



Forward by Blackpeak

A popular pastime among pundits and the international media over the last two and a half decades has been to propound the notion that Japan is the “sick man of Asia.” Deflation. A rapidly aging demographic. A moribund country being eclipsed by China economically and geopolitically. Intermittent corporate scandals. The list goes on. Yet for all of its challenges, Japan remains relevant economically and geopolitically, both within the Asia-Pacific region and globally.

Both the World Bank and International Monetary Fund list Japan as the world’s third largest economy with a GDP of nearly USD 5 trillion. Tokyo, the country’s capital, has the highest concentration of Fortune Global 500 corporate headquarters of any city in the world. According to the Japan National Tourism Organization, Japan attracted 24.03 million visitors in 2016, a record for the country. The Travel and Tourism Competitiveness Report 2017, published by the World Economic Forum, ranked Japan the 4th best tourist destination out of 141 countries overall (and the best in Asia). This ranking was based primarily on its high scores in almost all aspects, including health and hygiene, safety and security, and infrastructure.

Japan, whilst being bound by a constitution that technically prohibits it from maintaining land, sea and air forces, still is able to maintain Asia’s most advanced military, including the world’s third largest navy. The country is also the United States’ most important strategic ally in Asia. It is host to approximately 50,000

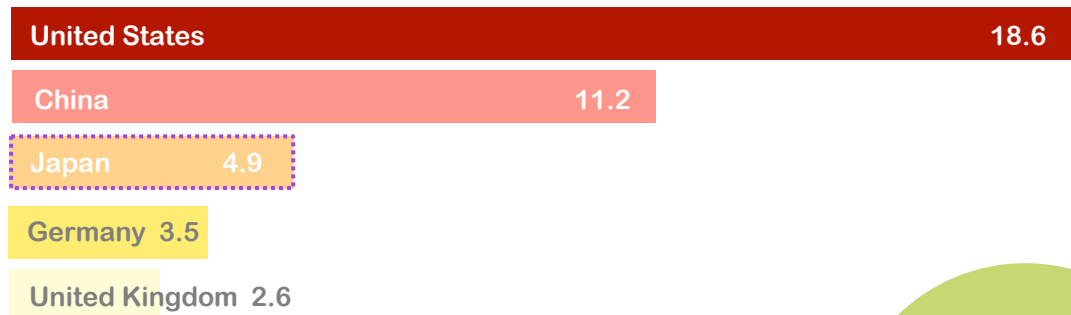
US military personnel (and approximately 40,000 dependents) and 5,500 US Department of Defense civilian personnel, constituting the largest overseas deployment of US forces anywhere in the world. The US Seventh Fleet, the largest of forward-deployed US naval fleets, is headquartered at United States Fleet Activities Yokosuka, the US’s largest naval base outside of the US. Far from being irrelevant geopolitically, Japan is the Asian axis of the liberal world order championed by the United States since the end of WWII.

The Japanese government projects that it will welcome more than 40 million visitors per year by the time it hosts the Rugby World Cup 2019 and the Summer Olympics in 2020, which would catapult Japan into the top 5 tourist destinations globally, in terms of the number of arrivals. Japan would therefore appear to be regaining some of its international sheen, last witnessed during the country’s asset bubble economy of the 1980s.

Unfortunately, the world is a very different place from the 1980s, or from the time Japan successfully hosted the 1998 Winter Olympics and later the FIFA World Cup 2002 along with co-hosts South Korea. Organized crime, cyber-attacks, terrorism and geopolitical tensions stoked by North Korea, will all be major concerns for Japan leading up to and beyond the aforementioned international events in 2019 and 2020. All eyes, not all of them salutary, will be on Japan.

ECONOMY

World's Top 5 GDPs in trillions of USD (source: World Bank 2016 nominal GDP ranking)



Tokyo has **the world's highest concentration** of Fortune Global 500 corporate headquarters



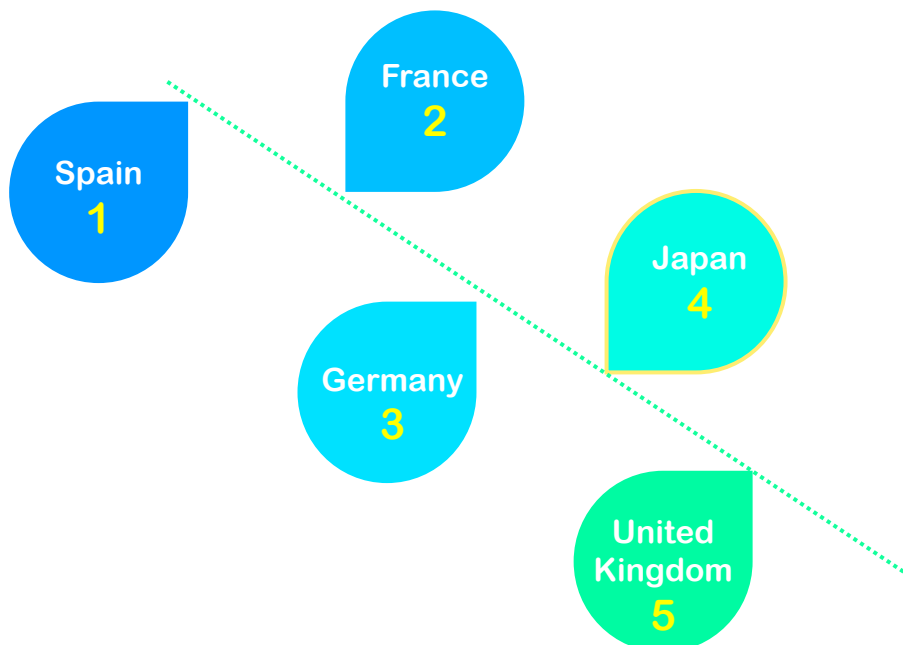
TOURISM



24.03 million

Japan attracted 24.03 million visitors in 2016

World's Best Tourist Destinations (source: World Economic Forum)



MILITARY

United States' Most Important Strategic Ally in Asia



50,000 US military personnel

40,000 dependents

5,500 US Department of Defense civilian personnel

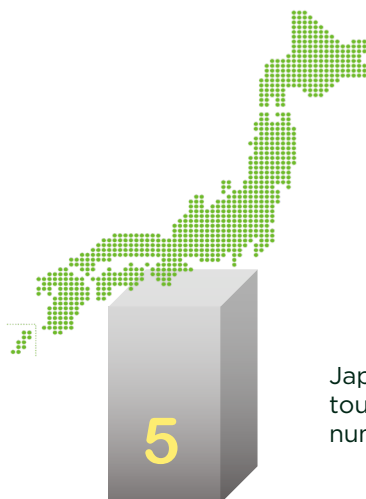


World's **3rd** largest navy
Asia's most advanced military

By 2020



Expected **40 million** visitors per year by the time of the
Rugby World Cup 2019 and the Summer Olympics 2020



Japan expected to become among the top 5
tourist destinations globally, in terms of the
number of arrivals, in 2020

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Japan, with its low crime rates and culture of discretion and respect, make it a welcoming business and tourist destination. Not surprisingly, Japan's current security posture falls short of the high level of security and safety required to host an Olympics or other major international events. Furthermore, an over-reliance on security technologies masks the need for enhancing the human element in preventing and responding to malevolent acts. To prepare for the Rugby World Cup and the Olympics, Japan will need to heighten security awareness to meet the challenges of current threat levels. A security-aware and alert population can cost-effectively improve security for the Rugby World Cup and the Olympics. But how can Japan improve security awareness to better prepare for the aforementioned events?

Awareness is an ongoing activity that fosters a culture of alertness of actions that can impact security. It requires a top-down, bottom-up approach, where all persons recognize that their actions impact and can be impacted by risks. Security awareness programs help people recognize threats, report security issues to appropriate authorities, and respond to protect human, tangible, and intangible assets. Awareness sensitizes people to security, and promotes an inclusive culture where everyone sees security as a benefit and an integral part to achieving objectives.

Central to fostering a security awareness culture is not only recognizing that the public and private security sectors can contribute to a safer environment, but also

that organizations and individuals need to take ownership of their risk environments.. When organizations and individuals take responsibility for the risks that impact them, and which in turn they impact, they act as a force multiplier. Surveillance cameras monitored by a security officer are not as powerful as empowering people to be aware of their surroundings and reporting potential security issues. Furthermore, responding to rapidly evolving events, like terrorist attacks and active shooter events, requires people to assess and respond to the incident to protect themselves and those around them. Equipment and technology can help, but investments in training and awareness significantly improves the chances of safety and survival.

A security-awareness training program is an effective means of embedding risk and security thinking into an organization, as well as heightening the awareness of community members. Key to an effective program is targeting the delivery of relevant information tailored to the appropriate audience in a timely and efficient manner. This should be supplemented with clearly defined on-going communications channels. Success of a security awareness program does not require an organization to maintain a dedicated Chief Security Officer, which may be beyond the resource constraints of many organizations. Depending on the size of the organization, the program can be driven by an individual champion in smaller organizations, or in larger organizations, a "Security Awareness Team" by drawing on personnel from different areas and divisions of the organization. The program should be developed in collaboration with the human resources staff to effectively target new hires, reclassifications, and general staff. To enhance the retention of information and emphasize the importance to the organization, it is best to repeat the same information multiple times using different media and communication methods.

Management commitment is another element essential for success. Managers at all levels need to re-enforce to the people they supervise that managing risk and security is a core value of the organization. They need to promote security awareness as an integral part of day-to-day activities. Managers need to encourage their personnel to recognize and report threats to achieving the organization's objectives, as well as protect human, tangible, and intangible assets. Obviously, this includes building appropriate reporting mechanisms and protocols, as well as responding to security reports in a formal and timely manner. When building a reporting mechanism, it is critical that all persons working for the organization understand that highlighting concerns is not a sign of disrespect, but a means for the organization to operate more effectively. Therefore, recognition and reward schemes for employees that report concerns help drive the cultural change for people to speak up and be involved.

Security awareness programs can also be used to drive a general awareness of organizational goals, further empowering people to understand and promote the organization's objectives, making the organization more resilient. Therefore, the security awareness program should provide training related to understanding:

- The roles and responsibilities related to achieving the organization's objectives;
- How the individual's role in the organization impact risks and can be impacted by risk;
- The organization's security policy, procedures, and practices;
- The administrative, managerial, operational, tactical, and technical controls to protect human, tangible, and intangible assets.

Security awareness is not just within the domain of organizations. It is also a valuable tool for protecting communities and the general public. Government and community leaders need to work together to promote awareness and create channels of communication. Too often, three and four-word slogan campaigns substitute for security awareness programs. Slogan campaigns too often build on fear to identify and respond to "suspicious behavior." Without accompanying training, this may potentially increase the risk of unfair and unjust targeting of individuals with different skin color, religious symbols, language, or cultural practices. This would be disastrous during an international event like an Olympics.

Community-based awareness training requires training and clear lines of communication to succeed. To avoid biases, people need to understand what constitutes "suspicious" activity and behaviors, otherwise people may simply report behaviors that make them uncomfortable because they vary from the norm, or conversely discourage people from making reports due to fears of being accused of prejudice or concerns for being wrong. Slogans are helpful for getting the overall message across, but it is the accompanying training that results in informed reporting and fewer false-positives.

Another consideration is the pace of implementation. Cultural change is an evolutionary process requiring a phased approach. The objective is to modify human behavior. This requires a tailored approach to the culture of the organization and the community. It also provides people with a sense that they are better off by participating. This means taking measured steps so people can feel a sense of accomplishment and build success upon success.

Recognition and reward also help modify behaviors needed to achieve cultural change. Standards can help

promote change, but too often when implementing standards, the focus changes to achieving certification quickly rather than taking a slower phased approach to build the support and knowledge needed to sustain the cultural change.

Japan should consider the successful preparations for the 2010 FIFA World Cup conducted by the Tsogo Sun Group in South Africa. On October 15, 2010, their accomplishment was recognized when the Tsogo Sun Group project was designated the top risk management project in South Africa for the hospitality and retail industries for 2010. After considering certification to an ISO standard, Tsogo Sun Group determined that they were better served by establishing a maturity model and recognition program. This incentivized its hospitality properties to enhance their preparedness and awareness during the tournament in a way that could be tailored to the needs of each of its facilities. Strong emphasis was placed on making everyone, from maintenance staff to top management, part of the solution. By training people to understand how their individual actions both impact risk and can be impacted by risk, they were able to successfully build a sense of ownership.

A significant result was that the maintenance staff, and others who had not been previously considered security players by the Chief Security Officer, provided invaluable information that identified security issues, and as owners of their processes, also provided suggestions for solutions. What Tsogo Sun discovered was that benefits went well beyond security related to the games. It promoted better management of their properties, better labor relations, and better risk communication throughout the organization. Security began to operate like a well-designed computer operating system, efficiently working in the background supporting all the value-added activities of the organization.

When I developed the maturity model for the Tsogo Sun Group, it became obvious that by building a scalable system tailored to the culture of individual facilities, as well as cultures in different parts of the country, people could be incentivized to succeed. The maturity model was used to establish a recognition program where each stage represents a benchmark of performance and achievement. By setting realistic goals based on a risk profile, economic and resource realities, and capabilities of each property, achievable steps could be established that reinforced the system. Taking proactive and realistic steps ultimately resulted in improvements in operations. Management and staff were then able to easily recognize the value and benefits of their risk management activities.

About the Author

The keys to success in the project can be summed up in seven essential areas:

- Management commitment
- Inclusion – top up and bottom down participation
- Awareness and training
- Tailoring to realities at each site and community
- Phased approach
- Setting realistic and maintainable goals
- Recognition

Preparation for the 2019 Rugby World Cup and the 2020 Summer Olympics requires a proactive approach that can preemptively reduce the likelihood of disruption of services, as well as increase the security and safety of guests. There is no shortage of potential disruptions to prepare for in advance of a major sports event – crime, hooliganism, terrorism, infrastructure failures, supply chain disruptions, natural disasters, fire, etc. The goal is to prevent a disruption while being prepared to respond and mitigate the consequences of any type of disruption that might occur.

An example of the abovementioned proactive approach for enhancing security awareness has been implemented by Tokyo-based Executive Protection, Inc. (www.ex-pr.com) with excellent results. Executive Protection (“EPI”) is a fully licensed and insured security risk management firm. EPI maintains a 24-hour Operations Center with Compliance and Training Sections staffed with former Tokyo Metropolitan Police Department and Osaka Prefectural Police Department officers, as well as an International Operations Section that provides a clear and concise user-interface for companies and organizations abroad seeking security services in Japan.

In early 2016, EPI was approached by local government to launch the “Safety Patrol” program. This program, driven by a proactive and realistic approach to preparing for the 2019 Rugby World Cup and 2020 Summer Olympics, consists of fielding specially trained bilingual Japanese and non-Japanese roving safety patrols throughout Tokyo. This innovative and dynamic program, the first of its kind in Japan, primarily consists of acting as a mobile safety interface for local government, private businesses, and the public, both Japanese and foreigners alike, all with the purpose of enhancing overall safety and security awareness for the expected millions of visitors leading up to and attending the 2019 Rugby World Cup and the 2020 Summer Olympics. By working together, as local government and private security in Tokyo has demonstrated, increasing security awareness in organizations and the community at large is both doable and achievable.



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Program at San Diego State University. He served as the Commissioner heading the ASIS International Global Standards Initiative developing international and national risk management, resilience, security, and supply chain standards. He is an internationally recognized Certified Lead Auditor, Trainer and Skills Assessor for risk, resilience, and security management. At San Diego State University, Dr. Siegel pioneered the concept of applying a systems approach to risk, resilience, and security management for organizations and their supply chains. He works with several multinational companies on supply chain risk management. Dr. Siegel chaired the technical committees and working groups for the series of ANSI standards developed for private security service providers to demonstrate accountability to business and risk management requirements while meeting legal obligations and respecting human rights. Dr. Siegel served as Chairman of ISO/PC284 developing standards for private security service providers. He is co-author of Organizational Resilience: Managing Risks of Disruptive Events – A Practitioner’s Guide, by James Leflar and Marc Siegel, CRC Press, 2013.

About Blackpeak

Founded in Asia, the firm now operates from strategic locations in key financial and economic centers, including Hong Kong, Singapore, Tokyo, Shanghai, Beijing, Guangzhou, New York and Washington DC.

We handle highly complex research assignments, including integrity due diligence, internal and external investigations, asset searches, business intelligence for institutional and hedge fund investors, stakeholder mapping, political risk research and more.

Over 450 clients rely on Blackpeak’s services, including the world’s leading investment banks, corporations, law firms and asset managers.

In 2019, Blackpeak was acquired by Acuris, the BC Partners and GIC-backed provider of global data, intelligence, research and analysis.

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