

The magazine of the
British Chamber of
Commerce in Japan

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John Lydon

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ROBERT WALTERS

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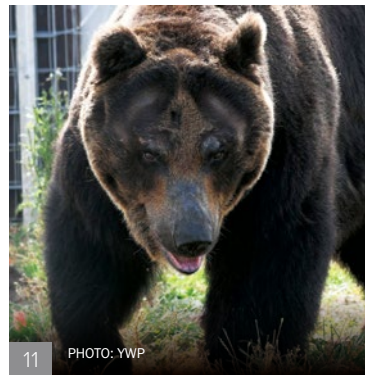
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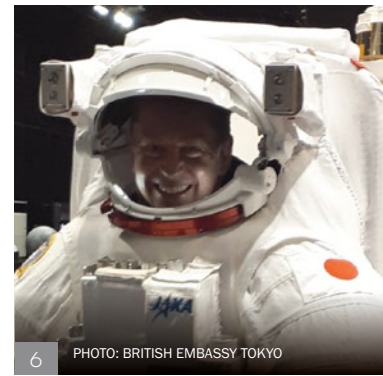
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To strengthen business ties between Britain and Japan, promote and support the business interests of all our Members, and actively encourage new business entrants into the Japanese market as well as Japanese investment into the UK.

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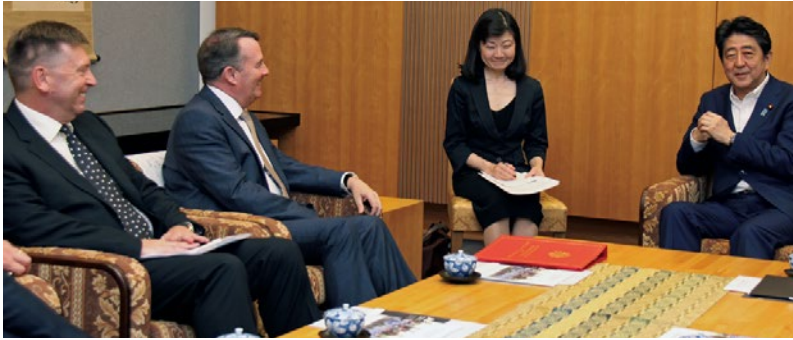
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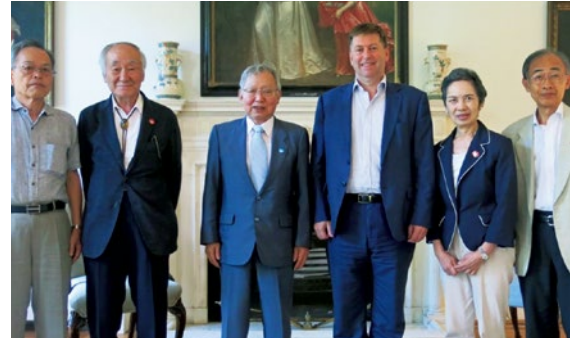
Floods, Fox, football

So far a summer of wild weather, VIP visits, and near misses

BY PAUL MADDEN CMG
UNITED KINGDOM AMBASSADOR TO JAPAN
PHOTOS: BRITISH EMBASSY TOKYO



Ambassador Paul Madden and International Trade Secretary Dr Liam Fox visited Prime Minister Shinzo Abe



A group of *hibakusha* visited the embassy to detail their experiences

The floods across a wide swathe of Western Japan, killing over two hundred people and temporarily displacing millions, were yet another reminder of how vulnerable Japan is to natural disasters, and how resilient the Japanese people are.

I called at the Imperial Palace to pass on a message of condolence from Queen Elizabeth II to the Emperor of Japan. Prime Minister Shinzo Abe had to cancel his visit to Europe, so President of the European Commission Jean-Claude Juncker and President of the European Council Donald Tusk came to Tokyo to sign the new EU-Japan Economic Partnership Agreement.

In July, the British government published a white paper on its future partnership with the European Union. Naturally there was much interest here, and I held a press conference for Japanese media, as well as writing to update top politicians and business leaders.

The proposals are well-judged to find a way of ensuring that the UK government fulfils its political mandate from the referendum of regaining control of our borders, our laws and our finances, whilst enabling the maximum continuity for trade and investment.

Trade Secretary Dr Liam Fox set this out in more detail during his visit to Tokyo in late July. He then called on Prime Minister Abe and ministers from the Ministry of Economy, Trade and Industry, and the Ministry of Foreign Affairs and the Cabinet Office, and held a number of meetings with business representatives. Prime Minister Abe warmly welcomed the UK's interest in considering joining the Comprehensive Partnership on Trans Pacific Trade (CPTPP).

Space is one of the areas in which the UK and Japanese prime ministers agreed last year to increase collaboration.

Star struck

Last month, I visited Tsukuba Science City in Ibaraki Prefecture for the first time, with members of my trade and science teams. Established in 1963 just 50km northeast of Tokyo, the City of Tsukuba houses 29 national and public research institutions.

At the Japanese Aerospace Exploration Agency, I was given an overview of Japan's impressive space programme. The nation's comprehensive capabilities include rocket launch sites in Kagoshima Prefecture.

Space is one of the areas in which the UK and Japanese prime ministers agreed last year to increase collaboration. This could include addressing the problem of space debris. The increasingly large volume of redundant kit floating around the Earth has the potential to damage expensive communications satellites.

At the Space Dome Exhibition Hall, you can go inside a mock-up of the Kibo, Japan's experiment module and the largest module of the International Space Station (ISS). It was a particular privilege to meet Kimiya Yui, one of Japan's 12 astronauts (the UK has had only two), who in 2015 spent 141 days in space. Astronauts are a special breed—highly intelligent, super-fit and brave. I would have thought once would be enough, but Yui said he'd love to get back into space again. He politely fielded my star-struck questions, such as, "How do you sleep in space?" His answer: "It doesn't matter in zero-gravity. Standing up, lying down; it's all the same".

We also toured the prestigious National Institute of Materials Science and heard about its collaboration with Rolls-Royce to develop alloys for jet engine turbines which are capable of operating at extraordinarily high temperatures.

And we had lunch with Tsukuba's dynamic young city mayor, Tatsuo Igarashi. Educated at the University of Glasgow and University College London, he credited his experiences in the UK with his decision to go into local government where he could make a real difference to people's lives.

Interestingly, as a relatively new city, Tsukuba's challenges are the opposite to those of many Japanese towns which face falling populations

A group of *hibakusha* ... outlined their life-stories: most had been young children, or even in the womb, when the bombs struck, but the experience had impacted their whole lives.

and ageing citizens. Mayor Igarashi told us he is more focused on building enough schools for his young population—and with so many PhDs among his townsfolk, those schools have to be pretty good.

Nuclear free

This was a very different conversation to one I had over a lunch I hosted for Baroness Cavendish, who used to be David Cameron's chief policy adviser, and is now writing a book on the challenges of ageing societies. We were joined by former Health Minister Yasuhisa Shiozaki MP, and a former chief government economist, and a top academic dementia specialist. Ageing raises many issues: medical costs, lack of carers, fewer workers and lower tax revenues. And in Japan it exacerbates the growing trend of rural depopulation, as younger people move to the cities, leaving country towns and villages with increasingly elderly populations.

A group of *hibakusha* from the Hidankyo (Japan Confederation of A- and H-bomb Sufferers Organizations) called on me in the run up to the Atomic Bomb Memorial events in Hiroshima and Nagasaki in August, which I had attended last year. They outlined their life-stories: most had been young children, or even in the womb, when the bombs struck, but the experience had impacted their whole lives.

They lobbied the UK to join last year's United Nations Treaty on the Prohibition of Nuclear Weapons. I explained that the UK shared their ambition to see a nuclear-free world—indeed we have halved the number of our nuclear weapons since the end of the Cold War, and now only account for less than 1% of the world's nuclear weapons. I added that we saw the Nuclear Proliferation Treaty, which celebrates its 40th anniversary in 2020, as the best



The St. George's cross flew at the embassy when England played in the World Cup

approach to making practical progress towards nuclear disarmament, and so that was our focus.

Sleepless nights

Dinner in Kumamoto to celebrate the 25th anniversary of the local Japan British Society was a fascinating insight into the broad range of reasons that people in provincial Japan are interested in the UK.

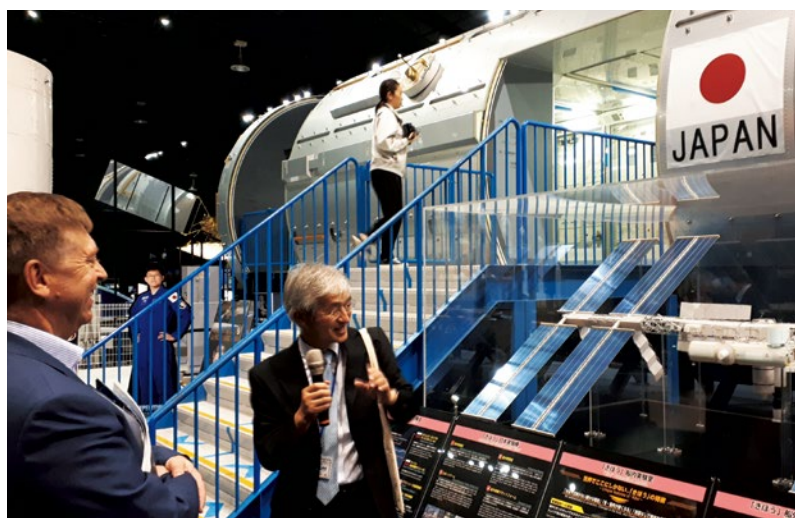
There was the local medical professor, who had studied in Edinburgh; the local museum director, who used to work for the British Council; and a former priest who came as a missionary and stayed on to teach English after marrying a local resident. Then there was a local businesswoman, who has built a thriving shortbread business with skills acquired when she was previously married to a Brit. Plus of course many who have visited the UK for holidays or enjoy literature and other aspects of our culture.

Finally, congratulations to both Japan and England for a great showing at the 2018 FIFA World Cup. Japan was very unlucky to go out to Belgium in the knockout stages after securing a two-goal lead. And the young and relatively inexperienced England team did a fantastic job to reach the semi-finals. We flew the St George's flag at the Embassy whenever they played, and I was ready to host a party if they made it to the final.

It was a heady few weeks of sleepless nights—those 3am starts could not have been more badly designed for this time zone. We exchanged excited WhatsApp messages with our three children, including the eldest who was actually there in Russia, and football came up in almost every business meeting I had. Let's hope the 2019 Rugby World Cup goes just as well—if not better—for our teams and Japan. 🇬🇧



Meeting with Japanese astronaut Kimiya Yui



A visit to JAXA allowed for a look at Japan's space exploration sector



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Heatwave

Office trends, disasters and a punk legend

JORDAN ALLEN | jordan@custom-media.com

The summer plods on, the mercury continues to rise and the exciting 2018 FIFA World Cup seems but a distant memory. Our offices have become a sanctuary, a cool bubble in which we can sit in relative comfort thanks to the ever-whirring air conditioner.

In this month's *BCCJ ACUMEN*, we have explored one of the latest trends to hit Japan regarding the office—office sharing. A number of firms are offering shared workspaces, where workers can set up their computers, sit in comfort and work without the restraints of a traditional office environment. Some of the spaces have

Age has brought the former Sex Pistol a great deal of wit and wisdom.

kitchens and private telephones, others provide regular networking events and beer on tap. Read more on page 23.

Disaster ready

While the weather of late has largely been sunny and hot around the nation, in June and mid-July torrential rain in south-western Japan caused flooding and landslides, resulting in the deaths of more than 200 people.

Events such as these serve as a reminder that the country which we call home is prone to severe natural disasters, which can claim lives and destroy property to a frightening degree.

With this in mind, we bring you an article on what the British Embassy Tokyo can do for you and your family in the event of a natural disaster, conflict or an act of terror. The advice, well worth remembering, can be found on page 20.

Wit and wisdom

As a music fan, it is my great pleasure to bring you an interview with punk icon John Lydon— a.k.a. Johnny Rotten. It seems age has brought the former Sex Pistol a great deal of wit and wisdom, and some of his thoughts on life, particularly on getting older, are truly quite inspiring. You can read more on page 40.

Hokkaido to Yorkshire

Another story that caught my attention is told on page 11 and concerns four brown bears. They are being taken from cramped conditions in Hokkaido to the vast spaces of the Yorkshire Wildlife Park in Doncaster. As a Yorkshire man, it makes me proud to see my home county make the news in such a positive way. This would be a good moment to wish *BCCJ ACUMEN* readers a belated Happy Yorkshire Day (1 August). 🇬🇧



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MEDIA

UK looks to Japan as partner for new fighter jet

The UK unveiled a new fighter jet at the Farnborough International Airshow, and sources said it would look to Japan as a partner for the new project, *Japan Today* reported on 17 July.

The Tempest fighter has raised questions about European defence cooperation, the report said, adding that Germany and France got their joint fighter jet programme under way in 2017.

Air Vice-Marshal Simon Rochelle from the Royal Air Force said Japan and Sweden were among the countries being tapped as potential partners, but added that the programme could yet be merged with the Franco-German one.



The Tempest fighter jet was unveiled at the Farnborough International Airshow.
PHOTO: ANDREW LINNETT MINISTRY OF DEFENCE

HS2 to rival *shinkansen*

Trains on the UK's High Speed 2 railway, which is currently under construction, will operate to an average delay target of 30 seconds, *North Wales Pioneer* said in a report on 19 July.

HS2 Ltd., the line's builder, said trains that operate on the line will rival Japan's *shinkansen* trains, famed for their dependability and punctuality.

The HS2 line initially will run from London's Euston Station to Birmingham Interchange, with future extensions to Leeds and Manchester already having been proposed.

Legal action launched by Hitachi against TfL

Hitachi Ltd. has launched a legal challenge against Transport for London, after a contract to build new Tube trains was awarded to German rival Siemens AG, *Rail Technology Magazine* reported on 23 July.

Hitachi, which joined Canada's Bombardier Inc. to bid for the contract to build 94 new trains for the Piccadilly Line, said TfL did not follow the proper procurement process, the report said.

The contract, part of the wider Deep Tube Upgrade Programme, was worth £1.5bn.

Stronger ties with Wales sought

A delegation from the Japanese city of Toyota in Aichi Prefecture visited the town of Cowbridge in South Wales, to help shore up ties between Wales and Toyota, *The Glamorgan GEM* reported on 18 July.

The Mayor of Toyota, Toshihiko Ota, met with directors and managers from Strachan Sports Travel, which is based in Cowbridge and will be helping Welsh rugby with their travel arrangements for the 2019 Rugby World Cup in Japan.

Wales's first game will be against Georgia in Toyota, and the city's officials were hoping to encourage dialogue with Wales and strengthen ties in commerce, culture, tourism and sport, the report said.



Toyota city officials visited Wales to boost ties for the 2019 Rugby World Cup.
PHOTO: STRACHAN SPORTS TRAVEL

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BBC starts service in Japan to stream news

A new BBC news streaming service has been launched in Japan, bringing video news to online audiences, *Japan Today* reported on 19 July.

The service, which is being run through the Yahoo! JAPAN website, is available from 7 a.m. to 4 p.m. on weekdays, and offers a selection of news and documentaries from the BBC's World News channel, with either Japanese simultaneous interpretation or Japanese subtitles.

Programmes on offer include *News Day*, *Asia Business Report* and *HARDtalk*.

Kanagawa theme park to fete Paddington Bear

A theme park based on Paddington Bear opened in Japan on 21 July, *Kyodo News* reported the same day.

The amusement park is the world's first to be based on the popular British character. Located in Sagami, Kanagawa Prefecture, the park has five attractions for children and families.

Among the activities of interest is a ride on a miniature fire engine. Children can knock over targets made to look like fire.

The facility is part of the Sagami Resort Pleasure Forest complex near Lake Sagami.

Hokkaido bears for Yorkshire



One of four Ussuri brown bears that will be given a home at the Yorkshire Wildlife Park. PHOTO: YWP

Four bears are to be sent from Japan's northernmost prefecture of Hokkaido to the Yorkshire Wildlife Park, *The Mirror* reported on 21 July.

The Ussuri brown bears have been living in tiny cages at the Ainu Culture Museum, but experience and resources to look after the bears are now lacking, the report said.

Named Riku, Kai, Hanako and Amu, the bears will be sent to a rehabilitation centre at the park in Doncaster, where a volunteers' day was held to get everything ready for their arrival.

Princess heads to Eton

Princess Aiko departed for the UK, where she will take part in a summer school programme at Eton College, *The Japan News* reported on 23 July.

The 16-year-old princess, a granddaughter of Emperor Akihito and the only child of Crown Prince Naruhito and Crown Princess Masako, will also visit other places, including Portsmouth and Oxford, the report says.

The short programme at Eton is part of her high school's study schedule, and will see her return to Japan in August.

UK beats Japan in 4x100m relay event

Japan came second, losing out to Great Britain, in the men's 4x100m relay in the final day of the International Association of Athletics Federations Diamond League event in London, *The Japan Times* reported on 23 July.

The Japanese team recorded a time of 38.09 seconds, behind the UK's 37.61, which was the world's fastest time this season, according to the report.

Three of the Japanese runners were members of the relay team that won the silver medal at the 2016 Rio de Janeiro Olympics. 🇯🇵

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Be in it to win it

2018 BBA nominations now open

LORI HENDERSON MBE

For the past 70 years, the British Chamber of Commerce in Japan (BCCJ) has been forging bilateral business relations. For more than a decade our British Business Awards (BBA) gala has been celebrating and rewarding the very best of these partnerships.

Now, in the lead up to our platinum 2018 BBA presentation, to be held on the evening of 2 November at the Grand Hyatt Tokyo, we invite you to nominate your favourite firms and individuals—and even your own firm or yourself—for a BBA trophy.

This year, judges are asked to keep in mind our 2018 BBA tagline—a tradition of innovation. They will be looking for winners who exemplify excellence and best practices, and who have made significant contributions to the community in Japan over the past 12 months or the most recent fiscal year.

With 220 seats now booked for the black tie ceremony, are you ready to showcase your firm's achievements?

2018 BBA categories

Company of the Year: Nominees are required to show excellence and innovation across all aspects of their organisation in Japan.

Entrepreneur of the Year: Nominees should be individuals who exemplify entrepreneurialism and have created commercial success through an innovative spirit.

Winners are acknowledged as industry leaders.

UK-Japan Partnership: For this category, nominees should be joint-ventures, alliances, or other partnerships that have made demonstrable contributions to the enhancement of the UK-Japan economic or commercial relationship.

Social/Environmental Contribution: For this award, nominees should have driven exceptionally effective programmes or initiatives in either of the areas in Japan.

Diversity and Inclusion: We are delighted to be introducing this new category, thanks to the support of the British Council Japan. Nominees should have promoted particularly effective diversity and inclusion initiatives, services or solutions in Japan.

Winning a BBA trophy is a prestigious endorsement of an organisation's projects, initiatives, products or achievements. Winners are acknowledged as industry leaders, named the

best in their respective categories and receive a variety of promotional benefits. All nominees enjoy pre-event and on-the-night publicity.

Previous winners say

"The BBA is a great opportunity to gain recognition for staff and colleagues and to highlight all the good work they do. It was such a joy to bring the news back to the office after winning the award and was very good for boosting team morale."

"It is really easy to nominate, it's free, and it's an excellent way to gain exposure in the local business community. It's a wonderful night out, and if your company wins, it's a big buzz for the team. I would definitely recommend companies get involved."

"[The BBA] was a great chance to meet new people with ambitious goals. I think we can all benefit from sharing ideas and seeing each other succeed as a strong group."

Ready to honour your valued employees and strengthen your brand?

To be eligible you must be a BCCJ member, a UK-owned and Japan-based firm, or a Japan-based firm or individual with significant UK links. 🇬🇧

How to nominate:

The BBA nomination process is simple and free. Send your completed nomination form as a PDF along with a high-resolution logo of the nominated firm to info@bccjapan.com by the deadline of 12 noon JST on 18 October, 2018. Good luck to all 2018 BBA nominees!

Visit www.bccjapan.com for more information about the 2018 BBA.

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DAVID BICKLE | @BCCJ_President

For the past several weeks, our thoughts have been with the people of south-west Japan. Rocked by an earthquake that struck Osaka in June, battered by torrential rains that triggered flooding and landslides, and now lashed by Typhoon Jongdari.

In a cruel twist, this latest storm had veered sharply from its apparent course to deliver further punishment to the embattled region.

With typical stoicism, the people of the affected areas will mourn their losses with dignity and show patient determination in overcoming these setbacks to embark upon the road to recovery. Infrastructure will be rebuilt, and lives, we hope, will return towards normal as quickly as possible.

I would like to think that most business leaders embrace their obligation to ensure continuity of operations in the face of unexpected disruption and suffering like this, and, most importantly, to secure the safety of their people.

For Japanese and long-term resident foreign managers in Japan, it is accepted that planning must address the possibility of natural disasters. It is also important that the possibility of such events occurring be recognised by newer arrivals, whose perception of risk may have been conditioned by the comparatively benign climate and geological stability of countries such as the UK.

For that reason, the British Chamber of Commerce in Japan (BCCJ) was grateful last month to Chris Heffer, director of trade and investment and head of crisis management at the British Embassy Tokyo. He hosted a briefing on the embassy's protocols for responding to major disasters. See page 20 for more details.

Please look out for further events after the summer recess, as the BCCJ seeks to continue providing members with information that may help them evaluate the adequacy of their business continuity plans.

On the subject of planning ...

Planning, in pursuit of goals, is the fundamental activity of the BCCJ's Executive Committee.

In line with its mission, the chamber aims to encourage bilateral business as it promotes UK-Japan economic growth and sustainability. We believe that accelerated progress can be made by promoting: 1) digital and technological innovation, which enables productivity increases and better ways to meet human needs; 2) socially responsible business practices that impact positively on the environment, society and communities and 3) diversity and inclusiveness.

We believe there is a growing consensus across borders and industry sectors regarding

The chamber will continue to help its members make great connections by bringing them the people that matter.

the importance of these themes, and that British business is making an important contribution to their advancement.

Each theme represents a beacon around which UK and Japanese firms can rally, and where it is hoped the exchange of experience will stimulate bilateral trust and commercial opportunities. The subject matter of BCCJ events and communications will reflect our belief in the importance of these themes, and I hope that members will appreciate the sharpened focus in chamber activities.

Rest assured that the chamber will continue to help its members make great connections, by bringing them the people who matter. Today, as I write, it was the UK Secretary of State for International Trade, Dr Liam Fox (page 34). That is the BCCJ's purpose. 🇬🇧



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STRENGTH TO STRENGTH

How the UK automotive industry is looking to the Japanese market

BY JULIAN RYALL

Within hours of arriving in Japan for the first time, Dr Richard Fairchild said he knew instinctively that it was the perfect place for Aurrigo PodZero autonomous vehicles—a conclusion supported by the amount of attention that his Union Jack-embazoned pod attracted in the UK Pavilion during the recent 2018 Automotive Engineering Exposition at the Yokohama Pacifico Convention Centre.

“It’s a market with great potential for us because Japan faces so many of the same challenges that we have in the UK right now”, said Fairchild, director of Autonomous Mobility Programmes at the Coventry-based Richmond Design & Marketing Group.

“There is congestion in urban areas; there are an awful lot of people to move; there is a desire to cut carbon emissions and clean up the air in the cities; and there is an ageing population of people who do not want to give up their driving licences, because it would mean they would effectively be cut off”, he told *BCCJACUMEN* at the exposition, held over three days from May 23.

The Aurrigo pod is not designed to act as an autonomous vehicle on public roads but, instead, to transport people efficiently on the first or very last leg of a journey, such as within a sprawling airport complex, at sporting venues, shopping centres, science parks, university campuses, theme parks, heritage sites and facilities designed to care for the elderly and infirm.

Weighing just 650kg, the vehicle has space inside for four passengers and can travel 40km on a single charge at a top speed of 25kph.

“Japan faces so many of the same challenges that we have in the UK right now”.



Dr Richard Fairchild and the Aurrigo

Critically, it has no steering wheel or pedals, and is commanded through an application on a user’s mobile phone.

Fairchild said that, to date, 10 units have been deployed in Milton Keynes, three in the Australian city of Adelaide, and one vehicle each in the cities of Houston, Texas, Ottawa in Canada and in Singapore.

With these vehicles already showing off cutting-edge British automotive technology, Japan is definitely in the firm’s sights for the next deployment of a pod.

“I can see a lot of potential synergies with companies here and, if the right partnership came up, we would very much like to move into this market and show just what we can do”, Fairchild said.

Battery technology

Twenty-three British firms and organisations took part in this year’s exposition, with the UK pavilion being the largest. The British presence also underlines the importance of the auto sector to the overall UK economy and the trade relationship with Japan.

More than 1.67mn passenger cars were built in the UK last year—almost half by Japanese carmakers—as well as 2.7mn engines. Over the past 13 years, Japanese firms have made 9.5mn cars in the UK.

Japanese carmakers also continue to invest in the UK, with Nissan Motor Company Ltd. having announced, in 2016, that it would build its next-generation Qashqai and the X-Trail SUV at its factory in Sunderland. Toyota Motor Corporation,



Adam Foster said Japan will be important for battery firms.



Stephen Irish: the event helps build profiles.

“There has been an explosion in activity among small and medium-sized enterprises in the British auto sector because we have fantastic ideas and a rich heritage”

meanwhile, announced in February this year that it will invest £240mn in the UK and build the new Auris at its facility in Burnaston, Derbyshire.

Through the Advanced Propulsion Centre, based in Coventry, industry and the government have agreed jointly to contribute more than £1bn over 10 years to support research, development and the commercialisation of low-carbon technologies. The centre currently has 36 projects under way.

Another area in which the UK leads the world is battery technology, although few people are aware that the lithium ion battery was invented in Britain. Philip Hammond, the UK chancellor, unveiled a plan in November to invest £246mn in developing battery technology. Of that figure, £80mn is being set aside for a national battery manufacturing development facility.

Hyperdrive Innovation Ltd.'s area of expertise is lithium ion batteries, with Commercial Managing Director Stephen Irish attending his third exposition in Yokohama.

“It’s really important that we are here because it enables us to build new relationships and reinforce others, so a lot of what we are doing here is building our profile,” he said.

Hyperdrive was only set up six years ago, but has grown rapidly, particularly in the two years since it began working with Nissan. The firm develops and manufactures batteries for electric vehicles, ranging from nimble street sweepers to colossal earth excavating machinery. It was the first firm to secure the supply of Nissan’s LEAF lithium ion battery technology for its own commercial products. The clever bit of state-of-the-art batteries, Irish said, is the battery management technology.

“Our ultimate goal is to be able to build bigger and better battery systems for our customers,

which will then lead to us working with bigger and better customers. And we have learned that we are able to add value by engaging with companies early in their process and then supporting them as they develop their concept, so we are able to provide the ideal product, whether that be for an autonomous factory vehicle or heavy machinery,” he added.

Strength to strength

Adam Foster, senior software engineer for Potenza Technology Ltd., agreed that Japan is going to become increasingly important for battery firms as demand for environment-friendly vehicles increases around the world.

“We have not been active in the Japanese market yet, but we are expanding and we do want to be here because we recognise how important it is,” he said. “All the large [original equipment manufacturers] are at this show and those are the

sort of companies that we want to build long-term working relationships with”.

David Tozer, manager of the automotive section for Swindon-based Innovate UK, said the British auto industry “is going from strength to strength”.

“We are taking the lead in both on-board and off-vehicle technologies, as well as all the infrastructure and systems that underpin the auto industry of the future,” he said.

“There has been a huge drive in the industry to secure the benefits that we are very aware of in the area of autonomous vehicles, and we are also in a leading position on the battery side of the business, in terms of the development of new technologies.

“There has been an explosion in activity among small and medium-sized enterprises in the British auto sector because we have fantastic ideas and a rich heritage. That means there is still a lot of research and development work being done in the UK” 🇬🇧



FROM LONDON TO TOKYO TO EPSOM: THE JOURNEY OF ONE MORGAN CAR

TEXT AND PHOTOS BY YUUCHIRO NAKAJIMA



Whenever they encounter another Morgan on the road, drivers of this iconic British car cannot help waving at their fellow enthusiast at the wheel. This happens as much in Britain as it does in Japan. I should know, because I have had my Plus 4 Four-Seater in both countries.

It was love at first sight. Back in 1989, when I was living in London, good friends of mine Brigid and Frank bought their Morgan, a Connaught Green Plus 4 Four-Seater (Brigid's father had been a long-term Morgan owner). They took it on a joint family holiday that we had in Tuscany in 1990 and I decided that I had to have one for myself. My daughter recently having been born, I thought that a four-seater would be more practical.

So, I placed an order and put down a deposit. The dealer told me that I would have to specify the features the car was to have, but there was no point in doing so then as there was a six-year waiting list! The specifications would be submitted six months before the planned delivery date, when the car would start to be built.

In the ensuing years, a number of things happened in my personal life and the work front, resulting in unforeseen changes to financial circumstances. Six years passed but I was unable to proceed with confirming my order as I did not have enough funds.

Luckily, Morgan let me defer my order by a year and, in early 1997, I returned to the dealer to submit the specifications and order option extras (walnut dashboard, leather upholstery, wire spoke wheels, driver's side wing mirror, door handles, glove compartment lid, bumpers, etc.). Some weeks later I was invited to Morgan's Malvern plant to see my car being built.

In August, almost seven years after having placed my order, the Morgan was finally delivered.

The car has now been with me for 21 years and is probably the only Morgan that was bought and driven in the UK, brought to Japan and then returned to Britain, all by the same owner.

It turns heads almost anywhere it goes, even in its country of origin, but a particularly memorable occasion took place somewhere near Lucca in 1996, on another Tuscan holiday. I had driven the car there from London, putting it on a Motorail service from Calais to Bologna. The Morgan was parked for a few minutes near a hilltop church in Petrognano and when I returned to the car, it was surrounded by a swarm of high school students, some of whom on seeing me begged me to open the bonnet while others were heard muttering "Che bella macchina (What a beautiful car)!". It was quite a few minutes before they dispersed.

I regard my 21-year old Morgan as the ultimate antithesis to the modern car. It has no air-conditioning, though its heater is very efficient—in summer as well as in winter. It takes a good several minutes to put the hood on and, in heavy rain, the passenger (if one is aboard) is often busy mopping up the water that seeps in through various gaps between the hood and the bodywork. The suspension is good, in fact too good: it indicates the road condition and identifies even the slightest dents in the asphalt. Naturally, there is no satellite navigation system, though I daresay one could be fitted even now. Cleaning and polishing the car can only be done manually. It therefore takes a certain kind of mindset to own, drive and maintain a Morgan.

It never ceases to amaze people, so it seems, to know that the design of the classic Morgans (the 4/4, Roadster, Plus 4 and Plus 8) has not changed much since 1938. Some cannot believe that those cars are still made, to a great extent by hand. The marque exudes idiosyncrasies and eccentricity, which set it apart from all other production cars.

They are beautiful to look at, require delicate handling and yet are impressively robust. Those are the qualities that attract people and the reasons that Morgans retain their popularity. It has most certainly been worthwhile shipping my Morgan across continents! 🇬🇧



WHEN DISASTER STRIKES

What the UK government can—and cannot—do for you in Japan

BY SIMON FARRELL

A recent event held at the office of the British Chamber of Commerce in Japan (BCCJ) saw the British Embassy Tokyo's Director for Trade and Investment Chris Heffer detail what exactly the UK government can and cannot do for British nationals in the event of a major disaster in Japan.

We put a series of questions to the embassy, looking at how you can ensure you are well protected, and to help you understand what the UK government can do to assist should there be a major incident.

In the unlikely event of a major natural disaster, accident, conflict, act of terror or other catastrophic event or threat, how can the UK government help British passport holders and their families visiting or resident in Japan?

Every disaster or crisis is different, but we do have some standards, procedures and principles to guide us. Firstly, it is the Japanese government's role—at a local or national level—to provide help and support to all residents and visitors. We can, however, assist British nationals—or other eligible people such as certain family members—in a crisis by:

- Setting up an information hotline, short message service facility, and online webform for people to contact us if British nationals require assistance
- Working with local authorities to establish if British nationals have been involved and providing information and support to those who have been affected
- Deploying staff in the aftermath of an incident to provide assistance to affected people

Some crises involving British nationals abroad may need exceptional levels of response beyond what is described above. It is not easy to define in advance what these circumstances might be, but they might be the result of a large-scale accident, civil unrest, terrorism or conflict.



Director for Trade and Investment Chris Heffer led a BCCJ event on how the UK government can help in times of disaster.

Conversely, there may be limits to what we can do in a crisis. Just as individuals need to take sensible precautions, read and follow advice provided and take responsibility for their own safety first, we have a duty of care to our employees and we will not send our staff into a situation where we judge that their safety could be seriously at risk.

And what can the embassy not do?

As you would expect from the UK, we will neither tell you what to do, nor can we make you do anything. Ultimately decisions about your safety and care can only be made by you and your families.

And bear in mind, we are not operating in the UK, but are also guests here in Japan. So we cannot guarantee your safety and security here, because this is the responsibility of the government and authorities of Japan. We can, and do, provide advice and assistance as required.

Will you train or relocate more staff to help Britons who may encounter serious trouble during the 2019 Rugby World Cup and 2020 Olympic and Paralympic Games?

Japan is a safe and relatively crime-free country, so we therefore do not anticipate encountering serious trouble during the Rugby World Cup or the 2020 Summer Olympics. These world events should celebrate the best of global spirit and host country *omotenashi* (hospitality), and we are confident that will be the case here, too.

The probability of a major earthquake in Tokyo is around 70% in the next 30 years.

However, Japan does have specific behavioural norms and some rules that visitors may be less aware of, and for the majority of travelling supporters this will be their first trip to Japan. So, our aim is to minimise the risk of visiting supporters requiring consular assistance during these two major sporting events by launching a communication campaign, highlighting issues such as the heat, public behaviour and restrictions on bringing in certain medicines which are common in the UK but illegal here. Our consular staff receive ongoing training and we will continue to exercise our Japan-wide crisis plans in the run up to both events.

What are the main threats in Japan for Britons and the British government?

The Japanese government regularly assesses the key risks to its residents and is also well known for having some well-drilled warning and response mechanisms. As you would expect, this centres on natural disasters, which Japan is prone to experience—earthquakes, tsunamis, typhoons, floods, mudslides, etc. We certainly don't want to worry readers, but the Japanese government does estimate the probability of a

major earthquake in Tokyo as around 70% in the next 30 years. However, this ongoing risk means Japan is well equipped to cope with large-scale disasters that might floor other countries.

The British government does an assessment of other sorts of risks so that we can be prepared for the different scenarios they might produce, just as many businesses do. These would include more man-made incidents—terrorism, industrial disasters, transport disasters, civil unrest—but also wider incidents, such as the possible return of a pandemic to the region. To be clear, we do this so we are prepared for a wide range of possible incidents, rather than to make specific judgements about their likelihood.

How do Britons contact the UK government if they are in serious trouble?

Your first port of call should remain local emergency services. But if you are in Japan and you need urgent help from the UK government—for example, if you have been attacked or arrested or someone has died—call 03 5211-1100 and you will be put through to a consular officer. This service is available 24 hours a day, seven days a week.

Why can't Britons register their residence abroad at local embassies anymore?

Modern technology such as social media allows us to be more effective at keeping in touch with Brits in Japan. We used to have a global online registration database, named Locate, for people living abroad or travelling abroad, allowing them to leave contact details and next of kin details for use in case of emergency. However, the concept of registering with the Foreign & Commonwealth Office just in case of an emergency did not prove popular with the British public and, with lots of out-of-date information, the register did not provide an accurate picture of British nationals abroad. It therefore actually diverted our resources in a crisis rather than proving an effective part of our crisis response. Rather than formal registration, we advise British nationals—residents and visitors alike—in Japan to subscribe to our latest travel advice. See links at the end of this page.

What else should Britons in Japan know about disaster preparedness and crisis response?

You are responsible for your own and your family's safety.

Our travel advice is reviewed regularly and updated following any significant incident that might affect British nationals visiting or living in

You are responsible for your own and your family's safety.

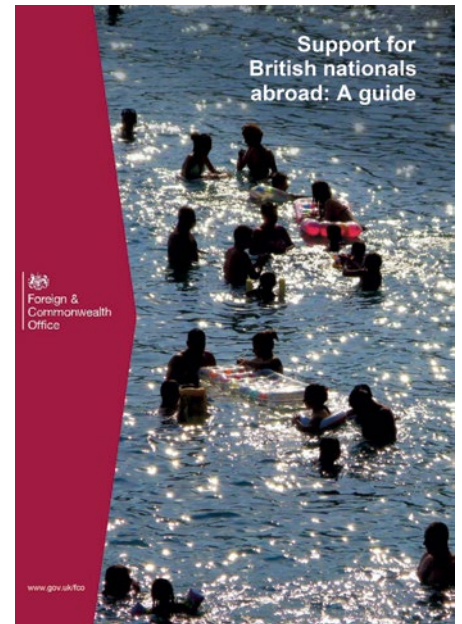
the area. In a developing crisis, we update the information much more regularly and, if necessary, several times a day, and we use embassy social media channels to make people aware of the updated travel advice

The purpose of our travel advice is to provide information and views to help British nationals form their own judgements about travelling to, or living in, a particular country. While we take every care when preparing our travel advice, we cannot accept any responsibility, including legal responsibility, if you read the travel advice and choose not to take it into account when making any decisions relating to a particular country.

If you have not done so already, we recommend you subscribe to email travel advice alerts and follow our travel advice pages on social media. See links at the end of this page.

Some other things you might consider:

- Ensure you know what the local government advice is and follow it, including any suitable preparations for you and family
- You should familiarise yourself with your own employer's evacuation and crisis policies
- Make sure your employer has your next of kin details in case of an emergency
- Ensure family and friends have your contact details and know your whereabouts, so they can give us this information if you are in an area overseas affected by a crisis
- You may also want to consider where, in a real emergency, you might go—either elsewhere in Japan or overseas
- Keep your passport, and those of immediate family members, up-to-date, and any visas that they may require; during a crisis, local UK passport or visa services may be limited or closed, which could make travelling at short notice more complicated



www.gov.uk/government/publications/support-for-british-nationals-abroad-a-guide

If you have been attacked or arrested or someone has died—call **03 5211-1100** and you will be put through to a consular officer. This service is available 24 hours a day, seven days a week.

www.gov.uk/how-to-deal-with-a-crisis-overseas

www.gov.uk/foreign-travel-advice/japan

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PHOTO: SERVCORP JAPAN

FLEXIBLE WORKSPACES

Office-sharing takes off in Tokyo

BY JORDAN ALLEN

Imagine a room full of comfy chairs and practical tables, a kitchen off to one side and a fantastic view out of the window. But you're not at home, you're in the office. And in your office are any number of individuals getting on with their own work, completely unrelated to yours.

May we introduce office-sharing, the newest working style to hit Japan.

Across the capital and across the country are any number of office-sharing sites, which allow people to pay a subscription fee, and use the facilities on offer as if they were their own. Some offer private booths and boardrooms for meetings; others offer beer on tap and something akin to a small convenience shop.

But what is it that is drawing people to office-sharing locations around Tokyo?

For one office-sharing provider, the answer lies in the Japanese business model. Chris Hill, CEO of WeWork Japan said the model is "currently on the cusp of change. Companies are embracing open innovation over the traditional in-house set-up, and adapting their employment models to cater for the changing attitudes to lifetime employment and flexible working.

"We saw in Tokyo," Hill explained, "a growing culture of users seeking flexible working arrangements that allow them to pursue their dreams and opportunities to connect with like-minded companies on a global level in order to grow their businesses".

WeWork currently operates in 74 cities in 22 countries and has some 248,000 members. July 2017 saw the firm enter the Japan market, and February 2018 launch its first shared-office presence in Tokyo's Roppongi Ark Hills complex. It has subsequently opened a number of other offices in the capital.

Hill said that WeWork's Tokyo facilities are used by a broad range of people, from "entrepreneurs, small- and mid-sized companies, to large corporations including multinational customers".

"Depending on their needs, companies may take up a flexible hot desk solution ... or private offices. Sometimes companies will send an entire department to work at WeWork's space, where their employees can benefit from working in an open, collaborative culture and interacting with employees from other companies", he said.

"In terms of the WeWork Tokyo community, we're proud to have the likes of BK Japan Holdings, JTB, Mitsui & Co., NTT Communications, Yahoo Japan Corporation and SoftBank Corp amongst our multinational enterprise members", he added.

WeWork's shared locations offer users a range of seating arrangements, power outlets for computers and phone charging, a snack shop and drinks. They also put on events for members, and there is an app through which they can interact and connect.

Collaboration

One person who has been converted to the idea of office-sharing is Hakuei Kosato, of British Chamber of Commerce in Japan (BCCJ) member La Ditta Limited.

He spoke with *BCCJ ACUMEN* at his WeWork shared office in the Ark Hills complex.

"Listed companies are here, entrepreneurs like me are here, small, big, medium companies are here, so it is quite amazing", he said. "I have met 100 people in the last six weeks and I am probably starting new businesses with at least two or three of them".

Companies are embracing open innovation
over the traditional in-house set-up

“We also provide the registration for their business and telephone handling [and] answering”



WeWork opened its first Japanese location in February • PHOTO: WEWORK JAPAN

He went on to tell me that, in his opinion, the days of traditional offices are gone. “You see, information, I think, travels with people. There’s all these very interesting people that you meet and then it’s kind of real information. So, if you sit in your own office, you don’t have that access.”

Kosato explained that he began using WeWork on its opening day in Japan, having joined at its first location. There are other locations in places such as Shimbashi, Ginza and Marunouchi.

“It’s no longer about single offices. It’s about collaboration, it’s about cooperation, it’s about doing what you want to do and having a community full of people who are supporting you. And that doesn’t have to be entrepreneurs like me, but even big companies need new ideas and new networks and new collaborators” he said.

I asked whether he had ever tried a traditional office.

“Oh yeah, of course. It worked for that time, but I think it’s just that it’s boring”

The CEO of WeWork Japan, Chris Hill, said the firm has received largely positive feedback from users in Tokyo. “By tapping into the community and networks of WeWork, it has enabled them to enhance interaction with companies and industries that they were not able to interact with before”.

The firm is looking outside Tokyo for future expansion and, within the next year, aims to set up offices in cities including Osaka and Fukuoka.

New generation

Another firm offering shared workspaces is Servcorp Limited. A recent entrant to the office-sharing market, the Australia-headquartered firm now has 15 office-sharing locations in Japan.

Manami Alberto, sales director for Servcorp in Japan, said membership is diverse. “Some of the companies might allocate a few people here to use, or ... a personal businessperson can also use [space] here. ... The other point is to have the community meet; we have a monthly event at every location, so the clients can come here for networking and have conversations with other clients”.

She said the Servcorp model of office sharing is proving popular. “It has open space and you can sit anywhere you like, have a conversation

with other people, and [it is] flexible as well. The contract is monthly and is easy to use”.

Speaking to *BCCJ ACUMEN* at Servcorp’s office in the Tri-Seven building in Roppongi, Alberto said the firm offers members a range of services. “They can spend the day here to work on their business, but we also provide the registration for their business and telephone handling [and] answering”.

In terms of the other services on offer, she said, “we have telephone booths if you want to make a private call or conference call of course we have a meeting room; clients can book online”.

As to why people are choosing to work in a shared environment, Alberto said it is down to flexibility. Servcorp, for example, allows users on certain plans and packages to use facilities in other locations.

Like WeWork, Servcorp puts on a range of events. Alberto shows me a flyer advertising an upcoming flower arranging day and an event entitled Present Your Tech Product Night.

Another company offering office-sharing space in Tokyo is Blink, which opened its first Japanese location in Roppongi in June.

General Manager Romain Moracchini said Blink offers “something more international compared to most Japanese grass-rooted shared offices”.

“Our workspace offers exceptional indoor and outdoor event spaces, a large outdoor patio with breath-taking views of Roppongi Hills, and top-quality coffee,” he added. “We are also rolling out services such as translation and interpretation, company set-up and administration, web and social media and other legal and accounting services”.

Moracchini said Blink is trying to take a different approach to office-sharing. “We place a lot more emphasis on creating synergies through aggregating people of the same industries. For Blink Roppongi, the emphasis is on international business, leveraging the international nature of the Roppongi district”.

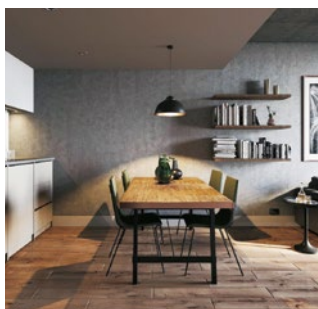
So, if you’re getting tired of the regular office grind, and fancy revitalising both yourself and your business, you may wish to get on board with office-sharing—Japan’s latest trend. 🍀

One of several Servcorp locations around Tokyo • PHOTO: SERVCORP JAPAN



NORTHERN POWERHOUSE

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professional landlord to be the best properties on the local market. The design features are expected to attract a great deal of demand. The developer's current portfolio is oversubscribed more than 70-fold, meaning they get over 70 applicants for every rental property they bring to market. The result is that these properties command higher rents than comparable properties, making them an ideal buy-to-let investment.

Why are you looking to expats in Tokyo?

We have been conducting seminars around the world for a number of years and, in the case of British expatriates, we have found that they often want to invest in property back home but don't know where to start. It can seem a daunting process to go through: doing research to determine the current trends, where the latest investment hotspots are, sourcing a mortgage, and finding a reliable solicitor, especially when one is so far away. For that reason, we at CERT provide investors with access to solicitors, mortgage providers and accountants with a proven track record, as well as any other service investors may need.

How can people find out more?

On 22 September, we will host a seminar in Tokyo. There we will talk about property investment in the UK and will discuss our current pick of the developments. You can contact the event promoter LIFULL on international-invest@lifull.com or, alternatively, if you are unable to make the event or want to talk to us about investing, please let us know when you are available so that we can schedule a private consultation while we are in Tokyo. We would be only too happy to discuss your investment requirements and how we might help you meet your goals. 🇬🇧

CERT property ▲



Register to find out more details

If you have ever considered investing in property in the UK, but have been put off by the daunting legal processes and not knowing where best to invest, help is at hand.

A new development, Ancoats Gardens, is under way in Manchester, and the people behind it are promising to help you invest sensibly.

BCCJACUMEN spoke to the managing director of CERT Property, Howard Lord.

Please tell us about the development in Manchester

Manchester is the leading marketplace for property investment in the UK right now and is seeing investment from all over the world. The city is establishing itself as a global leader in a number of modern industries, from tech and biosciences to media. The city is predicted to have an economic growth of 2.4% per annum through to 2020.

Now the global brands are moving in. There's the impending Ivy restaurant launch, the recently opened WeWork offices, international fashion brand Pretty Little Thing, Kellogg's cereals and, of course, the most famous football clubs in the world: Manchester City and Manchester United.

The BBC and ITV recently relocated their headquarters to Media City UK, just 10 minutes from the city centre. Together with 33,000 new housing units to be delivered by 2020, the city is evolving.

Website GoCompare recently rated Manchester the number one place to be a landlord. We have 109,000 young professional renters in the city and a 51% student retention rate, one of the highest in the UK.

Ancoats is the neighbourhood that every 20-something wants to live in. It has artisan eateries, independent coffee shops and creative

media startups. Ancoats was recently named one of *The Times'* top 20 coolest places to live in the UK.

The Ancoats Gardens apartments combine high-quality finishes and cutting-edge, low-carbon technologies with stylish, convenient residences. Beech Holdings' developments are in extraordinary demand from tenants, investors and occupiers alike. The company has even won prestigious national awards for its ecological approach to creating smartly designed apartments for the modern tenant.

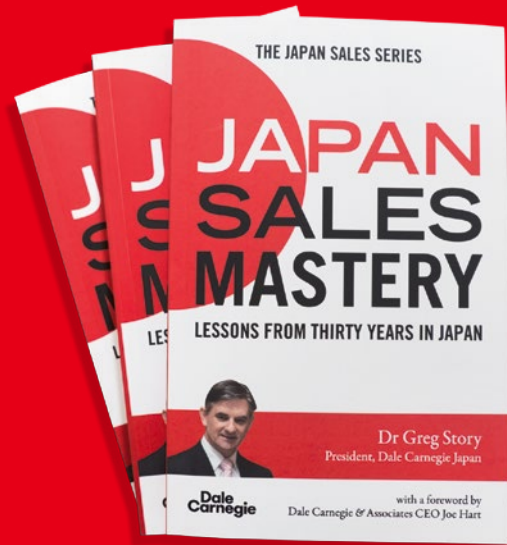
Their use of low-carbon technologies means that Ancoats Gardens will be one of Manchester's most energy-efficient developments, which offers a great benefit to investors and occupiers with better rental yields and a futureproof investment.

What sets this development apart from other properties?

The developer, Beech Holdings is known for doing things differently. Its focus is on creating high-quality, low-carbon properties that people actually want to live in and that suit the lifestyle of a modern young professional city dweller. This approach comes from the fact that Beech isn't just a developer, it is a landlord first and foremost, having been investing in Manchester for over 18 years. It owns and manages one of the largest privately owned property portfolios in the city through its own highly dedicated team.

Who are you targeting with this new development?

The properties will appeal to investors and owner-occupiers alike. As a company we focus on providing investors with properties that we expect to deliver above-market returns. The properties in this development have been designed by a



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COALS TO NEWCASTLE ...

... or selling electronics to Japan (Part III)

TEXT AND PHOTOS BY PETER BACON MBE

Typical Osaka relaxation after a seminar by The Technology Partnership in 2000

This year marks the 70th anniversary of the BCCJ, and as such we are bringing you a range of articles looking at the history of the chamber and UK-Japan ties.

This month we present the final instalment of an article written by Peter Bacon MBE in *Britain & Japan: Biographical Portraits Volume X*, published in 2016 by Renaissance Books, which was compiled and edited by Sir Hugh Cortazzi GCMG, a former ambassador to Japan.

This excerpt looks at how British electronic component manufacturers sought to sell their products to Japanese firms in Japan during the 1990s and 2000s, and the lessons they learned and successes they had.

In the 21st century, electronics business increasingly moved out of Japan

We would like to thank Sir Hugh and the Japan Society in London, owners of the book's copyright, for allowing us to reproduce the following article and for supporting our project.

In the 21st century, the electronics business increasingly moved out of Japan into other Asian countries. As a result, UK suppliers did not have the same clear focus on Japan as they had earlier and the number of new clients in the electronics field was not increasing sufficiently to cover the much higher costs of full-time staff. So it was decided that this venture would have to close. Electronics Link Asia Ltd (ELA) now became a small scale consulting operation and the office in Japan was closed.

The British Industry Centre (BIC) in Yokohama initially had a financial guarantee from the Department of Trade and Industry (DTI), although this was never called on, as the centre was fully funded by its tenants. It grew for several years, but as tenants moved on to set up their own offices the numbers reduced. The DTI decided to withdraw the guarantee and it closed.

Our successes

More than 20 UK companies were clients of ELA. Ten companies won some 30 significant contracts.

Our most successful client was Cambridge's TTP Communications Limited, spun out of The Technology Partnership to supply software and semiconductor IP for mobile phones. They grew their business in Japan with our help to £10mn per year. They then asked us to help recruit a Japan country manager and set up TTP Communications K.K. Other clients of ELA such as Wolfson also set up their own Japan office and worked closely with distributors. Our network of Japanese electronics contacts continued to grow.

Apical Ltd, another of our clients, had unique image improvement technology, which could help to improve photographs taken with digital cameras. As Japan was at that time the leading manufacturer of digital cameras, they focussed on the Japanese market. Their first customer was Nikon Corporation. And Olympus Corporation regarded them as the most Japan-oriented supplier they had ever met. Apical appreciated the support, which they had from JEBA and ELA.

Elixent Ltd was enabled to develop such significant business with Panasonic Corporation that Panasonic decided to buy the whole company, and set up its Panasonic Bristol Design Centre with a staff of more than 30. They had no experience with Japan until they worked with us. They had the right technology at the right time, and thanks to links with senior Japanese executives their CEO made a particularly good contact with Toshiba Corporation in his first week in Japan. They accepted all the challenges of the Japanese market and worked hard to meet Japanese targets. The late Kenn Lamb, CEO of Elixent, knew well how to do business in the United States and was determined to make a success of the Japanese market. He told us frankly that he knew nothing about Japan, and asked us to teach him everything that mattered. His only large customers were in Japan.

After Apical had gained four Japanese customers, they considered setting up their own office or at least a support facility for their customers. A new joint-venture company, Electronics Link Japan, with a sales and support function was set up under Steve Crane who brought some former staff members of the company of which he had been CEO. As time passed, Apical's customers lost business to other Asian makers, and some Japanese customers developed their own technology.

Other companies such as Arm Holdings, CSR plc, and Imagination Technologies have made a huge success in Japan by having the advanced technology and absolute commitment that Japan was central to their plans.

Conclusions

The most successful companies were those where senior directors (including CEOs) were personally involved with their sales in Japan, and were willing to learn.

Japanese companies at times seem to be among the worst with which to do business with their pressures over quality and delivery, endless questions and seeming delays in decision-making. Yet they could be the best long-term partners and most reliable customers.



UK technology representatives at the Combined Exhibition of Advanced Technologies (CEATEC) 2002

**While times change,
the need for strong
relationships does not.**

The main requirements for success in Japan were:

- top level support (CEO) of UK company
- face to face meetings in Japan
- making commitments and sticking to them
- accepting challenging targets, and never giving up
- having Japanese business as an essential target, not just getting an initial order
- getting to know honest and open Japanese intermediaries and listening to them
- willing to learn

These basic rules apply not just in the electronics business area, but in all areas of doing business with Japan.

To sum up:

- maintain consistent high level Japanese relationships
- understand how they work
- introduce the best people in your company
- ensure that they make the efforts needed
- listen and learn
- support them intensively
- never give up

Footnote: June 2018

It is true that the Japanese electronics firms have lost some ground to other Asian competitors, but it is also clear that in terms of quality and specifications, Japanese firms still reign supreme.

Some of the UK firms with which I have worked are still developing impressive business links with Japanese firms, and I believe that the lessons we learned are still valid today.

World-leading technology, persistent and endless quality improvement, and the personal commitment of the CEO of the UK firm to the Japanese market are still key to success.

As an example, I have followed Apical technology which is still used in a famous Japanese electronics firm's products, and we remain in contact with that Japanese firm, who regularly want updates. Apical was bought by ARM which was bought by SoftBank Group Corporation. Elixent Ltd was purchased by Panasonic, and I believe this is also to the long-term benefit of Panasonic.

I have contact with some other firms working with Japan, and see that there is still an appetite for technologies that are world leading, and when they are persistent enough I feel sure of success and still advise one who has been persisting for seven years or more. But their time will come soon as 5G and similar technologies emerge and Japan readies itself for the 2020 Tokyo Olympics and Paralympics, where some world leading Japanese products will surely be seen.

So while times change, the need for strong relationships does not, and we wish all those doing business in Japan the greatest of success. 🇬🇧

GROWTH STORY

2018 Recruitment International Awards names
Matt Nicholls Business Leader of the Year

When Matt Nicholls was appointed managing director of RGF Professional in August 2015, the company—then called RGF HR Agent—was struggling. There had been three managing directors since the business was established in 2011, and staff turnover was extremely high.

To compound this, RGF had a mixed reputation among clients as well as recruiters who worked for competing firms, and staff turnover had created another issue: the 19-person RGF team was based in Ebisu, in an office with room for 80. Nicholls was under immediate pressure to steady the business and do something about the unused office space.



Rebuilding

Parent company Recruit had decided it would be best to sublet half the office; but Nicholls had other ideas. It was clear to him that the business had huge potential, being part of Japan's best recruitment brand and having access to great resources. He persuaded Recruit to hold back on any decision for six months and let him replace departed staff.

From the start, Nicholls's vision was to transform RGF into the leading bilingual recruitment agency in Japan. To do so, he had to attract star performers from the competition.

He managed to sell his vision for the company and make several key hires, including Alex Zoboli, who joined from a competitor as director of sales and marketing. Zoboli had just been awarded Manager of the Year for Asia at his previous company and was an extremely valuable recruit.

Nicholls knew that he must present a compelling case to potential hires if they were to choose RGF over competitors.

The success of his new pitch was dramatic, and rarely was a head-to-head battle lost. He took this so seriously that he conducted every initial interview for the first two years, often talking to more than 20 potential new hires a week. By January 2018, there were 85 people squeezed into that same office in Ebisu.

Flourishing

In less than three years, both infrastructure and reputation had developed to such an extent that RGF Professional welcomed an additional 30 new starters—half recruited directly from competitors in Tokyo—in one go on the day the company moved into its new office on April 1, 2018.

To grow any business from 19 to 123 people in less than three years is an outstanding achievement. To do so while smashing profit targets—and without any kind of push or direction from the head office—is rare. Quite simply, with a different managing director at the helm, RGF Professional Recruitment would look pretty different than it does today. 🍀

Keys to the win

- Complete reset of vision, mission, values
- Revamp of the hiring process and pitch
- An environment that inspires success
- Strong emphasis on teamwork and maximising resources
- Redesign of all the major processes and structures
- Complete IT overhaul and new website
- Comprehensive market coverage with 12 new teams

03-6422-4400

<https://www.rgf-professional.jp/en>

THE BRITISH SAMURAI

Tracing the life and journey of William Adams

BY SAYA HATTON

PHOTOS BY HIROMI T. ROGERS

Settling in a new country and adapting to a foreign culture often can be arduous. Difficulty in communication, lack of familiarity with the environment and having no acquaintances are what most emigrants experience to some degree. For Hiromi T. Rogers, settling in the UK was just that. But through the legacy of William Adams, she was not only able to relate but also share his influential story with others in similar situations through a book.

In 2016, Rogers published *ANJIN: The Life and Times of Samurai William Adams*, a narrative of the first British man to set foot in Japan. Although her book is not the first to be written about Adams, also known as Miura Anjin, it is the first to incorporate information from both Western and Japanese sources. In it, Rogers follows Adams in great detail on his expedition to Japan and describes how an ordinary British man climbed the strict Japanese hierarchy to eventually earn the status of a samurai.

When Rogers moved to Devon, England, she attended the University of Exeter to earn a PhD in drama. Her paternal grandmother, whose ancestors were samurai, was fascinated by films

and dramas depicting the Edo period. This interest was passed on to Rogers from an early age, along with a keen interest in the culture and language of the Edo period.

At first, she had no intention of writing a book about Adams and was merely researching his life story while looking for inspiration and encouragement to survive the drastic transition from home.

Just as Adams had arrived as the sole Englishman in Japan, Rogers had arrived as one of the few Japanese women in Devon. Although similar in situation, Rogers found refuge in the fact that, compared with Adams, she was in a much better situation and living in better times.

Extraordinary things

From the moment Adams set foot on the ship *De Liefde* with the Dutch East India Company, to when he arrived in Usuki, Japan, in 1600, his life had been at stake.

What Rogers found inspiring was that, despite the risks, Adams had not only managed to be assimilated into the local community, but



Hiromi T. Rogers, at the Foreign Correspondents' Club of Japan

also to earn the trust of Japan's lords. Adams was not an extraordinarily fearless person either. As Rogers said, "He is no different from ordinary people, he looked strong, but inside his emotions were sometimes very fragile. He wanted to give up sometimes but he has done extraordinary things."

When Rogers shared the story with her English friends, they were fascinated and encouraged her to write short stories and articles on Adams. She then proceeded to draft a book and approached various publishers to see if they were interested.

Adams arrived in Japan in 1600 on board the ship *De Liefde*.



“We mustn’t neglect learning history because our existence is always connected with history”



Part of Adams’ ship had been stored for centuries at Ryukoin Temple.



Erasmus is displayed at the Tokyo National Museum.

Due to existing publications about Adams, many turned her down, but eventually she was advised to contact Renaissance Books, a British academic publisher. With some agreements reached to change the style, they decided to take on the book.

Rogers bases the narrative on real accounts and evidence from Japan, England, the Netherlands, Spain and Portugal and on what she calls likely scenarios. She said: “My purpose was to make Anjin better and widely known outside Japan to English-speaking readers and also generally, not only to academic readers”.

“William Adams didn’t write so much about himself in his diary. So as a researcher, I had to learn many things from people around him.”

But in the case of attaining sources from Japan, Rogers said it was a much more complicated

process. Especially during Tokugawa’s rule, primary sources were commonly destroyed to avoid information finding its way into the wrong hands. Instead, information was shared orally or, for ninja, through code. Any evidence that does remain can be found in temples. Consequently, Rogers found information that other writers and historians could not, by visiting Japanese temples and hearing their stories.

Erasmus

During her research, Rogers unexpectedly came across a tie between her maternal ancestors and Adams. Her great grandfather was part of the Tsuchizawa family and was titled the Lord of Omi Castle in Sano City. This happened to be not far from Tochigi Ryukoin temple, where part of the stern of Adams’ mostly destroyed ship, *De Liefde*, had been stored for more than 400 years.

The part is in the form of Erasmus, a Dutch scholar, and was passed on as a gift from Adams to Tokugawa Ieyasu and, finally, to Makino Shigezumi, who brought the figure to his family temple, Tochigi Ryukoin. Today, it is displayed at the Tokyo National Museum in Ueno, with a replica in the Netherlands.

Rogers believes that her ancestor had even encountered the figure due to his acquaintance with Makino and his involvement in high-ranking meetings. She said: “It was particularly poignant for me to discover that the friendship between Makino and Lord Omi meant that my ancestor would almost certainly have been shown the prized Erasmus.” Furthermore, when Tokugawa conquered west Japan in the Battle of Sekigahara in 1600, they ordered all western lords to be executed. But because of Makino’s previous devotion to the influential lord Ikeda

Terumasa in the east, he and the western lords around him, including Rogers’ ancestors, were spared their lives.

In Japan, one often hears talk of Adams, but his full story is not widely known. Even in Hirado, Nagasaki Prefecture, where Adams is believed to be buried, Rogers says that the locals do not know what really happened. “It doesn’t mean they aren’t interested. They are interested, they just didn’t know.”

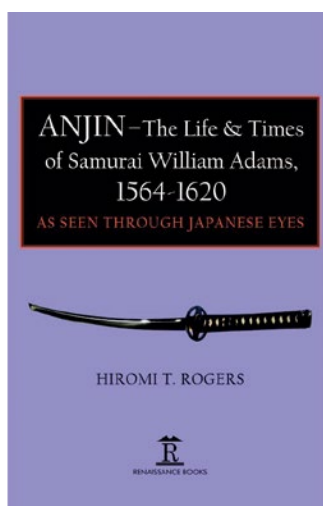
Recently, Rogers said that cities in which Adams lived, such as Hirado and Yokosuka, have been making efforts to publicise Adams and hoping to promote tourism in their areas through his legacy and local monuments honouring him.

Having received a positive reaction from English readers, Rogers is looking for ways to publish a translated version of her book in Japan in time for the 400th anniversary in 2020 of Adams’ death.

Rogers hopes more people will learn about Adams and develop an interest in history.

“During my time in school, my generation didn’t respect history so much. But I always found it not right, we mustn’t neglect learning history because our existence is always connected with history.” She also hopes to dramatise her book in Japan and the West, as she feels it is a story that can be enjoyed internationally.

Since writing her book, Rogers has been continuing her research. She is hoping to write a book about Matsura Shigenobu, who helped Adams during his time in Japan. She has also been doing further research on the origins of overseas trade in Japan through Kyushu, even before Adams’ arrival and hopes to put together some of Japan’s undocumented history from more than 1,000 years ago. 🌸



Rogers’ book is based on real accounts.

ARTS

UK EVENTS IN JAPAN

COMPILED BY
KIYOKO MORITA

1 14 JULY– 17 SEPTEMBER

The Exhibition of Peter Rabbit's World

Celebrating the 150th anniversary of Beatrix Potter's birth, the Akita Museum of Art is holding a Peter Rabbit exhibition. Peter Rabbit derives from a picture drawn on a letter originally sent to the son of a friend of Potter. Visitors will have the opportunity to examine Potter's life and the origins of the timeless world of Peter Rabbit.

Akita Museum of Art

1-4-2 Nakadori, Akita City, Akita Prefecture
10am–6pm (last admission: 5:30pm)
Adults: ¥800
http://www.akita-museum-of-art.jp/event/show_detail.php?serial_no=231
018-853-8686

◦ **Free tickets**

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

2 FROM 24 AUGUST

Swan Lake

The Royal Ballet's new *Swan Lake* will be broadcast live in cinemas. Liam Scarlett's new production is the company's first in 30 years. Prince Siegfried chances upon a flock of swans while out hunting. When one of the swans turns into a beautiful woman, Odette, he is enraptured. But she is under a spell that holds her captive, allowing her to regain her human form only at night.

PHOTO: © ROH, 2018.PH.BY BILL COOPER

TOHO Cinemas Hibiya

(among others)
2-3-1 Nihonbashi-muromachi, Chuo-ku, Tokyo
Various Times
Adults: ¥3,600
<http://tohotowa.co.jp/roh/>
050-6868-5060

◦ **Free gift**

We are giving away three Royal Ballet key rings.

3 FROM 25 AUGUST

Finding your feet

On the eve of retirement, a middle-class, judgemental snob discovers her husband having an affair with her best friend and is forced into exile with her bohemian sister who lives on an impoverished inner-city council estate. The film stars Imelda Staunton, Timothy Spall, Celia Imrie, Joanna Lumley and David Hayman.

PHOTO: © FINDING YOUR FEET LIMITED 2017

Cine Switch Ginza

(among others)
Hata Bldg. 4-4-5 Ginza, Chuo-ku, Tokyo
Various Times
Adults: ¥1,800
<http://kagayakeru-jinsei.com/>
03-3561-0707



1

BEATRIX POTTER™ © Frederick Warne & Co., 2018



2



3



4

4
**29 AUGUST-
9 SEPTEMBER**

The Phantom of the Opera
by Ken Hill

Gaston Leroux's classic tale of tragedy, grand opera, romance and horror has been masterfully adapted by Ken Hill into a musical play, which preserves all of the excitement and passion of the much-loved original, underscored by a strong current of comedy as well. Ken Hill was a British playwright and theatre director. His *The Phantom of the Opera* was nominated for two prestigious Olivier Awards for Best New Musical and Best Director of a Musical.

Tokyu Theatre Orb

Shibuya Hikarie 11F, 2-21-1
Shibuya, Shibuya-ku, Tokyo
Various times
Adults: From ¥6,800
<http://kyodotokyo.com/pr/operaza2018.html>
0570-550-799

5
FROM 7 SEPTEMBER

Breathe

For his directorial debut, Andy Serkis brings to life the inspiring true love story between Robin and Diana Cavendish, an adventurous couple who refuse to give up in the face of a devastating disease. It stars Andrew Garfield, Claire Foy, Hugh Bonneville and Tom Hollander.

PHOTO: © 2017 BREATHE FILMS LIMITED, BRITISH BROADCASTING CORPORATION AND THE BRITISH FILM INSTITUTE. ALL RIGHTS RESERVED

Kadokawa Cinema Yurakucho

(among other locations)
Yomiuri Kaikan 8F,
1-11-1 Yurakucho,
Chiyoda-ku, Tokyo
Various show times
Adults: ¥1,800
<http://breath-movie.jp>
03-6268-0015

◉ **Free gift**

We are giving away three mask cases related to this movie

6
24, 25, 29 SEPTEMBER

London Symphony Orchestra

It was big news last year when conductor Sir Simon Rattle OM CBE returned to Britain from the Berlin Philharmonic, to take up the post of music director of the London Symphony Orchestra. To be played at this concert are Bernstein's *Symphony No. 2 Anxiety Age*, marking the 100th anniversary of the birth of the composer; Mahler's *Symphony No. 9 in D major*; and *Symphony No. 5 in E-flat major* by Sibelius.

PHOTO: © DOUG PETERS

Suntory Hall

1-13-1 Akasaka, Minato-ku, Tokyo
Various show times
Adults: From ¥9,000
<http://www.kajimotomusic.com/en/concert/ymd=2018-09-24/>
<http://www.kajimotomusic.com/en/concert/ymd=2018-09-25/>
<http://www.kajimotomusic.com/en/concert/ymd=2018-09-29/>
0570-069960

◉ **Free tickets**

We have two pairs of tickets to this concert series to give away.



5



6



UK-JAPAN EVENTS

1
UK Ambassador to Japan Paul Madden CMG, UK Trade Secretary Dr Liam Fox and President of the British Chamber of Commerce in Japan David Bickle address members of the BCCJ on 1 August. The title of the BCCJ event was *The Current State of Affairs*.

2
Lori Henderson MBE pictured on 2 July with the 11th Lelung Rinpoche, who is working to create a World Peace Centre in the UK.

3
Scottish Cabinet Secretary for Culture, Tourism and External Affairs Fiona Hyslop, founder of International Conference of Women in Business Kaori Sasaki and Mayor of Yokohama Fumiko Hayashi spoke to BCCJ members about diversity and inclusion during an event on 3 July.

4
BCCJ members attended a luncheon on 10 July with Lord Mayor of the City of London Charles Bowman. The lord mayor discussed issues such as the future of the City of London and the UK financial services industry.

BCCJ ACUMEN readers are welcome to email recent UK-Japan event photos with captions and credits for the editor to consider: publisher@custom-media.com



5



6



7



8

5
The Embassy of Japan in the UK hosted an event on 2 July on Japan-UK sporting ties ahead of the 2020 Tokyo Olympic and Paralympic Games. From left: Steve Woerner, Manager, Corporate Communications and Sustainability, Mitsubishi Corporation International (Europe) Plc; Yoji Saito, president and CEO of Mitsubishi Electric Europe B.V.; Japanese Ambassador to the UK Koji Tsuruoka; Lord McConnell of Glenscorrodale, co-chair of the British-Japanese Parliamentary Group sporting sub-group; Lord Holmes of Richmond.

PHOTO: EMBASSY OF JAPAN IN THE UK

6
Japanese Ambassador to the UK Koji Tsuruoka attended a UK vs Japan polo friendly at Ham Polo Club near Richmond, London, on 10 June.

PHOTO: EMBASSY OF JAPAN IN THE UK

7
On 19 July, members of Tokyo's British community descended on the Hilton Tokyo in Nishi-Shinjuku for the Great British Beer Garden. The event involving the BCCI, Japan-British Society, British Market Council and Royal Society of Arts attracted more than 100 guests for drinks and snacks. The event's theme was *Koedo* (Little Edo).

8
Japanese Ambassador to the UK Koji Tsuruoka (right) met with war veterans and their families and other guests at the 22nd Summer Reunion for Peace and Friendship at the Embassy of Japan in the UK on 18 June. The event aims to nurture reconciliation between former enemies.

PHOTO: EMBASSY OF JAPAN IN THE UK



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HMS ALBION VISITS JAPAN

On 3 August, the Royal Navy's amphibious assault vessel HMS *Albion* arrived at Harumi Pier in Tokyo. That evening, a cocktail party was held on the ship's flight deck to welcome Japanese and other officials, and show them around the vessel.

PHOTOS: BRITISH EMBASSY TOKYO





PHOTO: CUSTOM MEDIA



PHOTO: CUSTOM MEDIA



HMS Albion sailors salute the USS Ronald Reagan at Yokosuka, Kanagawa Prefecture, on 24 July. U.S. NAVY PHOTO BY MASS COMMUNICATION SPECIALIST 1ST CLASS PETER BURGHART



HMS *Albion* Ship's Company paraded and laid wreaths on August 4 as part of the Prisoner of War Commemorations at Yokohama War Cemetery in Hodogaya Ward, Kanagawa Prefecture, which is cared for by the London-based Commonwealth War Graves Commission. The Yokohama Cremation Memorial houses the ashes of 335 soldiers, sailors and airmen of the Commonwealth, the United States, and the Netherlands who died as prisoners of war in Japan.

PHOTOS: PETTY OFFICER (PHOTOGRAPHER) SIMON ETHELL, HMS *ALBION*

IT'S A ROTTEN WORLD

Learning and growing with John Lydon

BY GUY PERRYMAN MBE

John Lydon, also infamously known as Johnny Rotten, has, to say the least, ruffled a few feathers over the years. Whether as an individual or with the Sex Pistols, he was at the centre of a British music revolution that not just irritated, but motivated a whole generation—and generations around the world—to change their music, fashion, hairstyles and attitude.

So, going in to my interviews with Lydon, first in 2013 and more recently in June 2018, I was a little apprehensive about what feathers I might ruffle with a misjudged question. Both interviews were conducted on the phone—so I had the safe bunker of a studio thousands of miles away from Lydon to protect me from any verbal missiles that might be lobbed. I survived both interviews intact, and surprisingly enlightened by his genuine humanity and deeply considered answers.

The interviews were scheduled just before Lydon's Japan tours with his post-punk band Public Image Ltd (PiL), which he formed after the Sex Pistols' split in 1978. PiL combine elements of rock, electronica and dub, inspired by the progressive rock, disco and Jamaican music Lydon was surrounded by growing up in 1970s Finsbury Park, London.

In 2018 PiL are celebrating their 40th anniversary with a world tour and Lydon commented, "I'm amazed that 40 years can vanish so quickly; that tells me I've got another 40 to go".

The idea of getting older and gaining knowledge surfaced a few times in our conversations. "Who invented this ageist thing anyway?", he said, referring to The Who's song *My Generation* and the Pete Townsend penned lyric "Hope I die before I get old".

"I've talked to [Townsend] since, and he's utterly ashamed of that comment", Lydon said, adding with a hearty chuckle, "and so he should be. For me there is only one age—life. You're born, you die and what you do in between you do to the best of your ability".



PHOTO: © MARTIN THOMPSON

Considering the life Lydon has lived, I asked what is his key to survival?

First he replies with a play on words gag: “To have more patients than a hospital”. Then he adds: “A sense of endurance and a sense of trust in your own wisdom and to not be opinionated for no good reason at all. And to actually skilfully learn. Learn about the trade you are in, learn about the world you are in and make valid opinions.”

Seeking truthfulness

Lydon has said in the past that the Sex Pistols was all about image and PiL was all about destroying that image. Living in the current selfie generation—where image is everything and being surrounded by people who want to be famous for the sake of fame and not for achievement—what is Lydon thinking now?

“Everybody’s useless, utterly useless. It’s nonsense. Why would you want to seek fame anyway? I’ve been telling people this for years. What you should be seeking is truthfulness and some kind of integrity for your fellow human beings. You’ll be a lot better off”.

For someone who wrote and sang about anarchy back in the 1970s, I wanted to know what he thinks people should do today to make the world a better place.

“A bit of education amongst the lot of us would be a good starter and that sense of teaching and passing on the messages—the good things you’ve learned in life and passing them on to the younger lot”.

And advice for young people?

“Do what I did when I was young—I loved going to libraries. I love books, I love reading”. But he also advises, “Don’t grow up, stay young, stay fresh, stay innocent. Stay the way nature intended you to be—utterly without corruption”.

This tipped on a moment in the conversation where Lydon’s confident verbosity calmed to a gentler tone, reflecting on his childhood spoiled by spinal meningitis, unpleasant experiences

“You’re born, you die and what you do in between you do to the best of your ability”.



John Lydon has been touring with PiL since 1978.
PHOTO: © DUNCAN BRYCELAND / © PiL OFFICIAL LTD

with long hospital treatments, hallucinations and loss of memory.

“When you’re seven, eight, nine, 10 and you know adults are lying to you, but you can’t prove it, that’s painful... that’s very painful. And that’s still there in my mind”.

Lydon’s verbosity has got him into all sorts of spats over the years. Honesty gets people into trouble and lying gets people into trouble—what are his thoughts?

“Lying is the worst option. I’ve never really met a happy liar, they’re all so awfully confused. I like to wake up in the morning and know I don’t have to go through all that”.

And again, referencing his childhood, “When you lose your memory for four years of your life, not remembering who you are, every memory from there on in that comes back you’re going to cherish. And you’re going to wallow in honesty for the rest of eternity”.

Fears and phobias

All the musicians I chat with universally agree that music is their sanctuary. Lydon says: “I love music. I listen to everything done by anybody. All of it one way or the other will have a positive influence on you. The more you hear the better the person you become”.

Regarding his own music he says “I’m continually trying to expand my knowledge of sound, tone and the involvement of human emotions. And all of these songs are anchored in reality of my life’s experiences. It can only improve because of that”.

And the experience of performing live on stage is the most vivid of Lydon’s music experiences. “The sheer fear of making mistakes strengthens the emotions of the song and it takes on wings, it becomes quite brilliant sharing that with a live audience. I enjoy it most in life. It’s the only thing I’ve found myself to be the most happy at, that moment on stage. I’m totally paranoid and an emotional wreck waiting to go on, but once I get on it’s like being in heaven, really. You sink or swim completely by opening your heart”.

His over active imagination is also a boon and a burden: “The trouble with my brain is it won’t stop. If I can hone all of my feelings into a song, then I can take my thinking cap off and just dwell in the reality of it”.

I was surprised to discover the places where Lydon can just dwell and not over think are when he is diving under water or hiking in the desert.

“I love being in the desert. I love to listen to that sound that’s no sound at all. And yet everything makes my heart rate really slow down. Or diving, being in the ocean, I love being under water; it’s the most sensational feeling. I tune in to what really matters rather than get caught up in the horribleness of anxieties and fears and phobias, all these things that can bog you down and make you ruin your life. I learned to accept the challenges and explore the natural side of life, too. That’s how I survive”.

The recurring theme of surviving, getting older and continually learning on the journey through life wraps up our conversation, with Lydon concluding: “I feel like I’m half a century young. I want to try and fill out a full century, see how much knowledge I can gain.” 🍀

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PRE-EDO WARLORDS

Japan and the EU join forces against the US

BY NORIKO HAMA



Japan and the European Union have agreed on a trade pact. President of the European Council Donald Tusk and President of the European Commission Jean-Claude Juncker came to Tokyo for the signing ceremony in July. The agreement is being hailed as a shining beacon for free trade that counters the dark spear of protectionism that US President Donald Trump is hurling at pretty much everyone around the globe. The same goes for TPP 11, the erstwhile Trans Pacific Partnership minus the United States, which Trump pulled out of as one of his first initiatives as US president. It, too, seems to be widely thought of as an encouraging sign that countries for the most part are supportive of free and open trade.

But is all this so? The Japan–EU agreement is a bilateral arrangement that excludes the rest of the world. It gives preferential access to member state markets that is not available to those outside the treaty area. It is a members-only club with special privileges.

Likewise, TPP 11. What is there that is free or open about all this? Both the Japan-EU Economic Partnership Agreement and TPP 11 look to me to be a case of parties ganging up together to go on the offensive against a large and vindictive common enemy. The situation is reminiscent of pre-Edo period Japanese warlords, who were constantly grouping and regrouping in search of optimal alliances for survival.

Made in America

In the 1930s, the United States imposed prohibitive tariffs on imports, so as to make the domestic market a virtual made-in-America zone.

The Europeans countered by creating trading blocs. The British had their sterling bloc. The

French went in for the gold bloc. Nazi Germany was quick to follow suit, with its Nazi economic zone. Japan went in pursuit of the yen bloc, which it chose to name The Greater East Asia Co-Prosperity Sphere.

America closes in on itself. The others form blocs to counterattack. This looks very suspiciously like history repeating itself.

The other thing about the current trade situation which reminds me of the 1930s is the language. The international trade vocabulary has

The Japan–EU agreement is a bilateral arrangement that excludes the rest of the world.

taken on a decidedly sepia-coloured tinge since the arrival of Trump. His favoured term when talking of cross-border trade is “reciprocity”. He insists that all trade deals be reciprocal. Tit for exact tat. An eye precisely for an eye. Nobody must be allowed to get the better of him. As human sentiments go, this is understandable. But trade negotiations are another matter.

Demanding strict tit for tat reciprocity in trade invariably leads to abuse by the strong. Take a case where the level of tariffs is at issue between an advanced economy and a developing economy.

The advanced nation insists on precise reciprocity by saying it will raise tariffs to 30% because that is the level that the developing counterpart maintains. This may spell death for the developing nation whereas the 30% barrier is in fact not that much of an impediment for the advanced nation. By the same token, a 10% tariff reduction may not be nearly as painful for the advanced nation as for the developing nation.

Reciprocity slides so easily into the world of retaliation. And retaliation invariably leads to escalation. An eye for an eye hardly ever ends there. My one eye is worth two of yours. That is the way the retaliatory mind works.

Mutually advantageous

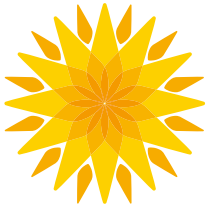
All of the above is the reason nations agreed to ditch reciprocity as the governing principle of trade negotiations as World War II drew to a close.

In its place, nations decided to make the notion of “mutually advantageous” the basis for trade relationships. Ensuring reciprocity does not guarantee a mutually advantageous relationship. Far from it. Reciprocity that leads to retaliatory warfare is mutually destructive.

Builders of the post-war international trade order also made a point of replacing bilateralism with multilateralism. Reciprocity and bilateralism make good partners. When there are just two parties involved in trade deals it is easy to determine which tit corresponds to which tat and which eye should be poked out in response to the loss of which eye. Things become much more complicated when multiple parties become involved. This is why Trump rejects multilateralism in favour of bilateralism.

And really Japan and the EU are not that different from Trump. The only way to be real champions of free and open trade is to get back into the World Trade Organization (WTO) framework and stop making bilateral or even plurilateral deals outside it.

To give credit where credit is due, the EU does seem to be working towards WTO reforms designed to make it more attractive for nations to remain within its purview. It is to be hoped that those efforts will reap results. 🇺🇸



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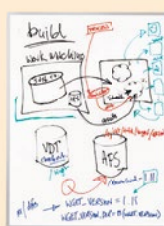
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