

The Kyodo-baiten



Local Community-based Cooperative Stores in Okinawa

Training Program for Young Leaders for South Pacific Countries
/Administrative Management Course
September 12,13,14, 2013

Kyodo-baiten Fun club Atsushi Makishi

KYODO-BAITEN FAN CLUB
共済店ファンクラブ 

Themes of this training

Themes of this training

Local knowledge

Themes of this training

Local knowledge

Clifford Geertz, cultural anthropologist

Traditional knowledge, Indigenous knowledge

Themes of this training

“Local knowledge is the knowledge that people
In a given community have developed over time,
and continue to develop.”

FAO site <http://www.fao.org/docrep/007/y5610e/y5610e01.htm>

“Value and give due recognition to the important contribution
of traditional, indigenous and local knowledge systems
for ESD and value different cultural contributions
in promoting ESD “

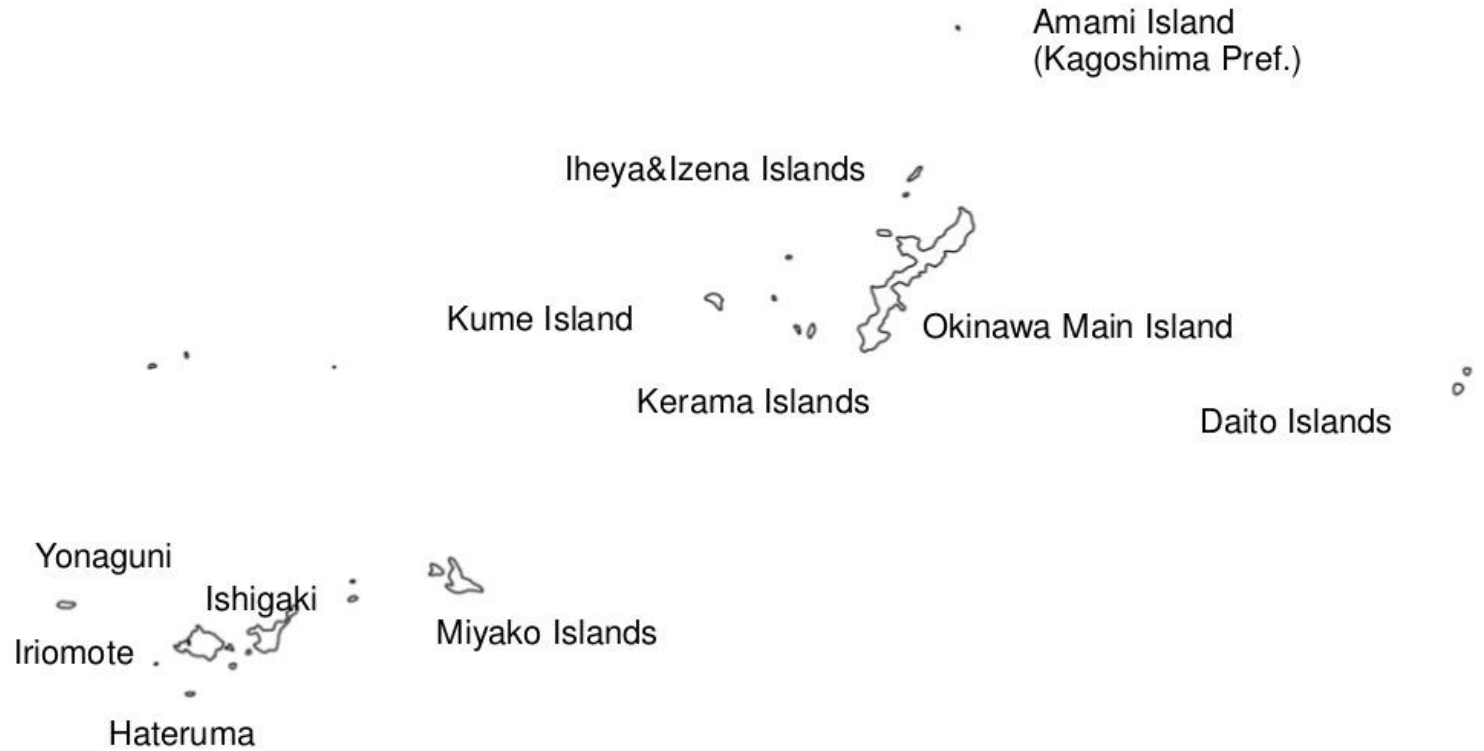
UNESCO World Conference on Education for Sustainable Development 2009 Bonn, Germany

KYODO-BAITEN FAN CLUB
共同売店ファンクラブ 

Location of Okinawa



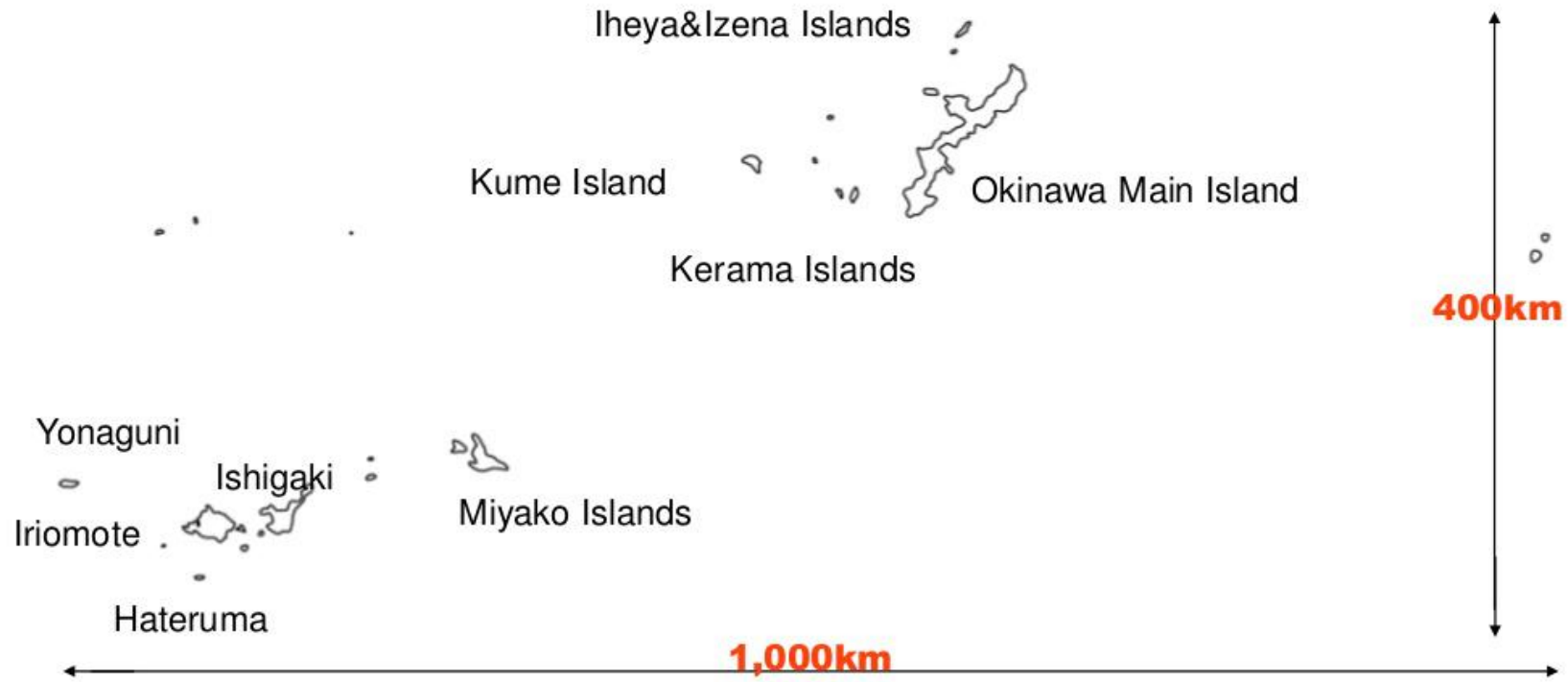
Okinawa Islands



Okinawa Islands

Inhabited Islands 49

Amami Island
(Kagoshima Pref.)



Population of Okinawa

Total population 1,401,730
Population density 616 / km²
(Naha City = 8,100/km²)



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80% people live in the southern part of the mainland.



Population of Okinawa

Total population 1,401,730

Population density 616 / km²

(Naha City = 8,100/km²)

80% people live in the southern part of the mainland.



That means, other area have intense of depopulation.



History of Okinawa

1429 (Ryukyu Kingdom) Sho Hashi conquers Nanzan and is the first to succeed in uniting all Okinawa.

1609 (The Shimazu Invasion) Shimazu of Satsuma(Kagoshima) sends troops and ruled the Ryukyu Kingdom.

1872 The government of Meiji Japan abolishes the Kingdom of the Ryukyus and establishes the Ryukyu Han.

1879 Meiji government abolishes the Ryukyu Han and sets up Okinawa Prefecture.

1894 Sino-Japanese War.

1903 Land reform is completed; new land distribution and taxation systems are established.

- 1904 Russo-Japanese War.
- 1906 The first KYODO-BAITEN, Oku Kyodoten is established.
- 1914 World War I breaks out.
- 1941 WW II breaks out. 100,000 Okinawan residents died in the war.
- 1945 American forces invade Okinawa. Japan surrenders unconditionally.
- 1946 Japan and the South-West Islands to be under separate administrations.
- 1951 Peace Treaty of San Francisco with Japan
- 1953 Administration of Amami reverts from U.S. to Japan
- 1972 Administration of Okinawa reverts from U.S. to Japan
- 1975 The first International Ocean Expo opens on Okinawa.

Overview of Okinawa

- Contact point between Asia and Japan
- Once an independent kingdom
- The bloodiest Battlefield of World War II
- The lowest Average income in Japan

Many difference from Japan Mainland



What is the Kyodo-baiten?



KYODO-BAITEN FAN CLUB
共同完店ファンクラブ 

At first, how to call it?

At first, how to call it?

- Kyodo-baiten

At first, how to call it?

- Kyodo-baiten
- Kyodo-ten

At first, how to call it?


- Kyodo-baiten
- Kyodo-ten
- Baiten

At first, how to call it?

- Kyodo-baiten
- Kyodo-ten
- Baiten
- Kyodo-hanbaiten
and more,,,




Oku Kyodoten, the first Kyodo-baiten in the world

KYODO-BAITEN FAN CLUB
共同売店 ファシクラブ 



Ada Kyodoten in Kunigami Village

共同売店ファシクラブ  **N CLUB**



Tobaru Kyodo-hanbaiten in Uruma City

KYODO-HANBAITEN CLUB
共同販売 ファクラフ



Uka Kyodo-Supermarket in Kunigami Village

KYODO-DARTEN FAN CLUB
共同売店 ファッククラブ



Asiken Shoten in Uken Village, Amami Island, Kagoshima Pref.

“Kyodo-baiten” means,,

“ **Kyodo** ” (共同)



“Kyodo-baiten” means,,

“ Kyodo ” (共同)



the prefix word, “ co ”

together, partner, equally or jointly

“Kyodo-baiten” means,,,

“ Kyodo ” (共同)



the prefix word, “ co ”

together, partner, equally or jointly

“ Baiten ” or “ Ten ” (売店or店)



“Kyodo-baiten” means,,

“ **Kyodo** ” (共同)



the prefix word, “ **co** ”

together, partner, equally or jointly

“ **Baiten** ” or “ **Ten** ” (売店or店)



“ **shop** ”, “ **store** ” or “ **grocery** ”

Translate,,,

- Community cooperative store
- Community-owned grocery store
- Community Cooperative association Store
- Village community store
- Public store
- Community-embedded cooperative store

There is no fixed translation!

Definition

- Mutual aid organization that is owned, established, operated jointly by the all people of settlements.
- Basically all residents of community invest and become a shareholder, and the representative of them conducts management and operation.

Metaphorically speaking,,,

- Something like a combination of agricultural cooperatives and co-op established by each local community.
- General trading company of local residents
- Not only sell products, do anything that required by residents, like a small government.



KYODO-BAITEN FAN CLUB
共同売店 ファシクラブ



Characteristics 1

- **Conducted not only grocery but wide-ranging businesses.**

Shipping

Transportation

Milling

Lumber

Power generation

Brewing

Tea factories, agriculture

Livestock funds

Education funds Consolation

payment for disease and

disaster

Nursery school

Public bath, bus, telephone

wired radio

community antenna

gas station and etc,,,

Characteristics 2

- **Self-reliance, independence**

- established and operated no connection with Japan co-op, Japan agricultural cooperatives.
- run by the self-government of the village, and there is not the connection with others.
- No support of the government.

Characteristics 3

- **Adhesion to the region**
 - Integrated with the smaller village than a village as the administrative divisions.
 - Financing, administration, users are all village residents basically. The profit is returned all in an area.
 - Always shop name is the name of village



Election to choose a store manager and the representative of the district (Oku Kyodoten 2007)



Vote directly on the participation of all

KYODO-BAITEN FAN CLUB
共日売店ファンクラブ 



浜共売店(国頭村)の延売帳(つけ買いの記録)

Location

- **northern part of the Main Island**
- **remote islands**



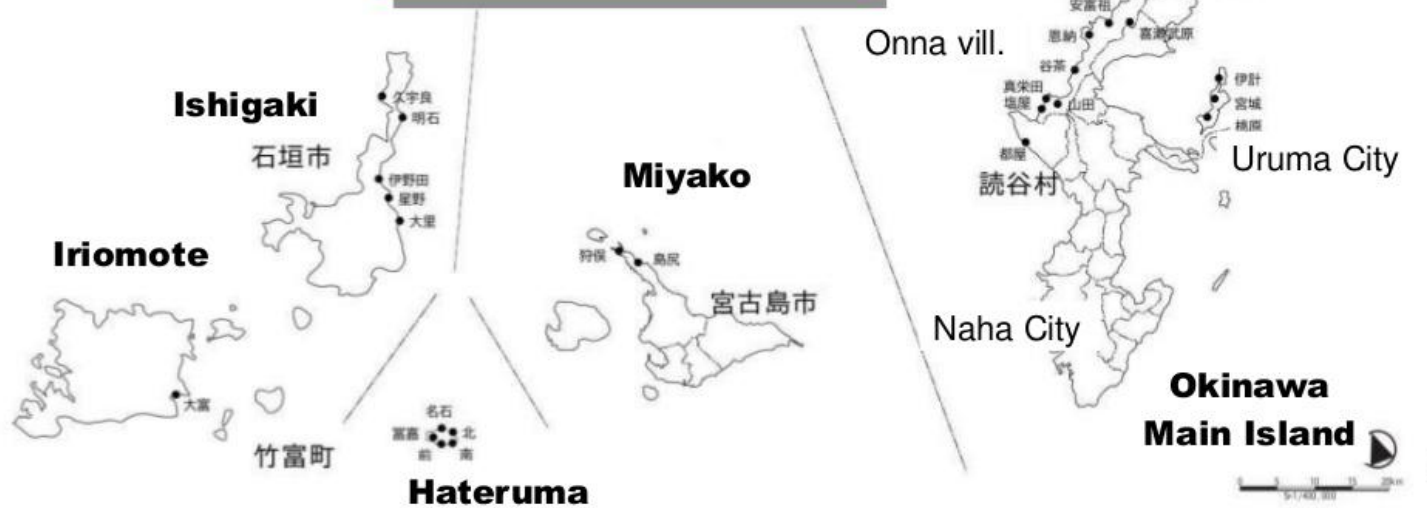
- **Inconvenient transportation**
- **low birthrate & aging population**

Location Map



かつては沖縄県全体に
120軒ほどあったといわれ
るが、現在では60~70軒ほ
どまで減っている。

1960's about 120 area
Now about 60 area



Co-operatives

Co-operatives are voluntary organizations of individuals committed to supporting one another, resolving issues, and achieving goals.

Co-operatives are all around us, and the United Nations even declared 2012 the “International Year of Co-operatives (IYC)” as a way to raise awareness about these important organizations.

Co-operatives

Co-operatives operate in a broad spectrum of sectors, including agriculture, forestry, fisheries, purchasing, finance, mutual aid, job creation, travel, residential, public welfare, healthcare, and more—supporting daily life in almost every area of human activity.

Co-operative associations began in 19th-century Europe and spread around the world from there. Today, these organizations are active and prolific not only in Japan, but in many other countries as well.

History Co-operatives

The first modern co-operative organization was called the Rochdale Pioneers, formed in England during the Industrial Revolution in 1844.

The history of financial co-operatives starts in 1860s Germany, where credit unions were formed for rural farmers.

The International Co-operative Alliance (ICA) was established in London in 1895.

History Co-operatives

Hirata Tosuke, a Japanese statesman who studied in Germany, used the European nation's organizations as a model to formulate Japan's Industrial Co-operatives Law, which went into effect in 1900.

This groundbreaking legislation was the first to regulate co-operatives throughout all of Asia.

History Co-operatives

Prior to that, several factors contributed to the rise of co-operatives in Japan, including:

The Senzo Kabu Co-operative (a collective investment organization for farmers) in 1838

The Odawara Hotoku Corporation in 1843

The Usui Corporation (a silk-reeling marketing co-operative) in 1878

The first Oku Kyodo-ten (Oku co-operative shop) was established in 1906

Why was the Kyodo-baiten born?





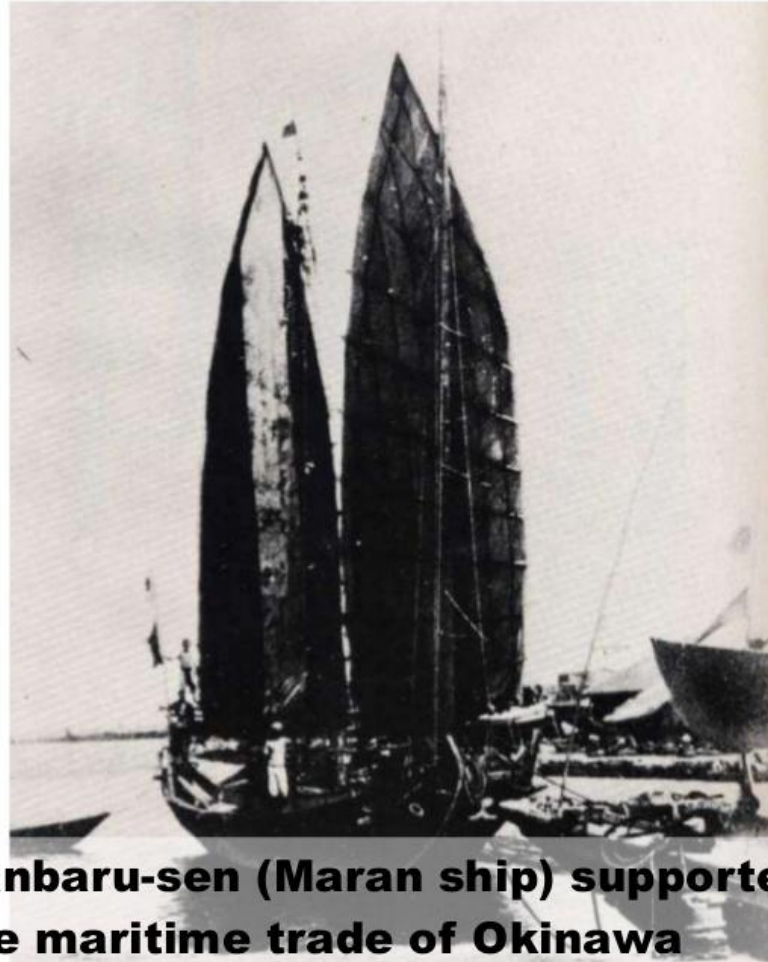
Oku village in the 1950s



RYUDO-BATTEN FAN CLUB
共同売店ファシクラブ 



**Scattered settlement in Okinawa
surrounded by mountains and the sea**



**Yanbaru-sen (Maran ship) supported
the maritime trade of Okinawa**



Naha City



Mainland of Okinawa

Foreign merchant

From Mainland Japan

Kagohshima



Osaka



KYODO-BAITEN FAN CLUB
共済売店ファンクラブ 

Foreign merchant

From Mainland Japan



Osaka



Foreign merchant

From Mainland Japan



KYODO-BAITEN FAN CLUB
共同売店ファンクラブ



The economy of then Okinawa was held by the foreign merchant who came from the mainland.

Foreign merchant store



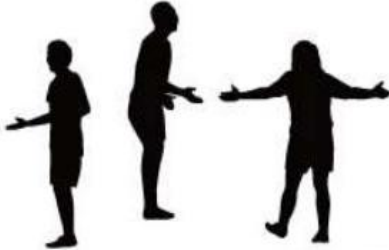
Foreign merchant store



Foreign merchant store



Commodities
Liquor, oil, soybean,
polished rice, somen, tea,
seaweed

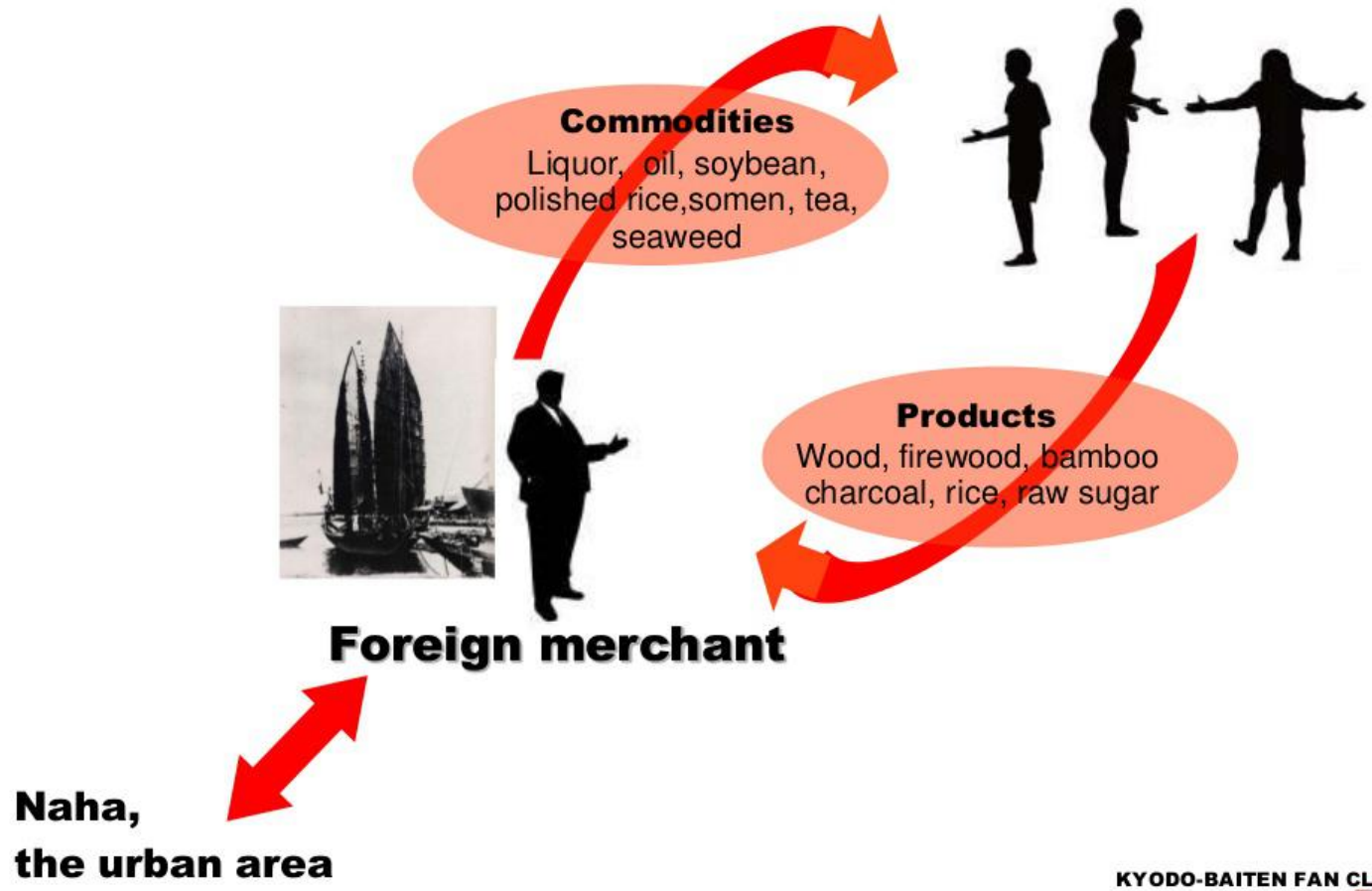


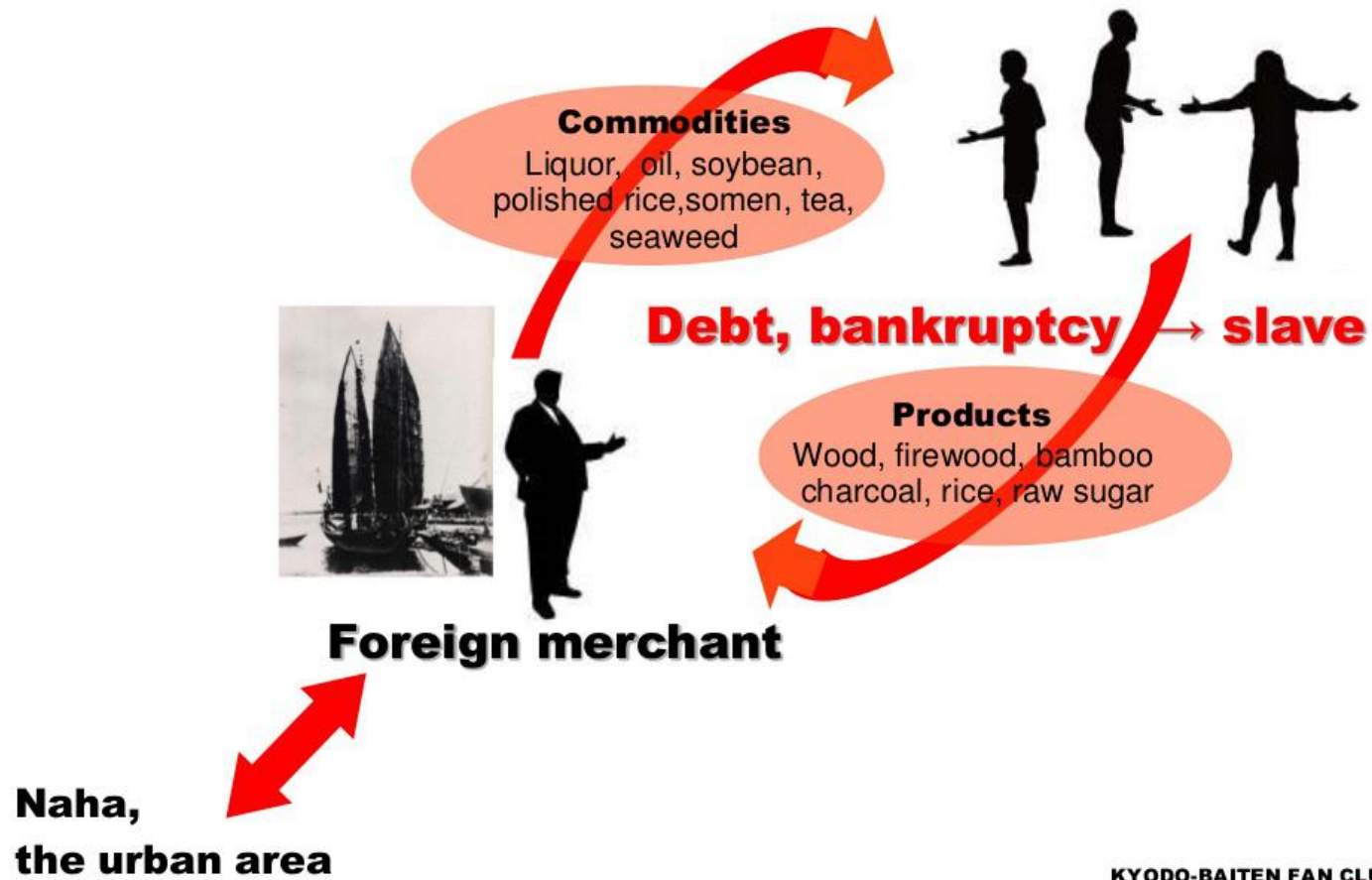
Products
Wood, firewood, bamboo
charcoal, rice, raw sugar

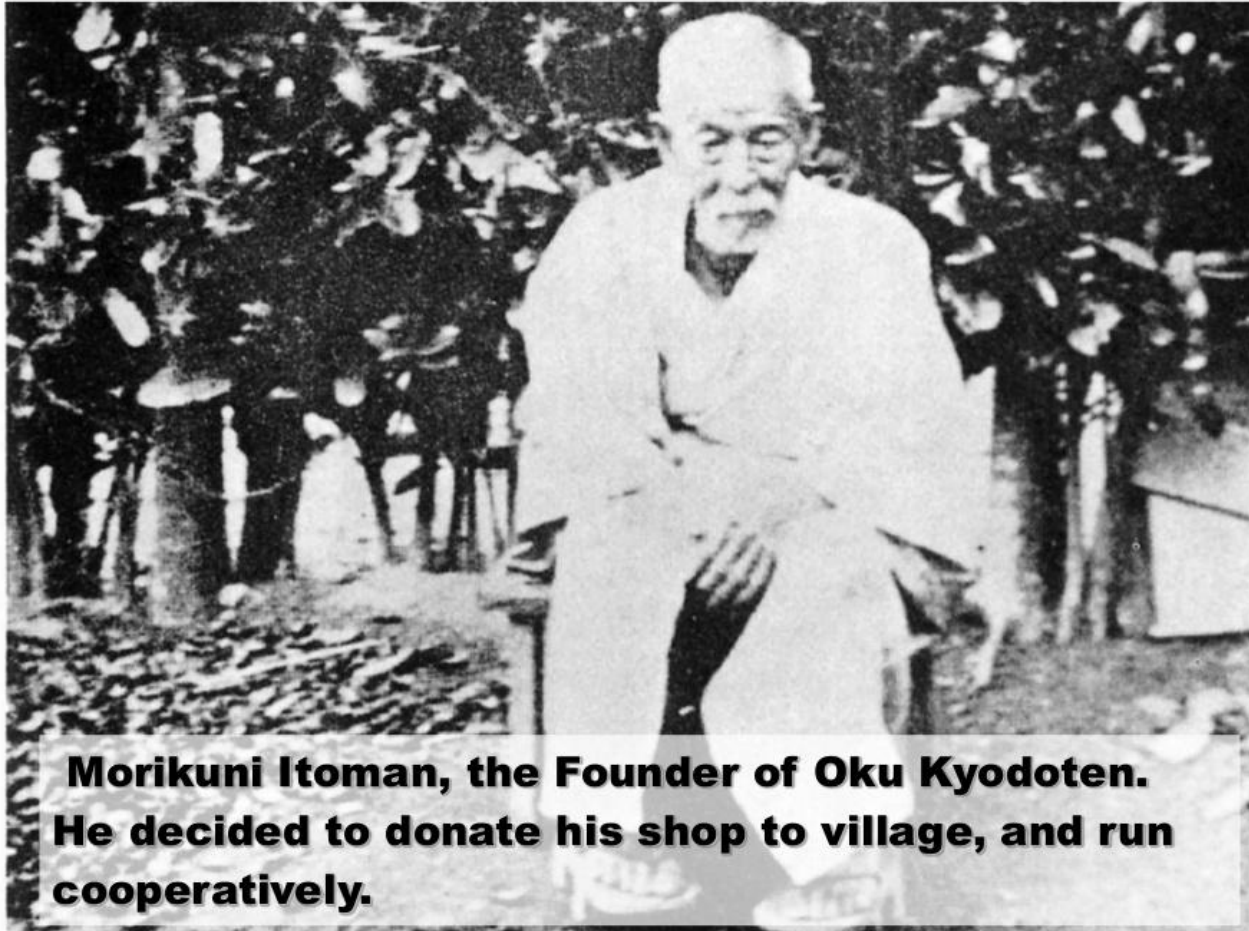
Foreign merchant

**Naha,
the urban area**









**Morikuni Itoman, the Founder of Oku Kyodoten.
He decided to donate his shop to village, and run
cooperatively.**



Oku kyodoten in 1935

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共同売店ファンクラブ 

Success of Oku kyodoten

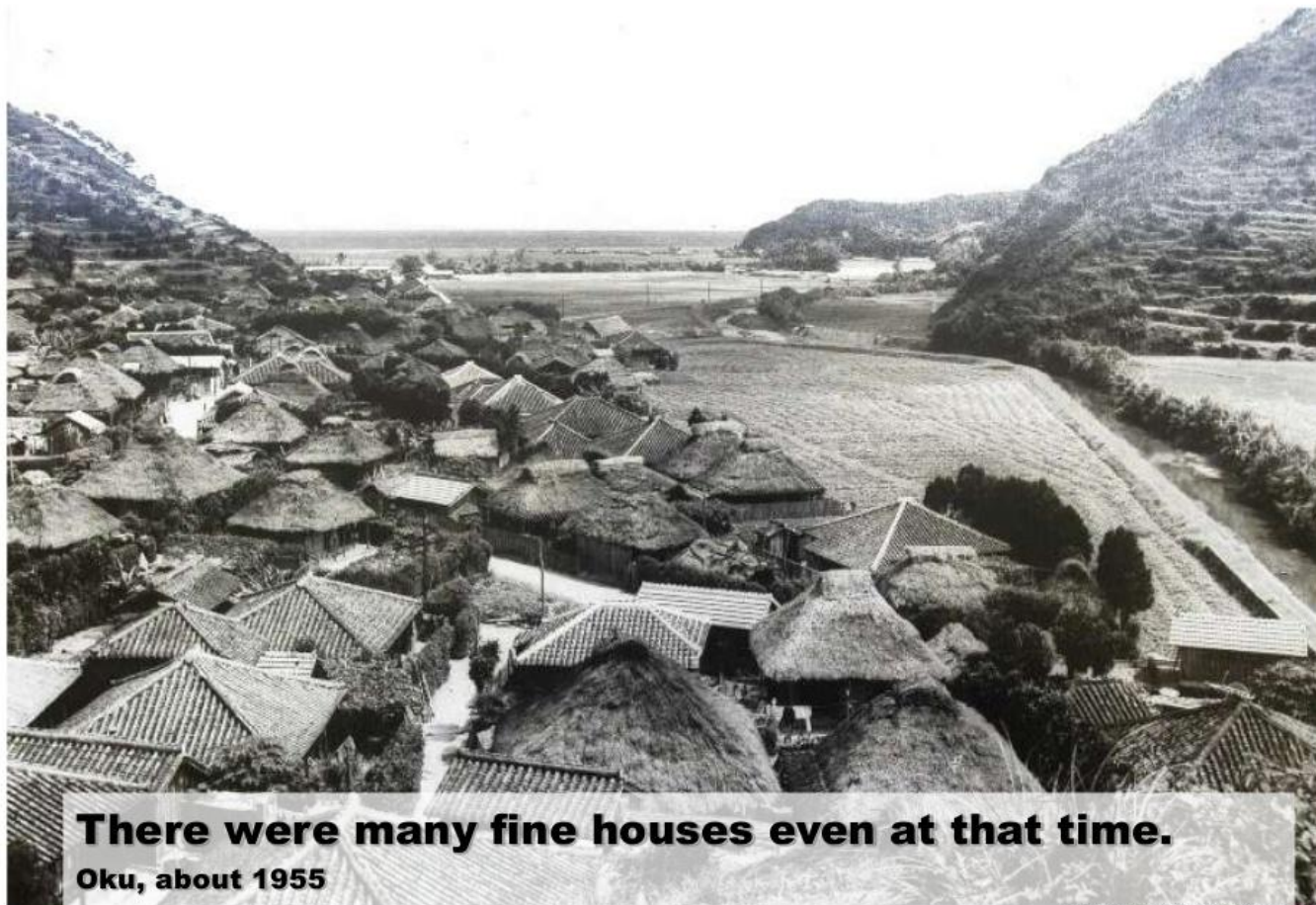
- Owns the 3 ships
- Commission of forest products (tax)
- Manage and account profits
- Tax union
- Scholarships

Success of Oku kyodoten

- Owns the 3 ships
- Commission of forest products (tax)
- Manage and account profits
- Tax union
- Scholarships

Oku was called

”Village like heaven without tax”



There were many fine houses even at that time.

Oku, about 1955

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共同売店 ファンクラブ 



Oku kyodoten in about 1955

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Women carry firewood in Oku

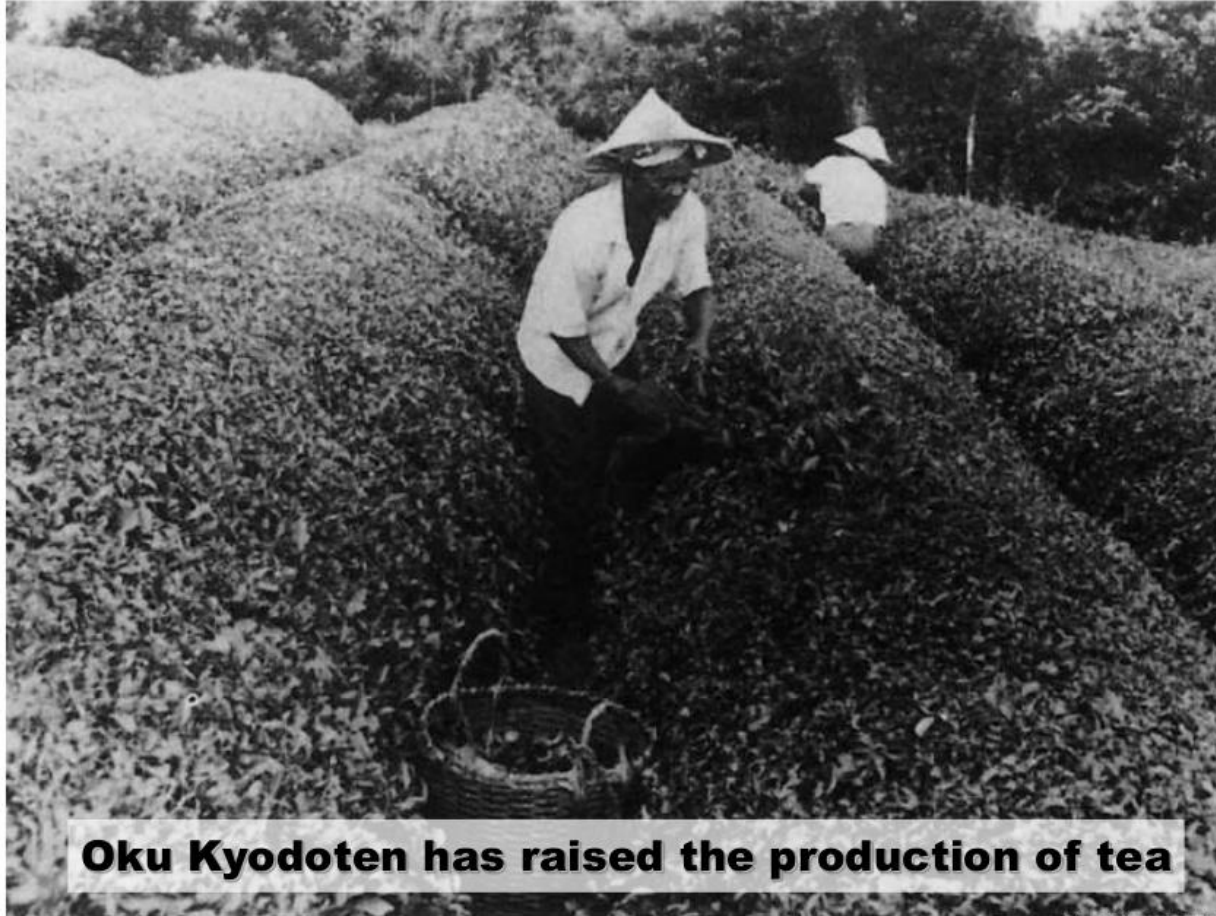
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KYODO-BAITEN FAN CLUB
共同売店ファシクラブ 



Rice husker used in Oku



Oku Kyodoten has raised the production of tea

OKU KYODOTEN FAN CLUB
共同売店 ファンクラブ 



Tea. also firewood was sold through the Oku Kyodoten

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Tea factory (now)

UB



**Tea Products in Oku Kyodoten (now)
Tea industry is still important to support the village**

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**community currency
of Oku Kyodoten (1914-1916)**



Sugar factory of Onna Kyodo-baten (Onna Village)

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Nursery of Onna



Accommodation in Oku (now)

KYOTO-BATTEN PAN CLUB
共目売店ファシクラブ 

**Others area has established a Kyodo-baiten
on the example of success of Oku.**



Others area has established a Kyodo-baiten on the example of success of Oku.



Kyodo-baiten Map 1980's --Okinawa International University



Kyodo-baiten Map 1980's --Okinawa International University

When Most, (1960's) Nearly 200 Kyodo-baiten in small Island

- The end of the war in 1945
- All became ashes
- Start again from scratch
- Supply station of U.S. forces became Kyodo-baiten
- Need for post-war reconstruction



What Kyodo-baiten have changed?

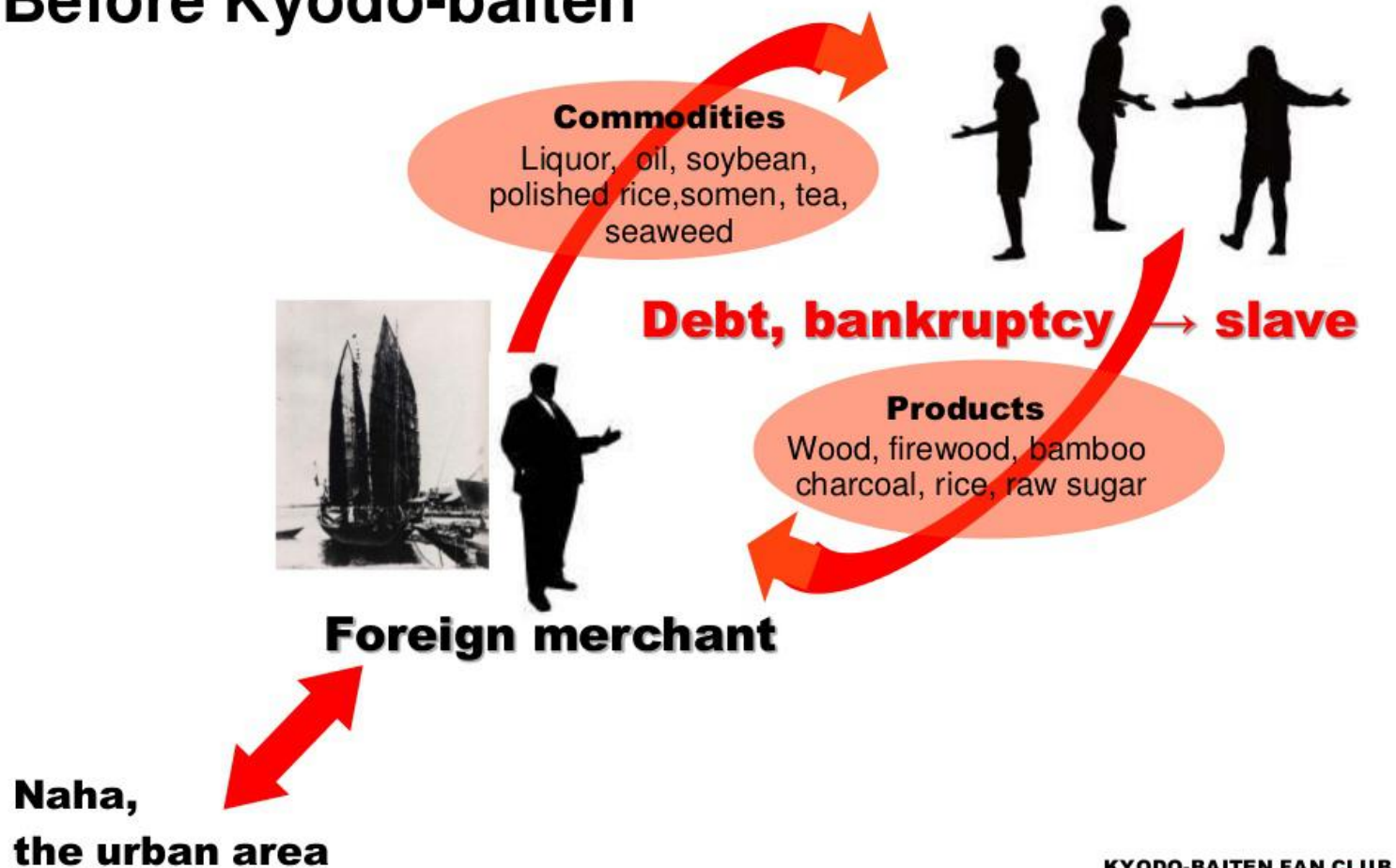


KYODO-BAITEN FAN CLUB
共同売店ファンクラブ 

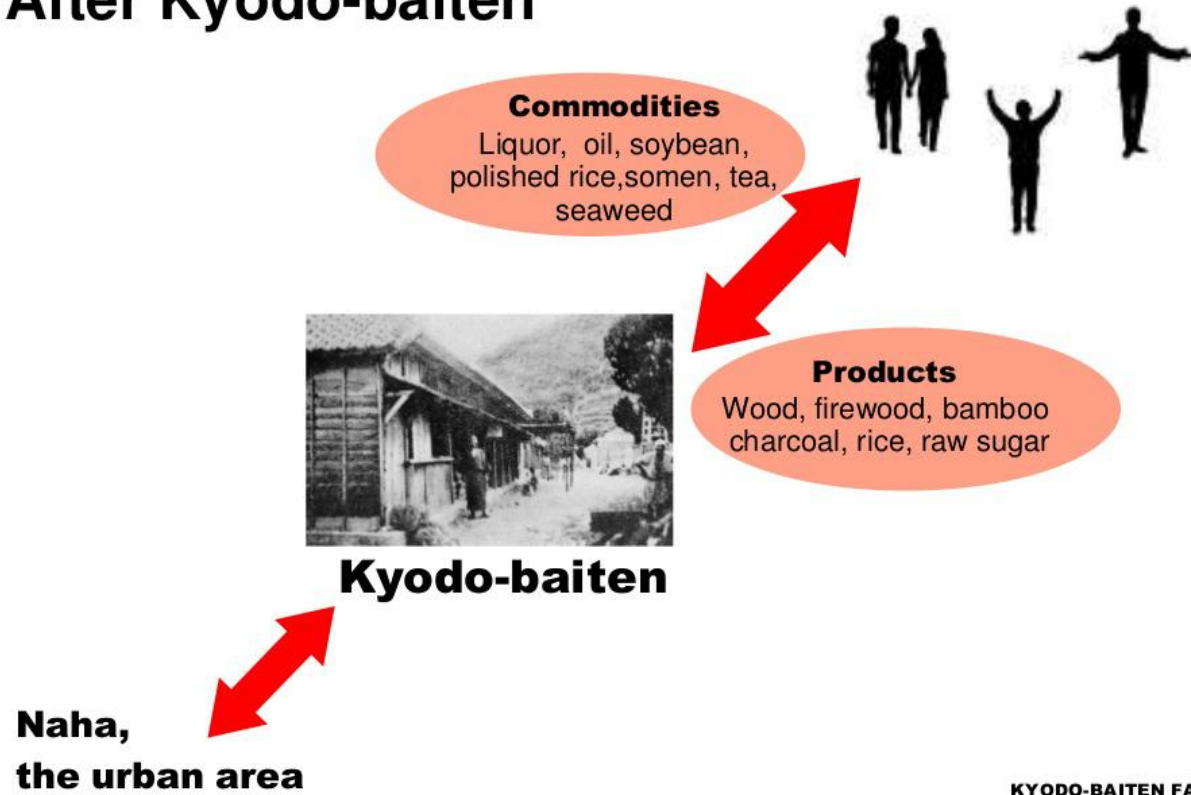
What Kyodo-baiten have changed?

- Unite the residents that do not have the capital
- The barrier to rapid changes
in the monetary economy
- Stop the outflow of capital
- Creates local economic zone

Before Kyodo-baiten



After Kyodo-baiten



After Kyodo-baiten

**Though small,
it creates one
economic zone**



Kyodo-baiten

**Naha,
the urban area**

Commodities
Liquor, oil, soybean,
polished rice, somen, tea,
seaweed

Products
Wood, firewood, bamboo
charcoal, rice, raw sugar

Benefit is returned



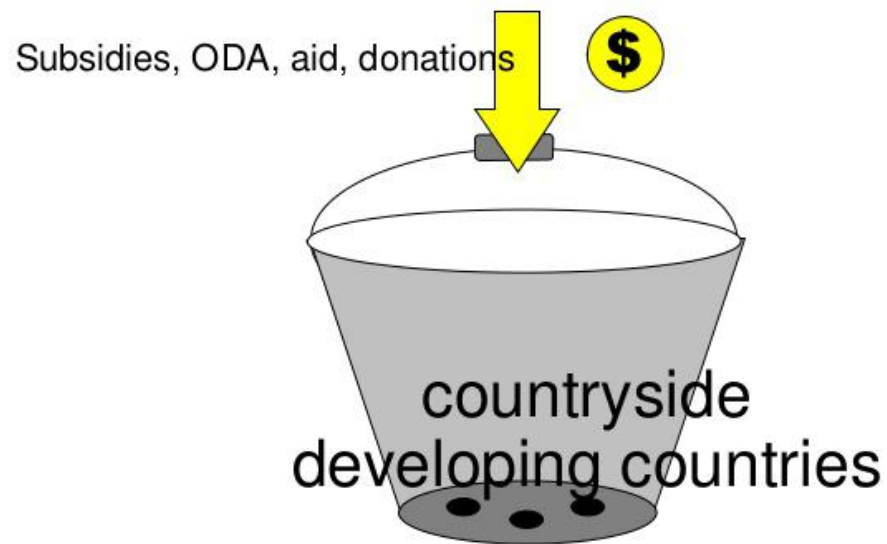
Outflow of capital

Urban area, Developed countries
multinational companies



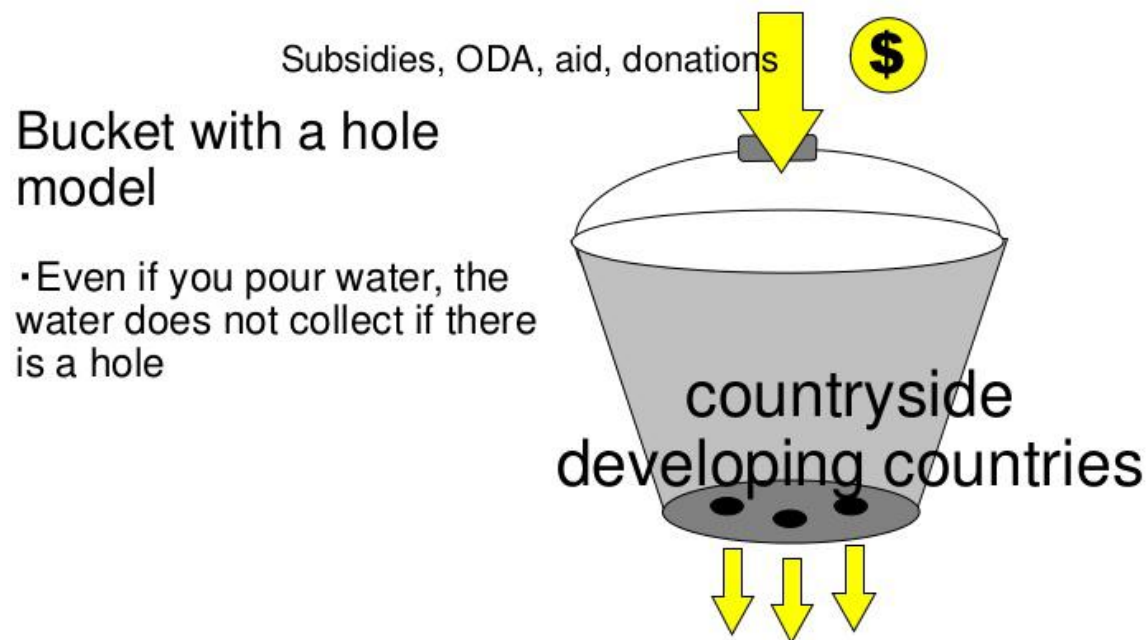
Outflow of capital

Urban area, Developed countries
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Outflow of capital

Urban area, Developed countries
multinational companies



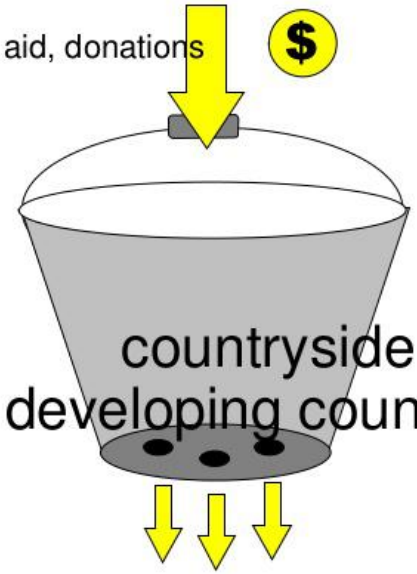
Outflow of capital

Urban area, Developed countries
multinational companies

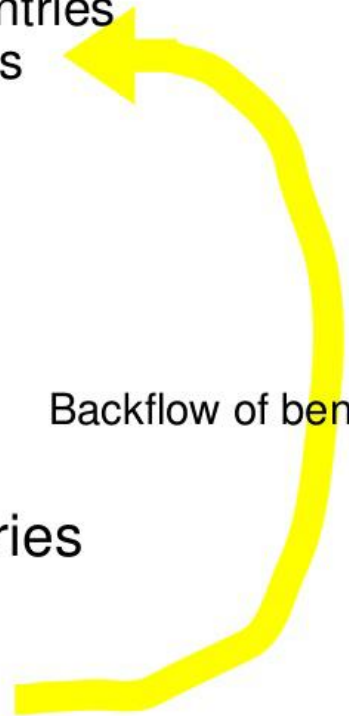
Subsidies, ODA, aid, donations 

Bucket with a hole
model

• Even if you pour water, the
water does not collect if there
is a hole



Backflow of benefit



Outflow of capital

Urban area, Developed countries
multinational companies



• To save water, please closing the hole!

Co-operative measures to protect against foreign capital

Merchant investors engaged in a kind of semi-colonial rule over various areas in the region, one example being Minamidaitō Island, which was managed by the Tamaoki Trading Firm (later the Dai-Nippon Sugar Company).

The plantation farms of Hawaii and the Philippines

Modern Kyodo-baiten

- Progress in transportation
- Development of commercial distribution

- Reduction in the number of Population
- Decrease in sales
- Reduction in the number of Kyodo-baiten

Modern Kyodo-baiten

Modern Kyodo-baiten

- Progress in transportation
- Development of commercial distribution

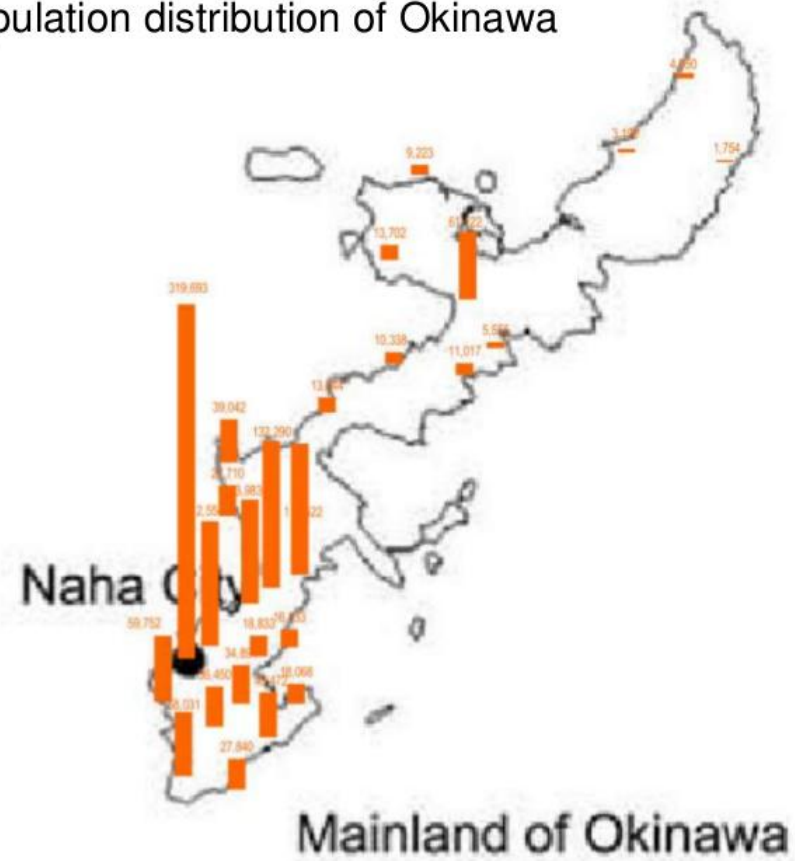
Modern Kyodo-baiten

- Progress in transportation
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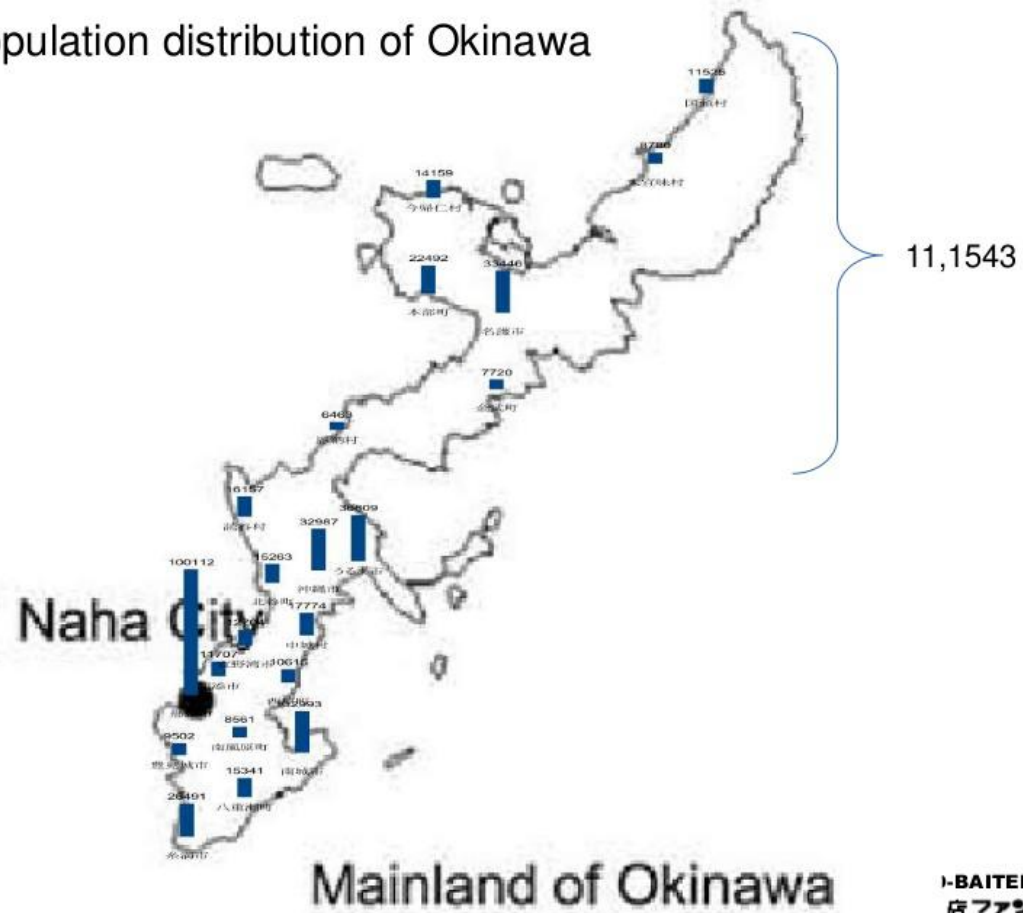
- Reduction in the number of Population
- Decrease in sales
- Reduction in the number of Kyodo-baiten

2013 Population distribution of Okinawa

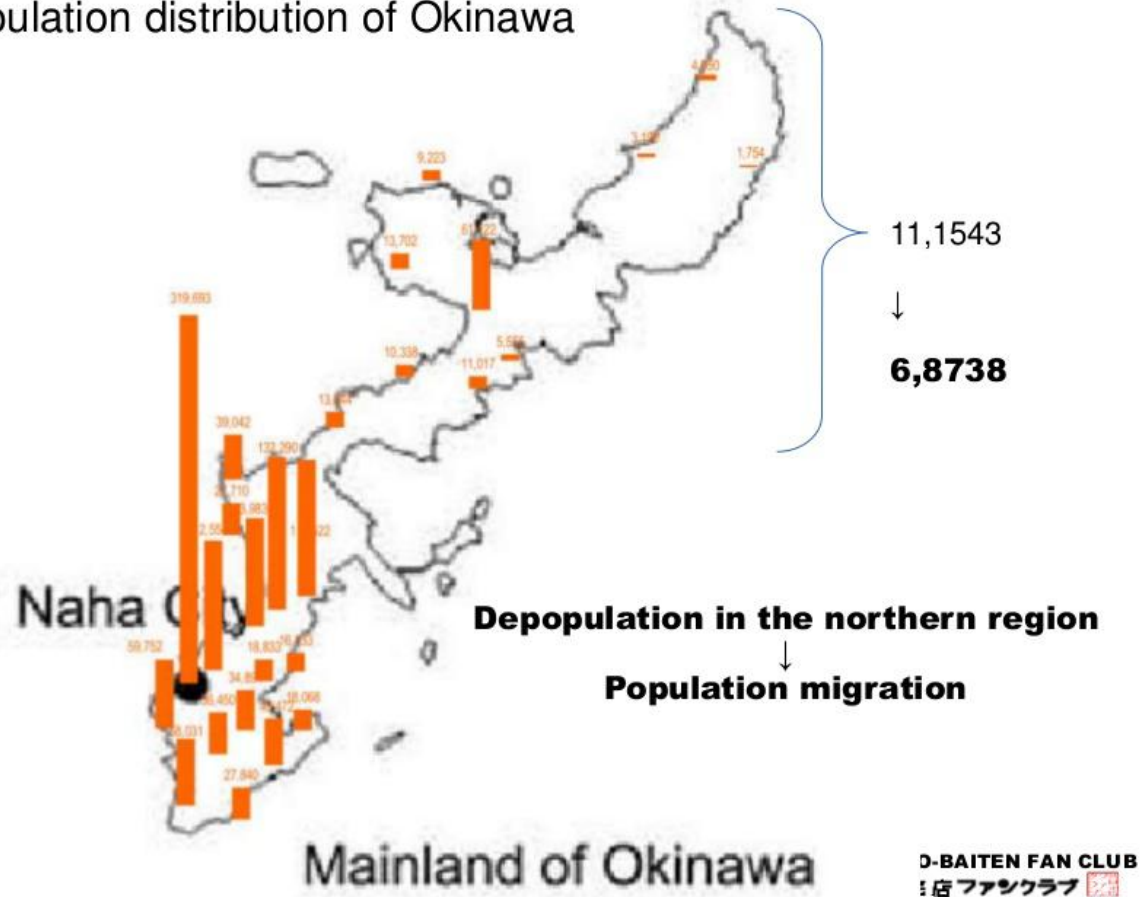


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!店 ファンクラブ

1920 Population distribution of Okinawa



2013 Population distribution of Okinawa



2013 Population distribution of Okinawa

Number of the Kyodo-baiten

Maximam nearly 200

11,1543



6,8738

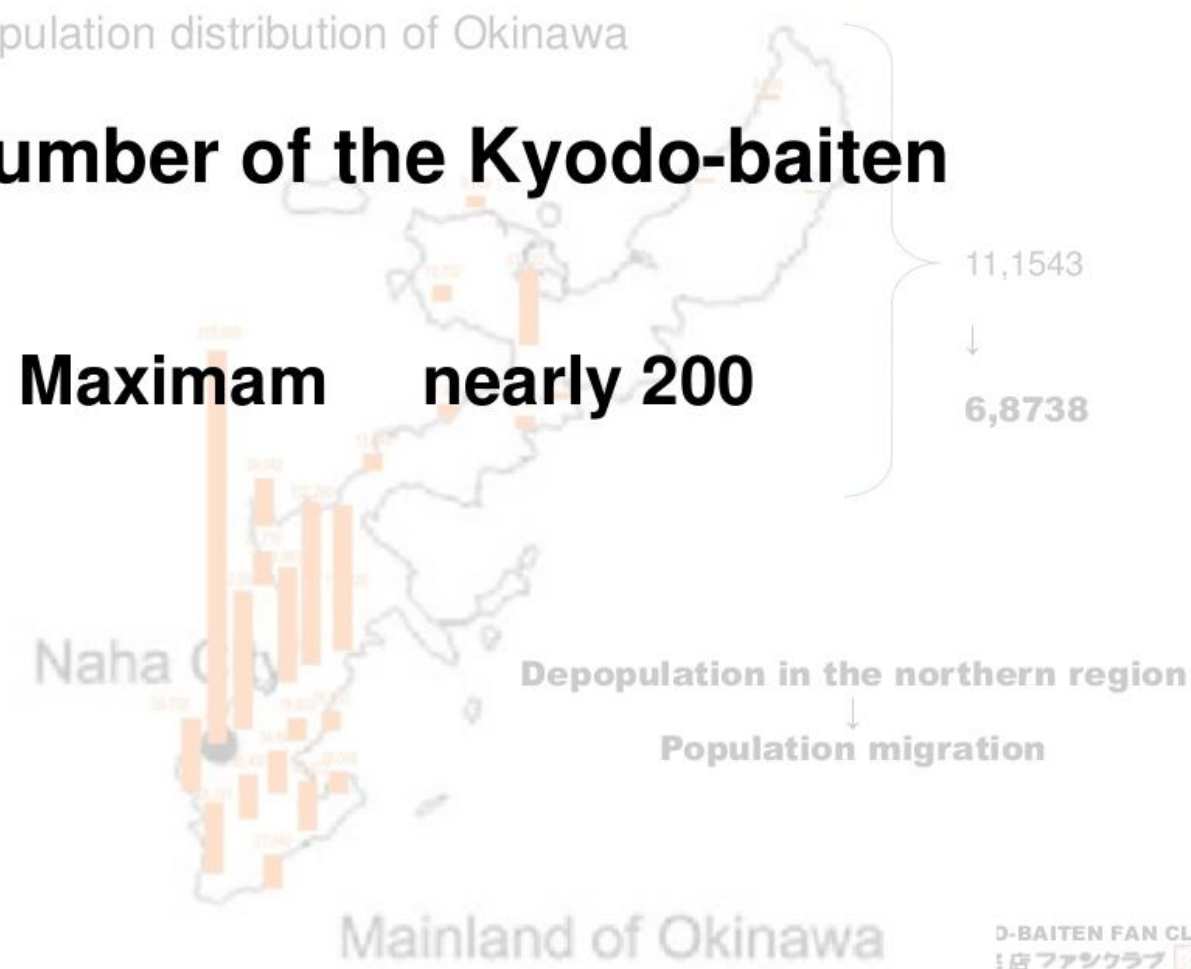
Naha

Depopulation in the northern region

Population migration

Mainland of Okinawa

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2013 Population distribution of Okinawa

Number of the Kyodo-baiten

Maximam nearly 200

1980's 120-130

Number, including the Amami

11,1543

↓
6,8738

Depopulation in the northern region

↓
Population migration

Mainland of Okinawa

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2013 Population distribution of Okinawa

Number of the Kyodo-baiten

Maximam nearly 200

1980's 120-130

Now about 70

Number, including the Amami

11,1543



6,8738

Population in the northern region

Population migration

Mainland of Okinawa

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Government and Kyodo-baiten

In 1914, the Oku Kyodo-ten were in fact dissolved once.

1900 Industrial Co-operatives Law and designed to increase the Meiji and prefectural governments' control over the association.

The organization was reformed as the Unlimited Liability Oku Sales and Purchasing Credit Association.

Government and Kyodo-baiten

The organization was placed under the supervision of the government commissioner , and otherwise rearranged to strengthen top-down control.

Business operations ground to a halt as soon as the reorganization occurred, and the Kyodo-ten promptly dissolved.

Two years later, the Kyodo-ten were reestablished through the efforts of the local community members, and once again enjoyed healthy operations under their independent leadership.

Reevaluation of Kyodo-baiten



KYODO-BAITEN FAN CLUB
共同売店 ファシクラブ 

The Shopping refugee (shopping deserts) problem in Japan



『Kaimono Nanmin』
Satoru Sugita

Shop which operated, established and manage by local residents

(Makishi, 2011.10)

- Nandemoya -Ohari Bussan Center (Marumori, Miyagi Pref. 2003)
- Hureai Kamata (Tokaichi City, Niigata Pref. 2011)
- Hurusato Center Yamada (Takayama vill. Nagano Pref. 2007)
- Ukisato Minnano Mise (Matsuzaka City Mie Pref. 2007)
- Tsuneyoshi Sonei Hyakkaten (Kyotango City Kyoto Pref. 1997)
- Huratto Miyama (Miyama Town Kyoto Pref. 2002)
- Sorayama no Sato (Ayabe City Kyoto Pref. 2003)
- Hureai Market Yorozyua (Akitakada City Hiroshima Pref. 2000)
- Omiya Sangyo (Shimanto City Kochi Pref. 2006)
- Noson (Nakatsu City Oita Pref. 2005)
- Shimaki no Omise (Yamato Town Kumamoto Pref.)



Nandemoya -Ohari Bussan Center in Miyagi Pref.

KYODO-BAITEN FAN CLUB
共同売店ファシクラブ 



Haneji Tyubu Kyodobaiten in Nago City, Okinawa

KYODO-BAITEN FAN CLUB
共同売店 ファンクラブ

Back ground of increasing local residents shops

- Consolidation of agricultural cooperatives
- Rationalization of the product distribution (Oligopolization)
- Merger rationalization of local government

Back ground of increasing local residents shops

Municipality in Japan

1888 → 71,314

1889 → 15,859

1995 → 3,472

2013 → 1,727

Food dessert in US



The issue of food dessert of American and European countries.

“Community-Owned Stores on the Rise”

A SERVICE OF THE MARINE CORPS

Community-Owned Stores on the Rise

“Hats off” to locally owned, locally operated retailers

By Heide B. Malhotra
Epoch Times Staff

Created: July 21, 2009

Last Updated: July 21, 2009

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TEXT SIZE PRINT EMAIL FEEDBACK

1 1

Advertisement

INVEST IN BRAZILIAN FORESTRY
Returns between 8-12% p.a.



PACKAGES FROM €10,000

GWM

Community-owned stores are popping up all across the United States—and the world—as entrepreneurs and local businesses look for ways to build prosperous and self-sustainable communities.

In the United States, community stores are again gaining a foothold in small to medium-sized communities that don't want chain department stores such as Wal-Mart Stores Inc. and Target Corp. to dominate commerce and drive smaller family-owned shops out of business.

“Consumer-owned stores, which began to proliferate in the 1960s, now number nearly 300 [in the U.S.] and have annual sales of about \$1 billion,” the Institute for Local Self-Reliance said in a statement on its Web site.

YODO-BAITEN FAN CLUB

同売店ファンクラブ

Village shops in UK



Community-owned village shop
by Community Benefit Society

Village shops in UK



Community-owned village shop
by Community Benefit Society

**Plunket foundation
Supports**

300 shops



KYODO-BAITEN FAN CLUB
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Maleny, Australia

Revitalizing communities through co-operative organizations

Maleny --Queensland, southeast Australia

The first co-operative a small organic grocery,

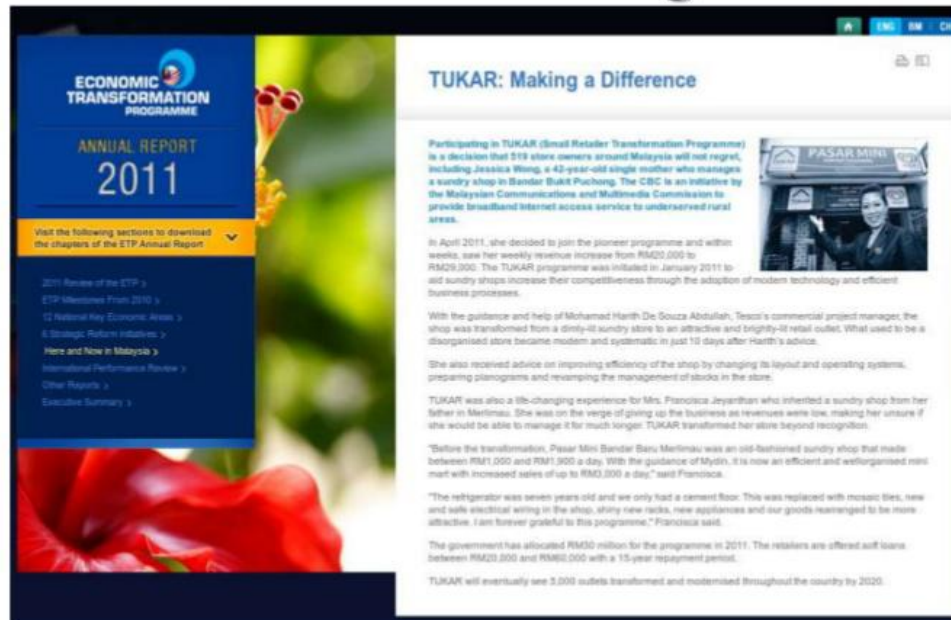
Credit association, a lot of co-ops

Recycling, tree planting, skills training for women workers, movies, radios, pubs, and more.

built upon its local currency and community bank.

Today, despite its depopulation challenges, Maleny is now internationally recognized as an eco-village.

Malaysia “Tukar Program” ---transforming traditional sundry shop




ECONOMIC TRANSFORMATION PROGRAMME
ANNUAL REPORT 2011

Visit the following sections to download the chapters of the ETP Annual Report

- 2011 Review of the ETP >
- ETP Milestones From 2010 >
- 12 National Key Economic Areas >
- 6 Strategic Reform Initiatives >
- Here and Now in Malaysia >
- International Performance Review >
- Other Reports >
- Executive Summary >

TUKAR: Making a Difference

Participating in TUKAR (Small Retailer Transformation Programme) is a decision that 519 store owners around Malaysia will not regret, including Jasaca Wong, a 42-year-old single mother who manages a sundry shop in Bandar Bukit Puchong. The CBC is an initiative by the Malaysian Communications and Multimedia Commission to provide broadband internet access service to underserved rural areas.



In April 2011, she decided to join the pioneer programme and within weeks, saw her weekly revenue increase from RM20,000 to RM29,300. The TUKAR programme was initiated in January 2011 to aid sundry shops increase their competitiveness through the adoption of modern technology and efficient business processes.

With the guidance and help of Mohamed Harith De Souza Abdullah, Tesco's commercial project manager, the shop was transformed from a dirty-dirty sundry store to an attractive and brightly-lit retail outlet. What used to be a disorganised store became modern and systematic in just 10 days after Harith's advice.

She also received advice on improving efficiency of the shop by changing its layout and operating systems, preparing programmes and revamping the management of stocks in the store.

TUKAR was also a life-changing experience for Mrs. Francisca Jayanthan who inherited a sundry shop from her father in Merlimau. She was on the verge of giving up the business as revenues were low, making her unsure if she would be able to manage it for much longer. TUKAR transformed her store beyond recognition.

"Before the transformation, Pasar Mini Bandar Baru Merlimau was an old-fashioned sundry shop that made between RM1,000 and RM1,900 a day. With the guidance of Mydin, it is now an efficient and wellorganised retail mart with increased sales of up to RM3,000 a day," said Francisca.

"The refrigerator was seven years old and we only had a cement floor. This was replaced with mosaic tiles, new and safe electrical wiring in the shop, shiny new racks, new appliances and our goods rearranged to be more attractive. I am forever grateful to this programme," Francisca said.

The government has allocated RM30 million for the programme in 2011. The retailers are offered soft loans between RM20,000 and RM60,000 with a 15-year repayment period.

TUKAR will eventually see 5,000 outlets transformed and modernised throughout the country by 2020.

Malaysia “Tukar Program” ---transforming traditional sundry shop

ECONOMIC TRANSFORMATION PROGRAMME
ANNUAL REPORT 2011

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- ETP Milestones From 2010 >
- 12 National Key Economic Areas >
- 6 Strategic Reform Initiatives >
- Here and Now in Malaysia >
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- Other Reports >
- Executive Summary >

TUKAR: Making a Difference

Participating in TUKAR (Small Retailer Transformation Programme) is a decision that SSB store owners around Malaysia will not regret, including Jessica Wong, a 42-year-old single mother who manages a sundry shop in Bandar Bukit Puchong. The CBC is an initiative by the Malaysian Communications and Multimedia Commission to provide broadband internet access service to underserved rural areas.

In April 2011, she decided to join the pioneer programme and within weeks, saw her weekly revenue increase from RM20,000 to RM29,000. The TUKAR programme was initiated in January 2011 to aid sundry shops increase their competitiveness through the adoption of modern technology business processes.

With the guidance and help of Mohamed Harith De Souza Abdullah, Tesco's commercial pro shop was transformed from a dimly-lit sundry store to an attractive and brightly-lit retail outlet. The disorganised store became modern and systematic in just 10 days after Harith's advice.

She also received advice on improving efficiency of the shop by changing its layout and operating programmes and re-amping the management of stocks in the store.

TUKAR was also a life-changing experience for Mrs. Francisca Jayenthara who inherited a shop from her father in Maricao. She was on the verge of giving up the business as revenues were low, but she would be able to manage it for much longer. TUKAR transformed her store beyond recognition.

"Before the transformation, Pasar Mini Bandar Baru Maricao was an old-fashioned sundry shop between RM1,000 and RM1,500 a day. With the guidance of Myelin, it is now an efficient and smart with increased sales of up to RM3,000 a day," said Francisca.

"The refrigerator was seven years old and we only had a cement floor. This was replaced with safe electrical wiring in the shop, shiny new racks, new appliances and our goods remain attractive. I am forever grateful to this programme," Francisca said.

The government has allocated RM50 million for the programme in 2011. The retailers are split between RM20,000 and RM60,000 with a 15-year repayment period.

TUKAR will eventually see 3,000 outlets transformed and modernised throughout the country.

The TUKAR PROGRAMME is basically transforming the traditional sundry shop to a more modern shop by using latest technology and by being more systematic and standardised.

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New Kyodo-baiten in Okinawa



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New Kyodo-baiten in Okinawa



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The future of Kyodo-baiten

The Kyodo-baiten model is also useful in developing countries.

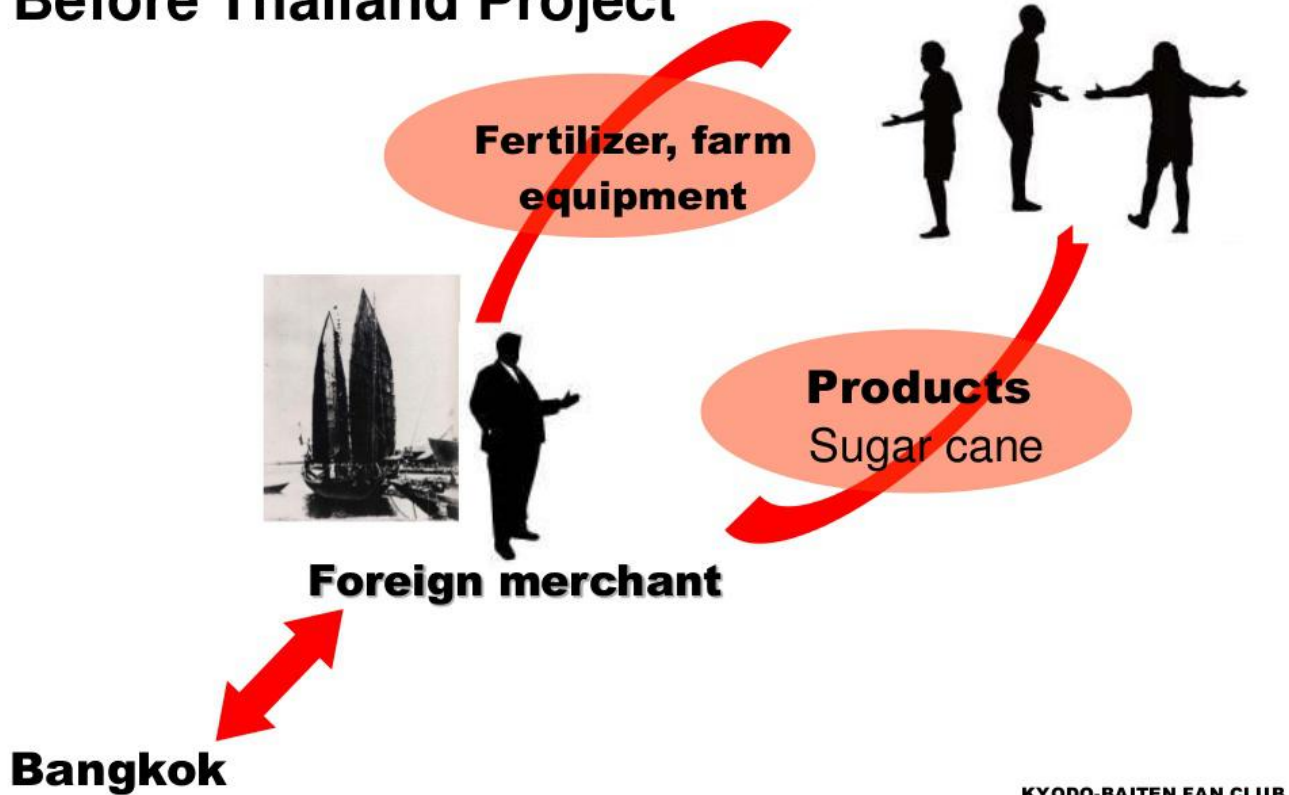
Thailand "Local Market Project" by Japan Volunteer Center



<http://kuin.jp/fur/thai2005-1/thai2005-3.htm>

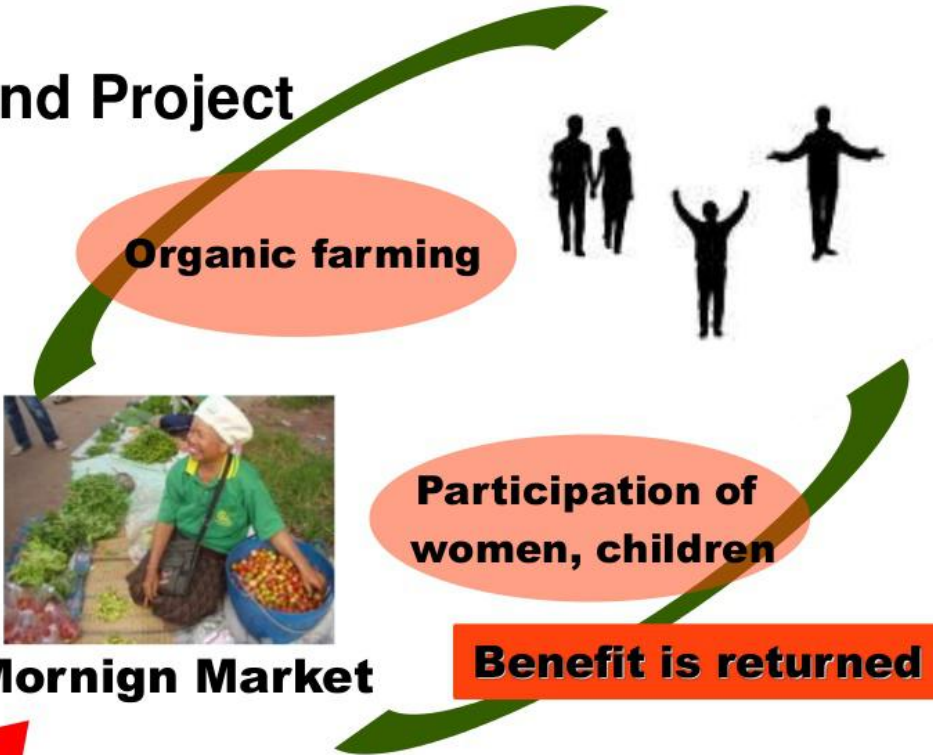
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Before Thailand Project



After Thailand Project

Though small,
it creates one
economic zone



Mornign Market

Bangkok

**Cooperate with everyone,
Make a future village
lasting 100 years!**



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