

An Examination of the Kazuo Inamori Management Philosophy

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Abstract

Several decades ago, Konosuke Matsushita, the founder of Panasonic, was praised as the “God of Business” for his unrivaled management skills and wonderful management philosophy. Today, does Japan have a top manager comparable to Konosuke Matsushita? The answer is “Yes”. He is Kazuo Inamori, the founder of Kyocera and KDDI. This paper first examines Kazuo Inamori the human being from the three viewpoints: as an engineer, a manager and a philosopher. Then it considers what the Inamori Management Philosophy is from the three viewpoints of management centered on human heart, management pursuing the essence of goods, and management raising the value of money. Finally, it describes the prospects for the Inamori Management Philosophy, focusing on new trends in academia and industry both in Japan and abroad.

Keywords: *Kazuo Inamori, management philosophy, Kyocera-philosophy, Amoeba Management*

1. THE CONCEPT OF MANAGEMENT PHILOSOPHY

Before starting this examination, we must first discuss what management philosophy is. That is, its definition must be clarified.

In Japan, the Academy of Management Philosophy has been continuously debating “what is management philosophy” since 2000. The results are summarized in a book “What is the Management Philosophy?” However, there are only a few sentences that seem to be definitions. Moreover, they are difficult to understand. For example:

“The management philosophy is to elucidate the management system and its functions, the basic values that support them and their existence, and deal with the

interdependence relationship between function and value, the relationship to conflict, that is, the entire relationship of tradeoffs.”¹⁾

“Management philosophy (in a broad interpretation) is considered to be a management philosophy phenomenon based in reality including the top manager’s philosophy and thoughts, as well as the culture, etc., that the company has.”²⁾

“I mentioned earlier that I would like to define management philosophy as its corporate values and mission, or a system of norms of action for achieving and realizing the purpose of an organization’s existence to stakeholders.”³⁾

Considering what was stated above, it appears that defining management philosophy was quite

difficult, since the Academy of Management Philosophy did not have a clear definition.

However, if the definition of management philosophy remains vague, we are unable to start this thesis, so we have to think in another way to define it. The Japanese dictionary *Daijisen* has the following definition of philosophy: “(1) science to pursue fundamental principles such as the world and life; (2) life and world views based on each person’s experience.”⁴⁾ From the perspective of linguistics, the key word of “management philosophy” is philosophy, and “management” is a modification of “philosophy.” Therefore, we can make two definitions of management philosophy. One is the science to pursue fundamental principles of the world, life, etc., in connection with management. The other is the life and world views based on top manager’s experience.

If understood in the second way, it can be said that management philosophy as discussed in this paper is a view of life and the world based on the experience of Kazuo Inamori, the founder and Honorary Chairman of Kyocera.

Why did the author choose Kazuo Inamori?

Thirty years ago, when speaking of representative managers in Japan after the war, people like Konosuke Matsushita, Akio Morita, Soichiro Honda, etc., were undoubtedly named. Especially since Konosuke Matsushita was said to be “God of Business,” his management philosophy has also been studied by many scholars. However, if you ask about representative managers today, what name can you give? According to the authors, Kazuo Inamori is the best example. Above all, from the perspective of management philosophy, the authors think that there is no manager comparable to him, and decided to examine the management philosophy of Kazuo Inamori.

2. WHO IS KAZUO INAMORI?

2.1 An engineer

Kazuo Inamori majored in organic chemistry at the Department of Applied Science, Faculty of Engineering at Kagoshima University and also studied inorganic chemistry in connection with his job search. In 1955, he got a job at Shofu Industry, a

dumpling maker which had fallen into a management crisis in Kyoto, and was assigned to the research division of the manufacturing department. His main task was the development of high-frequency insulating porcelain for low-voltage applications. Later, he succeeded in developing a U-shaped insulating ceramic part used for the electron gun of cathode ray tubes for Matsushita Electronics Industrial TVs. As a result, he was trusted by the newly rebuilding company’s management and became the leader for the magnetic section which was newly established in the next year. However, the following year when he was struggling with the development of a ceramic vacuum tube, which was a special-order product for Hitachi, he was dismissed as the development manager by a newly appointed technical manager, which gave him an opportunity to quit the company.

After that, Inamori tried to become independent but had no funds. Fortunately, Seiji Aoyama, who was his former technology manager, believed in the ability of Inamori and got his friends to invest to establish Kyoto Ceramic (currently Kyocera, hereinafter referred to as Kyocera) with a capital of 3 million yen at the beginning of 1959. Inamori started his job as a director and technology manager. As soon as Matsushita Electronics Industrial found out about Inamori’s new position, they changed the large-scale ordering of the U-shaped ceramic part for insulation used in electron guns from Shofu to Kyocera. Clearly, Matsushita Electronics Industries’ decision criterion was not the size of the company, but the technical power of Inamori.

Since Matsushita Electronic Industrial’s order was a direct crossover for Kyocera, the company became profitable in the first year. However, Kyocera, which only had 28 people, and had some difficulty in developing new business in Japan. Therefore, Inamori went to the United States and began to try selling by himself. Because he did not speak English well and had no personal connections in the USA, sales in the USA were quite difficult, but the enthusiasm for Inamori’s work and the high level of technology became the decisive factors. In March 1965, Kyocera received a large order for ceramics beads from Microelectronic in Hong Kong and then from Fairchild in the United States

in July 1965.

In April of the following year, Kyocera was able to receive orders for 25 million pieces of the highly anticipated alumina substrates for IC (integrated circuit substrates) from IBM. In addition, Kyocera exclusively supplied large-scale ceramic packages, the first in the world and developed by themselves, to major semiconductor manufacturers such as Texas Instrument, Motorola, Intel and AMI in the United States, finally becoming the world leader in the manufacture of ceramic packages. This multi-layer ceramic package was initially used as an IC for calculators, and later used as packages for CPUs which were the heart of PC and communication semiconductors. Due to this, Kyocera has become widely known in the industry. Needless to say, Kazuo Inamori took the lead in the development of all prototypes and custom products related to ceramics and played the role of a ceramics expert.

In October 1971, Kyocera achieved simultaneous listing on the Osaka Stock Exchange and Kyoto Stock Exchange. The following year, in September, Kyocera was listed on the Second Section of the Tokyo Stock Exchange. In February 1974, it was further promoted to the First Section both in TSE and OSE. Fifteen years after the company's establishment, Inamori gained the highest reward from business society as an engineer and businessman.

2.2 A top manager

Inamori was the founder and de facto top manager of Kyocera from its beginning, but he became the president officially seven years later. The first president was Otoyami Miyagi, who was largest shareholder and President of Miyagi Electronics, which lent its factory to Kyocera. Moreover, President Miyagi supported Inamori by giving him a place where he could fully develop his sense and ability as top manager. Even from the company's first year, Inamori realized a surplus beyond his supporters' expectations, bringing them much joy. The second president was Seiji Aoyama in 1964, who marked the fifth anniversary of the company. Two years later, Inamori became the third president.

In 1969, Inamori, then president, established a local corporation in San Diego, California, in the United States. He visited the local corporation every year, and once he arrived at the factory, he changed

clothes and worked on the lines. All the locally hired employees were surprised because those only familiar with the American approach of giving instructions from the office would never expect to see a manager working on the factory lines.

At the time of the oil shock in 1973, orders were halved, but in order to protect employment, Inamori reduced the number of workers on the site by half, cleaned up and weeded plants, developed the Kyocera philosophy, and took measures patiently with employees. In addition, when the crisis passed and orders increased, Inamori not only increased everyone's salary and paid a bonus, but also paid the unpaid portion of the previous year. Since lifetime employment is a symbol of Japanese-style management, representative Japanese companies have left anecdotes to protect lifetime employment, for example, Konosuke Matsushita, the founder of Panasonic, Fujio Mitarai, the Chairman of Canon, and so on.

With the expansion of the company scale, Inamori felt the risk of being influenced by the ups and downs of the industry if the business shifted to the field of fine ceramics, so he started thinking about a second business to diversify. Inamori recognized that diversification cannot be avoided for the development of a company, and decided to advance to different industries and fields using ceramic technology and crystal technology that had been cultivated so far.

The first step of Kyocera's diversification was the development of "recrystallized gems" (artificial gems). This was the world's first attempt at doing this except for in industrial parts, so it took some time to develop after they started in 1970. In 1978, the brand "Inamori Jewelry" was finally added, and a directly managed store was opened in a prime location in Los Angeles, attracting the attention of the wealthy Americans. Since then, Kyocera has expanded the circle of diversification to include cutting tools, ceramic implants (embedded materials), silicon solar cells, etc., one after another.

Generally speaking, M & A is a commonly used method to realize diversification. Up to today, Kyocera has also been doing M & A. However, Kyocera's M & A did not aim to just put other companies under its own umbrella, instead Inamori would ask the president of a company that seemed

Table 1: Kyocera's M & A list

Time	Corporate Behavior
Sep 1979	Capital participation in Cybernet.
Aug 1989	Elko Group joins Kyocera Group.
Jan 1990	AVX Group joins Kyocera Group.
Jan 2000	Mita Industrial changed its name to Kyocera Mita (now Kyocera Document Solutions).
Jan 2001	Tycom Corp (now Kyocera Precision Tools, Inc.) joins Kyocera Group.
Aug 2002	Toshiba Chemical changed its name to Kyocera Chemical.
Feb 2004	Hotel Princess Kyoto (Hotel Nikko Princess Kyoto) joins Kyocera Group.
Apr 2008	Succeeded in the mobile phone business of Sanyo Electric.
Jan 2009	TA Triumph-Adler AG joins Kyocera Group.
Jun 2010	Succeeded in the TFT LCD business of Sony Mobile Display.
Jul 2011	Unimerco Group (now Kyocera Unimerco A/S) joins Kyocera Group.
Feb 2012	Optrox joins Kyocera Group.
Oct 2013	Toppan NEC Circuit Solution joins Kyocera Group.
Sep 2015	Nippon Inter joins Kyocera Group.
Aug 2017	SESCO Holdings, Inc. (now Kyocera Senco Industrial Tools, Inc.) joins Kyocera Group.

Source: The author summarized the information based on the Kyocera's website.

likely to collapse if he could help the company by acquiring it. On the eve after the acquisition, in addition to respecting the management team of the acquired company, he also protected the jobs of all employees. In the end, the people of the acquired company abandoned the loser's complex, were inspired to rebuild the company, and revived the company in a short time. The companies that came to have a Kyocera affiliation by such a process were Cybernet Industrial, Klesan Vale, Nippon Cast, New Medical, Yashica, and Mita Industrial. Another key part of Inamori's approach was that Inamori virtually acquires the other party but never uses the word "acquisition." Instead, he uses the word "merger." In particular, when acquiring AVX in the United States, using "acquisition" would have made AVX people feel cramped and swallowed up by Kyocera, and they may have refused it. On the other hand, using the word "merger" allowed AVX to feel like a partner and be happy to cooperate.

Inamori's thoughts on M & A are still reflected in Kyocera's corporate behavior. As readers can see in the table 1, Kyocera has carried out many M & A's until now, but instead of "acquisition," it uses words like "participant in capital," "change of company name," "succession," etc.

In 1983, the Japanese government launched a policy of the telecommunications liberalization and privatization of Denden Kosha (the predecessor of NTT). As a result, Inamori, who was dissatisfied with the high price setting of Denden Kosha, which had monopolized the telecommunications business for many years, took immediate action, seeing it as a once-in-a-hundred-year chance. He used 100 billion yen, which accounted for two thirds of Kyocera's funds, together with further support from heavyweights in the economic world at the time, for example, Jiro Ushio, who was President of Ushio Electric, Akira Iida who was President of Secom, Akio Morita who was President of Sony, to establish the Second Denden Project (later called Second Denden, DDI) in June 1984. At that time, Denden Kosha had sales of more than 4 trillion yen and 330,000 employees. In contrast, Kyocera had sales of 220 billion yen and only 11,000 employees. It was said that the company of the size of the Second Denden would be innocuous and unable to defeat the monopoly of Denden Kosha. However, under the leadership of Inamori, the company started with 20 employees, but eventually was listed on the Second Section of the Tokyo Stock Exchange in 1993, and was designated as a part of the First

Section of the TSE two years later. Since then, DDI has been dissolved but became the KDDI's parent company. Currently, KDDI has a capital of 141.8 billion yen and sales of 5.042 trillion yen (end of March 2018). KDDI was born in October 2003 by the merger of DDI, KDD and IDO, but its establishment date was designated as June 1984, which is the establishment date of DDI. Even now, Kyocera is KDDI's largest shareholder (13.9%).

Kyocera is a company that has succeeded with Kazuo Inamori's technology, KDDI is a company that has succeeded with Kazuo Inamori's management ability.

2.3 A philosopher

Is Kazuo Inamori a philosopher? Of course, he is not a scholar who dedicates his life to studying philosophy. However, as described in the next section, Inamori has developed his own fundamental principles about the world and life related to business for many decades, based on his own experience in management. Furthermore, he published so much thoughts through his president's greetings, lectures, and books. So in this sense he has established his position as a management philosopher. Of course, it takes a long time to become a management philosopher, for a long time, the Inamori's management philosophy has undergone constant correction.

Needless to say, it was through the reconstruction of Japan Airlines (JAL) that Inamori proved his ability as a management philosopher. At that time, in order to rescue JAL, which was applying for the Corporate Reorganization Act, the Minister of Land, Infrastructure, Transport and Tourism visited Inamori and asked him to helm the reconstruction. Inamori, who was then about 80 years old, didn't want to take on this job, but he repeatedly asked himself whether JAL could be saved through his management philosophy. In the end he decided to undertake the reconstruction, because he wanted protect the employment of 32,000 in JAL and stop the adverse influence on the Japanese economy the bankruptcy of JAL could have.

Since Inamori became the chairman of JAL's board of directors, he exclusively talked about his management philosophy and emphasized the Kyocera philosophy, so JAL's directors even asked

the question, "Do we have time to talk about the mind?" In response, Inamori was not upset at all, but called for the importance of philosophy at training courses for executives.

"If you don't get it here, the company will not change even if you move on to divisional profitability (Amoeba management),"⁵⁾ he continued to persuasively explain. In all, he held training courses 17 times a month, with each one taking 3 hours. Executives who participated in the training course were initially reluctant, but while listening they changed their minds and finally came to admit that their previous actions were wrong. Until then, executives at JAL had a strong sense of pride and elitism, and even after applying for the Corporate Reorganization Act, the company had virtually no sense of crisis that it had gone bankrupt. However, this finally changed through the preaching of Inamori. After they have changed their mindset, they reflected and became motivated to contribute to reconstruction. This was the aim of the philosopher Inamori. In his words, "With management philosophy, the company has developed, and the employees have come to live a better life. Also, this is the proof of how having philosophy in management is important."⁶⁾

3. WHAT IS THE INAMORI MANAGEMENT PHILOSOPHY?

3.1 The management centered on human heart

Inamori, when he was younger, did not necessarily have a business philosophy. Rather, he thought that it would be sufficient if the company could survive, he could send money to relatives in the countryside and pay the salaries to 28 employees. However, an incident triggered an event that changed his mind.

Eleven high school graduates who were hired in the second year of the company launched revolt in April of the following year. They handed Inamori a "Requirement" that included a regular salary, bonus and future guarantee, and showed a strong stance of giving up all if management did not approve it. Surprised, Inamori suppressed his anger as much as possible and tried to persuade the young men, but they did not listen. In addition, the young men pushed on to Inamori's home and tried to force him

to give his approval. Inamori negotiated with the young men with sincerity from the beginning to end, and finally they agreed on the third day. This triggered Inamori to realize that the company should have a more important purpose besides the pursuit of his own fulfillment as an engineer. As a result of repeated thinking, he described for the first time the business philosophy “to pursue the happiness of all employees in both material and mental aspects.”⁷⁾ This means that the company should pursue the material and mental richness for all employees. Material richness is reflected in money such as salary and bonus. The mental richness leads to the height of their morality and humanity. Above all, the authors think the latter is a reality of Kazuo Inamori’s business philosophy. It has subsequently been supplemented, and even today it is cited as the business philosophy of Kyocera. That is, “to pursue the happiness of all employees in both material and mental aspects while contributing to the progress and development of humanity and society.”⁸⁾ Once we get here, we knew that Inamori’s vision has expanded further. If the great business philosophy were limited to Kyocera, he would only consider the interests of the company and not the universality of the management philosophy. But the universality of the management philosophy is possible because it has expanded to contribute to the progress and development of humanity and society.

Inamori’s books contained a lot of statements about “management centered on the human heart.” For example,

“The most important management resource is the person, which is why it is crucial, especially in these times, to find the best aspects of the human spirit.”⁹⁾

“The secret to success in both life and business is found in the human spirit.”¹⁰⁾

“I have always strived to base my business on the human heart. More specifically, I have focused on ways of establishing and maintaining firm, trustworthy relationships with all of my people at work.”¹¹⁾

So, why does Inamori cherish people’s hearts? His answer is, “The answer is that in business, as in every other area of life, the

way you look at things and the workings of the human spirit play decisive roles.”¹²⁾

3.2 Management pursuing the essence of goods

There are companies in the world who have top-class technology, but are unable to make top-class products. This may be the starting point of outsourcing. However, Kyocera as managed by Inamori is different. Inamori had been focusing on manufacturing before the creative technology he developed was recognized as the best in the world. If he is not convinced of the top quality, he will never ship. In Inamori’s words, it means “make something that can be broken.”¹³⁾ For example, as a result of technical teams struggling with the development of a certain difficult product, it finally was able to reach the performance required by customers. But Inamori judged “no” at first glance. The reason was that the color was bad and not white. The engineer argued that if the function was satisfactory, it would have nothing to do with the color. However, Inamori was unconvinced and ordered them to start over. The engineer who returned with an expression of reluctance did some further research and was finally able to make the product expected by Inamori. Inamori then issued a go-sign after he was convinced that there was no more that could be done.

Inamori’s business philosophy is perfectionism about manufacturing. Perfection means that there is no fault at all. He emphasized the following. “When making things, even when ninety-nine percent if good, everything is wasted because of the failure of the last one percent. In particular, in the manufacturing of fine ceramics, there have often been cases where only a single mistake or a slight carelessness is fatal.”¹⁴⁾ Needless to say, 100 percent effort and perfect manufacturing are easy to say but extremely difficult to realize. Even so, Kyocera is able to use Inamori’s management philosophy to pursue the essence of goods as a weapon.

3.3 The management raising the value of money

Since its establishment, Kyocera has maintained its momentum for sales and profits. What is the key to its success? In this regards, Inamori always mentions “Kyocera Philosophy” and “Amoeba Management.” In fact, these two treasures are both wheels of the Inamori style management method, and they

have shown great power not only for Kyocera, but also for the subsequent management of KDDI and reconstruction of JAL (Japan Air Lines).

According to Inamori, "It is a management control system that concentrates the powers of all employees."¹⁵⁾ This is the method of departmental financial management developed by Inamori, and it is also a method of management accounting. Inamori, who is an engineer, had no idea about the financial statements prepared by the accounting department. He could not understand well when talking to the financial director. While suffering, Inamori tried to develop something that could be understood even by an amateur to understand the profits of the day. It is this "Amoeba Management" that was born after several years of trial and error.

As Kyocera was developing rapidly, Inamori shared his pains with others and wanted a lot of partners to take charge of responsibility for management, so he divided the company's organization into small groups called Amoebas, and a leader was selected for each. He tried to develop a lot of human resources who left the management.

The principle of Ameba management is that maximizing sales while minimizing expenses will maximize the added value, which is the difference between them. To the end, Inamori developed a unique profit and loss calculation table named "Per-hourly Profitability Table." There are item corresponding to sales in this table, and the necessary expense items excluding labor costs are listed below, and if the difference is calculated, added value can be understood at a glance. Why does Inamori use the term "corresponding to sales?" Originally, sales are for the entire company, and there should be no sales for each division in the company. However, Inamori changed the trade relationship of the work-in-process performed between the front-end process and the back-end process to the intra-company trade relationship, and while delivery of the work-in-process corresponds to sales, the cost is known because it is purchase for the back-end process. The back-end process pays the costs for materials, electricity, etc., in order to process the work-in-process, and it will be sold (delivered) to the next process as soon as it is finished. The difference between sales and purchases is added value. Finally, the added value per hour can be calculated

by dividing the added value by the total working time. In addition, when the back-end process purchases from the front-end process, it can be rejected if the quality is not good. After all, since each process focuses on quality control, the quality of finished products can be protected.

In this way, once Kyocera introduced Amoeba management, the leader of an Amoeba must make decisions like management, such as purchasing materials, allocating personnel, and deciding on working hours, so management skills were trained through practice. In addition, because all employee pay attention to maximizing sales, minimizing expenses, and how much added value will be created on their own Amoeba, it became the management with everyone's participation that Inamori was expecting. After all, Amoeba management achieved not only the initial purpose of establishing a divisional profitability system directly connected to the market, but also the purpose of fostering human resources with managerial awareness and realizing a management system with everyone's participation. So it was the driving force behind Kyocera's rapid growth from the aspect of management.

4. FUTURE PROSPECTS FOR THE INAMORI MANAGEMENT PHILOSOPHY

As a result of examining the books of Kazuo Inamori using dates of the National Diet Library and Amazon, the authors found that 105 books were published in Japan through April 2019. Among them, 66 are single-authored works, 23 are co-authored, and the rest are supervised translations and supervisions. These books have sold in Japan for a total of 10 million copies, a new milestone since Konosuke Matsushita. In other words, countless people are reading Inamori's books. Not only that, a lot of Inamori's books have been translated overseas. In particular, in China, most of the books written by Inamori have been translated, and they have sold more than in Japan.

These books build a huge system of the Inamori Management Philosophy, but summarizing the key points in short words, they are "Respect the divine and love people."¹⁶⁾ The origin of these words seems to be traceable to the emperor of Qing of China in

1671. However, these words in the Inamori management philosophy were taken by Inamori from the book by Takamori Saigo. Inamori believes in this and makes it the company policy of Kyocera. In addition, he practices this in the Kyocera Philosophy and in altruistic spirit.

As for the future prospects of the Inamori management philosophy, the authors think that it will be advanced in the three directions of education, research and business.

1) Education

Currently, there is the Inamori Academy at Kagoshima University. It was established in 2005 as a university-wide joint education facility and has been offering classes for students such as “Kazuo Inamori’s Management Philosophy,” “Kazuo Inamori’s Leadership Theory,” “Kazuo Inamori’s Venture Theory,” “Amoeba Management,” and so on. In addition, the academy provides the “Inamori Management Philosophy Program” for working people in order to foster managers with strong entrepreneurship such as Inamori and leaders in the local community. The program consists of seven subjects such as “The Foundation of Inamori Management Philosophy” and “The History of Kazuo Inamori.” It gives intensive lectures for 6 hours every Saturday and issues a certificate of completion to those who have completed total 120 hours in 20 weeks. In addition to the faculty members of the academy, the instructors also include outside researchers of the Inamori Management Philosophy.

2) Research

Kyushu University has the Inamori Frontier Research Center. The Center was established on April 1, 2008, with the Inamori Foundation’s donation. Currently, research is being conducted in three fields: advanced functional inorganic materials, advanced biological information and advanced electronics materials.

Ritsumeikan University has the Inamori Management Philosophy Research Center in Japan. It was founded in 2015 in order to study the Inamori management Philosophy from various academic points of view such as philosophy, psychology and management, make it universal, and generalize it.

So far, they have held international symposia on the Inamori Management Philosophy and invited well-known scholars from the inside and outside to do joint research, who have been very active. If they continue in this way, it is quite possible that it will become the key research center of the Inamori Management Philosophy in Japan and even in the world in the future.

In China, research related to the Inamori Management Philosophy is being conducted. For example, the Institute of Japanese Studies at Northeast Normal University has been promoting research since 2002. The key person there is Associate Professor Fang Zhong. So far, he has published a large number of articles and a book.¹⁷⁾ In addition, the Shanghai National Accounting Institute established the Amoeba Research Center as a public service institute affiliated to the Ministry of Finance of China in 2014. The institute focused on “Amoeba Management” because they are studying foreign models to build a Chinese-style financial accounting system.

3) Practical field

This is mainly done by the Seiwa Jyuku (Inamori School) between the inside and outside. Seiwa Jyuku started in 1983 as a study group for young managers, but now there are many branches not only in Japan, but also in Brazil, the United States and China. The number reached 100 by September 2018, and there are approximately 14,000 members. They are the most loyal fans of Inamori, and created many examples of their success in utilizing Inamori management philosophy, thus supporting the effectiveness and universality of Inamori management philosophy. Inamori himself declared that he would dissolve the Seiwa Jyuku at the end of 2019 on the grounds of his age, health problems, and concerns that the organization was being abused, but it is probable that many branches will survive because they have already formed strong bonds with each other through Seiwa Jyuku and formed inseparable relationships. Even if they are no longer able to use the name of Seiwa Jyuku, the authors predict that they will continue to work under another name. In addition, private consulting companies such as Kyocera Amoeba Consulting (Shanghai) Co., Ltd., and Kazuo Inamori (Beijing) Consulting Co., Ltd.,

play a part in spreading the Inamori management philosophy. In recent years, the number of people learning the Inamori management philosophy has increased considerably in China, in part due to the activities of these companies.

In short, the authors believe that the Inamori management philosophy will continue to develop in the practical field over the long term.

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