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• New Ways of Operations and Consumption Pattern

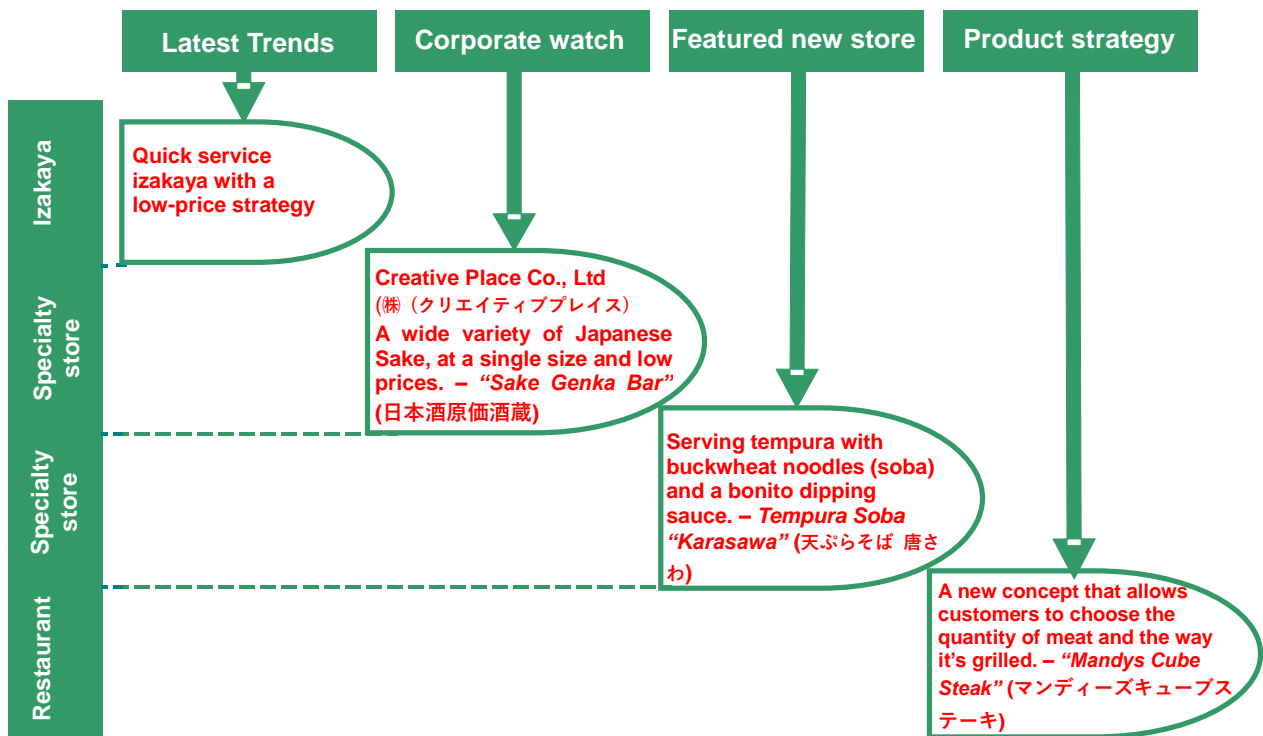
- In recent years, the declining population and hence the reduction in people dining out, is a serious problem, even with the rapid increase in the number of foreign workers. The National Diet is deliberating on amendments to the Immigration Control and Refugee Recognition Act to accept more foreign workers into Japan. But this will not address the absolute shortage of manpower and rising wages. What we need are measures to improve productivity. Changes like cashless transactions, ordering through smartphones, using robots for kitchen operations, are taking place rapidly. How will the service industry change with the progress of IoT and AI?
- Even if productivity is improved by the adoption of new technologies, management continues to have the responsibility to increase motivation and employee satisfaction. This is a time where we will not survive if we do not redefine the meaning of our work, and the way we work. We could build a prosperous consumer market by realizing higher productivity, even with a declining population in Japan.



- Jotaro Fujii

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HOT NEWS! America: Baskin Robbins presents the store of the next generation



1. HOT NEWS! **America:** **Baskin Robbins presents the store of the next generation**

Baskin Robbins, commonly known as “31 Ice Cream” in Japan, opened a new “next-generation” store in Fresno, California. The design, named “Moments”, features artwork of local forest campsites. It aims to create a space and ambience where families and friends can spend fun and happy times together. The store also introduced 32 kinds of stick ice cream. This strategy adds a new premium feeling to the company with a 75-year history.

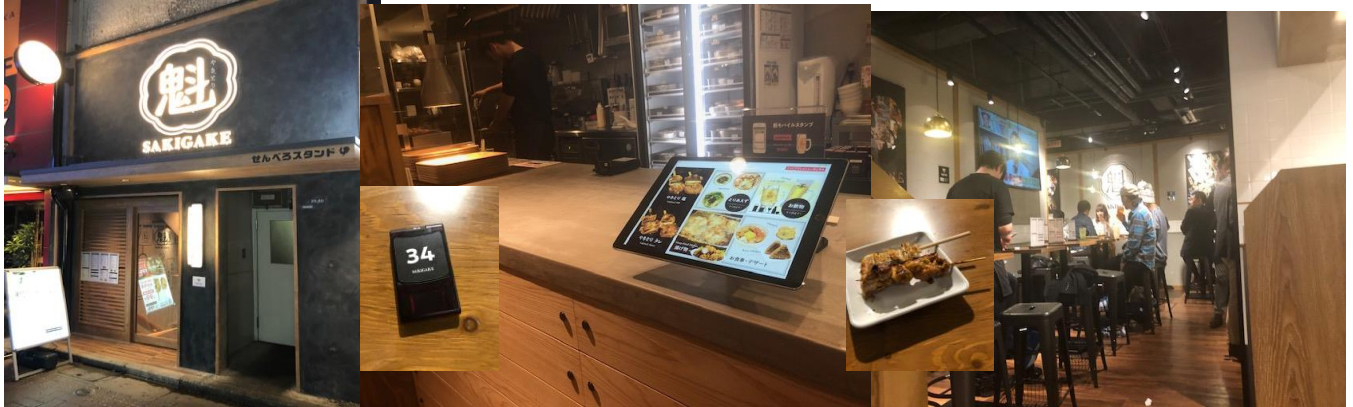


2. Latest Trends

Quick service izakaya with a low-price strategy

■ Yakitori Sakigake [やきとり魁 (さきがけ)]

By [United & Collective Co., Ltd](#) [ユナイテッド&コレクティブ](#) (株)



● On 22 November 2018, the first outlet opened on the Kabukicho Ichibangai-dori, a 5-minute walk from the East exit of JR Shinjuku Station. The menu includes items such as potato salad and pickles that are served immediately; deep fried items such as deep-fried chicken at ¥99 each; and 37 kinds of yakitori at ¥99 to ¥250. Customers place their orders and call for the bill using a touch panel placed at the counter, and wait for the order to be fulfilled using a pager system. After the meal, customers could separate and dispose the plastic cups and plates at a designated corner of the outlet. It is a smooth dine-in experience as the outlet adopts a fast-food format.

■ Yakitori Hidaka (焼鳥日高) By [Hiday Hidaka Co. Ltd](#) (株) [ハイディ日高](#)



● The store has been using a touch pen ordering system since 2016. This is a strong plus point for quick service concepts. The simplified operating processes allow for smooth service delivery even with a small staff strength and inexperienced part-time staff. There are 30 items on the menu, such as cold tofu and kimchi, that cost between ¥190 and ¥350. All items are served quickly. The company has 26 outlets, and opened a new bar “Hidaka Meshi and Sake” in July 2018 to expand the alcoholic drinks segment. The bar is located in the same area as the company’s main Chinese “Hidakaya” concept.

Discussion : The future of izakayas with a low price-range

The standing pub “Bampaiya” (晩杯屋), which sells side dishes priced at ¥100; and “Ikkenme Sakaba” (一軒め酒場), which offers fried food and a quick service menu in the price range of ¥300, have opened up the market demand for drinks and expanded their businesses. Yakitori Sakigake attracts young customers with their fast food concept, where customers place their orders, check out at the counter, and receive their food after that. Yakitori Hidaka attracts a lot of middle-aged and elderly customers, and uses a touch pen ordering system that facilitates quick service delivery even with few employees. Izakayas, with a new business model that require no manpower, are expanding.

3. Progressive Companies

■ Creative Place Co. Ltd 株式会社 クリエイティブプレイス

Shiki no daidokoro Co Ltd [株 四季の台所] was set up in March 2012. In July of the same year, the company started “Bishoku kahoriya” (美食かほりや) near the JR Shimbashi Karasumori Exit, followed by “Sake Junsai So Sakana Totonoe” (和酒旬菜創魚ととのえ) in August 2013. In March 2015, the company began to expand its “Sake Genka Bar” (日本酒原価酒蔵) to Akihabara, Okachimachi, Gotanda, etc., along the Yamanote line. Sales for the fiscal year ended February 2018 exceeded ¥10 billion. On 22 November 2018, the company opened the 16th Sake Genka Bar outlet at the North Exit of Otsuka Station on the JR Yamanote line. To-date, the company has 20 outlets across 2 concepts.

● Sake Genka Bar (日本酒原価酒蔵)

With an admission fee of ¥490, the Bar offers 50 kinds of Sake, priced from ¥198 to ¥586 for a single-sized bottle. Information on the production region, name, sake rice, etc., are stated on the list. There are 30 kinds of side dishes such as “Shuto (pickled tuna entrails) Cheese” (酒盗チーズ), “Gari (pickled ginger) and tofu with kombu salad”, and other Japanese-style deep-fried, grilled and simmered side dishes. The store is patronized by mainly middle-aged and elderly male customers, and has an average check size of ¥3,000 per customer.



日本酒原価酒蔵 本日の日本酒リスト

品名	産地	酒名	度数	容量	価格
白鶴	新潟県 上越市	白鶴	15	180ml	¥3,240
白鶴	新潟県 上越市	白鶴	15	360ml	¥2,052
白鶴	新潟県 上越市	白鶴	15	180ml	¥3,132
白鶴	新潟県 上越市	白鶴	15	360ml	¥3,704
白鶴	新潟県 上越市	白鶴	15	180ml	¥2,264
白鶴	新潟県 上越市	白鶴	15	360ml	¥3,348
白鶴	新潟県 上越市	白鶴	15	180ml	¥1,404
白鶴	新潟県 上越市	白鶴	15	360ml	¥6,904
白鶴	新潟県 上越市	白鶴	15	180ml	¥1,050
白鶴	新潟県 上越市	白鶴	15	360ml	¥3,640
白鶴	新潟県 上越市	白鶴	15	180ml	¥2,552
白鶴	新潟県 上越市	白鶴	15	360ml	¥2,754
白鶴	新潟県 上越市	白鶴	15	180ml	¥3,456
白鶴	新潟県 上越市	白鶴	15	360ml	¥3,348
白鶴	新潟県 上越市	白鶴	15	180ml	¥3,024
白鶴	新潟県 上越市	白鶴	15	360ml	¥3,240
白鶴	新潟県 上越市	白鶴	15	180ml	¥2,304
白鶴	新潟県 上越市	白鶴	15	360ml	¥3,024
白鶴	新潟県 上越市	白鶴	15	180ml	¥3,024
白鶴	新潟県 上越市	白鶴	15	360ml	¥4,484
白鶴	新潟県 上越市	白鶴	15	180ml	¥2,808
白鶴	新潟県 上越市	白鶴	15	360ml	¥3,240
白鶴	新潟県 上越市	白鶴	15	180ml	¥2,742
白鶴	新潟県 上越市	白鶴	15	360ml	¥5,400
白鶴	新潟県 上越市	白鶴	15	180ml	¥1,434
白鶴	新潟県 上越市	白鶴	15	360ml	¥4,484
白鶴	新潟県 上越市	白鶴	15	180ml	¥2,841

4. Featured New Store

Tempura with soba and a bonito dipping sauce

Tempura Soba “Karasawa” 天ぷらそば「唐さわ」 BY Toridoll トリドール



● On 25 November 2018, Tempura Soba “Karasawa” opened in the basement sunken garden of Ochanomizu Saint Clair, which is directly connected to the B1 exit of Shin-Ochanomizu Station on the Tokyo Metro Chiyoda line. The operating hours are from 11:00 to 22:00, with a seating capacity for 48. There are 16 items on the menu, with prices ranging from ¥390 to ¥980. Examples are “Tsukimi Tororo” (月見とろろ), “Duck Nanban” (鴨なんばん), cold “Goma-dare Seiro” (胡麻だれせいろ) and “Chicken-ten Seiro” (鶏天せいろ). The counter seats menu features tempura that is fried on order, “nihachi-soba” (二八蕎麦) that is made in the store, and a dipping sauce made from Makurazaki bonito (枕崎産の本枯節). There are also other items such as “Hagoromo-bushi ga tsuku tamago kake gohan” (羽衣節がつく玉子かけご飯) rice bowl and “Ten-don” (tempura rice bowl) (天丼). After 17:00, the store also serves sides such as “Agedashi Tofu” (揚げ出し豆腐), “Karaage” (唐揚げ), and “Ten Mori” (天盛り). Most of customers at lunchtime are middle-aged men. The first outlet opened on 20 September 2018 near the Musashi-Koyama Station on the Tokyu Meguro line, and the second outlet opened in the center of Tokyo.

Evaluation

“Uchitate” (打ち立て), “Yude-tate” (茹でたて) and “Yudetaro” (ゆで太郎) have expanded mainly in Tokyo. “Karasawa” (唐さわ) features an open kitchen to show the frying of the tempura on order, and a dipping sauce made from quality ingredients. “Marugame Seimen” (丸亀製麺) leverages on its know-how to deliver quick service, and differentiates itself from the other competitors in the city centre. It plans to expand the opening area to build brand recognition. It is a new business format that serves authentic buckwheat noodles at low prices.

5. Product / Business Strategy

Steak Specialty Store

A new concept that allows customers to choose the quantity of meat and the way it's grilled.

Mandys Cube Steak (マンディーズ キューブステーキ)

BY Oriental Foods Co., Ltd. オリエンタルフーズ (株)

■ **Features:** The store sells cube steaks using two kinds of rough cut beef, “rib” and “lean meat”, and quality “Prime Bistecca”. There are 6 sizes (7 for cube steaks) from 80g to 1,000g, and prices from ¥480 to ¥4,080. The meat is served in a skillet (iron frying pan), marbled and with oil in high temperature. The skillet is placed on a burner with solid fuel at the table. The store also serves 100% Prime beef hamburger meat. The café-style store is patronized mainly by single male and female diners. The outlet opened on 27 November 2018, near the main Tokyu Department Store, a 5-minute walk from the JR Shibuya Station.



■ **Strategy:** “Ikinari Steak” is a steak specialty store that allows single diners to dine comfortably. It is popular during lunchtime. Customers are able to enjoy a portion of steak that they prefer, at a reasonable price, and within a short period of time. Mandys Cube Steak’s smaller portions and concept that allows diners to enjoy the joy of grilling alone, attract customers from a wide age range. It is a steakhouse that aims for expansion, using a fast-food format that offers quick service and a labour-saving cooking process.

- Latest new store

14 November “noo-don” (ヌウドン)

Located in the Basement 1 floor of Setagaya Business Square, an office building directly linked to Yoga Station on the Tokyu Den-en-toshi line

A new self-service udon concept that uses touch panel ticket ordering machines to order and pay for food, and TV monitors for customers to collect orders. The store is set up by Gourmet Kineya Co. Ltd.



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東京都世田谷区代沢 4-1 0-3

株式会社藤居事務所

Fujii Consulting

Tel 03-5431-6513 URL : WWW. i-consul.com