

MC's Management Professionals

Never stop challenging

This is a story about management professionals struggling to improve MC Group's corporate value



President and CEO, Diamond Realty Management (DREAM)

Takashi Tsuji

Struck by an employee's innocent comment

"Taking on challenges will help our employees grow, which will power the entire company," says Mr. Takashi Tsuji, President and CEO of DREAM. However, he confessed that he had a totally different mindset when he assumed the position of the president in 2012. Mr. Tsuji was preoccupied with just succeeding the strategies taken by his predecessors. In order to maintain a string of strong business results, he thought, it would be best to manage his company in line with existing strategies.

His employees had different

thoughts, however. He heard someone say, "When Mr. Tsuji became the president, I was thrilled by how much this company would change." Mr. Tsuji was struck by that innocent comment made by a young employee during an office party. He learned that many employees in fact expected the new president to take on challenges to grow the company to higher levels.

"The mindset I had when I took the top position may have been the sign of my lack of confidence," Mr. Tsuji asked himself again why he had

assumed the position. What he recalled first was his past career in which he had been devoted himself to logistics business.

After joining MC, he was "eager to do a job that might someday revolutionize the logistics industry," and had accumulated experience in logistics operations and venture capital business in the United States. Taking advantage of that experience, he furiously worked on development, leasing, and attraction of tenant for state-of-the-art logistics facilities. The experience at that time serves as an irreplaceable asset for him

today.

"This is the time to try my own way. By leveraging my past experience and passions, I should take on logistics fund business that only DREAM could do. This strategy should energize my company," Mr. Tsuji thought before making a big decision. As a result, DREAM developed financial instruments utilizing

the knowledge of logistics business that only a trading firm could have, including private REIT* into which logistics facilities were incorporated. It was the first attempt in the industry. Consequently, DREAM successfully gained first-mover advantages and differentiated itself from competing companies.



Daikoku-Cho Distribution Center owned by a fund managed by DREAM

Taking on challenges will create a virtuous cycle

"By taking on challenges without fear of failure, and by building up day-to-day successful experiences, employees will be empowered and gain increased confidence, and a sense of teamwork will be generated in the company," Mr. Tsuji says. He perceives definite results, saying, "Many of our employees realize today that they can try a number of things utilizing MC resources, which is the best part of a consolidated management company."



At a company bowling event. As the mobility of human resources is extremely high in this industry vital is attached to good internal communication

Mr. Tsuji also says that continuously trying something new ahead of the industry will create a positive growth cycle in the company. Mr. Tsuji emphasizes, "The company where new things can be challenged flexibly gather excellent talents. Challenges of those people will accumulate new knowledge over time, helping strengthen the company and create a positive growth cycle. What is most important

is to ensure the momentum of such a cycle."

This past summer, DREAM had its first full-time local representative in the United States, the home of REIT. The company's approach is steadily progressing for the next growth stage in overseas markets in addition to Japan. DREAM is continuing its challenge into the future.

* Private REIT: REIT, Real Estate Investment Trust is a type of investment trust fund designed to collect funds from a number of investors, invest them mainly in real estate, and distribute the resulting profits to the investors. A private REIT is a kind of REIT that is placed and sold on a private basis.

Diamond Realty Management (DREAM)

DREAM was founded in October 2004 to develop and manage private equity real estate funds for domestic and overseas institutional investors. By expanding the scope of its service, DREAM has grown to be a company that manages assets worth over 500 billion yen at its peak.