

SUN-CREA: Drastic Change of Own Concept to Make Inclusive Community Environment in the VUCA age

Representative: OZAWA Tomoyuki, Associate Professor, APU

### Summary of Teaching Case

Suncrea operated hotels in Hiroshima and Ehime Prefecture for about 30 years. Masayuki Hosoba (Hosoba), President, was working for IBM Japan, and his family was running Suncrea. But the company went bankrupt. Hosoba retired from IBM and did business restructuring and established new Sun-Crea in 2015. He was riding on the inbound boom and expanding his business with a grand goal.

The COVID-19 hit the business, and the declaration of a state of emergency in Japan in 2020 forced the suspension of all hotel operations. His common sense collapsed, and a strong doubt arised as to whether the company can continue only with the economic growth.

In the world, there is an idea to switch from measures only from an economic perspective to new indicators such as sustainability, inclusiveness, and circular economy, which Hosoba feels right. With the COVID-19 raging, Hosoba moved to Meguro district, Ehime Prefecture (only 270 people and 64% elderly population rate), where there is a hotel that has just been contracted to rebuild.

Hosoba's activities and ideas include:

- Aims to throw himself and his family into the village community engaging agriculture, become a role model, and create a way of life in this VUCA age.
- Appointed a few-year university graduate female who wants to run a hotel in Indonesia in the future to be the manager of a new hotel.
- Started an outdoor education business as an incubation facility for ways of life appointing a young female to oversee the business.
- Upcycling as a means of achieving sustainability and a circular economy.
- “If a goal is set by a leader, it contains an obligatory element, so it takes away independence. On the other hand, it is important to have an organization growing naturally even if members are left alone. It is important that the company and its members match their values and goals, and that each person's internal energy is welling up, rather than being imposed by a leader.”

The case is suitable for undergraduate and graduate courses in inclusive leadership, sustainable development, regional development, organizational behavior, and diversity.

Through this case, students will:

1. Understand the concepts of inclusive leadership, inclusion in the workplace, sustainable development, and regional development.
2. Identify the challenges faced by leaders in the VUCA age.
3. Discuss the balance between social impacts and economic values.
4. Formulate strategies balancing social impacts and economic values considering inclusivity and financial sustainability.