

# “mieux vivre en ville”

フランスと日本の「人々の暮らしやすさ」に重点を置いたスマートシティ構想シンポジウム  
Echanges d'expériences sur “mieux vivre en ville” au Japon et en France



The Committee of French Foreign Trade Advisors (CCE-Japon) in Japan celebrated its 120 years in 2018. Beyond creating connections and facilitating actions, the CCE is an independent worldwide network, which works with the French Ambassador towards a good relationship between France and Japan. A common reflection on several subjects have been initiated between the two countries, so that inhabitants from France and Japan can benefit from the ideas and innovations, which have been brought up. In cooperation with the French Embassy in Japan, the working group of French Foreign Trade Advisors in Japan founded «Mieux Vivre en Ville»(MVV) in 2014 and has held three symposia since. This working group proposes to work together, private and public, French and Japanese, in order to share good practices in terms of urban policies, solutions and questions to improve the quality of life of the inhabitants.

**President CCE-Japon  
Jean-Michel SERRE**



In the aftermath of Paris 2024 logo's launch, which embodies the ambition of putting people at the heart of the Olympic Games, Mieux Vivre en Ville working group would like to highlight its aim of putting people at the heart of the global reflection on the city of the future. Its objective is to define which trends and issues will be a priority in the coming years. Mieux Vivre en Ville is also about taking into account not only humans but a whole ecosystem, which includes all living beings.

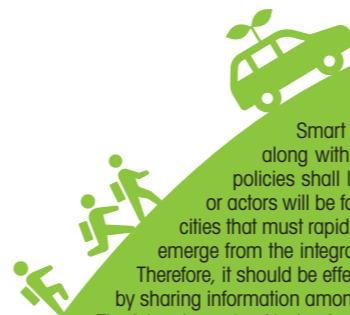
Due to demographic reasons, the renewal of real estate but also because of its mature technological and economic environment, Japan is called upon to solve many challenges prior to the rest of the world. Technologies and their effect on social structure, ecology and it's economical sustainability, politics and population KPI's... We will try finding new original ways for the cities by sharing and hopefully find a case study to build together in MVV ( Mieux Vivre en Ville ).

**Working group Mieux Vivre en Ville  
Maïa MANIGLIER**



In 2050, 70% of the world population will be living in cities, when 90% of the Japanese population is already urban today. How will this ever-expanding population fit in cities? Challenges are in fact appearing everywhere: a major issue being climate emergency and facing the need for cities to be resilient. It is also a necessity for cities to stay on a human scale and France as well as Japan have both unique experiences to share and joint to build on. By coordinating policies, Japan and France could face those challenges together, built on a 160-year-old friendship and collaboration history. The work of the CCE -Japon and of the Embassy is to gather those experiences to help our countries in finding solutions and initiate together new possibilities through the Mieux Vivre en Ville working group.

**Inauguration by the French Ambassador in Japan  
Laurent PIC**



Smart cities are part of the 4th industrial revolution and AI, IoT along with big data are already shaping a new way of life. Government policies shall lead this transformation, and collaboration with other governments or actors will be fostered. Moreover, international partnerships will help fulfill local needs of cities that must rapidly adapt to new population's needs. This technology revolution is believed to emerge from the integration of new technologies and will eventually lead to a new energy problem. Therefore, it should be effective through public-private partnerships, partnerships with universities, and by sharing information among the various actors. The future is a mix of technology innovation and human improvement. Japan and France have a better chance of succeeding if they work together, and they will strengthen their relationship further in the process. The Japanese government will support all projects that aim at a better life for citizens and Mieux Vivre en Ville.

**Inauguration by the State Minister of Cabinet Office  
Taku OTSUKA**



フランス政府対外貿易顧問委員会、「mieux vivre en ville」コミティ主催、フランス大使館経済部共催  
une initiative des Conseillers du Commerce Extérieur - Section JAPON/comité “mieux vivre en ville”  
avec le soutien de l'Ambassade de France au Japon



# "mieux vivre en ville" 2019



## MVV 2019 THEMES

### 1. Comment rêver la ville ?

Service public et espace public, Identité culturelle et convivialité du tissu urbain

### 2. Comment financer les rêves de ville ?

Public Private Partnership (PPP), Destination Management / Marketing Organization (DMO), Marchés public, nouveaux modèles d'affaires etc.

### 3. Comment pérenniser les rêves de ville ?

Les Sustainable Development Goals (SDGs) dans la vision des villes, comment intégrer les objectifs de développement durable dans la politique de la ville et la réalité des métropoles modernes

### 1. 夢の街づくりを実現させるには？

公共サービスとパブリックスペース、都市構造の文化的同一性と懇親性

### 2. 夢の街づくりをかなえる財政とは？

官民連携 (PPP)、DMO、公共調達、新しいビジネスモデル等について

### 3. 夢の街づくりを維持継続するには？

都市計画における持続可能な開発目標 (SDGs) を都市政策や現実とどう統合していくのか

The dream city is the city of everybody: men and women, children and elders, disabled and non-disabled. Cities' vision of the future must respect cultural and public service aspects while achieving sustainability. The dream city should be an ecosystem, which includes not only humans but also our best friends (cats and dogs) without forgetting the natural environment that we are part of (bees, etc...).

## What is the dream city?

The success story of Chartres city's revolution highlights how the use of lighting and illumination has had a significant economic, artistic and technological impact. Indeed, Chartres's success mainly comes from its political will, the city's investments but also private funding and the use of professionals of lighting.

What drives these kinds of changes is the need to constantly increase the convenience for urban inhabitants by satisfying a wider range of needs. Of course, this starts by ensuring clean air and water, but it is not enough.

New technologies will help us increase our efficiency while reducing our workload. Our society is already evolving towards convenience: remote work is increasingly implemented, 5G and virtual reality can provide new sources of entertainment and communication, drones can substitute for traditional postal services...

To enable these new technologies, the most important resource that companies and public bodies need to collect is data. Data can be collected through sensors, allowing intelligent tools to better monitor air conditioning, lighting and water, in order to save energy and pollute less.

Shared services could reduce traffic, enable cities to redesign transportation lines and allow them to build parking lots in public and green spaces to dynamize cities. Electrification or use of hydrogen for vehicles could help reduce gas emission.

## How to finance the dream city?

Traditionally, it was the role of the French state to implement and finance large-scale changes in cities, but today the action of the state is no longer sufficient: its role is to gather and involve the right actors in every industry, creating a coalition of actors. Local needs are now fulfilled by international partnerships.

The Japanese local government is aiming to implement policies to help the transition towards smart cities to include every actor in the process and to listen to its citizens. It considers collaborations inter states, cities and prefectures, but also with private actors as nothing can be achieved in isolation.

Internationally, programs of cooperation between cities already exist. For example, the IUC program brings together 80 port-cities (including Marseille and Kobe) to work on economic and sustainable development.

All participants agreed that this symposium represents an opportunity for actors to think together about public-private partnerships. Across the country, life-size experiments take place and were shared during this symposium.

For instance, as a result of its privatization, Osaka's castle park increased its number of visitors from 184 000 to 2,75 million in 3 years and was able to reach a profit of 179 million yens in 2017. JR East has created a consortium that now regroups 150 members, with the objective to improve the customers' experience in mobility.

## How to sustain the dream city?

There is a need to consume better, and a huge change in consumption can be reached by better managing our waste. Sewage treatment represents 1% of the national power consumption in Japan and 30% of local power consumption. Today, more than 80% of biomass is underexploited. However, measures have been taken: Kobe, for instance, has made its buses operate on bio gas. Sewage sludge is a gold mine as it can also be used as a fertilizer. This type of fertilizer is considered a better and cheaper alternative to the chemical fertilizers currently in use.

Ecosystems can be created around sewage plants: they can create energy and clean water for houses, fertilizers for farmers, provide gas for buses and help marine ecosystems by releasing treated water rich in nutrients into the ocean. Scientists consider the fruits and vegetables coming from those fertilizers to be of better natural quality than our current production. For example, the quality of rice has drastically increased since Tsuruoka has been using sewage water to irrigate its rice fields.

If policies and undertakings cannot make people consume less, the alternative is to better treat the waste that they release. The city of Sage, for instance, is making full use of the wastewater that enters the plants, particularly by creating seaweeds. Another example is the city of Komoro, in Japan, which started gathering energy from the ground. Energy collection is now thought to be sustainable. It is a major trend for future projects in cities as entire ecosystems and neighborhoods can now be auto-sufficient and generate less waste and emissions.



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## Conclusion

This 2019's symposium Mieux Vivre en Ville confirmed the need for France and Japan to put the inhabitants at the heart of the reflection of the city. Smart and sustainable cities, which will be able to satisfy their inhabitants, will be cities that include all actors in the process of creation. As governments have fewer domestic resources, public bodies will need to propose appropriate policies. Public-private partnerships are a good mean to increase flexibility in projects and therefore building ecosystems to dynamize the city. These partnerships also allow to bring new technologies and innovation in the creative process. During this exchange, both French and Japanese, private and public actors have shared their experiences and possibly found ideas and partners to implement changes in cities both in France and Japan, which will accelerate the transformation towards smart cities.



Vice-president CCE-Japon  
Maïa MANIGLIER



## MVV 2019 Speakers

MARSEILLE city Manager / Pierre CHAILLAN

Tohoku University Professor / Hiroyuki KATO

NISSAN MOTOR CO., LTD. Corporate Vice President / Yukio ITO

French Embassy in Japan Sustainable Development Councilor / Stéfán LE DÙ

East Japan Railway Company Executive Officer / Toshimitsu URAKABE

OTSU city Mayor / Naomi KOSHI

FUNABASHI city Director / Tomohiro OISHI

OSAKA Pref. and city Executive Advisor to the Governor and Mayor / Shinichi UEYAMA

YOKOHAMA city Executive Advisor to CIO / Jiro FUKUDA

exprime inc. Design Concierge, CEO / Maïa MANIGLIER

## CCE participants to MVV working group 2019:

Cyrille DUPONT (THALES)

Guillaume GERONDEAU (DASSAULT)

Philippe KLEIN (NISSAN)

Michael LAFARGE (Ernst & Young)

Jean-Côme LANFRANCHI (MC DECAUX)

Maïa MANIGLIER (exprime)

Yannick RATTE (VEOLIA)

Jean-Francois REBELLE (ENGIE)

Jean-Michel SERRE (ORANGE)

Gwendoline LE-HUU (stagiaire)



## Interactive session

Word cloud of MVV 2019 reflecting the multiplicity of definitions and needs



Interactions throughout the symposium were powered by Sparkup, a digital platform which enables audience to engage easily during the event and allowed to crowdsource the questions, maximizing the effectiveness of the Q&A sessions and discussions lead by our two moderators.



moderator : Yuihiro KONO

moderator : Jean-Michel SERRE

# "mieux vivre en ville" 2017



## Inauguration by the French Ambassador in Japan Laurent PIC

The transition to a «Better Urban Life» model, far from being a constraint, is about innovation, and economic and social development. The sustainable city must improve the quality of life of its inhabitants through participatory governance, quality services and infrastructure, preserving the environment, especially by controlling resource consumption, and supporting the local economy. In a context of accelerating urbanization and awareness of the need for a climate transition, cities that will concentrate two thirds of the world's population and are responsible for 70% of greenhouse gas emissions are at the heart of all thinking. Exchanges of experience between cities around the world, and particularly between France and Japan, as well as collaboration between national governments, local authorities and private actors are essential to enable everyone to have a better urban life.

The second edition of the symposium «Mieux Vivre en Ville» took place on November 7th, 2017 in Tokyo. 90 people, invited on cooptation, participated in this meeting of exchanges of expertise and points of view, and shared their experiences. 18 speakers from various backgrounds (MLIT, the Japanese Prime Minister's Office, 5 Japanese cities, the Provence-Alpes-Côte d'Azur region, the Nice Côte d'Azur metropolis, 7 French companies, 1 Japanese company and 1 Shinto sanctuary) as well as the Ambassador, the Minister Counsellor for Economic Affairs and 4 moderators were able to express themselves freely on Smart Cities through four themes.

«Mieux Vivre en Ville» is a working group of the Japan Committee of the French Foreign Trade Advisors. With the aim of putting people back at the heart of global thinking on the smart city, its objective is to define which trends and issues will be a priority in the coming years. For demographic reasons, due to the renewal of the real estate but also because of its mature technological and economic environment, Japan has to solve many challenges ahead of the rest of the world. We are proposing to work together, both private and public, French and Japanese, in order to share the best practices in terms of urban policies, solutions and questions to improve the quality of life of the inhabitants.

### CCE participants to MVV 2017 working group:

Philippe AVRIL (BNP PARIBAS)	Maïa MANIGLIER (exprime)
Serban CANTACUZENE (AIR LIQUIDE)	Emmanuel MENANTEAU (VINCI)
Bernard COUSYN (PSA)	Jean-Louis MORAUD (THALES)
Matthieu FIRMIN (ACCOR)	Ali ORDOOBADI (VALEO)
Philippe KLEIN (NISSAN)	Yannick RATTE (VEOLIA)
Jean-Côme LANFRANCHI (MC DECAUX)	Jean-Michel SERRE (ORANGE)
Norbert LEURET (LVMH)	Christopher BERAUD et Alice DUBOIS (stagiaires)

## MVV 2017 Speakers

**Cabinet Office** Director General / Masato KOUJURA

**Yabu city** Mayor / Sakae HIROSE

**Nomura Real Estate Development Co., Ltd.**

Senior Assistant Manager / Masatsugu IKUMI

**Orange Labs Tokyo** CEO / Jean-Michel SERRE

**Valeo Japan Co., Ltd.** Chief Technology Officer / Minoru TAKEUCHI

**Air Liquide Japan K.K.** Industrial Merchant & i-Lab / Samuel COLLIN

**Veolia Japan K.K.** Executive Vice President / Yannick RATTE

**Nigata City** Vice mayor / Kenzo TAKAHASHI

**Kanazawa Shrine** 25th Chief Priest / Masamichi ATSUMI

**REGION PROVENCE ALPES COTE D'AZUR / METROPOLE NICE**

Vice-président du Conseil Regional PACA déléguée aux Relations internationales / Caroline POZMENTIER et Vice-président de la métropole Nice Côte d'Azur / Rudy SALLES

**Toyama City** Associate CRO, Office of Strategic Planning & Resilience / Keiichi KOBAYASHI

**Dassault Systèmes K.K.** Technical Director / Shoji NOZAKI

**Thales Japan** Business Manager / Tomoyoshi YAMASHITA

**Nissan Motor Co.Ltd.** Alliance Global Director / Kazuhiro DOI

**Ministry of Land, Infrastructure,** Director / Yoshimasa UNO

**Nagasaki City** Vice mayor / Kunihiko KATO

**Takaishi City** Mayor / Shinroku SAKAGUCHI

**University of Tsukuba** Professor / Shinya KUNO

**Fukuoka City** Executive Director / Kesami JYOTAKI

## MVV 2017 SESSIONS

### Innovations for cities

Partager la vision des villes du futur et les moyens d'innover à travers divers points de vue

### Identity and conviviality of public spaces

De l'organisation environnementale de l'espace à son animation, de l'appropriation des espaces publics par les habitants et les visiteurs

### Resilience and anticipation of the urban fabric

La résilience des villes s'adosse à l'anticipation et à la capacité de projection des futurs possibles, pour les transports, les équipements etc.

### City projects

De la vision de la "Compact city" aux projets de villes, approches multiples

### イノベーションと新しいモデル

様々な視点からの未来の都市のビジョンと

イノベーションの可能性について

### パブリックスペースのアイデンティティと親しみやすさ

空間の環境整備からソフトの活用、

市民や観光者に活用される公共の場のあり方

### アーバンフレームの予測とレジリエンス

設備や交通などの都市のレジリエンスに必要な予測能力と

複数の可能な未来を想像する能力について

### 都市のプロジェクト

「コンパクトシティ」ビジョンから様々な都市計画まで



## Conclusion

This 2017's symposium confirmed the need to put the inhabitants at the heart of the reflexion on the city, also demonstrating the interest that cities have in sharing experiences. Even though each culture has its own particularities, each can found inspiration to solve its problems in another solution. Technology solutions, social needs, legislations shall be reviewed in the light of the urgency to find new answers to the new problematics.

MVV working group will aim at providing to all contributors opportunities to debate together, next step being the perspective of helping in concret realisations.



## Round table with the Moderators

### Moderators

Jean-Michel SERRE, Serban CANTACUZENE

Jean-Louis MORAUD, Taku YAMAUMI

Maïa MANIGLIER, Pierre MOURLEVAT

The round table allowed to come back on many points that were mentioned and in particular to highlight the similarities between the French and Japanese situations with regard to Smart Cities. Thus, for instance, the two countries share the same administrative silos and the same problems of agricultural land management.

At a time of rapprochement between France and Japan and the increase in twinning and cooperation, a fundamental dialogue should be set up between the two countries so that they can share their experiences in terms of regulatory reforms. Indeed, coherent regulations will be essential for the construction of the Smart City, for example, with regard to the ownership and use of data or the circulation of autonomous cars. Exchanges of experience are also useful to understand new trends, such as the return of the tramway to major French cities.

Questions of the duality between permanent and temporary constructions in a city, as well as the management of an urban transformation while preserving its identity were also raised. With regard to the appropriation of public space by city dwellers, the acceleration of urbanization raises the problem of balance between the elevation of building height, densification of infrastructures and the preservation of green spaces for the inhabitants. These questions challenge architects, who are thinking accordingly about urban planning projects.

To ensure their future and attract new residents, cities must first and foremost enhance their assets such as their proximity to the sea, rivers or their landscape and historical heritage.

During this discussion, the question of the inhabitants' happiness was central. Indeed, all city projects, whatever their specificities and size, aim not only at economic profitability but also at improving living conditions in the city. Collaboration between private companies and municipalities is therefore essential since private companies are also called upon to contribute to improving living conditions, as it is the case with T-Park in Hong Kong. In this context, the adjudication procedures also need to be rethought.



# "mieux vivre en ville" 2016



Inauguration by the French Ambassador in Japan  
Thierry DANA

The first France-Japan symposium on Smart City "Mieux Vivre en Ville" (improve urban life), co-organized with the French Embassy, gathered in Tokyo over 70 participants and 20 speakers from French and Japanese companies and institutions, and was opened by Thierry Dana, French Ambassador in Japan.

The presentations' key themes highlighted the possibilities Smart Cities can bring, which include a strong human dimension of the city with a necessity to put ICT (Information and Communication Technology) at the service of citizens' needs.

Health and wellness are a fundamental issue for Smart Cities. Improving citizens' lifestyle to increase their life expectancy and decrease diseases is a goal and goes through reducing people's reliance on their car and encouraging them to use green transportation as well as encouraging social activities. Security is also a primary issue that Smart Cities could improve with new services. Smart technologies can also be used to help reducing disparities between people and between cities via improvements in facilities, and at the same time in helping boost regional revitalization.

Smart City is also about ecology and environment with energy efficiency related services and devices. Additionally, Smart City's role is to help adapting to climate changes and reduce impacts of natural disasters.

Debates of the pros and cons of technological advance took place and the question about how to encourage people to adopt it while protecting their privacy was also raised.

One of the key questions brought by the participants was how smart city technologies can help improve urban life and how to benefit from them while limiting demerits. Participants pointed out that the use of technology within the society can be detrimental to people, while on the other hand, some speakers highlighted the use of smart technology as highly beneficial for the physically challenged. A solution to this could be to rethink the means of transportation in the city and to orientate the use of technology toward the improvement of public transportations and mobility.



## Conclusion

Since 2014 MVV working group is organising exchange sessions. The large variety of fields covered by the speakers pointed out the multiplicity of the "smart city" definitions. How to enhance concrete projects, how to provide cities and stakeholders with an access to knowledge and experiences that could help them build original solutions? 2016's brain-storming debate showed that the realisation of cities of the future will gain from continuous and diversified exchanges between French and Japanese.

The MVV working group will tend to provide those opportunities in the future.



## MVV 2016 Speakers

**Orange Labs Tokyo** CEO / Jean Michel SERRE  
**Exprime inc.** Design Concierge, CEO / Maia MANIGLIER  
**Mitsuke City** Mayor / Tokio KUSUMI  
**Komatsu City** international promotion / Ayumi NAKAGAWA  
**University of Tsukuba** Professor / Shinya KUNO  
**MOBILITY co., Ltd** CEO / Masayuki MORIGUCHI  
**Toyota Motor Corp.** Project Manager / Kazuharu YAMAZAKI  
**Kansai Airports** co-CEO / Emmanuel MENANTEAU  
**Thales Japan** Development Manager / Vincent MSIKA  
**Veolia Japan K.K** Vice-President / Yannick RATTE  
**Nation College of Technology** Professor / Yasuo UTSUMI  
**Nihon Sekkei, Inc.** Consulting Management / Motoki KOSAKA  
**Mitsui Fudosan Co., Ltd** Executive Manager / Toshihiro TAMAKI  
**Hitachi, Ltd** General Manager / Akihiko TOBE  
**French Embassy** Development Adviser / Stéfan LE DU  
**MCDecaux** General Director / Yuto INOTSUME  
**The Japan Research Institute** Consultant / Yoshitaka OHIMA  
**MORI BUILDING CO, Ltd.** Executive MO / Yuichiro KOHNO  
**Index Consulting, Inc.** CEO / Kimikazu UEMURA

## CCE participants to MVV 2016 working group:

Serban CANTACUZENE (AIR LIQUIDE)  
 Mathieu FIRMIN (MERCURE)  
 Christian JERSALE (VEOLIA)  
 Jean-Côme LANFRANCHI (MC DECAUX)  
 Maia MANIGLIER (exprime)  
 Jean-Louis MORAUD (THALES)  
 Jean-Michel SERRE (ORANGE)



## Brainstorming Debate

The debate followed with the ways we can encourage citizens to use the technology and related services, and therefore improve their habits and behavior. Mid-term and long-term consequences of the users' actions should be underlined and the focus should not only be on the amount of energy consumed on a daily or weekly basis. The gamification and rewards linked to services are also a way to encourage citizens to use them. Smart technologies are gradually changing the way people consume and behave.

Moreover, participants highlighted the fact that the spread of smart technologies in the city raises a problem of privacy. As Big Data and Internet of Things are increasingly developing in society, a large part of our choices may be influenced by the technology. It is highly important to define who will control the collected data and ensure cyber-security. A safe and private use of the smart technology related services will also lead to increased usage rate as citizens will have more trust in them.



# LES CONSEILLERS DU COMMERCE EXTÉRIEUR DE LA FRANCE

Depuis 1898, au service de la France  
Dans le monde et au Japon

1898年の設立より120余年、  
フランス政府対外貿易顧問委員会は  
日本をはじめ世界各国との協調の輪をひろげています



# 1898

## Naissance des CCE

À la fin du XIXème siècle, dans un contexte de protectionnisme mondial, la France se doit de relancer les exportations nécessaires à son économie stagnante. Il est pour cela essentiel d'avoir sur la réalité économique du monde de fiables renseignements sur lesquels construire l'optimisation des politiques et des échanges commerciaux de la France. À ces fins, le gouvernement français se dote en mars 1898 d'un Office National du Commerce Extérieur et lui rattache un corps sans équivalent dans le monde, celui des conseillers du Commerce extérieur de la France (CCE). Ceux-ci sont mandatés et nommés individuellement par le Ministre du Commerce (aujourd'hui par le Premier ministre) pour leur expérience et pour leur aptitude à promouvoir une France de l'export, ils sont bénévoles et leurs noms sont publiés au *Journal Officiel*.

Ainsi se crée le réseau des CCE, financé par ses membres individuellement, hors de toute dépendance politique ou financière.

Les propositions des CCE sont à l'origine de nombreux éléments du dispositif de soutien à l'internationalisation de la France. Leur mission et les relations privilégiées qu'ils entretiennent avec les pouvoirs publics leur permettent de faire valoir, dans les sphères politiques et la haute administration, les positions et les aspirations de ceux qui font concrètement le commerce extérieur de la France. Les CCE restent fidèles aux principes de liberté des échanges, de libre concurrence, de règles commerciales transparentes, stables et respectées. Ainsi les CCE avaient été les premiers à militer ouvertement pour une Europe unie dès 1913. Leur réflexion sur les clauses économiques à inclure dans les futurs traités de paix débute dès 1915 et se poursuivra par des recommandations



englobant taxes, normes et mesures intérieures. On les trouvera également à l'origine de la CECA (Communauté Européenne du Charbon et de l'Acier/1951), de la signature du Traité de Rome en 1957 et de la création des postes des attachés commerciaux dans les ambassades. Citons aussi la création de la BNFCE (Banque nationale française pour le commerce extérieur/1919) et de la SFAFC (Société française d'assurance pour favoriser le crédit/1927). Dès 1937 les premières femmes CCE sont nommées, démontrant la vitalité effective de la diversité du monde économique français.

Un des rôles majeurs des CCE reste d'anticiper et de détecter les évolutions du monde et des nouveaux défis. Ils sont de nos jours les fidèles soutiens des start-up et de l'innovation française, du savoir-faire technologique français, et contribuent à la modernisation permanente du dispositif de soutien au commerce extérieur.

## CCEの誕生

19世紀末、世界に保護貿易主義が広がり、フランスは経済停滞からの脱却に向けて、輸出の再活性化を図っていました。そして、フランスの政策と貿易の最適化の基盤として、世界経済の動きについて信頼できる情報の入手が不可欠でした。1898年3月、フランス政府は国家対外貿易局を設立し、その下部組織としてフランス政府対外貿易顧問委員会 (CCE) を設置しました。このような機関は世界に例がありません。委員会のメンバーである顧問は、貿易大臣 (現在は首相) によって、経験やフランスの輸出の促進を支える能力を基準として一人ひとり選出され、任命されました。無報酬の役職であり、任命された顧問の名前は官報に掲載されます。

このように、メンバー個人の資金供給により、いかなる政治的・経済的な拘束も受けることなく、CCEのネットワークを確立しています。

CCEによる提言は、フランスの国際化を後押しする支援施策の様々な面に反映されています。CCEはその任務と、国家機関との密接な関係から、フランスの対外貿易に携わる人々の意見や要望を、政界や政府の上層部に進言できる立場にあります。CCEは常に、通商の自由、自由競争、公明で確固とした貿易規則遵守の原則を尊重しています。1913年には、欧州の統一に向けて先陣を切って公的な活動を開始、1915年には、その後の平和条約に組み込まれるべき経済条項の検討を開始し、国内の租税や基準、措置に関する提言に携わりました。CCEの知見は、欧州石炭鉄鋼共同体 (ECSC / 1951年設立) や、1957年ローマ条約の調印、大使館における通商担当官の設置に反映され、フランス国立対外貿易銀行 (1919年) やフランス信用推進保険会社 (1927年) の設立にも貢献しました。1937年以降、女性の顧問が任命されていることは、フランス経済界の多様性が生み出す英気を示していると言えるでしょう。



## QUI SONT LES CCE? *intuitu personae*

Les conseillers du Commerce extérieur (CCE) de la France, hommes et femmes de terrain, sont choisis individuellement pour leur aptitude à renforcer la place de la France à l'international et sont nommés par décret du Premier ministre. Mettant bénévolement leur expérience au service de la présence économique française et de la grandeur de la France, ils conseillent les pouvoirs publics français avec des analyses fondées sur les observations pragmatiques des réalités.

Au cœur des marchés internationaux et experts dans leur domaine, ils sont des relais avec les milieux économiques de leur pays d'accueil qui peuvent également nouer avec les CCE des dialogues privilégiés.

Au cours de réunions mensuelles, en présence de l'ambassadeur et en coopération avec les services de l'ambassade, les CCE suivent attentivement et encouragent l'essor du commerce extérieur de la France. Le champ de leurs intérêts englobe tout ce qui concerne l'expansion française à l'étranger. Ainsi, la conférence que Paul Claudel, ambassadeur de France au Japon, fit lors de la réunion du comité national des CCEF en mai 1925 dont le texte complet est disponible sur le site CCE-Japon.

## Les CCE au JAPON depuis 1898

Le premier conseiller du Commerce extérieur de la France au Japon est nommé le 7 juin 1898 : Joseph-Marie Dayet (Maison Oppenheimer Frères). Dès le 1er juillet 1898 ce sont treize CCE qui sont nommés, suivis durant les quinze années suivantes par quinze nouveaux membres. L'industrie de la soie française est à l'époque le premier poste des exportations de l'Hexagone et Lyon la capitale mondiale de la soie. L'importance des importations stratégiques de soies grèges du Japon justifie la forte proportion de « soyeux » parmi les CCE. La Section Japon des CCE est alors la plus importante en Asie.



## 能力ある人材が構成する CCE

CCEのメンバーには、世界におけるフランスの地位の向上に寄与する能力を持つ人々が選ばれ、首相の政令によって任命を受けます。メンバーは自身の経験を活かしてフランスの経済的影響力と地位向上に無償で貢献し、各国の現状に関する実践的な所見に基づく分析とともにフランス政府機関に対して助言を行っています。国際市場の中心で活躍する各分野のエキスパートとして、CCEのメンバーは駐在国の経済界との仲介の役割を果たし、彼ら自身も密接な関係を築いています。月1回開かれる会合にはフランス大使が参加し、CCEメンバーは大使館の各部署の協力のもと、フランスの対外貿易を詳細に分析し、その躍進を後押ししています。CCEは、経済という枠組みを超えて、フランスの海外における発展につながるあらゆる分野に活動の裾野を広げています。そのことは、当時の駐日フランス大使ポール・クローデル(劇作家・詩人としても有名/彫刻家カミーユ・クローデルの弟)が1925年5月のCCEF国家委員会会合で行なった講演の中で明言しています(この講演の全文は、CCE日本支部のホームページに仏語で掲載されています)。

## 1898年、CCE日本支部誕生

1898年6月7日、オベネメール兄弟商会のジョゼフ＝マリー・ダイエが、日本における初のCCE顧問に任命されました。1898年7月1日には新たに13名の顧問が任命され、その後15年間でさらに15名の新メンバーが加わります。当時フランスの最大の輸出品は絹製品であり、中でもリヨン是世界有数の絹織物の産地でした。絹産業を支える原料として、日本から大量の生糸が輸入されており、CCEのメンバーには絹織物製造業者たちが名を連ねていました。当時、CCE日本支部はアジア最大の支部でした。



## Les CCE en 2019

Les CCE sont 4500 hommes et femmes présents dans plus de 150 pays. Au Japon ce sont 50 conseillers qui entourent l'ambassadeur. Économiquement et culturellement implantés dans leur pays d'accueil, ils y sont des relais avec les acteurs économiques locaux et nouent avec eux des dialogues privilégiés qui valorisent les atouts de la France. Ils partagent avec l'administration française leurs analyses fondées sur l'observation pragmatique des réalités et transmettent avis et recommandations. Ils multiplient les actions, faisant la promotion d'une ouverture sur le monde, seule garante de la santé de l'économie française et de son rayonnement. Les CCE parrainent les PME françaises en leur permettant d'appréhender l'ensemble des aspects d'une stratégie export et de mobiliser les relais susceptibles de faciliter leur développement international. Les CCE contribuent à sensibiliser les jeunes qui veulent réussir à l'international par des témoignages d'expérience dans les établissements d'enseignement supérieur.

### Bureau des CCE-JAPON

Président : Jean-Michel Serre  
Vice-Présidente : Maïa Maniglier  
Vice-Président : Jean-Charles Crouin  
Secrétaire Général : Philippe Dalpayrat  
Trésorier : Michel Lachaussée  
Autres membres du bureau : Ali Ordoobadi, Christian Polak et Robert Verdier

## CCEの現在

現在、男女合計4,500名のCCEメンバーが、150以上の国々で活動しています。日本では50名の顧問が駐日フランス大使を支えています。フランス経済の健全性と発展を保証し、世界との連携を促進するために、様々な取組みが実施されています。世界の变化と新たな課題の予測・察知は、現在も変わらないCCEの重要な役割のひとつです。スタートアップ企業やフランスのイノベーション、技術ノウハウの揺るぎない支えであり、対外貿易支援体制の絶え間ない刷新に貢献しています。フランスの中小企業を後援し、輸出戦略の包括的な検討や、国際的発展の足がかりとなる組織や団体との関係構築を支援しています。高等教育機関にて体験談を紹介する場を設けるなど、国際舞台での活躍を目指す若者たちへの啓蒙活動にも取り組んでいます。

### CCE日本支部執行部

会 長:ジャン＝ミシェル・セール  
副 会 長:マニグリエ 真矢  
副 会 長:ジャン＝シャルル・クルワン  
事務局長:フィリップ・ダルペラ  
会 計:ミシェル・ラシヨッセ  
執行委員:アリ・オールドーバディ、クリスチャン・ボラック、ロベール・ヴェルディエ

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- Archives CCE et photos ( avec l'aimable participation de Jean-Michel Serre, Maïa Maniglier, Christian Polak )
- Painting : by courtesy of the National Diet Library <https://www.ndl.go.jp>
- Sites internet = CCE <https://www.cncccf.org> CCE-JAPON <https://www.cce-japon.org>

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- *1918-2018, un siècle d'histoire d'entreprises au Japon (CCIFJ, 2018)*をはじめとするクリスチャン・ボラック(CCE日本支部)の著作には、日仏通商関係の発展と日本におけるフランスの影響力の拡大にフランス人が果たしてきた役割とその重要性が述べられている。
- CCE文献および写真 協力:ジャン＝ミシェル・セール、マニグリエ 真矢、クリスチャン・ボラック
- 上州富岡製糸場之図 国立国会図書館 <https://www.ndl.go.jp>
- ウェブサイト:CCE <https://www.cncccf.org> , CCE-JAPON <https://www.cce-japon.org>