

The aggregate sales of retail stores and restaurants of these five centers totalled ¥1,800 billion, accounting for as much as 18.4% of the sales of all such establishments in Tokyo.

As for restaurant sales alone, Ginza ranks first with ¥61.3 billion. This is followed with sales of slightly above ¥30 billion for Shibuya, and then the area east of Shinjuku Station, and the Kabukicho section of Shinjuku.

Statistics are not available on the turnover of bars and other types of drinking establishments. It is known, however, that there are more than 1,000 drinking establishments each in Ginza, Kabukicho and the west side of Shimbashi Station adjacent to Ginza. Tens of thousands of hostesses are working in these places.

Department Stores Provide Places For Appreciation of Art

The crowd-drawing centers mentioned above are, in daytime, places which sell daily necessities and fashion goods. They abound with specialty stores ranging from jeans shops for young people to fancy boutiques selling expensive women's wear designed by such world famous designers as Pierre Cardin and Nina Ricci. Name any designer of any country, and you will be sure to find his or her creations in one of these boutiques.

The centerpiece of each bustling sub-center is the department store. Japanese department stores stock practically everything from perishables, such as fish, meat and vegetables, to the latest electronic appliances and high fashion goods—jewelry from imitation pearls to

diamonds, furniture from traditional Japanese paulownia chest of drawers to antique European furniture, toys, toilet articles, family Buddhist altars, etc. And without exception, they also have exhibition halls called "cultural events hall" or "fine arts gallery." Throughout the year, they offer exhibits of classic as well as contemporary paintings, sculptures, and ceramics of Japan, China and Western countries. Major exhibitions at the major department stores in 1981 have included "New Works by Bernard Buffet", "German Art of 500 Years" (Odakyu Department Store in Shinjuku), "Exhibition of Gustav Klimt," "Pablo Picasso Exhibition," "Escher Exhibition" (Isetan in Shinjuku), "Art Nouveau Exhibition," "Exhibition of Majorca Pottery of Italian Renaissance" (Mitsukoshi in Nihombashi), "Andre Derain Exhibition" (Takashimaya in Nihombashi), and "Exhibition of Claude Monet" (Seibu in Ikebukuro).

These exhibitions are usually co-sponsored with the leading newspapers such as the *Yomiuri Shimbun*, the *Asahi Shimbun*, the *Mainichi Shimbun*, and other media like Kyodo News Service. Given full publicity in the sponsoring media and train poster ads, these exhibitions draw big crowds. The "Great Vatican Exhibition", held at the Sogo Department Store in Yurakucho in January and February 1981 on the occasion of Pope Paul II's visit to Japan, attracted half a million visitors during a 43-day period.

Some of the major department stores have theaters in their buildings. Mitsukoshi Department Store in Nihombashi is a pioneer in this field. At Parco in Shibuya, Shakespeare's *Midsummer Night's Dream* and Goethe's *Faust*

were performed in Japanese by a marionette theatrical group.

In addition to the sub-centers already mentioned, which have a modern tone, there are in Tokyo a number of traditional entertainment and shopping centers with long histories. These include the Ueno-Okachimachi area (ranking seventh in annual turnover) and Asakusa.

In turnover, Asakusa does not rank even among the first 20, but its national fame ranks with that of Ginza. It is a plebeian amusement center which until now has preserved much of its pre-modern atmosphere. But modernization is creeping up on Asakusa too. In August last year, Asakusa held a vivacious samba carnival, importing Brazilian dancers from Rio de Janeiro, in an effort to create a more modern image.

Another sub-center with a distinctive character is the Jimbocho-Surugadai-shita section, crowded with tiny and long-established shops dealing in second-hand books. There are also a number of big publishing companies and numerous booksellers occupying whole buildings and selling every kind of current publications, from weekly magazines to best-sellers, reference books of all kinds, and foreign books. This district ranks 15th in annual turnover.

The sub-centers already mentioned are all within the central section of metropolitan Tokyo. A recent trend is the development of shopping and amusement centers in Tokyo's suburban areas. This trend is in keeping with the fact that in the past decade or so the population of central Tokyo has been thinning out because skyrocketing land prices are forcing people to move out to the suburbs and adjacent prefectures where property costs are more reasonable.

BOOK REVIEW

The Art of Japanese Management, by R.T. Pascale and A.G. Athos

In this book, the theme of an over-strong individual emphasis in American management systems, as stressed by E.F. Vogel in his *Japan as No. 1*, is again held up as a major weakness in the American system when compared with the Japanese one.



Vogel's book, which had a strong impact on many leaders on both sides of the Pacific, is mirrored in this effort by Pascale and Athos.

As suggested by the title, the Americans should try to study more fully Japanese management art, according to the authors, and they stress seven main points that need careful balance in a good management system.

Dubbing them the "seven S's," the authors outline strategy, structure, system, staff, style, skill and superordinate goals

TOKYO LETTER

as the main keys to a viable management system.

The first three, called the "hard" or impersonal S's, the authors say are stressed in the American system, but the so-called "soft" or personal S's are lacking in many large American companies, they add.

But according to the authors, a company—either Japanese or American—can only succeed if all seven management areas are harmonized well.

The marked lack of harmony between the "hard" and "soft" S's in the American system is largely responsible for the large competitive gap between the two economies at this time, Pascale and Athos contend in their book.

But they also point out that the individualism so prevalent in American society makes it very difficult for the Americans

to incorporate the "soft" sectors into their management systems.

Traditionally, according to the authors, the ideal American manager has been the man with unshakable decision-making abilities, a strong, individual personality and a great deal of self-reliance.

But they contend the day of the "quick-draw" frontier man is now over and the "soft" S's must become more prevalent in American companies to increase competitiveness.

More human approaches bringing a greater staff harmony and more reliance on their abilities is greatly needed, the writers say.

The authors say that the ideal system will have more organically organized structures based on group dynamics from the less formal gathering of staff, but as

the projected hard times of the '80s continue, the "hard" S's should not be overlooked in bringing the major corporations through the decade.

American leaders full of frontier spirit, tempered by the other factors are still needed, and I hope the prescription in *The Art of Japanese Management* does not nip that talent in the bud.

It must also be pointed out that the lack of that very spirit, the emphasis on the "hard" S's, must also be taken into account by Japanese companies which are perhaps over heavily dependant on the "soft" side at present. The times ahead need strong leadership along with the "soft" feelings, I feel.

By Koichiro Imano, lecturer,
Tokyo Gakugei University

"Torihei"—A Yakitori Restaurant with Warm Heart

Sukiyaki, tempura, shabu-shabu and *yakitori* are among the Japanese dishes most popular with visitors from abroad. *Yakitori*, or skewered chicken meat broiled over a charcoal fire, is relatively inexpensive. There are numerous *yakitori* shops, both large and small, in Tokyo.

Despite his busy official schedule, Jimmy Carter took his family to the *yakitori* shop Kushi-hachi in Roppongi, a highly fashionable area of Tokyo, when he made an official visit to Japan as U.S. President in June 1979.

President Carter and his family's unscheduled visit to Kushi-hachi was headlined with photos by Japanese newspapers. This sensational event not only showed President Carter's common streak but provided good publicity to *yakitori*.

When he came to Japan in September 1981, the former president again visited a *yakitori* restaurant, and this became a topic of conversation during his talks with Prime Minister Zenko Suzuki. Kushi-hachi, which became famous as a result of Carter's surprise visit, needs no introduction. So, in this article, another *yakitori* shop, Torihei, is introduced because it is highly recommendable to visitors from abroad from the standpoint of price, service and taste.

One of the characteristics of Torihei is that it serves *yakitori* seasoned with salt, whereas most shops serve broiled skewered chicken meat dipped in specially prepared soy sauce. *Yakitori* seasoned with salt tastes good and should appeal to foreigners.

Particularly delicious is salt-seasoned *teba* (wing), which reminds anyone who has ever been to Moscow of the taste of



tabaka, chicken prepared in the Uzbekistan style, served at famous restaurants in the Russian capital.

Sukimi (tail) and *kawa* (skin) are just as delicious. They can be enjoyed with raw *shishito* (green pepper).

Your bill won't go much beyond ¥3,000, even if you wash down several *yakitori* skewers with whiskey and water, or a beer or two. Torihei is an ideal

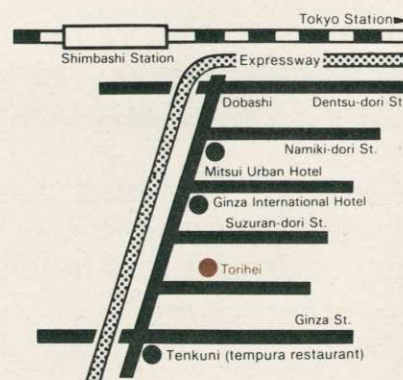
place for visitors from abroad to spend an evening during their sojourn in Tokyo.

Torihei is well-known for the warm-hearted way in which not only the proprietor but also employees welcome guests. The latter speak some English, but you are advised to go along with a Japanese or someone who can speak Japanese.

Torihei is within easy walking distance from any of the major hotels in the Hibiya-Shimbashi-Ginza area, such as Dai-ichi Hotel and Imperial Hotel, but is closest to the Ginza International Hotel.

The menu and prices are as follows:

<i>Teba-saki</i> (wing tip)	¥200
<i>Sukimi</i> (tail)	¥130
<i>Kawa</i> (skin)	¥130
<i>Tsukune</i> (meat ball)	¥130
Liver	
(pronounced "le-vah")	¥130



Address is:
8-7-10, Ginza, Chuo-ku, Tokyo.
Tel: (03) 572-7586