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of a "bobby" or two strolling around one's area was comforting; reassuring. It was decided that the beat system was out-dated, and in the course of modernization, the bobby on his beat was replaced by a policeman in his "panda" car. It didn't take too long before the realization struck home—the beat system has some definite advantages, particularly in residential areas, and it was re-introduced in some places, no doubt accompanied by great sighs of relief from the public. In principle, the *koban* system is not dissimilar to that of the beat. Through it, the police as a whole are kept in touch with the public—and a well-informed and trusted police force is an advantage in any country or state.

Another important "safety" factor in Tokyo is basic honesty. The Japanese people live up to their reputation, which is well-earned. Leaving one's purse or wallet in a taxi cab or department store is a sure-fire way to ruin an otherwise enjoyable stay in any city. But in Tokyo, there's a good chance your property will be returned to you, or taken to a lost-and-found

office or *koban*. Needless to say, fate shouldn't be tempted too far. No self-respecting thief is going to resist the offer of a purse sitting on the top of a shopping basket, or a wallet enticingly peeping out of a hip pocket!

In comparison to large U.S. and European cities, there are few burglaries in Tokyo. In fact, many Japanese houses rival the local banks when it comes to security! Most modern houses, and certainly all new apartment blocks are constructed in a completely different way to the traditional wooden houses one imagines as being "typically" Japanese. Today's buildings are often built using ferro-concrete and steel girders, and come equipped with bars on all small windows, and steel shutters on the rest—which are closed at dusk. It's stating the obvious to mention the fact that shutters keep out the cruder elements, but how about those bars? It would seem that these dwellings, intentionally or otherwise, are constructed to thwart even the most single-minded burglar. Few would-be thieves would get very far without a high quality hacksaw...and as the

buildings are so close together, one wonders if it is worth trying!

In any large city, personal safety is of paramount importance. The blood runs cold to hear of any unprovoked attack, whether it takes place in New York, London, Paris or Tokyo. One or two more extreme and bizarre occurrences have hit the headlines in Tokyo recently, but they are definite exceptions. The only consistent worry I ever have here (and not being a parent automatically relieves me of a few) has nothing at all to do with dangers lurking in dank, dark alleys or meeting unruly gangs of thugs in the streets. It is merely a matter of whether the more obnoxious drunks I meet (an inevitable fact of nightlife here) can run faster than I can! I haven't been caught—yet—and I can honestly say I feel as safe in Tokyo as I did in my small home-town in Britain. And when one considers the awesome fact that the stable population of Tokyo is approximately 11,993,000 *more* than that of my home town...there's food for thought. (Susan Scurlock)

BOOK REVIEW

THEORY Z: How American Business Can Meet the Japanese Challenge

by William Ouchi

In this book, the author analyzes the Japanese style of management and contends that American business will be able to cope with the challenge of Japanese business by adopting the good points of



Japanese management. Within a few weeks of its publication, the book became a best-seller. The initial printing reportedly totaled 70,000 copies, an unprecedentedly large figure for a book on management. It is now available in paperback and its Japanese translation has been published. Total circulation is believed to be immense.

A major reason for this popularity is the book's title. It goes without saying that *Theory Z* is a sequel to D. MacGregor's *Theory X* and *Theory Y*. Without doubt many readers must have received from Z, the last letter in the alphabet, the impression that the book

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must be definitive or, so to speak, the last word on Japanese management.

This book was not necessarily written for the purpose of analyzing the Japanese corporate management system. Its aim rather is to seek, through a study of the features of Japanese corporations, a new, ideal management system for contemporary society. Nor can it be said that Professor Ouchi, a Hawaiian-born third-generation Japanese-American, has thoroughly researched and fully understands Japanese companies. He sees the essence of Japanese management (which he labels J-type) as lying in human factors, mutual relationships among fellow workers, cooperation between management and labor, and wide-ranging

career development. He examines these against the deficiencies of American management (A-type). And his intention is to combine the good points of both to create a new management style (Z-type).

Professor Ouchi gives Hewlett-Packard, IBM, Procter & Gamble and Eastman Kodak as the American firms which are of the Z-type. All of these are corporations which possess advanced technology and are expanding their business rapidly. The author, moreover, points out that all these companies have created a sort of corporate society and corporate culture, just as in the case of Japanese companies.

When *Theory Z* was published, it was severely criticized by Professor R.T.

Pascale, Ouchi's one-time research partner. However, the book has the great merit of being written so that the contents are easy to understand and that the interest of the ordinary businessman is aroused to make him continue reading until the end. The scientific approach is, of course, important. However, it is just as important to express a complex problem in a form understandable to the layman.

In this respect, although the book is not only about Japanese companies, it has contributed greatly to the American understanding of Japan by conveying, however generally, to ordinary American readers the distinctive characteristics of Japanese corporations.

Restaurant "Tokachi"

The number of Japan-produced wines which are accepted internationally is increasing. Japanese wine began to gain international repute when Tokachi wine won the Bronze Medal in the 1966 International Wine Competition. In 1976, Tokachi wine won the Grand Prix, a grade higher than Gold Medal. Tokachi wine is made at the municipal winery of Ikeda town in the Tokachi region of Hokkaido, the northernmost island of Japan.

Back in 1972, I had an opportunity to taste Tokachi wine at the Restaurant Tokachi in Nihombashi, in the heart of Tokyo, with some of my wine connoisseur friends. The restaurant had just opened. Even my normally critical friends were impressed by the wine and gave particularly high praise to the red. Years later, I learned that the Tokachi red had won the Grand Prix at the international competition. I was impressed anew by my friends' sure knowledge of and discerning taste for wine.

Restaurant Tokachi is very popular with the Japanese, because it serves beef



steak at a relatively moderate price with Tokachi wine—white, red and rosé. Beef served at this restaurant also comes from the Tokachi region, almost in the middle of the southern part of Hokkaido. Steaks are priced between ¥2,000 and ¥4,000.

In addition to the steak, Tokachi specialties include *Ainu* green onion salad (¥500), marinated herring (¥600) and salted ox tongue (¥800), all of which go

exceedingly well with wine. Wine and steak plus a side dish or two will make you feel invigorated.

Tokachi in Nihombashi, which I first visited a decade ago, was the first Tokachi restaurant opened in Tokyo. Today, there are also branches in Shinjuku, Akasaka and in the Nippon Television Network Corporation (NTV) building not far from Ichigaya Station. The map here shows the location of the Akasaka branch, which is quite popular with Tokyo's international community.

(Yoshimichi Hori)

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