

Okamura Tatsuya, a man who knows the world.

Okamura Tatsuya's Jewelry and Health Travels
in Britain (2024)

I left Kansai International Airport for **the United Kingdom**. Due to prioritizing my return date, this time I flew with Finnair to London Heathrow Airport via Helsinki to, what I consider, my second home. **The United Kingdom of Great Britain and Northern Ireland** (area: 244,820 km², population: 68,6 million) is consisted of **England**, **Scotland**, and **Wales** as sovereign nations and **Northern Ireland** as an autonomous region. The title, 'Great Empire' refers to the era when the United Kingdom, its colonies, and overseas territories were governed by the same body. It is also a symbolic name of the era of conquest.

It took for 16 hours to get to **London Heathrow Airport**.



London Heathrow International Airport, located in the west of London, is the biggest airport in the United Kingdom. According to the International Airport Council, the number of passengers on international flight in 2019 before the Covid-19 pandemic was approximately **76,04 million**, making it **the second busiest airport in the world** (the busiest until 2013), just followed by Dubai International Airport. The Heathrow Airport Holdings owns and manages the airport whose airport code is LHP(IATA)/EGLL(ICA0). British Airways and Virgin Atlantic Airways have used it as their hub airport.

More than 100 airlines operate 6,100 flights per week, serving 200 cities and more than 60 countries. Thus, it is, what Okamura called, the synonymous of hub and spokes airport.



The currency is the pound.

20 pounds were equivalent of about 4,020 yen.

Ten years ago, the same amount was about 3,600 yen; therefore, the yen has weakened.



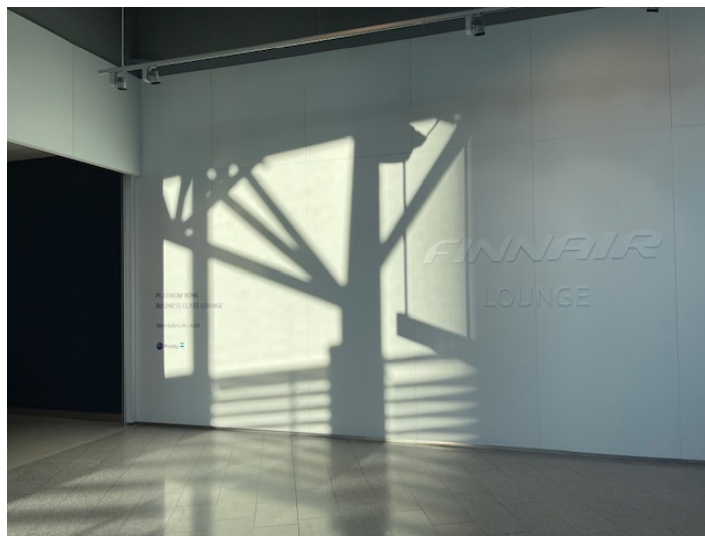
The new banknotes featuring the portrait of King Charles are expected to be in circulation from mid-2024, thus, I had no chance to see them this time. At any rate, the designs of the current 5-, 10-, 20-, and 50-pound notes remain the same, only replacing the portrait of the

monarch.

The portrait of King Charles will be printed on the front and in the watermark of the new banknotes. By the way, the Bank of England started to print portraits of monarchs on banknotes in 1960.

Therefore, Queen Elizabeth was the only monarch appeared on banknotes. Banknotes issued by the central banks of Scotland and Northern Ireland do not print portraits of the British monarch.

FINNAIR Lounge



You access to abundance of champagne and cheese very easily.
Few people were there at the Finnair lounge.



After you relax,

Buckingham Palace



Buckingham Palace, located in London, England, is the official residence of the British Royal Family. It was built by John Sheffield, Duke of Buckingham, in 1703 and originally a modest brick mansion. In 1761, King George III purchased the property and designated it as a royal residence. Since then, the palace has been renovated and become the luxurious home as it stands today.





As the flag being flown, *Charles III* is at home.

As a matter of fact, Buckingham Palace is not a registered World Heritage Site. The reason of which is that it is still being used (by *King Charles Philip Arthur George*).

UNESCO has established and managed the system of World Heritage Site in order to protect and preserve the cultural and natural heritage of all mankind, exclusively including historical buildings and natural environments that are **not in use**.

By the same reason, the Imperial Palace in Japan is not a registered World Heritage Site, either.

In front,





We are **8 hours ahead** of London in Tokyo (during daylight saving time).
In other words, when it's 17:00 in **Japan**, it's 9:00 in **the United Kingdom**.

Since the value of yen has been declining, I encounter fewer Japanese than Europeans.
(Okamura's observation) A benefit that we can enjoy from the declining yen is that the
fewer opportunities to meet Japanese abroad are provided.

The further away we are from Japan, the fewer cases we encounter Japanese.



A warm oceanic climate characterizes the London climate. London is located at 51 degrees north latitude, much higher than the northern part of Hokkaido; however, due to the warm North Atlantic Current, people in London relatively enjoy warm climate. Warm and cool summers with relatively warm winters characterize the seasons in London. By the way, though the seasons are not as drastically distinguished as those in Japan, we can feel certain characteristics of spring, summer, fall, and winter. In May, **the difference between the maximum and minimum temperatures is about between 5 °C and 15°C**. Though we enjoy warm days during the daytime, the temperature drops in the mornings and evenings, as a result, many days are considered cold.



The British Museum



The British Museum, located in London, England, is one of the largest museums in the world. The museum houses approximately 8 million pieces from around the world, no matter when those are produced, including arts, books, archaeological artifacts and specimens, coins and crafts. Among its 8 million collections, approximately 80,000 items are on permanent display, and many of them indicate their historical value.

During Napoleon's Egyptian campaign, a stone tablet was discovered in the city of Rosetta, which provided a clue to deciphering ancient Egyptian hieroglyphics.





Admission is free of charge.



Therefore, many thieves are there.



Lunch time,

As I expected, fish and chips



Cheers!!

Looking out the city through the window, I notice many vacant stores standing out. From Brexit to the COVID-19 pandemic, the scars of uncertainty hitting the British economy and society can easily be detected in the state of those stores. It seems that the gap between the rich and the poor has widened even further since my last visit, and the number of poor and vulnerable people has increased.

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For the heavy users, I explain my theory on corporate and business revitalization based on my knowledge, experience, and know-how in the VUCA era.

In the first place, revitalization is broadly divided into

① **self-revitalization,**

② **corporate revitalization,**

③ **business revitalization.**

All revitalization supports should be followed by the protocol of a reverse tournament breaking down into the following diagram: major classification → medium classification → minor classification → fine classification. While placing importance on principles and definitions, it is essential to utilize forward guidance and benchmarks.

① **Companies with the self-recovery** status are supposed not to require hands-on support but only to be regenerated with consulting support. It is desirable for them to start with a general discussion of corporate management and governance. The reason is as followed; in general discussions, no conflict in the target companies, especially on the management and executive levels, would be produced, and each party can understand the ways of thinking each other, leading to build trust among different stakeholders. Gradually the process would move from general discussion to several target discussions, identifying the problems, organizing the issues as well as extracting the issues. If possible, it would be even better if you could present a timeline for tackling the issues. I focus on **the value proposition as my consulting method**, carried out based on the overlap of the following three areas:

- i Offering proposals in the areas where the company is looking for,
- ii Approaching and offering proposals from areas where competitors are not active, and
- iii Offering proposals in areas where the company is active.

Gaining trust from the management and board members of the companies we support, at this stage, we can be able to become a partner much closer to them, and the chance of self-recovery gets high. By the way, through consulting, we do not carry out things leading to improvements or reforms but **offer proposals only**.

Next, in the case of ② **abandoning self-rehabilitation**, it is necessary for the corporations to replace board members, sell shares, and review the business portfolio. Even in the case of corporate revival, ① consulting methods for self-rehabilitation are effective before accompanying hands-on, in order to avoid resistance or discomfort from the companies that we offer support. The difference is that the time for general discussion is short but for specific discussion being allocated more. On the discussion of specific items, **five consulting**

steps such as business management, organizational management, business management, financial management, and HR management should be focused on. The above steps are placed in order, and you will surely get the expected results. In most cases, consulting alone is not enough for the companies to revive at this status. Unless the causes of predicament seem to be due to external factors (exchange rate fluctuations, soaring utility costs and prices, etc.), a hands-on approach would be necessary.

To put it bluntly and without fear of misunderstanding, a company whose **president equips the 11 managerial qualities required** for adequate management would not fall into a lower status, since there are almost no chances for the company to experience business deterioration caused by internal factors. Replacing board members as well as diversifying types of shareholders promotes metabolism of a company. **Metabolism is the source of innovation and vitality for the company.** An adequately managed company implements repeated innovation. **Metabolism equates New Blood and New Knowledge.** In addition, whole business should be recognized through the PL (one of the four financial statements of BS/PL/CF/SS) of each department, product, and lane; then the core and non-core businesses are organized. After such recognition is shared, the structures of the company are classified into vertical integration, horizontal division of labor, horizontal integration, horizontal diversification, and network-type collaboration. During the corporate restructuring phase, a review of the business portfolio is essential. With achieving 90% of management objectives by current portfolio, the remaining 10% is focused on and shifted to potential businesses that take into account overall optimization as well as future optimization toward the future portfolio. The business is restructured from current status of 90% from the current business to 10% from the future resources, shifted to those of 70 to 30, 50 to 50 and so on. The period of restructure is expected to be **three years.**

Later on, I will get back to you the topic on business restructure...



Now, I see
the Big Ben!!



London, the capital of **the United Kingdom**

(Greater London area: 1569km², population: 9.5 million)

The Big Ben is the nickname of the clock tower attached to the Palace of Westminster (House of Parliament) in the capital, London. The clock tower as a whole was altered "Elizabeth Tower" to be called in 2012 to commemorate the 60th anniversary of the reign of Elizabeth II, but Big Ben has often been used to refer to the whole tower or the big clock itself.

The current bell is the second generation, **2.2 meters high**, **2.7 meters in diameter**, and **13.7 tons in weight**, surrounded by four smaller bells. The first one was built on May 31, 1859, and the most accurate clock in the world at that time (within one second of error per hour).





On October 16, 1834, due to a fire caused by staff members, the Palace of Westminster was burned down. The British Parliament agreed to rebuild it in Gothic architecture and requested the clock's accuracy being kept within one second for each strike and the clock's status being synchronized with the world standard time by telegraphing twice a day to the Greenwich Observatory. A bid was then held to solicit designs, with 15 conditions being attached. As a result, *Charles Barry (1795-1860)* became the chief designer, and the Gothic Revival style was designed by Barry himself. He commissioned *Augustus Pugin (1812-1852)* to design the accompanying clock tower. Pugin designed many other clock towers after this, but Big Ben shows Pugin's early style.

The clock tower is 96.3 meters tall. The lower 61 meters are made of brick, and the remaining height is made of a cast iron spire. When Parliament is in session, the spire is lit (LED lights have been installed after repair). Reaching the top, one must climb 334 spiral steps. The clock face is located 55 meters above ground.

By the way, the ground conditions on the Big Ben have been changed due to the construction of Westminster Station on the Jubilee Line; as a result, the clock is tilted slightly to the northwest. The inclination is about 1/250, about 220 millimeters at the dial position. In addition, heat causes the clock to move a few millimeters in the east-west direction over the course of a year. I have visited this place 20 times for regular observation, maybe more... I haven't noticed the tilt, but the changes from where visitors come gives me a sense of the trends of the times. Many people come from countries with strong economic growth and momentum, the young in particular. In fact, not many young people, but many seniors of my generation and onwards come from Japan that has lost momentum. This is the characteristic of a declining country...



Pugin designed the Great Clock. Three hundred twenty-four pieces of milky glass are put into a 7-meter-diameter iron frame like stained glass, and the edges of the clock are plated gold. Under each clock, the Latin words "**DOMINE SALVAM FAC REGINAM NOSTRAM VICTORIAM PRIMAM (Lord bless our Queen Victoria)**" are installed as letters in gold.

This is off topic, but one of my favorite watches is modeled after this clock. The strong impression I had when I first visited here about 30 years ago has reflected in my favorite item since then...



Bronze statues of great heroes are there around the park,
but many people don't realize them.



Both Japanese and the British are concerned about the chaotic political situation.

In the general election **on July 4, 2024**, the Conservative Party led by Chancellor **Rishi Sunak (born in 1980)** will be defeated by the Labor Party led by **Keir Starmer (born in 1962)**; therefore, the government would be set up by Starmer (this will be a repeat of the landslide victory of Blair's Labor Party in 1997). * **The Conservatives** are **blue**, and the **Labors** being **red**.



The Westminster Abbey adjacent to the Houses of Parliament in walking distance.



The Church of England



Royal ceremonies such as coronations are held here, and many kings, queens, and politicians are buried in its walls and floors.

The cemetery is already full, and there is no space for new burials.

French architects were invited to renovate the church, requested to follow French Gothic architecture. The renovation was largely completed by the end of the 14th century, but the church expanded with various styles over a long period of time, right up until the 20th century, with the addition of the tomb, the western facade, and the tower.



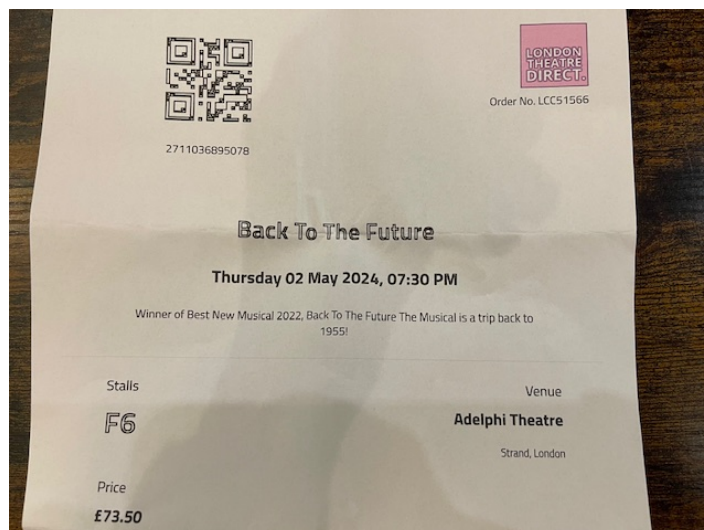
One way to enjoy London is musical.

This time,

it's **Back To The Future**.



73,50 £ = about ¥ 14,800



The West End provides over 50 theaters, performing plays, comedies, dance shows, operas, and more every day. The high-quality acting and singing of top-class actors will make you impressive, and a wide range of works, from popular plays with repeated fans to brand-new plays, will captivate the audience. The trilogy of **Back To The Future** has an easy-to-follow story content; thus, it is suitable for a musical performance.

In fact, the film was first released by Universal Pictures on July 3, 1985 with high acclamation by the audience.

The gross profit of \$381.1 million was the highest sale of all films in the year worldwide.

A living area in London



The cityscape is the same as the one I was here for study.



Therefore, people have not changed at all.

People create a city.



Born and raised in Osaka, I don't take many photos when I am in Osaka. Similarly, I regard the UK as my second home; therefore, I don't take many pictures despite my fulfilling days. That's what I realize after returning home.

I am familiar with the pubs in the UK.

This is the pub where Hooligans gather.



We always order steaks.



Some sports being widely played internationally such as soccer, cricket, rugby, and tennis originate in the UK. The sports popular in the UK are:

1. **Soccer**: started in the late 1800s, currently **four professional leagues** represent the UK soccer scene: the English Premier League, the Scottish Premiership in Scotland, the Welsh Premier League in Wales, and the NIFL Premiership in Northern Ireland.

2. **Cricket:** Cricket is not popular in Japan, but it is a recognized sport with 300 million participants worldwide, mainly in the Commonwealth, consisted of 56 member countries.

3. **Rugby:** Rugby developed as a sport for the upper class became a major sport even in Japan in the 2019 World Cup (England was runner-up in the 2019 Japan tournament) and has two professional leagues, rugby union and rugby league.

4. **Swimming:** British people also like swimming.

Other sports that follow include rowing, badminton, tennis, field hockey, boxing, horse racing, and rounders.



Oh, let me continue telling you something before I forget.

③ **Companies falling into the business restructuring status are called "danger of bankruptcy"**, and in principle, board members are replaced, more than half of the shares are sold (transferred), the directors take responsibilities, and the company managers must prepare for getting out of the company.

Here, even though the shared objective is to reach a settlement based on financial rationality, the management tends to avoid a settlement based on the three rehabilitation laws, the

Corporate Reorganization Act, the Civil Rehabilitation Act, and the Bankruptcy Act, and many company managements try restructuring or closing down their businesses according to guidelines formulated by economic organizations and banks. There are various reasons for that, but the biggest reason is allowing them to escape the creditor's **[right of repudiation]** (GL applies only to financial institutions among creditors). **Business restructuring should prioritize business succession that inherits the company's philosophy and business itself, rather than status and rights.** Restructuring should be carried out according to principles and rules, taking into account the impact on stakeholders and the local area.



While consulting will not work, hands-on support will be taken place. In that case, companies receiving the support will need to place more emphasis on business brain than consulting one, meaning they need knowledge, experience, and know-how that are considered absolute requirements for business restructure, not be met by passion or sincerity alone.





On the other hand, passion and sincerity are essential, as knowledge, experience, and know-how alone will not be sufficient. In the business revitalization phase, unlike the consulting method used in the self-revitalization phase, improvements and reforms are carried out from each specific phase to the outline. **OKAMURA' s method classifies the process into 5 steps**. The first step is equivalent to CHRO, the second being equivalent to CFO → the third being equivalent to CPO → the fourth being equivalent to COO → the fifth being equivalent to CEO.

It goes without saying, if a company in crisis can improve its condition with the first step, it will not move on to the second step (it is unlikely to be completed at this Step, though...). In other words, if a company can carry out reforms to make it sustainable, it should be returned to the market immediately. Activation through market activities is a better.

This is off topic, but, from my experience, the importance of **Chief Portfolio Officers** has increased in recent years.





Alexander Graham Bell (1847-1922),

a scientist born in Edinburgh; Scotland invented the world's first practical telephone.



Now,

finally,



Premier League, round 26

Chelsea 2 to Tottenham 0



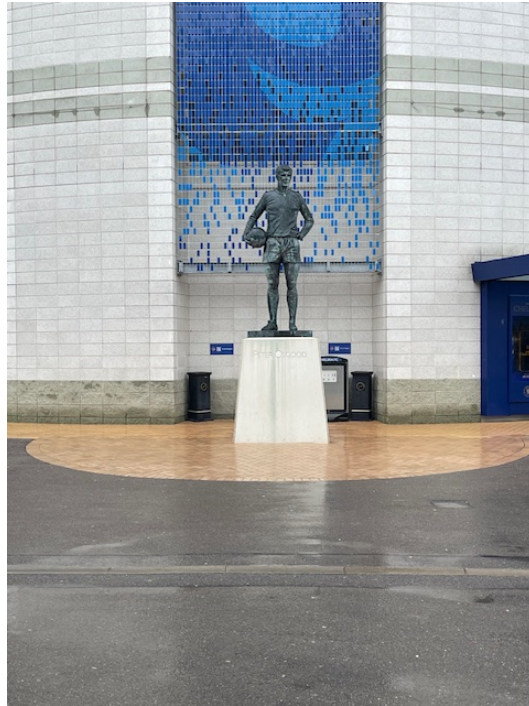
The leadership theory I learned from my childhood is still fresh and well taken.

A person whom all the ten people have something bad to say about him cannot be a good person. However, a person whom all the ten people have something good to say about him is also not a good person. A truly good person is someone whom five out of the ten people criticize, and the rest praise.

A teaching from my mother: "Be a person who is criticized, not a person who criticize



Since that time



Now, again



Keep away from people who try to belittle your ambitions. Small people always do that, but the really great make you feel that you, too, can become great.

Still keep on going,



History, connected

