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# **A Study on the Vitalization of Music Halls of Tokyo - An Application of Extended Soft Systems Methodology -**

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## **ABSTRACT**

There are about 3000 music halls in Japan. Management conditions of those music halls are not good enough. In order to improve these management conditions, for example, the designated supervisor system as a management system has been adapted to the operations of several music halls in Tokyo metropolitan in 2005; for example, 'Tokyo Bunka Kaikan' and 'Tokyo Metropolitan Art Space'. The purpose of this paper is to propose a basic model to vitalize music halls from the viewpoint of the organizational knowledge creation theory[6] by applying the extended soft systems methodology[8].

**Keywords:** soft systems methodology, knowledge management, vision, concept creation, music hall

## **1. Current State and the Future of Music Hall**

Why do music halls in Japan try to spread the West classical music to Japan? It is thought as follows. The West classical music is not a mere amusement. An essential meaning that the West classical music is necessary and indispensable to the society exists. It is said that the social climate of Japan is materially rich. However, the number of those who commit suicide is about 30,000 people a year after 1998, and there are a lot of businessmen in his fifties. (evening newspaper on the Nihon Keizai Shimbun July 29, 2005). The country, the region, and NPO, etc. have done various approaches to this social issues so far. However, the number of those who commit suicide has not decreased. "Person's mind is cornered and 'Death' is compelled (evening newspaper on the Nihon Keizai Shimbun July 29, 2005)." In addition, we should investigate the problem of the mind. Then, when is man's mind peaceful? It is thought, for instance, it is embraced to love held in mother's arm that a lot of people understand easily.

We take the nourishment for the body from food, and are staying fit. It is thought that nourishment is similarly necessary also for the mind. "Clothes, food, and dwelling" and "Art that is the food of the mind" are necessary and indispensable to the human life. A good balance the nourishment for the body and for the soul achieves the man life with energies.

On the other hand, there are "West classical music of Japan" and "West classical music of the world" in the music boundary in Japan. That is, there are double standards of music boundary as the problem (note 1). The management of the music hall that is the place where the food for the mind is obtained solves such a problem, and then should aim to share with the audiences the meaning of the truth of music. This is an important condition for the achievement of long-term activation of music halls in Japan

In this paper, the above is assumed to be a background, and it proposes the strategy for the achievement of long-term activation of music halls in Japan. That is, in this paper, we propose the strategy for the following; it makes the individual conscious of the sense that embrace oneself, and the balance of an one's mind and the body is invented.

## **2. Purpose and Role of Music**

A lot of West classical music works are performed in music halls in Japan now. The purpose and the role are described from the history of the West classical music here[5]. The music was in the system of a mathematical principle law, existed in the system of four mathematical departments (music, geometry, arithmetic, and heavenly phenomena) in a Greek age, and existed in the system of seven free art and science (music, geometry, arithmetic, heavenly phenomena, grammar, rhetoric, and logic) in ancient times in the Middle Ages. The purpose and the role of the music in these ages were "The improvement of the spirit is pressed", "laudation to God", and the idea was common also to Plato, Augustine, Aristotle, and Boetius, etc. In the 15<sup>th</sup> - 17<sup>th</sup> century (age when J.S.Bach etc. were active) joined 'Passion is made to face the god'. It is said from old times, music has the effect of healing the mind and the body. Recently, the study field "Musicotherapy(Music Therapy)" arose, and it has achieved the result[1].

The purpose and the role of music keep developing as stated above. There is "Music knowledge[4]" in the basis of the purpose and the role of the music.

## **3. Music Knowledge**

The contents of this chapter are an experience of

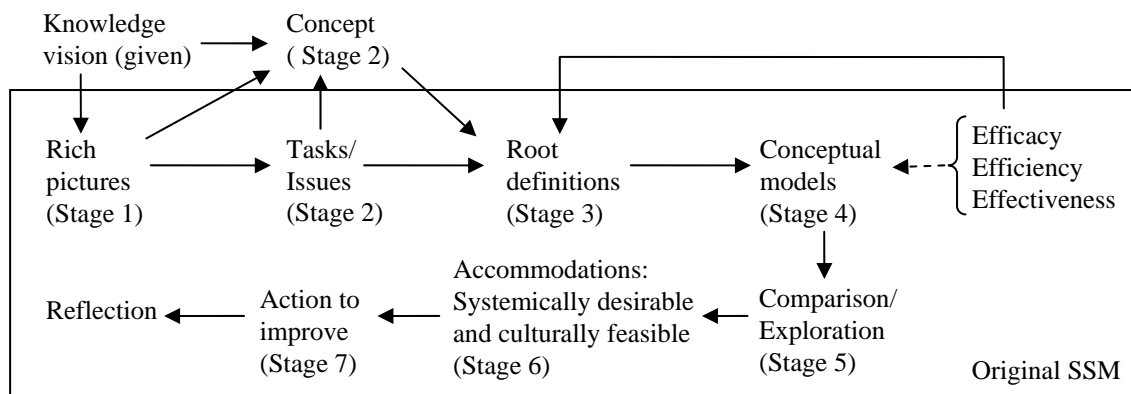


Figure 1. A Cycle of the Extended Soft Systems Methodology

Murase who is one of the authors and an explanation of “music knowledge” derived from her experience. She is a singer of the west classical music. She learned the existence of “music knowledge” by the following experiences. When the charity concert of vocal music was held in the hospice of Fukuoka City in September, 1998, one patient said to Murase. “I am alive in this part of this tune. I do not scare the death at all”. The poetry of the song was following. “I am alive with pleased in which you are with me. By me, your footprint is always”. This musical composition saved this patient's soul from fear of death. The one put in this musical composition was transmitted to the patient through the music performance, and a personal meaning for the patient was emergence. This patient showed that man is able to get over the fear of death by music, and one's soul is able to be keep peaceful oneself. Murase has experienced in a lot of concerts so far that power of music to eliminate all differences(country, race,etc). However, Murase saw for the first time at this time, tacit power[7] of the musical composition was transmitted to the person by the music performance, and the person's personal meaning was emergence. Such a meaning is emergence as the result of integration or active formation of experience [7].

P. Hindemith[3], a composer, described the appreciation of music as follows: “We are insufficient only to perceive music by the ear. We should appeal to it by any methods. That is, we should make the effort to transform for the impression received from music is made an ownership thing with a personal meaning.” He is insisting that a valuable personal meaning is obtained by listening to the music performance of the musical composition.

The note of the musical composition has artistic following meanings. That is, intention and spirit of composer who achieves purpose of music is made objectivity. It became the shape of one musical composition by the composition technique. The person perceives the tacit knowledge of the musical

composition by listening to the music performance, and it is systematized by personally significant “knowledge” for the person. We named this tacit knowledge “music knowledge”, and define the knowledge that the tacit knowledge of the musical composition makes the music performance a medium, and is perceived by the individual, and it is converted, finally it is systematized knowledge with personal meaning. The “music knowledge” is subjective and tacit. Because it melts into each other to the experience of the individual and the meaning is produced.

#### 4. Systems Approach

In this paper, to lead the strategy that essentially activates music halls in Japan from a long-term aspect, the soft systems methodology[2][8] is applied. In particular, we think that we should apply the idea of the organizational knowledge-creating theory[6] to derive an essential strategy for the problem here. The extended soft systems methodology is applied according to this. Therefore, we assume “embrace oneself” as the given knowledge vision.

Following the vision, the strategy is derived by the flow shown in Figure 1[8]. The difference from the original soft systems methodology[2] is remarkable in stage1,2, and 3. Therefore, these stages are mainly explained in the followings.

##### 4.1 Rich Picture and Concept Creation

Figure2 is a rich picture that consciously drew from the knowledge vision: “Embrace oneself”. The factor to prevent the achievement of the knowledge vision was discussed when the figure was drawn, and upper figure was drawn. It is enclosed by “Variously uneasy environments” as shown in this, and “Unestablished individual” with “Uneasy mind” always exists. On the other hand, such “Unestablished individual” is assumed to be “Established individual”

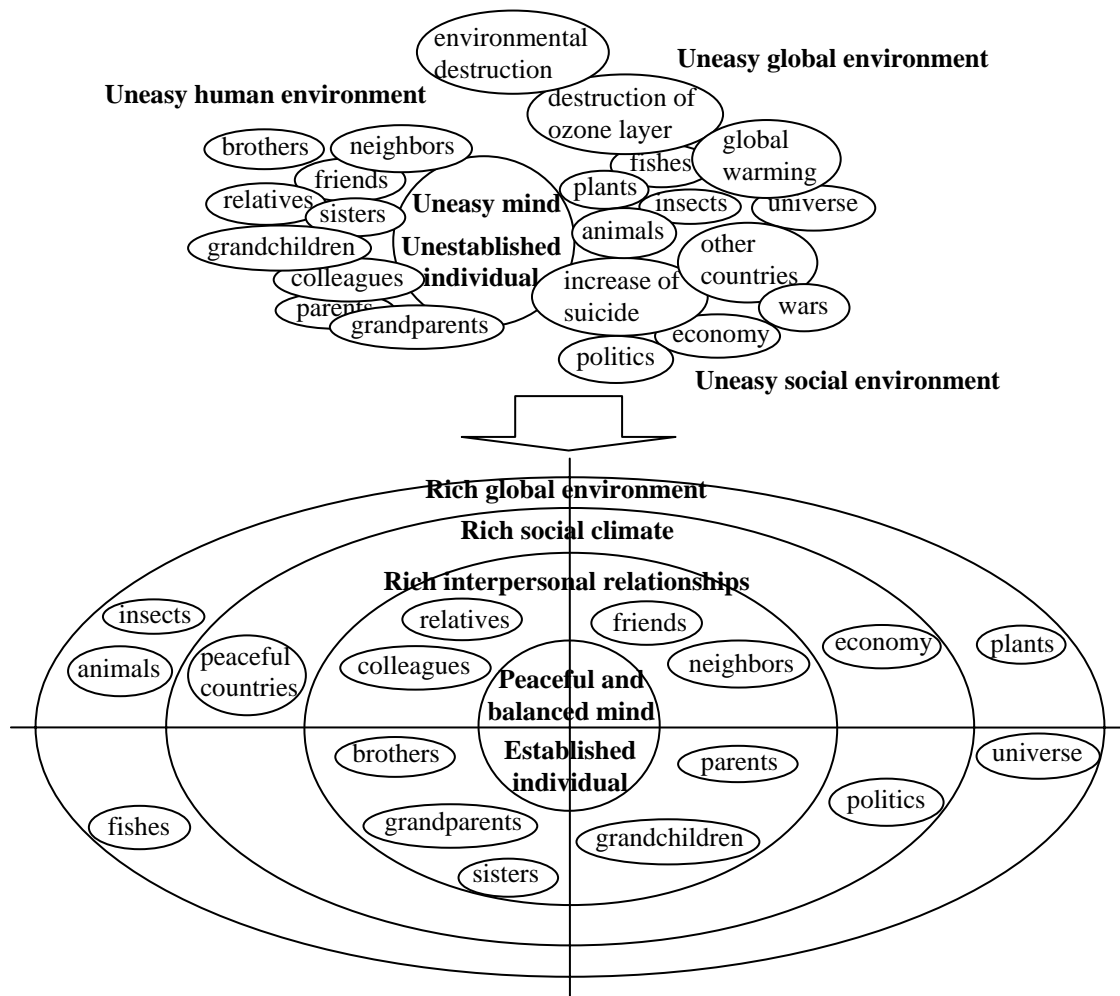


Figure 2. Rich picture

with “peaceful and balanced mind” by enriching “Various environments” as shown in the lower figure. That is, we drew from the point under discussion that this led to the achievement of the knowledge vision, and we discussed the meaning of the truth that this rich picture showed. As a result, we decided the concept “Purification and purgation of the spirit”.

#### 4.2 Root Definition

A root definition is equivalent to a driving objective of an organizational knowledge-creating process, and one to give the objective to drive an organizational knowledge-creating process.

This is composed of the items of “Objective (Z)”, “What (X)”, “How (Y)” that are the intentional activities based on the concept created with the rich picture. These are as follows:

*Knowledge vision:* Embrace oneself.

*Concept:* Purification and purgation of spirit.

Z: The audiences’ souls are purified and purged. Then each audience meets pure self. Hence, finally, the individual embraces oneself.

Y: The planning of the concerts that transmit the tacit knowledge of musical compositions to the audiences.

X: Holding concert that the personal music knowledge emerges to each audience.

Hence, the root definition is defined as follows.

#### *Root Definition*

The system to hold concerts that the personal music knowledge emerges to each audience by the planning of the concerts that transmit the tacit knowledge of musical compositions to the audiences, in order that the audiences’ souls are purified and purged, and then each audience meets a pure self. Finally, an individual embraces oneself.

Formal validity of this root definition is shown by using the CATWOE analysis as follows.

Customer: Each audience of the concert

Actor: Music director and the staffs of a music hall

Transformation:

Situation that the music knowledge does not emerge to individual audience.

→ Situation that the music knowledge emerges to individual audience.

Weltanschauung: When the tacit knowledge of a musical composition is transmitted to individual audience, the individual soul is purified and purged. Finally, one meets the pure self and can embrace oneself. This implies the permanent vitalization of a music hall.

Owner: Superintendent

Environmental constraints: Budget, Audiences must listen to concerts, Knowledge vision.

### 4.3 Conceptual Model

Figure 3 is the conceptual model. This model is built, which is based on the root definition. We keep in mind the challenge to the new plans with wide range of activities.

### 4.4 Derivation of Strategy

The reality is seen through the conceptual model in Figure 3. For instance, Tokyo Bunka Kaikan decided the superintendent and the music director in 2004, and the lecture concert is planned, and held. This case is similar to the outline discussed with this paper. Therefore, “the superintendent is assigned” and “the music director is assigned” are led by the case with an objective fact as a candidate of the act for practice from a logical viewpoint. The final practicing act is decided by the investigation of culture and climate in music hall of a concrete object. Other acts are similarly decided.

## 5 Consideration

The extended soft systems methodology[8] was applied in this paper. We have extracted an essential point under discussion based on the given knowledge vision: “Embrace oneself”. The point under discussion is “establishment of piece” of individual by music knowledge. The concept “Purification and purgation of the spirit” was created to the point under discussion. ‘The achievement of this concept achieves the knowledge vision, that is, the activation of the music halls are achieved.’ It is our belief above. It is thought that the music hall is a communication space of music knowledge. The knowledge vision and the concept of

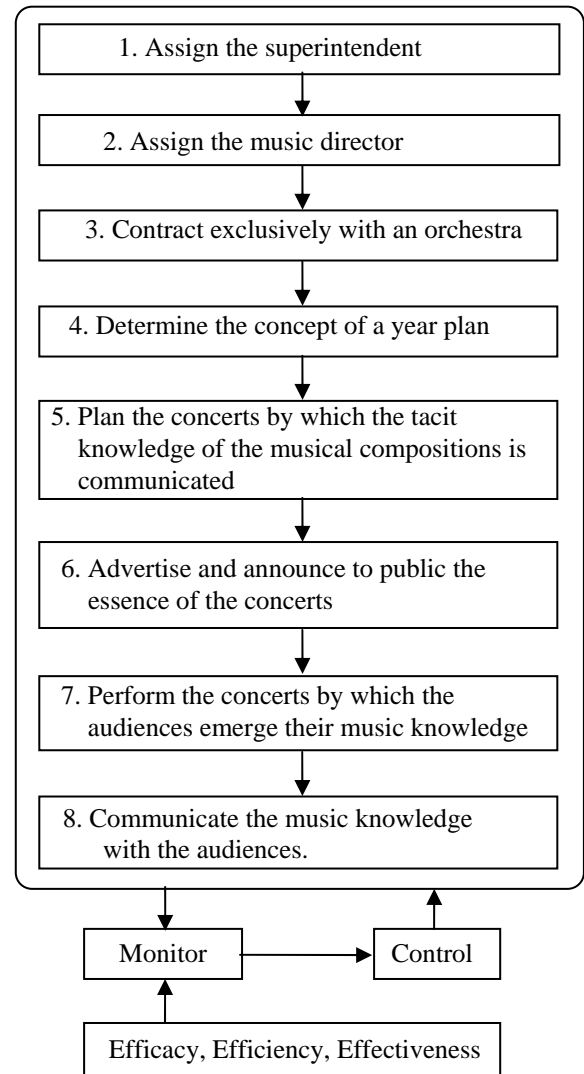


Figure 3. Conceptual model

the music hall have the possibility of greatly contributing to communications of the audience and the staffs of a music hall. The staffs of a music hall reflect on practice by this communications, and then new knowledge is created. The music hall is a place where the concert not only is held but also it is a communication space of music knowledge, and it is a place where the individual makes music knowledge inside[4][7].

The music performance mediates the musical composition and the audience, and then “Music knowledge” is emergence in the individual, and the piece is established. At this time, the music hall becomes important existence for the individual. And it becomes a music hall where the trait in the region is rich.

It is clear that a high-quality performance is important. What is a high-quality performance? It records from the word of H.V.Karajan ,conductor who talked about the tacit knowledge of the musical composition, the music performance and the legend [H.V.Karajan :My belief . My Music.: Radio program Talk. Polydor: 'Parsifal' LP Record 00MG 0086 90]. "It arose with my respect to Toscanini's performance. It grew up through the exchange with Toscanini. I obtained some unforgettable experiences thanks to him. What was came to take the determinate shape ahead by Toscanini from among of me. For instance, it is 'Lucia di Rammermoor'. When I was a student, I was despising, saying that 'Music of the hurdy-gurdy'. However, it became another tune when hanging to Toscanini's hand. I consented of this tune was not a hackneyed work. This experience changed me. After that I always made efforts to the performance of the work thought to be hackneyed close. Recently, I recorded "Shantey of Hoffmann" that was one of the musical compositions that I liked most. This tune becomes very vulgar according to the performance. However, it is in reality one of the most brilliant musical compositions among all music. Think. Here, one man is pushed down to the bottom in the hell. However, the wave of the canal is calm as if nothing had happened. Mahler's musical composition is misunderstood that the performance is bad. Therefore, I and my orchestra spent long time to understand it clearly. When I performed the sixth symphony by opening to the public for the first time, I rehearsed at least 70 hours beforehand.

## 6 Conclusion

It is a musical composition from which most of the musical composition that is valuable existence for people in the world was made hundreds of years ago. However, those musical compositions make those in each age who audience impressed by the creation act of music performance. It is existence in worldwide necessary for people. The tacit knowledge of the musical composition that is existence that transcends time and the space melts into each other to knowledge of man who lives at the present age by the music performance. "Music knowledge" as new knowledge is emergence in individual those who audiences. People who exist in "Place of music" that received high acclaim worldwide have one thorough purpose. It is "Achievement of good performance". Good performance is the performance to which the tacit knowledge of the musical composition is transmitted enough. Everything is persisted in to achieve such purposes. It can be said that the individual who is related to the performance is one important part for the whole 'Good performance'. The nationality, the age,

and the race, etc. are not problem for this 'Place of music'. It is profitable for all the people.

Japan is materially rich. However, it previously described that increases of those who commit suicide are social issues. It is said that the stress in daily life will have pressed person's mind, and it is especially remarkable in the big city. We are convinced that the activation of the music hall that exists in such an environment contributes for the person lives truly humanly.

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(note 1) Seiji Ozawa, a conductor, points out that there are double standards of a music boundary in Japan. He has been looking at Japan from the place of the music of the world for half a century. This 'double standards' disturb the globalization of music in Japan. The influence of Japan on young musicians is feared.

Authors are convinced as follows. This problem disappears naturally by solving the essential problem that has been taken up with this paper.