

## Summary

### ● Opening Article

Pandemic and Urban Infrastructure from a Statistical Perspective  
-What to Learn from COVID-19-

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Coronavirus (COVID-19) infection, which began to spread in Wuhan City, China in January 2020, has spread rapidly to the whole world since March 2020. It resulted in more than 300 million infected people and more than 55 million deaths by January 2022. In this report, with the spread of the new coronavirus infection, while the national and prefectural governments and the City of Fukuoka are forced to take various measures in the midst of groping, we report how citizens and society react and change their behavior. We analyzed whether it affected the economy and citizens lives based on the published statistical data. The pandemic continues while changing its characteristics of infection, and it is still difficult to predict the convergence. As an interim report of the battle against unknown viruses in the last two years, which is said to be the “with Corona” era, we hope that this report will serve as a reference for building a future urban infrastructure that is resilient to infectious diseases. The urban infrastructure in this report covers a wide range of city elements, including not only tangible elements such as facility development, but also intangible elements such as policies, measures and the creation of various social systems.

*Keywords: Keywords: COVID-19, Pandemic, Urban Infrastructure, Statistical Data, the “with Corona” era*

### ● Research Report

Actual Situation of Graveyard Administration  
-A Case Study of Fukuoka City and Sakai City-

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The actual situation of graveyard administration (policy development / issues) was clarified by a text mining method. In this study, we developed a case study of two local governments, Fukuoka City and Sakai City, which have developed as port cities because they are ordinance-designated cities and have similar population densities. As a result of consideration, in Fukuoka City, 1) the consolidation and maintenance of public graveyards are progressing, 2) the introduction of a burial grave and a designated manager system, 3) there are few crematoriums, and in Sakai City, 1) the graveyard is returned. It can present the needs of grave rituals related to pets associated with people, such as replenishment of vacant graveyards, aging graveyards, equipment renewal, 2) establishment of management methods for illegal occupancy of public graveyards, etc. Regarding Fukuoka City, the measures listed in "Fukuoka 100" and the designated manager system such as the burial grave have already been introduced, but there is only one crematorium, and it is desirable to expand it in case of unforeseen circumstances. On the other hand, Sakai City has been struggling to deal with illegal occupancy of the graveyard for a long time. Due to the nature of the graveyard, it is difficult for the government to keep an eye on it and deal with it. It is essential to introduce the designated manager system at an early stage. Then, it became clear that it was necessary to cover measures to meet the new needs of today. Despite the diversification of burial forms, it is clear that many citizens are involved in graveyards and graves that have an infrastructure aspect. The graveyard administration will be required to accurately grasp the needs of the citizens and take prompt action as seen in Fukuoka City.

*Keywords: Artificial burial, Non-inheritance society, Graveyard burial law (Law on graveyard, burial, etc. ) , Joint burial graveyard, Designated manager system*

## Transformation of Organizations for Resilience of the Local Economy

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The focus of this study is placed on the resilience of the local economy to sudden risks such as infectious diseases and social changes that occur over time. From the perspective that multifaceted organizational change is essential for building resilience in the local economy, this paper examined several cases of organizational changes and explored the background and essence of changes. As a result, in any of the transformations including business operation, organizational structure, human resources strategy, social connection, and corporate policy, a shift was observed from the way of thinking that employees are seen as a part of “corporate resource”, to the idea that employees work as whole selves and are treated as “assets and capital of a corporation”. By fostering independence through organizational changes such as distributed decision-making and the new employment forms, employees will be able to respond flexibly to changes and provide value, contributing to resilience of the local economy.

*Keywords: Organizational restructure, Human resource strategy, Dignity of employees, Independence of employees, Social connection*

## A Study on the Formation of Local Economic Resilience through the Challenges of Small and Medium-Sized Enterprises in Fukuoka City

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Resilience is needed to be able to respond flexibly to and recover from the negative impacts of long-term social changes such as technological innovation, declining birthrates and aging populations, sustainable development goals, and sudden crises, such as natural disasters and pandemics. With the theme of local economic resilience, this study focuses on small-and medium-sized enterprises in Fukuoka City, where such firms are the major players in the local economy. I first summarize the issues involved in human resource utilization, organization formation, and business models. Next, I discuss the innovative initiatives taken by companies that provide new ways to solve problems. If companies are resilient, their local economies will also become more resilient as a result. Furthermore, the paper discusses the need for resilience throughout an entire region.

*Keywords: Local Economic Resilience, Human Resource Utilization, Organization Formation, Business Models*