

The magazine of the
British Chamber of
Commerce in Japan

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April 2015

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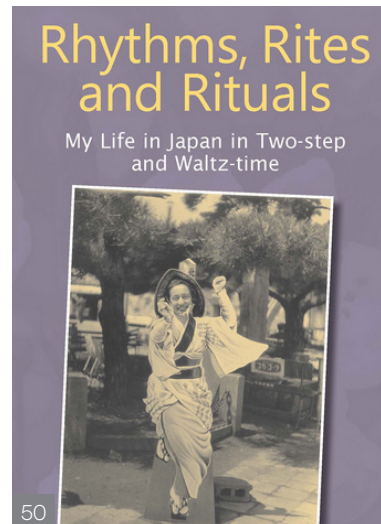
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The British Chamber of Commerce in Japan

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To strengthen business ties between Britain and Japan, promote
and support the business interests of all our Members, and actively
encourage new business entrants into the Japanese market
as well as Japanese investment into the UK.

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It is no secret that Britons tend to be modest by nature. Perhaps that is why the depth and breadth of revolutionary work by those in the UK—from years past to the present day—is not so well known.

However, Japan is one country that has long recognised the achievements of Britain. In 1865, a group of young men known as the Satsuma Students set sail for the Port of Southampton, England, on a fact-finding mission from Kagoshima Prefecture. On arrival, they studied at universities, with many later returning to Japan to achieve great things in government, business and education using the knowledge they had gained.

It is fitting then, that on the 150th anniversary of this successful mission, the British government will be running a year-long campaign to promote the UK as a country of innovators and entrepreneurs (page 18). Hoping to increase awareness of the expertise of British firms and create links between academia and investors, the initiative is expected to bolster trade opportunities, while deepening the existing spirit of collaboration between the two countries.



Blazing a trail

UK leads on innovation and diversity

KATHRYN WORTLEY

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Touching hearts

Opening the launch ceremony on his first visit to Japan on 26 February was Prince William, The Duke of Cambridge. After meeting dignitaries in Tokyo, the prince went to areas in Tohoku affected by the Great East Japan Earthquake and tsunami of 2011. Seemingly unaware of how much his visit meant—and no doubt still means—

to local people there recovering from the disaster, the prince spent time with both adults and children, and paid his respects to those who lost their lives (page 16).

Spotlight on diversity

In recent years, particularly in the delivery of the London 2012 Olympic and Paralympic Games, Britain has been a shining light

in the area of diversity. With preparations for the Tokyo 2020 Olympic and Paralympic Games underway, the British Chamber of Commerce in Japan (BCCJ) is hoping lessons learned from the UK experience can be applied to Tokyo 2020, advancing diversity—along with other issues—that it has long championed (page 31).

As part of a focus on diversity, this issue of *BCCJ ACUMEN* includes a feature on the experience of Anglo-Dutch firm Unilever regarding what businesses can learn about empowering women (page 24). Speaking at events held by both the BCCJ and the Embassy of the Kingdom of the Netherlands, Chief Executive Paul Polman outlined the firm's approach and how Japan might ensure it achieves a gender balance at work.

In a new regular column that will profile the work of BCCJ members, we feature Haruno Yoshida, president of BT Japan Corporation. She explains her struggle as a working mother, what she has learned from her time at a UK firm and her hopes for womenomics (page 28).

Finally, the TELL column this month explores how parents of lesbian, gay, bisexual, transgender and questioning (LGBTQ) children can best support them (page 27). 🇬🇧



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MEDIA

MP welcomes new train



A new Class 800 intercity train arrives in Southampton. • PHOTO HITACHI RAIL GROUP

Hitachi Ltd.'s first new Class 800 intercity train has arrived at the Port of Southampton, England, *Global Rail News* reported on 12 March.

The train is the first of 12 pre-series models made in Japan; the rest will be built in the UK. The £5.7bn InterCity Express Programme, an initiative to procure new trains, will begin service on the Great Western Main Line in 2017, and on the East Coast Mainline in 2018.

Rail Minister Claire Perry MP, who attended a special ceremony at the port, said the programme is creating hundreds of jobs and apprenticeships at Hitachi's new factory in County Durham, as well as thousands more jobs across the UK supply chain (see page 46).

Deal to be inked for printing firms

Nagoya's Brother Industries has agreed to buy a Cambridge-based printing firm in a £1bn deal, the *Financial Times* reported on 11 March.

Domino Printing Sciences plc became one of the world's biggest makers of bar-code printers by capitalising on the UK government regulation requiring the introduction of "best before" dates and medicine tracking numbers. However, the firm has recently faced challenges expanding in the fast-growing digital market.

While Brother has only a small share of the sector—digitally printing images on garments—it expects it to grow rapidly across the globe. Under the deal, Domino will operate as a standalone division in the combined business.

New home for sake brewery

An Osaka-based brewery founded more than 600 years ago has established a firm in England, *www.harpers.co.uk* reported on 6 February.

Dojima Sake Brewery UK will start producing Japanese rice wine this year at Fordham Abbey Estate in Cambridgeshire. It plans to sell 10,000 bottles in its first year, and begin exporting to the Continent in the next two to five years.

According to UK Trade & Investment, which has been advising the firm, Dojima is investing £8.9mn to open the brewery and visitor centre, which will provide jobs for 100 people.

Britons lead surge in tourists from Europe

The Japan National Tourism Organization (JNTO) has reported growth in the numbers of British visitors in 2014, *Travel Trade Gazette* reported on 12 March.

Last year, 220,110 Britons formed part of the overall total of 13.4mn visitors, making the UK the largest European tourism market for Japan.

January 2015 figures show that there were 15,000 visitors from the UK. The year-on-year increase was particularly evident in the number of those headed for the country's ski slopes. JNTO is confident that 2015 will attract even more Britons.



UK visitors are increasingly seen on Japan's slopes.

Visa rules force advisor to leave UK

British government advisor Dr Miwa Hiron will take up a new position in Kyoto after her application to remain in the UK was refused last year, *The Telegraph* reported on 20 March.

To work on foreign policy, the academic spent 472 days abroad in 2009 and 2010, thereby breaching UK immigration law that states people on a migrant visa who are working should not be out of the country more than 180 days a year.

Philip Cowley, professor of parliamentary government at The University of Nottingham, said it was pure madness for the government to be driving out an expert.

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Building starts at site designed by London firm

Mitsui Fudosan Co., Ltd. has started construction of a new development designed by London-based firm Hopkins Architects Partnership LLP, www.japanpropertycentral.com reported on 24 March.

Located across from Hibiya Park in Chiyoda Ward, the Shin-Hibiya Project will host offices, shops and the largest cinema complex in central Tokyo.

The 192m tall, 35-storey tower is expected to help enhance the area's image as a centre for international business and the arts. It will be completed in 2018.



The Shin-Hibiya Project is expected to be completed in 2018.

NHK World TV in UK

A new partnership between Japan International Broadcasting and Simplestream, a live streaming and catchup TV solutions provider, will make NHK World TV available in the UK, www.advanced-television.com reported on 22 February.

Japan's only public, independent broadcaster will offer the news, as well as lifestyle, entertainment and global financial affairs programmes of its English-language television network via streaming platform TVPlayer.

Dan Finch, TVPlayer's commercial director, said, "We can now bring a diverse range of quality Japanese programming to the masses here in the UK".

MI6 may be model for Tokyo's new spy agency

The Japanese government is researching the creation of an overseas intelligence agency, possibly modelled on Britain's Military Intelligence, Section 6 (MI6), *The Daily Mail* reported on 6 March.

The Liberal Democratic Party plans to draft proposals in the autumn, after members visit London on a fact-finding mission.

Japan's intelligence community comprises some 4,400 staff, who work under different ministries. Experts note a reluctance to share secrets across bureaucratic lines, and say that the new agency would be an integral part of a security framework Prime Minister Shinzo Abe is building.

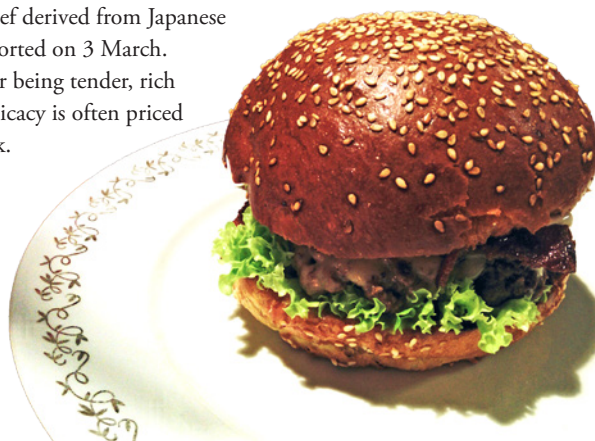
Wagyu to be sold at discount chain

High-street discount supermarket Aldi will extend the number of its products that use wagyu, beef derived from Japanese breeds of cattle, *The Telegraph* reported on 3 March.

Praised by beef connoisseurs for being tender, rich tasting and juicy, the Japanese delicacy is often priced at more than £40 for a small steak.

The discount chain, however, is selling a pack of two burgers for £2.99.

Aldi's wagyu comes from cows on New Zealand farms, set up in the last decade to take advantage of the growing popularity of beef from Japanese breeds of cattle.



Mental health help now in Kansai

TELL, formerly called Tokyo English Lifeline, has opened a telephone counselling facility in Kobe, Hyogo Prefecture, according to a press release dated 30 March.

The new service, manned by volunteer telephone counsellors who live in the Kansai region, is part of the non-profit organisation's vision to provide year-round, English-language lifeline support nationwide.

Craig Saphin, chairman of the board, said the expansion is one of a number of planned initiatives that will boost TELL's presence in the area.

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In line with the British Chamber of Commerce in Japan (BCCJ) constitution, our Executive Committee (excom) is run by 12-15 members.

On 13 March, we opened the nomination period for excom seats in the 2015-16 chamber year. We received 18 nominations and all candidates agreed to proceed with a contested election.

From 10-23 April, BCCJ members with voting rights have been asked to vote in an online poll, since there are 18 candidates competing for 15 seats. Each candidate's pledge outlining how they plan to serve the BCCJ, along with their photo, can be viewed on www.bccjapan.com.

Election process

Under the BCCJ's one-member-one-vote framework, votes are submitted by a nominated representative from each member company, as well as from all individual members. Via our secure voting platform, voters can select a minimum of one and a maximum of 15 candidates.

David Bickle, current president of the BCCJ, has raised his hand to serve for a second term as



Election time

Cast your vote for
BCCJ excom and president

LORI HENDERSON MBE

president and chair of excom, which he joined in 2013.

Sue Kinoshita, director of UK Trade & Investment at the British Embassy Tokyo, and Jeff Streeter, director of the British Council Japan, will continue to serve as our ex-officio excom members. Both will leave Japan later this year, at which point we will welcome their successors to excom.

The election results will be announced at our AGM, which will take place on 27 April from 6:30pm at the Shangri-La Hotel, Tokyo. British Ambassador to Japan Tim Hitchens CMG LVO will open the event.

I encourage all members to attend to bid *sayonara* to another fruitful year at the chamber and welcome your new

excom. Thank you for your active participation.

2015-16 candidates

- Alison Beale, University of Oxford Japan Office
- David Bickle, Deloitte Touche Tomatsu Tax Co.
- Jonty Brunner, British Airways
- Steve Crane, Business Link Japan K.K.
- Graham Davis, Individual Member
- James Dodds, KPMG
- Simon Farrell, Custom Media K.K.
- Philippe Fauchet, GlaxoSmithKline K.K.
- Iain Ferguson, Lloyd's Japan Inc.
- Jeremy Gibb, Norton Rose Fulbright
- George Johnson, Harvey Nash Japan K.K.
- Susumu Kaminaga, Individual Member
- Struan MacKay, CDSi K.K.
- Reiko Sakimura, Clifford Chance Law Office
- Ajab Samrai, Ogilvy & Mather (Japan) G.K.
- John Short, Kreab
- Richard Thornley CBE, Individual Member
- Trevor Webster, deVere Group Tokyo K.K. 🇬🇧

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MEDIA

JAPANESE EXPATS LOOK AT EDUCATION

As of October 2013, according to data from the Ministry of Foreign Affairs of Japan, 218,747 Japanese citizens held the status of permanent resident in other countries. This is an increase of some 130,000 over the previous decade.

On examining some of the latest trends in emigration from Japan, the weekly *Toyo Keizai* (21 February) found that one of the motives for leavers is an interest in pursuing international education for their offspring.

The Singapore branch of Dulwich College, founded in

London in 1619, opened in August 2014. Its current enrollment of 960 pupils—including 60 Japanese—represents more than 50 nationalities and covers pre-nursery to Year 8. By next year, it will have expanded to include high school education and will have added boarding facilities. Tuition, equivalent to ¥3mn per year, is comparable with other international schools in Singapore.

As with similar institutions, in addition to compulsory classes in Chinese language, emphasis is placed on such curricula as music and sports. From early years,

students are encouraged to take up string or wind instruments.

Another school popular with Japanese is Marlborough College Malaysia, located in Johor, north of Singapore. Opened in 2012, it boasts an enrolment of 800, ranging from five- to 18-year-old children, of whom 50 are Japanese. To cope with the language barrier, students unable to speak English are given preparatory lessons before matriculation.

Speaking of his daughter, a student at the school, one Japanese parent said that, “Within six months, she had high-level

comprehension and within one year she could give as well as she got in arguments. By 18 months, she could follow the course materials and do homework on her own.” The girl in question had entered the school aged seven with virtually no English ability. The parent also spoke highly of the house system whereby students are rewarded for good behaviour and penalised for fighting (as well as fighting back) through the giving and taking away of points.

Annual charges range from ¥2.1mn for children who commute from home to ¥4mn for room and board.

It is generally agreed that, unless they are familiar with English beforehand, Japanese students can only matriculate successfully in a foreign tongue up to the third year of primary school.

A major concern appears to be what parents need to do to sufficiently imbue their children with an upbringing that will ensure they fit in when, or if, they return to Japan.



Students enjoy an international education.



Marlborough College Malaysia's boarding house

FOREIGN VISITORS BRING MORE DUTY-FREE SHOPS

Yamada-Denki Co., Ltd., a major mass merchandiser chain, has announced that it will open the first duty-free specialty store in Tokyo's Shimbashi area, *J-Cast News* (26 March) reported. The LABI Amenity & Tax Free Shimbashi Ginza-guchi store, which is expected to open for business in mid-April, will boast approximately 4,100m² of sales floor, making it one of Japan's largest duty-free retailers. Located

close to JR Shimbashi Station, it will occupy eight floors.

In addition to electric appliances, designer brand goods, cosmetics and other items, the new LABI shop will feature Japanese souvenirs and merchandise typically found in a chemist.

A spokesperson for the firm explained its rationale for setting up shop in Shimbashi, saying, “The area continues to change, with more foreign visitors adding to the mix of

others from a wide age range. Our shop will appeal to this mix of customers by offering the ideal venue for new shopping discoveries”.

Among such discoveries will be cosmetics for men and an AGA clinic that will counsel balding customers on hair restoration treatment and preparations.

Also responding to the surge in demand from foreign visitors is Isetan Mitsukoshi Holdings, which plans to open Japan

BREAD TRUMPS RICE AT THE CHECKOUT

In 2013, consumer outlays for bread eclipsed those for rice, as consumption of baked goods has come to command an increasingly large portion of the household budget. These are the findings of the Ministry of Internal Affairs and Communications, which reported that in 2014 the average annual household outlays for rice (¥25,108) represented a year-on-year decline of 10%, whereas spending on bread and other baked goods grew 4% to ¥29,210 per year.

With demand driven mainly by adult women purchasers, the *Nikkei Marketing Journal* (4 March) noted that competition has been heating up, with retailers devoting additional sales space to baked goods.

When Daimaru Matsuzakaya Department Stores Co. Ltd. in Kyoto underwent major renovations to its food basement in 2014, it apportioned 200m² to The Bakery: five outlets that offer some 250 varieties of bread, including 10 types of croissants. One outlet is Le Petit Mec, which translates as “the little bloke”. A 48-year-old housewife who shops at The Bakery daily, told the *Nikkei Marketing Journal*, “The more I eat bread with my breakfast, the more I want to indulge myself”.

Noting that an estimated 55% of patrons are women aged 60 and over, Ryosuke Imai, manager of Daimaru’s food floor, says that affluent women in their forties and fifties are



The Bakery at Daimaru Matsuzakaya Department Store in Kyoto offers some 250 varieties of bread.

increasingly moved to plan meals with bread as the staple.

Alongside a 10% increase in floor space, Daimaru’s sales of baked goods are reported to have risen 20%. This increase has boosted demand for items that typically accompany bread and rolls, such as smoked ham, cheese and olive oil.

The president of Kobe-based Donc, which operates 180 outlets around the country, noted that customers have become selective about bread varieties and their flavours. For instance, demand for German-style rye bread, with its

characteristic sour aroma, has risen four- to five-fold, compared with 10 years ago.

One reason that outlays for bread have grown may also be consumers’ willingness to shell out more at the cash register. At Donc outlets, a loaf of French rustic-style *pain de lodeve* sells for ¥519.

With more people cutting back on their expenditure since the increase in the consumption tax rate in April 2014, the growing appeal of bread may reflect the sentiment that “One can enjoy a feeling of indulgence with the outlay of just a few hundred yen”.

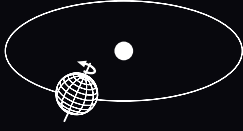
Duty Free Ginza in autumn. This shop will feature 3,300m² of sales area and marks the first such venture by the firm outside Okinawa Prefecture.

Later this year, South Korean firm Lotte, which is affiliated with the chewing gum and confectionary manufacturer in Japan, is planning to open an airport-style duty-free shop in the Ginza 5-chome area. It will occupy the eighth and ninth floors of an

11-storey building. Customers will be able to pick up their purchases prior to departure at Tokyo International Airport Haneda or Narita International Airport.

According to the Japan Tourism Agency, as of 1 October 2014, some 9,361 duty free shops were in operation in Japan. There were an additional 3,584 new shops—a leap of 62%—since 1 April of the same year. Of the total, about one-third, or 3,268, are located in Tokyo.

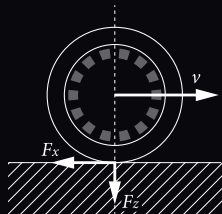
Two factors are believed to be responsible for the current growth. One is the considerable increase in the types of goods that, since October 2013, may be sold duty free, including foodstuffs and cosmetics. The second factor is the record-breaking number of foreign tourists who, last year, exceeded 13mn. In 2014, their financial outlays grew 43.3% year on year, while their outlays for purchases of goods, at ¥7.1bn, surpassed that for accommodation (¥6.1bn). 🇯🇵



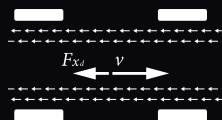
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In May 2014, I took the liberty of using my first column in *BCCJ ACUMEN* to express my personal thanks to a number of individuals who had been so important to the success of the British Chamber of Commerce in Japan (BCCJ). It is hard for me to believe that 12 months have passed since then. Once again, I would like to share my thoughts as we approach the end of the 2014-15 chamber year.

Supporting members

We have had an incredibly busy year, holding nearly 40 high quality events aimed at facilitating networking and business opportunities for members.

Increasingly, we have sought to expand such opportunities by involving Japanese stakeholders from both the public and private sectors in the UK-Japan business relationship, particularly in relation to the Rugby World Cup (RWC) 2019 and Tokyo 2020 Olympic and Paralympic Games.

To host these events in close succession is an honour specially enjoyed by the UK and Japan—a once-in-a-generation shared experience through which we hope people will discover new opportunities for commercial and community collaboration.



The 2014-15 chamber year

Reflecting and looking forward

DAVID BICKLE
@BCCJ_President

The BCCJ's Executive Committee (excom) believes that the BCCJ can facilitate this process for the benefit of members: we have sought to position the chamber at the heart of forums for the exchange of information and views on these tournaments.

Delivering services

Our goals have been to provide

a more effective platform for business exchange, and to enable members to understand RWC and Games opportunities. We have tried to do this by developing a wider, deeper pool of active members, and by providing a forum for generating opportunities around global sporting events.

As a strategy, this may seem disarmingly simple. But I am

reminded of an article in the *Financial Times* with a quote from Minister of State for Trade and Investment Lord Livingston: "People often think business is about strategy, but it's actually one part strategy and nine parts execution".

Thanks to teamwork

Sage words, and taken to heart by the chamber, where we are blessed to have Executive Director Lori Henderson MBE and her team. They have a limitless passion and determination to, quite simply, "get things done".

Beyond the secretariat, I also applaud the contribution of excom and, in particular, Vice-president Anna Pinsky who has done a huge amount of unseen work to improve chamber operations.

Excom members come and go, but there is one individual who has made an unrivalled contribution. Philip Gibb OBE has served on excom for 11 years, including three terms as vice-president and two as president, but he has decided not to stand for re-election. Gibb's leadership of the BCCJ during the 2011 Great East Japan Earthquake and its aftermath has helped ensure the chamber's enduring relevance. There is much to which the 2015-16 excom can aspire. 🇬🇧



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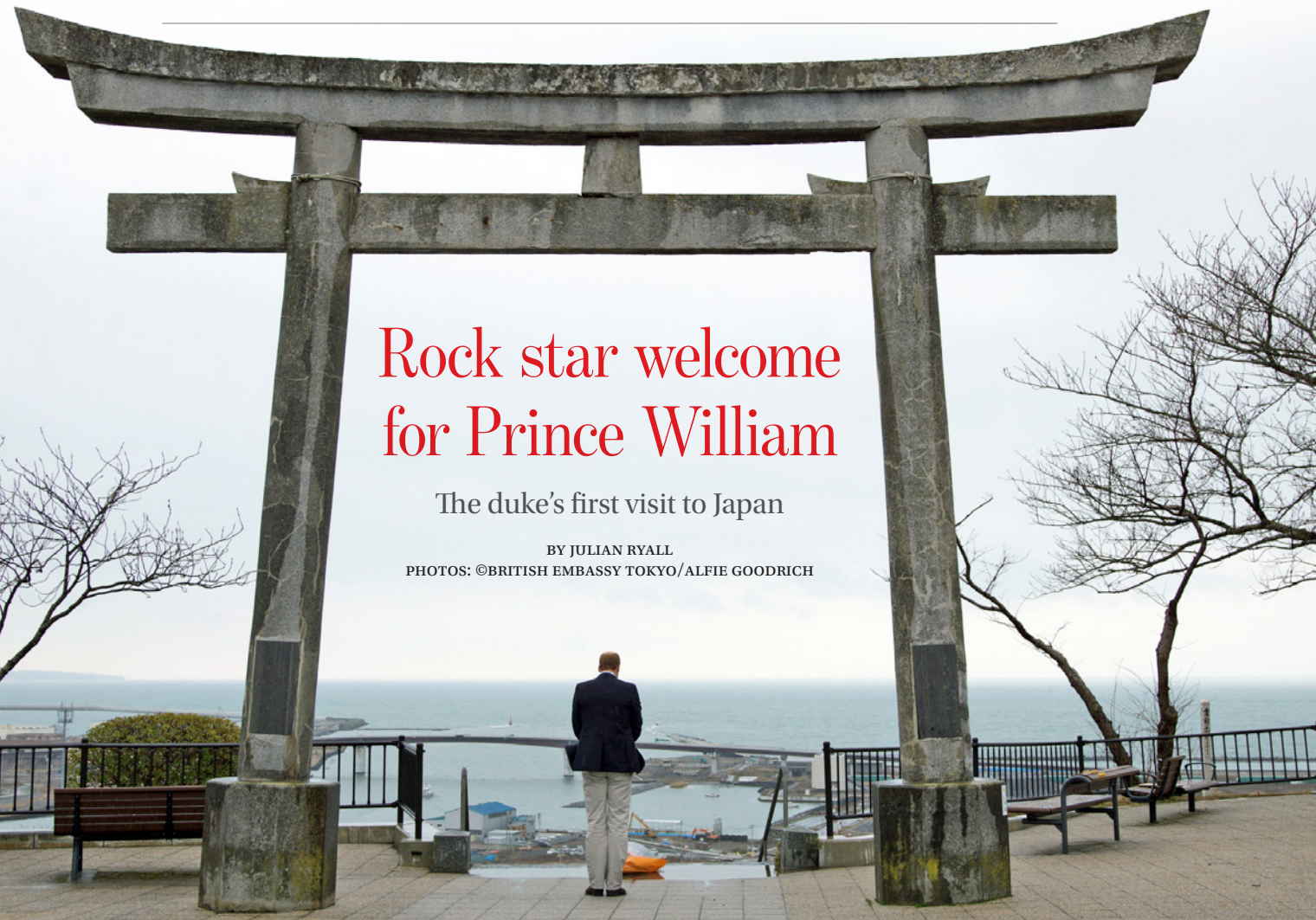
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Rock star welcome for Prince William

The duke's first visit to Japan

BY JULIAN RYALL

PHOTOS: ©BRITISH EMBASSY TOKYO/ALFIE GOODRICH



Prince William lays flowers at a torii gateway in Ishinomaki, Miyagi Prefecture, to commemorate the fourth anniversary of the Great East Japan Earthquake.

In scenes described as reminiscent of a One Direction concert, Prince William, The Duke of Cambridge, was politely mobbed by local residents of Onagawa, Miyagi Prefecture, during a visit to areas hardest hit by the March 2011 Great East Japan Earthquake.

The prince described his trip to Tohoku—co-organised by the British Chamber of Commerce in Japan—as the most important part of his four-day state visit to Japan, said Jamie El-Banna, founder of It's Not Just Mud, who spoke with him for several minutes.

“All the people had lined up well in advance of his arrival and it was all very organised”, said El-Banna, who set up the non-profit organisation after arriving in Tohoku to volunteer in the summer of 2011. “But as soon as Prince William had rung the bell of hope at the Onagawa shopping centre, everyone was pushing forward to shake his hand and say a word or two”.

“It really was most un-Japanese”, he added. “It was like a One Direction concert with royalty”.



Prince William and Tokyo Governor Yoichi Masuzoe

As well as ringing the bell, which was recovered from the mud in the aftermath of the tsunami, the prince admired lion dance performances, including one by children.

“I guess I spoke to him for three or four minutes”, said El-Banna. “He asked me my story and about the work we have been doing for the last three-and-a-half years. When I told him how important it was to local people that he had actually come to Tohoku to see them, he shrugged it off.

“And that importance goes for Fukushima as well”, El-Banna added. “When people are steering clear of the area, including Japanese people, his visit came as a huge boost to them. There was a real sense that, if it was safe for the future king of England to come here, then it should be safe enough for anyone”.

El-Banna said the prince told him that the visit to Tohoku was something he had insisted upon.

On the same day, the prince met Shinichi and Ryoko Endo, a couple from Ishinomaki



At Smile Kids Park, Motomiya City, Fukushima Prefecture

City, also in Miyagi Prefecture, who had lost their children in the disaster. He expressed his sorrow, adding that he could understand their feelings as he had also lost a loved one. The couple gave him some decorations carved from wooden debris washed up by the tsunami.

The prince later laid a bouquet of flowers beneath a *torii* gateway to the Shinto shrine atop the hill that looks out across the waterfront district of the city that was devastated. A group of children presented him with folded-paper cranes, symbolising hope for the future. In reply, he said *arigato* and told them that he would take the gifts home as a souvenir for 1-year-old Prince

“... I have had a chance to experience the blend of ancient and modern which so characterises this amazing country”.

George, who remained in England with his mother Catherine, The Duchess of Cambridge.

In the capital

The prince was welcomed to Tokyo by Governor Yoichi Masuzoe on 26 February. The occasion marked the prince's first visit to Japan—a destination his father, Prince Charles, most recently visited in 2008 and which his late mother, Princess Diana, toured in 1995. Masuzoe then escorted him on a boat ride from Tokyo International Airport Haneda to Hamarikyu Gardens, where he enjoyed traditionally prepared green tea.

The governor pointed out a number of locations along the waterfront that will be developed as venues for the 2020 Tokyo Olympic and Paralympic Games, with the prince commenting that he is certain that the entire event will be a success.

The following day, the prince visited the Commonwealth War Cemetery in Yokohama and laid a wreath at a memorial to over 1,700 servicemen from Commonwealth countries who died as prisoners of war in Japan during World War II.



Children present paper cranes.

The hand-written note on the wreath read, “May we never forget all those who paid the ultimate sacrifice for our freedom”.

After lunch with Emperor Akihito and Empress Michiko at the Imperial Palace in Tokyo, the prince went on to open the Innovation is GREAT campaign. This year-long initiative will showcase cutting-edge British technology in the fields of robotics, healthcare, big data and space (see page 18).

“In just 24 hours so far in Japan, I have had a chance to experience the blend of ancient and modern which so characterises this amazing country”, the prince said. “I can barely think of another country on Earth which pays so much reverence to its ancient customs whilst also being so outwardly modern”.

Pointing out that the UK shares a similar respect for the ancient and modern, the prince said the two nations have many other things in common, as well as links that go back to 1600, when the first Briton, William Adams—known in Japanese as Miura Anjin—set foot on the island of Kyushu.

The prince identified the transfer of British technology to Japan in centuries past and the more recent collaborative relationship that exists today as being critical to the bilateral relationship.

“It is in that spirit of collaboration and a shared history that I am proud to open the Innovation is GREAT campaign here in Tokyo”, he concluded. 🇬🇧



Prince William pays his respects at the Commonwealth War Ceremony in Yokohama.

First and best

Innovation campaign to promote trade

BY JULIAN RYALL

“The United Kingdom has a proud track record of giving the world life-changing products and designs ...”

As a nation, Britain is perhaps most famous for sharing with the world such treasures as Stonehenge, whisky, Big Ben and the Queen. But on closer scrutiny it is clear that each of these cultural gifts we have bestowed on mankind—barring Her Majesty, of course—is a product of technology that was ahead of its time.

There are countless more examples, from Jethro Tull’s seed drill to the mechanical pencil, the television, the computer, the World Wide Web, the jet engine, DNA fingerprinting, the gas turbine, the microchip and the vaccine for smallpox. All the work of Britons.



Andy Palmer, chief executive of Aston Martin Lagonda Limited, and Prince William at the Innovation is GREAT campaign launch in Tokyo • ©BRITISH EMBASSY TOKYO/SCOTT LARSON

[The campaign] aims to create new links with the private and public sectors, along with academia and investors.

Yet the UK seems to default to modesty and play down its technological breakthroughs. The result is that the country is better known for football than for Michael Faraday's discovery of electrolysis, and appreciated more for fish and chips than for John Cockcroft and Ernest Walton's splitting of the atom.

The Innovation is GREAT campaign, launched by Prince William, The Duke of Cambridge, on 26 February at Roppongi Academyhills, is designed to go some way to rectifying the image of Britain as being a little behind the technological times. It aims to create new links with the private and public sectors, along with academia and investors.

The campaign will focus on four areas in which British firms and academia lead the world: robotics, healthcare, big data and developments in outer space.

Opening the year-long showcase of the best of British knowhow, the duke said Britain and Japan have been learning from one another since the seafarer William Adams >>

BIG DATA

Britain leads the world in its commitment to open data, said Sir Nigel Shadbolt, chairman and co-founder of the Open Data Institute. Japan, however, is in 19th place on that global list, underlining the opportunities that exist in a sector that is presently experiencing what Shadbolt describes as "an avalanche".

"Data is a new asset class and its availability is extraordinary", said Shadbolt, who is also professor of artificial intelligence at the University of Southampton. "The human genome is now used everywhere for the betterment of humanity; GPS started out as a military application but now it's in your car and your mobile phone".

From transport to healthcare, crime data to energy and the environment, every area of our daily lives today depends on access to data, he said.

ROBOTICS

"Japan is famous for its achievements in robotics, industry, and in society as well", said Geoff Pegman, chief executive of RU Robots Limited. "Robotics is one of the eight areas of innovation that the British government sees as an engine for growth for the UK economy, and we want to collaborate closely with Japan".

Working together would benefit both countries, Pegman said, in fields as diverse as healthcare, manufacturing, mass transport, agriculture and food production, as well as urban development.

"Robotics is going to disrupt and change our society, and it is up to the leading nations to be ready to deal with that challenge", he said. "It is a sector that fits well with entrepreneurship: the UK is the most entrepreneurial nation in Europe and fourth in the world".

Silas Adekunle, founder of Reach Robotics and the Mecha Monsters

range of game androids, is evidence of that national trait.

Adekunle's firm, which he set up before he graduated from the University of the West of England, has created the first robots in the world that are designed for gamers.

"We wanted to make robotics more fun and engaging because most robots at the moment are passive", he said. "Mecha Monsters are robots that battle each other, controlled by a smartphone or tablet. They become stronger with each battle and can be customised through physical and virtual add-ons".

Displaying his devices to intrigued Japanese after the campaign's opening ceremony, Adekunle said Japan is the ideal market to showcase the multi-legged robots. He attributes this to the population's long and keen interest in robots and their swift adoption of both robot and gaming technology.



Staff at Reach Robotics work on game androids.

PHOTOS: REACH ROBOTICS

became the first Briton to reach Japan 415 years ago.

“At the end of the 19th century, Japan imported a great wave of technology and practice from the United Kingdom, from railways to whisky”, the prince said. “In the second half of the 20th century and into this one, the exchange has been more two-way.

“Britain’s car, train and nuclear industries are reviving, and becoming world-beating, thanks to Japanese investment from Hitachi, Nissan and many others,” he added.

“The United Kingdom has a proud track record of giving the world life-changing products and designs—from the Internet to the hypodermic syringe.

“And we have a long track record of opening our doors to entrepreneurs from overseas,” the prince added. Then, donning a *happi* coat, he



Prince William uses a Blipper app with children at the campaign launch in Tokyo. • ©BRITISH EMBASSY TOKYO/SCOTT LARSON

HEALTHCARE

James Roberts has followed an innovative path, ignoring conventional wisdom to create the world’s first inflatable incubator. Roberts built around 100 prototypes before he was satisfied with the device, which is designed to help premature babies in refugee camps or disaster zones around the world.

A project that he started while a student of product design and technology at Loughborough University in Leicestershire, MOM Incubators Ltd.’s products cost a mere £250—a far cry from the £30,000 of a conventional incubator—and should be in use by 2017, Roberts said. So revolutionary is the concept that Roberts was named the winner of the James Dyson Award 2014.

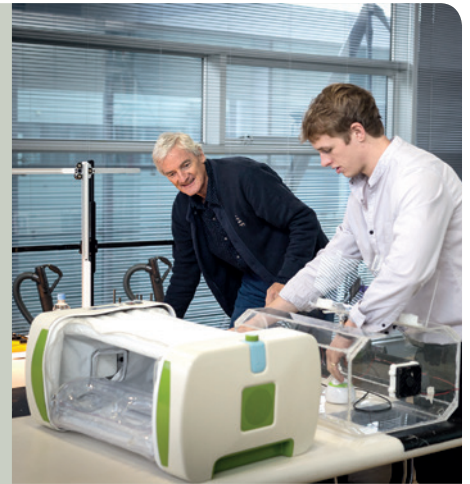
“Dyson is one of my heroes so it was a great honour to meet him, and it’s wonderful to have his name behind the product”, Roberts said. “I’ve used the prize money for patents and trademarks because I want to collaborate with the right companies to make sure [the incubator] progresses as I want it to. It really is my baby”.

Professor Sethu Vijayakumar, of the Institute of Perception, Action and Behaviour at the University of Edinburgh, is working at the junction of robotics and healthcare. He is part of a team that has devised the advanced Robo-limb and I-limb Ultra prosthetic upper limbs.

“Our bio-interface is unique in the world”, Vijayakumar said. “While others are also working in this area, we have already fitted more than 600 patients with these units, giving them incredible dexterity”.

The smart limbs are designed to sense input from the user’s brain to operate in the same way as a real arm or hand. Aside from moving, twisting, gripping and turning, the devices can also remember the shape and grip required to hold a user’s everyday objects, such as a cup of coffee.

Vijayakumar said he is in Japan to find new collaborators in academia and the private sector for future enhancements of the existing technology, and to develop new medical devices.



James Roberts shows his invention to James Dyson. PHOTOS: JAMES ROBERTS AND DYSON

The world’s first inflatable incubator



OUTER SPACE

carried out the symbolic cracking of a barrel of sake with Soichi Noguchi, lead astronaut for the Japan Aerospace Exploration Agency, and Andy Palmer, chief executive of Aston Martin Lagonda Limited.

The importance of the Innovation is GREAT campaign was emphasised by British Ambassador to Japan Tim Hitchens CMG LVO, who said: "UK-Japan relations are already exceptionally strong and fruitful, but I feel there is more we can do together to build a better world.

"We need to use our influence responsibly to help make our societies and lives more fulfilling", he added. "I am tremendously excited about the programme of events and initiatives that we have planned for the year ahead and I hope they will be instrumental in forging the partnerships that will take our relationship to new levels." 🇬🇧

The costs of space exploration and development are such that cooperation makes sound economic sense, said Professor Sir Martin Sweeting OBE, executive chairman of Surrey Satellite Technology Ltd. and director of the Surrey Space Centre. Still, there are significant opportunities in the sector, he said, pointing out that the British space industry contributes £11bn to the national economy annually and employs some 29,000 people.

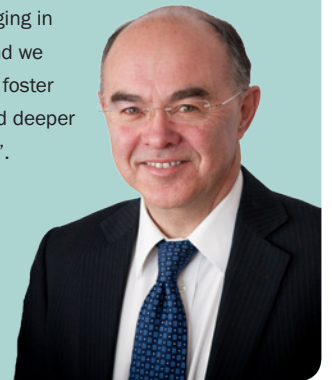
"Uses of space are expanding and it is becoming an essential component of national economies, contributing to business, agriculture, communications and many other areas", Sweeting said. He added that, in the years ahead, the space sector has an important role to play in global security and work to counter the threat of terrorism, as well as in locating natural resources and monitoring the effects of climate change.

Much of the UK's focus in recent years has been on developing ground-monitoring or

communications satellites, and then devising ways in which to reduce their scale in order to lower launch costs. From devices the size of refrigerators a decade ago, British ingenuity has reduced satellites to the size of a loaf of bread. Over the past 13 years, 43 British satellites have been placed into orbit.

"Space is no longer the preserve of the superpowers and it is now within the reach of any nation", Sweeting said. "The UK government has been very encouraging in this sector and we are hoping to foster increased and deeper collaboration".

Professor
Sir Martin
Sweeting OBE
PHOTO: SSTL



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GSK HUMAN PERFORMANCE LAB



A look inside the ground-breaking unit

The GSK Human Performance Lab (GSK HPL) is a state-of-the-art science facility based in West London, in the UK. It is owned and operated by GlaxoSmithKline plc—one of the world's leading research-based pharmaceutical and healthcare firms.

The 1,672.25m² facility has some of the UK's most advanced sport

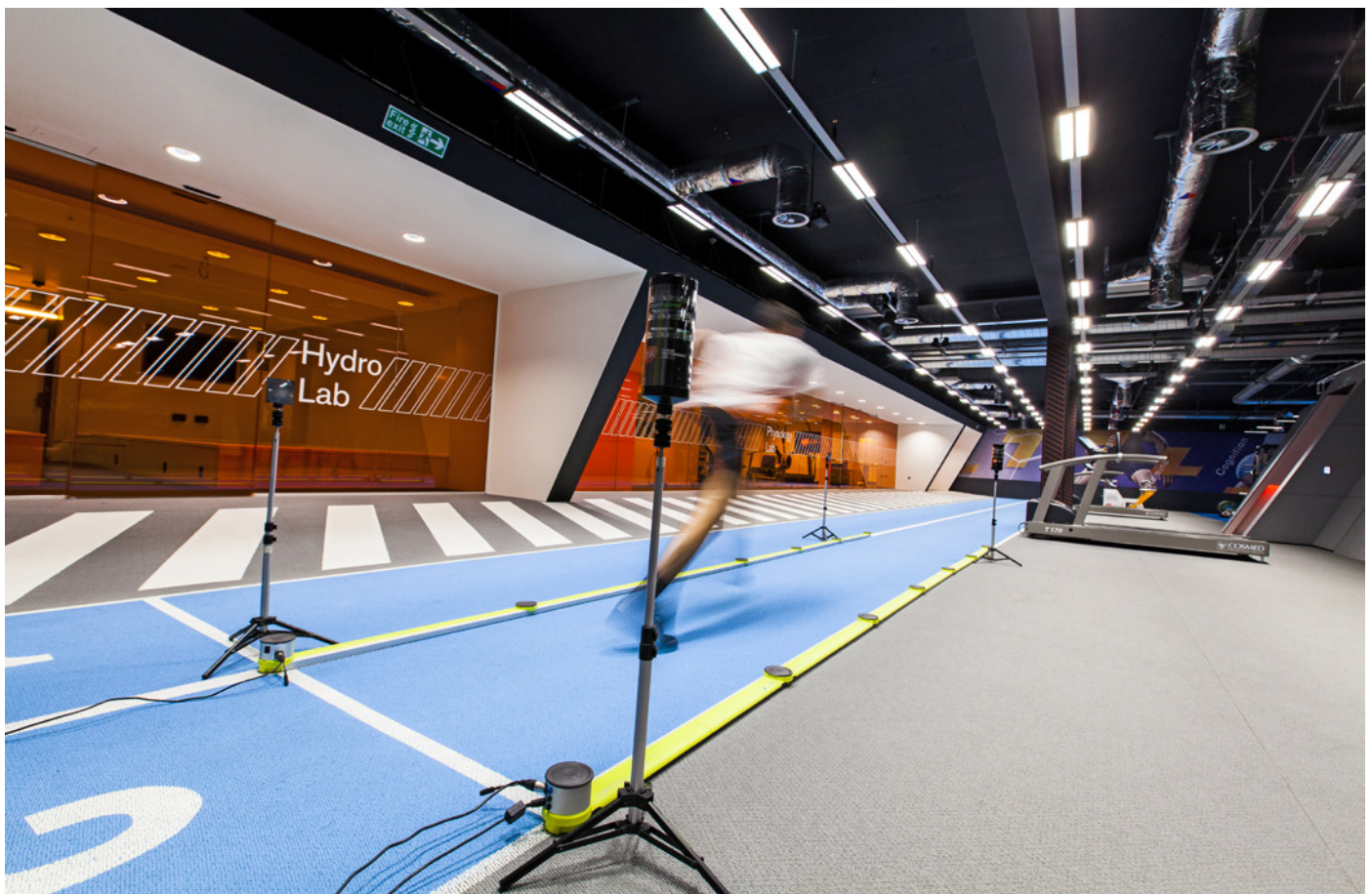
technology, scientists, research and development capabilities under one roof. Its team work with performers—such as Jonathan and Alistair Brownlee who took medals at the London 2012 Olympic and Paralympic Games, the McLaren-Honda Formula 1 Team and world No. 1 golfer Rory McIlroy MBE—to help them break through their own limits.

The lab carries out research with these elite performers to better understand how their bodies and brains function.

GSK HPL scientists are then able to identify very specific areas for potential development, so partners can improve their training, recovery, nutrition and competition programmes.

In return, GSK has research and data from elite athletes that can help drive scientific innovation across its business.

Charles Leslie, global head of GSK HPL, said: “The GSK Human Performance Lab is very exciting, as both the GSK business and our elite partners benefit from its research. Our elite partners have a very detailed understanding



The state-of-the-art GSK Human Performance Lab facilities are in London.

Both the GSK business and our elite partners benefit from [The GSK Human Performance Lab's] research.

of what can drive and improve their own performance, and the science behind their success will help us develop products that better meet the healthcare needs of consumers. Research the lab is carrying out will also contribute to R&D across the wider GSK business”.

Recent research includes protein strategies to optimise the impact on reducing the incidence and severity of muscle damage after exercise. The lab's neuroscience team have also been exploring the role that cognition plays in supporting readiness for performance, examining the athletic brain and the impact on it of nutrition and fatigue.

The lab's work has not gone unnoticed. The Duchess of Cambridge, as patron of the charity SportsAid, visited the facility in November 2014 to see 30 young athletes aged 16–20 undergo testing.

This process was designed to help the athletes achieve their goal

of competing in the Tokyo 2020 Olympic and Paralympic Games. The GSK HPL science team ran a series of assessments on the athletes covering cardiovascular fitness, thermoregulation, muscle strength and power, cognition and body composition.

Tests in the lab's environmental chamber were set to match the heat and humidity of a typical Tokyo summer. Scientists then provided extensive feedback to the athletes and their coaches, helping them develop improved nutrition, training and recovery programmes.

On the visit, the duchess took two cognitive tests—which measured her reaction times—to experience first-hand what the athletes had been doing. She also went into the environmental chamber to experience the conditions the athletes are likely to face during the Games.

McLaren-Honda racing driver and triathlon devotee Jenson Button MBE recently took on one of the toughest challenges of his



Jenson Button MBE (front) goes head-to-head with Jonathan Brownlee.

career in the GSK HPL—a head-to-head test with Jonathan and Alistair Brownlee.

Jenson, who trains and regularly competes in triathlons to stay fit for F1 events, was put through his paces in the lab in a series of triathlon and F1 tests to compare and contrast his physiological and cognitive performance with the Brownlee brothers.

Using GSK HPL cutting-edge science, Jenson and the Brownlees went head to head in a series of swimming, cycling and cognition tests under strict lab conditions. The group also underwent skin and core temperature tests to assess how their bodies perform in the heat and humidity that Jenson experiences in the hottest Grand Prix of the F1 season (35°C and 70% relative humidity). The tests helped Jenson understand the ways in which he can improve in

the triathlon, and are helping the Brownlees acclimatise to the heat and humidity they are likely to experience during the Rio 2016 Olympic and Paralympic Games.

Dr. Ken van Someren, head of R&D at the GSK HPL said: “The research with the Brownlees and Jenson was about showing the interesting physiological and cognitive differences between a group of world-class athletes from very different sports.

“Both McLaren and the Brownlees are GSK HPL research partners. We support McLaren with nutrition strategies, and wide ranging physiological and cognitive assessments to help improve race team and driver performance.

“We are delivering in-depth research for the Brownlees and the British Triathlon Federation that focuses on acclimatisation to support their preparations for Rio 2016”.



A staff member monitors Dame Kelly Holmes DBE MBE.

ETHICAL BUSINESS

Working on climate change, healthcare and the bottom line

BY JULIAN RYALL

Too many firms have forgotten that they were founded to provide goods and services to help people lead longer, more comfortable and more convenient lives, believes Paul Polman, chief executive of Unilever.

“We need to bring all brands back to purpose”, Polman told an audience at a British Chamber of Commerce in Japan event held at the Tokyo American Club on 17 February. “My vision is that brands should be a movement for good by connecting people”.

Unilever’s predecessor, Lever & Co., was founded in the north-west of England in 1884 by Lord William Hesketh Lever. It was set up to address the problem of unsanitary

conditions in Victorian Britain with products such as Sunlight Soap. It still strives to improve health and well-being by reaching out to millions of consumers around the world on a daily basis.

“Two million children die every year, and that figure can be cut through the simple habit of washing hands”, said Polman.

That is the equivalent of 40 Boeing 747 aircraft full of children crashing every day, he pointed out, and yet the world fails to realise

“... Brands should be a movement for good by connecting people”.

the scale of the problem. Unilever continues traditions instilled by its founder by encouraging people to use sanitation products, providing access to safe drinking water and constructing toilets in the developing world.

Given that Unilever makes Domestos, a brand with a long tradition of keeping toilets clean, it makes perfect business sense as well, Polman said.

Yet too many firms have become embroiled in “the

rat-race of expectations” that revolves around chief executives being required to report impressive quarterly results for their shareholders. Failure to do so means they are replaced. Equally, the average life span of a publicly listed firm is a little over 18 years.

“We need a different business model”, Polman said. “Not a model that is at the expense of our shareholders, but one that benefits both our shareholders and the world over the long-term”.

And that is not just in terms of helping to address public health issues.

“Unilever has a very simple business”, Polman said. “We are in

HELPING FIRMS EMPOWER WOMEN

Paul Polman also spoke with conviction about the role of women in society at the Embassy of the Kingdom of the Netherlands in Tokyo on 18 February. The chief executive of Anglo-Dutch firm Unilever was one of a number of business leaders and academics participating in an event entitled: “Role of Business—Flawless Diversity and Women Empowerment”. Polman addressed a series of questions.

HOW DOES UNILEVER APPROACH DIVERSITY?

First, for Unilever—and most other firms are reaching this same point—I want to

recruit from 100% of the talent pool; in other words, both men and women. If you recruit from 50% of the talent pool, you can never compete. In fact, studies globally show that countries in which women do not have the same opportunities as men are economically disadvantaged.

Second, if you look at Unilever’s business, who has the most spending power now? Who is driving the Internet? The answer: most of the purchasers of our brands are women.

Worldwide, even in countries like Iran, 60% of university graduates are women. We also increasingly see that gender-balanced organisations have a better financial

performance. The question is, why don’t people apply and practice diversity when its benefits are so obvious?

WHAT PRACTICES ARE IN PLACE AT UNILEVER?

In Unilever, 50% of our board members are women, and globally, about 45% of our managers are women. In Japan, this figure stands at slightly over 30%.

While I am not in favour of a quota or forced behaviour system, setting a target and creating an environment where everybody can rise to their full potential is needed. Our programmes show best practice, ranging from

Japan—if it chooses to—has the ability to play a major role in rectifying [the problems caused by climate change].

the business of soup and soap and I want to double our sales, but I also want to decouple our growth and our environmental impact”.

All of Unilever’s manufacturing facilities throughout Europe operate on green energy, the firm has dramatically reduced the amount of water it uses in its manufacturing processes and a number of ingredients, such as palm oil, come from 100% renewable sources.

Climate change formed a key part of Polman’s message and he emphasised that if the world really wants to solve the problems associated with mankind’s impact on our planet, then we need to act now.

“Let me ask you a simple question,” he said. “How many forests can we keep cutting down until all the forests are gone? How many cities can we keep polluting until the people cannot breathe any more?”

On a recent trip to New Delhi, Polman said it was evident that people were tired of existing in a city identified as one of the most polluted in the world. What is more, the situation in the Indian capital is worsening, he added.

In collaboration with other nations, big and small, Japan—if it chooses to—has the ability to play a major role in rectifying that situation.



Paul Polman, chief executive of Unilever

“If Japan, the world’s third-largest economy, does not play its part, then [the campaign] is not going to work,” he said. “There cannot be opt-in and opt-out if we want to make this world better.

“It takes courage from our governments and our businesspeople”.

Polman also identified the female workforce as an issue that needs to be addressed, pointing out that increased diversity and female participation invariably improves

economic prosperity. In Japan, studies have shown that ensuring equal employment opportunities to women would boost GDP by an impressive 13%, he said.

As well as being good for the environment, public health and business, Unilever’s track record has helped to propel it up the list of firms for which people want to work, with only Apple Inc. and Google Inc. ahead of Unilever on the LinkedIn ranking of employers. 🇬🇧

monitoring and training to maternity leave and flexible working schedules.

It is hard to fight people’s behaviour. Attitudes are difficult to change sometimes. But, at the end of the day, you have to be sure the firm and its managers believe in diversity and live it.

Unilever discovered a long time ago that we need a gender-balanced lens, extending beyond our own operations, to ensure our business success. With Unilever’s Sustainable Living Plan, we will create an additional five million jobs for women in our value chain.

By incorporating gender diversity in our business, we have increased awareness of the principle among our staff, allowing us

to internalise it better. Actually, I think it is one of the main reasons we are able to move it forward.

HOW CAN WE ENSURE GENDER BALANCE HAPPENS?

In Japan, the government needs to be more aggressive, not only in its ambition to increase the share of women in leadership positions to at least 30% by 2020 in all fields of society, but also in the tool kits it puts in place to make this possible.

Yet, at the same time, I think the leadership of firms has to show zero tolerance for behaviours that do not promote diversity.

First and foremost, if the chief executive does not have a positive approach to gender diversity, the female staff will not reach their full potential. Second, if there is not more responsible leadership, the ultimate target will not be reached. I think the biggest challenge I have is people’s behaviours.

In Japan, partly due to the seniority system, senior leaders seem too conservative to handle this issue using both the left and right parts of their brain. Unless some role models and successes—not only in business but also in society as a whole—are created and celebrated, the big change being sought will not be realised.

Tradition Meets Modernity

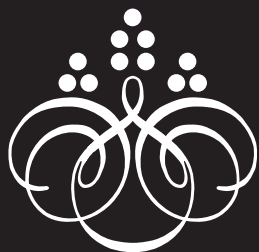


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HELP FOR LGBTQ CHILDREN



Advice for parents

Many parents of lesbian, gay, bisexual, transgender and questioning (LGBTQ) children are confused about how to show them support and worry about the challenges they may face. TELL is frequently asked many questions by parents who have concerns when they learn their child is LGBTQ.

What should I do first?

As parents, you may be experiencing many emotions ranging from anger and sadness to relief and joy; this is normal. How you express these feelings to your child is important. It took a lot of courage for your child to share with you who they truly are. Remember they are still the same child and need your love and support.

It might be helpful to know that you are not alone. Given that one in 10 people identify as LGBTQ, many parents are going through—or have gone through—the same experience. Reaching out for support and developing a better understanding of what this news means for your child will be important.

Did I do something wrong?

No. You did not make your child gay or transgender because of a lack of love or any other such myth. Individuals of all gender identities and sexual orientations are a

While caring for your child please remember your own emotional needs.

normal part of global societies, regardless of religion, ethnicity, race and nationality. No one makes these choices; it is just who we are.

Should my child have therapy?

Sadly, because of discrimination and a lack of support, the LGBTQ population—in particular transgender children—have a greater risk of experiencing anxiety, depression and associated suicidal thoughts.

Recent studies have found that LGBTQ students are two to seven times more likely to attempt suicide than their peers. In these instances, therapy can be extremely helpful for the child and their family.

However homosexuality and gender variance are not illnesses that can be fixed or changed with therapy.

Will my child be at greater risk of violence?

The painful fact is that this may be the case. A 2011 study, by the US non-profit organisation the Institute of Medicine, found that about 20–30% of lesbian, gay and bisexual individuals reported experiencing dating violence, while this figure was 50% for transgender individuals. Of this, verbal abuse, harassment or violence is common.

It is important for you to be a positive support in your child's life

and ensure that you provide a safe place for them to be who they are without fear of discrimination.

How can I best support my child?

Being there for your child in a non-judgmental loving way is essential. You may feel you are not able to provide the right support and know little about being LGBTQ. As with all children—no matter what age—your love is the best support you can give. Research shows that parental acceptance and love has a strong impact on protecting an LGBTQ youth against negative mental health issues.

Learn as much as you can about what it means for your child and ask them what they need from you. Show interest in their sexuality and friends, and provide them with information on help lines, support organisations and social groups that exist for young people in this situation.

While caring for your child please remember your own emotional needs; you will also be going through a roller coaster of feelings.

Another way to show support for your child is to join TELL on 25 and 26 April, in the Tokyo Rainbow Pride Parade and Festival. The aim of the event is to promote a society where LGBTQ and other sexual minorities can feel comfortable with who they are and lead fulfilling lives, free from discrimination and prejudice. 🇬🇧

TELL COUNSELING: 03-4550-1146

TELL LIFELINE: 03-5774-0992

www.stonewall.ajet.net is a network of support groups and information in Japan for the LGBTQ population.

www.pflagnyc.org is a national support group and information site for parents and allies of LGBTQ individuals.

www.genderspectrum.org offers resources, information and support for parents of transgender children.

HARUNO YOSHIDA

President of BT Japan Corporation
Member of BCCJ Executive Committee 2014–15

BY LUCY ALEXANDER

Haruno Yoshida, president of BT Japan Corporation, does not come across as the sort of person to be easily intimidated. Yet, when she was approached in February by the Keidanren, the highly conservative and all-male Japan Business Federation, to become its first female executive, she admits to being “frightened”.

What gave Yoshida confidence was the reaction of other women. “They all said, ‘Go for it! We will be behind you’”, she said. Yoshida will assume her role as vice chairman of the board of councillors—advisors to the chairman, Sakayuki Sakakibara—in June.

It is not the first glass ceiling Yoshida has smashed. She was

“I’ve learned a lot from working for a British company. Women [at BT] work in such a natural way—they can just get on with doing their job”.

appointed the first female president of BT Japan in 2012. “In the UK, Haruno could be a male or female name”, she said, “so I assumed when they finally realised I wasn’t wearing a tie, it would be over. Because being a woman in Japan is a big, big disadvantage. It’s like being chained by the leg. So, when I was offered the job, I said, ‘I’m female, and this is Japan—are you serious?’”

BT was serious, and Yoshida has flourished in the role: “I’ve learned a lot from working for a British company. Women [at BT] work in

such a natural way—they can just get on with doing their job”.

In Japan, she says, such a relaxed approach to female leadership is a long way off. “For us, to see the Queen and Margaret Thatcher—two women—leading a G7 country was unbelievable! Can you imagine the Emperor being a woman, and Abe-san shaving his legs? I don’t think so”.

Yoshida, 50, is a standard-bearer not just for Japanese female leaders, but also for working mothers. After a degree from Keio University and a job

at Motorola Mobility LLC., she married a Canadian, moved to Vancouver and had a daughter. Five years later, in 1999, she was a single mother working for Nippon Telegraph and Telephone Corporation in New York.

“I remember every morning when I started putting on my make-up, my daughter would cry. She suffered because other people’s families were not like us, but if all kids get used to the idea that mothers work then it becomes natural. I want my daughter to be able to work and be praised instead of blamed”, she said.

Part of the reason Yoshida is passionate about telecommunications is its ability to enable remote working, which benefits workers with care-giving responsibilities. This is one of two key messages she intends to

MY TYPICAL DAY: HARUNO YOSHIDA

| | |
|--------------|---|
| 4:30am: | Wake up, check emails |
| 5am: | Morning coffee and NHK news, get ready and leave house |
| 7:30am: | Arrive at office; check emails, read papers, go through document inbox, confirm schedule and write a to-do list; or breakfast seminar |
| 9:30–11am: | Internal team meetings |
| Noon–1:30pm: | Lunch with a customer |
| 2–3:30pm: | External business meetings or visits to customers |
| 4–5pm: | Global leaders’ meetings |
| 5–6pm: | Respond to emails, deal with requests, prepare documents or numbers |
| 6–8pm: | Receptions or customer dinners |
| 9–10.30pm: | Go home; relax, watch TV, private emails (especially with my daughter) |



“Japan talks about globalisation and transformation, but none of this will be possible without womenomics”

push at the Keidanren: “What you deliver is everything—you don’t have to be in the office, you can probably work better from home”.

The other is to promote “transparent evaluation schemes for measuring employee performance, connected to pay and bonus. If there is any mission at all for me”, she said, “it’s to show Japanese companies how to start”.

Yoshida is optimistic that Japan is at a social and economic turning point. “We don’t have many natural resources, our society is ageing, our workforce is reducing, we are not utilising women and we don’t speak English—and yet we are still

the world’s third-largest economy”, she said. “What if this giant woke up and carried out all these reforms that the other G7 countries have already put in place? Japan would be massive!”

The key is to tap into female economic power, she says, citing the research report by Goldman Sachs analyst Kathy Matsui entitled *Womenomics 4.0: Time to Walk The Talk*, which indicates that closing the gender employment gap could raise the country’s GDP by up to 13%.

“Japan talks about globalisation and transformation, but none of this will be possible without



Haruno Yoshida spoke at a womenomics event hosted by the BCCJ in September 2014.

womenomics”, Yoshida said. “It’s our most important key performance indicator. Countries should measure how serious Japan is by its progress on womenomics”.

Yoshida hopes that her daughter’s generation will not, as she did, have to leave Japan

in order to get promoted. “We in our fifties and sixties will lay a path for you”, she said. “It may not be perfectly straight, but please continue on it. I see it as a chain of opportunity being passed from one generation of women to another. Japan is going to change, so stay tuned” 🇯🇵

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DIVERSITY GETS RESULTS

Specialist profile: Clive O'Brien

BY MIYUKI SEGUCHI
SENIOR PR & COMMUNICATIONS EXECUTIVE

Diversity is a word that describes Robert Walters well, with consultants from 25 nations employed in the recruitment agency.

The sales and marketing division most notably represents the firm's diversity, in part due to the leadership of a female director who is originally from India, coupled with consultants representing a dozen countries.

"I find it very stimulating to be surrounded by such diverse and talented people,"

says Clive O'Brien, associate director in the sales and marketing division.

"The approach they take to reach and exceed their targets is varied and unique to each individual, and I am continually inspired by the imaginative solutions they bring to their daily challenges"

O'Brien—a native of Ireland—also adds a diverse element, having worked in three divisions during the more than a decade that he has been with the firm.

"A part of my role is to identify the qualities in applicants to

Robert Walters that will make them strong consultants.

"Enthusiasm, passion for learning and development, and strong communication ability are among the core skills we look for.

"These are also some of the key traits that are commonly sought across the industries for which we recruit.

"The most rewarding part of my role is in bringing together talented individuals and seeing them achieve great results as a highly successful team," he concluded. 🇯🇵



Associate Director Clive O'Brien

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TOKYO 2020 AND YOU

- Huge interest among BCCJ members
- Games expected to bring social and economic progress
- More BCCJ events linked to Tokyo 2020 being planned

Engaging with the Olympic and Paralympic Games

BY GRAHAM DAVIS

Looking out over Tokyo Bay from Odaiba, one can appreciate how transformational the Tokyo 2020 Olympic and Paralympic Games will be. Think about the empty areas where stadia and infrastructure will be built for the 28 sporting events; look at the space in Harumi that will be home to the Olympic Village—currently a car park.

The physical legacy of the Games will be a Tokyo that rediscovers its waterfront. But the overall legacy is expected to be much greater, with Tokyo 2020 having an impact on volunteering and diversity. It may also result in a more open and welcoming society, while also perhaps helping the country rediscover its zest and enthusiasm; we are on the way to discovering what the opportunities might be.

At the British Chamber of Commerce in Japan (BCCJ), there is massive interest in the Games. For organisers, sponsors, businesses, communities—as well as the BCCJ and our members—2015 is expected to bring some great opportunities to start planning and preparing for Tokyo 2020.

Business opportunities

Despite being keen to keep the spotlight on Brazil until after the Rio Olympic and Paralympic Games in 2016,

The UK has world-class marketing and communications expertise to offer both organisers and sponsors.

Tokyo 2020 organisers will be busy with behind-the-scenes activity this year. With most of the management in place and sponsors signing up in great numbers, this year should see procurement and delivery really accelerating.

Among the areas of active interest for British businesses are consultancy and advisory work related to planning and delivery across the events, from design and transport to audience experience and language training, as well as information and communications technology. The UK has world-class marketing and communications expertise to offer both organisers and sponsors. Skills in support areas such as risk management, insurance, sports medicine and testing, that featured at the 2012 London Olympic and Paralympic Games, are being exported around the world.

Community

It was no surprise to hear Brian Christian, principal of the British School in Tokyo (BST), refer to

Games volunteers as those who can “make the Games”, when he spoke at the BCCJ’s event “Tokyo 2020 and you” on 24 March. BST clearly has exactly the kind of dreams for Tokyo 2020 that many other BCCJ members have: to contribute, learn, and use the Games as a way of developing partnerships in Japan.

For BST, these may be with partner educational establishments; for others, these may be business or local community partnerships. Whatever the new links created, there are sure to be ways of getting involved meaningfully and really contributing.

Legacy

This year, we also expect to hear more from the organisers and government about their legacy vision, and would like to share in that discussion. Along with other foreign chambers, the BCCJ would like Tokyo 2020 to advance causes which we have long championed: economic revitalisation, openness, diversity, governance, access for

the disabled and disadvantaged. And, of course, we would like to know in detail what the physical legacy of the Games will be on the country and city, as well as the environmental impact and sustainability programmes surely under consideration.

The BCCJ is in a wonderful position to develop activities for our members. With partners at UK Trade & Investment, the British Council, BST and the Export to Japan website, we have a really powerful community interested in both the business and community aspects of the Games.

Coming soon

The BCCJ is planning events around real estate, HR and volunteering—all with content from London 2012 and relevance to Tokyo 2020. In addition, we will be partnering with other chambers of commerce and Chuo Ward in a street rugby tournament on 5 July in the Ginza-Nihonbashi area. It will be a really exciting opportunity, ahead of the Rugby World Cup 2015 in the UK.

Look out for our quarterly status report about business in relation to Tokyo 2020 and details of a trade mission.

For us at the BCCJ, these are exciting times. We may not know exactly how things will turn out, but we believe the journey will be valuable and stimulating. 🌸



Peter Wynne Rees was chief planning officer of the City of London Corporation for 29 years. • ©BARTLETT FACULTY OF THE BUILT ENVIRONMENT, UCL

Learning from the changing face of London

Tokyo to welcome UK city planning expert

BY JULIAN RYALL

“Japan has no problem with having old and new buildings sitting together ... in that way, I think that Japan and Britain are quite similar”.

After two decades since his last visit to Tokyo, Peter Wynne Rees cannot wait to see how the face of the city has changed.

And while he insists that he is no expert on the urban planning and design of the Japanese capital, he will surely be running his seasoned eye over its lines and curves, its spaces and constricted areas, its modern tower blocks and the low-rise residential districts.

After 29 years as the chief planning officer of the City of London Corporation, a position he left last year to become professor of places and city planning at University College London, Rees has an unerring eye for what works and what falls flat.

“I think that in Japanese culture, there is a fundamental understanding of the need to retain the important elements of historically important places”, Rees told *BCCJ ACUMEN*.

“Japan has no problem with having old and new buildings

sitting together and there is no desire—thankfully—to clear entire areas of cities, as some others do”, he added.

“In that way, I think that Japan and Britain are quite similar”, 66-year-old Rees said. “In London, we have kept the best of the past and we try to approve the best new buildings. I believe that is the way to create a successful future, although it must be remembered that city planners do not make ‘real places’; it is the people who make a city”.

Rees will be visiting Tokyo on 20 and 21 May to address MIPIM Japan, the global real estate forum that will be staged in Japan for the first time. He will speak on the topic of “Density: Innovative solutions for liveable cities” and draw heavily on his experiences helping to transform London into a city that is welcoming to business as well as to its residents.

Bringing together property and finance professionals from around the world, and recognised

internationally as the prime forum for all property asset classes—from office through retail, residential, infrastructure and leisure—MIPIM Japan will include conference sessions and networking opportunities over the two days.

The event will focus on four key themes: the Olympics, inbound and outbound investments, innovative cities and tourism. The speakers will include Ken Livingstone, former mayor of London, and world-renowned architect Kengo Kuma.

“Very early on in the battle, we realised that if we wanted London to retain its title as a centre of world finance then we needed to compete on quality rather than quantity”, Rees said.

“It’s about how pleasant a place is to live and work in; it’s not about how many thousands of square feet can be built on”.

While Dubai and Frankfurt were following the US model

“It’s about how pleasant a place is to live and work in; it’s not about how many thousands of square feet can be built on”.

of throwing up ever-taller skyscrapers, London resisted that approach for as long as possible. The result was that in the decades that Rees oversaw the development of The City, it evolved from a place that became a ghost town—both after the last office workers had left at the end of weekdays, and at weekends—to the thriving and energetic district it is today.

London remained committed to redeveloping redundant derelict spaces—such as the Broadgate project close to Liverpool Street Station—until there were no options other than to build upwards, said Rees. But even then, the greatest care was taken with new developments.

“If we were going to build tall, then it was important that these structures were of the highest quality in terms of architecture and planning”, he said.

A conscious decision was also taken to build a tight cluster of tall buildings in the eastern part of the city, well away from historic landmarks such as St. Paul’s Cathedral—assets that Rees considers to be among the city’s unique selling points.

The result is tall buildings of high quality that are a complete contrast to what he describes as “drab, ’60s-style architecture”. And Londoners have embraced them, going so far as to give them interesting nicknames, which include The Gherkin,

The Cheesegrater and The Walkie-Talkie, because of their distinctive shapes.

Asked about his favourite part of London today, Rees unhesitatingly identifies Paternoster Square, the space alongside St Paul’s Cathedral that was developed by Mitsubishi Estate Co., Ltd.

Replacing the 1960s development that had stood there before—and was composed of raised, grid-plan space surrounded by buildings all constructed in an identical, monotonous style—is “a very fine, modern space alongside our most important landmark”. Complemented by cafés, sheltered areas and enclosed by buildings by various architects and in different styles, the area has been transformed.

“It’s a room in the city where people can go to relax and it gives me great pleasure just to walk through that space—I feel like I’m at home”, Rees said. 🍀

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A GREATER GLOBAL FOOTPRINT

Lloyd's Vision 2025

BY JULIAN RYALL
PHOTOS BY ANTONY TRAN



From left: Tim Hitchens CMG LVO, John Nelson and Iain Ferguson at the British Embassy Tokyo

A spell of 10 days in mid-March was one of the busiest periods in the 327-year history of Lloyd's of London, a name that has become synonymous over that time with the specialist insurance market.

As well as opening a branch office in Beijing to supplement its Shanghai hub, Lloyd's opened a new hub office in Dubai. The corporate body is also celebrating the passing of amended legislation in India that clears the way for it to operate on-shore in a market with huge potential.

Those developments—together with the opening of a representative office in Mexico in February and potentially more regulatory changes in Turkey also in the pipeline—have helped to enhance a business that brings together 94 syndicates, already has a presence in over 200 countries and territories, and has just announced a profit of £3.2bn for 2014.

That is not bad for an organisation that started its operations in a coffee house, opened in 1688 by Edward Lloyd, in Tower Street in the City of London.

It is also testimony to Lloyd's commitment to emerging markets as well as the locations in which it has long been doing business, said Chairman John Nelson, who was appointed in 2011 after a long career with some of the world's best-known banking organisations.

"It has been a wonderful patch for us in terms of market access, and has significantly improved Lloyd's access and our global footprint", Nelson told *BCCJ ACUMEN*.

The developments also tie in with Lloyd's Vision 2025, one of Nelson's initiatives to develop the market over the coming decade. He is seeking to create a place where entrepreneurship and innovation thrive, ratings are at a level capable of attracting the specialist business it will write, innovative indemnity insurance-linked products are available, and efficient central service provides seamless processing to support face-to-face trading and world-class claims management.

What is, perhaps, most important is that Vision 2025 will see Lloyd's becoming larger

than it is today and its performance will outstrip that of its rivals. It is expected that the increase in premium income from the fast-growth developing economies will exceed their GDP growth as their specialist insurance markets develop.

Nelson says, however, that while Lloyd's is taking steps to increase its presence in developing markets, its traditional markets are still performing well and are just as important. And that includes Japan. The three major Japanese carriers—Sompo Japan Nipponkoa Insurance Inc., Tokio Marine & Nichido Fire Insurance Co., Ltd. and MS&AD Insurance Group Holdings, Inc.—are all on the Lloyd's platform.

"Their total capital investment in Lloyd's is just under £1.3bn, so they are significant players, and we take that relationship very seriously", he said.

As sophisticated as business in Japan is, though, Nelson believes that the nation's assets are not well insured. Economic losses that resulted from the March 2011 Great East Japan Earthquake totalled some £157bn, with a mere £24bn—just 16%—insured.

"In New Zealand, where by contrast 75% of losses were insured when the Christchurch earthquakes struck in February 2011, insurance provided a massive influx of capital that served to take the financial burden off the population", Nelson said. "This enabled businesses and communities to carry out repairs more rapidly and get back on their feet more quickly".

Similarly, businesses in Thailand recovered more swiftly because they were insured against crippling floods—also in 2011—that caused an estimated £30.5bn in economic damage.

If Japan had had a comparable level of coverage, he said, the economic and social



Lloyd's of London Chairman John Nelson addresses guests at an event at the British Embassy Tokyo.

recovery in the Tohoku region would have been far swifter. The lack of insurance penetration in Japan is attributed to a number of factors: not all infrastructure is insured, assets are not always insured for their full value and the insurance broking and risk management sectors are relatively underdeveloped.

“Japan’s culture of risk management is not where it is elsewhere in the world”, he said. “Risk management doesn’t seem to be as high up the priority list for boards here as it is in the US or UK. There are some Japanese boards that are hugely focused on risk management but it’s not uniform across the country”, he said.

“If you attend a board meeting of a Fortune 500 or FTSE 100 company they would have an agenda item of the top 40 risks and how they are performing against them. The resilience of these companies is massively improved as a result”.

Lloyd’s has paid £1.8bn to date for claims from the Great East Japan Earthquake and previously had provided significant support for natural disasters, including the Great Kanto Earthquake of 1923 and Great Hanshin Earthquake of 1995.

In addition to protection against the effects of natural catastrophes, Lloyd’s plays a role in supplying the Japan market with various modern specialist insurance products designed to protect businesses against heavy losses. It is arguably more important for Japan—compared to other markets—to address gaps in the specialist insurance market because this country “is often the first to incur risk because it is in the vanguard of new technology”, Nelson said.

“And Lloyd’s can offer a window on new risk with the best underwriting skills in the world”, he added.

One such emerging area of concern is cyber security.

“Cyber is an extremely difficult area, although we must remember that all emerging risks are in the beginning”, Nelson said. “We have to define the risk we are trying to cover as well as the loss or the claim”.

The worldwide market for cyber risk insurance has grown dramatically in recent years, having climbed from £569mn in 2012 to £1.7bn a year today in terms of gross insurance premium.

About 12% of Lloyd’s business is currently in Asia, but a glance at global demographics and the emergence of new businesses strongly indicate that the figure will grow.

“We are already strong in our traditional markets of Australia and New Zealand and we have an extremely healthy hub in Singapore, where we have 20 syndicates operating within one Lloyd’s office”, Nelson said. “But we do see ourselves expanding in South-East Asia”.

Malaysia is a market that is attracting attention, Indonesia will provide opportunities

as protectionist rules are eased, and China presents “probably the biggest single growth opportunity long term”.

While Nelson says the best part of his job is weighing up the global long-term opportunities in insurance, he believes excessive regulation is the biggest difficulty to overcome. He is a firm believer that challenges within the industry are also opportunities.

“Lloyd’s may be 327 years old, but we’re not old-fashioned”, he said.

“Any institution of that age is going to have forces at work that are trying to slow things down and prevent change; that’s usual in any walk of life.

“In the three years that I have been at Lloyd’s, there has been a recognition that we need to modernise and adjust our business model to the realities of the global economy”, he added. “But we have been innovating for more than 300 years and we remain the place to go for modern insurance”. 🇬🇧

LLOYD’S IN JAPAN

In Japan, Lloyd’s offers various insurance products for businesses such as general property, casualty, liability and marine risks. In addition, a range of specialist covers are offered, including but not limited to, terrorism, political risks & trade credit, contingency, and warranty & indemnity. To find out more, contact the bilingual team at Lloyd’s Japan Inc.

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With an extension of the premier Azabu Gardens property launching in May 2015, new luxury residences will be available in the family-friendly area of Moto-Azabu.

Nestled on a quiet tree-lined street, Azabu Gardens is located within walking distance of numerous international schools, supermarkets and neighbourhood parks, as well as retail and entertainment destinations such as Roppongi Hills and Tokyo Midtown.

Thanks to the building's design, residents can enjoy extensive privacy in the heart of the capital. Some 42 units, many of which have their own individual design, offer layouts tailored to accommodate private family time as well as entertaining. While residences on the upper floors have views of the cityscape, those on the middle floors look onto the expansive greenery around the building's periphery. Residents at ground level can access private and intricately designed Japanese gardens.

This pleasant natural environment is complemented by premium design details focused on the Japanese aesthetic. Bamboo flooring, soft lighting, sliding Japanese screen doors and unique gallery-quality artwork are present throughout the common areas.

High-end Western appliances, generously appointed bathrooms and closets, as well as private balconies ensure the comforts of home, while aspects such as built-in breakfast bars, heated floors and plentiful utility and extra storage space within the property provide for all your family's needs.

In addition to providing a comfortable living space, Azabu Gardens offers top-quality service, focusing on amenities for both new and existing residents. These include a versatile club lounge, two 24-hour gyms, a large, landscaped roof terrace with sweeping views of the city and a guest suite to host overnight visitors.

Families in particular will appreciate the open gourmet kitchen, where residents can cook together or host parties, in addition to the playground and multi-functional entertainment space to watch films or listen to music. Secure underground parking, structural designs that exceed earthquake resistance regulations and a bilingual concierge service provide peace of mind.

Not content with creating merely the ideal homes on the inside, developer Pembroke Real Estate has also carried out extensive work in the neighbourhood for the benefit of the whole



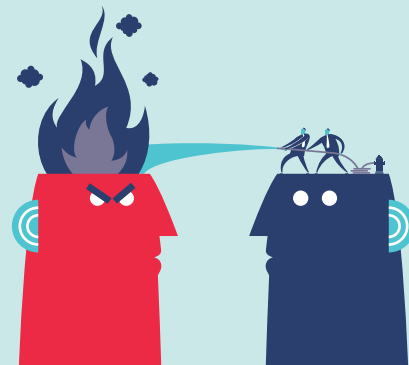
community. Improvements include the removal of electric posts, development of pavements, and refurbishment of a rough, narrow path into a safe and pleasant walkway. 🇯🇵

Leasing contact:
Pacific Development & Management Co., Ltd.
03-3437-2753
General contact:
Azabu Gardens, 3-7-5 Moto Azabu, Minato-ku, Tokyo
azabugardens@pedcoltd.com
www.azabugardens.com

How Do You Make People Feel?

By Dr. Greg Story

President, Dale Carnegie Training Japan



We are all pretty average on recalling events, people's names, locations, sequences, etc., but we are geniuses on remembering feelings. We are especially good on how people made us feel. Stop, recall, reflect—how do you make others feel? Are you a master of the snappy remark, a character assassin brilliantly wielding the sharp put down, a notorious one-upper, a sarcastic sadist? Or are you a builder of friendships, confidences, trust, regard, cooperation, fans and followers?

Business is deemed to be logical—cool, balanced, unswerving on the road to greater efficiencies. Ironically, we are such emotional beings trying to be detached, but we are usually not very good at it. Dale Carnegie noted, "When dealing with people, remember you are not dealing with creatures of logic, but creatures of emotion". Ever find yourself still chewing over some ancient injustice? The precise details may grow dim in the mists of time but the intensity of the feeling is still like hot magma residing deep within you. We are constantly reacting emotionally to occurrences and other people.

Something doesn't arrive on time or in the right format and we have that chemical reaction that is triggered by the emotions of anger, disappointment, fear or frustration. What happened to that "logic" port in the storm? It sailed right out the window, as we grind our teeth or curse the perpetrator of our problems.

People say something trying to be funny or witty but we take it badly. We instantly feel insulted, humiliated or hurt. We might retreat inside ourselves and not mention or show any obvious reaction, but we don't forgive and we don't forget. Or we might savage them on the spot and lash out in defence of our good name, creating massive tension and painful silences in the process.

There are some basic principles of successful human relations we forget at our peril. "Don't criticise, condemn or complain" is an all weather wonder. Let's resist the urge to correct others, to tell them off, to bring their personal failings to their attention immediately. It is not a cure that works well and in fact just builds pig-headed resistance, as the guilty party seeks to justify their dubious actions. They also hate us for bringing it up and they are often pretty decent "haters for life". Anyone in your past you still have it in for?

"Let the other person save face" is a handy principle to keep in mind in public situations. Not everyone is quick, elegant or urbane and some people seem to invite correction, but let's resist that urge. Telling them they completely mangled the proper pronunciation of a word or grammatical construct or got the facts totally about face may make you feel better but you have just

made yourself a target for revenge and retribution. Just because they may not obviously react should be cold comfort. Remember to beware the dog that doesn't bark.

"Show respect for the other person's opinion. Never say, 'You are wrong'". Even if you feel they are so totally incorrect it is barely fathomable, restrain yourself from leaping in and pointing out they are an idiot. The passing crowd takes note to be careful when around you, and the individual in question will now feel a surge of energy to argue the point with you, completely oblivious to rhyme or reason.

"The only way to get the best of an argument is to avoid it". Incredibly, even people in sales forget this sage advice and want to argue with the client. We might win the battle over the point of contention, but we will lose the war over the long term. We mark ourselves out as a "difficult person" and, very inconveniently, bad news travels far and wide. We have all met "argumentative" types, but we usually don't like them very much.

US Author and poet Maya Angelou summed it up brilliantly: "I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel". So how do you make people feel? Apply these principles and build your success. 🇬🇧

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POWER OF THE PEN

The rise of content marketing

BY ROBERT HELDT
PRESIDENT OF CUSTOM MEDIA

Display advertising in print publications has seen a significant change in trend, thanks to digital and social media. In this information age, firms have embraced new rules of content marketing. Knowledge sharing and informative advertising are now being embraced over traditional visual display advertising with catchy copy, stunning images and bold call-to-action statements that did the job in the past.

This does not mean that businesses and brands no longer see value in display ads; as a matter of fact, they do. I believe they can benefit more than ever, as fewer firms opt to use them. It is, rather, that marketing directors and public relations executives are increasingly preferring to educate and inform their target audiences of the value they can offer, to share knowledge and industry insights, and to keep their audience up to date on developments at their organisation.

As this landscape continues to change, debate often arises about what readers expect and how they may react to outright advertorial or promotional content that may seem like a firm or an executive blowing their own horn.

Yet, how does this content marketing differ from display adverts that openly promote an organisation's products, services or solutions? In the past, magazines and dailies had pages and pages

Marketing directors and public relations executives are increasingly preferring to educate and inform their target audiences ...

of display advertising; readers had come to accept them, so why the fuss now? Much before the rise of social media and content marketing, *kiji-kokoku* (paid publicity) had already been the norm in Japan.

Our research has shown that publishers and magazines that fail to set high editorial standards and clearly distinguish content that is genuine editorial from publicity or promotional content give the industry a bad reputation. The result is a loss in reader confidence. After all, how can a reader trust the quality, content or authority of a publication that blatantly sells their front cover to the highest bidder every issue, as one English-language business magazine in Tokyo does? Smart publishers want individuals on the cover only if their profile, achievements or personality warrant it: This attracts readers and establishes credibility.

Savvy readers can see right through advertising that masquerades as interesting business content, but that does not mean they are averse to content that has been paid for. Recently,

a business executive told me that her boss—a senior business leader at a major US retailer—regularly shares with her team paid content that she finds useful, informative or interesting. So it is not all bad news. Here are a few tips on sharing your interesting content and at the same time spending your advertising budgets well.

- Understand the audience you are trying to reach and impress; overt self-promotion has the opposite result.
- When deciding what you would like to promote, ask yourself if paid content is the right approach, or if display advertising would achieve the same goal and results.
- Do not publish paid content just for the sake of it, to see your name in print or picture on the front cover; it would be a disservice and a waste of advertising budget.
- Make sure the content you are sharing, or the product or service you are offering, is of value to the reader.
- Accept the publication's editorial standards, guidelines

- More firms prefer paid content articles to display ads
- High editorial standards key to keep trust of readers
- Paid content can be informative, interesting and useful

and edits. These are in place for a reason: to share uniform well-edited content with busy readers. It is a job for professionals; let them do what they do best.

- If you have interesting content to share but do not have time to write it or know how to start, ask a professional to do it for you.
- When choosing the publication, do not simply decide based on the target audience promised. Take time to read back issues thoroughly, check the balance between regular editorial content that is informative, interesting and, most important, written by professional journalists and content that is marked as sponsored, publicity or advertorial.
- Ask how many times the publication has been redesigned: this would show if it has the long-term confidence to invest in itself and offer value to advertisers. This shows it cares.

A well-balanced, informative publication engages its readers. Such readers are more than likely going to see, read and appreciate that content. After all, what purpose is a magazine with which readers do not interact? It might as well be used to wrap fish and chips. 🍷

The A-List of Communications & Media



Ashton Consulting
8F, Landic Toranomon Bldg. No. 2
Toranomon 3-7-8, Minato-ku,
Tokyo 105-0001

Dan Underwood, managing director
03-5425-7220
dhu@ashton.jp
www.ashton.jp

Ashton Consulting is Japan's leading independent communications agency, providing first-class counsel and implementation worldwide since 2000.

Staffed by bilingual professionals, we have a strong track record in PR, IR, crisis management, M&A, media training and internal communications.

Our flexible scale and terms of engagement allow us to complete one-off projects and long-term retainers.

Ashton was named Japan/Korea PR agency of the year at the 2014 PR Week Awards.

AREAS OF EXPERTISE

- Investor relations
- Public relations
- Transaction communications
- Crisis communications
- Social media
- Internal communications
- Public affairs
- Media training
- Translation
- Research



custom media

BCCJ 2013 Company of the Year

Custom Media K.K.
Daiwa Azabudai Bldg. 6F
2-3-3 Azabudai
Minato-ku, Tokyo 106-0041

Joy Fajardo, client services manager
03-4540-7730
joy@custom-media.com
www.custom-media.com

Custom Media is an award-winning media, design and market-entry agency specialising in innovative print and digital publishing, including magazines, marketing collateral, websites, apps, videos and other communications.

Celebrating our seventh year, Custom Media specialises in providing bilingual solutions (English and Japanese) for an increasingly integrated business environment.

We are a diverse and dynamic team: international, talented and modern in our approach. We create content that not only tells your story, but also engages your audience. Our clients include real estate developers, universities, manufacturers of consumer goods, airlines, hotels, foreign chambers of commerce, government bodies, NGOs, financial institutions and NPOs.

We are the producers of BIJ.TV, the first and only online bilingual video channel dedicated to successful business in Japan.

AREAS OF EXPERTISE

- **Print:** bilingual magazines, brochures, newsletters, white papers, annual reports, etc.
- **Communications:** advertising, branding, copywriting, editing, investor relations, public relations and proofreading
- **Digital:** company websites, video production (BIJ.TV) and social media consulting



I&S BBDO Inc.
Harumi Triton Square X
1-8-10 Harumi
Chuo-ku, Tokyo 104-6038

Aya Miyashita, director of corporate communications
03-6221-8585
prdiv@isbbdo.co.jp
www.isbbdo.co.jp

I&S BBDO is the Japanese arm of the BBDO worldwide network operating in 81 countries, and is a top-tier advertising and marketing-services company.

The agency was established in Japan in 1947 and has provided award-winning advertising and brand communications solutions to both global and local clients.

With an extensive portfolio of creative advertising, BBDO focuses on the philosophy of "The Work The Work The Work", citing: "At BBDO, the Work encompasses every kind of creative content that can touch the consumer and reinforce the brand".

The Work is where the brand meets the consumer. The Work is what touches their hearts and minds. The Work is what leads to the sale.

AREAS OF EXPERTISE

- Advertising
- Direct marketing, CRM, promotion
- Shopper marketing
- Core digital
- E-CRM
- R&D
- Public relations
- Media planning and buying

The A-List of Communications & Media



Kartz Media Works, Inc.
Aoyama White Adobe Bldg. 5F
2-2-6 Shibuya
Shibuya-ku, Tokyo, 150-0002

Alexandre Zabava, executive manager
03-6427-1627
info@kartz.co.jp
www.kartz.co.jp

Kartz Media Works is a one-stop PR and content marketing agency providing branding solutions for local and international companies, with more than 10 years of experience in the field. All of our ideas come with a creative twist in order to help our clients stand out in the Japanese market.

We build branding strategies from the ground up, combining cross-media PR, content marketing and social media in order to gain the largest exposure possible on all media channels.

Our multilingual team is composed of ex-media professionals, as well as marketing and PR experts, providing us with the knowledge to help brands grow their business in Japan.

AREAS OF EXPERTISE

- Public relations
- Content marketing
- Branding strategy development
- Social media marketing
- Infographics/data visualisation creation



MarketShare
MarketShare Bldg.
Akasaka 2-15-6
Minato-ku, Tokyo 107-0052

Shigeyuki Tomomatsu
03-5545-7644
contact@marketshare.com
www.marketshare.com

MarketShare helps marketers grow revenue. Combining advanced analytics technology, scientific leadership and deep domain expertise, MarketShare enables large companies to measure, predict and dramatically improve the impact of their marketing on revenue, typically generating a 20%-30% improvement in effectiveness and a 3%-4% revenue increase. Widely considered the market leader, MarketShare helps direct tens of billions of marketing investment pounds globally for major brands.

AREAS OF EXPERTISE

- Connecting marketing to revenue
- Insights for better marketing decision-making
- Multi-touch attribution
- Marketing resource allocation and optimisation
- Customer-centric marketing
- Predictive analytics
- Programmatic buying guidance
- Planning and "what-if" scenarios



McCann Worldgroup Japan
Shin Aoyama Bldg. East
1-1-1 Minami-Aoyama
Minato-ku, Tokyo 107-8679

Miyoko Ohki, corporate communications
03-3746-8111
contact@mccannwg.com
www.mccannwg.co.jp

McCann Worldgroup is a leading global marketing firm providing today's marketers with best-in-class strategic and creative services that meet their brand-building needs across all communications channels.

Our 23,000 employees in more than 120 countries collaborate to integrate advertising, relationship management, promotion/event marketing, design, PR, health communications, worldwide production and all forms of digital marketing.

McCann Worldgroup Japan is the only true international group represented in Japan's top 10 and has been building brands for both multinational and local clients for over 54 years. In addition, it is the only agency that can plan and buy media independently with a media-neutral perspective.

AREAS OF EXPERTISE

- Advertising
- Digital marketing/relationship management
- Event marketing/promotion/retail
- Shopper base design consulting
- Healthcare professional/direct-to-consumer communications
- Communication planning and media buying
- Public relations
- Brand consulting/design
- Sustainability communications

EAST MEETS WEST

Cultural bonding experiences

BY JOHN AMARI

OnJapan Inc. is a community platform with a simple goal to connect Japan and the world. With five aspects—OnJapan Café, OnJapan Travel, OnJapan Events, OnJapan Publishing, and OnJapan Digital Media—the firm promotes the country to both Japanese and non-Japanese customers via hassle-free cultural and culinary events, tours and multimedia content.

“Of the five concepts surrounding our brand, the first three have already been launched successfully”, Managing Partner Yukiko Harada said. “The other two—OnJapan Publishing

and OnJapan Digital Media—will come on stream later in 2015. Together, the five concepts represent our cross-media platforms”.

OnJapan Café, which is the firm’s flagship brand and epitomises its ambition to connect East and West, is the heart of the business. Located in the trendy Harajuku area of Tokyo, the café provides authentic Japanese cuisine with a Western twist—thanks in part to its top chef Edward Crawford.

A Scotsman and long-time Japan resident, Crawford is the café’s food producer and chef-in-chief whose long career in the kitchen includes six years as chef to an ambassador’s residence in Tokyo, as well as time spent cooking for VIPs in five star restaurants around the world.

Crawford typically works with OnJapan Café manager Naomi Nakajima, who is a *washoku*

(Japanese food) expert, and collaborates with visiting Japanese traditional cognoscenti—including a *nihonshu* (Japanese sake) sommelier—while utilising seasonal products sourced from the regions. With inspiration from some of Japan’s best food and drink, the Scot infuses ample amounts of *youshoku* (Western food) knowledge to create one-of-a-kind dishes.

In a recent campaign by OnJapan that coincided with the advent of spring, to promote the country’s regional food, Crawford created a seasonal vegetable dish with an original dressing. Ingredients included miso from Akita Prefecture, *hyuganatsu mikan* (citrus fruit) from Miyazaki Prefecture, and *shio-koji*, (salt-malted rice).

“I shave the skin off the citrus”, said Crawford, “add it to the mandarin-like juice, and blend the lot with olive oil and fermented miso, which is also quite sweet. The combination makes for a fruity and rich salad dressing that is a welcome alternative to traditional Western and Japanese dressings”. Indeed, using *hyuganatsu mikan* in this way is an innovation by Crawford.



Chef-in-chief
Edward Crawford

The café provides authentic Japanese cuisine with a Western twist.



OnJapan Café combines traditional and modern flavours.



Seasonal, regional products are used in the dishes.



The café is situated in Harajuku, Tokyo.



The firm promotes Japanese culture via expert-led—yet casual—bite-sized presentations and workshops.

Such rare and experimental combinations of Eastern and Western tastes, Harada said, results in entirely distinctive experiences for customers. What is more, it is an important part of the café's attraction for Japanese and non-Japanese customers alike, she added.

The wide menu of *hakkoushokuhin* (fermented products), such as miso, *sake kasu* (deposits from sake production), and soy sauce, allow for often eye-opening and mouth-watering dishes. These include Saga White Asparagus and Eringi Mushroom with Akita Miso, a tapas-style dish, and Iwate Beef Shin Stew with Hacho Miso and Olive Oil Tapenade, a main dish.

In addition to offering a culinary experience, the firm promotes Japanese culture via expert-led—yet casual—bite-sized presentations and workshops called OnJapan Events. Sake and *shochu* (distilled spirit) tastings and workshops,

as well as classes in arts and crafts are typical. These include calligraphy, kimono dressing, Japanese green-tea making, flower arranging and Japanese cooking. According to Miki Ito, the firm's PR consultant, the main aim of the programme is to educate and inform in a fun and relaxed environment.

Fitted with an extensive audio-visual system, including free Wi-Fi, the warm, relaxed and homely atmosphere of the café and its complement, OnJapan Events, make the venue an ideal location for corporate occasions, as well as private parties and gallery exhibitions.

Taking advantage of Japan's increasing inbound tourism and the buzz surrounding the Tokyo 2020 Olympic and Paralympic Games, the firm is launching OnJapan Travel, offering bespoke trips from a duration of a few hours to a whole day or overnight. These excursions

include tours to sake breweries and taiko drumming schools, and take place in Tokyo as well as cities and prefectures throughout Japan.

For Harada, Crawford and Ito, OnJapan is offering hubs that are akin to social network communities and cultural bazaars. They are platforms where young and old, men and women, East and West, come together for fun, inspirational occasions. As Crawford said: "I'd like to encourage as many people as possible to come here, because what we're creating is very different. And we think it's the beginning of something special that anyone can enjoy!" 🍷

OnJapan Café
6-8-1 Jingumae, Shibuya-ku, Tokyo
03-6434-1228
www.onjapan.tokyo

ARTS

UK EVENTS IN JAPAN

COMPILED BY
KANA SHIMOYOSHI

1 NOW SHOWING

Pride

Set in 1984, this British comedy-drama film tells the story of a group of gay and lesbian activists in London. Rejected by the National Union of Mineworkers when they try to give money to support the families of miners who have gone on strike, they set off on a journey to deliver it in person.

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Cine Switch Ginza

(among other locations)

Hata Bldg.

4-4-5 Ginza, Chuo-ku, Tokyo

Various show times

Adults: ¥1,800

» www.cetera.co.jp/pride

03-3561-0707

2 18 APRIL–28 JUNE

The British Museum Exhibition: A History of the World in 100 Objects

This special showcase tells the story of human creativity from prehistory to modern times through a selection of artefacts showing how people lived, what they believed, and the changes affecting their society over two million years. A replica of the museum's most famous work, The Rosetta Stone, created especially for the exhibition, will be on display.

Image: The Lewis Chessmen AD 1150–1200. The Isle of Lewis, Scotland. Probably made in Norway.

© THE TRUSTEES OF THE BRITISH MUSEUM

Tokyo Metropolitan Art Museum

8-36 Ueno-Koen

Taito-ku, Tokyo

9:30am–5:30pm (until 8pm on Fridays; closed Mondays and 7 May; open 4 May)

Adults: from ¥1,300

» www.history100.jp/access/tokyo_en.html

03-5405-8686

◦ **Free tickets**

We are giving away five pairs of tickets to this event.

3 1–3 MAY

Cinderella

With choreography by former English ballet dancer and former artistic director of the New National Theatre Tokyo David Bintley CBE, this performance will be given by the Birmingham Royal Ballet. The prince's role will be performed by Iain Mackay from Glasgow on 1 and 3 May, and by Joseph Caley from Hull on 2 May.

PHOTO: BILL COOPER

Tokyo Bunka Kaikan

5-45 Ueno-Koen

Taito-ku, Tokyo

1 May, 6:30pm

2 and 3 May, 2:00pm

Adults: from ¥5,000

» www.nbs.or.jp/english/stages/2015/brb/english@nbs.or.jp





4

◦ To apply for free tickets, please send an email with your name, address and telephone number by 30 April to: coordinator@custom-media.com. Winners will be picked at random.



5

4 **11-24 MAY**

Nocturnes
This play is named after the collection of short fiction *Nocturnes: Five Stories of Music and Nightfall* by British novelist and winner of the Man Booker Prize Kazuo Ishiguro, and will be performed in Japanese.

» www.tokyoplayers.org/index.php/en/extras/k2/k2-categories/item/22-the-secret-garden
090-6009-4171

◦ **Free tickets**
We are giving away one pair of tickets for the show on 14 May.

6 **22-25 MAY**

The Galaxy Theatre
Seafort Square 2F
2-3-16 Higashi Shinagawa
Shinagawa-ku, Tokyo
Various show times
Adults: from ¥4,500
» www.hppt.jp/stage/nocturnes
03-3490-4949
(Horipro Ticket Center)

Little Barrie
This rock trio from Nottingham, England, consists of vocals, guitar, bass and drum elements, with sounds drawn from influences including garage rock, Freakbeat, R&B, soul and funk. The band will also play at the Greenroom Festival Yokohama on 23 and 24 May.

5 **14-17 MAY**

The Secret Garden, The Musical
Tokyo International Players—a theatrical organisation mainly comprising members of the city's foreign community—will present this classic British tale of the same name by Frances Hodgson Burnett. Incorporating a series of artistic projections, this production promises to present a story of hope and faith that is both elegant and approachable. A limited number of Japanese audio translation sets will be available.

22 May
Umeda Club Quattro
Plaza Umeda 10F
8-17 Taiyujicho,
Kita-ku, Osaka
7:00pm (Doors open: 6pm)
Adults: ¥5,000

25 May
Shibuya duo MUSIC EXCHANGE
O-EAST Bldg. 1F
2-14-8 Dogenzaka
Shibuya-ku, Tokyo
7:30pm (Doors open: 6:30pm)
Adults: ¥5,000
» www.hostess.co.jp/littlebarrie
03-3499-6669 (Creativeman)

Theater Sun-mall, Shinjuku
Sun-mall Crest Building
1-19-10 Shinjuku
Shinjuku-ku, Tokyo
Various show times
Adults: from ¥3,800



6



UK-Japan events

1 | BCCJ EVENT

Members of the British Chamber of Commerce in Japan enjoyed the event “Tokyo 2020 and you” at Compass Offices Japan in Shinagawa Ward on 24 March.

PHOTO: DAN WILLIAMS

2

Hiroyuki Koyama, executive director of Chuo City Rugby Football Union, addressed guests of “Tokyo 2020 and you”, and invited them to get involved with plans for the Rugby World Cup 2019.

PHOTO: DAN WILLIAMS

3 | TRANSPORT

Keiichi Hayashi, ambassador of Japan to the UK, and Rail Minister Claire Perry MP attended a ceremony at The Port of Southampton, England, to celebrate the arrival of Hitachi Ltd’s first new Class 800 intercity train on 12 March (see page 8).

PHOTO: HITACHI RAIL EUROPE

4 | EVENT

British Ambassador to Japan Tim Hitchens CMG LVO gave a speech about Japan’s political, diplomatic and commercial situation to members of the Japan Society of the UK at Nomura International plc offices in London on 4 March. On the left is former ambassador to Japan Sir David Warren KCMG.

5 | OLYMPICS

Representatives of the British Council, Arts Council England, UK City of Culture–Hull 2017 and National Dance Company Wales spoke at the British Council’s London 2012 Cultural Olympiad, at Tokyo Metropolitan Art Museum on 13 March.



6



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8



9



10

6 | EDUCATION

Some 40 institutions took part in the Education UK Spring Exhibition 2015, hosted by the British Council in Iidabashi, Tokyo, on 30 March.

7 | IN MEMORIAM

Sir David Warren KCMG addressed guests at a Japan Society of the UK memorial event for Dorothy Britton, Lady Bouchier MBE, at the Oriental Club in London on 10 March (see pages 49, 50).

8 | CULTURE

Volunteers attended workshops in London on 23 March to learn how to lead classes in schools about manga, as part of the Japan Society of the UK's Japan in your Classroom Programme.

9 | ANIMALS

Supporters of non-profit organisation Animal Refuge Kansai attended an adoption event at Pet-Spa Care+Cure in Nerima Ward, Tokyo, on 30 March.

10 | DANCE

Volunteers took part in Yosakoi Soran dance workshops in London on 20 March to learn how to instruct on the art in schools, as part of the Japan Society of the UK's Japan in your Classroom Programme.

BOOKS DO MAKE A ROOM



The joy of reading from paper and ink

BY IAN DE STAINS OBE

When I was a child, the grammar school I attended regularly hosted a book fair. For a few glorious days, a couple of times a year, the foyer of the grand assembly hall would be transformed into a bookshop: a treasure trove where the tables were lined with editions from British publisher Penguin Books. In those days there were few cover illustrations. The general fiction books were a uniform orange and white, with the title and author's name in black. Crime fiction editions, on the other hand, were white and green.

The books, if memory serves, were each offered at a special rate of one shilling and sixpence (in old UK currency), and my parents, always eager to encourage me to read, would give me three shillings—enough money to buy two books. The torture of it: so many titles, so many authors! How to choose?

I still remember the excitement of opening the books I finally chose: the smell of the paper, perhaps even the ink. And I loved the way my collection of books began to fill the shelves of the room I shared with my younger brother, whose interests were more focused on getting his hands dirty.

In fact, my earliest memory of books and of experiencing the power they would have over me for

the rest of my life, began far earlier when I was given for my birthday—perhaps my sixth—a *Rupert Bear Annual*. One of the stories in it concerned a donkey that was abused, and the images so upset me that I cried every time I turned to a particular page. Eventually, my parents confiscated the volume and hid it away, greatly concerned at my distress.

Happily, books are more often a comfort. Those formative years at grammar school—during which I read such books as the works of Charles Dickens and Robert Louis Stevenson and, later, J D Salinger and John Steinbeck—set a pattern that is still with me today: I tend to be indiscriminate if not downright promiscuous in my reading. I often have more than one book on the go at a time. This may be a work of fiction, a

memoir of some kind and perhaps something more meditative or philosophical.

The authors I read are a mixed lot, too, from Barbara Pym and Susan Hill CBE to Ruth Rendell CBE and P D James. Writers I often return to include Patrick White and Anthony Burgess, while Alan Bennett is a constant source of entertainment and erudition.

Books on theatre—biographies and autobiographies of great actors—and theatre craft rub shoulders with political portraits and histories; those on cooking and fine wine with books on Buddhism and mindfulness.

There is hardly a room in the house that is not lined with books. In particular, the sitting room benefits from a collection of The Folio Society's editions

housed there. This UK-based publisher produces beautifully bound and printed volumes in slipcases, which are a great joy to handle and enhance the reading pleasure. A copy of Anthony Powell's magnificent *A Dance to the Music of Time* is housed here, as are the letters of Anton Chekov. There is Marcel Proust, and the complete works of Jane Austen. I am especially proud of a facsimile edition of the First Folio of the complete works of William Shakespeare.

Visitors often ask if I have genuinely read all of the books in the house and I can honestly say that I have, although some I may have abandoned part way through, on the assumption that I will pick them up again at some point to reconnect with them when my mood is better suited. Books that I simply cannot finish because I find them bad and to which I know I will never return are passed on. I simply refuse to throw books away.

There remains the vexed problem of the future of publishing. Some argue that the paper volumes lining my shelves are redundant as everything will soon be digital. I confess I do have a Kindle and that it is far more agreeable than I had imagined it would be. But the truth is, if I read something on the Kindle that I think I may want to read again, I often buy a hard copy. 🇬🇧



BRIDGING TWO COUNTRIES

The life and work of a cultural treasure

BY SIR HUGH CORTAZZI GCMG

Dorothy Britton, Lady Bouchier MBE, was a bilingual poet, composer and translator. Bridging the cultures of Japan and the UK, she was so in tune with the latter that one of her mother's friends described her as "Japanese wearing a Western skin".

Britton, who died on 25 February aged 93, was born on 14 February 1922. She had been due to visit London in March to make a presentation to the Japan Society of the UK on her newly published memoir, *Rhythms, Rites and Rituals* (see page 50).

She lived in a seaside cottage in Hayama, Kanagawa Prefecture, not far from a summer villa used by the Emperor and Empress of Japan. One day, many years ago at the British Embassy Tokyo, the Empress, on learning where Britton lived, said: "So we are neighbours!" Thereafter, from time to time the Empress would come to have tea. On one visit, the Emperor said how nice it was to hear the sound of the sea. Unfortunately, at their own villa, the thickness of the walls meant that they could not hear the waves.

Early years

Britton was born in Yokohama; the only child of Frank Britton, an English businessman, and his American wife Alice Hillier. She was 16 months old when Yokohama was struck by the Great Kanto Earthquake of 1923, surviving because her nanny sheltered her under the bed. In the aftermath, her father managed to get her and her mother on a ship to Kobe.

When she was 12, he died of a heart attack and she was sent to Claremont School in Surrey. She missed her life in Japan, saying her "happiest times ... were some free periods in which I continued my study of written Japanese".

Her mother then took her to Boston where she went to a private school and started to write

poetry. After graduation they went to Bermuda to relax and, when World War II began, she was recruited by the censorship department there to work on postcards written in Japanese.

From 1943 to 1945 she studied at Mills College in California where, thanks to her proficiency in French, she was introduced to French composer Darius Milhaud, from whom she learned about musical composition.

When the war ended, she went to New York with her mother and then to London, where she remained until 1949. She was employed by the BBC and worked in the Japanese service under its head, Trevor Leggett, who was also a leading figure in British judo.

Return home

Britton and her mother got permission to return to Japan, where they regained possession of their house. Dorothy was employed in the information section of the British Embassy Tokyo, then the UK liaison mission to General Douglas MacArthur.

She was particularly amazed by the way nobody talked about the war, saying: "Everyone seemed far too busy looking towards the future to dwell on what was the past".

She met Sir Cecil "Boy" Bouchier KBE CB DFC, who had commanded the air contingent for the British Commonwealth Occupation Force in Western Japan, and later married him. Boy and his son Derek then moved to her cottage. In his old age, they moved to Worthing,



Dorothy Britton with her stepson Derek (left) and husband Cecil Bouchier

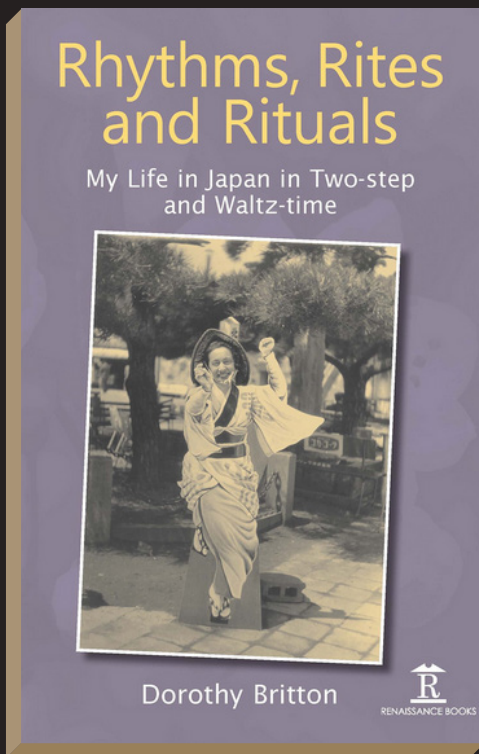
Sussex, where Boy died in 1979. Britton immediately returned to Japan with Derek.

Creative work

Despite her peripatetic life, she found time not only to compose music, but also to write poetry and articles about Japan, also translating from Japanese to English. Among other works, she wrote *Prince and Princess Chichibu* and the text for *The Japanese Crane* by Tsuneo Hayashida. She translated *A Haiku Journey* by the famous poet Matsuo Basho, and Tetsuko Kuroyanagi's memoir *Totto-chan: The Little Girl at the Window*. Her musical compositions include various suites and songs including *Chinoiserie: Histoire d'un Amour Oriental* for mezzo-soprano and string quartet.

Britton taught an English course for NHK and was an active member of both The Asiatic Society of Japan and the Japan-British Society, becoming a founding member of the ladies branch, the Elizabeth-kai. For her services to Anglo-Japanese relations she was awarded an MBE in 2011. She is survived by her stepson Derek, to whom she was devoted. 🌸

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Dorothy Britton, Lady Bouchier MBE, led a highly unusual life. Born in Yokohama, she was educated first in Japan and subsequently in the UK and the US before returning to Japan after World War II, largely remaining here until her demise in February (see page 49).

This memoir is the story of that extraordinary life told in her words. To those who knew Britton, it will have the ring of authenticity in the sense that this *is* her voice; this is the language she used in everyday conversation. To others it may appear to come across as slightly Edwardian and “dear diary-ish”.

But the author has much to recount, from her experience of the Great Kanto Earthquake of 1923 (her description of how it ravished Yokohama is gripping) to her studies with composer Darius Milhaud (like much in Britton’s life, luck—and connections—appear to have played a huge part).

Britton, who was bilingual—if not, indeed, trilingual, for she spoke French as well—had firm views as to how foreign languages ought to be taught. In particular, she also expressed some interesting, if unorthodox, views on how English should be taught to Japanese. She speaks of the “katakana prison”; in other words the way the use of katakana inhibits the Japanese learner of English in sounding English.

No doubt her ear for music—she was an accomplished musician and composer in her own right—encouraged her in the belief that how we *hear* sounds greatly

influences the way we reproduce them and, by extension, how we understand them. After all, this is the way, as babies, we learn our native tongues.

Britton is wonderfully frank about her innocence when it comes to love and sex, and equally frank when she comes to revealing how she learned about homosexuality. I find it curious that she insists on referring to “gaye” people. I am unsure about that final “e”. Perhaps it is because she did not want to lose the Edwardian sense of gay being carefree or bright.

Her account of meeting the man who would become her husband, Sir Cecil “Boy” Bouchier KBE CB DFC is honest and revealing, as is her account of her relationship with her stepson Derek, to whom she remained loyal and supportive, despite his disability.

This is clearly a book that has been self-published—there are credits to the Great Britain Sasakawa Foundation and the prestigious Tokyo Club, established in 1884, for making publication possible. While celebrating the personal recounting of her extraordinary life, it is impossible not to think that the book might have been far better served if there had been a keener editorial eye on timelines and continuity. Nevertheless, this is an entertaining volume that will be of great pleasure to her many friends and, perhaps, an eye-opener for blue-eyed newbies to Japan. 🇬🇧

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