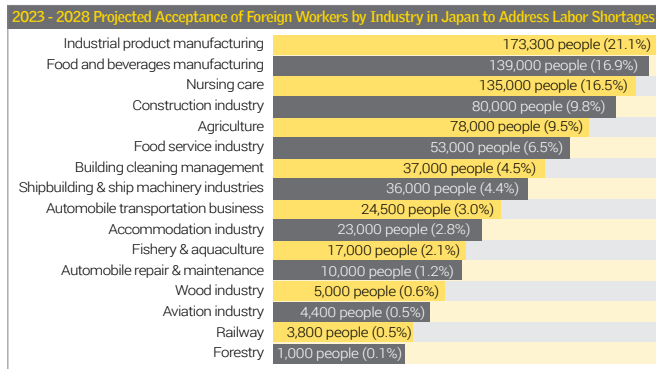


Japan's New Systems for a New Labor Market

As the world grapples with a looming demographic shift, Japan is the vanguard in leveraging digital transformation (DX), transformative human resource programs and business process outsourcing (BPO). *By Bernard Thompson and Daniel De Bomford*



Source: Immigration Services Agency of Japan, Basic Policy on the Operation of the Specified Skilled Worker Program (March 2023). Ministry of Justice

Japan: Unemployment vs. Job Openings-to-Applicants Ratio (2008–2023)

YEAR	2008	2011	2014	2017	2020	2023
UNEMPLOYMENT	4	5.1	4.6	3.4	2.4	2.8
JOB OPENINGS TO APPLICANTS RATIO	1.1	1	0.7	1.4	1.6	1.2

Source: Statistical Handbook 2023, Statistics Bureau of Japan

As developed nations confront a future shaped by falling fertility and aging populations, Japan serves as an interesting case study for navigating shifting demographics. With a fertility rate of 1.37 in 2024, Japan stands as a proving ground for what's possible in a super-aged society. Through digital transformation, global talent strategies, and human-centric workforce development, Japanese HR, BPO and IT companies are building a new model for the labor force—one where agility, inclusion and efficient outsourcing strategies define the future of work.

This demographic shift has compelled a strategic rethinking of how work is structured and supported in Japan. As the average working age in key sectors like construction, logistics and agriculture continues to increase, companies are turning to digital transformation (DX) and inclusive HR strategies to maintain productivity and resilience. The labor shortfall is also opening the door to international recruitment, with over 100,000 foreign workers expected to enter industries such as product manufacturing, food and beverage, and nursing between 2023 and 2028. At the same time, Japan's investment in DX is projected to surge from 4.13 trillion yen in 2023 to 6.9 trillion by 2028—underscoring a national pivot toward smarter, more agile labor systems.

Augmenting Industry with DX

Software developer Kensetsu System is leading the charge with construction software that increases efficiency and safety. Company President Wataru Shigemori says every system they develop is based on customer inquiries. He explains, "We have to thoroughly listen to the issues of our customers and figure out what processes can be reduced or eliminated in order to expedite their operations."

Likewise, ERP vendor and systems integrator Business Engineering Corporation is leveraging DX to help industries digitize rapidly. Company President Masakazu Haneda points out that unlike robotics and machine tool companies, Japan has yet to produce globally competitive software. With such a diverse array of manufacturing companies, creating a one-size-fits-all solution is an enormous challenge, so using its experience in ERP implementations, it developed its mcframe

software. "Our goal was to create a more flexible solution, so we designed mcframe as an open-source platform that allows companies to customize it according to their specific needs," he notes.

Construction technology company and SaaS provider ANDPAD has made strides in digitizing the construction industry in Japan with its cloud-based management solutions. President Takeo Inada says that digitizing and streamlining processes lifts productivity and reduces labor costs. He describes how, in the past, specific tasks could only be done by professional construction staff, pulling their valuable time away from other crucial tasks. "With the introduction of our ANDPAD technologies, these types of tasks can be handled by non-professionals, which helps improve the productivity of the professional workers," he says. It has developed business intelligence tools that can enhance the onsite productivity and performance of the business.

Leveraging HR for the Digital Age

DX is also transforming human resources and services, with HR services provider Leverages using it to empower business productivity and recruitment. President Tomohide Iwatsuki describes Leverages subsidiary, Nalysys, as a data-driven approach that understands worker satisfaction and creates engagement, morale and motivation in the workplace. To overcome the challenges that come with the declining population, the company is looking abroad to find new talent. The president notes, "Right from the start, we knew that we would need to have an international foothold due to Japan's declining demographic."

Global Talent, Local Impact

That global vision is reflected in Like Inc. and its approach to recruitment and training. President and CEO Yasuhiko Okamoto says the company's mission is to support people with compassion, excellence and innovation. "These individuals are not just filling entry-level roles—we have a clear pathway for their career advancement within our organization," he says. To fill the gap in the nursing, care and education sectors, it has looked overseas to find workers and support their transition into Japanese life and work culture.

CAMCOM also takes this holistic approach to recruiting overseas talent and helping them transition into Japanese life. CEO Toshihiko Miyabayashi says the company philosophy—creating good jobs—creates fulfilling careers for workers and contributes to profitability for the company. Partnering with governments and enterprises in Asia, the company recruits, educates and supports worker's pathways into their careers in Japan. He explains: "Our vision is for foreign workers to gain valuable skills and experiences in Japan, which they can then share upon returning to their home countries, creating a virtuous cycle of knowledge and opportunity."

Support and recruitment come in many different forms. For FELLOWS Corporation, which matches creators with companies, its "Dual Agent" system finds the optimal person for the right job and handles negotiation for key terms, such as salary. President and CEO Kentaro Nogi says that FELLOWS find challenging jobs that contribute to the continuous improvement of the creator's skills. "In essence, the Dual Agent system serves as both a learning opportunity and a method for career advancement, helping creators elevate their skills and income over time," he says.

HR services provider Pasona Group President and CCO Shintaro Nakao says that the population is declining and that foreign workers only account for about 3 percent of the workforce. He looks to business process outsourcing to overcome these challenges, "In Japan, there are BPO-specialized companies, but they are short on staff, so we provide staff to other BPO companies." Traditionally, companies outsourced operational tasks while retaining systems in-house. However, there's a growing trend towards integrating both operations and systems, allowing businesses to outsource entire processes. This holistic approach can lead to streamlined workflows and enhanced efficiency.

Japanese firms are at the forefront of global demographic shifts and are taking the initiative with foreign recruitment and investments in DX. They are adapting to the new realities of a super-aged society, setting global benchmarks for tomorrow's challenges and proving companies can thrive amid demographic and labor challenges.

Leverages



"We are a highly competitive company on the frontlines of revitalizing Japan."

Tomohide Iwatsuki,
President, Leverages Co., Ltd.

Leverages Global Tackles Workforce Challenges

Through its holistic strategies, Leverages is preparing Japan for the labor shortages caused by the demographic shift, securing its future with a robust, productive workforce. *By Daniel de Bomford*

People are the lifeblood of every organization. No matter the work, people are the driving force behind success. From the engineers on a work site to the nurses in a hospital, they drive the organization's service and value. With demographic chal-

Through its subsidiaries, it positions resources where they are most valuable.

The second strategy is to increase manpower. Through its subsidiaries, it attracts foreign workers, trains them in fields such as nursing and

this initiative are Levtech and Nalysys, which are our HR tech tools," he says. Nalysys takes a data-driven approach to understanding worker satisfaction and focuses on creating engagement, morale and motivation in the workplace. He believes that

the value of work. "Our greatest strength is that we have a lot of highly motivated staff," Iwatsuki says.

Leverages' motivation from the beginning has been internationalizing and doing business overseas. "Right from the start, we knew that we would need to have an international foothold due to Japan's declining demographic," he explains. Leverages has already established subsidiaries in the United States and Mexico, and Iwatsuki believes the North American market will be very important to the company's growth. North America, alongside Europe, is where it will focus its attention due to the scale of the markets.

Leverages is addressing Japan's demographic issues through strategic positioning, manpower increase, and digital transformation. With international expansion and innovative HR tools, it aims to boost productivity and worker satisfaction. By finding the right people, Leverages will lead the way in overcoming the emerging global demographic challenges.

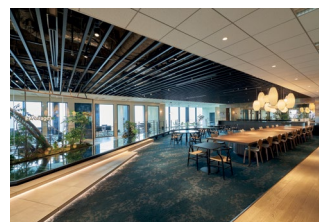


enges beginning to surface in Japan, Leverages is leading the way in productivity and international recruitment.

President Tomohide Iwatsuki says Japan must become more productive to overcome the population decline, and Leverages utilizes three main strategies. The first strategy is its strategic positioning, with each subsidiary specializing in clearly defined industries.

engineering, prepares them for Japanese employment through language schools and contributes to the workforce's overall health through its online platform Levcli.

Iwatsuki says the third strategy—digital transformation—is also important in addressing Japan's workforce challenges. "We are currently increasing digitalization, and the businesses that are catering to



HR tools can be used globally, as other countries face challenges similar to those in Japan.

Great efforts have been made recently to address structural work-life balance challenges in Japan at both an organizational and bureaucratic level. Leverages has invested in creating a positive work environment for its employees, leading by example and has gathered a group of people who really believe in

次代を、創る。

Leverages

<https://leverages.jp/en>



LIKE Charts the Future of Nursing and Child Care

Through its three core businesses, childcare, staffing and nursing, LIKE is taking bold steps and looking beyond borders to overcome tomorrow's challenges in care. *By Daniel de Bomford and Cian O'Neill*



"Our company is trailblazing a path to a brighter future."

Yasuhiko Okamoto,
Chairman & CEO, LIKE, Inc.

A fundamental part of humanity is community. From the earliest childhood days in the care of nurseries and kindergartens, people form vital communal bonds and understanding. In the twilight of life, community enables joyful and fulfilling lives.

LIKE Inc. facilitates care across the full spectrum of human life, from early childhood to elder care. Founder, President and CEO Yasuhiko Okamoto says it is LIKE's mission to support

people throughout their entire life journey and ensure that every stage of life is met with compassion, excellence and innovation. LIKE operates hundreds of nurseries and nursing care facilities while providing human resource services to job seekers and client companies throughout Japan. It is looking overseas to address labor shortages and grow its business.

Okamoto says that Japanese services are renowned for their unmatched quality, which makes Japan globally competitive. "Just consider how punctual and detail-oriented Japanese services are—it reflects a deep-rooted commitment to providing the best possible experience to every customer," he says. In childcare and nursing, Japanese precision and attention to detail are critical, and LIKE aims to bring this service-driven expertise to the global market.

Comprehensive human resources and nursing services provide a distinct advantage for LIKE. It has begun recruiting new staff from regional neighbors like Vietnam, Myanmar and Indonesia to help address the labor shortage. Its training



Assisted-living nursing home



Assisted-living nursing home

starts in the employee's home country, and when they arrive in Japan, they receive holistic support such as medical or translation services from LIKE to ease their transition. The support doesn't just prepare them for work; it also helps them build a life in Japan and integrate harmoniously into Japanese society. "These individuals are not just filling entry-level roles—we have a clear pathway for their career advancement within our organization," Okamoto explains.

Beyond filling gaps in domestic labor, creating a robust pipeline of international employees is advantageous for LIKE's international expansion. Currently, LIKE is developing its own educational programs and plans to accept Vietnamese students who complete them. "This initiative not only benefits individuals by providing them with valuable training opportunities but also enables us to cultivate highly skilled professionals," he says.

LIKE is also leveraging digital transformation to improve its service. Its "Nanapocke" smart-

phone app has transformed communication between childcare providers and parents. Parents no longer need to call the nursery if they are late for pickup, and it allows parents and nurseries to exchange notes. The most popular feature is that the app enables parents to buy prints of photos taken by the nursery, which has already proven to be a strong revenue driver.



Foreign nursing care staff

With tomorrow's challenges in mind, LIKE is transforming how care is provided across sectors and international borders. Okamoto describes a future of high-quality care that resonates with the fundamentals of humanity and community. "We want to excel in ways that are not easily quantified—in the quality of care, the well-being of our employees, and the trust we build with the communities we serve."



Nursery school



Children at a nursery school



Interior view of a nursery school

CAMCOM's Global Recruitment Strategy

CAMCOM aims to create "good jobs" for both the recruit and the company that employs them, leveraging a collaborative international approach and technology integration. *By Daniel De Bomford, Cian O'Neill and Bernard Thompson*



"We emphasize the importance of creating corporate value through meaningful work."

Toshihiko Miyabayashi,
CEO, CAMCOM

Imagine a symphony where every note harmonizes perfectly. Finding labor is like orchestrating global partnerships and bridging talent across borders to tackle the challenges of industry. Recruitment brings people together to enable human collaboration, turning individual efforts into a cohesive and productive force.

With fewer young people entering the workforce, Japan needs new solutions. CAMCOM is leading the recruitment and labor industry



Japanese language boarding school

with strategic overseas recruitment, focusing on finding the right person and equipping them with the right skills. Company CEO Toshihiko Miyabayashi says that securing a workforce is becoming increasingly complex. "To genuinely enhance productivity, we must go beyond recruitment by offering tailored training and support programs," he explains. CAMCOM's core philosophy, "creating good jobs," aligns fulfilling careers for the individual and contributes to the company's profitability. "By aligning these two objectives, we emphasize the importance of creating corporate value through meaningful work," Miyabayashi says.

To achieve its goal, CAMCOM's subsidiary CAMGLOBAL Inc.'s "Mintoku" solution facilitates recruitment and training programs for workers throughout Asia. It facilitates smooth employment and integration by providing comprehensive support for foreign workers, including visa assistance and multilingual digital tools. CAMCOM has been advancing these efforts in Indonesia through the Indonesia-Japan CAMCOM (IJC) program in collaboration with the Indonesian Ministry of Manpower and other organizations. In Vietnam, the CAMCOM Group



**LOGI
PALETTE**
3PL-MATCHING SERVICE

LogiPalette logo

mintoku Total Service



Comprehensive support solution for foreign workers "Mintoku"

has partnered with local driving and Japanese language boarding schools to train new drivers for Japan. CAMCOM's approach is fundamentally collaborative, working with organizations and governments worldwide to support the trainees' employment in Japan.

To supply talent to Japanese and local companies, CAMCOM's subsidiary, Vietnam CAMCOM Co., Ltd., holds an employment agency business license with offices in Hanoi and Ho Chi Minh City. It focuses on recruiting skilled talent in industries such as manufacturing, logistics and engineering, and new graduate recruitment in collaboration with universities.

CAMCOM plans to "reverse-export" foreign talent trained through its domestic subsidiary's innovative logistics solution service, "Logi-palette."

It provides services as a 3PL operator and a platform that improves efficiency by matching shippers with resources like warehousing, transportation, human resources and automated solutions through its extensive partner network. The platform has been praised for its flexibility, especially as demand and resources fluctuate. With the growing logistics demand in Asia, CAMCOM aims to supply talent trained in efficient logistics management methods in Japan.

Miyabayashi emphasizes the importance of creating a "virtuous cycle of knowledge and opportunity," stating that Japan should not merely "take" foreign talent. Recruitment should be linked to developing each individual's potential through training, benefiting Japanese companies and their home countries. In this way, CAMCOM is set to continue to develop its expertise as part of its international strategy. "Rather than simply dispatching human resources, we proactively address complex human resource management challenges faced by our clients," he says. He cites how, when consulted on complex challenges, the company leveraged DX to develop custom systems refined in real time through feedback.

CAMCOM's efforts highlight the power of global partnerships in addressing labor shortages. By fostering human collaboration across borders, they create meaningful jobs while boosting productivity. With continued innovation and support, CAMCOM is poised for growth, ensuring a brighter future for Japan and its international workforce.

CAMCOM GROUP

<https://cam-global.co.jp/?lang=en>

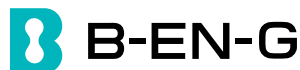


Signing ceremony



"The key is to focus on companies that are proactive about digitalization, regardless of their sector."

Masakazu Haneda, President & CEO, Business Engineering



www.b-en-g.co.jp/en

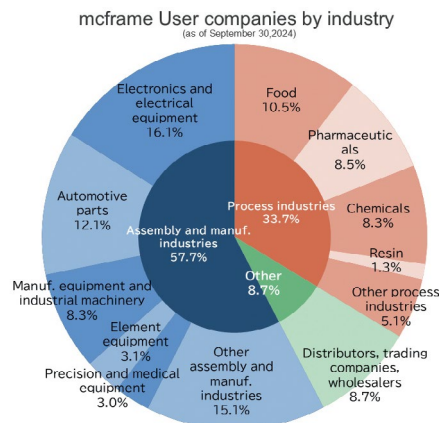
Business software is the engine propelling industries into the future, and digital transformation is the fuel driving this vehicle. As companies navigate the road ahead, those embracing advanced technologies will accelerate toward unprecedented growth, leaving competitors stalled in the past.

Business Engineering Corporation is leading the way in industrial digital transformation in Japan. Company President Masakazu Haneda says the pandemic helped break through Japan's usual reluctance to change. "With face-to-face interactions severely limited during the pandemic, companies realized the need for digital tools and processes," he explains. Haneda points to the manufacturing industry, which is digitalizing rapidly at a pace that is difficult to grasp unless witnessed first-hand. With decades of experience working with Japanese companies, Business Engineering Corporation is leveraging its expertise to penetrate both domestic and global markets. "While Japan is home to many globally recognized robotics and machine tool companies, its software industry has yet to promote a widely competitive product on the international stage," he says.

Haneda recognizes the challenges of serving such a diverse array

Japan's Future Enterprises Are Digital

Business Engineering Corporation brings Japan into the future with its suite of powerful ERP software and tools. *By Daniel de Bomford and Cian O'Neill*



of companies, even manufacturing companies can vary wildly between verticals. "It is challenging to create a one-size-fits-all software solution," he says. While Business Engineering Corporation has experience with international ERP implementations, they developed mcframe to cater to the specific needs of midsized companies. "Our goal was to create a more flexible solution, so we designed mcframe as an open-source platform that allows companies to customize it according to their specific needs," he explains.

Business Engineering Corporation's biggest strength is supply chain management, which leverages its over 25 years of accumulated experience to overcome diverse and unique challenges across the industry. Haneda says the advantage of mcframe is its holistic approach to manufacturing optimization, drawing on seamless IoT integration, real-time onsite data collection and product lifecycle management. Mcframe is evenly distributed across sectors, demonstrating the software's versatile nature.

Another key offering that addresses the challenges of an increasingly globalized world is GLASIAOUS, a cloud-based international accounting and ERP service. It is designed to facilitate seamless cross-border operations for global businesses by supporting multiple languages, currencies and international accounting standards. With Japanese software typically only servicing Japanese and English, Haneda says that GLASIAOUS is a truly global solution. "The key differentiator of GLASIAOUS is

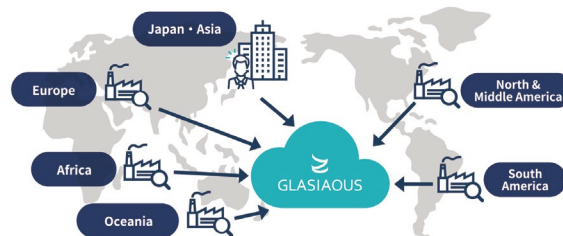
its support for multiple languages and multiple currencies," he explains. Furthermore, its comprehensive accounting system and support stays abreast of local accounting regulations that vary from country to country. "We ensure this by gathering data locally, allowing companies to remain compliant across different jurisdictions," he says. In the United States and Europe, established

solutions dominate the market. But Asia is yet to adopt a de facto solution. Haneda explains, "Our goal is to expand GLASIAOUS adoption in Southeast Asia and India, where there is a strong need for a solution that can adapt to local tax rules and customs, and business environments."

With most enterprise software primarily focusing on white-collar and business operations software, Business Engineering Corporation has found an opportunity with on-site manufacturing software. "Our business strategy focuses on identifying and integrating niche manufacturing software that other IT

strategic directions. Licensing and importing overseas software into Japan and exporting its software into the global market through five subsidiaries and strong partnerships with local distributors. He describes its import strategy: "Our approach involves partnering with specialized software providers, localizing their products, and introducing them to the Japanese market." Business Engineering Corporation's international penetration is treading new ground for Japanese companies; no Japanese software has achieved widespread adoption in the global market. It is currently investing in local partnerships in Vietnam and the Philippines while actively seeking distribution partners in India to strengthen its market presence.

While the U.S. market shows advancements in digitalization, actual site visits reveal gaps in manufacturing optimization. Many countries have progressed in business operations, yet digital transformation of the supply chain is an emerging area. Business Engineering Corporation sees a significant opportunity to address



Cloud-based international Accounting and ERP services for corporations anywhere in the world

vendors do not target," Haneda explains. With its longstanding partnership and equity investments into Cimtops, a digitalization solutions provider, Business Engineering Corporation has been developing an OEM version of mcframe. "Our next target, following the digitalization of business operations, is onsite digitalization, and Cimtops offers a straightforward solution for converting paper-based processes into digital formats," he says.

Haneda says that Business Engineering Corporation has two key

these gaps, focusing on digitalizing onsite manufacturing processes. By driving innovation in these areas, the company aims to lead the global market, particularly in Southeast Asia and India, where local financial regulations and business environments demand adaptable solutions. This strategic direction promises to strengthen Business Engineering Corporation's international market presence and expand its influence in key regions.



Kensetsu System: A Smarter Construction Future

Through advanced IT solutions built out of the construction industry, Kensetsu System is improving productivity and efficiency and preparing Japan for the challenges of tomorrow. *By Cian O'Neill and Daniel de Bomford*



"Each and every system is created based on inquiries from customers, starting completely from scratch."

Wataru Shigemori, President,
KENSETSU SYSTEM Co., Ltd

Construction is the backbone of any country. Houses, skyscrapers, bridges and tunnels are vital to a nation's prosperity and citizens' quality of life. Construction must be meticulously planned; measurements must be exact to ensure the safety and longevity of the project. No place is this more accurate than Japan, which sits in one of the most seismically active regions of the world.

Companies like Kensetsu System are the nerves to the back-

bone that is construction, providing intelligent insight to ensure that projects run smoothly and are completed on time and within budget. Its efforts align with a broader push by the Japanese government to digitize systems and improve productivity across the industry. Its software offers unparalleled efficiency and mitigates the challenges arising from the manpower shortage. Manpower is just one challenge of Japan's demographic shift; the other is maintaining the infrastructure. In the past, Japan has pursued a "scrap and build" construction policy, but Company President Wataru Shigemori says that refurbishment of aged infrastructure is necessary for the future.

The power of Kensetsu System is its adaptability in the face of new challenges. By thoroughly listening to its customers, it can find efficiencies in the client's operations and create new systems tailored to the client's unique needs. "Each and every system is created based on inquiries from customers, starting completely from scratch," Shigemori says. This has led Kensetsu System to become the leader in Japan's construction industry, serving many major firms. Its strength is born from the fact that it predominantly targets public construc-



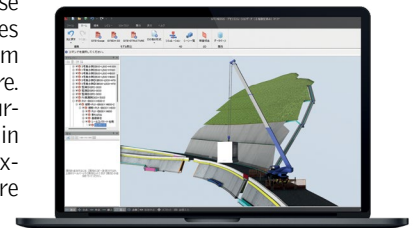
Enabling single-person measurements with integrated surveying equipment

tion, whose standards exceed that of most other verticals within the sector. The high standards make Kensetsu System software broadly compliant across the whole construction industry. "Since these are public construction projects, they require a massive amount of documentation that needs to be kept as evidence and submitted to the municipality," he says. Because these documents and processes are standardized, Kensetsu System incorporates them into its software.

Kensetsu System has also nurtured close ties with dealers in each prefecture. Shigemori explains, "Usually, each prefecture has a dealer that has strong connections with local construction firms, so through these partnerships, we are able to access potential customers." Beyond access to customers, these relationships also provide opportunities for after-service and software upgrades, creating long-lasting relationships with customers.

The demand is growing for construction software to meet the needs of the Japanese government and major general contractors, as well as to solve the challenges of the construction industry, and Shigemori highlights three main products. The first is INNOSITE, which converts 2D drawings into 3D models, allowing construction management to be implemented in three dimensions. This meets the Japanese government's requirement for 3D data management. The second is the

Kaisoku-Navi Series, which integrates with surveying equipment, enabling measurement tasks to be performed by a single person. Finally, SiteBox is a photo-sharing app that supports taking and sharing photos at construction sites. These applications aim to mitigate the struggles faced by the construction industry.



Convert 2D drawings into 3D models

Shigemori says that society faces a variety of environmental risks. While these risks can never be entirely eliminated, they can be mitigated and managed. With its vision of "Toward a Zero Risk Society," Kensetsu System is committed to reducing risks to as close to zero as possible. By leveraging its accumulated IT power and expertise, the company aims to provide robust support and drive further innovation in the construction industry. By reducing risks, Kensetsu System is a vital partner for the backbone of Japan.

KENTEM
www.kentem.jp



INNOSITE: solutions to realize 3D construction

ANDPAD's Construction Management Software Revolution



Takeo Inada, President, ANDPAD



<https://andpad.jp>

Digital tools have transformed the way that people work. In the construction industry, ANDPAD is a leader in providing cloud-based management software to streamline construction work. Company President Takeo Inada says that around 550,000 construction workers use ANDPAD in Japan, accounting for about 10 percent of the workforce. By digi-

ANDPAD is streamlining construction management with its application, tailor-made to the various subsectors of the industry and looks to Asia to begin its global expansion. *By Daniel de Bomford and Cian O'Neill*

tizing processes, ANDPAD lifts productivity and reduces labor costs. The software caters to the dependence on fax machines and telephones, which still have high utilization in the Japanese construction industry. Inada explains that tasks, like placing and receiving orders, could only be handled by professional construction staff, stealing them from their other duties. "With the introduction of our ANDPAD technologies, these types of tasks can be handled by non-professionals, which helps improve the productivity of the professional workers," he says. Beyond general management tools, it also works closely with companies in each sector to develop relevant features. "For each subsector, we offer different optional functionalities," Inada explains.



Cloud-based construction project management service "ANDPAD"

ANDPAD has distinguished itself with its track record and how it has upscaled and achieved growth with its technology. "We can enhance both the productivity of the

project's onsite construction and the performance of the business operation itself," Inada explains. It has experienced an uptick in businesses using the software after it developed support for all management and business-related data to be centralized into the application. "The app we offer is called ANDPAD Analytics and it is regarded as a business intelligence tool for the management of a company's operations," he says.



ANDPAD AWARD 2023

With construction booming throughout Asia, ANDPAD is looking to expand into neighboring markets. Inada states, "Outside of Japan, our goal is for ANDPAD to be the number one app used in Asian construction sites."

Fostering Connections: Creator Recruitment by FELLOWS

FELLOWS differentiates itself in a competitive market by understanding creators' talents and business needs. *By Daniel de Bomford and Cian O'Neill*



Regular meetings support creators' conditions



FELLOWS Children's Musical fosters creativity



FELLOWS Film Festival showcases young creators' work



"At FELLOWS, we place a high value on communication with creators."

Kentaro Nogi, President, FELLOWS Inc.

Modern perceptions of work culture have evolved throughout the last century, and Japan is no exception. Attitudes towards lifetime employment and how one works have shifted, and FELLOWS Inc. is leading the way in creative sectors. President and CEO Kentaro Nogi says FELLOWS' advantage lies with its unique "Dual Agent" system, where agents work with both the creators and the companies. The agent guides the creator to projects that enhance their career while handling negotiations for key terms—such as compensation—and ensures the creator's talents are optimal for the company. "In essence, the Dual Agent system serves as both a learning opportunity and a method for career advancement, helping creators elevate their skills and income over time," Nogi says.

FELLOWS has seen incredible growth, with sales expected to surpass 10 billion yen in the 2024 fiscal year. Nogi says a key reason for that is the satisfaction of creators. He explains, "We excel at matching them with projects that best suit their skills and aspirations, which in turn leads to higher satisfaction and better results." Its success isn't just domestic; as part of its international strategy, FELLOWS identified Singapore and Hawaii as key locations with strong business potential for Japanese and local creators. "Our goal is to establish strong foundations for communication and collaboration around the world, creating opportunities for transactions involving creative human resources," he explains. While open to finding partners around the world, Nogi says that FELLOWS is particularly interested in finding creators who want to work in overseas locations.

Nogi explains that FELLOWS' fundamental goal is to serve as a bridge between creative talent and companies. "By fostering these connections, we aim to create works that captivate audiences and bring joy to people around the world."



FELLOWS
Creator's Agent
since 2003



Singapore
(EN, JP)



Hawaii
(EN, JP)



Japan
(JP)

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