

The magazine of the  
British Chamber of  
Commerce in Japan

27

British beef on  
the menu again?

38

Brits steal show at  
Fuji Rock Festival '17

42

Charity: Give  
a dog a home

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16







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## May Day

SIMON FARRELL

8 MEDIA

## UK-Japan news

11 INTERIM

EXECUTIVE DIRECTOR

## Back in action

EMMA HICKINBOTHAM

12 MEDIA

## Japan news

15 PRESIDENT

## Stronger than ever

DAVID BICKLE

## 16 TOP STORY

### Prime Minister's mission to Japan

Theresa May meets emperor, leaders of business and politics

21 TOP STORY

### Japan-UK Business Forum

Partnerships and innovation

## 24 SCIENCE

### Catalyst for change

Johnson Matthey looks to the future as it marks 200 years

27 FOOD

### Prime cuts

Talk of lifting Japan's ban on British beef gives hope to UK firms

30 MOTORS

### Foot to the floor

UK-Japan partnership powers new Lotus car

33 TRAINING

### Getting the most out of staff

35 FASHION

### Shock and awe

The "fanatical" world of Japanese fashion

## 38 MUSIC

### Rock on

British acts steal the show at Fuji Rock Festival '17

## 42 CHARITY

### Give a dog a home

ARK opens stunning new kennel

47 BEHIND THE MIC

### Man's best friend

Cat gives busker a second life

48 ARTS

### UK events in Japan

- Army band
- '80s music
- Comedy film
- Classic theatre
- Welsh football
- Musical thriller

50 COMMUNITY

- British Prime Minister Theresa May in Japan
- Japan-UK Business Forum

53 IF YOU ASK ME

### Key step

Theresa May's Japan visit follows the path of past prime ministers

54 BOOK REVIEW

### The silence of autism



38



35



42



16



54



48



30



The British Chamber of Commerce in Japan

**BCCJ MISSION**

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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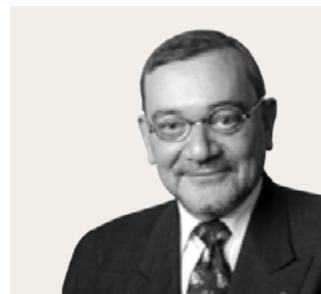
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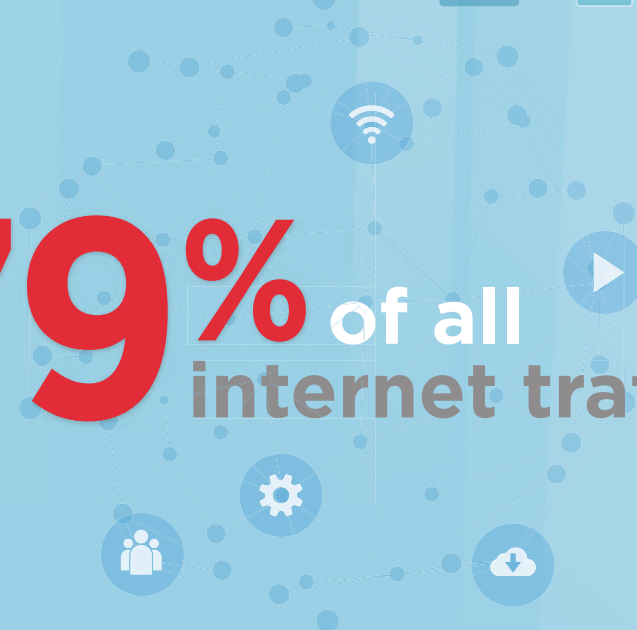
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**TOP 3**  social media tool

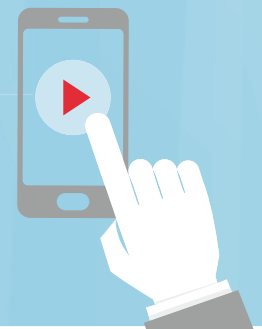


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# May Day

More than a mission

SIMON FARRELL | [simon@custom-media.com](mailto:simon@custom-media.com)

**W**elcome to this special issue of *BCCJACUMEN*. Arguably not since Margaret Thatcher has a British politician's mission to Japan been so crucial and timely for bilateral trade and regional peace as that of Prime Minister Theresa May in late August.

In September 1989, claims, denials and threats were exchanged about barriers to Scotch, the Tokyo Stock Exchange and other bilateral moot points. This time, Brexit and North Korea put the two powers in the global media spotlight. Indeed, our own David Bickle, president of the British Chamber of Commerce in Japan (BCCJ), was interviewed on 30 August by CNBC, the US business news broadcaster whose programmes are beamed worldwide to some 385 million homes.

So who could offer readers as compelling an inside view as British Ambassador Paul Madden CMG—who welcomed, guided and shadowed the Conservative Party leader and her 16-strong delegation of private-sector chiefs during their non-stop three-day trip? See our top story on page 16.

Thanks and congratulations for a very successful visit must go to the ambassador and his diligent teams from the British Embassy Tokyo; the British Consulate-General, Osaka; the Department for International Trade; as well as the Prime Minister's Office in London and others.

To support the mission, we kept this issue's theme mostly inbound—UK to Japan.

## Quick trip

So who can beat Johnson Matthey Plc's colourful and diverse 200-year history (page 24)? The global chemical and sustainable technology firm's boss during a recent anniversary world tour stopped over briefly in Tokyo, where he shared with us the story of the former gold refiner, including its near quarter-century presence in Japan.

Our celebrity stage is shared by a homeless addict-turned-globetrotting author and charity fundraiser, interviewed by Guy Perryman MBE (page 47), and the large and loud British



On the third day of her visit, Mrs May met with Emperor Akihito at the Imperial Palace. PHOTO: CROWN COPYRIGHT

presence at Fuji Rock Festival '17 (page 38), where fish 'n' chips, pies and beer were served for the umpteenth year running by Refugees International Japan Executive Officer Jane Best OBE and her volunteers (page 41).

Also on our menu is meat. People occasionally ask me if we will ever enjoy British beef—banned here since 1996—again in Japan? Page 27 may reveal some post-BSE good news for carnivores.

And as charity begins at home, Animal Refuge Kansai founder Elizabeth Oliver MBE (page 42) brought her pet love here long ago. However, despite much progress, the 76-year-old from Weston-super-Mare says there are still many unwanted pets. Buy her calendar (page 34) and help this very worthy cause, which recently opened a new kennel block.

And fashion here gets labelled “fanatical” by former Japan Exchange and Teaching Programme teacher Philomena Keet. We are giving away two signed copies of her latest book, *Tokyo Fashion City*, to lucky readers (page 35).

The inbound theme flows on with an unlikely partnership between multi-award-winning Group Lotus Plc—whose racing and sports marques enjoy cult status in Japan—and global behemoth Toyota Motor Corporation, on page 30. Aston Martin, meanwhile, is gearing up thanks to another multi-million pound bilateral deal (page 8).

This UK-in-Japan issue concludes with nostalgic anecdotes from Ian de Stains OBE, who warmly welcomed several prime ministers during his 24 years as BCCJ executive director (1987–2011). As you can see on page 53, he got hand-bagged by you-know-who.

## How British is that?

After North Korea fired a missile over northern Japan as Mrs May's mission was en route to Tokyo, the BBC asked Hirafu, Hokkaido Prefecture-based UK entrepreneur Jonathan Knight how he reacted. He said: “I made a cup of tea.” 🇬🇧



# MEDIA

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## Aston Martin seals deal to increase car exports



PHOTO: ASTON MARTIN

Exports to Japan by Aston Martin Lagonda Limited will be stepped up after the announcement of a £500mn UK-Japan trade and investment deal, the BBC reported on 30 August.

The five-year deal includes exports from the firm’s plants in the Vale of Glamorgan and in Warwickshire. In addition, an Aston Martin Meta Technology and Luxury Accelerator office will open in Japan in 2018.

Chief Executive Officer Dr Andy Palmer made the announcement during a visit to Japan as part of the 16-strong delegation accompanying Prime Minister Theresa May (see page 16).

## Pressure on PwC over audit

PricewaterhouseCoopers Aarata LLC and Toshiba Corporation had a serious back-and-forth ahead of the release of the latter firm’s 2016 financial report, *The Mainichi* reported on 11 August.

PwC Aarata was under pressure to finely scrutinise Toshiba’s finances after high-profile troubles were experienced by the Japanese conglomerate’s US nuclear business. Meanwhile, Toshiba wanted to avoid an outcome that would lead to its shares being delisted.

In the end, PwC Aarata stated there were problems with Toshiba’s figures, but they did not seriously affect the business as a whole.

## Scottish seafood sellers tout wares at Tokyo expo

The largest delegation to visit the Japan International Seafood & Technology Expo from Scotland displayed their wares in Tokyo from 23 to 25 August, *Seafood Source* reported on 29 August.

On show was a range of Scottish mackerel, herring, crab, langoustines, as well as smoked and farmed salmon, while recipe cards were distributed to interested parties. The contingent also hosted a Taste of Scotland Seafood reception at the British Embassy Tokyo.

This is the fifth year that Scotland has hosted a pavilion at the event.

## GSDF band takes part in Edinburgh Tattoo

The Japan Ground Self-Defense Force Central Band is the first from the country to take part in the Edinburgh Tattoo—a series of musical performances by international, domestic and Commonwealth military bands—*The National* reported on 11 August

The annual showcase at Edinburgh Castle saw members invited to tour the Japanese Kyoto Friendship Garden within the grounds of the city’s Lauriston Castle. The garden was built to celebrate the twinning, in 1994, of Edinburgh and Kyoto.

Soloist Michiko Matsunaga closed the band’s performance.



PHOTO: THE ROYAL EDINBURGH MILITARY TATTOO

## Great Wave becomes popular London mural

Japanese artist Katsushika Hokusai’s famous *Great Wave* has made its way to a wall in south London, thanks to Camberwell resident Dominic Swords, the BBC reported on 7 August.

Swords first painted the mural in 1997 on the back of his house. But after an explosion in a drug lab in the flat underneath his home, half of the mural was burnt off. Nonetheless, within weeks the community in Camberwell had returned it to its original state.

## Brits spend more time, money on tourism here

According to a survey by the Japan Tourism Agency, British tourists in Japan are staying longer and spending more money, the *Nikkei Asian Review* reported on 18 August.

Between April and June, tourists from the UK spent more than those from other countries. With outlays averaging ¥250,000 per person per visit, they took the top spot from China. Of the total figure, 13% was dedicated to shopping, and 72% to lodging, food and drink, and entertainment. Average stays were 14.5 days.

Total spending by international tourists reached a record ¥2.04tn for the first half of the calendar year.

## Sake sales soar in Britain

According to research by drinks supplier Bibendum PLB Group, sake sales in Britain have been on the up over the past 10 years, despite declining in Japan, *The Japan Times* reported on 12 August.

Sales have grown 240%, as a result of the drink having come to be stocked in many restaurants, bars and supermarkets across the country. Meanwhile, UK sake breweries are beginning to emerge. Increased talk about the drink in the media also indicates that it is beginning to enter the mainstream.

## Glasgow firm to sell Japan skincare goods

Glasgow cosmetics firm KiraKira Studio Limited revealed in a 25 August press release that it is launching its Japan-inspired skincare products in the UK.

The items it produces are made in Japan, and the result of the latest Japanese innovations and technologies.

“Spending many years travelling in Asia, I was inspired by the Japanese approach to beauty, but noticed that there had been no real effort to introduce their philosophies to the Western market”, said founder Renate Bergman.



PHOTO: KIRAKIRA STUDIO

## Yorkshire offers guide to country living

In an effort to further research how to encourage more people to live in the countryside, Japanese professors embarked on a fact-finding mission with a walking group tour in the Aire Valley, Yorkshire, the *Telegraph & Argus* reported on 15 August.

Professors Yuko Shioji and Tatsuya Suzuki of Hannan University in Osaka were given a two-week tour of Baildon, Otley and Burley-in-Wharfedale as part of a government-funded research programme.

Japan has a declining population in the countryside and Shioji explained that they plan to set up a similar walking group in Japan.



PHOTO: RANDAL METZGER

## Eddie Jones: Miyazaki may be best for rugby

England Rugby head coach Eddie Jones has visited Japan to search for venues and training facilities ahead of the 2019 Rugby World Cup, England Rugby reported on 11 August.

The training facilities, which are a short walk from the hotel, were described as “great”, and Jones noted the hot weather would be good preparation for the World Cup. Overall, he described Miyazaki as a “strong candidate”.

Jones and his team also visited Tokyo, Yokohama and Kobe.





# FT Weekend

World-class writing



## Back in action

Handing over the reins

EMMA HICKINBOTHAM | emma@bccjapan.com

It's been a busy start back in the office for the British Chamber of Commerce in Japan (BCCJ) team after the summer holidays.

We were straight in to action last week with the visit to Japan by a trade delegation led by Prime Minister Theresa May.

One of the highlights was attending the Japan-UK Business Forum (see page 21), where the theme for discussion was "Innovation Through Partnership". When we think of innovation, our minds often think immediately of technology and gadgets, but innovation can come in the form of ideas, new ways of working or new processes. As the BCCJ is constantly stressing, a diverse group of people make a more successful business. Different experiences and outlooks lead to new ideas and suggestions, and drive innovation.

One way to ensure diversity across your business is through collaboration, and we are seeing many successful UK-Japan collaborations across a range of fields including nuclear, fintech, education and artificial intelligence, to name a few. It was pointed out at the forum that one of the best ways to nurture innovation and increase collaboration and partnerships is to be a bit less "British" and shout about our successes.

### Shout it out

We recognise and celebrate business success at the British Business Awards (BBA) every year. What better way to let the world know about recent triumphs than nominating your business for an award? Shout about your achievement to a captive audience of potential partners, customers, investors, vendors and employees.

There are five award categories:

- Company of the Year
- UK-Japan Partnership
- Innovation
- Entrepreneur of the Year
- Community Contribution.

Take a look at the BCCJ website to see for which of the awards your business best qualifies. Nominating is easy and free; simply complete the online nomination form.

### Stay engaged

This month I bid farewell to the BCCJ and hand back the reins to Executive Director Lori Henderson MBE, who returns from maternity leave. It's been a fun and rewarding experience to lead the chamber; I'm very grateful to the BCCJ team and Executive Committee for their support, and I wish Lori all the best on her return to work and for her future at the BCCJ. 🇬🇧

### REPORTING FOR DUTY

Lori Henderson MBE



It's my great pleasure to return to the role of executive director, and my first day back proved to be an exciting start to this new chapter.

Not only did our team bid farewell to Prime Minister Theresa May at a high-profile reception hosted by the British Embassy Tokyo following her trade deal talks with Japanese Prime Minister Shinzo Abe, but also my husband successfully navigated his first full day of paternity leave with our 10-month-old daughter.

Since then, Emma, who has done a stellar job as interim executive director has taken up a new role as head of media, communications and marketing at the embassy.

Moving ahead, we are laying the groundwork for a successful autumn and winter season at the chamber, as well as reviewing the BCCJ's communication strategy.

I look forward to reconnecting with you and your teams in person and on social media over the coming days and weeks.

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# MEDIA

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## SINGLE-PRODUCT SHOPS TAKE OFF

An oft-said expression in Japanese is *junin toiro*, which literally translates as “10 people, 10 colours”. From the second half of the 1980s, it came to be increasingly used when referring to the growing trend among Japan’s consumers to crave designs in apparel, accessories, home furnishings and other possessions that differentiated them from one’s peers—a noticeable shift from the cookie-cutter conformity that had persisted for much of the post-war era.

Diversity, however, can only be taken so far, and on 31 July *Nikkei Business* observed a reversal of the trend that became popularised three decades ago.

It may also be a reaction to too many goods on store shelves. According to the newspaper, since 1997 the total number of items handled by the nation’s supermarkets grew 60%, from 150,000 to 233,205 last year. Of the latter number, 157,570 were food items and 75,635 were household and general goods.

How is the new trend—if indeed it is one—being manifested? In an essay titled *The Less Merchandise, the Better*, the magazine introduced a bakery shop in Tokyo’s trendy Jiyugaoka neighbourhood with a single product on display: cheese tarts.

The parent firm, named BAKE Inc., was founded in 2013. It currently operates 50 shops, with branches not only in Japan, but also in Singapore and Taiwan.

“We approached other stores about supplying various baked goods, but things got confusing, so we decided to limit sales to a single item”, a staff member told the reporter.

BAKE’s policy of stores offering only a single speciality item can also be found in Tokyo’s Ikebukuro district, where four of its shops offer apple pies, profiteroles and two other items. The patrons are said to find shopping there convenient, and by sticking to a single item at each location the firm feels it is able to deliver superior quality and service.

From July, on a street behind Aoyama Gakuin University, a new restaurant named



BAKE in Jiyugaoka, Tokyo only sells one item—cheese tarts. PHOTO: BAKE

OUT has adopted a similar style, with a menu containing only one item: pasta garnished with truffles. Customers have a choice whether to order it à la carte, or with wine as a set meal. The Australian partner in the business voiced confidence in his establishment’s one-product policy: “Operators who offer five-page menus are probably more concerned with running their business”.

The number of speciality shops, such as BAKE and OUT, may be increasing because more entrepreneurs see the advantages of holding down inventory to minimise risks. The article pointed out that, when professor Sheena Iyengar of Columbia University’s Columbia Business School conducted experiments in food shops where customers were offered a choice between 24 types of jam

on some days and only six types on others, sales tended to be higher when the offerings were fewer. The conclusion was that a wide choice confused customers and negatively impacted their desire to purchase.

Japan may be no different. In a survey of 1,030 adults conducted in July by Macromill, Inc., nearly half the respondents said they felt stressed when shopping. An average of 47.4% complained that “It’s inconvenient to make a selection”, while 53.9% of those in the 20–29 age segment concurred.

Younger consumers in their twenties and thirties also remarked that they found shopping troublesome, and nearly half of the respondents in all age groups said they’d become more selective when purchasing things “so as not to regret it afterwards”.

## SHARED OFFICES APPEAL TO REGIONAL FIRMS

The *Nikkei Marketing Journal* dated 16 August reported that refinements in the types of facilities offered by shared offices have succeeded in increasing demand. These efforts are being spearheaded by two major real estate firms: Tokyo Tatemono Co., Ltd. and Mitsui Fudosan Co., Ltd.

In July, Tokyo Tatemono began offering space in an office building located in the Yaesu district of Chuo Ward, close to Tokyo Station. Named Plus Ours Yaesu, the building offers some 380m<sup>2</sup> of shared office space that has been designed to appeal to staff from regional cities who ride into Tokyo using the network of *Shinkansen* trains. The shared facilities include an open lounge available for a fee of ¥20,000 per month, per person or ¥2,500 on a single-day basis. Alternatively, a furnished one-room office can



Workstyling's office space in Yaesu, Tokyo PHOTO: WORKSTYLING

be leased for as little as ¥80,000 per month.

The firm is said to be planning to open additional shared office facilities in other parts of the city.

Mitsui Fudosan, through a brand called Workstyling, has set up a leasing system that is aimed exclusively at businesses and focuses on teleworking.

In addition to Tokyo, the firm currently operates 18 such facilities in Osaka, Nagoya, Sendai, Hiroshima and other cities. All spaces are available to employees of contracted members.

Electronic records are kept of entry and exit, utilisation of the offices and conference rooms, as well as activities of staff working away from their regular place of employment. Ajinomoto Co., Inc., Fuji Xerox Co., Ltd. and other major firms are said to be making use of Mitsui Fudosan's services. Expansion to Sapporo and other cities is expected to raise the number of Workstyling offices to 30 by the end of fiscal 2017 (ending 31 March, 2018).

Another firm, Tokyu Land Corporation, currently operates four shared office facilities in central Tokyo, and is reportedly mulling further openings.

## SERVICE AREAS FACE CHALLENGE FROM SELF-DRIVING CARS

The service areas (SAs) that sit beside Japan's toll expressways can be said to have a captive audience, but that doesn't mean they don't go out of their way to appeal to customers. The 28 August edition of *Weekly Playboy* paid a visit to Kanagawa Prefecture's Ebina SA, situated on the Tomei Expressway, which serves as the main east-west artery.

It happens to be the last stop before reaching Tokyo, or the first when leaving the capital and, thanks to its favourable location, boasts the highest sales turnover of all the nation's SAs. On holidays, Ebina welcomes as many as 60,000 Nagoya-bound drivers and passengers per day, in addition to another 40,000 who are Tokyo bound.

Hungry travellers at Ebina SA have the option of dining at 10 different restaurants at a food section named Umai Mono Yokocho (tasty food alley). Guides aboard the many tourist buses that visit Ebina SA have been credited with promoting locally made products—

such as melon-flavoured bread—sold at the souvenir concessions by announcing it to their wards before a comfort stop. The area also has access to a nearby theme park and other leisure facilities, including hot springs.

Not far down the road, however, will be the introduction of automated cars. Will this result in more people bypassing SAs?

"Certainly, automated driving will reduce the load that drivers feel while motoring on expressways," said Sataki Yoshihiro, a professor at Takasaki City University of Economics and author of a manual for expressway drivers. "But they will need to use the toilet. And, even if they aren't driving, they'll still want to stretch their legs after sitting for long hours in the car.

"If anything, since any pleasures from motor vehicle operation are likely to decline, visits to service areas will perform an important function of substituting for those pleasures" 🇯🇵





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# Stronger than ever

Bilateral ties to develop even further

DAVID BICKLE | @BCCJ\_President

Prime Minister Theresa May's recent visit to Tokyo (see page 16) was a timely reminder that the deep and enduring business ties between Japan and the UK are threads in the fabric of a much broader relationship.

Woven from shared values, collaboration and a common commitment to security, global free trade and the rules-based international system, the UK-Japan relationship provides a firm foundation for enhanced future cooperation. Mrs May's audience with the emperor and privileged access to Japan's National Security Council are tangible evidence that this 400-year relationship remains strong.

## Vocal support

It is of course vital to secure the interests of Japanese investors in the UK throughout the process of leaving the European Union (EU). Post-Brexit, however, the UK must enhance its bilateral relationships with countries around the globe. Among these relationships, there are few more important to the UK than its ties with Japan. In 2016, UK exports to Japan increased by almost 13% year-on-year to £11.6bn, and it is hoped that this growth will accelerate as efforts to reduce trade barriers bear fruit.

In this respect, the UK's primary goal is to finalise and ratify the EU-Japan Economic Partnership Agreement (EPA). As an advocate of free trade and with a long history of welcoming inward investment, the UK has been one of the most vocal supporters of the EPA, and will seek to use it as a template for a future bilateral free-trade agreement with Japan. It is hoped that this will be an ambitious agreement, eliminating tariffs and further harmonising standards and regulations to the benefit of firms in both countries.

Clearly the challenges of concluding such an agreement should not be underestimated, but neither should the opportunities stemming from the UK's future ability to unilaterally adopt a more flexible negotiating position.

## Business forum

At the corporate level, an increasing number of UK and Japanese firms are achieving success through innovation born of enhanced partnership and collaboration. On that note, the UK-Japan Business Forum (see page 21), which was part of the recent ministerial visit, showcased a number of successful examples.

Responding to questions, forum delegates suggested that more could be achieved by increasing the number of connections between partners and the amount of time dedicated to face-to-face interaction, as well as by boldly sharing success stories. To this last point, the British Chamber of Commerce in Japan (BCCJ) remains fully committed to telegraphing good news from UK-Japan collaboration.

## Hello and goodbye

In closing, I am delighted to report the return of Lori Henderson MBE (see page 11) to the BCCJ after maternity leave—she has now resumed her role as Executive Director. After handing back the reins, Emma Hickinbotham, who led the chamber so ably during Lori's absence, will be leaving to take up an exciting appointment as head of media, communications and marketing at the British Embassy Tokyo.

On behalf of all BCCJ members, I extend our very best wishes to Emma in her new role, and the warmest possible welcome to Lori on her return. Participants in the UK-Japan business relationship are indeed fortunate to have such dynamic and charismatic leaders championing their interests. 🇬🇧

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# Prime Minister's mission to Japan

Theresa May meets emperor, leaders of business and politics

BY PAUL MADDEN CMG, BRITISH AMBASSADOR TO JAPAN  
PHOTOS: CROWN COPYRIGHT



Standing on the red carpet at the foot of the aircraft bridge waiting for the door to open and your prime minister to come down the stairs is always a tense moment for an ambassador. In your head you run through all the complicated elements of the programme and the substance of the visit and wonder whether you've forgotten anything. Will it all go according to plan?

But I knew the team at the British Embassy Tokyo had done a great job and that I could rely on our Japanese hosts, so I felt confident as I shook Theresa May's hand and said, "Prime minister, welcome to Japan".

There were murmurs of appreciation from the crowd on the tarmac when they saw that Mrs May had chosen to dress in the Japanese national colours, red and white. This was widely picked up in the local media.

Mrs May has been developing a growing relationship with Japanese Prime Minister Shinzo Abe

since having invited him to her country residence, Chequers, in April and again having seen him at the 2017 G20 Hamburg summit in July.

Abe was keen to show her something of Japanese culture on her first visit to Japan, so he invited her to start her trip in Kyoto. Mrs May enjoyed experiencing a Japanese tea ceremony at the famous Omotesenke tea house, followed by a private dinner at the State Guest House inside Kyoto's Imperial Park. There we sampled delicious *kaiseki* cuisine (a traditional multi-course dinner) against the backdrop of a beautiful carp-filled pond.

I think travellers at Kyoto Station that evening must have been surprised to spot two world leaders standing on the platform waiting to board the Tokyo-bound *Shinkansen*. Mrs May had been keen to sample this iconic Japanese experience, and the journey provided a further opportunity for the two prime ministers to really get to know each other. Sitting across the aisle,

I was struck by the evident warmth of their personal relationship.

## Shoulder to shoulder

It had not been an easy week for Japan, with a North Korean missile fired across Hokkaido. So I think Abe and the Japanese people were glad to have a supportive friend and partner in town.

Mrs May made clear that Britain stood shoulder to shoulder with Japan in facing the reckless and unacceptable behaviour of the Democratic People's Republic of Korea. She pledged to work with Japan at the UN Security Council and elsewhere to bring further pressure on North Korea. Mrs May, who discussed the situation in detail with Abe and senior cabinet colleagues at Japan's National Security Council (NSC), is only the second foreign leader to have attended a meeting of that council.

The growing security collaboration between Britain and Japan was symbolised by the prime



Prime Ministers May and Abe spoke at the Japan-UK Business Forum on 31 August, along with Secretary of State for International Trade Liam Fox (middle).

minister going aboard the *JS Izumo*, the Japan Maritime Self-Defense Force's largest ship, together with Minister of Defense Itsunori Onodera. Things don't always go entirely to plan, and heavy rain meant that, instead of going by helicopter as intended, we had to start early and travel down to Yokosuka by motorcade.

On board, the prime minister was briefed on the regional situation and on growing UK-Japan cooperation. She met Royal Navy divers who had been exercising with their Japanese counterparts on mine clearance. She learnt that Anglo-Japanese naval links go back a long time when the ship's cook demonstrated his *kare raisu*, explaining that curry had first entered the Japanese diet via Indian cooks on Royal Navy ships more than 100 years ago.

Following the success of the visit by RAF Typhoon jets last year, the prime minister announced that HMS *Argyll* would visit Japan in 2018, and looked forward to ground troop joint exercises, too. Japanese interlocutors expressed the hope that one of Britain's new aircraft carriers, currently undergoing sea trials, would visit Japan at some stage.

### Building business

Alongside security, business was a key theme of the visit. Mrs May was accompanied by Secretary of State for International Trade Liam Fox and a business delegation, all of whom attended a large business forum organised by the embassy and the Japan External Trade Organization (see page 21).

At the formal summit meeting, the two leaders agreed that the EU-Japan Economic Partnership Agreement, currently being finalised, could form the basis of a new UK-Japan trade agreement once the UK has left the European Union. High-level trade talks will begin in Tokyo later this month. They also agreed to enhance cooperation on a range of areas, from industrial strategy to space.

At a glittering state banquet held in the magnificent Akasaka State Guest House and

attended by Japanese cabinet members and captains of Japanese industry, Abe expressed his continuing confidence in the UK as a destination for Japanese investment. Mrs May, in turn, reassured Japanese business that the UK would remain a highly competitive base for their activities.

In a nice personal touch, an orchestra played a selection of pieces, ranging from Elgar to Abba, that turned out to be from the prime minister's selection on the BBC's Desert Island Discs radio show. Such was the



Mrs May with Dr Fox and the business delegation.



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Prime Ministers May and Abe held a bilateral summit in Tokyo.

I think [Prime Minister Shinzo] Abe and the Japanese people were glad to have a supportive friend and partner in town.

warmth of the evening that, at the end, instead of leaving promptly, Abe escorted the prime minister around all the tables introducing her to Japanese business leaders.

#### Audience with the Emperor

On the third day of her visit, I accompanied Mrs May on her audience with the emperor. The Imperial Palace is an extraordinarily tranquil haven in the midst of a huge, bustling city. His Majesty was very warm and gracious, and I am sure it was a memorable experience for the prime minister.

Later, she was hosted by Tokyo Governor Yuriko Koike at a wheelchair basketball match between Team Great Britain and Australia at the Tokyo Metropolitan Gymnasium in Sendagaya. Despite the enthusiastic support of a good crowd, including students from the British School in Tokyo, we lost. As a former high commissioner to Australia, that left me somewhat disappointed.

Subsequently, at my residence, Mrs May also met Yoshiro Mori, Olympic and Paralympic Games Tokyo Organising Committee president and former prime minister, as well as Shunichi Suzuki, the minister in charge of the Tokyo 2020 Olympic and Paralympic Games. Our two governments have agreed to support the Tokyo Games by building on the great success of London 2012 and working closely together in areas including counter-terrorism and cyber security.

Fittingly, the prime minister's final event was a large reception, at my residence, attended by a wide variety of guests with links to Britain in the areas of sport, culture and academia. She met actors and musicians; Olympians, Paralympians and football ace Hidetoshi Nakata; as well as eminent academics and young British teachers working on the Japan Exchange and Teaching Programme. It was an excellent reminder of the strength and diversity of our bilateral ties.

Seeing the prime minister back onto her RAF jet at Tokyo International Airport Haneda, I reflected on the whirlwind of activities and substantial policy discussions we had undertaken over the three days of her visit. Mrs May was delighted with her first impressions of the country, the warmth of Abe's welcome and the step forward she had made in taking the UK-Japan relationship to a new level. I can see that life at the embassy is going to get even busier. 🇬🇧

#### PRIME MINISTER'S DIARY

##### 30 AUGUST

- Arrived at Osaka International Airport
- Attended tea ceremony at the Omotesenke tea house in Kyoto
- Dinner with Japanese Prime Minister Shinzo Abe at the Kyoto State Guest House
- Travelled by *Shinkansen* to Tokyo with Abe

##### 31 AUGUST

- Visited the *JS Izumo* in Yokosuka with Minister of Defence Istunori Onodera
- Attended National Security Meeting at Kantei, the prime minister's official residence
- Witnessed a welcome ceremony and attended a bilateral summit meeting at Akasaka State Guest House, followed by a joint press conference
- Attended dinner banquet hosted by Abe with senior Japanese and British business leaders

##### 1 SEPTEMBER

- Audience with Emperor Akihito
- Watched a wheelchair basketball game between Great Britain and Australia with Tokyo Governor Yuriko Koike
- Attended reception at the British Ambassador's Residence with guests from the worlds of art, culture, science and sport.
- Flew back to London from Tokyo International Airport (Haneda)



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# Japan–UK Business Forum

Partnerships and innovation

BY MAXINE CHEYNEY  
PHOTOS: SATOSHI AOKI/LIFE.14

The UK is at a crucial point in carving out its future position in international trade. Prime Minister Theresa May and her Brexit negotiating teams are currently navigating the uncertain waters of the country's exit from the European Union (EU). While these talks are ongoing, forging and strengthening global partnerships is high on the agenda.

On 31 August, the Japan External Trade Organization hosted the Japan–UK Business Forum (page 51) at the Palace Hotel, Tokyo, to coincide with Mrs May's three-day visit to Japan (page 16). Accompanied by a business delegation from the UK, Mrs May sought to reassure Japanese businesses and encourage partnerships.

In her introductory remarks, Mrs May highlighted the significance of Brexit in the future of the UK and its relationships with countries around the world, particularly Japan.

"We will seize the opportunity to become an evermore outward looking global Britain, deepening our trade relations with old friends and new allies around the world, and there are few places where the opportunities of doing so are greater than Japan, the third largest economy in the world", she said.

Both Mrs May and Secretary of State for International Trade Liam Fox emphasised the continued investment of Japanese firms in the UK, citing the fact that, collectively, Japanese firms have already invested more than £40bn in Britain (no timeframe was specified), where well over 1,000 Japanese firms employ over 140,000 people. In addition, over the past 12 months, bilateral trade has increased by more than 12%.

"I very much welcome the commitment from Japanese companies such as Nissan, Toyota, SoftBank and Hitachi, whose investments over the last year represent a powerful vote of confidence in the long-term strength of the UK economy", she said.



Hitachi, Ltd. President Hiraoki Nakanishi KBE

In Japanese Prime Minister Shinzo Abe's opening words, he highlighted Mrs May's visit to the Maritime Self-Defense Force's *JS Izumo* helicopter destroyer and the impact of Japanese innovation on London's new high-speed rail—the Intercity Express train to be built at Hitachi Rail Europe Ltd's UK plant.



Rina Akiyama of GlaxoSmithKline's Essential Training division

He also implored the UK to maintain transparency as negotiations continue and emphasised the importance of a successful Brexit for the global economy. Japan's expectations that the UK will maintain its strong economy are still very high, he added.

Mrs May expressed the belief that because the UK is leaving the EU, "We will be free to engage more actively and independently, particularly in key Asian markets like Japan".

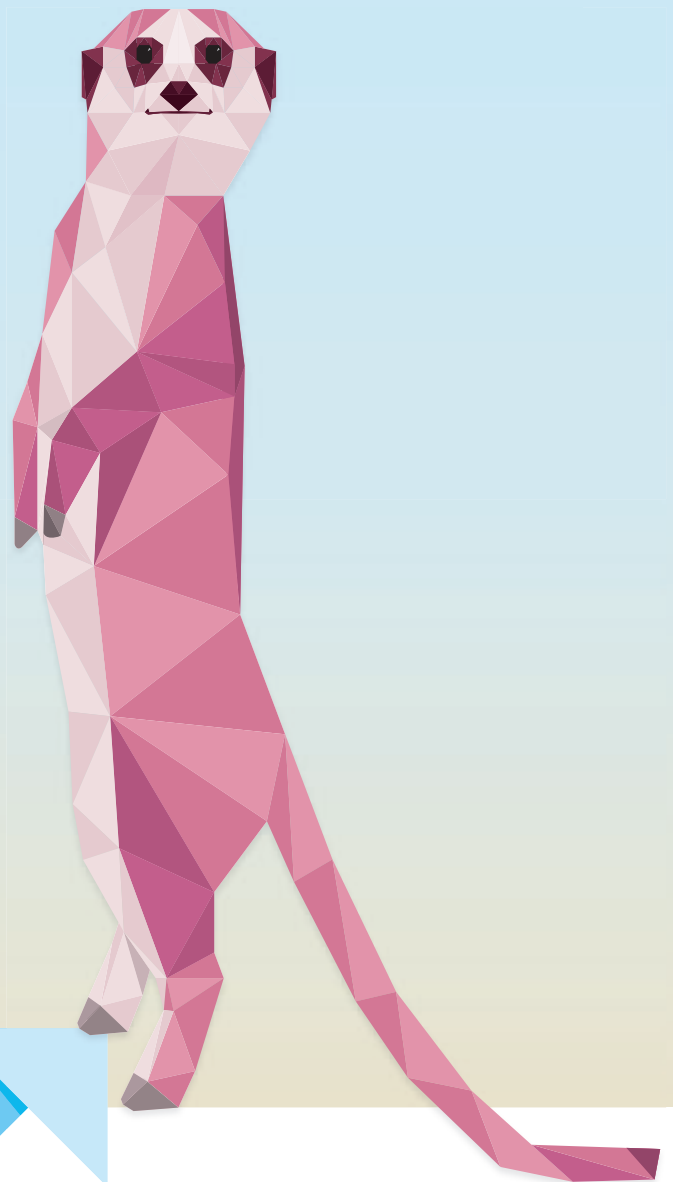
She added that the UK would "stand with Japan" to uphold the rules-based international system, and further strengthen and support the open markets on which so many businesses depend.

Specifically, Mrs May revealed that Abe and she had agreed to develop a programme of collaboration to achieve this goal.

"We are instructing our ministers responsible for trade, investment and business to develop



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“As we leave the EU, we will also work quickly to establish a new economic partnership between the UK and Japan”.

a new framework to realise our shared long-term vision to deepen our bilateral prosperity relationship”, she revealed.

She said support will come from business-to-government engagement and will include a new trade and investment working group to “deliver across our trade and innovation relationships”.

Government dialogues would begin with the sectors where both the UK and Japan share strengths, such as aviation, space, life sciences and advanced manufacturing. She revealed that this includes £700,000 of new funding to promote opportunities for UK businesses around Japan. Collaboration in research and development would also be high on the agenda.

“During the period before we leave the EU, the UK will continue to champion the early signature and implementation of the Japan–EU economic partnership agreement. This will be our immediate priority.

“But as we leave the EU, we will also work quickly to establish a new economic partnership between the UK and Japan, based on the terms of this EU agreement”.

Seeking to reassure the Japanese audience concerning Brexit talks, Mrs May added that the government would seek to ensure free and frictionless trade between the UK and EU, as well as with partners around the world.

“That is the magnitude of our ambition and the scale of our commitment to it”, she concluded.

#### Future thoughts

Mrs May’s speech was followed by a series of panel discussions and keynote speeches. In line with the day’s proceedings, Hitachi, Ltd. President Hiraoki Nakanishi KBE highlighted some of the complicated social issues that Japan has to address, along with the government’s aim for a Society 5.0—the application of technology to create a smarter society, and the UK’s part in this.



Barclays Vice Chairman Sir David Wright GCMG LVO summed up the importance of technology in innovation and the need for a stronger and deeper partnership between the UK and Japan to enhance this. He expressed optimism that both Prime Ministers May and Abe shared similar thoughts about such a partnership. He concluded by saying that ensuring a stable business environment for businesses in Japan and the UK was a primary concern for all.

“From the viewpoint of the Japanese business people, the UK is one of the best countries for building up a partnership”, Nakanishi said.

The first lively panel discussion concerned innovation through partnership. Towards the end of the session, British Chamber of Commerce in Japan (BCCJ) President David Bickle (see page 15) had a question for the panellists:

“I think there’s some fantastic examples today of innovation through the partnership. I think a key question is, what would the panellists’ advice be on how we can do more of that and create more success stories?”

“The most obvious is to publish success. I think we are quite modest, as two nations,

about being bold about what we have done,” said Simon Bowen, chief executive officer of Cavendish Nuclear Ltd., adding that one sector needing some attention is cyber security.

His fellow panellist Arend Jan Van Bochovan, head of strategic innovation at Cambridge Consultants Ltd., highlighted the need to spend time in Japan and the UK to understand each other’s culture. Yoichiro “Pina” Hirano, founder and chief executive officer of Infotera Corporation, agreed, saying that the combination of these cultural differences leads to innovation. But he added that the need for a desire—whether to solve a problem or help someone—is at the core of innovation. 🇬🇧

#### STRENGTH IN SPORT

British business was well-represented by BCCJ Platinum Member GlaxoSmithKline K.K. in the second panel session, which was spearheaded by Rina Akiyama, a member of the firm’s Essential Training division, who is best known as a London 2012 Paralympic Games gold medallist. She relayed her experience in London, which she claims has held the best recent Paralympic Games.

Akiyama believes that above all, every athlete was treated as a normal athlete, and London made the Paralympics truly special, resulting in the whole country tuning in, and some events even being sold out.

During the discussion, which covered innovation through major sporting events, Kanako Kikuchi, president and representative director at GSK, highlighted the importance of diversity in creating an innovative environment. She detailed GSK’s collaboration with the doping lab of the London 2012 Olympic and Paralympic Games.



# Catalyst for change

Johnson Matthey looks to the future as it marks 200 years

BY CHRIS RUSSELL  
PHOTOS: JOHNSON MATTHEY

In the business press, there is no shortage of articles lionising the latest “disruptive” startup. Whether it is in the world of tech or finance, there is always some hot new business attracting praise and attention. But what can be lost in the noise is that there are firms with long, rich histories that continue to play an integral role in underpinning business today. What these may lack in terms of eye-catching IPOs or product announcements, they more than make up for in serious business and a quiet innovation of their own.

One such firm is Johnson Matthey Plc, which got its start as a gold assayer in 1817 and today specialises in sustainable technologies. With products that can be found in everything from cochlear implants to oil refineries, the firm this

year celebrates its 200th anniversary. To mark the occasion, Chief Executive Officer Robert MacLeod embarked on a breakneck, round-the-world tour to visit a number of the firm’s offices.

On his stopover in Japan, where the firm has had a facility for 24 years, MacLeod attended a ceremony to celebrate the firm’s history and achievements. During his brief visit, he sat down with *BCCJ ACUMEN* to discuss Johnson Matthey’s operations and what the future holds for the business.

## Cleaning up

Johnson Matthey comprises four divisions, however the vast majority of its operations in Japan fall under the rubric of clean air—others, such as those dedicated to improving health, are

primarily focused on Europe and North America. The portion of the business in Japan is concerned with controlling emissions, and for Johnson Matthey that means their catalytic converter technology, which has found its way into cars the world over.

But the impetus for the firm’s start in Japan came from the other side of the Pacific Ocean, after enhanced restrictions on car emissions were put in place in the United States following major amendments to the Clean Air Act in 1990.

“They put regulations in place and, for a while, they could start off by meeting the regulations just by tweaking the engine and the engine management system. But then, as the regulations got tighter, they had to find another route, and that’s how they started to get involved



Chief Executive Officer Robert MacLeod (left) helped plant a tree in Sakura, Tochigi Prefecture.



Staff also opened a sake barrel.



in catalysts”, MacLeod explained. “It started in the United States, and it’s all very well having the production plant there, but the decisions on the technical side were made [in Japan].

“Even today, for all the Japanese car companies—Honda, Toyota, Nissan, Suzuki—the purchasing decisions are made here in Japan, because they’re made on a technical basis.”

To get the technical approval the firm needs, it carries out various tests at its research centre in Sakura, Tochigi Prefecture. And that facility has since been joined by a manufacturing plant, which was established 15 years ago. One of 10 Johnson Matthey factories around the world, it annually produces about 3mn of the 50mn catalysts that the firm makes globally.

“What happens is typically that you make the product in the market, the country or the time zone in which the customer’s manufacturing plants are—you don’t ship these products overseas because that’s just too expensive”, MacLeod explained.

That’s because they contain valuable precious metals, and even though the amount of metal used is quite small, the value is high. This, in turn, affects the value of duties that need to be paid. The parts would also need to be transported by sea, meaning that working capital would be tied up for a substantial amount of time. With Japan’s adoption of its own emissions regulations, it became necessary to have a manufacturing base in the country.

“It’s grown a little bit over the years because the regulations have tightened, and as the regulations tighten, it has required a bit more complexity of the catalyst and more parts per car”, MacLeod said. “But the Japanese market over the last few years has been relatively stable, so we haven’t had to add much manufacturing capacity recently”.

What expansion has occurred has been driven by the expansion of regulations for trucks and motorcycles. But the firm has been working to make its catalysts more effective and, thus, more competitively priced. This is achieved by researching and developing new products that contain less metal, but give the same performance. Reducing the amount of metal, in turn, generates a cost saving that can be passed on to the customer.

“For example, if we can reduce metal to give a five dollar cost saving in a car costing \$15,000, that sounds very little. But for a car company, \$5 per car for several hundred thousand vehicles or a million vehicles—it just all adds up.



Johnson Matthey’s knowledge of chemicals is central to its innovation.

“But, of course, regulation has tightened at the same time. And normally, as regulations get tighter, the easiest way to meet the regulation is to put some more metal on it”.

#### Catalyst for change

The big change on the horizon for Johnson Matthey comes from electric cars. While hybrid vehicles will still require catalysts, fully-fledged electric vehicles won’t, due to the absence of an internal combustion engine. To adapt to that change, the firm is having to call on its knowledge of chemistry and apply this to the materials that go into vehicle batteries. In particular, it will mean focusing the firm’s research on the material used for the cathode—what MacLeod describes as “the clever bit, the hard bit about a cell”.

“Johnson Matthey is never going to be a cell manufacturer; that’s not what we do. That will be for the likes of Panasonic, a Samsung, LG maybe, some big Chinese firms.

“Today, the limiting factor on the performance of the cell is the cathode and the cathode material. There’s a lot of technology around cathode material and most of it’s around lithium-based chemistry.

“We are actively looking at, and already have a business that makes, cathode materials—lithium-based cathode materials. But this market is growing very rapidly and the opportunities are very significant, so we’re investing in more and more technology to come up with better material to make the cell last longer, charge quicker, have more range and, of course, be of lower cost”.

Currently, very little of that research is done in Japan—Johnson Matthey’s main research centre is in the UK—but that could change, particularly if a Japanese firm emerged as a leader in batteries.

“I suspect in the future we will want to have some capability here, whether it’s manufacturing capability or research capability—I don’t know yet”, said MacLeod.

“It’s more likely to be manufacturing than research, if I was to bet today. And again, is it going to be Japan? It might be Korea, it might be China. It depends where the cell companies are because, ultimately, it’s going to be the cell companies—the cell manufacturers—that will want the material and we will want to be fairly close to where they are.

“But it’s probably relatively transferable—once you know how to make a material and you’ve got some [intellectual property rights] over that material, then you can transfer it to another part of the world quite easily and quite quickly, as long as the production process is broadly similar”.

Although the imminent demise of the internal combustion engine is now widely predicted as battery technology improves and governments throw their weight behind electric vehicles—the UK government has announced a ban on pure diesel and petrol cars and vans starting in 2040—MacLeod nonetheless predicts his firm’s catalyst business will continue for the foreseeable future.

“I think the catalyst business will be alive and well for some time, because trucks are going to use the internal combustion engine for a long time to come; delivery vans will probably be internal combustion engine powered for some time to come, and large cars will probably have to stay with an engine for some time.

“It will certainly start at the smaller car, where you’ll end up with batteries first. But that’s where we’ve got an opportunity to be part of the world’s evolution in power train development”.

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# PRIME CUTS

Talk of lifting Japan's ban on British beef gives hope to UK firms

BY JULIAN RYALL

PHOTOS: AGRICULTURE & HORTICULTURE DEVELOPMENT BOARD



Succulent cuts of prime British beef could be back on menus in Japan as early as next year after a team of Japanese government officials carried out an inspection of UK beef production controls in mid-July. This was more than 20 years after the outbreak of bovine spongiform encephalopathy (BSE) in the UK halted exports.

The five-strong team made up of staff from the Ministry of Agriculture, Forestry and Fisheries and the Ministry of Health, Labour and Welfare inspected farms, laboratories, feed mills and abattoirs to obtain first-hand information about food hygiene controls, which were enhanced after a BSE outbreak began in 1986.

The six-day visit was arranged by the UK's Department for Environment, Food and Rural Affairs, the Agriculture and Horticulture Development Board (AHDB), the Food Standards Agency and a number of related organisations with the clear aim of resuming exports of beef to Japan.

"We are thrilled to have welcomed this delegation from Japan", said Dr Philip Hadley, director of international market development for the AHDB. "It represents another important step for UK beef on the global stage.

"Japan is a lucrative market for specific premium beef products and this visit has the potential to create a number of exciting opportunities for UK exporters", he added.

"We look forward to hearing from the delegation and learning what this inspection will mean for quality beef exports to Japan in the years to come".

Speaking to *BCCJ ACUMEN*, Hadley said the inspectors had been "very positive about what they saw, and we expect the report in approximately three months".

A positive outcome would be welcomed by an industry that was devastated after the first cow fell ill with BSE in 1986.

The UK was the nation worst affected by the disease, with 4.4mn cattle having been

slaughtered in the subsequent BSE eradication programme. The ban on exports of British beef, which the European Union (EU) imposed in March 1996, remained in place until May 2006. BSE was reported in cattle in 30 countries, including the US and Canada, while 26 cases were identified in Japan.

The country has already lifted the beef ban it imposed on a number of EU member states, including Denmark, France, the Netherlands, Ireland and Poland. Similarly, Japan reopened its markets to US beef no older than 20 months as early as 2005.

While Japan has already lifted its ban on beef imports from other countries, the inspection process is exacting.

"Each inspection visit is designed to establish the level and effectiveness of controls in place to protect both human and animal health, to ensure the import of safe and wholesome products for consumption by the people of that nation", said Hadley.





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The team from Japan visited UK farms, laboratories and abattoirs.

“This is part of a process that still has more steps to take but, hopefully, exports could resume during 2018”, he added.

Officials at the British Embassy Tokyo have been instrumental in achieving progress on the issue, and are equally confident that soon British beef will again be available in Japan.

“The visit was highly successful”, according to Campbell Davis, second secretary at the embassy overseeing economic and trade issues. “The Japanese teams were particularly impressed by the UK’s overall controls and testing regime.

“We are confident that the outcome of the inspection will be positive. The visit was conducted very successfully and we look forward to resuming exports of beef to Japan as soon as possible”.

#### Cut of the market

According to government statistics, UK producers exported about 30 tonnes of beef to Japan in the years immediately before the ban was imposed. Given the shift in the Japanese diet towards the increased consumption of meat—on average, Japanese now eat about 10kg of beef per person a year—it is estimated that the UK will be able to export about 32 tonnes annually, were it able to regain its previous market share. The industry estimates the market could be worth some £15mn per year.

Given the ready availability of US and Australian beef, however, British producers are likely to attempt to tap into demand for high-end cuts of superior-quality meat.

Experts say that some of our most famous breeds could be in demand. For example, the



## “Exports could resume during 2018”.

Aberdeen Angus, with its well-marbled meat and creamy-white fat interwoven throughout the close-grained texture, or the Hereford, one of British livestock’s oldest and most important cattle breeds, famed for its marbled cuts and distinctive flavour.

One of the UK firms that is looking to increase its presence in Japan as soon as the ban is lifted is C&K Meats Ltd., based in Eye, Suffolk. It won the Queen’s Award for Enterprise this year in the international trade category.

“We are extremely interested in entering the Japanese market, although it is a bit of an unknown quantity for us at the moment”, said Jonathan Edge, the firm’s sales manager.

The firm recently started exporting high-quality pork to Japan and hopes to be able to build on its growing relationships with distributors in Japan once the beef ban is relaxed, he added.

“Japanese consumers are after a very particular product and issues such as quality and branding are very important to them”, he explained.

“Because the competition is so stiff—remember, this is the country that produces wagyu beef, so they know their stuff when it comes to beef—we need to make sure that our beef has a provenance, that it has a heritage and a back story. That is all needed to make sure that it sells”.

Edge took part in this year’s Foodex—a food and beverage trade show held annually in mid-March at Tokyo’s Makuhari Messe exhibition centre—to promote C&K Meats’ pork products, and to sound out the market for the resumption of exports of British beef.

“It is very important to attend this sort of event, to meet potential customers or distributors and get a feel for what will work and how we can start to build the relationships that are required in Japan”, he said.

“And as soon as that door is opened, we know we have some excellent products to provide to Japan”.





## FOOT TO THE FLOOR

UK-Japan partnership powers new Lotus car

BY JULIAN RYALL • PHOTOS: LCI LIMITED

The Lotus Evora 400

Maybe it is the muted growl of the 3.5 litre supercharged V6 engine. Perhaps it is the elegantly flowing lines of the bodywork. Or, possibly, it is the eye-catching starburst-yellow paint job. Whatever it is, the Lotus Evora 400 is turning heads wherever it goes.

The Evora was first released in 2009, but its designers have added an extra 50hp to the latest version, with the 400hp now enabling it to hit 60mph in 4.1 seconds and giving it a top speed of 186mph.

Those vital statistics are going to make this car extremely attractive to existing Lotus owners and, it is anticipated, a new generation of drivers, who want the experience to be about the person behind the steering wheel, not about the car.

"We have quickly learnt that this is a car that, as soon as someone puts their hands on the wheel, they want it," said Justin Gardiner, of LCI Limited.

"We do lots of events up and down the country—I've actually not had a weekend off since the start of February—and the number of people who sign up for a car at those events is incredible," Gardiner told *BCCJ ACUMEN*.

"And that includes drivers of other comparable cars," he added. "I have had an

owner of a top-of-the-range Porsche tell me that he just does not get the feedback from his own car that he got from driving a Lotus. In those cars, the most important part of the equation is the vehicle; in a Lotus, the experience is all about the driver".

The Evora is probably most at home on a racing track, but can still enjoy a run on Japan's motorways.

The driver's position is close to the ground, which gives an additional sense of speed, and the slightest dab on the accelerator shoves anyone inside firmly back into its leather-trim seats. That acceleration puts the Evora solidly in the supercar bracket, with the rear sport diffuser required to deliver an extra 23kg of down-force to make it adhere to the road better.

And flicking between regular driving mode and racing mode takes the engine noise from a growl to a deep throbbing reverberation that hints at the power that is just waiting to be unleashed.

The external styling comprises graceful, near-liquid lines from the low-slung snout all the way back to the spoiler, while the interior has been cleverly laid out for the convenience of the driver. And while technically the Evora has two rear seats, they would be uncomfortable for anyone who is not short.

Visibility is a little tricky—a glance in the rear-view mirror mostly serves to confirm that the engine is still in place—and the car is a touch on the wide side for many of Japan's narrow streets, but these are truly minor quibbles.

All that for less than ¥13.1mn for the automatic version in Japan, or a shade over ¥12.5mn for the manual.

"This is by far the most expensive model that Lotus has ever built, but when owners of Porsches, Maseratis and other similar cars look at it they can't believe what a bargain it is," said Gardiner.

### Proud legacy

Lotus believes it is also a car of which Colin Chapman, who founded the firm in 1952, would be proud. He famously had a number of tenets for cars that bore the iconic Lotus badge and these are still applied today. A legacy of his time as an engineer in the RAF, Chapman insisted on making his cars lighter while other designers insisted more speed would come from bigger engines.

"Adding power makes you faster on the straights," he conceded, but added that, "Subtracting weight makes you faster everywhere".

That mantra is evident in the Evora—for a big car, it still weighs a mere 1,395kg.



The 2017 edition of the Japan Lotus Day

Under Chapman's direction, Team Lotus won seven Formula One Constructors' titles, six Drivers' Championships and the Indianapolis 500 in the United States between 1962 and 1978. On the production side, the firm was able to release relatively affordable cars that were still technologically advanced and aesthetically pleasing.

Perhaps the most significant indicator of the brand's continued pulling power is the fact that it is one of a handful of British performance car builders that is still in business. But that is not to say that the firm has been through some testing times, with the economic crises of the 1970s meaning that output had shrunk to just 383 cars in 1980 from 1,200 cars only two years earlier.

The firm signed an agreement with Toyota Motor Corp. in 1982 to exchange intellectual property and applied expertise, and there were discussions over the Japanese auto giant buying the firm outright—a move that Gardiner believes would have been a win-win for both firms—but the deal never materialised. Yet the

two firms still collaborate closely and the Evora is fitted with a Toyota engine that can be found in many of the Japanese firm's own vehicles—with the supercharger making all the difference.

In the intervening years, the brand has been held by General Motors Company of the United States, the firm behind Italian brand Bugatti and Malaysian car firm Proton Holdings Berhad.

#### Down the road

In June, Chinese car giant Zhejiang Geely Holding Group finalised the purchase of a controlling stake in the firm for a reported £100mn.

And Gardiner believes that Geely's track record with Volvo, another famous brand that it purchased, means the outlook is extremely bright for Lotus. Instead of imposing its own ideas on the Swedish firm, he points out, Geely has made it clear that Volvo already has a solid reputation and just needed new investment.

"They have looked at Lotus and recognised that the firm is one of the most technologically advanced manufacturers in the world and has

the ability to make a profit in low-volume sales, and I would say that Lotus is going to be back in a big way in the next couple of years," he said.

Even today, each Lotus car is hand-built at the firm's factory in Hethel, just outside Norwich in Norfolk, with just 2,000 vehicles produced each year.

Gardiner believes that the arrival of the new Evora will see sales rise to around 500 units a year, making Japan an extremely important market for the firm.

"Japanese people like Lotuses because they are small, they are agile and they are very efficient for the size of the engine that they carry, and that is largely because of the work that has gone into minimising the weight," he said.

"But there is also an emotional attachment to the brand among many Japanese," he added. "Older generations will remember the black-and-gold John Player Special Formula One Lotus racing car, while Ayrton Senna made his F1 debut in a Lotus with a Honda engine alongside Satoru Nakajima.

"That sort of detail really just resonates well with people who know their cars here—along with the fact that it really is just an excellent piece of engineering" 🇬🇧



The interior of the Evora 400

#### COMPETITION

Lotus Japan is offering one reader of *BCCJ ACUMEN* a race day experience at its annual Lotus Day at the Fuji Speedway in April 2018. Final dates to be confirmed.

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# GETTING THE MOST FROM STAFF

Soft skills revolution is required

BY DR GREG STORY



The *Spa!* magazine in Japan recently released the results of a survey of 1,140 male full-time employees in their forties about what they hated about their jobs. The top three complaints were: salaries have not risen because of decades of deflation; a sense of being underappreciated and undervalued; and a lost sense of purpose.

Apart from not enough money in a time of massive corporate profits, the other issues are all about leadership soft skills. Dale Carnegie Training did a global study of engagement and the results for Japan were consistent with global trends. Japan's scores were also consistent with every survey I have ever seen on the subject of engagement in this country. The percentages of those who are not engaged are always gob smacking.

Why would staff feel underappreciated? The reason is obvious. No one in a leadership position has shown them any sign that they are important, that what they are doing is important and that they have a future in the organisation.

Part of the reason is cultural—Japanese prefer understatement and subtlety, not passionate expressions of appreciation. A boss coming back from a training course suddenly

telling staff how great they are and how much they are appreciated would be viewed with the distinct suspicion that something odious was about to descend and this was some smoke screen before all hell breaks loose.

This says a lot about entrenched ideas and expectations about leadership in Japan. The bar is so low here that any deviation towards something approaching more normal Western management styles is viewed in a negative light. That means we have some work to do.

## Feeling valued

That global study said the gateway drug to gaining higher levels of engagement was to have staff feel they are valued by their managers. Often, work can become routine and parts of it can be tedious. The lower down the totem pole you descend, the harder it is for those at the bottom to recognise that what they are doing has any great relevance for the organisation.

This is where the boss has to re-connect them to the machine. They need to see how what they do is important and where it fits into the overall picture. The job itself has to be established as having relevance for them to feel they have relevance.

Their work may or may not be perfect, but very few people in life try to do a bad day's work. They may not be geniuses, but they are usually doing the best they can. If we want higher skills, we need to train them. If we want greater productivity, we need to help them become motivated. How can that happen? Well, telling people "be motivated" won't do it. This is an inside-out, not an outside-in process.

## Finding time

The boss's job is to have such good levels of communication that the individual aspirations of the team members are known, and so the work can be related to how this will help them achieve their aims.

For the boss to be able to do that with any credibility takes training in communication skills and understanding people. Barking orders at plebs is not the type of communication skill set about to unleash latent high enthusiasm levels for work.

For bosses, even finding the time to actually speak about these things with their team is difficult. Flatter organisational structures have pushed a lot of work on to the boss's plate. If the boss can manage time properly (know any?) and if they can delegate effectively (know any?), then this flat structure-ordained busyness will be counterbalanced to some extent. So the effectiveness of bosses in managing themselves sets up the organisation to help them manage others in a more professional way.

Japan needs to address these failures of leadership in the soft skills area and tap into the full strength of the working population. They are not making as many Japanese as they used to, so we have to make sure we allow all of our staff the chance to shine. In this regard, bosses have a bigger responsibility than ever before to get this right. 🍀



# THE POWER OF BRANDING

An interview with Matt Nicholls

**What is the state of the bilingual recruitment market in Japan?**

**Nicholls:** It's an extremely interesting market, very different from that of the UK where I worked in recruitment for 10 years. At RGF, we typically deal with multinational firms. A high level of Japanese proficiency tends to be a minimum requirement for most positions. As a result, both candidates and clients tend to be bilingual Japanese. It's a highly competitive market with candidates in short supply.

**How do recruitment businesses differentiate themselves?**

Most recruitment businesses don't have a unique selling point. Success, therefore, tends to boil down to the quality of people you employ and how well you train them. Most recruitment

firms use the same client and candidate sourcing methods.

**How important is branding?**

It's one of the few areas in which recruitment firms can really set themselves apart. Japan, in particular, is an extremely brand-conscious country, where big, established brands tend to be trusted more than others.

**Does RGF benefit from being part of the Recruit Group?**

Yes, being the bilingual division of well-known Japanese enterprise the Recruit Group gives us a huge competitive advantage, given its high profile and heavily advertised brand. It's especially useful in candidate sourcing. The best candidates tend to be extremely picky about



Matt Nicholls,  
managing director  
of RGF

which agencies they entrust with their next career move. At RGF, our professional approach combined with the power of the Recruit Group brand means that we represent the best candidates on the market. 🇯🇵



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# SHOCK AND AWE

British author delves into the “fanatical” world of Japanese fashion

BY JULIAN RYALL  
PHOTOS: YURI MANABE



It may be shocking, amusing or simply stunning, but Tokyo’s street fashion scene is never dull. Asked for the single word that would sum up the city’s ever-changing sense of couture, Philomena Keet does not hesitate: Fanatical.

Tokyo’s fashion-obsessed inhabitants are the subject of Keet’s latest book, *Tokyo Fashion City*, which is part guide book and part fashion photography album. Released by Tuttle Publishing late last year, the title serves to expand on her first extremely successful fashion work, *The Tokyo Look Book*.

The book effectively takes readers on a stroll through eight districts of Tokyo that each have a reputation for an interesting fashion scene, be that cutting-edge, traditional or the embracing of a subculture.

From Harajuku’s mix of high-fashion and streetwear to eclectic and constantly evolving Shibuya, chic Daikanyama and the goth and geek hangouts of Shinjuku and Ikebukuro, Keet and photographer Yuri Manabe examine what is in vogue and how it is being worn. Other stops on the tour include bohemian Koenji, the *otaku* streets of Nakano, the cosplay mecca of Akihabara, the more traditional lanes of east Tokyo and the luxury-filled streets of Ginza.

Each of the districts is explored through its history, its most famous and iconic shops and local signature styles. The book also includes maps to the districts, as well as listings of shops and cafés.

## New trend

Keet first visited Japan with a friend after completing secondary school, an experience that changed her from being a Sinophile to having a fascination with all things Japanese. After graduating from the University of Oxford, Keet came to Japan with the Japan Exchange





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and Teaching Programme and taught in Osaka for two years.

She then completed an MA in Japanese Studies at SOAS University of London, which led to a PhD—at the same institution—in anthropology focusing on Tokyo street fashion.

“It was not the fashion industry per se that interested me, but how differently many young people that I saw when I was living in Osaka seemed to treat their clothes and appearance than I was used to from England”, she told *BCCJ ACUMEN*.

“Phenomena such as cosplay, subcultural styles such as gothic lolita, and the creative and egregious youth street fashions”, she said. “It was from the anthropological perspective—how did these Japanese youths’ clothes contribute to their construction of self and so on—that I became interested in fashion”.

**Still got it**

Keet says that much has been made of the “death of the creative and individualistic street fashion” that made Harajuku famous about 20 years ago, but she insists it has not evaporated entirely. The rise of social media in the same time frame means that it has instead moved elsewhere.

“Photographs on sites such as *tokyofashion.com* show that there are still plenty of interesting and original dressers out there—it is just they are harder to spot among the hordes of more plainly dressed visitors to the area”, she said.

In comparison with London, Paris or New York, Tokyo has a wider diversity of styles, while



the “extremes” to which people will go with their fashion sense also mark the city out, she said.

“Some Japanese are so fanatical about what they wear that they will push the boundaries of a certain style, often creating new sub-subcultures”, she added. “It also means that rarely does a ‘style tribe’ totally disappear, as there are likely to be at least a handful of hardcore fans keeping it alive somewhere, if not on the streets any more”.

Looking back to 2000, she points out, the *yamanba* girls were turning heads in Shibuya with their deeply tanned faces, white panda eyes and brightly coloured hair and clothes. They continued to exist for many years after they disappeared from the streets, instead congregating in smaller numbers at events organised by and for their subculture and away from the public eye.

“It can be a very anonymous experience living in this city”, said Keet. “People tend to blank strangers when commuting and so on,

“Japanese are so fanatical about what they wear that they will push the boundaries of a certain style”.

and so they don’t bat an eyelid when they see something out of the ordinary—even if it’s a gothic lolita in full regalia.

“This allows styles that might get a more unkind reception in London, Paris or New York to flourish in the public eye here”.

She also points out that Japan’s history of Western fashion is still relatively recent. That brief, approximately 100-year exposure period “means that Western garments are not infused with the social rules and historical context that they are elsewhere, so they can be treated with a more playful freedom”.

*BCCJ ACUMEN* has two signed copies of *Tokyo Fashion City* to give away. To apply, please send an email to: [publisher@custom-media.com](mailto:publisher@custom-media.com). Winners will be picked at random.





# ROCK ON

Poor weather couldn't stop British acts from stealing the show at Fuji Rock Festival '17

BY SOPHIA KIRTLEY  
PHOTOS: CUSTOM MEDIA



Aphex Twin's set was accompanied by a spectacular laser light show.

Heading north from Tokyo on a Joetsu Shinkansen early one Friday morning in July, the luggage racks were full of items that differed greatly from the usual briefcases belonging to salarymen. Instead, hiking rucksacks, camping chairs and collapsible tents had all been crammed into every available space. Accompanying them was a swarm of enthusiastic music fans, heading to the annual Fuji Rock Festival '17.

This summer's festival brought more than 125,000 people from all over the world to the secluded Naeba ski resort in Yuzawa, Niigata Prefecture, a spectacular location that distinguishes it from any other festival in Japan. The torrential rain did not stop enthusiastic attendees who, donning waterproofs, set up their tents and made ready to enjoy three days of musical talent.

The majority of the performers in this annual fest are Japanese, but the festival's initial inspiration came from the Glastonbury Festival, dating back to the 1970s, while British artists and attendees have always played an important role. Masahiro Hidaka MBE, president of the festival's organiser, Smash Corporation, has consistently brought British artists to Fuji Rock since it began more than 20 years ago. It has brought so many, in fact, that Smash has an office in London.

Past memorable headliners include The Prodigy, The Chemical Brothers, Oasis,

Coldplay, Franz Ferdinand, Fatboy Slim, Muse and Radiohead. This year, Gorillaz and Aphex Twin headlined two of the three days, and the best of British could also be found around the festival with daily performances by the British Embassy's Taiko Team and a festival food favourite, the fish and chips stall 1066.

## Main stage

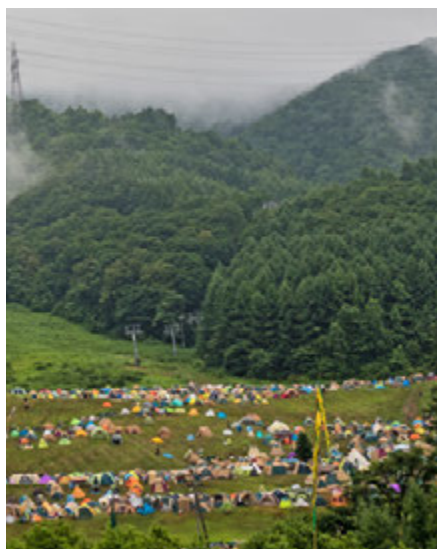
The Green Stage is the festival's crossroads and focal point, with attendees leaving camping chairs on the grass and returning to enjoy sets

throughout the weekend. This vast, outdoor venue, lined with trees and mountains, can hold some 50,000 people.

This year, British indie band The xx made their Green Stage debut for what was their third time performing at the festival. Romy Madley Croft and Oliver Sim's dulcet and melodic vocals echoed across the valley, the audience particularly enjoying *Crystalised* and *Islands* from their eponymous debut album. The stage also hosted 2017 Brit Award Winner Rag'n'Bone Man, whose poignant and moving performance of hit song *Human* drew in crowds off the thoroughfare.

The rain was relentless all weekend with many torrential showers, sending music fans to shelter under the Red Marquee. Dream pop band and Fuji Rock veterans Slowdive embraced the dismal conditions, vocalist Neil Halstead even telling the crowd, "It's lovely to be back here. I love that the weather doesn't change". Their performance was atmospheric and the audience relaxed as melodies of songs such as *Catch the Breeze* blended with the pitter-patter of rain on the marquee's roof.

Fuji Rock also champions younger artists such as Fuji Rock first-timers Catfish and the Bottlemen, DJ and producer Evian Christ, and pop rock band Temples. Singer and guitarist James Bagshaw and bassist Tom Walmsley gave an energetic performance using the full stage



The festival camping site



to entertain the audience during *Colours to Life* and *Roman God-Like Man*.

Another young band playing this stage were The Amazons, an alternative rock band from Reading who were named as ones to watch in 2017 by both the British music magazine *NME* and the BBC. They gave a solid performance with clean guitar riffs and powerful vocals, a throwback to the post-Britpop and rock scene of the mid-2000s.

**From rock to electro**

No stage represented a specific genre of music, with electro or hip-hop perhaps following a heavy rock act. Sampha, another artist at the Red Marquee and pioneer in electro soul music, gave an emotional performance, his wide vocal range effortless and the keyboard sounds giving a strong nod to the blues. Known for his collaborations, it was no surprise that the crowd reacted most to *Too Much* and *4422* by US rapper Drake. The rest of the set was also strong and melodic, with songs such as *(No One Knows Me) Like the Piano*, *Happens* and *Blood on Me* from his debut album *Process*.

Festivalgoers were particularly excited to see headliner UK electronic producer Aphex Twin. Crowds, gathering eagerly in front of the Green Stage, represented people of all ages and from a variety of backgrounds.

For long-time Fuji fans, this performance was extra special, as Aphex Twin had performed at the first Fuji Rock Festival, in 1997.

*BCCJACUMEN* even encountered a Japanese couple who, having met through their love of Aphex Twin, have been married for 10 years.

Opening with *Touch Absence* by Glaswegian producer Lanark Artefax, the valley was flooded with the sound of the track's atmospheric and hard-hitting beats. The performance was visually spectacular: the screens broadcast live, distorted, footage of the crowd's faces, all perfectly coordinated with a laser light show that danced above the crowd. During his set, the heavens opened yet again, with cold, heavy rain. Although the audience was drenched, they



Catfish and the Bottlemen

were unyielding and withstood the downpour, determined to stay and experience every beat.

Another highlight was British virtual band Gorillaz. Also headlining the Green Stage, their set began strongly with *M1 A1* and *Ascension*. The band's distinctive, genre-spanning style instantly revived the crowd, whose mood had been dampened by the rain.

After a seven-year hiatus from Fuji Rock, there was a nostalgic quality to the performance of Damon Albarn OBE—the band's co-creator



Temples



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and also a member of Britpop band Blur—who sang through his distinctive remote speaker microphone. During the set he was joined on stage by the Gorillaz choir and collaborators from the new album *Humanz*. Larger than life appearances on the large screens by virtual members Murdoc, 2-D, Noodle and Russel lifted spirits further.

Telling the audience he was jetlagged—as he lay spread-eagled on the stage—Albarn said he was very excited to be performing at this iconic festival. The crowd, screaming for an encore, was rewarded with fan-favourites such as *Kids with Guns* and *Clint Eastwood*. Having successfully charmed the audience into singing for him as he played the melodica, Albarn thanked the crowd with a respectful bow and quietly left the stage as the audience listened to the end of *Demon Days*, applauding and cheering.

### Family fun

When not listening to music, there were many other things to enjoy throughout the weekend. At the other end of the boardwalk that ran through the site there was a different side of the festival to discover: an area for families and children; hammocks for rent; a tent with masseuses to help ease the aches and pains of campers; an NGO village; and smaller stages, such as the Stone Circle, offering more original and interactive shows.

It was here that Tokyo's British Embassy Taiko Team have played for the past two years, offering a refreshing break from the main festival. Perfectly in sync, they drew a diverse crowd as they played exciting versions of iconic British songs—such as *Yellow Submarine* by The Beatles—and traditional Japanese music.



Tokyo's British Embassy Taiko Team

“The embassy worked closely with Fuji Rock and the British Council to promote British music in Japan in the past, so luckily we had already established a good connection with some of the people from Smash,” explained David Mulholland, marketing manager at the British Embassy Tokyo.

“We’ve used the occasion of Fuji Rock to promote our Music is GREAT brand, with signage and free T-shirt giveaways to social media users ... we also actively encourage followers to watch as many of the British acts at the festival as possible.”

### British flavour

A day at Fuji Rock is divided into music, camping and queuing: You may need to wait one hour for the bus to the festival site or two hours to use the *onsen* (hot spring bath) at the nearby Naeba Prince Hotel.

However, something definitely worth queuing for is the legendary fish and chips offered by purveyor 1066, who has the longest-running food stall at the festival. It is overseen by Jane Best OBE, executive officer of Refugees International Japan, who was asked to set up a stall at the very first Fuji Rock by a friend, who had been tasked with creating a world restaurant area.

“Unfortunately, a typhoon came through. It really was wild, and of course people weren’t prepared for the torrential rain,” recalled Best. “Red Hot Chili Peppers were playing and a thunderstorm started, which was a real electricity risk. So Sunday was cancelled. We sold hot soup that year which was to our advantage as people were cold.



Fish and chips from 1066

“It’s 20 years later and we’re a bit famous now,” she added. Over the years, many of the performing artists have come to get their own portion of fish and chips from 1066. Best laughed that her staff are much better at knowing who they are than she is.

This year’s menu was fish and chips or pie which, she said, is “perfect food for a festival”. Best created the recipe for the beer batter herself. They also served a range of British drinks including Fullers London Pride and IPA, as well as Strongbow.

“It’s a lovely place to be and you meet some amazing characters ... some come year after year to work on the festival, mostly from the UK,” said Best, when asked about her motivation to continue taking part.

“I think the thing about Fuji Rock is it’s not always about the headliners—there are some other interesting bands,” said Best. “Some of our customers comment on this, that the way to go and see the groups here is to look up unknown ones and go and seek them out. Some say they learn so much more about music that way.”

After 20 years it’s clear that the British music scene still strongly influences Fuji Rock’s line-up and plays a big role in attracting many attendees. The festival continues to share many similarities with its initial inspiration, Glastonbury, by bringing together a diverse range of artists and music lovers, as well as a susceptibility to temperamental weather conditions. But with its distinctive performances and spectacular visuals, all in a beautiful mountain setting, Fuji Rock lays claim to a personality of its own. 🇬🇧





# Give a dog a home

ARK opens stunning new Kansai kennel with UK support

BY JULIAN RYALL  
PHOTOS: ANIMAL REFUGE KANSAI

Animal Refuge Kansai (ARK) combined its annual reunion with a party on 28 May to mark the opening of its latest kennel block, with representatives of Dogs Trust UK on hand to witness how their advice and support is being put to use there.

Seven years after ARK founder Elizabeth Oliver MBE purchased just over two hectares of land in a natural bend in the Shitsukawa River on the wooded outskirts of the hamlet of Shitsukawa Shimo Aza in Osaka Prefecture, ARK's Sasayama sanctuary has grown into arguably the best in the country.

On 20 May, 17 dogs moved into the newest kennel block, built to complement the first kennels for 29 dogs, which was opened in 2014. There are also facilities for a number of other unwanted pets, including cats and rabbits, while residents in the past have included goats, pigs, ducks, *tanuki* (Japanese raccoon dogs) and silver foxes.

And while 76-year-old Oliver was delighted at the turn out—close to 100 re-homed dogs and their new owners visited for the day—she admits that the problem of pets being abandoned is not going away and that much work remains to be done.

“Both in Japan and the UK, changes in peoples’ personal situations—divorce, bankruptcy, death—are causing them to have to give up their pet”, she told *BCCJ ACUMEN*. “The difference is that, whereas in the UK there are many organisations able to take these pets in, here in Japan there are very few, so there is no safety net”.

Local authorities have also become wary of putting down pets that residents no longer are able to care for, and stray animals. In the case of pets, they have started recommending that owners contact ARK.



Elizabeth Oliver MBE (left) cuts the ribbon to open the new kennel with visiting dignitaries.

“The facilities are absolutely stunning. The location and housing units are among the best I have seen anywhere in the world, and the quality of the build is extraordinary”.

“Unfortunately, a lot of [the referrals] are of older animals given up by their elderly owners due to ill health or death, which means ARK is getting full of older animals, which are more difficult to re-home and are also costly to care for”, Oliver added.

Pets are also very susceptible to trends in Japan.

“We call them pets that are the flavour of the month”, she said. “Apricot poodles are everywhere right now; two years ago it was dachshunds.

“Given the small living spaces in Japan, small dogs are inevitably popular, but we are also seeing a trend of older people—who are living longer and are active into their seventies—of wanting a dog to take for a walk”, she pointed out.

Unfortunately, they make the mistake of buying a puppy from a pet shop. And a few years later, when they are less physically able, they have a full-grown and energetic dog to take care of.

“If those people had come to ARK in the first place, we would have recommended an older dog—easier to keep, size and character known, training unnecessary—rather than a puppy”, she said.

Despite the latest additions at the Sasayama site, Oliver says she has many more plans.

“There is still a long way to go”, she said. “We need an education building where we can hold training for dogs on rainy days and that can double as two rooms for seminars, symposiums and so on, because I believe the future is in education.

“We also need to build a reception building that will include a clinic, as well as a library where children can study about the wildlife around the site.

“Moreover, we are considering running courses for kids at schools, based on the Dogs Trust manual *Staying Safe Around Dogs*”, she said. “We would start with international

schools—we have around 10 contacts within Kansai and Kanto—and then move onto Japanese schools”.

**UK support**

The Dogs Trust Worldwide has been supportive of Oliver’s projects for many years, with managers and behaviour experts from the London-based charity visiting ARK—which was originally set up in a valley above the nearby town of Nose, where it still has a facility—to offer advice on training individual dogs with specific challenges. Two more trainers visited Japan earlier this year as part of the organisation’s international activities.

Adrian Burder, chief executive officer of the trust, said the Sasayama refuge is among the best he has ever seen.

“The facilities are absolutely stunning”, he said. “The location and housing units are among the best I have seen anywhere in the world, and the quality of the build is extraordinary.

“We are very proud to have been able to play a small part in this project, but we know that Elizabeth still has big plans and we are keen to be a part of that moving forward”, he added.

ARK’s Sasakawa project is being used as a flagship for other similar organisations around the world, Burder said, in order to showcase what can be achieved.

“Something like this helps to raise the status of dogs in societies”, he added.

The hurdles, however, invariably come back to finances, Oliver admits.

“Since there are now many smaller groups rescuing animals in Japan, people see our new facility and think we must have enough money so they donate to less well-off groups”, she said.







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“Our running costs are high, especially staff salaries, but since we believe in giving our animals the highest level of care, the animal ratio is around 15 or 16 to one,” she said. “This means that they not only take care of routine things—the cleaning, feeding, walking—but also have time for playing with dogs and socialising them”.

Donations covered around 70% of the ¥90mn cost of the new kennel block, but Oliver says ARK needs to come up with new ways of generating income rather than simply relying on donations.

“There are several ‘business’ ideas we can consider: one is to build a memorial garden in Sasayama where the cremated remains of people’s pets can be laid to rest”, she said. “Another is to board dogs as many foreigners in the Kobe area go away for a long vacation, while another idea is to lease our Dogland area to other groups to hold their own events, or just let their dogs play there.” 🍀

**NOT GIVING UP**

By Maxine Cheyney

In July 2000, Elizabeth Oliver MBE led the ARK team in dealing with a serious issue involving a female hoarder. The woman in question lived alone with more than 100 dogs in squalid conditions.

After speaking with the woman, ARK was able to take away six of the dogs for neutering. However, they had to return the dogs to her when faced with the woman’s unstable condition—she threatened to burn down the ARK facility. This is when Oliver realised how volatile hoarders can be.

They managed to rescue one puppy, named Gachan, who is now 17 years old and lives in the ARK office.

However, the situation was not over and Oliver never gave up on the other dogs. A few years later, when the woman was in prison for a traffic violation, ARK was able to have all the dogs signed over for neutering.

Seventeen years later on 6 March, a call from Tamba Hokensho explained that a fire had killed the hoarder and many of the dogs. Over the following two days, Oliver and the ARK team were able to rescue four dogs—DWEF (meaning Dog Which Escaped Fire), DWEF Too, Beacon and Flame—all of whom are available to go to a loving home that can take them.

Oliver’s persistence meant that she was able to close a case that could have been a lost cause.





# FIGHT CANCER WITH JAZZ



Join Shine On! Kids for our anniversary gala

BY HEATHER MCLEISH

**S**hine On! Kids, a non-profit organisation (NPO) supporting children in Japan fighting cancer and other serious illnesses, is marking its 11th anniversary, and you are invited to help celebrate at a gala on 20 October at Tokyo American Club.

This year's theme is jazz, a musical style that captures the heart, soul and passion of those standing tall in the face of illness. The beautifully chaotic and exciting programme will honour the work of, and raise money for, Shine On! Kids. The NPO was founded in 2006 by Kim Forsythe and Mark Ferris as The Tyler Foundation, named for their son, Tyler, who spent much of his short life battling a very difficult-to-cure kind of leukemia.

Medical care in Japan is very good, but there has been a lack of focus on the impact illnesses have on psychological care. One of our goals is to support the psychological well-being of both the children who are fighting the disease and the family members who care for them, and one way of doing this is through the Facility Dogs programme that we run.

In recent years, talking about psychological issues has become more accepted, which is a wonderful change. The ability to be open about worries, fears and hopes—free of stigma—helps kids focus on becoming well. But there is still work to be done.

With 10 years of experience working in PR and plenty of pro-bono work for local animal-focused NPOs under her belt, British PR professional Helen Marvell was made PR and sponsorship manager for Shine On! Kids in June. She supports our belief that it is important to know that you have support and happy times to look forward to when facing difficult treatments.

"You can support children with cancer and their families by being open with them, acknowledging and talking about the situation.

I think this is something really needed in the community to further remove the stigma, and is something that Shine On! Kids incorporates into our programmes," she said.

This is the basis of our programmes, which focus on children in hospitals and support them both during and after treatment.

The Facility Dog programme uses the heart-warming, empathetic nature of our canine friends to bring an exceptional amount of joy and comfort to children and their parents. As part of Japan's first full-time animal-assisted therapy programme at a children's hospital, our facility dogs visit the rooms of young patients and help them through their treatment.

We have two beautiful, well-trained golden retrievers that work in Shizuoka Children's Hospital and Kanagawa Children's Medical Center. These beautiful and loving dogs are favourites not only of the children, but the nurses as well, and create an incredibly positive atmosphere in the hospital.

We also recently started a new workshop that brings together childhood cancer survivors who are now teenagers with older survivors now in university. We believe that talking about their experiences and focusing on their future and their dreams will encourage these younger survivors to face their challenges with optimism and strength.

Another core Shine On! Kids programme that benefits from your support is Beads of Courage®, which helps lessen the anxiety of necessary cancer treatments by awarding beads for each treatment a child goes through.

It's an amazing way to turn a very negative situation into a positive one, finding a silver lining in a really dark cloud. Children tell their story using colourful beads as meaningful symbols of courage that commemorate milestones, and ongoing evaluation of the



programme shows that it decreases illness-related distress, increases the use of positive coping strategies and helps children find meaning and a restored sense of self.

Our primary goal for this year's gala is to raise enough money to expand the Facility Dog programme by adding a third facility dog.

You can help make this a reality—and change the lives of young patients—by joining us at 6pm on Friday 20 October. In addition to music, games and prizes, you will hear from survivors themselves, who will share how Shine On! Kids helped them overcome one of the greatest obstacles anyone can face. Last year, there were no dry eyes after the speech by a girl who survived cancer. Be inspired. Make a difference. We look forward to seeing you there.

Visit [sokids.org](http://sokids.org) for details and tickets (¥25,000 per person). Subscribe for updates at [facebook.com/shineonkidsjapan](https://facebook.com/shineonkidsjapan) 🍀

# MAN'S BEST FRIEND

How a cat gave a homeless busker a second life

BY GUY PERRYMAN MBE

In more than 30 years of broadcasting, I have interviewed hundreds, possibly thousands of people, but I had never interviewed a cat. Until now. Bob the Cat has come a long way, from unknown beginnings in London to being a global star of book and screen.

His owner, or rather best pal and biographer, James Bowen, has also come a long way—literally and figuratively—from homeless drug user in London to multi-million selling author travelling the world to promote his book *A Street Cat Named Bob*, and now its film adaptation.

I met the two of them at the Sony Pictures office in Tokyo in July to discuss their lives, the book and the film. The three of us settled in close to one another at a desk, Bowen and I sitting on chairs, with Bob sitting on the desk so he could participate at eye level.

## Streets of London

Bowen's story starts on the mean streets of London, where he was homeless and addicted to heroin. He then enrolled in a methadone programme and lived in assisted housing. Bob literally walked into his life injured, homeless and also in need of assistance. This was the trigger for Bowen to clean up his act and take care of not just his cat, but himself. The two of them came to be inseparable, and Bob became part of Bowen's life across London busking and selling *The Big Issue*.

An article about the pair in the local *Islington Tribune* newspaper brought them to the attention of a literary agent, and *A Street Cat Named Bob* was born. The book is now a film starring English actor and singer Luke Treadaway as Bowen, and Bob starring as himself.

Apparently, seven trained cats were flown from Vancouver to London for the film shoot,



Guy Perryman MBE with Jim Bowen and Bob in Tokyo

but while Bowen and Bob were on set to consult at the start of filming, the director realised Bob was better than the “professional” cat actors, so Bob took on his own role.

And is Bob vain? “He certainly knows what a camera is”, Bowen said. “As soon as he sees a camera, he starts doing cutesy stuff, and he watches himself on the playback monitor”.

He is also inquisitive, friendly and has a healthy appetite, as does Bowen these days. While on their press junket in Tokyo, the pair were planning on taking in the sights, and in particular Tsukiji fish market. I thought that was brilliant—talk about pussycat heaven. That adventure could be a film in itself!

I asked Bowen if the film is faithful to the book. “The film is faithful to second chances and my life. Obviously it’s a Hollywood adaptation with dramatic licence, but it is faithful to the idea”, he replied.

He admits the film was produced with a family audience in mind because a children’s adaptation of his book has been a huge part of the overall success of his story, bringing combined sales of the books to over 10mn.

## Making a change

I wondered what it is like telling the world such a private tale. “People take so much away from my personal story”, said Bowen. “It’s about redemption, it’s about people looking past just what they see”.

Bowen believes the general public lump all homeless people into one group: “They are all tarred with the same brush”. He admits having a cat made him more accessible and, with a cheeky smile, credits Bob for “being a wonderful catalyst for change”.

Life on the streets of London can be hostile, not just for the homeless, but also for buskers, and Bowen shares stories of the hostility from the general public, the police and also between buskers fighting for the best money-making spots. Music is a big part of Bowen’s life and the film, and he is delighted with the original soundtrack, written by Charlie Fink of British indie band Noah and the Whale and performed by Treadaway.

Today, Bowen spends most of his time fundraising for various charities, including Action on Addiction, which is part of the Charities Forum, the collection of charities of which The Duke and Duchess of Cambridge and Prince Harry are patrons. The Duchess also went to the premier of *A Street Cat Named Bob* in London in November 2016.

The last word went to Bob. I asked Bowen: If Bob could talk, what do you think he’d want to say?

“Where’s my dinner?” he replied with a laugh, adding, “Bob would just simply want to be a backpacker getting to know the world, trying different food. That’s Bob’s dream I expect”.

I hope he got his dream dinner at Tsukiji. 🇬🇧



# ARTS

## UK EVENTS IN JAPAN

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AND SOPHIA KIRTLEY

### 1 15–25 SEPTEMBER

#### *The Queen's Guards Regimental Band*

The Band of the Coldstream Guards was formed in 1785 in Scotland, and is one of the oldest bands in the British Army, taking part on occasions such as the Changing of the Guard. They comprise a variety of ensembles, including a concert band, marching band and a brass quintet. The band has played in Japan on many occasions, and this time they will be playing seven shows, including one in Tokyo.

#### **Tokyo Metropolitan Theatre**

(Among other locations)  
1-8-1 Nishi-Ikebukuro  
Toshima-ku, Tokyo  
7pm  
Adults: from ¥6,000

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### 2 FROM 20 SEPTEMBER

#### *Duran Duran*

A new romantic band from Birmingham, Duran Duran formed in 1978 and were an integral part of '80s music. Throughout their career, the band has always maintained a strong interest in their visual aesthetic, often working with fashion designers to perfect their image. Now, 35 years after their first tour of Japan, Duran Duran are here to tout their

new album *Paper Gods*, as well as play many of their greatest hits.

#### **Nippon Budokan**

(Among other locations)  
2-3 Kitanomaru-koen  
Chiyoda-ku, Tokyo  
Doors: 5:30pm  
Tickets: from ¥12,500  
<http://kyodotokyo.com/artistdetail.do?artistCode=158803-3216-5100>

### 3 FROM 22 SEPTEMBER

#### *Swiss Army Man*

Written and directed by Daniel Kwan and Daniel Scheinert, this comedy-drama tells the story of Hank, a man lost on an island. Just as he is about to kill himself, he sees a body wash up on the shore. The dead body, played by British actor Daniel Radcliffe, appears to possess a variety of strange powers that Hank can use to help him get off the island and make his way back to civilisation.

The film won the Best Director Award in the US Dramatic category at the 2016 Sundance Film Festival.  
PHOTO: © 2016 IRONWORKS PRODUCTIONS, LLC.

#### **Toho Cinemas Chanter**

(Among other locations)  
Hibiya Chanter, 1-2-2 Yurakucho  
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#### 4 FROM 22 SEPTEMBER

*National Theatre Live:*  
*No Man's Land*

Written by Harold Pinter in 1974, this comic play tells the story of ageing writers Hirst and Spooner, who meet in a pub in Hampstead, London, and spend their evening drinking together. Drinking more and more, the pair go to Hirst's house nearby, where things take a darker turn.

Hirst and Spooner are played by stage and screen legends Sir Ian McKellen and Sir Patrick Stewart.  
PHOTO: © JOHAN PERSSON

**Toho Cinemas Nihonbashi**  
(Among other locations)

Coredo Muromachi 2  
2-3-1 Nihonbashi-muromachi  
Chuo-ku, Tokyo  
Various times  
Adults: from ¥3,000  
<http://www.ntlive.jp/nomansland.html>  
050-6868-5060

#### 5 30 SEPTEMBER

*Don't Take Me Home*

This film retells the exciting events of 2016 in Welsh football, when the national team made great gains in the FIFA rankings and, for the first time in 58 years, took part in an international tournament: the 2016 UEFA European Championship. Led by manager Chris Coleman, the team went on to reach the last four of the tournament, the greatest moment in Welsh football history.

**Clann Irish Pub**  
3F Noble Building  
1-8-18 Jiyugaoka  
Meguro-ku, Tokyo  
5pm

Adults: from ¥1,500  
<https://cdsjapan.jimdo.com/>

#### 6 12-15 OCTOBER

*Sweeney Todd:*  
*The Demon Barber of Fleet Street*

The Tokyo International Players are putting on an exciting new performance of *Sweeney Todd* in October. Todd, a barber working on Fleet Street, kills many of his customers in an iconic fashion—pulling a lever on the barber's chair, he tips his victims backwards through a trapdoor. He finishes off his victims in the basement by slitting their throats. Partner in crime Mrs. Lovett then cooks the victims, who are served up in the local pie shop.  
PHOTO: © ROH. PHOTO BY CATHERINE ASHMORE

**Shinjuku Theatre Moliere**  
2F Shinjuku Moliere Building  
3-33-10 Shinjuku  
Shinjuku-ku, Tokyo  
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[www.tokyoplayers.org](http://www.tokyoplayers.org)

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British Prime Minister Theresa May in Japan PHOTOS: CROWN COPYRIGHT

**1** Prime ministers Theresa May and Shinzo Abe at the Kyoto State Guest House on 30 August, her first day in Japan (see page 16).

**2** Mrs May and Abe travelled to Tokyo together from Kyoto on a *Shinkansen* train on 30 August.

**3** Mrs May attended a wheelchair basketball game between Team Great Britain and Australia with Tokyo Governor Yuriko Koike at the Tokyo Metropolitan Gymnasium on 1 September.

**4** Mrs May and British Ambassador to Japan Paul Madden CMG (centre) at the Kyoto State Guest House.

**5** A 1966 Aston Martin DB6, hand built to Sir Paul McCartney's personal specifications, was on display at the British Embassy Tokyo at an industry event for the visiting UK delegation. It was in this car that The Beatle wrote *Hey Jude*.  
PHOTO: © BRITISH EMBASSY TOKYO



Japan–UK Business Forum PHOTOS: SATOSHI AOKI/LIFE.14

**6** Kanako Kikuchi, president and representative director of GlaxoSmithKline K.K. spoke on one of the forum’s panels (see page 23).

**7** From left: Keith Franklin MBE, first secretary nuclear at the British Embassy Tokyo; Yoichiro “Pina” Hirano, founder and chief executive officer of Infoteria Corporation; Simon Bowen, chief executive of Cavendish Nuclear Ltd.; Masumi Kakinoki, chief executive officer of Marubeni Corporation’s Power Business & Plant Group; and Arend Jan Van Bochovan,

head of strategic innovation at Cambridge Consultants Ltd.

**8** British Chamber of Commerce in Japan (BCCJ) President David Bickle asked a question at the event.

**9** Chris Heffer, director of trade and investment at the British Embassy Tokyo and member of the BCCJ Executive Committee, was present at the forum.

**10** Philippe Fauchet OBE, chairman of GlaxoSmithKline K.K. and member of the BCCJ Executive Committee.

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





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## KEY STEP

### Theresa May's Japan visit follows the path of past prime ministers

BY IAN DE STAINS OBE



UK Prime Minister Theresa May's recent visit to Japan (page 16) was somewhat overshadowed by the firing of a North Korean missile over the Japanese island of Hokkaido the day before she arrived with a delegation of business and government leaders. The main focus of the visit was intended to be trade and investment, with Mrs May seeking to reassure Japan that the UK will remain an open and willing partner after Brexit. Her visit is the latest in a long series of prime ministerial missions to this country.

One of the most talked about is that of Margaret Thatcher in 1982. The Japanese Prime Minister at the time, Zenko Suzuki, was seen both at home and in the UK as a lightweight, but that didn't stop Thatcher from tackling corporate Japan for all she was worth. It's widely believed that it was this visit that helped persuade Honda Motor Co., Ltd. and Nissan Motor Co., LTD. to agree to use the UK as their European investment base.

Thatcher made several other visits over the years and became a highly respected figure in Japan. Shortly after the 1982 visit, there was a change of premiership in Japan and Yasuhiro Nakasone came to power. There was an immediate rapport between the two leaders.

In her memoirs *The Downing Street Years*, Thatcher wrote: "Under Prime Minister Nakasone, Japan began to play a more active role in international affairs. So, when he made a visit to Britain in June 1984, I felt I was dealing with a Japanese leader who understood and sympathised with Western values and had shown that he was prepared to make steps in the right direction on economic policy".

Thatcher also visited Japan after she had stepped down from her role as prime minister, and she was the object of much admiration in Japan's corporate world. I clearly remember a



Ian de Stains OBE and Prime Minister Margaret Thatcher

very lavish black tie dinner at the Imperial Hotel in Tokyo to which I was invited (years before I was hand-bagged at a chamber breakfast in 1993 after the event did not go exactly to plan!). Each of the guests was presented with an autographed photograph in a splendid Mappin and Webb silver frame.

#### New era

Prime Minister John Major led a 12-member trade delegation to Japan in the early '90s.

[Thatcher] was the object of much admiration in Japan's corporate world.

His was the first visit to the newly installed coalition government of Prime Minister Morihiro Hosokawa.

Tony Blair's visit later in the decade was an altogether higher profile affair, attracting a good deal of media attention. One of the highlights, and of particular significance to the British Chamber of Commerce in Japan (BCCJ), was the official opening of the British Industry Centre (BIC) in the Yokohama Business Park.

This initiative, run by the UK government, Nomura Real Estate and the BCCJ sought to make it easier and cheaper for British firms to enter the Japanese market. Tony Blair performed the niceties in the presence of the British ambassador, the mayor of Yokohama and other dignitaries.

I was extremely nervous on the day as I was master of ceremonies and the event had to be conducted in English and Japanese. Blair—who appeared genuinely interested in the genesis of the BIC—was very reassuring. He complimented me on my Japanese presentation, but how he could judge it is anyone's guess.

David Cameron continued the tradition of such visits in 2012, when he led a delegation to South-East Asia, beginning in Japan.

#### Making an impact

It is probably impossible to say, overall, how much such visits are worth to the UK economy. But there is no doubt that they play an important role in keeping the relationship between Britain and Japan the focus of attention.

As the UK moves ever closer to Brexit, the country needs to be sure of new free trade possibilities. Japan is an important trade partner and our countries' leaders need to work closely to ensure that the relationship is maintained. Mrs May's recent visit is a key step, and it follows in the path of several important prime ministers who have visited here before. 🇬🇧



BCCJ ACUMEN has one copy of this book to give away. To apply, please send an email by 30 September to: publisher@custom-media.com. The winner will be picked at random.



## The silence of autism

*Fall Down 7 Times Get up 8:*  
*A Young Man's Voice from the Silence of Autism*  
 Naoki Higashida  
 Introduction by David Mitchell  
 Translated by David Mitchell & KA Yoshida  
 Sceptre  
 £14.99

According to the US advocacy organisation Autism Speaks, “Autism, or autism spectrum disorder, refers to a range of conditions characterised by challenges with social skills, repetitive behaviours, speech and nonverbal communication, as well as by unique strengths and differences”.

Naoki Higashida was only 13 years old when he wrote *The Reason I Jump*, his account of autism from the inside by a non-verbal child. It became an international bestseller and was reviewed in *BCCJ ACUMEN* at the time. Now comes another illuminating peek into Higashida’s world, this time from his perspective as a young adult.

As with the previous book, it consists of concise and revealing pieces on a broad range of subjects, from Higashida’s school experience to his family relationships. It is full of insight into what it is like to live on the spectrum. For example, Higashida describes in detail the mental steps he has to take to register that it is raining; for most of us, it is something we do not even have to think about.

As with *Jump*, David Mitchell—himself the father of an autistic son—provides yet more insight in his excellent introduction: “I met [Higashida’s] writing before I met [Higashida]. My son has autism and my wife is from Japan, so when our boy was very young and his autism at its most grimly challenging, my wife searched online for books in her native language that might offer practical insight into what we were trying

(and often failing) to deal with. Internet trails led to *The Reason I Jump* ... Our bookshelves were bending under weighty tomes by autism specialists and autism memoirs and, while many of these were worthy, few were of much ‘hands-on’ help”.

Mitchell goes on to say that his wife took a punt on *Jump*, largely because their son and Higashida are roughly the same age and both are non-verbal.

“Many of its short chapters shed immediate light on our son’s issues: why he banged his head on the floor ... why he would be seized by fits of laughter or fury or tears even when nothing obvious had happened to provoke these reactions. *The Reason I Jump* offered plausible explanations directly from the alphabet grid of an insider”.

Higashida is incapable of a free-flowing conversation, but through patience and perseverance he has learned to communicate by “typing out” sentences on an alphabet grid—“a QWERTY keyboard layout drawn out on a sheet of cardboard with an added YES, NO, and FINISHED”.

An arduous way to complete such a work, no doubt. But Higashida is nothing if not determined, and his new book is another attempt to foster a better understanding of the sometimes bewildering spectrum he lives on and to encourage society to see people with disabilities as people—not as problems. Higashida demonstrates with tenacity and good humour that no matter how often he falls down, he always gets back up. 🍀



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