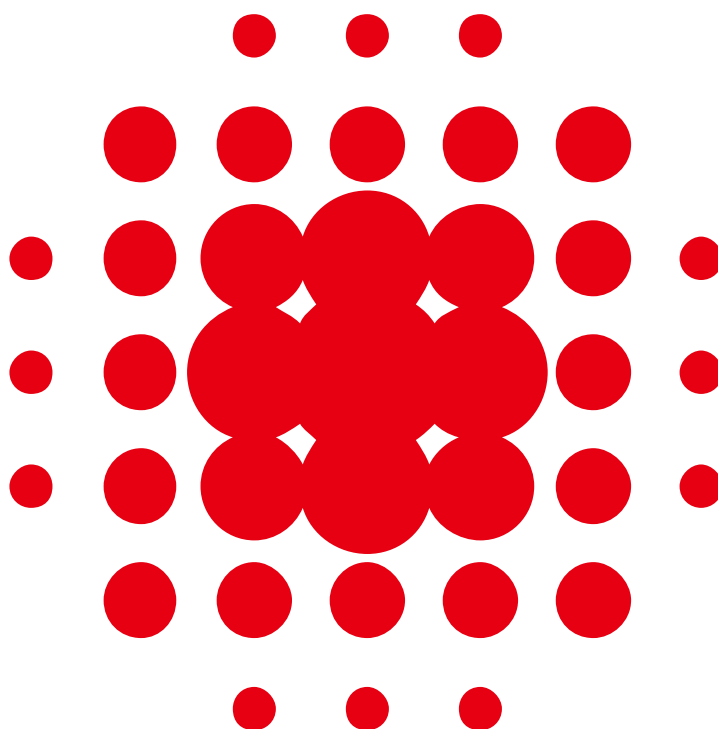


# ANNUAL REPORT 2015-2016



**Mould individuals, society and Japan.**





# Contents

|   |    |
|---|----|
| About ETIC.   | 4  |
| Our goals   | 5  |
| ETIC. in numbers                                    | 6  |
| Our functions                                       | 7  |
| 01. Nourishing Makers                               | 8  |
| 02. Supporting Social Entrepreneurs                 | 10 |
| 03. Building Sustainable and Innovative Communities | 12 |
| What's Next?  | 13 |
| Special Thanks                                      | 14 |

## About ETIC.

We nurture entrepreneurial individuals through challenging environment.

In Japan with rapidly ageing population and low-rate growth economy, people have more intensely sought for new ways of living in these last years. On the other hand, the economy stagnates with short-term results oriented approach and fails to respond to social problems.

In order to create a better society, we have nourished the people who have determination and commitment to good causes over the past 20 years. They mobilise multi sectors through vision and alter Japan's infrastructure itself by pioneering business models. Through creating new businesses against the difficult situations, entrepreneurship in the person grows and flourishes, and being able to lead the future of themselves and the society. We call these people social entrepreneurs and people those who work autonomously on causes entrepreneurial. Through their activities we are introduced to innovative alternatives and insights onto social problems.

We reach out aspiring young people and connect them to challenging social environment which many entrepreneurs face. They become the driving force for new businesses and grow into next-generation leaders. In doing so, we help society and local communities mold themselves to be the ones where people act creatively, support mutually and tackle social problems by themselves.



# Our Goals to 2020

Our 2014-2020 strategy sets out our aims, activities and outcomes towards 2020.

We focus on helping social entrepreneurs tackling social problems with business solutions and change the way people live. We call the transformation of social systems and people's perceptions on the problems they achieve social impact. Having the Tokyo Olympic Games year as one of our mile-stones, we embarked on a new initiative "Social Impact for 2020 and beyond" with social entrepreneurs in 2016 for creating social impacts more widely against rapidly ageing society.

## Our main goals

## Wider outcomes

Send 20,000 aspiring young people to challenging new business environment by 2020.

Create alternatives on job hunting through introducing entrepreneurship for new graduates against Japanese formalised recruiting routines.

Produce 100 models of social impact by 2025 through teaming up with various sectors, including social entrepreneurs, major corporations, local and national governments, universities, research firms and social welfare organisations.

Create a new economy in which 1% of individual's assets are invested for good causes.

Create 1,000 local ventures and cases of business management innovation in local companies by 2020.

Nurture partnerships with 100 municipalities across Japan.

**Transform the conventional styles of learning to be entrepreneurial.**

**Nurture ecosystem where people and organisations tackle social issues voluntarily.**

**Spread new styles of living using local resources and generate vibrant economies.**

## ETIC in numbers

### Our Wider Network

We directly supported  
**132** startups/new businesses  
with 880 young people engaged in 2015-2016

 **1,137**  
of young people interned at local companies through our programmes in 2015-2016, 900 of them participated in the short-term internship and 237 in the long-term

  
We worked with **191** universities and  
**115** local governments in 2015-2016

We sent more than **200** people as  
right-hand persons in Tohoku, the regions  
devastated by earthquakes and tsunami, since 2011  
**60%** of them remain in the areas,  
**10%** started their own businesses as of 2016

 **59,230**  
likes for the ETIC Facebook page

### Our Social Impact

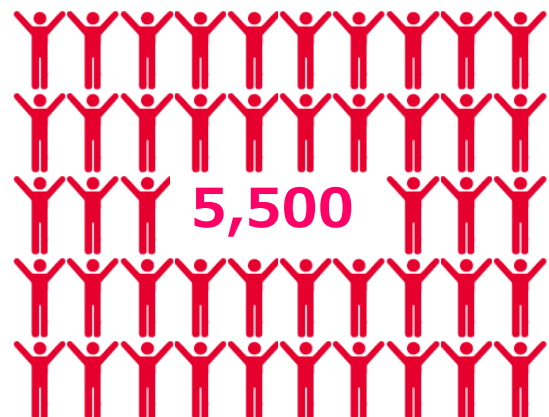
**¥3.2billion**

of sales achieved in 2016 by the enterprises we supported through the Disaster Recovery Leadership Development Programme for Tohoku. It is as 22.1 times large as the sales in 2011

**¥260million**

installed as loans for 45 small and medium enterprises we supported, in partnership with Seibu Shinkin, the largest credit union in Japan, and the Nippon Foundation, a major charity organisation

**710** entrepreneurs  
We have produced from our programmes since 1993

 **5,500**

of aspiring young worked in challenging environment through our programmes since 1997

## Our three functions of support

With years of experiences in nourishing aspiring young people and supporting social entrepreneurs, our programmes have evolved into having a wide range of capabilities; from coordinating entrepreneurial internships to materialising social impact with multi stake-holders. Our support is delivered mainly through the following three functions:

### **Coordinators to accelerate growth**

A central pillar of our support is the provision of a coordinator who helps programme participants to grow through the process by coaching and connecting them to appropriate stake-holders using our vast network, consisted of leading social entrepreneurs, corporate executives, national and local government personnel, universities, financial institutions and local companies.

### **Workshops and networking events:**

Our programme participants, including university students, social entrepreneurs and local companies' executives, have access to a variety of workshops and informative events, which help them learn from peers and mentors as well as refine business strategies and also enable them to connect with our network across diverse sectors.

### **Opportunities to gain resources via our job search engines and online magazines:**

We own job search engines and online magazines which focus on and feature innovative companies. It enables entrepreneurs to gain a variety of resources, and also delivers new career opportunities for young talented people.

# Nourishing Makers

Since 1997 we have sent enthusiastic university students to startups, non-profit organisations and local ventures which tackle social problems with innovative business models. This is designed to nurture next-generation leaders and grow businesses further. We have 3,000 students and over 2,000 companies engaged in this programme called “Entrepreneur Internship Programme” (EIP) over the last 18 years. In order to produce innovators for the future we transformed the programme into a brand new “MAKERS UNIVERSITY” as well as a long-term internship search engine “DRIVE Intern”.



## MAKERS UNIVERSITY

Programme to let both mentors (young social entrepreneurs) and university students learn mutually through working on new business projects, and nurture next-generation leaders as well as creating innovation.



## MAKERS UNIVERSITY U-18

Introduces entrepreneurship to ambitious high school students in a 5-day long workshop.



## DRIVE Intern

Provides university students with long-term pragmatic internships through our search engine.



## Internship To Create The Future Of The Region

A programme of long-term internships in Yokohama to produce leaders of the future in the region.





## Case: Priority Areas and Mentors in MAKERS UNIVERSITY

### Internet

Senior Mentors:



Tomoko Namba  
Founder, Chairman of the Board of DeNA Co., Ltd.



Ryo Morikawa  
CEO of C Channel Corp.



Daisuke Komata  
CEO of Pixta Co., Ltd.



Anri Samata  
ANRI General Partner

Mentors:

### International Cooperation

Senior Mentor:



Toshihiro Nakamura  
Co-Founder & CEO of NPO Kopernik

Mentors:



Natsuko Shiraki  
CEO of Hasuna Co.



Daichi Konuma  
Co-Founder & CEO of NPO CROSS FIELDS

### Local business

Senior Mentors:



Takehiko Ogi  
President & Representative Director of Japan  
Human Resources Co., Ltd.



Daisuke Maki  
Representative Director of A0 Inc. &  
Nishiawakura School of Forest, Inc.



Daiju Takahashi  
Executive Officer of Oisix Inc.

Mentor:

### Education

Senior Mentor:



Kazuhiro Fujiwara  
Educational innovator

Mentors:



Yusuke Mizuno  
CEO of Life is Tech, Inc.



Yusuke Matsuda  
Founder & CEO of NPO Teach For Japan

### Finance

Senior Mentors:



Oki Matsumoto  
Managing Director & Chairman of Monex Group, Inc.



Kazuhiro Arai  
CIO of Kamakura Investment Management  
Co., Ltd.



Seiji Kurokoshi  
CEO of DIGISEARCH & ADVERTISING Inc.

Mentor:

### Technology

Senior Mentors:



Taizo Son  
Representative Director, President & CEO of  
Mistletoe, Inc.



Mitsuru Izumo  
CEO of euglena Co.



Osamu Ogasawara  
CEO of ABBALab Co., Ltd.



Yukihiko Maru  
President, CEO of Leave a Nest Co., Ltd.

Mentors:

# Supporting Social Entrepreneurs

We develop the platform to support social entrepreneurs and accelerate generating social impact for society.



## Social Entrepreneurship Schools

Programme, started in 2002, to fund and support young social entrepreneurs aged 19-45 across Japan in partnership with NEC, Kao, NN Life Insurance Company, NTT DOCOMO and NTT DOCOMO Ventures.



## SUSANOO

Supports social startups with weekly boot camps, mentoring and pitching at demo day to gain resources, supported by Mistletoe.



## American Express Service Academy

Provides a 3-day-long workshop for 60 social entrepreneurs to refine their services, funded by American Express.



## TOKYO STARTUP GATEWAY

A business plan contest funded by Tokyo Metropolitan Government to improve business plans with experienced entrepreneurs and venture capitalists.



## Launch social impact with social entrepreneurs

We started dialogues and projects with social entrepreneurs to create social impact. To advance their activities we work with various corporations and foundations.



### IMPACT Lab.

Gather leading social entrepreneurs to review business strategies as well as organisational system, exchange knowledge and contemplate strategies on making social impact, supported by J.P. Morgan.

**IMPACT Lab.** supported by J.P. Morgan



### Seibu Social Business Support Loan “CHANGE”

Provides social entrepreneurs with low-rate loans and hands-on support, including mentoring, informative seminars, connecting to local governments and universities as well as recruitment support, in partnerships with Seibu Shinkin Bank and the Nippon Foundation.



### Ministry of Economy, Trade and Industry Support Ventures on the Latest Social Issues

Funds and supports social entrepreneurs to scale up their businesses, supported by the Ministry of Economy, Trade and Industry.

## Case: ETIC as project advisory

### Google Impact Challenge

Programme to support non-profit organisations which tackle social problems through technologies, funded by Google. We support the awarded organisations as coordinator and make opportunities to increase communication between the organisations and Google employees.

### Goldman Sachs Gives Community Support Programme

Provides children and single mothers with study and employment support, with funding from Goldman Sachs Gives and collaborated with Tokyo Council of Social Welfare. We co-operate especially in project assessment.

### Deloitte Tohmatsu Consulting Social Innovation Pioneer Programme

DTC teams consult non-profit organisations and ventures. We support their programme designing and provide mentoring for the participants.

## Building sustainable and innovative communities

We send young talented people to local small and medium enterprises for two purposes: to help the enterprises materialise business management innovation, and introduce new careers for young people across Japan.



### Goldman Sachs Management Innovation Programme

Supports local enterprises to launch new businesses through providing them with aspiring university students as an intern for 6 months, funded by Goldman Sachs.



### DRIVE REGIONS

A job search engine with an online magazine specialises in local small and medium enterprises and features the front-lines of their growing businesses as well as life-styles in local communities to reach out talented young professionals in cities.



### YOSOMON

Supports innovative local enterprises through connecting to young professionals and introduces new career paths for young generation, funded by the Small and Medium Enterprise Agency, an external bureau of Ministry of Economy, Trade and Industry.



### Disaster Recovery Leadership Development Project for Tohoku

Provides leaders who undertake disaster recovery efforts in Tohoku regions with talented young people as right-hand persons as well as business support, funded by Barclays, Corning Incorporated Foundation, Give2Asia, Global Giving, Japan Society, ap bank Fund for Japan, Johnson & Johnson, Isuzu, Kao, JCB, dentsu, TOSHIBA, Benesse and donations across the globe.



### Disaster Recovery Leadership Development Project for Kumamoto

Partnership with FUMIDAS to help Kumamoto recover through supporting leaders using the knowledge and network acquired in Tohoku.



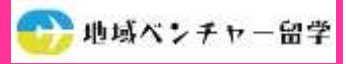
### Strategy Meeting for Job Opportunity Producers in Local Communities

A gathering for local enterprises, non-profit organisations, local governments, the chambers of commerce, universities, financial institutions and entrepreneurs across Japan to share and learn the latest business activities conducted with young generation on regional revitalization, supported by the Nippon Foundation.



### Local Venture Study Programme for University Students Local Innovator Study Programme for Young Professionals

Programmes to support young people and local ventures to undertake projects for developing leadership capabilities and creating business innovation.



### All Japan! Local Producers Market

Offering local small and medium enterprises the opportunity to showcase their business activities to young people and appeal to prospective employees.



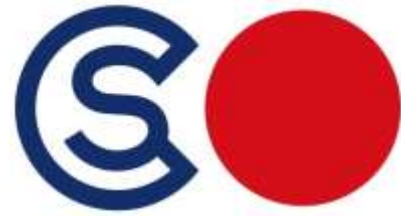
### Comprehensive Partnership of Municipalities on Local Venture Initiative

Partnership with 8 municipalities across Japan to nurture entrepreneurial leaders and develop local ventures for revitalisation of local economies.

## What's next?

### Initiating a new movement "Co-Creation, Co-Growth for TOKYO 2020 and Beyond"

Kicked off with a new partnership of World Forum on Sport and Culture among the national government, World Economic Forum, Japan Business Federation and local governments, we use the global sports events held in Japan, such as Rugby World Cup in 2019, the Tokyo Olympic Games in 2020 and the Kansai World Masters Games in 2021, to create legacy on social problems with public and private sectors and young generation. To do so, we call upon social entrepreneurs, aspiring young people, public and private sectors and provide them with variety of events and opportunities to initiate projects for social impact.



**World Forum on  
Sport and Culture**

### Developing global partnerships

We build overseas partnerships, such as with Japan Society and Asia Venture Philanthropy Network, to share and learn knowledge on disaster recovery efforts as well as entrepreneurial leadership development and tackle social issues across the globe.



**FIND OUT MORE ABOUT US AT:  
[ETIC.OR.JP](http://ETIC.OR.JP)**

# Special Thanks



NTT DOCOMO Ventures, Inc.

Kanagawa University

The Kyoritsu Co., Ltd.

Global Giving

NPO CROSS FIELDS

K.I.T. Toraomon Graduate School

SANWA SYSTEMS Co., Ltd.

The Small and Medium Enterprise Agency

DIGISEARCH & ADVERTISING Inc.

Tokyo Metropolitan Small and Medium Enterprise Support Centre

Tokyo Voluntary Action Centre

Cabinet Office, Government of Japan

Public Resources Foundation

PIXTA Inc.

General Incorporated Association MAKOTO

Yokohama National University

Rikkyo University

## **NPO ETIC. (Entrepreneurial Training for Innovative Communities)**

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Established: 1993

Incorporated: 2000

Executive Director:

Haruo Miyagi / Founder and CEO of NPO ETIC.

Directors:

Harue Ishikawa / Representative of NPO Care Centre Yawaragi

Dai Matsumoto / Managing Director & Chairman of Monex Group, Inc.

Masahisa Sato / Professor, Faculty of Environmental and Information Studies, Tokyo City University

Taizo Son / Representative Director, President & CEO of Mistletoe, Inc.

Atsuko Suzuki / Secretary General of NPO ETIC.

Koji Yamauchi / Business Management Director of NPO ETIC.

Auditor:

Tetsuro Higuchi / Representative of Higuchi CPA Office

Number of staff: 88 (Full-time staff: 53)