# **Development in Tokyo Metro Stations**

Hideki Inoue

## Introduction

Tokyo Metro Co., Ltd. operates 195.1 km of tracks serving nine lines and 179 stations and carries about 7 million people each day (as of 31 March 2016). The company's predecessor, Tokyo Underground Railway Company, opened Japan's first subway on 30 December 1927 between Asakusa and Ueno. The company was involved in retail business right from the start, opening an underground diner at Asakusa Station in 1929, a 'Subway Store' inside Ueno Station in April 1930, and a 'Subway Store Building' in the aboveground part of Ueno Station in 1931. Subsequent efforts focused mainly on concession stands, but restaurants and retail shops called 'Metropia' were eventually opened in stations in FY1988. In FY2003, just before privatization as Tokyo Metro in FY2004, a project with the catchphrase 'EKIBEN: (eki means station in Japanese, ben is a contraction of benri meaning convenient)' was initiated as part of the effort to increase station convenience and reduce commuters' stress. This led to expansion of shops as part of 'Echika' large-scale scheme and 'Echika fit' medium-scale scheme.

Today, there are two Echika complexes at Omotesando and Ikebukuro, and four Echika fit facilities at Tokyo, Ginza, Nagatacho, and Ueno (under renovation). Along with Metropia, the number of shops in Tokyo Metro stations totals 136 (as of 31 March 2016).

This article outlines the development of shops in stations from the start of the EKIBEN project to the opening of Echika fit Nagatacho.

# Structure and Stance on Development of Shops in Stations

#### **Development structure**

At the start, Tokyo Metro created, invested in, developed, and managed operation of shops in spaces inside stations. However, since Metro Properties Co., Ltd. was established in 3 April 2006, Tokyo Metro handles the creation and investment in these spaces but Metro Properties handles the central operation of commercial facilities of shops in stations, such as Metropia and Echika Omotesando. To further

accumulate know-how in shop development and operation management, Metro Properties also plans, designs, and develops other commercial facilities.

Echika fit, Echika Ikebukuro, and Esola Ikebukuro were developed mainly by Metro Properties.

#### **Development stance**

The aboveground situation differs for individual subway stations, such as location in a residential area, office, commercial, or entertainment district. Therefore, the customer's characteristics and behaviours, as well as the situation aboveground are investigated to clarify targets and concepts before forming the development plan.

Then zoning of shops is decided and tenants are selected. Based on the concept that the station will not be invigorated unless the location is invigorated, efforts are made when possible to avoid homogenization with other shops and to select shops allowing prosperous coexistence by harmonizing with the town while respecting the local history and culture.

The next section outlines the EKIBEN project, which proved to be the spark for creating the foundations of the current development stance.

## **Start of EKIBEN Project**

In retail, the introduction of eateries and retail shops in stations started mainly with the opening of the first 'Metropia' in FY1988. The first stage was the 27 November 2003 opening of 'Maruzen x BAGEL&BAGEL' (name at time) with the collaboration between Maruzen bookstore and a specialty bagel shop, and the opening of a Lawson convenience store in Tameike-sanno station on the Ginza Line, a location with many nearby offices of foreign firms. On 9 December 2003, 'Otemachi Soba x Uonuma Club' (now Metroan—a stand-and-eat noodle shop) opened in Otemachi Station on the Tozai Line. It features authentic soba noodles and about 20 types of rice balls made of koshihikari rice from Uonuma. On 18 December 2003, a 'QB House' barber specializing in quick cuts in less than 10 minutes, a 'Puchi Temomi' body care shop specializing in quick massages starting at 10-minutes long, and a Lawson

convenience store (at that time) opened in Ikebukuro Station on today's Fukutoshin Line.

The following year, on 23 January 2004, four shops opened in Kita-senju Station on the Chiyoda line under the theme of 'health & beauty'. They include a 'Nail Station' (at that time) nail care shop targeting young women, a 'Natural Body' (at that time) relaxation space, a 'MINiPLA' import sundries shop, and a 'Tomod's Express' (at that time) drug store.

On 27 April 2004, 11 shops of Shinjuku Metropia opened in Shinjuku Station on the Marunouchi Line as the first Metropia opening after the Teito Rapid Transit Authority became Tokyo Metro on 1 April 2004.

Shinjuku Metropia opened mini shops showcasing lifestyle suggestions that make customers' daily lives enjoyable, and the latest trends under the concept of 'Tokyo Life Showcase ("Let's go out, people who enjoy every day!")'.

A noodle shop opened at Kinshicho on 8 February 2005, and a 'FANCL House J' (at that time) boutique based on beauty and health themes, plus a 'Raffine' body care shop offering a comfortable 'healing' space emphasizing

an at-home atmosphere opened on 18 May at Tameike-sanno Station

Before the start of the EKIBEN project, shops were opening in stations at a pace of one or two each year, but in the 18 months from November 2003 to May 2005, 24 shops opened at six stations. The know-how that had been obtained was used to advance the EKIBEN project and convenient and attractive space was created by merging station facilities with commercial facilities in Echika Omotesando, as described below.

## Birth of Echika

## Opening Echika Omotesando

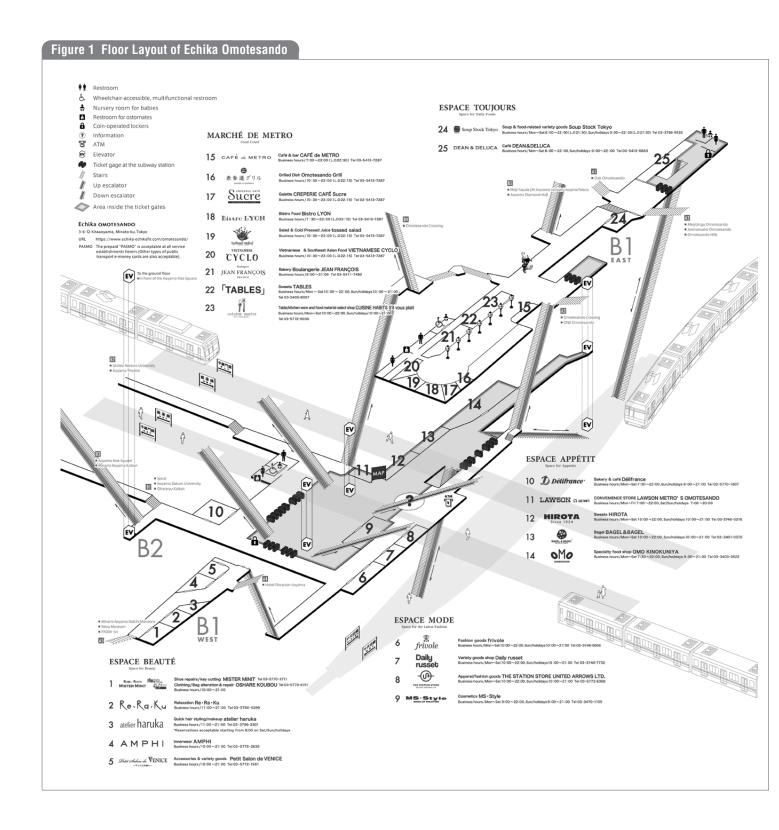
Echika Omotesando opened on 2 December 2005 in conjunction with large-scale station renovation to advance the EKIBEN project.

Omotesando was chosen for three reasons; it has a large number of users with about 170,000 people boarding/exiting each day (in FY2015); it is an intersection on the



Marché de Metro in Echika Omotesando

(Tokyo Metro)



Ginza, Chiyoda, and Hanzomon lines; and there are no lines of other companies, supporting a strong impact for a Tokyo Metro commercial facility.

Prior to Omotesando Station, merging shops with stations had not been taken into consideration, and shops in stations were expanded individually. Omotesando Station was the first time that unity with the station and harmony with the town were considered. Development progressed by removing barriers between business departments, and

a professional team was put together to create an attractive station space functioning as a gateway to the town.

Internal coordination of renovation to create shop spaces proved difficult without obstructing passenger flows and maintaining a comfortable station office and other working environments for station personnel. However, large-scale relocation of the station office and other facilities was achieved in part due to the passion of people involved in the station renovation, creating an attractive and convenient

space merging the station and commercial facilities.

The station concept was 'BREEZE OF OMOTESANDO'. The tree-lined Omotesando street has an aura of the Champs-Élysées in Paris, so texture and design elements evoking the atmosphere of the beautiful surrounding environment were used in the station to create an attractive and lively atmosphere like a Paris street corner. The resulting bright and clear comfortable space presents a new image for stations and underground spaces.

The following describes efforts to create a model station for Omotesando and gives an overview of Echika Omotesando.

## **Creation of Model Omotesando Station**

- Update passenger guide signs
   New guidance signs were deployed to guide passengers to their destination and ease flows in the station.
- Refurbish station entrances and exits
   The transparent design of station entrances and exits blends with the atmosphere of Omotesando area.
- Set up passenger information booth
   An information booth was set up at the centre of the station where and staff answers questions on facilities inside the station concourse, transfers, and on facilities in the neighborhood.
- Dispatch 'Service Managers'
   Service Managers are staff members who specialize in providing guidance while moving about the station so that elderly customers and others who are not used to
- Set up powder corners
   Powder corners were created in women's toilets for them to touch up makeup.

using the subway can do so with peace of mind.

 Add more escalators
 New escalators were added at seven locations including the passage from the fare gates to platforms.

## Echika Omotesando Overview Commercial concept

With a concept of 'Omotesando style', trendy shops were presented to customers with an emphasis on them being achievable for the very fact that they are in Omotesando, one of Tokyo's most refined towns. The idea was to provide a venue for 'fashion and food trends' with a French and Parisian image as the overall development concept.

The main targets were women in their 20s to 40s who use the station for commuting to work or school. The shop composition was casual where customers could enter shops alone, and the shop design, products, and services were offered to customers with an emphasis on collaboration between Tokyo Metro and consigned companies.

#### **Five Zones**

#### Food court plaza (Marché de Metro)

This food court offers people the 'good tastes of France' and recreates the everyday scenes of a French marché (market). It incorporates nine shops, including the first JEAN FRANCOIS boulangerie (bakery) in Japan, and has about 200 seats, making it a main feature of Echika Omotesando. The boulangerie brand was developed together with Tokyo Metro to increase the appeal to Japanese customers. During the trial, adjustments were made dozens of times, such as rethinking the butter, and the croissants that were born proved to be the bakery's most popular product.

#### **Beauty zone (Espace Beaute)**

This zone name means 'beauty space' and is composed of five shops to bring out women's beauty, such as a luxury aesthetic salon, and nail salon. Bringing together shops pursuing service and products 'loved by women of Omotesando', this area is genuinely a special zone in Echika Omotesando.

For the beauty zone to provide quick and easy but high-quality services and products in a station, a team of women was put together by Tokyo Metro and companies setting-up shops in the zone (cosmetics manufacturer, nail salon, lingerie shop, hair salon). Crossing over the boundaries between tenants and developer and conducting in-depth discussion on product development enabled the creation of a comfortable and enjoyable space for women.

## Japanese-theme zone (ESPACE JAPON)

As the station is located near Meiji Shrine, this space has a unified Japanese flavour. It features two shops: a buckwheat *soba* noodle shop where *shochu* liquor can be enjoyed (currently a different business) and a Japanese-style soup café.

#### Food trends zone

During development of Echika Omotesando, many customers using the station were interviewed. Many were of the opinion that there were no department stores and there was a lack of delicatessens and sweet shops around Omotesando Station.

As a consequence, six selected shops were opened, such as a Kinokuniya specialty foods shop, a bakery café, and a juice bar. Kinokuniya in particular demonstrated all their products to Tokyo Metro, and the two parties considered what products to sell. A decision was made to sell time-stratified boxed meals (morning, afternoon, and evening), which the shop staff say sold like wildfire after opening.

### Latest fashion zone (ESPACE MODE)

This zone is made up of four shops which carry fashionrelated daily goods such as light clothing and accessories befitting the season, as well as cosmetics and supplements, all providing sparkle to urban life unique to Omotesando.



## Origin of Echika and Development of 'Echika-chan' Character

Echika is derived from the words *eki* (station) and *chika* (underground) with an emphasis on 'e' (good) and 'chika'. It implies that Echika is an excellent and exciting underground space. Combining the ordinary words meaning station and underground created a very brilliant word. This comes from the desire to offer an elegant and exciting space underground.

To avoid the conventional image of underground space as dark, narrow, and deep, we developed the 'Echika-chan' character to give Echika a cute image.

Table 1 Overview of Echika Omotesando

Echika Omotesando		
Opened	2 December 2005	
Shop area	Approximately 1300 m <sup>2</sup>	
Number of shops	24 (at 31 March 2016)	

## Echika Ikebukuro

Echika Ikebukuro opened on 26 March 2009 as the second Echika facility. When thinking of starting a new facility, there were many homeless people and young people skateboarding or dancing in Ikebukuro Station, leading to requests for improvement from government agencies.

In June 2008, about a year before Echika Ikebukuro opened, the Fukutoshin Line opened between Kotakemukaihara and Shibuya with many passengers expected to use Ikebukuro Station on the Fukutoshin Line. Consequently, large-scale renovations such as relocation of the station office and other station facilities, similar to what was done in Omotesando, was conducted. The renovation merged commercial and station facilities, enabling creation of an attractive and convenient space.

Before the Fukutoshin Line opened, a ramen noodle shop, Japanese pub, and *yakitori* pub had been operating in the aboveground part of the Yurakucho Line at Ikebukuro Station. This aboveground part was eventually developed as Esola Ikebukuro in line with the development of Echika Ikebukuro. This was done to invigorate Ikebukuro both underground and aboveground and to unite the station and town. At development, features of the Ikebukuro market were first surveyed and the targets and concepts were formed as follows.

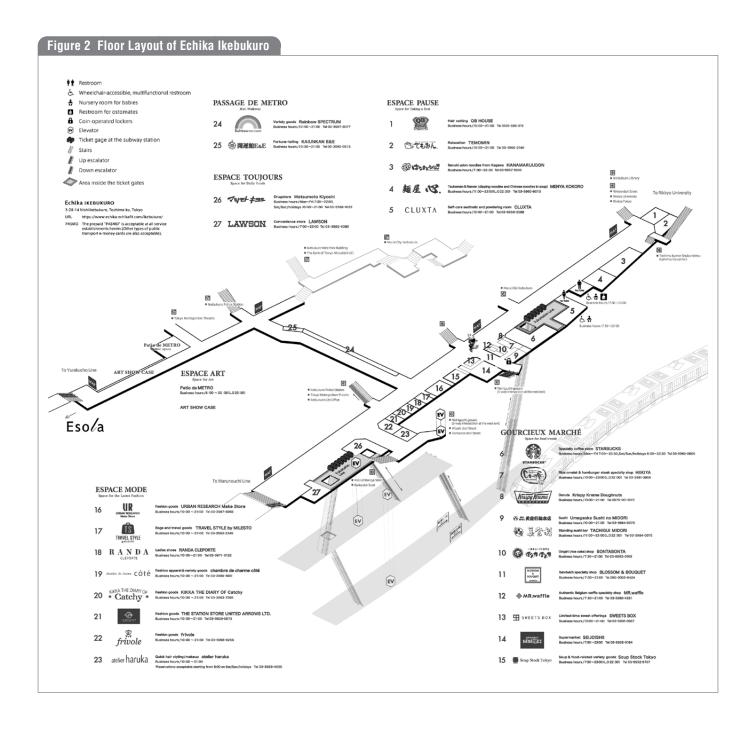
#### **Ikebukuro characteristics**

Ikebukuro is a giant terminal station with the second largest number of station users in Japan and about 2.58 million people get on/off trains at Ikebukuro every day. Commercial facilities around the station centre on department stores with many shops geared toward the elderly. There is no clear zoning around the station and although various types of facilities exist, such as commercial, office, and cultural facilities, they are jumbled together and not laid out in an organized manner.

Despite being such a large terminal station in greater Tokyo, there is a large number of local residents. About 11,000 people live within 500 m of the planned area (in FY2010). Many station users are in their 20s and 30s, including both men and women. The west side boasts a variety of activities being known as an 'art town'.

## Targets and concepts 'I-FRONTIER' targets

These targets are couples in their 20s to 40s who are active around Ikebukuro Station as well as office workers employed in the nearby area and the rapidly increasing number of local residents enjoying urban life.



## 'IKEBUKURO-MONTPARNASSE' development concept

There was an 'artists village' around Ikebukuro in the early 20th century. 'IKEBUKURO-MONTPARNASSE'—today's west side of Ikebukuro—is popular with artists as a lively area with various 'art town' activities and this concept was incorporated in the development project to enliven the town from underground to aboveground.

#### 'I-FRONT' commercial concept

The town is enlivened from underground to above ground as an Ekichika commercial facility acting as a gateway to Ikebukuro.

## 'E-STYLE' merchandizing concept

The concept was formulated taking the first letter in Enjoy, Exciting, and Echika.

## 'Passage de IKEBUKURO' design concept

This effort was made to merge a nostalgic image of Paris with modern design.

## Overview of Echika Ikebukuro zones Food trends zone (GOURCIEUX MARCHÉ)

This 'delicious zone' features delicatessens and sweet shops. Preliminary market surveys found that Ikebukuro had high sales in deli items and sweets, so distinctive eatin and kitchen shops that are attractive to both men and women were opened in a space reminiscent of a bustling Paris market.

#### Latest fashion zone (ESPACE MODE)

This is a daily fashion goods zone for busy women. From the

time it was developed, Ikebukuro lagged behind Shinjuku and Shibuya in trendiness, with few popular shops. So very trendy shops distinctive of Echika were gathered together to create a space where customers can discover good products in a limited amount of time.

#### Passage space (PASSAGE DE METRO)

This lifestyle showcase features an image of a Parisian covered passage. Despite being small, shops feature lines of specialized products. Movement through an attractive station is created by assembling bustling shops.

#### **Rest zone (ESPACE PAUSE)**

This is where people can take a break in a zone of restaurants and services. It is composed of restaurants offering authentic meals and quality space as well as new types of shops for relaxing.

#### Art case (ESPACE ART)

This nostalgic street presents an image of Montparnasse in Paris, recreating a scenery from the active and cute 'Echika-chan's' room.

## Table 2 Overview of Echika Ikebukuro

Echika Ikebukuro	
Opened	26 March 2009
Shop area	Approximately 1100 m <sup>2</sup>
Number of shops	26 (at 31 March 2016)

#### Overview of Esola Ikebukuro

Esola Ikebukuro is a commercial building with one floor underground and nine floors aboveground, accommodating some 40 shops. Spaces demonstrating a high sensitivity to trends house the first shop in Ikebukuro for fashion brands and a lifestyle daily goods shop as well as highly stylized restaurants, cafés, social dining venues, and more. The monotone building featuring a black and white motif opened on 27 November 2009.

#### Origin of Esola

Esola was named as a gateway from the station (eki) to aboveground (sky), demonstrating the desire to prove 'e' (good) 'sola' (sky) to customers using Ikebukuro station.

Table 3 Overview of Esola Ikebukuro

Esola Ikebukuro		
Opened	27 November 2009	
Shop area	Approximately 3700 m <sup>2</sup>	
Number of shops	32 (at 31 March 2016)	



Echika Ikebukuro (Tokyo Metro)

Esola's restaurant

空のレストラン

KICHIRI -relax&dine-

WASHOKU SAMBI AYANO Japanese Cuisine and B 土锅炖饭与日式料理 土鍋炖飯與日式料理

8<sub>F</sub>

Casual Di 休闲餐厅 休閑餐廳

#### Figure 3 Esola Ikebukuro Floor Information

## **FLOOR GUIDE**



Restaurants 餐厅 餐廳







KICHIRI -relay&dine-Casual Dining 休闲餐厅 / 休閑餐廳 WASHOKU SAMBI AYANO Japanese Cuisine and Earthen Pot-Cooked Rice 土锅炖饭与日式料理 / 土鍋炖飯與日式料理

BAIRAN Shanghai Cuisine 上海料理/上海料理



a Udon Hinai chicken Local sake

café de Esola

Café & Dining 咖啡&简餐 / 咖啡&簡餐

程度乌冬寅·希奈自由放养的鸡·地方酒 程底烏冬寅·希奈自由放養的雞·地方酒



GYU KUSHIYAKI TO YUZU ODEN USHIYORI Skewer Roasted Beef and Yuzu Cit 牛肉串烧与柚子风味的美东煮 牛肉串燒與柚子風味的關東煮

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GYU-TAN SUMIYAKI RIKYU

KAISEN-DOKORO SUSHITSUNE

AKITA MAKABEYA

Spicy Thai

Thai Cuisine 泰式料理 / 泰式料理

окономі-чакі терран-чакі СНІВО





Restaurants 餐厅 餐廳 RESTAURANTE & BAR ESPANOL LA BODEGA

Spanish Bar 西班牙酒馆 / 西班牙酒館

KOYA Hong Kong Dining

Beauty 美容 美容

Fashion 潮牌服饰 / 潮牌服饰 Shop

Culture 文化 文化

CD / DVD / Book Japan. Tax-free Shop

Fashion 服饰 服飾

Fashion 女性服饰/女性服飾 Tasi-free Shop

actuel

DIAMOND EYES

Gloccy

Fashion / Café 服饰/咖啡厅 服飾/咖啡廳

Nail Salon 美甲沙龙 / 美甲沙龍

Eyewear 眼鏡 / 眼鏡 Shop

Esola's restaurant 空のレストラン

Esola's restaurant





BAIRAN

**7**F



**GYU-TAN SUMIYAKI RIKYU** 



KAISEN-DOKORO SUSHITSUNE



OKONOMI-YAKI TEPPAN-YAKI CHIBO Okonomi-yaki&Teppan-yaki 大阪绕 - 铁板烧 大阪燒 - 鐵板燒



6F



RESTAURANTE & BAR ESPANOL LA BODEGA



AKITA MAKABEYA Inaniwa Udon Hinai chicken Local sake 福庭乌冬香·希奈自由蓝养的鸡·地方清 福庭乌冬西·希奈自由蓝养的鸡·地方清



Skewer Roasted Beef and Yuzu Citron Oden 牛肉串烧与柚子风味的关东煮 牛肉串燒與柚子風味的關東煮



KOYA Hong Kong Dining Dandan Noodles and Dim Sum



**Spicy Thai** 



café de Esola

4F

1<sub>F</sub>



**GORILLA COFFEE** 

Maisonette Maisonette 楼中楼 / 樓中樓



GORILLA COFFEE

Coffee shop 咖啡店 / 咖啡店

Fashion 女性服饰/女性服飾

MS-Style

Café / Fashion 咖啡厅 / 服饰 咖啡廳 / 服飾

mimi & roger

Big Vision

Custom-made Suits 订制西服/訂制西服

BEARDSLEY GALLARDAGALANTE Fashion 女性服饰/女性服飾 Japan. Tackfree Shop

Yogibo Store

Interior Goods 室内用品 / 室内用品



Beauty/Cosmetics/Fashion/Goods/Foods/Florist 美容/化妆品/服饰/杂货/食品/园艺花卉 美容/化妆品/服飾/雜貨/食品/園藝花卉

Cosmetic Accessories 化妆品・杂货/化效品・雜貨

sourire Innerwear 女性内衣/女性内衣 Tax-free Shop

Jewelries and Fashion Accessor 饰品·时尚杂货/飾品·時尚雜貨

FLEURISTE BON MARCHE AVEDA

Cosmetics 化妆品 / 化妝品 Japan. Tax-free Shop

L'OCCITANE Cosmetics Japan. 化妆品 / 化妆品 Shop



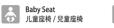
Restroom 洗手间 / 洗手間

NATURAL LAWSON

Open Shops 7:00~23:00



Multi-purpose Restroom 多功能洗手间/多功能洗手間





(8)

Nursina Room

Japan. Tax Free Shop Tax-free Shop 免稅商店 / 免稅商店





咖啡厅/咖啡廳



Tokyo Metro 东京地下铁 / 東京地下鐵 Tokyo Metro

## Birth of Echika fit

#### Echika fit Ueno

'Echika fit', the first new medium-scale type station underground commercial facility, opened in Ueno Station on 20 February 2009. The Ginza and Hibiya lines intersect at Ueno Station, which is used by about 210,000 people each day (in FY 2015).

Echika fit is a medium-scale version of the Echika commercial facility, inheriting the Echika concept; it has shops that 'fit' customers, the town, and age in an elegant and exciting 'e' (good) 'chika' (underground) based on the catchphrase of 'pretty good, just right underground town'.

The development concept for Echika fit Ueno is 'Next Metro Store'. It has 'composite shops with intrinsic station convenience' achieved by combining different businesses with an eye to the characteristics of the age and community.

Ueno Station is currently being renovated ahead of the 90th anniversary of the opening of the subway in Tokyo so Echika fit is closed temporarily.

### Echika fit Tokyo

The development concept for Echika fit Tokyo is 'TRAVEL TOKYO', and it targets people moving about Tokyo for business, tourism, and more, mainly those using Tokyo Station as the gateway to Tokyo. It opened on 20 February 2012 as a station underground facility featuring items to colour people's everyday lives.

The Marunouchi Line, which passes through Tokyo Station is used by about 200,000 people each day (in FY2015).

Table 4 Overview of Echika fit Tokyo

Echika fit Tokyo	
Opened	20 February 2012
Shop area	Approximately 170 m <sup>2</sup>
Number of shops	5 (at 31 March 2016)

### Echika fit Ginza

Echika fit Ginza is third location under the third Echika fit brand following Ueno and Tokyo. Based on the concept of 'Ginza *Chikamichi* (shortcut to Ginza)' it sports 10 shops (when opened) with high sensitivity to fashion, food and drink, and more. It opened on 29 June 2012 as a station underground commercial facility where people can enjoy the feeling of walking through Ginza, where good old tradition meets cutting-edge trends. The Marunouchi and Hibiya lines intersect at Ginza Station, which is used by about 250,000 people each day.

#### 'Ginza Chikamichi' concept

Ginza is a town that cherishes tradition while always disseminating information on the cutting-edge of trends. While respecting the attractions of both extremes, Echika fit Ginza presents the enjoyment of taking a shortcut walking the boulevard.

Iron signs resembling ironwork and Ginza's hallmark roadside signs emphasize nostalgic design amidst newness. Additionally, LED lighting reduces the environmental burden.

Table 5 Overview of Echika fit Ginza

Echika fit Ginza		
Opened	29 June 2012	
Shop area	Approximately 250 m <sup>2</sup>	
Number of shops	5 (at 31 March 2016)	

## Echika fit Nagatacho

Echika fit Nagatacho opened on 8 August 2013 as the fourth location under the Echika fit brand after Ueno, Tokyo, and Ginza with an emphasis on food. It sports eateries and food shops, including a shop specializing in soba buckwheat noodles with meat.

The Yurakucho, Hanzomon, and Namboku lines intersect at Nagatacho Station, which is used by 70,000 people every day (in FY2015). The station is also used for transfers by 100,000 people a day who do not exit the fare gates.

Nagatacho has a food court like Echika Omotesando. However, to differentiate it from the food court in Omotesando, it was developed as a food court with a Japanese flavour where local characteristics were researched jointly with the company operating the food court so customers including business people passing through can relax in the morning, lunchtime, and evening.

#### **Concept description**

About 100,000 people a day change trains at Nagatacho Station. It is a place where men and women spend time every day both for business and leisure.

People stop at the 'Carrefour' (crossroads) on their way to their next situation. The cafeteria offers a 'relaxing moment', to 'be refreshed', and 'recharge'.

The design is Neo Classical making use of the brick texture providing a comfortable space that is nostalgic yet new, overflowing with style. LED lighting reduces the environmental burden.

## Table 6 Overview of Echika fit Nagatacho

Echika fit Nagatacho		
Opened	8 August 2013	
Shop area	440 m²	
Number of shops	7 (at 31 March 2016)	

## **Future Development in Station**

Many shops have been developed from the start of the EKIBEN project through to opening of Echika fit Nagatacho. However, Tokyo Metro operates mainly under streets, so future development space is inevitably limited. There is also an increasing tendency to shop via the Internet, which is starting to affect shop sales.

In the midst of changing lifestyles, emphasis is being placed on timely provision of goods and foods customers want to buy and eat. New shops are being developed and existing shops are being updated taking into account social and commercial trends. Tokyo Metro intends to provide convenient and comfortable commercial spaces for all station users based on these concepts.



Hideki Inoue

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