

Table of Contents

| | |
|-----------------------------------------------------------------------------------------------------------------------------------|----|
| Introduction | v |
| Chapter 1. From Farm Boy to Shogunate Vassal: Seeking an Outlet for His Talents | 1 |
| 1. Eldest son of a farming family producing silk and indigo | 2 |
| 2. Becoming a retainer to the Hitotsubashi clan | 10 |
| 3. Participation in the Paris International Exposition of 1867: Learning about modern technology and the economic system | 14 |
| 4. Serving the Shizuoka domain and the new government | 22 |
| 5. What personal qualities shaped Shibusawa's career? | 29 |
| Chapter 2. Leader of the Meiji Business World: Developing the Mechanisms for an Open Economy | 33 |
| 1. Establishment of the First National Bank | 34 |
| 2. Building a system to create modern industry | 42 |
| 3. Overall picture of the businesses in which Shibusawa was involved .. | 44 |
| 4. Shibusawa's efforts to establish many companies | 49 |
| 5. Demonstration of abilities at general shareholders' meetings | 52 |
| 6. Shibusawa's managerial techniques from the viewpoint of capital | 56 |
| Chapter 3. Shibusawa's Personal Network | 65 |
| 1. Creation of a compact business space | 66 |
| 2. Management activities supported by a wide variety of personnel | 71 |
| 3. Dispatch of management teams to new companies | 77 |
| 4. Fostering the next generation of managers through Ryūmonsha | 78 |
| 5. Extended family | 82 |
| 6. Creation of a "new Shibusawa family" | 86 |

| | |
|----------------------------------------------------------------------------------------|-----|
| Chapter 4. Politics for the Benefit of the Private Sector | 101 |
| 1. Japan's economic policies and economic trends after the Sino-Japanese War | 102 |
| 2. The issue of Qing Empire indemnity after the Sino-Japanese War ... | 104 |
| 3. Debate about Japan's adoption of the gold standard | 107 |
| 4. The merits and demerits of introducing foreign capital | 109 |
| 5. Discord surrounding the argument for railway nationalization | 112 |
| 6. Active involvement in the Railway Secured Bonds Act | 116 |
| 7. Expectations of the private sector and frustrations | 121 |
| Chapter 5. Contribution to Nation Building through Social and Public Enterprises | 125 |
| 1. Strong interest in practical education | 127 |
| 2. Support for private commercial schools | 131 |
| 3. Shibusawa's contributions to social enterprises | 139 |
| 4. Attempts to integrate ideologies and eventual frustration | 141 |
| 5. The Cooperation Society and Shūyōdan | 149 |
| 6. The search for a new kind of labor-management relationship | 159 |
| Epilogue: Shibusawa's Vision of Modern Society | 163 |
| Further Reading | 167 |
| Timeline of Shibusawa Eiichi's Life | 169 |
| Bibliography | 175 |
| Index | 183 |