

**A Method for Facilitating Strategic Consensus  
Building among Multiple Stakeholders of  
Customer: Using the Stakeholder Map**

Mitsuru Ohno

Graduate School of System Design and Management, Keio  
University, Kanagawa, Japan

Nobuyuki Kobayashi

The System Design and Management Research Institute of Graduate School of System  
Design and Management, Keio University, Kanagawa, Japan

Eriko Hikishima

The System Design and Management Research Institute of Graduate School of System  
Design and Management, Keio University, Kanagawa, Japan

Seiko Shirasaka

Graduate School of System Design and Management, Keio University, Kanagawa, Japan

Makoto Ioki

Graduate School of System Design and Management, Keio University, Kanagawa, Japan

— *Review of* —  
**Integrative  
Business &  
Economics**  
— *Research* —

**ABSTRACT**

This study aims to shorten the time to reach consensus and increase the success probability of the consensus-building process itself to facilitate decision-making by multiple stakeholders. Further, we create a tool to identify the stakeholders, their power of influence, and product evaluation to explain the product based on stakeholder requirements, while salespeople outside the organization work together with the mobilizer (the stakeholder who brings together the decision-makers) to promote the product inside the organization. We propose a method to strategically judge the approach's efficiency to address the stakeholders using the tool. In particular, we propose the stakeholder map to quantify and complement "product evaluation" and "interviewer's influence." Further, we clarify the effectiveness, efficiency, intelligibility, and operability of the rating scale and the open coding by utilizing the comments of mobilizers regarding the evaluation method. Finally, we conclude that this method promotes consensus building.

Keywords: Consensus building, Multiple stakeholders, Mobilizer, Stakeholder map.

## 1. INTRODUCTION

Herbert Alexander Simon et al. (1947) clarified the following three steps of decision-making: intelligence, design, and evaluation activity. Regarding evaluation activity, Kimura et al. (2018) opine that consensus building among multiple stakeholders is difficult due to the diversity in an organization. Further, we should rapidly facilitate decision-making to succeed in the global market. Therefore, the importance of consensus building is that it can change disagreement to agreement. To enable consensus formation, consensus-building proposals are made both inside and outside the consensus-building process. An earlier study on consensus-building proposals from the inside by Kobayashi et al. (2018a) indicate that the motivation for improving the organization to be improved by linking the meaning of the strategy and the work in the site through the assurance case (ISO 15026-2-2011, 2011). Kobayashi et al. (2018a) suggest the visualization of the following aspects: 1) the entire business, 2) a guaranteed result for each business, and 3) the relationship between the entire company's business processes and the business process in charge (the action) through an assurance case. However, despite the existing issue, it is difficult to use the method suggested by Kobayashi et al. (2018a) since it can be used only after deciding on all the targets for consensus building. To date, no related study has focused on approaches from outside the organization.

Another earlier study on consensus-building proposals from the outside by Karl (2015) suggests the feasibility of promoting consensus building inside the organization based on the proposal of salespeople outside the organization for customers through mobilizers (people who bring together the decision-makers). The aforementioned study on mobilizers (Karl, 2015) does not define the action including the stakeholder when the site has an influence among multi-stakeholders. It is a method to approach CxO alone. Therefore, to date, no study has focused on each stakeholder from the executive layer to the site layer based on the method using mobilizers proposed by Karl (2015).

Susskind (2008) pointed out that consensus building for facilitator to make each multi-stakeholders compromise in terms of interests and positions. Although the author described how the organization outside gather whole stakeholders and facilitate consensus building, Susskind did not mention how to realize consensus building at the individual level. Similarly, Nagase (2001) proposed several strategies such as starting with persuading the members who are likely to agree with the proposal and perform collective decision-making and, subsequently, persuading more neutral members. Although the importance of Nemawashi (obtaining consensus from key stakeholders before applying for an internal memo) is widely acknowledged, it is not only the case that Nemawashi is described as the procedure based on the logical selection in the overview. PMI (2017) shows how to identify stakeholders of influence, interest, and requirement.

However, it does not describe the aforementioned case. Hence, the purpose of the current study is to shorten the time to achieve consensus and increase the probability of success of the consensus-building process itself to facilitate decision-making by multiple stakeholders. For this purpose, we first make a tool to identify relevant stakeholders, the power of influence in stakeholders, and the appropriate product evaluation to explain the product's requirements to stakeholders, while salespeople outside the organization work with the mobilizer (i.e., the stakeholder who brings together the decision-makers) to promote the product within the organization. Further, we propose a method to strategically judge the efficiency of the tool in addressing the needs of stakeholders.

This study aims to facilitate consensus building among multiple stakeholders. It develops a tool called the stakeholder map, which shortens the time required to build consensus and increase the probability of success of the consensus-building process itself by complementing the combined effort of salespeople and mobilizers. Both parties are unaware that mobilizers do not understand all the mechanisms of the product to be introduced and salespeople do not know all the degrees of influence of human relations in the customer. The stakeholder map enables salespeople and mobilizers to obtain an overview of stakeholders' perspectives and helps the former select a consensus-building procedure. The evaluation method of this study is based on the results of questionnaires and the open coding (Kobayashi et al., 2018b) performed by the mobilizer.

Now, we describe the novelty of this study compared to earlier studies in the business and management fields. An earlier study (Kobayashi et al., 2018c) proposed an assurance case description method where inside of a system and the assumed changes outside of the system. Further, another study (Kobayashi et al., 2018d) proposed an assurance case description method to reduce the misunderstanding caused by the difference of in grasping understanding the objects managed by various departments of the same company as a monolithic system or a system of systems. Finally, a study by Kobayashi et al. (2019) proposed an assurance case description method based on the framework of the Information Security Management System (ISO 27001-2013, 2013) to ensure consensus on information security policies through the co-creation of values among a parent company and its subsidiaries that were merged or acquired. The study by Mori et al. (2019) aimed to improve the alignment of various parties on shared purposes and values and to understand the indifference toward actively intending to share the same, given a particular organizational activation level in the same company. It is noted that the aforementioned studies do not specify an adequate procedure whereby the salespeople outside the organization and mobilizers associated with the procedure cannot promote consensus building. The novelty of the current study is that it details an adequate procedure using which the salespeople outside and mobilizers within the organization can

use the stakeholder map to identify the relevant stakeholders and their needs to promote consensus building.

This study is organized as follows: Section 2 describes the questionnaire analysis method (Yabuki, 2013) using which we extracted the components of the stakeholder map that were required to construct the tool. Further, Section 3 depicts a proposal for a stakeholder map based on the analysis results, and Section 4 discusses how to evaluate the stakeholder map. Subsequently, in Section 5, we describe the results of the evaluation and, in Section 6, we discuss the results. Finally, Section 7 presents the conclusions and future research directions of the study.

## **2. PRELIMINARY EXPERIMENT**

This method can identify all the stakeholders similar to a context diagram (Demarco, 1979). Using the method, we can directly understand the factors required to build consensus for each stakeholders.

First, we defined the components of the stakeholder map to quantitatively visualize and examine the stakeholders. Second, we identify the procedure to promote consensus building with the mobilizers. Accordingly, completed Net Promoter Score questionnaires (Yabuki, 2013) from 28 male and female sales employees of an organization (aged 20–40 years, with or without subordinates, and years of experience ranging from less than 5 to more than 10) were collected to extract the four components of the stakeholder map, which comprises the study's methodology. Table 1 depicts the questionnaire items. The questionnaire items were rated “applicable” or “not applicable” and the questionnaire required 10 steps for completion. Tables 2 and 3 depict the results of performing the Tukey test on the questionnaire data.

Table 1: Questions on the stakeholder map components

Item number	Question contents
1	About yourself “Please answer all the applicable questions”.
2	Do you instruct juniors in sales that it is important to understand “roles” when closing deals through consensus among multiple stakeholders?
3	Do you instruct juniors in sales that it is important to understand “demands” when closing deals through consensus among multiple stakeholders?
4	Do you instruct juniors in sales that it is important to understand the “assessment of the product to be introduced” when closing deals through consensus among multiple stakeholders?
5	Do you instruct juniors in sales that it is important to understand the “the extent of influence of the person in charge of closing deals” when closing deals through consensus among multiple stakeholders?
6	Do you instruct juniors in sales that it is important to consider the “budget” when closing deals through consensus among multiple stakeholders?
7	Do you instruct juniors in sales that it is important to understand the “hobbies of others” when closing deals through consensus among multiple stakeholders?
8	Do you instruct juniors in sales that it is important to understand the “competitive situation” when closing deals through consensus among multiple stakeholders?
9	Do you instruct juniors in sales that it is important to understand the “delivery time” when closing deals through consensus among multiple stakeholders?
10	Previously, did you think about the important factors of consensus building while closing deals through consensus among multiple stakeholders?

Table 2: Results of the Tukey component evaluation.

Item	Comparison item	Average value difference (I-J)	Standard error	Significance probability
Competition situation	Hobbies of others	3.1653	0.56100	0.000
	Product evaluation to be introduced	1.7037	0.56608	0.058
	Delivery date	0.2593	0.56608	1.000
	Interviewer's influence	-0.2632	0.56100	1.000
	Role	0.3333	0.56608	0.999
	Budget	0.4153	0.56100	0.996
	Requirement	0.2368	0.56100	1.000
Hobbies of others	Product evaluation to be introduced	-1.4616	0.56100	0.160
	Delivery date	-2.9061	0.56100	0.000
	<b>Interviewer's influence</b>	-3.4286	0.55588	<b>*0.000</b>
	Role	-2.8320	0.56100	0.000
	Budget	-2.7500	0.55588	0.000
	Requirement	-2.9286	0.55588	0.000
Product evaluation to be introduced	Delivery date	-1.4444	0.56608	0.180
	<b>Interviewer's influence</b>	-1.9669	0.56100	<b>*0.013</b>
	Role	-1.3704	0.56608	0.237
	Budget	-1.2884	0.56100	0.300
	Requirement	-1.4669	0.56100	0.156
Delivery date	Interviewer's influence	-0.5225	0.56100	0.983
	Role	0.0741	0.56608	1.000
	Budget	0.1561	0.56100	1.000
	Requirement	-0.0225	0.56100	1.000
Interviewer's influence	Role	0.5966	0.56100	0.964
	Budget	0.6786	0.55588	0.925
	Requirement	0.5000	0.55588	0.986
Role	Budget	0.0820	0.56100	1.000
	Requirement	-0.0966	0.56100	1.000
Budget	Requirement	-0.1786	0.55588	1.000

\*5% significance.

Table 3: Average values of the results of Tukey analysis.

Item number	Item	Average value	Standard error	95% Confidence interval	
				Lower limit	Upper limit
1	<b>Interviewer's influence</b>	<b>*8.893</b>	0.393	8.118	9.668
2	<b>Competition situation</b>	<b>*8.630</b>	0.400	7.841	9.419
3	<b>Requirement</b>	<b>*8.393</b>	0.393	7.618	9.168
4	<b>Delivery date</b>	<b>*8.370</b>	0.400	7.581	9.159
5	<b>Role</b>	<b>*8.296</b>	0.400	7.507	9.085
6	<b>Budget</b>	<b>*8.214</b>	0.393	7.439	8.989
7	Evaluation of the product to be introduced	6.926	0.400	6.137	7.715
8	Hobbies of others	5.464	0.393	4.689	6.239

\*High score.

The average results depicted in Table 3 are valid if they are greater than 5 points. The item with the highest average value is No.1 the influence of the interviewer. Table 2 depicts the items that are not significant compared to the influence of the interviewer. Accordingly, No.2 competitive situation, No.3 demand, No.4 delivery time, No.5 role, and No.6 budget are not significant. Therefore, the items No1 interviewer's influence, No.2 competitive situation, No.3 demand, No.4 delivery date, No.5 role, and No.6 budget were observed to be more effective than No.7 product evaluation to be introduced and No.8 hobbies of others. Further, the respondents to the questionnaire pointed out the following:

- The No.2 competition situation is used to evaluate each company's proposal; hence, it is included in the No.7 product evaluation to be introduced.
- The No.4 delivery time can be included since it strongly affects the No.1 interviewer's influence and No.7 product evaluation to be introduced.
- No.6, who has the budget can be included in the No.1 interviewer's influence.

Based on this discussion and the results of our preliminary experiment, we decided to use the following items: No.1 interviewer's influence, No.3 requirement, No.5 role, and No.7 product evaluation to be introduced in the proposal of this study.

### 3. CONTENT OF THE PROPOSAL

Salespeople outside a customer's organization apply the four-component stakeholder map to mobilizers and consider strategic consensus building together with the mobilizer. This encourages the next action to be taken, that is, selecting the consensus-building

procedure, following which effective consensus-building steps are taken to solve the customer’s problems. This proposal assumes to be used at the stage of mutual understanding and proposal once the customer in the sales life cycle is interested in our product. Figure 1 depicts the characteristics of mobilizers.

Maximum benefit	Joint	Vendor dependent	Problem-solving type
	Personal	Merchant attack type	Purchasing company–led type
		Low	High
Quality judgement in charge of purchasing			

Figure 1: The pattern of buying behavior in industry goods (Yoda, 1998).

According to Yoda (1998), the problem-solving mobilizers (Figure 1) have a high degree of collaborative thinking within the sales company, and the purchasing company performs a purchasing action so that the results of both the sales and purchasing companies become significant. Since the quality of purchasing staff is high, direct interaction between the sales and purchasing companies may occur and the tendency to solve the problem jointly increases. This time, we will assume the problem-solving purchasing mobilizer, because the sales of external workers and the internal organization mobilizer come together to form a strategic agreement.

Further, to judge the stakeholders who should reach consensus, we make a stakeholder map comprising the following four components: role, requirement, product evaluation, and interviewer’s influence. Specifically, the salespeople distinguish product evaluation product evaluation (feelings of liking, remaining neutral to, or disliking the product) to explain the product based on stakeholder requirements, which is not completely explain by mobilizers.

The mobilizers identify the type of influence (strength, weakness, or nothing), which is not understood by salespeople. Stakeholder map allow salespeople and mobilizer to take action by checking at the stakeholder map scores to determine which stakeholder to build consensus with. Figure 2 provides an overview of the stakeholder map.



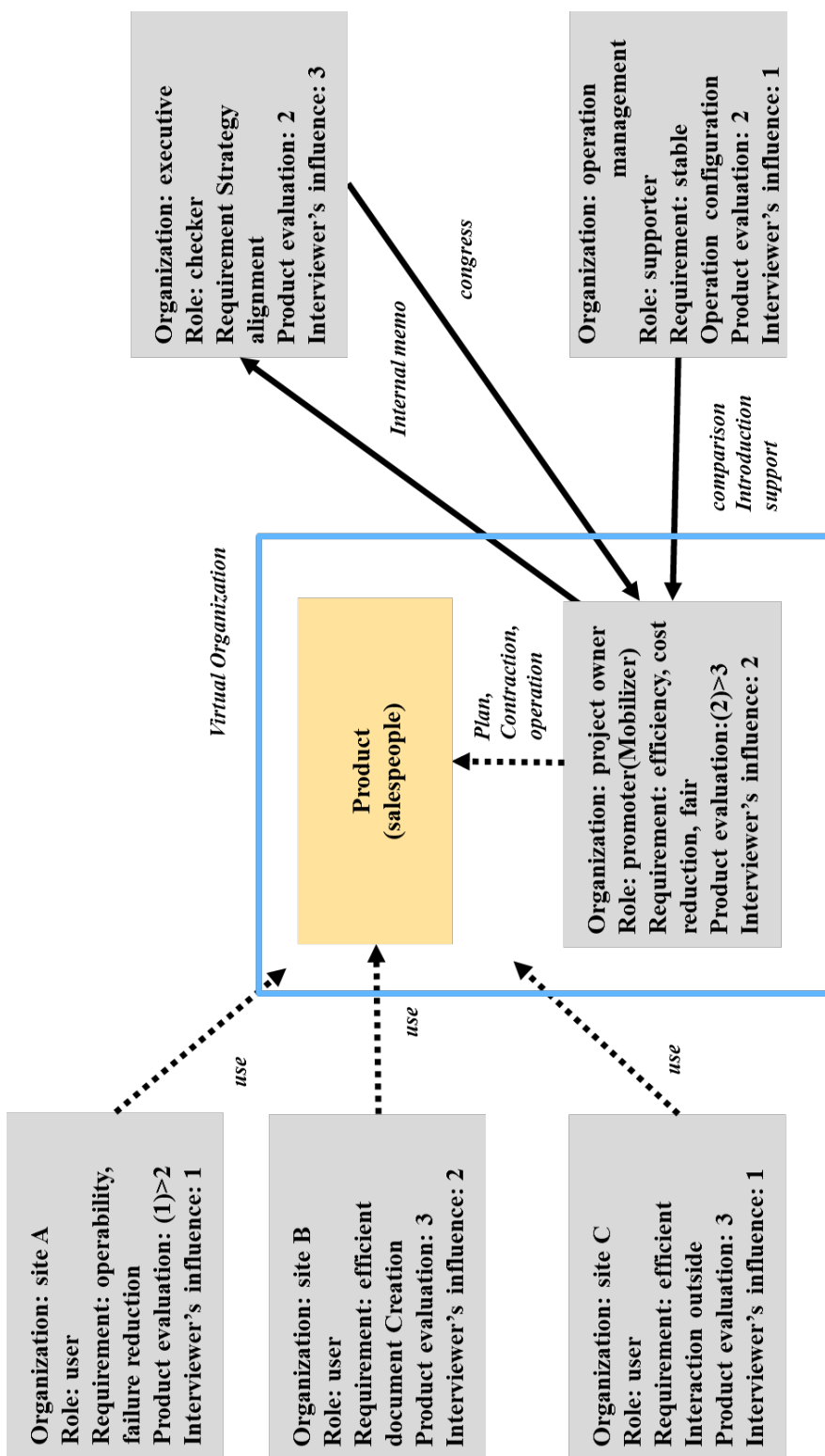


Figure 2: Stakeholder map.

Figure 2: Stakeholder map. Product evaluation has three scales, as follows: 1, hate; 2, neutral; and 3, like. Similarly, interviewer's influence has three scales, as follows: 1, nothing; 2, the right of decision (weakness); and 3, the right of decision (strength).

In this section, explain the definition of the stakeholder map and method. The definition is as follows:

**Organization:** Affiliated organization (excluded from the component because it is the stakeholder itself)

**Role:** Stakeholder's position at the time of the project. In this case, it is a user (user), checker (decision-maker), or supporter (project supporter). However, depending on where stakeholder map is used, multiple checkers may be included. A checker may be considered in the case of judging amounts of money and performance; hence, we consider it necessary to add this as a position. Further, we believe it is effective to add stakeholder map with mobilizers.

**Requirement:** It is the requirement of the stakeholders of the project.

**Product evaluation:** It indicates whether the project is positive or negative.

A product is evaluated using three scores, 1 to 3.

**Interviewer's influence:** It is the decision's influence on the project.

A product is evaluated using three scores, 1 to 3.

We describe the description method of the stakeholder map, as follows: 1) The salespeople determine the box of the salespeople and the mobilizer and describe the organization, role, requirement, product evaluation, and the interviewer's influence. 2) The salespeople write each stakeholder and describes the organization, role, requirement, product evaluation, and interviewer's influence. 3) The salespeople write the relationship of interaction among stakeholders "verb" from the root to the tip of the arrow. As a concrete writing example, we define the product and mobilizer in the center of Figure 3.

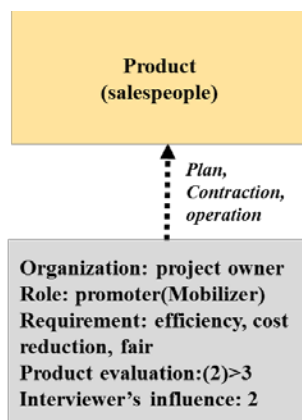


Figure 3: Method of description in a stakeholder map.

Figure 4 depicts a description example. We set the organization as "site A"; role as "user"; demand as "operability, failure reduction"; product evaluation as "1"; and interviewer's influence as "1".

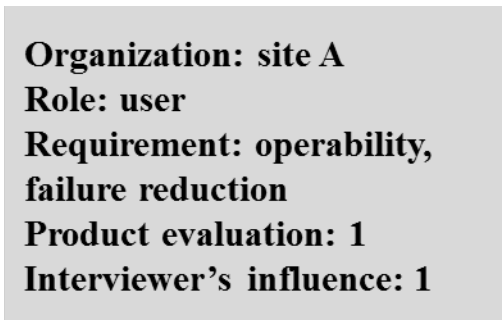


Figure 4: Description example in a stakeholder map.

In Figure 5, the relationship to be described is a dotted line, which indicates how stakeholders use the product and a solid line, which indicates the behavioral relationship among the stakeholders.

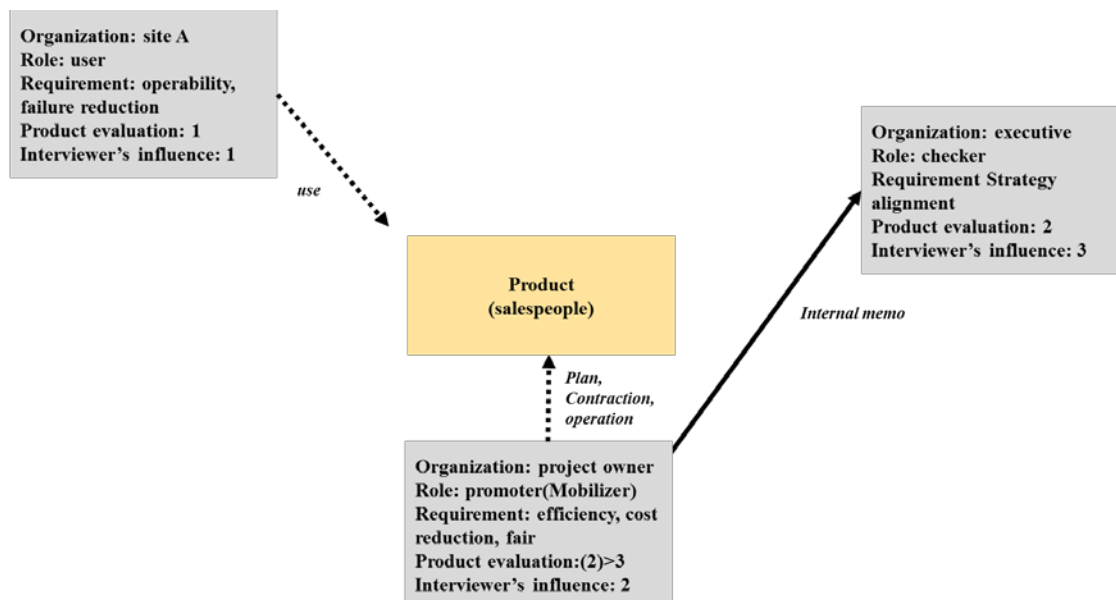


Figure 5: Description of the behavioral relationship among stakeholders.

We explain the seven-step use of a stakeholder map as follows:

- 1 First, understand the mobilizer. The method of understanding is beyond the scope of this study.
- 2 Present the stakeholder map created by the salespeople to the mobilizers and, while adding the mobilizer's indication, identify each stakeholder.
- 3 Based on the mobilizer's advice, we describe the components of each stakeholder, including the organization, role, requirement, product evaluation, and interviewer's influence.

- 4 Once you collect sufficient information to allow the mobilizer to decide on a product evaluation value of “2” or “3”, we decide on the appropriate timing to talk to the mobilizer with the checker about this case.
- 5 We view the checkers’ product evaluation. Meanwhile, in the case of “1,” a proposal is made to make the case “2” or more. We determine whether the mobilizer will continue to make decisions according to steps 1–4 in this project. We check the project continuation of the checker based on a total score of “5”. Although the decision-maker is a top officer of the division handling the business issue, it may be necessary to bring together a plurality of checkers other than the current division to solve management issues. In such cases, an explanation for checker may need to be made to a salespeople outside regarding the strength or weakness of the relationship between stakeholders and mobilizers, the understanding of the mobilizer’s product, and whether the checkers respect fairness
- 6 Go to the stakeholder whose score of product evaluation and interviewer’s influence is high.

In this case, Figure 6 negotiates “site B” with a product evaluation of “3” and an interviewer's influence of “2,” that is, the total score is “5.”

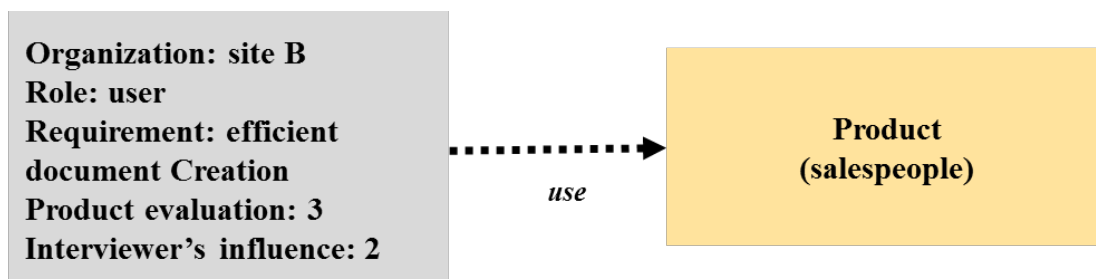


Figure 6: How to describe in stakeholder map.

We make a document based on the requirement of the target stakeholder and build consensus. It is noted that the method of making the document based on the requirement is beyond the scope of this study. Further, the changes in the results of activities are reflected in the stakeholder map, and the map is changed as a description example from “1” to “2” for the product evaluation of “site A.” Subsequently, we consider the next target stakeholder. Figure 7 depicts the changed stakeholder map.

**Organization: site A**  
**Role: user**  
**Requirement: operability, failure reduction**  
**Product evaluation: (1)>2**  
**Interviewer’s influence: 1**

Figure 7: How to describe in a stakeholder map.

If conditions change during the process, we repeat steps 1 to 6. When a stakeholder cannot evaluate the product to “2” or more, the interviewer’s influence is considered and the product is evaluated to “1” is left. We promote consensus building if the score is or more stakeholders are getting support from a pre-existing consensus built by the stakeholders themselves.

7. Finally, we make a presentation and submit an internal memo to the checkers.

In addition, an ordered scale is used to make an evaluation.

**4. EVALUATION METHOD**

The target of evaluation is the mobilizer (one person) of a large-scale mobile company with more than 1000 employees in the manufacturing industry. The evaluation method is depicted in Figure 8. The method of evaluation of the mobilizer includes the evaluation of effectiveness, intelligibility, efficiency, and operability in five steps.

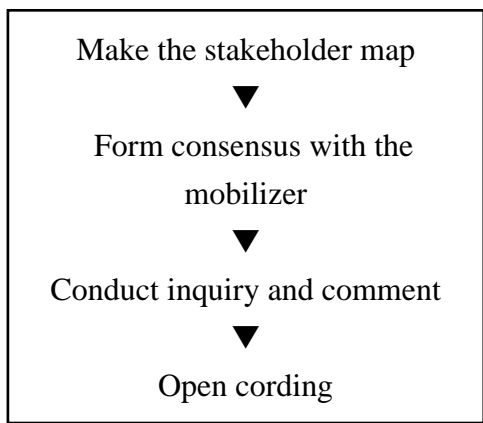


Figure 8: Method of evaluation.

Table 4 depicts the questionnaire items. The responses were collected using a 5-step ordinal scale of from 1: disagree to 5: agree.

Table 4: Questionnaire items for mobilizers.

Item number	Questionnaire item	Rating scale
1	Did you understand whom to promote in the next consensus-building process?	Effectiveness
2	Did you take an action using this method?	Effectiveness
3	Were you able to understand the consensus-building procedure?	Effectiveness
4	Does this method increase the accuracy (number of interviews with salespeople or the interview time) of promotion of consensus building compared to before?	Efficiency
5	Was this method easy to understand?	Intelligibility
6	Was this method easy to handle?	Operability

We implemented the open coding procedures proposed by Kobayashi *et al.* (2018b), as follows:

- Step 1. From the free description field of the questionnaire and the verbatim recorded interview data, identify the relationship using the stakeholder map and decide on the viewpoint to be used in the categorization of the affinity diagram used in the next procedure. Here, to ensure that the stakeholder map is satisfactorily effective, efficient, intelligible, and operable, we consider the perspective based on the item “what can be obtained by using the stakeholder map for talking”.
- Step 2. We categorized the comments in the free description using an affinity diagram, with the aforementioned viewpoint as an axis, for each content having similar meaning.
- Step 3. Name the category (a generic term called open coding result).  
In addition, following Nahid (2003), we implemented the right evaluation method by confirming it with a researcher (second author) who is familiar with qualitative research methods.

## 5. EVALUATION RESULTS

We used the tool for the mobilizer of this project to evaluate the method. Consequently, we acquired the questionnaire results and feedback depicted in Table 5.

Table 5: Questionnaire and open coding results.

Item number	Rating scale	Answer	Result of open coding
1	Effectiveness	5	The motivation of the project promoter (mobilizer) is to follow the direction of the company itself.
2	Effectiveness	4	The mobilizer, who is coordinating the project, will motivate consensus building by explaining aspects such as productivity, return-on-investment, and requirements to each stakeholder. You can organize each stakeholder since you can view the complete picture.
3	Effectiveness	5	Stakeholders who are relatively close to the project promoter are important because since they balance cost and operability.
4	Efficiency	4	Since high-permanence solutions and service projects must continue even after the people involved change, I intend to create them with the help of a responsible external party.
5	Intelligibility	5	The mobilizer, the project promoter who brings together all the stakeholders, should synthesize information. At that time, the ability to adequately draw a product evaluation schedule is required. If you cannot do it, you should get it done through the external salespeople. As there are quantitative numbers in map, it was easy to understand.
6	Operability	4	From each stakeholder, we want you to gather information that is necessary to design the material required for making a final internal memo for the checker.

## 6. DISCUSSION

The rating scale for Table 5 and open coding results are described, as follows:

1. No.1 suggest the results are valid.

The mobilizer's motivation is considered to have shaken, since the mobilizer suggested that motivation increases when the direction of the company itself is followed at the time of the interview. However, if the mobilizer does not consider above, the mobilizer does not touch the motivational story. Therefore, we believed that the mobilizer understood where we should perform consensus building.

2. No.2 suggest the results are valid.

On being motivated, the mobilizer can act. However, if the mobilizer is not motivated, he or she is not going to act. Further, we found there are motivation of other view point regardless of introducing same product when we approach customer of customer.

3. No.3 suggest the results are valid.

The mobilizer found onsite stakeholders who have the viewpoint of mobilizer using the stakeholder map. In other words, the open coding result showed that onsite stakeholders having the viewpoint of the mobilizer had stronger interviewer's influence scores than the stakeholders who did not have the aforementioned viewpoint. Therefore, considering that mobilizer should facilitate a consensus building with the specific stakeholders to the first by using the stakeholder map. In other words, the mobilizer understands the consensus-building procedure. Therefore, we considered the open coding results to be effective.

4. No.4 suggest the results are valid.

The procedure of building consensus is known. Hence, the stakeholder to be interviewed by the mobilizer can be specified. Therefore, the method using the stakeholder map makes the promotion of consensus building more efficient compared to the methods that do not use the procedure. In other words, it can be stated that the efficiency in promoting consensus building is rising.

5. NO.5 suggest the results are valid.

Using the stakeholder map, understanding a situation where the values of product evaluation are known quantitatively is easier than understanding a situation where the aforementioned values are not known quantitatively.

6. No.6 suggest the results are valid.

The requirements of each stakeholder are coordinated using the stakeholder map. This information is the material for writing an internal memo for decision-making. Therefore, if users learn the requirements of each stakeholder by using the stakeholder map, they will find it easy to manage the requirements to be coordinated.

We confirmed the effectiveness and efficiency of consensus building using No.4. In addition, as a result of No.6, if users can summarize the requirements of each stakeholder,



the stakeholder map will enable the decision-making by the final approver regarding the submission of the internal memo, which is the purpose of this study.

## 7. CONCLUSIONS AND FUTURE DIRECTION

This study shortened the time to form consensus and increase the success probability of the consensus-building process itself to facilitate decision-making by multiple stakeholders. We made a tool to identify the stakeholders, power of influence in stakeholders, and product evaluation to explain the product according to the requirements of stakeholders, while salespeople outside the organization work with the mobilizer like promoters within the organization. We proposed a method to strategically judge the tool's efficiency in addressing the stakeholders' needs. The evaluation revealed that the effectiveness of the tool was indicated by the open coding of the questionnaire provided to mobilizers. The mobilizer wanted the salespeople to gather the information necessary to create the material for making an internal memo for each stakeholder. Therefore, we understood the importance of studying the activity of linking consensus building and decision-making.

Future directions of the study include the following: First, although we fixed role and requirement, which are the components of the stakeholder map method, it has a weighting of the degrees of influence on promoting consensus building. Therefore, it should be considered a variable, and its degrees of influence on the method should be studied. Further, in our study, the role was not decided on. Second, we should revise our method to increase its reliability by applying it to more mobilizers. For example, we do not architect we found there are motivation of other view point regardless of introducing same product when we approach customer of customer. Finally, future research should clarify whether the strength of decision-making is affected by the proposed method.

## REFERENCES

- [1] Herbert Alexander Simon. (1947),” Administrative behavior: a Study of Decision-Making Processes in Administrative Organization “, Macmillan, 1947
- [2] HirotakaYabuki.  
(2013),”IRYOHINEIGYOMAKETINNGUMODERUNOHENKAKU  
(5)KOKYAKUROIYARITHINOMANEGIMENNTTO(1)NETTOPRRMOTASU  
KOA (NPS)( the innovation of Pharmaceutical marketing model (5) Management of  
customer loyalty Net Promoter Score (NPS))”, Monthly mix, NO:02;41(2),  
PAGE:42-44, YEAR:2013 (In Japanese)

- [3] ISO 27001-2013. (2013), Information technology – Security techniques – Information management systems – Requirements, 2013.
- [4] ISO 15026-2-2011. (2011), Systems and Software engineering Part2: Assurance case, 2011.
- [5] Karl Schmidt. (2015) others, “Making the Consensus Sale “, HBR, March 2015. C2015 Harvard Business School Publishing Corporation
- [6] Katsuhiko.Nagase. (2001),”Collective Decision Making in Japanese Organizations”, The bulletin of the Institute of Management, Komazawa University 32(3•4), 93-102, 2001
- [7] Lawrence E. Susskind. (2008),” a beginner’s guide of Consensus Building- negotiation of public policy and how to proceed of consensus building”, 2008
- [8] N. Kobayashi, A. Nakamoto, M. Kawase, F. Sussan, M. Ioki, S. Shirasaka. (2018a), “Four-Layered Assurance Case Description Method Using D-Case”, International Journal of Japan Association for Management Systems, Vol. 10 No.1, 87-93, 2018
- [9] N.Kobayashi, A.Nakamoto, M.Kawase, F.Sussan, S.Shirasaka. (2018b),”What Model(s) of Assurance Cases Will Increase the Feasibility of Accomplishing Both Vision and Strategy?” Review of Integrative Business and Economics Research, Vol. 7, No.2, 1-17, 2018
- [10] N. Kobayashi, A. Nakamoto, S. Shirasaka. (2018c) "Proposal of an Assurance Case Description Method Considering External Environment of Systems: Application to Operation of an Ice-Skating Rink", Review of Integrative Business and Economics Research, Vol. 8(3), 87-95, 2018
- [11] N. Kobayashi, A. Nakamoto, M. Kawase, F. Sussan, M. Ioki, S. Shirasaka. (2018d) “Managing a monolithic system or a System-of-Systems? An assurance case approach to reach intra-organizational consensus”, proceedings 2018 7th International Congress on Advanced Applied Informatics (IIAI-AAI 2018), 688-693, 2018.
- [12] N. Kobayashi, A. Nakamoto, M. Kawase, M. Ioki, S. Shirasaka. (2019) "A Proposal of Information Security Policy Agreement Method for Merger and Acquisition Using Assurance Case and ISO 27001", proceedings 2019 8th International Congress on Advanced Applied Informatics (IIAI-AAI 2019), 727-733. 2019 (in printing)
- [13] Nahid Golafshani. (2003),”Understanding Reliability and Validity in Qualitative Research”, The Qualitative Report, Vol.8, No.4, pp.597-607, 2003
- [14] Project management Institute (PMI), 2017, “A Guide To The Project Management Body Of Knowledge” (PMBOK), 6th edition.
- [15] Takuro Yoda. (1997-09),”SANGYOZAINIOKERUKOUBAIKOU DONORUIKEI

- [16] (Types of purchasing behavior in industrial goods)", Japan marketing journal (66), 49-61, 1997-09(In Japanese)
- [17] Tom Demarco (1979), "Structured Analysis and System Specification", 1979
- [18] Yuichi Mori, Nobuyuki Kobayashi, Eriko Hikishima, Seiko Shirasaka, Makoto Ioki.(2019), A Proposal of a Method to Diagnose the Organizational Activation Level Using the Integrated Value Graph. Review of Integrative Business and Economics Research, Vol. 9, Issue 1, 112-130, 2019.
- [19] Y.Kimura, S.Fukushima, K.koyama, K.Suzuki, Y.Takashima, R.Nakamura, S.Baba, S.Fujii, M.Minebata, T.Shigeki, N.Yamada, S, Yokoi, K.Watanabe. (2018), Systems / Information Science and Technology Unit Center for Research and Development Strategy Japan Science and Technology Agency, " STRATEGIC PROPOSAL Information science and technology for decision-making and consensus-building in a complex society", March 2018