118TH YEAR NO. 41,460 ISSN 0289-1956 ©THE JAPAN TIMES, LTD., 2014

The Japan Times

U.S. MIDWEST

Monday, December 29, 2014 Produced by: NIHON GLOBAL MEDIA

Backbone of the American economy

Made up of 12 states with a combined population of more than 65 million, the U.S. Midwest is the traditional heart of the country's agriculture and heavy industry sectors, while being at the forefront in pharmaceuticals, medical devices, finance, and insurance.

Some of the companies based in those states remain synonymous with the industries they dominate: Ford and Procter & Gamble are arguably the best examples.

The Midwest would not have maintained its status and increased prosperity were it not for efforts of state governments and companies, began more than 40 years ago, to build closer relationships with and lure investment from the world's third-largest economy, Japan. Each year, both sides get together to discuss ways to strengthen that mutually beneficial partnership.

"In the Midwest, all the states welcome Japanese investment. The business development team of each state is great. They extend good support to both existing companies and newcomers. We hope to see more business exchange in the future," said **Ichiro Sone, Executive Director of the Japan External Organization (JETRO)** in Chicago, which oversees the Midwest states of Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota and Wisconsin.

Aside from several government groups that bring American and Japanese business closer,

Consulate General of Japan

Masaharu Yoshida, Consul General of Japan in Chicago

there are numerous other private sector initiatives in the Midwest contributing to that shared mission, with the Midwest U.S.-Japan Association being one of the most prominent.

"The Midwest U.S.-Japan Association has met for the past 46 years, and we bring together leading public and private sector global leaders to foster an atmosphere of business exchange. As a result of this annual gathering, our Midwest states have recruited considerable Japanese investment and forged global technology partnerships," explained **Executive Director Marie Gaudette**.

With the economy on the rise again and confidence in every industry growing each year, Japan will stay the Midwest's most important partner. Currently, the country is the third-largest foreign investor in the region, enticed by its central location, developed transportation infrastructure, highly skilled workforce, business-friendly policies and balanced lifestyle.

"Midwesterners are well educated and highly skilled due to the region's leading universities and strong focus on education. They have made the Midwest a key center for business and finance, as well as manufacturing, including vehicle assembly," said **Consul General of Japan in Chicago Masaharu Yoshida**.

"The people of the Midwest reflect the heart of America with its strong work ethic, sincerity, and integrity and they share a similar professionalism with the Japanese people. I have seen this firsthand as I've met as many people as possible across the Midwest," Yoshida added.

IL: The Land of Lincoln

As the top destination for foreign direct investment (FDI) in the Midwest, Illinois has developed strong ties with Japan, its second largest source of FDI. Attracted by its central location and high-caliber workforce, the subsidiaries of Japanese companies, such as Takeda Pharmaceuticals and Nippon Sharyo, chose the state as the base for their American operations.

"Chicago is geographically the center and hub for transportation and logistics in the United States with a very strong transportation network across the nation. It also has very highly skilled workers with a long history of manufacturing experience," said **Mitsukuni Baba, executive director of the Japan America Society of Chicago**.

With their agricultural goods, automotive products, and innovative technology, the twelve states of the Midwest lay the bedrock of the American economy.

Several homegrown companies like safety consulting and certification company UL also boast a long history with Japanese subsidiaries in the region, aside from setting up their regional headquarters in Japan.

"We can help Japanese manufacturers access a global market. Japan will continue to be a world leader in various types of technology. For this reason, Japan is an important market for us," said **UL Chief Executive Officer Keith Williams**.

While manufacturing has been the main industry of Illinois, technology and life sciences have also shown rapid growth in recent years.

"This city [Chicago] is now becoming an even more important entrepreneurial hub, particularly with its new incubator for startups," Yoshida said.

IN: The Crossroads of America

Dubbed the "Crossroads of America," Indiana is traditional center of the American automotive industry, which has grown on the back of the state's geographic and logistical advantage and huge wage-competitive and highly skilled workforce.

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Japan's advocate in the Midwest

Before becoming the vice president under President Jimmy Carter (1976-1980), Walter Mondale served as senator from his native Minnesota from 1964 to 1976.

Following a return to private law practice in his homestate, Mondale was enlisted back to public life when he was appointed by President Bill Clinton as ambassador to Japan from 1993 to 1996.

The former vice president spoke of why ties must grow between Japan and the Midwest in a brief interview with The Japan Times, which served as daily reading while he was ambassador and regarded "the conduit to people like me to learn about Japan."

Japan-America Society

Walter Mondale, former U.S. Vice President and Ambassador to Japan

On Minnesota's ties with Japan:
"I think the relationship is excellent. We don't have a large Japanese population here, but we have a wonderful Japan–America Society here in Minnesota and we have a very close working relationship with the Consul General of Japan in Chicago. We stay very close, through our Chamber of Commerce, with people that work with Japan."

On the similarities with Japanese:
"I think the Japanese who would come here would feel very comfortable in Minnesota. We have a very similar, strong culture. We are responsible, we make good friends and we value those friendships. We believe in education and helping our kids get started. All the things that they would want as a part of the culture of business, I think we fit."

On the expanding relationship with Japan:
"I always want to see more business investment going both ways. I would also like to see more emphasis on student exchanges. Through the Japan-America Society, we have student exchange programs. These young Minnesotans who go there for a year or two, come back having learned about Japan. They're excited about it, and I think they'll spend their lives showing a special interest for Japan. So we need more of that, both ways."

OMRON: Growth and generosity in America

With 26 companies stretching from Sao Paulo to Toronto and approximately 1.2 billion dollars in revenue, OMRON's business has grown by leaps and bounds in the Americas from when it started in the U.S. Midwest 41 years ago.

Four out of OMRON's five global businesses are now located in the United States, including industrial automation, electronic components, healthcare and automotive.

According to **OMRON Automation & Safety Americas Region Chief Executive Officer Nigel Blakeway**, the first non-Japanese to oversee the entire business in the Americas, one of the keys to OMRON's success has been its commitment to, and investment in, the Midwest business community.

"The network that supports us in the Midwest has been tremendously collaborative, which is often different from other regions in the United States. We are extremely blessed to have a consul general like Masaharu Yoshida, who is very outgoing and progressive, and have organizations like JETRO Chicago — led by Ichiro Sone — which have truly supported us," said Blakeway, who is also a board member of the Japan America Society of Chicago.

"We have also made sure to give back to the society we are working in, which is why, I think, OMRON has been accepted so well in the Midwest," he added.

Another reason for OMRON's success in the United States stems from the "re-shoring" of its many customers, which moved manufacturing back to the United States from lower-wage countries after decades abroad. With OMRON's help, manufacturers were able to replicate their production lines in a short time to take advantage of market changes.

"There is much more confidence in the U.S. economy to invest in capital, particularly in manufacturing. That is a really positive sign and is our sweet spot, as we are able to offer automation solutions coming from our strong Kyoto DNA," Blakeway said.

In a few years, OMRON wants to transform its identity from being a maker of quality automation equipment to becoming a producer of fully integrated automation solutions.

"We have been strong in components, especially in automation and in safety. Now, the market is asking us to holistically put that all together. Our customers are now asking for solutions that involve connectivity to third-party manufactured products. So, it is about how we get our controllers to interface with someone else's robotic arm. Although historically we haven't done that, our future will be as an automation solutions provider," Blakeway said.

Innovation will be key to the growth of OMRON, a world leader in automation that was named by Thomson Reuters as one of the Top 100 Global Innovators in 2013.

With an 80-plus year track record of innovation, seven percent of OMRON's corporate revenues are directed toward research and development.

Additionally, following the concept of "gemba" — gathering on-the-manufacturing-floor data from where value is created for the customer — OMRON's engineers are continuously leading new technology development, regardless of the field.

In recent years, OMRON has built an automation lab at a university and invested in the Midwest's education and engineering sectors by establishing internship programs to contribute to a dynamic environment of innovation. These programs are why the company has consistently been voted as one the top 101 employers in Illinois.

"OMRON invests in its future by ensuring sustainability because our human capital is our biggest asset. What is of utmost importance to us is to send that signal to the market, our customer base, our employee base and to the colleges and universities that are part of our future that we are here to stay," Blakeway said.

In line with its core value of giving back to society, Blakeway is very proud of the contributions of the OMRON Foundation, Inc., which receives 0.1 percent of the company's sales and distributes these funds to support education, disaster relief and local charities.

"I'm blessed because I am one of the few guys that goes out to work every morning looking forward to the day ahead of him. I work for OMRON because of who they are. Even though our first responsibility is to our stakeholders, the fact that we have managed to strike a balance between being profitable and still having time to contribute makes it easy for us," he said.

→ *www.omron.com*

OMRON

OMRON Automation & Safety Americas Region Chief Executive Officer Nigel Blakeway

> "OMRON invests in its future by ensuring sustainability because our human capital is our biggest asset."

OMRON

OMRON's headquarters in Illinois

U.S. MIDWEST

WISCONSIN

Wisconsin Economic Development Corp.

Wisconsin Economic Development Corporation Secretary and Chief Executive Officer Reed Hall

Wisconsin: A great place to grow

Generations of business leaders have recognized the advantages of doing business in Wisconsin, given its location at the heart of the United States' leading manufacturing and agriculture region.

Wisconsin is an ideal place to live and work as it offers a positive business climate and has a highly skilled and dedicated workforce. An excellent highway, rail, airport and port system exists in the state, which allows for the rapid distribution of goods and services across the globe.

Wisconsin is also home to the highly regarded University of Wisconsin System and Wisconsin Technical College System, both of which help prepare the future workforce.

The state also has a low chance of natural disasters, which reduces the risk of downtime and reduced productivity. Wisconsinites, likewise, also enjoy a high quality of life and have one of the lowest cost-of-living indices in the country.

Wisconsin is proud to have Kikkoman Foods call it home for an important part of its operations for more than 40 years. Kikkoman's soy sauce plant in Walworth also benefits from the region's excellent agriculture capacity as well as abundant fresh water. Dozens of other companies with Japanese affiliations have also benefited from operations in Wisconsin.

Additionally, several major Wisconsin companies have substantial operations in Japan, including Briggs and Stratton, Harley Davidson, Johnson Controls and ManpowerGroup.

Wisconsin is an active participant in the Midwest U.S.-Japan Association, which strengthens ties between the state and its fifth-largest trading partner. There is also the strong twin state relationship with Chiba Prefecture, as well as the active business, science and technology, education and cultural exchanges between the two regions.

"Wisconsin looks forward to building upon our strong ties with Japan to create even more mutually beneficial opportunities for business growth," said **Wisconsin Economic Development Corporation Secretary and Chief Executive Officer Reed Hall.**

→ ***www.inwisconsin.com***

> "Wisconsin looks forward to building upon our strong ties with Japan to create even more mutually beneficial opportunities for business growth."

ManpowerGroup makes golden opportunities

2016 will mark the 50th anniversary of the launch of **ManpowerGroup** operations in Japan, the country's first temporary staffing service company. Over five decades, the company has seen huge demographic, socioeconomic and technological changes in Japan that have affected the country's talent pool and the competitiveness of Japanese employers.

ManpowerGroup, a staffing industry pioneer founded in Milwaukee, Wisconsin in 1948, became the first organization to introduce women into the workforce and help them thrive professionally.

It was also the first to launch a comprehensive global workforce survey — the Manpower Employment Outlook Survey — considered today one of the most trusted forecasters of the world's labor markets.

ManpowerGroup

ManpowerGroup Japan Chairman Darryl Green

ManpowerGroup

ManpowerGroup Japan President Masa Ikeda

A Fortune 500 company, ManpowerGroup has $20 billion in turnover and operates in 80 countries and territories. Despite its extensive reach, the company's focus remains simple: helping employees and companies reach their full potential by connecting clients to talent and people to meaningful work.

With its unrivaled expertise in staffing, ManpowerGroup addresses talent needs of employers worldwide. In fact, more than 90 percent of its revenue is generated outside of the United States.

In light of that, the strategic significance of Japan, one of ManpowerGroup's top five markets, cannot be overstated. Its enduring presence in the Japanese market enables the company to apply its expert capabilities to help clients achieve success in a constantly changing economic environment

Japanese companies looking to expand overseas or internationalize their operations rely on ManpowerGroup's strategic advice to optimize their performance and reach the right talent.

Reaffirming its commitment to clients and candidates, ManpowerGroup is honored to have provided nearly 50 years of innovative recruitment and talent management solutions to help Japanese employers and employees.

→ ***www.manpowergroup.com***

The Connected Enterprise enhanced by Internet of Things

Rockwell Automation

Luzine Anderson reviews an automated optical inspection, magnified on a video screen, at Rockwell Automation. It can be monitored from different global locations.

While manufacturing is sometimes seen as a technology laggard, **Rockwell Automation** sees an inrush of technology that's changing the landscape from labor intensity to highly productive production processes.

As a result, industry is now at an inflection point driven by the growing convergence of information technology (IT) and operations technology (OT), a merging that Rockwell Automation calls "The Connected Enterprise." While OT refers to industrial equipment (machines, controllers, sensors and actuators), IT is the world of end-to-end business processes.

The Connected Enterprise links people, processes and technology to improve productivity, sustainability and economic performance, which is enabled by an integrated control and information architecture and results in a smarter, more productive and more secure environment. This environment is further enhanced by the "Internet of Things" technologies.

Specifically, The Connected Enterprise delivers faster time to market, improved asset utilization and optimization, lower total cost of ownership and safer, more secure enterprise risk management.

Based in Milwaukee, Rockwell Automation is the world's largest company dedicated to industrial automation and information and employs about 22,500 people serving customers in more than 80 countries.

→***www.rockwellautomation.com***

Rockwell Automation

Joe Rosing shows how Rockwell Automation's FactoryTalk ProductionCentre software allows real-time monitoring of manufacturing processes anywhere in the world from its Ohio plant.

KTH PARTS INDUSTRIES INC.
www.kth.net

OHIO

KTH Parts Industries Inc.: Growing its capabilities for opportunities

KTH Parts Industries, Inc., located in Saint Paris, Ohio, has been a stamping and welding supplier for Honda since 1985.

"The company came to the United States in order to support the Honda manufacturing plant here in Ohio," explained **KTH Parts Industries President Takashi Kagaya**.

Currently, KTH is responsible for producing underbody structural frame components found in a wide variety of Honda models produced in North America.

KTH's engineering, production and quality processes ensure the company provides top-notch automotive parts.

The company strives to meet or exceed all customer expectations in every aspect of its business.

The robust production capacity of its St. Paris plant allows it the opportunity to expand its business opportunities.

"With KTH's expanding R&D capabilities and our ability to increase production volume, KTH is open to the possibility of entering new markets," said Kagaya, who believes that the company's competitive edge lies within its mission to provide quality performance products at competitive prices.

KTH's manufacturing and technical capabilities, along with its strategic location, enhance its ability to meet the needs of its customers with reliability and affordability.

KTH's longstanding history with one of the world's largest automotive manufacturers proves it is poised to meet the demands of any operation looking for a partner in the automotive industry.

→ ***www.kth.net***

KTH Parts Industries

KTH Parts Industries President Takashi Kagaya

Honda Trading: Depending on the American market

What became a significant business opportunity for **Honda Trading America (HTA)** started out as a simple program in 1972 to export U.S.-made products, utilizing empty cargo space on Honda's Pacific fleet of ships.

As Honda's U.S. manufacturing presence grew, HTA's focus shifted to supporting Honda's U.S. and global manufacturing operations, which provided a critical link between Honda factories, its materials suppliers and other trading partners.

Its operations expanded to include such diverse activities as the procurement of raw material for Honda's U.S. factories and many of its component suppliers; the procurement and recycling of precious metals such as platinum and palladium used in catalytic converters; and the coordination of international supply chain logistics.

"I asked myself, 'How can our company survive in America?' Of course, we have survived for the last forty years. But can we do another 10 or even 20 years? The company constantly has to be taking action and improving," said **Chief Operating Officer Nobuhiko Shiozaki,** who assumed his position in April.

While HTA's business has been growing throughout the years, Shiozaki sees a need to adjust its revenue model to ensure long-term growth. He also aims to improve delivery times, increase efficiency and raise total output.

Honda Trading America

Honda Trading America Chief Operating Officer Nobuhiko Shiozaki

Shiozaki's primary focus is to improve QCD (Quality, Cost and Delivery) efficiency by changing the mindset of his employees. Instead of only setting targets, he will lay out strategies to reach them.

"People have to enjoy the company. With happy people, the business will grow. You shouldn't be comfortable. You have to think about the next generation for the sustainability and continuity of the company," Shiozaki said.

→ ***www.hondatrading.com***

THK strikes it big in America

As the inventor of the linear motion guide, Japan's **THK** found success in the United States when, at the International Machine Tool Show in Chicago in 1978, an American machine tool maker unveiled its latest machining center, which used THK's new technology.

"Until Kearney & Trecker started using our product nobody really paid attention to linear motion guides. A lot of the success that THK achieved has been due to its experience with American companies," said **THK Manufacturing of America (TMA) President Akihiko Kambe**.

Due to its success in America, THK moved closer to its customers in North America and in 1998, opened a manufacturing facility in Ohio, its first plant outside Japan.

"It's been very important for us to manufacture here to support our North American customers and reduce lead times. With this facility, we encourage them to visit us and talk to us directly," said Kambe.

"America is the biggest market in the world for innovation. If we can support our customers here in new fields such as 3-D printing, then we will be in a great position to grow with them when they expand globally," he added.

THK Manufacturing

THK Manufacturing of America President Akihiko Kambe

TMA also manufactures automotive ball joint parts and has been providing its products to American automotive manufacturers in North America.

→ ***www.thk.com***

MISSOURI

Academic excellence bridging Japan and America

WUSTL

Washington University in St. Louis's Danforth Campus and iconic Brookings Hall

"At the beginning of my chancellorship in 1995, we decided to be more proactive in seeking relationships with universities, governments and businesses. The initial focus, in fact, was on Asia," recalled **Washington University in St. Louis (WUSTL) Chancellor Mark Wrighton**, also one of the longest-serving chancellors of a top American university.

Today, the centerpiece of WUSTL's international agenda is the McDonnell International Scholars Academy, which brings the brightest students from 28 universities from all over the world — 17 of which are from Asia — to St. Louis not only to pursue excellence in their chosen field, but also to interact with their contemporaries in order to gain a deeper understanding of each other and the United States.

With its rich 161-year history, WUSTL today has 13,000 students engaged in both undergraduate and post-graduate courses.

Among its seven schools, the university is most recognized for its School of Medicine, best known for its strength in genetics, genomics and Alzheimer's disease research, as well as the Alvin J. Siteman Cancer Center, America's third largest. Another noted school within the WUSTL system is the Brown School of Social Work, the top-ranked school of its kind in America.

Given WUSTL's continued success, opportunities for collaboration continue to multiply internationally, a move that is strongly encouraged by its leadership.

"For Japan, we see opportunities for collaborating with a number of institutions in addressing major global challenges such as energy, the environment and sustainability, population aging, food and water security and public health. [There] is a great opportunity to collaborate in the area of Alzheimer's research, for example," said Wrighton.

Having already established a strong connection with the University of Tokyo through the McDonnell International Scholars Academy, among other partnerships with Waseda University and Keio University, WUSTL maintains a strong interest in expanding its ties with Japan.

"We want to continue to build on those relationships. We are also promoting multilateral partnerships," said Wrighton.

→ ***www.wustl.edu***

Washington University in St. Louis

The backbone of America's economy

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With the global emergence of Japanese carmakers in the 1980s and expansion in the United States, the state's government worked hard to bring in these new players. Today, there are more than 240 Japanese firms — dominated by automotive and automotive-related companies — operating in Indiana, making Japan the largest foreign direct investor by employment in the state.

For more than 30 years now, the **Indiana Economic Development Corp. (IEDC)** has remained steadfast in promoting trade and business ties with the world's third-largest economy.

"Indiana and Japan are stronger together, with nearly 44,000 Hoosiers at work for Japanese companies throughout our state. In Indiana, Japanese companies gain the competitive advantage of an economy built on manufacturing skill and affordability. Today, Indiana's relationship with Japan is flourishing like cherry blossoms in spring, which strengthens our economies, our businesses and our futures," said **IEDC President Eric Doden**.

Japanese car giant Subaru operates a sprawling manufacturing plant in Lafayette, Indiana, which is also one of the company's most sophisticated facilities in North America.

"Like many Japanese automotive companies, Subaru chose Indiana as the location of our manufacturing plant because of the favorable business climate provided by the state government, the logistical advantage of being in the 'center' of the United States, and the host of suppliers that have set up in the state," said recently appointed **Subaru of America President Toshiaki Tamegai**.

KY: The Bluegrass State

With manufacturing being the top industry in Kentucky, Japanese companies such as Toyota, Kobe Aluminum Automotive Products and International Crankshaft have found it easy to establish their operations in the state.

"Foreign direct investment plays a very significant role in the economy of Kentucky. We have more than 430 foreign-owned companies employing 85,000 Kentuckians. The beginning of that FDI can be traced to the growing relationship with the Japanese community," said **Kentucky Gov. Steve Beshear**.

Because of the support from the state government, more companies have moved to Kentucky, which has enjoyed a strong reputation for its hard-working people, convenient location and excellent infrastructure.

Beginning with Mazak Corporation four decades ago, Japanese investment in Kentucky has grown steadily and now accounts for 42 percent of total FDI.

"Kentucky is a business-friendly state. We consider our relationship with the businesses as a partnership. We meet with them periodically to listen. We work with them to be successful," Beshear also said.

And as Japanese companies expand and increase their investments, Toyota is gearing up to start rolling out its new Lexus line from Kentucky, the Japanese carmakers first plant in North America to produce the flagship model.

"The people in Kentucky are very productive. They are loyal and they have a good work ethic. You are able to recruit employees for all types of positions," said **Mazak Corp. Chief Executive Officer Brian Papke**.

MI: The Motor Capital

The birthplace of the world's first mass-produced car, Michigan, for more than a century now, has maintained its position as the world's automobile assembly line.

The state has naturally attracted Japanese carmakers and stimulated the growth of related industries, including OEM, R&D, technology and others.

Despite the recent global recession, Japanese companies stuck it out with Michigan and Japan remained the state's No. 1 foreign investor.

"With a relationship spanning more than 40 years, Japan has stood alongside the state of Michigan through the successes and the challenges and we will continue to do so," said **Kazuyuki Katayama, consul general of Japan in Detroit**.

The state has adopted the needed measures to diversify the economy and strengthen its economic fundamentals. So, Michigan has witnessed a resurgence as the government applies the difficult lessons of the past and improves the attractiveness of the business environment.

The Michigan Economic Development Corporation (MEDC)

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U.S. MIDWEST

KENTUCKY

Kentucky governor strengthens ties with Japanese business

Kentucky's economic ties with Japan are thriving, thanks to a decades-long relationship with the Japanese business community.

Kentucky Gov. Steve Beshear and members of his economic development team recently visited the country to further strengthen the state's position as a leading destination for Japanese investment.

"We are very determined in our efforts to engage Japanese companies seeking to locate or expand in the United States and show them the advantages Kentucky offers," said Beshear.

During the trip, the governor met with executives of several successful Japanese businesses located in Kentucky, as well as others considering an investment in the state. It was his sixth trip to Japan since becoming governor of Kentucky in 2007.

"I cannot overstate my appreciation for the investment of these companies in Kentucky. In the last five years, Japanese-owned businesses have announced investments of $1.7 billion in Kentucky. In turn, our state has a lot to offer investors in Japan and throughout Asia, and we want to showcase our commitment to helping these companies expand their global reach," said Beshear.

The governor is working to grow what is already a strong Japanese business presence in Kentucky. More than 160 Japanese facilities are in the state, employing more than 40,000 people.

→ ***www.thinkkentucky.com***

Office of the Governor

Kentucky Gov. Steve Beshear

INDIANA

For AISIN, Indiana is the place to be

Headquartered in Indiana, automotive components manufacturer **Aisin World Corp. of America** is part of the Aisin Group, which includes 31 subsidiary companies, and nearly 13,000 employees in North America. The company has six manufacturing plants and a logistics center in Indiana, making the state the nerve center of Aisin operations in the region.

Parent company, Aisin Seiki, the fifth-largest tier-one auto supplier in the world, established Aisin USA Manufacturing Inc. in Seymour, Indiana, and began production here in 1987, stated **President and Chief Executive Officer Masayasu Saito**.

"The company located its headquarters in Indiana due to its logistical advantages and business-friendly environment," he added.

And for nearly 30 years of doing business in this manufacturing hub, Saito and Aisin have nurtured strong relationships with the Office of the Governor and the Jackson County Industrial Development Corp. as it contributes to efforts that promote the state's economy.

"We have learned that in Indiana, the counties and cities work together to actively promote and attract businesses and develop a highly skilled workforce," said Saito. "That's very important to us. Also, many of our suppliers are also located alongside Interstate 65, and the number of these companies is believed to grow in the near future."

In the last three years, Aisin subsidiaries in Indiana, Kentucky and Tennessee have also exhibited robust growth in terms of revenue and production capacity. Additionally, Aisin's sunroof factory in Illinois has exceeded forecasts, a trend reflected at many of its locations.

In line with its long-term plan, labeled "Aisin's 2020 Vision" the company, which manufactures brakes, transmissions, navigation systems, drivetrains, chassis, body, engine-related parts, electronics and intelligent transportations systems, hopes to achieve sales of $3 billion in North America by 2020.

"We expect that our North American businesses will grow even more in the future," said Saito. "Despite some risks, our consolidated sales have exceeded $2.4 billion in a brisk market with well over 16 million vehicles sold annually. So, Indiana, and the North American region is extremely important to Aisin's global operations."

→ ***www.aisinworld.com***

AISIN

Aisin Holdings and Aisin World Corp. of America President and Chief Executive Officer Masayasu Saito

CVG: An accessible, affordable hub in the Midwest

Offering more daily and nonstop flights than any other airport in the area, **Cincinnati/Northern Kentucky International Airport (CVG)** has been named the Best Regional Airport in North America for four straight years by SkyTrax.

The ninth largest cargo airport in the United States, CVG is home to one of DHL's three global "Super Hubs," which sorts 92 percent of the logistics giant's total delivery shipments in the Americas.

Due to its strategic location, CVG has become a preferred passenger hub in the region. In the Cincinnati Region Catchment Area, two-thirds of major markets in the country lie only 90 minutes away, while half of the U.S. population is also within an hour's flight.

Amid fierce competition, CVG has unveiled its 2035 Master Plan, a long-term strategy aimed at making the airport among the best passenger and cargo terminals in the U.S. and the world.

And **Chief Executive Officer Candace McGraw** regards Japan as an important component of that master plan.

"The Cincinnati Region Catchment Area has the eighth highest demand for Japan compared to existing Japan Gateway Markets. We would love to have a stronger relationship and a direct connection. We'd really like to focus on service to Japan," said McGraw.

Over the last six years, the region's air traffic to Asia grew 26 percent, with Japan being the most popular Asian destination, handling 51,987 passengers every year.

With four runways, CVG can carry out simultaneous takeoffs and landings and the airport handles 45 to 50 international flights every day.

"We would like to work closely with our friends in Japan. There's a natural synergy between Japanese businesses and the region. The next logical step is to have direct service between the two sides. The more connectivity we can offer, the happier we are to do so," said McGraw.

→ ***www.cvgairport.com***

CVG Airport

Cincinnati/Northern Kentucky International Airport Chief Executive Officer Candace McGraw

ILLINOIS

Illinois soybeans have become first choice

When buying Illinois-grown soybeans, customers need direct access to organizations and specific individuals in the industry with which they can do business.

The Illinois Soybean Association (ISA) provides easy connections to the state's supply chain that has fed their continued demand for consistent, high-quality soybeans.

A Soybean Leader

Illinois led the United States in soybean production in 2014 for the second year in a row. The state's central location and access to multiple transportation modes helped the ISA move soybeans quickly and efficiently across the area and around the globe.

All seven Class-I freight railroads operate in Illinois, which also has more than 1,100 miles of navigable inland waterways, while only two states have more miles of interstate highway. The state also leads containerized soybean shipments, with eight percent of its soybeans leaving in containers. That number is predicted to increase.

Consistent Quality

Since 2012, the ISA has been measuring protein and oil levels throughout the state. In 2014, the ISA was measuring quality down to the local county level.

The ISA is also developing a first-of-its-kind pilot program to work with seed companies to increase protein and oil levels in its beans as another way to provide the value customers have been demanding.

A Smart Business Decision

The ISA has helped connect customers to the growers, processors and shippers that provided them with the consistent, reliable and high-quality soybean deliveries they have come to expect from Illinois.

→ ***www.ilsoy.org***

Illinois Soybean Association

Rob Shaffer is among the state's more than 45,000 soybean growers.

Illinois Soybean Association

Illinois is the largest producer of soybeans in the United States.

The backbone of America's economy

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is preparing for the upsurge in business as a rising number of companies return to the state.

"As the economy grows ever rapidly, our workforce will be the deciding factor in attracting more companies into the state. The diversification of Michigan's workforce is an area we are focused on," said **MEDC Chief Operating Officer Steve Arwood**.

MN: The North Star State

2015 marks the 60th anniversary of twin ties between St. Paul and Nagasaki, the oldest such relationship between an American and Japanese city. This long history only highlights the common historical thread that binds Japan and Minnesota.

"For over 100 years, Minnesota has been emphasizing the international dimensions of our business. We are a state that welcomes international investments and our educational system welcomes international students. We have a lot of high technology here that is of interest to the world, particularly in healthcare," said **former U.S. Vice President Walter Mondale**, who also served as ambassador to Japan during the Clinton administration.

The Minneapolis-St. Paul area is home to 19 Fortune 500 company headquarters, including those of General Mills, United Health Group, 3M and Medtronic, one of the world's leading medical device companies.

"Minnesota's economy, first and foremost, is homegrown. If you look at the Fortune 500 companies that are located here, all of them have their roots in Minnesota and grew here. That's been a constant. These business are diverse, reflecting the overall diversity of Minnesota's economy, which is also one of our great strengths," said **Minnesota Chamber of Commerce Interim President Bill Blazar.**

The state's success is widely credited to the highly skilled labor force, paired with an outstanding support infrastructure that is conducive to economic growth.

"This state in particular has always invested heavily in education and workforce development, boasting world-class systems that engage all stakeholders," explained **Shaye Mandle, president of LifeScience Alley**, the largest state-based life sciences trade association in the United States.

"The modern medical device industry as we know it can be traced back to Medtronic forming. Having that here gave us that initial seed. In fact, Medtronic's founder Earl Bakken played a significant role in building LifeScience Alley, which is now celebrating 30 years leading Minnesota's Medical Alley," added Mandle.

As both the public and private sectors continue to heavily invest in improving on Minnesota's already formidable assets, Japanese companies have not lagged in seeing the opportunity here.

"Because of this infrastructure, we've been able to attract some big names from Japan. Daikin, Olympus, Toray, Sanken, Matsuura, and Taiyo are just a few of the Japanese businesses operating from here. These companies realized that we have the infrastructure to support not only their R&D, but also manufacturing," said **Minnesota Trade Office Executive Director Kathleen Motzenbecker**.

"Now that we have a few solid Japanese household names, we hope the word will spread," she added.

With two Japanese schools and a vibrant Japanese-American community, Minnesotans are confident that Japanese businesses and families would integrate rather easily.

"While we have a small Japanese population, it's a very active one. It's one that really feels committed to spreading the word and making Japan important to the community," said **Japan America Society of Minnesota Executive Director Bernard van Lierop**.

NE: The Cornhusker State

Showing undeniable commitment to its relationship with Japan, Nebraska opened its own trade promotion office in the country.

"We consider our relationship with Japan a unique and special partnership. It is important that when I took over as governor in 2005, we established our first Nebraska overseas trade office in Tokyo in 2006. Opening the Nebraska Center in Japan sent a very powerful message that we were going to invest in this relationship in a way that had never been done before. We are very proud of our Nebraska–Japan relationship," said outgoing **Nebraska Gov. Dave Heineman**.

Back in 1974, Kawasaki Manufacturing Corp. inaugurated its plant in Lincoln, the first major Japanese motorcycle or automobile manufacturer to do so. Four decades after, the factory has consistently raised production, generating valuable jobs for Nebraskans.

Meanwhile, Nebraska has played an important role in supplying the food that Japan enjoys, particularly corn, soybeans, beef and pork.

"Japan seems to love American pork. It has always been an extremely important market to us. Pork is one of the dietary preferences over there and a lot of work has been done to meet the Japanese demands on cuts and products. The nation of Japan has, for many years, been very important to the United States and the State of Nebraska's economy," said **Nebraska Pork Producers Association Executive Director Larry Sitzman**.

As the relationship flourishes, opportunities for collaboration in non-agricultural sectors have also grown, with information technology displaying robust growth.

Solutionary Inc., a provider of managed security services, is a testament to the expanding partnership. Acquired by NTT Group in 2012, the Omaha-based firm continues to make significant contributions to the Japanese telecom giant's products and services.

OH: The Buckeye State

If Ohio were a separate country, according to a World Bank report, the state would be the 25th-largest economy in the world. Known as the Industrial Capital of the United States, Ohio is home to the global headquarters of Procter & Gamble and more than a dozen Fortune 1000 companies.

With its long-standing connection to manufacturing and finance, Ohio has drawn in dozens of companies from around the world, including those in energy, bioscience, healthcare, agriculture, iron and steel, aerospace and defense, as well as nanotechnology and robotics.

The state's success is attributed to its friendly tax regime and business climate, both for big business and small startups. In fact, Ohio has consistently scored highly among various rankings conducted by business groups and media.

No wonder then that Honda — one of Japan's "big three" carmakers — selected Ohio for its base in the United States. And where carmakers go, component and accessory makers follow.

"Japan is no doubt the largest contributor of foreign capital in the central region of Ohio," said **Akisa Fukuzawa, the executive director of Japan American Society of Central Ohio**.

Another organization that promotes investment and economic growth in Central Ohio is Columbus 2020, which works closely with state and local partners in its territory of 11 counties.

"There is a network here to support a very quick and efficient transition into this market place, and we are a cost-effective and friendly solution for Japanese businesses," said **Deborah Scherer, director of Global Markets for Columbus 2020**.

WI: America's Dairyland

While Wisconsin is widely known for its agricultural products, its strength lies in its advanced manufacturing industry. It is also seeing growth in new industries such as food and beverage, information technology and water technology.

"As Wisconsin is traditionally viewed as part of the world's breadbasket, we now want to help nourish the world further through our innovations in water technology," said **Wisconsin Economic Development Corp. Chief Executive Officer Reed Hall**.

Unknown to many, Wisconsin is home to several Fortune 500 companies that do business with Japan.

"Japan is very important to us. It is our fifth-largest operation in the world," said **ManpowerGroup Chief Operating Officer Darryl Green**.

Initially drawn to Wisconsin because of its abundant water supply, Kikkoman has been present in the state for more than four decades and is proud of its growth in and contributions to the state.

"Our challenge now is to educate the Pacific Rim about the opportunities here. Wisconsin has an excellent working environment due to its highly skilled workforce as well as its good transportation system and infrastructure," said Hall.

With the vast opportunities that exist in the state, Wisconsin is working to attract more Japanese investment. Sharing a strict work ethic, Japanese and the Midwesterners will certainly achieve much in business.

"There are a number of values shared by the Midwesterners and the Japanese. Top of mind are respect for traditional values, strong sense of community and a spirit of cooperation and collaboration," said Green.

Yaskawa finds success in crisis

When he was assigned by **Yaskawa Corp.** to the U.S. subsidiary in the Midwest following the global financial fallout in 2010, **Masahiro Ogawa** recognized an opportunity. While manufacturers across the country were downsizing and cutting investment in capital equipment, **Yaskawa America,** through its automation technologies, was in a unique position to help reverse its clients' troubles.

Four years later, Yaskawa America, which has operated in the United States for 47 years, saw its revenue surge 50 percent, from $400 million to $600 million.

Yaskawa, which will be celebrating its 100th anniversary in 2015, is the world's largest manufacturer of AC inverter drives, servo and motion controls and robotics automation systems.

In the United States, Yaskawa America's Motoman robotics business supports the recovery of the automotive sector, while its motion business works closely with its machine tool and semiconductor customers.

"I have spent a lot of time encouraging more collaboration between our motion and robot divisions. There is strong potential for new business in robotics and ease of use is key in promoting robotics. We have to change the process to make it more efficient and seamless, with one interface, one platform and one human machine interface," said Ogawa, Yaskawa America's chairman and chief executive officer and a veteran in robotics.

Since his arrival, Yaskawa America has acquired three companies. In July, it bought photovoltaic inverter company Solectria Renewables.

"Acquisition is very significant for our business because it's how we expand our channels. The acquisition of Solectria, allowed us to acquire a business that already had a brand position. They will help us grow because of synergies that we will acquire on the technological side," he said.

Supported by such acquisitions, Yaskawa America hopes to achieve sales of $1 billion dollars in the coming years across its territory, which stretches across the Americas.

"Yaskawa America leads our global business effort. What happens here has effects everywhere else. If Yaskawa America is more successful, then our global business will become more successful," he said.

→ ***www.yaskawa.com***

Yaskawa

Yaskawa America Chairman and Chief Executive Officer Masahiro Ogawa

U.S. MIDWEST

NEBRASKA

Nebraska thanks Japan for continued successful relationship

As Governor of Nebraska for the last 10 years, we have put a significant focus on making Nebraska the best place to do business in the United States and on our very important relationship with Japan. I am pleased that our relationship and hard work will continue under **Governor-elect Pete Ricketts**.

I have many people and organizations to thank for their incredible support and partnership throughout the years.

At the top of this list is my deep thanks to the nation of Japan for being a solid trade and investment partner. Japan has been a key collaborator in sharing valuable educational and research opportunities as well as exchanging students, top university professors and education leaders.

Our long-standing relationship with Japan took a giant step forward when we established the Nebraska Center-Japan in 2006 where Nebraska and Japanese business leaders could comfortably meet to pursue increasing trade and investment opportunities. Japan was the state's fourth largest export market in 2013 with Nebraska companies posting merchandise exports of more than $566 million, representing 7.7 percent of our total merchandise exports.

During the first half of 2014, Nebraska's total exports to Japan were nearly $300 million, eclipsing exported goods and services during the same period in 2013.

It is an honor to have more than 30 Japanese-owned businesses calling Nebraska home. Our oldest and most recognizable investment is with Kawasaki Motor Manufacturing. For 40 years, we've had the good fortune to partner with Kawasaki in Nebraska's capital city of Lincoln. Kawasaki's continued contributions to the city of Lincoln and the State of Nebraska are outstanding and truly immeasurable.

Looking back through my ten-year administration, I have been blessed to grow in partnership and friendship with remarkable individuals and organizations, including Nebraska-Japan Center Executive Director Koji Nagasaka and Office Manager Hisami Imagawa; Bumpei Kawanaka, the honorary attaché for the Kansai area of Japan for more than 20 years. We enjoy two strong twin city relationships between Hastings and Ozu, and Omaha with Shizuoka; as well as Nebraska's economic partnership with Shizuoka Prefecture since 2005; the Japan External Trade Organization, more widely known as JETRO; and the annual

Office of the Governor

Nebraska Gov.-elect Pete Ricketts (left) and outgoing Gov. Dave Heineman meet to discuss the state's key business, including promoting and growing international trade.

Midwest U.S.-Japan Association conferences.

In fact, Nebraska is excited to be hosting the 50th anniversary of the prestigious Midwest U.S.-Japan Association Conference in 2018 and we extend an invitation to all company leaders to join us for a very memorable and productive event.

I am confident that Nebraska and Japan will continue to enjoy a strong and enduring relationship under the leadership of my friend, Nebraska Gov.-elect Pete Ricketts.

Thank you.

→ ***www.neded.org***

Nebraskan pigs get more care

"We care for every pig in such a way that they will have a great life. We invest heavily in making sure the animals are healthy while they are growing, which gives you the best quality product," said veterinarian **Larry Coleman** of Nebraska-based hog farm **Thomas Livestock**.

By providing 24/7 human care during the birthing process, Thomas Livestock has increased its production to about 35 pigs per sow per year, around double the global industry average. The introduction of an electronic sow feeding system allows pigs to roam freely in a pen and permits the caretakers the ability to accurately monitor each pig's food intake via a computerized tracking system.

"With this technology, we will exceed production levels of the individual housing method employed by our competitors. We are quite excited about it because we feel that we will give society what is seeks in terms of animal care, while doing better than we used to do," Coleman explained.

"We believe in what we are doing here. We don't think you can buy a better pig anywhere else. We will get it to you without any sort of contamination and stress. You are going to love our pork," he added.

After declining the past two years, pork exports have recovered and are predicted to grow in the immediate future. In 2013, Japan remained the second largest importer of American agricultural products, valued at $ 454 million, a heartening vote of confidence given the stringent standards the Japanese impose on their food and their ingredients.

→ ***www.thomaslivestock.com***

Thomas Livestock

At Thomas Livestock, Nebraskan pigs get extra TLC from caretakers.

Solutionary Inc. takes information security to the next level

After decades of experience in the direct marketing call center industry, **Steven Idelman** recognized early the need to protect big data as well as the vital and sensitive information held by large enterprises.

In 2000, he teamed up with then **Chief Technology Officer (now President) Mike Hrabik**, **Chief Operating Officer Sheri Idelman** and other partners to form Solutionary Inc., which provides managed security services (MSS) and security consulting services to large and global enterprises as well as to mid-sized from its headquarters in Omaha, Nebraska.

Thanks to its patented ActiveGuard security services and analytics platform, among others, Solutionary has won several industry-wide awards and built its reputation as a leading MSS provider.

"For years, IT has been a North American-driven industry. But as the market for security services globalized, Solutionary had a fundamental choice to make as a company. It was time for us to go global," said chief executive officer Idelman.

With its unmatched global reach and immense research capabilities, Japanese telecom giant NTT successfully edged out other global rivals in acquiring Solutionary in August 2012.

"NTT's ability to bring advanced analytics and advanced services to the world was very attractive to us. To my knowledge, NTT has more security pieces and parts than any other company in the world" said Idelman.

By becoming part of NTT, Solutionary is helping the company toward unifying its security assets to provide the market with a high-quality, global and seamless customer experience.

Having maintained its identity throughout the integration process, Solutionary is looking forward to leveraging its expertise and further contributing to NTT's global growth.

"We want to make NTT proud of us and reinforce the wisdom of their decision in acquiring us. We do all of this with a deep sense of appreciation for our Japanese counterparts as they have enabled us to be a part of a great success story moving forward," Idelman said.

→ ***www.solutionary.com***

SOLUTIONARY
AN NTT GROUP SECURITY COMPANY

MINNESOTA

Taiyo adds a healthy touch to American foods and beverages

A pioneer in developing emulsifiers, fiber, egg and tea-based ingredients, Yokkaichi-based food manufacturer **Taiyo Kagaku** moved its North American sales operations to Minnesota in 1999, after five years in California, to be at the heart of the country's massive food, beverage and dietary supplement industry.

"The food industry is heavily based in the Midwest, particularly Chicago and the Twin Cities of Minneapolis and St. Paul. Just within a few miles of our office, you will find some of the world's largest food companies," **Taiyo International Vice President Scott Smith** said.

"We relocated here for a number of reasons, including a well-educated workforce, a dedication to health and wellness, a lower cost of doing business compared to the East and West coast alternatives and the direct flight to Japan was certainly helpful. We also have a very close relationship with the University of Minnesota, which has a strong food science division," Smith added.

Taiyo's emphasis on the development of innovative ingredients, derived from natural sources to strengthen the body's ability to protect and manage one's health, has spurred a growing interest from food and beverage companies, dietary supplement makers, as well as pharmaceutical firms throughout the world.

With over half of Taiyo's international business generated in the Americas, the company is intent on expanding brand awareness and leveraging its position in the Midwest.

"Unlike our well-established presence in Japan, when we first moved to the U.S., few in the industry were familiar with the Taiyo name. Due to our dedication to the local community and the national food and beverage industry, Taiyo has become a well-known source for food ingredients that can be trusted for safety and efficacy," Smith said.

"The United States is at the forefront of the wellness and dietary supplement category. At

Taiyo

Team Taiyo: (L-R) Paul Coffey, Mitsuko Plummer, Gustavo Gonzalo, Kazunori Kuroki, Molly Brown, Scott Smith, Rafael Roman, Bill Driessen

the same time, we are seeing a growing interest in this category from Japan and other industrialized nations due to a rapidly aging population that continues to place burdens on traditional health care systems. Our location here in the Midwest places us in a unique position not only to service the U.S. markets, but also allows us to strengthen innovation and customer support in Japan and other international markets," Smith said.

→ ***www.taiyointernational.com***

Matsuura Machinery: Here to stay

"We're off to a good start," said **Matsuura Machinery USA (MMU) President and Chief Executive Officer John Schwartz**.

Since establishing the Japanese subsidiary in St. Paul, Minnesota a mere nineteen months ago, Matsuura has already doubled the volume of its exports to the United States.

Historically, Matsuura has exported around one-third of its total production in the United States, making the recent surge in export volumes impressive.

"Matsuura's decision to set up its operations here speaks volumes on the importance with which it views this market," Schwartz said.

In the United States, MMU primarily provides automated turnkey solutions to various levels of the supply chain for medical device, aerospace, oil & gas drilling and automotive companies requiring highly precise work.

Living up to its reputation in Japan for making high quality reliable machines, Matsuura has raised the competitiveness of its customers.

"When customers realize that Matsuura technology allows them to literally run machines all night and all weekend without needing any people, and they figure out what that means to their bottom line, they absolutely make more money with our product than with anything else," he said.

Backed by its reputation for reliability and premium quality, Matsuura's move into the United States has also allowed it to greatly improve its customer service.

"Customers expect support. We have installed about 10,000 machines in the USA over the past 40 years. That's a lot of customers expecting the best service because they bought the very best equipment. When they call, they expect to talk to someone who knows what they are talking about," Schwartz said.

Having invested millions of dollars into its facilities, equipment and inventory in the United States, Matsuura's commitment to North America is unwavering.

"We are here, and we are going to be here for a long time," Schwartz said.

→ ***www.matsuurausa.com***

Matsuura Machinery

Matsuura Machinery USA's headquarters in St. Paul, Minnesota

MICHIGAN

AWTEC finds success in diversity

Established in 1988, **AWTEC** began operations in Plymouth, Michigan to support its parent company Aisin AW (subsidiary of Aisin Seiki), by remanufacturing automatic transmissions for Toyota vehicles throughout North America.

"We came to North America due to a need for our services by Toyota, but as time went on our customer base grew and the breadth of our product offerings followed," recalled **AWTEC President Eiji Kato**.

AWTEC currently serves 18 different original equipment (OE) customers, covering more than 60 vehicle models and 400 automatic transmission part numbers. Today, those OE customers include Ford, General Motors, Lexus, Mazda, Suzuki, Toyota and Volvo.

Because of its growing diversity, and the needs of its customers, AWTEC has had to continue to innovate and expand its capabilities. This, combined with an unceasing focus on quality and customer service, has earned the company the respect of its customers and a number of awards.

As Aisin AW's first subsidiary in North America, AWTEC plays an important role in the future of the parent company's global operations. It is one of the few remanufacturers of six and eight-speed transmission technologies, which have been a source of continued growth.

"This is a very exciting time for the company. Although we are still primarily a remanufacturer of automatic transmissions, we are set to explore new areas that will present more opportunities for the business," explained Kato. Indeed, AWTEC has further expanded its capabilities and product offerings by starting its first ever navigation system media processing operation.

On AWTEC's priorities in the coming years, Kato is very clear, saying, "Quality in the service to our customers and the innova-

AWTEC

AWTEC President Eiji Kato

tion in our technology will always be our priority."

→ ***www.awtec.com***

Nonstop innovation in laser technology

The R&D arm of the Japan-based Aisin Group, **IMRA America Inc.** established its operations in Ann Arbor, Michigan, in 1990 and capitalized on their own technological expertise with the University of Michigan.

"We were fortunate to have the University of Michigan provide us with a perfect introduction to the state as they have been the most reliable research partner in improving our laser technology. The company and the university are able to dream up some new thing and we make products that always require improvement. To me, the key of success today was patience, patience and patience in these high tech products, which came from Japanese style of management," said **IMRA America President Takashi Omitsu**.

Also active in Europe and Asia, the North American operation of IMRA remains the most successful both in research and revenue, as it has built an impressive IP portfolio.

"We are always open to working with other researchers in the field of laser technology engineering as well as companies seeking the best and most-advanced laser technology in the market," said Omitsu.

IMRA America

IMRA America Inc. President Takashi Omitsu

With its well-established reputation for quality, reliability and longevity, IMRA America's products have become the preferred choice in the medical sector.

"We are at the forefront of developing new laser technology but now there is a need to create new applications for our products. So, we are seeking partnerships to execute these goals with," said Omitsu.

→ ***www.imra.com***

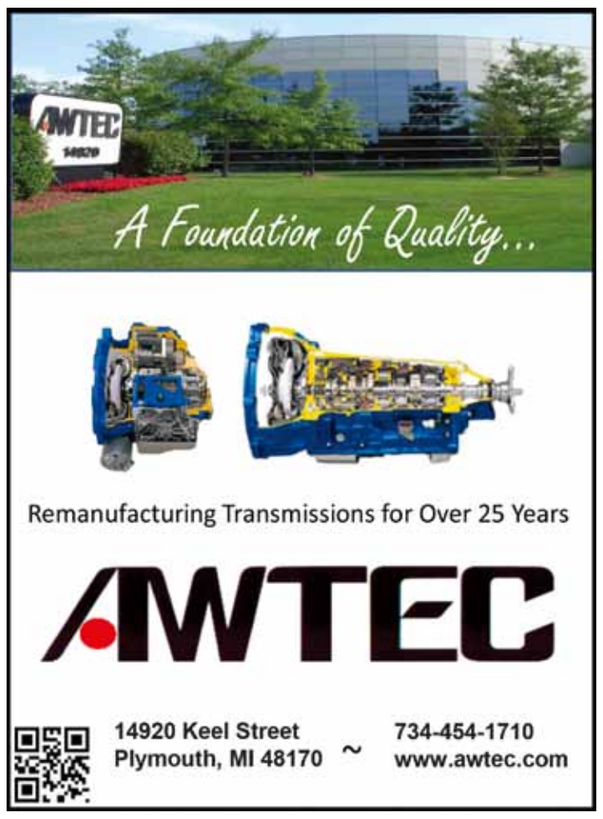
From the boardroom: ***What makes the Midwest a good place for business?***

"It is the people of Minnesota that reveal the deep and abiding similarities with the people of Japan. Minnesotans possess Midwestern values of family, the importance of relationship building, individual responsibility, personal integrity and the value of education."

J. Bernard van Lierop, Executive Director, Japan America Society of Minnesota

"(There are) logistical and geographical advantages; readily available land to build; friendly and open-minded people; the Midwestern values (family-focused, hard-working ethic); and its political value."

Akisa Fukuzawa, Executive Director, Japan America Society of Central Ohio (JASCO)

"We choose to be in Ohio because it is a great place to do business. The cost of living is cheaper and the educational opportunities are spectacular so we can attract high quality employees for our business."

Marty Toomajian, President, Battelle Energy, Health & Environment