

# THE MANAGEMENT BY HUMAN EXCELLENCE THAT MAKES THE IMPOSSIBLE POSSIBLE

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## ABSTRACT

*Since the end of WW II in Japan, a few large companies have governed over a large number of small and medium-sized corporations (SMEs). It was a product of the industrial policy institutionalized by the government, which dovetailed with the financial systems consistently. It still seems effective; however, the challenges in mavericks have been successful in holding their niches in the traditional systems. Sanwa General Contractor is one of them in the SMEs. As its name shows, the corporation has been running a group of constructing businesses in Japan for over seven decades. Moreover, throughout a painful corporate restructuring, it transformed its business model and is getting to evolve year after year. It reminds us of entrepreneurial management in terms of technologies and marketing they have developed. It might be true, but this is not the case. The corporation completely pours its energy into human development before making their business successful. It seems strange as if the corporation were to get back to Japanese management, which has already obsoleted as faults. The corporation determined to get out of the rut to track at first. It was unusual for most SMEs in the sectors controlled by the government and the construction sectors following the strict pecking order. Regarding the general business situation in Japan, it can be safe to say that the entire society has been struggling with an aging society. Naturally, the aging society should be saddled with an agonizing burden, such as increasing healthcare costs, decreasing birth ratio, and high government debt ratio. Nevertheless, its challenges come to fruition in thriving collaborations with customers, employees, and all stakeholders. This presentation is to give a tentative lens to understand the organizational transformation in the stagnated economy and shackled with the industrial traditions. The method we use is the case study based on a series of interviews in the corporation and the consultant involved.*

**Keywords:** Small and medium-sized corporations, Industrial policy, Management.

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