

Problems that Japan faces today (現在日本が直面する課題)

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Issues and Concerns: (憂慮すべき問題点)

1) Declining Ranking of Japan's GDP per capita: (一人当たりの国内総生産のランキング低下)

Japan ranks 24th, IMF (2008) \$34,100
18th, World Bank (2008) \$34,009
28th, CIA World Factbook (2008) \$34,000.

Although GDP is not necessarily a perfect index for affluence, it is apparent that Japan's economic power is rapidly falling.

(国内総生産は裕福さの正確な指標ではないが、日本の経済力が急速に劣化しているのは明らか。)

2) Japan's Deteriorating Education (低下しつつある日本の教育)

Japan was a country with a well educated and highly motivated workforce, but not any longer.

(教育程度が高く勤勉な労働力を持った日本——これは昔話)

English education is disastrous

(惨々たる英語教育)

TOEFL (Test of English as Foreign Language)

Japan ranks 27th (the bottom) in Asia, scores 65 out of 120
(cf. Singapore 1st, 100, India 2nd, 91; China, 15th, 76; South Korea 19th, 72;
Taiwan 23rd, 71)

(北朝鮮やモンゴルよりも下、世界中でも日本より成績が悪いのは、アフリカや中近東に二三あるのみ。)

3) Rapidly Declining Industrial Competitiveness. (国際競争力の急速な劣化)

Electronics industry is losing the market share to Korea, Taiwan and others.
(エレクトロニクス製品は韓国、台湾に市場を奪われる)

Why can't Japan produce companies like Microsoft, Apple, Cisco Systems, Yahoo, and Google? What has made the Chinese company Huawei so successful, so fast?
(なぜ日本にはマイクロソフト、アップル、シスコ、ヤフー、グーグルの如き会社が生まれ
ないか？ 中国の華為社はなぜ短期間にかくも成功したのか？)

Why can't Japanese cellular phones penetrate the global market, whereas companies like Nokia and RIM (Research in Motion) are so successful worldwide?
(何故日本の携帯電話は世界市場に入り込めぬのか？ ノキアやRIMの成功の理由
は？)

cf. 宮崎智彦著「ガラパゴス化する日本の製造業：産業構造を破壊するアジア企業の脅威」
なぜ日本の製品が世界で売れなくなったのか！？低価格化、水平分業化の波が「ものづくり
大国、日本」を襲う。

Observations and analysis: (考察)

- 1) Japan's industrial and education system worked well while Japan was in the imitation and catch-up mode, but Japan kept this old system too long.
(模倣と追随の時代に有効であった企業体質や教育システムを日本は余りにも長く、固守し続け過ぎた。)
- 2) Japan's leaders (industry, government and academia) did not recognize the importance nor made serious efforts to produce ideas that could create new industry and jobs.
(日本の指導者達は新しい産業と雇用を生む斬新なアイデアを作り出す必要性を認識できなかった、或るいは真剣に取り組まなかった。)
- 3) Japanese institutions and organizations are closed and inward looking. Many of them do not have visionary leaders and lack the human resources that can create new ideas and new business. Japan has been primarily good at perfecting known technologies.
(日本の機関や組織は封鎖的で内向的であり、ビジョンに欠ける指導者が多い。斬新なアイデアや新しいビジネスを作り出す人材に欠ける。既存の技術の漸進的な改善や完璧化するには長けている。)

- 4) Japanese universities and institutions do not make serious effort to attract and retain top talents from abroad.
(日本の大学や機関は海外の優秀な人材を惹きつけるような努力を真剣に取り組んでない)
- 5) A majority of young Japanese (men in particular) do not seem to have any great ambition, drive, or confidence. Who are to blame?
(日本の若者(特に男性)は野望、やる気、自信に欠けている。誰の責任か?)
- 6) Japan has not taken seriously the critical importance of Ph.D. level education.
(博士課程教育の重要性を認識していない日本)
- 7) Lack of entrepreneurship spirit.
(企業家精神の欠如)

What should Japan do? (日本のすべき事)

1) Improve English proficiency (英語能力の改善)

At the root of Japan's closed and inward-looking culture is the lack of confidence in English communication skill.

(自信を持って英語でコミュニケーション出来ぬのが日本社会の封鎖性、内向性の根源である。)

- a) Overhaul our English education (英語教育を徹底的に見直せ)

Assign to every school a native speaker who majored in English education.
(各学校は英語教育を専攻した英米人を教員として採用せよ。)

- b) Research institutions (universities, government, industrial labs) should use English as a primary language for presentations and documentations, and also in meetings.
(発表や報告書、会議等を英語で積極的に行うこと)

- c) These organizations should hire a native speaker of English as an editor.
(英語を母国語とする人材を英語添削者として採用すべき)

2) Transform Japanese organizations open and global

(外に開かれた、国際化 された組織を目指せ)

Require that key managerial positions be made open to non-Japanese candidates. This should be a requirement for professorial positions and managerial positions in government positions. (大学教授や政府の役員のポジションは外国人も含め最も優秀な人材を採用する。)

Assign a bilingual assistant to a recruited foreigner. (外国人が登用された場合はバイリンガルのアシスタントを付ける。)

- a) Appoint non-Japanese (preferably women) for major university presidents, provosts, and deans. (主要大学の学長、副学長、学部長等に外国人、出来れば女性、を任命せよ。)
- b) Appoint non-Japanese (preferably women) for director and managerial positions at national laboratories. (国立研究所の理事長、理事やマネージャのポジションに、外国人、出来れば女性、を任命せよ。)
- c) Corporations without innovative leaders will perish in global competitions. So, no need to impose the requirements stated above. (革新的を持たぬ民間企業はグローバルな競争で消失するであろうから、上記の条件を課する必要なし。)

3) Strengthen Japanese higher education system, especially Ph.D. level education (日本の大学教育、特に博士課程を強化せよ。)

- a) Aggressively recruit the cream of the crop to graduate schools from the world by offering attractive financial support systems. (魅力ある経済的援助を提供し、世界の英才を積極的に集める。)
- b) Research grant proposals should be written in English so that they can be reviewed internationally. The panel review board should include many non-Japanese. (研究提案書は英語で記述することを義務付け、査読委員や審査委員には海外のエキスパートも多数入れる。)
- c) Graduate level courses should be taught in English. (大学院の講義は英語で行う。)
- d) Offer a course on "How to start your own business" in engineering curriculum. (「自分の事業をどのように始めるか」を工学部の選択科目に取り入れよ。)