



Anniversaries, Inc.

Anniversaries, Inc. Report
The Shape of Next-Generation Think Tanks

7/31/2019

1. Executive Summary

Anniversaries, Inc. is a non-profit corporation that aims to strengthen U.S.-Japan relations among young leaders, foster discussion between dynamic rising stars in both countries and nurture the next-generation of alliance leaders. We successfully held our inaugural event on March 18, 2019 in Washington DC, attended by over 100 people. This was a huge success and it played a major role in identifying the mission and purpose of Anniversaries, Inc. as a next generation think tank and in determining the structure, strategic focus and scope of our activities.

Anniversaries, Inc. has taken inspiration from the lively discussions held on that day to build out a substantial institutional identity and program of activities focusing primarily on tech, the rise of China, and the environment. These were picked out as the defining challenges from the perspective of the millennial generation that we can provide a platform to have original, insightful policy discussions about.

All of these are major global issues that the U.S.-Japan alliance is challenged by and that the two countries can jointly cooperate on if younger leaders see how they can harness the alliance. In particular, the huge importance of tech to geopolitics, economic growth and democracy is not sufficiently covered by any initiative between the U.S. and Japan, despite its huge growing political importance. As for the rise of China, it is arguably the biggest post-war strategic challenge for the U.S. and Japan. Many millennials, with less understanding and experience of the importance of the U.S.-Japan alliance to stability and prosperity in Asia-Pacific during the Cold War, have great potential to take on responsibilities as standard bearers of the alliance if a platform can be provided where common solutions, strategies and approaches toward China can be formulated. Discussions at the launch event further identified that global warming is one of the most important issues for U.S. millennials and domestic politics, making it a key area where Japan needs to engage in constructive discussions.

We have identified that the best way to achieve meaningful discussions and produce original policy ideas about these topics is by creating an *intimate network-centric community* think tank model focusing on *connecting and nurturing the next-generation of American and Japanese young leaders*. This will allow Anniversaries, Inc. to bring in the diverse range of people needed to comprehensively cover the emerging topics of policy importance, rather than centering on a singular research program upheld by a charismatic individual. It also factors in the changing



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life choices of former influential government staff who are shifting to work as tech entrepreneurs and cannot commit a huge amount of time to think tank projects. Anniversaries, Inc. places a premium on forging lasting connections between a selected network of exceptional individuals active in their fields through memorable events that value intimacy and honesty.

More details on our events to date and future plans can be found below. We thank CGP, Aso Group, Mitsubishi Corporation and S&R Foundation for enabling us to come this far and we hope that it continues to stay interested and engaged in our future activities.

2. Mission and Thematic Focus of Anniversaries, Inc.

Anniversaries, Inc. is a Washington DC-based nonprofit corporation founded in 2018 following the Joint Statement of CULCON (U.S.-Japan Conference on Cultural & Educational Exchange) to provide a platform for young opinion leaders to meet and collaborate. The organization was established to stimulate new policy debate and act as a bridge towards deeper engagement between the United States and Japan, the world's two largest developed economies. The founders are former U.S. Deputy Secretary of State Richard L. Armitage, former Japanese Ambassador to the United States Ryozi Kato and tech entrepreneur and former diplomat Ren Ito.

We hold three core aims. Our initial nine months including the launch event in Washington have been critical to working out what is missing from existing U.S.-Japan bilateral initiatives and to work out the original and necessary gap in our exchange that Anniversaries, Inc. can strive to fill. The views of many people from veterans of the bilateral relationship to mid-career professionals of growing influence in American politics and tech entrepreneurs were considered in this process. The Research Group on the Diversification of U.S.-Japan Human Networks chaired by Fumiaki Kubo was a vital discussion group on this matter. The aims are:

- 1) To inject new lifeblood into key policy areas by setting a new agenda for the new era of politics.
- 2) To identify, introduce and convene emerging young leaders.
- 3) To empower emerging leaders through a platform to connect them to senior leaders and to nurture them into the next-generation U.S.-Japan alliance leaders.

To put it simply: new topics, new faces and new mentoring connections. Our launch event in March both achieved all of these aims and offered up a strong foundation to develop Anniversaries, Inc. in order to achieve these aims in a more substantial and diverse manner.



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Anniversaries, Inc. will focus its initial activities on three core topics: technology, environment and geopolitics. The launch event and subsequent discussions were instrumental to measuring receptivity and determining the core thematic focus of Anniversaries, Inc. The three topics were identified as major political and socio-economic issues that are key policy and strategic areas of the current time, as well as to be debated fiercely by presidential candidates in the 2020 election campaign.

We will present and connect thought leaders who bring original, insider insights to these policy discussions, many of whom understand and speak for the generation between 25 and 34 that accounts for over 30% of the potential electorate in the U.S. Presidential election.

3. Background for Establishment

Politics and with it diplomacy have been undergoing major upheavals over the past decade or so. The U.S.-Japan alliance is in a position of strength but by no means invulnerability, faced with new challenges to the partnership. There are three major long-term trends that have been impacting on political discourse, the balance of international power and the sustainability of the alliance. Those are: the rise of China, rapid technological change in the fourth industrial revolution and populist politics in Western economies.

Diplomacy and strong bilateral relations does not only consist of government-to-government or business community ties. So-called Track 1.5 and Track 2 diplomacy between civil society players also influence the direction of government policy, as well as containing the future stars that will come to prominence within government.

The business-as-usual approach of the U.S. and Japanese government, business and think tank community exchange has begun to look increasingly dated given the large forces of change that politics and the economy are subject to. New voices and perspectives outside of the establishment are coming to play a greater role in influencing government decisions and policy. The proposal of Anniversaries, Inc. is that, given the changing political landscape in the U.S., we can play a role in forming a new network of young millennial Americans who bring their own perspectives and can become future leaders of the alliance.

The range of important people for policy, topics for discussion and formats are expanding rapidly and if we - meaning the think tank initiatives tying the U.S. and Japan together - fail to adapt, then we will grow less relevant in setting the direction of policy. With this background in mind, Anniversaries, Inc. seeks to forge a new



U.S.-Japan network that influences government policy and nurtures future alliance leaders.

To create such a network, it is necessary to understand in greater detail the state of the think tank scene, particularly in Washington DC, the political capital of the most powerful country in the world, and to inspect what gap in traditional think tank initiatives that do not capture the full range of people and ideas needs to be filled to keep bilateral ties strong. The explanation of the Anniversaries, Inc. model can be found below.

The Anniversaries Model

After much consideration and discussion about the current state of the think tank scene, particularly those focusing on U.S.-Japan relations, and the discussion points from the opening event, we propose a new think tank model that favors networking between selected influencers over in-depth research. The Research Group on the Diversification of U.S.-Japan Human Networks chaired by Fumiaki Kubo has been a key discussion group that has worked to identify which important groups of people are left out by current U.S.-Japan initiatives and what sort of networking opportunities can help connect these people to Japanese counterparts and people of influence.

First, what topics will we address? We decided to set on tech, the rise of China and the environment as the pressing global issues for the U.S. and Japan to attain mutual understanding and develop cooperative approaches toward. The major reasons for selecting each theme are as follows.

Tech: Technological innovation, such as artificial intelligence, big data, blockchain and the internet of things, is posed to radically alter the global economy. The so-called Fourth Industrial Revolution, resulting from a combination of these technologies, could overhaul society, work, industries and politics. The application of these technologies could sustain U.S. global competitiveness but also pose risks of mass unemployment and social instability. There is a growing divide in the U.S. over technology policy and it is becoming politicized in the 2020 presidential election; for example, Elizabeth Warren has set out a plan to break up big tech companies. Both U.S. and Japan - who is looking to tech for solutions to its demographic decline - are trying to find out the best way to promote innovation in their industries through uptake of technology. Creating effective technology policy requires drawing in a wide range of people from outside of government and traditional think tank circles.

China: The rise of China has conjured up many challenges and opportunities, particularly after the 2008-09 financial crisis, as economic power is converted into diplomatic and military stature. Its signature infrastructure construction project the



Belt and Road Initiative (BRI) and new multilateral development bank Asia Infrastructure Investment Bank (AIIB) are symbolic of China's growing role in global and regional affairs.

The trade war between U.S. and China is undergirded by a deeper geopolitical conflict over control of next-generation strategic technologies, such as 5G and AI, but risks alienating allies through forcing a choice between the U.S. and China.

From Japan's perspective, China is its second most important foreign policy counterpart after the U.S. As a neighboring Asian power that shares a long history and culture with China yet is an unwavering ally of the United States, Japan is uniquely positioned to offer the U.S. with different perspectives of and deep insights into China.

Environment: For young millennials, few issues are more important than climate change action. The World Economic Forum's survey found that millennials take climate change and destruction of nature to be the most important global issue. Supporting environmental action has become a litmus test for Democratic presidential candidacy, with interest and intrigue for the Green New Deal. Republican millennials' support for climate action mismatches with traditional supporters. The Trump administration is not an exception to considering switching to a pro-environment approach. Young thought leaders on the environment will be brought together to discuss the changes needed to society to prepare and avert climate change driven disaster at a time.

Second, who do we want to work with? We want to target the younger generation of millennials and generation Z who hold positions of influence in our respective countries and are rising stars. The current and incoming U.S. administration has and will include a huge range of people that traditional U.S.-Japan civil society initiatives have not been able to connect, attract and build the relations we need. The different career paths, aspirations and interests of younger people make it necessary to come up with a more unconventional think tank model. This requires engaging with disciplines outside of academia, think tank communities, government and business executives. For instance, in tech, we need to engage with venture capitalists, lawyers, policy officers at big tech companies and entrepreneurs at smaller tech companies to promote better cross-government collaboration and to create new cooperative opportunities. Not only this, millennials hold a different value-system to previous generation that entails inclusion of social, cultural and artistic mediums to engage them into discussions which may have political implications and help Japan to understand the viewpoint of younger people in the U.S.

Third, how can we connect these people together? And how can we connect them with veteran government officials most meaningfully? We all believe that we need more opportunities for frank and honest discussion where people from different



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backgrounds, generations and disciplines can come together to share opinions. We want to achieve a balance of public events that present interesting ideas and personalities to the public, as well as holding exclusive targeted events where in-depth discussions may take place and young leaders may receive advice and support from some of the most well-respected diplomatic officials in the U.S. and Japan. One of the key functions of Anniversaries, Inc. is being able to expand the network of influential individuals and setting the agenda topics that will create original discussions in a decentralised model that allows for research projects by members but does not rely on the intellectual power of an individual spearheading the organisation.

Finally, what kind of next generation think tank should Anniversaries, Inc. become? We have identified that the best form is by creating an *intimate network-centric community* think tank model focusing on *connecting and nurturing the next-generation of American and Japanese young leaders*. Anniversaries, Inc. can then bring in the diverse range of people needed to cover the emerging topics of policy importance, rather than centering on a singular research program upheld by a single charismatic individual. It also factors in the changing life choices of former influential government staff who are shifting to work as tech entrepreneurs and cannot commit a huge amount of time to think tank projects given their other commitments. Anniversaries, Inc. places a premium on forging lasting connections between a selected network of exceptional individuals and rising stars active in their fields through memorable events that value intimacy and honesty. Research outputs will be created as outcomes of the events and collaborative projects between members will be considered. We see this approach as the best way to fill the gap in U.S.-Japan initiatives and to ensure we have influential individuals supportive of continuing strong bilateral relations.

4. Past Activities

Launch Event in March 2019

The Panels

Anniversaries, Inc. held its inaugural event on March 18, 2019, bringing together 100 established *and* emerging leaders in the United States and Japan to discuss “The World in 2020: Seeking a Clearer Vision of the Future.” Rising stars and veterans from government, academia, media, law, and technology gathered to discuss the evolving role of the United States in Asia and how a new, younger generation of leaders and voters is shaping U.S. politics and tackling emerging global challenges.

In the keynote speech, Ambassador Armitage hailed Japan as America’s most important ally without which the United States would be unable to pursue its interests



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in Asia due to the tyranny of time and distance. He noted, “Today’s forum is the first of many that will allow new leaders to engage on the challenge of defining America’s role, especially in partnership with Japan.”

In the first discussion that followed, “The Evolving Relationship between Asia and the USA”, panelists observed that, as the U.S. is seen to be stepping down in Asia, Japan plays a unique nexus role - which it is ready to take on even more - as a mature democracy able to tackle global challenges that also understands Asian governments and developing economies. They identified rising protectionism, the politicization of industrial policy, climate change and the shift of economic gravity to China as the key challenges for Asia-Pacific over the next ten years. To address these issues, American and Japanese leadership in internet governance, restructuring global governance and supporting Asian countries through disruptive technological change were recognized to be vital, an enabling factor of which is rejuvenating U.S. government capacity.



Emerging leaders questioned the panelists for their views on: how to convince Asian countries to stick with the U.S., whether the Trump administration should receive more praise for its China policy and the optimism or pessimism felt about younger generations in the United States, Japan and China. In response to the latter, concerns about young Japanese people’s political apathy, systemic educational failure in China for hundreds of millions of youth and the potential fall-out from a clash between liberal and state capitalism economic models, as well as hope for young Americans’ impassioned sense of responsibility, were voiced.

The second panel discussion, “Looking to 2020 in the USA”, explored the underlying causes for major differences between the 2016 and 2020 U.S. presidential elections: demography and the rise of empowered millennials. In particular, they debated about

the kind of presidential candidate and election campaign strategy that would give the Democrats the best chance in the 2020 election, stressing the importance of an overriding, aspirational message about America's role in the world. Panelists expected technology to feature as a major campaign issue but encouraged for the unprecedented opportunities from innovation to be balanced against the risks through open dialogue between government, business, civil society and other countries including Japan.



The burning questions for future leaders in the second panel were the role of climate change in the 2020 presidential election campaign and American leadership on democratic norms for digital technology platforms, especially regarding the uses of artificial intelligence. They expected the environment to feature centrally and conjectured that support for the Green New Deal will be a critical criterion for Democrat presidential candidates, driven in part by student activism. Japanese leadership of the G20 in 2019 under Prime Minister Abe was picked out as a key forum to distinguish harms and opportunities on the internet and set high-standard rules on data flows, privacy and platform regulation.

The discussions were bookended by remarks from Anniversaries, Inc.'s founders. Ambassador Kato made an intellectual call to arms, saying, "With the new generation emerging in both countries, it is crucial to pass the baton to these younger leaders and strengthen U.S.-Japan relations in a rapidly changing world." Speaking to Anniversaries, Inc.'s *raison d'être* and future offerings, Ren Ito announced, "We've launched this new forum to explore America's changing political landscape and how that might shape U.S. policy in Asia. We expect many more exciting and eye-opening projects to emerge from the connections made here today and the ideas that have been discussed."

The event was followed by dinner at the Japanese Ambassador to the United States' Residence where speeches were given by Ambassador Shinsuke Sugiyama, Ambassador Richard Armitage and Ren Ito.



*Bilateral Session 5: Fireside
Discussion about U.S.-Japan Relations*

The following is a write-up of the discussions in the fifth bilateral session about the future of U.S.-Japan relations and the role that Anniversaries, Inc. can fill in the form of a question and answer session with Ambassador Ryozyo Kato and Ambassador Richard Armitage.



Through your experience as ambassador, what did you find to be important in strengthening U.S.-Japan relations?

Ambassador Ryozyo Kato: There was a small number of people that I communicated with in





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the United States, including Richard Armitage and several senators, that knew much about Japan and were eager to know more. Ten of us got together time and again to talk about the same thing over and over. Through frank and open discussions, we shared perceptions but actually it was more than this. I experienced Richard Armitage's sense and understanding. We were actually then better positioned to shape this period of the U.S.-Japan alliance together. Along with perception sharing, experience sharing is very important. The relationship between our two armed forces is strong, largely because they have attained a certain level of shared experiences.

What do you see Anniversaries, Inc.'s role to be?

Amb Kato: There is a need for a place so that emerging leaders can engage in intimate discussions with each other, as well as learn from veterans of the bilateral relationship. Ambassador Armitage is motivated to pass his own experience onto the next generation, as am I.



Ambassador Richard Armitage:

We have two advantages: the U.S. is still popular in Japan and Japan is so popular here, both with the public and with Congress. Anniversaries, Inc. can help us to turn this popularity into support for the alliance.

What are new risks and opportunities to develop the alliance?

Amb Armitage: The next generation coming along is not steeped so heavily in the details of the Cold War and U.S.-Japan cooperation during it. That's not their fault. They're younger and interested in other things. But we have to harness technology to bring young folks toward more of an understanding. Where we are is a time of huge flux regarding the U.S.-China relationship and what we all took for granted for so long about 600 million people rising out of poverty bringing forth political liberalization hasn't been the case. Quite the opposite. And that fact is not lost on American business who are leaving in great numbers. Taking advantage of the changing U.S. and China relationship is something we should seize. Everyone is going to be focusing on Japan as host of the G20, Olympics and Expo 2025. Its tourism industry has gone crazy. One of our jobs is to harness that to our end. You're going to have a huge number of visitors. What do we do about it? How do we make it ours?

Outside of DC: Texas Event

Anniversaries, Inc. participated in and contributed to two events held with Dallas Regional Chamber, the George W. Bush Institute and CULCON, marking its first of many outside of Washington DC. It helped to raise the profile of Anniversaries, Inc. in Dallas, a burgeoning tech hub near Toyota's newly established North America

headquarters. The events brought together established and young leaders from Japan and Texas to explore the potential for deeper collaboration, particularly with regard to their dynamic artificial intelligence and machine learning industries. Ren Ito delivered two presentations and took questions from interested audience members. Connections were made that will feed back into the future activities of Anniversaries, Inc.



5. Plan for Future Activities

Building on the success of the inaugural annual conference, key initiatives will be developed by Anniversaries, Inc. over the next year, drawing in a wider-range of emerging influential leaders. The launch event in March and a large number of conversations in the build-up and aftermath were crucial to determining the annual plan of Anniversaries, Inc. In deciding what to do, the four key things we considered in order were: what topics, who, how to connect them most meaningfully and what kind of next generation think tank Anniversaries, Inc. ought to become.

For topics, technology and China stood out as the two major topics affecting the bilateral relationship, where there is not enough exchange taking place. Furthermore, the environment is taking up a huge amount of political bandwidth across the world and in America, so they are areas where Japanese counterparts need to deepen their understanding and interactions.

For the who, the key group that we want to reach out to are millennials, who are pursuing non-traditional career paths. It is no longer the case that government officials are either career diplomats or journeying through the revolving door to the think tank community in Washington. There is a greater variety of entry and exit routes in and out of government, which requires Japan to place more energy in networking with a broader range of people who exert important political and commercial influence. It is also clear that the younger generation are radically different to the generations before. They will not believe in the necessity of strong U.S.-Japan ties and the need for an American military presence in East Asia by default but rather need to be brought together with exciting young Japanese counterparts to truly understand the importance of close ties between our countries.

Finally, the how. We are in the process of building a range of programs to cover the agenda topics and bring in different stakeholders that can play an important future role in U.S.-Japan relations. Below are some of the key initiatives that will be vehicles to spark exciting new policy discussion and for young millennials from the U.S. and Japan to connect and learn from the veterans of the alliance.

U.S.-Japan Tech Conference

The United States and Japan have vibrant tech industries and ties have successfully been built up between the senior leadership of Silicon Valley companies and Japanese industrial giants. As the fourth industrial revolution and Internet of Things emerge as the vital keys to unlocking success in the future global economy, partnerships between



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U.S. and Japan become even more important. The current model has aimed to pair Japan's prowess in hardware design and production with Silicon Valley's strength in software innovation by introducing executives from the major technology companies.

The application of these technologies could sustain U.S. global competitiveness but also pose risks of mass unemployment and social instability. There is a growing divide in the U.S. over technology policy and it is becoming politicized in the 2020 presidential election; for example, Elizabeth Warren has set out a plan to break up big tech companies. Both U.S. and Japan - who is looking to tech for solutions to its demographic decline - are trying to find out the best way to promote innovation in their industries through uptake of technology.

Every area of the economy, even the most traditional, has been susceptible to disruption and, as a consequence, American and Japanese must invest in technologies seemingly far from their core competence. In order to do so, Japanese companies must deepen their networks in Silicon Valley and broaden them outside of Silicon Valley in areas where innovation is fertile, not only with the well-renowned established players, but also build their capability to scout smaller companies with exciting technologies and high potential for growth.

Our tech conference aims to serve as a platform to bring Japanese venture capitalists, entrepreneurs and government officials in contact with the most innovative, yet unknown, tech companies in America and beyond. Not only this, thought leaders and lawyers working on tech policy in the U.S. will be brought together to offer an insider's perspectives on changes to the U.S. tech industry and the state of relations between tech companies and the U.S. government.

Art, culture and design events

It is important for our program of events to not exclusively focus on "hard" topics like national security, business collaboration, geopolitics and technology. For millennials in both the United States and Japan, art, design and culture are hugely important mediums of expression. They can be particularly useful gateways to begin discussion and connect the polarized society and politics of the U.S. to the rather more apathetic public interest in political matters in Japan. Anniversaries Inc. will use art, culture and design to explore political and social issues that connect the two countries. Through these events, we hope to reach new groups of people untouched by Japanese government, business and NGO events to date, especially those which hold strong influence over local opinion.



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2020 Annual Conference

The annual conference in March 2020 will attempt to build on the success of the launch event. It will attempt to go beyond with more events, bigger names, more engaging and diverse young participants, greater focus in discussions and more build-up and follow-up to make the most of the connections made. With the upcoming Presidential election later in 2020, the interest in Anniversaries, Inc., as well as the role that we can play to spread a positive message about Japan in America, will be enormous.

6. Collaborating organizations and individuals

Gold



Silver



外務省

Ministry of Foreign Affairs, Japan



Mitsubishi Corporation
(Americas)



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With Special Thanks to

The Research Group on the Diversification of U.S.-Japan Human Networks chaired by Fumiaki Kubo

Bilateral Session Speakers





		
Juan Jose Daboub Former Managing Director, World Bank	Zac Hudson General Counsel, Afiniti	Elias Blood-Patterson Program Manager & Research Scholar, U.S. Asia Law Institute, NYU School of Law
SESSION 1: The challenges of starting up an NPO to address adaption policies to climate change-driven disaster and its future plans.	SESSION 2: The danger of premature AI regulation and the enabling factors for new international law on the right to collective self-defense.	SESSION 3: China's use of the law and the need for America to look to Asia, not only Europe, in respect to regulation of big tech.

	
Tom Toles Editorial Cartoonist, Washington Post	Jonah Seiger Founder & CEO, Connections Media
SESSION 4: Exchange of opinions on the changes to work and its meaning that will be brought about by the deployment of AI.	





		
Kara Bue Partner/Owner, Armitage International	Zack Cooper Research Fellow, American Enterprise Institute	Frank Ruggiero Senior Vice President, BAE Systems
SESSION 5: Ideas of future leaders from Japan to include in Anniversaries and respective challenges each nation faces in nurturing its young people to care for the bilateral relationship.		

Panel Session Speakers

Panel Session 1

			
David Morey CEO and Chairman, DMG Global (Moderator)	Amb Richard Armitage Former Deputy Secretary of State	Meredith Sumpter Head of Research, Strategy & Operations, Brookings Institute	Nick Wadhams Reporter, Bloomberg
The Evolving Relationship between Asia and the USA			

Panel Session 2

			
David Morey CEO and Chairman, DMG Global (Moderator)	Fred Yang Partner, Hart Research Associates	Astri Kimball Senior Counsel, Google	Josh Sharp Co-founder and Managing Director, Advoc8
Looking to 2020 in the USA			



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