

2021-2022

ANNUAL REPORT

Beyond the Border,
Create the Future.



CROSS FIELDS



Envisioning “A world where social issues continue to get solved”

What is needed to overcome the changes taking place in the world today is for People to connect with each other, to see social issues as their own and take a step forward to find a solution.

CrossFields, now in its 10th year since its founding, is now making a major step toward realizing “a world where social issues continue to get solved”.



Our Vision

- A world where social issues continue to get solved

Our Mission

- Increase the number of people who take ownership toward social issues
- Deliver resources to the fields of social issues and co-create solutions

Message

In the next 10 years, we will continue to challenge ourselves to realize our new vision.



Founder and CEO

Daichi Konuma

After the rebranding process that took more than a year, CrossFields has set a new vision and mission. With a sense of gratitude to all those who support us, we will now take on new challenges of realizing “A world where social issues continue to get solved”.

This year, we will do our best to develop new projects to create social impact. In addition to this, we are looking forward to resuming overseas projects after 2 years of pause due to the pandemic. Thank you for your support as always.



Our new Vision/Mission and new challenges

Our strategy to achieve our new vision and mission

We have established two approaches to achieve our vision. The first is “Approach to People” which aims to increase the number of people who make social issues their own. The second is “Approach to Issues,” in which we work with various stakeholders to create solutions to issues on site. These approaches are shown on the horizontal axis in this graphic. On the vertical axis, we put “Scale Up/Out” to expand and spread our activities, and “Scale Deep” to create more fundamental solutions.

Main activity areas we will focus on

Based on these approaches, we have newly created three activity areas. “Empower” to nurture leaders who make a difference to the society through strong authentic experiences, “Cultivate” to provide opportunities for wide range of people to make social issues their own, and “Co-Create” which delivers resources to the fields where there are social issues and work together to create solutions.

Member's voice



PR/Marketing Division
Manager

Rina Nishikawa

I was in charge of a series of the rebranding project including the renewal of our vision and mission. Now, I feel that this vision and mission reflects the answers to the questions we have continued to face through the pandemic, such as “What are the values that only CrossFields can offer?” and “In which area do we dare to challenge?”. We would like to not only set forth a vision, but also make changes toward its realization, step by step, but steadily.



Corporate Partnership
Manager

Junsuke Arai

Ten years have passed since our founding. What I felt in the process of setting a new vision and mission was “gratitude to those who have supported our journey” and “our determination to reach a new goal”. We were able to set a goal that we could never have achieved on our own, because we have come to believe that the partnerships with all of you make up our core. We hope to continue to work hand in hand with you to pioneer a new society.



CULTIVATE

Create a culture in society where people take ownership toward social issues

We aim to cultivate fundamental culture by providing opportunities to experience social issues with a wider range of people through our programs such as Empathy VR

Expand and spread
solutions more widely
Scale Up/Out



CO-CREATE

Provide resources to the fields of social issues and creating solutions together

We aim to provide appropriate resources to the fields of social issues and create solutions together with stakeholders who are tackling social issues

Increase the number of people who take ownership toward social issues

Approach to People

Deliver resources to the fields of social issues and co-create solutions

Approach to Issues

EMPOWER

Nurture leaders who make a difference in society

We aim to nurture leaders that take actions to solve social issues by providing “transformational experiences in the field of social issues” such as CVP and Field Study



Pursue solutions
more deeply
Scale Deep

See more

➤ [10-year-anniversary web site](#)

Program Reports

Since 2011, we have bridged various sectors in many countries through our programs. More than 230 people have participated in Corporate Volunteering Programs(CVP), and more than 1,000 people have joined Social Issue Understanding Field Study program. In addition, we have launched new programs such as Empathy VR workshop to continue creating further impact for the society. In the following pages, we will introduce an overview of each project and activity in 2021.



Participants of CVP

230+more



Participants of Field Study Program

1,000+more

01 | Corporate Volunteering Program

02 | Social Issue Understanding Field Study

03 | Social Business Creating Workshop

04 | Empathy VR Workshop

05 | Social Sector Empowerment

01 Corporate Volunteering Program(CVP)






EMPOWER

Corporate Volunteering Program

A program that dispatches corporate employees to domestic and overseas NPO/NGOs and social enterprises for several months to a year to solve social issues utilizing their core business skills.

(Projects in emerging countries have resumed since 2022)

Accumulated Data until 2021

 Number of volunteers	234
 Partner corporations	43
 Partner organizations	135

Case Report



Sompo Japan / RICCI EVERYDAY CVP in Japan

A sales person from Sompo Japan (a Japanese insurance company) worked for 9 months with RICCI EVERYDAY, a company that sells lifestyle products made by local women in Uganda. She was in charge of improving their production flow and marketing strategies.



House Foods Corporation / Motherhouse CVP in Japan

A researcher from House Foods Corporation (a Japanese food company) worked at Motherhouse, which envisions to “create a world-class brand from a developing country”. He was involved in their entire production flow, from product development to manufacturing and sales.



Sompo Japan / Ecologgie CVP in Japan

There are also cases in which former-volunteers become the host of the program. Mr. Ashikari, CEO of Ecologgie, who took part in the production and sales of edible crickets, participated in “CVP Program for Future Change Makers” in 2019. After a few years, he has grown his business and accepted a CVP volunteer from Sompo Japan. He recalls that this led to the acceleration of his business even more.

Member's voice



Deputy Division Manager

Yuichi Hoko

It's been our second year since the CVP program in Japan started during the pandemic. It has been a year of taking on the challenge of solving social issues while further strengthening our relationships with our partners. This year, we will resume the CVP program in emerging countries, which were temporarily suspended due to the pandemic. Through our programs, we will do our best to nurture leaders who will lead the way in solving social issues, both in Japan and abroad. Please look forward to the further evolution of our CVP program!

See more about the program

➤ [Corporate Volunteering Program](#)

02 Social Issue Understanding Field Study



EMPOWER

Social Issue Understanding Field Study

A short-term, intensive program for corporate executives to develop a keen sensitivity to society and reflect on their vision through “hands-on” experience of social issues and dialogue with local leaders in Japan and abroad.

On-site visit

online

Accumulated Data until 2021

Number of projects: **59**

Participants **1,236**

Partner corporations **39**

Case Report



online

In addition to the on-site program, Sumitomo Corporation has also introduced an online program. Mr. Tokunaga, who participated in the online program in 2021, rediscovered his ambition to “conduct business that contributes to the society”. He recalls that sharing this aspiration with those around him has led to change in his team.

Member's voice



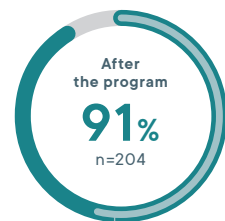
Unit Leader

Ayako Takuma

As the pandemic subsided, we gradually resumed the on-site program in 2021. And now, we reaffirmed the impact on the field. In the next year, we will further evolve and expand the program by leveraging the strengths of both the on-site and online programs, as well as collaborating with new organizations. In addition, we will take on new challenges, such as developing new programs to foster “leaders who will pioneer the future of society.”

Voices from Participants

Are you interested in social issues?



I used to think of social issues as other people's business. However, after participating in this program, I have started to think of them as my own business, and I gained the courage to act on my own aspirations.



Previously, I was only on the level of recognizing what social issues are, but now I began to think about how I can solve them.

I am now ready to solve and contribute to social issues

Has your mindset toward work changed after the program?



I started to think about becoming a leader that people will follow on their own initiative, not just because of management.

I have started to think that I want to work with ambition, rather than just randomly doing the tasks assigned to me.

I would like to share my passion and aspirations with others.

See more about the program

➤ [Social Issue Understanding Field Study](#)

03 Social Business Creating Workshop



EMPOWER

Social Business Creating Workshop

A program in which corporate employees form teams and work with social leaders to generate business ideas over a period of two to three months.

Accumulated Data until 2021

Number of projects:	49
Participants	740
Partner corporations	18

Case Report

Workshop in Onagawa (Miyagi, Japan)

Hitachi Systems implemented a three-month Workshop Program in Onagawa, Miyagi prefecture. The 20 employees who participated in the program teamed up under the four themes which were tourism, medical care, community development, and industry. Through site visits and interviews with residents in Onagawa, they were able to see the issues Onagawa faces as their own personal concerns. Based on this, they created “Onagawa's future vision and business ideas to realize it”. The company's efforts with Onagawa continued even after the program, and in March 2022, a collaborative project is launched with the aim of revitalizing the local community.



Member's voice



Division Manager

Yuko Harada

Last year, we were able to see some exciting cases, such as the collaboration between the local community and corporations as a result of the workshops. These activities remind me once again that the starting point is always “one's passion”. I would like to continue to create opportunities for people to connect with society and to nurture the “urge to solve social issues” through these projects.

See more about the program

[🔗 Social Business Creating Workshop](#)

04 Empathy VR Workshop



CULTIVATE

Empathy VR Workshop

A program to simulate experiences of fields of social issues in Japan and overseas through VR technology/360-degree images, fostering empathy with the people involved and a desire to solve social issues.

(currently being implemented in corporations and schools)



Accumulated Data until 2021

 Partner corporations	8
 Number of participants	56
 Partner schools	12
 Number of participating students	1,000

Case Report

Developed 10 programs in “STEAM Library” project led by the Ministry of Economy, Trade and Industry

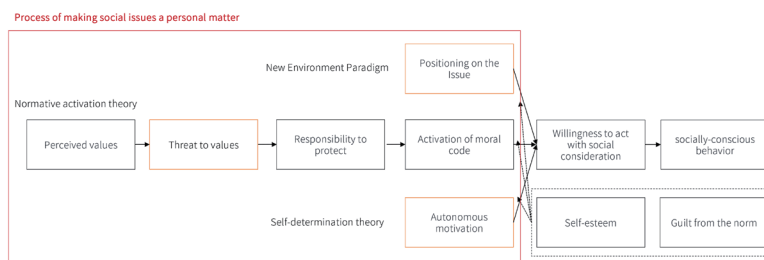


As a content developer, we have created 10 programs on various social issues for junior and senior high school students to "experience" social issues and make them their own. The programs are already being used at schools in Japan, and we are working to further improve the programs.



Developing the “Theoretical Model for Promoting Socially Conscious Behavior by Making Social Issues Personal”

In 2021, we also developed the theoretical model of the “process of making social issues a personal matter”. This theory was developed with the cooperation of Mr. Ishiyama, a professor at Hosei University Graduate School, and Mr. Date, representative of Business Research Lab, Inc.



The Figure of "Theoretical Model for Promoting Socially Conscious Behavior by Making Social Issues Personal". Hypothesis verification is underway to see what steps are needed for "making social issues personal".

Member's voice



Empathy VR Project Leader

Misato Fujiwara

Based on our efforts over the past two years, we are becoming confident that our VR tech-based programs have the potential to create "empathy" for social issues. Our challenge from now is to quantitatively demonstrate this response, and to deliver our programs to more people, not limited to schools and corporations. In order to create the "ground" for a society in which social issues continue to be solved, we aim to expand our reach beyond existing frameworks.

05 Social Sector Empowerment



CO-CREATE

Social Sector Empowerment

A program which aims to accelerate the creation of social impact by cooperating with NGO/social enterprises. We support social leaders with our various network and experiences.

Partner network for 10 years

Number of partner organizations

171

Activity based country

12

Case Report

Exchange Program(Japan/Vietnam)

We have implemented an “Exchange Program” in which organizations working on the same social issues in different countries exchange their members and learn from each other. Able Art Japan, a non-profit organization that supports people with disabilities through art, and Tohe, a Vietnamese social enterprise, participated in this program. Dispatched members from both organizations visited each other's office to learn different approaches and gain tips for solving social issues.

(This program was supported by Toyota Foundation.)



We held an online event with our global partners

CrossFields' 10th anniversary event was held with two leaders of overseas organizations whom we have collaborated with for many years. We had deep discussions on new possibilities for collaboration in the Co-Create area.



Member's voice



New Business Development Leader

Sayumi Nishikawa

It has been a year of hard work to explore Co-Create areas through dialogues with various partners who are engaged in solving social issues. Also, implementing the “Exchange Program” has provided me with many new perspectives on how to get involved in issue-solving. My next challenge is to initiate programs that will lead to “sending resources to the field and working together to create solutions,” and to search for a CrossFields’ original way to solve problems. There is a long road ahead, but we will make steady progress.

See more about the program

[Social Sector Empowerment](#)

Working Environment

Organizational Development

In order to create a sustainable social impact, CrossFields is committed to creating a comfortable work environment for each and every member.

What we care to implement new initiatives

Transparency

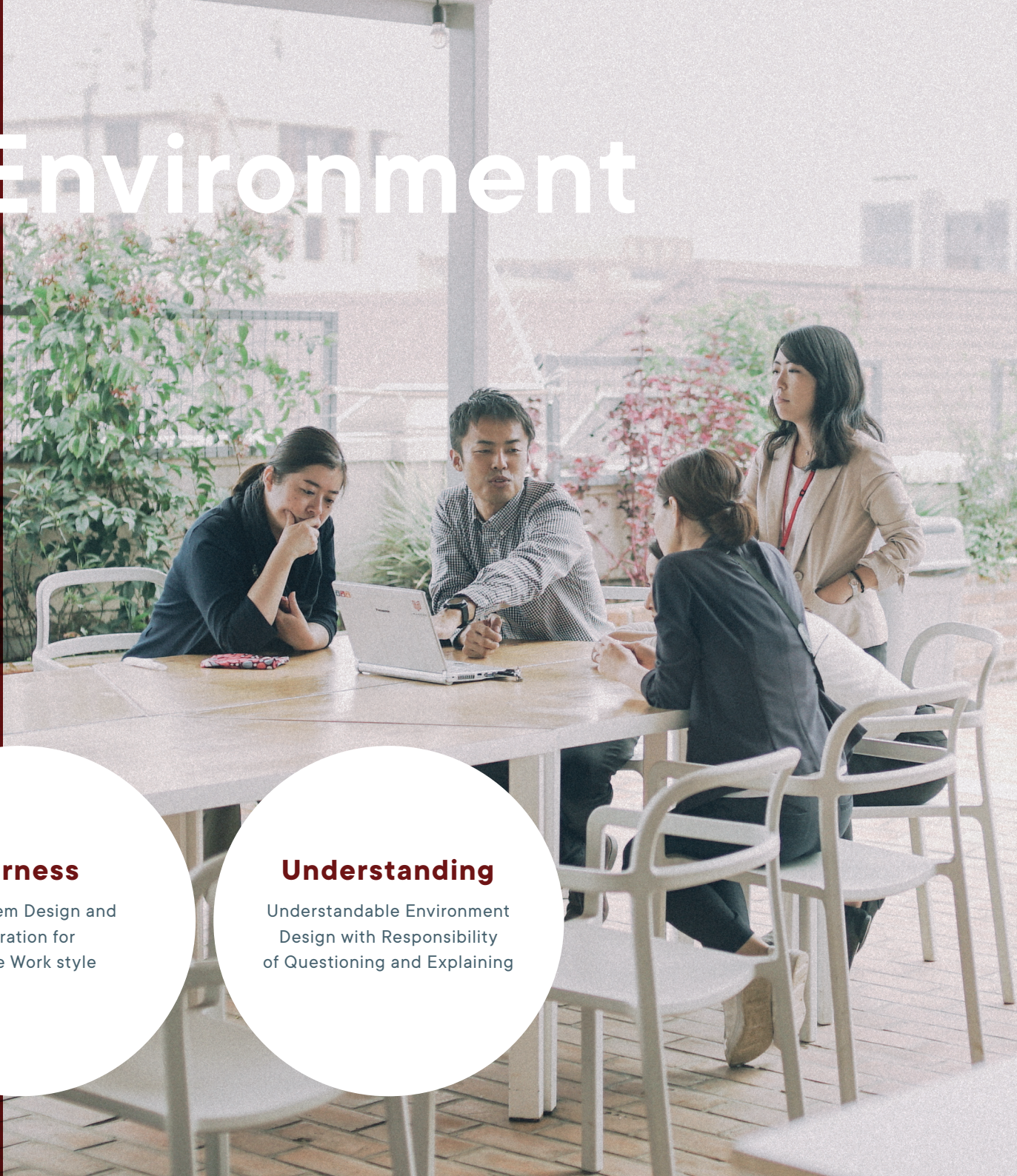
Transparent and
Open Communication

Fairness

Fair System Design and
Operation for
Diverse Work style

Understanding

Understandable Environment
Design with Responsibility
of Questioning and Explaining



New introduced systems

Flextime system

We have diverse and unique members in CrossFields. Some want to spend more time with their families, some have side jobs or volunteer work, and some want to improve themselves...Thus, we introduced a flex-time system in 2021 so that each member can work at his or her own pace.

The side job system

We have started a side job system to encourage individuals to support each members' aspiration. Each member is pursuing self-realization in a variety of fields.

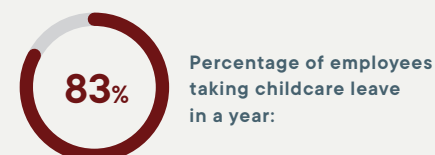


Updated Evaluation System

We have updated the goal-setting and evaluation system in order to promote autonomous actions and growth of each member and the organization itself.

Maintaining an Environment that Enables a Good Balance between Childcare and Work

Many of our members are of the child-rearing generation, and more of those taking child-rearing leave is increasing. We respect each members' lifestyles and aim to create an organization that is easy to continue working.



Member's voice



Business Administration Manager

Takeshi Takahashi

I was in charge of these organizational development projects. As the pandemic has slowed down and face-to-face programs such as overseas and on-site programs have resumed, we are experiencing a rush of members in our team having children and returning to work after maternity/paternity leave. We will continue to create an environment that is easy to continue working, which aims to balance the mission of the organization and the realization of each member's personal path.

Report: 2 days team building event

In this May, we held a two days team building event as a kick-off toward the next fiscal year. On the first day, we enjoyed refreshing time in the middle of wood. And the next day, we focused on discussions. This was the first time we had a team building event in face-to-face after the Covid-19 pandemic as we are working remotely. The team members commented such as "In a relaxed atmosphere, I enjoyed taking with team members" "We could discuss about our projects from different perspectives"



Media

Media coverage: **26** times in total

In media such as newspapers, magazines, radio, web (TV Asahi, TokyoFM, AERA. etc.)



Daichi, our Co-Founder, appeared as a commentator on TV Asahi's "Saturday Station".



AERA.
Vol. 2022/02/28



Forbes JAPAN
Vol.2022/05



International Cooperation
Career Guidebook 2021-22

Lectures and events

Lectures and events we participated in: **28** times in total

Seminars held by CrossFields

We held **7** online seminars this year. A total of more than **900** people participated.



Financial Statement

FY2011-FY2021

(JPY)

		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Revenue	Business Revenue	2,026,156	39,570,017	77,654,611	91,760,257	119,139,047	127,597,632	130,444,980	179,153,663	203,748,950	220,780,266	171,422,192
	Membership Fees Received	272,000	1,044,000	1,205,500	918,500	1,007,500	921,500	921,000	889,500	849,500	829,000	873,500
	Donations Received	2,843,900	185,585	30,000	31,000	200,000	0	312,748	0	0	400,000	100,000
	Grants and Contract Received	1,040,000	940,000	0	6,807,760	3,240,000	4,000,000	6,340,000	530,000	4,010,000	0	410,000
	Other Revenue	2,642	448,905	426,352	2,833,480	1,335,844	2,419,376	4,837,462	1,664,942	1,154,880	7,818,765	2,193,644
Revenue Total		6,184,698	42,188,507	79,316,463	102,350,997	124,922,391	134,938,508	142,856,190	182,238,105	209,763,330	229,828,031	174,999,336
Expenses	Operating Expenses	3,072,218	26,137,470	53,466,450	83,197,662	110,368,822	111,763,988	117,187,361	158,127,329	170,841,144	188,070,418	211,231,064
	Administrative Expenses	1,536,096	3,438,054	6,432,745	6,703,000	5,451,954	5,617,674	6,801,804	7,016,095	5,473,362	6,222,458	8,860,632
	Corporate Tax	40,800	2,653,200	6,101,500	494,300	732,500	2,634,600	1,772,000	1,771,000	12,008,800	8,652,800	70,000
Total Expenses		4,649,114	32,228,724	65,980,695	90,394,962	116,553,276	120,016,262	125,761,165	166,914,524	188,323,306	202,945,676	220,161,696
Balance of Payments												
Net Income		1,535,584	9,959,783	13,335,768	11,956,035	8,369,115	14,922,246	17,095,025	15,323,581	21,440,024	26,882,355	▲45,162,360
Net Asset Carried Forward from Previous FY		-	1,535,584	11,495,367	24,831,135	36,787,170	45,156,285	60,078,531	77,173,556	92,497,137	113,937,161	140,819,516
Net Asset Carried Forward to Next FY		1,535,584	11,495,367	24,831,135	36,787,170	45,156,285	60,078,531	77,173,556	92,497,137	113,937,161	140,819,516	95,637,156

**Beyond the Border,
Create the Future.**



CROSS FIELDS Machihara Building 4F, 3-8-3 Nishi-Gotanda, Shinagawa, Tokyo, JAPAN

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