

We want to make everyone involved to enjoy happiness K & AI Corporation

Responding flexibly to social needs for 80 years its since founding



K & AI Corporation, a wheelchair manufacturer with a long history, was founded in 1936 as a medical device manufacturer Kitajima Shokai in Kyobashi-ku, Tokyo. This Kitajima Shokai delivered wheelchairs to military sanatoriums, which is said to be the first wheelchair in Japan called a "Hakone-type wheelchair." In 2016, the company celebrated its 80th anniversary. Currently, the company operates in Hachioji City, Tokyo. It manufactures and sells custom-made and ready-made wheelchairs, manufactures and sells seat-holding devices, and rents nursing care equipment, mainly wheelchairs, and operates a wide range of businesses, primarily in the Tokyo metropolitan area. For custom-made wheelchairs for the disabled and rental wheelchairs for the elderly, the needs of the users and the systems and pricing according to the country are entirely different. Therefore, detailed responses are required for each case.

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Nobutaka Kitajima, the third-generation president, took over the business at the age of 28 with the passing of his predecessor. After sudden business succession, he learned that the company had a massive amount of debt, and he was keenly aware of the large gap between what he saw on the front line and what he saw as manager. With a sense of responsibility to rebuild its management, the company made trial and error and set a new management philosophy of "Creating Enjoyment and Happiness for all People Involved" and set out the direction the organization should aim. While realizing that essence of the founder and successor were different, he participated in the Hachioji Mirai Juku (Hachioji Future Study Course) put on by Hachioji City Hall, the Hachioji Chamber of Commerce and industry, and the Tama Shinkin Bank and convinced them of the importance of the management philosophy. By participating in the Hachioji Mirai Juku, he was able to create relationships with fellow business owners and be able to consultant with them.

Creating a climate where the status of management can be visualized and opinions can be exchanged



Kitajima decided to adopt a management approach of thoroughly communicating to employees, based on the belief that the absence of an employee's knowledge of the management situation led to the crisis. To help employees understand that there are good times and bad times., the company visualizes its business conditions and creates a corporate culture in which employees can express their opinions. A team-based system was established to set goals so that the collective awareness the teams come before the individuals and the company comes before the teams. In addition to calculating the overall annual sales target based on annual expenses, sales performance differs depending on the area, the number of customers, experience, and aptitude. Therefore, it is recommended that employees share information within the team and support each other in a satisfactory manner.

Currently, there are 28 employees, of which eight are women, with an average youthful age of 40 years old. This year two new graduates were hired. The newly created recruitment web page is well-received as you can see the faces of the employees and the atmosphere of the company. An evaluation system for employees has also been established. Different evaluation formats are developed for each department to set individual goals and team goals, and personal interviews are held every six months. Self-evaluation of the targets set by each individual is also carried out. Kitajima said that the future challenge is to systematize the wage system while giving consideration to the balance between seniority-based and merit-based systems.

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