

World in You Impact Report

World in You

FY2022 (July 2022 – June 2023) to FY2024 (July 2024 – June 2025)

Our Goals

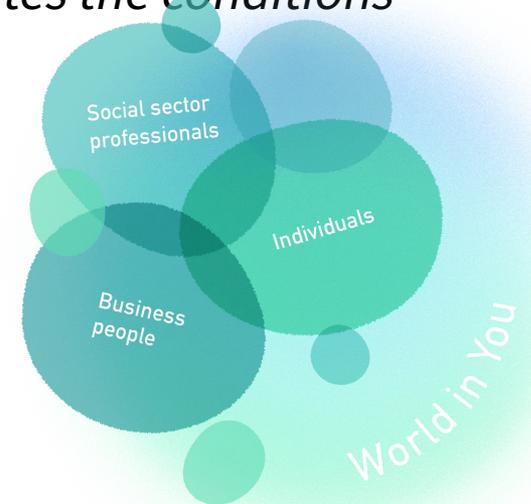
Vision

Bringing people together from all walks of life to make a better world

***The Heart Behind Our Vision:** No one can solve every social problem. What we can do is build a community that tackles challenges together as they emerge—and, more ambitiously, one that creates the conditions where fewer problems take root in the first place.*

Mission

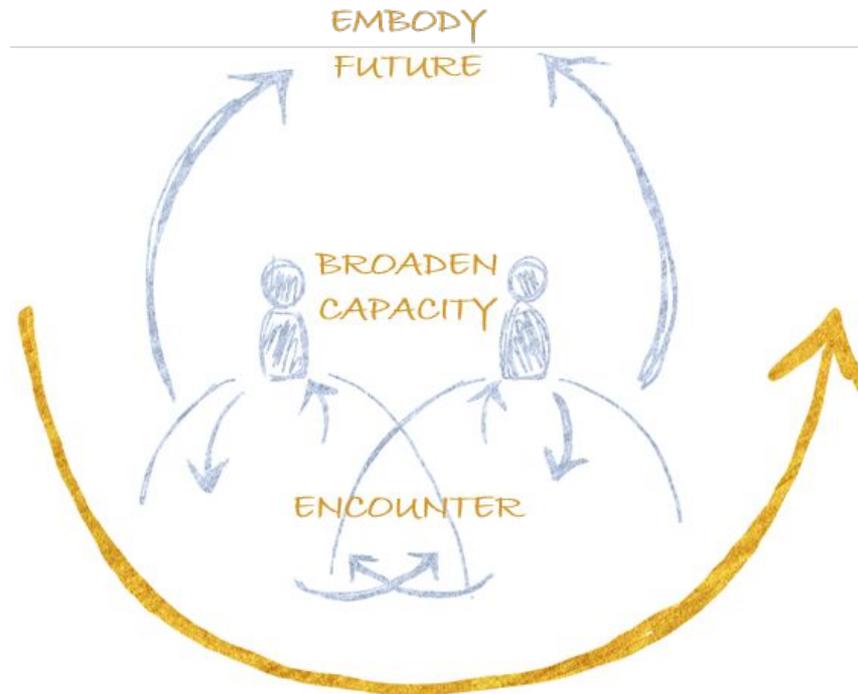
Cultivating leaders, organizations, and communities that co-create across boundaries – different sectors and countries – to better society.



<https://worldinyou.org/en/>

The Story Behind Our Name

world in you × *world in OO*



When the world inside you meets the world inside someone else—or somewhere else—both worlds grow richer. And from that richness, a better society begins to take shape.

Our Approach

Bringing people together
from all walks of life to make a better world



WHO I am & we are
WHY we work together

HOW we work together

WHAT we work on together

Personal & Relational Approach

Building relationships based on mutual understanding, respect, and a commitment to walking together.

Governance for Impact

Exploring and putting into practice decision-making frameworks where diverse stakeholders collaborate toward a shared purpose.

Boundary-Spanning Leadership

Cultivating leadership that recognizes social issues and mobilizes resources across borders, sectors, and organizations.

Equity as Both Means and Ends

We value equity in both the process of change and the social vision we seek.

What We Do

Governance for Impact

World in You explores and promotes Governance for Impact—where diverse people contribute their perspectives and resources to improve decision-making and create social value. Our work includes the Board Fellow Program, governance training and consulting, and knowledge-sharing in the nonprofit sector.

Cross-Boundary Leadership

World in You cultivates cross-boundary leaders equipped to address today's social challenges. We bring together people from diverse backgrounds to learn, grow, and collaborate—through leadership programs for corporate employees and cross-sector collaborative programs.

Global Mindset

World in You helps nonprofits and businesses learn from global knowledge and expand their impact beyond borders. We offer overseas expansion support, fundraising assistance, and research services.



3-Year Achievements: Governance for Impact

We help nonprofits bring diverse perspectives into their governance and decision-making—transforming their boards into engines of social value creation.

Board Fellow Program

Successfully conducted the 2nd through 4th cohorts of the program. Under the theme of "Diversity & Inclusion," 48 business professionals and 9 organizations with social missions participated. Participants engaged in deep discussions on management challenges for non-profits while learning the essentials of governance.

Training & Seminars

Hosted workshops on effective decision-making and governance to help organizations maximize their potential.

- "Governance for Impact" dialogue series
- Online school "Introduction to Governance for New Board Members"
- Provided practical seminars on facilitating effective discussions in board and management meetings.

Consulting & Hands-on Support

Provided tailored support through a combination of consulting, facilitation, and training for non-profits ready to take their boards and governance to the next level.

- Supported 7 organizations, including JPMA (Next-generation management transition) and Seven Generations (Strengthening management and governance foundations).

Knowledge Accumulation & Sharing

- Presented research findings from the Board Fellow Program at academic conferences (2 sessions at the Japan NPO Research Association; 1 at ARNOVA).
- Promoted the Japanese translation of Governance as Leadership by Richard P. Chait et al. (Translated by Mio Yamamoto/WIT, Eiji Press, 2020).

3-Year Achievements: Cross-Boundary Leadership



Reaching over 1,000 business professionals across sector boundaries, we cultivate leaders who are open to society—from corporate training to youth programs, developing cross-boundary talent through diverse touchpoints.

Board Fellow Program

Bridging governance and cross-boundary leadership.
Conducted cohorts 2–4 with 48 business professionals and 9 nonprofit organizations under the theme of Diversity & Inclusion..

Corporate Training Programs

Empowering corporate professionals to develop cross-sector, socially open leadership.

- Cross-Boundary & Distributed Leadership training (200+ participants) at Recruit Management School
- Individual & Organizational Purpose program (new 2024)
- Co-hosted sessions with ETIC. on employee engagement and sustainability
- In-house programs for Suntory Holdings and Sompo Japan

"Let's World in You!" Series

Online dialogue series where participants explore the concept of "world in you" through diverse guests' life stories.

- 13 sessions hosted (March 2023–March 2025)

Japan-U.S. Youth Leadership

Partnered with the USJC TOMODACHI Initiative to deliver leadership training for young leaders from Japan and the U.S.

- Sustained for 8 consecutive years through 2024

3-Year Achievements: Global Mindset



We amplify Japanese social initiatives on the global stage and support organizations in securing resources from international foundations. Through our regular dialogue series spotlighting social solutions from Japan and beyond, we foster cross-border learning and collaboration.

Global Partnership Support

Helped Japanese non-profits articulate their social impact within a global context to secure resources and funding.

- Supported Nobel in securing partnerships with the Google Impact Challenge (3-year grant), Fondation CHANEL, and MIT SOLVE.
- Supported the Kizuna Mail Project in its 4-year partnership with Fondation CHANEL to scale its impact nationwide.

World Summit Award (WSA)

Acted as the Country Expert for Japan, nominating projects that use digital technology to solve social issues for this global award.

- Nominated 8 projects; 4 were shortlisted, and 2 achieved Global Winners.

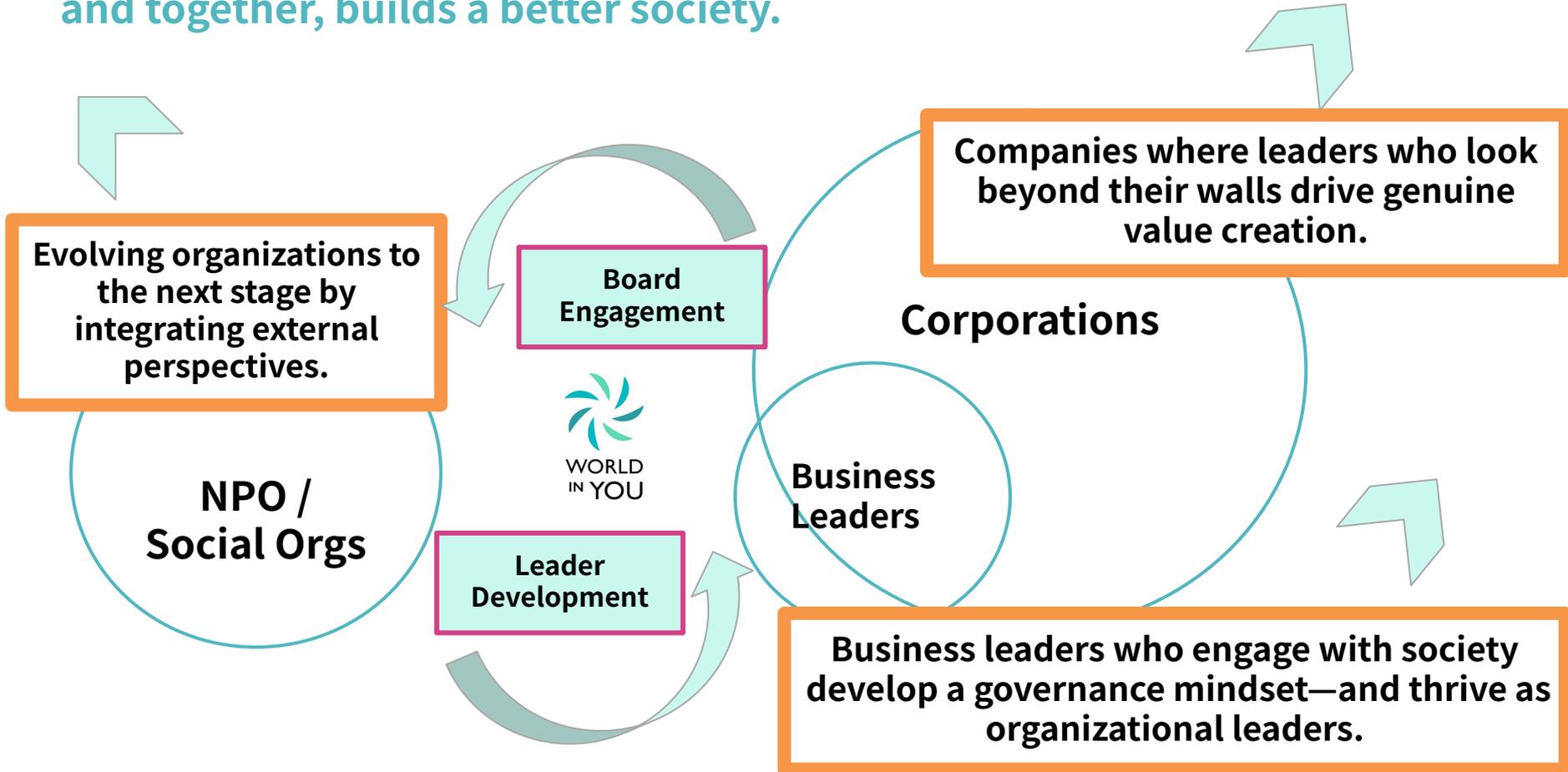
"World in You x Org" Series

Facilitated cross-border learning and collaboration by showcasing Japanese social solutions to the world.

- Hosted 18 sessions from July 2022 to June 2025 to introduce and learn from organizations tackling social issues.
- Themes included women's empowerment, youth support, and global technology trends, featuring guest organizations from France, Canada, and South Korea.

Cross-Boundary Co-creation

Cross-boundary co-creation develops people and organizations—and together, builds a better society.



Themes & Organizations

Cohort	Theme - Inclusion & Empowerment	Participating Organizations
Cohort 1 (2021)	Empowering mothers to thrive and fulfill their potential after having children	Kizuna Mail Project , Nobel , Madre Bonita
Cohort 2 (2022)	Supporting women to thrive in their careers across diverse life stages and choices	Arrow Arrow , Polaris , Mama Work
Cohort 3 (2023)	Fostering Diversity and Empowering Youth	Sankakusha , Waffle , WELgee
Cohort 4 (2024)	Creating an Inclusive, Community-Based Society Where Children and the Future Inspire Hope	Churayui , Comomo , Charity Santa



Participant List (Cohorts 1–2)

A cross-generational, cross-sector community of participants—from business, social sector, and academia, from young professionals to senior leaders.

Cohort 1 (FY 2021)

Yu Ishida	Miyagi University / Mori-no Dengonban Yururu
Noriko Utzuzawa	Doula Ship Japan
Megumi Urasaki	NTT DOCOMO, INC.
Yasuko Ohara	Creative Moms Link
Itaru Kato	J.P. Morgan
Azusa Kurokawa	Orange Page Inc.
Sadayo Kobayashi	KODOMOLOGY Co., Ltd.
Haruna Shibata	ROHTO Pharmaceutical Co., Ltd.
Takashi Shimizu	NTT DOCOMO, INC.
Hitoshi Nishimura	PERSOL CAREER CO., LTD.
Takeshi Nemoto	Nishimura & Asahi
Kazuyoshi Hashimoto	Replus
Aki Matsuyama	Salesforce.com Co., Ltd.
Takahide Maruki	Sompo Japan Insurance Inc.
Honami Yoshida	Physician / MD / MPH

Cohort 2 (FY 2022)

Noriko Ichiki	Suntory Holdings Limited
Kazuki Okada	Uzabase, Inc.
Hidetsugu Kishimoto	Marriage For All Japan / Tokyo Omotesando Law &Accounting LPC
Miho Kito	Center for Systems Awareness
Masahiro Kiriyama	Mysurance, Inc
Ayaka Konishi	Soka University
Tomoko Shiomi	Shiseido Company, Limited
Mitsu Shippy	Sony Group Corporation
Mayu Tazoe	WOMAN SHIFT
Tetsuro Tanaka	Accountability for Change
Masako Taniguchi	Benesse i-Career Co., Ltd.
Rie Nishihara	J.P. Morgan
Daigo Hashimoto	Replus
Nozomi Matsui	Mitsubishi UFJ Research and Consulting Co., Ltd.
Takashi Manabe	NTT Docomo, Inc
Yoshimi Ryu	Wellness Support Lab

Participant List (Cohorts 3-4)

Cohort 3 (FY 2023)

Tomohiro Aoki	Benesse Foundation for Children / Benesse Corporation
Mina Uno	Benesse Foundation for Children / Benesse Corporation
Noriko Ochiai	PLANET Boston Inc.
Chiho Kuriyama	Mitsubishi UFJ Research and Consulting (MURC)
Ayane Kodama	Ernst & Young ShinNihon LLC
Shuhei Sasayama	Nishimura & Asahi
Rika Shimada	JP Morgan Asset Management
Osamu Suzuki	TAKAGI BUILDING Co., Ltd.
Aya Nishikawa	Sony Group Corporation
Miho Neely	Shine On! Kids
Akihiro Honda	Tama University Center for Social Investment (CSI) / Social
Sachiko Maruyama	Venture Partners Tokyo (SVP Tokyo)
	FBAA (The Family Business Advisors Association Japan)
Daisuke Miyazaki	Japan Kodomo-Shokudo Support Center "MusubieE" /
Yoshihide Murata	NTT East
	Suntory Holdings Limited
Fumikazu Yasui	JAPAN AUTOMOBILE FEDERATION (JAF)

Cohort 4 (FY 2025)

Miki Ikeda	IKEDA Certified Public Tax Accountant Office
Fujiko Uema	Education sector
Kana Orihara	Content Marketing Producer
Ryota Saito	Accountability for Change
Masahiro Takashima	TSUMUGU
Takako Nakajima	Osaka University of Commerce
Kazue Nakahara	IKEDA Certified Public Tax Accountant Office
Mikako Neki	JAPAN AUTOMOBILE FEDERATION (JAF)
Takashi Hashizume	Suntory Holdings Limited
Ryota Matsugawa	Life Insurance Sales
Tomomi Maruyama	Mitsubishi UFJ Research and Consulting (MURC)
Masafumi Mochizuki	Management Solutions co., Ltd. (MSOL)
Eisuke Yamashita	Record Label / Game Studio
Hajime Yanagida	JP Morgan Asset Management

【Alumni】

Noriko Ichigi	Suntory Holdings Limited
Yasuko Ohara	Routus / Routus Works Co., Ltd.
Osamu Suzuki	Kasabuta Co., Ltd.

Testimonials: Organizations

How outside voices strengthen nonprofit boards:

- **Rediscovering Value** "By bringing in outside perspectives, we were able to verbalize strengths we had taken for granted. This process helped us rediscover our unique value and built immense confidence within the team."
- **Strengthening the Mission** "Through dialogues at the board level, we reconfirmed our organization's mission. This clarity has rippled through the organization, significantly improving overall engagement and motivation."
- **Organizational Evolution** "The 'Board Fellow' didn't just provide advice; they walked alongside us as a partner. Their presence challenged our status quo and helped us evolve into a more resilient organization."



Testimonials: Business Leaders

How engaging with social issues transformed their leadership:

- **Discovery of Commonalities** "I realized that whether for-profit or non-profit, the core challenges of management and organizational growth are surprisingly similar. This realization gave me the confidence that my professional skills are truly applicable in the social sector."
- **Leadership Reflection** "Engaging with a social mission organization was a powerful mirror for my own leadership. It forced me to rethink how I motivate people and lead without the traditional structures of a corporation."



- **Broadened Perspectives** "Stepping outside my corporate bubble and diving into social issues broadened my worldview. I now approach my main job with a deeper sense of purpose and a more systemic perspective on society."
- **A Sense of Contribution** "Actually seeing my expertise solve real problems for an NPO was incredibly rewarding. It wasn't just 'volunteering'; it was a professional exchange that made me feel I was part of a larger social impact."

Program Outcomes

1. Transformation of Organizations

- **Bringing Diverse Perspectives to the Board**
 - By having business professionals participate in the board, the organization gained new perspectives and specialized expertise that were previously missing.
- **Articulating Organizational Value and Mission**
 - Dialogue with "outsiders" facilitated the verbalization of the organization's unique strengths and social value, leading to a reconfirmation of its mission.

2. Transformation of Business Leaders

- **Owning Social Issues as Stakeholders**
 - Participants moved beyond a simple understanding of social issues to a state where they can think and act on these challenges as stakeholders.
- **Redefining Professional Skills**
 - By applying their skills in a different environment (NPOs), participants rediscovered the true value and applicability of their expertise.

3. Transformation of Relationships

- **Building a Common Language Across Sectors**
 - Mutual understanding between the business and social sectors was deepened, and a foundation for collaboration using a common language was established.
- **Formation of a Co-creative Community**
 - A relationship was formed that goes beyond mere "support," where diverse individuals walk together as partners toward a better society.

Lessons from the Program

Deepened
Understanding

Discovery of
Commonalities

Bridging the Gap

Willingness to
Engage

For Business Leaders: Shows that the board room is a powerful laboratory for leadership growth and social engagement.

For Non-profit Organizations: Validates that inviting business talent into governance is a strategic move for organizational maturity and more meaningful decision-making.

New Model for Cross-Sector Collaboration

Demonstrating that nonprofit boards can serve as a powerful new space where business professionals and social sector leaders learn and collaborate together.

Supporters



Noriko Ichiki
General Manager, CSR
Department, Suntory Holdings
Limited / Former President,
Orange Page Inc.



Sadayo Kobayashi
Former President,
KODOMOLOGY Co., Ltd.



Tomoko Shirai
Representative
Director, Japan
Association of New
Public



Haruo Miyagi
Founder and
Former President,
ETIC.



Steve Teru Rinoie
Senior Country Officer, J.P.
Morgan



Seiji Yasubuchi
President and CEO, AXA
Life Insurance Co., Ltd.



Hideyuki Inoue
Special Invited
Associate
Professor, Keio
University



Christina Ahmadjian
Professor Emeritus,
Hitotsubashi University



Heather McLeod Grant
Co-founder, Open Impact; Author
of *Forces for Good*



英治出版



NTT DOCOMO, INC.
Participating
corporation



Participating
corporation



KODOMOLOGY

Participating corporation

J.P.Morgan

Participating
corporation



Expansion to Online Platforms

Since FY2022, we have expanded our training programs to online platforms.

The "**Introduction to Governance for New Board Members**" training has been particularly well-received:

- **Participant Satisfaction:** 100%
- **Learning Value:** 96%

"Governance for Impact" Series

Exploring advanced governance models through expert interviews:

- **#1: Teal Organizations** Guest: Kenshu Kamura
- **#2–4: Steward Ownership** Case Studies: PURPOSE Foundation, Eiji Press, and OpenAI
- **#5: Social Impact Organizations in the UK** Guest: Caroline Diehl
- **#6: B Corp and Stakeholder Capitalism** Guest: Nozomi Oka

Governance for Impactインタビューシリーズ / Zebras Cafe 特別編

会社はだれのもの？！短期利益ではなくパーパスに資する
「ステュワード・オーナーシップ」の実践をヨーロッパからきく



3/19(火)19:30-21:00 (日本時間)
Zoom



"A valuable opportunity for NPO leaders to learn governance systematically, anytime online." — *Representative Director of a nonprofit*

We offer rare, specialized consulting in nonprofit governance and boards—walking alongside organizations to help them find their own answers and thrive.

① Rare specialized support focused on governance and boards

While management training for non-profits has increased, governance consulting is still rare in Japan. We provide specialized support focused on executive decision-making and board operations.

② Hands-on style supporting organizational self-reliance

Rather than offering one-sided solutions, we first build understanding and empathy for the mission and projects, and map out and identify key challenges. Together, we deep-dive into the core question: "What does our organization truly need from our board?"

③ Learning from Japanese and Global Cases

Board operations and governance mechanisms often tend to be a "black box." At World in You, we leverage our accumulated knowledge and case studies from both Japan and overseas to help organizations thrive.

By clearly defining our board structure and organizational roles, we eliminated uncertainty and enhanced our team's performance. This governance update has truly maximized our organization's potential.



Kumiko Shikimachi
Executive Director
Japan Proposal Management
Association

We offer cross-boundary leadership training for corporate professionals—helping them develop the mindset and skills to lead across sectors and contribute to society.

Cross-Boundary & Distributed Leadership Training

Leadership in the VUCA Era: Creating Change by Leveraging Individual Strengths

Ongoing since 2018 | 10–30 participants/session | Partner: Recruit Management School

Individual & Organizational "Purpose" Training

Connecting Self, Company, and Society

Ongoing since October 2024 | 4–10 participants/session | Partner: Recruit Management School

Learning Community for Corporate Professionals

Launched in 2024 with ETIC., focusing on DEI and sustainability. Sessions included:

- Unlocking the True Value of Social Contribution
- Strategic Social Contribution for Sustainable Management
- Next Steps for Expanding Employee Volunteerism
- Global Insights: Employee Volunteering in European Companies

“My concept of leadership changed significantly. Dialogues with peers sparked deep self-reflection. A truly meaningful 3-hour session.” — Participant, Cross-Boundary & Distributed Leadership Training

Partnership with the TOMODACHI Initiative

In collaboration with the U.S.-Japan Council's **TOMODACHI Initiative**, we conducted annual leadership workshops from 2017 to 2024 for young leaders (high school students, university students, and young professionals) from both the U.S. and Japan.

- **Core Focus:** Cultivating leadership that generates social impact and developing cross-boundary leaders.
- **Impact:** Supporting young leaders in building lasting relationships across borders.



I've had the pleasure of working with WIT for the last 5-6 years and have seen first-hand the amazing impact and positive change they have created in the young people on our programs.

The way Mio and her team develop the workshops is very thoughtful and tremendously impactful. We will plan together in advance, but they adjust the content of each workshop as we go to fit to the needs of the group, each team, and individual. It takes a diverse knowledge of content and facilitation styles to be able to manage this, and they do it so well.



Kaoru Utada
Director of Programs &
Partnerships
U.S.-Japan Council

We support Japanese non-profit organizations in securing funds and other resources from international foundations and entities. Our role goes beyond simple translation and interpretation; we help reframe their work within a global context and walk alongside them to explore the potential for scaling their social impact. We continue to provide necessary hands-on support even after funding is obtained.

3-Year Achievements:

- **Nobel:** Supported the launch of nationwide new business initiatives through the **Google Impact Challenge** (3-year grant), **Fondation CHANEL** (3-year grant), and being selected as a semi-finalist for **MIT SOLVE**.
- **Kizuna Mail Project:** Supported the nationwide expansion of their activities through **Fondation CHANEL** (4-year grant).



特定非営利活動法人

きずなメール・プロジェクト

As Japan's Country Expert for the World Summit Award (WSA), we nominate Japanese projects leveraging digital technology for social good—connecting them to a global stage.

Nominees from Japan:

FY2024

Global Winner: YYSystem (A communication support app for the hearing impaired), AISIN CORPORATION

Shortlisted: Takanome (Litter distribution survey service), Pirika Inc.

Shortlisted: POSRI (Health promotion app) by kodokodo

FY2023



Global Winner: RuleWatcher (Business intelligence platform powered by primary data sources), OsinTech Inc.

Shortlisted: DigiRehab (Digital art x Rehabilitation)

Shortlisted: Yasashii Jimaku (Automatic subtitle generation service for educational videos), NPO eboard

Shortlisted: WorldClassroom (Online international exchange and cross-cultural learning platform)

Shortlisted: Robo Co-op (Support for immigrants and single mothers using no-code technology, etc.)

Our Team



People from diverse sectors, countries, and backgrounds bring their experiences and passions to co-create with us in their own way.



Co-Founder and Executive Director

Mio Yamamoto



Board Member

Erika Ogawa



Board Member

Yukinori Sakurai



Board Member

Samjhana Khanal



Board Member

Toru Takiguchi



Auditor

Takuji Hiroishi



Voting Member

Sumiko Ito



Voting Member

Kaeko Liff



Escort Runner for Leaders and Organizations

Yuko Mishiro

30+ team members including pro-bono, interns, and contractors collaborated during 2022–2024.

Special Thanks

We are deeply grateful to all the organizations and individuals who have supported our work.

(In alphabetical order)

Bright One Co., Ltd.

Eiji Press Inc.

Enpublic Inc.

ETIC.

Fondation CHANEL

GlobalGiving

Globis Social Action Club

Google.Org

IKEDA Tax & Accounting Office

Individual donors

Japan Association of New Public

Media Impact Co., Ltd.

NPO Nimai-me no Meishi

Professor Aya Okada

Professor Yu Ishida

Purpose Group

Recruit Management Solutions Co., Ltd.

RELEASE;

Service Grant

Shiseido Co., Ltd.

SS Union Building Co., Ltd.

SSIR Japan (Stanford Social Innovation Review Japan)

Startup Camp

U.S.-Japan Council and TOMODACHI Initiative

World Summit Award

Our dedicated Team Members

and more!

About Us



Name : World in You (Not-for-profit General Incorporated Association)

Founded : September 1, 2011

Member : Sumiko Ito, Kaeko Liff, and Mio Yamamoto

Board Member : Samjhana Khanal, Erika Ogawa, Yukinori Sakurai, and Toru Takiguchi

Representative / Executive Director : Mio Yamamoto

Auditor : Takuji Hiroishi

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