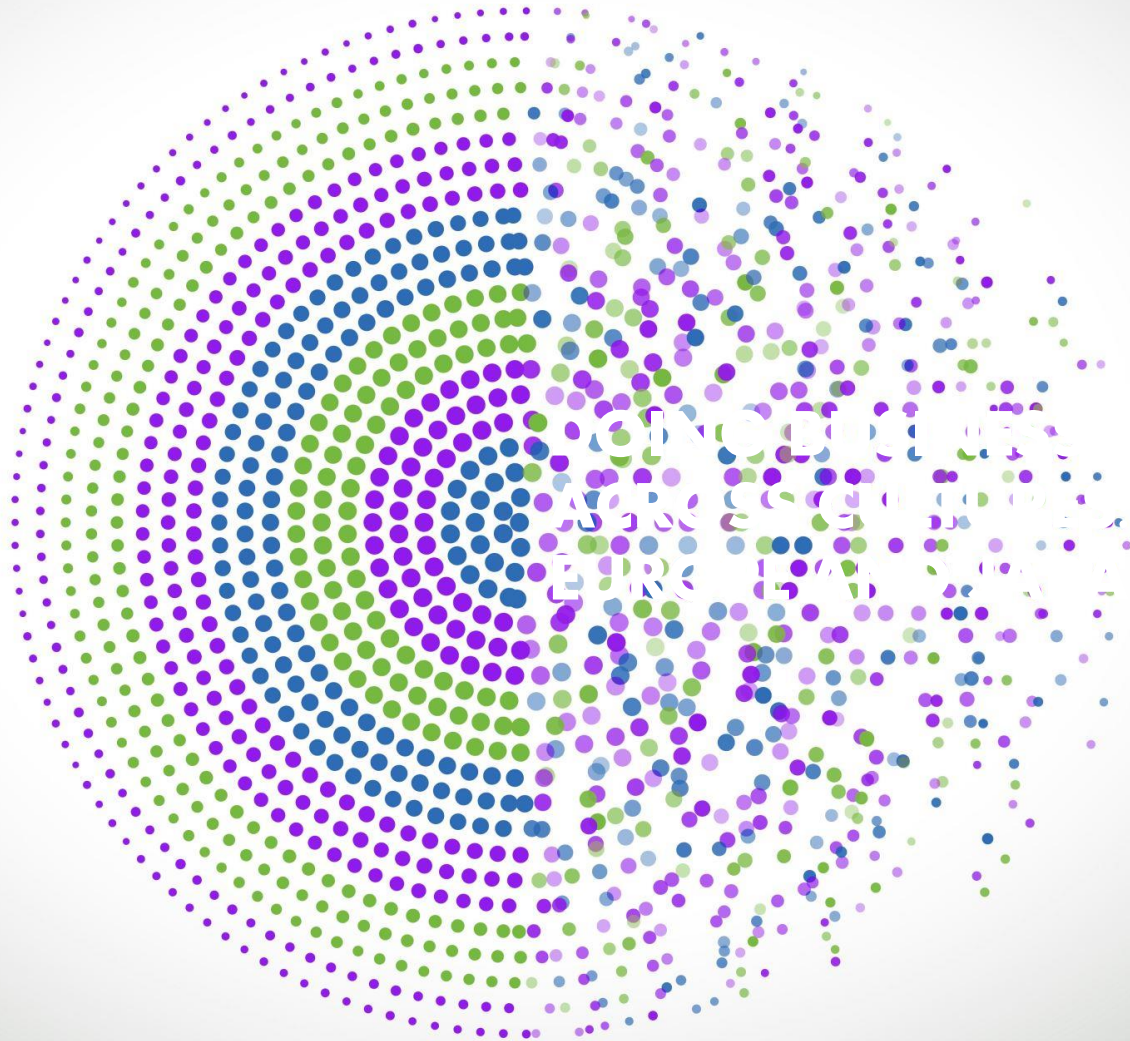
Thank you.

Every inquiry is unique. Please do not hesitate to contact us.

Contact: info-jp@een-japan.eu
daniel.gralki@eu-japan.or.jp



EU-Japan Centre
for Industrial Cooperation
一般財団法人日欧産業協カセンター



PROFESSOR

M. AGUARELES

SAN JORGE
UNIVERSITY, SPAIN

What does “INTERCULTURAL COMPETENCE” mean?

- According to Witte and Harden (2021), the concept of intercultural competence has become **“an increasingly relevant construct for foreign language teaching and learning, and for cognate disciplines such as pedagogy, psychology, philosophy, anthropology, cultural studies, business management and others”** (p.1).
- However, these authors agree that what constitutes the term intercultural competence is difficult to grasp and that **it “cannot be taught explicitly, as it concerns values, skills, attitudes and behaviors that are rooted in cultural patterns, social structures and individual experiences”**. (op. cit).,



SONG CH
CHINA DA

Defining IC (Intercultural Competence)

[...] the capability to shift one's cultural perspective and appropriately adapt behavior to cultural differences and commonalities. Intercultural competence involves

- (a) the cultivation of deep cultural self-awareness and understanding (i.e., how one's own beliefs, values, perceptions, interpretations, judgments, and behaviors are influenced by one's cultural community or communities) and
- (b) increased cultural other understanding (i.e., comprehension of the different ways people from other cultural groups make sense of and respond to the presence of cultural differences).

This capability permits the successful navigation of cultural differences, defined as those experiences, values, interpretations, judgments, and behaviors that differ between people and are learned and internalized from the groups one belongs to. (J. Bennett, 2015, p.484)

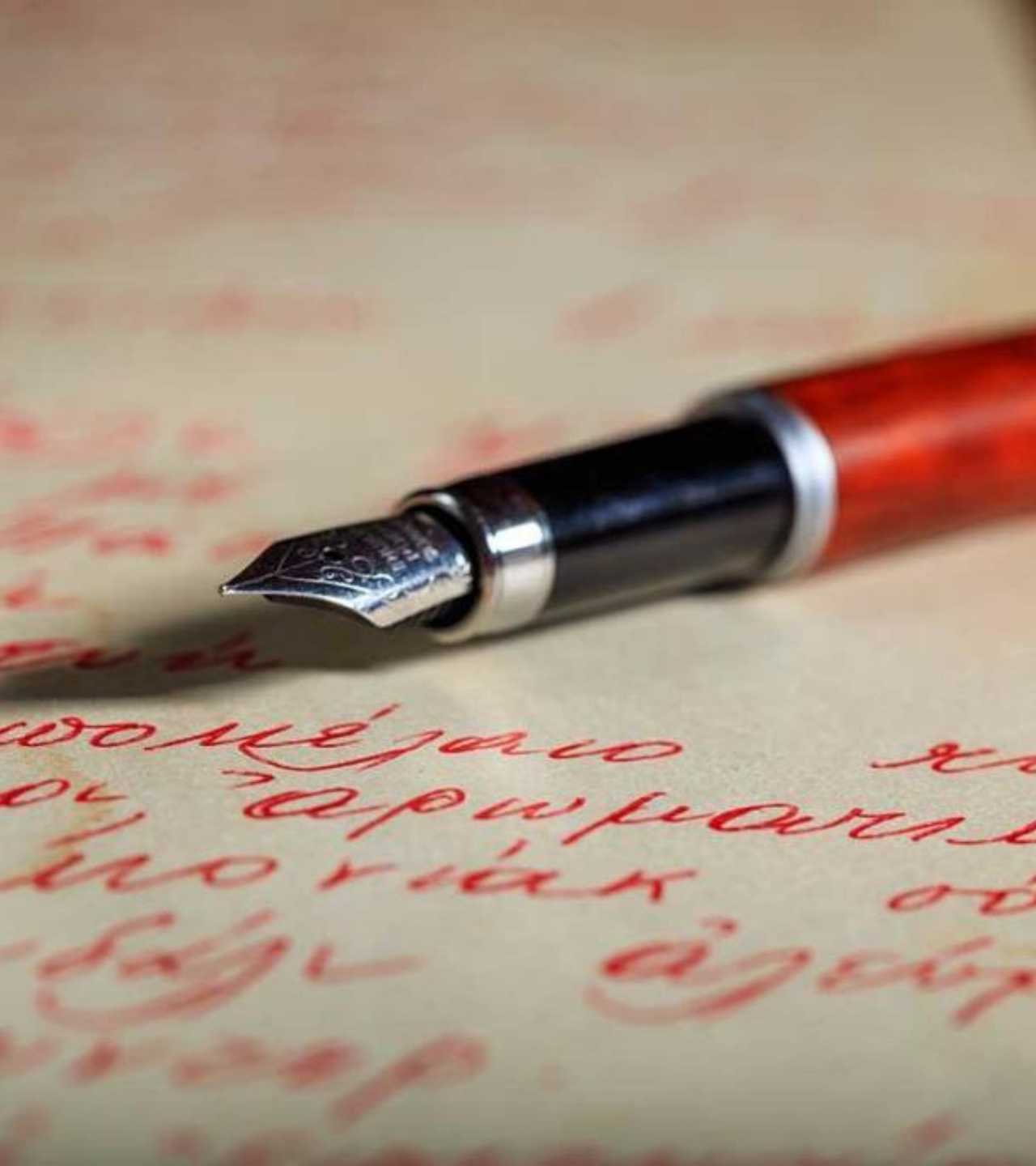
An ONGOING developmental process



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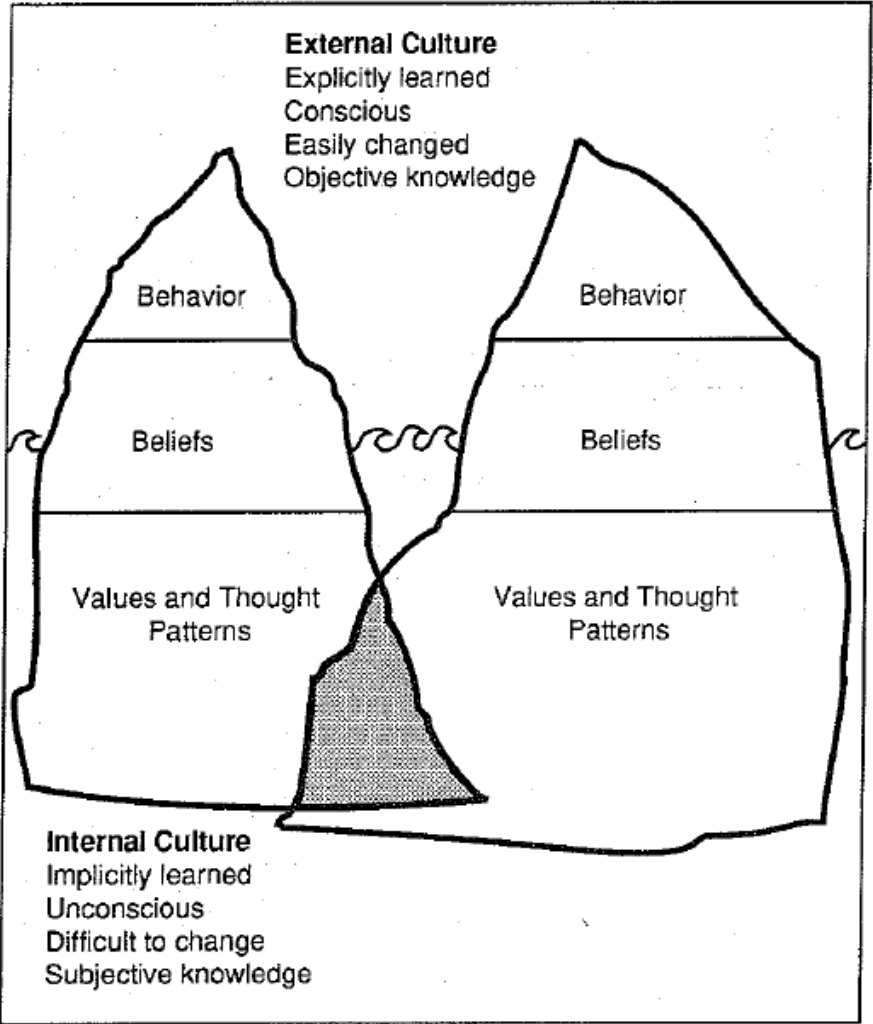
10/4/2023





Culture Analogies: The Iceberg of Culture

10/4/2023

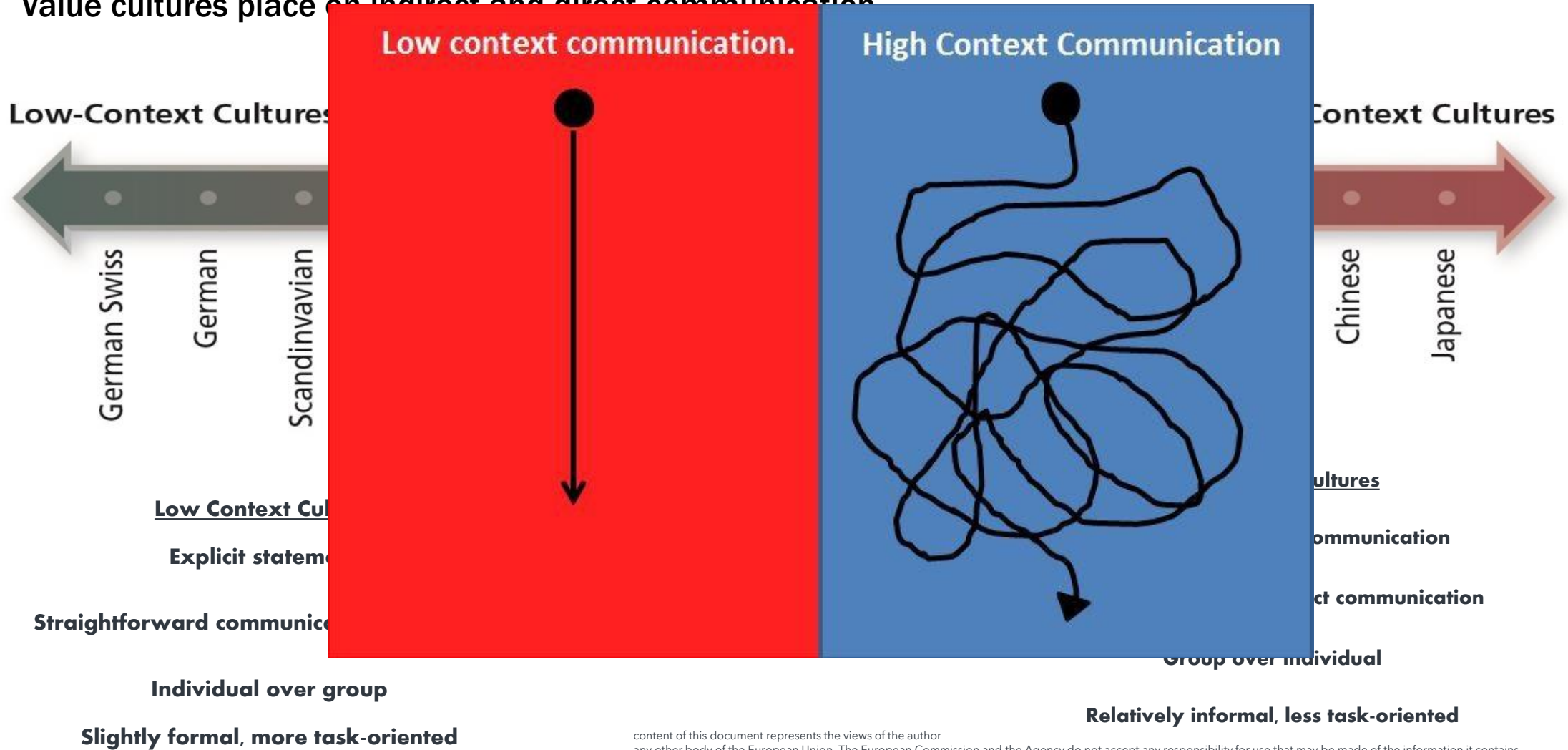


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High & Low Context Cultures (E. Hall)

Value cultures place on indirect and direct communication

10/4/2023



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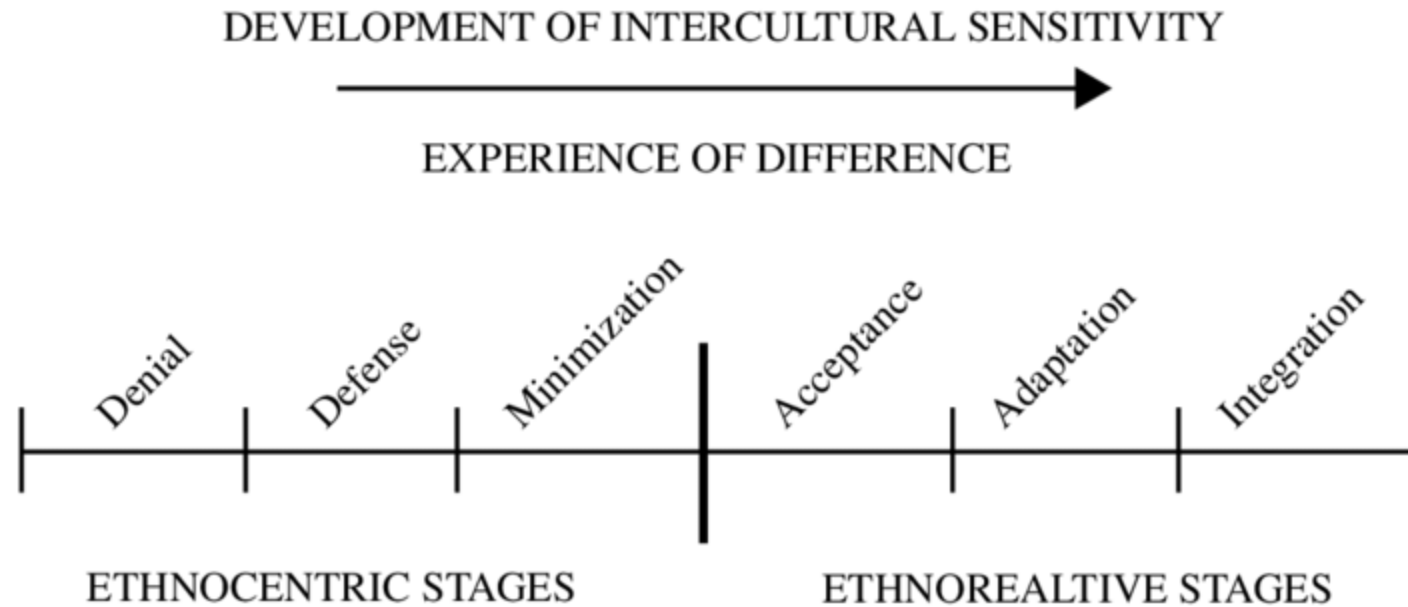


- **High-context cultures** include cultures such as **Japan, where people have widespread networks with family, friends, and organizations.**
- **Low-context cultures** include the **US, Germany, and other northern European individualistic cultures** (Hall & Hall 1990; Irwin, 1996).

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Developing our IC : Developmental Model of Intercultural Sensitivity (Bennett)

The more advanced the individual is in the field of cultural differences, the better the intercultural competence.



DMIS:

1. Denial Stage

***Denial* of cultural difference occurs when an individual fails to acknowledge cultural differences or regards them as irrelevant.**

The *Denial* period involves denying the existence of cultural differences or the possibility that they may be significant and consequential; or having a stereotypical, undifferentiated, and frequently self-serving perception of people from other cultures.

“Do they have toilets in Africa”?

“All big cities are the same – a lot of buildings, too many cars, and Starbucks.”



DMIS:

2. Defence Stage

An individual who is in the *Defence* stage recognizes and is aware of cultural differences, but he/she perceives them in a polarized way. Therefore, what he/she does is to try to protect him/herself from those differences which he/she perceives as a threat.

“Immigrants are taking our jobs”

“Our traditional values are under assault”



DENIGRATION
SUPERIORITY
REVERSAL

DMIS:

3. Minimization Stage

An individual in *Minimization* stage truly believes that we are all human beings and that the only differences that we can encounter correspond to our birthplaces or geographic locations.

Minimization can also be manifested when an individual believes that human similarities are more important than cultural differences, implying, somehow, that cultural differences are not relevant or that they can be ignored.



"Keep calm, we are all alike"

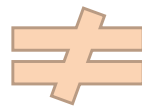
"The key to getting along with people from other cultures is being authentic and honest."

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Ethnorelative stages

- Cultural difference is neither good nor bad it is just different.
- Development of intercultural sensitivity → Ethnorelativism represents a big change in the meaning of difference.

Ethnocentric stages: difference is experienced as a **THREAT**.



Ethnorelative stages : difference is nonthreatening. It is **ENJOYABLE**.



DMIS:

4. Acceptance Stage

***Acceptance* of cultural difference occurs when an individual acknowledges that culture shapes different beliefs and values, that different cultural patterns of behavior exist among cultures, and that other cultures have valid and valuable perspectives that should be respected and treasured.**

In this stage, individuals also manifest an increasing interest and curiosity about other cultures and are willing to engage in intercultural relationships and social interactions



5. Adaptation Stage

Adaptation to cultural difference occurs when an individual is able to adopt the perspective of another culture, when he/she can intellectually and emotionally understand the experiences of others, or when he/she can engage in interactions, with people from different cultural backgrounds, in a calm, genuine and appropriate manner.

Adaptation is also manifested when individuals from diverse cultural backgrounds are able to converse about their cultural experiences and perspectives in a way that is sensitive to and cognizant of the other culture; or when organizations adopt inclusive policies and practices to foster respectful and fruitful intercultural interactions.



"Whatever the situation might be, I can normally look at it from a variety of cultural points of view."

"I greet people from my culture and people from my host culture in different ways, taking into account how different cultures show respect."

6. Integration Stage

Integration of cultural difference occurs when someone's identity or sense of self evolves to appropriately and authentically incorporate the values, beliefs, views, and behaviors of different cultures. In this stage, an individual is able to experience him/herself as a multicultural being, who is constantly selecting the most appropriate behavior, according to the cultural context in which he/she is involved.

"Whatever the situation, I can usually look at it from a variety of cultural points of view, and I feel comfortable doing this."

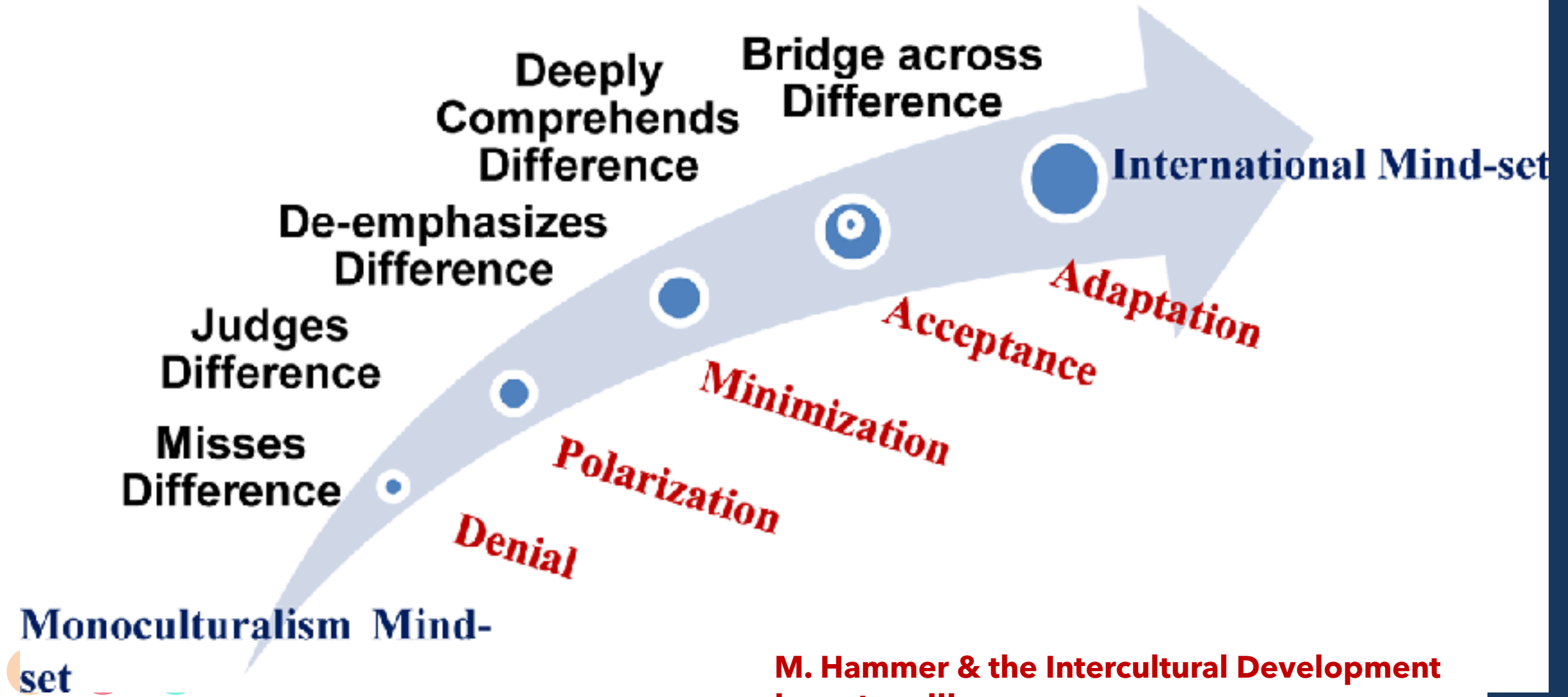


I am able to fully integrate into two different cultures.

PROTEAN SELF



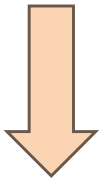
Intercultural Development Continuum: Primary Orientations



M. Hammer & the Intercultural Development Inventory III

Why is this important?

**INTERCULTURAL
COMPETENCE
DEVELOPMENT IN
ORGANIZATIONS**



**SUCCESS IN
INTERCULTURAL
BUSINESS
INTERACTIONS AND
ENCOUNTERS**



10/4/2023

USEFUL TIPS TO DO BUSINESS IN

EUROPE AND JAPAN



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1. Exchanging Business Cards



10/4/2023

In Japan, business cards are considered an extension of one's identity. Therefore, it is essential to exchange them with the utmost respect.

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2. Gift-giving

A business gift exchange is an important tradition in Japanese business etiquette, especially at the first meeting.

Careful with:

- Flowers such as lilies, lotus blossoms and camellias are used for funeral services and should, therefore, be avoided. The same applies to any white flowers.
- Numbers: 4 / 9
- Red ink

3. Hierarchy and Status

"AGE EQUALS SENIORITY"

- It is important to be aware of how you fit in the social hierarchy that Japanese observe.
- Discerning who is superior to you based on age, position, and family name, and showing respect to each person as necessary is crucial in business relations.
- If you do not adhere to these expectations and fail to give your counterpart the respect they are due, you may **lose face in their eyes.**



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4. Saving face

10/4/2023

SAVING FACE IN BUSINESS

Managing Cross-Cultural Interactions

REBECCA S. MERKIN



"THE HARD SELL, DOES NOT SELL"

- As in other Asian societies, maintaining face is central to the way business and social relationships work.
- Through their social etiquette and behavior, Japanese aim to preserve a harmonious environment.
- The best way to handle this balance is not to demand yes or no answers and to accept the need for slow consensual decision-making.
- Contradicting someone openly, criticizing them in front of someone else or patronizing them are sure ways to lose business. It is more advisable to give sincere compliments, show respect or do something that raises self-esteem.

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5.  *Global* 
Community FOODTURE
Silence and Body
Language

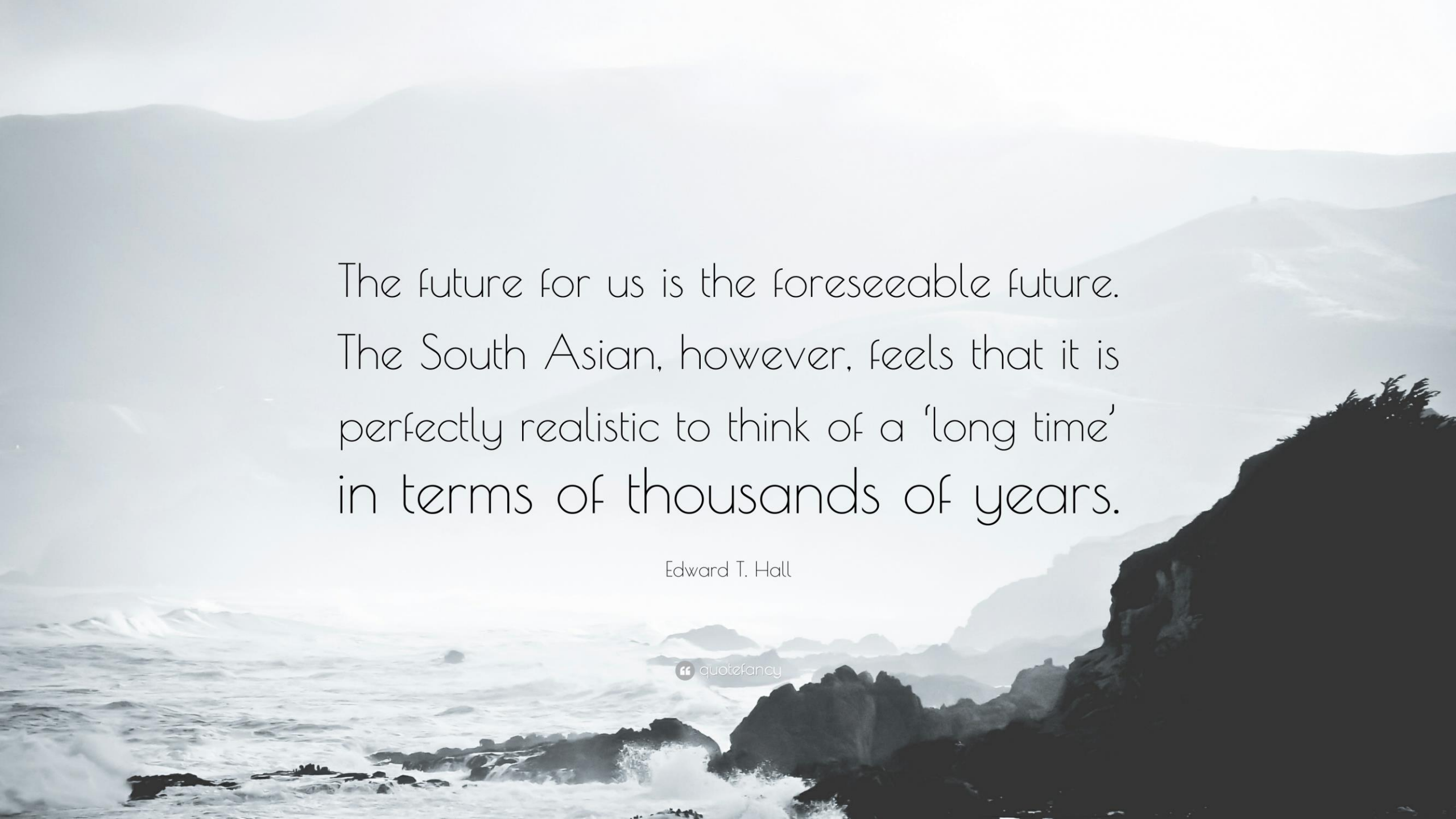




6. Business dinners

WE NEED TO BEAR IN MIND that some things considered rude in EUROPE are perfectly acceptable in Japan

WHILE DOING BUSINESS IN JAPAN, ALWAYS SHOW YOUR GRATITUDE BEFORE AND AFTER MEALS



The future for us is the foreseeable future.
The South Asian, however, feels that it is
perfectly realistic to think of a 'long time'
in terms of thousands of years.

Edward T. Hall

“ quote fancy ”

ありがとう

thank
you

Q&A



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Next activities

Online Activities

- 19th October
Workshop 12: New Material
Technologies and Regulations



Matchmaking Events

- Prepare for the event by improving your profile
- Fill in the Marketplace
- Browse through the Participants and/or Marketplace
- Find relevant meeting partners
- Request meetings - or be booked for meetings
- Wait for acceptance - sometimes also no thank you
- Have the meeting on the day



Thank you and see you around
For more events, visit the Global
Foodture community platform

