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After graduating from Kellogg School of Management ,Northwestern University in 1975, he joined the Graduate School of Business Administration at Keio University as Assistant Professor. He has named Associate Professor in 1978,and Professor in 1988.During his tenure at Keio. He has taught Business Policy and Organization. He has also served as visiting Professor at several University, such as Tokyo University, Yokohama National University, INSEAD, Wales University and many other Schools.

He became Professor Emeritus of Keio University in2008 and Dean of the Graduate School of Management and Information at University of Shizuoka. He has been Vice Chairman of Academy of Venture Business in Japan, Director of Academy of Organization Science and Executive Research Director of the Institute of Family Business Research. He has consulted for and has been on the board of major Japanese companies including Panasonic, Toyota, Fuji Film, Fujitsu, NEC,Santen and Eisai.

His research area is broad. including Strategy, Organization theory and Family Business. He has published many books and articles through major publishers.