

Innovating and Organizing Research, Education and Training for Sustainable GIs

Issues of Japan GIs: Case of Tokachi Fresh Cheese



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1 Research Question

Japan started GIs from June 2015

1. Can Japan GIs apply logic of EU GIs to Japanese context?
2. If Japan cannot apply EU GIs logic, what are the reasons?



2 Cheese in Japan

Cheese consumption in Japan

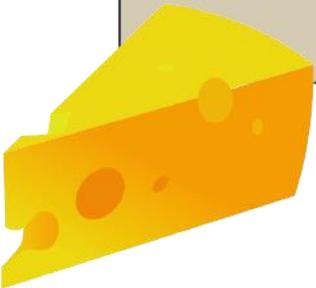
From 1960s, the Japanese started consuming natural cheese.

113,000 ton of consumption (mostly imported) (2014)

*(JMILK 2015)

- ★ 2014 annual consumption of EU 8,740,000 ton
- ★ 2013 per capita France 25.9kg, Italy 20.7kg, Japan 2.3kg

(Cheese Festa 2015 <http://www.cheesefesta.com/consumption.html>)





2 Cheese in Japan

Tokachi and Cheese

1. 1869, AINU was changed to HOKKAIDO, and colonization
2. Major industry of Tokachi is agriculture, 28.7 billion yen of production a year (Obihiro City data)
3. Benzo Yoda, the pioneer of Tokachi had 100 cows in 1891, producing dairy products.
4. Three major dairy manufacturers have cheese factories in
5. Annual cheese production is 26,000 ton, which is 2/3 of Made-in-Japan cheese.



3 Case Study

Tokachi Fresh Cheese

▶ 2009

Financial support from Ministry of Agriculture

▶ 2010

Product development with French cheese maister

▶ 2012

Launch into market

▶ 2015

Apply Japan GI not with Tokachi Fresh cheese but with Tokachi Raclette cheese WHY??



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Case Study: Tokachi Fresh Cheese

Shared Objectives at the beginning



Producers

1. Kyodo gakusha
2. Ashoro
3. Obihiro Agri high school
4. Sarabetsu cheese factory
5. Tokachino Fromage
6. Nishikawa Farm
7. NEEDS
8. Milky House Tada
9. Run Run Farm

OBJECTIVES

- 1 ▶ Quick cash flow (with no Maturation)
- 2 ▶ High production yield
- 3 ▶ Technology bottom up among producers
- 4 ▶ Contribute to Tourism Industry

3 Case Study

Tokachi Fresh Cheese



Informants

Name	position	organization	interview date
Terao	casaro	Kyodo gakusha	May 23, 2015
Saito	casaro	Run Run Farm	May 23, 2015
Noya	owner	Sarabetsu Cheese Factory	May 23, 2015
Nishikawa	2 nd generation	Nishikawa Farm	May 23, 2015
Handa	owner	Handa Farm	May 24, 2015
Shimizu	manager	Toteppo Cheese Retail Store	May 24, 2015
Orii	teacher	Obiihro Agriculture High School	May 24, 2015



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Case Study: Tokachi Fresh Cheese

Types of Producers

1. Seriousness

- ▶ High Seriousness (Cuts off one' s retreat)
- ▶ Low Seriousness (Can withdraw)

2. Time view

- ▶ Short-term view (Wants instant profitability)
- ▶ Long-term view (Improves product quality for future gain)

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Case Study: Tokachi Fresh Cheese

(1)Kyodo Gakusha

1.Seriousness

- ▶ Attracted to Tokachi Raclette
- ▶ Produces many other types of cheese

2.Time view

- ▶ “I am a mere production line chief at a mere cheese factory”

✓ This cheese is too short to expiration date

Can get away from this cheese



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Case Study: Tokachi Fresh Cheese

(2) Run Run Farm

1. Seriousness

- ▶ Large-size factories, such as NEEDS, are not factories but companies, who do not want sparing time for small volume cheese.

2. Time view

- ▶ We are still on the progress. I will take time and work on it for quality improvement. I have to keep working on it.



Cheese is sold well. Customers order our cheese every week

Have to live with this cheese.



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Case Study: Tokachi Fresh Cheese

(3) Sarabetsu Cheese Factory

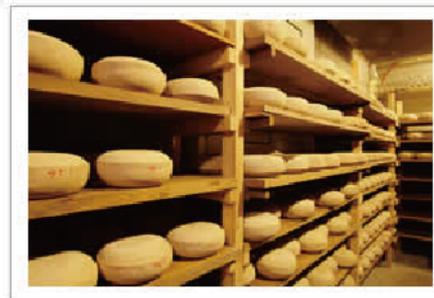
1. Seriousness

- ▶ Large-size factories cannot create innovation because 1) employees are waiting for manager's command and 2) increase product items for temporarily increase sales.

2. Time view

- ▶ I have been working so hard for quality improvement.
- ✓ Low Price Elasticity
- ✓ Tokachi Fresh does not get along well with GIs as there is no concept of territory in this cheese
- ✓ I will withdraw from the brand and use individual product name

This cheese is challenging but worthwhile to work on it.





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Case Study: Tokachi Fresh Cheese

(4) Nishikawa Farm

1. Seriousness

- ▶ Major income is milk selling. Cheese production is side job. I can live without producing cheese.
- ▶ Big factories thought is “we do not necessarily produce Tokachi Fresh”

2. Time view

- ▶ I have been working so hard for quality improvement.
- ✓ It takes a lot of time for only 20 cheese a week
- ✓ Even sales are good, profitability is low
- ✓ Very difficult to keep stable quality
- ✓ The project was suspended and members are parted away one another because young members are lost in maintaining direction

Don't want to put energy on this cheese because it is not worthwhile

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Case Study: Tokachi Fresh Cheese

(5) Handa Farm

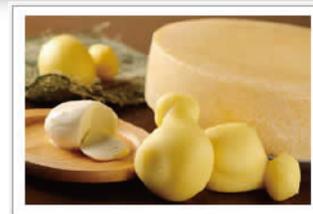
1. Seriousness

- ▶ We have to take responsibility as we cannot decide milk price, however I accept the reality and keep trying something new.
- ▶ I started producing cheese for profitability improvement.
- ▶ I have to be responsible not only for production but also for distribution and selling.

2. Time view

- ▶ I started producing cheese 25 years ago.
 - ▶ I have to keep moving forward. It will probably take 10 years.
- ✓ It takes time for maintaining direction among members
- ✓ Difficult to make cheese with grazing milk as the quality is unstable, and it is natural providence. I have to keep working on it.

Cheese in Japan is quite new and have to work hard but worthwhile



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Case Study: Tokachi Fresh Cheese

(6) Toteppo Cheese Retail Store

1. Seriousness

- ▶ Each cheese producer has different expectation on Tokachi Fresh. Big producers are not that serious.
- ▶ Communication style among cheese producers is top-down. Youth cannot make decisions but ask and wait for their manager to decide. Leader does not exist.

2. Time view

- ▶ Producers have short-time view and at the moment they are more interested in Tokachi Raclette.
- ✓ Expiration date is too short and cheese is easily get molded.
- ✓ Each producer has different level of technique and it is difficult to keep stable quality.

Cheese producers have different and sometimes opposite thought to cheese



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Case Study: Tokachi Fresh Cheese

(7) Obihiro Agriculture High School

1. Seriousness

- ▶ Budget comes from Province.
- ▶ It is not business but a kind of high school club activities.
- ▶ Big producer is a company where cheese artigiano is mere employee who has to obey manager. He has feeling of “being forced to do it” . Communication within the factory is needed.
- ▶ Favorite is Raclette not Tokachi Fresh.

2. Time view

- ▶ Will continue producing cheese as students' club activity
- ✓ Fresh cheese characteristics are 1) production process is relatively simple, 2) it does not need various tools to make, and 3) quality is supposed to be stable.

Cheese for us is not for business, but is a perfect tool for education.





4 Conclusion

1. Seriousness

- ▶ High Seriousness (Cuts off one' s retreat)
- ▶ Low Seriousness (Can withdraw)

2. Time view

- ▶ Short-term view (Wants instant profitability)
- ▶ Long-term view (Improves product quality for future gain)

4 Conclusion

**High
Seriousness**

Solemn Silence

(2) Run Run Farm

(Cannot escape, Utilization development of goat milk)

Future Oriented

(5) Handa Farm

(Idea of territorio, for profitability, has to keep working and will understand cheese)

**Low
Seriousness**

Efficiency-Oriented

(1) Kyodo Gakusha

(Big factory, side job, there are other front-runner cheeses)

(4) Nishikawa Farm

(do not like bothersome work)

Composure

(3) Sarabetsu Cheese Factory

(enthusiastic on cheese production, want profitability)

(7) Obihiro Agri High School

(Not business, no need for selling)

Short-term view

Long-term view

4 Conclusion

1. Can Japan GIs apply logic of EU GIs to Japanese context?

It is difficult when collective action is lacking.

2. If Japan GIs cannot apply EU GIs logic, what are the reasons?

No idea of collective action among the producers

Even Code of Practice is shared, **there is no thought of TERRITORIO**

1. Each producer has individual objectives and expectations on the product, and there are no shared objectives.
2. Each producer sees product in different way because **the idea of TERRITORIO does not help them to form shared reality (meaning of product) on cheese.**



4 Conclusion

Knowledge, skills and practices for the sustainable development of GIs

Collective action among producers is needed.

1. Idea of TERRITORIO

- ▶ Meaning of product varies among producers as each practices sense-making on the product in different ways. Idea of TERRITORIO should help the producers to collectively work together.

2. Constructive Vertical and Horizontal Communication

- ▶ Leadership
- ▶ Community management
- ▶ Decision making process