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British Chamber of  
Commerce in Japan

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# August 2017

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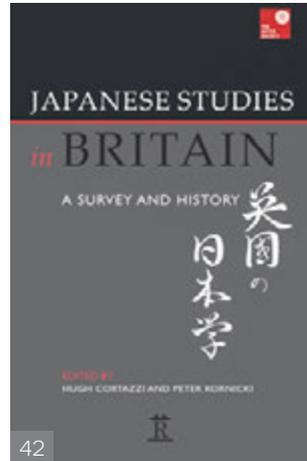
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The British Chamber of Commerce in Japan

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

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## Slow down

But don't stop

CHRIS RUSSELL | russell@custom-media.com

**W**e are at that time of year when the world of work is slowing down, and at the time of writing *obon* is fast approaching—no doubt many are looking forward to some well-earned relaxation. But the British Chamber of Commerce in Japan (BCCJ) hasn't been slacking and, among other events, July saw UK Foreign Secretary Boris Johnson speak at the BCCJ for the second time.

Despite having gone for a gruelling, and apparently humbling, run around the Imperial Palace not long before his appearance at the chamber, Johnson was in good form, with his off-the-cuff quips and remarks often drawing laughter from the 140 attendees. It wasn't all fun and games though, and Johnson gave some hints as to the government's thinking on Brexit and what it will mean for future relations with Japan. Turn to page 16 to find out more.

Also addressing the topic of Brexit this month is Lady Barbara Judge CBE, who was recently in Tokyo as part of her work with the Nuclear Reform Monitoring Committee at Tokyo Electric Power Company Holdings, Inc. In our exclusive interview on page 22, Lady Judge tells us how the UK is contributing to nuclear reform and decommissioning in Japan, what

Brexit means for the European Atomic Energy Community (also known as Euratom) and the progress of corporate governance in Japan, where the UK is acting as a source of guidance.

### Kick off

In the UK, for many people August means only one thing—the start of the new football season. Although football doesn't have quite the same cultural hold over Japan, the sport is nonetheless growing in popularity. After all, the women's national team—Nadeshiko Japan—secured the 2011 FIFA World Cup and the 2014 AFC Asian Cup.

But as home to the English Premier League (EPL)—undoubtedly one of the world's top competitions in any sport—there is much that the UK can teach Japan. To that end, and in pursuit of commercial opportunities resulting from the EPL's global success, several clubs have opened up football academies in the country. On page 20, we take a look at how they are trying to introduce a new generation to the beautiful game.

### New kids on the block

"You can't win anything with kids," Alan Hansen, the former Liverpool FC defender and Match of

the Day pundit, famously once said. But today, firms are having to adapt as a new generation of staff joins the workforce. This group—known as millennials—have inspired no shortage of media commentary, with the cohort having all manner of qualities attributed to it.

Cutting through some of the hyperbole, Robert Walters Japan K.K. spoke to the BCCJ on how best to handle millennials. Based on its research and insights, the recruiting firm offered managers an eight-step plan to get the best out of these employees, while avoiding upsets along the way. Turn to page 24 to find out more.

### Kick back

Lastly, if you are in need of some holiday inspiration, or are thinking ahead to future trips, this issue of *BCCJ ACUMEN* has got you covered.

On page 28, we take a look at Hakuba in Nagano Prefecture. Best known as a skiing destination, the village and resort has much to offer all year round. Moreover, British firms and organisations are playing a role in establishing it as a place to be enjoyed in summer, too. Take a look and you'll see why. 🇬🇧

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# MEDIA

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## Unilever backs Koike's Jisa Biz work hours scheme



Yuka Shimada (left) of Unilever Japan and Tokyo Governor Yuriko Koike.  
PHOTO: UNILEVER JAPAN

Staff from Unilever Japan assisted with the launch of the new campaign by the Tokyo Metropolitan Government to reduce the city's crowded trains, the *Nikkei Asian Review* reported 11 July.

Tokyo Governor Yuriko Koike's Jisa Biz campaign is encouraging firms to stagger work hours to reduce crowding on peak-time trains, and Unilever is among the more than 250 firms supporting the drive. On the day of the campaign's launch, Unilever staff handed out bottled drinks to commuters.

Last year, Unilever implemented flexible working practices, which the majority of its employees have adopted.

## Barclays begins hiring drive

Barclays Bank PLC is on a hiring spree to boost its investment banking and market operations in Japan, *The Straits Times* reported on 11 July.

This follows 120 job cuts and the closure of its cash equity business one year ago. Kentaro Kiso, president of Barclays Securities Japan Limited, explained that the firm is looking to hire 10 bankers and sales staff this fiscal year to advise on mergers and sell investment products.

The bank is looking to boost revenue and rebuild its Japan operations after it withdrew from the struggling stock-brokerage business last year.

## Mulberry sets up Japan joint venture

British luxury fashion house Mulberry Group Plc has announced it has signed an agreement with Onward Global Fashion, its licensing partner in Japan, to set up a joint venture, the *Financial Times* reported on 8 July.

The new agreement gives Mulberry greater control than it had under the previous distribution agreement. It also allows the UK firm to sell its handbags and other leather goods in Japan, where the firm says it sees a "significant growth opportunity".

Both firms have an equal stake in the venture, and are set to invest £2.8mn in the new enterprise.

## Partners net 4th Wimbledon title

Britain's Jordanne Whiley MBE and Japan's Yuki Kamiji won a fourth consecutive Wimbledon women's wheelchair doubles title, the BBC reported on 16 July. They overcame Dutch players Marjolein Buis and Diede de Groot in the final.

The pair received £12,000 in prize money, and the victory followed wins at the US, Australian and French opens. The win marked a triumphant return for Whiley, who spent eight months out injured prior to the tournament.



Jordanne Whiley and Yuki Kamiji  
PHOTO: TENNIS FOUNDATION

## Welsh wrestler heads east to compete

University of South Wales graduate Daniel Jones is travelling to Japan to become a professional wrestler, *WalesOnline* reported on 8 July.

The 21-year-old from Ebbw Vale, in the county borough of Blaenau Gwent, will be competing in the All Japan Pro Wrestling promotion for three months. Having begun his wrestling journey in the Welsh cathedral and university city of Newport, the film studies graduate hopes one day to wrestle for the US firm World Wrestling Entertainment, Inc.

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## Sweet maker sends new type of treat to Okinawa

Scottish confectionary firm Thomas Tunnock Limited is shipping a new product to Japan as part of a renewed bid to crack the market, the *Daily Record* reported on 17 July.

The firm is now pinning its hopes on the chocolate wafer cream after Japanese consumers did not take to the caramel wafer due to its sticky texture.

The firm shipped a 22-tonne container to Okinawa in June, and had arranged further deliveries for September and December.

## Firm invests in Welsh wind

Mitsubishi Corporation will acquire power transmission cables and substations for an offshore wind farm in the UK. It plans to spend £180 million with the UK's HICL Infrastructure Company Limited, the *Nikkei Asian Review* reported on 26 July.

The transmission cables and substations will span an area of 26km between the 258MW Burbo Bank Extension wind farm and the county of Denbighshire, in north-east Wales. The firms will operate it for 20 years.

Since 2011, Mitsubishi has acquired about 900km of offshore power transmission cables across four sites in Germany and four in the UK.

## Nestlé to open new Kit Kat factory in Himeji



PHOTO: NESTLÉ JAPAN

Nestlé S.A. will open its first factory in Japan in more than 25 years. According to a 26 July report by the BBC, the move reflects a demand for exotic flavours of the York-invented Kit Kat.

This comes as demand increases for Asia-specific flavours such as wasabi and green tea. This has resulted in a 50% growth of sales since 2010.

A focus on more expensive versions of the chocolate-covered wafer and innovative flavours has seen spending on the confection by visitors to Japan more than triple over the past four years.

## Wales economy secretary meets Japan envoy

The Welsh government Cabinet Secretary for Economy and Infrastructure Ken Skates met with Japan's Ambassador to the UK Koji Tsuruoka and a group of airline managers in a bid to sell Wales as a holiday destination to Japanese tourists, the *South Wales Argus* reported on 14 July.

The two-day visit took them to a number of sites including Big Pit and Blaenavon, with a focus on the culture and heritage of Wales and the Cardiff Bay area.

Figures show that between 2013 and 2016, an average of 4,300 people from Japan visited Wales each year, generating £3mn for the country's economy.



PHOTO: NATIONAL ASSEMBLY FOR WALES

## Fusion whisky maker honoured

Japan's Ministry of Foreign Affairs has honoured James Millar with a Foreign Minister's Commendation for his work in promoting mutual understanding between Japan and the United Kingdom with The Glover whisky, *Insider.co.uk* reported on 25 July.

The whisky blends Scottish and Japanese malts and is named after the celebrated "Scottish Samurai" Thomas Blake Glover (1838–1911). Millar also established the first Scottish government cross-party group on Japan, and a Japanese language group.

He co-founded Fusion Whisky Ltd in 2015, to continue developing different blends.

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# A busy summer

With more on the way

EMMA HICKINBOTHAM | [emma@bccjapan.com](mailto:emma@bccjapan.com)

**A**fter an extremely busy July, where we welcomed Foreign Secretary Boris Johnson (page 16), former Bank of Japan Policy Board member Sayuri Shirai, and hosted several roundtable events, finally the summer break is again upon us. The British Chamber of Commerce in Japan (BCCJ) office will be closing its doors so the team can take a well-deserved rest.

Once we come back on 28 August, we will be in full countdown to the annual BCCJ British Business Awards (BBA). At the time of going to press, over two-thirds of the tickets had already been sold, and we are looking forward to delivering a record-breaking event (page 6).

## Designer trophies

I'm absolutely delighted to announce that this year the trophies BBA winners will be taking home have been specially designed for the BCCJ and BBA by UK award-winning designer Sebastian Conran. This year, Conran launched the Gifu Collection; a meeting of British design and Japanese craftsmanship. The range, manufactured by local artisans in Gifu Prefecture, uses traditional Japanese methods in

a bid to revive the local crafts that were once the pride of Japan.

In keeping with the BCCJ's mission to further strengthen UK-Japan business ties and increase awareness of some of the many successful collaborations between our two nations, it's our pleasure to be able to highlight just one of these great examples.

## How can you win?

So, what can you do to ensure you have a limited edition, Sebastian Conran-designed trophy in your office? Nominations for the awards are now open and we welcome entries for all categories: Company of the Year, Innovation, Entrepreneur of the Year, UK-Japan Partnership and Community Contribution.

Who wins the awards will be decided by our independent panel of five judges from a diverse background of business, sport and government. Philippe Fauchet OBE (chairman of GlaxoSmithKline K.K. and a BBA winner 2016), Lady Barbara Judge CBE (chairman of Institute of Directors), Astrid Klein (partner at Klein Dytham architecture and BBA winner 2016), Bill Sweeney (chief executive officer of

the British Olympic Association) and Esther Williams (first secretary and head of trade at the British Embassy Tokyo) will be looking for clear examples of business success, but also for commitment to diversity, sustainability, ethical business and community.

All award entrants will be featured in the event programme, as well as on screen at the event, and the awards will be presented by the UK Ambassador to Japan Paul Madden CMG.

Full details about how you can enter, along with the criteria for nomination, are on our website ([www.bccjapan.com/news/2017/07/nominations-open-2017-british-business-awards](http://www.bccjapan.com/news/2017/07/nominations-open-2017-british-business-awards)). If you have any questions, don't hesitate to contact me.

## Holiday time

An extremely busy first half of the year means the BCCJ team are all looking forward to some time off to relax and recuperate. I will be heading to California for some sunshine, wine and hopefully no unexpected encounters with bears. I wish you all a relaxing summer break and look forward to seeing you at a BCCJ event soon. 🇬🇧



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## Women in Business Roundtable

The voices of women in business are growing louder in Japan, and Prime Minister Shinzo Abe has thrown his weight behind this with his "womenomics" agenda. But how far are initiatives to empower women actually being implemented?

To be featured on BIJ.TV, please contact: Anthony Head • [anthony@custom-media.com](mailto:anthony@custom-media.com) • 03-4540-7730

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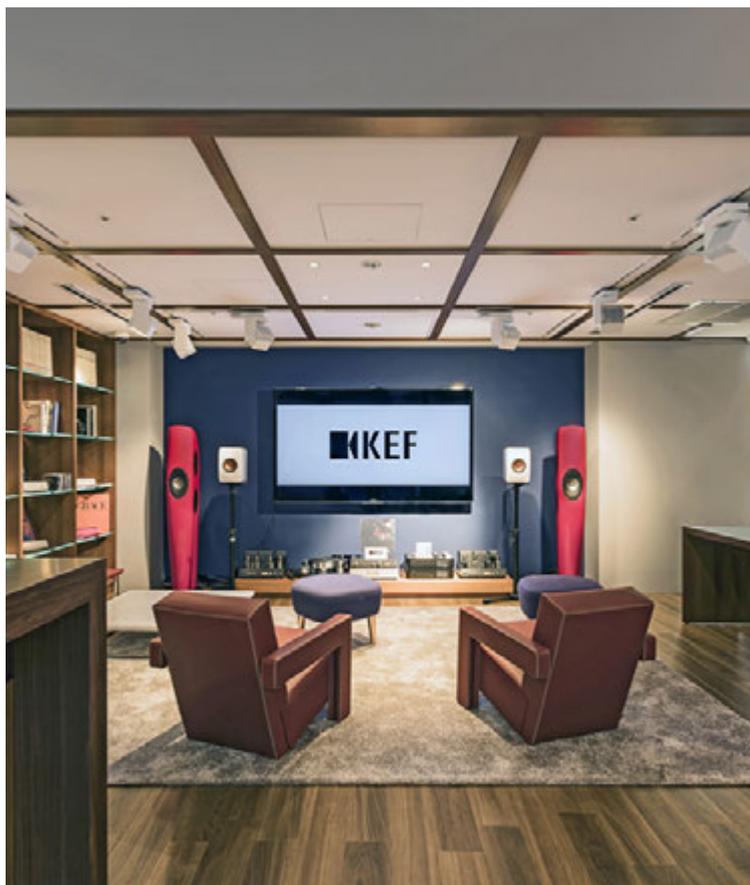
## BRITISH LOUDSPEAKER FIRM OPENS FIRST JAPAN SHOWROOM

Loudspeaker manufacturer Kent Engineering & Foundry (KEF), was established in 1961 by the late Raymond Cooke OBE, formerly an electrical engineer at the BBC. It is now a member of the Hong Kong-based GP Acoustics Group.

As reported by the *AV Watch* website on 21 July, the firm has opened its first Japan showroom, the KEF Music Gallery, in Tokyo. Displaying high-performance loudspeakers, headphones and other items that appeal to audiophiles, it is open from 11:00 to 19:00, and is not far from Bic Camera's flagship store in Yurakucho.



KEF's new Tokyo showroom • PHOTO: KEF



## DEMAND UP FOR DIGITAL GOODS

Where has expenditure gone during Japan's summer bonus season? A survey conducted in June by the MM Research Institute found that 74% of respondents anticipated no changes from the previous year. Their main outlays were to be directed towards purchases of so-called IT-digital electric home appliances, led by smartphones and TV receivers. Those responding that plans to purchase had increased over a year ago totalled 12.1%, representing a slight rise from 2016.

The survey, conducted between May 30 and June 1, polled 1,121 adult members of the NTT Com Research service, of whom 15.3% replied their summer bonus was more than 1% above that of the previous year; 50.6% said it was more or less unchanged; and 6.4% said their bonus had declined by more than 1%.

Plans for utilising the bonus include saving or investment (61.4%), followed by purchasing products or services (37.2%). Of the latter, purchases of a car or bicycle, clothing and accessories, in addition to overseas travel and dining out, among other alternatives, all showed declines from 2016 figures, whereas the 40.4% indicating plans to purchase IT-digital-related goods were up 11.7 percentage points over the figure revealed by last year's survey. Reduced prices for 4K high-resolution flat-screen TVs and high-performance personal computers are believed to be driving the new demand.

The survey also revealed a rise in planned expenditure on appliances related to health and beauty treatments. At the same time, outlays on items related to food preparation and appliances for home use were down.

## NEW SERVICES SPUR KONBINI GROWTH

During fiscal 2016 (ended in March 2017), the number of convenience stores in Japan grew 2.4% year on year, to reach 57,610. According to the *Nikkei Marketing Journal (NMJ)* dated 26 July, overall sales for the period had grown 3.1% year on year to ¥11.19tn.

Japan's big three chains, which account for 89.2% of all outlets, are Seven-Eleven Japan Co., Ltd. (40.4% of all outlets); FamilyMart Co., Ltd. (26.9%); and Lawson, Inc. (21.9%). Given that 50,000 outlets was once considered the nationwide limit, the market is becoming saturated, resulting in intensified competition that spills over into other retail sectors.

At the same time, the shops are diversifying and experimenting with various new products and services, which are showing beneficial results. In the words of one store manager, "Customers are staying longer in the shops. And buying patterns have changed more than we thought they would".

The *NMJ* attributes convenience stores' continued growth to "merchandising power". One particular feature has been the expansion of private brands—7-Eleven, for example, offers no fewer than 1,880 of its own proprietary items, up 30% over the past five years. These items are said to account for 60% of total sales. In rival chains FamilyMart and Lawson, private brand goods account for about 40% of sales, while their share of total sales has been increasing.

Lawson, for example, has tied up with Godiva Japan, Inc. to develop an exclusive line of chocolate items, on a par with the fancy goods typically sold as gifts in department stores. Some fans of the Godiva brand have made negative remarks online, saying that selling that brand in *konbini* detracts from its special image.

But Godiva Japan has decided that having its confections carried in more than 12,000 Lawson outlets around the nation outweighs the disadvantages. It reportedly sold 2.5mn chocolate roll cakes in two weeks, and



Mobile payments, such as Alipay, have been embraced by convenience stores. • PHOTO: CUSTOM MEDIA

followed that up with sales of more than 1mn chocolate puddings.

The practice of offering limited-edition private brand goods also extends to non-food items. 7-Eleven tied up with Schick Japan K.K. to offer a new type of disposable men's razor named Extreme, which claims to be the world's first to incorporate five blades.

Another recent move by *konbini* chains has been to offer tax-free shopping and other amenities, such as English- and Chinese-language Internet services, to tourists from abroad. Since 2016, seven national chains have adopted tax-free measures and electronic settlements at some of their outlets. Customers from China, for example, can use the Alipay mobile payment system in Japanese shops. The barcode reader automatically converts the purchase amount to renminbi, the amount of which is instantly displayed on the cash register. From July, Lawson also began a cash back scheme that enables Alipay purchasers to apply accumulated points towards a future purchase.

These and other new systems just coming into service are expected to greatly simplify many types of international electronic transactions for the 40mn foreign arrivals expected by 2020.

The *NMJ* also reports that 7-Eleven has joined forces with NEC Corporation to develop a new type of hand-held terminal for in-store use. Utilising a built-in camera to capture images of the shelves where products are displayed, the system—named the Graphic Order Terminal (GOT)—enables staff to share sales data broken down by time period. Each outlet is expected to procure an average of three terminals.

Using GOT, for example, to compile the number of *bento* (boxed meals) or sandwiches in stock on a given day at, say, 11am, would enable merchandise to be stocked by the same time the next day. In addition to ensuring sufficient goods are available during times of peak demand, it is anticipated that franchise operators will be able to use the system to transmit images of various items of merchandise on store shelves hour-by-hour to the corporate headquarters, where staff can provide advice.

Up to now, similar sales data had been compiled on paper or stored on DVD, but GOT is expected to greatly speed up analysis of customer demand. As stores continue to struggle with an ongoing labour shortage, the firm is pinning its hopes on the new system streamlining the drudgery of taking inventory while lightening worker burdens.



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# Major milestones

For UK-Japan firms

DAVID BICKLE | @BCCJ\_President

Anniversaries are a perfect opportunity to reflect on past achievements. But they also remind us to look forward, assessing progress towards future goals. It is in that spirit that I am delighted to highlight the forthcoming milestones for the British Chamber of Commerce in Japan (BCCJ).

In November, we will host the 10th annual British Business Awards (BBA), which is now firmly established as the premier event in the BCCJ calendar (page 6). It has been an honour over the years for the chamber to showcase the ingenuity, determination and talent of award nominees as they pursue success in the field of UK-Japan business.

The 10th anniversary is special though, and we look forward to celebrating with members and guests the very best examples of UK-Japan business leadership and collaboration now and in the years ahead.

### Business landmarks

With the arrival of the BBA comes the realisation that the calendar year is fast drawing to a close. This means that the BCCJ will shortly mark the 70th year since its formation in 1948—

our platinum anniversary. As a chamber of commerce, the BCCJ is a business enabler dedicated to bringing our members “the people who matter”. These may be customers, peers, partners, enthusiasts and thought leaders—people together with whom we can learn, network and pursue business success.

In that respect, the BCCJ exists primarily to amplify the aspirations of firms and individuals that want to participate in UK-Japan business. We are acutely aware that it is their active participation that gives substance to the BCCJ, and we look forward to continuing to act as a catalyst for bilateral business opportunities between the UK and Japan in the years to come.

Whilst proud of the BCCJ’s 70 years of operation, this pales in comparison with member firm Johnson Matthey Japan G.K., whose listed UK parent is this year celebrating its 200th anniversary. Together with other leading UK-headquartered firms, the manufacturing, distribution, research and development that it conducts in Japan shows a commitment to nurturing skills in this country, and is a ringing endorsement of the quality and innovation that characterises Japanese technical expertise.

### Export potential

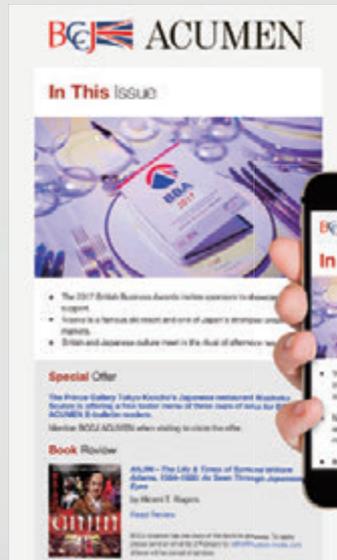
Although UK-based multinationals make a disproportionate contribution to international business, firms of all sizes and specialisation have the potential to engage in cross-border trade. As Bank of England Deputy Governor Ben Broadbent indicated in March, British exporters are currently in a “sweet spot”. How long this will last is a matter for speculation, but for the time being, confidence in UK manufacturing remains high.

One advocate is Will Butler-Adams, chief executive officer of Brompton Bicycle, who in a recent interview with the *Financial Times* spoke of a “revitalisation in UK manufacturing”. On Brompton’s own transformation, he lauds new capabilities and a passion for engineering excellence—“the cutting edge technology, the 3D printers ... it’s artistic, it’s inspirational”.

Coming from someone whose name bears more than a passing similarity to the first Englishman to reach this country more than 400 years ago—William Adams—we in Japan should take note! 🇬🇧

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# Boris at the BCCJ

Exclusive highlights of off-the-record event

BY CHRIS RUSSELL



Boris Johnson was speaking at the BCCJ for the second time. • PHOTO: ANTONY TRAN/LIFE.14

In its history, the British Chamber of Commerce in Japan (BCCJ) has hosted a number of high-profile politicians and dignitaries, but few can match the presence and star quality of Secretary of State for Foreign and Commonwealth Affairs Boris Johnson, who on 21 July addressed 140 guests at an event hosted by the BCCJ at the Shangri-la Hotel in Tokyo. That marked the second time he had spoken at the BCCJ, having first been a guest of the chamber in 2015.

Holding one of the four great offices of state and having played such a pivotal role in 2016's European Union (EU) referendum, anticipation was high as to what Johnson would say. In a wide-ranging interview with BCCJ Interim Executive Director Emma Hickinbotham, he covered topics such as Brexit, UK-Japan cooperation and the Olympic and Paralympic Games, while peppering his answers with the kind of colourful and humorous remarks that have become his trademark.

Parts of the talk are reproduced below, exclusively in *BCCJ ACUMEN*.

## Warm welcome

Before his interview with Hickinbotham, Johnson offered some introductory remarks to guests. He began by noting that it was a pleasure to be back at the BCCJ and told guests about his experience going for a run around the Imperial Palace before that morning's event.

"It is actually very bad for the ego", he said, "because absolutely everybody, no matter what age, overtook me.

"The reason I didn't mind was because I have already seen what Japanese people can do—it's not just that elderly Japanese women effortlessly overhaul me, I have to tell you that yesterday I saw a robot that can run faster than me", he explained, referring to one he had encountered during a visit to Waseda University. "Certainly it has a better sense of balance than I have—last time I was here, some of you may remember I came a cropper playing a game of rugby with a 10 year old".

He then outlined the strength of the London-Tokyo relationship following the Brexit decision, pointing out Japan's continued UK investments, of which the sale of ARM Limited to SoftBank Group last year was arguably the most notable example.

"But of course we in the UK are getting the ball back over the net", he said.

“Waseda University is leading the world in robotics, but they are teaming up with Birmingham and with Loughborough, and I see in the future our countries coming together to solve some of the problems that afflict us. We both have an ageing population—we are both going to need automation to help us deal with the problems of our society.

“And I foresee a time when Birmingham and Waseda will come up with a brilliant new prosthetic robotic mobility aid to get me round the Imperial Palace next time I come here”.

### Doing the deal

As the interview got underway, Hickinbotham joked that she was no Jeremy Paxman.

“Jeremy Paxman is much easier than he used to be,” Johnson quipped.

Hickinbotham’s first question addressed the state of the government’s negotiations following the election in June.

“What’s your response to many who say that the UK government isn’t handling Brexit so well and they’re too focused on the internal politics?” she asked.

“Some of my friends and colleagues who were not particularly keen on Brexit when it began, they remain a little bit unreconciled. But they saw the election and what happened there as an opportunity perhaps to turn it back” he replied.

“I think since then it’s become obvious to everybody that isn’t going to happen—85% of MPs in the House of Commons were elected on a manifesto to get Brexit through. We’re going to do it, but we’re not leaving Europe—it’s absolutely crucial to understand this.

“We will have a big free trade agreement with the rest of the EU, and we will construct a new architecture for the way in which we want to support the EU in defence and security and foreign policy—all the other ways in which we interact”.

Hickinbotham’s next question concerned the announcement in early July of a free trade agreement between Japan and the EU: “Can you tell us why the UK is so keen to see that agreement successfully implemented? And what kind of trade deal do you see in the future, or hope to see in the future between the UK and Japan?”

“We see the [Economic Partnership Agreement] as a brilliant trade deal”, Johnson said. “We want the relationship to be grandfathered on as we come out of the EU. We will want to take up that free trade deal, but we want to go better and we want to do more.



Johnson and British Ambassador to Japan Paul Madden CMG • PHOTO: BRITISH EMBASSY TOKYO

“There are great things that the UK can offer in services”, he added. “World trade hasn’t been growing as fast as it should—that’s partly because we don’t open up trade in services enough.

“I hope that the UK and Japan can work together to open up that services market in which, by the way, we are both extremely strong”.

The Japanese investment in the UK that Johnson referenced in his opening speech has come under scrutiny following the referendum, with changing trade conditions threatening to scupper future investment. How is the government reassuring Japanese manufacturers, Hickinbotham asked.

“We want to have frictionless trade across the existing border, and there’s not reason at all why that shouldn’t happen. It’s very much in the interests of our European friends and partners that it should happen”, said Johnson.

“It is not beyond the wit of man. I mean, come on folks, if we can make a robot that can run faster than me, we can have frictionless trade at the border between Dover and Calais”.

Returning to the topic of the election, Hickinbotham asked: “In terms of the leverage the UK has, I think you’ll agree the political stability in Europe now is a lot stronger than it was pre-Brexit. How has that affected our negotiating position? What leverage do you think the UK has now in terms of getting what we want?”

Johnson summarised the subtext of the question as being that, as a result of the election, the UK “looks relatively enfeebled ... whereas the EU is bursting with vigour and confidence and all the rest of it”.

“Well, up to a point Lord Copper”, said Johnson, quoting from Evelyn Waugh’s *Scoop*, a satire based on the former heart of Britain’s press, Fleet Street.



Posing with an Aston Martin V8 Vantage S • PHOTO: BRITISH EMBASSY TOKYO



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“What a lot of people feared a year ago was that Brexit would lead to the dissolution of the rest of the EU ... and that has not happened. The EU remains coherent, it remains more or less united ... and that is a profoundly good thing for us as we negotiate our way out”.

Turning again to UK–Japan relations, Johnson was asked what he would be discussing with his counterpart Fumio Kishida. In addition to issues such as North Korea, he highlighted bilateral cooperation when it comes to space.

“We’ll be looking for candidates to send into space”, he said, pausing, before adding, “I can think of a few”, raising laughs from the audience.

“It would perhaps be a measure of Anglo–Japanese cooperation if we could agree on who we would like to be first on that rocket, but perhaps with my reputation for diplomacy I won’t volunteer any names”.

#### Looking to 2020

The conversation then turned to the subject of the Olympics, with Johnson scheduled to have a meeting with Tokyo Governor Yuriko Koike after the event with the BCCJ.

“What tips would you offer her for hosting a successful games?” Hickinbotham asked.

“Well I would hesitate to offer anybody in Japan any advice on organising anything, since it all seems to run so absolutely brilliantly”, he replied.

“We did have a very successful games in London in 2012 and it was a wonderful atmosphere, but I’ll tell you why. It was because we allowed the British public and the British media—it’s a bit like Brexit, by the way—to get almost hysterically gloomy before. And so they went through a long, long trough of negativity, and it is true that virtually everything that could go wrong seemed to go wrong.

“And this is what I would say to Governor Koike, to the Olympic team here in Japan: don’t get downhearted, don’t get downhearted when people are negative about it and start to uncover all sorts of nasty things, because it will happen—but then suddenly it’s like the nation suddenly comes together and people want it to be a success”.

#### Over to the floor

BCCJ members were then given a chance to pose their questions to the foreign secretary.

“Which country is top of your list in terms of a trade agreement?” asked Joachim Stobbs, international tax services partner at EY.

## “We’ll be looking for candidates to send into space. I can think of a few”.

“The truth is, the easiest is going to be Japan, we think, for the reason we’ve just discussed”, Johnson replied. “I also think, by the way, that the [Trans-Pacific Partnership] is worth looking at.

“I’m a free-trader and I think that the UK should [look at it]. If it’s possible to play a role in keeping that project [going], then we should do that as well”.

Part of the difficulty, Johnson admitted, is a shortage of trade negotiators in Whitehall. As a result, the government has turned to hiring negotiators from New Zealand, even though they’re “on the opposite side”.

“We love New Zealanders, but we’re worried they want to bomb our hill farmers with their frozen lamb, so it’s not easy”, he joked.

The issue of cross-border data flows was raised by Ken Katayama, deputy director of corporate affairs at Microsoft Japan Co., Ltd., who pointed out that EU Commissioner Vera Jourova and Personal Information Protection Commissioner Haruhi Kumazawa had decided

earlier in the month to continue the discussion between the EU and Japan on the free flow of personal data.

“Do you have any comments on that and the situation in regard to the UK?” he asked.

“This is absolutely critical, and this is one of the areas where free trade can suddenly get blocked in a way that people hadn’t predicted”, said Johnson.

“We have to have common international, global standards for what is acceptable for governments to retain, for what is acceptable for public and private bodies to hold. Just for the sake of global trade, never mind the EU and Japan.

“I think we’re approaching the point where we really need a global understanding about how to manage this, because the risk is that, whether it’s the EU or other actors, they will start to use data protections as an excuse for commercial protection, and I think that will be a real pity”.

#### Well received

Following the event, British Ambassador to Japan Paul Madden CMG wrote to BCCJ President David Bickle to praise the chamber for hosting such a successful event.

“I thought Emma chaired the Q and A magisterially”, he wrote.

“Well done to you all ... for arranging and delivering at such short notice” 🌸



Johnson visited Waseda University's Future Robotic Organisation. • PHOTO: BRITISH EMBASSY TOKYO



PHOTO: ARSENAL SOCCER SCHOOL ICHIKAWA

## FINDING THE NEXT ROONEY

More English clubs launch football schools to boost game and sign stars in Japan

BY JULIAN RYALL

This summer saw another frenzied off-season for British football teams, with clubs in the English Premier League splashing out a record amount on new players, and teams again spent the period jetting off to all corners of the world on money-spinning tours to raise the profile of the already stratospherically popular competition. All the while they were preparing for the start of the new season, which kicked off on 12 August.

Unfortunately, this year no British teams came to Japan as part of their pre-season preparations, although this country is borne very much in mind by clubs looking to expand their fan bases and, potentially, discover the next Shinji Kagawa or Hidetoshi Nakata.

“As a club, we are fortunate to have millions of fans around the world”, said Neil Murphy, head coach of the Liverpool Football Club (LFC) International Academy in Japan.

“Through the various international academy projects, we can bring the club to those fans and provide opportunities for young players to learn to play the Liverpool way”, he told *BCCJ ACUMEN*. “Japan fits perfectly with that philosophy, so it was a natural fit and logical next step for us back in 2014 to set up an official youth coaching programme here”.

The club operates year-round coaching programmes in which young players are taught the Liverpool coaching curriculum. That can be supplemented with soccer schools or camps

that take place during the school holidays and can be held over two, three or five days.

The courses are open to boys and girls between the ages of five and 12, with coaches working to a maximum of 16 players to one instructor. Two Liverpool coaches are based in Japan full time, supported by a team of Japanese instructors.

“The young players are taught the same curriculum with the same coaching philosophy we implement at the LFC Academy”, Murphy said.

“This is a holistic player development programme which not only develops players on the pitch, but just as importantly improves their attributes off the pitch as well.

“On the pitch we look to advance players in all aspects of our development model, in the technical, tactical, physical, mental and social areas”, he said. “The level and rate of development very much depend on the age of the players, so all aspects of training are age- and ability-specific.

“Off the pitch, we focus on a certain way of doing things, what we call the Liverpool Way”, he added. “To educate the players and help to develop their life skills, we talk to them about our values, the things that are unique and important to LFC. So we focus on our four core family values—ambition, commitment, dignity and unity—and also challenge our players to demonstrate these values and develop themselves in these areas”.

### New signing

Chelsea and Manchester United football clubs have training schools in Japan, but the newest arrivals are Arsenal, who opened a football school in April. And Peter Kirov, the director of coaching, says the club has a strong historical link with Japan.

“As a former manager of Nagoya Grampus Eight, Arsène Wenger is still a very popular manager in Japan and he had great success winning the J.League”, he said. “Also, the Arsenal style of play is very suitable for Japanese players, where the players’ technical skill, speed of movement—with and without the ball—and intelligence are the most important qualities.

“Arsenal players are relatively small in comparison with many other Premiership teams, but they are very skilful under pressure—and very fast”.

Arsenal camps operate on weekdays and school holidays, with 30 to 50 youngsters typically taking part in groups of a maximum of 10 players per coach. The camps currently take place in Tokyo and are open to boys and girls between the ages of seven and 15.

“The technical skills, tactical knowledge and history of the club are only a few of the things that we teach our students”, Kirov said. “We also want them to learn to be responsible, to be honest, to respect their parents and teachers, to communicate properly with their teammates, coaches and officials, to become leaders rather than followers, to be creative, to learn some English—and just to be good human beings”.

And Kirov believes the potential for the game in Japan is huge.

“The game is growing in popularity and more and more youth players are joining select



PHOTO: FOOTY JAPAN

football clubs and chasing their dream to become professional footballers”, he said.

“In my opinion, Japanese youth players are some of the most talented in the world because they possess all the qualities needed to play top-class football in the future, such as great ball control skills, good balance, speed of movement, as well football intelligence.

“The drawback is just the quality of coaching at the moment in Japan”, he said. “It is still in the very early stages in terms of true knowledge of coaching and player development”.



PHOTO: LIVERPOOL FC INTERNATIONAL ACADEMY JAPAN

### Love of the game

The soaring popularity of football has its disadvantages, however, with Sid Lloyd, founder of the British Football Academy (BFA), warning that the upcoming 2019 Rugby World Cup and the Tokyo 2020 Olympic and Paralympic Games are likely to lead to an upsurge in the number of people wanting to take part in sport and put further pressure on facilities.

“Football is incredibly popular right now, especially with youngsters, and I do believe it would be even more popular if there were enough pitches for people to play on”, Lloyd said.

Originally from Shropshire, Lloyd has been in Japan for more than 30 years and set up the BFA in 2004, after having completed his Football Association coaching badges. Currently, there are around 600 children enrolled in courses at seven sites in and around Tokyo and Yokohama. Players can start as young as three in the Pups class and go on to become Academy Stars, for 11 to 13 year olds.

“We really want to make football fun for all”, said Lloyd. “The training is very varied and includes shooting drills, small matches and games involving a ball that might not be seen in normal football but still develop skills that are important in the sport.

“For us, it is all about teaching the children a love of the game and, to me, there is nothing better than seeing kids play with a smile on their faces”.

# Powering on

Lady Barbara Judge CBE on nuclear technology, corporate governance and women

BY MAXINE CHEYNEY



Lady Barbara Judge CBE was once described by BBC Radio 4's "Woman's Hour" as the best-connected woman in Britain. She has seen a number of achievements across her career, leading to her CBE appointment in 2010 for services in the nuclear and financial industries. She is the first female chairman of the Institute of Directors, chairman emeritus of the UK Atomic Energy Authority (UKAEA) and chairman of the UK's fraud prevention service Cifas.

Judge has been visiting Japan since the 1980s, when she first visited as a commissioner for the US Securities and Exchange Commission. At that time she personally negotiated with the Tokyo Stock Exchange to open the bourse up to foreign members. Her home is filled with Japanese porcelain and her love for Japan's culture and fashion, in addition to her work, has brought her back many times.

*BCCJ ACUMEN* sat down with Lady Judge when she visited Tokyo in June. She was here to attend a periodic nuclear reform meeting of Tokyo Electric Power Holdings, Inc.'s (TEPCO) independent Nuclear Reform Monitoring Committee, of which she is the deputy chairman.

## **How are the UK and other nations helping TEPCO in terms of nuclear reform, and what challenges do they face?**

The UK was the first country to develop civil nuclear power, and we have been experts at it for many years. At the moment, we do not have our own technology, but our supply chain firms are experts in all types of nuclear installations and they can work on any kind of technology.

We have a great number of firms—Atkins, Arup, Cavendish Nuclear, Rolls Royce—that are experts in the building and operation of nuclear power plants, and then there is Pell Frischmann, a most impressive firm, which project manages infrastructure projects all over the world. Their expertise in helping build and operate big infrastructure projects is very much needed in Japan.

The Office of Nuclear Regulation promotes the highest safety standards and the UK Atomic Energy Authority, when it was in existence, was the world-leader in decommissioning nuclear power plants. So the UK is filled with expertise that the Japanese need now, and we can, and are, helping them to deal with the challenges of Fukushima.

We are providing the water management service that they are using, and advice to the Nuclear Regulation Authority. Lloyds Register is engaged in a big project assessing and validating the safety of various parts of the machinery used for decommissioning. They are real experts and the Japanese are very appreciative.

**What are the implications of the UK's withdrawal from the European Atomic Energy Community (Euratom), particularly for UK expertise in Japan?**

As with so many areas of Brexit, the detailed work on what leaving Euratom would mean has barely begun. It is vital that the British Government negotiates a transitional agreement to keep the UK in Euratom while a new cooperation agreement is settled, which will probably take longer than the 20 months between now and the UK's scheduled exit from the European Union (EU).

In the long-term, the UK will need to renegotiate nuclear cooperation agreements with countries such as Japan, who we currently have access to through Euratom, and make sure people with the nuclear-specific skills can easily travel to and from the UK.

These steps are essential to prevent the UK from losing its place as a world leader for investment in nuclear research, and leave ongoing projects such as Hinkley Point C stalled in a no-man's land of uncertainty. Whatever happens with the UK's new relationship with the EU, we will still be dependent on the continued free flow of nuclear materials and skills between the UK, United States, Japan and other countries who are parties to Euratom.

**How is Japan's corporate governance reform progressing, especially in the area of independent directors? Is the UK a good role model?**

The UK is arguably the world's leader in corporate governance. It is interesting for me to note that the corporate governance model that the Japanese have chosen seems to be the British model and not the American model, even though their nuclear regulatory model is the American model.

I believe that corporate governance is making great strides in Japan. Beginning from a standing start, in two or three years, many firms have adopted all or part of the new corporate code that has been recently promulgated. Many firms are using the "governance by committee" system, which is the Japanese way of giving power to the nomination, audit and remuneration committee.

In general, company executives do not want to give up the power. Chairmen and chief executives do not want shareholders or regulators to tell them what to do. It takes a very mature society to internalise the fact that the shareholders own the firm, and that the shareholders have the right to be represented by the directors. That is a mature system of governing and a difficult transition. I think the Japanese have embraced it.

It is good to see that the British have played an important role: we are a model, we are advisors and we are respected.

**Is Japan doing enough to help women in business and leadership?**

Sadly, the way the Japanese tax system works is that if the spouse—in most cases the wife—makes under a certain amount of money, then the couple will receive financial benefits. This law has been criticised for its effect of lowering women's motivation to work, as it can be a real disincentive.

In addition, the cost of childcare is prohibitive, but more than that there are not enough people to do the job. In most countries, there is a group of people who want to be carers and are good at it. The lack of immigration in Japan is a real problem, especially in this society where women are not only expected to take care of the children, but they are also expected to take care of their in-laws. Women have a double-barrelled obligation and hardly any help.

Third, there are not enough childcare centres for all the people that want them. Next, there are not enough childcare centres for all the people that want them.

Finally, the culture of business is not women-friendly. Very long hours and long drinking bouts are not helpful to women who want to do their jobs and then go home.

Additionally, Japan is a country where you can only ascend the corporate ladder if you know the bosses and you go drinking with them. Women can't even get in the game.

So I believe that initially the Japanese must do all they can to amend the tax system. I also believe that visas should be available for people from other countries that are "caring" visas, and if they do not want permanent immigration, they should provide short-term stays.

Furthermore, I believe that when the train stations are revamped, they should include 24-hour childcare centres. This is the only country that is safe and clean, where this idea could work. I would be glad to leave my own child at such a centre knowing that they were safe.

Indeed, if you could put those carers and those centres together, you could let every woman who wanted to work, work. After all, Japan has such a declining population that it needs all the brains it can get. Remember that half of the world's brains are in 100% of the world's women.

**What impact do you think Brexit will have on the UK's relationship with Japan?**

The UK was a trading nation before creation of the EU, and it has the potential to be a great trading nation again. We have great resilience, huge creativity, many impressive firms that do business around the world, and we understand global business very well.

The British are used to taking a long-term and a global view of trade. Brexit is going to mean things are uncertain, but we have already proved with respect to Japan that we are intent on keeping the Japanese doing business in Britain—the car industry is very important to the UK, and the UK has already told the Japanese that they will look after them. It has calmed a lot of fears and the Japanese have made a number of investments recently.

Japan and Britain have a special relationship. We have a great deal in common with Japan: We are both island nations. We are both trading nations. Neither of us has a great deal of natural resources, but we have many personal resources, and it is appropriate that we be in partnership and be good and thoughtful partners. 🇬🇧

The UK is arguably the world's leader in corporate governance.

# NEW YOUTH

## Recruitment boss offers advice on handling millennials

BY CHRIS RUSSELL



Hardly a day goes by without it being said that millennials—the cohort born between 1980 and the mid-1990s—are changing the world in some way. Various definitions exist: entitled, pampered, upbeat, open-minded and tech-savvy, this is the demographic every marketer wants to reach. And since millennials represent an expanding section of the workforce, they are increasingly attracting the attention of managers, too.

On 31 May at the ANA InterContinental Tokyo, David Swan, managing director at Robert Walters Japan K.K., spoke to British Chamber of Commerce in Japan members about the issues surrounding millennials. Based on Robert Walters' research, Swan revealed some of the characteristics of these individuals and suggested approaches that firms might wish to take.

"If you are a baby boomer or generation X-er who has moved into a management role, you probably have some very strong opinions about the importance of earning your stripes through commitment and hard work, respect for authority and seniority," he said. "If so, it is time for you to open yourself up to some new perspectives."

In addition to setting out an eight-point plan for managing millennials (see box), Swan detailed some of the initiatives that his firm has taken. These include a global charity day, when employees can wear casual clothes and engage in fun activities to raise money for a good cause and an extra day of paid leave to volunteer.

Swan said he operates what he calls a reverse mentor group, through which he meets millennial employees and they give him feedback on the firm's work and direction.

"I found that really helpful, because you find out what sort of conversations they're having, and a lot of times it's because they don't have enough information," he said. "If you can spend the time to explain to them why you need to do it like this and think through the process, very often you can have an impact on their views."

### Make the change

After his talk, Swan sat down with *BCCJ ACUMEN* to discuss further issues regarding the handling of millennials in the workplace. In particular, he addressed how much attention firms should give the issue.

"That depends on what proportion of millennials make up your workforce and

whether you want to increase that proportion or not. It depends on how successfully you already are at bringing in millennials; for certain businesses it might be somewhat easier," Swan commented, citing Facebook as an example of a firm for whom it might come more naturally.

Not all of the changes should be embraced, however. In recent years, firms have introduced everything from casual dress codes to slides—as found in playgrounds—in a bid to lure millennials, but Swan isn't convinced all these initiatives are worthwhile.

"When you have bean bags in the office and meditation rooms and free massages and things like that, the contribution that makes to the bottom line is probably a bit tenuous," said Swan.

For all the advice he gave to firms, what would Swan say to millennials themselves?

"Go with the idea that you're going to invest three to four years in the job and don't think about what you're going to get straight away—work to learn, not to earn," he said. "There's going to be some boring, menial stuff that you might have to do to start with, but really that's actually quite important and it's worthwhile pushing through that to get to more interesting and meaningful stuff" 🍀

### EIGHT STEPS TO MANAGING MILLENNIALS

1. As a manager, review your own approach to ensure you are open to embracing and engaging millennials, different views and ideas.
2. Consider the salary package and benefits you're offering.
3. Talk about and promote the contribution that your organisation and work is making to society and to improve the world.
4. Create and provide opportunities to contribute to charitable causes.
5. Be as transparent and clear as possible about career progression, and help your millennial staff set realistic expectations from the initial stages of the interview process. Continue to reinforce them wherever possible after they join.
6. Look to reduce the feedback and appraisal cycle to as short a timeframe as possible, and provide negative feedback as an opportunity for personal development.
7. Try and build as much variety as you can into the work and offer as many personal development opportunities as possible through challenging assignments, face-to-face training and international transfers.
8. Throughout the interview process, sell, sell, sell all the good things you are doing, and remind them what they've got after they've joined.

# MORE THAN MONEY

- Japanese is the top-paying language in the UK
- Bilingual staff are more creative and flexible
- Other job skills still needed

## How big are the benefits for bilingual speakers?

BY MAXINE CHEYNEY

**G**lobalisation has long been a feature of business discourse, and one of the pivotal factors in it is communication. Languages bridge the synapses in the global community, allowing information to flow and ideas to be shared across international communities.

Given the growing global stature of Asian firms, individuals who have invested time in studying non-European languages are increasingly seeing greater returns. In its study on the highest paying languages of 2017, British job advert website Adzuna claims that Japanese and Chinese are the most lucrative tongues for jobseekers in the United Kingdom, with Japanese ranking as the top-paying language for the year at an average salary of £32,355. Both languages saw average salaries rise by more than 15% compared with 2016 levels.

As Japanese firms continue their global expansion, communication skills are becoming ever more crucial at home, too. As a result, many Japanese are seeing the value of learning English to work abroad or for large globalised firms.

“A second language is important due to the increasing globalisation of the Japanese economy and the need to be able to communicate with offices and clients in other countries”, explained Michael Craven, business director at the recruitment agency Hays Japan.

But learning a language is a significant undertaking. When it comes to Japanese, just understanding the three independent writing systems—kanji, hiragana and katakana—is challenge enough, even before

learning to read and write at a level that is sufficient for business purposes. But given the time and effort it takes to learn a language, one might well ask whether the benefits are always assured.

### Bilingual benefits

Speaking a second language opens up a number of new roles and occupations for those seeking employment outside their home country.

“Speaking business-level Japanese greatly increases your employability as many jobs and industries focused on the domestic market are closed to you without it”, said Kris Kullengren, academic director at Education First Japan K.K.

But the benefits can go beyond greater compensation and wider job opportunities for employees. They can offer something for firms, too.

Understanding a second language is also a route to better understanding a different culture. The culture of Japan, for example, is considered complex, highly nuanced and difficult to understand without knowledge of the language. That familiarity, in turn, can lead to greater adaptability, and on a cognitive level, bilingual abilities also lend themselves to a different and more flexible approach to work.

“Bilingual staff tend to approach problems in a more creative and flexible way than people who only speak one language”, Kullengren explained. “This is most likely related to having a wider range of experiences to draw from and having spoken with people from very different backgrounds and outlooks on life”.

According to an article by Swiss non-profit foundation the World Economic Forum, a

study involving bilingual and monolingual children showed that those with bilingual skills had an increased ability to switch between tasks and empathise with different people. And a Princeton University study published in August indicated that bilingual infants enjoyed cognitive benefits throughout their life.

### Business needs

The increasingly online and tech-orientated business environment is another aspect to consider when it comes to the benefits of being bilingual. In this regard, Kullengren argues that English in particular has unrivalled importance.

“Your customer base is now not limited to geography, and I would put forward the fact that more than 50% of all content on the Internet is in English”, he said. “With a command of the English language, you literally have the knowledge of half of humanity at your fingertips”.

Although Adzuna’s study shows a link between Japanese language skills and better work compensation, in many cases that skill alone would not be sufficient for many jobs. Indeed, Craven argues that, although bilingual proficiency is a bonus, it is nothing without work experience and a skill set.

“I have seen many people fail in their roles when their employers have realised, after some time, that the candidate only had bilingual skills, and the other skills needed were not present”, he said.

It is a point Kullengren echoed. “Compensation in the world of international business seems to be, at least from my own experience, based heavily on performance”.

Those with bilingual skills had an increased ability to switch between tasks and empathise with different people.

# RGF—GLOBAL TALENT

## Interview with Hayato Shiba, director, Technology Division at RGF Japan

### How would you describe RGF's main strengths?

At RGF we focus on two distinct areas. The first is placing bilingual Japanese professionals in international firms here in Japan. The second is working with domestic Japanese firms who want to hire “global talent”. This is a rapidly growing aspect of our business as local firms continue to internationalise. These two areas converge where our strengths lie: bridging talent with opportunities across the globe, stretching limits, and enhancing lives.

### How would you describe “global talent”?

We define global talent as either non-Japanese with excellent language and/or technical skills, or bicultural Japanese with international experience.

### Why is there such a strong demand for global talent?

Many domestic Japanese clients wish to cast their net as widely as possible when hiring for hard-to-fill technical positions such as engineers. In the IT sector, in particular, we find that programmers and developers with niche skills are in high demand, even if Japanese is not their first language.

Additionally, we receive many hiring requests from Japanese clients who are seeking to internationalise their businesses or expand their operations overseas. Global talent allows them to bridge the gap with overseas offices so that expansion goes smoothly. Part of our service is to offer a realistic appraisal of our client's proposed recruitment plan. We use our knowledge of the region and detailed understanding of the availability of certain types of candidates to provide in-depth analysis.



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### How do you source such candidates?

At RGF, we have a wide reach across Asia with 47 offices in the region. We can source technically skilled candidates from outside Japan who add real value to local clients. This network also provides us with access to many “returnees”—bilingual expat Japanese candidates who have been working in Asia. At RGF Japan, we get access to these candidates before any other recruitment firm in Tokyo. These bicultural candidates, with experience working in different countries, can bring an international outlook to any firm.

### How does the Recruit Brand help you attract these kinds of candidates?

It helps enormously. Recruit is the leading recruitment business in Asia, and this gives

us immediate credibility with candidates—particularly passive movers—who are at least willing to have a conversation with us about the possibility of changing jobs.

Many candidates still feel uncomfortable making a move, and working with a brand which they recognise and trust is extremely important. As a result, we have a large percentage of candidates who work exclusively with RGF.

It helps with clients, too. Most of the firms we deal with recognise the value that we can add to any search, and they understand the reach we have when sourcing candidates. This means that we can present a wide range of opportunities to candidates to help ensure they can find their dream job. 🇯🇵

## KIND INSIDE

Paul Weller is not an angry young man anymore

BY GUY PERRYMAN MBE



Since 1977, Paul Weller has been writing socially and politically aware lyrics accompanied by a whole range of musical styles, and while doing so has always been exquisitely dressed. Now, almost 40 years to the day that his three-piece band, The Jam, exploded onto the British music scene, he has released his 13th solo album—*A Kind Revolution*. He is still the sharply dressed revolutionary.

I've interviewed Weller three times. In the backstage sweat of Summer Sonic Tokyo in 2008, on the terrace of a Maida Vale café in London in 2012 and at a Tokyo hotel in 2015.

Before I first interviewed him, I was a little apprehensive. Would he be difficult, disinterested? No, he was surprisingly disarming and very easy to talk with, his answers short and to the point, just the same as his rapid-fire songs.

Weller's lyrics, frequently from a working-class perspective, make me wonder if he thinks music can change the world?

"Music changes individuals and individuals change the world," he said, adding a more personal anecdote. "Hearing the Beatles at eight or nine years old changed my world and opened up so many possibilities. It made me see beyond the little suburban town I came from and realise there's a big colourful world out there".

I mentioned that The Jam and Style Council's sometimes-angry lyrics, swimming in glorious melodies, still seem relevant today. He responded: "I don't think much has moved on from what makes me angry. In a rather depressing way, I don't know what's changed".

Discussing the enduring legacy of The Jam, he said, "I thought it was powerful at the time. You could see that at gigs and what [the band] meant to people. I didn't know it would last as long as it has. That's a brilliant testament to the music and the songs".

Regarding disbanding The Jam at the height of their success in 1982, he added, "I think the fact I stopped it when I did served us well really. We could've carried on for 30 years making records no one listens to, but we didn't, and I think it's left the music intact. And the idea of the band hasn't been compromised in any way".

### London town

The Jam were always a London band and the city has always been an inspiration for Weller's song writing. While on my way to meet him at the Maida Vale café he chose for our interview, The Jam's songs were playing in my head. They are the perfect soundtrack to the metropolis in so many ways.

"London was a big inspiration for me, still is. It's got a real energy and so many interesting sides to it. So much history next door to modern architecture. The contrast between rich and poor. It's fascinating".

There's nothing he loves more than walking around the West End on a summer evening, with a late sunset, taking a detour off Oxford Street "which is always heaving with people, and suddenly you're in Victorian London".

I haven't asked the clichéd questions "Is he *Going Underground* or does he ever go *Down In The Tube Station at Midnight*?" I'll save those for another conversation.

### Happy together

Weller has collaborated with a wide range of artists, including singing with Noel Gallagher, writing for Olly Murs, producing for Stone Foundation and, more surprisingly, performing a duet with Boy George on a very chilled dub track on his new album.

"I'm very open minded with what I can do with music and working with different people. It's about music now, not about categorising or tribes. That's a cool thing".

And when asked about the difficulties of song writing?

"Try and take the good times, and when you've got the creative spirit run with it".

Not only a prolific songwriter, Weller is also a prolific father, seeing the birth of his eighth child this year. When I asked what makes him happy, it was not a music-related answer, it was about family—"The prospect of picking my kids up from school and spending the night with them makes me happy".

Now that I've interviewed Weller a few times, I see he's much gentler inside than his lyrics may suggest, and the title of his latest album supports that. Perhaps he's gone through a kinder revolution himself?

"Music adds to culture. It doesn't necessarily start a revolution, but is there to mirror what's going on, and to inform people," he said.

And when I asked if he could say just one thing to the world right now what would it be? "Stop killing each other".

Paul Weller continues to change the world one person, one song at a time. And of course always doing it all sharply dressed. 🍷

# Mountains of fun

Hakuba village entices city dwellers to its green season

BY JOHN AMARI



PHOTO: © DAN COCKBURN

In summer, Hakuba village in Nagano Prefecture shimmers with a dazzling array of green in a multitude of shades. As far as the eye can see, the valley is covered in verdant foliage, and mountains zigzag across the horizon.

The atmosphere in Hakuba is perhaps the reason that, for generations, visitors have escaped the oppressive summer heat of Japan's cities to seek refuge in the valley. They come to enjoy its summer offerings, which include pleasant weather and a lush countryside dotted with mountains, rivers, lakes—and outdoor events.

## Ideal setting

The British School in Tokyo (BST) is among those that have beaten a path to Hakuba, in their case to give students a rare opportunity to grow and experience life many miles away from their daily existence in the city.

“Learning takes place everywhere and, arguably, it is that informal learning—where students don't actually realise that they are

learning—that is the most valuable and long lasting,” said Lowly Norgate, communications manager at BST.

“Adventures in places such as Hakuba are invaluable experiences and add value to the curriculum, especially when you see the immense pleasure and enjoyment on students' faces when they have achieved something they didn't think they were quite capable of”.

For a number of years, Hakuba has been an ideal setting for the school's Duke of Edinburgh's Award (DofE) challenge, for example.

“Hakuba's attraction for BST lies not just in the beauty of the place, the kind nature of the local people or in the curriculum activities that the students participate in, it is also in seeing students and staff working together, facing some quite challenging obstacles and overcoming them”, Norgate added.

BST has established strong partnerships with the community in the village, including a collaboration with local institutions, including Hakuba High School.

“One of the real features of the trip is the link with Hakuba High School and the community. Local high school students have in the past joined up with BST's Year 9 to build rafts, for example. It really provides our students with a sense of being part of the community in Hakuba”, Norgate explained.



Mountain biking is a popular activity.  
PHOTO: EVERGREEN

To manage its DofE award, BST has partnered with Evergreen Outdoor Center, a guiding and instruction school for rustic activities.

“The DofE Award has been a major part of our education programme here at Evergreen and so has BST’s outdoor programme”, James Robb, the centre’s general manager and lead guide, told *BCCJ ACUMEN*.

“In working with BST to facilitate that programme, our guides make sure that the students can do the right things safely—be that camping, hiking or any other activity in the mountains, lakes or rivers”.

Hakuba’s numerous activities and pristine nature have made it the kind of destination to which people return time and time again.

“We have done camps in the summer for some time now. It is really fun to see students out there enjoying themselves”, said Dave Enright, Evergreen’s founder.

“Whether it is for two, five or 10 days, you get to see them go through all their emotions—from bewilderment on the first day they get here, making new friends and having a good time, enduring a little bit of sadness and homesickness perhaps, and then back having fun again because there are so many cool things to do”.

Evergreen’s educational offerings include such activities as canoeing, mountain biking and tree climbing with ropes—all of which have elements that teach teamwork. Students also take part in nature bingo with flora and fauna, orienteering, shelter and raft building, and service activities such as forestry and fisheries management.

## Outdoor activities in Hakuba go back almost 150 years. At that time, green season adventures such as hiking were the main attraction.

### Golden age

Outdoor activities in Hakuba go back almost 150 years. At that time, green season adventures such as hiking were the main attraction. Some 50 years later, winter sports began to make headway, especially skiing. When the railway came to the region in the late 1920s, outdoor activities really took off.

However, it was with the highly successful 1998 Winter Olympic Games in Nagano that the region’s winter offerings gained international fame—indeed, Hakuba was the site of ski jumping and alpine skiing competitions.

The advent of the Internet, combined with the sharing of information online by entrepreneurs such as Enright and Robb has resulted in the region becoming a mecca for outdoor activities.

Jason Jansen, founder of Ski Japan Holiday, a tour company and travel agency, was one of the first non-Japanese to take advantage of the new era of outdoor activity in the region—he settled there as far back as 1989.

“I started promoting Hakuba to the Western market in 1994, and have been doing it ever since. At that time, there were a number of expats who lived in Tokyo and Osaka that had little knowledge of where to go or what to do in Japan”, Jansen remembers.

“We make a lot of the arrangements and provide logistics support behind the scenes

and, often, when the customer gets their skiing itinerary, they may not know that it has been arranged by us”.

Like most non-Japanese, he was attracted to Hakuba because of “the people as well as the environment. There are beautiful mountains, clean air, beautiful rivers and lakes”.

### New beginnings

Before Jansen, Enright, Robb and others relocated to Hakuba, many of its locals had established a foothold in the region’s hospitality industry.

“We were farmers before Hakuba had a tourism industry, around 100 years ago. The prevailing work at the time was in agriculture. When skiing became popular, my grandparents began to rent farm rooms out to visitors”, Toshiro Maruyama told *BCCJ ACUMEN*.

Maruyama is a third-generation hotelier in Hakuba, and the general manager of Shirouma-so, a traditional Japanese inn that caters to Japanese and Western tastes.

“Some of the old wooden support beams can still be seen right there”, he said, pointing to the ceiling of his inn.

Those wooden structures are not the only connection the Maruyamas have with the past. As they still own farms in the area, some of the



The British School in Tokyo’s summer outdoors programme takes place in Hakuba.  
PHOTO: EVERGREEN



“Glamping”—luxury camping—is one popular option in summer. • PHOTO: © HAKUBA MOMINOKI HOTEL

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vegetables served in the hotel's restaurant come straight from there to the table. What is more, the inn's restaurant is managed by none other than Maruyama's mother, who is also the chef.

In 2016, Maruyama won the global manager award at the Luxury Travel Guide Awards, a competition held in the United Kingdom. The award not only recognizes high-quality service, but also sustainable development goals and connections to the local community.

Kazuma Maruyama is a native of Hakuba, and the chief executive officer and director of the Mominoki Hotel. His family-run hotel has a Western atmosphere and a Japanese sense of service. He is one of the many Maruyamas to be found in Hakuba—a fact that hints at the community's close-knit nature.

While his family's hotel offers high-end Japanese dining, it also has an English-style pub on site. Adjacent to the pub, a recently opened campsite offers a luxury take on camping—or glamping, as it has come to be known.

"I personally like camping and barbecuing. That is why we opened the space last year, allowing visitors to stay and barbecue. Our chef can help with food preparation," Maruyama explains. At night in the camping area, the hotel lights a fire pit where visitors can gather and, sometimes, listen to live music.

### Mountain dining

In Hakuba, visitors are spoiled for choice when it comes to dining. Vegetarians have plenty from which to choose, with the Evergreen-run

Roots Cafe a popular option. The restaurant, with its air of hipster premises so common in east London, has such offerings as wood-fired vegetarian pizza, falafel wraps, vegan sweets and organic beer.

Fans of British brews are well catered for as well, with Dan Cockburn's Hakuba Brewing Company offering a selection of ales that can be found in bars and restaurants across Hakuba. One of only a handful of Brits in the village, Cockburn—who hails from the Lake District and graduated from the University of Cambridge—creates hand-crafted ales using the area's natural mountain water.

The brewery's best-selling drink is the Hakuba Pale, which "is an easy drink made of moderately hopped pale, full of floral and citrus aromas and backed up by a rich malt flavour", Cockburn said.

Cockburn also offers Hakuba Black, "a very hoppy porter with cacao and coffee flavours"; Hakuba IPA, "which is full of punchy tropical flavours and aromas"; and Hakuba Amber, "which has a very full and slightly sweet malt flavour balanced with some spice and pine notes". The brewery unveiled a new drink for the summer—the Session IPA—that is "slightly dry yet super-easy to drink".

Whether it is a cold brew to take away the summer heat, a dip in the lake to revive one's childish sense of fun or a walk up the mountain to inspire a sense of awe, Hakuba remains one of the premiere outdoor attractions in Japan for individuals and families, especially city dwellers. 🇯🇵



PHOTO: EVERGREEN



The Hakuba Brewing Company's Session IPA craft beer • PHOTO: © DAN COCKBURN

In Hakuba, visitors are spoiled for choice when it comes to dining.

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# YEAR-ROUND PLEASURE

## Hakuba: a top stop for summer



For Toshiro Maruyama, general manager of Shirouma-so in Hakuba, a ski resort in the northern Japan Alps, sustainability is a crucial part of tourism and the development of the village his business calls home. It is one of the reasons Maruyama is the first person to be honoured as global winner of the General Manager of the Year prize at the UK's Luxury Travel Guide Awards.

"The *ryokan* (traditional Japanese inn) has the original farmhouse pillars and beams; it's 300 years old", Maruyama explained. The interiors were built using local materials and, for that extra touch of home, Maruyama says his mother cooks the meals using local produce.

He also emphasised the efforts they make to help guests explore and appreciate the distinctive history and culture of this part of the area.

Maruyama expertly balances traditional offerings with luxurious accommodation. Besides having *tatami* floors, the *ryokan* has an *onsen* with Japan's strongest alkaline water, which provides perfect relief for the body after a day of summertime hiking.

### Nurture nature

Maruyama, whose past work experience includes Tokyo Disneyland, an overseas resort and a private gym in Roppongi Hills, endorses Hakuba as one of the best places to visit and live. One of the judging criteria for the Luxury Travel Guide Awards was location, and with its beautiful rice fields, magnificent mountain range, crystal-clear river and powder snow, the location was certainly a key contributor to Maruyama's award.

In summer, the area's dense green woods and the 3,000m-high mountains are easily accessible from Shirouma-so, offering guests a way of getting in touch with nature. Maruyama believes that people should make the most of mountain biking, canyoning, rafting, trekking and the other outdoor activities available in this part of the country.

"We have to focus on the natural attractions we have that we often take for granted. We need to think about how they are different and compare them with other places in order to realise how special Hakuba is," he enthused.

The 1998 Winter Olympic Games in Nagano developed the Hakuba area into a

tourist-friendly region, but Maruyama wants to create a more sustainable environment. This includes education. Maruyama teaches an English for Tourism class at Hakuba High School, and sits on the board of trustees of the Hakuba International School Foundation. He also would like to see the area opened up further to locals and non-Japanese alike, through such facilities as a convention centre.

"There are many non-Japanese people living in Hakuba already, and we have an environment that is comfortable for people from all over the world," he added.

Besides being a place to go to escape from the sometimes-unbearable heat of Japan's cities, Hakuba's cool climate and friendly environment make it the perfect training ground for teams preparing for the upcoming Tokyo 2020 Olympic and Paralympic Games.

But however—and whichever—facilities are developed, one thing is certain: Hakuba has potential, and should top your list of summer destinations in Japan. 🇯🇵



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The Hakuba area hosted the 1998 Nagano Winter Olympic Games and, while its landscape is reminiscent of the European Alps, the region has typical Japanese charm. In addition to its more than 200 trails, it boasts the longest vertical ski run in Japan.

## Summer in Hakuba

Although best known for its snow-topped mountains, Hakuba is also the perfect place for a short respite from the summer heat of cities. Whether you are looking to kick back and relax, or to get moving, Hakuba offers multiple options.

Head up to 2,000m on a gondola for an easy mountain trek, try your hand at cycling through Hakuba's lush green surroundings, or hop into a canoe on Lake Aoki.

Then, after returning to your condominium, receive special concierge service, complete with personal touches from our local staff. Mountain Side are the first luxury condominiums in Hakuba. These spacious three-bedroom, three-bathroom apartments are conveniently located in front of the Happo Kokusai ski lift, with doorstep access to the Happo-One Ski Resort.

Stunning views from the large windows add to the feeling of luxury provided by the modern interior and open-plan kitchen-living area.

In terms of service, we ensure that our guests are given the best care, whether that involves planning day tours, organising ski rentals, making recommendations in the area, or organising bus transfers to and from Nagano Station.

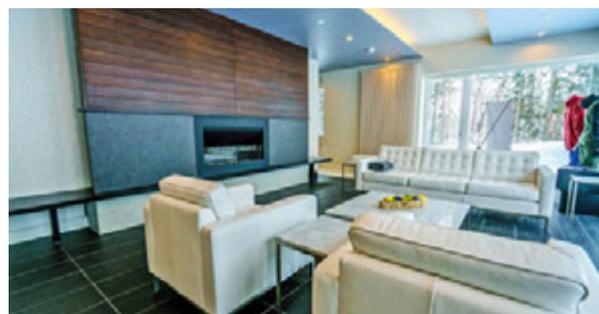
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## **1** **25-27 AUGUST**

### *Matt Bianco*

Formed in 1983, British band Matt Bianco enjoyed great success during the 1980s for their Latin-influenced take on jazz music, in particular such songs as *Get Out of Your Lazy Bed* and *Half a Minute*. Following the death of keyboardist Mark Fisher, the Matt Bianco name is now being taken forward by frontman Mark Reilly, who will perform in Tokyo for the first time with the new set up.

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## **2** **FROM 26 AUGUST**

### *A Street Cat Named Bob*

Based on a book of the same name, this film tells the true story of homeless man and former drug addict James Bowen and a cat named Bob, who helps Bowen turn his life around after the cat starts following him whenever he goes to busk. Released in the UK in November 2016, the film won Best British Movie at the 2017 National Film Awards.

PHOTO: © 2016 STREET CAT FILM DISTRIBUTION LIMITED ALL RIGHTS RESERVED.

**Shinjuku Piccadilly**  
(Among other locations)  
3-15-15 Shinjuku  
Shinjuku-ku, Tokyo  
Various times  
Adults: from ¥1,800  
<http://bobthecat.jp/>  
03-5367-1144

## **3** **30 AUGUST- 5 SEPTEMBER**

### *Three Generations of Hamada Pottery and British Studio Potters*

Takashimaya's Department Store's *Mingei Exhibition* features works by three generations of Hamada potters, as well as the works of contemporary British studio potters, who were greatly influenced by Shoji Hamada, thanks to his friendship with Bernard Leach CBE nearly 100 years ago.

There will also be the chance to listen to a special lecture by Tomoo Hamada on 3 September.

PHOTO: DREW@GALLERY LE FEY

**Takashimaya Department Store Tokyo**  
2-4-1 Nihonbashi  
Chuo-ku, Tokyo  
10:30am-7pm  
Free entry  
<http://www.gallery-st-ives.co.jp/e/top-e.html>  
03-3211-4111





4

4  
**FROM 1 SEPTEMBER**

*A Midsummer Night's Dream: The Dream / Symphonic Variations / Marguerite and Armand*

This rendition of one of Shakespeare's best-known plays was originally choreographed by Sir Frederick Ashton CBE and premiered in 1964 in commemoration of the 400th anniversary of Shakespeare's birth.

Performed in early June at the Royal Opera House in London, it features Japanese ballet dancer Akane Takada as Titania.

PHOTO: © ROH. PHOTO BY TRISTRAM KENTON

**TOHO Cinemas Nihonbashi**

(Among other locations)

2-3-1 Nihonbashi-muromachi Chuo-ku, Tokyo

Various times

Adults: from ¥3,600

[http://tohotowa.co.jp/roh/movie/the\\_dream.html](http://tohotowa.co.jp/roh/movie/the_dream.html)

050-6868-5060

◦ **Free gift**

We are giving away three Royal Opera Ballet key rings.

5  
**8 SEPTEMBER–24 SEPTEMBER**

*Finding Neverland: the Musical*

This Broadway musical was written by English songwriter and record producer Eliot Kennedy and Take That singer Gary Barlow. The story is based on the 2004 film of the same name and follows the life of *Peter Pan* author J.M. Barrie, exploring the events that inspired him to create the legendary

character. The production is now going on its first world tour and features actors Billy Tighe as J.M. Barrie and Christine Dwyer as Sylvia Llewelyn Davies.

PHOTO: © JEREMY DANIEL

**Tokyu Theatre Orb**

Shibuya Hikarie 11th floor  
2-21-1 Shibuya, Shibuya-ku, Tokyo

Various times

Tickets: from ¥9,000

<http://findingneverland.jp/>

0570-550-799

6  
**FROM 8 SEPTEMBER**

*Othello*

An exciting new production from the Royal Opera House's Summer 2016/17 season, Keith Warner directs *Othello*. Originally composed by Verdi, it is the first time in 30 years that a new production using this music has been put on stage.

The story revolves around Iago, who is bitter that his general, Othello, did not promote him to lieutenant. Othello falls prey to Iago's tricks, believing his wife Desdemona is having an affair with lieutenant Cassio.

PHOTO: © ROH. PHOTO BY CATHERINE ASHMORE

**TOHO Cinemas Nihonbashi**

(Among other locations)

2-3-1 Nihonbashi-muromachi Chuo-ku, Tokyo

Various times

Adults: from ¥3,600

<http://tohotowa.co.jp/roh/>

050-6868-5060

◦ **Free gift**

We are giving away five *Othello* magnets.



5



6



## Boris Johnson in Japan

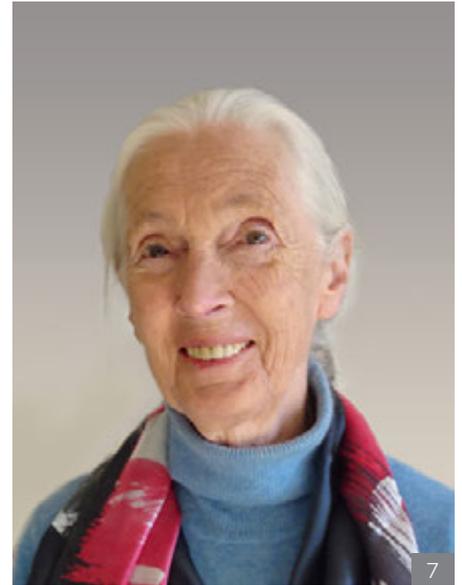
**1** Secretary of State for Foreign and Commonwealth Affairs Boris Johnson met with Japanese Prime Minister Shinzo Abe on 21 July.  
PHOTO: BRITISH EMBASSY TOKYO

**2** Johnson and Tokyo Governor Yuriko Koike at the Tokyo Metropolitan Government building on 21 July.  
PHOTO: BRITISH EMBASSY TOKYO

**3** Johnson shakes hands with Noriko Silvester, owner of Candlwick Co., Ltd. and member of the British Chamber of Commerce in Japan's (BCCJ) Executive Committee (Excom), before speaking at the BCCJ's event on 21 July at the Shangri-la Hotel in Tokyo (page 16).  
PHOTO: ANTONY TRAN/LIFE.14

**4** Matt Burney (left), Japan director of the British Council and BCCJ Excom member; David Ellis, minister and deputy head of mission at the British Embassy Tokyo; and Johnson  
PHOTO: ANTONY TRAN/LIFE.14

**5** Ken Katayama, deputy director of corporate affairs at Microsoft Japan Co., Ltd., asked Johnson a question at the event (page 19).  
PHOTO: ANTONY TRAN/LIFE.14



## UK-Japan events

### 6 | AWARD

Joy Hendry, emeritus professor of anthropology at Oxford Brookes University, received the Order of the Rising Sun, Gold Rays with Rosette from Japanese Ambassador to the UK Koji Tsuruoka on 26 July at the Embassy of Japan in the UK for her contribution to the promotion of Japanese studies in the UK.

PHOTO: EMBASSY OF JAPAN IN THE UK

### 7

Jane Goodall DBE was awarded the 25th International Cosmos Prize on 19 July by the Commemorative Foundation for the International Garden and Greenery Exposition, Osaka, Japan, 1990 for her work studying chimpanzees

PHOTO: EXPO '90 FOUNDATION

### 8 | CULTURE

Gorillaz performed at Fuji Rock Festival at Naeba Ski Resort, Niigata Prefecture on 28 July.

PHOTO: © MASANORI NARUSE

### 9 | CHARITY

Andrew Cockburn, account manager for international business at Thomson Reuters Markets KK, and Shiima Hata, enterprise solution sales at Thomson Reuters, at the Thomson

Reuters sales conference in Macau in July after winning second place in the firm's Passion Project video contest, for which Cockburn submitted a piece, partly shot by Custom Media, about the Knights in White Lycra charity cycle team.

### 10 | EDUCATION

For the first week of July, BST primary students took part in the school's summer programme.

PHOTO: BRITISH SCHOOL IN TOKYO

**BCCJ ACUMEN** readers are welcome to email recent UK-Japan event photos with captions and credits for the editor to consider: [russell@custom-media.com](mailto:russell@custom-media.com)



## THE PRESENTATIONS JAPAN SERIES

# TAKE A DEEP BREATH

What is the correct breathing method when presenting?



BY DR GREG STORY  
PRESIDENT, DALE CARNEGIE TRAINING JAPAN

Breathing is such a natural act that, generally, we don't pay it much attention. Somehow though, when we are giving a presentation, our breath control becomes a factor. One component is our nerves, which are driving the chemicals surging through our body, making our heart rate skyrocket. That, in turn, speeds up our shallow breathing.

Other issues arise as a consequence, and we have mental white outs because we are not getting enough oxygen. We get lost, become panicky and come across as disorganised and flaky.

The projection of our voice is driven on the winds of exhalation, and lack of breathing power impacts audibility. We are squeaking out to the audience in this little voice that says, "I am not confident. I am not confident!"

We might find that our lack of breath control results in the final words of our sentences just dropping away to nothing. There is no opportunity to punch out a strong message because, vocally, we are just doing a disappearing act in front of the audience.

It could also be that we are becoming very breathy when we speak. It sounds similar to people who have respiratory illnesses and seem to be always gasping for air. Actually, they are, and so are speakers with no breath control. They simply can't pull in enough oxygen.

The lack of breath gets transmitted to our cadence when we speak. Insufficient air means we are confined to short, breathy sentences and the lungs are not filled to capacity.

So how do we stop this and better supply our instrument—our wonderful voice? I am going to pass on what I have learnt from nearly 50 years of karate training, where breath control is absolutely vital. Controlling our nerves is a key part of breath control, because if we don't, we are working at cross purposes with ourselves.



### What you can do

One of the techniques for controlling our nervousness is to go through some deep-breathing exercises before we go on stage in front of the audience. We can do these seated or standing, and they don't take very long.

Place both hands on your stomach and just touch lightly. As you breath in, imagine you need to fill the lungs from the bottom—most part of the diaphragm. To help us do this, we breathe slowly and deeply, and we can see if we are succeeding because the hands on our abdomen are starting to move forward. This pushing out of the abdomen is a good sign—it means we are doing the deep breath sequence correctly.

We reverse the process and slowly exhale, and the hands are slowly drawn back in. We need to do the breathing in slowly, because a

bit too much force and speed here and we can become dizzy, as the flood of oxygen to the brain makes us feel lightheaded.

### A new habit

This diaphragm breathing exercise is actually how we should be breathing all of the time, and I recommend you start the practice and make it your default habit. When we are in front of an audience, they cannot see the breathing rhythm, so there is no need to feel self-conscious. Every breath we take starts at the lowest point of the diaphragm and we sense our abdomen being pushed out and then being pulled back in.

Interestingly enough, if we lose the flow and our breathing suddenly begins from the very top of the chest, we will feel our pulse rate pick up, our chest tighten and our shoulders start to rise. This might happen at first, before we master deep diaphragm breath control. But don't worry; just slow down the breathing, concentrate on the lower diaphragm and try to push your abdomen out with each inhalation. Once you do this, the cycle will re-institute itself and you will be getting plenty of air.

Correct breath control gives us the ability to make the tonal variations that keep command of our audience. We can bring power to words and build to crescendos when we want to emphasise particular key points. It also helps us to relax and look super composed when we are standing in front of people. That confidence is contagious, and our audience will buy what we are saying. And that is what we want, isn't it?

Engaged employees are self-motivated. The self-motivated are inspired. Inspired staff grow your business, but are you inspiring them? We teach leaders and organisations how to inspire their people. Want to know how we do that? Contact me at [greg.story@dalecarnegie.com](mailto:greg.story@dalecarnegie.com) 🇬🇧

# FREE AND FAIR TRADE?



## What does the EU–Japan EPA mean for the UK?

BY IAN DE STAINS OBE

In early July, the BBC reported that the European Union (EU) and Japan had formally agreed an outline of a free-trade deal. The agreement paves the way for trading in goods without tariff barriers between two of the world's biggest economies. The BBC website gives no detailed information, but suggests that a full and workable agreement may yet take time to implement. Indeed, some suggest that transition clauses may last as long as 15 years.

What is clear, however, is that the most important sectors to be affected are Japanese automobiles going to Europe, and EU agricultural produce entering Japan. The bilateral negotiations began in 2012, but soon broke down. According to the BBC's Damian Grammaticas, the election of Donald Trump and an increasingly inward-looking America encouraged the EU and Japan to put aside their differences and demonstrate to their domestic audiences that they are capable of promising new economic opportunities.

The potential agreement came after a meeting in Brussels between Japanese Prime Minister Shinzo Abe and President of the European Commission Jean-Claude Juncker. Some will see this as limited compensation for the collapse of the oft-touted Trans-Pacific Partnership (TPP), which US President Donald Trump scrapped in January. By contrast, the president of the European Council said that the agreement showed the EU's commitment to world trade.

Meanwhile, the *Financial Times* reports that Norio Maruyama, a Japanese government spokesman, told an audience in Brussels that the trade deal had been agreed on the basis that it was with all 28 EU member countries. He said it was still "too hypothetical" to say whether any adjustments would need to be made after



Donald Tusk (left), president of the European Council; Shinzo Abe, prime minister of Japan; and Jean-Claude Juncker, president of the European Commission, at July's EU–Japan Summit. • PHOTO: EUROPEAN UNION

the UK leaves the EU, noting that, "we cannot predict at this stage what is the real effect of Brexit" on the accord.

### Across the channel

So where, exactly, does that leave the UK?

For now, Japan has significant investments in the UK, and automobiles and automotive parts feature strongly. Equally, Britain's exports to Japan remain strong, with special chemicals and automotive parts high on the list. London remains an important centre for Japan's financial institutions, though some are reportedly looking at alternative, post-Brexit European locations. For example, Daiwa Securities Group Inc. recently announced it would be opening a subsidiary in Frankfurt, and Nomura Holdings Inc.—Japan's biggest brokerage—has also announced it will make the German city its post-Brexit base.

Abe is keen to start informal talks on free trade before Britain leaves the EU as, according to *The Guardian*, he is anxious to soften the expected blow to Japanese firms headquartered in the UK. But under EU rules, formal negotiations cannot begin until after Britain last left.

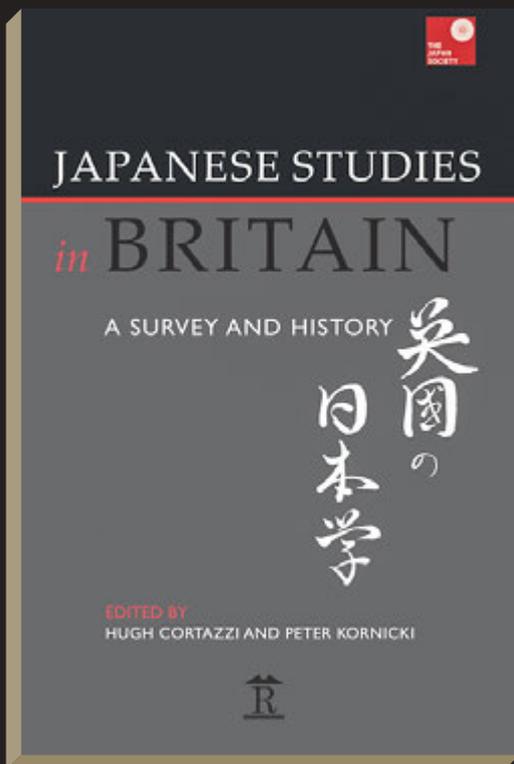
Abe is reported to be concerned about Brexit because of the widely held perception that it will negatively affect Britain's international standing. More than 1,000 Japanese firms operate in the UK and they employ something like 140,000 people. Their total investment in the country amounts to £40bn.

Japan's major carmakers thus far have indicated that they will remain true to the UK. Toyota (GB) PLC has recently announced a £240mn investment in a car assembly plant in Derby and Nissan Motor (GB) Limited has committed to building its new Qashqai model in Sunderland.

And there are signs of confidence in other UK sectors. For example, late last year SoftBank Group mounted a £24 billion takeover of Britain's most valuable technology firm, ARM. Some are keen to stress the advantages of the UK, such as its legal system and financial expertise. Yet Japan's biggest business lobby, the Keidanren, has voiced concerns over post-Brexit risks to both the British and Japanese economies.

The proposed EU–Japan free-trade agreement is no doubt good news, but hopes will now be focused on a similar agreement between Japan and a post-Brexit United Kingdom. 🇬🇧

*BCCJ ACUMEN* has one copy of this book to give away. To apply, please send an email by 31 August to: publisher@custom-media.com. The winners will be picked at random.



## Deep study

*Japanese Studies in Britain: A Survey and History*  
 Edited by Hugh Cortazzi and Peter Kornicki  
 Renaissance Books  
 £45

The British are not particularly known for their embrace of foreign languages. Compared with our cousins in Continental Europe, we fall a long way short; while many people there speak several languages with comparative ease, relatively few in the UK have fluency in a second language. So it may come as a surprise to many to learn that Japan (in terms of its language, history and culture) is a thriving area of study in many UK universities and institutions.

This handsome new book from the Japan Society sets out to put that into perspective, with contributions by a number of scholars from universities across the country. It takes an in-depth look at the study of Japan in contemporary Britain, concentrating on the universities where Japanese studies are an honours degree subject. It also manages to summarize most effectively the history of Japanese scholarship in Britain and draws attention to the key players and benchmarks that facilitated and underpinned the quality of scholarship achieved.

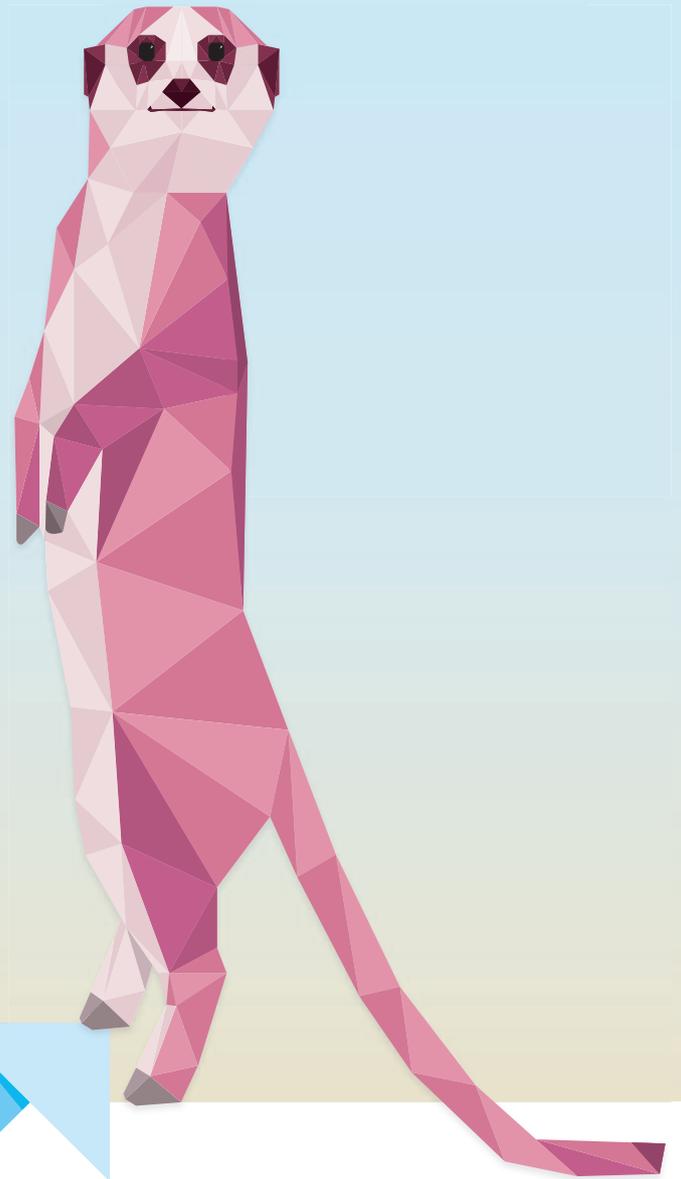
The list of contributors is extremely impressive: keen followers of the Anglo-Japanese relationship will recognize many of them. And the editors could not have better credentials.

Sir Hugh Cortazzi GCMG, who was the UK's ambassador to Japan from 1980 to 1984, was also a long-serving chairman of the Japan Society. He studied Japanese at SOAS University of London, and has authored and edited numerous publications on Japan, several of which have been reviewed in previous issues of *BCCJ ACUMEN*. His co-editor, Peter Kornicki, is emeritus professor of Japanese at the University of Cambridge. In the past he has taught at Kyoto University.

If all this sounds rather dry and academic, be reassured. The number of contributors involved ensures that there is variety among the chapters, and the editors are skilled enough to ensure that the book makes for comfortable reading. It is a convenient snapshot of the present state of Japanese studies in Britain and is also a very useful reference regarding the present options for studying Japan at British universities.

Further, it offers a broad perspective on the role, relevance and future direction of Japanese studies. More generally speaking, the book should prove relevant to any reader with an interest in the on-going development of the relationship between the UK and Japan. 🇬🇧

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Luxury rental apartment series by Sumitomo Realty & Development

# La Tour

Luxury Apartment



Completion Forecast Image of Building Exterior

FOR RENT

[ Tentative ]

## La Tour MINAMIAZABU

12 stories / 145 units **Planned completion February 2018**

One-bedroom

Two-bedroom

Three-bedroom

78.90㎡~97.71㎡ 91.46㎡~133.16㎡ 134.05㎡~226.7㎡

※Dwelling area information is as of the planning stage and may be subject to change.

**2**-min walk from Exit 1 of Hiro-o Station (Tokyo Metro Hibiya Line)



Arisugawa-no-miya Memorial Park



National Azabu



※The completion forecast image displayed above was drawn up based on drawings at the planning stage. The actual property will differ somewhat. Detailed shapes, equipment, etc. have been omitted from the diagram.  
※Vegetation on site is of images after initial growth. Leaf and flower shades, tree shapes are images and differ from actual.※Exterior shape, color, etc. / planting plans, furniture / furnishing goods etc. are subject to change.

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La Tour minamiazabu

SEARCH 