

# JRTR

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**Editorial      Diversifying Railway Businesses**


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**Feature 1      Diversifying Railway Businesses**
**Japanese Private Railway Companies and Their Business Diversification**

Takahiko Saito      Professor at Kinki University and Vice-chairman of The Japan Society of Transportation Economics

Japan's major private railway companies, which play an important role in the country's urban transport system, have been providing inexpensive transport services while supporting themselves as companies. Their success is largely due to their highly efficient management, as well as their management stability through the development of wide-ranging side businesses. This article describes the history of development of such business diversification and outlines the present situation in an easy-to-understand way. The results of these diversified activities are also evaluated.

**Multidirectional Management Strategy of JR Hokkaido**

Yukihiko Usui      Deputy General Manager at JR Hokkaido and Graduate in Civil Engineering of Kyoto University

For JR Hokkaido, which has the most severe business environment among the Japan Railways (JR) companies, a major task is to outgrow the excess dependence on railway operations where an increase in demand cannot be expected. The author reviews the progress made over the past 10 years, noting that although the company has suffered from a shortage of human resources suited to new business areas, it has steadily accomplished results. New company strategies are being planned for a new era, in which emphasis is placed more on spiritual fulfillment than materialistic affluence.

**Railway Diversification in China**

Li Haicheng      Section Chief at Chinese National Railways Business Diversification HQ in Beijing

China is engaged in economic reform aiming at the development of a market economy, and is achieving unprecedented growth. Since 1984, China's National Railways (CR) has also been tackling full-fledged business diversification in parallel with the development of the railways itself, under the slogan of 'Keep the main business, but diversify', and the scale involved and results accomplished are remarkable. In clear and simple terms, this article describes the actual situation of CR-related business activities, a subject about which not much is known outside China.

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**Feature 2      Railway Architecture and Design**
**The New Railways—A Complex Design Task**

Christian Steguweit      Head of Passenger Station Design and Planning Department of Deutsche Bahn AG and Managing Director of DEKOH

Germany's railways were reborn as new service company out of the former state-operated railways when they became a stock corporation in 1994. It was then necessary to create a new corporate image that would appeal to customers. This article presents the concept of the new design strategy in detail, and describes actual examples of its application centring around new designs for station facilities.

**The Brunel Awards 1996**


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**Feature 3      Urban Railways in China and India**
**The Shanghai No.1 Subway Line**

Lu JinDong      Professor of Shanghai Railway University and Deputy Manager of Shanghai Metro Corporation  
Chen YiXin      Manager of Shanghai Metro Corporation

The gigantic city of Shanghai experienced rapid expansion while lacking guided public transport facilities, with the result that it suffered continuously from extreme road traffic congestion. However, the long-awaited No. 1 Subway Line was opened in 1995, and construction of the No. 2 Line has already started in the Pudong New District. The authors give a detailed on-site report on the course of construction of the No. 1 Line, its operation, and the development of nearby areas.

**Indian Solutions to Suburban Rail Transport**

Ram Chandra Acharya      Railway Consultant and Freelance Journalist (Former Member of Railway Board of Indian Railways)

Accompanying the conspicuous growth of India's population and its concentration in urban centres, the level of railway transport passenger-km in the suburbs of large cities has increased more than fivefold over the past 30 years. The author describes the various measures taken by Indian Railways in response to this rapid increase in demand, including electrification of suburban railway lines in major cities, investment in electric trains, and push-pull service, in which a diesel locomotive is connected in the middle of a train. These measures are producing good results.

**Another Perspective  
Japan to Russian Eyes**

Igor Yu. Avdakov      Senior Research Fellow at Institute of Oriental Sciences

This is an account of a Russian researcher's impressions of Japan during a short visit to study the development of this country's transportation economy. Coming from Russia, which is currently moving step-by-step along the difficult path toward reform, he describes the natural scenery and the cities of Japan, including the people he saw in Tokyo and Osaka where old traditions and modern business practices coexist, and the blooming cherry blossoms of the Yoshino area.

**People  
People in Station Lunchbox Business**

Station lunchboxes, a product of Japan's railway culture, are unrivaled anywhere in the world. This article introduces the people of Nippon Shokudo Co., Ltd. (Japan Diner), who work day and night designing, preparing and selling large numbers of these lunchboxes.

**Japanese Railway History 9  
Dawn of Japanese National Railways**

Mitsuhide Imashiro      Professor at Daito Bunka University

While struggling hard to recover from war damage following World War II, the Japanese Government Railways experienced many serious accidents caused by the devastation of facilities, severe labour-management disputes over personnel cuts, and rapidly increasing transport demand, thus further deepening its distress. Under instructions from the Allied Occupation Forces, the railways were reorganized as the Japanese National Railways (JNR) in 1949. However, its ambiguous nature as a public corporation led to the subsequent management failure.

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**Topics      July to August 1996**


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**Photostories      JR East Business Diversification  
Japanese and Belgian Royal Couples Take Imperial Trains**