

Beyond the Border, Create the Future.



# ANNUAL REPORT

# 2023-2024



CROSS FIELDS

## Message

### To the stage of accumulating practical experience towards realizing our vision



Founder and CEO

**Daichi Konuma**

Fiscal Year 2023 was a year in which a variety of new activities aimed to realize our vision quickly took shape, such as launching a new program for our program alumni, and starting a project on a full-scale in our Co-Create area in the theme of preventing social isolation and loneliness.

Based on the strategies and business plans that we have developed so far, we intend to make FY2024 a year in which we will continue to implement meaningful practices in each of our projects. Together with the support of everyone who has always encouraged us, we will steadily advance towards realizing a world where social issues continue to get solved.



**CROSS FIELDS**

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## Our Vision

- A world where social issues continue to get solved

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## 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

# CULTIVATE

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



Expand and spread solutions more widely  
Scale Up/Out

# CO-CREATE

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

## Approach to People

Increase the number of people who take ownership toward social issues



Nurture leaders who make a difference in society

# EMPOWER



## Our Activity Areas and Programs

## Approach to Issues

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



Pursue solutions more deeply  
Scale Deep

# Program Reports

Cross Fields has developed a variety of businesses towards the vision of creating “a world where social issues continue to get solved.”

In FY2023, we focused on three main overall policies: advancing and developing each project towards realizing our vision, implementing both offensive and defensive strategies in business operations, and achieving a sustainable way of working and organizational growth. We have evolved our business through two approaches:

- 1) “approach to people,” by increasing the number of individuals who take ownership of social issues, and
- 2) “approach to issues,” by creating solutions with various stakeholders who are tackling social issues on the ground.

In the following pages, we will introduce an overview of each project and the activity results for FY2023.



## EMPOWER

- 01 Corporate Volunteering Program
- 02 Social Issue Understanding Field Study

## CULTIVATE

- 03 Empathy VR Program

## CO-CREATE

- 04 Initiatives to Prevent Social Isolation and Loneliness

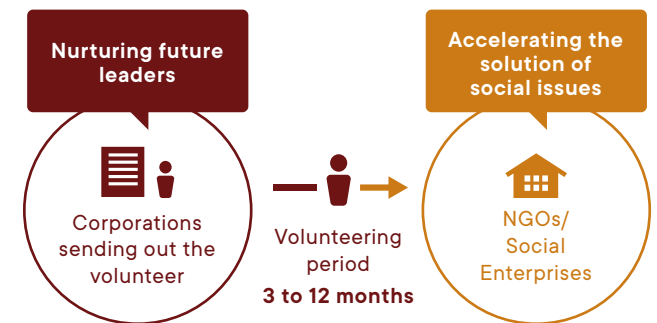
## NEW INITIATIVES

- › Global Career Exploration Campus “CROSS BRIDGE”
- › Cross-Border Initiative
- › Alumni Projects
- › Impact Management



## Corporate Volunteering Program

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



### Accumulated Data until 2023

Number of volunteers	<b>279</b>
Partner corporations	<b>52</b>
Partner organizations	<b>154</b>



## Case Report

### CVP Overseas Program

Company **Chugai Pharmaceutical Co., Ltd.** Partner **The Breakfast Revolution**



A Chugai Pharmaceutical employee volunteered at an NGO in India tackling the issue of child malnutrition. Utilizing his business experience, he contributed to the development of the NGO's mid-term management strategy and its implementation framework. While engaging with social issues on the ground, he was able to discover his own beliefs about what he wanted to accomplish in his life.

## After Story

Company **NEC Corporation** Partner **Drishtee**



Nobuyuki Yasukawa, working in NEC, is currently leading a healthcare business in India. When he was a researcher at NEC's Central Research Laboratory back in 2013, he participated in the CVP program and volunteered at Drishtee, an NGO in India. He says that this experience is what sparked his interest in solving social issues from a business approach. The interview about his journey, from participating in CVP to starting his current business, has been published.

[Read the article](#)

## Special interview

Partner **E-hands**

E-Hands is a social enterprise in India that provides affordable energy access to low-income communities in remote areas. Since 2014, E-Hands has accepted 22 volunteers from Cross Fields (10 onsite volunteers and 12 remote-working volunteers) and also collaborated with us in many other projects. Mr. Raghuraman Chandrasekaran (Raghu), the founder of E-Hands, talked about why he has decided to accept our volunteers and how collaborating with Cross Fields has impacted E-Hands. [Read the article](#)



## Member's voice



CVP Division Leader  
**Takumi Fuchigami**

The number of participants in the program has doubled since last year. This year, Cross Fields sent volunteers to five countries, including Japan, and was able to support the local activities of each of the participants and produce a number of local contributions. At the same time, we have updated the way we work together to realize the vision of Cross Fields, and it has been a year in which Cross Fields and our alumni have worked as a team. We will continue to “deepen” and “evolve” our business so that we can lead the way in solving social issues together with our volunteers.





### Social Issue Understanding Field Study

Social Issue Understanding Field Study is a short-term, intensive, cross-border program for leaders, ranging from a few hours to a week. Participants are inspired by on-site experiences with social issues and local leaders, fostering a deep sensitivity to the issues in the society and a core of their purpose in life.

#### Accumulated Data until 2023

🚩 Number of projects	125
👤 Participants	2,479
🏢 Partner corporations	72



## Case Report

Company **Suntory Holdings, Ltd.** Program **Cambodia**



As part of a next-generation leadership training program, 12 employees from Suntory Holdings participated in a program in Cambodia. The participants engaged in dialogues with leaders of organizations addressing local issues such as educational disparities and housing problems, and stayed in rural villages to experience the social challenges firsthand. Through the program, they reflected on how they and their company could contribute to businesses both socially and economically.

Company **Hitachi, Ltd.** Program **Onagawa, Miyagi Prefecture, Japan**



Approximately 30 participants from Hitachi Ltd. participated in a two-day program in Onagawa, Miyagi Prefecture. The participants walked around the town that has recovered from the Great East Japan Earthquake, and through dialogues with local leaders who served a vital role in the town's reconstruction, participants discovered their vision for "the world they want to create as researchers" and "the image of a corporate researcher they want to become."

## After Story

Company **NEC Corporation** Program **SIM Rwanda**

NEC Senior Director, Mr. Osamu Yoshio, participated in the "Social Innovation Mission" conducted in Rwanda in 2019. Witnessing firsthand how social issues are being addressed through business in the local context had a profound impact on Mr. Yoshio's perspective and values. After the program, he has provided other employees with opportunities to gain similar experiences in tackling social issues.



## Member's voice



Deputy Division Manager  
**Ayako Takuma**

To achieve our vision of "a world where social issues continue to get solved," our team has made further progress over the past year. We've focused on the two pillars: "empowering participants to transform Japanese companies" and "supporting the creation of businesses that address social issues." In the coming year, we will continue to develop each program, and together with our partner organizations in Japan and abroad, we will keep moving forward toward realizing our vision.



Empathy VR Program

The Empathy VR Program is a program that provides simulated experience of social issues through 360-degree/VR videos. The program addresses the key issues that are critical for client companies' strategies. Such issues include environmental and human rights, and other issues that can be rarely encountered in daily work. By utilizing technology to foster connections based on empathy, the program aims to cultivate employees' mindset toward achieving sustainability management.



Accumulated Data until 2023

Corporation	 Partner corporations	15
	 Participants from companies	more than 10,000
School	 Partner Schools	17
	 Students	more than 1,500



## Program type

Program	<b>Dialogue-based E-learning Program</b> using tablets/smartphones	<b>Online workshops</b> using tablets/smartphones	<b>Immersive Workshops</b> using VR goggles
			
	<b>Objective</b> Take ownership toward social issues that are addressed as key issues in the company <hr/> Foster a mindset of tackling social issues through business	Foster a sense of ownership towards social issues <hr/> Explore new business ideas	Foster a sense of ownership towards social issues <hr/> Explore new business ideas
Scale of implementation (recommended)	<b>more than 1,000</b> the number of participants is unlimited / production of English version is possible	<b>up to approximately 200 people</b>	<b>Approximately 10 people</b>

## Case Report

### Developing a Program with Tokyu Fudosan Holdings

Using dialogue-based e-learning, we developed and implemented the “Sustainability Experience Program” in collaboration with Tokyu Fudosan Holdings Corporation. This program, aiming to cultivate employees’ sustainability mindset, was delivered to approximately 1,500 employees of Tokyu Fudosan Holdings. We received positive feedback from participants such as, “Through dialogues with colleagues about sustainability issues, I was able to gain new insights and perspectives.” Also, in April 2024, we co-hosted an event with the company. We invited the CEO of Cre-en, which provides consulting for advancing sustainability management, and members of the Tokyu Fudosan Holdings Group Sustainability Promotion Department to discuss the theme, “How we can raise employees’ awareness on sustainability issues.” The event included a session to experience VR goggles and networking, with over 30 participants in attendance.



### Member's voice



Empathy VR Program Leader  
**Misato Fujiwara**

We feel that our business has grown into one that embodies the mission of “increasing the number of people who take ownership towards social issues,” as the number of participants in our corporate programs has exceeded 10,000. Creating a program on the challenging theme of circular economy and receiving positive feedback has given us a lot of confidence. We will continue to strive to build the necessary structure to create further impact while advancing towards our vision.



### Initiatives to Prevent Social Isolation and Loneliness

**We aim to prevent social isolation and loneliness through cross-sector collaboration between NPOs and businesses.**

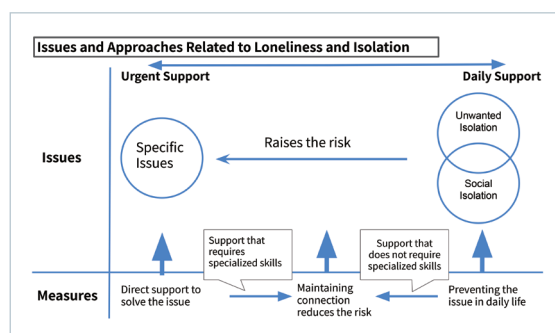
In the Co-Create area, Cross Fields is proactively taking action in specific issues based on the mission to “Deliver resources to the fields of social issues and co-create solutions.”

Since 2022, we have focused on the prevention of social isolation and loneliness as a key area of concern, carrying out activities related to practice, exploration, and research in collaboration with various partners.

Leveraging the rich network and collaborative relationships we have built with companies and NPOs, as well as our strength to build trust and co-create across organizations and positions, we pursue to develop cross-sectoral collaborations and various initiatives to prevent social isolation and loneliness.



## About our Social Isolation and Loneliness Project



An edited version of the "Public-Private Collaboration Platform for Tackling Loneliness and Isolation" Subcommittee 2 Interim Report "The Issue of Loneliness and Isolation and Approaches" issued by the Cabinet Office

The Cabinet Office has organized the issues and approaches related to loneliness and isolation in Japan as shown in the figure above, and has identified the priority plans as follows;

- Creating communities where people can feel 'connected' to each other (Approach 1)
- Creating a society where people who are lonely and isolated have fewer barriers to help seeking (Approach 2)
- Providing seamless consultation and support depending on the situation (Approach 3)

Among these, Cross Fields has identified "Creating communities where people can feel 'connected' to each other" as its core area, and is now working on initiatives to prevent social isolation and loneliness in collaboration with NPOs and local organizations.

## Case Report

### Initiatives toward people affected by the Noto Peninsula Earthquake



We implemented initiatives to prevent social isolation and loneliness among secondary evacuees affected by the Noto Peninsula earthquake. To alleviate the anxieties of secondary evacuee families who have relocated to the Kanazawa area, we connected them to children's cafeterias that serve the role of local community hubs. Those evacuees were provided with meals, emotional support and useful local information. FY2024, we plan to launch projects aiming at fostering communities for elderly evacuees who face significant risks of social isolation and loneliness.

### Promoting collaboration between NPOs and businesses



We're aiming to tackle the issue in a cross-sectoral approach, by accelerating collaboration between NPOs and businesses. By partnering with the Japan Association of New Public and the Japan Association of Corporate Executives, carrying out various activities to deliver economic resources to the field of social issues. Also, started a partnership with Nationwide Children's Cafeteria Support Center, Musubie, to encourage corporations' engagement for creating communities where people can feel connected.

Executives of major corporations visiting children's cafeterias (photo by Keizai Doyukai)

### Conducting site visits overseas



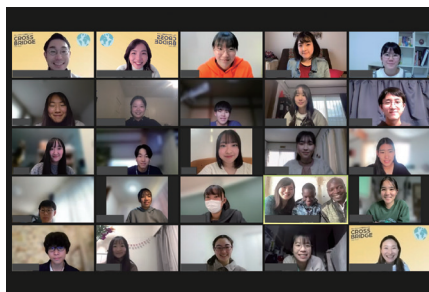
We plan to continue to conduct visits to organizations in the United States and East Asia that are tackling issues of social isolation and loneliness. Through these visits, we aim to deepen our understanding of advanced practices overseas, have dialogues with key players and explore opportunities for mutual learning and collaboration internationally.

# NEW INITIATIVES

We are continuing to take on multiple new challenges this year to realize our vision of  
“A world where social issues continue to get solved.”

## 1 Global Career Exploration Campus “CROSS BRIDGE”

As part of a program commissioned by the Ministry of Economy, Trade and Industry, we conducted a program for high school students. The program, held entirely online, was delivered to 59 high school students from 25 prefectures in Japan and from overseas. Over the course of approximately two months, the program involved dialogues with NPO leaders, deepening students' understanding of global social issues while exploring their career possibilities.



### Member's voice

Project Manager **Ichitaro Hanai**

Because the program was entirely online, we were able to provide more exploration opportunities to high school students from diverse areas than last year. In addition, last year's program alumni joined us as mentors and facilitators, making this a year of possibilities for the connections and community that CROSS BRIDGE creates.



## 2 Board Matching Program

To accelerate the exchange of executive-level leaders between the business and social sectors, we implemented the “Board Matching Program,” which facilitates the participation of corporate leaders in NPO management. Through this program, eight top executives of companies engaged in management roles of social sector organizations for six months, and two of them have decided to continue their formal involvement even after the program, such as advisors. This initiative is planned to continue in FY2024.



### Member's voice

Project Manager **Remi Yamazaki**

We are thrilled that many people were interested in the Board Matching program and that we were actually able to create multiple connections across sectors. We hope to make this year's program even more exciting, aiming to further expand this system into the society.



### 3 Alumni Projects

Cross Fields has been supporting our program alumni who have the aspiration to take action for the society. The “Sailors Acceleration Program” (SAP) is an acceleration program that supports alumni’s efforts to solve social issues, through coaching and funding. Seven of alumni participated in the program, accelerating their own aspirations in a period of 7 months.



**Member's voice** PR Team Leader **Shohoko Matsumoto**

Each of the seven SAP participants took a step toward solving a social issue that they are interested in or want to do something about. We are always empowered by our program alumni’s efforts and will continue to support them.



### 4 Impact Management

In 2021, we conducted a survey to adults, which is based on the “Theoretical model for promoting socially conscious behavior through taking ownership of social issues” which we first developed for high school students participating in our Empathy VR Program. Later, we confirmed that this model is also applicable to adults, and that the process of taking ownership toward social issues can be validated academically. Recently, we have begun implementing the same survey for participants of our Social Issue Understanding Field Study Program. We plan to use the results for evaluating and improving the effectiveness of our programs in future Cross Fields’ projects. (This initiative is being conducted with the cooperation of Business Research Lab)



**Member's voice** CVP/IM Project Leader **Sonoko Suzuki**

We could prove that by increasing the ownership toward social issues, people will take more actions based on socially conscious behaviors. The fact that we’re able to measure the impact of the program has boosted our confidence. We’ll use the results of the assessment to improve and evolve the program, aiming to maximize its impact.







# Working Environment

## Establishment of “HR policy”

Cross Fields has established an HR Policy for FY2023 to realize “a working environment and an organization in which members can grow sustainably”. We will implement each measure based on our HR policy.

### Fairness

Providing opportunities for diverse members to work fairly

### Challenge & Empowerment

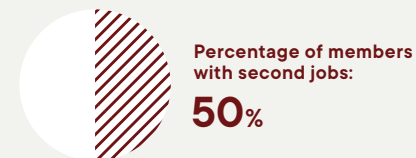
Providing opportunities to challenge and continue to grow

### Openness & Sincerity

Valuing open and sincere communication

## Environment for team members

### Side-job System



We are encouraging each individual to achieve self-fulfillment in a variety of fields by utilizing our side-job system.

### Child care leave



Since many of our members are taking care of children, the number of those taking childcare leave is increasing. We aim to create an organization that respects each member's lifestyle and provides a comfortable workspace.





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## TOPIC

### Launch of “Project C” for organizational development

In FY2023, we launched “Project C,” a team to create a member-centered organizational culture. “C” stands for “connect,” “culture,” and “comfortable.” The team strives to create an organizational culture in which members can work more lively by creating opportunities for team building and face-to-face dialogues among members while working remotely.

### Starting an open assignment system

This year, we started a “Will-Challenge System,” a system in which members are given the opportunity to be assigned to a project based on their aspirations. In FY2023, three projects were assigned to a project based on this system. We will continue to create opportunities for members to challenge themselves.

### Kick-Off Camp 2024

A two-day camp was held within Cross Fields members with the aim for team building for the next fiscal year. On the first day, the members got into teams to make short films in Kamakura, and on the second day, we had a cross-project dialogue session regarding the next fiscal year. A lot of time was spent on creative thinking and dialogue, preparing us to strive toward creating value for society.





# Media

Media coverage: **26** times in total this year

## Newspapers, Magazines, Web Media

Yomiuri Shimbun, Forbes, BUSINESS INSIDER, etc.



Published in “Forbes” February 2024 issue



Published a series of 12 articles in “Companies and Human Resources”



An Interview of Daichi (CEO) published in Asahi Shimbun GLOBE+

# Lectures and events

Lectures and events we participated in: **15** times in total this year

## Presented at the Multi-Sector Dialogue hosted by Keizai Doyukai

Daichi Konuma, CEO of Cross Fields, presented at the 2nd Multi-Sector Dialogue on Collaborative Capitalism held on April 9, 2024. He led the planning and design of the event, which brought together 350 business leaders from Keizai Doyukai (Japan Association of Corporate Executives), Japan Association of New Republic, and Impact Startup Association, and facilitated the entire breakout session of the event.



## Speaker at “Social Impact Day 2024”

CEO Daichi Konuma served as a speaker of “Social Impact Day 2024,” an annual conference on social impact. He spoke at the session, “Realizing New Capitalism “Collaborative Capitalism” through Collective Impact,” and discussed the theme with Mr. Takashima, Chairperson of the Committee for the Realization of Collaborative Capitalism, and Ms. Mera, Representative of the Impact Startup Association.



## Seminars / Events

### Recruiting Event

On January 22, 2024, we held an online event on “Building a Career in the NPO Sector.” Mr. Watanabe, CEO of Concord Executive Group, participated as a guest speaker. Over 80 people registered for the event.



### CEG 2023

“Cross Fields Empowerment Gathering (also known as CEG)” was held in Tokyo on August 26, 2023. This event invited alumni of CVP and Field Study, as well as members from partner companies/organizations. More than 50 people participated in the event to share each others' experiences in the fields of social issues, connecting and inspiring each other across sectors.



### Various Seminars

We regularly held study sessions for corporate HR managers and round tables for the media to inform them of social changes that can be seen through our activities, which connect companies with the fields of social issues.

# Message from Cross Fields Members

Here are some “Words for the coming year” from members of Cross Fields.

*Deconstruction and reconstruction of myself*



Project Manager  
**Sakurako Imai**

*Connect*



Project Manager  
**Meiko Okazaki**

*An immeasurable learning*



Senior Project Manager  
(outsourcing contract)  
**Yoriko Oki**

*Innovation*



Administrative Manager  
**Nobuko Ochiai**

*Value your sensitivity*



Project Manager  
**Yukari Kambara**

*Be your true self*



Project Manager  
(outsourcing contract)  
**Akiko Kubo**

*Cherish this moment*



Senior Project Manager  
(outsourcing contract)  
**Saki Kumezawa**

*Explore and Execute!*



Co-Founder & CEO  
**Daichi Konuma**

*Nurture roots*



Project Manager  
**Naomi Shibatani**

*Impactful!*



CVP / Impact Management Division Leader  
**Sonoko Suzuki**



*Jump!*



Deputy Division Manager  
**Ayako Takuma**

*Enjoy challenges*



Project Manager  
**Akimi Tanaka**

*Enjoy the moment!*



Project Manager  
**Midori Nakamura**

*Step by step, valuing  
the process.*



Co-Create Division Manager  
**Sayumi Nishikawa**

*Nurturing*



Director  
**Rina Nishikawa**

*Rising dragon*



Project Manager  
**Ichitaro Hanai**

*Move forward without  
pressure*



Division Manager  
**Yuya Harashina**

*Stay healthy*



Director  
**Yuko Harada**

*A four wheel drive vehicle*



Empathy VR Program Leader  
**Misato Fujiwara**

*Achieve results*



CVP / Co-Create Division Leader  
**Takumi Fuchigami**

*Playful!!*



Division Manager  
**Yuichi Hoko**

*Have fun!!*



Intern  
**Hinako Hodumi**

*Being nature*



PR Division Leader  
**Shohoko Matsumoto**

*Always keep your  
curiosity*



Project Manager  
**Remi Yamazaki**

*Be flexible*



Project Manager  
**Mae Watanabe**

# Financial Report FY 2023 (2023.6-2024.5)

(JPY)

Subject			the number of FY2023
Revenue	Operating Revenue	Programs such as CVP and Field Study	252,242,629
	Membership Fees Received	Official Membership Fees and Supporting Membership Fees Received	1,342,000
	Donations Received	Donations Received	11,503,000
	Grants Received	Public Grants and Subsidies, Private Grants Received	5,552,045
	Other Revenue		149,638
	Total Revenue		270,789,312
Expenses	Operating Expenses	Labor costs	150,561,640
		Other costs	76,831,436
	Administrative Expenses	Labor costs	392,288
		Other costs	13,004,183
	Total Expenses		240,789,547
Balance of Payment	Corporate Tax		70,000
	Total changes in operating activities for Current FY		29,999,765
	Total changes of restricted net assets for Current FY		29,929,765
	Net Asset Carried Forward from Previous FY		109,334,625
	Net Asset Carried Forward to Next FY		139,264,390

\*1)Operating Expenses are such as Labor costs, Compensation fee, Rent expenses and so on

\*2)Administrative Expenses are such as Compensation fee, Rent expenses, Payment fee and so on

## **Afterwords**

Thank you for taking the time to read this report.

As we reflect on the various updates and progress made this year, we are excited about the changes and opportunities that the upcoming year will bring. We have prepared this annual report with great anticipation for what lies ahead.

The continued evolution and success of our projects could not have been realized without the support and collaboration of our partners.

We are truly thankful for this opportunity to share this year's annual report and look forward to embarking on the journey next year.

**Cross Fields PR Team**



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



**CROSS FIELDS**

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See more details on the WEB ↗