

Analysis of Management in Japan's Cultural and Creative Industry Based on Case Study Method

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Abstract. The Japanese cultural and creative industry has achieved immense success and influence globally, with its unique forms such as animation, manga, and games. However, rapid industry development has also brought about a series of challenges. This paper focuses on the Japanese cultural and creative industry, utilizing a case study approach to explore challenges including scheduling and contract issues, shortage of human resources, business practices, and introduces the strategies Japan is implementing to address these issues. These strategies involve enhancing contract standards and legal protections, cultivating and attracting talent, optimizing production processes, improving work environments, strengthening international collaboration, and fostering business professionals. These strategies aim to enhance the industry's competitiveness and innovation, shedding light on its current state and future directions. As technology advances and international collaboration deepens, Japan's cultural and creative industry will continue to showcase its uniqueness and inject new vitality into cultural heritage and economic growth.

Keywords: Creative industry, Japan, management.

1. Introduction

The Japanese cultural and creative industry is a global cultural phenomenon that influences various countries' cultural and entertainment sectors. Animation, manga, games, and more have become integral components of Japan's cultural soft power, gaining worldwide recognition and interest. However, behind the rapid industry growth lies a series of challenges. This paper focuses on the Japanese cultural and creative industry, using case study methodology to explore challenges and strategies, offering insights for further development and increased competitiveness.

Creative industries are recognized as crucial drivers of economic growth, innovation, and cultural development. These industries combine cultural art resources with technology, leading to the creation of unique and valuable products and services. There is a growing attention and emphasis on creativity and creative industries in different parts of the world. Creativity is no longer solely confined to science and business; it is now regarded as an essential source of innovation and economic progress. Many regions are actively exploring the concept of creative cities, which prioritize art, culture, and creativity, and recognize the importance of creative industries in urban development. Japan has witnessed an increased focus on creativity due to social and economic changes and ongoing globalization. However, the growth of creative industries in Japan is not consistent across all sectors. While software and computer services show promising growth, other creative industries face challenges in terms of sales and employment. The study indicates that creative industries are often comprised of small and medium-sized domestic enterprises, which may struggle with productivity. Innovation is cited as the key factor behind the computer-based creative industries' explosive rise. These industries develop new production and consumption patterns by fusing various cultural art resources with cutting-edge computer technology. This results in the creation of new industrial clusters and the creation of significant economic and social value. Government policies, such as the employment of subsidies, regulations, standards, and protections at the regional and national levels to promote these businesses, play a vital role in shaping the development and innovation of the creative industries. However, different countries adopt distinct approaches depending on their existing creative sectors and knowledge resources. Meanwhile, creative industries also have impacts on the tourism sector in UNESCO creative cities. Intangible heritage and creative industries are identified as valuable tourism assets, contributing to urban development and fostering economic and cultural activities.

The increasing significance of creative industries in promoting global economic growth, innovation, and cultural development deserves attention. The integration of art, culture, and technology has resulted in unique and valuable products and services. However, challenges related to entrepreneurship development, modern business systems, and collaboration among stakeholders need to be addressed to fully harness the potential of creative industries. Government policies also play a vital role in supporting and fostering the growth and innovation of these industries. Overall, creative industries are considered vital drivers of prosperity and progress in the global economy.

2. Case Study

2.1. Background

Japan is undoubtedly a powerhouse in animation with widespread influence. Content industries represented by animation, manga, and games are vital to Japan's cultural and creative industry management, significantly impacting its soft power. Professor Seiche Sakai of Paris Diderot University's Department of Oriental Language and Culture stated, "Five or six years ago, students entering the Department of Oriental Language and Culture at Paris Diderot University studied Japanese to understand manga from Japan." Similarly, Toshiyuki Yamaguchi of the Hong Kong Consulate General stated that young people studying Japanese in Hong Kong are increasingly doing so to understand Japanese anime, TV series, and music. The phrase "cultural industries" refers to sectors of the economy that integrate the development, production, and exchange of intangible, culturally-based creative output. [1]

2.2. Development

2.2.1 Project J-LOP

The Ministry of Economy, Trade, and Industry has the J-LOP project dedicated to promoting Japanese content overseas, funding the international promotion of entertainment digital products such as movies, animation, music, and games. The project is managed by the Content Industry Division of the Ministry of Economy, Trade, and Industry's Commerce and Information Policy Bureau, offering financial support for overseas promotion, including promotional expenses and video content production costs. Past J-LOP project results: Expansion of overseas presence, increased number of companies participating, and more.

2.2.2 Japan Content Showcase

An international trade exhibition combining film, broadcasting (TV programs, etc.), music, animation, and other main contents. Held annually in Tokyo, it aims to promote Japan's creative content, encourage cross-industry collaboration, enhance dissemination, and boost overseas expansion. The event includes workshops on emerging trends, daily presentations, and matchmaking activities to facilitate positive business negotiations.

2.2.3 Content Information Dissemination

Japan's endeavor to bridge overseas information related to its content industry is a cornerstone strategy. The JAPACON content portal emerges as a robust conduit for strengthening the connection between Japanese content providers and international buyers. This initiative recognizes the pivotal role that streamlined information dissemination plays in enhancing the industry's global reach and impact.

2.2.4 Cool Japan Fund

Established in November 2013, the Cool Japan Fund occupies a pivotal position in fostering overseas demand development. By providing venture capital, this organization lays the foundation for a distribution network and infrastructure for overseas demand. This catalytic approach extends beyond the capacities of the private sector, thus amplifying the industry's global resonance.

2.3. Current Situation

2.3.1 J-LOP Project Results

J-LOP (Japan Creative Content Communication Strategy Promotion Project) is a plan launched by the Japanese government to promote the international dissemination of its cultural and creative industries. By supporting artists, producers, and creative practitioners, the J-LOP project aims to enhance the international competitiveness of Japan's cultural and creative industry. This project encourages the creation, production, and dissemination of creative content to promote Japanese culture globally. The results of the J-LOP project underscore a tapestry of achievements. Industry-wide efforts, coupled with cross-sector collaboration, have collectively engendered market expansion and heralded the creation of novel market spaces.

2.3.2 Japan Content Showcase

One of the areas of the cultural economy is the film industry, which has four primary branches: television, feature films, and commercials and television series. [2] The Japan Content Showcase is an event that provides an international platform for Japan's cultural and entertainment industries. The exhibition brings together content creators, producers, and industry professionals from various fields to showcase their works and projects. This platform helps to promote Japanese cultural, entertainment, and creative content to the international market, attracting more overseas audiences. The Japan Content Showcase, buttressed by Tokyo International Music Market, the content market, Tokyo International Film Festival, and Tokyo International Anime Fair, effectively propels Japan's creative industry onto the global stage.

2.3.3 Dissemination of Japanese Creative Content

Japan has always been known for its rich cultural and creative content. Through various channels such as movies, anime, music, fashion, and design, Japanese creative content is popular worldwide. These contents not only enrich global cultural diversity, but also promote international exchange and understanding. In parallel, the "JAPACON" portal efficaciously bolsters the link between Japanese content providers and their international counterparts.

2.3.4 Cool Japan Fund

Cool Japan Fund is an institution established by the Japanese government to support and promote the international dissemination of Japanese culture, entertainment, and creative industries. The fund invests in various projects, such as film production, comic book publishing, music promotion, and cultural activities. Through the injection of funds and resources, Cool Japan Fund helps to enhance the global influence of Japan's cultural and creative industry. The Cool Japan Fund's initiatives span from media and online-based distribution centers to bolstering "Regional Cool Japan Companies" and erecting physical space-based distribution centers.

What have mentioned above actively demonstrated that the J-LOP project, Japan Content Showcase, Japan Creative Content Communication, and Cool Japan Fund have all played important roles in promoting the performance and influence of Japan's cultural and creative industry on the international stage. These measures not only help to spread Japanese culture and creativity globally, but also promote international cultural exchange and cooperation.

However, these transformative developments also present a plenty of challenges. The creative workforce was faced with a variety of issues as a result of operating under severe resource restrictions with brand-new technologies and unfamiliar business models in untested and uncertain markets. Digitalization did not prove to be a panacea for the creative workforce. [3] Such as scheduling and contract issues, shortage of human resources, and inefficient business practices

3. Problem Analysis

3.1. Scheduling

The meteoric rise in animation production has introduced demanding timelines. Delays arising from sluggish contract signing between production committees and primary contractors inadvertently stall progress. Notably, these bottlenecks cascade from front-end processes to hinder developments in the back-end. Further exacerbating the situation is the continuation of digital refining processes even as delivery looms, thereby catalyzing revisions due to resource scarcity.

3.2. Human Resource Development

The pursuit of high-quality animation necessitates a reservoir of scarce human resources. The surge in production and audience expectations compounds this demand, resulting in a scarcity of skilled animators. Leadership and tool scarcity among individual animators compounds this challenge. Furthermore, the digital artists' growth prospects remain stymied, and a dearth of opportunities for upward mobility translates to multifaceted delays. The suboptimal work environment adds to the churn of animators.

3.3. Business Practices

The undercurrents of delay ripple through the contractual ecosystem, stemming from tardy contract signing between production committees and primary contractors. This invariably impacts the cash flow of subcontractors. The persistence of oral agreements, coupled with the prevalence of non-written contracts, festers ambiguity in contract terms, often culminating in disputes. Moreover, the inadequacy of measures to transfer consumption tax and the labyrinthine complexities of contract procedures further contribute to an environment fraught with uncertainty.

4. Strategies

In order to address these problems, various fields in Japan have implemented the following strategies:

4.1. Cultural Creative Technology Strategy

Cultural innovation is mostly driven by technological innovation. In addition to facilitating the simple convergence of speech, image, and data, design and production based on computer technology can also increase the interoperability and connectivity between various media. [3] In recognition of the pivotal role technology plays in content production, Japan has embarked on the promotion of content technology through platforms like the Digital Content Expo (DCEXPO). This strategic direction facilitates content production efficiency, thus invigorating the industry's creative output.

4.2. Revision of Animation Industry Subcontracting Guidelines

The industry's nuanced nature necessitates a granular approach to challenges. Japan's strategic revision of animation industry subcontracting guidelines serves as a tangible manifestation of this approach. By meticulously addressing multi-layered transaction structures and refining subcontracting guidelines, this intervention serves as a cornerstone for fostering an environment conducive to the production of high-quality animation.

4.3. Producer Human Resource Development

Recognizing the critical role that business acumen plays in the industry, Japan's endeavor to cultivate "business producers" underscores an intrinsic understanding of the industry's multidimensional dynamics. These individuals, adept at navigating financing, contracts, and marketing, emerge as essential catalysts for international expansion and co-production. By focusing

on producer human resource development, Japan aims to bridge the gap between creative vision and strategic execution, enhancing the industry's global outreach.

4.4. Regional Revitalization through Advanced Content Technology

Instead of focusing solely on culture and creativity based on culture, the creative industries need to be seen in the context of digitalization. [4] Japan's pursuit of regional revitalization is intrinsically tied to the strategic application of advanced content technology. By harnessing the potential of these technologies, the nation seeks to amplify the allure of tourism and sports. This dual-pronged approach not only bolsters the nation's creative industry but also underscores the industry's capacity to contribute to broader regional development objectives.

5. Suggestions

According to Cho (2003), there are a few essential principles that the government should adhere to in order to support and appropriately contribute to national competitiveness. These principles include encouraging change, fostering domestic competition, and fostering innovation. [5] When considering the development of Japan's creative industry, the paper offers the following suggestions:

5.1. Strengthening Contract Standards and Legal Protections

The refinement of laws and regulations governing contracts stands as a cornerstone strategy. By fostering an environment that encourages written contracts with transparent terms, Japan endeavors to mitigate disputes and enhance execution efficiency. The improvement of consumption tax transfer measures, coupled with simplified contract procedures, seeks to infuse clarity into the contractual landscape.

5.2. Talent Cultivation and Attraction

The creative industries are strongly linked to knowledge-intensive activities and technological developments. In this sector, knowledge creation and innovation are at the core of professionals' work activities. [6] The enhancement of domestic talent cultivation emerges as a strategic imperative. The holistic development of multi-skilled animators equipped with digital art prowess and leadership acumen is poised to address the scarcity of skilled human resources. Concurrently, the attraction of international methods and management experiences through overseas study and training programs represents a transnational approach to talent enrichment.

5.3. Optimize Production Processes

Japan's resolve to optimize production processes underscores its commitment to efficiency. Streamlining workflows and harnessing advanced content technology are pivotal in bolstering production efficiency. By embracing technology, Japan aims to expedite content creation while maintaining the highest standards of quality.

5.4. Improving Work Environment

Recognizing the direct correlation between a conducive work environment and animator retention, Japan endeavors to improve working conditions. By fostering an atmosphere that nurtures creativity and provides avenues for growth and training, the industry seeks to curtail the high turnover rate that has been plaguing its workforce.

5.5. Strengthen International Collaboration

At present, the internet and other means of communication-oriented cultural and creative industry has gradually become the development trend, and it is increasingly important to the fully integrated economy. [7] Japan's commitment to international collaboration is a strategic pillar for continued growth. Learning from best practices across the globe, Japan aims to foster cross-border partnerships

that enhance the industry's international competitiveness. This strategic cross-pollination of ideas and methodologies positions the industry for sustained global resonance.

5.6. Fostering Business Professionals

The cultivation of professionals equipped with comprehensive business operation capabilities is pivotal for industry development. These individuals, well-versed in marketing, contract negotiation, and project management, serve as the cornerstone for the industry's strategic expansion and sustained growth.

5.7. Promoting Efficient Project Management and Collaboration Tools

Efficient project management and collaboration tools emerge as enablers for seamless teamwork and resource allocation. By embracing these tools, the industry aims to enhance collaboration and communication across diverse teams, thus optimizing the creative process.

6. Summary

Because creative activity development has a multiplier impact, it can aid in the growth of numerous other economic activities, which can then be held accountable for promoting development by luring new industries. [8] With elements like flexibility, user interaction, technological advancement, open platforms and digitization, and project-based short life cycles being noted, the creative industries have undergone a lot of significant changes in recent years. [9] The creative industries have the potential to act as "rule-producers" and change catalysts, bringing about a new system of economic organization. [10] The Japanese cultural and creative industry's journey, marked by both triumphs and tribulations, stands as a testament to the nation's resilience and dynamism. Through a meticulous approach that intertwines technology, talent, collaboration, and strategic refinement, Japan's creative industry is poised to surmount existing challenges and elevate itself to unprecedented heights of innovation and competitiveness. As the industry navigates the intricacies of a rapidly evolving technological landscape and deepening international integration, its trajectory holds the promise of not only safeguarding cultural heritage but also propelling economic growth onto a global stage. As the industry continues to evolve, it remains a beacon of inspiration for nations seeking to blend tradition and modernity, while fostering economic prosperity through the creative arts.

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