

Seiwajyuku — Prospectus for Nationwide Organization

Regardless of a company's size, people involved in corporate management exert all-out efforts day after day to ensure the stable development of the entire enterprise, including its employees. I think it is quite reasonable that once we establish a firm or take over a business, as the company's top leaders, we bend over backward day and night without a moment's respite, driven by anxiety and frustration. All the while, we imagine the misery that everyone in the company — including those of us in management — might suffer if we make even a single mistake.

Especially now, as we enter the 1990s, the Japanese and global economies that were steadily developing in the 45 years since the end of World War II have entered a period of dramatic structural change. As the world plunges into an era of turmoil and upheaval with the end of the century approaching, business owners should brace themselves for even more challenging times.

After graduating from university, I worked as a ceramics researcher for four years. Then, 32 years ago, Kyocera was established with 28 staff members. Since that time, I have dedicated myself, heart and soul, to managing the business. Today, Kyocera Group companies have grown to employ as many as 26,000 people in Japan and overseas and produce annual gross sales of 500 billion yen. Among these companies, Daini Denden, Inc., which is in the telecommunications sector, has 1,500 employees and annual sales of 150 billion yen.

From the time I established Kyocera, I felt that corporate operations were influenced considerably by the philosophy, mindset, rationale and convictions of top management. Therefore, I have endeavored to refine my character, elevate my mind, and improve my philosophy as a manager. Today, I have reached the conclusion that everything — including business operations and the course of our lives — is determined by a person's state of mind. When I reflect on my own experiences, I am certain this is true.

Seven or eight years ago, I received requests from young business owners in Kyoto who wanted to hear my ideas as one who has been involved in management and gone through struggles similar to theirs. They wanted to hear my thoughts about how a manager should operate a business. I was asked about this multiple times, and I realized that what I am today is due to the support I received from the local Kyoto community. I began to think that by voluntarily passing on my experiences and management philosophy, I might be

able to give something back. It might prove useful to young business leaders and, eventually, help the Japanese and global economies as well.

Thus, Seiwajyuku began in Kyoto as an impromptu gathering of young business owners who wished to study my management rationale and outlook on life. Some of the people who participated in those meetings independently set up Jyuku branches. We now have seven Seiwajyuku schools — in Kyoto, Osaka, Kobe, Shiga, Kagoshima, Toyama and Tokyo.

It has been a great pleasure to witness young participants who listened attentively to my talks and absorbed ideas like sponges, put them into practice, and achieved tremendous results in their management. Recently, though, there have been requests from many participants saying that, as happy as they are to be studying with me in person, there are many more young business owners across Japan that they want me to talk to so that they, too, could become excellent business owners.

I'm just one person, and I have time constraints. However, although I will turn 60 next year, with the encouragement of Seiwajyuku members, I decided to establish a nationwide Seiwajyuku organization for up to 5,000 young business owners. By giving my best efforts to convey my management rationale and outlook on life, I hope to help elevate the character and mindset of many young business owners. I further hope, as a result, I might be of use in fostering a level of management that will enable their companies to prosper, and to bring peace and growth, not only for employees but also for all human beings and the world.

As I said earlier, the heart of the manager is the key to business management. Learn the essence of management. If the heart of the manager changes, the business will follow without fail. Elevate your natural virtues and aspire for corporate stability and prosperity. It is my earnest desire to be joined by people who wish to advance in this direction.

Kazuo Inamori
Jyukucho (Principal), Seiwajyuku
January 1991