



再スタートになった「喜よ寿司」

10坪の「喜よ寿司」築地で再スタート

「すしさんまい」^{きよし} 木村 清 (70) 田
喜代村社長

「パブル崩壊で80あった事業のすべてを失ったが、失意から救ってくれたのは」ジネス仲間たちだった。事業を清算したのち、手元に残った資金で平成9年、すし店を立ち上げる。築地の小さな店から再スタートが切られた。

店の名前は「喜よ寿司」にしました。貧しかった幼少期、おふくろがお葬式から持ち帰ってくれたお清めにマグロが2切れあり、それを家族4人で分け合って食べたあの喜びを、お客さんにも味わってもらいたかったのです。「回転寿司より高品質なおすしを、高級すし店より手ごろな価格で提供する」。コンセプトは定まりました。目標は掲げましたが、「喜よ寿司」は銀行からの借入金とビジネス仲間たちからの支援金をすべて返して手元に残った300万円のうち、200万円を立ち上げた、わずか10坪の小さな店です。カウンターはおろか、すしネタのケースも置いていない。メニューも限られて、丼ものを中心にマグロの握りなど20品だけ。それでもこれまでの人脈やノウハウを生かして新鮮な魚を仕入れることができたので、おいしさには自信がありました。これを明明会計で提供すること。当時のすし店には「時価」として価格を表示しないお店もあり、これではお客さんは安心して食事を楽しめないだろう、と値段を明示することにしたのです。

「再スタートから2年。築地の有力者から声がかかった」

このころ、私と築地とは30年近いつきあい、いわば築地で成長させてもらったようなものでした。以前は場内場外とも活気があった築地が、パブル崩壊後は空き地や空き店舗が目立つようになっていきました。小川会長の気持ちにはよくわかります。もう一人、資金の面でも大きなサポートがありました。第一勧業銀行の渡辺さんという方が力添えしてくれました。「木村さんなら大丈夫」と背中を押してくれたのです。この2人から言われて、ようやくやろう、となりました。

築地らしいもので人を呼ぶにはどうすればいいか。やはり魚であり、すしでしょう。これまでないすし店で築地に人を呼び込んでやる。運命が大きく動き出しました。

「このころ、築地場外市場のなかに「赤鳥居」という瀬戸物や漆器を扱う老舗食器店がありまして。その会長が、築地の大地主でもある小川富久代さんは毎日、私の店の前を通って通勤されておりました。あいさつを交わす仲でした。品のいい紳士でね。その小川会長がある日、「喜よ寿司」を訪ねてきた。小川会長は「かつての築地は年間600万円の観光客が訪れて、それはにぎやかだった。しかしパブル崩壊で景気が悪くなり、今では150万人を切ってしまった。衰退に歯止めがかからない」と深刻な顔で話したのち、「木村さん、私の店を貸すので、築地に人を集めてくれるか」と言ったのです。提案された小川会長の店は築地場外市場のなかでも最も人通りの多い一等地にあり、借り主には困らないはず。しかも私にはお店を借りるための保証金がない。いったん断ったのですが、小川会長は「お金はもつから、ここでいいですよ。木村さんのことはずっと見てきた。だから木村さんにやってもらいたいんです」と続けるではないですか。そこまで、と感激でした。

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(聞き手 大野正利)

Portrait of the story

Starting Over in Tsukiji with Kiyozushi, New 33 Sqm Shop

sushizanmai
KIYOMURA Corp.

President
KIYOSHI KIMURA (70) 田

「I lost all of my 80 or so businesses due to the economic crash, but it was my business companions that brought me back. After liquidating my businesses, I opened a sushi shop in 1997 with the remaining money as capital. This was a start of the new beginning with a small shop in Tsukiji.」

I decided on Kiyozushi as the name of the shop. I wanted the customers to share the joy I felt during that childhood memory of being poor, when we tasted the two slices of tuna that our mother brought home from a post burial meal, sharing them between a family of four. My concept for the shop was simple: To offer higher quality than other conveyor-style sushi places. At more reasonable prices than high-class sushi restaurants.

The goal was set as Kiyozushi. After paying back the bank loans and the donations from friends, I used 2 million JPY out of the remaining 3 million to

open a small, only 33 sqm sized shop. Not only did we not have a counter, we didn't even have a display case to show the sushi pieces. The menu was also limited to only bowls and around 20 types of sushi like tuna. But I was confident in the quality since I was able to source fresh seafood through all of the years of learning, experience and networks I had created. Plus, the offer on the menu was priced reasonably. Back in the day, some sushi places only indicated "market price" on their menus, which I did not think customers felt at ease to enjoy. That's why I decided to always indicate the price.

I asked the two sushi chefs I employed to always be appreciative toward the customers. This was because at that time, the prevalent attitude among sushi chefs was not to talk and to look down on the customers. Many actually behaved that way. I just wanted the customers to enjoy good seafood comfortably. That was all I asked for. This place was founded on my resolve

to repay back my friends as well as the relentless support from my wife. There was no chance to fail. I worked like a madman. Thankfully, the fresh seafood bowls and sushi, coupled with the friendly service led to the popularity of this shop. Lines began to be formed and we were able to make up to 600,000 yen in sales per day.

《Two years after starting over. An influential person from Tsukiji reached out.》

At the time, there was Akatorii a shop with long history just outside Tsukiji that dealt with porcelain and lacquerware. The director of the shop and large landowner of Tsukiji, Mr. Fukuyo Ogawa, had often passed my shop on his way to work, and we often shared pleasantries. Always being a consummate gentleman. Director Ogawa visited me one day at Kiyozushi.

He said that formerly Tsukiji had bustled with over 6 million tourists

every year. But after the economic crash, that number had now fallen to 1.5 million. After repeatedly emphasizing that this was no longer stagnation but an obvious decline, he said that he wanted me to help attract more visitors to Tsukiji, and in return he will allow me to use one of his shops.

The shop that Director Ogawa had offered was at a prime location just outside Tsukiji, where the largest quantity of traffic could be expected. But I had no collateral to guarantee for the rental of the shop. So at first I declined, but the Director said, that it can wait until I started making profit. He then added that he had been watching me for a long time. And that I was the one he had in mind to offer this deal to. I was honored so much by this.

At the time, I have already been working in Tsukiji close to 30 years, and have felt so much support in how this market had treated me. And, I was also well aware that the previously bustling Tsukiji was full of vacant lots and

storefronts after the economic crash. I knew how the Director Ogawa had felt about this. Besides, I also received another huge support in terms of funding. Mr. Watanabe from Dai-Ichi Kangyo Bank stepped in to help, and gave me the push and assurance that I could do it. With these two backing me, I knew I could take this challenge head-on.

We had to emphasize the authenticity to attract the visitors to Tsukiji. So in essence that was fish. Sushi, to be more precise. My goal was to attract visitors to Tsukiji by opening a sushi shop unlike any before. The wheels of destiny started turning in a big way.

[Interviewer: Masatoshi Ono]

[Photo caption]
Starting Over with Kiyozushi



平成13年4月にオープンしたすしざんまい本店

常識破りのすし店で築地を救え

「すしざんまい」
喜代村社長 木村 清 (70) 〇〇

「パブル崩壊で国内最大の魚市場がある東京、築地にも空き店舗や更地が目立ち始めていた。冷えてしまった築地に活気を戻してほしい。地元の有業者や金融機関からの期待を受け、築地を救うための挑戦が始まった」

築地の魅力はやはりお魚、おすしです。では、おすしで人を集めるにはどうすればいいのか。話題性があり、お客さんに満足してもらえれば、築地の窮地を救ってこれるはず。今のすし屋が抱える問題をすべて解決する店にしよう。そこで、24時間・年中無休の営業としました。

回転すしではないすし店はそれまで、市場が休みの日には営業せず、また営業した日もネタ切れを理由に早じまいをしていました。いずれもお店の都合です。お客さんはおいしいおすしが食べたてでも、お店はいつも開いているとはかきらない。私はそこで、お客さんが「おすしを食べたい」と思ったときに、いつでも食べることのできるお店を目指すことにした。でも、ただ開いているだけではダメです。せっかくお店がやっていても、限られたすしネタしかないのでは満足してもらえません。そこでネタは75種類、メニューは150以上を、常にそろえることにしました。

すしネタに関しては、30年近く水産業界にあって、供給に独自のルートがあり、仲間に、すし店という従来の流通だけでなく、産地から直接、お店に仕入れる仕組みも作り上げていたのです。産地に足を運んでいい魚を選んで仕入れ、そのすべてを責任をもって売り切る。これは私が水産業界に入ってから、徹底してきたことです。こうした長年のつながりで、海外を含めた複数の産地から、いつでもいいすしネタをお店にそろえることが可能になっていた

のです。

《お店の雰囲気にも新しい試みを導入した》

「喜よし」での成功をもとに、明朗会計も徹底しました。握りの価格は「1貫98円(税抜き)」からとし、中心メニューは128円(同)と148円(同)、大トロなどの高級メニューは398円(同)と定めて明示したのです。いつでも新鮮でおいしいネタを同じ価格で提供することをお客さんには値段を気にせず、おすしを楽しんでもらえます。

お店の雰囲気もこれまでにないものにしました。コーポレートカラーを明るいピンク色を基調とし、前面は可能な限りガラス張りにして外から店内を見ることができるようにしたのです。のれんは出さず、マクロの模写を置かずに、ハードルの低い、安心して入りやすいお店にしました。また、すし職人にはエンターテイナーという意識をもつて「明るく・楽しく・元気づけよう」、「お客さんに接するよう指導した」。「入りやすさ」「食べやすさ」「接客のよさ」で、従来のないすし店を実現しようと思ったのです。

《平成13年4月、これまでの常識を覆す、日本初の24時間・年中無休の「すしざんまい本店」が誕生した》

築地の一等地に出現した常識外れのすし店です。話題性もおいしさも、さらに手帳に集めることもあってお客さんが集まってきた。オープン当初に危機感を持った深夜帯の集客の問題も銀座のママの協力で解決し、常に行列ができるお店になったのです。開店した月の売り上げは5400万円、その後も6400万円、8800万円と伸びていきました。

おすしが食べたくなったら、いつでも築地の「すしざんまい本店」に行けば食べることができ、鮮度のいい本格的なおすしを手軽に味わえ、活気があってお店の雰囲気もいい。また、お店の周囲もさまざまな食材や器具などがそろい、食事前後に歩くのも楽しい。次第に築地に人が戻ってきたという実感を抱くようになりました。

(聞き手 大野正利)

話の
肖像画

Portrait of the story

Saving Tsukiji with an Unconventional Sushi Shop

sushizanmai
KIYOMURA Corp.

President
KIYOSHI KIMURA (70) 〇〇

《After the economic crash, the once largest seafood market in Japan -- the Tsukiji Market in Tokyo -- now had vacant lots and empty storefronts. With the support as well as pressure from the local communities and financial institutions, my challenge to save Tsukiji and return it back to its former glory began.》

The largest attraction of Tsukiji are fish, the sushi. And how can we gather people just around sushi? It had to be eye-catching and also sufficient to satisfy the customers. Only then, could we save Tsukiji from this situation. I decided on a shop resolving all issues that sushi restaurants encounter, therefore the idea was to keep the shop open 24 hours a day all year round.

Non-conveyor-style sushi shops were previously never open on days the markets were closed. Even places that were open, had to close early due to running out of ingredients. These were all due to the shops management. Just

because customers wanted to eat good sushi, that didn't necessarily mean the shops would be open at all times. That was why I decided on opening a shop that could offer sushi at all hours on any day of the week to the customers that wanted to eat good sushi at any time. But just being open was not enough. Just because the shop was open, that would not satisfy the customers if our selection of sushi was limited. That is why there were more than 150 items on the menu for only one type of ingredient.

Since I had almost 30 years of experience in the fishing industry, I had no issues sourcing many types of sushi ingredients through my own network. Not only from the location of the catch through wholesalers and finally to the shop, I had also created a system of distribution directly connecting the production location with the shops. I invested time to visit the catch location, carefully made the selection and sold everything on my own responsibility. This was included in my fundamental

tasks ever since I had joined the fishing industry. Due to the network that I had built through the years, I was able to procure fresh seafood for sushi from various domestic and foreign production regions.

《New Ideas Adopted to Modify the Shop's Atmosphere.》

Owing to the success of Kiyozushi, I was also able to incorporate reasonable pricing. I made sure that prices were set and clear. A piece of nigiri sushi started at 98 JPY (excl. tax). Popular items were sold at 128 JPY (excl. tax) and 148 JPY (excl. tax), while premium menus such as fatty tuna amounted to 398 JPY (excl. tax). By consistently offering fresh and tasty sushi at same prices, customers would needn't worry about the bill, but just enjoy their meals.

I also made sure that the atmosphere of the shop was unlike anything seen before. I set the main corporate color as bright pink, and made sure the front of

the store was covered with glass panels to the utmost possible degree, so that those passing by could look inside. There were no shop curtains, instead, I had a tuna model installed to make sure the shop had a casual and welcoming look. In addition, I guided the sushi chefs to be entertaining and to create a light-hearted, fun and full of energy customer experience. The creation of a sushi shop that was welcoming, affordable, and with great service, a place, unseen previously was the ideal I was striving to achieve.

《In April 2001, Japan's first sushi restaurant open 24 hours a day all year-round -- the SUSHIZANMAI Honten (Main Store) -- came to life》

This sushi shop that opened in Tsukiji's prime location was as unconventional as it could be. Not only did the buzz help, but the quality and casual nature of the shop attracted the customers. With the help of the

hostesses from Ginza, the solution for attracting customers after midnight was found, thus enabling the creation of eager customer lines at all times. In the first month we made 54 million yen, and continued to grow steadily to 64 million the next month, and 88 million the month that followed.

If somebody wanted to eat sushi, they could always go to the SUSHIZANMAI Honten in Tsukiji. Fresh, authentic sushi at reasonable prices in a lively and entertaining atmosphere. Also, the shop was surrounded by stores offering various food ingredients and cookware, and had thus provided an entertaining area for a walk before or after the meal. Gradually, I began to feel that people had started returning to Tsukiji.

[Interviewer: Masatoshi Ono]

[Photo caption]
Opening of SUSHIZANMAI Honten, April 2001



築地市場での初セリ

順風満帆のはずが一触即発

「すしざんまい」
喜代村社長 木村 清 (70) 図

「バブル崩壊で冷え込んだ東京・築地の窮地を救うため、平成13年4月に日本初の24時間営業・年中無休の「すしざんまい本店」を開業した。これまでにない斬新なすし店は評判となつて人を呼び、築地に復活の兆しが見え始めた」

お客さんに24時間、いつでもおいしいおすしを食べてもらうため、とにかくできることはすべてやりました。例えばすしネタの鮮度です。午前は築地市場で仕入れた品、午後にはその日の朝に水揚げされた魚が各地の港から羽田空港経由で、そして夕方には世界各地から成田空港経由で店に届く。1日6回納品し、お店に到着した時刻を4時間ごとに区分けし、「二つ目の山」「三つ目の山」「四つ目の山」として、目印のマークをつけて保管したので、すし職人には時間の管理を徹底させ、4時間たったらネタを入れ替えます。いつ来店しても、新鮮なネタでお客さんに満足してもらいたいとの一心でした。

従来のすし店は、ネタは朝に市場から仕入れ、その日に出しきる方法でした。私には産地から直送できるルートもあるため、お店ではこうした方法で鮮度を最優先することができたのです。提供する時間がたつと「ちよっと鮮度が落ちたかな」と思つても廃棄はしません。まずは焼き魚メニューに、その次は煮魚、そしてつくだ煮と活用しました。お米は毎年酢飯に合う2〜3種の国産米を選定し、それをブレンドしたものを使い、シヤリはたぎ上げてから2時間で使い切るようにしました。ガリも自社製による完全無農薬の有機栽培と、味には徹底してこだわりました。

《従業員の労働環境にも考慮した》

お客さん相手の接客ビジネスなので、すし職人を含めた従業員

話の肖像画

員には気持ちよく働いてもらわなければいけない。ここでは自衛隊での経験を生かしました。8時間の交代、そして4クルー13シフトで、1クルーは休むようにする。これは有事に備えた24時間・年中無休態勢の自衛隊のやり方です。これで勤務のときは仕事に集中し、十分な休みを取ってもらうことにしました。しかしこれに、すし職人から要望が出た。「8時間だけでは時間が短くて、みんながパチンコに行ってしまう。少しは残つて働かせてほしい」。その心意気をくんで、2時間までの残業を認めることにしました。

《すべてが順調だったわけではない、開業から2カ月半ほどたったある日、店を訪ねると、なんと店が閉まっていた。聞くに「清掃の時間」として30分ほど店を閉めているという。ただちに全員を集めて、厳重に注意した》

24時間営業・年中無休という魅力でお客さんが来てくださっているのに、清掃の時間だからと30分も店を閉めて待っていただけの本末転倒です。集まったすし職人と従業員に、「これはどういふことだ」と問い詰めました。ところが、職人たちは「お店を清潔に保つには、店を開けて清掃する時間が必要だ。それでお客さんに待ってもらっている」と当たり前のように答えるではないですか。私は店内の清掃について、業務を止めないためのマニュアルを作っていました。それがまったく守られていなかったのです。激しい言葉で指導しました。

従来のやり方を否定され、職人たちは面苦しかったのでしよう。「現場にはこれまでのやり方がある。社長のマニュアル通りではやっていけない」と、猛烈に反抗した。私は一歩も引くつもりはありません。お互いに顔を突き合わせ、激しく主張を述べあいました。そんななか、職人の一人が調理場に行き、包丁を手に取つてもとどってきた。それを機に他の職人たちも次々と包丁を持ち出し始めた。一触即発の修羅場へ、店内の雰囲気が一変していきまし

(聞き手 大野正利)

Portrait of the story

Smooth Sailing Until Disaster Strike

《To help Tsukiji Market in Tokyo after the economic crash, in April 2001, I established the SUSHIZANMAI Honten, a sushi restaurant open 24 hours a day all year round. This innovative sushi shop quickly grew in popularity, ushering in many visitors. Slowly but surely, Tsukiji began showing signs of recovery.》

I did whatever I could to offer great tasting sushi to my customers every day, 24 hours a day. Take for example the freshness of a slice of sushi. In the morning I could source from Tsukiji Market. In the afternoon I could get that day's catch from other Japanese ports through Haneda Airport. And, in the evening, I could get that day's catch from all over the world through Narita Airport. We received deliveries 6 times a day, dividing the day into 4-hour periods. Every time a delivery was made, it was stored with a mark: "First Mountain," "Second Mountain," "Third

Mountain," ... The sushi chefs were required to manage their time extensively, and have all the sushi ingredients replaced every 4 hours. Such practice was put into place in order to offer fresh seafood to the customers any time they came to the store.

Conventional sushi shops only sourced once at the morning market, then tried to use it up by the end of the day. Since we had other distribution channels to source directly from the producers, we were able to prioritize freshness at all times. Seafood that may have sat too long and has lost the original freshness was not discarded. We prepared grilled fish menu, then stewed fish, and finally tsukudani, fish boiled in sweet soy sauce. Two to three varieties of domestic rice were selected every year and used as sushi rice when blended together. The rice was used up within two hours after it was cooked. The flavor of pickled ginger was carefully developed through complete in-house organic production without pesticides during cultivation.

《Raising the Bar in Terms of Employee Working Conditions.》

Since we are a business based on offering service to customers, I had to make sure that all of my employees, including sushi chefs, were all happy with the work here. This was where my experience from the Japan Self-Defense Force came in. I divided shifts into 3 time slots of 8 hours each, with 4 crew members in each of the 3 shifts, and 1 crew taking a break. This was a 24 hours a day all year round shift structure used in the Self-Defense Forces during an emergency. This way the employees could focus when they were working and also have sufficient time for rest. However, I received a request from the sushi chefs regarding this idea. They have pointed out that 8 hours was too short, and that most of them would go to a gambling parlor after. Rather than that, they wanted to work longer. So in order to meet their idea, I decided to allow them 2 hours of overtime.

《But not everything went smoothly. Two months and a half after opening, I went to the shop and it was closed. What I found was that the workers had closed the shop for 30 minutes for cleaning. I immediately summoned everyone and had a strict talk about this.》

I had to emphasize again that we operated a sushi shop that was open 24 hours a day all year round, and if we closed the shop for even 30 minutes, that would be going against what we stood for. I pressed again the sushi chefs and the employees that gathered about why the shop was closed. But the chefs stayed determined that it is necessary to maintain cleanliness, which can only be done by cleaning when the shop is closed. They were telling me all of this knowing that they were making the customers wait. To be clear, I had already made a manual on how to clean the shop without having to temporarily close it down. That has been completely

President
KIYOSHI KIMURA (70) 23

ignored. I had pressed them even harder using stern words.

Obviously, the chefs did not take a liking to this, probably feeling that their way of working was outright rejected. They objected strongly by saying that the actual management of the shop was done differently from what I thought. And that my manual was not a realistic way to operate this shop. I had no intention of backing down. We took turns strongly voicing our opinions back and forth. In the chaos, one of the chefs went to the kitchen and returned with a knife in his hand. Seeing this, the other chefs too went to the back and got their knives. Things escalated quickly from bad to worse, and almost to the breaking point.

[Interviewer: Masatoshi Ono]

[Photo caption]
First Auction at Tsukiji Market

必死に守った24時間・年中無休の店

「すしさんまい」
喜代村社長 木村 清 (70) ④

《店内清掃にはマニュアルがあった》
お店の清掃ですが、「汚れた

魚をさばく切れ味鋭い両刃の包丁です。「あれで刺されたら痛いだろうな」と一瞬、思いました。でも自衛隊にいたので、攻撃のかわし方は知っていました。すぐ冷静になり、「包丁を裸で持つ外に出るんじゃない。出るなら紙かタオルで巻いてから出る」と、静かに語りかけました。私の氣勢に押されたのでしょう。すし職人たちは黙ってタオルや紙で包丁を包み、全員がそろそろと店から出ていきました。

刃物を手にした衝突という、最悪の事態は避けたものの、お店は営業が続いています。「それなら一人でやってみよう」と思って、テーブルを拭き始めたところ、1人がすももどってきた。「やっぱり社長の言うことは筋が通っている」という。これはうれしかったですね。職人は結局、4人がもどってきてくれたのですが、それでも急に人手が足りなくなった現実はある。私は皿洗いやホール係など何でもやりながら、友人に手伝ってもらった。そして、24時間・年中無休を必死に守りました。

今思うと、職人たちが包丁を持ち出したあのとき、一歩も引かなかったことがよかったと思います。あの「事件」を機に、お客さんに満足してもらうお店という目標の実現に、社員全員が向かっていくことができた。経営者として自分が一度打ち出したビジョンは、どんなに困難があっても貫くことの大切さを痛感しましたね。

《軌道に乗った「すしさんまい本店」。そんなとき、ある人物からアドバイスを受けた》
今では評論家や経済小説の作家で活躍されている江上剛さんが当時、みずほ銀行築地支店の支店長をされていた。新規取引先を探しておられた江上さんが私の新しい試みを高く評価し、「24時間・年中無休のすし店に、事業を特化するのあれば融資させてほしい」と言ってきた。これは前の「喜代村」の成功から、コンビニエンスストアや弁当店、ほかの形態のすし店などを築地や深川で展開していたのですが、江上さんの提言を受け入れてすべてを整理しました。こうして、「すしさんまい」一本で勝負する日々が始まりました。(聞き手 大野正利)

「常職を破る24時間・年中無休経営で、「すしさんまい本店」は順調なスタートを切った。ところが清掃を理由に無断で一時閉店していたことが発覚。厳しく注意するとすし職人たちが反発し、次々と調理場で包丁を握り出した」
魚をさばく切れ味鋭い両刃の包丁です。「あれで刺されたら痛いだろうな」と一瞬、思いました。でも自衛隊にいたので、攻撃のかわし方は知っていました。すぐ冷静になり、「包丁を裸で持つ外に出るんじゃない。出るなら紙かタオルで巻いてから出る」と、静かに語りかけました。私の氣勢に押されたのでしょう。すし職人たちは黙ってタオルや紙で包丁を包み、全員がそろそろと店から出ていきました。

「それでも24時間営業なので、いつかは清掃しなければならぬ。時間をかかずに清掃する方法をマニュアルに盛り込みました。一度に全部を清掃するのでなく、作業を分割するのです。例えばテーブルの清掃です。お客さんが食事を終えて席をたったら、まずはテーブルの上を拭いた後、脚の4本をすべて拭くのではなく、今回はこの1本、次のお客さんのときは別の1本と、分けて拭くことにした。お客さんが会計のために脚1本ずつたけなので、時間のロスはありません。」

入り口のドアや窓ガラス、すしネタのケースなどは大きさに合わせて8等分、12等分にして、今回はこの部分、次はここと8回か12回に分けて拭く。まとめで一気にやるから清掃タイムが必要となってくるのです。こうした分割した清掃でお客さんには24時間、清潔でキレイな店内でおすしを楽しんでもらう環境を可能にしました。



平成24年、築地市場の「初せり」で当時過去最高の5649万円で競り落とした青森・大間のマグロと

話の
肖像画

Portrait of the story

Frantically Protecting My 24 Hours a Day All Year Round Shop

sushizanmai
KIYOMURA Corp.

President
KIYOSHI KIMURA (70) ④

《Breaking boundaries through unconventional open 24 hours a day all year round policy, SUSHIZANMAI Honten had an incredible start. However, the shop was found to be closed sometimes due to clean-up. After being strictly cautioned, sushi chefs revolted and brought their knives from the kitchen one after another.》

These were double-bladed extremely sharp knives for gutting fish. For a moment, I thought of how painful it would be to be stabbed by one. But my experience from the Japan Self-Defense Force served well to confidently counter their attacks. I got serious in a matter of moments, and told them in a silent manner. "It is not permitted to go out with a bare knife. Cover it with paper or a towel and leave." It must have been something in my voice that persuaded them. The sushi chefs all covered their knives with towels and paper as they slowly walked out of the shop one after the other.

Although I had just successfully avoided

a collision with knives, the shop was running continuously. "Then, I'll just have to do it myself!" I started to wipe the tables, and soon, one of the chefs returned. He agreed that I have been right all along. This really made me happy. Finally, four of the chefs came back, however, the reality was that we were still short on labor. To keep the shop open for 24 hours a day all year round by all means, I ended up doing almost everything from washing the dishes to working the front while even my friends helped out. It wasn't until a month had passed that I was finally able to secure the teams again. From there on the store was never closed due to cleaning, and the 24 hours a day all year round policy became the principle.

Now that I think about it, it was a great thing that I didn't back down for even one step when the chefs brought out the knives. Ever since that "incident," all of the employees have been able to work together towards the common goal of satisfying our customers. This had taught me, that no matter the difficulties faced,

the business vision should absolutely always be followed through toward the set goal.

《We had a manual for cleaning the shop.》

Going back to the matter of cleaning the shop, I had already indicated within the manual to thoroughly clean up every time any place was found dirty. Just look at Disneyland. They are completely spotless at all opening hours. Or the soldiers on the high seas. American aircraft carriers as well as the Japanese battleships are without a speck of garbage anywhere. The place can be clean since anything irregular is dealt with the moment it is noticed; so I made such action mandatory.

In either case, we are, after all, open for business at all hours of the day and, eventually, the shop has to be cleaned. That is why I incorporated swift cleaning methods into the manual. Not to clean all at once, but to split up the work. Take for example cleaning tables. Once customers

finish their meal and leave the seating, after wiping the top of the table, instead of wiping all four table legs at once afterwards, only one leg is wiped, while another one is to be wiped after the next batch of customers, and so on. Since we'll only be cleaning one table leg every time a batch of customers are settling their bill, there is no time loss.

If we were to clean the entrance door and window glass as well as the display case housing the sushi pieces, the cleaning work would be divided in 8 or 12 segments depending on the size, and these sections would be cleaned over a period of 8 or 12 times. If all would be cleaned at the same time, naturally, that would require a certain period of time to complete. The way the time slots for cleaning were broken up into several periods made it possible for customers to enjoy sushi inside a well-maintained, clean environment 24 hours a day.

《SUSHIZANMAI Honten had taken off. At this time, I received a word of advice

from a certain person.》

Although Go Egami is known as a critic and writer of economically-themed novels, at that time, he was managing Mizuho Bank's Tsukiji Branch. Mr. Egami was looking for new business partners when he highly praised my new endeavor, and offered to fund my 24-hour 365-days open sushi shop if I was willing to turn it into a specialized business.

Due to the previous success of my Kiyozushi, I had already expanded to convenience stores and lunch box shops, as well as other types of sushi shops, all of which were located in Tsukiji and Fukagawa areas. This was how the challenging days with the one, my SUSHIZANMAI had begun.

[Interviewer: Masatoshi Ono]

[Photo caption]
In 2012, at the first auction of the year in Tsukiji, record-breaking 56,490,000 JPY for a single tuna from Oma in Aomori was bid

天神で、道頓堀で広めた「築地の味」

「すしざんまい」
喜代村社長 木村 清 (70) 〇

《平成13年4月に開業した24時間・年中無休の「すしざんまい本店」の成功で、東京・築地に活況が戻ってきた。3年後には築地場外の200㎡四方に十数店のすし店が軒を並べるようになり、新鮮な魚を求めて国内外からお客さんが集まってき

一年中いつ訪ねてもおいしいおすしが手ごろな値段で楽しめる「すしざんまい本店」の成功で、周囲にすしや海鮮丼を提供するお店が増えていきまし。競合店が集まることで売り上げに影響が出るのではないかと、私には思っていました。それがお店の特徴を生かしてのしききを生かすことで活気生まれ、お客さんをお客さんと呼び込めると考えたのです。予想通りに活気に誘われて築地にお客さんが足を向けてくれ、やがて新聞や雑誌、テレビなどで「おすしの聖地」「海鮮丼の激戦区」などと紹介されるようになった。また、はとパスが外国人向けのツアーを始めると、築地の人気は海外でも高まっていったのです。

かつて冷えたままだった築地の場外に、お客さんがこたえ返している。この光景は感動しましたね。おいしい魚を食べ、喜んで帰ってもらう。パブル崩壊後に80ほどあった事業のすべてを失い、わずか10坪の小さなすし店から再出発したときの決意を、さらに固めました。そのうち、お客さんから「うちの近くでもやってくれないか」と面がかかるようになった。そこでまず門前仲町、亀戸、錦糸町に出店し、その後は銀座、六本木、渋谷と都内の繁華街で展開することにしました。築地以外の「すしざんまい」の挑戦が始まったのです。

《全国展開の1号店は福岡・天神》



平成22年4月、オープンした福岡・天神店でマグロの解体ショーを披露

天神・平成22年4月に開業した

天神店を立ち上げるにあたって、掲げた目標は「築地の味をお届けすることです。舌が肥えているといわれる福岡の人たちに、「すしざんまい」で培った築地の味を楽しまんでもらいたい。行ってみて驚いたのは、魚をつまみに酒を飲んでいたお客さんから、「締めのお茶漬けはないの？」と聞かれたことです。どうも福岡では酒席の最後はお茶漬けで締めるらしい。関東での締めはすしですが、福岡では違っていました。

それでも私はお茶漬けをメニューに加えることはしませんでした。「築地の味」で勝負したかったのです。ただし、しゅうゆだけは関東風のしょっぱいものと九州風の甘いものと、2種類を用意しました。これはかなり好評でした。大阪出店のとき、ひと悶着を引き起こしたのが「玉子焼き」です。24年9月に道頓堀に出店したのですが、あるお客さんが「味も素っ気もない。こんなまじいものをよう出すわ」とおっしゃった。確かに関西の玉子焼きといえば出し巻き玉子で、溶き卵に出し汁を入れて焼く。砂糖を加えて焼き、しゅうゆをつけて食べる関東の玉子焼きとはまったく異なります。

評判が悪くてなかなか売れないので、社員からは「大阪は出し巻きですから、それに合わせましょう」との意見が出ました。しかし私は関東の玉子焼きを出し続けるようにした。やはり、築地の味を食の都・大阪のお客さんに楽しんでもらいたかったのです。そのうち慣れていたのか、たのしみなようか。道頓堀店での玉子焼きの売り上げは伸びていきました。

全国のお店では、その土地土地で求められるすしネタを地元市場から仕入れ「本日のおすしめ」や「限定メニュー」として提供しています。例えば小樽や札幌ではご当地産の甘エビや塩水ウニなどを、金沢ではオーブン初日に漁港でセイコガニの初獲りに参加し、仕入れたセイコガニを「おすしめ」で出しました。それでも基本となるクランドメニューは全国どこでもいっしょです。「築地の味」で全国のお客さんに喜んでもらう。この姿勢は今でも崩していません。(聞き手 大野正利)

話の肖像画

Portrait of the story

Expansion of Tsukiji Taste to Tenjin and Dotonbori

sushizanmai
KIYOMURA Corp.

President
KIYOSHI KIMURA (70) 〇

《The success of 24-hour 364-day open SUSHIZANMAI Honten that I founded in April 2001 had brought the energy of Tsukiji in Tokyo back into full-swing. After three years, dozens of sushi shops covered an area stretching across 200 meters just outside Tsukiji, all servicing customers from Japan and abroad looking for fresh seafood.》

Owing to the success of SUSHIZANMAI Honten, where quality sushi was available at affordable prices all year round, more and more shops offering sushi and seafood bowls began popping up. Although there were some worrying that an increase of competitors will negatively affect our revenue, I figured, that they would bring in more customers for all involved. If each of the shops utilized their strengths, that would raise the bar for the industry, thus creating a synergy and attracting even more customers. As expected, customers began turning their attention to us

through our new-found surge in popularity, with newspapers, magazines, and TV media following suit and preparing their own features on Tsukiji as the Mecca of Sushi or the Seafood Bowl Hot Spot. Additionally, sightseeing buses began offering tours for foreign visitors, further popularizing Tsukiji overseas.

The previous chill wrapped around Tsukiji has now been filled with brimming visitors. This was certainly a sight to see. Enjoy quality fish and return happy. The memories of when I had lost around 80 or so businesses due to the economic crash bubbled up, as well as the resolve to start from scratch with a tiny 33 sqm sized sushi shop.

Before long, I began to receive offers from customers to open another shop in their vicinity. So, I first opened shops in Monzen-Nakacho, Kameido, and Kinshicho, and later, in Tokyo's entertainment districts of Ginza, Roppongi, and Shibuya. This meant SUSHIZANMAI took on challenges

outside of Tsukiji.

《In April 2010, the first of nationwide shops opened in Tenjin in Fukuoka.》

When launching the Tenjin shop my goal was to deliver the Tastes of Tsukiji. I wanted the people of Fukuoka, who are known to have very sharp taste, to enjoy the Tastes of Tsukiji cultivated by SUSHIZANMAI. What surprised me when I visited Fukuoka were customers drinking sake with seafood as appetizers. They kept asking for ochazuke* to finish their meal. Green tea with dashi soup stock over cooked rice. In Fukuoka, it seemed to be customary to finish the evening of drinking with ochazuke. In Kanto Region the last selection on the drinking menu was sushi, but the custom in Fukuoka seemed to differ.

However, we did not include ochazuke in our menu. We wanted to take over Fukuoka with the Tastes of Tsukiji. We did however offer two options: our usual

saltier Kanto-style soy sauce, as well as the sweeter Kyushu-style soy sauce. This received high praise.

When we launched in Osaka, there was even a dispute regarding our tamagoyaki omelet. When we opened in Dotonbori in September 2012, a customer commented that it's unimaginable how such a tasteless and unappetizing item could even be on the menu. To be fair, the dashimaki-tamago omelet of the Kansai Region is made by adding dashi soup stock to the whiskered egg before frying. Completely different from the Kanto-style omelet, which is made by adding sugar to the whiskered egg before frying, and then dipped in soy sauce.

Due to the poor reception and sales, my employees suggested we adapt the recipe to Osaka-style and include dashi soup stock. However, I continued with the Kanto-style tamagoyaki omelet on the menu. This was because I wanted the customers in Osaka, a culinary capital, to enjoy the Tastes of Tsukiji. Perhaps they grew accustomed to our omelets

eventually. Orders for our tamagoyaki omelet gradually grew at the Dotonbori location.

At each of our shops nationwide we offer daily specials and limited menus specific to the region by sourcing sushi slices from local markets. For example, at the Otaru and Sapporo locations, we serve local specialties such as sweet prawn and sea urchin. In addition, on the launching of the Kanazawa shop, we took part in the first snow crab auction of the season, and served them as chef's recommendation. But our regular menu is the same nationwide. Our goal is to have customers across Japan enjoy the Tastes of Tsukiji. This goal remains the same to this day.

[Interviewer: Masatoshi Ono]

[Photo caption]
Tuna Cutting Show at the Tenjin shop in Fukuoka, April 2010



スリランカの漁業関係者と
—2012(平成24)年ごろ

旬のマグロを求めて「世界回遊」

「すしざんまい」
喜代村社長 木村 清 (70) 26

「平成13年4月に「すしざんまい本店」を開業して以来、売り上げの3割を占めるのが本マグロだ。27歳で独立してから国内だけでなく、世界中を回って供給源を築いてきた」

本マグロの買い付けは、実はとても難しいんです。いいと思っても高値で買い取った本マグロが、解体すると質が悪いことがまれにあります。そのため私は漁港や市場では本マグロを見るだけではなく、必ず触って身質や脂の乗りを確認します。そして一口味わって、「握りにすれば味にどんな変化をもたらすのか」と思いをめぐらせて買い付けます。これは海外で仕入れるときも同じです。

青森・大間をはじめ国内で取れる本マグロがおおいことは間違いないです。しかし本マグロは回遊魚で、1年で3千キロから5千キロも泳ぎます。よい本マグロは回遊先にあるのです。大間で取れるのは11月から1月で、国内で取れるシーズンは限られます。一年中いつでもお客様さんにおいしい本マグロを食べていただきたい。そこで20代のころから、本マグロの回遊先を求めて世界中を回ってきたのです。

「平成24年10月、スリランカに現地法人を設立した」

この年の4月にスリランカの生産大臣が来日した際、漁業支援について話し合う機会がありました。スリランカには漁業従事者が多くいて、さらにインド洋のマグロが豊富に泳いでいる。産業振興や雇用促進にもなるので、マグロの供給拠点を一つとしてほしい、とお願ひされたのです。そこでマグロ漁や加工、輸出、人材育成などを目的とした現地法人を立ち上げました。超低温保存ができる遠洋マグロ漁船など4隻と専任スタッフを派遣、現地でスタッフを雇用して、事業はスタートしました。それまで現地では釣ったマグロは冷蔵庫に入らず、常温で保

管していました。刻んでカレーに入れて食べるので多少鮮度が落ちても大丈夫というのですが、これでは日本のすしネタには無理です。そこで食文化の違いを伝えながら、釣ったら船で冷蔵し、帰港したらすぐに輸出できるように、工場ですばやく加工することを指導しました。それで鮮度が保たれるようになり、年間何千トンも輸出できるようになったのです。

マグロはストレスに弱く、漁法にも気をつかいます。オーストラリア南部では船団で長方形に網を張って一気に巻き取り、マグロの群れを一網打尽にする巻き網漁が行われていました。一度に数千匹も取ることができたので効率的にみえますが、網で追い込んで引き揚げると、マグロ同士が衝突して外傷がついたり、網にかかって暴れるために体温が上がり、身がスカスカになる「焼け」や「身割れ」が起こりやすくなります。一本釣りが主流の日本ではいい状態ですが、巻き網漁ではいいマグロはわずかです。こうしたことも現地では教えます。「いい本マグロが取れるから買ってほしい」と聞き、モロッコに飛んだこともあります。ところがここでは定置網で、身がぐちゃぐちゃ。切り身を塩漬けにして保存していたのですが、これでは当然、すしネタにはなりません。現地の社長に日本の加工のやり方を教えると、「3年ばかりか」と立ちが入った。そこで、買い付けから一転、漁師さんの教育となったのです。

地元の漁師さん約300人全員を集めて、「釣る人」「切る人」「運ぶ人」「凍結する人」と役割分担することにした。ところが誰が包丁を使えるのか、分からない。そこでまず全員に砂浜に長い棒を引いてもらった。そして2分ほど待つ。引けた漁師さん16人を、「おお、うまいな」と切る係にしたのです。その後、おのおの係を2週間みっちり指導したところ、1日6時間ほどで150匹、30匹もさばけるようになった。最初は20匹に20時間もかかっていたので、すごい進歩です。自らの成長を実感して感無量だったので、最後は涙の漁師さんたちに見送られて、帰国の途につきました。ビジネスを紹介して、世界中の人たちと喜びを分かち合う時代が来たのだと思います。(聞き手 大野正利)

話の 肖像画

Portrait of the story

World Tour in Search of Tuna Season

《Since the opening of SUSHIZANMAI Honten in 2001, bluefin tuna has represented 30% of the sales. Since branching out on my own at 27, I have built a supply network not only in Japan, but also while traveling the world.》

Please note that purchasing bluefin tuna is actually very difficult. Very rarely an expensive piece of bluefin tuna can turn out to have bad quality after butchering. But that does happen. I therefore have to keep an eye out for tuna at seaports and marketplaces, and at the same time also make sure of the quality and fattiness by touching the meat. I then taste a piece and try to imagine what it would be like if it was turned into a nigiri sushi before making the purchase decision. The same applies when I am sourcing from markets abroad.

Tuna caught in Japan -- with the Oma in Aomori at the top -- is of good quality, that is for sure. But the bluefin tuna is a migratory fish that swims from 3000 up to

5000 kilometers a year. That's why good quality bluefin tuna can be found anywhere they migrate to. Tuna season in Japan is very limited as catching in Oma only lasts from November to January. I want to offer my customers good quality bluefin tuna any time of the year. That is why I travelled the world in my 20s in chase of the bluefin tuna's migratory patterns.

《In October 2012, I established a subsidiary in Sri Lanka.》

In April that year, I had a chance to speak to the Sri Lankan fisheries minister when he visited Japan. Sri Lanka has a large workforce of fishermen, and the Indian Ocean is also an abundant source of tuna. The minister asked me to build a supply hub for tuna since that would lead to the development of local industry and boost employment. I therefore established a subsidiary for the purpose of processing and exporting tuna fish, as well as human resources development. I dispatched four

offshore tuna fishing boats equipped with ultra-low temperature storage space and specialized staff to Sri Lanka, and employed locals to start the business.

Previously, the locals did not store the caught tuna refrigerated, but as it was. The local cuisine involves cutting the tuna into pieces for curry, so a bit of freshness is not as important when compared to Japanese sushi. So while explaining the differences in dietary culture, I instructed refrigeration of caught tuna inside the ship, and quick processing for export upon reaching the port factory. This made the freshness incredible, and in this manner we were able to ship several thousands of tons per year.

Tuna is prone to stress, therefore special attention is addressed to catching it. In Southern Australia haul net fishing method was used by ships using a large rectangular net to surround and catch a group of tuna in one try. This seems an optimal way as it allows for a catch of several thousand tuna at once. But since this involves cornering tuna into a net and pulling them out, the

tuna crash into each other resulting in external wounds. When they get tangled into the net, they rage, causing an increase in body temperature, which results in sponginess of the flesh due to "burns" and "cracking." Tuna caught in Japan doesn't have these issues since pole-and-line fishing is the predominant way. Haul net fishing method usually provides only a minor percentage of quality tuna catch. Such matters are also shared at the location.

Once I flew to Morocco in response to an invitation offering good quality bluefin tuna for purchase. Fixed shore nets were used and the meat was severely damaged. The slices were preserved using salt, and this -- of course -- could not be used as sushi. When I explained to the local director about the Japanese way of processing, he literally cried, and told me it would take at least 3 years to implement. So instead of buying tuna, I provided education for the fishermen.

I gathered about 300 of the local fishermen in total, and divided them into:

fishers, cutters, transporters and freezers. But I didn't know who was capable of using a knife. So I first made everyone draw a long line in the beach sand with a long stick. I then designated 16 among them, who were able to draw a 2 meter long straight line as cutters. Later, after teaching everyone their roles for 2 weeks, they were able to process 150 tunas, or 30 tons in about 6 hours in a day. When we first started, it took 20 hours to process 20 tunas, so the progress made was immense. Surprised at their own improvement, even the fishermen were flabbergasted. In the end, I returned home while the teary fishermen were waving me goodbye. I knew this marked the beginning of joy and understanding through business with the peoples from all over the world.

[Interviewer: Masatoshi Ono]

[Photo caption]
Sri Lanka Fishery Industry
Representatives, around 2012

乱獲減へ世界各所に「備蓄マグロ」

「すしさんまい」^{きむら きよし} 木村 清 (70) 〇
喜代村社長



ソマリア沖で漁場調査を実施
(右から2人目が本人)

「最初は誰もが不可能と思っていた」
とはいえ、本マグロは時速1

《平成26年、各国の政府と環
境団体でなる「国際自然保護連
合」が太平洋クロマグロを「軽
度の懸念」から「絶滅危惧」に
引き上げた。自身は貴重なこの
海の資源について、以前から対
策を取ってきた》

マグロはどの部位を食べても
おいしい。すしネタでは大トロ
や中トロ、赤身が人気ですが、
中骨と中骨のすきまにある中落
ちは究極の赤身です。希少部
位のカマトロ、ステーキにする
と絶品のほほ肉、煮つけでいた
だくコラーゲンや鉄分が豊富な
尾の身、ベーコンにするとおい
しい皮。海からの命に感謝し
てあますことなくいただく本マ
グロ料理は、日本の食文化を象
徴していると思います。

20代で本マグロを求めて世界
中をまわっていたころは、食文
化の違いで外国の本マグロの
需要はそれほど大きくはありま
せんでした。ところがバブル期
に国内で起きたグルメブーム
で、本マグロは高級魚として注
目され、海外でも本マグロを取
つて日本に輸出し始め、その後
はすしの普及で現地で食べら
れるようになった。漁獲量はど
んと増え、絶滅を危惧する声
が上がり始めたのです。

本マグロの保護と日本の食文
化の未来を守るため、どうすれ
ばいいか。私は成長した本マ
グロを捕獲し、天然の海に作っ
たいけすのなかで育て、需要に
応じて出荷する方法を思いつま
した。自然に近い環境で育てら
れた本マグロは質が高く、しか
も必要な時に必要な量だけ出
荷することで安定した価格で取
引できる。これで一度に大量の本
マグロを乱獲して安く大量に売
ることもなくなるはずだ。そし
て、それを自然に帰すことで漁
獲資源の増加も期待できるので
はないか。そう思ったのです。

《平成26年、各国の政府と環
境団体でなる「国際自然保護連
合」が太平洋クロマグロを「軽
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海の資源について、以前から対
策を取ってきた》

0.5で泳ぎ続けたいと暴息死
してしまつ回遊魚です。体重2
00gを超える本マグロの群れ
をいけすで育てる本マグロは奇
天外で、最初、漁業関係者は「絶
対に無理」と、誰も相手にして
くれませんでした。

それでも絶滅から救つてしま
い。まずオーストラリアで30
四方のいけすに、15×20cm
の小さな太平洋マグロで実
験を始めてみました。ときには
いけすに飛び込んでマグロの生
態を観察するなどして研究を進
めたところ、工夫すればエサ
を食べるようになり1年間、い
けすのなかで生きていくことが
わかった。そこで今度は地中海
で200近い大型の本マグロ
を50匹のいけすで試してみた。
すると本マグロでも、さまざま
な工夫をすれば無理に回避しな
がら生存させることができたの
です。こうして本マグロを育て
ながら取る天然のいけすの運用
に成功した。私はこれを「備蓄」
と呼んでいます。

今では世界の各所にいけすが
あり、全国のすしさんまいで使
う分だけ、この「備蓄マグロ」
を取り出して空輸するようにし
ています。大西洋にあるいけす
からはマドリッドがパリ、アメ
リカ東部のいけすならボストン
かニューヨークの空港に運ん
で、羽田、成田空港での通関を
経て、全国のすしさんまいに
運ばれていきます。大西洋の
本マグロは最近、年間3万数千
頭の漁獲がありますが、20年ほ
ど前は年間の操業シーズンのう
ち3カ月間をかけたもの。その漁
量には至りませんでした。それ
が今では1日でこの漁獲量に達
するほど、本マグロの数は増え
ています。

《平成26年、各国の政府と環
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《本マグロ以外も、この「備
蓄」で生産調整を行っている》

イワシやアジ、サバも本マ
グロと同じ回遊魚です。こちら
も日本近海に近づいてきたとき
に捕まえて国内各所の小型いけ
すに入れ、供給量の減ったとき
に出荷するようにしています。
絶対に不可能とされた本マ
グロの備蓄ですが、なんとか実
現することができました。私が所
属していた航空自衛隊はよく
「勇猛果敢」と称されます。常
識にとらわれずに挑戦する姿勢
は、空自時代に学んだのかもし
れませんがね。

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れませんがね。

話の 肖像画

(聞き手 大野正利)

Portrait of the story

“Tuna Reserves” Across the World to Counteract Overfishing

sushizanmai
KIYOMURA Corp.

President
KIYOSHI KIMURA (70) 〇

《In 2014, the International Union for Conservation of Nature comprised of various governments and environmental organizations moved the Pacific Bluefin Tuna from the Endangered category to Vulnerable. I had always taken measures to protect this invaluable resource of the ocean.》

No matter the section of tuna, it tastes great all-around. Even though fatty to medium-fatty, and lean red tuna are the most popular as sushi, the portions between the ribs are absolutely fantastic red meat, while the cheeks are incredible when turned into steak. Even the tails are a great source of collagen and iron when stewed, with the skin being great when processed into bacon. I believe that tuna cuisine symbolizes Japanese dietary culture through appreciation of sea life and consumption without waste.

During my 20s, when I searched the world for bluefin tuna, I found that demand for bluefin tuna was not as high in foreign countries due to the differences in dietary culture. However, in the Japanese gourmet

boom during the bubble period, bluefin tuna became valued as high-quality fish. As a consequence, bluefin tuna became an export item to Japan. Later, local consumption also commenced due to popularization of sushi abroad. This led to increase of catch, consequent concern of overfishing and tuna becoming an endangered species.

What can be done to protect bluefin tuna and the future of Japanese dietary culture? This was when I conceived of catching fully-grown bluefin tuna, raise them inside a natural preserve, and later ship whenever there was demand. Tuna raised within such a quasi-natural environment had high quality. The added benefit was, that we could ship as much as required whenever the needed arose, meaning, the pricing was stable. This could should have stopped one-time overfishing and price-dumping of tuna. In addition, if we could find a way to farm eggs within the preserve to release back to nature, then increase of fishing resources could be expected. That was my idea.

《Everyone thought it was impossible at the

beginning.》

Still, tuna is a migratory fish that could die from suffocation if it couldn't swim at the speed of up to 100 kilometers per hour. Trying to raise a school of tuna each weighing over 200 kilograms was considered absurd, and no one from the fishing industry would even consider my idea, all though something like this was impossible.

But I had to find a way to save them from extinction. First, I conducted an experiment with smaller Pacific tuna of about 15 to 20 kilograms that were kept inside a 30 by 30 meter preserve in Australia. After some time researching, I sometimes even jumped inside the preserve to study the biology of the tuna, and eventually found that they could live within the preserve for a year through implementation of the right methods. Then, I tried this in the Mediterranean with larger tuna each weighing close to 200 kilograms that were kept inside a 50 by 50 meter preserve. As a result, I found that even larger bluefin tuna were able to migrate within the enclosure through implementation of the

right methods. By this I succeeded in operating a natural fish preserve to house and farm bluefin tuna. This is what I was previously referring to as “tuna reserve.”

Nowadays, we have several of these preserves all over the world, and we only take out just what we need and ship by air to serve at our SUSHIZANMAI shops in Japan. From the fish preserves in the Atlantic Ocean we ship to Madrid or Paris, from those on the Eastern side of the US we ship to Boston or New York airport, from where the tuna is flown to Haneda or Narita Airport, where after passing through customs, it is available for delivery to SUSHIZANMAI shops nationwide. Although the recent annual total quota for Atlantic bluefin tuna is 20 something thousand tons, 10 years ago, it was next to impossible to reach this number within 3 months. However, due to the spread of “tuna reserves” and “tuna farming,” rampant overfishing has decreased. If we combine the “inventory tuna,” the total quantity of bluefin tuna has increased to a year’s worth of catch in a single day.

《Aside from bluefin tuna, this production method is also applied to other species.》

Sardines, horse mackerel, and mackerel, are all migratory fish just like bluefin tuna. These too are caught whenever they migrate close to the seas of Japan, and are placed inside small fish preserves at various domestic locations, and later shipped whenever the supply numbers lower.

Although breeding bluefin tuna has been considered as impossible, we were somehow able to do it. The Japan Air Self-Defense Force that I was formally affiliated with is often considered to be “daring and resolute, but chaotic.” My attitude of going against the grain and taking on challenges, must have been acquired during the days in the Air Self-Defense Forces.

[Interviewer: Masatoshi Ono]

[Photo caption]
Fishery Research Conducted on Somali coast (pictured second from right)

2003年、国際トロリング大会「第53回ヘミングウェイ・カップ」に参加



ヘミングウェイ杯で実力証明

「すしさんまい」喜代村社長 木村 清 (70) 〇

「回遊する本マグロを追ひ、世界中を飛び回ってきた。現地では調査のため、自ら本マグロを釣り上げることもある。ビジネスだけでなく、釣りの腕前も磨いてきた」

20年ほど前、フロリダ沖やバハマ沖で大物の本マグロが取れると聞いたので現地に行き、375ポンドの大物を釣ったのです。そのようすがテレビで放映されたのですが後日、テレビ局にやらせじゃないか」という投書があった。そこで「何かの大会で結果を残せば、やらせでないことの証明になる」と、テレビ局から持ち込まれたのです。負けず嫌いの性格もあって、この提案に乗ることにしました。出場したのは2003(平成15)年6月にキューバで行われた「第53回ヘミングウェイ・カップ」です。

この大会は文豪アーネスト・ヘミングウェイが1950年に始めた歴史あるカジキマグロの国際トロリング大会で、この大会で日本人がカジキマグロを釣り上げたことはないという。会場に行くとき驚きました。マイアミとかモナコなど世界の各地から、豪華なトロリング船が多数、集結している。70艇くらいいましたかね、たいたい1艇4人ずつなので300人くらいが参加していたと思います。相手は高速艇でこっちは現地でチャーターした漁船。カジキマグロの回遊先に着くのが遅れちゃうんです。

また開催前のパーティーで競技の説明があったのですが、釣り上げた魚についてブルーフィン・ツナ(クロマグロ)やカジキマグロは最高級の3点、サワラは2点などあるなか、「ド

話の肖像画

ルフィンフィッシュは1点」とあった。ドルフィンフィッシュとはそのとき、イルカだと思っていたのですが、実は現地ではマヒマヒといわれ、日本でいうとシイラのことなんです。でもそれを知らなくて、「イルカなんて釣れるわけない」と言っていたら、シイラがかった。点数にならないから、と船に釣り上げてしまったのですが、ルールはキャッチアンドリリースなので1点の損失です。

またカジキマグロも3匹釣れたのですが、そのうちの1匹をテレビ番組の映像用に船に釣り上げてしまった。やはりこちらもノーカウント。結果は銀メダルだったんですが、あの4点があれば金メダルだったと思うています。用意してあった釣り糸が50呎用、25呎程度の魚を釣る糸なんです。それで130ポンドのマグロを釣るんです。だからうまくやらないと糸が切れてしまつ。これに引つ張つたら切れる。と思うとリールを緩めたり、また引つ張つたりで、2時間も3時間もかけてカジキと格闘して釣り上げました。本マグロの一本釣りの技術が生きましたね。

《大会を機に、キューバの要人と親交を深めた》

大会後、ハバナ市内の政府関係施設で行われたパーティーで、本マグロの解体ショーを披露したんです。後で聞いたのですが、なんとその会場で当時のフィデル・カストロ議長が列席され、暗殺される危険性があり、変装していたとのことですが、まったく気がつきませんでした。後日、お会いする機会があり、「実はあのとき、会場にいて解体ショーを見ました」と言われました。

このときの縁で、カストロ議長の息子さん、アントニオ・カストロさんとは親交を深めています。アントニオさんはキューバ野球連盟の副会長を務めており、国際大会などで来日された際には必ず「すしさんまい」を訪ねてくださいます。日本で行ったアントニオさんの結婚式にも招待していただきました。キューバは本マグロだけでなく、ロブスターも取れるので、輸入させていたいです。何が縁で人とのつながりが広がるか、不思議なことですね。

(聞き手 大野正利)

Portrait of the story

Proving Our Worth at Hemingway Cup

sushizanmai
KIYOMURA Corp.

President
KIYOSHI KIMURA (70) 〇

《I traveled the world in pursuit of the migratory bluefin tuna. Occasionally, I personally caught bluefin tuna for research purposes at various locations. Not only was I focused on bettering my business, but my fishing skills as well.》

About 20 years ago after hearing about huge bluefin tuna on the coasts of Florida and Bahamas, I traveled there, and caught a 375 kilogram giant. This news was broadcast on television, but the TV station later received a letter claiming the entire thing was a hoax. The TV station then came to me saying, that if I could show my skills in some kind of tournament, then that would prove it was not a hoax. Due to my hatred toward losing, I jumped at the proposal. The tournament I participated in was the 53rd Hemingway Cup held in June 2003 in Cuba.

The tournament was started by the

literary master Ernest Hemingway in 1950. This was an international trolling tournament with history of billfishing, and it was said that no Japanese had ever caught a billfish during this tournament. Once I arrived at the event, I was overwhelmed. From across the world from Miami to Monaco, a variety of luxury trolling ships had all gathered there. There must have been about 70 vessels, each with a four person crew, making the total number of participants at about 300. Everyone else had high-speed vessels, whereas we only had a regular fishing ship, chartered locally. We arrived to the migratory spot where the billfish were late.

Also, scoring of the catch was explained at the pre-tournament party: 3 points for bluefin tuna or billfish, 2 points for Spanish mackerel, and 1 point for dolphinfish. When I first heard dolphinfish, I thought they meant dolphin, but it was actually a fish known locally as mahi-mahi and

shiira in Japan. I wasn't aware of this. And while insisting I couldn't catch a dolphin, I did, in fact, catch a shiira, the dolphinfish. Figuring it would not be worth any points, I let it go, and eventually lost a point.

In addition, though I caught three billfish, I kept one on the boat for TV filming. Since the rules were catch-and-release, this was also not counted. I ended up winning the silver medal, but had I not lost the 4 points, I think I could have won the gold. I only had prepared a fishing line of 500 pounds for a 30 kilogram or so sized fish, but I caught a 130 kilogram fish instead. So I had to be extremely careful with my line or it would have torn. If I pulled too much it could tear, I thought. So I loosened the reel and pulled it again repeatedly, until finally fighting for 2, 3 hours to catch the billfish. Skills I gained during pole-and-line fishing of bluefin tuna have truly helped me.

《Deepening Relations with Cuban VIPs Through the Tournament.》

At the tournament after party, I held a bluefin tuna Cutting Show at a government facility located in Havana. Later on, I was surprised to know that the then-president Fidel Castro was also at the venue. From what I heard, he was supposedly in disguise due to a risk of assassination, so I was completely unaware of him. However, I did later have the opportunity to meet Castro, and he confirmed that he was at the venue and saw my Tuna Cutting Show.

From this opportunity onwards, I became good friends with president Castro's son, Mr. Antonio Castro. Mr. Antonio was also vice-president of the Cuban Baseball Federation, and would always come to SUSHIZANMAI when visiting Japan for an international tournament. I was also invited to his wedding ceremony that was held in Japan. Aside from

bluefin tuna, Cuba also boasts with a good catch of lobster, so we import those as well. One never really knows which things lead to other, and who one becomes friends with. Mysterious it is.

[Interviewer: Masatoshi Ono]

[Photo caption]

The 53rd Hemingway Cup, international trolling tournament in 2003



「喜代村塾」で実技を指導する(右が本人)

すし職人を目指して就職した

《修業期間を10年から2年に短縮した》

「すしさんまい」を立ち上げるまで、すし職人を目指して就職した。13年4月の「すしさんまい本店」開業後、職人には若い人にどんどん握らせよう指導しましたが、甘くはなかった。自らの経験からか、職人は若い人を小間使いで使ってしまうことが多かったのです。

《喜びを握る、すしエンターティナーへ。型破りな講座もつかった》

すし職人はカウンター越しにお客さんと会話をしながら握ります。ただ握るだけでなく、お客さんに楽しい会話とともにおすしを味わい、満足して帰っていただくことを役目として身につけてもらいます。そこでプロの落語家を講師に招いて、場を盛り上げる会話を教えることにしました。話の内容だけでなく、「間・リズム・テンポ」の大切さも学ぶのです。

また外国のお客さんに楽しんでもらうため、英語の講座も設けました。語学力だけでなく、自分から話しかける勇気を身につけてもらいます。すし職人だけでなくエンターティナーでも、世界に誇る「すし文化」の継承者としての覚悟をもってもらいたいと思っています。

(聞き手 大野正利)

話の
肖像面

世界に誇る「すし文化」継承者を育成

「すしさんまい」
喜代村社長 木村 清 (70) ②

《日本が誇るすし文化の継承のため平成18年にすし職人を育てる「喜代村塾」を開講した》

私が水産業界に入った50年ほど前、築地にあった大きな老舗のおすし屋さんに毎年、15人くらいの若者が就職していました。彼らはすし職人になるべく、厳しい修業を重ねていたのです。が、「シャリ炊き3年、合わせ5年、握り1生などと言われ、一人前になるには10年かかる」と言われていた時代です。苦勞を続けてようやくすし職人の座を勝ち取る人はわずか、ほとんどの若者が夢の途中で辞めてしまっていたんです。

修業は血洗いや出前などから始まり、そのうち市場の仕入れに同行を許されて魚の目利きについて学ぶ。3年目から魚の鱗を引き、4、5年目からはシャリ切り、7、8年目によろしくカウンターに立てるようになる。こうした現実を目の当たりにしてしましたので、すし職人のなけ手が減ってしまうのではないかと心配していました。すし職人がいなければ、すし店は成り立ちません。このままでは日本が誇る食文化「おすし」も衰退してしまうのでは。この危機は現実になりました。最盛期に全国に5万軒あったおすし屋さんが、平成13年には1万5千軒を下回るまでになったのです。ちょうどバブル崩壊で冷え込んでいた築地を救うため、「すしさんまい」を立ち上げることで、強い危機意識を抱きました。すし職人こそ「すし文化」を支える財産です。

のに長い年月、おすしを握るこ

Portrait of the story

Raising Successors of the Sushi Culture, Pride of the World

sushizanmai
KIYOMURA Corp.

President
KIYOSHI KIMURA (70) ②

《I opened the Kiyomura School in 2006 to raise sushi chefs into prophets of Sushi Culture, Japan's pride.》

50 years ago when I entered the fishing industry, every year about 15 or so youths joined the large long-standing sushi restaurant that used to exist in Tsukiji. In order to become a sushi chef, these youths would undergo strict training that was said to include 3 years of preparing rice, 5 years of mixing the sushi rice, and a lifetime to master a piece of sushi. This was a time when 10 years was said to be needed to become proper sushi chef. Only a few would endure to the end to become sushi chefs, with most of them quitting before reaching their dreams.

Training would begin with washing dishes and deliveries, until they were allowed to accompany the sourcing outings to the market, and learn about the know-how of spotting quality seafood. From year 3 they could remove fish scales, during year 4 or 5 they could slice the fish into pieces for sushi, until finally during years 7 or 8 they were allowed to stand at the counter. I saw

firsthand what went on behind the scenes and was concerned that such practice would ultimately result in fewer and fewer sushi chefs.

If there are no sushi chefs, sushi shops cannot exist. If this would continue, sushi as dietary culture, the pride of Japan would cease to exist. Such concerns became reality. During the golden age, there were around 50,000 sushi restaurants nationwide, but by 2001, that number had fallen to under 15,000. It was just after the economic crash when I launched SUSHIZANMAI to help the declining Tsukiji that I first became strongly aware of this problem. Sushi chefs are the backbone supporting the sushi culture. After SUSHIZANMAI Honten opened in April 2001, I insisted on having youth assist the chefs in preparing sushi. But reality was not kind. Due to their own experience, the sushi chefs usually ended up ordering around the younger members and used them like servants.

《Shortening the training period from 10 to 2 years.》

They start working with hopes of becoming sushi chefs, but are not given an opportunity to prepare one even for years. This does not sound like the job of one's dreams. That is why I looked for a new framework. My solution was the Kiyomura School, a school established for education of sushi chefs. They could focus on learning the fundamentals, and be able to work at a sushi counter after two years. Once they enter the school, they become employees and receive salary throughout the training course. All this with the purpose of enabling the students to attend to their studies with a peace of mind.

After enrollment, the basic curriculum would be comprised of morning classes on sanitation and nutrition, lectures on how to obtain a chef license and education on hospitality, to practical training in the afternoon. On the 2nd day of enrollment, students will be asked to cut fish and prepare tuna and squid sushi during practical training. I felt that it was important for students to experience the joy of preparing sushi as soon as possible, and then through consequent

lectures learn the theory of what they are already aware of from practical experience.

The basic course is 3 months, followed by graduation exams. After passing, stationing at an actual shop for a year and 9 months to partake in practical training follows. Then, course completion verification exam and chef license exam need to be passed. Once completed, Class-4 Sushi Entertainer certification is granted, allowing the recipient to work the counter as a sushi chef. There are some chefs who have been able to proceed faster and receive the certification in as little as a year or 18 months. After that, the candidates are left to their own skills. I created a system for further professional development of sushi chefs through trade skill tests and promotion exams.

《Create Happiness as a Sushi Entertainer. Creating Unconventional Courses.》

A sushi chef prepares the sushi while they converse with customers across the counter. Not only preparing sushi, but also entertaining customers through conversation

while they enjoy the taste, and ensure they return home happy. That is the role I wish the students to embrace. That is why I also invite professional rakugo storytellers as lecturers to teach our students about conversation techniques, and how to entertain a crowd. Students will not learn only about the kind of story to tell, but also about the importance of pauses, rhythm and tempo of a conversation.

Additionally, I added an English course so that the visitors from foreign countries can enjoy as well. I want the students to not just learn techniques, but also to gain confidence and begin conversations. My wish is for my students to have the determination to become chefs, entertainers, as well as prophets of the sushi culture, which has become heritage of the world, the gist of Japanese pride.

[Interviewer: Masatoshi Ono]

[Photo caption]
Supervising practical training at Kiyomura School (pictured on the right)



「喜びはみんなと一緒に」貫いて

「すしざんまい」
喜代村社長

《コロナ禍にあった令和2年12月、広島市の胡町に新業態の「すしざんまいS広島店」を開店した。当面はすし職人との対面注文を避けた、新しい方式での営業となる。収束を願う日々が続く》

新しい業態となる「すしざんまいS」は、すし職人が握りますが、接触機会を少なくするために対面カウンタはなく、タッパネルで注文する方式にしました。検温器やパーティションも設置しています。本当はすし職人との会話を楽しみたいのですが、現状では安全安心を最優先しておいしさを食べてもらいたいと、このスタイルを採用しました。

「蔓延防止等重点措置」でや自治体から営業時間の短縮や人数制限を要請されていたころ、外食産業は地獄でした。店内はもうろん、入国制限で外国人のお客さんも来てくれません。売り上げだけでなく、お客さんが来ないし、これまでお客さんに満足してもらうために働いてきた従業員たちがおかしな時間まで出勤しています。だから、ユニケーションを取るようになりました。休業補償をもらって休んでいたおすし屋さんは、大將も職人も出てこなくなつてやめたり自分で稼ぐ場とお客さんや従業員同士のコミュニケーションは大事ななと痛感しました。

「貧しかった幼少期、母親が持ち帰ってくれた折り詰めにあった2切れのマグロを家族4人で分けて食べた。『みんなで食べれば喜びも4倍だよ』。母親に教えてもらったその喜びを他の人にも知ってもらうため、水産業界で50年近く、走り続けてきた。働くことの大切さを教えてくれたのも母親だった」

おふくろは平成17年2月、94歳で亡くなったのですが、最後まで農作業の手伝いをしていた

した。腰が曲がってからは煙には出す、立ち仕事でバラを育てていたのだ。妻はおふくろは78歳くらいとき、畑に出ずに家にいるよう、周囲から説得されて仕事をしない期間がありまして。それまでは野菜を作ってた集荷場に持っていき、月に4、5万円ほど稼いでいたのですが、その姿をみた人から「あの家が腰が曲がってもまだ働かせたい」と心ない言葉があったようです。

同居している家族がたふろろに、畑には出ずるに仕事は家で洗濯や料理だけに止まり、と云えたといえます。私が3歳のときに交通事故でおやじを亡くしてから、借金を返すためにずっと働きつめていたので、少しはゆとりができたので、少しはありました。ところが、それまで大きな病気もなく健康そのものだったおやじが、畑仕事をやめたとたんに足骨折って手術となった。骨折から回復した後、今度は膀胱がんがみつかったの。今度は働く場所を失ったことでおやじは体調を崩してしまっ。それを仕事で私も周囲も、たふろろから仕事を取上げた。との間違いに気づきました。

おふくは私や姉2人が幼いころから、女手むしつて朝から晩まで子供のなみに働き、家族や周囲の方々に感謝されることで元気をもらっていたのです。後年、「もう何もしなくていい」と言われたことが一番つらかった」と話していました。幸い、膝臓がんとも治り、パラ園で生育と収穫の手伝いをするようになったのですが、「ビニールハウスの中で作業なので、周りから余計な干渉を受けなくて済む。おふくは最後まで、こつこつと細かい配慮をする人でした」。

亡くなる前、入院中のおふくろにマグロを持っていたら、とことろにアキラが。そうしたら次のおふくろに見舞いのとき、同室の患者さんや看護師さんから「おいしいマグロをありがたうございまして」と感謝された。喜びはみんなとこのように。おふくろはこれを最後まで買っていたのです。私は90歳まで働く、と宣言しています。一生懸命働いて、人に必要とされ、それで生活することができると、「コロナ禍でつらい時期ですが、これからもお客さんに喜んでもらうことを求めています。走り続けてまいります」。

（聞き手 大野正利）
 明日から女優、泉ピン子さん

話
①

肖像画

Portrait of the story

«In December 2020, during the midst of COVID-19 pandemic, I opened a new type of shop, the SUSHIZANMAI-S Hiroshima Branch in Ebisucho, Hiroshima. For the time being, we adopted a new way of service that avoids taking orders face-to-face with the sushi chefs. I just hope for the end of the pandemic.»

SUSHIZANMAI-S is a new type of shop. The chefs prepare the sushi, but to avoid contact, we adopted an ordering system via touch panels instead of face-to-face orders over the counter. We have added clinical thermometers and partitions as well. As much as I wish the customers to enjoy talking with chefs, I took the decision to adopt this style in order to prioritize safety and sanitation when enjoying our sushi.

When the Preventive Measures against COVID-19 were in full-swing, and everyone from the government to local administration requested time-restrictions and limitation to

gathering, the food and the service industry were hit especially hard. Not only do we lose domestic customers, but entry restrictions mean overseas tourists are not coming likewise. We lose revenue, but even worse is the mental state of my employees. With no customers, all the work we did was in vain. That is why I decided to have them come to work for at least 1 to 2 hours to keep the line of dialog going. Some sushi restaurants that were granted compensation for closing shop, ended up closing for good after their owners and chefs stopped showing up altogether. This was a wake up call helping me realize that an open line of dialog between the workplace, the customers, and the employees was an important aspect of my business.

«Our family of four shared two slices of sushi that our mother had brought home in a package. The memory of poverty in childhood. My mother told us: “Everyone gets a piece, so we will

be four times as happy.” Close to 50 years, I have been practically running around the fishing industry to share this joy that my mother had taught me. She has always been the one to teach us about the importance of working.»

My mother passed away in February 2005 at the age of 94. Still, she had been helping with the agricultural work until the very end. Once her back bent, she didn't go to the field anymore, she grew roses, something that she could do standing. There was actually a period when she didn't work. When my mother was 87, she was told by everyone around her to stay inside and not to work in the fields. Until then, she farmed vegetables and took them to the farmer's market to make about 40000 to 50000 yen a month. But after people saw her with the bad back, evil rumors emerged that she was being forced to work despite her handicap.

Even others in the household

apparently told my mother not to go to the fields any longer and to just stick to laundry and cooking inside the house. I was 3 years old when we lost my father in a traffic accident. My mother was constantly working to pay off the debt, and this resounded as a plea to her to have more rest. However, my mother who had no instances of illness until that point and was the perfect model of health, broke her leg just after she had stopped tending to the fields. After recovering from the broken bone, she was found with pancreatic cancer. My mother had lost her health after she had lost her place to work. That was when we realized that taking away her work was a mistake.

Ever since me and my two older sisters were small, my mother had worked with her bare hands from morning to sunset for her children. She received fresh energy each time we thanked her. In her later years, she told me that the hardest thing to hear was that she no longer had to do anything. Luckily, her pancreatic

cancer healed and she began helping to cultivate and to pick roses in the rose garden. The work was undertaken inside the greenhouse, where she could peacefully proceed in her own tempo, without outside interference. Until her final days, my mother was always minutely considerate.

Before she passed away, I took tuna to her when she was hospitalized. When I visited the following time, the patients from the same room and the nurses all thanked me for the delicious tuna. She always wanted to share happiness with everyone. She lived that way until the very end. I have already announced that I plan to work until I'm 90. Work hard, be useful to others. That is how life is to be lived. Although we are amidst the difficult period of COVID-19 pandemic, I promise to continue running around on a quest to bring happiness to my customers.

[Interviewer: Masatoshi Ono]

sushizanmai

KIYOMURA Corp.

President

KIYOSHI KIMURA (70) 30