

Keio Business School

NIPPON MINIATURE BEARING CO., LTD. (A)

-- Growth Process through 1979 --

Establishment of Nippon Miniature Bearing Co., Ltd.

In July 1951, Mr. Goro Tominaga established Nippon Miniature Bearing Co., Ltd. (NMB) at Azukisawa, Itabashi Ward, Tokyo. The company was Japan's first miniature bearing company, and its capital was 1 million yen. When Japan Aircraft Servicing Co., Ltd. was established in July 1952, it invited Mr. Tominaga to join the board of directors. In 1952, Mr. Seiichiro Takahashi had founded Keiaisha Co., a scrap iron company, and had started business with Nissan Motor Co., Ltd. Through this relationship, Mr. Takahashi was requested by the president of Nissan Motor Co. to participate in NMB. This request was made at the suggestion of Mr. Ayukawa, the leader of the Nissan Group. In compliance with this request, Mr. Takahashi nominally assumed the presidency of NMB in August 1952, and extended financial assistance to the company.

The business expanded beyond the capacity of the Azukisawa plant, in Itabashi Ward in Tokyo. In 1956, therefore, the management decided to move the plant to Kawaguchi City, about 5 km north of Azukisawa. Mr. Tominaga continued to serve as the nominal president of NMB, while serving as a director of Japan Aircraft Servicing Co., Ltd. In April 1959, however, he decided to commit himself to Japan Aircraft Servicing Co., Ltd. as managing director, while retaining his position as an NMB director. In this situation, Mr. Seiichiro Takahashi had to find somebody to run day-to-day operations at NMB, and decided to entrust the management of NMB to his eldest son, Mr. Takami Takahashi.

Current President Takami Takahashi Joins NMB Management

Mr. Takami Takahashi was born in Tokyo in December 1928, the eldest son of Mr. Seiichiro Takahashi. He studied at the Economics Department of Keio University. He was chairman of the Keio University student council and cheerleader for baseball games of the Big Six Universities. Mr. Takahashi designed the Mickey Mouse sweaters of the Keio cheerleaders' uniforms, which were used by his successors for a long time. While studying at the University, he also displayed business talents in raising pigs and selling the oil that collected in the basement of a US Army mess-room, for soap-making.

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This case was prepared in September 1985 by Associate Professor Sadahiko Suzuki at Keio Business School as the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative problem.

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