

MASUYA GROUP CEO
KEN SADAMATSU

FOOD, NATURE AND PEOPLE...
LET'S BE OPEN

SECTION 3 ——— BOYS BE AMBITIOUS!



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MYSELF, KEN SADAMATSU

PART1

FIGHT BETWEEN PENNILESS ME AND A REAL ESTATE KING

THIS CHAPTER WILL BE WRITTEN AROUND THE THEME, "ENCOUNTERS WITH PEOPLE". IN THIS FIRST PART, I WILL BE TALKING ABOUT THE OPENING OF "MAKOTO" IN CHATSWOOD ON THE 16TH OF NOVEMBER, ALSO INTRODUCING THE PROJECT TEAM OF MASUYA GROUP.

IN 1994, during the time when Masuya was beginning on the right road to success, I was approached by a real estate agent to purchase the Royal George Building on the corner of Sussex Street and King Street.

This building had four different restaurants, within its two underground floors and two above ground floors. There was a pub which offered Italian food down on the basement floor. The former owner had gone bankrupt and the Bank of Italy had the deed to the property and wanted to sell. It was during the time when Nikko Darling Harbour Hotel, now Four Points Hotel Sheraton, and the disco Maharaja was launched from Japan.

Japanese tourism in Australia was booming at the time, and I thought it would be a great idea for tourists to drink in the taverns underground or to have meals above ground while admiring Darling Harbour. It'd be good to start this project now because of the growing tourism industry. In the future it seemed to me that the whole Darling Harbour would be developed further, real estate would double or triple, and pedestrian traffic would get much more crowded.

When I consulted a lawyer, Mr Leon, at first he said the purchase price was AU\$4 million or more and the building was designated as an culturally important property. So that meant, that interior work would be difficult to approve, such as cutting down pillars and breaking down walls. Since the rules are so detailed for building standards, Mr Leon, introduced me to Mr Robert Toland,



The architect, Mr. Toland and myself

an architect, and Mr David Salter, Chairman of Chesterton, a major real estate company.

At that time, a rival had appeared during the negotiations, Mr Hemmes from the Merivale Group, Sydney's real estate king. I had repeated meetings, and good judgement and negotiation skills were needed when I did business with top staff members from the Bank of Italy. Moreover, I had no idea about how much it would cost to build a first-class project team, if the project were to proceed. How much would be the hourly pay for such first class professionals? I am not a swindler, but I was worried about how

much money it would cost. A Japanese man, who is not much over thirty, can not speak English well, faces negotiations with professionals negotiators. I wonder how I was received according to them. My restaurant at those days, were struggling to stay afloat. Was I foolish or a genius?

After all this, Merivale Group bought it for AU\$4.3 million. I went into negotiations with Mr Hemmes if I could lease the property to build a restaurant, but he refused and remodelled the whole building using his own company into what it is today, the Slip Inn. After this project, they developed food and beverage buildings in various spots in Sydney, including the boutique hotel restaurant, Establishment on George Street, costing AU\$36 million.

I don't act weak, even if I get refused many times. I continue to negotiate as fiercely as I started. I hired Mr Edwin Mock, a new lawyer and the managing director of a cooking company, Mr Ken Morton, to join our project team as new negotiation team members, and this team would perform a range of projects later on.

What I Learned from Mr Toland

ALL of the designs of “Musashi” and “Makoto” in the city as well as in Chatswood was done by Mr Robert Toland. He usually charges \$250 for an hour meeting. He is Australian and his wife is a highly skilled Chinese doctor. He used to design and develop golf

courses, houses, temples and universities in China. We work on all the geographical and social conditions of the restaurant's location together also discuss other aspects of the project.

We along with his wife, have travelled down through Japan, for three months before. We went to Japan, with a concept for a restaurant in mind, a tavern style Teppan-yaki (hot plate dish) restaurant. We inspected many Teppan-yaki restaurants in Japan. Through this trip, Musashi was born.

I have a story to tell about our inspections. The three of us were coming from Matsuyama and heading towards my parents' home when he suddenly asked me to stop while driving on a sharp curve, deep in the mountains. He got out the car, and made a rectangular shape with his fingers and looked at the scenery. He said, "Hey Ken, what a wonderful green scene!, the contrast of green rice fields, gardens, the mountains and their beautiful curves. This is just magnificent." The view to me was nothing special, but he was impressed by the living green colour and the life of the crops. He taught me that, nature can impress anytime, anywhere.

He knows the managers of almost all the major Chinese restaurants in Sydney. Thanks to him I had many opportunities to dine with other managers from various businesses and politicians. I am not sure how wealthy he is. He is a cautious person, and keeps time for his family strongly. He limits those to who he associates with, and works correctly without getting impatient. He teaches me

these diverse lessons as a first-class professional architect as well as a human being.

Relationship of Mutual Trust with Mr Morton

MR Ken Morton is the managing director of a cooking company. About eight years ago, I asked him to renovate the kitchen of Masuya, but a problem arose. I grabbed him by the collar, he was twelve years older than me, and was shouting crazily at him, because he was trying to explain the problem by saying "I don't know" again and again. It might have been a small job for him, but for me it was very important, because I was using most of what small money I had. He called contractors on the day, and they worked from 2am into the next morning fixing the problem. I thanked him truly sincerely and I spoke to him about my passion for the restaurants of Masuya Group. Since then I have asked Mr Morton, to do all kitchen jobs and supply cooking equipment. He showed me his work on other kitchens in various restaurants and the AU\$1 million cooking facility at Telstra Stadium, the main stadium for the Sydney Olympics . He is a true professional and loses no time in doing what I ask.

In November 2000, I invited him to Japan. I showed him around Tokyo and Kyoto and showed him my appreciation for his work. One day I took him to an open-air bath in Hakone on a day trip. He looked embarrassed at first but began to get used to it. I



From left; myself, the managing director of the cooking equipment company, Mr. Morton, Mr. Gravill from GIG and a builder, Mr. Daniel

said that “these hot springs are not only to refresh you, but also is a place for people to have conversations about troubles and doubts. It gives us the chance to rest our hearts. After a while he began to open up about his family and troubles throughout his career. Even though it seems that you have succeeded in life, there are always various pasts and memories.

Opening Episode of “Makoto” in Chatswood



SINCE the rent of this district is most expensive, all other restaurants were not able to be in business for long. However I was sure that it was going to be redeveloped within 5 years as a residential zone, shopping area and a business district. I felt something about Chatswood that it would boom in the future. Plus there are very little competitors. I thought, Chatswood should be the place if I were to open “Makoto” instead of Bondi Junction.

I asked the lawyer, Mr Mock, if he could introduce me to Mr Samblock, the Managing Director of Sheads International, the biggest real estate company in Chatswood for over 25 years. After six months of searching, I decided upon no.336 Victoria Avenue. The lease began on the 15th of April, and we set the opening date in the middle of August, about four months later.

However, because of frequent problems around mid-September I was worrying myself that I would become mentally ill. I was ready to go through a life or death crisis, for the first time in 12 years, that could make me bankrupt. This same situation happened to me when Masuya was established. Finance was my biggest problem. I wanted to use the top builders, best air conditioning and Mr Toland's design to make it a great restaurant. But because of these large expenses, my total budget of AU\$1 million had swollen to AU\$1.7 million as of September. Financial advisors from ten or more banks said “no” to lending more money.

At the beginning of the project, a financial company that we had met before, agreed to helping with finance, but at the last moment they declined my case. The managing director of the financial institution, said to me that I needed to sell one of my restaurants, if I wanted to finish this restaurant. I can't... because this would effect the lives of many families of my staff. There was a difference of AU\$300,000 between the highest and lowest building cost estimates, from four different building companies. I cried in front of Mr Toland, because he said that he couldn't be

held responsible for any errors if I don't use the first classbuilding company, GIG. Only thing I had left was luck. I staked everything I had on this project. Kuma-san and Naoko, from my restaurants who had been living in Chatswood for 6 years, assured me that everything would be alright once the restaurant opened. My feelings still didn't change. I trusted their words, who were risking what they have along with me for the restaurant. I believed in my fate.

At the beginning of October I received good news from a bank executive. They said that they were beginning to examine the terms to finance my company. From what I heard, he is a regular customer of “Masuya” and “Makoto”. On the 14th of October, my wife received a check from the bank, one hour before the deadline of my third payment to the builders. That was a serious make-or-break game with a piece of paper. Thanks to the staff's hard work everyday, luck turned my way. We passed the council's severe construction standards, and the dramatic opening of “Makoto” in Chatswood occurred on the 16th of November.

In the next part, I will talk about how to cook delicious steamed rice and miso soup, and let me introduce my food suppliers. Did you enjoy?

PART 2

ENCOUNTER WITH MR. CON PAUROS

IN THIS PART, I WILL TALK ABOUT DISHES THAT I AM PARTICULARLY PASSIONATE ABOUT, AS WELL AS INTRODUCING THE TRADERS WHO SUPPLY FOOD TO MASUYA GROUP.

HE is 70 years old now. He immigrated from Greece at the age of 15 and started delivering milk as work. Later on he began work as an apprentice of a fish dealer. He moved on from being a fish dealer to wholesale of seafood, processing, export and import, and the cultivation enterprise of scallop and salmon.

Currently the company's yearly turnover is AU\$81 million. Even when we go to have a meal together, he gabbles steak as much as I do, drinks alcohol dynamically and we have amusing talks every time. He still now leads his men by working together with them carrying out all his own duties, being involved in all aspects of work. This vitality shows me a real pioneering and fundamental soul.

We first met through a quarrel. One morning about 10 years ago, I was appraising at Pauros's shop just as usual. Although because his shop has few Japanese chefs as customers, they do not really stock good quality fish for sashimi . Despite this, I visit the shop, and look for various new foods.

Then, one tuna caught my eye and I asked a staff member for the price. The staff answered, "You're just asking. You're not buying, so I won't tell you." I talked back, saying "No, that's wrong. The price reflects its quality". I always want to provide not only fresh and expensive fish, but also good reasonable priced fish used for fried or boiled dishes.

We started arguing and Mr Pauros came out. I didn't know that he was the owner. "My business might be small now but it



Myself and Mr. Con Pauros from Pauros Co.

will become much bigger in 10 years ", I think I said something like this loudly. After that, in the course of giving him good advice on advancing to the Japanese market, we became good friends. I asked him what are his secrets for success... his answers were;

*Do business honestly.

*Value quality.

*Always visit and meet customers.

The beginning of February this year, Masuya Group is going to purchase 1 tonne of salmon roe 30% cheaper than the market price from Pauros's shop. We intend to offer it as a specialty at

"Makoto" and my other restaurants. Wait and See!!

The other day, he said "I'm not working for money anymore, because I am enjoying my job" Are you enjoying your work everyday? He could say that maybe because he's overcome many difficulties and is now a charismatic leader. Incidentally his most favourite fish is Red Emperor.

Questions and Answers with Mr. Fujiwara, a Fish Wholesaler

MR Fujiwara carries the highest quality of fish at Christie's Seafood located in the Sydney Fish Market. He trained his ability as a fish dealer in Tsukiji in Japan for 7 years, and he has been seeing and participating in 4am auctions, at the fish market since five years ago. Mr Fujiwara has a great range of fish to choose from.

The Yellow Tail directly bought every Monday from fisherman who comes from the North Bridge region, is splendid. Its shape is round and it can be caught only in this fishing spot. Also he sells 5 tonnes of tuna a week. Every single day is hard and serious work, so I need to adjust and wait for the time to talk to him.

Q: What would you want to say to managers and chefs of Japanese restaurants? A: I'd like them to study more about fish such as fish that is being carried for the first time at the market and great cultivated fish.

Q: What is the local fish you would recommend most? A: Alfonsino



Mr. Umeda, a vegetable supplier

Q: What is your most favourite tuna dish? A: It's my own original dish, deep fry a cut of tuna for 10 to 12 seconds at 180c, slice it thin and have it with Ponzu (citrus soy sauce).

Q: What is your future dream? A: My dream is to send sushi into space, before NASA does. I believe only Japanese people can make sushi. Sushi is the soul of the Japanese and I want to be the first person in the world to fly the soul of the Japanese to space.

Sydney has the second biggest fish market in the world. There is even a wide range of local fish; Whiting, Ocean Perch, Red Fish, Bonito, Garfish, Flathead, Mackerel, Yellow Tail, Sardine and exquisite Swordfish! There're also a range of fish which Chinese people prefer and if you take cuttlefish as an example, there are five kinds. Thank God for the Sydney Fish Market!

Mr. 'Vegetable' Umeda and Mr. 'Beef' Osawa.

GROWING vegetables is a fight against weather and diseases. Spring onions can get rust disease, and with Japanese radish, over only a few days of rain, an entire field of radish can be destroyed, even after you put everything you have into the growing. They can form cracks and black lines inside. I hear that it is no easy task to make a satisfactory product, while trying to improve the land, perceive the peculiarity of the crops, and forecasting weather, just like it takes more than 10 years for craftsmen to master their skill.

Furthermore, even if you try hard it doesn't mean you will always be rewarded. In the market, beautiful, straight vegetables with the same size range, are preferred. To meet this achievement, you have to use large amounts of manure and agricultural chemicals. When using chemicals it forces you to undergo a mental battle with your conscience. Doesn't honesty pay in agriculture? In the Nikkei newspaper the other day it stated that the genome of the Matsutake mushroom had been clarified 100% in Japan. That is, in several years, Matsutake mushroom will appear on the market in large quantities at a lower price. In this way, the development of science and technology changes the old ways of agriculture, fishing, the view of food and life style a lot. Mr Umeda started growing Oba (macrophyll), eggplants, cucumbers, pumpkins, capsicums, turnips, etc. eight years ago with completely no agrochemicals. Currently he supplies vegetables at the Flemington market to many Japanese restaurants. Now...

Q: Which is more delicious, Japanese vegetables or Australian? A: Vegetables such as pumpkins and onions, which Japanese people prefer to eat, the Japanese type is more delicious.

Q: In case Japanese vegetables and fruits are imported, will Australians accept them? A: Yes, they will. We have past records that "the 20th Century Nashi pear" from Tottori prefecture and white peaches, were imported from Japan and they sold well among Chinese and Australian people in spite of their high price.

Q: What is the best vegetable that you've grown until now? A:

Turnips. This one became popular in a week at the Flemington market. Australians also understand the taste well.

Q: Do you think Japanese farmers could be successful in this country? A: No, that would be difficult. It takes a pretty long time to understand the difference in the quality of land and also even if it is understood, it doesn't necessarily mean you can make an ideal field straight away.

Dream and reality are surely different. By the way, Mr Umeda seems to have a friend who is an expert of Japanese radish growing. I hear the expert is Australian. I really want to meet him with my staff and study about the essence of Japanese radish production from an Australian. The next person I would like to introduce is Mr Osawa, a supplier of beef. There are about 40 kinds of beef cattle just like there are many sorts of grapes. Among these kinds, the black-coloured Angus, red-haired Shorthorn and blackish brown Hereford are especially famous and they have all different tastes.

Moreover, each beef tastes different depending if it's grass-bred beef or grain-bred beef in a barn. Also tastes differs depending on each part of the body. The growing and aging period are really important. Quality parts of the body are kept in a refrigerator for about a month until it forms blue mould. After this period of dry aging, the mould is taken off and delivered to steak restaurants.



According to Mr Osawa, since it rains more in Victoria than NSW, Victoria has better quality grass. He also says Victorian or Tasmanian grass-bred beef are better. Cows naturally eat grass, so the grass must be of good quality, so they will become wonderful beef cattle. Mr Osawa has been working at the meat factory near the airport from 5am for 4 years, cutting and supplying various kinds of meat. He tells me that he wants to visit dairy farmers in various parts of Australia from now on.

In addition, the best steak restaurant in Sydney I would recommend is “La Grillade” which has been open for 25 years, located in Crows Nest in northern Sydney. They have excellent chefs, waiting staff, and a wine list, with a cosy and relaxed atmosphere. I would suggest Japanese working holiday makers and students who have experience in the restaurant industry to work in such a restaurant.

By the way, I will become an Australian citizen in April this year. However, my taste won't change. The greatest feast of my life, is rice and miso soup, I believe, the foundation of Japanese taste. I do and I will think the same 50 years later. In the next column, I will give you my real thoughts on the difficulty of Japanese restaurant management in Australia, along with talking about the staff of Masuya Group. Did you enjoy?

PART 3

THE PEOPLE WHO COMPLETE “MASUYA”

THIS THIRD PART OF CHAPTER 3. “ENCOUNTERS WITH PEOPLE”, I WILL TALK ABOUT THE DIFFICULTIES OF MANAGING A JAPANESE RESTAURANT IN AUSTRALIA, ALONG WITH TALK ABOUT MY STAFF OF MASUYA GROUP.

THE opening year of each restaurant, was always tough. I wasn't able to realise each staff's abilities and skills, and also restaurants don't work well with new facilities. Throughout the first year, the staff were complaining and started leaving. However, those of who had made the restaurants successful, along with overcoming these hardships, are the ones who complete “Masuya”. I will mention a few names, who I believe have effected the outcome of Masuya group in some way.

“Masuya” restaurant still continues to evolve now. In two years, “Masuya” will be reborn, through renovation and renewal of the menu, so that Australians can enjoy more. More than 500 staff have worked for the restaurant in the 12 years it has been open, including the previous manager, Mr Nakatani, who made the restaurant a prosperous one, and the present Manager, Ms Okawa who made even Monday lunches fill to capacity.

Nine years ago when there were three Bangladeshi and five Sri Lankan persons, with a few Japanese people in the kitchen, Mr Nakatani arrived from Japan. However, most of the Sri Lankan staff , who were valuable to the restaurant had quit because of conflicts from different religions etc. Many of them were political refugees. Only Roy, Tito, Prio and Rupo stayed and concentrated on work very hard. Those who come from poverty-stricken countries, have a strong and hungry soul, with their strong faith in their respective religions keeping them self -controlled. They have all graduated from the restaurant and are good chefs that can work anywhere.



Balan Cutting Art in the Masuya restaurant

Mr Okuyama, was a person that many of the staff was able to turn to for comfort and advice during tough times. The Japanese chefs always tried their best, while being considerate about the difference in national traits of their Korean co-workers.

An Australian waiter, Lachie who has increased the number of Australian customers, has been dedicated to the restaurant for 4 years. Recently he started building his family's house by himself on the weekends, and he speaks fondly about living in the nature.

“Makoto” in the city became a popular restaurant two years ago, which forms lines of 40 people outside the restaurant. The present manager, Mr Miyamoto does his best by working his heart out everyday. Jack who is like a guardian god for us, and Tony “Always Smile” always smiles for us. Mr Naito, who is in charge of the rolls, and Sajal who has been with us for ten years...

Also in “Musashi”, Mr Byun, became the manager as of this year, and is helped marvellously by Ms Sahara and other leaders. Under the guidance of the manager Mr Byun, “Musashi” is going to provide an original menu uniting food and the art of cooking of Thai and Korean cuisine. I want to create a more free and fun menu.

The restaurant in Pyrmont closed 2 years ago. I can't remember how many staff cried and how many tears were shed - I sold the rights of the restaurant and still now every time I pass by, where it used to be, I feel sorry for the staff.

I acknowledge that I owe it to the cooperation of the past and the present staff as well as their families that Masuya Group is now successful. The restaurant will carry its staff's and also their families' lives on its back. What will their work be in 5 - 10 years... work is a lifetime thing, and makes a big difference like heaven and hell, if there is work worth doing or not.

"Balan (sushi garnish) Cutting Art" displayed in Masuya Restaurant

WHEN a business is going good, it seems like everything else starts to work out, but once something goes bad, you enter a vicious spiral. Mr Hidaka, an employee of my first restaurant, earned a business visa to work here, because I became his sponsor. I told him about my future dreams. He was a very hard worker. When the business was beginning to go down, I was troubled and struggling. I didn't know what to do and my passion was fading out. During such time, his already bad eyes took a turn for the worse from exhaustion and stress, and his doctor warned him that he might go blind. After all, he took an operation and I thought I should've given him my eyes. I regret that I couldn't take care of him, and was ashamed of myself. After that, I decided to take him to receive training as a chef at a first-class Japanese restaurant in Sydney. This was because I thought he would just get more trouble if he was with me. When I fail, I want to fail by myself. At the restaurant where he was receiving his training, he made an amazing piece of art, from cutting balan, with me in his mind. Balan is the green plastic decoration on sushi and sashimi, which various pictures are cut out using knives. In spite of his thoughts for me, I would still work passionlessly and one morning, Mr Hidaka came into my restaurant, and threw a Trevally fish at me and left.

Difficulty of Japanese Restaurant Management

NOW, I'm going to talk about the difficulty of Japanese food business which continues to increase in Australia.

(1) High price of Japanese food ingredients

This depends on the cost of seasonings imported from Japan and also fish bought in the fish market. It is common to use cheap parts of beef or chicken, to bring out the best of your menu.

(2) High personnel expenses

In Chinese or Thai food, a "Wok " is capable of cooking a variety of dishes but in Japanese food, cooking is divided into deep frying, grilling and sashimi sections, personnel expenses cost more. Moreover Japanese food uses so many different kinds of plates, bowls, pots and pans so in the case where tableware is damaged in a sophisticated restaurant they will cost 5 times or more than common ones.

For example a Japanese restaurant with 50 seats; the personnel expenses is 30% higher than western food restaurants because of a larger menu, more kinds of ingredients and more time is needed to prepare. Here is one of the reasons why Japanese chefs' pay is low.

(3) Payment of GST

Since 2000, paying 10% for GST (Goods & Service Tax) on sales, makes the food and beverage business difficult to earn a



At a BBQ party with staff who established Makoto at Bronte Beach

profit.

As the development of the IT industry and various kinds of technology, we live in an age which requires us to demand “value for money”. Times has changed to where only business with a firm concept and strong management ability can survive.

Well, in order to clear the problems above,

- (1) Make it a small restaurant, managed by family and prevent the personnel expenses rising.
- (2) Carry out a franchise style business suitable for this time, learn this operation which has a higher rate of profitability, and then become independent with your own new concept later.
- (3) Determine your target customers, either Chinese or Australians and complete the operation, with no unnecessary acts.

If the target is Chinese, focus on the price and quantity of meal, on the other hand if it's Australian, encourage your interior and waiting method that allow them to enjoy drinking slowly. Concentrate on a single target in ways like this.

Let's go to Karaoke! Let's go for BBQ!

I often go to Karaoke with the staff. Chinese, Indonesian, Korean, Taiwanese... I don't know any of the songs they sing except for the English ones. I sing songs too but, my karaoke is not popular at all, because I think my songs are too old for them. I'm also surprised at the staff knowing Japanese pop songs. It's fun. Everyone smiles

and laughs. The other day, I sang the Carpenters' "Top of the Town" which is more than 20 years old. Karaoke has no national boundaries. It is a great culture which allows you to express yourself.

The Manager, Mr Miyamoto of "Makoto" in the city loves BBQ. We often go to Bronte beach for a BBQ. If you look around, you can see that there are different cooking cultures in BBQ among people from the Middle East, Thai, Korean and Australian. Hey working holiday makers! Why don't you go to Bronte beach for a BBQ. You can make friends straight away in the blue sea and the blue sky. Just begin by saying "Hello, how are you?" In the final piece of this series, "BOYS BE AMBITIOUS!", I will talk about my mental state at the moment as an entrepreneur as well as a human being in a family - the honest feelings of my fading passion at 43, and my life for 50 years more... am I capable of enjoying my life?, will I have more dreams?, and will my name live long after death? I will also guide you through a range of festivals held in Hunter Valley which is seeing a harvest term from March and then I would like to conclude my column.

Well, see you soon. Did you enjoy?

PART 4

MYSELF, KEN SADAMATSU

WHAT IS SUCCESS TO ME? I WILL LOOK CLOSELY AT MYSELF, "KEN SADAMATSU" AS A MAN AND A PROPRIETOR AND ALSO SPEAK FURTHER ABOUT HUNTER VALLEY WHICH IS IN HARVEST NOW. AFTER THIS I WOULD LIKE TO CONCLUDE MY YEAR LONG COLUMN SERIES.

THE new restaurant "Makoto" in Chatswood is not going well. Although we started with a large investment and payment of high rent, it was my arrogance that declared that there would be long lines in front of the restaurant in a quiet street, wasn't it? Today, only 400 to 500 customers a day come in to dine, which is half of our target. For the last seven months, I have been stuck here in this new restaurant and I haven't had the chance to perform any of my other managing director duties. I don't even know what the date today is. In order to cure the numbness in my hands, and my absent mind at times, I do my job and take 30 minutes out of everyday to have a massage.

Also in the last few months, I sometimes haven't been able to sleep because of problems with personnel and also accidents that arise in each restaurant. The owner of a bar where I sometimes go for drinking looks at me and says "even when you are drinking you can't relax" What is always in my mind is that my restaurants carry the lives of many staff and their families. Even if I go to the fish market in the morning at 8 then work non-stop till 11 pm, I could have a meeting afterwards, then drink with the staff at midnight. However I don't have the physical strength and energy to do that now. To be honest, I am worried if I am going to break down today or tomorrow. In six months I have to put Chatswood back on track, if not, I am going to be in trouble financially.

KEN Sadamatsu “the Man”

EVEN now I can not remember my daughters' birthdays. Do my daughters think I am respectable? I break promises with my family easily, for my own convenience. As a husband, have I really given something to my wife, who has been building up the company together with me, to live for? Hasn't she had enough? Have I just made trouble for my family, because of my “AMBITIOUS” nature, and my reliance on them?

My mother has been living on her own since my father passed away, 25 years ago. Although she fell sick and was hospitalised several times, she never informed me of this because she didn't want to bother me. Moreover the last time I have seen my wife's parents' was 8 years ago, also I am not able to greet them for the New Year every year either. My life is similar to that of the monks on Mt. Hiei. Once these monks begin their training, on Mt. Hiei, they are not allowed to go back down the mountain, even if their parents pass away. I give passionate speeches about what hospitality is, what the hospitality mind is, to the staff. But maybe its me, that doesn't know anything about hospitality... When I look back on my past self, I can't help but say to myself, “Hey Sadamatsu-san, you are too immature for a 43 year old man with all your experiences”. First of all, why did I immigrate to this country?

Immigration

MEN will have luck -

Those whose married life did not work out, and those who are married happily.

Those who did not do well with work, and those who did.

Those who are not healthy, and those who have lived long. Those who encountered misfortune, and those who have come across good fortune.

Those who have become a single mother and lived a life here.

Those who want to get a job but can't find ideal work at the age of 50.

Are you happy to receive treatment here, after getting sick and turning 60? When you turn 70 and are alone, because you have lost your life long partner, do you think it is fortunate to spend the rest of your life here? When you are 80, don't you think you want to be buried in your family tomb, back home in Japan rather than here in Australia, where there are few friends and relatives.

Do you, as an immigrant, want to be buried in this ground, rather than your homeland of Japan? My answer is yes. I love the nature, the climate and the people of this multi-cultural nation, Australia.

I, who crossed the sea 25 years ago with ambition, am still challenging and continuing to make my dreams come true while



Tempus Two winery

meeting various kinds of people. It is my turn to help people realize their dreams, instead of Mr Higuchi, who has made my dreams a reality. In 10 years, assuming the Masuya Group grows up smoothly, along with meeting the requirements of the tax law, the immigration law and labour law of this country, hopefully it will be listed on the Australian Stock Market. I will make a grand plan of its structure as well as a plan of my life for the next 50 years.



Tyrrell's winery established 150 years ago

Hunter Valley in the Harvesting Season Now!

A two hour drive from Sydney will bring you to Hunter Valley, wine country. There are nearly 120 wineries, 50 cafes and restaurants and more than 100 places for accommodation. Besides my favourite wineries introduced before in Chapter 2, there is also “Tyrrell's” which is one winery that has produced the best wine in the world, since 1858. “Tempus Two” winery has a wonderful layout inside and has a restaurant, “Oishii”, which fuses Japanese and Thai cuisine. This company's business model attracts great



The white church of Hunter Gardens

attention in Australia, which has become successful in a short period. Its concept, design of the shop and wine bottles, marketing and sales promotion, all under a young manager, "Tempus Two" is expected to be a winery which can cope with great international attention. In addition, Cypress Lakes Resort is popular among Japanese people, along with the golf course that Greg Norman designed as well as the many galleries in Hunter Valley.

Recently, many weddings have been conducted here in Hunter Valley. There is the "Wyndham Estate", "Tatler Vineyard" and "Lindemans Winery" which are able to accommodate 300 people



20th of February, celebrating wife's birthday at Peppers Guest House

and also "Peppers Convent" and "The Sebel Kirkton Park" which would suit small weddings. Especially the white church of "Hunter Gardens" with the mountains behind is beautiful, supremely touching and moving, even if only the bride and groom are present. Why don't you one day, go to a tourist information centre and attain information about Hunter Valley, hire a car for three days, and have a wonderful break. You'll have twice or three times more fun and memories. I will also want to invest in a small winery, producing good quality wine and experience the whole production line of producing wine, from growing grapes to the bottling of the

wine with the staff, if my business starts to pick up more.

Over this month and the next month, the Harvest Festival will be held. There will be a jazz concert inviting internationally famous musicians and social dances. You will be able to enjoy yourself on the other side of Australian life, which is different to the bustle of the city. In this season I strongly want to recommend working holiday makers to try grape picking or working at restaurants and hotels located there. However when you work at restaurants in Australia, there are some points where you will have to be careful. Write me an email, and I'll give you advice.

Conclusion

I think that if I am not healthy, there will be no business plan for the next 50 years, and also it will be difficult to continue on making my dreams true. In 2008, I am planning to travel Australia, Japan and around the world for a year. While I travel, I intend to feel the food shortage, food cultures and religions as well as to inspect the top-class restaurants and wineries around the world, and coming back to this place, Australia.

Although I am not experienced enough yet I need to continue challenging myself and walk my road slowly and patiently. Also do religious services in the morning and appreciate each day... looking to my wife as an example - isn't it right, Echiko?

To the people who offered me this opportunity to write my

stories on work, food and nature over the last year, thank you very much. I really appreciate it.

Did you enjoy?

The End.
April 2004

Ken Sadamatsu Managing Director of Masuya Group



*1: A.T. Farm has unfortunately closed their farm business. Mr Bonn is currently in charge of research at an Australian Government agricultural organization of. He is also teaching agriculture to farmers in Vietnam.



*2: Seafood supplier, Mr. Fujiwara has left Christie's Seafood.