



JMA 75th Anniversary
Proposals for Management Innovation

“Implementing KAIKA Management”

KAIKA

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Japan Management Association

Proposal initiatives by Japan Management Association (JMA)

Since 1987, JMA has addressed significant management issues of the times and has made proposals regarding the background of the issues, appropriate courses of action, and countermeasures, etc.

These proposals reflect the philosophy of JMA. The main objective is not to indicate correct ways of solving the issues but rather to provide topics for relevant discussion.

List of proposal themes

1st	(FY 1987)	...	“Proposal for innovation in optimized management”
2nd	(FY 1988)	...	“Proposal for creativity innovation”
3rd	(FY 1989)	...	“Proposal for improving service quality and productivity”
4th	(FY 1990)	...	“Scenario 2000: Proposal of citizenship management”
5th	(FY 1991)	...	“Proposal for enhancing business attractiveness”
6th	(FY 1992)	...	“Proposal for improving time productivity”
7th	(FY 1993)	...	“Redesign of the Japanese-style human resources system”
8th	(FY 1994)	...	“Proposal for innovation by business leaders”
9th	(FY 1995)	...	“Proposal for value-based management in the age of consumerism”
10th	(FY 1996)	...	“Management and creation of wisdom and vitality”
11th	(FY 1997)	...	“Challenge for consolidated management innovation”
12th	(FY 1998)	...	“Environmental management for a new form of corporate growth and development”
13th	(FY 1999)	...	“Proposal for management innovation capitalizing on the strengths of Japanese-style management”
14th	(FY 2000)	...	“Challenge for ‘Monozukuri management’ to gain competitiveness”
15th	(FY 2001)	...	“Human resources strategy to gain competitiveness”
16th	(FY 2002)	...	“Challenge for original and high value-added management to gain competitiveness”
17th	(FY 2003)	...	“Originality-oriented product innovation and development of breakthrough leaders”
	(FY 2004)	...	Research report: “Research on the merit-based human resources system”
18th	(FY 2005)	...	“New developments in the merit-based system to achieve the sustained growth of members and the organization”
19th	(FY 2006)	...	“Resurgence and creation of middle management”
20th	(FY 2007)	...	“Fulfilling potential as an organization: Management to capitalize on the abilities of members and the organization”
21st	(FY 2008)	...	“Fulfilling potential as an organization: Management focusing on the ‘joy

		of working' ”
22nd	(FY 2009)	... “Fulfilling potential as an organization: Management that creates ‘the joy of working’ ”
23rd	(FY 2010)	... “Taking on the world with ‘good management’ ”
24th	(FY 2012)	... “Proposal for co-evolution”
25th	(FY 2017)	... “Implementing KAIKA management”

Introduction

Since its establishment in 1942, the Japan Management Association (JMA) has walked in step with the industrial world as an institution that promotes managerial innovation.

Takuo Godo, the first chairman of JMA, had conducted research on the essence of the scientific management processes and concluded that “Management is not just a system. People are the key, and so are the philosophy and actions of employees, managers, and executives.” He also named “improving the efficiency of the Japanese character” as the first operation policy.

Since then, JMA has been involved in the promotion of business and management focused on people. As part of its initiatives, JMA has made proposals since fiscal year 1987 regarding significant management issues of the times.

In particular, the “Proposal of citizenship management” in fiscal year 1990 held that clients, employees, shareholders, and the public should be broadly considered as “citizens,” and that any corporate action should be based on whether it would gain the support of citizens.

From fiscal year 2007 to 2009, JMA has promoted the importance of management that creates “the joy of working,” based on the understanding of human nature obtained from academic fields such as neurology and psychology.

In its 70th anniversary in fiscal year 2012, JMA announced the “Proposal for co-evolution,” which held that each employee should share common goals based on the company’s significance in society, and take on challenges towards the goals by being creative and cooperating with colleagues, thus achieving personal growth. JMA has sought to promote “KAIKA” as a way of achieving this.

Since then, political and economic affairs around the world have been thrown into turmoil, while new technologies, including artificial

intelligence, have been evolving. The environment surrounding businesses is changing more rapidly than ever. Businesses must not only find out how to adapt to these changes but also how to create changes on their own initiative.

We believe that the KAIKA that JMA has been promoting is a way of management that is needed during these changing times.

On our 75th anniversary, we reconfirm the validity of the KAIKA way of management, which creates new value by simultaneously achieving growth of the members, invigoration of the organization, and sociality of the organization; and hereby propose measures to put KAIKA into practice.

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Proposal 1

Executives should designate a social issue for the company to address, with a “long timeframe” and a “meta-perspective.”

- 1) A “long timeframe” and a “meta-perspective” will reveal the substantive issues involved
- 2) Social issues to be confronted by the company are determined by the will of executives

Proposal 2

Organizational leaders should pursue “total optimization” by breaking away from “PDCA” and by engaging in “head-on discussions.”

- 1) Break away from “PDCA,” share the ultimate goal, and think while running
- 2) “Head-on discussions” in the workplace lead to awareness of links with society

Proposal 3

Each member in the organization should be an engine that promotes KAIKA through thoughts and actions.

- 1) Any job can be “creative”
- 2) The thoughts and actions of each member help to realize a KAIKA state in an organization

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Chapter 1 Where the problem lies: Context of need for KAIKA management

1) The age of “VUCA”

You may have heard of the term “VUCA.” It stands for “volatility,” “uncertainty,” “complexity,” and “ambiguity.” It was coined in the 1990s as a military term but has also been used in economics and business since 2010s.

The year 2016 saw significant changes around the world that were contrary to many people’s expectations. With the UK leaving the EU and the inauguration of Donald Trump as president of the US, the future of global politics and the global economy has become more uncertain.

The development of new technologies such as artificial intelligence, big data, and IoT is expected to have a great impact on our lifestyle and way of working.

The environment that surrounds us can be described as the age of VUCA. How then should businesses and organizations respond to such changes that are currently taking place? As members, how should we be working, and how should we be involved in organizations? Organizations, members, and society as a whole must decide how to face such enormous changes.

2) Innovation that is required

This is one of the quotes attributed to Charles Darwin: “It is not the strongest of species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change.”

To survive in the age of VUCA, we must change ourselves. We must respond to changes, bring innovation without interruption, and continue creating value.

However, according to the survey of executives conducted by JMA in 2016, around 40% of businesses answered that they have not seen their development of new businesses and innovation bear fruit.

Also, a survey by the Ministry of Economy, Trade and Industry showed that although there is strong interest among businesses in “open innovation,” which is attracting attention as a way to defy the limitations of innovation that are created internally, the percentage of research and development being conducted by external coordination

remains limited. To the question of whether open innovation has become more active compared to a decade ago, more than half replied that the level has remained the same or is falling.

Research and studies by JMA have revealed that businesses that gain positive results from innovation have certain characteristics in common. These are: (1) Target-oriented (focused on “Why we do it”), (2) Cooperative (readily support colleagues in need), (3) Open-minded (open culture), (4) Substantialist (active exchange of honest or opposing opinions), (5) Autonomous and responsible (act independently).

It is becoming more important than ever to create organizations that foster innovation.

3) Issues in human resources as a source of competitiveness

Efforts in businesses responding to changes and creating innovation originate from none other than “human resources.” Most executives probably realize that human resources are a source of competitiveness and growth. However, issues have been identified in human resources as well.

In the past, it was said that Japanese employees demonstrate strong loyalty and engagement with the company or organization to which they belong. However, according to Rochelle Kopp, the author of “Creating Motivated Employees in Japan” (CrossMedia Publishing) and a management consultant that specializes in cross-cultural communication at work as well as human resources management, various data show that the engagement level of employees in Japanese businesses is extremely low compared to the rest of the world.

Research by the Cabinet Office has also revealed that the percentage of the workforce that finds their job rewarding has been declining for a long time.

Japanese businesses also lag behind the world in “diversity,” which is an important element in creating innovation. It is widely known that the percentage of females in management roles is small compared to other countries. According to research material by the Ministry of Economy, Trade and Industry, the percentage of foreign workers in the total population and diversity in the nationality of corporate executives are also very limited.

4) Developing management to create an open organization

For organizations to immediately respond to changes in the environment or to unexpected events, it is necessary to detect early signs and convert that awareness into decision-making and action. As such, businesses and organizations must always remain conscious of what is going on in society.

Each employee must be concerned about society and be able to think and act on their own initiative. They then must seek to be part of an organization in which they can feel personal growth and contribution to the organization or to society. The organization, on the other hand, must be society-oriented and must actively incorporate various external expertise, demonstrating cooperation with such external entities and boldly taking on new challenges in order to evolve.

KAIKA is an initiative based on the recognition of such issues, and aims to rethink the way members work as well as how businesses and organizations operate with “involvement with society” as the starting point. It was coined to denote the definitions of the Japanese words, “blooming and growing” and “start of civilization and evolution.”

The goal of KAIKA management is to build a next-generation organization that continues to create value by simultaneously achieving “growth of the members, invigoration of the organization, and sociality of the organization.”

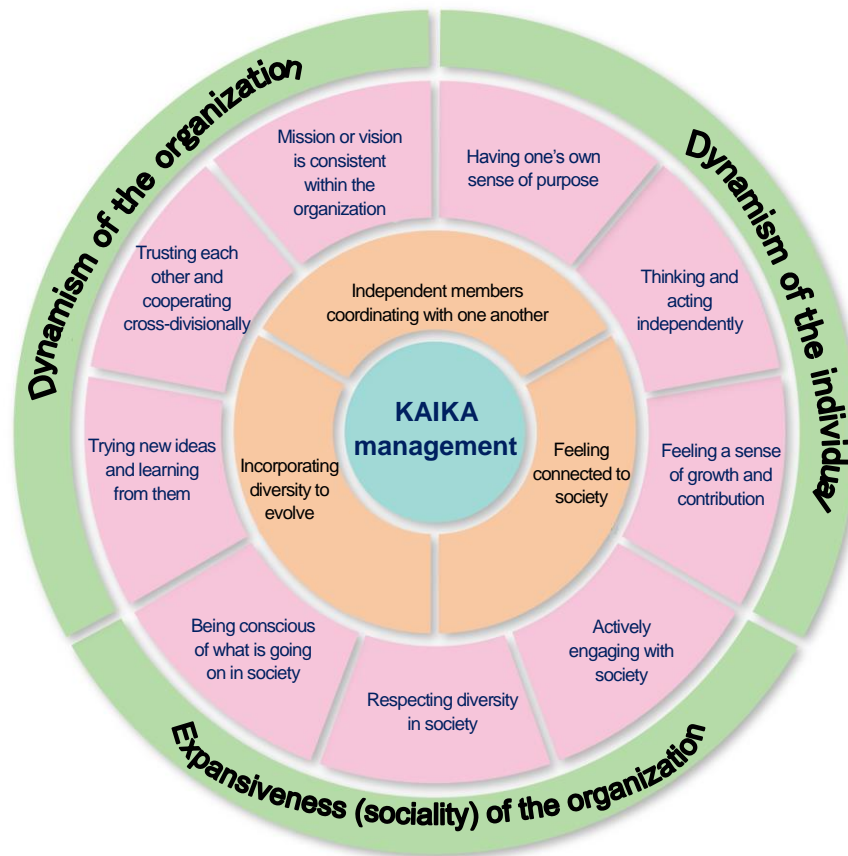
Chapter 2 What is “KAIKA management?”

1) Basic model of KAIKA management

As mentioned in chapter 1, KAIKA management aims to create value by simultaneously achieving “growth of the members, invigoration of the organization, and expansiveness (sociality) of the organization.” In other words, the goal is to simultaneously achieve three elements, namely “dynamism of the members, dynamism of the organization, and expansiveness (sociality) of the organization.”

With each member of the organization becoming more conscious of society, relationships will be built internally as well as with those outside the organization, and everyone will be engaged with each other. Each and every member will be excited to be involved with the organization or the team as they take on new challenges. This leads to know-how being accumulated in the organization, and members growing even further. We call this the “KAIKA state,” and by producing it, we will be able to create new values for members, the organization, and society.

When each of the three elements—“dynamism of the members, dynamism of the organization, and sociality of the organization”—are enhanced in a well-balanced way and mutually influence each other, the power to create value will emerge.



2) Three elements that comprise the basic model

The basic model of KAIKA management consists of three elements: “dynamism of the members, dynamism of the organization, and sociality of the organization,” with each element comprising three sub elements.

<Dynamism of the members (=growth of the members)>

Dynamism of the members is created when each member in the organization is able to (1) have one’s own sense of purpose, (2) think and act independently, and (3) feel a sense of growth and contribution.

The first element, “having one’s own sense of purpose,” starts from considering what is important to you, what you feel is rewarding in your job, and how you can be useful to society. From there, you as a member should think about the direction in which you want your career to develop, and what kind of work you should be engaged in from here on out and in what way.

The second element, “thinking and acting independently,” is to acknowledge issues in the organization or society as your own personal

issues, and to be conscious of how you can contribute to solving these issues through your work.

The third element, “feeling a sense of growth and contribution,” is to be able to have a sense of achievement in terms of your purpose with regard to the first element and the results of your independent actions with regard to the second element.

<Dynamism of the organization (=invigoration of the organization)>

Dynamism of the organization is created through an environment in which (1) the mission or vision is consistent within the organization, (2) members trust each other and cooperate cross-divisionally, and (3) members try new ideas and learn from them.

The first element, “the mission or vision is consistent within the organization,” means that every member of the organization is familiar with the philosophy or mission of what the company wants to accomplish in society, and that the vision and principles of the organization are shared among them.

The second element, “members trust each other and cooperate cross-divisionally,” means that superiors or members at the workplace can share their goals or results in terms of their growth or contribution through day-to-day communications and build trust with each other. By doing so, members can work together, not just in their own workplace but cross-divisionally as well.

The third element, “members try new ideas and learn from them,” means to learn and develop by trying new ideas, not just as a member but as an organization. The culture of the organization should encourage members to try new ideas. Even if an idea fails, the organization should learn from the failure by reviewing the results of the challenge as an organization and making use of it upon the next opportunity.

<Expansiveness (sociality) of the organization>

An organization can be expansive and society-oriented by (1) being conscious of what is going on in society, (2) respecting diversity in society, and (3) actively engaging with society.

The first element, “being conscious of what is going on in society,” means that each member in the workplace should be aware of changes in society, and search for information and share it at work, in order to incorporate changes in society into the business and elicit new ideas.

The second element, “respecting diversity in society,” means to listen to various opinions and ways of thinking outside the organization, and

to incorporate them into the organization. It is necessary to be engaged with society from a wide perspective and over a long timeframe, and not just with parts of society that the organization is already involved with.

The third element, “actively engaging with society,” means not only to be conscious of society and acknowledge its diversity, but also to use that to take on new challenges as an organization. By taking on new challenges with regard to the various changes taking place in the environment surrounding the business or organization, the business can actually create social value in its own way.

3) Creating value through mutual effects of the three elements

As noted earlier, KAIKA management involves simultaneously enhancing the three elements—“dynamism of the members, dynamism of the organization, and sociality of the organization”—in a well-balanced way. Through the mutual effect that these elements have on each other, it becomes possible for “independent members to coordinate with one another,” as well as to “feel connected to society” and “incorporate diversity to evolve.”

“Dynamism of the members” x “Dynamism of the organization”
= “Independent members coordinating with one another”
“Sociality of the organization” x “Dynamism of the members”
= “Feeling connected to society”
“Sociality of the organization” x “Dynamism of the organization”
= “Incorporating diversity to evolve”

“Independent members coordinating with one another” means that each member in the workplace recognizes that everyone has different values and experiences, honestly exchanges differing opinions, and voluntarily reaches out to others. Each member can contribute to the organization and feel a sense of growth through effective competition with each other.

“Feeling connected to society” means to be able to feel that the organization is connected to society and contributes to solving issues in society. Each member of the organization can be useful to society through work, leading to stronger motivation to grow.

Finally, “incorporating diversity to evolve” means that there is active coordination and cooperation within and outside the organization. Encountering diversity will raise the capability level of both members

and the organization, thus enabling the organization to grow and evolve.

Value is created by achieving these elements simultaneously. This is the way of thinking that underlies KAIKA management.

Chapter 3 Proposals for implementing KAIKA management

So far, we have examined the basic way of thinking for KAIKA management and its basic model. In the previous chapter, we described each element of the basic model to gain a better understanding. However, for the actual implementation of KAIKA management in businesses, each element does not emerge independently but rather is implemented together.

Actual activities may vary, from initiatives focusing on human resources development to social engagement activities by coordination with the local community.

KAIKA is a way of thinking in creating a next-generation organization; it is not a stylized process.

Having said that, all activities based on KAIKA management have a number of things in common. The examples of winners of the “KAIKA Award,” which JMA has been conducting, share the following characteristics.

- The objective of the initiative is society-focused.
- There are frequent opportunities to rethink the objective, as well as management procedures and frameworks to become more conscious of the objective.
- Opportunities to have contact with society are encouraged.
- Management is premised on “believing, eliciting, and nurturing people’s capabilities.”

In order to put KAIKA management into practice, there are certain things that executives, organizational leaders, and each employee must be aware of and act upon.

In this chapter, we will make three proposals for implementing KAIKA management from this perspective.

<Proposal 1>

Executives should designate a social issue for the company to address, with a “long timeframe” and from a “meta-perspective.”

1) A “long timeframe” and a “meta-perspective” will reveal the substantive issues involved

KAIKA management will not bear fruit in the short term. Although it is necessary to continue with efforts, organizations and members tend to

be too near-sighted rather than focusing on what is truly important.

Ken Shibusawa, a descendant of Eiichi Shibusawa and chairman of Commons Asset Management said, “Egoism in the long term will become altruism.” By having a “long timeframe” and by thinking ahead, we can consider other people and society, and realize what the truly important issues are.

In addition to a long timeframe, it is important to have a “meta-perspective (perspective from one level above).” By observing things outside of the existing framework, we can expand our ways of thinking and find new possibilities.

Instead of “total optimization,” which is limited to an existing frame of thought, we should observe society from a broad perspective of “future optimization.”

2) Social issues to be confronted by the company are determined by the will of executives

By nature, businesses exist by solving issues in society and receiving compensation for doing so. They recognize the gap between the ideal and the current reality, and address it as a problem. The way of bridging that gap is the “issue.” In this sense, issues in society do not exist naturally. Issues can be recognized only when businesses have a vision of what society should be, and when they have the will to change the status quo.

It is the role of executives to create a vision for the organization’s place in society. Social issues that businesses confront are determined by the will of the executives.

<Proposal 2>

Organizational leaders should pursue “total optimization” by breaking away from “PDCA” and by engaging in “head-on discussions.”

1) Break away from “PDCA,” share the ultimate goal, and think while running

When taking on new challenges and trying to create innovation, a certain amount of searching must be done as a first step. We have to accept that we will not achieve anything without trying. Rigorous process management by adhering to the PDCA cycle may sometimes put the brakes on innovation.

Organizational leaders are required to lead the organization by breaking away from PDCA, sharing the ultimate goal, and thinking while running.

2) “Head-on discussions” in the workplace lead to awareness of links with society

In KAIKA management, it is important for each member to feel that their work and society are interconnected. To acknowledge such links between the members and society, it is effective to conduct “head-on discussions” in the workplace. For example, in a meeting to decide on the specifications for a product, serious dialogue and discussions should take place on questions such as “Why are we having this discussion in the first place?” or “What kind of value do we want to provide?”

For organizations to operate efficiently, it is necessary to share roles and break down the corporate goal to division-level or member-level goals. As a result, we tend to lose sight of the overriding objective or goal. By creating a culture or environment in which head-on discussions take place regularly, it is possible to achieve total optimization with society, the organization, and members that are interconnected with each other.

<Proposal 3>

Each member in the organization should be an engine that promotes KAIKA through thoughts and actions.

1) Any job can be “creative”

A survey conducted by JMA revealed that people engaged in creative work had stronger satisfaction and pride in their work and felt more attached to their company, as opposed to people engaged in routine work. Creative work requires people to determine their own procedures and methods, and carry out their own decision-making. It is difficult to think on your own, and doing so enables a sense of achievement or personal growth.

Whether your work is creative or not is not determined by whether you belong to the planning division or the development division, not by the work itself. It is determined by how you approach your work. Even if the exact same job is performed, some may engage in it as routine work, while others see it as creative work with their own sense of purpose.

By attempting to make routine work creative, it is possible to enhance your motivation for work and feel that you are growing or making a contribution through your work.

2) The thoughts and actions of each member help to realize a KAIKA state in an organization

The driving force for businesses to achieve a KAIKA state is the thoughts and actions of executives or organizational leaders. However, the most important contribution comes from each engine, which may be small but continue to burn at a high temperature and never die out—that is to say, the thoughts and actions of each member of the organization.

Great societies or organizations do not start off as great. No organization possesses “dynamism of the members, dynamism of the organization, and sociality of the organization” from the beginning. To become a superb organization, the process for the initiatives—in other words, what members do to work towards a KAIKA state and to try to achieve the vision—is important.

Each member working in the organization should voluntarily participate with the aim of enhancing themselves, the organization, and society to a higher level, and work together with a common goal and from a long-term perspective. Without this foundation, a KAIKA state cannot be achieved.

[Appendix] Checklists for achievement level of KAIKA management

For your reference, we have made a list of points to check when assessing the three elements that comprise KAIKA management, namely, “dynamism of the members,” “dynamism of the organization,” and “sociality of the organization,” as well as the influence among the three elements. Please use this checklist to assess the achievement level of KAIKA management in your company or organization.

*This self-check test can also be conducted on our website (<https://s.kaikaproject.net/self>).

■ Checklist for “dynamism of the members”

Element in the KAIKA model	Points
Having one’s own sense of purpose	Employees understand what they value in their work, and what parts of their work are rewarding for them.
	Employees think about how they can contribute to society as a professional.
	Employees think about the direction of their career and what they want to become in the future.
	Employees know what kind of work they should engage in and how, in order to develop their career.
	Employees have their own opinion about the future direction of their company or organization.
Thinking and acting independently	Employees consider work issues as their own personal issues and try to solve them.
	Employees are aware of what would be a contribution to their workplace.
	Employees are aware of what would be a contribution to society in their work.
	Employees often actively provide their ideas in work.
	Employees often take on new challenges voluntarily in work.
Feeling a sense of growth and contribution	Employees feel they are growing steadily in their work.
	Employees feel they are contributing to others around them through work.
	Employees know what the company or those around them expect of them.
	Employees feel that they are displaying their abilities at work.
	Employees feel that they are displaying their originality at work.

■ Checklist for “dynamism of the organization”

Element in the KAIKA model	Points
Mission or vision is consistent within the organization	Employees can explain to outsiders in their own words about the philosophy or mission of the company or organization.
	Employees can describe to outsiders about what direction the company or organization is heading.
	The visions, strategies, and principles of the company or organization are understood and shared internally.
	The principles or goals of each division seem to be consistent with the principles of

	the company.
	The goals and assessment of employees seem to be consistent with the principles of the company or division.
Trusting each other and cooperating cross-divisionally	Employees have regular discussions about their growth or contribution with their immediate supervisor or colleagues.
	The company is open about conflict resulting from opposing positions and views, and deals with such conflict in a positive manner.
	The company encourages active cooperation when a problem arises within the division.
	Employees actively meet colleagues from other divisions and utilize their unique knowledge and experience.
	Immediate superiors and subordinates trust each other in the company.
Trying new ideas and learning from them	The company's culture encourages suggesting new, unique ideas.
	The company encourages a certain level of trial and error when taking on something new.
	Employees are given leeway in planning or flexibly changing course.
	The company considers it important to learn from failures and challenges.
	The company has a platform for reviewing past initiatives as an organization, and utilizes it for the future.

■ Checklist for “expansiveness (sociality) of the organization”

Element in the KAIKA model	Points
Being conscious of what is going on in society	Conversations take place regularly in the company about how each member wants to contribute to society.
	The company encourages employees to have concern for new developments in society and gather information.
	Conversations take place regularly in the company about new developments in society.
	The company provides opportunities to consider society and the company's business not only from a short-term perspective but also from a long-term perspective.
	The company always makes sure its activities are in line with the expectations of society.
Respecting diversity in society	The company listens to and references a broad range of opinions and views outside the company.
	The company tries to identify potential future markets by observing society from various perspectives.
	The company tries to capture the various needs of workers and identify trends in the ways in which work is conducted.
	The company tries to keep up to date with technological innovation and trends in new businesses in various industries.
	As professionals, many employees try to keep up to date with social issues such as those related to the community, environment, or resources.
Actively engaging with society	The company has initiatives that demonstrate foresight with changing clients or in changing markets.
	The company demonstrates foresight in initiatives to allow diverse employment systems and ways of working.
	The company demonstrates foresight in initiatives that take advantage of new technology or expertise.
	The company demonstrates foresight in initiatives to confront social issues such as those related to the community, environment, or resources.
	The company promotes coordination with other companies, the local community, NPOs, etc., to respond to changes in society.

■ Checklist for mutual influence between the three elements

Element in the KAIKA model	Points
Independent members coordinating with one another	Employees acknowledge diversity in values, experiences, and ways of working.
	Employees express opposing opinions and ideas and utilize them in a positive manner.
	There is healthy competition in the company for employees to develop careers and motivate each other.
	Employees cooperate with each other in order to contribute more to the organization.
	Contribution to the organization and the growth of the members appear to be achieved simultaneously in the company.
Incorporating diversity to evolve	There is flexible and active coordination and cooperation with other divisions in the company.
	There is flexible and active coordination and cooperation with external

	<p>organizations.</p> <p>Diversity in the values and experiences of each member contributes to the enhanced quality or expansiveness of work in the company.</p> <p>Coordination and cooperation with external organizations is contributing to the enhanced quality or expansiveness of work in the company.</p> <p>The company appears to be steadily evolving along with changes of the times.</p>
<p>Feeling connected to society</p>	<p>Employees feel that they are fulfilling the company's social responsibility as an organization.</p> <p>Employees feel that they are actively contributing to solving social issues.</p> <p>Employees feel that the company demonstrates foresight in its activities and initiatives.</p> <p>Employees feel that they are contributing to society in their current roles.</p> <p>The company's close relationship with society is fueling employees' motivation to grow.</p>



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