

Satoshi Hashimoto

橋本 聡

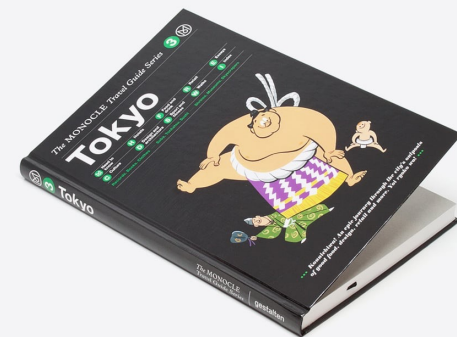
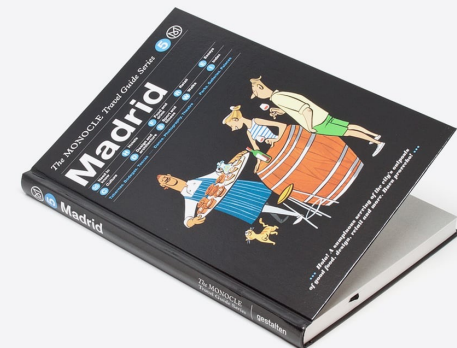
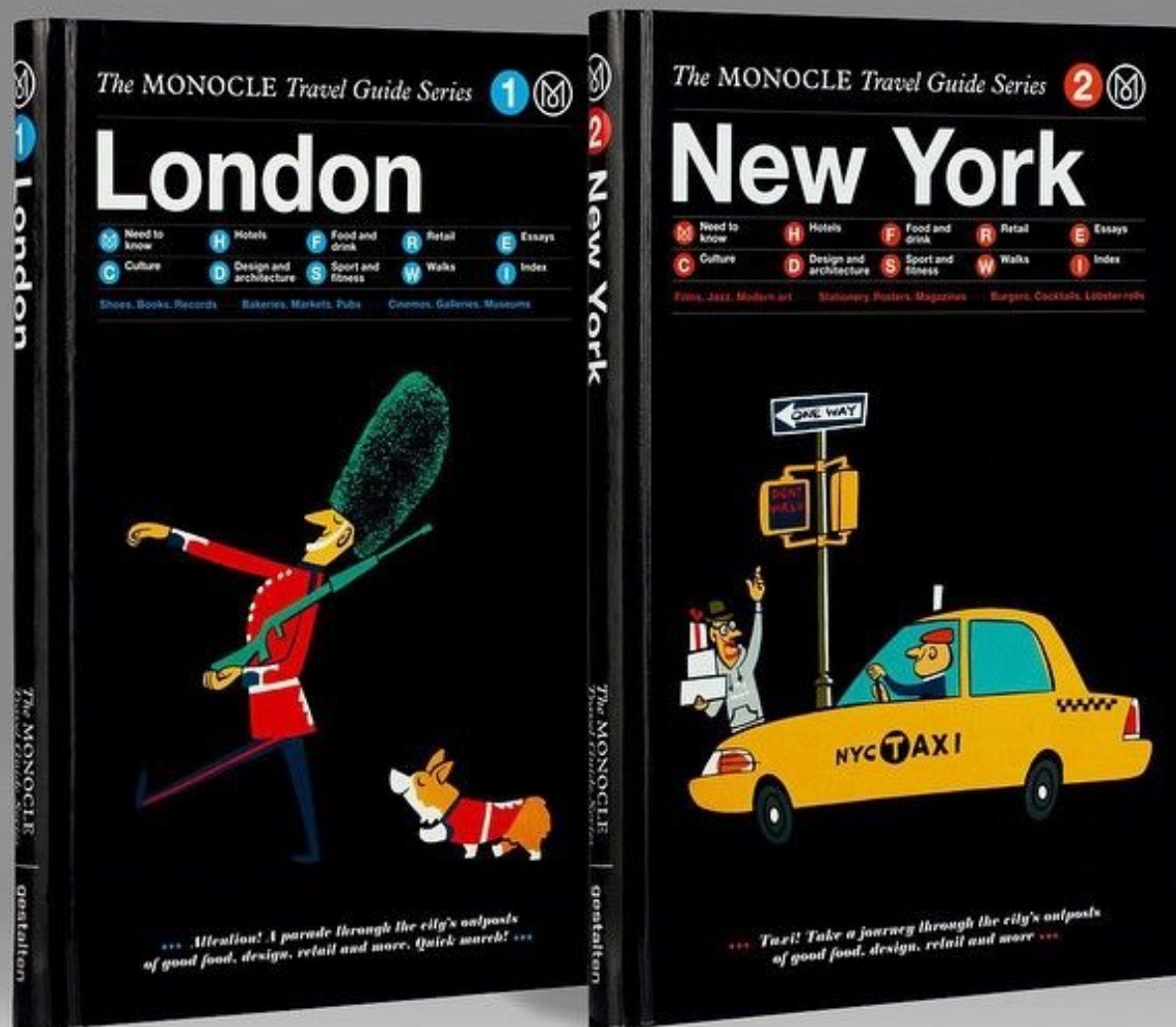
vision track



illustrator

Satoshi Hashimoto 橋本 聡

1971年横浜生まれ。桑沢デザイン研究所写真研究科卒業。1995年よりフリーランス。
国内外の雑誌、書籍、広告などでイラストを多数制作。



DUTY-FREE GETS A REDESIGN: MONOCLE'S EDITORS OVERHAUL A TERMINAL CASE OF GLOBAL MIEDOCRTY

MONOCLE

A BRIEFING ON GLOBAL AFFAIRS, BUSINESS, CULTURE & DESIGN

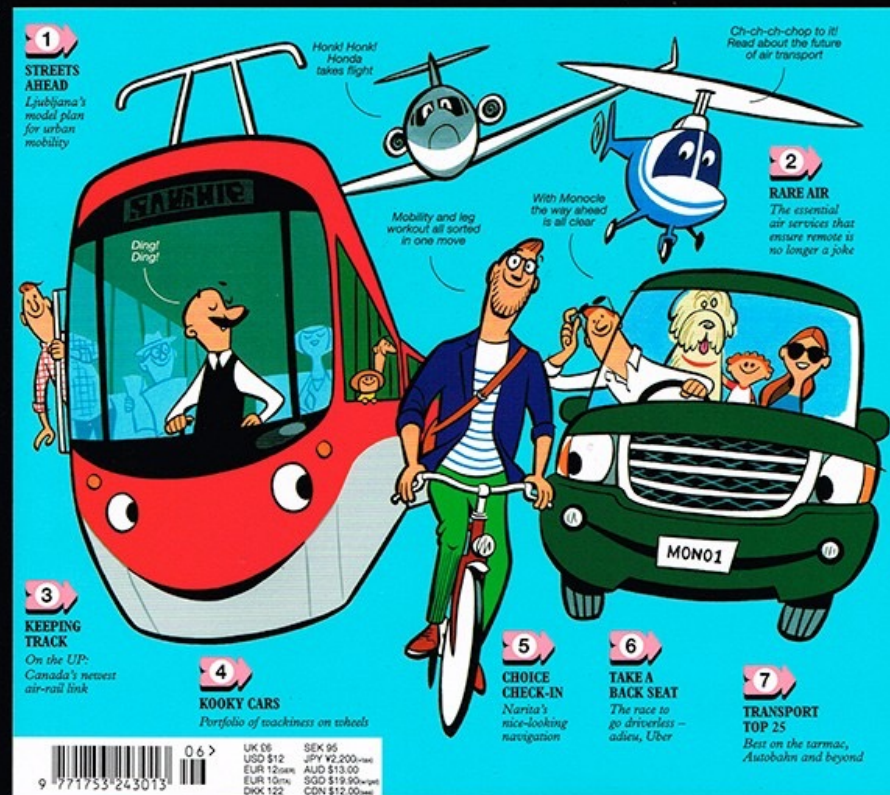
issue 84, volume 09
JUNE 2015

TRANSPORT SURVEY

By air, by land and... look, no hands! Monocle's 2015 Transport Survey

Elegant two-wheelers, sleek run-arounds, a Japanese mini-jet and cute ways to commute. The people, products and players that make the world go round

- A AFFAIRS** Yerevan plans: our senior editor on Armenia's prospects
- B BUSINESS** Kanazawa connect: the new fast track from Tokyo
- C CULTURE** Handle with care: the art of moving masterpieces
- D DESIGN** Cool runnings: a sporting start-up from Boston
- E EDITS** Bondi bites, espresso engineering and Isabel Allende's 'last meal'. Plus, 24 hours of airport logistics - an Expo of Hong Kong's cargo and carriers



UK £6
USD \$12
EUR 12.00
EUR 12.00
DKK 122

SEK 95
JPY ¥2,200
AUD \$13.00
SGD \$19.00
COP \$12.00

AFTER THE GREAT STORM: OUR CORRESPONDENT RETURNS TO REPORT ON POST-MELTDOWN ICELAND

MONOCLE

A BRIEFING ON GLOBAL AFFAIRS, BUSINESS, CULTURE & DESIGN

issue 32, volume 04
APRIL 2010

The art of the sell: the world's best shopkeeping and retail stars

A GLOBAL TOUR of the leading buyers, designers, cutters and curators in the retail and service sector

- A AFFAIRS** Double Dutch: two takes on nation creation
- B BUSINESS** Back to base: sun, sea and soldiers in the Pacific
- C CULTURE** Going live: the luxury of satellite links
- D DESIGN** Cutting a dash on the streets of São Paulo
- E EDITS** Buying in Bogotá, dining in Auckland and topping it off in Vienna

+ SEOUL: A CITY SERVED UP



UK £3
USD \$6
EUR 6.00
EUR 6.00
DKK 107

SEK 95
JPY ¥2,200
AUD \$13.00
SGD \$19.00
COP \$12.00

ACHITUNG! HOW GERMANY'S OFFERING SOME FRESH LESSONS IN RUNNING A FOREIGN MINISTRY

MONOCLE

A BRIEFING ON GLOBAL AFFAIRS, BUSINESS, CULTURE & DESIGN

issue 26, volume 03
SEPTEMBER 09

- A AFFAIRS** Kaliningrad: A report on Russia's rising outpost
- B BUSINESS** A two-wheeled spin on urban transport
- C CULTURE** Flying off the shelf: One bookseller's success story
- D DESIGN** How Norway built a better ballot box
- E EDITS** Calling Madrid home and Jørgen Bodum's last meal

+ SINGAPORE SURVEY: OUR 36 PAGE REPORT ON THE STATE OF THE ISLAND NATION

Weapons of Mass Seduction: Why soft is the new hard

Monocle reports on winning friends and influencing opinion through music, sport, design and your very own news channel

THE SCHOOL AS A SECRET WEAPON

WHAT'S IN THE ARSENAL OF THE WORLD'S SOFT SUPERPOWERS?

THE ART OF POLITICAL PERSUASION

A PORTUGUESE POWER PLAY

SINGING THE SAME TUNE

MEET THE SOFTIES: THE NATIONS WITH THE LIGHT TOUCH

HOW CULTURE CAN CONVERT COVERTLY

DIPLOMATS WHO CAN BUILD BRIDGES

LIFT OFF: WHY HUNTSVILLE ALABAMA'S GOT A WHOLE LOT MORE THAN A ROCKET IN ITS POCKET

MONOCLE

A BRIEFING ON GLOBAL AFFAIRS, BUSINESS, CULTURE & DESIGN

issue 49, volume 05
DECEMBER 11/JANUARY 12

- A AFFAIRS** Leadership race: masters of modern statecraft
- B BUSINESS** Soft ride: the London taxi's persuasive journey
- C CULTURE** At the mic: a day in the life of Monocle 24
- D DESIGN** Baltic bolthole: a cosy island retreat
- E EDITS** Our global Christmas gift guide, plus Italy's pasta power battling for minds and tummies
- EXPO** A river runs through them: a tale of two chilly Asian outposts

Our 2011/12 Soft Power survey: Who's got it – and who's lost it

Why sometimes all you need is a good song, a hot artist or an attractive leader to change perceptions of your national brand

01 Leaders you can learn from

02 Medical safaris and new health hotspots

03 Turkey's soap-show empire builders

09 How Canada can up its game

THE MONOCLE 100
NEW
THE PEOPLE, PRODUCTS, PLACES AND PUPPIES THAT WILL SHAPE AND IMPROVE THE YEAR AHEAD

+1 Travel top 50
Our annual round up

+2 Denmark
A 36-page national survey

04 Is London heading in the right direction?

08 Brand Germany and its Mittelstand ambassadors

07 Chefs as diplomats

05 Swede dream design

06 Make your presents felt



PORTUGAL: A MONOCLE TRAVEL GUIDE

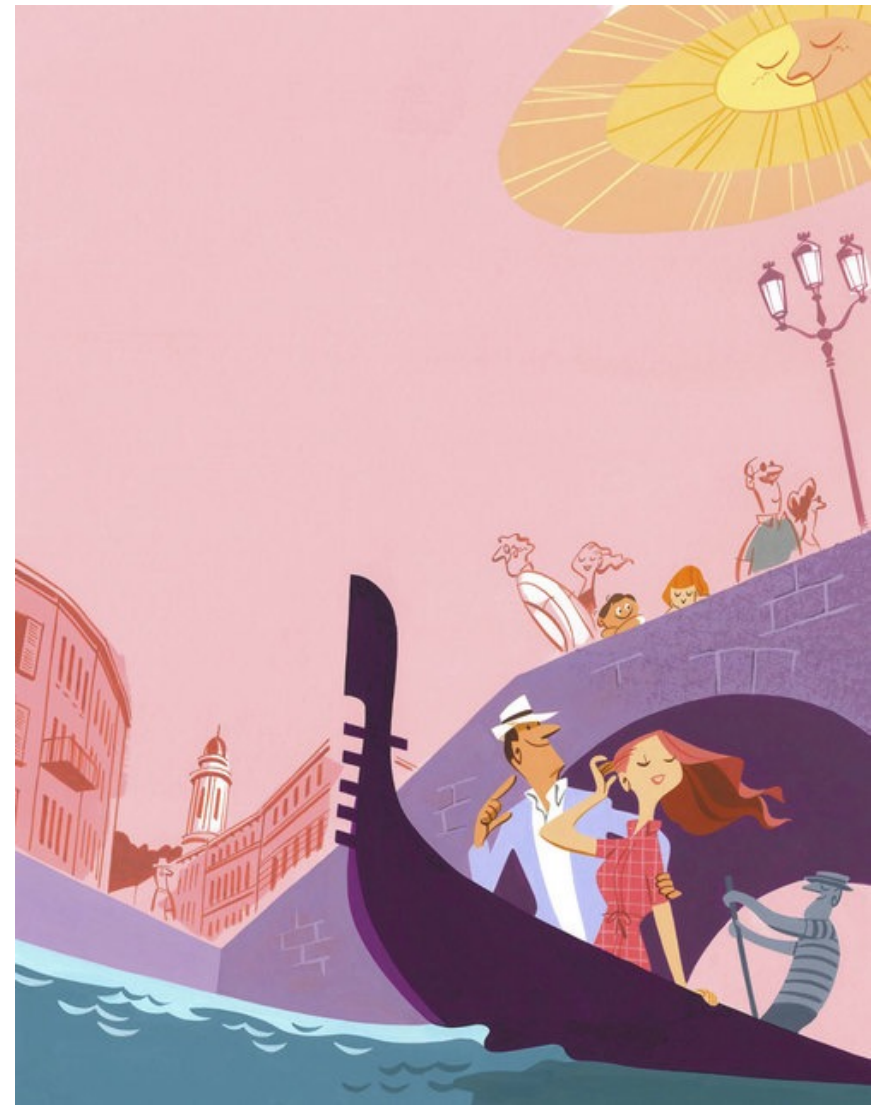
№06
2014/15

Contents:

- 01 Map and introduction
- 02 Must-knows
- 03 City stops in Lisbon and Porto
- 04 Coastal tour
- 05 Rural retreats
- 06 Essential experiences



A Monocle
Special Edition



08 Residential

Gutierrez is a fan of the Victorian British model of residential planning, "where you have both a lower and an upper ground floor". A design that separates the pavement from the house, but maintains the main rooms of those houses "just above eye-level with the street". Holland provides another reference, where modern terraces promote a density of population essential for making public transport viable. Denmark and Germany's allotment culture of community vegetable gardens should also be applied to roof space, currently badly underused. Similarly, basements and garages should no longer be used for cars, but as spaces for the hydroponic growth of crops or light industry. Monocle would also advocate a Kyoto-scale network of side-streets with low rise residences opening directly onto the street.



150 — ISSUE 15

JAPAN

ETIQUETTE

Overview
Japan and the Japanese are famed for their intricate social codes of conduct. First time visitors can come unstuck before they've even left the airport. It can seem intimidating but fear not, the Japanese, as well as being incredibly ceremonial, are also the politest people in the world and you will never be barked at for "not understanding". That said, a few basic rules of etiquette will come in handy and a small gesture of understanding local custom goes a very long way. These are 10 basic Japanese customs to get you started. One thing to always bear in mind if you're baffled - if you take a step back, watch what everyone else is doing and gently follow suit, you'll never go too wrong.



08
Toe the line
Take your shoes off when entering a home, restaurant or anywhere with tatami mats (and always wear clean socks).

01
Heads down
Bow when greeting and saying goodbye and don't be alarmed if you have to bow repeatedly.



05
Take sides
On escalators stand on the left and leave a clear path on the right (except in Osaka where it's the other way round).



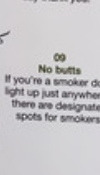
02
Card work
Give and receive business cards with both hands, study them closely and compliment the design.



03
Top chop
Don't pass food from your own chopsticks to someone else and don't leave your chopsticks in your food.



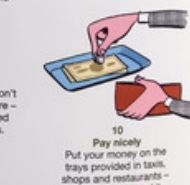
06
A tiny bit more
More food than you can ever eat will be offered to you. Don't say no, even when stuffed to the brim. Try a bit and say thank you.



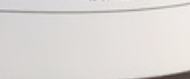
04
Magic doors
Don't try to open or close taxi doors - that happens automatically.



07
Wait your turn
Queue for trains in a line - even on packed subways. Barging to the front is highly offensive.



09
No butts
If you're a smoker don't light up just anywhere - there are designated spots for smokers.

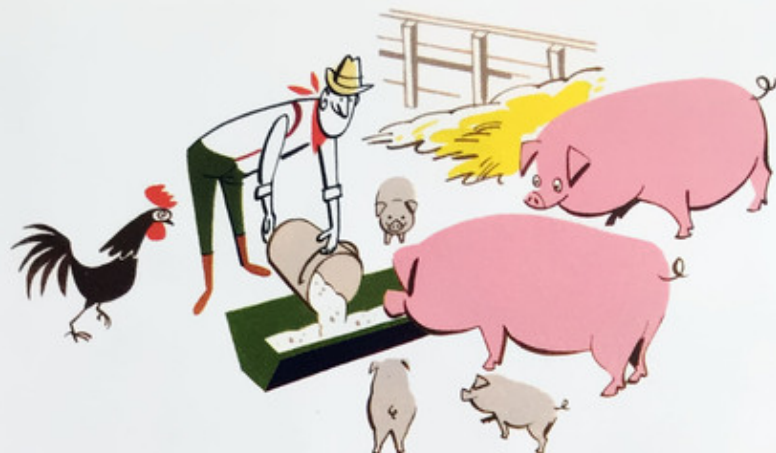


10
Pay nicely
Put your money on the trays provided in taxis, shops and restaurants - don't try and hand it to someone.









FIELD TRIP

Preface

The news is full of huge stimulus packages but some smaller initiatives have gone beneath the radar. In Japan, a scheme to encourage jobless young citizens to move from town to work the land could be a global template for modern rural living and a new career.

WRITER
Tyler Brülé

ILLUSTRATOR
Satoshi Hashimoto



There are many ways to jump start national economies to try to get the spinning faster again. If you're looking for a quick fix, you can launch a mini spending spree in an attempt to give your domestic industry a jolt while also doing something for your global authority, commission a new helicopter assault ship as you *de résistance*.

If you're the US you can quit playing dead and get the country moving fast and please some of your closest

Observation ISSUE 22

How can a nation get its voice heard on the world stage and encourage trade and tourism? If you don't have resources and the weight of numbers on your side, then maybe it's time to wield some 'soft power'.
By Tyler Brülé.



engage nations. As many nations struggle to find their voice in UN chambers or in other global forums, converting the world to their cultural and commercial ways by getting people to push a shopping trolley, a basket or part with cash in their hands might be the more sensible way of getting into bed with tricky nations in the wrong corner. Continents or pursuing global will never really be cornered by some nations have the numbers and resources to wield hard and soft in others are some

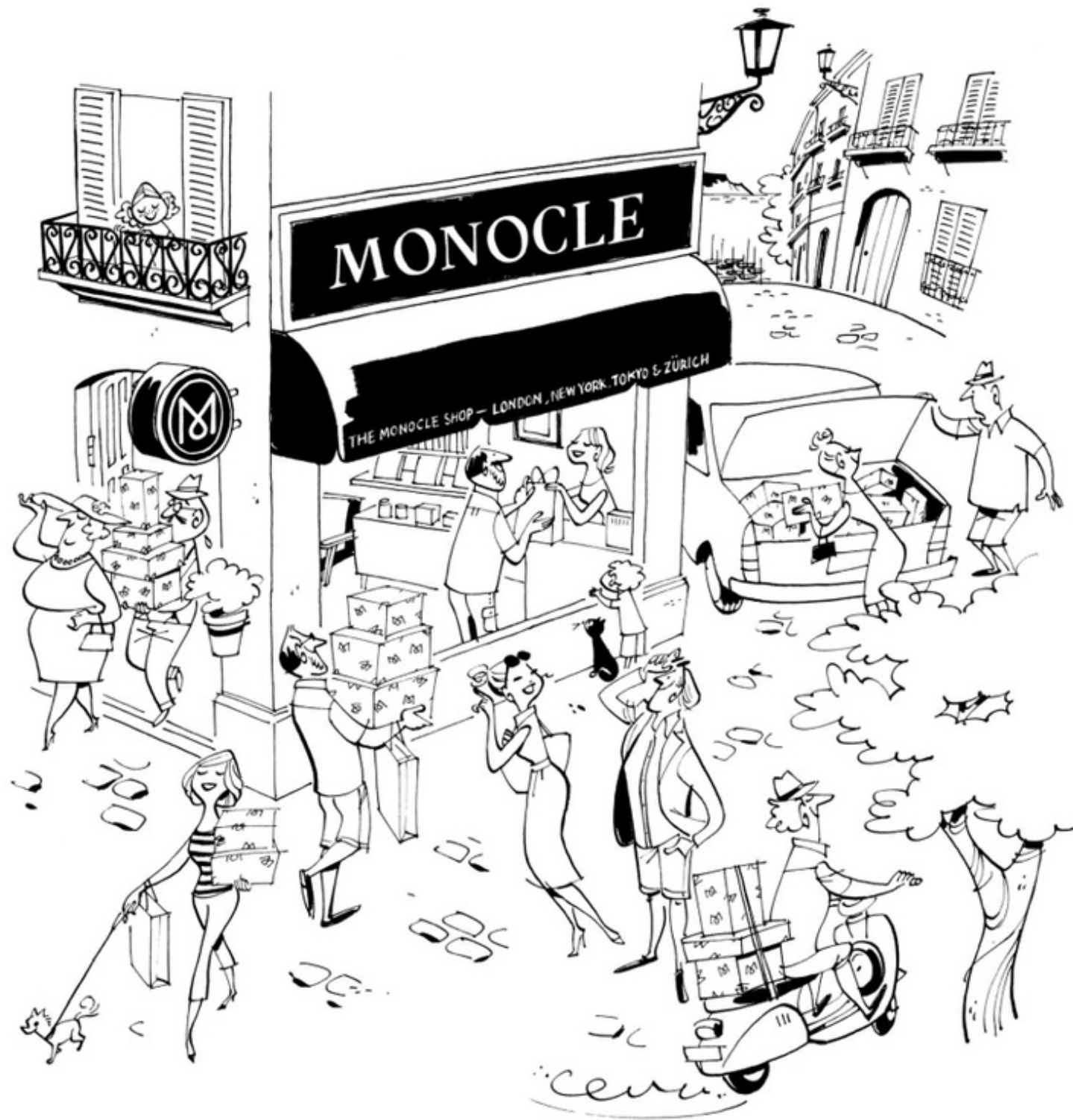
During the survey, I hours at and sh here











SPAIN: A MONOCLE TRAVEL GUIDE

No02

Contents:

- 01 Essential information
- 02 City guides
- 03 Regional highlights
- 04 The islands
- 05 Food and drink
- 06 Culture
- 07 Shopping



A Monocle
Special Edition



TAIWAN: A MONOCLE TRAVEL GUIDE

No01

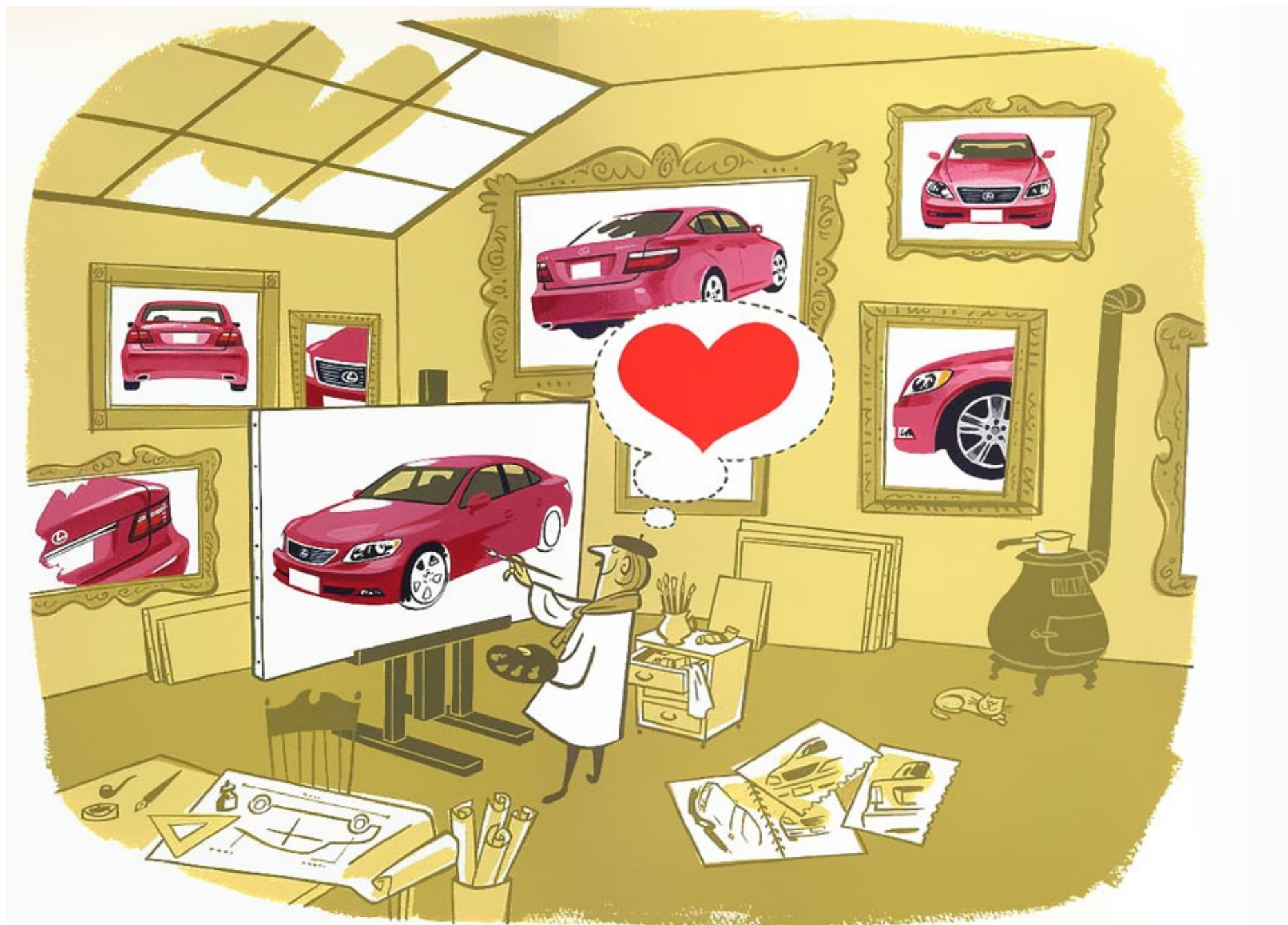
Contents:

- 01 Essential information
- 02 City guides
- 03 Health and fitness
- 04 Beaches and coastal towns
- 05 Food and drink
- 06 Mountain retreats



A Monocle
Special Edition











INTERNATIONAL YOUTH CAMP: In the Olympic spirit of learning about different cultures and friendship, the 2016 international youth camp will be a global village that brings young people from every participating nation to the site used for the Olympic Village in 1964.

ENTHUSIASTIC S
the educational ar
school at an early
means that sports
values of Olympisr
as passionate spe



the question is a rea-
our client is a private
dynasty on the hunt
and their portfolio
ie CEO of Central
developers in the
: well informed
're looking for
ded it's not as
few food hall
few pictures
re-up for an

or city hall,
just about
e private
heir city:
onverge
eir dis-
struc-
visit,

on
pi-
nd
is
i

ment while the reality is that it only comes to
life at the weekend. Thanks to the vision of
a management team that has clearly spent a
bit of time touring Japan coupled with some
appealing modernist structures that dot the
property, the market is built on a solid foun-
dation that gives it a very clear identity.

More importantly, it offers an equally
stable footing for young entrepreneurs who
want to go beyond just setting out a stall
and peddling their wares. By doing a light
edit on vendors (I use this term cautiously

from fashion items to small house-
goods could be just the type of stimulus
economy needs. In fact, every develo-
economy should consider such scheme.

If you have any questions or comme-
please drop a note to me (tb@monocle.com)
or my able assistants Helen (hp@monocle.com)
or Kristoffer (kfp@monocle.com)
Thank you for support. — (M)

For more from our editor in chief, read
column in the 'FT Weekend'.



Observation ISSUE 84

Editor in chief Tyler Brülé
was impressed by the free
afforded to cyclists on
rent trip to Vienna. Does
freshing lack of helmets
suggest a legislation
for other cities?



On this busy, sunny morning, what's striking about the movement of hundreds of thousands of commuters in the city core is the seemingly easy orchestration of it all, with private cars making way for cyclists, pedestrians given right of way by polite children on kick-scooters, trams zipping around, and a rush hour on the first day and Vienna is unseasonably warm. The Kiwi newsreader on station FM4 has reported a rise to 30C and many could mark a new capital. Out on the leading to school (unsupervised), resting and die than a

that roughly 10 per cent of the population wears a bicycle helmet. In part this is because there's no legislation forcing them to do so, but the environment

TOYOTA ON THE ROAD

For a proper state-propaganda piece, you need more than just a dapper man in a tuxedo. A fine addition to the impressive pool is the Toyota Mega Cruiser, a garage or military pool is the Hummer and has become First built in 1995, it weighs in at close to 10 tonnes, is bigger than a Hummer and has become the mainstay of Japan's self-defence forces. Sadly for the rest of the world, Toyota decided that Japan should keep the Mega Cruiser all to itself. It's no longer in production and was never sold outside the country. It seems a shame that any would-be dictator or image-conscious army will have a hard time getting their hands on one. — L.K.C.



ONE-MATE: FOR ACCELERATING CUSTOMS

For the little dandy seats four or five Maserati or Lamborghini in your garage but unfortunately those kings of the road handle a little less well when given a dunking in the nearest lake. — L.K.C.

TS

Report
Special vehicles

OFF ROAD WITH THE WACKY CARRIERS



comes to
the right
the job, the
four
wheels
the
of a task
re's
icle
post

It's easy to take the who's for granted



PINZGAUER ON TRAX: ANY PORT (OR PAVEMENT) IN A SUPERSTOCK

While we can't predict when the color certainly think the you: the



01: Get your sound

How do you make sense of your wildest flights of fancy, process all the best records you've heard throughout your young life and turn them into your own sound?

Focus, kid, that's how. Flatter, don't copy. Originality is key; many a petrol station is being mugged by "the new Bowie". Practise like mad and fight your shyness. At the end of this decade, you could be forgiven for thinking that you have to be a sickly styled, toothsome chick with a drum machine and a synthesiser turned up to 11 (see La Roux, Little Boots, Lady Gaga etc) but heartfelt loquaciousness from Florence and the Machine and Bat for Lashes is even better. Be mad, bad and dangerous to know or just be blue; but be true. And remember, most of the best tunes make you want to dance. In a sense, of course, you can't get your sound; it gets you.



02: Build your online profile

People would have you believe that it's not enough to be all-singing, all-dancing anymore – you have to be all-Twittering, MySpicing and "nangin", too. "The key to online is keep it simple," says Mitchell Shymansky, digital strategy manager for Universal Music International. "It's a mistake to think that creating buzz is all about new technology; it's about how you use that technology." Keeping control of what's done on your behalf is essential for any artist, and it doesn't matter how good your digital team is, music fans will sniff out the inauthentic. "Give your fans the feeling of privileged access, have a coherent message and always stay well clear of a corporate feel or a token use of technology."

REPORT Starting a band



HOW TO BE A BAND IN 2010 —Global

Preface
Rock stars are now essentially CEOs of their own small (and big businesses). Learn how to harness patrons, sponsorship and the digital revolution, and you could soon be selling out, without selling out.

The word "industry" is used less in entertainment than it was five years ago. The music biz has entered a pre-Industrial Age where artisans are weaving their wares in smaller surroundings and supplying smaller merchants. The CD revolution that benefited big record labels in the 1980s taught the majors laziness and the next revolution caught them napping. The web has destroyed the ancien régime. Perhaps it's destroyed the era of the superstar. While many have toasted the demise of the major label's gravy train, the carriages were comfy for those that rode on it. And it's not just excess' expense accounts that have suffered; many artists feel vulnerable without the bosom of a big business behind them. But opportunities knock. It's time for the independents to rock'n'roll.

If being a band really were like running a small business, you'd be advised to sell something interesting and to love what you do, or don't bother doing it at all. The perils of small business abound. In this spirit, MONOCLE spoke to a roster of musical minds to hatch a plan for future-proofing the next big thing. — (30)

REPORT Starting a band



03: Get good; get on the road

Now you've got your sound, use it. The rough cuts that might soon be flying to appreciative earphones via MySpace, Twitter, YouTube and Facebook are balm to your vanity. But you have no vanity yet, you're not allowed any until you damn well get up there and perform. "Playing in small venues really helped me as a performer," says Florence Welch of Florence and the Machine, "sometimes my guitarist wouldn't turn up and I'd do it a cappella."

Road-testing tracks live is invaluable, too – are people dancing, timing your moves on their mobiles or heading to the bar? Perhaps most importantly for your longevity, you're up on stage building a community, the like of which can never be recreated online. Dress up, look sharp and put to good use those James Brown moves you practised in front of the mirror.



04: Get a manager

If there was a time when a manager was the lead singer's mate from school who couldn't sing, play the guitar or hit things to a rhythm, those days are long gone. Modern managers need to be multi-tasking hubs of connections with a sophisticated understanding of the changing business, and the relationships in place to maximise diverse revenue streams. "Artists are increasingly having to take on the business side of things themselves, and managers almost become the managing director of their company," explains Brian Messey, manager of Radiohead. "There are few set rules now, and it just comes down to good people improvising to take advantage of new opportunities." This means that traditional roles such as manager, A&R man or music lawyer are blurring into a new breed of pan-industry professional.

05: Get a record deal

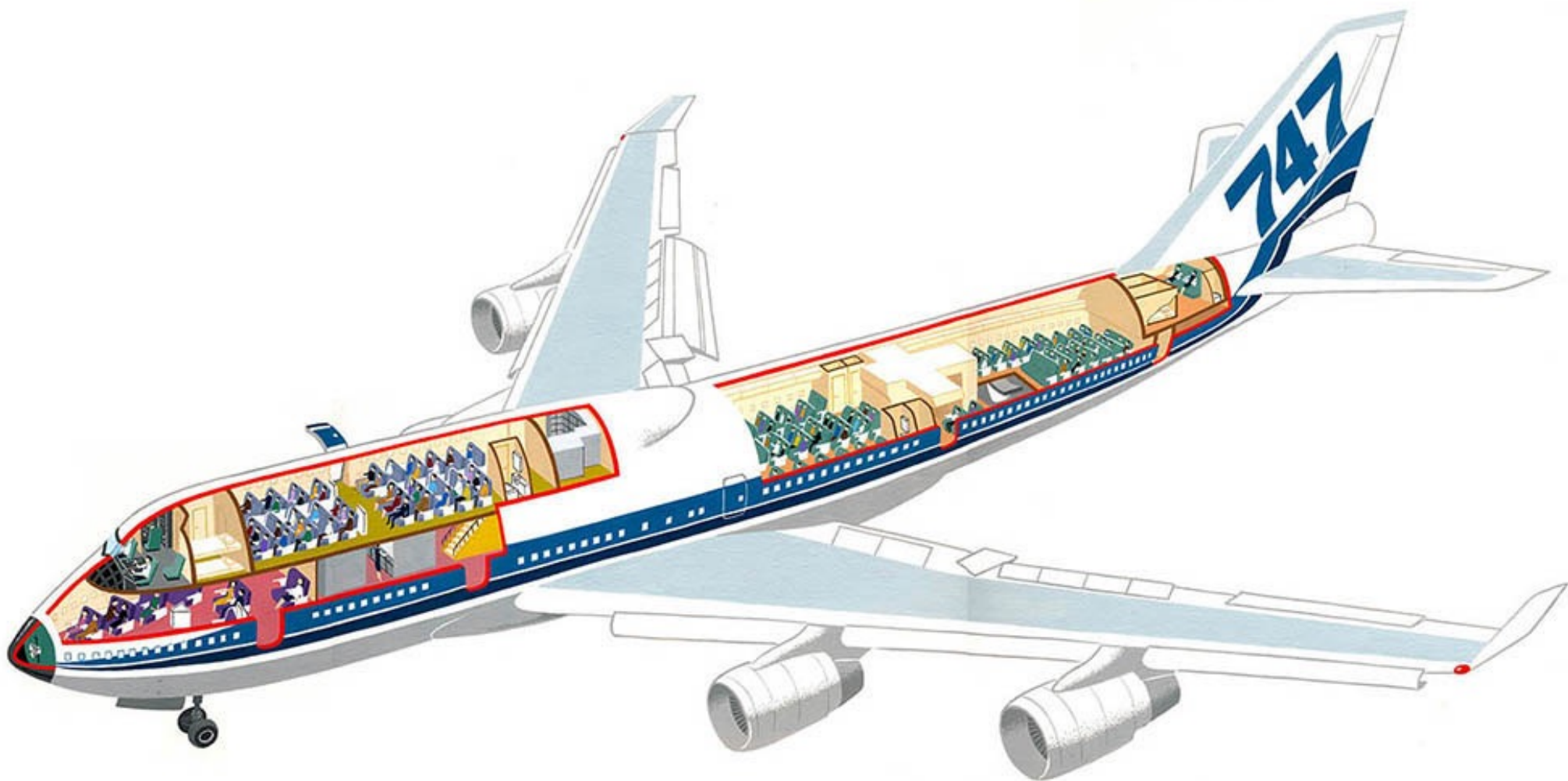
Don't be afraid to haggle before signing on the dotted line. "Record companies no longer sit supreme at the centre of the industry, and they'll need to become more service-oriented," says professor Simon Frith, chair of the Mercury Music Prize. Instead of accepting an off-the-rack contract, artists are beginning to ask for mixed salads of record deals – choosing the ingredients that can achieve their personal goals. "Music is now more about grabbing people's attention than selling them records – once you have their attention you can work out new ways to make money around it," says Frith. Short-term record deals are also the way forward because, although investment at the start-up stage is invaluable, it's increasingly unclear how much help a record company can be once you've built a healthy fan base.





The
MONOCLE
Summer Serise





一緒にいて苦痛に感じない人ならまだいい。
でも、そんな人、会社にはまずいないでしょう？



缶コーヒーは見ていた

～ベンダールームでの虚構と現実～

内村宏幸



イラスト/橋本 聡























担当：光富章高 mitsutomi@visiontrack.jp

vision track

TOKYO

141-0031 東京都品川区西五反田3-8-3 町原ビル2F
T 03-3493-3456 F 03-3493-3445

OSAKA

530-0047 大阪市北区西天満 2-8-1 大江ビル210
T 06-6316-7363 F 06-6316-7365