

THE Canadian

THE MAGAZINE OF THE CANADIAN CHAMBER OF COMMERCE IN JAPAN

cccj 

Issue 1 2026 ¥900
thecanadian.cccj.or.jp

OpenText
Japan CEO
Denise Miura

OpenText
Interim CEO
James McGourlay

OpenText How a Canadian AI powerhouse became 'Big in Japan'

+
Mark Carney wins hearts in Tokyo
Canadian diplomacy at its finest

Indigenous Canadians become
partners in resource development



CANADIAN CHAMBER OF COMMERCE IN JAPAN
CHAMBRE DE COMMERCE DU CANADA AU JAPAN

“Since 2013, I have had the privilege of serving on the CCCJ’s Honorary Board of Advisors. The Chamber is an excellent organization that fosters bilateral cultural and business communication between Canada and Japan. This communication opens up tremendous opportunities. The CCCJ is also associated with many other chambers of commerce in Japan, providing our members with amazing global exposure.”

- Seiji Omote, CCCJ Honorary Board Advisor



GET CONNECTED
JOIN US TODAY!

CCCJ.OR.JP

Contents

2026 | Issue 1



OpenText: a Canadian 'unicorn' that's surprisingly big in Japan
p. 12

5 Letter from the Chair

Marc Bolduc

6 New Members

8 Canadian diplomacy at its finest: Mark Carney's birthday cake gift to Sanae Takaichi

10 Meet Meabh Reidy, the Chamber's new office manager

11 From the editor

John R. Harris

12 A Canadian AI powerhouse that's Big in Japan. Who knew?

John R. Harris

16 How Indigenous Canadians are becoming partners in resource development

Winton Chou Spaulding

20 Susumu Kaminaga: An aerospace ambassador

Andréanne Parent

22 Two Roads into Medicine: Japan vs. Canada

Dr. Osamu Nomura

24 In summary

A briefing on our main features in Japanese



Meabh Reidy

How Indigenous Canadians are becoming partners in resource development

Photo: CCCJ Chair Marc Bolduc with Mark Podlasly, CEO, First Nations Major Projects Coalition
p. 16

Whirlwind visit:
Prime Minister Takaichi welcomes Mark Carney to Tokyo – and he treats her to cake
p. 9



Image from Mark Carney's Instagram video

Cover photos: Kentaro Masui



www.cccj.or.jp

The Canadian Chamber of Commerce in Japan La Chambre de commerce du Canada au Japon

The Canadian Chamber of Commerce in Japan is a private sector, not-for-profit business organization founded in 1975 to promote the development of commerce between Canada and Japan.

CIC Tokyo
Toranomon Hills Business Tower 15F
1-17-1 Toranomon, Minato-ku,
Tokyo 105-6415
Tel: +81 (0)3 6807-3967

The Canadian is published four times per year.

Editor John R. Harris (Speechwriter Inc.)
Art Director Andrew Potheary (itsumo music)
Board Advisor Kayo Ito

Publisher The Canadian Chamber of Commerce in Japan



@cccjapon



/cccjapon



bit.ly/cccjapon



/cccjapon

Representing some 46 business sectors, the CCCJ is a member-driven, member-focused organization and the longest-serving Canadian chamber of commerce in Asia. With over 400 members, the CCCJ represents a broad cross-section of businesspeople (including entrepreneurs) from Canada, Japan and other countries. The membership encompasses Canadian companies and individuals with ties to Japan as well as Japanese companies and individuals with ties to Canada.

BOARD OF GOVERNORS



Chair

MARC BOLDUC | chair@cccj.or.jp
GEA Japan, Managing Director (East Asia Cluster)



Vice-Chair

PETER ARMSTRONG | vicechair@cccj.or.jp
Partner, DLA Piper



Secretary

RIYO WHITNEY
Ontario Virtual School, Regional Director (Japan)



Treasurer

AI NAKAGAWA
Colliers International



Governor

PAUL BRAGANZA
CEO, Rain Interactive



Governor

SEIJI OMOTE
JK Holdings Co., Ltd.



Governor

TOMOKO EBINE
Senior Manager
Mitsui & Co., Ltd.



Governor

GREG ROZITIS
Invest Alberta



Governor

DONOVAN GORDON
CEO, ELITES 1st



Governor

ANNAMARIE SASAGAWA
Hitachi, Ltd.



Governor

CHRISTIAN HOWES
Counsellor Commercial (Ontario) at
the Embassy of Canada in Japan



Governor

NEIL VAN WOUW
CEO, Vanten K.K.



Governor

KAYO ITO
CEO, NTT Ltd.
Japan Corporation



Governor

JIM ZHANG
Senior Manager
The Executive Centre



Governor

SHAWN LAWLOR
Managing Director
Canada Wood

Letter from the Chair

by **Marc Bolduc**
CCCJ Chair



It's Sunday March 8th as I write, the morning after Prime Minister Carney flew home from Tokyo after a whirlwind 24-hour visit. During meetings with Prime Minister Takaichi, Carney signed a new 'Comprehensive Strategic Partnership' with Japan that aims to deepen ties in defense, technology, critical minerals and energy projects, including LNG, hydrogen and nuclear technologies. In trade and investment, it aims to continue emphasis on identifying new investment opportunities, particularly involving pension funds. The pact also acknowledges the importance of Japanese automakers in Canada.

In effect, this agreement spotlights the CCCJ's critical role in bilateral economic relations. Last month, as you will read in this issue, the CCCJ's Energy Committee, led by Christian Orton, hosted an important seminar at the Canadian Embassy that focused on progress in making Canada's Indigenous communities partners in resource development. This is an important step forward that stands to increase Japanese investors' confidence in Canadian energy and mining projects. Thanks to our sponsors, McMillan LLP, Cassels Brock & Blackwell LLP, the Government of Saskatchewan and Natural Resources

Canada for supporting this event.

This month, our focus will shift to developments in AI and how Canada and Japan can work together. Our March 23rd event will feature a keynote address by Kazuhiko Toyama, a member of our Honourary Board of Advisors, who has recently published a book: "Corporate Strategy in the Age of AX (AI Transformation)." Other presenters will include Frederic Laurin (Mila Quebec Artificial Intelligence Institute) and Rosa Ellithorpe (Alberta Machine Intelligence Institute). A networking reception after, sponsored by the governments Quebec and Alberta, will be held at the offices of Nishimura & Asahi in Marunouchi.

Finally, some social notes. The CCCJ will host a Canadian University Alumni Mixer on March 17th and our annual Golf Scramble Event on May 29th. Both events offer great opportunities to build new personal connections. With Spring in the air these are fun opportunities for all of us to get involved and to build ties between our two great nations.🍁

Carney signed a new 'Comprehensive Strategic Partnership' with Japan that aims to deepen ties in defense, technology, critical minerals and energy projects

Prime ministers Carney and Takaichi meet in Tokyo. (Photo from Japanese PM's social media)



The CCCJ welcomes our **New Members**

CORPORATE



Cassels We are proud to join the CCCJ to strengthen our international business connections and support cross-border investment. We have deep experience advising on multi-billion-dollar major projects across energy, mining, infrastructure, AI and data centers, Indigenous partnerships and defense. We joined the CCCJ to foster collaboration and knowledge-sharing between Canadian and Japanese stakeholders. Our goal is to help Japanese companies navigate Canada’s complex project development landscape. – Jeremy Barretto, Partner, Co-Chair of the Major Projects Group, and Chair of the Regulatory Law Group at Cassels.



Hankyu Hanshin Properties Corp.

Hankyu Hanshin Holdings Over more than 100 years of our history, the Hankyu Hanshin Holdings Group has contributed to the development of attractive communities along the Group’s railway lines by offering rich lifestyles to our customers. As the core Group company, we are comprehensive developers dedicated to urban development along the Hankyu and Hanshin rail lines, particularly in the Osaka-Umeda area, the Group’s most important business hub. We are also active in various residential businesses, including sales of condominiums. In recent years, utilizing our knowhow accumulated through rail line development we have expanded our business to the Tokyo area and overseas, mainly in Asia but also in Australia, Canada and the U.S.



McMillan LLP is a national business law firm that has served clients across key industries in Canada and internationally for over 120 years. With recognized expertise in cross-border transactions and inbound investment to Canada, exceptional industry insight in energy and natural resources, and acknowledged leadership in major business sectors, we deliver solutions-oriented legal advice through our offices in Vancouver, Calgary, Toronto, Ottawa and Montreal. With over 35 years of experience in the Asia-Pacific region, McMillan has developed a strong and unique capability in advising clients from Japan, South Korea and China. We have long-standing relationships with many Japanese clients and advise on a wide range of matters, including inbound investment, joint ventures, strategic alliances, mergers & acquisitions and international corporate expansion. We also act for various Japanese governmental and non-governmental organizations. Most importantly, our team of lawyers and business professionals are deeply familiar with Japanese business practices, industry dynamics and cultural nuances – ensuring that our clients receive legal advice that is not only technically sound but culturally attuned.

SMALL BUSINESS



JBYJ PRODUCTION

JBYJ is an award-winning production company specializing in video projects that support Canada-Japan engagement across business, culture and tourism. Led by Toronto-based producer Jinung Chung, who brings 20 years of experience living in Tokyo, JBYJ helps clients communicate their cross-border stories with clarity and impact. JBYJ’s clients include the Embassy of Japan in Canada, Consulate General of Japan in Toronto, The Regional Municipality of Durham, Town of Ajax, Japanese Canadian Cultural Centre and Tourism Shizuoka Japan. <https://www.jbyj.ca> / jinung@jbyj.ca



KiFor helps teams grow stronger by doing good together. Through real-world workshops, we connect people to purpose, supporting social issues like child poverty, single motherhood and homelessness in Japan. Last year, KiFor helped raise over ¥660,000 in donations, distributed 100+ laptops and food boxes and supported employees through hands-on experiences. We’re excited to join the CCCJ community, to connect, collaborate and build a stronger bridge between purpose-driven business and people in Japan.” – Francis Fung



McLaren Group Marketing is a boutique, Japan-based end-to-end marketing consultancy. We bring more than 15 years of Japan-focused business and marketing experience, supporting the growth of world-class global brands. To date, we’ve supported the market entry of over 50 clients across categories including food & beverage, personal goods and retail. Our clients range from global leaders such as Google and Meta to government organizations and fast-growing start-ups. We offer full support, from consumer research through to strategy development and execution. We pride ourselves on delivering Japanese-level service quality with the flexibility and speed international teams expect.



Take-5 Global partners with CEOs and senior leadership teams to build future-ready organizations through strategic advisory, executive coaching and leadership development programs. Our flagship Future Ready Leadership Gym™ workshops deliver practical, high-impact tools that strengthen culture, capability and performance. We also provide 1:1 and group coaching, bespoke leadership programs and strategy advisory with specialization in intercultural leadership, transformation, employer branding,

succession planning and PMI. Our work is grounded in real-life leadership experience & proven frameworks, including the best-selling book ‘The E5 Movement’ by CEO, Paul Dupuis. Our mission is clear; to enable leaders and their teams to be future-ready. (Services provided in English & Japanese) Contact: info@take5-global.com / website: https://take5-global.com/ceos-message



John (Dino) Zendano After 40 years in investment banking, I recently started an independent IT practice, Paramatrix Technologies KK. As a kid growing up in Buffalo, New York, we looked at the bridge to Canada as our gateway to fun and adventure. In the 1970s we would ride our bikes across the border without ID just to go to the Crystal Beach amusement park. And our family had summer cottages in Ontario. Later on, we went across the bridge for winery visits and golf. And visits have always gone both ways. When the Buffalo Sabres hockey team started there were more season ticket holders from Canada than Buffalo. So, for me the border has always been meaningless, and Canada is home just as much as Buffalo. Since Canada is very much part of my life, I would like to participate in the CCCJ to meet friendly people and make Canadian business contacts. And I love the magazine!

INDIVIDUAL



Ryosuke Mori, President & CEO of Nippack International Co., Ltd., a Japan-based logistics and packaging company. “For many years, our company has supported global brands entering the Japanese market. Recently, we have worked on reintroducing the iconic beverage brand Clearly Canadian to Japan, which has strengthened our connection with Canada. I look forward to connecting with fellow members, exchanging insights and exploring new opportunities for collaboration.

Yukiko Seo, MBA, is a media professional with experience in both newspapers and broadcasting. She currently oversees communication and PR training programs at a newspaper company, with a focus on improving writing, speaking and listening skills. She is also a certified Japanese language teacher.



Scott Wallace “I’ve been a CCCJ member a couple times over my 20 years in Japan. I always enjoy the events and meeting fellow Canadians. Looking forward to seeing everyone again at the next St. Paddy’s event, or golf in the spring. Go Canada!”

NON-KANTO INDIVIDUAL



Jonathan Albrecht “I joined the CCCJ to deepen Canada-Japan business ties and contribute to a community that helps companies grow on both sides of the Pacific. The CCCJ gives me a forum to share insights, learn from peers, and stay close to market, policy, and partnership trends that matter to clients. I look forward to participating in events and committees. In short: I’m here to listen, contribute, and help turn good ideas into real opportunities.”

ACADEMIC



Winton Chou Spaulding is a graduate of the Waseda Graduate School of Political Science. Now working as a freelance writer and a research assistant at Waseda, he says he is “excited to contribute to the Chamber’s publications and apply my expertise to advancing the Canada-Japan relationship, an area that, thanks to the ties to both countries I have accumulated over the years, I am dedicated to advancing my career within.”

YOUNG PROFESSIONAL



RJ Guatlo “As a Canadian-born Filipino, I joined the CCCJ looking for ways to pursue my passions for Asian culture and Canadian business. I moved to Japan two years ago after working in the financial industry in Canada. I studied business at Simon Fraser University with a focus on finance. As a CCCJ member, I look forward to meeting people who share an interest in Japan-Canada business relations.”

Continued on page 26 →

Ambassador Ian McKay greets Prime Minister Mark Carney



Her expression says it all



Photos: PM Carney's official photographer, Lars Hagberg

Mark Carney's sweet but subtle gift: Canadian diplomacy at its finest



Photo: PM Takaichi's official SNS

On Friday afternoon Mark Carney went straight from Haneda Airport to the Kantei, office of Japan's prime minister

By John R. Harris

For a humble quarterly like ours, a prime ministerial visit to this distant outpost of Canada – days before we go to press! – was a chance too good to pass up. But what could we write about a visit with no public events that lasted under 24 hours from March 6 to 7? And what could we do that the Ottawa press corps didn't get?

Then it clicked: the cake!

We'd heard that Saturday was Prime Minister Takaichi's 65th birthday. And one Canadian media story mentioned in passing that Mark Carney presented her with a birthday cake featuring maple syrup. That set us on the hunt to track down this worldwide exclusive in *The Canadian*...

The significance of this gift shines

through once you consider it.

Head-of-state visit gift-giving typically results in the choice of self-aggrandizing 'boastful bling' – presents that say, "How great are we" instead of "How much we appreciate you."

What was in Prime Minister Takaichi's Canadian cake, and who baked it? This is what was written on the menu card:

"In honour of the birthday of her Excellency Takaichi Sanae, Prime Minister of Japan, this cake features Canadian maple mascarpone cream, Japanese cherry blossom (sakura) sponge cake and Canadian cranberry syrup. Created by Chef Noguchi Yukie, a grand prize laureate of the Canada-Japan Maple Sweets Contest."

By contrast, with the gift of this cake Canada insightfully acknowledged that Mark Carney was meeting Sanae Takaichi in the evening before a very significant day in her life: her 65th birthday. It was about *her* not *us*. The photos show the mixture of surprise and delight in her reaction.

The choice was wonderfully subtle on another level. Yes, the taste was an authentically Canadian mix of maple and cranberry. But the cake itself is an artful example of what a supremely talented Japanese creator can do with the finest things that can be sourced from Canada. It was about what Canada and Japan can create together – and to me that is a beautifully resonant statement.

Kudos to Ambassador Ian Mckay and his team. In a small but meaningful way this was Canadian diplomacy at its finest. 🍁

Meet Meabh Reidy, the Chamber's new office manager

In late October last year, the CCCJ

welcomed a new office manager to oversee daily operations, support members, coordinate major events... and much more. She has quickly become a valued member of the Chamber team. And she's from Ireland, where you find given names in the Gaelic language that baffle outsiders. That's why we'll tell you that "Meabh Reidy" rhymes with "Wave Speedy," and in katakana it's リーディ・メーブ. While we're at it, did you know that "Caoimhe" is pronounced "Kiva?"

You can reach her at meabh.reidy@cccj.or.jp. And here's what she has to say about how she's come to be among us...

From Limerick to Japan... by way of Newfoundland

Life has a funny way of connecting places that, at first glance, seem worlds apart. For me, those places are Ireland, Japan and Canada (specifically Newfoundland).

I was born and raised in Limerick, Ireland, and lived there until I moved to Dublin to study Japanese and Spanish at university. I didn't choose Japanese for any grand reason; I simply thought it would be interesting (and maybe a bit different) to learn. Looking back, that decision changed my life.

In 2018, when I came to Japan on a study-abroad program at Rikkyo University, I was struck by the contrast between the Ireland I had grown up in and the energy and rhythm of life here. Over time, what initially felt unfamiliar began to feel exciting and inspiring. I grew to appreciate the culture, the attention to detail, the sense of respect woven into everyday interactions and, of course, the food.

After graduating in 2021, I decided to return to Japan – this time not as a student, but to build a life here. At first, life in Japan felt both daunting and exhilarating. Starting over in another country always involves uncertainty, but



it also offers possibility. Since then, I have been fortunate to continue building both my personal and professional life in a place that I discovered through an almost offhand academic choice.

How Canada won my heart

Long before I ever imagined working for a Canadian organization, Canada had already carved out a special place in my heart.

The first time I set foot in Canada I was nine years old. My family traveled to Corner Brook, in western Newfoundland, to stay with family friends who had recently purchased property in the nearby Humber Valley. And that became the setting for what would be an unforgettable introduction to the country.

It was there that I saw my very first moose (*far larger and slightly more intimidating than I had imagined!*) and tasted my first spoonful of Ben & Jerry's Chunky Monkey ice cream. We spent our days skiing at Marble Mountain (the

island's only ski resort) and driving stretches of the Trans-Canada Highway, taking in the vast, rugged scenery while blasting classic rock on K-Rock 97.5.

Those memories remain some of my dearest, and from that first visit onward, Canada has always held a very special place in my heart.

Finding my place at the CCCJ

Despite my lack of Canadian roots, I've been met with great generosity and warmth from the Chamber's members and the wider community. From day one, I felt genuinely welcomed.

Since then, it's been a busy start to the year. We kicked things off with our Shinnenkai on January 28 at Hylife Pork Table in Daikanyama, followed by a Global Diversity Management Committee event at the Embassy of Canada on February 4 that focused on leadership and empowering teams through effective communication. Both were great opportunities to connect

In this issue, we take the cake!

Message from the editor,
John R. Harris

You'll find some good reads in this issue, I think it's fair to say.

For starters, a self-introduction by **Meabh Reidy**, the Limerick lass who has quickly won respect all-round as the CCCJ's new office manager. Meanwhile, over at the Canadian Embassy we hear they're blushing at our praise – well-deserved! – of the way they handled Mark Carney's meeting with PM Takaichi. Our piece on her birthday cake is a worldwide exclusive!

We have an insightful overview by **Winton Spaulding** of a recent Energy Committee event that focused on efforts to make Indigenous Canadians equity partners in resource development – a trend that may well unlock huge investment potential.

Andréanne Parent has given us a warm portrait of **Susumu Kaminaga**, an esteemed member of our Honourary Board of Advisors who established deep personal connections in Mississauga, Ontario and across Canada.

We have an informative comparison of medical education in Japan versus Canada from **Dr. Osamu Nomura**, a Japanese pediatrician and CCCJ Academic Member currently engaged in research at McGill University in Montreal.

We have a list of new members that is long because we've had no room in recent issues. Their short bios are worth a read, especially those who cite heartfelt reasons for joining the CCCJ.

Last but not least, our cover story on OpenText. This Waterloo ON-based corporate data-management and AI specialist has quietly grown – almost under the radar – to become one of the largest Canadian companies in Japan and a major global player with operations in 180 countries. At their recent "Tokyo Summit," which drew over 500 people, we interviewed both Interim CEO **James McGourlay** and **Denise Miura**, CEO of OpenText K.K.

This was an eye-opener for me. Like many writer/editors who are watching AI literally eat our lunch, I recoil at the robotically bland text it spews out. And while providers like ChatGPT are handy research tools, many writers are learning they are not entirely trustworthy. But with OpenText I saw another, more positive side to AI. Read the story to see what I mean.

As always, thanks to the dedicated folks who help make this magazine happen: **Andrew Pothecary**, our very talented graphic designer; **Paul Braganza**, our IT ace; **Meabh Reidy**, whose support is essential; and our guiding light, **Kayo Ito**, CCCJ Governor and Publications Committee head.

Would you like to get involved? We're always looking for volunteers with useful skills – especially photographers. But we could also use capable writers and proofreaders. Contact Meabh at the CCCJ office. And please do let us know what you love or hate in these pages. 🍁



Above clockwise: a seminar on doing business in Japan; events with Chamber chair Marc Bolduc and governor Kayo Ito and with business members; a VIP lunch meeting with Air Canada.

with members and experience the energy of the CCCJ community.

My introduction to the role was certainly memorable. In my first few weeks I was thrown into organizing the Golden Maple Leaf Gala celebrating the Chamber's 50th anniversary. It was the largest event I had ever worked on. At times it felt overwhelming with countless moving parts and an enormous amount of responsibility. But seeing everything come together on the big night, and watching our members celebrate such a special milestone, made it all worthwhile.

What has stood out to me most in this role are the people, the members who are truly the heart of the Chamber. Getting to know the individuals and companies who make up this community, hearing their stories, their connections to Canada and Japan, and what motivates them, has been the most meaningful part of my experience so far. When I think about it now, it feels quite fitting that I've landed at the CCCJ; a community built on connection between countries and cultures. I'm truly grateful to be part of it, and excited to imagine what's ahead! 🍁

A CANADIAN AI POWERHOUSE THAT'S BIG IN JAPAN WHO KNEW?

By John R. Harris

It began with an early February call from Ian McKay, Canada's Ambassador to Japan: "Have you heard of OpenText? They came up under the radar, but apparently they're now the second-largest Canadian operation in Japan. Are they a CCCJ member? You should write about them." Conveniently, I found OpenText was planning a major event at a Tokyo hotel on February 26th, just before our deadline. And fortunately, we were able to arrange an interview with their CEO. So three members of our team were able to attend the half-day "OpenText Tokyo Summit."

OpenText, a Waterloo unicorn

The University of Waterloo (U of W), Canada's most prolific breeder of 'unicorns,' has spawned a stable of over 1,000 tech companies, including famous brands like Blackberry. It consistently ranks top in Canada and among the global top 20 universities in producing venture capital-backed founders.

In 1991, OpenText Corporation emerged from a U of W collaboration with the Oxford English Dictionary, searching and compiling every word in the language to create the first online version of the iconic reference resource. The purpose-built search engine developed by the Waterloo team proved so effective that it served as the basis for what became a powerful corporate content-management tool.

Where some Waterloo unicorns have galloped off to Silicon Valley and others flamed out, OpenText now has almost 23,000 employees worldwide and more than 120,000 customers in 180 countries. Still, it remains not only proudly Canadian but deeply rooted in its hometown, the twin Ontario cities of Kitchener and Waterloo.

James McGourlay was employee #175 when he joined OpenText in 1997. Today, he is OpenText's "Interim CEO," holding the fort for recently appointed CEO Ayman Antoun, who is coming home after positions with IBM in the U.S. Both executives grew up in Kitchener.

Kazumi Izawa





James McGourlay, OpenText's interim CEO, and Michelle Kelly SVP Corporate Communications



Photos: Kentaro Masui



Curating content

As McGourlay explained, OpenText has from the outset focused on “curating content” for companies, governments and other large organizations. The goal is to make information instantly available and useable where it’s needed and securely locked down where it’s not. This has helped sprawling organizations overcome the handicap that has dogged management for centuries: the right hand has never known what the left hand was doing – until now. The corporate website brims with examples of dramatic increases in customer productivity.

“For starters, we manage content that humans create in writing, say, a Word document. So our system can harvest content from more than 1,500 apps,” McGourlay said. “You need to store it in context and add records management capabilities.” Among other things, that involves coding it with different permission levels. For example, users might be able to see that a document involved a certain medical condition but not the patient’s personal information.

“Then we have transactions between machines, he added. “For example, an auto manufacturer will have a supply chain with tens of thousands of parts that go into a car, coming from all over the world. That involves a huge volume of transactions from order through delivery. You need to know that every step has been handled appropriately.

“Financial transactions also go through our business network... then there’s what we call operations management: monitoring of networking equipment. Huge amounts of data, as you can imagine. We take all this data, context-manage it, and really turn it into value.

“We’ve grown both organically and

through acquisitions,” McGourlay said. In each case, acquisitions have added to the core content-curation mission. For example, OCR technology that helps customers digitize paper content in their filing cabinets. Plus, adding Cloud capability and proprietary data centers (OpenText now 50 server farms worldwide, including one each in the Tokyo and Osaka regions) to enhance data security and another growing imperative...

Digital sovereignty

Countries and companies alike are now acutely concerned with “digital sovereignty,” maintaining control of their data assets in the face of growing threats. On one level, having your data stored abroad may expose you to intrusive investigation by foreign authorities or to espionage. On another level, organizations simply want to have their data stored on servers they control or at least trust, safe from hackers and hurricanes. As sales executive Todd Cione put it at the Tokyo Summit, OpenText offers a “trusted information backbone.”

McGourlay also suggested that being Canadian gives OpenText an advantage. “There’s a better cultural fit,” as he put it diplomatically, echoing Mark Carney’s “middle powers” thesis. With few axes to grind, Canada may just be more trustworthy.

In AI, “content is the new gold”

Artificial Intelligence may be somewhat mysterious to most of us, and perhaps a bit threatening. But if there’s one thing that everyone knows by now it’s that AI involves machines digesting vast mountains of data. Given the frequency of mistakes generated by apps like ChatGPT, you have to wonder if the developers just shovel in data indiscriminately. As the

“As Japan navigates this pivotal inflection point of digital modernization and AI adoption, OpenText can provide our customers with the essential guardrails of trust”



Left to right, Muhi Majzoub, EVP Product & Engineering; Shannon Bell, EVP, Chief Digital & Information Officer; Denise Miura, OpenText K.K. President; OpenText Tokyo Summit attendees.

saying goes, “garbage in, garbage out.”

This is what makes OpenText fit to lead in the AI race. With content curation baked into their corporate DNA, the Waterloo company does not just ‘shovel it in.’ As CIO Shannon Bell noted at the Summit, a data-management background is an essential prerequisite for AI. “You put in bad data, you get bad outcomes,” she said. “You need good, well-curated data.” Muhi Majzoub, EVP of Product & Engineering, underscored that point. “Content is the new gold,” he said.

Bell cautioned companies to avoid trying to do too much at once when developing ‘AI agents.’ Instead, she recommended focusing on flawless handling of specific, well-defined tasks like claims processing or quality monitoring. In other words, start small.

Boots on the ground in Japan

When Canadian companies exploring Japan market opportunities ask CCCJ veterans what it takes to succeed here, the first piece of advice is often, “You need to be here, boots on the ground. This market does not reward dabblers.”

OpenText clearly got the memo.

OpenText K.K. was founded in 1997 when the parent company was just six years old. And McGourlay has been involved with Japan operations for much of the time since. “I counted them up the other day, and I’ve got more Japan stamps in my passport than any other,” he said.

After entering the market with the help of local partners, OpenText has steadily built its Japan team ever since. Where some competitors just have a sales team here and do all the work for Japanese customers overseas, McGourlay stressed the value of having a full-functioned team in Japan.

Today, with offices on the Yaesu side of Tokyo Station, OpenText K.K. has more than 300 staff (many working remotely), 120 partners and 2,500 customers in Japan. And, as evidenced by the turnout of over 500 people at the recent Summit, many

more are interested.

Running the show in Japan is Denise Miura (née Skarupski), who joined OpenText K.K. as President two years ago. She’s from 150 kilometers south of Waterloo, across the lake in Erie, Pennsylvania – close enough to Canada that she says she grew up watching Hockey Night in Canada on CBC TV. With that I’d say she qualifies as one of us.

After graduating from Pittsburgh’s Carnegie-Mellon University, like Waterloo a hotbed of computer science, she worked in Silicon Valley. Since coming to Japan in 2002, she and husband Toshi have lived in Tokyo and raised their two children here. During her time in Japan she held leadership roles in the Japan subsidiaries of U.S. IT firms MarkLogic and Medallia before joining OpenText.

Looking to the future, Miura noted that Japan faces significant challenges as it enters the ‘Cognitive Computing Era.’

“As Japan navigates this pivotal inflection point of digital modernization and AI adoption, OpenText’s decades of disciplined Enterprise Information Management can provide our customers with the essential guardrails of trust.

“Japanese organizations, aiming to leverage Agentic AI to amplify their traditional strengths in innovation and high service quality, must move fast but govern faster to balance progress with security, governance and data integrity.

“OpenText’s expertise in ensuring data quality and digital sovereignty – guaranteeing that proprietary information remains secure, transparent and in context – is vital for building a strong foundation for trustworthy AI excellence today and for decades to come. We will continue to invest in our team here in Japan, as well as our partner ecosystem, to provide the best possible advantages to our customers. The market is evolving quickly, and we are ready for the moment!”

Meanwhile, at the Canadian Chamber of Commerce in Japan we look forward to welcoming OpenText K.K. as our newest member. 🍁

Canada

Attendees included Japanese and Canadian businesspeople, embassy and provincial representatives and, of course, CCCJ members.



How Indigenous Canadians are becoming partners in resource development

By Winton Chou Spaulding

Canada still has a long way to go in reconciling relationships with its Indigenous peoples and recognizing their land rights. Attempts to address these issues over recent decades have resulted in a complex and often inconsistent legal landscape that has led to lasting discord between Indigenous communities, regulators and industry.

This has posed a challenge for Canadian resource and infrastructure development. Although Canada has plentiful natural resources that the global economy demands, governance frictions and legal difficulties create significant risks to project development.

In recent years though there has been a significant shift: a new approach that sees Indigenous engagement not as a regulatory hurdle but as a foundation for long-term project stability and investor confidence.

That new approach was the focus of “First Nations Engagement as a Competitive Advantage,” a February 19 event hosted by the CCCJ Energy Committee

Photos: Meabh Ready



Mark Podlasly, CEO, First Nations Major Projects Coalition (Member, Nlaka'pamux First Nation).

at the Canadian Embassy's Oscar Peterson Theatre. It brought together Indigenous and non-Indigenous Canadians, Japanese businesspeople, legal and policy experts and government officials from both countries. The agenda was to explore how new approaches to Indigenous engagement in resource and infrastructure development are reshaping investment risk and long-term project stability.

What makes Canada different is our history

One panel featured McMillan LLP legal experts Michael D. Briggs, KC, Melissa Stoesser Young, Robin Junger and Richard Mahoney, who discussed how evolving models of engagement are reshaping how investors understand and manage project risks in Canada.

"The biggest risk for a Japanese company investing in Canada is thinking you understand the risks," said Junger. That observation prefaced a key theme of the panel: "What makes Canada different is our history." And that was the focus of the event's discussion.

A significant turning point came in 1982 when Canada constitutionally recognized aboriginal and treaty rights. What this

meant in practice was not specifically legislated, however. It was largely left up to the courts to interpret. This led to the "duty to consult, and, where appropriate, accommodate Indigenous groups when (a proposed action) might adversely impact potential or established aboriginal or treaty rights."

While this duty does not give Indigenous communities the means to legally veto a project, it does establish that projects must fulfill a set of requirements in order to move forward. The issue, as Junger noted, is that, in practice, what those requirements are can vary from project-to-project and case-to-case, making it difficult to plan projects, assess risks, calculate costs and establish project timelines.

A major reason why the duty to consult plays out this way in practice is that resource and infrastructure projects often involve competing interests. Project stakeholders assume financial and operational risks while Indigenous communities often bear the immediate environmental, economic and social impacts of development on their lands.

The duty to consult was meant to help negotiate these competing

• ENERGY

interests. And while it is still a critical legal obligation, it has often resulted in tensions between Indigenous communities, regulators and industry. This is seen especially in cases where Indigenous communities view projects as not aligned with local priorities or decision-making processes. On the other hand, project stakeholders worry that the duty to consult will turn into a costly prolonged negotiation over impact mitigation.

As a result, legitimate rights protections become entangled with material uncertainties. At times this has led investors to hesitate to invest in Canadian resource developments, even projects that are otherwise highly attractive. As Mahoney summed up: “If there’s one thing businesses anywhere in the world understand, it’s risk.”

An owner’s interest

While Indigenous engagement has largely been defined by the duty to consult for many years, Indigenous leaders Mark Podlasly and Jacob Albertson described a new model that has emerged in recent years: “Indigenous equity ownership.”

“Strong, fair, practical agreements are beneficial for both First Nations and companies,” said Podlasly, CEO of the First Nations Major Projects Coalition. This model sees Indigenous partners given “a share in the ownership and a share in the profits” as co-investors. He added that the recent appearance of loan-guarantee programs, a greater number of institutional financing mechanisms, changing investor approaches and better-defined laws have expanded the potential for Indigenous partnership in resource and infrastructure projects.

“The 186 Nations that I represent have chosen a different path” Podlasly said. “We want development,” noting that projects with Indigenous partners “face fewer delays, fewer legal challenges and fewer risks to investors.”

Why is that? Mainly it’s a shift in incentives. By having Indigenous partners with ownership stakes, those partners gain “an owner’s interest to complete the project,” as Podlasly put it. Indigenous communities go from negotiating competing interests with project stakeholders to becoming project stakeholders working towards shared interests. No longer reacting to development solely as consultees but being proactive as developers in ways suitable for their communities.

This alignment of interests significantly reduces the likelihood that Indigenous community relations become a recurring source of uncertainty. “Consent is a competitive advantage. First Nations involvement means a project will face less risk, and risk is what business understands,” Podlasly said.

With this new model of Indigenous equity ownership, engagement is no longer solely defined by consultation obligations, negotiation and material uncertainty, but rather represents a competitive advantage for project stakeholders.

Top to bottom, Christian Orton (CCCJ Energy Committee Chair); Hideyuki Yamamoto, (Saskatchewan Trade & Investment Officer in Japan); Jacob Albertson (CEO, Duz Cho Group – wholly Indigenous owned economic development corporation of the McLeod Lake Indian Band).





Left, Jeremy Baretto (Cassels Brock & Blackwell); Shannon Joseph (Energy for Secure Future); Marco Mendicino (Senior Counsel & Strategic Advisor, Cassels Brock & Blackwell LLP); Thomas Isaac (Chair, National Aboriginal Law Group).

Below, Michael D. Briggs, KC (Partner, McMillan LLP); Richard Mahoney (Partner, McMillan Vantage); Melissa Stoesser Young (Partner, Energy & Major Projects Lead, McMillan LLP); Robin Junger (Counsel, McMillan LLP).



Walk before you run

Panelists from both the McMillan LLP panel and the panel featuring legal experts from Cassels Brock & Blackwell LLP (Jeremy Baretto, Thomas Isaac and Marco Mendicino) as well as Shannon Joseph, Chair of the Energy for a Secure Future initiative, were careful to stress that Indigenous equity participation is not a catch-all solution to the legal or political complexities associated with resource and infrastructure development in Canada.

While the model is promising in many ways, it is not without problems. Among other considerations, communities that lack development potential on their territory will not have the same opportunities to participate. Equity stakes can also expose communities to commodity price volatility. These issues reflect an important nuance: Indigenous partnership models redistribute responsibility alongside profit.

Still, it is this same redistribution of responsibility that is the source of this model's strengths. Risk can never be eliminated entirely, but it is precisely because it is shared between government, industry and host communities that all three groups share the common goal of managing risks and seeing projects succeed.

The model remains imperfect, it should be applied with care,

and it involves many issues to consider. But as law, finance and investor expectations continue to converge, it remains a promising option for constitutional rights and commercial stability to reinforce rather than undermine one another.

Consider an example cited by the McMillan LLP panel: the LNG Canada Project in Kitimat, B.C., developed in partnership with the Haisla Nation on whose traditional territory the facility is located.

The Haisla Nation and other First Nations that partnered with the LNG Canada project, and related components including the Coastal GasLink Pipeline, assumed roles connected to governance, financing and long-term project outcomes. Young noted that contractors with Indigenous equity agreements had far fewer challenges from Indigenous communities than those that did not, and that the experience from these agreements "set the stage for First Nations as partners in energy and other projects."

While controversy that surrounded the Coastal GasLink Pipeline shows that the model cannot completely eliminate disagreement, the project still illustrates how broadly, where it was applied, it reshaped incentives towards enduring collaboration and fewer challenges to development.

Trusted partners

How is this new model for Indigenous engagement relevant to Japan? The answer is that Japan and Canada are natural partners: Canada has the resources Japan needs; Japan is the customer Canada needs – especially now that diversifying trading relationships has become a high priority.

The movement towards Indigenous equity ownership stands to open greater potential for Japanese resource buyers and investors to participate in Canadian resource development. Reducing project uncertainty addresses a major concern for Japanese investors that typically prioritize stability and long-term reliability over short-term returns. Project delays from prolonged consultation processes can significantly affect returns, costs and long-term planning. As multiple panelists stressed, such uncertainties weigh heavily on Japanese investors.

Indigenous equity participation can potentially reduce the kinds of risks to which Japanese investors are strongly averse. And the predictability that comes with these arrangements can make Canadian projects much more attractive to Japanese investors.

Ultimately, Canada's recent experience suggests that reconciliation and investor confidence need not be antithetical. When Indigenous communities are engaged as partners, long-term prosperity becomes less dependent on negotiating competing interests and more about building durable partnerships through aligning interests.

As such, the future competitiveness of Canadian natural resource and infrastructure development may rest not only with what lies beneath the ground, but equally in the strength of the relationships that sustain efforts above it. It is about creating relationships aligned towards shared successes under our common sky. 🍁

The CCCJ is privileged to have among its members our “Honourary Board of Advisors,” a group of senior Japanese professionals with long experience in business or public service, most of whom have close connections with Canada. We are grateful for their wisdom, advice and introductions to their many valuable contacts. Here is a profile one of our cherished advisors...

SUSUMU KAMINAGA

An aerospace ambassador

by *Andréanne Parent*

A native of Fukushima Prefecture, Kaminaga-san graduated from the University of Tokyo in 1969 with a degree in mechanical engineering. Soon after he joined Sumitomo Precision Products Co., Ltd. (SPP), a unit of the Sumitomo Group specializing aerospace and industrial equipment.

At first, he was based in the Kansai region, but over the course of his career Kaminaga-san said he was fortunate to have multiple international postings. The first of these was in the early 1980s at SPP’s Dusseldorf West Germany office. Returning to Japan in 1987 before the Bubble Economy burst, he became SPP’s head of global business development. Initially this role was based in Osaka, but when it became apparent that Tokyo would offer more opportunities to develop new clients he moved to the capital.

How did you become involved with Canada?

“Once I had moved to Tokyo, I explored a business opportunity that led to my first visit to Canada, to Montreal. I went to meet the Pulp & Paper Research Institute of Canada, which was interested in our ozone-based pulp bleaching technology. Not long after I had a second business opportunity in Canada, this time in Victoria, B.C., with partners who were interested in our cooling technologies that could freeze materials to be low minus 100 degrees Celsius. But there was more.

“By the end of the 20th Century SPP had become a respected manufacturer of aircraft landing gear. And in the early 2000s we signed a deal with Bombardier to supply the landing gear for their CRJ regional jet. As this entailed a long-term partnership involving maintenance operations, as President of SPP (which I was by that time) it became evident to me that we needed to build a manufacturing plant in the Greater Toronto Area to service the CRJ business. The location we chose was in Mississauga.

“Through that investment process I developed personal friendships with several remarkable Canadians, among them federal cabinet ministers John Manley and Ed Fast; Ontario cabinet min-

ister Brad Duguid; long-time Mississauga Mayor Hazel McCallion; John McDougall, National Research Council president; and many others.

“I was privileged to have the friendship of these wonderful people who have left a lasting impression that remains with me to this day. I was touched by the way my Canadian counterparts managed to combine business with a warmth rooted in deep human connection, no matter how high their office or social status.

“Later on, I had the honor of sharing a roundtable with former PM Stephen Harper when he visited Japan. And through my friendship with Ed Fast I represented Japan’s business community in the early discussions of the Trans-Pacific Partnership.

“I will also forever cherish my relationship with Hazel McCallion, Mississauga’s mayor for 36 years, who lived until the age of 101. She personally invited me to her retirement party – for which I made a special trip to Canada.

“Another Hazel memory I cherish is her appearance as speaker at a CCCJ event here in Japan, at age 94. She stood on stage for two hours, and none of the ‘younger’ attendees dared to sit down while she stood!

“Among all my many international assignments, the friendships I formed in Canada stand out – which is one of the reasons I accepted the invitation to join the CCCJ’s HBA.”

What could Canada learn from Japan? And what could Japan learn from Canada?

“Throughout all my experiences in Canada, I have been fascinated by how the Canadian people have managed to build a peaceful and cohesive community with waves of immigration from different countries. Way back when I visited a laboratory with the pulp & paper research institute, I met various people at all levels, and I found that in every level of the organization, nationality did not matter when living and working in Canada. One Greek gentleman left a particularly strong impression with his sense



of belonging to Canada even though he was an immigrant. That is an aspect of Canadian society that I wish Japan could learn from.

“I’ve had the privilege of joining events at various chambers of commerce – the ACCJ, BCCJ and others – but what sets the CCCJ apart is its warmth and intimacy, an atmosphere where we can discuss business with pleasure, regardless of people’s social class or corporate hierarchies. As mentioned, the same was true in my experience of doing business in Canada. The CCCJ really does reflect its authentic Canadian character, and I believe that is its strength.

“To distinguish its brand and attract new members I believe the CCCJ should capitalize on its unique ability to bring people to-

gether. At the same time, it should leverage collaboration opportunities with the ACCJ, BCCJ and European chambers. Ultimately, the wider Japanese business community would benefit from greater awareness of the CCCJ’s uniquely engaging leadership and business style. 🍁

Kaminaga-san is a fellow of the Japan Society of Mechanical Engineers, and a member of the Japan Society for Aeronautical & Space Sciences, the Japan Society of Applied Physics, the Institute of Electrical Engineers of Japan, the Institute of Electrical & Electronics Engineers and a fellow of Royal Aeronautical Society, UK. He was an external director of Olympus Corp. from 2016 to 2022 and since 2020 has served as a director of Toray Industries.

TWO ROADS INTO MEDICINE: JAPAN vs. CANADA

By Dr. Osamu Nomura

An academic member of the CCCJ, Dr. Nomura, is a pediatric emergency physician and an adjunct professor at Gifu University's Medical Education Development Center. He is currently engaged in research work at McGill University in Montreal.

From high school to white coat vs. pre-med to MD

Ask ten people how you get into medical school and you'll hear eleven different myths. In Japan and Canada, the truth is simple but very different. Japan funnels students straight from high school into a six-year medical program, while Canada demands a detour through college or university first, then a separate medical degree.

Japan's direct entry system

In Japan, students can enter medical school straight out of high school. But they must sit both a standard national exam plus school-specific exams. Competition is intense. Once admitted, the path is a 6-year undergraduate medical curriculum that can graduate a physician by about age 24. The curriculum is nationally guided by the Model Core Curriculum (MCC), which all 82 medical schools use as a common blueprint for roughly two-thirds of their programs. It was most recently updated in 2022.

Japan tries to steer new doctors toward underserved regions. Many schools run a "regional quota" admissions track that offers scholarships or loans tied to post-graduation service in a local area. In 2023, those seats made up about 12% of the national intake.

Canada's staged entry system

In Canada, by contrast, you can't go straight from high school into med school. Generally, applicants must first complete some university study, typically a bachelor's degree in biomedical science. National guidance from the Association of Faculties of Medicine of Canada (AFMC) summarizes the pattern: most provinces require at least two years of post-secondary education, while Quebec residents applying within Quebec typically come via CEGEP. Schools may also ask for specific basic-science prerequisites, which vary by faculty.

For example, McGill's MD program ac-

cepts either a completed 120-credit bachelor's degree or, for applicants who hold a Quebec CEGEP DEC, a 90-credit program from a Quebec university. McGill also offers a one-year preparatory "Med-P" program for Quebec CEGEP graduates.

The admissions landscape in the rest of Canada differs by school and province. Most faculties weigh academics plus other elements like interviews and experiences. Many use situational judgment tests such as Casper as part of the selection process. Some faculties require specific scores on the Medical College Admission Test (MCAT), while others don't.

What students actually study at first

The early years in Japan blend foundational science with steadily increasing clinical exposure. Over two decades of reform, many schools reduced general-education time to expand clinical training. By 2023, most schools had introduced early clinical exposure in the first year and begun formal clinical training around year four.

In Canada, while each faculty structures its curriculum differently, students typically start with integrated biomedical and clinical foundations, simulated patient encounters, and community or early clinical experiences. Full-time clerkship follows later. The

common logic is similar across faculties: progressive immersion into patient care with close supervision, regardless of whether the MD program is three or four years long.

Selection signals: where the systems diverge

Japan leans heavily on standardized testing for entry, plus interviews traditionally focused on general traits, though several schools have added holistic elements. In Canada, schools consider grades and course rigor, but also weigh structured interviews, situational judgment tests, reference letters and activities records or an autobiographical sketch. The mix and weight vary by faculty,

"Japan's approach offers continuity and efficiency. Canada's approach lets students mature academically and personally"

Dr. Osamu Nomura



which is why the guide issued by the Association of Faculties of Medicine of Canada (which represents Canada's 18 faculties of medicine) is the best reference resource.

Big picture difference

Japan's pipeline is earlier and more centralized, while Canada's is later and more decentralized. Japan's approach offers continuity and efficiency: a national core curriculum, national skills checks and entry straight after high school. Canada's approach lets students mature academically and personally before medical training, with faculties setting their own detailed criteria within national accreditation expectations.

Why this matters for patients

Entry routes shape who becomes a doctor. Japan's early entry can produce clinicians who are technically prepared at a young age within a uniform national framework. Canada's model widens the doorway to people who discover medicine after other degrees or experiences, which can broaden perspectives. Both systems are trying to balance fairness, regional workforce needs and readiness for real clinical work.

How readiness for clinical work is checked

Japan employs national Common Achievement Tests before clerkship: the 6-hour, 320-question CBT covering basic, social

Key takeaways

- **Japan:** direct high-school entry into a 6-year medical program; one national model core curriculum used across schools.
- **Canada:** generally requires prior university study before MD; specifics vary by faculty, summarized annually by AFMC.
- **Japan's regional quota vs Canada's capacity planning:** Japan uses service-return quotas to address rural needs; Canadian faculties set seat allocations and selection approaches provincially and institutionally.

and clinical medicine, and a national pre-clerkship OSCE with eight skills stations. Passing those gates is tied to a 2021 change in the Medical Practitioners' Act that lets students perform defined procedures under supervision; clerkship guidelines were updated in 2022 to require active participation in care.

Canadian faculties don't share a single national pre-clerkship exam pair. Instead, they use school-level assessments within national accreditation standards. The end goal is similar: ensure students entering the wards can contribute safely under supervision and progress with frequent feedback. 🍁



OpenTextのジェームズ・マクガーレイ暫定CEOと、コミュニケーションズ・アシスタントのミシェル・ケリー

In summary

Japanese summary of this month's main features

カーニー首相訪日と誕生日 ケーキに込められたメッセージ

カナダのマーク・カーニー首相は3月6日から7日にかけて日本を訪問したが、滞在は24時間未満で公開行事もほとんどなく、その詳細はあまり報じられていない。しかし、その中で印象的だったのは、高市早苗首相の65歳の誕生日を祝うために贈られた特別なケーキである。

ケーキはカナダ産メープルを使ったマスカルポーネクリーム、日本の桜をイメージしたスポンジ、そしてカナダ産クランベリーシロップで作られたもので、カナダ・ジャパン・メープルスイーツコンテストの優勝シェフ野口ゆきえ氏が手がけた。カナダの素材と日本の職人技を組み合わせたこのケーキは、両国の協力関係を象徴する贈り物でもあった。

首脳同士の贈り物は、しばしば自国を誇示する豪華な品になりがちだが、このケーキは高市首相の誕生日という個人的な節目に寄り添う形で用意された点が特徴的である。まさに両国が共に価値を生み出す関係であることを象徴するものでもあり、意義深い外交の一場面となった。



羽田空港でカーニー首相と夫人のダイアナ・フォックス・カーニー氏を出迎えるイアン・マッケイ駐日カナダ大使とパートナーの大川美由紀氏

Kazumi Izawa

From PM Carney's Instagram

日本で存在感を高めるカナダ発 AI 企業 — OpenText

イアン・マッケイ駐日カナダ大使の「OpenTextという企業を知っているか」という一言をきっかけに、CCCJは同社の動向を取材することになった。ちょうど締切直前の2月26日、東京のホテルで「OpenText Tokyo Summit」が開催され、ジェームズ・マクガーレイ CEO へのインタビューの機会も得られた。

OpenText はオンタリオ州ウォーターローに本拠を置くソフトウェア企業である。ウォーターローはブラックベリーなど多くのテクノロジー企業を生み出してきた地域として知られる。同社は1991年、ウォーターロー大学とオックスフォード英語辞典の共同プロジェクトから誕生した検索技術を基盤として発展し、現在では世界180カ国以上で12万社以上の顧客を持つ企業へと成長した。従業員は約2万3千人にのぼる。

同社の特徴は、企業や政府組織が扱う膨大な情報を整理し、必要な場所で迅速に利用できるようにする「コンテンツ管理」にある。Word 文書のような人間が作成するデータ

から、サプライチェーンや金融取引などの機械間データまで、組織内の情報を文脈とともに管理し、価値へと変換することを目的としている。

この分野は AI 時代において重要性を増している。AI は膨大なデータを処理する技術だが、質の低いデータは誤った結果を生む。OpenText の幹部は「コンテンツこそ新しい金」であり、AI の発展には整理された高品質のデータ基盤が不可欠だと強調する。また各国で関心が高まる「デジタル主権」の観点からも、安全で信頼できるデータ管理の重要性が指摘された。

OpenText は1997年に日本法人を設立し、日本市場への投資を続けてきた。現在、日本には300人以上のスタッフがおり、120のパートナー企業、約2500社の顧客を持つ。東京サミットには500人以上が参加し、日本企業の関心の高さがうかがえた。

同社幹部は、日本企業が AI を活用し競争力を高めるためには、まずデータの品質と管理体制を整えることが不可欠だと指摘する。カナダ企業である OpenText は、中立的で信頼性の高いパートナーとして、日本企業のデジタル化と AI 導入を支える存在となりつつある。

神永晋氏 — 航空宇宙分野で加日をつなぐビジネスリーダー

CCCJ の名誉顧問会は、長年にわたりビジネスや公的分野で活躍してきた日本の有識者で構成されている。その一人が、航空宇宙産業で国際的に活躍してきた神永晋氏である。

福島県出身の神永氏は1969年に東京大学工学部機械工学科を卒業し、住友精密工業株式会社 (SPP) に入社した。航空宇宙機器や産業機器を手がける同社で国際事業に携わり、西ドイツ・デュッセルドルフなど海外拠点でも勤務した後、グローバル事業開発を担当するようになった。

神永氏とカナダとの関係は、パルプ産業向け技術の商談でモントリオールを訪れたことから始まる。その後、SPP はボンバルディア社のジェット機 CRJ の着陸装置供給契約を締結し、長期的な事業展開のためトロント近郊ミキサガに製造拠点を設立した。このプロジェクトを通じて、神永氏はカナダ政府関係者や産業界の多くの人々と交流を深めたという。

神永氏は、カナダ社会の特徴として、多様な移民を受け入れながらも強い共同体意識を築いている点に感銘を受けたと語る。また、CCCJ の魅力については、社会的地位や企業の階層に関係なく、温かい雰囲気の中でビジネスの議論ができる点にあると指摘する。こうした人と人とのつながりこそが、CCCJ の強みであり、今後の活動においても重要な役割を果たすだろう。

医師への道 — 日本とカナダの医学教育制度

CCCJ 学会会員であり、小児救急医でもある野村 理 氏 (現在モントリオールのマギル大学で研究に従事) は、日本とカナダの医学教育制度の違いを紹介する。日本とカナダでは、医学部に進むまでの道筋が大きく異なる。日本では高校卒業後すぐに医学部へ進学し、6年間の医学教育を経て医師となる。一方カナダでは、まず大学で学び、通常は学士号を取得した後に医学部へ進む段階的な制度が採られている。

日本の医学教育は全国共通のモデル・コア・カリキュラムに基づき、比較的統一された教育体系のもとで行われる。また医師不足地域への配置を目的とした「地域枠」制度も導入されている。

一方カナダでは、医学部ごとに入学基準や教育制度が異なり、成績に加えて面接、適性試験、推薦状、課外活動など多面的な評価が行われる。こうした制度により、他分野の学びや社会経験を経て医学を志す人材にも門戸が開かれている。

日本は高校卒業後すぐに専門教育へ進む中央集権的な制度であるのに対し、カナダは大学教育を経て医学へ進む分散的な制度である。両国は異なる方法で医師を育成しているが、いずれも安全で質の高い医療を支える人材育成を目指している。✿

MEMBERSHIP

continued from Page 7



William Jiang says he joined the CCCJ to build connections and better understand Japanese business culture as he pursues a Master’s in Finance at Waseda University. “As my goal is to build a career in Japan I see the CCCJ as a great opportunity to meet professionals who share similar interests while also learning from Japanese members and the broader community.”



Risa Kinoshita I was born in Tokyo but spent nearly seven years of my childhood in Woodbridge, Ontario. I have built my career in the automotive industry, primarily in sales. I recently joined Continental Tire Japan as an Order Management Specialist. As a CCCJ member, I’m interested in engaging with Canada–Japan business initiatives, particularly in manufacturing and operations. I look forward to connecting with our fellow members.



Treat Schubert I’m working as a public policy analyst at GR Japan in Tokyo. I was born to a Canadian mom and an American dad in Washington State, USA. Since both my parents became international teachers, I spent 8 years growing up in Uruguay and Latvia. At age 17 I applied to the Rotary Youth Exchange and was sent to Iki, Nagasaki-ken by the Rotary’s Canadian-American multi-district 5060 (the same as Ambassador Mckay!). Since then, my life has been Japan-centric, apart from two internships at the Canadian Consulate in Seattle. I joined the CCCJ to continue strengthening my ties to Canada and to make new connections with other Canadians living in Japan. I look forward to getting to know you all at future events!



Kentaro Sunada My connection with Canada began in high school when I studied abroad in Vancouver. My host father, a former mayor, provided me with many invaluable experiences that sparked my interest in international politics. I joined the CCCJ to expand my professional insights and, in my own small way, give back to the Canadian community that has shaped who I am today. I very much look forward to joining in upcoming events and meeting other members.



Jesse Tian I joined the CCCJ because I value the sense of community, openness and integrity that define Canadian culture. Living abroad has made me appreciate our values even more: respect for diversity, emphasis on collaboration and genuine support for one another. In the CCCJ I hope to connect with others who share that spirit and to contribute to a community built on mutual respect and shared purpose. I believe the CCCJ provides both a space to grow professionally and a way to stay rooted in the values that shaped who I am. For me, more than just a networking opportunity this is a chance to stay connected to the Canadian spirit of community, kindness and cooperation while building meaningful relationships here in Japan.

+ SUSTAINING MEMBERS



CORPORATE MEMBERS

- | | | |
|---|--|--|
| Alberta Japan Office | Fasken | Niagara Region Economic Development |
| A&O Shearman | Forvis Mazars | Nishimura & Asahi |
| APEX K.K. | Grand Hyatt Tokyo | Northleaf Capital Partners |
| Bennett Jones LLP | Hankyu Hanshin Properties Corporation | Ontario Trade & Investment Office, Tokyo |
| Blackberry QNX | Interex Forest Products (Japan) Ltd. | Prinoth K.K. |
| BMO Japan Securities Ltd. | Intralox L.L.C. (Japan) | Quebec Delegation Tokyo |
| B.C. Trade and Investment Office, Japan | Invest Alberta | Rio Tinto |
| Calgary Economic Development | JAL CAE Flight Training Co., Ltd. | Royal Bank of Canada |
| Canada Packers Japan Inc. | Japan Gold KK | Sankyo Corporation |
| Canada Wood | Japanese Canadian Cultural Centre (JCCC) | Saskatchewan, Canada |
| Canadian National Railway | JK Holdings Co., Ltd. | Southwestern Ontario Marketing Alliance |
| Canadian Pacific Kansas City (CPKC) | Linamar Japan Inc. | Sprucegrove Investment Management |
| Cassels Brock & Blackwell LLP | Manning Elliott LLP | TD Securities (Japan) Co., Ltd. |
| CIBC World Markets (Japan) Inc. | McGill (Desautels Faculty of Management) | The Embassy of Canada to Japan |
| Colliers International Japan | McMillan LLP | Torys LLP |
| DLA Piper Tokyo Partnership | Meiho Facility Works Limited | Vanten K.K. |
| Edmonton International Airport (YEG) | Mosaic Forest Management | Wayfarer |



**Proudly raised;
Responsibly made.**



CANADA PACKERS JAPAN INC.

Toranomon 2-chome Tower 10F
2-3-17 Toranomon, Minato-ku, Tokyo
TEL: 03-3595-6841
<https://www.canadapackers.jp/>

人生に、たしかな選択を。

Where will *better* take you™

マニユライフはカナダで生まれて135年以上、世界中のお客さまに寄り添いながら、老後の備え、長期の保障、資産形成を支えてきました。

未来は、ときに大きく見えるもの。だからこそ、少しずつ育んでいけばいい。
未来への想いも、不安も、お聞かせください。
その一歩が自信を生み、未来を豊かにします。

With more than 135 years of Canadian heritage, Manulife supports customers worldwide with retirement, protection, and wealth-building solutions.

The future can sometimes feel overwhelming.
That's why we listen—carefully,
so we can help transform uncertainty into a clear plan
and guide your next step, confidently, toward something better.

お客様ストーリーはこちら
Customer Stories Here



 **Manulife**
マニユライフ生命

Former Canoe Japan Champion
Hideka Tataru