

other fields of medicine, metallurgy, semiconductors, and engineering attracts researchers from other parts of Japan and abroad.

Tourist attractions

In addition to the pleasantness of the city itself, Sendai is located near a variety of popular tourist attractions. To the west, within about an hour's train ride, are an *onsen* (hot spring) town, a ski ground, and an unusual complex of temples. Sakunami Hot Springs has a wide variety of accommodations from quite traditional inns with outdoor baths to fashionable hotels with stage shows. Further on, through the tunnel into Yamagata Prefecture, is Omoshiroyama Ski Ground and Yamadera, a mountain side covered with temples founded over 1,100 years ago.

Sendai is gateway to skiing grounds on the Zao Mountain Range—three slopes on the Miyagi Prefecture side and the extensive Yamagata Zao Ski Ground on the other side of the peaks. With the Tohoku Shinkansen, new tunnels and highways, and connecting transportation, Zao offers all the skiing you could want—all on one mountain. Chosen as the site of the 1979 Interski, a gathering of ski instructors from all over the world, Zao is one of the best ski resorts in Japan.

To the east of Sendai are Shiogama, port town and site of a famous shrine devoted to the guardian deities of pregnant women and fishermen, and Matsushima, famous for the Zuiganji Temple constructed by Masamune and for its bay. Matsushima Bay, which connects Matsushima and Shiogama, is dotted with variously-shaped pine-covered islands and criss-crossed by sightseeing boats piloted by men with stories to tell about how each island got its name. Few tourists visit Sendai without making the pilgrimage to the Matsushima area. For the discriminating visitor, the visit to the temple and a boat ride to Oku-Matsushima can be a very pleasant day-trip out of Sendai.

North of Sendai, the former capital of the northern branch of the Fujiwara family at Hirazumi and the beautiful city of Morioka are also within day-trip range.

Festivals

Every town and village in Japan has its festivals, but Sendai is known for two major annual events. For the winter visitor, the hours from mid-afternoon on January 14 until the morning of the fifteenth are a good time to visit the Osaki Hachiman Shrine in Hachiman-machi. Families bring their New Year decorations to be burned on the huge bonfire at the entrance to the shrine. The adjacent streets are blocked off to accommodate the crowds who come to inch their way up the stone stairway and then on to the shrine to pray for a safe and prosperous new year. The other attraction of the festival is the *hadaka mairi* (pilgrims), robust men and women who walk to the shrine from the center of town braving the cold in minimal attire. They deserve the privilege of

being let through the crowds straightaway.

The Tanabata (Star) Festival is celebrated in Sendai one month later than in other parts of Japan in order to coincide with the other two major summer Tohoku festivals—the Nebuta Festival in Aomori and the Kanto Festival in Akita. *Tanabata*, which celebrates the annual meeting of the weaver star and the herder star, begins with a fireworks display on the evening of August 5. The main attraction is the beautiful bamboo and paper *tanabata* decorations which are displayed throughout the day and evening of August 6, 7, and 8 in the arcades of the main shopping streets.

The future

National, regional, prefectural, and local economic associations are currently surveying Sendai's present capacities and future possibilities for growth. There is a movement to turn Sendai into a "convention city" to host academic and business conventions. The Sixth International Virology Congress, the first ever held in Asia, was held in Sendai in September 1984 and proved that Sendai could serve well as a location for national and international assemblages. Improved tourist information, English road signs, and over 500 "goodwill guides" speaking 18 different languages indicate the city's openness to foreigners.

The city is examining the possibility of incorporating several existing communities in order to expand to a city with a population of over one million and hence become eligible for certain national government considerations. In seeking this designation, working toward extending Sendai Airport's runway to accommodate international flights and expanding facilities at Sendai Port, Sendai is moving to outgrow its reputation as a "branch office town" and to establish direct contacts with enterprises abroad. Perhaps this is the legacy of Date Masamune and Hasekura Tsunenaga at work.

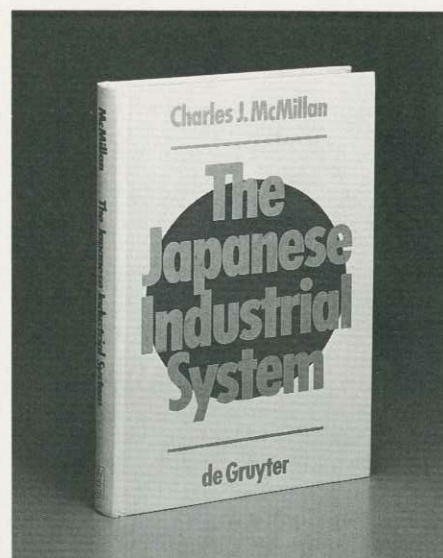
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Bookshelf

The Japanese Industrial System

By Charles J. McMillan
Published by Walter de Gruyter & Co.
1984, Berlin
356 pages; \$29.95

The Japanese Industrial System is a very comprehensive and useful outline of the makeup and workings of Japanese industry,



and one with unexpected depths of meaning. The term "industrial" as used in the title is a popular adjective in numerous terms—industrial relations, industrial structure, industrial technology, industrial management, industrial policy, and industrial development to name just a few. These are important concepts in their own right, and many represent serious lines of study, but *The Japanese Industrial System* goes further than any single one of them in an ambitious attempt to define and integrate them all.

Industrial relations, for example, is a concept referring to the issues and relationships between management and labor within industrial society. The character of industrial relations determines whether there is conflict or cooperation between labor and management, whether workers stay with the same company for a long time or job-hop, how strong worker motivation is, and what the levels of productivity are. Little wonder that, in seeking to explain the strong performance of Japanese business in recent years, many people have cited the seniority-based wages, lifetime employment, and enterprise unions which characterize Japan's stable industrial relations and underlie the high labor motivation.

Yet industrial relations cannot exist in isolation, and they are largely determined by such related factors as industrial technology and production management, corporate organization and strategy, and industrial structure and government policies.

All of these components are closely bound in a web of interdependence—none can be divorced from the others. Corporate and industrial performance can only be understood within the broader context of all of these factors working together. Charles McMillan has recognized this and set himself the task of providing an integrated perspective on the totality—a challenge at which he succeeds admirably by employing a comprehensive analytical matrix merging macroeconomic and microeconomic factors with the hardware and software aspects as shown below.

and freedom. Neither endurance nor perseverance is always accepted positively by those Japanese who appreciate the value of disciplined society for ultimate human happiness. The complicated human network that binds Japanese society (what the author calls "ningen kankei") is a product of compromise from long experience and expensive learning. Hence, the author is right to say that *ningen kankei* is not just a relation of mutual exploitation. He is convinced that, without real goodwill behind it, *ningen kankei* is merely an empty exercise.

In Parts two and three, on negotiating and competing with the Japanese, Zimmerman undauntedly approaches the issue of how to do business in Japan successfully, disseminating his wealth of information and illustrating it with case studies. While amusingly pointing to an inscrutable negotiating style and ambivalent Japanese reactions, as well as to the notorious decision-making process and equivocality of the Japanese language, he does not fail to lay part of the blame for time-consuming negotiations in Japan on young

American technical experts who irritate the Japanese with their superiority complexes nurtured in the American meritocratic atmosphere which flatters and defers to them. It is important to note that the author emphasizes Japanese sensitivity by suggesting that the key to successful negotiations is the use of intuition rather than pure logic or intellect. He is pragmatic in advising the Westerner to concentrate on new low-end products. In his view, American firms fighting for their economic lives will have to take advantage of locating plants in low-wage countries. Yet should an objective of economic growth include increased employment as one of its component parts, whose cause does his advice essentially serve?

Part four, on working with the Japanese, represents his outpouring of the joy he would like to share with his close Japanese friends and the agony he has experienced in learning the rules of the Japanese game. The Japanese system may be feudal, but Western corporations rigidly controlled by a chief executive are in a sense more feudal, he contends. The Japanese may well be more realistic or rational

than most Americans in the domain of management of corporate strategies, as substantiated in the manner of R&D investment.

The author enlightens the reader by suggesting that joint ventures are one way to successfully deal with the Japanese and break into the xenophobic distribution systems. He adds that the ability of Western companies to invest vast amounts of time and money is prerequisite to capturing a profitable market share. He is convinced that being in Japan will yield tremendous benefits for the firm undertaking it, even if that benefit is only the experience gained in the world's toughest market. Most significant of all is his suggestion that management must do more to motivate workers and to inspire their enthusiasm, trust, and loyalty.

This is a book providing valuable lessons not only for Western readers but also for Japanese readers.

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Taste of Tokyo

Le Poisson Rouge

Since this column is written for readers from abroad, I have made it my policy, not without regrets, to refrain from introducing Japanese cuisine which, though typical of this country, might not suit all foreign palates or bear up to more than one or two eating experiences. Thus the conspicuous absence of, for instance, Japanese *soba* (buckwheat vermicelli), *unagi domburi* (broiled eel on rice), *fugu* (blowfish), and even *sushi* (rice balls topped with sliced raw fish).

On the other hand, I have also had to refrain from some favorite Western cuisine, simply because I could find no restaurant worth recommending. To cite one glaring example, there are perhaps ten restaurants in Tokyo with a reputation for their roast beef, yet I cannot bring myself to introduce any of them in this column because, frankly, they quite fail to satisfy me. If any readers should know of a roast beef restaurant worth recommending, do let me know!

Fortunately for Tokyo gourmets, however, there are many other restaurants in the city which admirably qualify for this column, not the least of which is Le Poisson Rouge. I first learned of Le Poisson Rouge when Mr. H. Yoshizaki, chairman of Texas Instruments Japan, treated me there three years ago. I have since gone back repeatedly with my own guests, all of whom were delighted. Incidentally, I was invited to this restaurant also by

a foreign friend who is very knowledgeable about Japan.

Le Poisson Rouge is a bistro on the first floor of the From 1st Bldg., a stylish red-brick structure near the Omotesando subway station in Minami-Aoyama. It is a cozy shop with seats for just 25 guests specializing in French provincial and home-style cooking and Mediterranean-style fish dishes. The simple and clean tablecloths, the French sketches on the wall, and the homemade liqueur bottles lining the window sill all bring out the atmosphere of the bistros spotting the French provinces.

The taste of the dishes which chef Eiji Yamada has offered for the ten years since the bistro opened are first-class for Tokyo. He personally greets guests who return a second time and learns their preferences. And the next time, he asks each guest how he or she is feeling that day and modifies the flavor to suit his or her mood, making the sauce more pungent, for instance, or lightening the taste by reducing the butter or oil.

Aside from its homemade liqueur, the shop offers 15 kinds of sweets, including sherbets. Between 2p.m. and 6p.m., the bistro is filled with women who come to enjoy these treats. Among the most popular are *Mousse de Framboise*, ¥600 and *Charlotte de Kiwi*, also ¥600.

The entire menu is delicious, but these few selections will give you an idea of the range of offerings.

<i>Terrine de Canard à l'Armagnac</i>	¥1,500
<i>Soupe de Poisson</i>	¥1,000
<i>Soufflé d'Oursins aux Crevette</i> <i>et Oreille de Mer</i>	¥2,600
<i>Marée du Jour Grillée</i>	¥2,500
<i>Aiguillette de Canard aux Myrtilles</i>	¥2,700
<i>Noisette d'Agneau Fumet de Basilics</i>	¥2,900
<i>Queue de Bœuf au Vin Rouge</i>	¥2,700

All are first-class in taste and reasonably priced. House wines imported directly from France come in red, white and rosé and are good at ¥2,400 each.

The restaurant also has an intriguing ¥7,000 (about \$28) special order course whose dishes are determined through consultation between customer and chef. Lunch-time courses are priced at ¥1,500, ¥2,000 and ¥3,500.

Forty percent of the customers are foreign and a good half are women. Reservations necessary in the evening. The restaurant is closed on Sundays.

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(Yoshimichi Hori, editor-in-chief)

