



## Keio Business School

# A venture firm manager who is troubled by a despotic president and an inexperienced staff

### **Primary issue**

The president of the company that employs the client is a tyrant, and this has led to many internal problems. Because the staff that the client manages are inexperienced, he finds himself bearing most of the world load and is almost at his wit's end. He is worried about the company management, and about the future of his career. 15

### **The client**

The client is a 30-year-old man, born in 1970, who works as a section chief at a rapidly-growing venture firm in the central districts that transports freight by sea. His father runs a small-yet-stable trading company, and his mother is a full-time housewife. There are many prominent figures among his relatives, including hospital administrators. 20

After spending one year at home following high school graduation, the client enrolled in a business administration program at a local private college. After he completed the program he accepted a job in aluminum product sales at a major building materials manufacturer. He switched to his current company in 1996 because the work he was doing was too routine and regulated by quotas; he felt like a pawn in a chess game. This second company had just been established when the client joined, and there were only three other employees: the president (54) and two employees who had previously worked with the president at another company and had quit with him at the same time (a 35-year-old man and a 31-year-old woman). 25 30

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This document was prepared by Keio Business School's Professor Naotaka Watanabe. Minor changes have been made in order to protect the anonymity of those related to the case.