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The logo for the Japan Federation of Management Related Academies (JFMRA) is centered within a rounded rectangular border. The acronym "JFMRA" is rendered in a bold, black, serif font with a classic, slightly ornate style. Each letter is distinct and well-spaced, with the 'J' and 'A' having prominent serifs.

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The original English language edition published by JFMRA.

Greetings to Our Readers on the Sixth Issue of the Journal of Japanese Management

The Journal of Japanese Management is an official publication of the [Japan Federation of Management Related Academies \(JFMRA\)](#). I am very pleased with the sixth electronic publication (Vol. 3, No. 2) of this scholarly journal of JFMRA. Through this journal, we aim to contribute to international academic progress through advanced studies in wide-ranging research fields related to management, management information, commerce, and accounting. JFMRA was originally established through the affiliation of 57 academic societies in the fields of management, accounting, and commerce on November 23, 2006.

I was appointed as the chief director of JFMRA on April 1, 2018. We gradually plan to change the composition of the editorial board to include some internationally renowned and/or active researchers in the aforementioned fields to ensure that this journal is suitable for an international audience.

To date, economic inequality, global environmental issues, the aging and depopulating of societies, accelerated development of new and emerging markets, or innovations like the Internet of things (IoT), artificial intelligence (AI), open innovation, and linkages that foster innovation have changed our lives and generated numerous research themes for our researchers. Accordingly, a wider ranging interdisciplinary approach that calls for cooperation beyond the existing academic framework of an individualistic society is needed. Therein lies the significance of JFMRA.

JFMRA has been focused on the following: (1) the development of research and spread of knowledge in fields related to management, management information, accounting, and commerce; (2) research and contributions to society through education related to management; (3) exchanges between various academies and researchers associated with management; (4) cooperation with researchers overseas related to management; and (5) cooperation with the Science Council of Japan and academic research communities working closely with it. JFMRA also organizes public lectures twice each year, an occasional meeting for the exchange of ideas among members of the affiliations, as well as an annual symposium. I rejoice at the release of the sixth issue, and would like to thank the members of the *Journal of Japanese Management* (JJM) editorial board, especially Professor Fangqi Xu, the vice-president of JFMRA, and Professor Yukio Takagaki, the chair of the editorial board. I am sure that this journal is beyond the expected levels of many academic researchers at home and abroad, and I am confident that it will stimulate the readers intellectually.

Dr. Yoshihiro Tokuga

President, Japan Federation of Management Related Academies

Vice -president and Professor, Kyoto University, Kyoto, Japan

Preface

I am very pleased to announce on the sixth electronic publication (Vol. 3, No. 2) of the *Journal of Japanese Management* (JJM), which is an official publication of the Japan Federation of Management Related Academics (JFMRA).

Though many academic associations exist in Japan, few appear to be active in disseminating Japanese knowledge abroad, particularly in the social sciences. It is incumbent on us to continue to conduct research on Japanese managerial practices that emphasize sound business management and disseminate relevant strategies to the world.

Needless to say, even if individual academic associations were interested in actively doing so, limited resources make it difficult to accomplish such a task. Fortunately, many academic associations representing management, commerce, accounting, and management information are participating in the Japan Federation of Management Related Academics (JFMRA). One of the main means of knowledge dissemination is the publication of an academic journal in English. In today's highly networked society—thanks to the Internet—, there is no doubt that electronic journals should be the most appropriate media accessible to anyone at anytime, anywhere in the world.

There are three categories of JJM papers: (1) paper of regular and/or equivalent members (such as postgraduate members, etc.) of the some affiliated academic associations of JFMRA; (2) selected paper from the international conference hosted by or sponsored by JFMRA.; (3) English translation of best paper from dissertation. For further detail, please refer to our web site < <http://www.jfmra.org/jjm/>>.

As the representative of the editorial board, I would like to acknowledge our appreciation to those academic associations that participated in this effort; additionally, we are grateful to the manuscript contributors and reviewers for their cooperation. We continue to work hard for the further development of JJM.

Dr. Yukio Takagaki

Editor-in-Chief *Journal of Japanese Management*

Board member, Japan Federation of Management Related Academics

Professor, Faculty of Economics and Business, Surugadai University, Saitama, Japan

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