

Contents

PREFACE	vii
INTRODUCTION: "THANKS AND SERVICE" —AT A PRICE	3
I. THE LURE OF LAND	15
Learning and Labor	17
Cottages in the Larches	20
Cultivated Dwellings	27
In Politics	31
2. THE FAST TRACK	35
Railroads and Wartime	36
Opportunity Costs and Benefits	41
From Villas to Hotels	44
A Country Store in the City	47
The Politics of Controversy	52
Company and Family	55
3. THE RETAILING REVOLUTION	58
Adapting to the Japanese Consumer	59
The Merchant as Artist	62
From Terminal to Main Line	64
Beyond Growth toward Innovation	68

CONTENTS

	Bad Moments in Ikebukuro and Los Angeles	72
	The Seiyū Phenomenon	74
	From Department Store to Retailing Group	77
4.	FROM LAND TO LEISURE:	
	THE SEIBU RAILWAY GROUP, 1964-1974	80
	Groomed to Lead	81
	Beyond the Transportation Business	83
	Zones of Leisure	87
	Out of Land Buying	91
	“When I Speak, a Hundred Politicians Jump”	91
5.	MERCHANTS TO NEW MARKETS: THE SEIBU RETAILING GROUP IN THE 1970S	94
	The Two Brothers’ Compact	96
	The Siege of Shibuya	98
	Beyond Retailing	107
	Falling Behind, Plunging Ahead	111
	New Markets for the Department Store	115
	Specialization: Shoppers and Workers	122
6.	PRINCES AND LIONS	129
	Hotels for Every Season	130
	Profiting from Team Sports	138
	Tsutsumi Yoshiaki and the Business Establishment	144
7.	FROM ABUNDANCE TO AFFLUENCE	146
	Synergy through Diversity	147
	The New Self	151
	Seiyū: Quality and Convenience	157
	Low-Budget Bailouts	163
8.	INFORMATION FOR SALE	168
	Retailing in the Later 1980s	169
	High-Information Department Stores	173
	Corralling the New Breed	179

Is Seibu Number One?	183	
Seiyū and Parco Branch Out	188	
Money When You Need It	193	
9. JAPAN AT PLAY:		
THE SEIBU RAILWAY GROUP IN THE 1980S		199
Strengthening the Railway	200	
Leisure as Time In	204	
Princes beyond Tokyo	207	
The Blossoming of Integrated Resorts	210	
The Resort Law and the Anti-Golf Movement	213	
One-Person Leadership and Low-Profit Enterprises	217	
10. LEISURE AS AMENITIES:		
THE SEIBU SAISON GROUP IN THE 1980S		224
Vacations and Housing for Hand-Picked Clienteles	226	
Dining and Travel à la Saison	232	
Arts and Commerce	235	
11. ARCHITECTS OF AFFLUENCE		242
The Saison Corporation	243	
Elements of Strength	245	
Seiji and Yoshiaki	247	
NOTES		253
SOURCES CITED		307
INDEX		325