

Introduction

*“Some things change,
some things stay the same”*

Some things change...

Much about the business environment of Japan has changed since 1998, when this book was originally published.

- * The concept of lifetime employment in large corporations is a distant memory.
- * The value of those employees who remain in the large companies is measured less on length-of-service and more on performance.
- * Instead of chasing after a few coveted spots in large companies, many young men and women are choosing instead to take control of their own careers; There are numerous examples of people in their 30's and 40's heading start-up companies.
- * Over the past five years, the large corporations have aggressively downsized by offering early retirement, cutting back on annual recruitment of new college graduates and by spinning off corporate divisions into wholly owned subsidiaries.
- * The number of U.S.-based Japanese subsidiaries has decreased steadily from the late 90's. Within the manufactur-

