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## TakenakaKomuten Company Ltd

*Case Studies in International Management*  
Christopher Newson Lecturer 1989 Pwani Hall

### Background

The TakenakaKomuten Company is a large Japanese general contractor noted for its excellence in the design and construction of office, commercial, and public buildings, multi-family housing, schools, and hotels. The family-owned company has grown rapidly since its founding in the 1870s, attaining a position as one of the top five construction firms in Japan, with 1992 sales in excess of ¥542.3 billion. This success, in the opinion of the Takenaka family, was attributable to one main factor: the non-diversified character of the company.

This strategy of specialization proved quite effective from the 1950s through the 1980s. The company easily gained building contracts, both domestically and internationally, and won numerous awards for its high quality of construction. In the 1990s, however, with the worldwide decline in building construction, Takenaka was finding itself for the first time in a rather precarious position.

It was clear that the old course of specialization was no longer as tenable as it had been. What direction Takenaka should pursue, though, was a matter of controversy within the company. The chairman of the board, Mr. Kazuo Takenaka, and his son, the president, Mr. RitschiTakenaka, resisted expanding the Takenaka firm into other areas of construction.

They had serious doubts as to whether TakenakaKomuten could actually compete with more established firms and feared that a move toward diversification would harm the reputation of excellence and dedication to building for which Takenaka was known. Most of the directors, however, felt that TakenakaKomuten should expand its civil engineering capacity, which presently accounted for less than four percent of its total sales.

The Takenakas resisted this idea, however, feeling that it would drain too many resources away from the main business activity and possibly even affect Takenaka's reputation as a dedicated general contractor. After months of discussion, but with no resolution of the dilemma, the position of the directors was strengthened by a new development. An offer was received from a former U.S. construction partner, Atlas Engineering & Construction, to form a joint venture company for the purpose international civil engineering and building construction.

### Dialogues

**Participants:** Tom Jensen, President, Atlas Engineering & Construction  
Kraft Easiguchi, Managing Director, TakenakaKomuten  
RitschiTakenaka, President, TakenakaKomuten

In the Osaka head office of TakenakaKomuten the American and Japanese executives are discussing the possibility of forming a joint venture company.

**Jensen:** By now I'm sure you've had a chance to look over some the documents I sent from Houston. I think it should be fairly clear that a joint venture for the purpose of obtaining

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**Takenaka Komuten** James Philip Noffsinger,1987      **Architecture Series: Bibliography** ,1988      **Bibliography of Asian Studies** ,1994      **Bibliographic Index** ,1988      Subject Guide to Books in Print ,1975      Avery Index to Architectural Periodicals. 2d Ed., Rev. and Enl Avery Library,1993      Science & Technology in Japan ,1989      Designing the Office of the Future Volker Hartkopf,1993-05-05 Recent technological advances in telecommunications electronics security automation and building control systems create many new challenges for workplace designers The workplace of the future must accommodate these new technologies and changing work styles in appropriate physical environmental and organizational settings to enhance worker speed communication and overall productivity The Advanced Building Systems Integration Consortium an industry university partnership established at Carnegie Mellon University is dedicated to researching and developing the quality of the workplace through the innovative use of advanced technologies This important work reports on the major findings of the multidisciplinary field team in the study of a few key Japanese office buildings The authors focus on a selected set of design features components and integrated systems that herald innovative future trends and stand the test of occupancy evaluation Designing the Office of the Future provides the general approach of the Advanced Building Systems Integration Consortium ABSIC to the building studies and their use towards the development of advanced products and workplaces The book reports generalized findings from the international building studies in four countries explains the intellectual framework of the team s approach to defining advanced workplaces and presents the details of the actual building evaluation process The book then presents an overview of Japanese trends drawn from the in depth building studies and other building visits as well as critical readings and discussions with Japanese leaders in intelligent building design Other topics covered include theselection of innovative components systems and processes identified by the multidisciplinary team in four Japanese buildings Toshiba Headquarters NTT Twins Regional Headquarters the ARK Mori Building and the Umeda Center building Designing the Office of the Future then discusses new developments in building design technology and concludes with a list of major design changes to be introduced into the technologically advanced workplace      **Japan Transportation** ,1988      **Forthcoming Books** Rose Arny,1988-09      **Avery Index to Architectural Periodicals** Avery Library,1979      **Japanese Technical Abstracts** ,1986      **AIA Journal** ,1968      □□□□□□ □ □□□,2009-09      **Building Design Department of Takenaka Komuten Co., Ltd** Takenaka Komuten Company Limited (Tōkyō). Sekkeibu,1987      **The Design Works of Takenaka Komuten** Komuten Takenaka,1987      Building Design Department of Takenaka Komuten Co., Ltd Takenaka Corporation,1987      *Takenaka design works* Takenaka Kōmuten. Sekkeibu,2018      *The Design Works of Takenaka Komuten* Shinkenchikusha. Editorial Division,1987      *Takenaka* Takenaka Kōmuten,Yukio Yoshimura,1994

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