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British Chamber of
Commerce in Japan

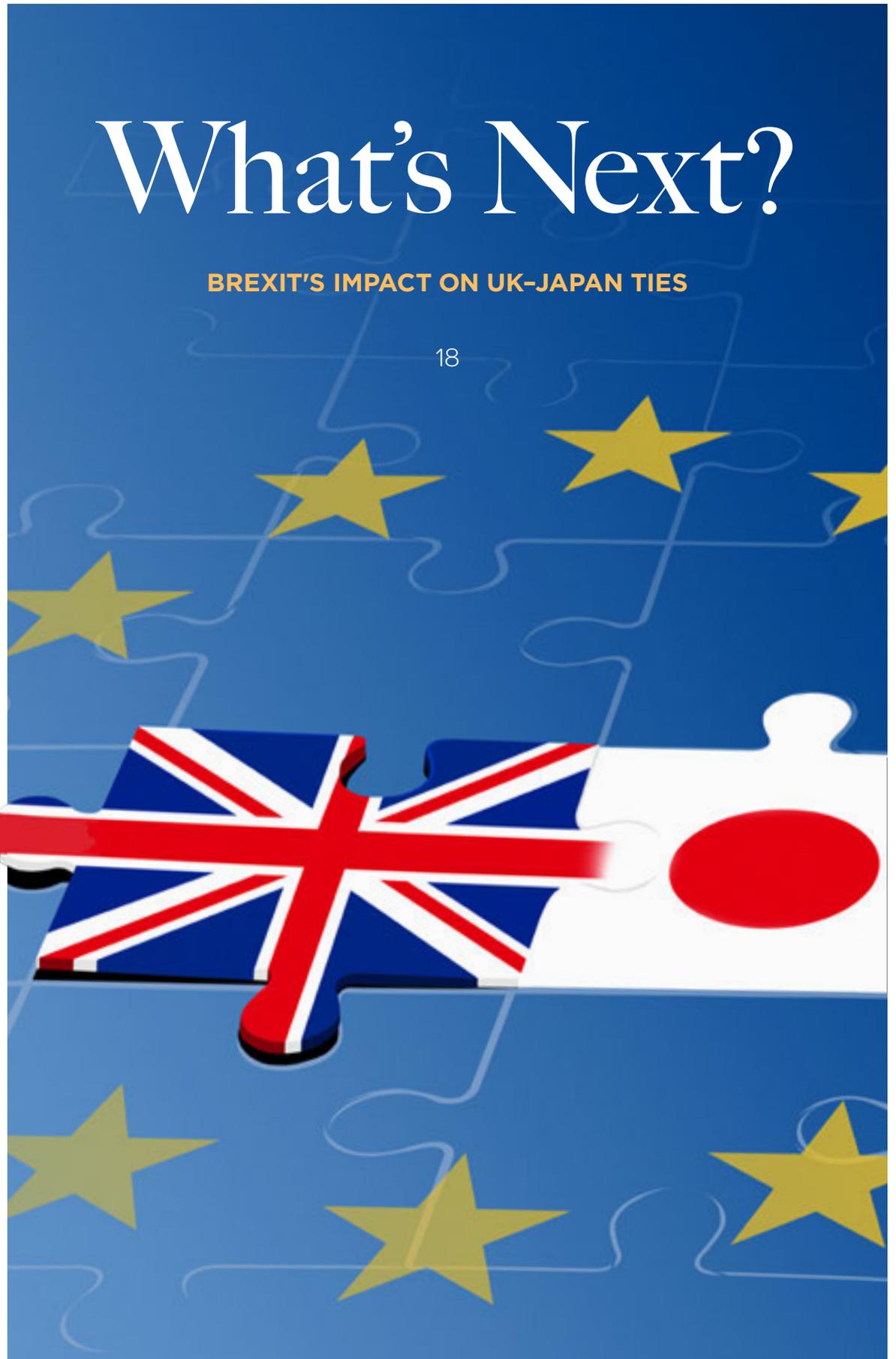
17
UK Ambassador:
A special message

26
War against
killer diseases

31
Why a British
education appeals

ACQUAINTANCE

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DEFINING THE INTERSECTION OF BUSINESS, POLITICS AND POLICY

July 2016

VOLUME 7, ISSUE 7

7 EDITOR

Looking outward

8 MEDIA

UK-Japan news

11 EXECUTIVE DIRECTOR

Going the distance

LORI HENDERSON MBE

12 MEDIA

Japan news

15 PRESIDENT

Post-Brexit

DAVID BICKLE

17 AMBASSADOR

A special message

After the UK's EU referendum

18 TOP STORY

What's next?

Impact of Brexit
on UK-Japan ties

25 BCCJ EVENT

Tips from a digital nomad

Working smart—remotely

26 INNOVATION

War against killer diseases

UK firm appeals for global
proactive approach

29 ENVIRONMENT

Green logo hits shelves

Anglo-Dutch firm builds on
innovative pact

31 EDUCATION

Culture, heritage and language

Why a British education appeals

34 EDUCATION

**New chapter for
Oxford-Japan ties**

Prestigious Kyoto Prize winners
go to Oxford

39 TRAINING

Fresh ideas from JMEC youth

Plan supports market entry, growth

41 GOVERNMENT

Ties for bilateral good

JET alums party with
parliamentary group

43 JET

Where are they now?

From student of Japan to teacher

44 ARTS

UK events in Japan

- Photo exhibition
- Award-winning musical
- Documentary film
- Design showcase
- Thriller film
- Shakespeare comedy

46 COMMUNITY

**Knights in White Lycra
UK-Japan events**

48 HEALTH

Exercise, diet and pregnancy
Dos and don'ts

49 IF YOU ASK ME

What was BIC?

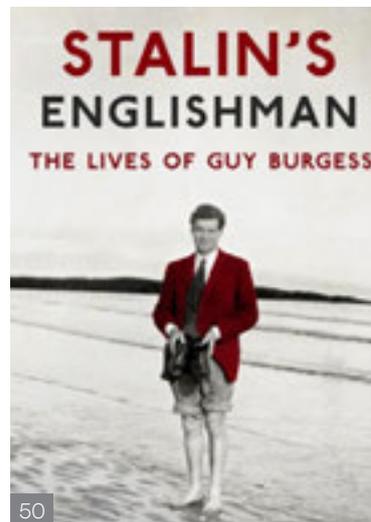
British Industry Centre gave
hope to new firms in Japan

50 BOOK REVIEW

Tale of a double agent



18



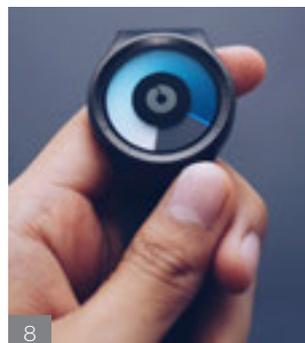
50



26



46



8



43



44

INDUSTRY
Education & Training
36 A-LIST

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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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Looking outward

Value of difference

KATHRYN WORTLEY | kathryn@custom-media.com

A university with ties to educational institutions overseas can offer students an enriching experience, regardless of the subject they might read. There are direct impacts, resulting from faculty staff transfers, research collaborations and student exchanges. But it is, perhaps, the indirect ones—the simple interactions—that are more long-lasting.

The input that an international staff and student body provides is a valuable resource. It brings fresh perspectives, sheds light on deep-rooted issues, and inspires change, thereby enhancing the sheer fabric of the university.

A new collaboration between the University of Oxford and the Inamori Foundation is one such resource. Taking its name from founder Dr Kazuo Inamori, the foundation promotes global peace and prosperity based on the belief that people have no higher calling than to strive for the good of mankind.

Each year, outstanding achievements are recognised through the foundation's Kyoto Prize, Japan's highest private award for global achievement. Now, thanks to the tie-up, laureates will share their expertise through lectures, seminars and panel discussions at the university, starting in May 2017 (page 34).

Staying with the topic of education, demand by Japanese to study at UK institutions is on the rise after about a decade of decline, according to the British Council. Figures show that the number of Japanese studying in the 2014–15 academic year at UK institutions of higher education is up 2% on the previous academic year. *BCCJ ACUMEN* explores the appeal of a British education (page 31).

JET contribution recognised

In June, the British–Japanese Parliamentary Group for the first time welcomed members of the Japan Exchange and Teaching Programme Alumni Association UK to its reception in London. The move is in recognition of the contribution the alumni make to UK–Japan relations. We feature highlights from the event (page 41).

Sparkling innovation

In our increasingly connected world, in which many staff are under pressure to be online or on call around the clock, firms are being pressed to offer more options for staff to work smarter. This may take the form of working at a hot-desk, at home, during a commute or over flexible hours.

As organisations consider their options, so, too, do entrepreneurs. Many see the developments as an opportunity, and have become digital nomads, who use telecommunications to remotely do tasks that have traditionally been carried out in a stationary workplace. One such nomad, Helen Iwata, presented her work practices at a recent British Chamber of Commerce in Japan event (page 25).

Brexit insights

Following the British population's monumental decision, on 23 June, that the UK should leave the European Union, this issue would be incomplete without coverage of the subject, currently one of the hottest in global politics.

We feature a message from British Ambassador to Japan Tim Hitchens CMG LVO on what the UK move means (page 17), and an analysis, by stakeholders and experts, of its possible impact on UK–Japan relations (page 18).

While much remains uncertain, what is clear is the strength of UK–Japan ties, which have been deepening over more than 400 years. These bonds—together with the adoption of an outward-facing approach—now are perhaps more important than ever. 🌸

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MEDIA

Experts share insight on smartwatch potential



London-headquartered market research firm Technavio has produced a new report analysing the smartwatch market in Japan, which is expected to grow at a compound annual rate exceeding 96% during the period 2015–19, media reported in July.

According to the study, the availability of high-speed broadband, the increased penetration of smartphones and technological advances have enabled consumers to use connected services.

Faisal Ghaus, vice-president of Technavio, said: “Connected wearable services like smart health wristbands can alert users on their medication timings and dosages, and enable them to access multimedia and infotainment services while on the run”.

Science tie-up to help study

The Royal Society of Chemistry hosted the 7th UK–Japan Symposium in London on 13 June, according to a report on its website.

Some 115 scientists—including established experts and early career researchers—from over 40 institutions joined the event, held together with the Chemical Society of Japan.

At the event, delegates discussed fundamental research advances in carbon nanomaterials, in the hope of being able to develop broad applications for carbon nanomaterials, from more efficient energy storage to better drug delivery.

UK expert sees tourism as pillar of Japan growth

A British cultural heritage expert has praised Japan’s tourism for putting the country on track to achieve global standards, but said more work is needed, *The Japan Times* reported on 4 May.

According to David Atkinson, chairman and president of Tokyo-based heritage restoration firm Konishi Decorative Arts & Crafts Company, Japan’s business strategies are reaching a level on a par with other tourism-focused countries.

“Tourism can be a main pillar of Japan’s economic growth that stands on its own merit”, he explained. “It is already a large industry worldwide, and Japan has potential”.

50 years since Scots’ Tokyo match

Stirling Albion Football Club is marking the 50th anniversary of its match against Japan’s national football team, which made them the first British club to play in the country, the *Daily Record* reported on 12 June.

The Scottish League Division Two side were a top division team at that time, in June 1966.

Fifty years on, an exhibition at the Smith Museum and Art Gallery in Stirling is to showcase photographs and memorabilia from the time. According to 70-year-old former winger Henry Hall, the players “felt really honoured to be the first British team to play in Japan”.



Former Stirling Albion squad members met the Deputy Consul General of Japan in Scotland.

Gunners sign Asano

Arsenal Football Club have agreed a deal—subject to medical and regulatory processes—to sign Japan forward Takuma Asano from Sanfrecce Hiroshima, *The Express* reported on 3 July.

Asano, 21, has made five international appearances for Japan since his debut in August 2015, and is likely to be part of the national squad for the Rio 2016 Olympic and Paralympic Games.

Arsene Wenger, Arsenal manager, said: “Takuma is a talented young striker and very much one for the future. He has had an impressive start to his career in Japan and we look forward to him developing over the next couple of years”.

Quake-zone rice for London shops

The UK has become the third country, after Singapore and Malaysia, to import rice from Fukushima Prefecture since the March 2011 disaster at Fukushima Dai-Ichi Nuclear Power Plant, *The Japan Times* reported on 19 June.

From this July, 1.9 tonnes of the grain—named Ten No Tsubu—will be exported by a Fukushima branch of the National Federation of Agriculture Cooperative Associations via a UK trading firm. The rice will be sold in London shops.

An official at the Fukushima Prefectural office explained: “It’s bright news for Fukushima, which has been struggling with the import restrictions”.



Travel show on remote Japan

British actress and author Joanna Lumley OBE is to explore off-the-beaten-track areas of Japan in a new three-part documentary series for ITV, *The Belfast Telegraph* reported on 12 June.

Lumley will travel across the country’s four main islands by boat, train, plane and on foot, covering more than 3,200km.

Jo Clinton-Davis, ITV’s controller of factual programming, said: “Exotic, enchanting, exciting—Japan is a country with so many gifts. And with her natural warmth, vibrant curiosity and inimitable humour, Joanna Lumley is uniquely equipped to bring them home to our viewers as she guides us through this latest adventure”.

Teacher gets gong for exchange work

A high school teacher from Greater Manchester, has received the Order of the Rising Sun from the Japanese government for her work fostering relations between Japan and the UK, *Bury Free Press* reported on 22 June.

Mary-Grace Browning, who has been conducting school trips to Japan for 30 years, was also recognised for her reconciliation work including that to take the grandchildren of British prisoners of war to Japan.

Headteacher Vicky Neale said: “Anyone who knows [Browning] will be in awe of her incredible enthusiasm, energy and dedication to ensuring that young people from both countries experience each other’s cultures”.

Former coach’s rugby appeal

Former Japan and current England rugby coach Eddie Jones has urged Japanese rugby to adopt a more professional approach, *Eurosport* reported on 1 July.

Jones spoke to reporters after watching Japanese Super Rugby franchise the Sunwolves train in June in Tokyo.

He said: “The whole structure needs to be more professional. You need businessmen running the business side of things and professional rugby men running the rugby side”. He added, “Japan needs to be more aggressive in selecting young players and bringing them through”.



Eddie Jones, England rugby coach, in Japan in 2015.

Wales rugby star to join Toyota team

Welsh Rugby World Cup star Dominic Day is to join Toyota Verblitz in a short-term deal until January 2017, *Wales Online* reported on 14 May.

A second-row player who has been capped three times, Day turned down a chance to stay with current team Bath and an approach from Cardiff Blues to make the move.

Speaking of the run up to his decision, he said: “I spoke to a few players who have been [to Japan] and friends who are working there now. I heard nothing but good things about being out there and how the players are looked after. It was just an opportunity I felt I couldn’t turn down”.

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Going the distance

Interest in global sports continues to grow

LORI HENDERSON MBE

While the world has been enthralled by Brexit, Euro 2016 and Super Rugby, the British Chamber of Commerce in Japan (BCCJ) team has been keeping a number of balls in the air.

Champs of British biz

We are delighted to welcome Standard Life Investments Limited as our newest platinum member. This takes our top-tier member number to a full complement of six: AstraZeneca, BT Japan, GlaxoSmithKline K.K., Jaguar Land Rover Japan, Robert Walters and Standard Life Investments—led in Japan by fellow Scot and University of St Andrews alumnus Neil Slater.

Global sports

It was a pleasure to welcome a new UK-based entrepreneur member to the BCCJ, last month. Alad Ltd., a family-owned media firm established in 1995, will be responsible for, among other things, delivering the Stadia and Arena Asia Pacific event in Yokohama on 26–28 September. Neil Levett, chief executive, said: “Japanese stakeholders invited Alad Ltd. to come to Japan as the thirst for knowledge is increasing in the run up to the 2019

Rugby World Cup, 2020 Olympics and 2021 Kansai Masters”.

Firms interested in the logistics of global sporting events are encouraged to get in touch with Neil, whose details are listed in our online BCCJ Directory. He will also lead a roundtable discussion for the BCCJ Global Sporting Events Champions network, at the end of July.

On 22 June, I spoke at a global agenda seminar, at Roppongi Academyhills. Topics included Brexit (the referendum was the next day), the Tokyo 2020 Olympic and Paralympic Games, and the differences between the working styles of the UK and Japan. There were questions on the legacy benefits of London 2012 as well as how Japan can deliver a more diverse international Games and stage exciting, relevant opening and closing ceremonies at Tokyo 2020. It is clear the appetite for collaboration between the two nations remains strong.

The number of enquiries related to global sporting events that we are receiving is increasing. We continue to work closely with UK Trade & Investment at the British Embassy Tokyo and headquarters in London—as well as the Export to Japan team—to ensure they are managed efficiently and effectively.

Supporting disadvantaged youth

Congratulations to Knights in White Lycra (KIWL)—comprising a number of BCCJ members—who so far this year have raised ¥9.2m for non-profit organisation Mirai no Mori, which works to empower abused, neglected and orphaned children through outdoor programmes (page 46).

This money will fund 20 children living in Japan’s care homes to attend summer camps for the next three years, and help start a Leader in Training programme dedicated to enhancing these young people’s skills.

KIWL and Mirai no Mori will speak at the BCCJ’s third annual Community Hub event, in September, powered by the PechaKucha format created by fellow member Mark Dytham (Klein Dytham architecture). Please join us to hear about their tales of commitment and perseverance.

Marathon of motherhood

Finally, on a personal note, I plan to be entering another marathon this year—not the Tokyo race, but motherhood. The BCCJ Executive Committee is working on a plan for my maternity leave, and I look forward to serving you all until it’s almost the big day—and beyond. 🇬🇧

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MEDIA

“YASUNEMICS” PUTS NEW SPIN ON DEFLATION

Since 1971, the *Nikkei Marketing Journal* has been celebrated for issuing an annual *banzuke* (sumo-style ranking list) of hit products enjoying strong popularity in the domestic marketplace. Indeed, the list—initially issued every December—proved so popular that some years ago, the publication began running a second ranking at midyear to identify each year’s early performers. This year’s *banzuke* appeared on page one of the 8 June issue.

A new word, “yasunemics”—used to describe the current situation in the Japanese marketplace—tops the midyear list. A play on the name for the current Japanese prime minister’s economic policies, or Abenomics, the word is written in Japanese using the kanji character for the “A” of “Abe”—in this case pronounced *yasu* (cheap)—and combined with *ne* (price).

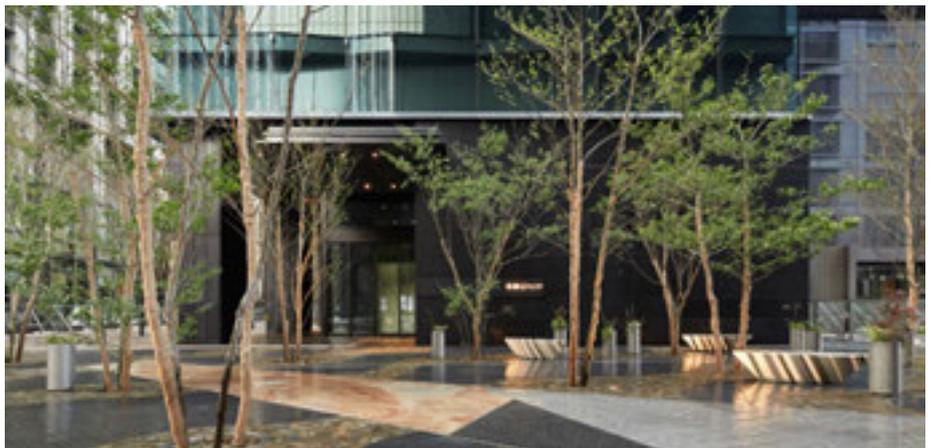
The word refers to the ongoing price deflation that has plagued Japan for the past two decades, and which is now influencing greater numbers of consumers to seek bargains when they shop.

Cheap items might include inexpensive lunch offerings from Burger King or Yoshinoya for office workers, and stylish, but affordable, watches in the ¥1,000–5,000 range produced by Casio, whose popularity has been boosted by social media exchanges.

Other items in the midyear list include negative interest rates; the new long-distance bus terminal in Shinjuku; Ise-shima and Hiroshima, sites of the G7 conference and subsequent visit by US President Barack Obama; *minpaku* (tourist stays in private homes); the Hokkaido Shinkansen; artificial intelligence; and the new Kyoto Railway Museum.

The publication also produced a schedule of key events that are likely to generate consumer interest over the coming months. They include the following:

- Opening of Hoshinoya Tokyo, a high-rise building operated by Hoshino Resorts as a *ryokan* (Japanese inn), on 20 July. Located in Otemachi, Chiyoda Ward, it is to feature a hot-spring spa.



The opening of Hoshinoya Tokyo, on 20 July, is included in the *Nikkei Marketing Journal*'s list of key events.

- Opening of Prince Gallery, a 250-room luxury hotel built on the site of the former Prince Hotel near Nagatacho station, on 27 July.
 - Hosting of the Rio 2016 Olympic and Paralympic Games on 5 August—18 September.
 - Family Mart Co., Ltd’s completion of a merger with UNY Group Holdings Co., Ltd., on 1 September, creating Japan’s second-largest convenience store group.
 - Opening of Tsukiji Uogashi, a new retail market, in Tsukiji, Chuo Ward, on 15 October.
- The move is ahead of the transfer of the district’s 80-year-old central fish market to new facilities in Toyosu, Koto Ward, on 7 November, which is attracting lots of media attention.
- Opening, in autumn, of two new commercial areas: Kyobashi Edogrand, a commercial complex in Kyobashi 2-chome, and a new development combining shops and offices connected to Nakameguro Station in Meguro Ward.

RAKUTEN TO CLOSE UK ARM

J-Cast News reported, on 13 June, that Japan’s Rakuten shopping portal would shut down its e-commerce site based in Cambridge, England. The announcement also said that the firm would terminate its operations in Barcelona, Spain, and Vienna, Austria, by the end of August.

The decision comes on the heels of an announcement in February 2016 that the Tokyo-based Rakuten, Inc.—a shopping portal founded in 1997 and with revenues last year of ¥713.5bn—would close its marketplaces in Indonesia, Malaysia and Singapore.

With an eye on growth prospects, Rakuten has made the decision to focus on France and

Germany for European investment, because “businesses there have the scale and potential for sustainable growth.”

Rakuten acquired the UK site *play.com* for £25mn in 2011, restarting it as *Rakuten.co.uk* in 2014. The reason for the decision to terminate UK operations is, allegedly, that the cost of growth relative to the size of the businesses could not be justified.

The article noted—somewhat with irony—that, while Rakuten may be shutting down its UK operations, English would remain the in-house lingua franca throughout the organisation.

RISE IN BROKEN JOB PROMISES

A university senior, who applied to work for a convenience store chain, was told he would be hired as a regular staff member. He had been assured by his recruiter that he could expect take-home pay of “somewhat over ¥200,000”. Just before he reported for duty, he received a notification of employment spelling out his duties and responsibilities. The content, however, differed from what he had anticipated. First, the breakdown in wages specified a basic salary of ¥150,000, to which was added a first sales allotment of ¥20,000 and second sales allotment of ¥30,000.

Nevertheless, he went ahead with the job and found that his work hours began at 8am and ended at 10pm with only 30 minutes allotted for a rest period. Paid holidays

were practically nil. Despite these long hours, after the withholdings for tax and social welfare, etc. his monthly pay cheque was never to exceed ¥176,000. Eventually he began showing signs of physical and mental fatigue and wound up resigning the position.

Yukan Fuji (18 June) reported that such cases of fraudulent hiring—in which employers engage in bait-and-switch tactics in their recruitment and hiring—have been soaring over the past several years.

“Such practices, of dangling offers of good jobs and then changing them after signing up workers, has existed in the past but, over the previous two years, we’ve seen an increase, including some being done on a large scale by major corporations”;

said Harutaka Imano, business consultant and head of POSSE, a non-profit organisation supporting labour issues in Japan. Imano has authored several books, including one from publisher Gentosha Inc. that warns against the pitfalls of firms that change conditions after recruiting staff members.

According to the government’s Hello Work job locator service, in fiscal 2012 offices dealt with 7,283 cases of individual claims that job conditions differed from what had been offered at the time of recruitment. The following year the figure had risen to 9,380 and, in 2014, the number reached 12,252.

Imano believes a key factor in this rise is the current shortage of workers. So-called “black firms” typically eschew rewarding

worker efforts, either in terms of promotion or compensation. In particular, more businesses appear to be exploiting newly hired workers who are unprepared to raise strong objections when the details of a job vary from the work contract they signed at the time of hiring.

An advisory panel to the Ministry of Health, Labour and Welfare has been conferring with Hello Work and recruitment businesses, and is now preparing a set of recommendations that will punish violators. Penalties include imprisonment of company executives. By autumn, a set of recommendations is expected to be proposed to the Diet in order to make revisions to the current employment law.

ALCOHOL RETAILERS FOLD FAST

On 8 June, Tokyo Shoko Research Ltd. released its 2015 report on the alcohol retailing trade, which contains some grim news. Although firms filing for bankruptcy have shown a general decline over the past decade, there were 163 businesses that shut down operations or dissolved in 2014, making it the fourth consecutive year in which an increase has been posted.

The main factors are seen to be the ageing of Japan’s population; the so-called trend toward *sake-banare* (loss of interest in alcoholic beverages) among young people; and competition from convenience stores.

One more view is that a previous revision of the law controlling liquor sales aimed at controlling excessive price-cutting

may have had a major impact on the growth of low-cost retailers.

National Tax Agency figures for fiscal 2014 alcohol consumption—totalling about 8.33mn kilolitres—showed a decline of 14% from a peak in 1996. By 2006, the law controlling liquor merchandising had been liberalised, effectively making such sales open to all, including convenience stores, drugstores and others. Since the closure of 118 businesses, announced in 2011, the number has risen 40%.

New regulations to discourage merchandise price-cutting—including suspension of liquor sales should a business be found to be selling items at prices below procurement costs—do not appear to be having the desired impact of protecting small retailers. ❀






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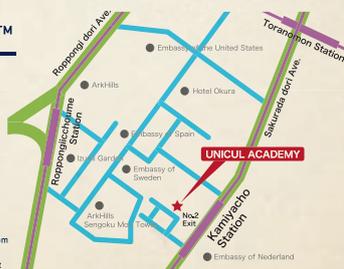
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Post-Brexit

Japan more valuable than ever to UK

DAVID BICKLE | @BCCJ_President

The fortnight following the UK's decision to leave the European Union (EU) has been one of the most extraordinary in modern British history. To paraphrase Sajid Javid, secretary of state for business, innovation and skills, it is the biggest, most far-reaching political decision of our lifetime.

In the immediate aftermath of the referendum there is much uncertainty, and much news—but little concrete information. The result has telegraphed the UK's desire to reset its relations with the EU. And the complex work of articulating the detailed policies for Brexit must now begin in earnest.

The mechanisms for engagement between the UK and the EU will change, but this does not mean that the UK's relations with continental Europe will become any less important than they are today. Ways must be found to address common economic, security, and environmental challenges.

Value of Japan relations

That said, it is critical that the UK simultaneously seeks to collaborate more effectively with its valued partners outside

of Europe. In this respect, the government has moved swiftly to engage with Japan. According to a Downing Street spokesman, (former) British Prime Minister David Cameron has assured his Japanese counterpart, Prime Minister Shinzo Abe, "that the UK greatly valued the investment of Japanese businesses into the UK, and that we would do everything that we could to promote and safeguard that investment in the wake of the referendum".

Chancellor George Osborne also stated, in parliament, that the UK needs to redouble its efforts to develop its links with Japan, as well as with other important trading partners. The dialogue between our two countries on business and trade began over 400 years ago, and it is now more important than ever that Japanese business—as a valued and important stakeholder in the UK economy—makes its voice heard on these issues.

Keep calm

At times of uncertainty, decisions need to be based on calm and sober analysis, and it is hoped that Japanese investors will continue to patiently evaluate the opportunities that

the UK continues to offer. The UK is blessed with a skilled and flexible workforce, a sound and transparent legal system, and some of the finest research capabilities in the world, and it is important to remember that these qualities will endure long after the Brexit arrangements are settled.

Welsh dragon

Although Brexit news has dominated media channels since the referendum, the other main European story featured has been that of the Euro 2016 football championships, in particular the stunning performance of the Welsh national team.

Qualifying for their first major tournament in over 50 years, they have delighted fans the world over with an intoxicating cocktail of skill and team spirit that propelled them to the semi-finals.

The fire in the Welsh dragon is unquenchable—a fine metaphor for the determination and resolve that the UK must now show in consolidating its place as one of the world's most compelling destinations for Japanese investment. 🇬🇧

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A special message

After the UK's EU referendum



BY TIM HITCHENS CMG LVO
BRITISH AMBASSADOR TO JAPAN

You will, of course, be aware of the outcome of the referendum on the UK's European Union (EU) membership. The British people have voted to leave the EU and Prime Minister Theresa May has been clear that their will must be respected and delivered. In the light of the extensive interest in Japan, readers of *BCCJ ACUMEN* can find more information on the implications of the result in this message.

It is important to understand that there will be no immediate changes. The formal process of leaving the EU will begin when the UK triggers Article 50 of the Treaty on European Union. It is now for May and the new government to determine when to begin that process. The period between invocation of Article 50 and our eventual exit from the EU is two years unless the other member states agree to extend it.

Until that point, the UK remains a member of the EU, with the same rights and obligations as any other member state. This means the UK will continue to engage on all existing

EU business, and the prime minister has committed that we will continue to support a swift conclusion to the EU-Japan Economic Partnership Agreement.

As our prime ministers agreed when they spoke on 30 June, the relationship between the UK and Japan has gone from strength to strength in recent years and will continue to do so. We share values and will continue to work together in pursuit of global peace and prosperity. Japan's G7 leadership demonstrated our common commitment to democracy and the rule of law. And our cooperation on security issues makes us both safer.

Our prosperity is greater when we work together; we particularly recognise and support the enormous role that Japanese investors play in the UK economy.

At the highest level, we are reassuring Shinzo Abe and contacts across Japanese government that the UK greatly values the investment of Japanese businesses into the UK, and we will do everything we can to promote and safeguard

that investment in the wake of the referendum. It will be important for Japanese firms to make their voices heard in the negotiations, once they get under way.

That is why, together with members of the British Chamber of Commerce in Japan, we are actively engaging with Japanese businesses to understand their specific concerns, and to understand what opportunities the forthcoming changes might present for British businesses working in, and with, Japan.

Some things will not change post-referendum. Britain will always be capable of thriving and prospering on the world stage. We are the 5th biggest economy in the world and were the 2nd fastest growing economy in 2015, after the US.

We are a member of the United Nations Security Council, NATO, the G7 and the G20. Our voice will always be prominent, and the UK will continue to be an influential and outward looking power on the world stage, working with partners—including Japan—for security and prosperity. 🇬🇧

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What's Next?

IMPACT OF BREXIT ON UK-JAPAN TIES

BY RICHARD SMART

British people woke up on 24 June to a new reality: the majority of British voters had submitted their ballot in support of politicians triggering negotiations for the nation to leave the European Union (EU). If the political chaos that has followed the nonbinding referendum is anything to go by, now comes the difficult part.

Trade ties, funding, fishing rights, immigration laws and environmental commitments are among the issues that need to be negotiated if the UK is to leave the EU. There is little reason to believe that talks on a new deal for the UK will go any smoother than those between the EU and Greece after it voted in the leftist Syriza government on an anti-austerity platform in 2015.

Are things really so complicated for the UK? For the next couple of years at least, the answer is probably yes. "The short-term consequences depend on whether investors have enough confidence to keep buying the pound," Robin Harding, Japan bureau chief at the *Financial Times*, said at a Tokyo meeting on the consequences of the referendum. "The long-run question depends on the terms of exit, but severe long-term damage is plausible".

That damage, according to the Economist Intelligence Unit, "will not be distributed evenly ... either across economic sectors or across time". The research and analysis division expects real gross domestic product to take a 6% hit by 2020, and for "significant doubts [to] emerge about government cohesion".

UK-Japan relations

In Japan, for now, all the questions are about the yen. The verdict may still be out on Prime Minister Shinzo Abe's programme to create a stronger Japanese economy, but one of its achievements was weakening the yen to levels that brought record profits to firms. The period of ¥120 against the US dollar looks to be finished over the short term.

"In Japan, the chief concern is the uncertainty and the impact on markets and consumption levels hurting the economy", Julia Coym, senior Northeast Asia analyst at the global risk consultancy Control Risks, told *BCCJ ACUMEN*. "That would exacerbate a lot of the shakiness of economic growth that we see already, and will not improve the rising

yen issue that is putting pressure on Japanese exporters”.

Relations beyond the economy between the UK and Japan are unlikely to be hurt, said Jun Shirakata, executive secretary of the Japan-British Society. “It is difficult for me to find any negative signs on UK-Japan relations now or in the future”, he said, adding, “the UK will have to take responsibility for the result for both people at home and in other countries, though I suppose it will take a lot of time”.

Until the political chaos is resolved and Prime Minister Theresa May, presumably, triggers Article 50 of the Lisbon Treaty and begins negotiations with the EU on how the UK leaves the bloc, there are likely to be few major movements.

“Many Japanese companies will consider relocating their offices from London to other cities, but they are very slow to move, and will wait two years”, said Seki Obata, associate professor at Keio Business School, at a conference. “But there will be serious effects”.

Former British Chamber of Commerce in Japan (BCCJ) Executive Committee (Excom) member Yuuichiro Nakajima, managing director of Crimson Phoenix—an M&A advisory with offices in Japan and the UK—is worried. “Brexit will undoubtedly hurt the UK’s interests, as it will force many Japanese investors to seek alternative destinations for their capital within the EU or, at least, make them defer decisions to invest in the UK, he told *BCCJ ACUMEN*. “The two countries will, of course, work out a solution; but I fear that it will be a lengthy process and the damage for Britain in the meantime could be sustained and considerable”.

Not all are as certain that the effects will be grave. But what will happen to Japan-UK business relations remains uncertain. The stakes are high: around 140,000 people are employed by the 1,000 or so Japanese firms operating in the UK.

BCCJ Excom member Steve Crane of Business Link Japan K.K. said the UK “will be given time to get [its] house in order and, if we can do that, I am not anticipating too much negative damage on UK-Japan trade relations long term. I have always been impressed with how Japan deals with a crisis, and now the UK has an opportunity to demonstrate how we can respond to, and successfully handle, an unexpected crisis. If we can get it right, then longer term it may increase our positive reputation in Japanese eyes. Having a problem is one thing, dealing with it successfully is another”.

The British Embassy Tokyo has been working around the clock to keep key investors in the UK informed of the situation as best they can.

“We are still outwardly facing”, Esther Williams, head of trade at the British Embassy Tokyo, told *BCCJ ACUMEN*. “The UK is still a great place to do business. We are one of the strongest and most advanced economies in the world, and none of that has changed, so that is what we are conveying to Japanese investors”.

At a BCCJ event about Brexit on 8 July, panellist Jacky Scanlan-Dyas of Hogan Lovells Japan, said that continued communication is important. During sessions at the embassy in early July, she said that one of the clear messages was: “the views of Japanese corporates matter”.

“The policy makers and decision makers [in the UK] want to know what Japanese companies are thinking”, Scanlan-Dyas said. “Japanese companies have had a strong voice in the run up to the referendum and we are very much encouraging people to continue to voice their opinions going forward”.

Looking ahead

Avoiding the worst-case scenario over the longer term is obviously essential. One optimistic

voice amid the chaotic scenes in the UK belongs to Peter Tasker, founding partner at Arcus Investment Ltd.

“Uncertainty over the post-Brexit scenario may cause an air pocket in corporate investment and hiring in the UK, but there is also a huge boost to competitiveness from the pound at 30 year lows”, Tasker said. “A long period of a much weaker currency is necessary to tackle the imbalance on the external account.

“Longer-term, I agree with Lord [Mervyn] King, former governor of the Bank of England, that the difference in economic growth between ‘in’ and ‘out’ will be much smaller than was claimed during the campaign”.

UK firms operating in Japan have, thus far, stayed calm.

“While closely watching with interest developments in the UK, we do not currently anticipate an adverse impact on our chamber”, Lori Henderson MBE, BCCJ executive director, told *BCCJ ACUMEN*. “It is very much business as usual in Tokyo. We will be working closely with stakeholders, and engaging with relevant processes ahead. Whatever happens next with Article 50, our priority will continue to be serving our members, and upholding our mission to strengthen business ties between the UK and Japan”.

“Britain will now need to rapidly accept the referendum result and move forward with unity and common purpose”, said David Bickle, BCCJ president. “For those who have an active interest in business between Japan and the UK, this will mean working closely with our business partners, and doing all we can to demonstrate that the UK continues to be a rewarding and richly deserving European destination for Japanese investment”.

Alison Murray, executive director of the European Business Council (EBC) in Japan, told



“Japanese companies ... will adopt a wait-and-see approach until things are clearer”.

Julia Coym, Control Risks

BCCJ ACUMEN she anticipates calm. “We do not expect any impact on the EBC as an organisation, since we are a pan-Europe institution and not just EU-based”, she said. “Moreover, we are a local trade-policy-oriented organisation representing European companies with interests in Japan and we expect business as usual”.

Scotland: local impacts

On the Shetland Islands of Scotland, there are signs of both the complicated nature of the referendum and the attitude towards Japanese business. While Scots in general supported remaining in the EU, John Angus, sales director of fisheries firm Shetland Catch, Ltd., said that, “fishermen have been keen to leave the EU due to the quota management”. However, he added that, “one of our main markets is the EU”.

Angus wonders whether there will be any change in the next negotiations for the fish that his firm sends to Japan. “Our business with Japan is seasonal and falls during the autumn and winter, so we don’t have any activity with them at the moment”, he said. “We have no idea how Brexit will affect our business yet; negotiations haven’t begun so we don’t know what changes will occur”.

Questions

For now, Japanese firms are uncertain of what the future holds.

WHAT COULD HAPPEN TO A POST-BREXIT BCCJ?

The UK’s leaving the EU wouldn’t mean the BCCJ would have to relinquish its stakeholder relationship with the European Business Council in Japan (EBC), sometimes referred to as the European (EU) Chamber of Commerce in Japan.

The EBC is the trade policy arm of 16 European chambers of commerce and business associations in Japan. According to its website, it has been working to improve the trade and investment environment for European firms in Japan since 1972.

As a major stakeholder, the BCCJ supports the EBC, through an annual membership fee, to “identify issues keeping companies from achieving their full potential in Japan”, using lobbying tools such as an annual white paper: *EBC Report on the Japanese Business Environment*.

Currently, a number of UK firms in Japan carry out their own lobbying and advocacy efforts. They are ably supported by the British Embassy Tokyo; the British Consulate-General Osaka; other foreign chambers of commerce in Japan; and trade organisations.

It is worth noting that EU membership is not required of EBC stakeholders, as is the case of Switzerland, Norway and Iceland.

There is also likely to be little sign of activity from Japanese firms with UK interests until the picture becomes less clouded.

“Japanese companies will want more certainty and will adopt a wait-and-see approach until things are clearer”, said Control Risks’ Coym.

“That uncertainty is probably going to slow down direct investment from Japanese companies over the next few months. Automakers are the most prominent example, where all are concerned about what Brexit means for future commercial relationships

and long-term profitability. If companies were to divest from the UK, it would be a long-term process depending on the terms of the Brexit and on the new policies that Westminster will likely issue, too”.

Businesses that *BCCJ ACUMEN* spoke to were reluctant to discuss plans for the future. A spokesperson for a major Japanese firm—speaking off the record—said that, while the weak pound could prove advantageous, it could also, for example, lead to rising production costs because of parts procurement through international supply chains.



Seafood is an important Japan export for Scotland.



Japanese snack producer Calbee's plant in Flintshire, Wales.

Another issue involving currency is debt. If a firm borrowed money in dollars and wanted to pay it back in sterling, they are now at risk. "Companies and institutions with significant sterling cashflows but with non-sterling debt will see the costs of servicing that debt and any related hedging rise with a fall, or substantial volatility, in the value of sterling", according to a report by legal firm Herbert Smith Freehills LLP.

In a statement to *BCCJACUMEN*, Toyota Motor Corporation said: "We will closely monitor and analyse the impact [of Brexit] on our business operations in the UK, and how we can maintain competitiveness and secure sustainable growth, together with the UK automotive industry and other stakeholders".

A representative of Fujitsu, Chihiro Matsumoto, said: "British people have made their decision, so from a business point of view we are watching how this will effect the economy and our customers, and then we will make decisions".

View from Wales

One company is certain it will be staying in Britain: the snack maker Calbee, Inc. If the UK is to leave the EU, domestic demand will likely have to take on a bigger role in driving the economy than it does today and, for Calbee, it is that great British pastime—eating crisps—that is keeping it in the country.

"The factory in Wales supplies products to mainly the UK, which is the largest salty snack market in Europe", said the firm's Kazuka Nohara.

Calbee plans to create 100 jobs in the factory by 2018.

Prudence is likely wise, according to Arcus Investment's Tasker. "I would also caution Japanese companies about jumping out of the frying pan into the fire", he said.

"Relocating established manufacturing operations with their intricate supply chains to alternative destinations would be a very costly, time-consuming process. What if, then, the new host decides to leave the EU or there is a disorderly break-up of the Euro?"

Macro effects

Any prospective future will obviously not see the UK vanish into oblivion. As Japan has shown following its own political and economic disaster with the bursting of the bubble around 1990, crises do not necessarily have a uniform effect. Firms such as Toyota, Toray Industries, Inc., and SoftBank Group Corp. compete on the world stage. Japan is the second biggest non-EU investor in the UK.

Tokyo real estate developer Mitsui Fudosan, which is part of a group investing the equivalent of around ¥394bn into London redevelopments, is confident it can weather any Brexit storm. "The UK's exit from the EU may dent demand from investors and office tenants", President Masanobu Komoda said on 24 June, according to *The Nikkei*. "But we will continue to move forward with an eye on the market over the medium to long term".

The firm's projects include the redevelopment of a former BBC property in central London. Mitsui Fudosan's composure, however, bucks the trend. A number of Britain-focused property funds have suspended trading as the risks of



"[Japan and the UK] will, of course, work out a solution; but I fear that it will be a lengthy process ..."

Yuuichiro Nakajima, Crimson Phoenix



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In Japan, for now, all the questions are about the yen.

Brexit—in the Bank of England’s words—“have begun to crystallise”.

Financial services firms are also concerned. Daiwa Securities Group Inc. has said it is considering moving its EU headquarters out of London. Others may follow.

Tasker said that the Remain campaign’s defeat and the resultant political fallout could end up being good for Japan.

“Diplomatically, we will have more independent leeway; but the EU does not have a coherent foreign policy anyway”, he said. “It is more than likely that we row back on the golden era of intimate relations with China that was talked about last year after President [Jinping] Xi’s state visit to the UK. That relationship was driven by David Cameron and, in particular, George Osborne. The Conservative Party’s human rights commission issued a scathing report [on 27 June] about China’s human rights record, which shows there was already significant pushback against the policy. Tilting away from China benefits Japan”.

Looking inward

It is unavoidable to see that a major issue for many who voted to leave the EU is immigration. Foreigners appear to be, to put it mildly, out of favour with a proportion of the population. Setting aside the feelings of people from overseas who live in the UK—many of whom now fear attacks and worry about their future—there are concerns about how the sentiment will affect Britain.

“It won’t just be a question of how the tariff situation will affect the UK as a base for general business with Europe, but also [a question of] how complicated it is going to be to hire people”, said analyst Coym. “One of the risks we are looking at is the shift on immigration policy and how that could impair hiring for multinational companies”.

David Slater, director of international business development at London & Partners, the official promoter of the capital, believes his city still has plenty to offer.

“London’s fundamental strengths as a global business centre remain in place: its unmatched, international talent base; its business-friendly environment; its deep financial markets; its global trading reach; and its warm welcome”, he said in a media statement on 4 July.

How about the rest of the country? Also on the BCCJ event panel was Simon Mather, partner at Deloitte Tohmatsu Financial Advisory LLC. He said that, while there was a question of what the referendum means for the constituent nations of the UK—given that Scotland and Northern Ireland voted to remain—the “overall macro stability of the UK is something that people need to draw comfort from”.

“Fundamentally, the political and legal institutions of Britain are very strong”, he added.

Yet, as many commentators have noted, within the UK there is a need for healing. According to results from Lord Ashcroft Polls, the population’s vote in the referendum was divided according to age, education, class, race and

region. A white, older, less-educated, working-class person living outside London in England or Wales was more likely to have voted to leave. Minimalism is always dangerous when assessing election results, but Brexit watchers will no doubt have noted that, beyond tensions based on immigration and racism, reams have been written on problems such as poverty, regional divides, and tensions between baby boomers and millennials.

And this gets to the heart of the problems Britain must now tackle if it is to remain a business centre. Can the UK, whatever transpires, convince people it has cosmopolitan and egalitarian values? Doing so probably requires drastic changes.

“Britain is more and more distracted by internal conflicts and less and less able to play an international role”, according to Harding of the *Financial Times*.

However, in *The Japan Times* on 11 July, Tina Burrett, an associate professor of political science at Sophia University and graduate of the University of Cambridge, said that a second referendum could be held after negotiations with the EU on the terms of Britain’s exit.

Burrett continued: “Even if Britain initiates Article 50, its exit from the EU is not a forgone conclusion. In two years, much will change in UK politics. During that time, the EU itself may move closer to Britain’s position. Unlimited freedom of movement, judicial activism and a commitment to further integration are British concerns shared by many voters in other European states”.



“I would also caution Japanese companies about jumping out of the frying pan into the fire”.

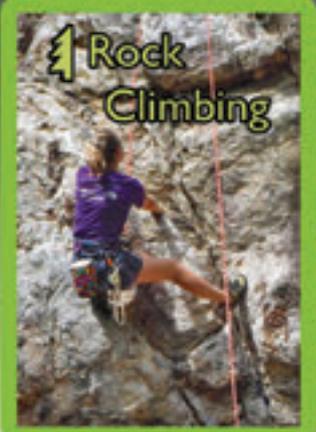
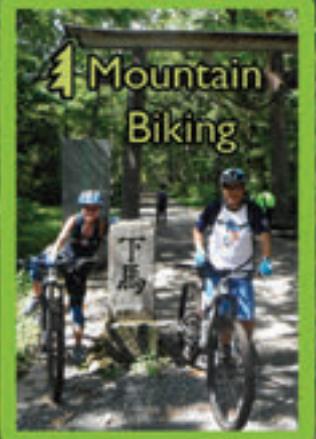
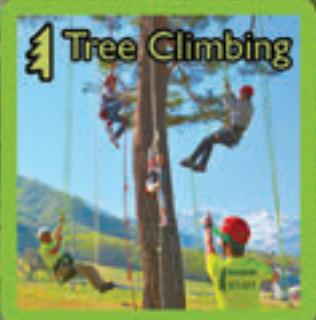
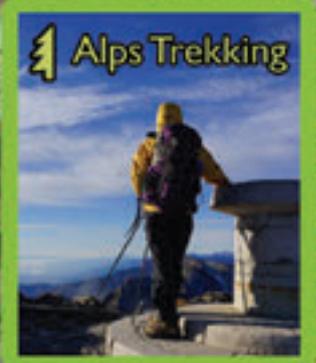
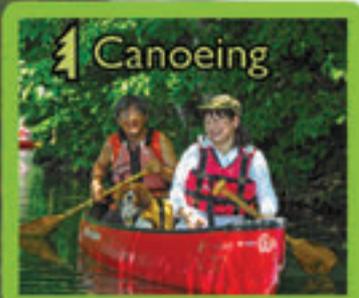
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TIPS FROM A DIGITAL NOMAD

Working smart—remotely

BY CHRIS RUSSELL

Over recent decades, technology has overhauled the way we work—and the ongoing transformation shows no signs of slowing down. One clear example is the rise of digital nomads who use telecommunications to remotely do tasks that traditionally have taken place in a single, stationary workplace.

While this style seems to run counter to Japan's traditional work culture, digital nomads or those taking inspiration from their approach are beginning to appear. One example is Helen Iwata, president of business communications consultancy Sasuga Communications K.K. and author of *Eigo no Shigoto-jutsu* (Work Techniques in English). On 7 June, she spoke about digital nomads at the British Chamber of Commerce in Japan's ninth Small is Great event.

Building a business

Iwata typically works from her home or a coworking space. She has used online services to build a business where a large portion of work could be done from almost anywhere. In addition to a training room in Ginza where she holds classes in person, the firm's offerings include webinars, a newsletter, a blog and an online course that can be done remotely.

But, more than simply offering work freedom, these online

services have transformed Iwata's business, which she founded after having worked for 10 years as communications manager at McKinsey & Company. Iwata aims to help 2,020 people create successful communication habits by 2020.

"I'm a digital nomad who's going nowhere, because I'm mostly in Japan, apart from the occasional business trip overseas or going back to the UK and visiting family, but I'm going everywhere because my business has been doing great," said Iwata.

Sasuga! Communications wasn't always an online-focused business, however. Initially, training was delivered face-to-face. "I really was not a tech person at all," she explained.

Iwata started to deliver courses online when she realised the Internet's potential for her business. That came after she discovered *The Freedom Plan* by Natalie Sisson, a digital nomad and entrepreneur. Iwata then took one of her courses. "It was a great learning experience," she said. "That's how I got into this idea [of doing an online business]."

For Iwata, online courses are an option with potential in Japan. They offer the chance to earn residual or passive income: money that continues to be generated even after the initial work has been completed.

"You've got to do something to make sure that income is coming

in", said Iwata, pointing out that the courses generate other income streams rather than those solely from the income of delivering training, for example.

Iwata's course is automated; course materials are sent to students who work at their own pace. She oversees a Facebook group for course participants, on which they can ask questions and receive help, both from Iwata and classmates. The level of attention, however, is greatly reduced compared with that required were she delivering the course in person.

Tools of the trade

Underpinning this work is a range of software and online tools that allows Iwata to run the firm remotely. Some items, such as Google Calendar and PayPal, are already fixtures in many people's lives; more specialised programmes and tools, such as GoToWebinar (web conferencing), WordPress (web content management), Buffer (social media scheduling), Trello (project management) and MailChimp (email marketing campaigns) help with the creation, facilitation, promotion and management of products.

Iwata's story shows that the rise of digital nomads in one place can assist nomads elsewhere. She outsources work worldwide, from the Philippines to Portugal to

- Online services provide work freedom, business opportunities
- Rising number of software tools to help nomadic work style
- Pushing out of comfort zone key to entrepreneurial success



Helen Iwata spoke at a BCCJ event.

South Korea. "Some people really struggle to get their head round this—that my assistant is not sitting next to me", she said.

Some event attendees asked what being a digital nomad involves and suggested other tools that could be used in this work. TripIt (travel itinerary), SoundCloud (audio platform), Fiverr (digital services marketplace), Upwork (freelance sourcing), Slack (messaging app) and Insightly (project management) were among those identified.

When asked how she has managed the transition to an online business, Iwata said, "It's just on-going—always pushing out of your comfort zone and doing something new. That's what I'm always telling people to do as well!" 🍀

War against killer diseases

UK firm appeals for global proactive approach

BY JULIAN RYALL

Ebola may have slunk back into the jungles of Africa, but it will almost certainly reappear in the future. The Zika virus—spread primarily through infested mosquitoes—remains a major health concern ahead of the Rio 2016 Olympic and Paralympic Games. And there are 75 more identified pathogens with the capacity to wreak havoc across regions and, by extension, an increasingly globalised world.

That is the reason the London-headquartered GlaxoSmithKline plc (GSK), believes it is time to devise a proactive approach to combat the next public health crisis.

In June 2016, the firm called on Japan to join ongoing efforts to create an international body—the Coalition Epidemic and Pandemic Innovation (CEPI)—that would bring together academia, private firms, governments and international bodies, such as the World Health Organization (WHO). CEPI would help fund and govern approaches that could swiftly stamp out any future outbreaks of infectious disease.

Events of the past two years have convinced GSK that no time should be lost before the new organisation is set in motion, according to Dr Moncef Slaoui, the firm's chairman of vaccines.

"In August 2014, the WHO—on the day before they declared Ebola a major threat to public

health—called us to ask if we had a vaccine against Ebola. And frankly we didn't know", Slaoui said at the British Embassy Tokyo on 29 June. He was speaking at a roundtable event to review advice from stakeholders on reinforcing the global health architecture, and providing prompt and effective responses to public health emergencies.

Ebola is a viral haemorrhagic fever that causes a sore throat, muscular pain and headaches. Symptoms can deteriorate into vomiting, diarrhoea and decreased function of the liver and kidneys. The disease has a typical 50% fatality rate—but it can be as high as 90%.

The 2014 outbreak affected Guinea, Liberia and Sierra Leone in west Africa, making it the largest ever documented.

In a statement issued in September 2014, WHO declared: "The Ebola epidemic ravaging parts of west Africa is the most severe acute public health emergency seen in modern times. Never before in recorded history has a biosafety level-four pathogen infected so many people so quickly, over such a broad geographical area, for so long".

Fortunately, the acquisition of a small Italian biotechnology firm a year earlier gave GSK access to platform technology for numerous vaccines, including one for Ebola, said Slaoui.





Traditionally, it takes between seven and 10 years to progress in clinical trials from tests on primates to phase-three field trials involving human patients.

“In August 2014, we didn’t have seven, five or even three years, because the outbreak at that point was growing exponentially”, he said. “So we decided to stop many projects that were ongoing in our organisation and to dedicate all our resources to this vaccine”.

As a result, it took a mere seven months before a 15,000-subject, phase-three trial was under way in Liberia.

“We did in seven months what usually takes seven years but, fortunately for the population of Liberia, the Ebola outbreak in Liberia was at that time subsiding, and we stopped the trial because there were no more cases”, he said.

More than 11,000 people died, Slaoui pointed out, adding that even though GSK put every resource at its disposal into finding a vaccine, it was still too late.

And Ebola is just one of 77 similarly lethal diseases—with Zika the one that is currently attracting the attention of the world’s media.

GSK and other firms that work on vaccine R&D simply cannot afford to keep fighting such outbreaks and must find ways to get ahead of future epidemics, according to Slaoui. This has led to a proposal for the creation of a dedicated bio-preparedness organisation, which could be governed by the new CEPI. This partnership approach aims to prioritise, fund and proactively develop vaccines through business models that leverage industry expertise with public health missions.

“The proposal is based on four principles”, he said. “The first is to be proactive. In order to be proactive we need to build an organisation that can discover

and develop new vaccines, is a permanent organisation and is fully dedicated to this task, rather than reallocating resources every time we need them—which is reacting.

“We need this organisation to not only be permanent, but also to have very long-term, predictable funding so it can target the list of all 77 viruses—or at least the top 13 priority pathogens—that are potentially threatening humanity.

“A critical point is that we need this organisation to have its hand on platform technologies that are already validated and able to support the industrial production of vaccines”.

GSK has five validated vaccine R&D platform technologies, and is ready and willing to make the resultant scientific discoveries available to the global community, with free intellectual property. The firm is also willing to help build the dedicated bio-preparedness organisation, host it at its own R&D facilities, build the infrastructure and train “people dedicated to this task of discovering and developing vaccines against these diseases”.

“What we ask the international community to do is to fund the running costs of this organisation and to govern it, because it’s not for a company—but for CEPI—

to decide which is the most important pathogen we should focus on to start with”, he added.

According to Slaoui, experience suggests that the new research organisation should be able to discover a new vaccine every three or four years. It is expected that the ¥5.14bn annual operating costs would be a fraction of the price of a full-blown epidemic, he said, pointing out that the eight people in the US diagnosed with Ebola after visiting Africa effectively shut down the airline industry for four days, costing the industry the equivalent of ¥411.35bn.

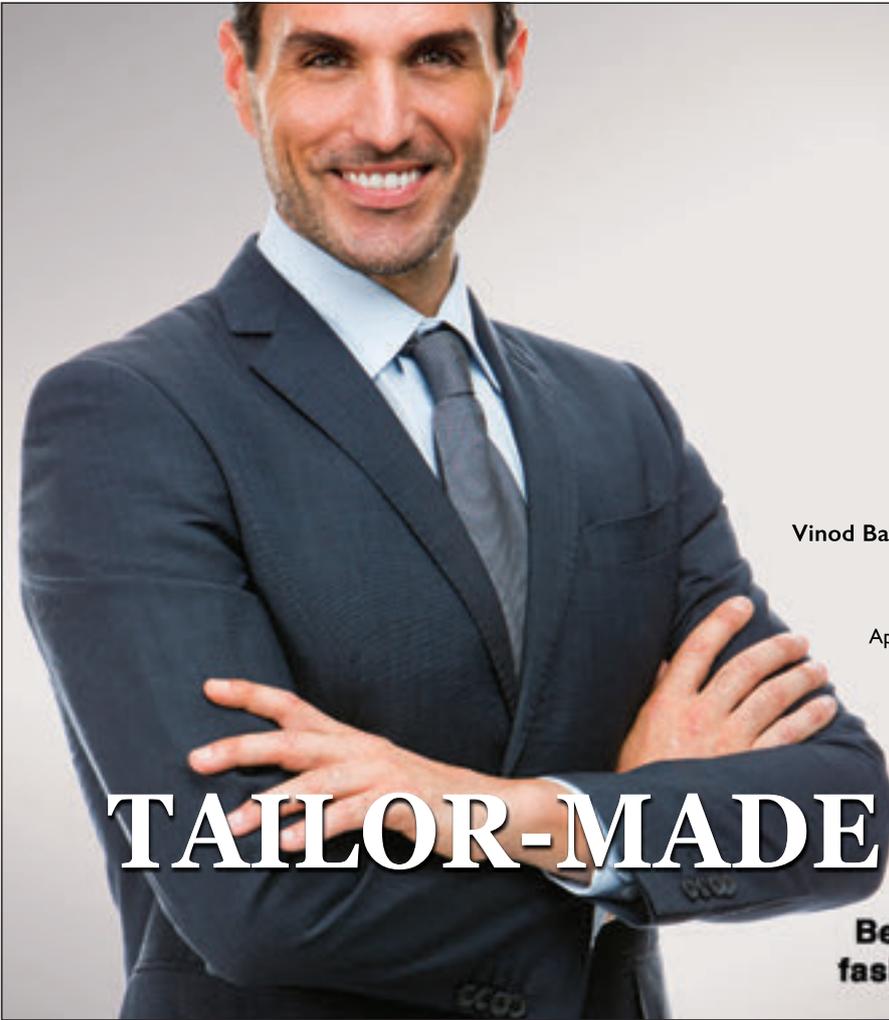
Asked how governments can convince taxpayers to shell out for a disease that is in a distant land, Slaoui pointed out that emerging infectious diseases are no longer restricted to the developing world.

“These viruses are potentially going to touch every adult, child, parent and grandparent, and there is a need on the part of government to appropriately inform their populations of the risk”, he said. “I think it is unfortunately possible that there will, in the future, be so many outbreaks with so many agents that it will become obvious to everyone that this is something that we need to tackle if humanity is not to go backwards” ❄️



“These viruses are potentially going to touch every adult, child ...”

Dr Moncef Slaoui spoke in Tokyo in June.




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GREEN LOGO HITS SHELVES

Anglo-Dutch firm builds on innovative pact

BY JULIAN RYALL

Not content with making all of its domestic operations completely carbon neutral, Unilever Japan has extended that requirement to key third-party manufacturers across the country.

That means the vast majority of its products are now made with energy from renewable sources—a fact that has not been lost on other firms in a market in which an organisation's green credentials are becoming increasingly important for consumers.

But far from keeping the secrets of success to itself, the Anglo-Dutch multinational is happy to share its knowledge of how to achieve carbon neutrality. After all, it is in the best interests of society and the global environment, the firm's Supply Chain Director Andrew Bowers told *BCCJACUMEN*.

"This isn't a secret: we're not hiding anything and, in truth, we want to share this," said Bowers, who has worked throughout Asia for Unilever.

In November 2015, Unilever announced that it had made its Japanese operations completely carbon-neutral, with the energy the firm consumes covered by equivalent investments in local renewable sources.

At that time, measures were already under way to deepen the firm's green commitment. Thus, in early July this year, the first of its newly packaged items began rolling off production lines in Kanagawa Prefecture.

"The back of the packaging has the new Green Power logo and a brief explanation that it has been produced in a factory that takes 100% of its energy from renewable sources," said Bowers.

That has now been expanded to the input of third-party manufacturers that supply components for personal and home care products, and tea sold in Japan.



Unilever Japan's new Green Power logo

The mark will not be on all Unilever's products in Japan, as some products are imported and cannot be certified in Japan with the logo. Nevertheless, this initiative covers 90% of all products in the Unilever Japan portfolio.

"We have had a lot of media coverage because we are the first in Japan to not only make our own operations carbon-neutral, but to then push that out to our third-party manufacturers," Bowers said.

"We have been working with Japan Natural Energy [JNEC] on achieving this, and we have heard that they received a huge number of enquiries from companies that want to follow our lead," he added. "And that's exactly what we want; we want other companies to talk about going carbon-neutral and then to act on it."

Today, Unilever and its suppliers in Japan take virtually all their energy needs from hydro, solar, wind and biomass sources, with the percentage from each varying every month, according to Bowers.

The firm has been able to decouple itself from the most common sources of energy

available in Japan: nuclear energy, which is seen as tainted in the wake of the March 2011 Fukushima disaster, and fossil fuels, which are very unpopular given their impact on carbon emissions. Unilever, therefore, finds itself aligned with public opinion.

"It's a pioneering step in this country, but we also prefer not to look at energy as a cost, but as an investment," said Bowers. "If sufficient amounts can be invested in clean energy technology, then inevitably the costs will eventually come down."

The Green Power logo—which effectively serves as a renewable energy certificate for products—is only one of the firm's global efforts to minimise its carbon footprint. Ultimately, the aim is to leave no footprint at all.

Initiatives include becoming the first firm in the world to utilise palm oil that comes from 100% sustainable sources. Unilever achieves this primarily through the purchase of GreenPalm certificates—from growers certified by the Roundtable on Sustainable Palm Oil—to offset each tonne of palm oil it uses. This method will be phased out as the firm progresses to use 100% physically certified oil by 2019.

Unilever also operates sustainable agriculture and sends zero hazardous waste to landfills. It is also working to reduce the amount of water it utilises, and to develop products that require the consumer to use less water.

Encouraged by the fact that third-party manufacturers have accepted its latest initiative—although Bowers admits there were some reservations that needed to be overcome—Unilever Japan is now turning its attention to convincing its logistics providers to go just as green.

"We have started those conversations already, and we're discussing the various options," said Bowers. "I do know we will make it happen." 🌱

- Unilever is first firm in Japan to make operations carbon-neutral
- Packaging shows products made using 100% renewable energy
- Energy should be considered an investment, rather than a cost



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CULTURE, HERITAGE AND LANGUAGE

- Institutions in Japan and UK keen to build bilateral ties
- Growth in number of Japanese students at UK universities
- Internship opportunities provided by UK universities appeal

Why a British education appeals

BY JULIAN RYALL

In a low-key graduation ceremony at the University of Leicester in January 2016, Princess Mako of Akishino stepped forward to accept her postgraduate qualification in art museum and gallery studies from Chancellor Bruce Grocott.

The 24-year-old princess, the oldest daughter of Prince Akishino and grand-daughter of the Emperor, completed an eight-week placement at Coventry Museum as part of the course, but managed to keep her identity secret from fellow students until she completed her studies.

She described her year in Leicester as “a wonderful experience”.

“I would like to express my sincere gratitude for having had the opportunity to pursue my studies in such a favourable environment. It has been a very fruitful year for me”, she said in a statement released by the Imperial Household Agency. “I hope to apply what I have learned at postgraduate school in the future”.

That sort of royal endorsement can only help raise the profile of the University of Leicester and British tertiary education in building on the high regard in which UK universities have been held by Japanese for many years.

“Japanese people in general have a great deal of interest in British culture, heritage and our language”, said Nigel Lee, international officer for Staffordshire University. “On top of that, young Japanese are choosing to come to the UK to study because of the job opportunities that then open up to them.

“In the same way that we are encouraging our British students to spend some time abroad—to study in Japan or China for the language benefits, the culture and all the opportunities that entails—we increasingly see the same way of thinking among students in other countries”.

Staffordshire University was one of 36 British universities and colleges taking part in the



More than 35 UK institutions took part in an education exhibition in March, in Tokyo.

Education UK Spring Exhibition 2016. It was organised by the British Council and hosted in late March at the council’s offices in Chiyoda Ward. A further exhibition on studying in the UK will be held on 22 October at Akihabara UDX Gallery.

“We attended the event in October last year but this is our first time in Japan for the spring event”, said Lee. “Up until now, we have had little focus on East Asia and, of our 15,000 students, less than 100 are from this part of the world. But for us, we see great potential here”.

Staffordshire University has forged relationships with two Japanese institutions that are similarly keen to build ties with universities in English-speaking nations. The move follows the government’s declaration that Japan requires many more multilingual

businesspeople if it is to thrive in an increasingly global marketplace.

Staffordshire has linked up with Nippon Sports Science University for exchanges on its sports programmes, and with Tokyo University of the Arts, where many Japanese undergraduates are interested in the ceramics for which The Potteries region of Britain is globally renowned.

Talks are also under way with other Japanese institutions to collaborate in another of Staffordshire’s traditionally strong areas: education.

“It can take time to build these relationships, but we have a long-term vision for what we want to do, and we’re very keen to build these local partnerships”, said Lee. “And by playing to our strengths, we feel we can do just that”.



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Demand had been so high among British institutions wanting to take part that at least six were on the waiting list when the delegation left the UK, said Hal Parker, projects manager for education at the British Council in Tokyo.

“We are certainly seeing signs that it is recovering after around 10 years of declining figures”, he told *BCCJACUMEN*.

“In the 2014–15 academic year, the number of Japanese studying at UK higher education institutions was up 2%, following a similar increase in the 2013–14 academic year”, Parker said.

That translates to around 4,000 Japanese students on full-time courses in the UK, down from a peak of 7,000 in the 2003–04 academic year.

Short-term university courses, such as summer or spring courses, and junior year abroad programmes have seen “significant growth” over the past five years, he added.

“A lot of young people are feeling the strong push by the government to improve their English and to get overseas experience”, said Parker. “That message is being reinforced by their schools or universities and industry in general. And in a domestic market that is this competitive, having those skills and experience is going to make a candidate stand out”.

The introduction of new scholarships specifically for overseas studies, which are being heavily promoted on television, are also making life easier for Japanese students who wish to study in the UK, although the institutions admit that costs can be high.

British students can expect to pay £9,000 a year for tuition, with living expenses, accommodation and travel on top. That figure is higher for international students. A three-year engineering degree is likely to set a Japanese student back a total of £70,000, said



More than 300 prospective students of UK institutions participated in a British Council event in March.

Christopher Dean, assistant director of the international office of the University of Exeter.

“But that can still work out cheaper than a degree from a US university, which is typically over four years, or a master’s qualification, which takes two years—instead of one in the UK”, he said.

The University of Exeter is ranked seventh of the 127 universities in the UK and has around 35 full-time students from Japan every year. More are being accepted for a semester to improve their English skills.

“Typically, overseas students will choose the country where they want to study and then, when they have done the research, the institution where they want to be”, said Dean. “And British universities generally come high-up in the world rankings.

“We have learned that one of the things appealing to Japanese students is the system of internships that British universities use to give them hands-on experience in the sector that they are going to be working in, partly because that introduces them to the right people and can be a very good way into a first job”, he added.

The Japan market for the University of South Wales is “small, because it is a new market for us”, said Christine Hawdon, the university’s international recruitment officer. However, subjects such as art and design, the creative industries and psychology—including niche programmes such as art and music therapy—have proved attractive to Japanese students.

“I have met with the Welsh Government office while I have been here and I’m hoping to be able to use that to build new links with Japanese companies both here in Japan and with facilities in Wales”, Hawdon said. “Ultimately, I would like to see a real Japanese community on our campus in Cardiff”.

Primarily designed to give prospective students an insight into studying in the UK, the event also included an opportunity to speak with alumni of British universities.

“I had originally planned to go to a US university because my area of study—intercultural communication—is big there”, said former student Kota Hanzawa. “But when I began to look more closely, the universities with my course were all in rural parts of the US.

“At that point, I began to look at the UK and found courses in Warwick, Surrey, and at Birkbeck, the University of London.

“The more research I did, the more I realised that Birkbeck is ideal for me as it’s in the middle of London and I would be communicating—and therefore learning—all the time”, he said. “Another bonus was that I would be able to work as well as study”.

In addition to working for a food company, Hanzawa is part of a start-up called Bens Education Centre Ltd. He said he hopes to have a career that is connected to both Japan and the UK.

“This has been a fantastic opportunity for me and I have learned so much”, he said. “Now, I want to use those experiences to bring together companies in Japan and the West.” 🇬🇧

NEW CHAPTER FOR OXFORD–JAPAN TIES

Prestigious Kyoto Prize winners go to Oxford

BY JULIAN RYALL

Beginning in 2017, the University of Oxford will host a series of lectures, interactive seminars and panel discussions involving winners of the prestigious Kyoto Prize, Japan’s highest private award for global achievement.

The new tie-up between the university and the Inamori Foundation, which presents the annual prizes, was announced in Tokyo on 9 May. The initial event will take place at the Blavatnik School of Government, the university’s newest department, over two days in May 2017.

“The ties between the University of Oxford and Japan stretch back almost 400 years, and it is a privilege to add a new chapter to this history of collaboration”, said Professor Louise Richardson, vice-chancellor of the university, as she announced the agreement at a press conference in Tokyo.

“The Kyoto Prize laureates have contributed significantly to the scientific, cultural and spiritual betterment of mankind, and we are honoured to have the opportunity to bring them to our university to amplify public appreciation of this award in the United Kingdom and Europe”.

The Kyoto Prize at Oxford is designed to provide opportunities for students and faculty across the university to learn more about the philosophy of Dr Kazuo Inamori, president of the foundation, and the values of the Kyoto Prize, she added.

First awarded in 1985, the Kyoto Prize is presented to people who have made advances in the areas of advanced technology, basic sciences or arts and philosophy.

The 2016 winners, announced in June, are roboticist Dr Takeo Kanade, medical scientist Dr Tasuku Honjo, and philosopher

Dr Martha Craven Nussbaum. Each of the winners received a diploma, a gold medal and prize money of ¥50mn.

Inamori was unable to attend the announcement event but, in a statement, said that over the past 30 years, the Kyoto Prize has been implemented based on the principle that, “people have no higher calling than to strive for the greater good of humankind and society”.

Another guiding principle, according to Inamori, is that the future of humanity can be assured only when there is a balance between scientific development and the enrichment of the human spirit.

Famous in Japan for founding Kyocera Corporation and building it into one of the world’s foremost electronics and ceramics manufacturers, he delivered a lecture at Oxford in 2014 in which he shared his philosophy of

- Winners to be involved in lectures, seminars, discussions
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Shoichi Himono, managing director of the Inamori Foundation; Shinobu Inamori-Kanazawa, executive vice-president of the Inamori Foundation; Professor Louise Richardson, vice-chancellor of the University of Oxford; Professor Ngaire Woods, Dean of the Blavatnik School of Government; British Ambassador to Japan Tim Hitchens CMG LVO; and Calum Miller, chief operating officer of the Blavatnik School of Government, in Japan in May 2016.



Dr Kazuo Inamori speaking at the University of Oxford.

“People have no higher calling than to strive for the greater good of humankind and society”.

success and fulfilment simultaneously in both business and life.

Richardson said that all who heard the lecture were impressed by his insistence that executives do everything in their power to support their employees.

“This is a truly exceptional partnership—inspiring, educating and connecting individuals who strive for the greater good of humankind, and society is at the very heart of what both the Blavatnik School of Government and the Inamori Foundation do every day”, said

Professor Ngaire Woods, dean of the school, which today has students and researchers from 80 countries.

“It is this sense of shared purpose that inspires our partnership”, she added. “We are honoured to offer a home for the Kyoto Prize at Oxford and an annual event to celebrate talent applied to public good”.

British Ambassador to Japan Tim Hitchens CMG LVO said he welcomed the strengthening of links between the foundation and the university, its first Japanese-language book having been received by the Bodleian Library in 1629. The university is currently home to around 100 Japanese undergraduate and graduate students.

“The Kyoto Prize is indeed a very important award and, if we look at previous winners, we soon realise their range and calibre”, he said,

adding that many have subsequently gone on to win Nobel Prizes.

UK winners include Dame Jane Goodall DBE, a renowned anthropologist; John Maynard Smith, a theoretical evolutionary biologist and geneticist; Sir Karl Popper CH, a philosopher; and Sir Tony Hoare, a pioneering computer scientist.

Alison Beale, director of the University of Oxford Japan Office and member of the British Chamber of Commerce in Japan Executive Committee, underlined the importance of the new event in further deepening ties.

“We have had an office here for 25 years and our links with Japan have always been excellent”, she told *BCCJ ACUMEN*. “This new initiative is an example of how Japan plays a central role in the university’s international ambitions, and demonstrates the depth and vitality of Oxford’s relationship with Japan” 🌸

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PROGRAMME / CURRICULUM

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We specialise in International Business Strategy, including Japan-originated knowledge-based management, as well as fields necessary for business administration such as quantitative business analysis, accounting, marketing, Japanese business and economy, organisational behaviour, operations management, and strategy.

The A-List of Education & Training



New International School of Japan
3-18-32 Minami-ikebukuro
Toshima-ku
Tokyo 171-0022

Steven Parr, founding director and head of school
03-3980-1057
contact@newis.ed.jp
www.newis.ed.jp

Established in 2001, the New International School of Japan (NewIS) offers a dual-language education in all subjects. It is multi-age by design, with a three-year age range of children and two teachers in every class of about 20 students. We provide a highly interactive, thematic and developmental approach to education.

PROGRAMME / CURRICULUM

- Accredited for children from age three to grade 12 by the Council of International Schools and the Middle States Association of Colleges and Schools
- Spacious classrooms and a 40,000-volume library
- An emphasis on music and the arts
- Produces graduates who enter colleges in Japan or abroad



St. Alban's Nursery
3-6-25 Shiba-Koen
Minato-ku
Tokyo 105-0011

Gilma Yamamoto-Copeland
090-6480-4542
gilma.yam@gol.com
www.stalbans.jp

Learning, love, laughter ... that's how one parent summed up her child's experience at St. Alban's Nursery, one of the longest established international kindergartens in Tokyo. Small and intimate, with a quiet garden playground, close to Tokyo Tower, our nursery offers each child his or her own choice of purposeful, fun-filled activities, in a safe, structured, loving environment. Our aim is to promote learning and self-discovery, as well as the development of skills and self-confidence that will give each child a strong basis for moving on to his or her next phase in life.

PROGRAMME / CURRICULUM

Led by Director Gilma Yamamoto-Copeland, our highly qualified staff offer an extensive range of materials and activities based on the Montessori method. We introduce the first steps of writing, number work and simple science (natural phenomena) in a simple, enjoyable way. St. Alban's emphasises creativity, providing daily opportunities for children to enjoy singing, dancing, making things, storytelling, simple drama and art.



SI-UK Education Council
Boulevard Bldg. 5F
Jinnan 1-16-3, Shibuya
Tokyo, 150-0041

Richard Emery, Japan operations director
03-5272-9143
tokyo@ukeducation.jp
www.ukeducation.jp

SI-UK: Your bridge to a UK University

For over 10 years, SI-UK has provided free independent advice and support to students in Japan applying to UK universities. SI-UK holds UK university fairs bi-annually in Tokyo and Osaka, where students can meet representatives from over 60 UK institutions and attend taster seminars led by university academics. Our university consultants are fully experienced and trained by trusted university partners and the British Council, and are here to help guide students through each step of the application process to any UK university, boarding school or language school. SI-UK's Boarding School Service caters to families wishing to find and secure a place at an esteemed UK boarding school.

AREAS OF EXPERTISE

- UK undergraduate and postgraduate degrees, boarding schools, pathway programmes and A-levels
- Consulting and advice on UK MBA, management, economics and finance degrees
- Oxbridge applications
- English language school programmes worldwide
- Preparation courses for the International English Language Testing System (IELTS) examination



THE LEADERSHIP JAPAN SERIES

WE WON'T FOLLOW BOTS



BY DR GREG STORY
PRESIDENT, DALE CARNEGIE TRAINING JAPAN

Basically, your job is toast. There is a machine—or there will soon be a machine—that can do it faster, better and cheaper than you. Our skill set didn't change much from the start of agriculture 12,000 years ago until the industrial revolution in the mid-18th century, but the past 150 years have been busy.

We have created a weapon that can destroy our race. Who thought we would be that stupid? Fifty years ago we didn't believe that machine translation of our complex language skills would get very far. Certainly it was expected that there would never be non-human intervention simultaneous translation. Also, we thought that machines wouldn't be able to pivot or anticipate. Then came IBM supercomputer Deep Blue, which became the first computer to defeat a reigning world chess champion, Garry Kasparov, under tournament conditions, in 1997.

Driving cars and trucks requires human skill because it involves such a delicate, detailed and difficult set of tasks. Isn't it a ridiculous idea to imagine replacing those cantankerous ageing Japanese taxi drivers and punch-perm truckers with self-driving, self-navigating vehicles? Could Komatsu tractors use the Internet of Things to plough rice fields by themselves? *Apocalypse Now*-style "death from the air" requires top gun pilots and gum-chewing gunners, doesn't it? Killing each other can't be delegated to drones, can it? The list of the seemingly impossible continues: robot vacuum cleaners, programmable pets, hot droid receptionists, nimble stair climbing machines and adult men (many with passports) waving light sticks at holograph vocalists (Hatsune Miku). But all exist.

So what do you tell your child to consider for a career? Where will they still be needed and not ditched by a circuit board on wheels?

Well, actually, we are not so keen on handing over accountability to machines. For moral and ethical judgments, business decisions where "the buck stops here", hiring and firing employment protocols, and creative brainstorming we will always require people to be involved.

Today, we don't follow people we don't respect, regardless of where they are positioned on an organisational chart. We may genuflect in their general direction, because they have a pompous title, but we don't commit our brain and blood to them.

Machines have become so intelligent that they can lead each other—but they cannot lead us. We need human interaction, to hear stories, to share experiences, to be motivated, to aspire together against the rival firm, to set and follow our organisation's vision and mission. We want empathy, collaboration, a sense of ownership and relationships.

In his book, *Humans Are Underrated*, Geoff Colvin references a recent Oxford Economics study that asked employers the skills they may need the most in their staff over the next five to 10 years. The answers are not a reading from the left-brain hymnbook of profit and loss and balance sheet analyses, portfolio planning, strategic assumptions or run-rate calculations. The top priorities are all related to right-brain skills: relationship building, teamwork, co-creativity, brainstorming, cultural sensitivity and the ability to manage diverse employees.

So if you are a whiz on the macros in spreadsheet applications or doing numeric-based research—in fact, any machine-like work—start worrying.

US industrialist and founder of Ford Motor Company Henry Ford complained that every time he wanted a pair of human hands on his assembly line, he unfortunately got "a brain

attached". Today, we want that brain to feel as well as think. Being more like a machine than a machine is on a hiding to nothing.

We have to be good at being human—and good in our interactions with other humans. Colvin noted that, "being a great performer is becoming less about what you know and more about what you're like". Interestingly, between 1990 and 2009 empathy scores for US college students declined by nearly 15%. Based on this trend, we seem to be educating people in the wrong direction.

Here is a challenge for typical chief executives with a driver-type personality, who are assertive, and task- rather than people-oriented: how can you lead organisations in which technical skill is being outsourced to robots while the value of human interaction has become more critical to the success of the organisation? Do you ignore it or do you decide to change? And how do you change?

You're the boss

It is quite interesting that our clients come from just about every industry you can imagine, but we have noticed some common requests for improving team performance.

The four most popular areas are leadership, communications, sales and presentations. Although we started in New York in 1912, in Japan we deliver 90% of our training in Japanese. Also, having launched in Tokyo 53 years ago, we have been able to master how to bring global best practices, together with the required degree of localisation.

You're the boss. Are you fully satisfied with your current results? If not, and you would like to see higher skill and performance levels in your organisation (through training delivered in Japanese or English), drop us a brief note at info1@dale-carnegie.co.jp 🇯🇵

FRESH IDEAS FROM JMEC YOUTH

Training plan supports market entry, growth

BY JULIAN RYALL

The 22nd Japan Market Expansion Competition (JMEC) has produced a new crop of capable business people, with a five-strong team emerging as the overall winner of the 2016 event for their business plan for Fusion Systems.

Twelve teams from a wide variety of backgrounds took part in JMEC 22. The winners of the annual event were announced during a ceremony at the Tokyo American Club on 7 June.

“We are here to celebrate the success of this year’s 58 JMEC participants and announce the winners”, Tom Whitson, chairman of JMEC, told attendees.

“I would like to congratulate all of our participants, who are joining more than 1,000 alums who have similarly completed the competition”, he said.

Founded by the Australian and New Zealand Chamber of Commerce in Japan in 1993, the competition is supported by 18 foreign chambers of commerce in Japan.

JMEC is designed to encourage entrants to work in teams to hone their executive skills, while simultaneously assisting foreign firms by developing a high-quality business plan tailored to the Japanese market.

According to Whitson, the teams endured two months of lectures on subjects that were completely new to them, before



Winners: Satoshi Ohashi, Cory McGowan, Wayne Huang, Masami Asai, Yuko Kamakura

spending the next five months applying what they had learned to a business plan for a sector “way outside their area of expertise”.

“All of the project team members have given up a lot in the last seven months—social life, family, friends and sleep—but I hope they feel that the experience and comradeship that they have developed has all been worth it”, he added.

The 12 entries were judged by a three-strong panel made up of Georg Loeer, president and representative director of NRW Japan K.K.; Debbie Howard, chairman of CarterJMRN K.K.; and Rike Wooten, president of Gotairiku Partners K.K.

Wooten pointed out that each team had put in between 1,200 and 1,600 hours on their business plan.

And while the top three teams were placed within 12 percentage points, the difference between the

third- and fourth-place teams was less than a single percent.

Team A were named the winners for their plan for software solutions firm Fusion Systems. Each received a round-trip ticket to Europe with Finnair, a year’s membership of the ACCJ and a ticket to an ACCJ event. Mitch Murata acted as mentor and Jay Johannesen served as their consultant.

Second place was taken by team Happy Hippies for their client Ardo, a frozen vegetable and herb producer. Each member won a Hewlett Packard tablet and a year’s membership of the ACCJ.

Team 7 was awarded the third place prize for its plan for Impetux Optics S.L., a provider of optical tweezer technology. Members each received a tausche brand bag and a ticket to one of the ACCJ’s “nommunication” (communicating while drinking) networking events.

- Entrants explore fields well outside their expertise
- Teams each worked on business plans for 1,200–1,600 hours
- Extra prizes awarded for oral presentation, honesty, spirit

As has become traditional, the judges also gave some additional awards, with team Tokyo Tower taking the plaudits for the best oral presentation and team JAC United accepting the “Telling it like it is” prize for bravely suggesting to their client that they should probably reconsider attempting to enter the Japanese market.

Team Pocky was recognised for “overcoming serious handicaps and shortcomings to get their business plan across the finishing line”, earning them the Fighting Spirit Award.

The JMEC 23 programme is scheduled to begin in November, with information seminars held in advance for potential participants to find out more about the scheme.

The schedule for the coming year has been broken down into four phases, with the first period of training running from November to January. Lectures and workshops focused on entry into the Japanese market and business planning will be followed by a three-month period of business plan preparation.

With guidance from a mentor and a business consultant, the plan will include business strategy, marketing, distribution, finance, organisation, human resources and legal issues.

Judging will commence in April 2017 on the basis of written and oral presentations, with winners to be announced in June 2017. 🇯🇵

TIES FOR BILATERAL GOOD

- Alums recognised for promoting UK–Japan ties
- New Japanese ambassador to Japan gave first speech in UK
- Group praised value of Japan investment in the UK

JET alums party with parliamentary group

BY SARAH PARSONS

For the first time, members of the Japan Exchange and Teaching Programme Alumni Association (JETAA) UK were invited to the annual reception of the British–Japanese Parliamentary Group (BJPG). The invitation to this prestigious event was received in recognition of the members' role in promoting UK–Japan ties, professionally, socially or personally.

They represent organisations and Japanese firms as diverse as the Daiwa Anglo–Japanese Foundation; Japan Local Government Centre; Japan External Trade Organization; Japan National Tourism Organization; Toyota Motor Manufacturing (UK), Ltd.; Toshiba of Europe Ltd.; Fujisankei Communications International, Inc.; and Japan In Perspective, a consultancy to support UK–Japan business links. Some work for firms such as Deloitte LLP and ThinkingHatPR, which do business with Japanese clients. All volunteer for JETAA UK on a national level, while furthering Japan–UK understanding through both their jobs and roles on JETAA.

These members joined the reception, on 14 June, with representatives of the Japan–UK business community, related organisations and the Embassy of Japan in the UK.

On the veranda of the House of Lords, overlooking the Thames River, all enjoyed the opportunity to network, keep up to date with UK–Japan news and meet the new Japanese ambassador to the UK, Koji Tsuruoka.

UK–Japan relationship

Tsuruoka delivered his first speech in the UK, having arrived in London a week previously. He spoke of the strong relationship Japan has built up with the UK, on which he said he hoped to continue building regardless of the outcome of the then-upcoming referendum on the UK's membership of the European Union.



Members of the JET Programme Alumni Association UK attended a British–Japanese Parliamentary Group reception.

Roger Godsiff, MP and chair of BJPG, explained the value of Japanese investment into the UK, not only in terms of job creation, but also in training, education and culture. He praised the long-term commitment Japanese firms have made to the UK nationwide, including its local communities.

While networking, Tsuruoka mentioned to some JETAA members that, in the week leading up to the reception, he had already met some former JET Programme participants—evidence of the initiative's influence in UK–Japan relations.

JETAA UK looks forward to holding its celebration of the 30th anniversary of the JET Programme alongside the BJPG in the same venue early in 2017. 🇬🇧

PARLIAMENTARY GROUP

Established in the early 1980s, the British–Japanese Parliamentary Group is one of the largest All-Party Country Groups in Westminster. The group has more than 100 members and 20 MPs from all mainstream political parties, including ministers from key government departments. Its membership is also drawn from serving and former members of the House of Lords and diplomatic service.

The aim of the group is to develop and improve links between the British and Japanese parliaments and bilateral businesses, as well as diplomatic and cultural links. It therefore has an important role in fostering good relationships.



CAN YOU ESCAPE? go FUN
 Detective KEY ENJOY PIPE
 POSSIBLE GAME PUZZLE
 Live Storyline WORDS JAPANESE
 Global Leader SHERLOCK HOLMES
 social ADVENTURE UNIQUE cape
 event THE ESCAPE HUNT
 TEAM BUILDING worldwide GAME MAS EXPERIENCE
 hunt EXPERIENCE CLOCK Exciting TER Corporate
 Gatherings DETECTIVE swing TOKYO Win victim POPULAR
 SUSPECT EXIT Leading NOTE Logic SPY funny
 Profile game UNIQUE Code puzzle
 Social UNIQUE open BOMB Key Words note
 team work Solve hunting Storyline party
 experience fancy good live Worldwide leader visit
 Locked TOKYO
 THE ESCAPE HUNT EXPERIENCE 60 MINS
 Solve visit Locked in ESCAPE
 Logic POSSIBLE Magnifying glass
 Lgo Birthday party
 Code Theme Agent EXPERIENCE
 Murder Treasure UNLOCKED Clues
 TEAM BUILDING STORYLINE
 Corporate HUNT suspicious worldwide
 Mystery search note ESCAPE
 stolen Investigate ENGLISH
 THEME CLOCK mystery team work
 THE ESCAPE HUNT EXPERIENCE TOKYO GAME Transition
 Exciting Uniform BINOCULARS worldwide
 riddle torch 60 MINUTES note
 Kidnapping Rules go Arrest
 Trail Blackmail THEORY Tourist
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WHERE ARE THEY NOW?



From student of Japan to teacher

BY GAMU MATARIRA

At age 12, my family and I hosted a Japanese delegate who was visiting Zimbabwe for a medical conference. During her short stay, I was mesmerised by her elegance, the stark difference between her traditional clothing and everyday business attire, and her beauty. Every Sunday I would read the phrases she'd written in romanised Japanese. Little did I know that the three days we spent together would, for decades, greatly influence my curious mind.

Twelve years later, in 2004, I came across an advert to be an assistant language teacher on the Japan Exchange and Teaching (JET) Programme and decided it was time to head east. After a successful application, I was posted to Fukuoka Prefecture.

My boss took on the role of father as he did more than just plan the school postings for me and my colleagues. As well as being assigned to eight junior high schools, I frequently taught at elementary and high schools. I also ran classes for children with special needs or who were hospitalised.

I worked with more than 4,000 students of all levels and abilities and was a judge for national public speaking contests at high schools. Through participation in extra-curricular activities, I built a lasting rapport with staff, students and the wider community.

Now in its 30th year, the Japan Exchange and Teaching (JET) Programme has welcomed more than 62,000 people from 65 countries to deliver grassroots international exchange between Japan and other nations. This column features former JET Programme participants who keep the idea of fostering mutual understanding firmly at heart.

Living in Japan presented several challenges, so I began language and culture classes twice weekly to aid my cultural assimilation. My colleagues regularly invited me to karaoke evenings and local events. I even took up *shamisen* classes where I learned to play the three-stringed instrument. I volunteered part-time in a former JET Programme participant's business, where my language skills further developed as I pulled pints of beer and mixed drinks for local customers.

As my confidence grew I took on more responsibility. I volunteered at the Tokyo orientation for new JET Programme participants and made a presentation entitled

“Cross-cultural team-teaching”.

Because of this exposure I became quite proficient in Japanese. In 2007, I married a Japanese national and we had a son. Living with the in-laws accelerated my language skills to the extent that I decided I would make use of them in my next role back in the UK.

My time in Fukuoka was both fulfilling and rewarding but, after three years in the role, my husband and I returned to the UK. I became a highly desired candidate back in London, with offers from Japanese accountancy firms, as this was my major at that time. However, I was no longer interested in accounting and finance, so I started teaching

English and Japanese privately while I maximised having time with my young son.

When I was ready to return to work full-time, I became a lecturer of business and language studies at the University of Hertfordshire. I taught and designed assessments for Japanese courses alongside business and English programmes. Because of the limited number of Japanese-speaking staff and those with experience of East Asia, I was nominated student experience tutor within the School of Humanities. In this role, I had close interaction with East Asian students—the vast majority of international students at the university—of whom I have a deep understanding. I designed learning strategies for them.

I also read a Master of Science degree focusing on how diversity can be used as a resource in embedded learning, which takes place during daily classroom activities and routines. My specific area of exploration was cultures of Confucian heritage. Following this research, I ran seminars on culture to help my colleagues.

I recently relocated to work in the Middle East, where I'm learning about yet another culture and language. My time in Japan has, inevitably, had an impact on my future and will continue to do so. My son is proud of his heritage, and Fukuoka remains a second home to us both. 🇬🇧



Gamu Matarira with her young son in Japan.

ARTS

UK EVENTS IN JAPAN

COMPILED BY
KIYOKO MORITA

1 UNTIL 4 SEPTEMBER

Robert Whitaker Exhibition

More than 60 photos and 20 other items related to The Beatles will be displayed at this special exhibition marking the 50th anniversary of the group's only performance in Japan, at the Nippon Budokan, in 1966. Renowned British photographer Robert Whitaker (1939–2011) was the official photographer of the tour.

PHOTO: ROBERT WHITAKER

Global Warming Prevention Office of Nakano Ward

5-4-7 Nakano, Nakano-ku, Tokyo
11am–7pm

Last entry 30 minutes prior to close

Adults: ¥500

»www.chiga-museum.com/nakano.html

03-5942-8733

◦ **Free tickets and gift**

We are giving away 10 free tickets to this exhibition and three gifts of assorted sweets.

2 10 JULY–7 AUGUST

My Fair Lady

Set in London, this Tony Award-winning musical tells the story of a poor Cockney flower seller who is taught to speak “proper” English by a scholar. By doing so, he hopes she becomes presentable in high society and that, in turn, he wins a bet.

Tokyo Metropolitan Theatre

1-8-1 Nishi-ikebukuro

Toshima-ku, Tokyo

Various show times

Adults: from ¥8,000

»www.tohostage.com/myfairlady/index.html

03-3201-7777

◦ **Free tickets**

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

3 FROM 16 JULY

Amy

This British documentary film, which has won 30 awards, depicts the life and death of British singer-songwriter Amy Winehouse.

Billed as “the singer in her own words”, the film includes unseen footage and unheard tracks that Winehouse recorded in the years before she died, in 2011.

PHOTO: © REX FEATURES
FILM: © 2015 UNIVERSAL MUSIC OPERATIONS LIMITED.
DISTRIBUTOR: KADOKAWA

Kadokawa Cinema Yurakucho

(among other locations)

Yomiuri Kaikan 8F

1-11-1 Yurakucho

Chiyoda-ku, Tokyo

Various show times

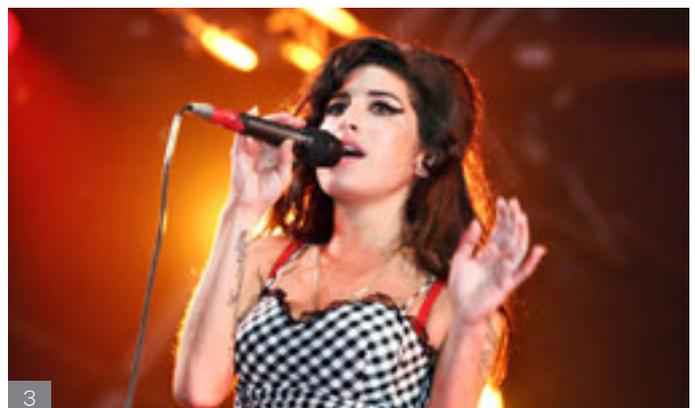
Adults: from ¥1,800

»<http://amy-movie.jp/>

03-6268-0015

◦ **Free gift**

We are giving away three exclusive pamphlets related to this film.





4

4
27 JULY–23 AUGUST

Hello, My name is Paul Smith

Featuring recreations of the office and studio of British designer Sir Paul Smith CBE, this exhibition takes visitors on an imaginary journey, offering insights into Smith's inspiration, the workings of a fashion show and collaborations with brands.

© JAMES MOONEY

◦
To apply for free tickets or gifts, please send an email with your name, address and telephone number by 31 July to: coordinator@custom-media.com.
Winners will be picked at random.

Human Trust Cinema Shibuya

(among other locations)
Cocoti Bldg. 7-8F
1-2-16 Shibuya, Shibuya-ku, Tokyo
Various show times
Adults: from ¥1,800
»www.transformer.co.jp/m/high-rise/
03-5468-5551

◦ **Free tickets**

We are giving away one pair of tickets to this film.



5

The Ueno Royal Museum

1-2 Ueno Park, Taito-ku, Tokyo
11am–6pm (until 8pm Fridays)
Last entry 30 minutes prior to close
Adults: from ¥1,300 (in advance)
»<http://paulsmith2016.jp>
03-5777-8600

◦ **Free tickets**

We are giving away three pairs of tickets to this exhibition.

6
12-14 AUGUST

A Midsummer Night's Dream

This popular Shakespeare comedy will be directed and performed by the Oxford University Dramatic Society, which has been invited to the Tokyo Metropolitan Theatre annually since 2005. This year, the performance is to mark the 400th anniversary of the Bard's death.

5
FROM 6 AUGUST

High-Rise

Directed by Ben Wheatley, this thriller is based on the 1975 novel of the same name by British writer J. G. Ballard. *High-Rise* centres on a tower block during the 1970s. With a wealth of modern conveniences, it allows residents to become disinterested in the outside world but, as the infrastructure fails, violent chaos ensues.

© RPC HIGH-RISE LIMITED / THE BRITISH FILM INSTITUTE/CHANNEL FOUR TELEVISION CORPORATION 2015

Tokyo Metropolitan Theatre

(among other locations)
1-8-1 Nishi-ikebukuro
Toshima-ku, Tokyo
Various show times
Adults: from ¥2,500
»<http://www.geigeki.jp/performance/theater129/>
0570-010-296



6

Knights in White Lycra (KIWL)

1> KIWL riders, who raised ¥9.2mn for Mirai no Mori—a non-profit organisation that empowers abused, neglected and orphaned children in Japan’s care homes through outdoor activity programmes—joined a reception at a care home in Ichinoseki, Iwate Prefecture.

2> A record number of 42 riders from 10 countries left Tokyo for Ichinoseki.

3> Participants travelled 500km.

4> A child at Ichinoseki children’s home writes thank you notes to the riders.

5> Riders travel in Sendai, Miyagi Prefecture.

6> Riders in Tokyo, before departure, with KIWL founder and BCCJ 2015 Person of the Year Rob Williams (middle row, left).





UK–Japan events

1 | BCCJ EVENT

From left, Dan Slater, director of the Delphi Network, and British Chamber of Commerce in Japan (BCCJ) Executive Committee members: Reiko Sakimura, partner at Clifford Chance Law Office; Jonty Brunner, regional general manager Japan and Korea at British Airways; BCCJ president David Bickle; and Philippe Fauchet OBE, president of GlaxoSmithKline K.K., took part in a panel discussion about the UK’s referendum on membership of the European Union, on 14 June.

2 | TRAINING

Representatives of the University of Glasgow and Scottish Development International visited the BCCJ to discuss an internship programme between the UK and Japan, on 17 June.

3 | CULTURE

Pupils in Year 3 at The British School in Tokyo (BST) learned the process of mummification, while dressed in an ancient Egyptian costume of their choice, as part of the school’s annual Egyptian Day on 16 June.

4 | EDUCATION

BST pupils from Year 11 visited a school in the remote village of Dor in Cambodia, in June. It is funded by BST through United World Schools—a charity improving educational opportunities for the world’s poor and marginalised children—to assist with teaching and after-school activities.

5 | SPORT

BST pupils from Years 4–6 of the Showa Campus celebrated completing their extra-curricular sports activities for the term, in June.

EXERCISE, DIET AND PREGNANCY

Dos and don'ts

BY NADINE ROBB

Japan is statistically one of the safest countries in the world in which to give birth, with extremely low infant and maternal mortality rates.

However, the treatment and advice given to pregnant women in Japan can appear incongruous with that given in the UK. This is especially true regarding exercise, diet and being active outdoors during pregnancy. And even across the country it varies wildly.

As a mother who has recently given birth, in my experience, and that of my colleagues in the outdoor industry, the advice given in Japan is dependent on each individual case. Pre-pregnancy fitness, and frequency and experience of physical activities, coupled with the pregnancy's progression, dictate how long, and to what degree, certain sports can be continued during pregnancy.

On the contrary, the UK's National Health Service (NHS) has a more definitive stance on the topic. The current advice is that "as a general rule, you should be able to hold a conversation when pregnant. If you become breathless as you talk, then you're probably exercising too strenuously". The NHS lists sports and exercises to completely avoid, regardless of individual circumstances, fitness or background. This is significantly different from what happens in Japan, where doctors permitted me to offer ski instruction into the sixth month of my pregnancy.

Interestingly though, the UK's system does promote getting outdoors frequently during pregnancy, regardless of the season. Meanwhile, the advice given in Japan cautions against cooler temperatures and allowing the stomach, ankles and feet to get cold. Even in the heat of summer, socks and thick layers around one's middle are recommended.

Following the logic of staying warm, it makes sense that *onsen* (hot springs) are given

the green light for pregnant women, albeit in moderation. Once again, this stands in sharp contrast to the British advice not to use hot tubs and saunas during pregnancy.

Though the Japanese stance on exercise seems somewhat liberal, the view towards diet and weight gain is strictly a "one size fits all" approach, with no room given for variable factors. A total of 6–9kg is deemed an acceptable weight gain during pregnancy.

It is very common for obstetricians to tell off those who they feel are gaining too much weight too quickly. These chidings can come with assumptions that the woman in question is consuming copious amounts of junk food, and include instructions to lose weight through a healthy diet.

Sharing her experience, Vim Ski coach and owner Julia Webster said: "After gaining a total of 5kg in five months I was told off by the nurse. I was asked if I liked eating cookies and told to diet. Circumstances since brought me to deliver in Australia, where my doctors are currently concerned at my lack of weight gain".

In the UK, specialists determine the extent to which weight gain is considered healthy by considering the individual's body mass index prior to pregnancy. This means that the advice given to a heavier set woman will differ to that given to a petite woman, as what may be healthy weight gain for one may not be for the other. While the NHS will caution those who gain excessive weight during pregnancy, it does not recommend dieting during pregnancy.

Thousands of healthy babies are born in Japan and the UK every year following practices that have been followed for generations.

As a new mother, I believe the key to navigating our way through the deluge of seemingly contradictory information and

- Advice varies in UK and Japan, and across Japan
- Different recommendations on getting outdoors, using hot springs
- Contradictory views on healthy weight gain, dieting



deciding which recommendations to take is considering all in moderation. Pregnancy is not the time to do things to the extreme or take up new sports, but listening to your body and knowing what you are comfortable with, and capable of, may help you find some happy middle ground. 🍷

WHAT WAS BIC?



British Industry Centre gave hope to new firms in Japan

BY IAN DE STAINS OBE

In the 1990s, the Export to Japan Unit (EJU) in the trade arm of British Trade International—forerunner to UK Trade & Investment—was very active in organising and promoting trade missions to Japan. While some were sector-specific, focusing on fashion, electronics, software and so on, others crossed sectors. Often, they were run jointly with one of the major chambers of commerce and industry.

It was an extremely active programme; participation was generally high. What began to puzzle the organisers, therefore, was the reason so few of those who took part—however successful they were on their missions—chose to enter Japan. This was the case, even if it was thought the firm would have a strong chance of success in the market.

As a result, the EJU began polling mission participants about their decision. The vast majority cited extremely high start-up costs as the number one obstacle. But a more complex pattern also began to emerge. Costs aside, setting up in Japan was seen as too complicated by far. The primary issue was the language barrier; the secondary one was a raft of perceived barriers to doing business. It was clear that a number of UK firms with potential to run a successful operation in Japan were missing out because of



Yokohama Business Park, home of BIC

these stumbling blocks. So, what could be done?

The EJU, the commercial section of the British Embassy Tokyo, and the British Chamber of Commerce in Japan (BCCJ) chose to address this issue. What was needed was a one-stop shop: somewhere for interested firms to get the information they felt they needed to take the next step and enter Japan. This was the origin of what was to become the British Industry Centre (BIC).

The British government was hugely supportive of the effort, appointing one of the export promoters in the then-Department of Trade and Industry to the role of promoting it.

The turning point came when the BIC committee was introduced by the City of Yokohama (a keen supporter of the project) to Nomura Real Estate Development Co., Ltd. Nomura own and operate the prestigious Yokohama Business Park in the city's Hodogaya Ward and they proposed making

available to the BCCJ the 11th floor of the West Tower.

What was especially enticing was the fact that Nomura were not insisting that the BCCJ rent the space and then sublet it; rather tenants would contract directly with Nomura for the space they occupied. Further, the rents were substantially below commercial levels and there were to be grants and subsidies available from the City of Yokohama.

The BCCJ's role would be to run and market the centre and provide an office staffed by two bilingual administrators who could attend to the tenants' needs. These included answering the telephone on behalf of the tenant. The spaces were of varying sizes, being tailored to tenants' needs on signing a contract.

BIC took in its first tenant—RS Components Ltd.—in 1997. The following January, the centre was formally opened by Tony Blair, then-British prime minister, in a ceremony attended by the British ambassador to Japan, the mayor

of Yokohama and the president of Nomura Real Estate.

One of the early tenants was BCCJ Executive Committee Member Steve Crane, at that time running a start up called Teamstudio Japan K.K.

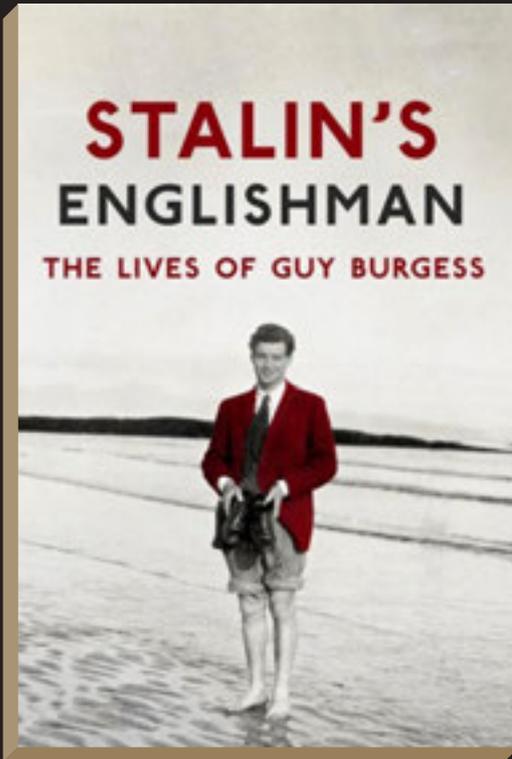
“The BIC gave me confidence as a new market entrant—the strong connection with the BCCJ, contracts in English, knowing the terms had been negotiated in advance”, Crane said, adding that it gave him networking opportunities. “It provided a chance to wander to the next door offices, knowing the person sitting there would be a familiar, friendly face who would be a good sounding board for any advice or questions I might have about building my business in Japan. The shared administration function was so valuable to me as a new market entrant, building a start-up company in Japan”.

According to Crane, it was “the perfect start point for my business in Japan. We started selling to customers within eight weeks of arriving”.

So positive was the experience that he went on to set up Business Link Japan K.K., a business to help firms enter and expand in Japan that is closely modelled on the BIC concept.

Meanwhile, BIC is, sadly—to all intents and purposes—defunct. According to Nomura Real Estate, there is but one tenant left in the centre. 🇬🇧

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Tale of a double agent

Contradictions and complexities: two words that might sum up the essence of this book's subject.

Guy Burgess (1911–63) was nothing if not complex. Educated at Eton College and the University of Cambridge, he was variously a BBC radio talks producer, a foreign office official and an agent of the UK's security service, commonly known as MI5. He was also at the heart of the Cambridge Spy Ring, acting as a double agent who passed top secret documents and other information to the Soviet Union.

For some time it was believed that Burgess was one of the least effective of the group but now, after some 30 years of exhaustive research, Andrew Lownie has produced a book that documents in immense detail the actual extent of Burgess's treachery.

The book charts Burgess's life from his privileged childhood and upbringing through his days as a highly promiscuous homosexual undergraduate at Cambridge and then through the various stages of his star-studded career. What is surprising is how Burgess always managed to survive, despite his often scandalous behaviour—which was more often than not exacerbated by his excessive consumption of alcohol. The book describes him as frequently drunk, dirty and dishevelled and yet he was also a man of immense charm who attracted to him a coterie of well-known figures from society and the world of

politics, not to mention a whole succession of lovers. Here again is the contradiction that ran through Burgess's life.

Burgess appears never to have been under serious suspicion by the British (though Moscow Centre had its moments of doubt, as it did over the whole Cambridge Spy Ring who, at times, must have seemed too good to be true). And he was not under threat of arrest when he fled the UK in the mid 1950s, escaping initially to Paris in an attempt to assist his friend and comrade Donald Maclean, who was indeed under suspicion.

Burgess spent his final years in a run down walk-up apartment in Moscow. It was furnished as closely as possible to resemble his old London flat. One drawer of his dresser contained his collection of Old Etonian ties, which he continued to wear. But he was lonely and embittered, pining for England. Ironically, it was an exile largely of his own making. Unbeknownst to Burgess, the British authorities had determined that there was not enough evidence to prosecute him. He could most probably have returned to the UK and remained a free man, but it suited the authorities to let him believe he was a wanted man and that a return to Britain would see him sent to jail.

Lownie's book is as thrilling as any spy novel and hugely entertaining. It is also ultimately a very sad record of a privileged life gone to waste. 🇬🇧



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