

Cool Japan Strategy

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Intellectual Property Strategy Headquarters

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1. Introduction

(1) What is Cool Japan?

Cool Japan (CJ) refers to the attractions of Japan that render it cool (or have the potential to do so) in the eyes of the world. CJ is not limited to the kind of attractions that Japanese nationals typically think of, such as food, anime, pop culture, the shinkansen, traditional crafts, and famous tourist spots. Even things that Japanese nationals do not regard as cool, but people across the globe do are CJ, including Shibuya Scramble Crossing, bento boxes, extracurricular activities, and even back alley streetscapes. CJ has the potential for unlimited expansion, reflecting changing global interests, and could encompass a variety of fields, when coupled with Japan's distinctive features, namely the lack of dogma and taboos thought to be the result of Japan's comparatively relaxed view of religion, and its flexible approach to accepting new things from abroad.

(2) Changes in the environment around CJ

The environment around CJ is undergoing bigger changes than Japanese nationals realize. Between March and May 2019, in the course of formulating a new CJ Strategy, the Cabinet Office conducted exchanges of views with foreign nationals who have a knowledge of Japan. Various views of CJ emerged from these sessions (Figure 1), and it became apparent that opinions on CJ were so diverse that each individual had their own perspective on what it is. In addition, the ambit of CJ has broadened. For example, some things that have not necessarily been regarded positively in Japan, such as otaku culture, have been discovered overseas as something cool, and have then been reverse-imported into Japan after gaining widespread acceptance abroad.

In addition to numerical increases in foreign visitors to Japan, the number of foreign nationals who have a deep knowledge of Japan and those who have a more profound understanding of Japan's issues than Japanese citizens is also growing. Thus, qualitative changes are taking place among the people worldwide on whom CJ initiatives focus. This is demonstrated in the various issues identified by foreign nationals in the

aforementioned exchanges of views (Figure 1).

Furthermore, with advances in digital technology creating more diverse means of disseminating information and allowing information to be transmitted ever faster, the pace of change in global trends is escalating, leading to concerns that various CJ initiatives will be unable to respond quickly enough.

(Figure 1) Examples of opinions expressed by foreign nationals

What CJ means to foreign nationals	Issues perceived by foreign nationals
[Human-related aspects] <ul style="list-style-type: none"> • The Japanese themselves • Kindness of homestay families • Everyone has the ability to create something • (Artisanship, etc.) Paying attention to the finest details as a matter of course 	<ul style="list-style-type: none"> • The stories that Japanese people tell do not match the needs and level of people (foreign nationals) who are familiar with Japan and their vocabulary is also lacking • Japanese people lack a sense of crisis about the risk of local festivals and neighborhood associations being unable to be maintained • While Japanese people might think that hospitality is what is needed, the more important thing is the thoughtfulness lying beyond the kind of hospitality that can be set out in manuals • It is a pity that Japanese corporate culture poses an obstacle to the acceptance of diversity
[Individual fields] <ul style="list-style-type: none"> • Comedy that gets a laugh without using politics or sexual discrimination as material • Local festivals and public bath houses • High quality of staff in service industries • Architecture demonstrating a high degree of freedom • Contemporary art 	
[Aspects relating to customs and culture] <ul style="list-style-type: none"> • Actually living in Japan • Quality of education • Good public security from a fashion perspective (one can wear even eccentric fashions without risk of physical attacks) • Gap between cutting-edge aspects and history & culture • Highly developed despite having few resources • Speed of recovery from disasters, etc. 	

(3) The vision CJ should aspire to achieve

With major changes taking place in the environment surrounding CJ, the soft power of CJ is an extremely potent means of ensuring Japan can maintain its presence and influence on the global stage. To ensure the sustainability of CJ while responding to changes in the surrounding environment, we will need to put in place an environment in which the series of processes involved in learning about, discovering, honing, and spreading Japan’s appeal can be firmly established in a natural and wide-ranging form, ensuring that they constantly evolve and continually gain global empathy. In doing so, it will be necessary to take the perspectives of people around the world as the starting point, and to work with a diverse array of personnel, including foreign nationals, with a flexible mindset.

(4) Aiming to revitalize society and bolster soft power via CJ initiatives

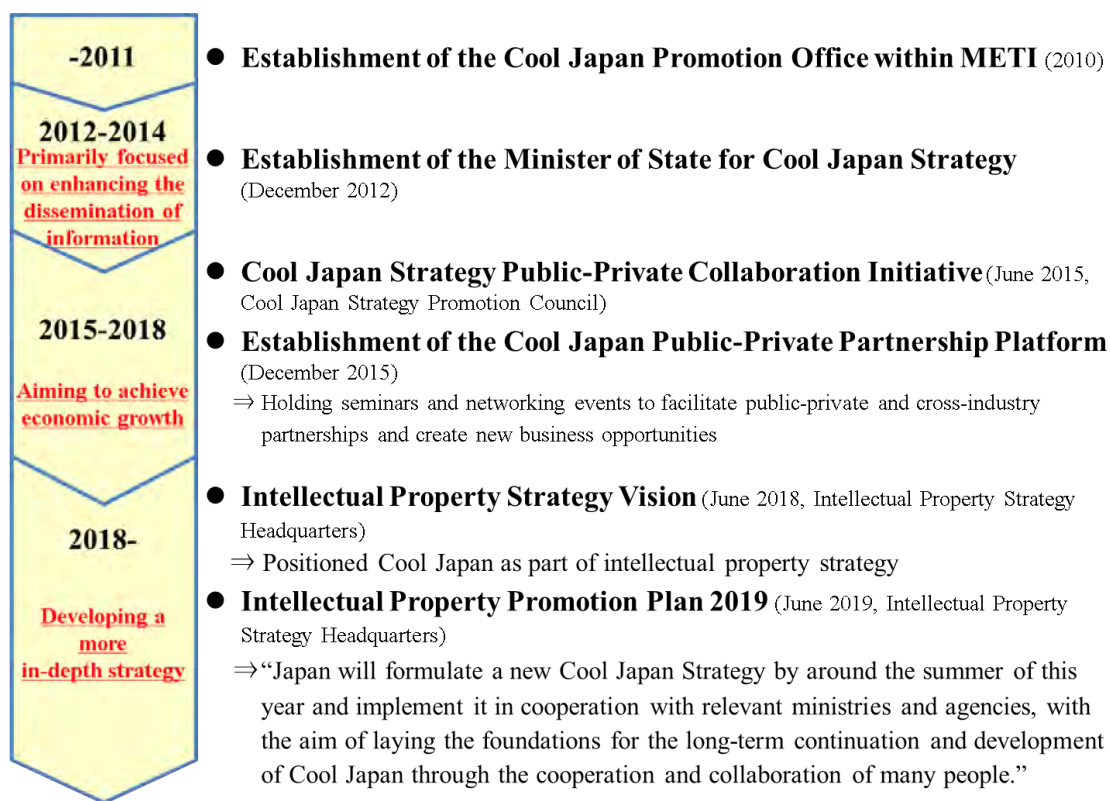
Japan will host a number of important international events concentrated into the period through to 2025, including the 2019 Rugby World Cup, the Tokyo 2020 Olympic and Paralympic Games, and the World Expo 2025 in Osaka, Kansai. Given that Japan will therefore be the focus of even greater international attention during this period, it will be a good opportunity to enhance CJ initiatives, while taking a look at what to achieve. Now that Japan has entered the Reiwa (“Beautiful Harmony”) era, we need to develop an environment in which numerous people—including foreign nationals who find Japan appealing—can undertake co-creation under a new Cool Japan Strategy, in order to allow new ideas to burgeon and blossom, and generate creative activities and innovation, while embracing diversity amid a beautiful harmony of numerous people throughout Japan, and thereby bolster Japan’s soft power and the dynamism of Japanese society.

2. Outcomes of initiatives to date and associated issues

(1) The history of CJ

CJ-focused policies began in around 2010 with initiatives by the Ministry of Economy, Trade and Industry (METI). Since the December 2012 appointment of a Minister of State for CJ Strategy as part of the Second Abe Cabinet, the Cabinet Office has undertaken the overall coordination of CJ, while collaborating with various initiatives by individual ministries. In 2013, the Cool Japan Fund Inc. was established as a public-private fund under METI’s supervision. Meetings of the Regional Cool Japan Promotion Council launched that same year have so far been held in 14 regions. In addition, various kinds of events have been held to spread the word overseas (Figure 2).

(Figure 2) CJ-related initiatives to date



Regarding the overall direction of initiatives, in 2015, the CJ Strategy Promotion Council presented five perspectives comprising the Cool Japan Strategy Public-Private Collaboration Initiative, while the Intellectual Property Strategy Vision formulated by the Intellectual Property Strategy Headquarters in 2018 suggested the future direction of strategy. Thus, various efforts have been undertaken based on partnership and cooperation involving numerous stakeholders spanning the public and private sectors.

(2) Specific outcomes

Efforts to date have seen CJ-related initiatives implemented in a wide range of fields, including food, tourism, and otaku culture. As a result, further attractions have been identified across Japan, human resource development has been undertaken, and networks of personal connections have been expanded. While there have been specific examples of success, there have also been cases in which initiatives have not yielded the desired outcomes, but even those examples of failure have enabled stakeholders to

amass knowledge and experience. Figure 3 shows typical examples of success.

(Figure 3) Examples of success relating to CJ

Regional Initiatives	Individual Content
<ul style="list-style-type: none"> • As a result of resort development based on a global perspective, Niseko in Hokkaido sees the number of foreign households as a percentage of all households in the town increase to around 15% during winter • At Mount Koya in Wakayama Prefecture, the successful efforts of a Buddhist monk originally from Switzerland to spread the word about the area has resulted in Europeans accounting for the majority of foreign visitors and a large number of those staying overnight • Naoshima in Kagawa Prefecture has become the artistic mecca attracting the greatest attention from most foreign nationals interested in Japan. The British edition of <i>National Geographic Traveller</i> selected the Setouchi region as the top destination on its Cool List 2019—the only Japanese destination on the list—and mentioned the Setouchi Triennale 2019 as a particular highlight • Thanks to a single photograph taken by a Thai visitor—showing Mount Fuji, a five-story pagoda, and cherry blossoms in the same shot—that went viral, Arakurayama Sengen Park attracts numerous visitors from across the globe, particularly when the cherry blossom is in bloom, with people flocking to a spot where people can see a view with several typically Japanese elements in one go 	<ul style="list-style-type: none"> • The success of local grassroots PR efforts based on clear identification of targets in respect of saké has resulted in the firm establishment of an initiative in which chefs and sommeliers from famous Parisian restaurants judge and award prizes to their top saké picks. The number of chefs and sommeliers participating as judges totaled 96 for the 2017 and 2018 events combined, but reached 93 for FY2019 alone, and their efforts to promote saké at their own restaurants have substantially contributed to the popularization of sake • The koi carp for which Niigata Prefecture and Hiroshima Prefecture have become famous for producing have achieved widespread popularity in Europe, Asia, and the Middle East, among others. In 2018, the sale at auction of a single koi for 200 million yen made international headlines • Exports of bonsai to Asia and other regions have been growing, with exports of trees and bonsai in 2017 valued at 12.6 billion yen. In Saitama Prefecture, which is famed for bonsai production, the Omiya Bonsai Art Museum opened in Saitama City in 2010 and attracts numerous foreign tourists • In the field of otaku culture, groups that organize otaku events across the globe have formed a network and the number of people attending their events worldwide has reached a total of 3.5 million annually

In terms of government-led initiatives, Japan Houses were opened in three locations (London, Los Angeles, and São Paulo) around the world in 2017 and 2018. The openings of these facilities received coverage in local media, and the number of visitors to each as of the end of June 2019 stood at approximately 1.55 million for São Paulo (opened April 30, 2017), approximately 280,000 for Los Angeles (partially opened December 20, 2017; fully opened August 24, 2018), and approximately 540,000 for London (opened June 21, 2018).

Other initiatives also crucial from a CJ perspective that have been undertaken include efforts focused on developing foreign human resources and hosting foreign tourists visiting Japan, such as promoting the spread of the Japanese language overseas, cultivating human resources capable of identifying and honing local attractions and promoting them overseas, developing expert personnel tailored to the latest needs of industry, enhancing the environment for hosting people in each region, and improving and strengthening multilingual response capabilities.

As described above, from a qualitative perspective, the number of foreign nationals

who feel affection toward Japan and have a profound interest in, knowledge of, and respect for Japanese culture and traditions is increasing across the country. In quantitative terms, too, CJ has, coupled with other policy measures, made a certain contribution to increases in the value of exports of Japanese goods and services and in the number of foreign tourists visiting Japan (Table 1).

(Table 1) Changes in the value of exports, etc.

	2012	2018	Increase from 2012
Number of foreign tourists visiting Japan	Approx. 8.36 million	Approx. 31.19 million	Approx. 3.7 times higher
Value of consumption by foreign tourists visiting Japan	Approx. ¥1.1 trillion	Approx. ¥4.5 trillion	Approx. 4.2 times higher
Value of exports of Japanese- produced alcoholic beverages	Approx. ¥20.7 billion	Approx. ¥61.8 billion	Approx. 3 times higher
Value of exports of koi carp, etc.	Approx. ¥2.7 billion	Approx. ¥4.3 billion	Approx. 1.6 times higher
Value of exports of Japanese- produced rice	Approx. ¥700 million	¥3.8 billion	Approx. 5 times higher

Furthermore, a network of CJ stakeholders is being formed, which includes 45 CJ Ambassadors within Japan and overseas, who have been asked to cooperate in disseminating information about CJ and providing feedback; 36 Regional Producers, who are personnel with expertise and know-how in the areas of deploying the attractions of provincial Japan overseas and promoting inbound tourism; an advisory board; and the CJ Public-Private Partnership Platform (composed of around 130 groups and individuals).

(3) Specific points raised as requiring improvement

New issues have begun to emerge as a result of the growth in CJ initiatives and their

increased diversity.

For example, while explanations in English are starting to become increasingly available in various Japanese locations commonly visited by foreign nationals, a problem has emerged in that they do not communicate information adequately, due to issues such as a lack of precision in the translation.

In terms of comparisons with other countries, it has been pointed out that, compared with K-POP, which has rapidly permeated the music scene worldwide, there is room for improvement in spreading the word internationally about J-POP. In the music domain, where digital streaming via global platform operators has now become predominant, Japan is missing opportunities to reach the ears of the world, due in part to the fact that bibliographic descriptions (metadata) for Japanese music are not provided in English.

Among the examples of Japanese stores expanding overseas, we are starting to see cases in which, as a result of companies establishing stores based on the same expansion strategy used in Japan, they became isolated from local perspectives and lifestyle preferences, and were forced to withdraw from the markets concerned after the business there foundered.

Due in part to the rapid rise in foreign tourists visiting Japan, concern has been growing among local citizens and tourists about such issues as breaches of etiquette and overcrowding in some areas popular with tourists. In response, one frequently sees media reports about the phenomenon of overtourism. A lack of night-time content even in urban areas is also giving rise to dissatisfaction among travelers and missed opportunities to reap economic effects.

In addition, with regard to immigration procedures, during the aforementioned exchanges of views with foreign nationals, some raised the issue of whether something could be done about the fact that individuals who frequently visit Japan because of their empathy toward various CJ initiatives and attachment to Japan are regarded with suspicion by immigration officials and subject to harsh treatment, even though they have no malicious intent. Others highlighted status of residence as an issue, pointing out that constraints on activities imposed under people's status of residence meant that even those who live in Japan and have the ability to promote the country cannot freely engage

in activities.

(4) Factors apparent behind points raised

One factor behind such feedback is the failure to share an understanding of the aims of CJ—to secure global empathy and use it as a base for bolstering Japan’s soft power. To date, the moneymaking aspects have been emphasized to encourage engagement by a wide range of stakeholders. Moreover, the Cabinet Office has failed to think in terms of a market-oriented approach that takes the objectives and importance of CJ and the global perspective as its starting point, and to make adequate efforts to ensure widespread penetration of a mindset that attaches importance to securing global empathy. Consequently, there is a lack of coordination and coherence in stakeholders’ initiatives, and they have failed to fully achieve wide-ranging effects from CJ that encompass economic and cultural aspects.

As a result of a failure to adequately share an understanding of the point of departure for CJ, which is that CJ is defined by what people in other countries consider cool, there has been an overly strong emphasis on the “product-out” mindset, rather than a “market-in” approach that takes global perspectives as its starting point. Because initiatives have not started by being informed by global perspectives, the focus has been on supplying content that Japanese nationals think will sell well worldwide, based on experiences of success in Japan, which actually reduces the probability of success. In addition, even if initiatives gain global empathy and are accepted, there is a possibility that they might lose empathy again if Japanese nationals themselves do not understand the true nature of Japan’s appeal due to a failure to drill deeper into the background to that acceptance and empathy.

Furthermore, while the diverse attractions found in Japan’s regions are a strength for Japan as a whole, even product-oriented initiatives and those lacking in horizontal collaboration do have some probability of gaining empathy, thanks to the splendor of existing attractions, and have achieved some positive outcomes, due in part to the abundance of such content. Some have pointed out that it is hard to foster a sense of crisis or urgency about the failure to achieve positive outcomes worldwide, partly

because Japan's market is relatively large.

One reason why problems with CJ are becoming apparent is the fact that environmental changes have taken place, including an increase in the number of foreign nationals with a profound understanding of Japan, diversification in their interests, and the transformation of media in the digital age. The success or failure of future CJ initiatives will depend in great part on whether Japan can identify those changes and respond to them swiftly.

3. CJ Problems to Be Overcome by the New Strategy

(1) Intrinsic issues

As described in 2. above, the failure to fully share an awareness of the original viewpoints, aims, and aspirations of CJ lies at the root of cases where CJ initiatives have failed to achieve adequate outcomes. Accordingly, the outcomes of CJ initiatives, including policies, have mostly been set out on the basis of the performance of each ministry's measures, such as figures for exports and the number of foreign tourists visiting Japan, without any attempt to use the aims and viewpoints of CJ as the basis for measuring the outcomes of initiatives in either quantitative or qualitative terms. There is a lack of widespread recognition of the essential significance of CJ, namely that securing global empathy for Japan's various distinctive characteristics, increasing the number of people who perceive them as valuable, and facilitating further CJ discoveries and co-creation will enable Japanese culture to spread across the globe, thereby enhancing Japan's soft power and brand power, which will have benefits of various kinds for the Japanese people, for Japanese companies, and for Japan as a whole. This has given rise to the kinds of problems described below.

(2) Global perspective

Precisely because it is an initiative that starts from the perspective of the world, as its audience, CJ involves gaining the empathy of foreign nationals, achieving positive outcomes, and opening up possibilities for further spread. However, in many cases to date, there has not been a strong awareness of global perspectives, leading to the following problems as a result.

(i) Preferences of people in other countries differ from those of Japanese nationals

People around the world have histories, cultures, religions, customs, languages, values, predispositions, and perspectives on the world that differ from those of Japanese nationals. An adequate awareness of this fact has often been lacking in CJ initiatives to date. While we speak of "people around the world," the fact is that this phrase

encompasses infinite diversity and there are huge differences between individual countries and regions stemming from each having its own unique history and culture. However, in many cases, they are lumped together as “foreign nationals,” without an adequate awareness of the differences between them.

Proof of this can be seen in the lack of basic data relating to CJ. There are many data points and analyses relating to foreign nationals, and relevant ministries, agencies, organizations, and private sector companies carry out the analyses required for the operations relevant to them. However, there are hardly any basic data or analyses that transcend industry type from a CJ perspective, of the kind needed to increase global empathy by identifying what kind of people in which places find which aspects of Japan appealing and why, how they behave or want to behave, what information they want, how individuals change over time (as they learn more about Japan), how the overall situation and individual aspects change over time, and what are the trends serving as signs thereof.

(ii) Recognition of qualitative changes among foreign nationals

Through increases in the number of visitors to Japan and the growth of media, qualitative changes in foreign nationals have become apparent as more foreign nationals have had increased opportunities to come into contact with Japan. Foreign nationals who have gained a deeper knowledge of Japan are increasingly focusing their expectations on the more profound aspects of Japan, rather than the superficial elements seen to date. If we fail to spot these qualitative changes among foreign nationals and do not meet their changing and evolving expectations, the disparity between the value foreign nationals with an interest in Japan expect and the response by Japan will widen as a consequence, leading to the possibility that foreign nationals’ hopes might turn to disappointment.

(iii) Consciousness of collaboration with foreign nationals

Needless to say, collaboration with foreign nationals both within Japan and overseas is an essential part of incorporating foreign nationals’ perspectives and knowledge into

CJ initiatives. However, foreign nationals have so far been regarded as guests/customers rather than collaborative partners, so their knowledge has not been fully leveraged in CJ initiatives.

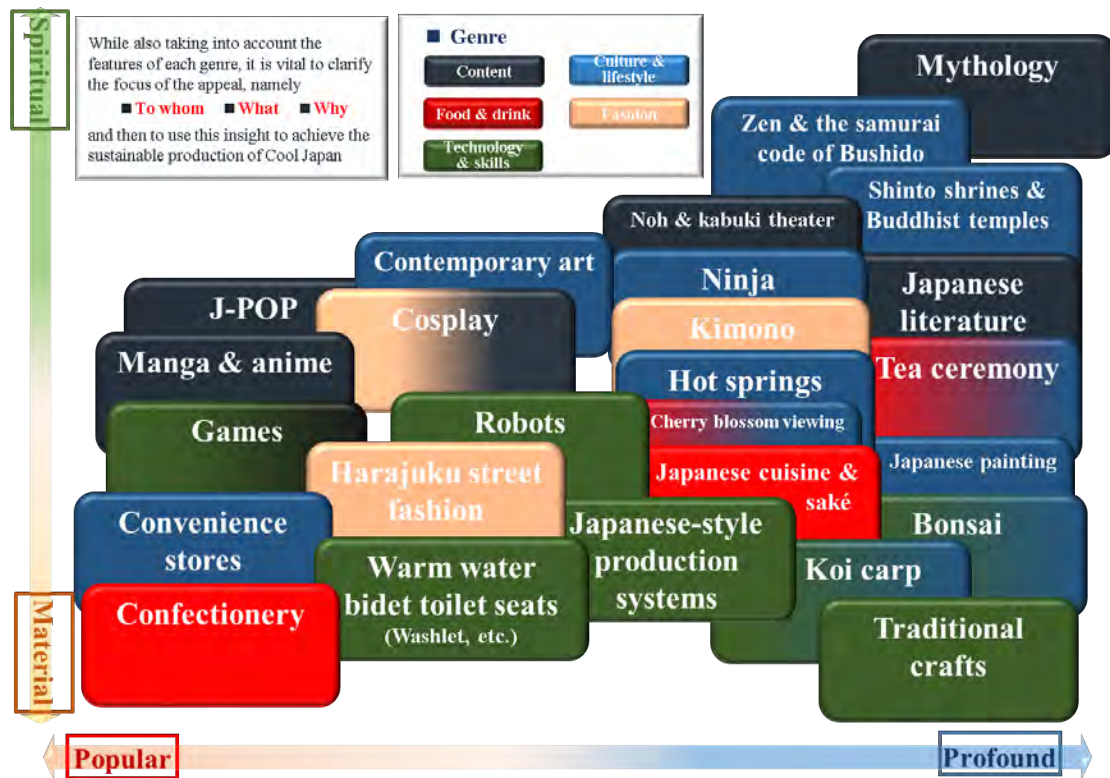
(3) Product-out mindset

Given that CJ comprises the attractions of Japan that the world regards as being cool, it is not Japanese people, but people around the world who are the arbiters of what is cool. As such, CJ is by its very nature an initiative based on the perspectives of people across the globe. However, so far, CJ has been based on a “product-out” mindset—a product-oriented approach that seeks to market to the world things that Japanese nationals have devised, which appear acceptable from a Japanese national’s perspective, with few activities based on the “market-in” approach of starting from the perspective of people in other countries. The product-out attitude goes beyond the deployment of individual products; it has a tendency to endorse the status quo, resulting in an attitude that does not seek to change the current situation. Consequently, it introduces problems in various settings, including probing Japan’s attractions in greater depth, building partnerships with stakeholders, and disseminating information.

(i) Wide-ranging gateways and depth

Japan has a multitude of attractions, ranging from the spiritual to the physical, and from the profound to the popular (Figure 4). These serve as gateways via which foreign nationals develop an interest in Japan, and the breadth of those gateways is a major strength for our nation.

(Figure 4) Examples of Japan's attractions



At the same time, a side-effect of the large number of attractions is a tendency for CJ initiatives to focus on existing content acceptable to the domestic market, with ideas tending to be excessively reliant on such content. As a result of principally exploring popular tourist spots and products with good sales, based on the viewpoint of considering what will sell well, efforts to create depth by exploring the background to Japan's appeal and using these insights to generate content have not been adequate. Foreign nationals have pointed out that, as many of the current CJ initiatives have focused solely on gateways, promotional efforts have centered on those gateways, giving rise to a rather flimsy, two-dimensional image of Japan, rather than highlighting a three-dimensional Japan with both breadth and depth. If Japanese nationals continue failing to drill down into the essential nature of their country's attractions and to learn about them, there is a risk that Japanese nationals themselves will lose sight of the essence of Japan's profound appeal.

(ii) Collaboration among stakeholders

As initiatives based on a market-oriented approach progress and those implementing them drill down deeper into the essential elements of content that resonates with people around the world, the need to blend the knowledge of even more people to build stories will become apparent. The knowledge, experience, and abilities of those creating individual pieces of content are not enough on their own in many cases, so collaboration by various stakeholders spanning the public and private sectors is becoming increasingly important.

Initiatives aimed at promoting collaboration among stakeholders that include central government ministries and agencies are already being implemented and some collaborative endeavors are already making progress. However, most are focused on collaboration in the context of one-off projects and events, without achieving any breadth or depth that will enable this collaboration to continue thereafter. Moreover, even at events and in other situations where stakeholders ought to collaborate while promoting Japan as a whole, there are cases where stakeholders compete with each other rather than against other countries, asserting their own legitimacy and superiority. For example, we have seen events that have lacked impact, both in terms of individual content and of promoting Japan as a whole, with similar booths placed side by side without any use of themes. Thus, it would be hard to say that effective is taking place.

When it comes to the attractions in various parts of Japan, too, there is a lack of collaboration, both interregional and intraregional, with attractions mostly being promoted on an individual basis.

At the policy level, there are issues with collaboration between relevant ministries and agencies, between central and local governments, between the public and private sectors, and among individual policy measures. Despite the appointment of Regional Producers and CJ Ambassadors, and the assembly of an advisory board of influential figures, even the Cabinet Office itself could not be said to be providing effective leadership in horizontal collaboration. While initiatives to date have cultivated many personnel and ideas, they have not been organically linked and, as a result, Japan is not reaching its potential.

(iii) Efforts to communicate and the results in terms of being understood

Although efforts to communicate Japan's appeal overseas are intensifying, it cannot really be said that its ability to appeal to people around the world is high. A number of features of the way in which Japanese people communicate can be cited as the root cause of this.

For example, some providing feedback have expressed the view that Japanese people tend to try to communicate what they want to say, focusing on their passion for technical details or products, and other aspects into which they put the greatest effort, rather than focusing on the concerns of their audience. There are many cases in which demonstrating a little creativity in tailoring the message based on an awareness of the specific purpose could substantially increase the power of the appeal. This could include preparing easily understandable gateways to capture the audience's interest, according to their knowledge and interests, as well as providing in-depth knowledge to further deepen their interest.

Take, for example, the wooden straws that became a topic of conversation after being used at this year's G20 meeting in Japan. As the problem of plastic waste is a much talked-about issue, it is highly likely that presenting "a product that addresses the problem of plastic waste" as the initial gateway will capture people's attention and evoke empathy. Then, there is a strong possibility of securing even greater appreciation for the product by formulating and explaining stories tailored to the audience's interests, which provide greater depth by highlighting such elements as the outstanding artisanship required to produce the straws, the advantages of wood, and the effects of using wood. Rather than simply providing a long list of the advantages of a product from a Japanese person's perspective, developing gateways that attract the interest of foreign nationals will increase the appeal of wonderful ideas and products. Gateways are particularly crucial in the digital age, and the global perspective is such that unless one can open up a gateway in the form of "measures to combat plastic waste," one will not be able to pique the audience's interest in all the other advantages of the product, such as its artisanship.

Moreover, Japanese people have a tendency to pursue accuracy in every detail to excess, often resulting in the creation of long, confusing stories, which are told using too many documents and complex diagrams. There are many differences between Japanese and foreign nationals in terms of their preferences regarding such matters as the use of color and the ratio of text to photographs and video, but examples of consideration being given to non-Japanese preferences are few and far between. While the effort to communicate is vital, what is even more important is the result, in terms of being understood by one's audience, so one must devise the most appropriate means of communication for the audience concerned.

(4) Creative approaches to communication

(i) Leveraging stories

The use of stories has various advantages that go beyond effectively spreading the word about attractions. Creating stories based on Japanese history, traditions, or culture offers an opportunity to learn about Japanese history and to discover or rediscover the essence of Japan's attractions and their background. It also leads to human resource development. The various elements in stories can serve as a catalyst for collaboration spanning industries and regions, and can result in the creation of new value.

For example, castles are a leading form of Japanese content. While there are already introductions to individual castles and tie-ups with local specialties from the surrounding area, creating stories from a variety of angles—such as the architectural period, construction methods, and the warriors who established it as their domain—can lead to the discovery of elements that tie into castles in other regions and to wide-ranging interregional partnerships.

The Guidelines for Narrating Japanese Culture compiled in 2018 as a result of a project commissioned by the Cabinet Office provide tips on storification based on linking together content focused on different fields and periods through a number of concepts rooted in Japan through the ages. For example, the concept of “*kabuku*” has its roots in the Jomon period culture of fire. Via the *junihitoe* layered ceremonial court kimono of the Heian period and the Kinkakuji golden pavilion built during the

Muromachi period, it is linked to the kabuki theater of the early Edo period, and its extravagant splendor is upheld today in contemporary art and pop culture. Precisely because CJ has so many gateways, presenting numerous stories of this kind has the potential to increase the number of foreign nationals who discover the allure of fields beyond their own gateway.

Although leveraging stories has many advantages, stories with depth and breadth have not been adequately used in CJ initiatives to date. Some have pointed out that, in Japan, people with the most outstanding abilities and achievements tend not to want to talk about themselves, as can be seen from the Japanese saying “*iwanu ga hana*” (the most beautiful flowers say nothing). Most notably, there is a view with regard to artisanship and the like that one gains mastery by watching one’s predecessor’s back, and there is also a strongly rooted mindset that people capable of understanding will understand by watching. While Japanese people are not used to turning intangible knowledge into a visible form, it will be hard to gain empathy and spread CJ initiatives unless we visualize intangible knowledge and communicate it in the form of stories.

(ii) Efforts to spread the word tailored to the age of digitalization

Digitalization and globalization have increased the pace at which information spreads worldwide. It is easier than ever to search and access the information one wants to know and anyone can engage in two-way communication that spreads the word at any time. Amid this situation, it is both possible and necessary to use stimulating media and moving content based on an awareness of the audience to spread the word, as well as to ascertain their response as needed through communication with the audience, while exploring more effective methods and content. As digitalization advances, real-world experiences are growing in value, so there is a need to increase value by combining the virtual and real worlds effectively.

Despite these environmental changes, efforts to spread the word about CJ initiatives still do not demonstrate an awareness of the audience, in many cases, such as websites that are simply direct translations of content aimed at Japanese nationals. Even in situations where influencers and various forms of social media are used, one cannot

necessarily say there are many examples of success.

In the case of influencers in particular, those planning initiatives can become obsessed by using an influencer, even though their influence varies wildly from one individual to another. Without an awareness or analysis of the actual influence of an influencer, effective communication of the message can fail. Social media, too, cannot be said to be effective without adequate analysis of such matters as communication methods and preferences of the target audience by country and age group. Furthermore, there are still few examples of effective communication using new media that have managed to establish networks in every part of the globe. While one does see initiatives that leverage real-world experiences, such as interactive events, one cannot say overall that efforts to spread the word have been tailored to the digital age.

4. Aspirations

To eliminate the problems identified in 3. above, ensure that future CJ initiatives achieve bigger results, and maintain and development further, we must seek to ensure that all stakeholders—and indeed, the entire country—share an understanding of the aims of CJ, promote initiatives based on the market-oriented approach of starting from the perspective of the global audience, pursue the breadth of range and depth that are CJ's innate strengths, and communicate all this effectively, while ensuring that people worldwide develop a more profound interest and choose for themselves to participate in CJ activities as fans of Japan.

(1) Shared understanding of CJ's aims and viewpoints

(i) Sharing an awareness of what CJ aims to achieve

As stated in 3. above, CJ is an initiative that seeks to enhance Japan's brand power through global empathy with Japan's various distinctive features, and to increase the number of foreign nationals who have an interest in Japan, understand and respect Japanese traditions and culture, and feel affection towards Japan (Japan fans).

While CJ initiatives are a form of branding strategy for Japan as a whole and this in itself will have economic benefits for the nation, CJ goes beyond this in aiming to facilitate various public and private sector initiatives by increasing the number of Japan fans both at home and abroad, as well as seeking to enhance Japan's soft power and achieve the continuation of Japanese traditions and culture for future generations.

As such, the starting point for CJ initiatives needs to be people around the world, their viewpoints, and the question of how to gain their empathy. Establishing more widespread shared awareness of CJ's aims and viewpoints, including positive impacts on Japan itself, will help to foster a unified understanding among stakeholders and thereby increase the quality and precision of CJ initiatives.

(ii) Measuring the outcomes of CJ

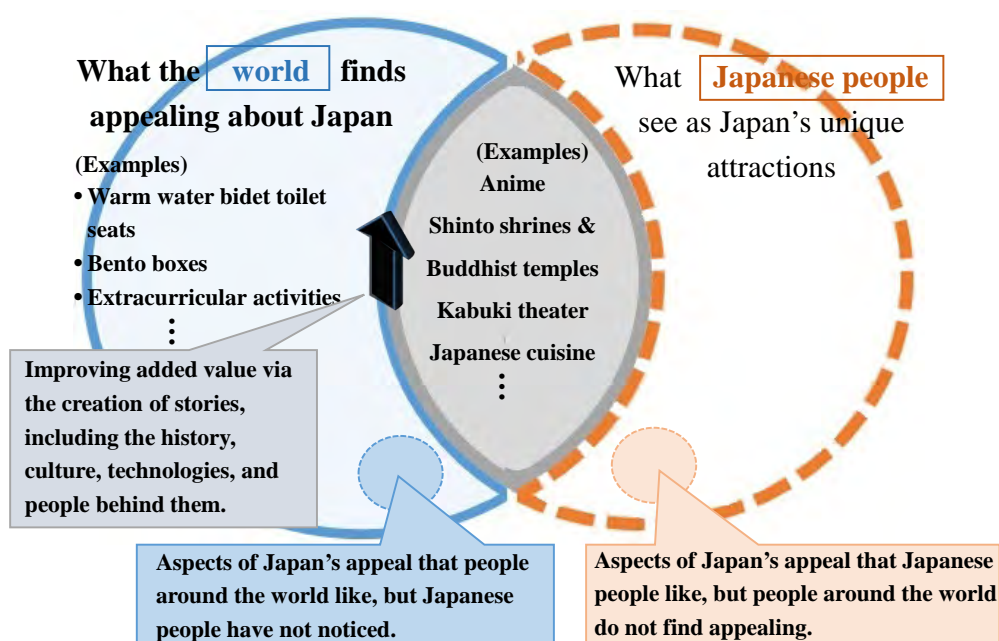
In addition to the aims and viewpoints of CJ, it is also necessary to share approaches and indicators for appropriately measuring its effects. While the global empathy on

which CJ initiatives hinge is a rather elusive concept, it would nonetheless be desirable to measure that empathy in some kind of form. It is necessary to be proactive in leveraging new approaches, such as initiatives based on using AI to evaluate reactions associated with empathy and appeal on social media, while employing trial and error in establishing appropriate indicators and methods of measurement, measuring the effects, and reflecting them in future initiatives.

- (2) Overcoming the product-out mindset to focus on the global perspective as a starting point
 - (i) Understanding and maintaining an awareness of the differences in global and Japanese perspectives

As shown in Figure 5, Japanese people's perspectives differ considerably from those of people around the world. For example, many of the things that Japanese people see as Japan's unique attractions are not regarded as such by people in other countries; conversely, people across the globe appreciate many things about Japan other than those which Japanese people like. It is necessary when undertaking CJ initiatives to first understand and be conscious of the differences between Japanese and global perspectives.

(Figure 5) Global perspectives and Japanese perspectives



(ii) Analyzing and sharing basic information to ensure global perspectives form the starting point

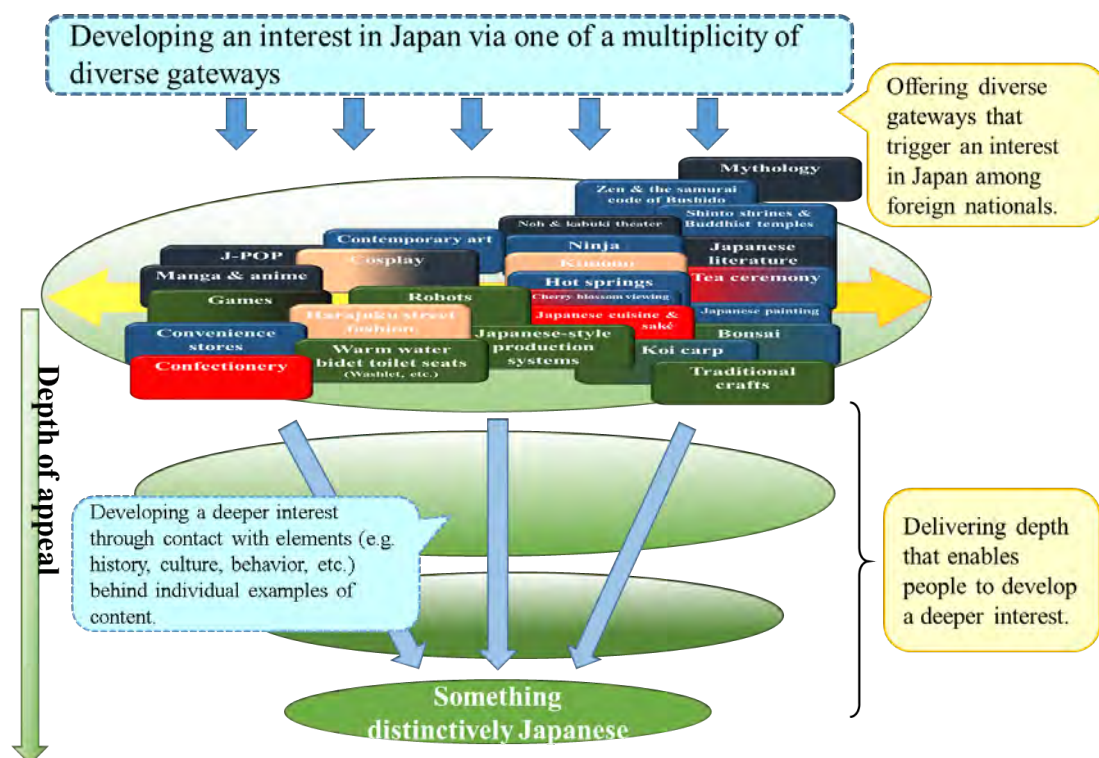
To ensure that global perspectives form the starting point for initiatives, it is necessary to gather and analyze fundamental data on markets and industries, and on major changes in the interests of people worldwide, and then to share the findings with a wide audience. However, there is a lack of such basic data at present. Going forward, it will be necessary to continually gather basic data with the collaboration of stakeholders, cultivate personnel capable of analyzing that data, and then share the results of their analyses widely.

(3) Continuing to pursue both breadth in gateways and depth

For many foreign nationals who shared their views with the Cabinet Office, specific content such as food and anime serve as gateways to their developing an interest in Japan; “something Japanese”—including the unbroken thread of Japan’s history, traditions, and culture since Jomon times, and Japanese behavioral patterns—underlying

these things arouse empathy in them, causing them to develop a love of Japan. In a 2017 survey commissioned by the Cabinet Office (Survey of Foreigners' Attitudes for the Reproduction of Cool Japan), one can see a tendency for people who developed an interest in Japan via a diverse array of gateways to also develop interests in other fields as well, and to gradually become interested in the more profound aspects. In many such cases, "something Japanese" that Japanese people are prone to forget about because they take it for granted often underpins these more profound aspects, representing the essence of Japan's appeal. As shown in Figure 6, one of Japan's unique strengths is the ability to maintain and expand the breadth of the "gateways" via which people develop an interest in our nation, while further increasing their interest by showing them the depth to be explored therein, so leveraging this strength will be essential to ensuring the sustainability of CJ.

(Figure 6) Pursuing diverse gateways and depth



(i) Maintaining and expanding the breadth of gateways

To capture the interest of as many people around the world as possible, it is first

necessary to provide a wide range of gateways. As shown in Figure 6, Japan already has an abundant variety of such gateways. Rather than staying within the boundaries of existing attractions and content that typically springs to mind, being more proactive in using new fields such as e-sports as gateways will make it possible to keep expanding the available range of gateways.

Regional Japan in particular has numerous attractions that represent the essence of Japan's appeal ("deep Japan"), but because they are taken for granted in those regions, locals often lack a full awareness of their appeal and have not brought it to light. The failure to document knowledge also means there is a risk of its not being passed on, and even where it can be transmitted, the methods used for communicating it to the world are unsophisticated.

Furthermore, many people in provincial Japan have pointed out that they perceive CJ as an initiative focused on selling traditional crafts and pop culture overseas, and therefore being irrelevant to them. For example, outstanding manufacturing technologies and the meticulous thoughtfulness underpinning them are the very essence of CJ, so there is potential for SME operators in the manufacturing field to play an important role in CJ. Leveraging attractions in Japan's provinces will be essential for regional revitalization, and it is necessary not only to encourage further involvement in CJ initiatives by local people, but also to link this into promotion of the region as a whole, by such means as rediscovering its attractions, creating stories, and devising ways of spreading the word about them.

Additionally, Japan's distinctive features include not only individual products and services, but also such attitudes as kindness to elderly and disabled people, consideration for the environment, and a willingness to pursue safety and reliability, all of which can be seen in the public transport system and many other Japanese social systems. As such, it will be possible to use approaches to the SDGs as an influential gateway offering a great deal of common ground.

(ii) Creating depth

Foreign nationals who have passed through these diverse gateways to Japan go on to

pursue the depth beyond that content. Some have pointed out that having too strong an interest in merely selling content makes it impossible to fully explain the history, culture, nature, customs, people, skills, and predispositions behind that content, and that there have been cases in which foreign nationals seeking depth have been disappointed as a result. If, rather than focusing on the superficial aspects of content, stakeholders can explain the underlying essence or depth based on the interests of their audience, they will be able to further deepen people's interest in and affection for Japan.

To offer such depth, Japanese people themselves will need to get to know Japan in greater depth, including demonstrating a sense of curiosity about things familiar to them and things that they take for granted. In doing so, tapping into new knowledge and viewpoints through collaboration with foreign nationals and people in different industries and regions will be of great assistance.

(iii) Achieving synergies through stronger partnerships

The matters described in (ii) above mean using efforts to enhance the individual to strengthen the whole at the same time, by promoting efforts to enhance individual initiatives, while simultaneously bolstering horizontal collaboration between regions and industries. If a process can be established in which collaboration by entities with various ideas and viewpoints adds depth and breadth that extends to other fields, rather than locking those entities into their original specific field of content, and if this then leads to enhancing individual initiatives by bringing about the discovery of further value, the enhancement of those individual initiatives will strengthen the whole, while horizontal collaboration will also enhance the individual, thereby putting in place an environment that generates synergies between the individual and the horizontal.

In doing so, it might also facilitate collaboration based on the linkage of things that at first glance might appear unrelated, but which have common elements rooted in history and tradition, as in the case of "*kabuki*" in the aforementioned example (Figure 6), or might, conversely, make it possible via the process of collaboration to identify links not immediately apparent. It would be fair to say that these unseen elements and background factors are closely related to the essence of Japan's appeal that evokes

global empathy, and have aspects that other countries cannot easily emulate.

If relevant government ministries and agencies can engage in such collaboration more consciously than before, they can expect to see this approach spread further to initiatives by relevant business operators and local government bodies.

(iv) Incorporating global perspectives

In ensuring the sustainability of CJ while promoting efforts to strengthen both the individual and the whole, it will be important to incorporate global perspectives via collaboration with foreign nationals who are Japan fans. Collaboration with Japan fans can be expected to result in new discoveries that have gone unnoticed by Japanese national and insights into essential aspects that they had forgotten. If the resources that exist in Japan can be honed through collaboration among numerous stakeholders and an environment in which the creation of new value takes place naturally can be put in place, then it will likely be possible for CJ to continue being constantly refined, ensuring that it exudes evergreen appeal and giving it sustainability and the ability to continue developing.

(4) Honing the ability to communicate in a way that is heard

(i) Encouraging the creation and use of stories

In efforts to create depth in individual fields, boost interest in fields other than the gateway field, and promoting collaboration among stakeholders, it is vital to create and tell easily understood stories. Rather than leaving the creation of stories up to others, it is crucial to formulate one's own hypotheses, investigate them, and create and use stories based on global perspectives, tapping into one's own interests and the questions raised by people around the world as a guide.

An effective approach to making it easier to create and use stories would be to put in place an environment that would make it possible to gather knowledge and data in such a way that it could be widely accessed by entities involved in CJ. This knowledge and data would include knowledge about a wide range of matters, such as Japanese history, traditions, culture, nature, lifestyle, and people; the interests and preferences of foreign

nationals; and examples of success and failure in leveraging stories, and associated lessons. Moreover, in addition to pursuing human resource development, such as holding contests for high school students and other young people, and for foreign nationals, it will be necessary to develop networks of the personnel required for creating and using stories, such as designers and foreign nationals, primarily Japan fans.

(ii) Devising ways of spreading the word tailored to the digital age

Stories do not necessarily have to be told in sentences and paragraphs of text. In our modern age, in which digitalization is transforming the dissemination of information, it is possible to tell stories using paintings, manga, and short films, among other media. Moreover, as mentioned in the example of the wooden straws, the importance of gateways is growing in the age of digitalization, so there may be cases in which, rather than stories, using an approach based on putting together a cluster of short films or audio pieces would be more effective as a gateway for capturing people's interest.

While the development of social media has made the transmission of information easier and more diverse, the methods involved and resultant effects are more complex. To make effective use of the increasingly complex information dissemination and transmission networks in this age of digitalization, it will be necessary to devise such measures as using platform-based media, for example. As well as attempting to coordinate with new initiatives, such as analyzing appeal with the aid of AI, it will be important to explore effective methods that change in response to changing times, such as proactively utilizing cutting-edge technologies, including 5G and VR.

Among the foreign nationals with global influence are many who spread the word about their love of Japan. Within Japan, too, there are numerous people who promote Japan's attractions overseas. Substantial effects can be expected if collaboration with them can be achieved in a realistic form.

Furthermore, in light of the growing value of real-world experiences, it is vital to disseminate stories while maintaining an awareness of synergies between the virtual and the real worlds.

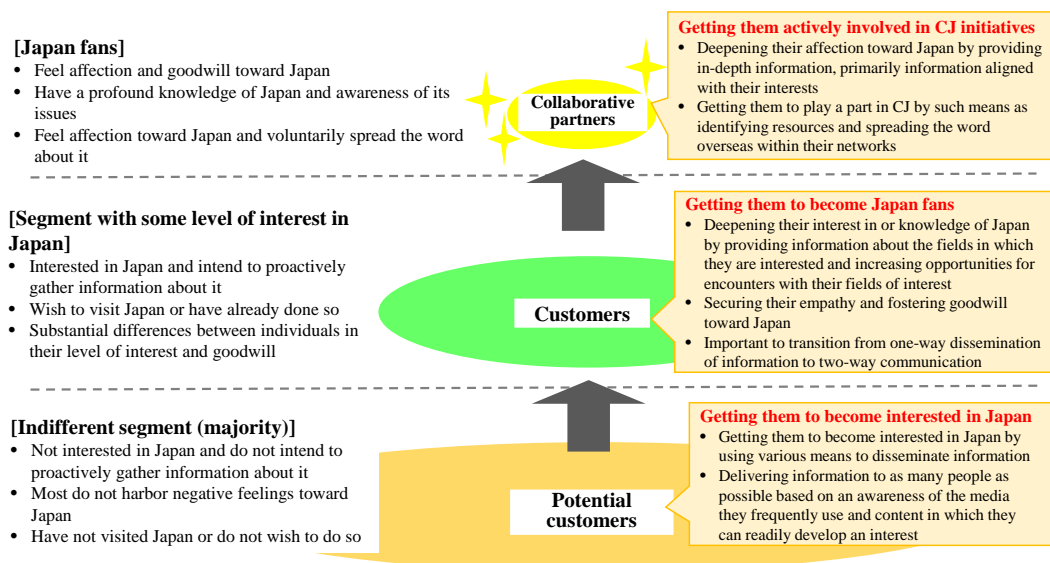
(5) Leveraging breadth and depth to strategically increase the number of Japan fans

Increasing the value of exports of Japanese products and the number of foreign tourists visiting Japan are not in themselves aims of CJ; rather, it seeks to boost the number of both domestic and overseas Japan fans who empathize with Japan and feel affection towards our nation. It is important to strategically increase the number of Japan fans by leveraging the breadth of its gateways—one of Japan’s distinctive features—to elicit interest on the part of as many foreign nationals as possible. Furthermore, it is vital to show those who then pass through those gateways the depth to be explored therein, foster a more profound interest in and affection for Japan among them, and work in partnership with them to further expand and reproduce Japan fans. Increasing the number of Japan fans has tremendous advantages for the Japanese people, for Japanese companies, for regional Japan, and for the implementation of various policy measures by relevant ministries and agencies. In doing so, it will be necessary to strategically promote efforts through collaboration among stakeholders.

(i) Fully analyzing targets and approaching them with an awareness of the objectives

To increase the number of Japan fans, it will be necessary to analyze the attributes of people across the globe, including their backgrounds, interests, expectations of Japan, and points of contact with Japan, while adopting an effective approach based on an awareness of the objectives. For example, when classifying people around the world into the three categories of “People with low interest in Japan (indifferent segment),” “People with some interest in Japan (interested segment),” and “Japan fans,” we can see that the effective approaches and roles expected of each differ (Figure 7). Going forward, it will be necessary to increase the number of Japan fans by transforming the indifferent segment into the interested segment, and the interested segment into Japan fans, while also taking into account differences in the attributes of people from different countries, and then to work in partnership with Japan fans.

(Figure 7) Responses tailored to the attributes of foreign nationals



(ii) Fully analyzing the attributes of the content to be disseminated

In strategically approaching people around the world, it is necessary to fully analyze the attributes of the content to be disseminated, rather than simply analyzing the audience. For example, the audiences (and size thereof) who will be receptive to content relating to Japanese cuisine, pop culture such as music and anime, and traditional culture are likely to differ considerably. It will be necessary to differentiate between content appropriate to be disseminated as a gateway to attract the interest of foreign nationals, and content suitable for dissemination to deepen that interest, and thereby ensure effective dissemination.

Many soccer players from other countries have stated publicly that they were influenced by Japanese anime about soccer; this is because they came into contact with such anime on television at home or with manga at a young age. To increase the number of Japan fans from a medium- to long-term perspective, it is crucial to create an environment in which future generations of young people around the world can readily encounter Japanese content.

(iii) Responding to the diverse needs of foreign nationals

One of the most effective means of increasing the number of Japan fans will be to

have foreign nationals visit Japan, so that they come into contact with Japanese people and the attractions of Japan's various regions. Foreign experts have also highlighted the importance of regional attractions and having local people talk about them. Accordingly, the policy measures focused on inbound tourism being undertaken by relevant ministries and agencies, most notably the Japan Tourism Agency, are also important from a CJ perspective. Foreign nationals visit Japan for many different purposes, including shopping, sightseeing, study abroad, and work. A growing number gain a deeper knowledge of Japan with each visit, and therefore expect Japan to offer them something even more special. Thus, a key task in responding to the diverse needs of foreign nationals is to provide content that increases satisfaction, targeting, for example, foreign nationals who are willing to spend more money in order to experience a higher level of Japanese value or enjoy Japan's appeal at a more profound level, foreign nationals keen to enjoy night-time entertainment, and foreign nationals interested in Japan's unique historical and cultural attractions. Visits to Japan provide an opportunity to increase the number of Japan fans, so to ensure that foreign nationals' hopes do not turn to disappointment, it is necessary to gradually enhance services and businesses that take account of their diverse needs, while also fully leveraging Japan's breadth and depth, and keeping continuity in mind.

(6) Encouraging the long-term stays by foreign nationals required from a CJ standpoint

In ensuring the sustainability of CJ initiatives, it will also be crucial to ensure that highly talented foreign nationals in a variety of fields stay in Japan long term for work and the like. Foreign nationals who have come into contact with the more profound aspects of Japan's appeal through long-term stays can be expected to cooperate with CJ initiatives within Japan. Moreover, even after leaving Japan, they can be expected to contribute to capturing even more Japan fans by spreading the word about Japan's appeal to further expand it overseas. As the focus of CJ expands, the scope of foreign nationals who are crucial from a CJ perspective is also broadening, and there are requests to expand the scope of application of statuses of residence to further encourage long-term stays in Japan by such foreign human resources.

From the CJ perspective, what is important is for Japan to put in place an environment that encourages talented foreign nationals to gather in Japan and engage in creative and various other activities, by putting out the positive message that Japan is keen to accept and use talented foreign nationals from across the globe. Accordingly, as well as ensuring the spread of information provision initiatives being undertaken by various ministries—such as the Foreign Residents Coexistence Center (tentative name)*—from a CJ perspective as well, it is necessary for relevant ministries and agencies to work together to consider such matters as the acceptance of foreign human resources and improvement of associated operational efforts, while also striking a balance with public feeling and safety considerations.

*Due to begin operating in FY2020, this center will bring together the consultation service functions of relevant administrative bodies, and provide foreign nationals, individuals and organizations supporting them, and the consultation services of local government bodies with a one-stop service through which they can obtain accurate information.

5. Direction of measures

(1) Building consistent nationwide frameworks and ensuring they function

Many ministries and agencies are involved in CJ policies; the Cabinet Office takes charge of overall coordination, while individual ministries and agencies handle individual projects. Given the breadth covered by CJ, it is appropriate to maintain the existing division of roles, based on the premise that relevant ministries and agencies will continue to hold responsibility for dealing with fields under their jurisdiction. If, when implementing CJ-related policies, these ministries and agencies can ensure a greater shared understanding and consciousness of not only their own policy objectives, but also the objectives of CJ, they will likely be able to ensure greater consistency in CJ policies as a whole and thereby enhance the quality of those policies. The Cabinet Office will play a central role in implementing the following initiatives, to increase the consistency of CJ-related policy measures by the government as a whole, and further boost their effectiveness from the perspective of CJ.

(i) Clarifying and sharing the aims of CJ

The Cabinet Office will ensure a shared understanding that, rather than solely pursuing direct, short-term economic effects, CJ is a policy that aims to increase the number of Japan fans both within Japan and overseas who empathize with the various aspects of Japan's appeal and feel a sense of affection toward Japan, and which pursues collaboration with Japan fans to expand the number of such fans and reproduce them, in order to create a situation in which Japanese culture, ways of thinking, and the goods, services, and content that embody them become more widely accepted across the globe.

(ii) Developing frameworks for collaboration by relevant ministries and agencies

The Cabinet Office will implement the following initiatives to strengthen frameworks for collaboration by relevant ministries and agencies.

- Under the supervision of the Intellectual Property Strategy Headquarters, medium- to long-term CJ policies and short-term policy measures will be mapped out in the Intellectual Property Strategic Program and this strategy will be executed.
- The Cool Japan Inter-ministerial Liaison and Coordination Committee will be abolished and the CJ Strategy Council (tentative name) established, consisting of the Minister of State for CJ Strategy and State Ministers from relevant ministries and agencies. Under this committee, a new framework consisting of bureau directors-general and divisional deputy directors-general from relevant ministries and agencies will be set up, in order to establish a shared understanding of this strategy and implement consistent policy measures. The Cabinet Office will strive to ensure collaboration across the whole of government, by such means as promoting communication via adequate discussion with relevant ministries and agencies, while increasing the frequency of information sharing, including routine exchanges of opinions and status updates.

(2) Achieving greater depth in vertical initiatives (focused on individual fields and regions)

The appeal of individual fields and the attractions located in the various regions of Japan form the basis of efforts to promote CJ initiatives. Delving into their origins will not only create depth based on the essence of Japan's appeal, but also serve as the catalyst for partnerships between fields, within regions, and with other regions.

Most of Japan's attractions are located in provincial areas, so it is vital to encourage proactive participation by Japan's regions in order to ensure the sustainability of CJ. Accordingly, it is necessary to ensure adequate permeation of an understanding of CJ's significance and objectives. However, in light of feedback that, for most people, CJ is a new field involving new ways of thinking, the Cabinet Office will work in partnership with relevant ministries and agencies while taking care to appeal effectively to people in provincial Japan by leveraging as gateways policy measures that these stakeholders will readily accept, including intellectual property creation education, regional revitalization, and support for SMEs. The Cabinet Office will also put in place an environment in which local governments and regional operators of SMEs can readily address CJ, by such means as sharing basic data and analyses required for promoting CJ, introducing personnel such as foreign nationals with a knowledge of Japan and the designers required to produce appealing regional content, sharing lessons and reflections, and accessing the knowledge needed to leverage stories.

Furthermore, the Cabinet Office will seek to promote the lateral spread of techniques for creating high-quality initiatives, by making effective use of awards and honors to ensure widespread showcasing of advanced initiatives by individuals both within Japan and overseas, as well as by creating, compiling, and disseminating their stories.

(3) Creating frameworks to strengthen wide-ranging collaboration

(i) Building loose networks

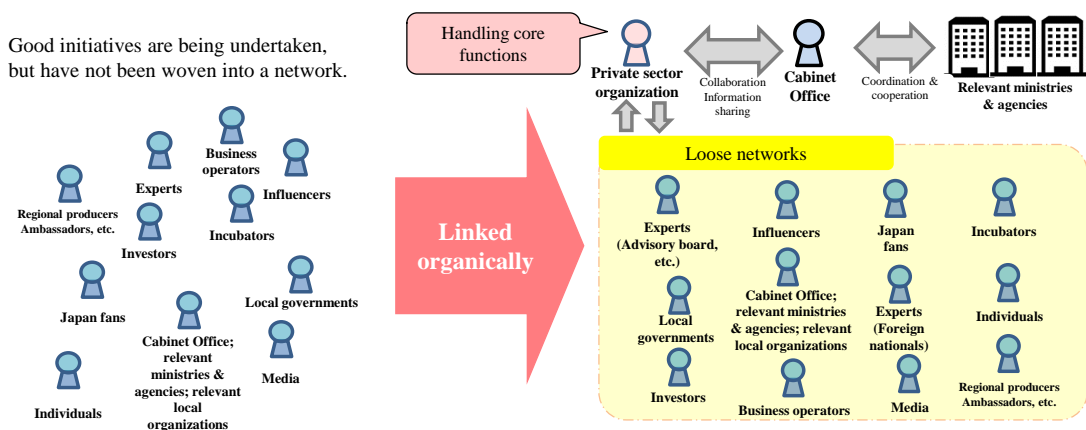
By organically linking members of the CJ Public-Private Partnership Platform and stakeholders implementing CJ-related initiatives both at home and abroad, we will build loose networks that encompass numerous stakeholders and thereby strengthen not only collaboration within individual fields, but also horizontal collaboration spanning multiple fields and regions. In the future, the Cabinet Office will aim to ensure that these

networks become infrastructure that generates new initiatives targeting a global audience as spontaneous linkages progressively form between various ideas and personnel.

These networks will serve not only as a forum for sharing information and knowledge, but also as a platform for generating new value through collaboration by diverse organizations and personnel, including foreign nationals. The aim will be to voluntarily involve in these networks a diverse array of personnel with a clear enthusiasm for CJ and sense of purpose—including experts, individuals, university representatives, business operators, foreign nationals, local government representatives, media figures, and representatives of relevant ministries and agencies—and to ensure they can exert their abilities in a form that will lead into specific projects and businesses implemented by local governments and business operators. Furthermore, there will be a particular need to seek out and support young people to whom the baton can be passed in future, to ensure sustainability by having them become the leaders for the next generation.

(Figure 8) Framework for strengthening horizontal collaboration

- Need for a private sector organization that functions as a core (e.g. investigation, analysis, and sharing of basic data, and formation of stakeholder networks), in order to build networks of stakeholders and ensure these networks function effectively.
- The Cabinet Office will provide this private sector organization with the necessary support, such as cultivating links with collaborative partners.



(ii) Private sector organization handling core functions

An organization that functions as a core is required to build networks that encompass a wide range of stakeholders and ensure that they function effectively. As CJ is essentially a private sector-led initiative, it is appropriate for a private sector organization to fulfill these core functions, rather than the government. Close collaboration between the private sector organization in question and the Cabinet Office will be pursued to ensure consistency between national government policy measures and the activities of these networks. Rather than promoting individual fields and projects, the role of this core organization will, as a general rule, be to promote CJ initiatives as a whole, by such means as considering the development of networks of stakeholders and policies for effectively promoting CJ initiatives as a whole, and then making proposals to stakeholders as needed.

More specifically, based on the approach described above, this core organization is expected to fulfill the following functions while collaborating with those involved in the aforementioned networks. The first step will involve building up, collecting, analyzing, sharing, and marketing the basic data required for implementing CJ. This will include collecting, researching, and analyzing basic data about such matters as general interests and the status of interest in Japan in each region and field worldwide, the extent to which information about Japan circulates and the media via which it does, and how these aspects are changing. In addition, it will encompass gathering, collating, and analyzing insights such as positive outcomes and success factors identified from CJ-related initiatives in various parts of the world, lessons and reflections regarding cases in which the desired outcomes were not achieved, and knowledge about the essence of Japan that will form the basis for stories. Next, the focus will shift to developing networks of CJ stakeholders, with the core organization discovering entities that are enthusiastic about CJ initiatives and supporting collaboration through such activities as routine exchanges of views with key figures within Japan and overseas, influential entities, and business operators. Moreover, the organization will tap into knowledge gained from the aforementioned research to provide advice on undertaking specific business initiatives or projects. Aside from this, the organization will hold regular general meetings and conferences, through which it will ensure that the objectives of CJ, awareness of issues

relating to initiatives, and lessons are widely shared among stakeholders. In addition, it will seek to build the momentum of CJ activities as a whole and undertake any other activities as needed in regard to creating campaigns to boost the cohesive power of CJ.

The Cabinet Office will provide this core organization with the support required to enable it to fulfill these functions without delay, such as cultivating links with collaborative partners.

(4) Effective initiatives for increasing the number of Japan fans

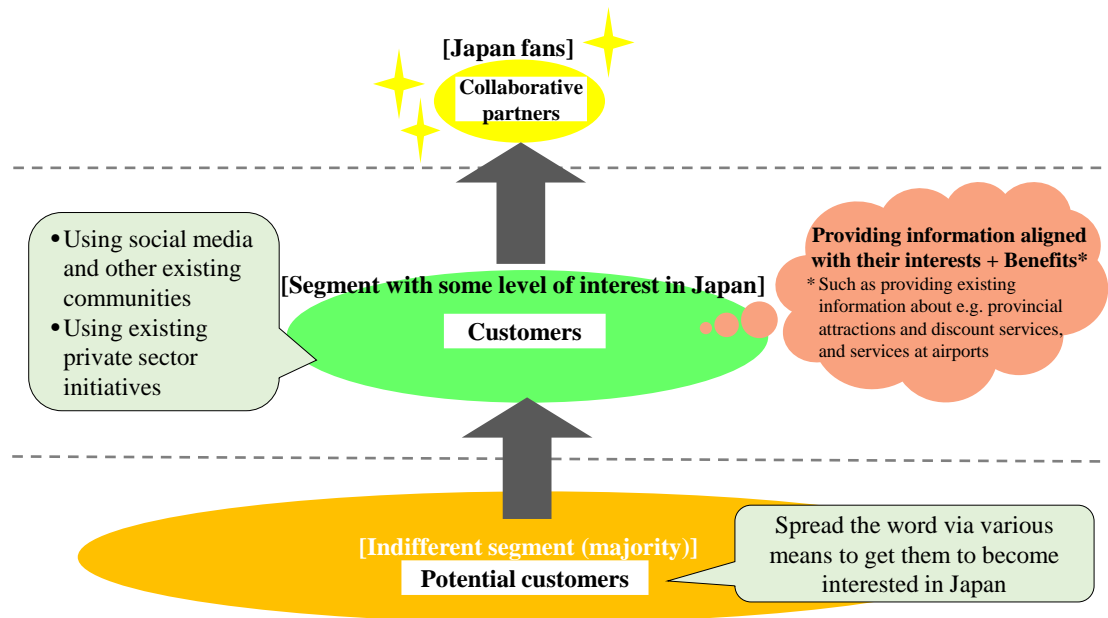
The Cabinet Office will implement effective approaches with an awareness of the objectives, aimed at increasing the number of Japan fans and deepening their empathy. In doing so, the Cabinet Office will gain accurate perceptions of the different interests of such fans and the depth of their empathy, and make it easier for them to obtain information that matches these characteristics.

In increasing the number of Japan fans, it is vital to make good use of the overseas publicity potential and networks of CJ Ambassadors and other stakeholders, and of relevant organizations such as diplomatic missions overseas, JETRO, JFOODO, and the Japan Foundation. As such, the Cabinet Office will bolster collaboration with the stakeholders and organizations. Moreover, working in partnership with existing platforms such as social media, and with service providers that seek to ascertain the interests of foreign nationals, including providers of services for travelers and organizers of otaku events, the Cabinet Office will disseminate information that is custom-made, as far as possible. In doing so, the Cabinet Office will disseminate information effectively, taking medium- to long-term perspectives into account, while analyzing and maintaining an awareness of each piece of content and the appeal of stories related to such content.

In addition to providing information that accords with the interests of foreign nationals, providing things that they regard as benefits is thought likely to be effective in increasing the appeal of CJ initiatives for a foreign audience. These benefits will start with those that are simple and effective, for example, providing information about regions and showcasing existing benefits such as discount services and other special

offers. Consideration will also be given to the provision of benefits for which there is substantial demand among foreign nationals, such as services at airports (Figure 9).

(Figure 9) Visualization of Japan fans



Some have expressed the view that, in addition to the benefits that can basically be provided by the private sector, benefits relating to immigration procedures and status of residence, for example, should be provided. While collaborating with various private sector initiatives, the Cabinet Office will seek to broaden the base of Japan fans, including expanding the focus of government responses, and will also consider collaboration with relevant ministries and agencies on an overarching mechanism for achieving increases in the number of people routinely collaborating with Japan, including individuals who are deeply empathetic toward Japan and individuals who live here. The Cabinet Office will then start by implementing those elements that are feasible (Figure 9).

(5) Initiatives to support the leveraging of intellectual property

As CJ can be described as a branding strategy for Japan as a whole, it is closely related to mechanisms for protecting intellectual property, and the individual content of

which it is composed also has close ties to the intellectual property system. Where advanced technology is crucial to content, patents and trade secrets generally come into play, while design rights are relevant to designs, trademarks to logos and naming, and copyright to content such as music and film. Much of this content can be copied by others, so unless it is appropriately protected by intellectual property rights not only in Japan, but also overseas, it might be impossible to take effective measures against unauthorized overseas use by other parties of content originally created in Japan. A lack of appropriate protection for intellectual property could not only lead to economic losses, but also undermine the business base of the rights holders or even impair the value of the content itself, by allowing low-quality items to creep into the market.

Pirate copies of manga and anime have become a problem in recent years, causing significantly harm to the rights of manga artists and animators, due to deliberate illegal streaming and sharing. This demonstrates that the very foundations of the content business could collapse. Another recent case saw an attempt to take the genetic resources of Wagyu cattle out of the country illegally. The growing risk that the brand value of Wagyu beef increased through efforts by Japanese livestock farmers to improve the breed could be destroyed means there is a need to consider appropriate distribution management in respect of Wagyu genetic resources as well. Thus, from the perspective of sustaining CJ, it is necessary to formulate comprehensive measures from diverse perspectives, centered on the intellectual property system, to combat acts that could wrongfully destroy value or compromise the very survival of Wagyu.

While creating effective protection mechanisms, it is necessary to ensure that CJ content continues evolving by blending it with fresh ideas, and to focus on areas with the potential to create even greater value. Accordingly, the Cabinet Office will at the same time consider mechanisms for further developing CJ by facilitating appropriate use.