

# Survey Report of Growing Companies

企業調査報告書

## ● Inforance Japan Corporation ●

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一般社団法人アジア成長企業調査協会

Developing Asian Companies Research Association



VISION

"To become a unique company essential to the Japanese society,  
through the wide support of indirect management issues  
unrelated to the core business that all companies have in common."

# Company Profile

企業概要 / 書面調査

## ● Company Name

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Inforance Japan Corporation

## ● Location

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PMO Higashi Nihonbashi Building 7th Floor 2-15-4 Higashi Nihonbashi Chuo-ku, Tokyo 103-0004

## ● Representative

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Masashi Sasaki (Chief Executive Officer)

## ● Contact Number

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TEL 03-5823-7550

FAX 03-5823-7560

## ● Date of Establishment

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December 2000

## ● Capital

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35 million yen

## ● Major Business Areas

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### < Domestic Business >

Maximization of directors' compensations, Commercial insurance consulting, Certified Public Tax Accountant staff agency, Internet media operation, International personnel recruitment consulting

### < Overseas Business >

Law and accounting firm, Overseas expansion support service, Comprehensive financial business, Real estate, Production

## ● Employees

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Number of employees 21 (Domestic employees)

Average employee age 28

Gender ratio (%) 60 : 40

Management gender ratio (%) 100 : 0

New graduates employed in the previous year 3

## ● Website

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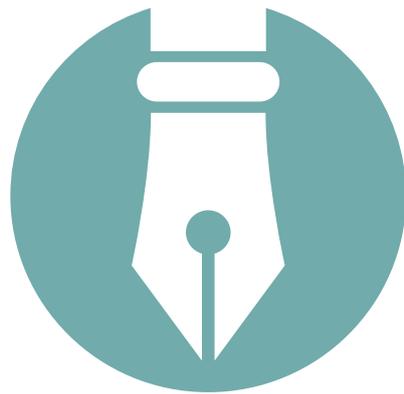
Corporate site <http://www.inforance.co.jp/>

Recruitment <http://www.recruit.inforance.co.jp/>

## ● Financial Data

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(Date)	(Sales)
December 2014	no data
December 2013	no data
December 2011	no data



# Interview Report

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インタビュー調査

# Introduction

はじめに

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What can you imagine when you hear, "a business that indirectly supports business management?" While many companies identify themselves as business consultants, and while there are different types within the consulting industry itself, we have yet to hear a classification called "indirect business management consulting". Inforance Japan specializes on such B to B, handling a diverse range of client companies that vary in size, industry and region in Japan.

We may not be able to find a similar company anywhere. The company claims in their vision statement "to become a unique company essential to the Japanese society, through the wide support of indirect management issues unrelated to the core business that all companies have in common." It seems that the company is truly striving towards becoming unique.

If asked to describe the company's business outline, we would have difficulty deciding on where to begin. Despite the appearance that every line of its business is unrelated, you would realize that the company is made up of a very strategic set of businesses after hearing all of their operations from beginning to end. The main business operates so that successful companies are segmented from the rest, and the other businesses provide services that support these successful companies to become even more successful. It may be difficult to see the full picture of the company's business from the outside; you would only be able to understand their whole business after hearing their detailed strategy. Inforance claims, "we do not mind if the others do not understand our whole picture from the outside." What you see from the outside compared to what you see from the inside is vastly different.

You may be even more impressed to hear that the company handles all of its five business with a very limited number of employees. This is capable due to a few factors. They do not have an outbound sales department. Simple tasks are manualized and passed over to those who are not full-time employees. By making an effort to maximize efficiency and remove redundant processes, the company keeps the number of employees to a minimum. In addition, contrary to what is common in the consulting industry where a company relies on a few, high-performing employees, Inforance subdivides the work flow so that all of the employees take part in an item. It seems as if they gained their business ideology from the manufacturing industry; they strive to become independent of the effort of a few, well-performing employees, decrease fruitless work to maximize efficiency, and are convinced that full-time employees should only have to exert their effort on work that require advanced skill.

Inforance believes that business owners, before expecting high performance from the employees, must create an organizational structure and system where the employees can work to the best of their abilities. The interviews revealed that the company regards itself as a structure, dividing much of their attention to construct a strong business scheme. The environment allows the employees to observe a new business being created right in front of their eyes, in which they can actively participate in the process of its growth. Employees would be able to work not as a small gear of a huge machine, but as the protagonist of the company. In addition, for those who would like to learn about business overall, Inforance Japan is a place where they can obtain solid know-how and experience of running a business that could be far more meaningful than university lectures.

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## ► Interview 1

"Here at Inforance, we choose to employ those who are unique.  
That's because we do not require homogenous workers as employees."

Inforance Japan Inc.

**Masashi Sasaki (CEO)**



### ◆ Reason of establishment

To tell the truth, I was originally planning to start a business as soon as I graduated from university, but due to circumstances I had to work as a typical company employee. At that time I thought, "If I had to work, I want to work at a firm where I can gain the knowledge to start my own business." That's why I decided to work at a financial institution. The experience encouraged me to observe entrepreneurs from a financial perspective. Through the standpoint, I realized that many small business owners were operating unstable businesses because they lacked advice on their business management, and thought that there was a need for a service that can support a wide range of management activities. After that insight, I obtained a variety of knowledge while working. After working at the firm for 7 years, I established my own business and founded what is now Inforance. As a start, we called ourselves "a business that indirectly supports business management."

### ◆ About the employees

I know this seems like a cliché, but to put it in one word it's a zoo. When recruiting, I like to choose employees who have strong personalities, so there are a lot of employees who are unique in their own way. They are also constantly required to think critically, create rules and systematize work, so I feel that the employees here have a habit to be thinking while working. Since the environment makes it easier for each employee to grow, our employees are evaluated as more reliable than their actual length of career from outside the company. I'm quite pleased about that.

Despite the advanced knowledge required for their work, the average age of the employees is 27, which makes the atmosphere energetic and positive. There are many company events and systems that these employees have created, such as the quarterly company events and the "thank you system."

### ◆ About the company

I believe that companies, regardless of their industries, sizes, or locations, all have similar business management issues. Inforance has five business domains in order to provide service to solve these management problems. Our service is diverse, from reducing tax liabilities to supporting recruitment to helping overseas expansions. Those observing from the outside are surprised by the fact that such a small company runs so many businesses, but to us this is natural. By carefully structuring the organization, removing redundant operations, and systematizing work to maximize efficiency, we can create a "muscular", compact, and sturdy organization. I feel that Inforance as an organization is

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gradually becoming stronger. We have also expanded to different types of businesses in the overseas market, so as a whole company we have our hands on a wide range of businesses.

The five business domains operate and cooperate closely, and is built so that the customers from one business will naturally spread to another; cross-selling is a logical consequence in this business structure. Since our employees work in an environment where they can always grasp how each project operates and progresses, the direct involvement in the business will allow them to feel integrated with the company. At the current business stage, business strategy is constructed and developed right next to the employees where they would be able to monitor its progress, so there is much to learn about business strategy from this environment. In addition, the company's management structure is being improved, and it is becoming easier to expand the business.

### ◆ Future prospects

Inforance has speculated strong Asian development in the 21st century, and already has affiliated companies in Myanmar and Thailand. It is natural to invest in a growing market. Simultaneously, an even more significant aim is to disperse the business risk. We can never be sure if we would be able to operate our Japanese business without problems in the future. As a business owner, I believe I have the responsibility to always prepare for whatever we may face in the future, by spreading the business risk as well as the currency of profit all over the world. In case of an emergency in Japan, I need to be prepared to guarantee my employees' living. For these reasons, I view the overseas project not as something extra but as a serious business that needs to be solidified into a more profitable revenue stream, and the company is vigorously working on the global expansion of the overseas businesses.

### ◆ Globalness

Inforance has already advanced into Myanmar and Thailand. Hence, we openly recruit international and foreign exchange students. Furthermore, since we help international students with job hunting in Japan as part of our business, there are approximately 10 international employees working as interns in our company. The atmosphere is quite international, and you can hear several languages flying around every day. Both the business development and the company atmosphere has a strong color of diversity and globalness. For those who wish to work overseas, there is a good chance of working abroad. Inforance is an encouraging environment for these people.

### ◆ Advice to future applicants

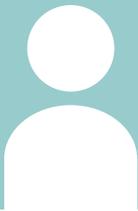
Job hunting is like falling in love. When choosing a company, it is not about objectively looking at what is good or bad, but about subjectively judging your affinity with the company and precisely timing the decision. While there are approximately 4 million companies in Japan, you don't have to compare every single company to each other in order to make the right decision. It's just like love; you don't have to look at every human being on Earth to choose the right partner. This may seem orthodox, but I believe that the right way to decide on the perfect company is to follow your sixth sense that is derived from your own supercomputer (called the brain.) After you've decided on where to work, then you should put your best effort there so that you do not regret it later on. In case you realize that you've chosen the wrong path, you wouldn't regret it if you've done your best. You only have to choose a different path from there, just like in romantic relationships.

And just so you know, companies are not always looking for the "4th pitchers" (for those of you who do not know



## ▶ Interview 2

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### 2nd year of employment

[ Media Planning Division / Designer ]

#### ◆ Why did you chose this company?

I specialized in product design when I was studying at Tohoku University of Art and Design. I was looking for a workplace where I would be able to use my knowledge when I found Inforance on a recruitment website. I am currently a member of the media planning division, and work on web marketing using the SNS, as well as website building and design. This place allows me to use what I have learned so far, so I am very satisfied with my job.

#### ◆ About the CEO

Masashi Sasaki knows how to communicate flexibly with both people who are older and younger than himself. As the CEO of a business venture, he is also ready to attempt anything new that our company is capable of doing. While Inforance is usually classified as a small enterprise, the business is very stable and I feel safe working here. Discussions with the CEO is usually about work, although I feel comfortable discussing any personal concerns if I wanted to.

I realize that employees are required to quickly master skills and obtain knowledge in order to finish their work swiftly, but our CEO does not pressure us to increase our motivation. Instead, he watches over us while we try to be imaginative and creative coming up with our own solutions.

#### ◆ Potential for growth

I receive calls from new clients everytime a new website is released, so I can actually feel my progress and my efforts paying off. That makes my work more interesting and meaningful. Also, I have an assertive personality and sometimes do things independently. The cooperative atmosphere of this company helps me with where I can improve. While working here, I attained the habit of thinking in others' shoes, and I learned to communicate more effectively. Not only does the company grow rapidly, but the working environment allows you to mature along with the company.

#### ◆ Meaningfulness of work

In one word, work is "fun". For example, when thinking about the persona of the product we are planning to sell, we try to imagine the customers' psychology. I get the opportunity to be responsible for these kinds of creative work. Since creativity is my idea of "fun," I have high motivation towards my job. I am truly glad that I chose to work at Inforance. In addition, I'm satisfied in the sense that even within the given work, I have quite a lot of control over how I want it done. Although there may be very few people like me who enter consulting companies from art schools, I believe that Inforance provides me with an environment where I can freely use the knowledge gained at art schools, gain a wider perspective, and learn new things. If you want a greater perspective and experience, I assure you that Inforance is a great place for you.

#### ◆ Working environment

The greatest aspect of the working environment at Inforance is that the company strictly defines Saturdays and

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Sundays as days off. You definitely have the time to yourself to do what you enjoy doing. On the other hand, my job is about creative design (which is my definition of having fun), so whenever I have a fountain of ideas I'm allowed to work overtime to finish it off. If you are the creative type, this is the company for you. As a female employee I sometimes feel like I lack stamina compared to the male employees, but I'm grateful that the company treats males and females equally. Inforance plans to increase the number of female employees in the future, so it's highly likely that the company will create new guidelines and systems so that it becomes even easier for females to work.

### ◆ Employee unity

Unlike what you expect at typical Japanese companies, the atmosphere at Inforance tells you that there is little to no discrepancies within the different age groups or genders, and I feel comfortable talking with anyone. For example, I like to discuss web design and IT with my boss, who teaches me generously. Inforance also actively holds internal events, where new employees can easily become familiar with the company. We recently held a fun curry party to strengthen relationships between divisions. Through friendly relationships with all divisions, I have had the opportunity to learn about what I never thought of learning, such as the art of sales, or how to create a pleasant impression when communicating with customers. All the things I mentioned is because of the comradeship and the sense of unity the employees have at Inforance.

### ◆ Globalness

Since Inforance has overseas business in Thailand and Myanmar, there are cases when I integrate the local taste into my web design. This is a great experience for me since I learn about different cultures and tastes and their effect on design. I often question myself whether I can use the same Japanese design overseas, and the critical thinking has helped me achieve an updated, international mindset. In addition, one of our affiliated companies called Next Stage Asia (NSA) works on introducing top international students in Japan to Japanese companies for recruitment. Since the international students come in and out of our office, one of the greatest pros of Inforance is that you can gain an international mindset just by working at this company.

### ◆ A final word

The number of employees at Inforance is very limited, so we each have great responsibilities. I want to continue thinking how to make sure that the business will still run properly even if something happens to one of us and he or she becomes unable to work.

### ◆ Advice to future applicants

Inforance thinks highly of being able to take initiative. If you are the type who can think and decide how you want to work, then this is the right company for you. Getting a "yes" from Inforance and becoming one of us is not the goal. In a sense, you need to have the resolve to be a pioneer of your own work and environment. If this appeals to you, then I assure you that Inforance will provide you with a meaningful experience at both work and in life.

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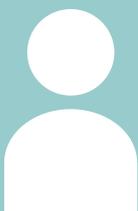
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## ▶ Interview 3



### 1st year of employment

[ Head Office Sales Division / Coordinator ]

#### ◆ Why did you chose this company?

In 2011, I entered a major logistics company listed on the 1st section of the Tokyo Stock Exchange. I was disappointed to realize that all I was given was routine work, and decided to change my job. Out of the many business domains at Inforance group, I became interested in the human resource business. I sympathized with the mission, "to contribute to the growth of Japanese companies by supporting international students with job hunting." I was also drawn to the fact that the business was quite new to Japan, and wanted to try out my strength at this company.

#### ◆ About the CEO

To put it simply, he is a prescient man with a global mindset. Just take one of his businesses that supports international students with job hunting. He encompasses not only the domestic population of international students and the Japanese companies' labor market needs, but also considers the possibility of overseas expansion in his vision and strategy. He has a superior ability to gather information, and I always feel his extraordinary passion towards his business. The CEO's policy is to "speak out any ideas you have in mind," which makes me feel very close to him. The policy allows even the new employees to express and discuss their opinions without hesitation, bringing liveliness and activity to the company. The broad-mindedness of the CEO increases the employees' desire to grow and learn, which in turn becomes the driving force to increase the company's overall strength.

In addition, there is a voluntary monthly interview called the "feedback interview," where the employees have a one-on-one discussion with the CEO. I feel that my perspective narrows when I concentrate on my daily work. By talking directly with the CEO and sharing our views and information, I feel that I can restore my view and become even more open-minded.

#### ◆ Potential for growth

The international student recruitment service business is new, so it feels like a start-up business venture. The business itself (in which we introduce top international students to companies) has great potential for growth. There is a possibility of further global expansion in the future, by creating connections between distinguished human resources from all over the world to Japanese companies, or by expanding the business to include Japanese people who wish to work overseas and matching them with Japanese companies. There is no doubt that my active role will increase with the company's expansion. For this, I believe that Inforance is a place where you can grow along with the company.

#### ◆ Meaningfulness of work

I meet and talk with approximately 60 to 70 international students per month, and support their job hunting process. I give advice on how to write CVs and resumes, how to perform well during interviews, and lecture on industry trends that the student wishes to enter. I might also listen to the students' personal life issues. Many of the international students have a solid reason as to why they want to work in Japan. I'm surprised by the maturity of their opinions and ideas compared to the Japanese students. Providing support so that these international students can enter their company of choice has significant responsibility and meaning-

fulness, especially since most of these students have no choice but to return to their home country if they cannot find a job. Last month, an international student from Myanmar that I supported throughout his job hunting was accepted into the company of his first choice. When I called him to tell the good news, I could hear him crying out of happiness even over the phone. At that moment, I felt that my work was something worthwhile that could influence a turning point in someone's life.

#### ◆ Working environment

It might depend on the size of the company, but I am often amazed by how fast the response is whenever I propose an idea. At my previous job, it would take more than a month for the main division at the headquarters to reply. Here, I get a reply within a day or two, even if the idea is not used. Once I proposed to the boss that I want to increase the number of interviews with the international students. The proposal was immediately accepted; there are a lot more interviews held per month compared to when I entered Inforance. I can feel that my work is being appreciated. That is my motivation.

#### ◆ Employee unity

During the monthly manager meetings, we set our own aims and discuss ideas on how to achieve the aims. Then, we set goals for each division and attempt to achieve the goals; all of us face the same direction through the goal-setting. The international student recruitment service business is a new business, and there is much to experiment. There is a strong will to improve and continue progressing, so great ideas are accepted and utilized without much weight on years of experience. Outside of work, there are quarterly company events. Just a few days ago, we split into three teams and held a curry cooking contest; the CEO also played along with us. We cultivate trust and friendship through various events, creating the basis of our non-bureaucratic, flexible organizational culture.

#### ◆ Globalness

I often have the chance to learn about international culture and ways of thinking through meeting with international students, and their opinions and ideology are inspiring. Also, for students who are not confident in their Japanese language skills, I can make full use of my experience studying abroad and communicate using English. The world today is connected online through SNS, so not only do I meet in person to interview, but also use the internet to interview people from all over the world who live in different countries. I have a constant sense that my job is global.

#### ◆ A final word

Despite the fact that many international students studying in Japan want to find a job here, only a small number make it to their dream jobs because most of them do not know how to search for jobs. The mission of our human resource business division is to change this situation by providing support to these international students. We would like to understand and sympathize with the students. What feelings did they have when departing from their home countries, and what motivated them to try to find a job in Japan? I want to keep this in mind when working on my job.

#### ◆ Advice to future applicants

One of the best aspects of venture businesses is that you have unlimited possibilities based on your motivation and passion, and this is a strong trend at Inforance. For those of you who have a critical mindset, who like to question the status quo and take initiative, this is the place to test your abilities. Furthermore, our business interacts with people, not goods such as household commodities. The work is great for those with high communication skills, including hearing skills and listening skills. If you want to develop your communication skills or want to make use of your already established skills, this is the place for you.

# Commented by Inspector

調査員からの総評

One of the first things that jump in to your sight when you enter the office is the fashionable Italian office furniture and its vivid red color. It seemed quite novel for a company in the management consulting industry, which usually has a steady, conservative image. Once you hear the business outline, though, you would understand why the office looks so fresh and original. Despite the image from the outside, Inforance is not an ordinary consulting firm. And despite the fact that the CEO is from a financial institution (which usually has a very conservative image), his ability to generate creative business ideas is simply stunning. Just where in his life did he get those great ideas from? He drew us in with his interesting talk about the past business development and future business structures. Did he plan to structure his business like it is now from the beginning, or was it something that naturally grew while operating? The business is so cleverly structured that it's difficult to believe the latter. Inforance is also expanding its business overseas and creating businesses that tie up with the domestic business. There is something about this company that makes you want to keep on watching its progress.

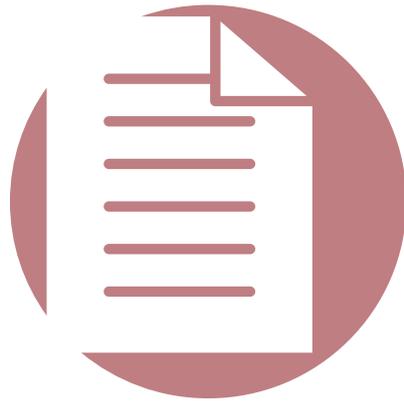
It also strikes us to see the fact that the average age of the employees is quite young, in spite of the overall difficulty of the work. Yet the company does not rely on their vigor to expand mindlessly. Rather, it plans to gradually shift every line of business towards inbound marketing. The company expects the young employees be flexible when constructing the business and systematizing their work. There seems to be a solid, long-term direction to this company.

The in-house system also has its uniqueness. Take for example the monthly "mandatory shuffle lunch," in which all of the employees are randomly paired up to one another by the company and must go on a lunch date together (this is part of their work.) There is also a similar monthly system per division called the "conscientiousness meeting." These systems create an ideal environment to strengthen the employees' interpersonal relationships, and to make cooperation smooth during daily work. Other in-house systems include ones created by the employees, such as the "thank you award" and the "overseas vacation award." The employees have a great deal of rights and freedoms, and the atmosphere is cheerful, thanks to the young employees.

In addition, all of the employees have the special right to meet personally with the CEO through the "feedback system." Through this unique system, the employees have 1 hour per month to talk face to face with the CEO. Employees may use this hour for self-promotion, or to discuss any concerns that they may have at work or in life. The system is voluntary, and the choice of using the right is left up to individual employees. The company states that if the employees are not evaluated properly because they did not use this hour to promote themselves, it is their responsibility. Inforance believes that it is wrong for the superiors to reach out to evaluate the subordinates, and that the subordinates must promote their true value to the superiors. The employees who receive pay are professional beings, just as professional baseball players. The simplicity of the logic is one of the uniqueness of this company.

The company is divided into several divisions, each with a thorough target sales or profit. Therefore, while the employees can enjoy great freedom and many rights, they are constantly expected to meet their targets. No one seems to be slacking off or procrastinating; each employee is thinking and working vigorously toward their goals.

Overall, we received the impression that the creativity and originality of this company is one of a kind. We doubt we would be able to capture the true picture just by this report, so we strongly encourage you to actually visit Inforance, see with your eyes and hear with your ears. We assure you, it's worth it.



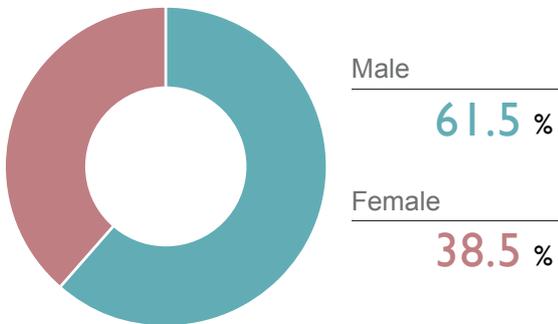
# Questionnaire results

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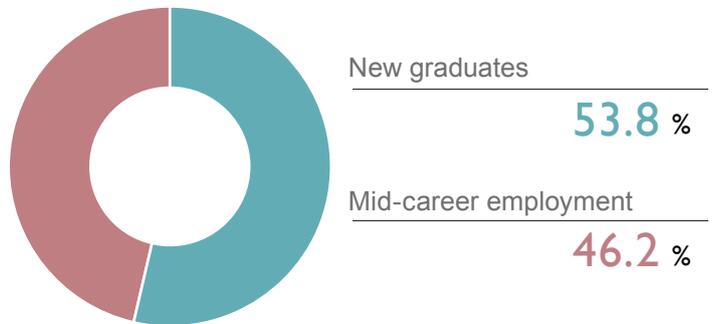
従業員アンケート集計結果

# Target Group

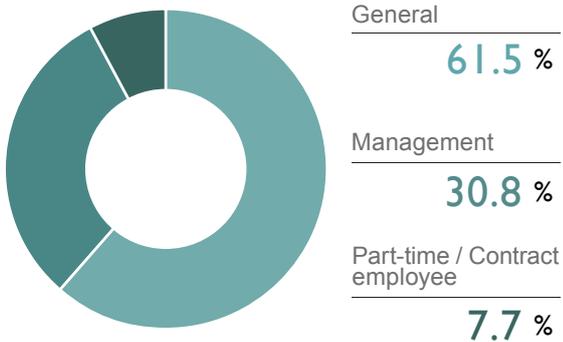
## ► Gender Ratio



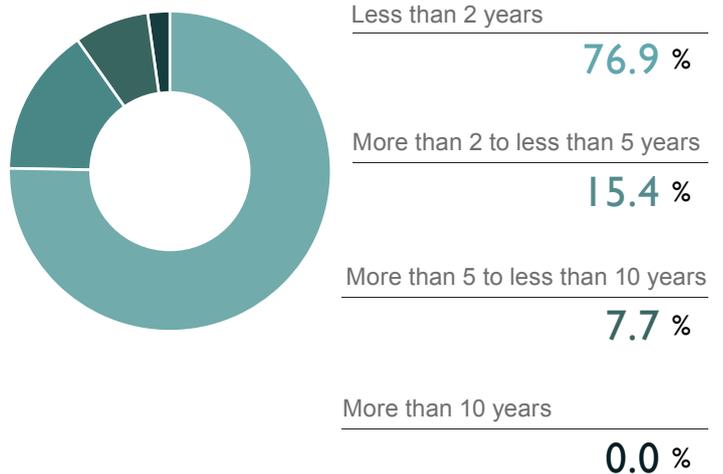
## ► Recruitment Type



## ► Position



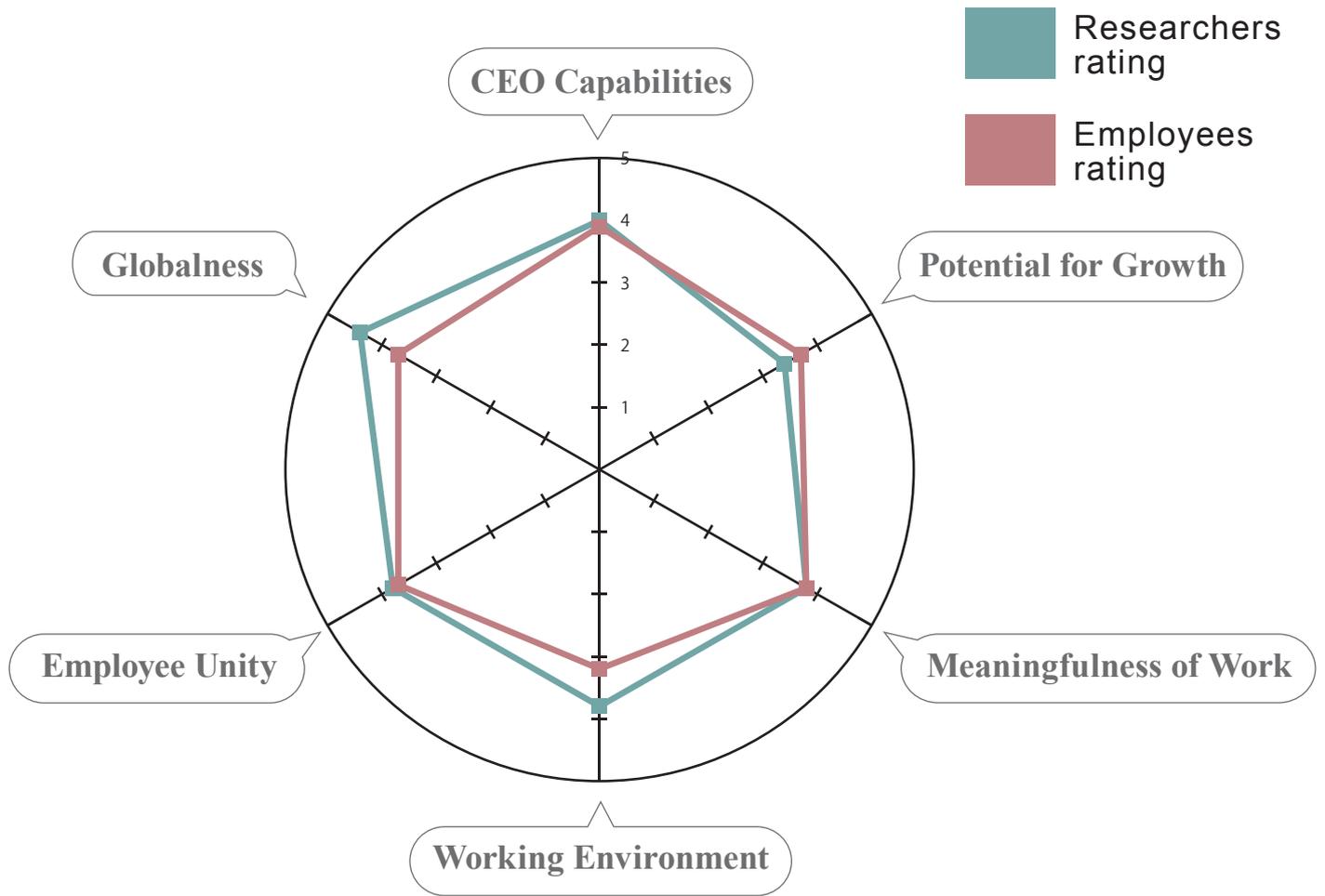
## ► Years since entrance



## ► Job classification

Sales		Planning/Office management	
Sales	46.2 %	Sales assistant	23.1 %
Sales manager	15.4 %	PR/HR/Education/Judicial affairs/General	0.0 %
Corporate planning/Marketing	0.0 %	Accounting/Finance/Other accounting jobs	0.0 %
Advisor/Consultant	0.0 %	General office/Secretary/Call center	0.0 %
Technology-related		Others	
SE/Programmer/Operator	0.0 %	Store manager/Supervisor/Sales clerk	31.8 %
Designer/Engineer	15.4 %	Fund manager/Analyst	0.0 %
Research/Architectural engineer/Industrial engineer	0.0 %	Editor/Producer/Director	0.0 %
Cook/Therapist	0.0 %	Others	0.0 %

# Rating



Total score

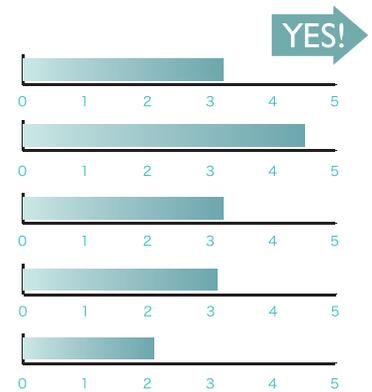
# 3.9

★
★
★
★
★

- ▶ **CEO Capabilities** 4.0
- ▶ **Potential for Growth** 3.7
- ▶ **Meaningfulness of Work** 3.8
- ▶ **Working Environment** 4.1
- ▶ **Employee Unity** 4.0
- ▶ **Globalness** 3.7

# CEO Capabilities

1. Has the company mission permeated through the company, and has it been understood and accepted by the employees?
2. Do you believe that the distance between you and the CEO is close, and that there is an environment where you can readily seek advice?
3. Do you understand where the CEO is planning to lead the company?
4. Do you believe that the CEO has strong leadership?
5. Do you feel that the company values its employees?

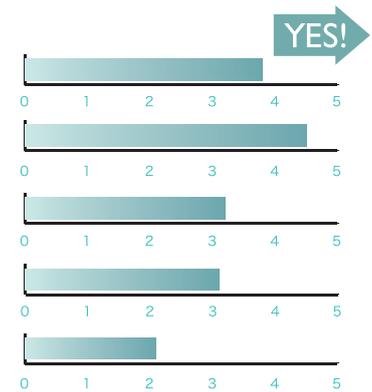


## Please comment on the CEO's capabilities or his/her pros. (Employee comments)

- We can always ask for advice during meetings or via SNS
- Always thinks in the other person's shoes
- He is serious about employee growth, and gives us the chance to grow. He is an assertive but cheerful CEO who keeps taking on new challenges and strives for change.
- He thinks of business from both the management perspective and on the scene. He shares much of his ideas with the employees who work hands-on.
- He has an aura that makes us want to follow his leadership. He also has a very positive attitude toward new projects.
- I often receive keen advice from a managerial perspective. He is very open-hearted, and has a ton of stories to share.
- Despite his position as a CEO, he gives direct advice on how to proceed with daily tasks and does so through the eyes of an employee. In addition, he is always on the lookout for the most recent information. Not only does he share the information, but also thinks critically of how to integrate the knowledge and tools to further develop the businesses, and puts them in action on the field.
- He is very easy to get on with. I can't believe that he is more than twice my age. Not only does he have extensive business knowledge, but I also respect him for having interest in a variety of things such as manga and anime.
- If he believes that you are trustworthy, he creates an environment where you can freely learn and grow. He is truly generous when investing toward employee welfare and working environment.
- Very sensitive to the world trend. Incorporates new things to look ahead of the trend. On one hand this may seem like a very aggressive stance, but he is also prepared for any risks, and seem to think that adapting flexibly to the world is a form of risk hedging.
- Straight-forward investment. A keen "sense of smell" when adopting new things.
- Every month when I have a feedback interview, he truly listens to what I have to say. He explains his ideas and new information as well as his company vision in simple and understandable words. He also enjoys joining in casual conversations and adds to the lively atmosphere. I also respect him for creating a business structure that does not require an aggressive sales department.
- Always calm when making decisions.

## Potential for Growth

1. Do you think that the main business and or any affiliated businesses are expanding?
2. Do you believe that the individual goals are set high?
3. Do you believe that the company puts effort into educating the employees?
4. Do you think that the company is working to expand the business, such as creating new businesses or going through M&A?
5. Do you feel that the number of employees is increasing?

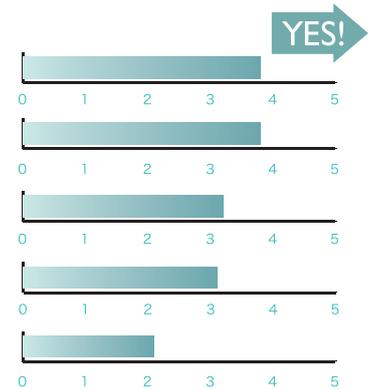


### Please comment on the company's potential for growth. (Employee comments)

- Constantly attempting to adopt new methods
- Inforance has business relations with companies from all sorts of industries.
- Whenever the company enters a market, it analyzes the market potential and any presence of competition so that the company can make an accurate marketing strategy. Through the careful business expansion that pays close attention to the trend of the times, I'm confident the company will have businesses with large market shares in a few years' time.
- Not only do I feel the sales and the number of users and clients increasing, but I also feel the market expanding. I also believe in the company's potential because the company is able to advance overseas.
- Year-round recruitment. Business expansion in Myanmar.
- It's not only the growth of sales and profit, but also how innovative the company is. The company is never stuck doing one particular method that has become outdated. It adopts new things every day and improves its performance.
- I feel potential especially because the company is expanding overseas. The most updated data from the overseas business is shared during the monthly meetings, and since the company is starting several new businesses overseas, I feel the energy and vigor that this company has. The domestic businesses also have potential for growth, since we have been working seriously on domestic growth strategies since last year.
- I feel that the overseas businesses have potential. All of the businesses created by the CEO's negotiation skills and foresight are interesting, and have high possibility for growth.
- Many different numbers are all increasing. This company isn't the type that grows instantaneously, but I feel that it's growing at a solid pace.
- Starting new businesses, actively advancing overseas.
- I see very hardworking employees.
- The company recruits employees year-round. It also attempts to change the organizational structure so that part-time employees and interns can also work. The new overseas businesses (especially in Myanmar) are promising.
- The international student recruitment support service could provide a solution to the aging country, decreasing birthrate, and other population problems that are currently rising in Japan. It is a step towards transforming Japan into the global country it should be. Although it may be difficult to immediately pursue profits or expand vigorously, I feel that there is great potential due to the social concerns. Right now, what is best for us is to sow the seeds.

# Meaningfulness of Work

1. Do you feel that the wage and the performance evaluation is accurate?
2. Do you feel your business skills, ability, and or knowledge improving through your work?
3. Do you feel that any performance that is not directly related to your work results are being evaluated properly?
4. Do you think that the working environment allows employees to take on new challenges easily?
5. Do you feel that your work is being appreciated by your clients, customers, and or business partners?

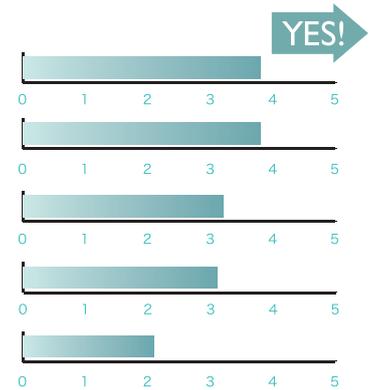


## Please comment on the meaningfulness of your work. (Employee comments)

- Close contact and relationship with the customers. I can hear their direct voice.
- We provide service that is widely appreciated by our customers. I feel meaningfulness because the work contributes greatly to the society.
- Our human resources business helps international students with recruitment, so I feel the meaningfulness of my work when the students are accepted by companies. Developing the business along with my colleagues also makes my work worthwhile.
- We are at the front line of expanding the business, and we have a significant impact on the users' lives and the management of client companies.
- I've never felt stagnant at work. I know that if I put in my effort, things will improve.
- When the customers give me a word of appreciation, and when my efforts show up as good results
- All of the employees set high goals, and since the target is high, we have to put our best efforts in to our work. It's unlike the large enterprises in which you only do what you are given. We have to take initiative and think of new ideas and strategies. Each of us also have great responsibilities. I like the fact that we actually have to use our heads as consultants.
- Inforance has great desire to meet customer expectations, and I have much to learn from this company. The whole company acts based on the customers' perspective. I believe that this attitude cannot be learned anywhere else.
- When I make a website that increases the conversion rate. When I am trusted by my boss to handle a project.
- It's a rare opportunity to be able to meet daily with a successful entrepreneur. Furthermore, since the number of employees is small and there are targets for each division, it's easier for you to see how your contribution made it to the results.
- Word of thanks from the customers, employee growth
- When the customers thank us. When I realize that my work benefits the other employees. When I gain new knowledge about insurance services, and the customers or colleagues understand what I am explaining.
- Since the relationship between the employees and the CEO or the management is close, you can put a variety of ideas into action.

# Working Environment

1. Do you think that the company has a satisfactory system regarding shortened work hours and or maternity leave?
2. Do you feel that the company has a comfortable and friendly atmosphere, that is not bureaucratic?
3. Do you think it is fairly easy to ask for a paid vacation or a substitute holiday?
4. Do you think that the office is clean and stylish?
5. Do you feel that the female employees are accurately evaluated, and that enough female employees hold managerial positions or important positions?

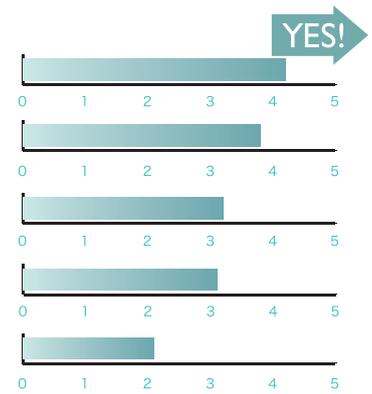


## Please comment on the working environment. (Employee comments)

- The atmosphere is very warm and friendly.
- The office is clean and bright, and easy to access via public transportation.
- The CEO himself replies to the employees' ideas and proposals, so it's easy to make suggestions.
- Independent of one's career length with the company, it's easy to share new methods and ideas. This makes it easier for the employees to solve problems immediately. Furthermore, the organizational culture makes it so that any problems that arise during one's job is taken on by the whole team.
- It's easy to say your own opinions because the employees frequently share their ideas. The environment also makes it easy to challenge the status quo and attempt new things.
- The relationship between the CEO and the employees is close, and I believe that this is very beneficial; we can easily make suggestions and provide ideas about the business. We have the opportunity to talk with the CEO once a month, and I also think that this makes a comfortable working environment by providing the employees with a place to discuss their concerns or receive advice about the company's business strategy.
- The social events held at the company make it easier to create new relationships and ties across all divisions. While each of us strive to achieve our own targets, the events allows us to create a comfortable atmosphere to work. One of my best memories was the curry party that all of the employees participated.
- Since Inforance is a small company, it's very easy to share information. Also, the company actively uses LINE and other new tools, so I believe the company is very open-minded and flexible.
- If you have solid evidence for your ideas, there is a high chance that the ideas will be accepted. And if you have the ability, you will be given a more challenging work regardless of your age or length of career with the company.
- You can schedule your own day. The bell rings at certain times of the day, so you can always be conscious of the time. There are only a limited number of employees, so it's easy to keep track of each other's work.
- In a positive sense, I don't really feel like there is a hierarchical relationship.

# Employee Unity

1. Is the working atmosphere positive and energetic?
2. Is there a high consciousness of achieving the target together as a team?
3. Are there places outside of daily work to socialize with colleagues, such as company trips or clubs?
4. Are there respectable superiors or colleagues?
5. Are ideas to improve the company shared actively?

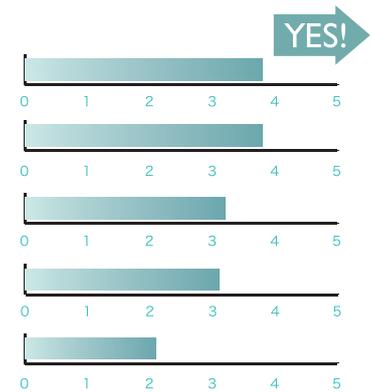


## Q Praise comment on the unity of the employees. (Employee comments)

- When we hold discussions and meetings.
- When we execute what was decided during the various meetings and discussions in order to meet our target and goals.
- We talk passionately about the business we are creating during meetings. All of our employees are truly happy when our work benefits the customers.
- Not only do we have company events where we can socialize across divisions, but we also have different systems to encourage active daily communication. One such example is the "thank you system," in which the employees express their gratitude for their colleagues' work using SNS (LINE.)
- I feel comfortable asking questions. We also manage tasks as a team.
- Even when our opinions conflict, the fundamentals of our ideas are similar.
- Because profits are calculated per division, I feel that the bond within each division is quite strong. We actively share our ideas on how to solve various problems. As for the whole company, the quarterly events (barbeque, bowling contest, curry cooking party, etc) allow the employees to socialize across divisions.
- I feel a tight bond when we all work hard to meet the same goal, especially because all of the employees celebrate when the target is met.
- When we are all working towards the same goal, and putting our best efforts to improve.
- Per-division profit calculation encourages each division to reach the target sales as a team. In addition, I believe that we have quite a few number of social events within the company. Also, the meetings provide us a great place to voice our opinions.
- The quarterly company events
- When each of the divisions present their quarterly goals at the kick-off meeting on December 4th. I always feel like cheering everyone. I also feel like encouraging my colleagues when I see them talking seriously during the morning and afternoon assemblies. I feel strong employee bonding during those times.
- When we reach the sales target

## Globalness

1. Does the workplace allow you to obtain an international mindset?
2. Are there active business relationships with the local companies in other countries (not considering foreign firms located in Japan)?
3. Do you feel that the company is working to expand its business overseas?
4. Is the company actively recruiting international employees, and or do you feel that international employees are needed at your company?
5. Are there opportunities to use foreign languages in the company?  
(Examples: communication by speech, preparing documents, writing emails)



### Please comment on the company's globalness. (Employee comments)

- The company actively accepts international students as interns.
- We are constantly meeting international students through interviews. We also have affiliated companies overseas.
- I always have the chance to speak with people from overseas, and have much to learn from their culture and ways of thinking. I can view my Japanese origin more objectively by getting in touch with people from various backgrounds.
- I meet daily with people from all over the world and exchange ideas. Not only do I communicate with people from Asia, but I also have quite a number of opportunities to communicate with those from Europe and North America.
- We have international students working as interns. The company also has businesses in Thailand and Myanmar.
- Many of the staff here are international. English is not the only language we hear.
- Since I work on helping international students with the recruitment process in Japan, my daily job is to meet and speak with people who are not Japanese. In addition, we have several international students working as interns, so the workplace feels quite global. The company itself has advanced to Thailand and Myanmar, and I've heard that the company will be increasing the number of new businesses there.
- The company recruits international students as both interns and full-time employees, so there is an international touch to the company's atmosphere every day. The human resources business has a daily task of sending emails in English. I feel that the company is globalized as a whole.
- We invite international students to internships or discuss overseas businesses.  
On the other hand, there are some employees who do not actively take part in the international business. It feels like specific divisions are very globalized.
- The division I work in is directed mainly towards domestic businesses, so I do not feel that my work is international. Nevertheless, I see interns who are not Japanese and my colleagues meet regularly with international students. I also see the company holding Skype meetings with affiliated companies overseas, so the globalness is very familiar.
- There are many interns who are not Japanese.
- One of the businesses is to help international students with job hunting, so I often see international students as interns or job applicants. I also feel that our company is global when I hear how the overseas business is faring, as well as during the times I see the company integrating new, foreign tools to manage the business.
- I feel that the international student recruitment service will become a trigger for change, not only for the company, but the Japanese society as well.

## **Reconnaissance Report Inforance Japan Corporation**

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Period of Investigation : March 3, 2015 ~ March 20, 2015

Provided by :            Developing Asian Companies Research Association (DACRA)  
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企業調査取扱規定

- 1 This survey report is made based on the information provided by the date of the investigation. Two methods are used to collect data from the investigating company: company interviews conducted by the researchers of Developing Asian Companies Research Association (the Association), and anonymous surveys directed toward the employees. The company is rated by the overall evaluation of the two sets of data, using the criteria set by the Association.
- 2 The company profile uses data directly from documents submitted by the company. The Association checks the validity of the registered information.
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一般社団法人

**アジア成長企業調査協会**

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