

## User Relay Interview.....



The Tokyo One-Stop Business Establishment Center (TOSBEC) is a one-stop consultation service for the various procedures necessary to establish a company. It is jointly operated by the Government of Japan and the Tokyo Metropolitan Government, and has satellite centers in Akasaka, Shibuya and Marunouchi.

This Newsletter features an interview with Mr. Mikiharu Otake, who started his own business at the age of 60, after holding a key position at a major heavy industry company and decided to promote digital transformation with the aim of solving the "2025 Digital Cliff" problem.



**M&M Strategy Consulting Co., Ltd.**  
CEO Mr. Mikiharu Otake

**Profile** / Joined a major heavy industry company in 1983. Assigned to the Technology Development Division and had worked in New York since 1996. After returning to Japan, he obtained an MBA in 2007. After that, he was in-charge of global business promotion innovation at the company's headquarters. In April 2021, he established M&M Strategy Consulting Co., Ltd.

### What sparked my entrepreneurial spirit is a short-term study abroad experience in the United States in my 20s.

Looking back, my short-term study abroad experience in the US in 1987, where I met friends at a business school, provided the foundation of my entrepreneurial spirit. It was very stimulating to meet business-minded people, and I was greatly influenced by them. However, I didn't have a strong entrepreneurial spirit at the time, because I was busy trying to figure out what I could do as a researcher while utilizing the resources within the company. After working at the New York headquarters, I returned to Japan and had the opportunity to study modern management in a professional degree program in 2007, and gradually became involved in work related to management strategy. I had many opportunities to talk with various experts and innovators outside the company at various conferences, research groups, and financial associations, and those experiences broadened my own perspective. Then, an issue termed the "2025 Digital Cliff" gave me a strong sense of crisis about the future of Japan, and I began to think seriously about how to deal with it.

### To promote digital transformation, I decided to leave the company where I had worked for many years to start my own business.

The "2025 Digital Cliff" is a term used by the Ministry of Economy, Trade and Industry in its 2018 Digital Transformation (DX) report. The report states that the promotion of DX is essential for Japanese companies to succeed in global markets, otherwise a decline in operational efficiency and competitiveness is inevitable. I have also believed that the key to the restoration of Japan's manufacturing industry is the DX-led realization of a corporate transformation capability (dynamic capability), so I decided to set up a company to address the issues, regardless of existing frameworks.

Creating a business plan was not a big issue for me since I have had various experiences in the past. On the other hand, I had no knowledge about launching a corporation. Just then, at the Chamber of Commerce and Industry's small-and-medium-sized business consultation center, I got information on the TOSBEC. I immediately visited their office in Akasaka and was impressed with the quality of their services.



### Thanks to TOSBEC's appropriate one-stop service, I was able to complete the start-up procedures smoothly.

First of all, a Small-and-Medium-sized Enterprise Management Consultant gave me detailed and appropriate advice on preparing and applying for documents related to the articles of incorporation and registration, such as notification of opening a business, health insurance, employee pension, and opening a bank account. I received clear and precise advice regarding the nature of the business, preparation of the articles of incorporation, and the procedures for the certification of the electronic articles of incorporation. I was able to get the necessary application documents promptly because of the appropriate advice despite the procedures related to registration applications are changing due to the government's digitalization.

Then, I brought My Number Card and the electronic data of the articles of incorporation on a USB drive and completed the procedure by creating a PDF of the electronic articles of incorporation at TOSBEC. I was surprised that the certification of the articles of incorporation went so smoothly. I would like to express my deepest gratitude to TOSBEC for ensuring the process of starting a new company, which I could not have done on my own, wouldn't have gone smoothly without any problems.



### Quick Advice

I believe that if you are going to start a company, you should not leave the procedures to others, but do them by yourself. The knowledge and know how you gain will definitely come in handy in the future. The "minutes" I wrote up on the procedures for starting a company have become our company's bible.

Join "Tokyo Business Startup Seminar"! **Participation FREE!**

#### [Tokyo One-Stop Business Establishment Center]

Address : ARK Mori Building, JETRO 7F, 1-12-32, Akasaka, Minato-ku, Tokyo

Telephone : 03-3582-8352 FAX : 03-5561-4123

URL: <https://www.startup-support.metro.tokyo.lg.jp/onestop/en/>