



## 慶應義塾大学ビジネス・スクール

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### Daiwa House Industry Co., Ltd.\*

Commercially launched in 1955, Daiwa House Industry Co., Ltd. (hereafter “Daiwa House Industry”) is a company that boasts sales of about 1.15 trillion yen and employs about 14,000 workers as of 2009. It has a head office in Osaka, two regional offices in Nagoya and Tokyo, and a network of 80 branch offices and 10 factories across Japan. The company engages in a wide range of business activities that includes urban development involving resort hotels, golf courses, and the like, both in Japan and abroad, in addition to running a housing business, built around made-to-order houses, subdivision houses, and condominiums/apartments, and a commercial building business, encompassing restaurants, stores, office buildings, and so on.

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In the fall of 2009, Mr. Makoto Yamamoto, Senior Executive Officer in charge of the General Advertising Department of Daiwa House Industry as a 1 trillion-yen company (with an additional duty of sales promotion from April 1, 2010), was busy working out a future marketing strategy.

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### Daiwa House Industry

Daiwa House Industry was commercially launched on April 5, 1955 (incorporated March 4, 1947). Headquartered at 3-3-5, Umeda, Kita-ku, Osaka City, Osaka Prefecture, it employs about 14,000 workers (about 40,000 across the Daiwa House Group) and boasts sales of about 1.15 trillion yen as of 2009, with its paid-in capital standing at about 110 billion yen. The company marketed its inaugural product, known as the “Pipe House”, in 1955, and received a structural certificate from the Japan Lightweight Iron Construction Association in 1957 as a technical endorsement of the product as Japan’s first full-fledged steel pipe building. It followed this up with the development of a prefabricated house product called the “Midget House” in 1959 and establishment of Daiwa Danchi in 1961, which was also the year when Daiwa House Industry listed its stock on the Osaka and Tokyo stock exchanges (currently in the first divisions of both exchanges), as well as the Nagoya Stock

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This case study was compiled by Professor Akihiro Inoue and Akihiro Nishimoto, Ph.D. Student, the Graduate School of Business Administration Keio University. This case was prepared solely as a basis for class discussion and has no intention to opine on the quality of corporate management or the appropriateness of management decisions made by persons concerned.

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