3. How did he overcome the problem?

The problem that Okuno came across was that he started by organizing a study group for the group leaders in order to improve their overall education level. Unfortunately, the reaction to this study group was mostly negative. As a result, he canceled all future study meeting and he developed a strategy designed to revitalize the organization. The strategy was based on five steps:

1) The monthly group leader meetings

2) The price control system

3) The draft system

4) The tatsumaki program

5) The hangen

4. How do you see the workers of Higashimaru Shoyu Co, Ltd (in terms of education, in terms of loyalty, in terms of motivation etc.)?

The groups in Higashimaru Shoyu were run by group leader and these group leader were mostly the ones who were working for this organization for about 20 years but were not highly educated. Although they were called the self-made man’s but they were not highly skilled to manage the modernization program that Okuno was about to introduced. These people were very proud of being self-made and they were loyal to the company.