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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 Eighth Issue of *the Journal of Japanese Management*

The Japan Federation of Management Related Academies (JFMRA) was established on November 23, 2006. JFMRA is now through the affiliation of 55 academic societies in the fields of management, accounting, commerce, and information management.

One of the main activities of JFMRA is to publish *the Journal of Japanese Management*, the official publication of JFMRA.

Today, a few academic societies in Japan issue publication solely in English; therefore, by issuing this journal entirely in English, JFMRA aims to contribute to international academic progress through advanced studies in wide-ranging research fields related to management, management information, commerce, and accounting.

To date, social trends such as economic inequality, global environmental issues, the aging and depopulating of societies, Sustainable Development Goals (SDGs), accelerated the development of new and emerging markets and innovations. Innovations, such as 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 wide-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 focusing on the following themes: (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 other academic research communities. 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 eighth issue (Vol.4, No.2) 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 confident that this issue will stimulate the readers intellectually. JFMRA, with editorial board members, we sincerely wish this journal will become beyond the expected levels of many academic researchers at home and abroad.

Prof. Akira Uchino

President, Japan Federation of Management Related Academies
Professor, School of Commerce, Senshu University, Tokyo, Japan

Preface

It pleases me to announce the eighth electronic publication (Vol.4, No.2) of the *Journal of Japanese Management* (JJM), the official publication of the Japan Federation of Management Related Academies (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 not only to continue conducting research on those Japanese managerial practices which emphasize sound business management, but also to disseminate relevant strategies to the world.

Needless to say, even though individual academic associations may be 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 primary 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 offer the most appropriate media, potentially accessible to anyone at anytime, anywhere in the world.

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

On behalf 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 the 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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