

### Kyosei applied at the national level

The *kyosei* concept must also be put to practical use at the national level by like-minded corporations. I am aware of the tremendous advantages and disadvantages that national government policies exert on corporations and society. I have also experienced the limits of what a single corporation can achieve with respect to economic friction, exchange rate fluctuations, and other problems.

Since I am Japanese, I decided to apply my ideas about *kyosei* to Japan and I have developed a vision for the country as a truly ethical nation. Central to my ideas is that Japan should abandon its former "one-nation prosperity" creed of striving for advancements for Japan alone and adopt the concept of *kyosei* so that Japan can exist in harmony with the rest of the world. In addition, I believe Japan should cooperate with the US and EU to contribute toward the resolution of serious world problems.

Since the Meiji Restoration in 1868, Japan has made every effort to "overtake and pass" the West. This has been a government priority and is evident in its promotion of industrialization and aim for higher productivity. It was also seen in the country's policy of developing a wealthy nation and a ~~strong~~ military *strength*. However, the government's misguided overemphasis on building up ~~the strength of the military~~ brought about the tragedy of World War II. *strength*

At the time of the Meiji Restoration, the government's focus on industrialization and productivity was appropriate because Japan was poor and lagged very far behind Western industrialized countries. The promotion of industry continued into the post-war era and has enabled Japan to transform itself into an affluent, industrialized nation.

I believe that 1968, exactly 100 years after the Meiji Restoration, was a symbolic year in which Japan achieved its goal of catching up with the West in industrialization. In that year, Japan's gross national product ranked second in the world and the balance of international payments turned in Japan's favor.

I believe it is now time for newly affluent Japan to change its focus from concern with national prosperity to Japan's role in the world. It is time to give more attention to international problems rather than national development.

For many years now I have said that Japan, as a developed nation, has outgrown its "one-nation prosperity" policy. Some years ago I also warned that Japan would be criticized if it continued to follow this policy and allowed its trade surplus to grow, without assuming a more active role in addressing world problems. I thought that the affluence Japan had achieved would ironically lead to its downfall and a "national crisis" if it did not change its ways and exist harmoniously with other nations. Unfortunately, what I predicted came true.

R. KAKU,  
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The enormous international trade surplus itself triggered a "bubble economy" marked by unprecedented financial speculation. This caused immense strain throughout the Japanese economy and its after-effects continue to be felt by the nation's largest financial institutions today.

The rising yen is also a consequence of having neglected the accumulating trade surplus. ~~Small- to medium-sized corporations in Japan will soon run out of measures for coping with the rising yen.~~ Although large corporations may be able to adapt by transferring some production to overseas bases, this may seriously undermine employment stability in the country. In the end, it is Japan that will suffer.

### National crisis

I think that the "national crisis" is not only economic in nature, but also social. For example, recently many young Japanese people, including some with excellent academic results, have been attracted to questionable cults. How could seemingly dangerous groups gather so many followers? I think that one of the main reasons is that the national government has not provided a guiding vision of how Japan should ideally be. A society that lacks a positive ideology leaves room for false and destructive beliefs to take hold.

I think that Japan's politicians have invested too much energy in petty internal battles and have been negligent in developing a new aim for the country. A vision has not been created to replace the goal of rapid industrialization to catch up with the West.

However, it is not too late for Japan to change. I believe it must immediately abandon its national objective of achieving prosperity for Japan alone and must adopt a national creed of contributing to "kyosei with humankind."

Recently, the phrase "A Japan that will contribute to the world" is being widely used by politicians as a campaign slogan. To actually

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contribute to the world, however, strategies to achieve that objective must be devised.