

TOKYO LETTER

Many Sub-centers

Tokyo, the capital of Japan is a mammoth city with a population of 11,160,000 (as of June 1981). If the people of so-called satellite cities who commute to central offices or schools are included, the daytime population of metropolitan Tokyo comes to 28-29 million.

These people move around by mass transportation systems such as the Japanese National Railways (JNR), subways and private railways which form a finely meshed network extending far and wide into suburban areas.

Bustling sub-centers spread out their tentacles around major railway stations of either the private railway lines or the JNR lines. The biggest sub-centers are around the major stations on the JNR Yamanote loop line circling the central part of Tokyo. These have become models for numerous bustling centers which have mushroomed in other cities all over Japan.

The biggest of the Yamanote loop line sub-centers, Shinjuku, key station for three JNR lines as well as the terminal of three private suburban rapid transit lines, two subway lines, and several dozen bus routes.

The number of people converging on Shinjuku to transfer from one line to



another is estimated at more than two million a day. According to a survey conducted by the *Asahi Shimbun*, a nationally distributed newspaper of more than six million subscribers, there were 12 spots in Shinjuku where the number of passing pedestrians exceeded 380,000 between 10 a.m. and 7 p.m. on a Friday in May 1980.

The turnover of retail stores and restaurants in Shinjuku, excluding bars and drinking establishments, for the one-year period between June 1978 and May 1979, reached as much as ¥576.8 billion, according to statistics compiled by the Tokyo Metropolitan Government.

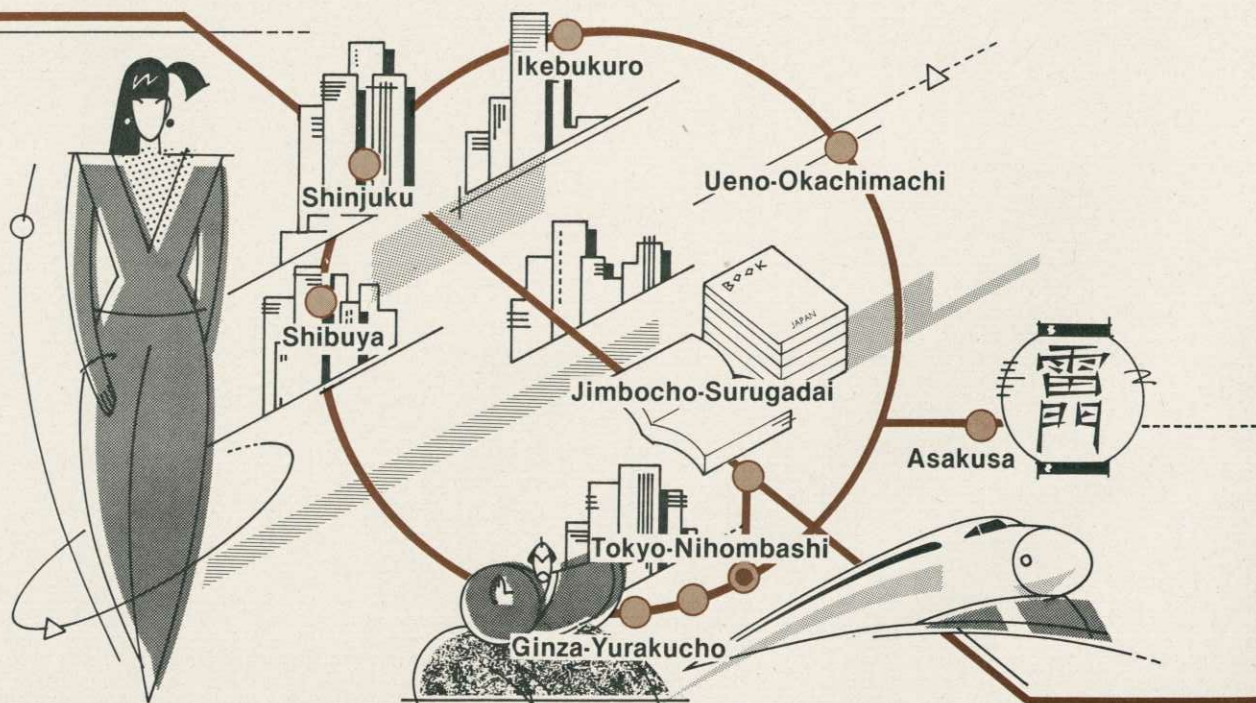
The sub-center with the second biggest turnover was Ikebukuro, a JNR station that is also the terminal of two suburban rapid transit private railway lines which

feed newly developed suburban residential areas, two subway lines and several dozen bus routes.

Ranking third in turnover was the Ginza-Yurakucho area, which is not a sub-center at all, but the center. This is Japan's most famous shopping and amusement center with a magic name known in many parts of the world. Tokyo's Ginza is so famous that almost every provincial city has a shopping center of the same name. Although the Ginza has been eclipsed in daytime population by the newer Shinjuku and Ikebukuro sub-centers in recent years, its position as the center of elegant and high-class shopping, gourmet foods and entertainment remains unchallenged.

Ranking fourth is the Tokyo-Nihombashi area near Tokyo Central Station, the eastern terminal of the Shinkansen bullet train. In feudal days, Nihombashi was the starting point of the Tokaido highway leading to the ancient capital of Kyoto. It was the first of the 53 post stations which were depicted by *ukiyo-e* woodblock print artist Hiroshige in his famous *Fifty-three Stations of the Tokaido Highway* in the Edo Period (1603-1867).

The Tokyo-Nihombashi area is followed by Shibuya, the town of modern fashion surrounded by high-class residential areas.



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 speciality 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