

# Pasona Internship Program

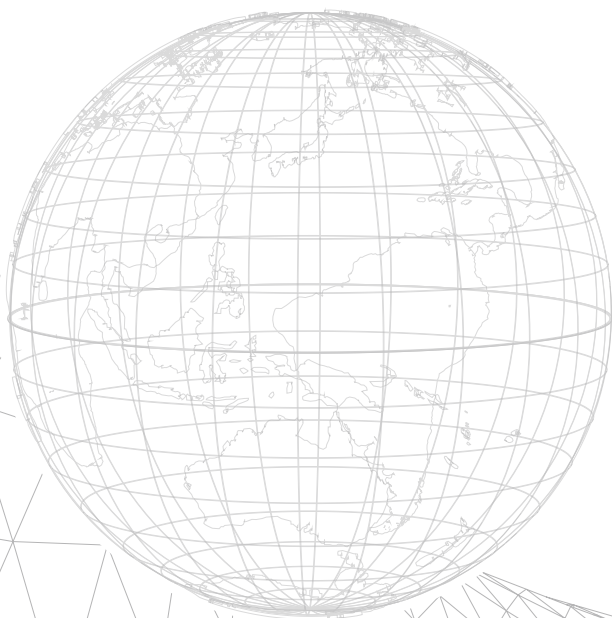


P A S O N A

## **Pasona Internship Program Celebrating Our 30<sup>th</sup> Anniversary**

The Pasona Internship Program, conducted as one of the Company's CSR activities, celebrates its 30<sup>th</sup> anniversary this year. The program aims to promote mutual understanding of diverse cultures as well as foster global talent by inviting foreign students to Japan with an opportunity to work as interns at Japanese companies during their summer break.

The program began in 1988 with Harvard graduate school students participating in the program. Since then, the program has expanded to include students from other countries. Students from China, Hong Kong and Taiwan participated in 2007. In 2013, students from Indonesia and Vietnam, and later on, students from India, Malaysia and South Korea have participated. In total, 463 students and 130 companies have participated in the program since its inception. Alumni of this program play active roles not only in Japan but also in many other parts of the world.





The Pasona Internship Program will celebrate its 30<sup>th</sup> anniversary this year. We could not have accomplished this without the generous help and efforts of our many benefactors who have supported our desire to promote mutual international understanding and foster global talent.

I also want to extend my heartfelt thanks to the many ambitious young individuals that have expressed an interest in Japanese culture and our way of doing business; the companies that provided internships to these students; and those who supported students by providing various other opportunities.

In 1988, I relocated to the United States with my family and worked in New York. I was distressed by the Japan bashing that seemed to be spreading throughout the United States. I recognized the importance of developing a mutual understanding between my country and the US at the private-sector level, and the significance of internationalization. Towards that end, I introduced and suggested to Japanese companies that they participate in an internship system that was already fairly prevalent in the US. With the efforts and help of a friend who was a student of Harvard Kennedy School at that time, I initiated the Pasona Internship Program in which students from the Harvard Business School, Law School and Kennedy School were invited to serve internships in Japan.

During the last 30 years, the social and global environment has changed significantly. While Japan's economy was stagnant for many years following the collapse of the bubble economy, the economy of developing countries including China and ASEAN countries has made great strides. In response, Japanese businesses had to accelerate their globalization. It was with this backdrop that we also started to receive many inquiries about the internship program from students from Asian countries, and we decided to expand to include more countries in line with celebrating the program's 20<sup>th</sup> anniversary. Students from 9 countries have passed screening to participate in this year's internships.

Our job at the Pasona group is to bring out the best in people. Many alumni of the internship program are currently actively engaged in Japanese and global businesses, governmental organizations, international organizations including the United Nations, universities and in other fields around the globe. Some of them have entered into entrepreneurial ventures.

We are very proud of this fact. I believe that the collaboration of individuals of different cultural backgrounds and values, where they understand and accept each other and thereby working closely together in a diverse environment, is essential to solving many of the problems that the world and Japan currently face.

The Pasona group will continue with its efforts to cultivate global-minded individuals with an understanding of diverse cultures and values, as well as a broad vision, so that mutual understanding between countries can be promoted.

Pasona Group Inc.  
Group CEO

A handwritten signature in black ink, reading "Yasuyuki Hamada".



## Compass for the Future

We now live in a rapidly changing environment. Development in technology and advancements in globalization are triggering fundamental changes in lifestyle and the way business is conducted. The pace of this change will only accelerate, not slow down.

One of the principles behind the MIT Media Lab is “Compasses Over Maps.” In an age of rapid changes, maps quickly become outdated, rendering itself futile. Hence, we must embrace compasses instead of maps. That is to say, it is crucial for each person to possess a broad vision, polish their expertise and procure their own philosophy in life.

The Pasona Internship Program has been providing qualified young individuals with an opportunity to obtain this “compass.” Through their internship at Japanese companies, students are exposed to different cultures and can polish their skills with students from different parts of the world. This life-changing experience helps to provide a “compass” that points them in the right direction when new challenges are being explored.

I anticipate for our global-minded 463 alumni to utilize their individual “compasses” when taking an active role in addressing and seeking solutions to the various social issues and when they strive to bring innovations to life.

Chairman/Director  
Pasona Group Inc.

**Heizo Takenaka**

# Pasona Internship Program

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Thirty years ago, the Pasona Internship Program  
began as the “Nambu Foundation Internship” in 1988.

Here we look back on the many encounters  
we’ve had along the way.

*1988*



*2017*

※ Company names, titles, etc. are listed as they were at the time.



# 1988

Year-1

When it began, the program was covered extensively in newspapers and other media as a pioneering initiative at a time when the word "internship" was not even in general use in Japan. The program first began by taking in graduate students from Harvard University.

Period: June 10 – August 25

Students: 12

Companies: 10

## Activities:

- Joint training and reception at the Matsushita Institute of Government and Management (MIGM)
- Participated in an international symposium hosted by Venture Brains Partner
- Small symposium and get together with young business executives



Training camp in MIGM, famous for fostering many Japanese leaders



Experience Japanese culture through participating in a tea ceremony

# 1989

Year-2

Period: June 12 – August 19

Students: 20

Companies: 18

## Activities:

- US-Japan employment symposium
- Joint training and reception at the MIGM
- Tour of the Kimitsu Works of Nippon Steel Corporation



Interns attend Nambu Foundation's press conference



US-Japan employment symposium "Message to Students Entering the Working Society - Dreams and Challenges"

# 1990

Year-3

Pasona utilized its achievements in its Pasona Internship Program to support the secretariat of the "Executive Management Training Program for Future Leaders of Eastern Europe" a program managed by the Prince of Wales Young Business Leaders Forum, which invites business management persons from Eastern Europe to Japan at the request of Prince Charles of Wales.

Period: June 11 – August 24

Students: 42

Companies: 31

## Activities:

- Japan management seminar "Myth and Reality of Japanese Management" (Noritake Kobayashi, Dean of Keio Business School)
- Tour of Seiko Instruments & Electronics factory
- Study tour to Osaka and Kyoto ("The International Garden and Greenery Exposition" in Osaka, Kyoto Gion Festival, Daitokuji Temple retreat)



Interns attend US-Japan management seminar



Experience Zazen (seated meditation) at Daitokuji Temple in Kyoto

# 1991

Year-4

This year became a turning point as Japan plunged into the period of low growth which later became known as the "Lost 20 Years." Though the number of host companies supporting the internship was expected to drop, it increased to a record high of 37.

Period: June 11 – August 9

Students: 40

Companies: 37

## Activities:

- Special Lecture: "Management of Japanese Corporations" (Mr. Kiyoshi Nagata, Mitsubishi Research Institute, Inc.)
- Tour of the NTT Communication Center
- Tour of Tokyo Stock Exchange
- Lecture "Current Status of US-Japan Joint Ventures"



Tour of the National Diet Building



Lecture by Mr. Nagata of MRI about Japanese management

# 1992

Year-5

Period: June 8 – August 7

Students: 30

Companies: 29

## Activities:

- Special Lecture: "Understanding the Japanese People and Japanese Business Practices" (Mr. Kiyoshi Nagata, Japan Small and Medium Enterprise Management Consultant)
- Tour of the NTT Communication Center
- Tour of the National Diet Building
- Participated in the cultural exchange event "Culture Summit"
- Visit to US Embassy in Japan
- Kabuki viewing



Panel discussion at "Culture Summit"



Tour of NTT Communication Center

# 1993

Year-6

Period: June 7 – August 6

Students: 21

Companies: 19

## Activities:

- Special Lecture: "US-Japan Relations" (Prof. Robert Orr, Temple University Japan)
- Cultural exchange event, "Culture Summit" (Japan, US, Eastern Europe)
- Tour of the NTT Communication Center
- Tour of the NHK Broadcasting Center



Panel discussion during the "Culture Summit"



Tour of NHK Broadcasting Center

# 1994

Year-7

Period: June 2 – August 5

Students: 9

Companies: 9

## Activities:

- Special Lecture: "Japan's Diplomatic Policies for the Pacific Rim Region" (Prof. Hang Blackburn, Temple University Japan)
- Tour of the NTT Communication Center
- Tour of the NHK Broadcasting Center
- Cultural exchange events
- Japanese Speech Contest



Interns talk about their dreams at the Japanese Speech Contest

# 1995

Year-8

Period: June 8 – August 11

Students: 13

Companies: 10

## Activities:

- Special Lecture: "Significance of Economy/Politics/Security in the US-Japan Relations" (Prof. Hang Blackburn, Temple University Japan)
- Tour of the NTT Communication Center
- Japanese Speech Contest
- Study session at the residence of Yasuyuki Nambu



Lecture by Prof. Jiro Tamura, Keio University



Meeting with Public Affairs Officer of the US Embassy, Mr. Paul Blackburn and Mrs. Blackburn

With the Great Hanshin Earthquake in January and the Tokyo subway sarin attack in March, it was a period full of grim news. Trade frictions between the US and Japan heated up and the US warned that it would impose sanctions against Japan under the Super 301 provisions. During the internship, we held a special lecture on US-Japan relations to deepen mutual understanding between the countries through the fields of politics and economics.

# 1996

Year-9

Period: June 6 – August 9

Students: 19

Companies: 10

## Activities:

- Special Lecture: "Future of the Matured US-Japan Relations" (Prof. Jiro Tamura, Keio University)
- US-Japan Student Symposium in Kobe "What We Should Do To Grasp The Moment" (facilitated by Prof. Junichi Yoshida, Kobe University)
- Tour of the Edo-Tokyo Museum
- Study session at the residence of Yasuyuki Nambu



A courtesy visit to Governor Kaibara of Hyogo Prefecture to learn about the Great Hanshin-Awaji Earthquake and the current state of revitalization



AIESEC-Nambu Foundation joint event, "US-Japan Student Symposium"

Amidst worries about the impact of the Great Hanshin Earthquake the year before, 19 interns arrived in Japan. The interns were highly interested in Kobe's reconstruction, so in addition to paying a courtesy visit Governor Kaihara of Hyogo Prefecture, they inspected the reconstruction support projects being carried out by the Pasona group such as Kobe Harbor Circus. Further, we held a US-Japan student symposium, presided over by Professor Yoshida of Kobe University, where we provided information on reconstruction.



# 1997

Year-10

This year, the year Hong Kong was returned to China, Japan's financial institutions' problem of bad debt intensified due to the economic stagnation that had continued since the bubble collapsed. Combined with the Asian financial crisis, large banks and securities companies were going bankrupt one after the other. There were 24 students who participated in the internship, which celebrated its 10<sup>th</sup> anniversary, but there were no financial institutions among the host companies.

Period: June 5 – August 8

Students: 24

Companies: 17

## Activities:

- The program's 10<sup>th</sup> Anniversary Party (Mr. Hans Klemm, First Secretary at US Embassy)
- Special Lecture: "US-Japan Relations" (Prof. Jiro Tamura, Keio University)
- Tour of the NTT Multimedia Center
- Tour of the Edo-Tokyo Museum
- Kabuki viewing



The program's 10<sup>th</sup> Anniversary Party at the Tokyo American Club

# 1998

Year-11

Period: June 3 – August 7

Students: 23

Companies: 13

## Activities:

- Special Lecture by Prof. Jiro Tamura, Keio University
- US-Japan Student Symposium "Do Youth Today Have Ambition?" (facilitated by Mr. Yoshimi Ishikawa, Writer)
- Cultural Exchange Party in Akasaka (with Masayoshi Son, Founder of SoftBank Group and Naoto Kan, President of The Democratic Party of Japan)
- Japanese Speech Contest



US-Japan Student Symposium held with the non-fiction writer Mr. Yoshimi Ishikawa as facilitator



Study session with Masayoshi Son, Founder of SoftBank Group and Naoto Kan, President of The Democratic Party of Japan

Large-scale fiscal policies were adopted in an aim to pull Japan out of the recession that had been dragging on. The Bank of Japan put out a zero-interest rate policy and a large financial restructuring of the banks followed. Then, in the midst of preparations for Y2K, which caused computer malfunctions, IT was the one and only industry that was booming and went on to form the IT bubble through the following year. The intake of interns in IT departments and the intake of engineering talent increased after this.

# 1999

Year-12

Period: June 6 – August 6

Students: 6

Companies: 5

## Activities:

- Special Lecture: "Future of US-Japan Relations" (Prof. Jiro Tamura, Keio University)
- Special Lecture: "US-Japan Political/Economic Relations" (Toshiko Igarashi, Deputy Senior Research Specialist, Social Infrastructure Research Institute)
- Tour of the National Diet Building
- Tour of the Edo-Tokyo Museum
- Tour of the Koyama Brewery



Welcome Party held with participating companies



Interns present about their internship experience at the Final Presentation and Farewell Party

# 2000

Year-13

The world's attention came to focus on China, where large growth continued while Japan's economic environment still hadn't improved. Japan came to be avoided as a place for business offices and studying abroad in a phenomenon known as "Japan passing," with money and capital flowing into various Asian countries with the focus on China.

Period: June 8 – August 11

Students: 8

Companies: 4

## Activities:

- Tour of the National Diet Building
- Tour of the Edo-Tokyo Museum
- Tea ceremony experience held at the tea house "Koka" in the Tokyo Metropolitan Teien Art Museum



With Eizaburo Nambu, Michiko Nambu and Yasuyuki Nambu at the Final Presentation ceremony



Participated in tea ceremony at the Tokyo Metropolitan Teien Art Museum

# 2001

Year-14

Period: June 7 – August 10

Students: 8

Companies: 6

## Activities:

- Special Lecture: "Japan's Economy and Economic Summary of East Asia" (Yukimitsu Sanada, Assistant Professor, Aichi Shukutoku University)
- Tour of the Edo-Tokyo Museum
- Soba noodle making experience



Lecture by Assistant Professor Sanada, Aichi Shukutoku University



Learning Japanese culture through making Soba

# 2002

Year-15

Period: June 6 – August 9

Students: 8

Companies: 6

## Activities:

- Special Lecture by Kazuo Noda, Honorary President of Tama University
- Tour of the National Diet Building
- Tour of the Edo-Tokyo Museum
- Papermaking and carp banner making



Lecture by Kazuo Noda, Honorary President, Tama University



Field trip to Kawagoe City (aka Little Edo)

# 2003

Year-16

The severity of the recession in Japan worsened, with the unemployment rate reaching 5.5% in 2002, the highest it had been since the war, and stock prices dropping below 8,000yen in 2003 for the first time in 20 years. The companies hosting interns were limited, and the participants of Asian descent who held a strong interest in Japan came to stand out.

Period: June 5 – August 3

Students: 7

Companies: 4

## Activities:

- Special Lecture: "Urban Development and Cities in the World" (Mr. Hiroshi Nakamura, HR of Mori Building Co., Ltd.)
- Tour to the East Garden of the Imperial Palace
- Tour of the National Diet Building
- Experience traditional pottery - making



An intern's performance of Japanese drums in aim of experiencing Japanese culture



Field trip to the East Garden of the Imperial Palace

# 2004

Year-17

Period: June 10 – August 11

Students: 9

Companies: 6

## Activities:

- Interns submit thesis about what it means to work and are interviewed by The Japan Times
- Tour of the National Diet Building
- Tour of the Edo-Tokyo Museum
- Japanese flower arrangement experience
- Kabuki viewing



Learning Japanese culture through flower arrangement class



English conversation class for Pasona employees held by interns

# 2005

Year-18

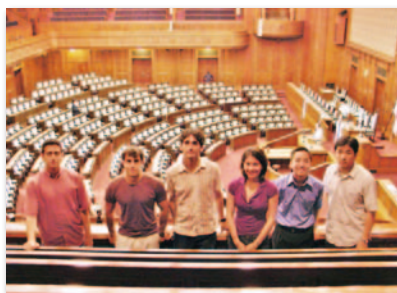
Period: June 9 – August 12

Students: 8

Companies: 4

## Activities:

- Tour of the National Diet Building
- Tour of the Edo-Tokyo Museum
- Attended pottery class



Tour of the National Diet Building



Learning Japanese culture through making an original pottery piece



# 2006

Year-19

Period: June 15 – August 8

Students: 8

Companies: 5

## Activities:

- Tour of Tokyo Stock Exchange
- Tour of the National Diet Building
- Tour of the Edo-Tokyo Museum
- Attended pottery class
- Field trip to Sanrio Puroland



Field trip to Sanrio Puroland



Interns present about their internship at the Final Presentation ceremony

# 2007

Year-20

Period: June 18 – August 17 (US)  
July 9 – September 7 (Asia)

Students: 13

Companies: 8

## Activities:

- The program's 20<sup>th</sup> Anniversary Forum: "Workforce Management in the Age of Globalization" (co-hosted with the Japan Society for CHO)
- The program's 20<sup>th</sup> Anniversary Party held at Club PASONA Omotesando
- Tour of Tokyo Stock Exchange



The 20<sup>th</sup> Anniversary Party at Club PASONA Omotesando



The 20<sup>th</sup> Anniversary Forum included a panel discussion session moderated by Prof. Motohiro Morishima of Hitotsubashi University

# 2008

Year-21

Period: June 30 – August 29

Students: 14

Companies: 9

## Activities:

- Tour of the National Diet Building
- Tour of the Office of the Prime Minister
- Soba noodle making, wind chime painting experience



Participants fascinated by underground farm, PASONA O2



Learned about the Japanese culture through wind chime painting class



# 2009

Year-22

The "Lehman Shock," a global financial crisis that resulted from Lehman Brothers declaring bankruptcy the year prior, cast a grave shadow not only on the American market but on the entire global economy. Japan was also impacted, with stock prices plummeting and the Japanese economy falling into an economic downturn. This year, there were only 7 host companies.

Period: July 6 – August 28

Students: 8

Companies: 7

## Activities:

- Special Lecture by Mr. Yoshimi Ishikawa, Writer
- Tour of the National Diet Building
- Sky Bus Tokyo tour of the Imperial Palace and Marunouchi district
- Soba noodle making, attended pottery class



Tour of the National Diet Building hosted by Mr. Yasuhide Nakayama, a member of the House of Representatives



Japanese song performance by interns at the Farewell Party ceremony

# 2010

Year-23

Period: July 5 – August 27

Students: 12

Companies: 9

## Activities:

- Special Lectures by Heizo Takenaka (Chairman/Director), Mr. Yoshimi Ishikawa (Writer), Koichiro Matsuura (Former Director-General of UNESCO) and Shintaro Ito (Former State Minister for Foreign Affairs)
- Soba noodle making, wind chime painting experience



Special Lecture by Koichiro Matsuura, Former Director-General of UNESCO



Interns learn how to exchange business cards at the Japanese Business Manner Training Seminar

# 2011

Year-24

Amidst a sharp decline in foreign visitors to Japan due to the impact of the Great East Japan Earthquake and the resulting Fukushima Daiichi nuclear disaster, 10 interns still came to Japan without a single one declining. Moreover, wishing to support Japan's recovery, they actively engaged in activities such as practicing and performing on the Japanese drums at a summer festival and volunteering at an event supporting the disabled in a disaster-hit area of Tohoku.

Period: July 4 – August 26

Students: 10

Companies: 9

## Activities:

- Special Lecture: "The Future of Global Society Based on the Current Japan-China Relations" (Mr. Yoshimi Ishikawa, Writer)
- Participated in the Pasona Group "Shadow Cabinet" meetings on the topic of earthquake disaster relief
- Participated in the "Iwate Sports Caravan" as volunteers of the Special Olympics
- Japanese drum performance at the Bon Dance Festival of the City of Funabashi



Volunteered to help those with disabilities who suffered from the Great East Japan Earthquake in Iwate Prefecture



Interns performing Japanese drums at the Bon Dance Festival of the City of Funabashi to support reconstruction

# 2012

Year-25

Period: July 2 – August 28

Students: 13

Companies: 12

## Activities:

- The program's 25<sup>th</sup> Anniversary Forum: "Utilization of Global Human Resources at Japanese Companies"
- Interns teach about their home country to children participating in the Pasona Family Day "Global Challenge"
- Cultural exchange event "Summer Festival for Everyone"
- Sky Bus Tokyo tour of the Imperial Palace and Marunouchi district



Program alumni participate as panelists in the 25<sup>th</sup> Anniversary Forum



Visited Nedu shrine for the cultural exchange event

As the consumption tax was set to be raised to 8% the following year, the Bank of Japan decided to introduce a policy of "Quantitative and Qualitative Monetary Easing" aiming to reach a year-over-year inflation rate of 2% within 2 years in an effort to pull Japan out of its prolonged recession. Japanese companies accelerated their expansion into the ASEAN region, where economic growth continued, not only as a base for manufacturing but also as a new sales market. At the program, we took in university students from Vietnam and Indonesia for the first time.

# 2013

Year-26

Period: July 1 – August 27

Students: 11

Companies: 10

## Activities:

- Special Lecture by Heizo Takenaka (Chairman/Director)
- Participated in "Awa Odori Dance" and Cross-culture session "Global Challenge" at Pasona Family Day
- Cultural exchange event "International Exchange Night"
- Visited "Mitaka no Mori Ghibli Museum", attended pottery class



Lecture on leadership by Yasuyuki Nambu, Group CEO



Interns experienced Awa Odori Dance at Pasona Family Day

# 2014

Year-27

Period: June 30 – August 26

Students: 20

Companies: 17

## Activities:

- Special Lecture by Heizo Takenaka (Chairman/Director)
- Cultural exchange event "International Exchange Night"
- Tour of Tokyo Stock Exchange
- Zazen (seated meditation) at the Enkakuji Temple in Kamakura, tea ceremony, attended pottery class



Zazen experience organized by an alumni who lives in Japan



Lecture about world economy by Heizo Takenaka, Chairman/Director

# 2015

Year-28

The number of foreign visitors to Japan reached a record high 19.73 million, and for the first time in 45 years, the number of inbound tourists exceeded the number of outbound Japanese tourists. In order to take advantage of the economic effects of these foreign visitors to Japan, the acceptance of tourists gained momentum around the country. On Awaji Island, Hyogo Prefecture, where the Pasona group is developing regional revitalization projects, the program carried out a Cool Japan workshop in which we discussed about the appeal of regional areas from the perspective of foreigners.

Period: June 29 – August 21

Students: 15

Companies: 10

## Activities:

- Special Lecture by Heizo Takenaka (Chairman/Director)
- Awaji Island Cool Japan workshop (Experienced playing the Japanese drum, visited the Pasona Challenge Farm, Nojima Scuola, and Miele, participated in Awaji Island Festival)
- Alumni Group Session
- Tour to Tokyo Metropolitan Government headquarters and Tokyo Tower



Learning about Pasona group's efforts to revitalize the local economy in Awaji Island



Alumni of the program talk about their careers to interns at Alumni Group Session

# 2016

Year-29

Period: July 4 – August 26

Students: 17

Companies: 12

## Activities:

- Osaka University Special Open Lecture: "Practical Global Leadership"
- Chinese Cultural Exchange Event
- Alumni Group Session
- Aircraft maintenance shop tour at Haneda Airport



Interns actively participate at the Osaka University Special Open Lecture: "Practical Global Leadership"



Experience calligraphy at the Chinese Cultural Exchange Event

# 2017

Year-30

Up until now, 463 students have participated in the internship, which has celebrated its 30<sup>th</sup> anniversary. In these past 30 years, the global activities of Japanese corporations have expanded greatly and the companies actively recruiting foreign talent domestically have also increased. In 2017, the program expanded its list of target countries to include India for the first time and a total of 15 students participated in the internship.

Period: July 3 – August 31

Students: 15

Companies: 11

## Activities:

- Osaka University Special Open Lecture: "Practical Global Leadership"
- "JOB-HAKU SUMMER" alumni seminar
- Tour of the Currency Museum, Bank of Japan
- Soba noodle making, faceted glass making



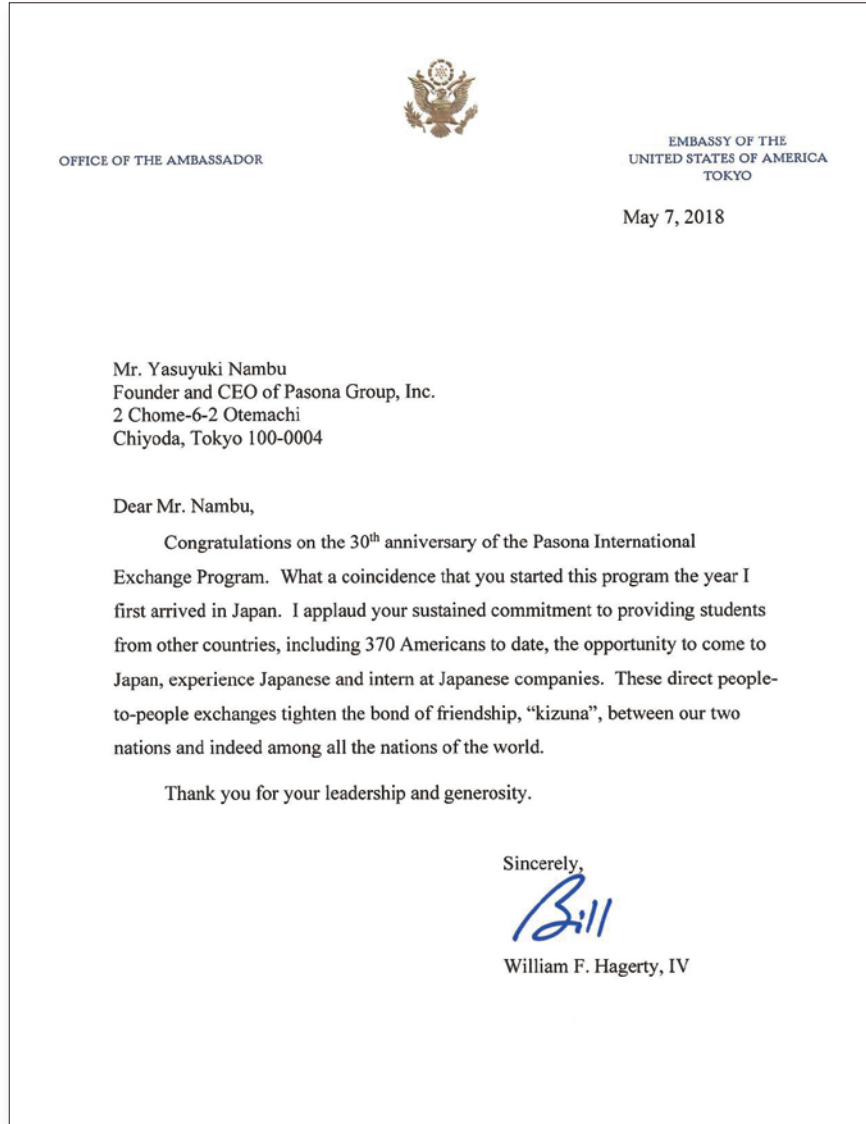
Tour of the Bank of Japan, the center of the Japanese economy



Final Presentation ceremony broadcasted worldwide through Facebook Live



## We Received Congratulatory Messages from Around the World



The program first began by taking in 12 American university students

H.E. William F. Hagerty IV  
Ambassador  
Embassy of the United States of America

In 1988, I was attending the Harvard Kennedy School of Government. While Japan bashing and trade frictions between Japan and the US were becoming social problems, there were many outstanding students around me who were thinking, "I want to gain experience at Japanese companies leading the global business." When Group CEO Nambu came to visit Harvard, I was very impressed hearing about his passionate desire to "contribute to improve US-Japan relations." I then gathered my fellow classmates and together, we were able to contribute in starting this wonderful program.

Ms. Koko Kato  
Director, National Congress of Industrial Heritage Foundation

※Individual titles are listed as they were at the time messages were received.



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平成29年7月25日

株式会社パソナ  
代表取締役グループ代表兼社長  
南部 靖之 様

この度、パソナグループが社会貢献活動として実施されている「パソナ国際交流プログラム」が30周年を迎えるに当たり、心よりお慶びを申し上げます。

「パソナ国際交流プログラム」では、1988年から米国及びアジア各国を中心に選抜された学生を日本に招聘し、約2ヶ月間にわたるインターンシップを提供されていると承知しております。

このような取組は、日本の文化や習慣を世界に広く理解してもらうまたよい機会であるとともに、受け入れる企業にとっても世界の優秀な学生と交流する貴重な経験を得ることとなると考えております。

日本では現在シリコンバレーブームが起きており、シリコンバレーにオフィス構える企業が増えております。当地には世界から優秀な人材が集まっておりますが、優秀な人材を獲得できるかがビジネスの成否を分けることは論を俵ちません。1人でも多くの優秀な人材が日本企業に関心を持ち、日本との架け橋として今後活躍してもらうことは日本のみならず世界にとっても有益であると考えます。

同プログラムが今後とも国際交流に大きく貢献し続けることを期待しております。また、パソナグループの益々の発展を祈念して、お祝いの言葉に代えさせていただきます。

山田 淳

山田 淳  
在サンフランシスコ日本国総領事

H.E. Jun Yamada  
Consul General  
Consulate-General of Japan in San Francisco

CONSULATE-GENERAL OF JAPAN

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祝辞

パソナグループの社会貢献活動「パソナ国際交流プログラム」が30周年を迎えられるにあたり、心よりお祝い申し上げます。

我が国での外国人インターンシップの先駆けとして、米国の大学生・大学院生を対象とし1988年に開始された本プログラムは、2007年を皮切りに中国を始めとするアジアの学生を対象を拡大し、多くの優秀な学生が日本の文化やビジネス習慣に触れる機会を提供して来られました。香港からもこれまで延べ13名の学生が参加しており、日本と香港の相互理解を深めてきたものと感謝しております。

30周年を迎えられる本年、日中関係においては、日中国交正常化45周年、加えて香港においては中国返還20周年という節目の年を迎えており、官民を挙げた日本・香港交流熱が高まっています。そのような時機、今年も香港から学生が参加したと聞き、誠に嬉しく思います。

当館といたしましても、当地のコミュニティと協力し、「日本秋祭 in 香港 一魅力再発見」を昨年に引き続いて開催いたします。パソナグループにおかれましては2年連続で「日本秋祭」の個別イベントを企画・実施頂いております。皆様のご尽力に深く感謝申し上げます。今年も一緒に日本・香港交流熱を盛り上げていただきたいと思います。

なお、「日本秋祭」は、香港特別行政区設立20周年記念イベントとして、香港政府からも認定されております。

最後に、パソナグループの今後益々のご発展、また、本プログラムに参加する若者たちが日本と世界を繋ぐ架け橋となり、日本と世界が共に発展することを祈念いたしまして、お祝いのメッセージとさせていただきます。

在香港日本国総領事館

大使 兼 総領事

松田 邦紀

松田邦紀

Interns from Hong Kong also began coming to Japan in 2007

H.E. Kuninori Matsuda  
Ambassador and Consul-General  
Consulate-General of Japan in Hong Kong

Interns from Indonesia also began coming to Japan in 2013

H.E. Masafumi Ishii  
Ambassador  
Embassy of Japan in the  
Republic of Indonesia

#### パソナ国際交流プログラム 30 周年に寄せて

この度、パソナグループの社会貢献活動として実施されています「パソナ国際交流プログラム」が 30 周年を迎えられましたことを、心よりお祝い申し上げます。

本プログラムは、米国・中国・香港・台湾・インドネシア・ベトナム・インド等から選抜された優秀な学生を日本に招聘し、夏期の 2 ヶ月間、日本国内の企業でビジネス経験と日本文化を学ぶものです。海外の学生インターンシップの先がけとなったプログラムであり、また、このように多数の国・地域を対象として、日本と海外の架け橋となるグローバルな人材を育てている非常に意義のあるプログラムであると存じます。

パソナグループは、本プログラムを通じ、次代を担う人材の育成に大きな貢献をされるとともに、グローバル化に直面している日本企業・日本社会に対しても国際理解及び社会の国際化に寄与されてきました。このような活動を 30 年も継続され、社会貢献にご尽力されてきましたご関係の皆様は心より敬意と感謝を表したいと存じます。

これまでプログラムに参加された学生たちが日本と海外の架け橋として社会の中核で活躍されることを期待し、本プログラムのますますのご発展をお祈り申し上げて、お祝いのメッセージとさせていただきます。

2017 年 7 月  
公益財団法人日本台湾交流協会  
台北事務所 代表 沼田幹夫

沼田幹夫

Interns from Taiwan also began coming to Japan in 2007

Mr. Mikio Numata  
Chief Representative, Taipei Office  
Japan-Taiwan Exchange Association

Interns from Vietnam also began coming to Japan in 2013

H.E. Junichi Kawaue  
Consul General  
Consulate-General of Japan  
in Ho Chi Minh City

EMBASSY OF JAPAN  
INDONESIA

お祝いメッセージ

2017 年 8 月

パソナグループの社会貢献活動「パソナ国際交流プログラム」が、1988 年に開始されて、本年、30 周年を迎えられることを、心よりお祝い申し上げます。  
「パソナ国際交流プログラム」は、我が国における外国人インターンシップの先駆けとして、米国を始めとするアジア各国の多くの優秀な学生を日本の文化やビジネス習慣を通じて、国際感覚豊かな人材に育成するという意義深い事業をこれまで実施してこられました。

このような事業は、日本と各国の相互理解を深める機会を提供するだけでなく、さらに二国間関係の基礎を確かなものにする上で有益なものであると確信しております。

日インドネシア関係は、明 2018 年、日インドネシア国交樹立 60 周年を迎え、官民を挙げた交流熱が高まっています。そのような中、2013 年からインドネシアの学生にも「パソナ国際交流プログラム」の門戸が開かれていることは、両国間の更なる文化・人的交流の促進に寄与するものです。今後の若い世代を中心とした両国間の交流に益々ご貢献されることを期待しています。

パソナグループの今後益々のご発展と、次世代を担う若者たちが日本と世界を繋ぐ架け橋となり、日本と世界が共に発展することを祈念して、お祝いのメッセージとさせていただきます。

在インドネシア日本国大使

石井 正文

石井 正文

CONSULATE GENERAL OF JAPAN  
HO CHI MINH CITY

平成 29 年 7 月 11 日

株式会社パソナグループ  
代表取締役グループ代表  
南部 靖之 様

パソナグループが 1988 年より継続してこられた社会貢献活動「パソナ国際交流プログラム」が、本年、30 周年を迎えられることを心よりお祝い申し上げます。

当プログラムは、米国やアジア各国の優秀な学生を日本に招へいし、日本企業でインターンシップを行うという、実際のニーズに即した有意義なプログラムであると承知しております。

現在、日越関係は、広範な戦略的パートナーシップの下、過去最高と称されるほどに発展しております。私自身も、その最前線となっているベトナム最大の都市ホーチミンにおいて、日本からベトナムへの、また、ベトナムから日本への期待や希望を強く感じているところであります。良好な関係発展を支え、双方の期待や希望に応えていくためには、優秀な人材が不可欠であることは言うまでもありませんが、「人財」は一朝一夕に育成できるものではありません。貴グループが、30 年もの長期にわたり、当プログラムを通じた国際交流と人材育成を続けてこられたことは、その時々々のニーズに応えるだけでなく、これまで、そして今後の日越関係や日本と世界の発展において、非常に重要な意味を持っていると考えます。

パソナグループの益々のご発展と、当該プログラムの参加者が、日越関係、日本の国際関係の中で、益々ご活躍されることを祈念して、お祝いのメッセージとさせていただきます。

在ホーチミン日本国総領事館  
総領事

河上 淳一



BROWN UNIVERSITY

OFFICE OF THE PRESIDENT  
Box 1860 • Providence, RI 02912 • USA  
T 401.863.2234 • F 401.863.7737

Christina H. Paxson

May 11, 2018

Yasuyuki Nambu  
Group CEO  
Pasona Group, Inc.

Dear Mr. Nambu,

On behalf of the entire Brown University community, I extend sincere congratulations to Pasona Group, Inc. on the special occasion of the 30<sup>th</sup> anniversary of the Pasona International Exchange Program.

Several years ago Brown University appointed a committee on internationalization, and one of the purposes of the committee was to ensure that our students are well prepared for lives and careers in an increasingly interconnected world. Brown is committed to expanding and deepening our relationships with Japan, and we are very grateful for the internships that you provide for our students to work in the global arena and the opportunity afforded to them to experience Japanese business and culture.

Again, congratulations on your 30<sup>th</sup> anniversary.

Sincerely,

Christina H. Paxson

CHP/dms



北京大学外国语学院  
School of Foreign Languages, Peking University

## 祝 辞



「パソナ国際交流プログラム」が、めでたく設立 30 周年を迎えられましたことを心からお祝い申し上げます。

このたびの設立 30 周年をお喜び申し上げますとともに、この記念年を契機に御社がますます御発展され、有意義な活動を展開されますことを祈念申し上げます。

北京大学教授 馬小兵

2018 年 4 月 23 日

中国北京市海淀区颐和园路 5 号 100871  
No. 5Yiheyuan Road, Haidian District, Beijing 100871, P.R. China

Participant from 1994

Dr. Christina H. Paxson  
President  
Brown University

Participant from 2015

Dr. Ma Xiao Bing  
Professor  
School of Foreign Languages, Peking University

When the Pasona Internship Program (Nambu Foundation Internship) was first established, its office was in Rockefeller Plaza, located in central Manhattan, New York City. The flags of about 200 UN member states were flying at the plaza, and even now I vividly recall trying to memorize all of them whenever I passed by with Group CEO Nambu. Today, the Pasona Internship Program takes in students from many of the countries whose flags were flying there, and I feel proud that the list is growing every year. I look forward to the program continuing to expand in the future and inviting students from all over the world to Japan.

Ms. Naomi Niwa

Congratulations to the Pasona International Exchange Programme on its 30th Anniversary and its efforts in pioneering the promotion of cultural exchange between Japan and the world for our next generation.

Thanks to the Founder Mr. Yasuyuki Nambu, Pasona is such a splendid organization which determines to prioritizing corporate social responsibility (CSR) and holding corporation to accountable for the development of the world's future leaders. Over the past 30 years, the International Exchange Programme of Pasona has provided numerous opportunities for people, especially the youth, to realize their potential to learn and develop in different dimensions.

The programme has also introduced many youngsters of the world to Japanese society and the distinctiveness of Japanese culture. Hong Kong is very lucky to be one of the beneficiaries. Being a staff of the University of Hong Kong, I am so proud that our students from different faculties of the University have been joining the programme during the past 10 years. I strongly believe they all have enriched their knowledge and obtained an unforgettable experience via the programme.

Building on the three decades of hard work and experience, I am sure the Pasona International Exchange Programme is forwarding to another new chapter. I want to congratulate it again and wish the programme to continue its great success in the future.

Yours Faithfully



Baniel Cheung  
Adjunct Assistant Professor (Business), Faculty of Business and Economics  
Honorary Assistant Professor (Global Creative Industry), Faculty of Arts  
Adjunct Associate Professor, HKU SPACE  
The University of Hong Kong

Participant from 2007

**Mr. Baniel Cheung**  
Adjunct Assistant Professor  
The University of Hong Kong



國立臺灣科技大學 | National Taiwan University of Science and Technology  
10607 台北市基隆路四段 43 號 | 43 Keelung Road, Section 4, Taipei, Taiwan | Tel: (02)2733-3141 (代表)

April 20, 2018

Dear Pasona Group Inc.,

Congratulation to Pasona International Exchange Program 30<sup>th</sup> years anniversary. Numerous students from various universities in Taiwan including Taiwan Tech have participated in the program over the past few years. By participating the program and experiencing the internship in Japan, students are able to broaden their vision, learn how to overcome the difficulties and strengthen themselves for future challenges. We appreciate your consistent support and help our students to reinforce their career competency during past few years.

Best regards,



Yi-Chien Chen  
Director  
Career Counseling Division  
Office of Student Affairs  
Taiwan Tech

ONTUST

Participant from 2016

**Mr. Yi-Chien Chen**  
Director, Career Counseling Division Office of Student Affairs  
National Taiwan University of Science and Technology

I would like to offer my heartfelt congratulations for the Pasona Internship Program's 30<sup>th</sup> anniversary. This program, which began in 1988 in the US, has continued on for 30 years and has recently expanded its list of target nations to include various Asian countries. Its activities are noteworthy as a private business's contribution to society, and I would like to express my sincere respect for them.

I believe that for these young talents, who are brimming with ambition and bear the future on their shoulders, learning a different language and culture and developing a global perspective through the internship will be of great value, not only for their lives and individual careers, but also for the development of Japanese society and the prosperity of the global society in the future. I look forward to the Pasona Internship Program's further progress towards their noble goal of promoting international mutual understanding and supporting the dreams of youth who are globally active.

**Dr. Gerald L. Curtis**  
Burgess Professor Emeritus of Political Science  
Columbia University



## 祝辞

パソナグループの国際交流プログラムが30周年を迎えますことを誠にお祝い申し上げます。  
心からお慶び申し上げます。

グローバル化が進んでいる今日では国際相互理解が特に重要なキーワードになってきています。世界の人々がお互いに尊重し、仲良く行動し、楽しく人生を送ることにより、平和・繁栄な世界が構築されるでしょう。その意味で、30年前にパソナグループによって開始されたグローバルに活躍する広い視野を持った人材の育成を目的とした「パソナ国際交流プログラム」が本当に有意義な事業であり、それに敬意を表したいと思います。

本プログラムがベトナムで展開されてから本校の学生が数名が選ばれ、参加させていただきましたが、帰国後みんな大変成長し、「本当に視野が広まった」と語りました。プログラムに参加した経験を生かし、グローバル人材として活躍することを大いに期待しております。

今後とも貴社がより多くの優秀な学生を日本に招聘し、日本と各国との掛け橋となる人材を養成し、健全な国際社会を実現されることをご期待申し上げます。

この30周年を契機としまして貴社の方々の限らないご健勝とご多幸をお祈り申し上げますこと  
に言葉調いませぬが祝いの言葉と致します。



KEMENTERIAN RISET, TEKNOLOGI DAN PENDIDIKAN TINGGI  
UNIVERSITAS ANDALAS  
JURUSAN SASTRA JEPANG FAKULTAS ILMU BUDAYA  
Alamat : Kampus Universitas Andalas Limau Manis, Padang- 25163  
Telepon : (0751) 71227 Fax : (0751) 71227  
Laman : <http://fjb.unand.ac.id>

### お祝いのメッセージ

2018年4月23日

桜花爛漫の候、貴社におかれましてはますます輝かしい春を迎えることと存じます。

この度パソナグループの社会貢献活動「パソナ国際交流プログラム」が30周年を迎えられるようにあたり心よりお祝い申し上げます。パソナ国際プログラムはとも  
も役立つプログラムで、パソナ国際交流プログラムに参加した学生が日系企業にて  
インターンができ、素晴らしいビジネス経験や勉強や貴重な知識になったと思われ  
ています。パソナ国際交流プログラムでいただいたビジネス経験や勉強や貴重な知  
識などは将来の就職や生活などにとっても役に立つと思われています。

1988年から本年にかけて、パソナ国際プログラムは30週年に迎えます。パソ  
ナ国際交流プログラムが何十年か何百年かいつまでも行われると幸いです。このプ  
ログラムで将来の就職や生活に優秀な人間を生みます。その他にこのプログラム  
のお蔭でも日本とインドネシアの絆がよくなると存じており、架け橋として両国の協  
力が仲良くなると思われています。日本とインドネシアが共に発展することが折念  
してお祝いのメッセージをさせていただきます。

上へ上へと咲いている花水木のように、  
御社におかれましてはますますご隆盛のこととお慶び申し上げます。



Lady Diana Yusri

ハノイ国家大学外国語大学 日本語文化学部長

ダオ・ティ・ガア・ミー

Participant from 2014

Dr. Dao Thi Nga My  
Dean, Faculty of Oriental Languages and Cultures,  
University of Languages and International Studies  
– Vietnam National University, Hanoi

Participant from 2016

Ms. Lady Diana Yusri  
Professor  
Japanese Language Faculty Head, Andalas University

株式会社パソナグループ  
代表取締役グループ代表  
南部 靖之 様

拝啓 若葉が目まぶしい季節になりましたが、ますますご清栄のこととお喜び申し上げます。

さて、「パソナ国際交流プログラム」が昭和63年に社会貢献活動として開始され、本年、30周年を迎えられたことをお祝い申し上げます。

「パソナ国際交流プログラム」は、将来日本と各国の架け橋となる国際感覚、豊かな人財を育成するインターンシッププログラムとして、各国から招聘された学生に、日本国内企業でのビジネス経験と日本文化を学ぶ機会を広く提供されてきました。このような事業は、日本と各国の相互理解を深め、友好関係の基礎を確かなものとするうえで有益であり、貴社の社会貢献活動に心から敬意を表します。

アジア太平洋地域での経済活動が世界的にも注目される中、近年はアジア各国の学生にも募集の門戸を広げておられ、本プログラムが拡大し、重要性が増していることを喜ばしく思います。

パソナグループの今後益々のご発展と次世代を担う若者たちの更なる飛躍を祈念して、お祝いのメッセージといたします。

敬具

平成30年5月吉日

外務副大臣・参議院議員

佐藤 正久

H.E. Masahisa Sato  
State Minister for Foreign Affairs  
Member of the House of Councilors

株式会社パソナグループ  
代表取締役グループ代表  
南部 靖之 様

【パソナ国際交流プログラム30周年によせて】

パソナ国際交流プログラムが、記念すべき30周年の節目を迎えられるにあたり、先ずはお祝いを申し上げ、衷心よりお慶び申し上げます。同時に、日本の民間外交をリードして頂くことが、国家間の外交をより円滑に進めさせ、相互理解を深めることになるというのは歴史が証明しており心強く感じています。

20世紀から21世紀にかけ、世界では大変大きな潮流の変化が起きていると思います。パソナ国際交流プログラムが始まったのは正にベルリンの壁が崩壊し、ソビエト連邦がペレストロイカにより現在のロシアにその体制が移行、長年の米ソを中心とした冷戦構造が終焉を迎える1年前のその時に、まるで未来を予測するかのようにはじまりました。パソナ国際交流プログラム創設者の未来を予見する見識に脱帽し、敬意を表する次第です。

これまでに463名の大学生・大学院生が参加され、趣旨に賛同された約130社の企業において、研修を実施されたと伺っております。これは並々ならぬご尽力の賜物であり、日本の民間外交史に遺る素晴らしい成果であります。創設から現在に至るまで携わって来られた全ての皆様方に対し、衆議院外務委員長として心からの感謝を申し述べさせて頂きたいと存じます。

今後は、このパソナ国際交流プログラムでの貴重な経験を活かされ、世界に羽ばたき、立派に活躍しておいでの皆様方が、50年、100年と、このプログラムをあらゆる角度から継続性を持って支えられ、繁栄発展させ、世界中の人々と一緒に「絆」と言う名の糸を紡ぎ、理解し、支え合える仲間を増やして行くことを懇願し、大いに期待する次第であります。

「英雄は常に若者から生まれる。」上記の言葉は、プログラム創設者である南部靖之代表から、かつて教えて頂いた言葉です。今ここに会い集われる皆様方お一人ひとりが、時間という財産を大切にされ、その財産を活かすも活かさぬも、目標設定を含めた自分自身の考え方や、行動次第であるとの認識に立たれ、夢に向かって走り続けて頂きたいと思います。そして必ずやその夢を実現して欲しいと思います。 少年易老學難成 一寸光陰不可輕



外務委員長  
衆議院議員

中山 泰秀  
I ♥ OSAKA  
www.iloveosaka.jp

H.E. Yasuhide Nakayama  
Chairman of the Committee on Foreign Affairs  
Member of the House of Representatives

# School of Participants

## [ USA ]

- American University
- Amherst College
- Arizona State University
- Boston University
- Brown University
- Bucknell University
- California State Polytechnic University, Pomona
- California State University
- Campbell University
- Carleton University
- Case Western Reserve University
- Colgate University
- Colorado State University
- Columbia University
- Cornell University
- Dartmouth College
- DePauw University
- Dickinson University
- Duke University
- Emory University
- Georgetown University
- Georgia Institute of Technology
- Harvard University
- Indiana University
- Johns Hopkins University
- Kent State University
- Lewis-Clark State College
- Long Island University
- Massachusetts Institute of Technology
- Michigan State University
- Middlebury College
- Middlebury Institute of International Studies at Monterey
- Minnesota State University
- New York University
- New York University School of Law
- North Carolina State University
- Northwestern University
- Oberlin College
- Occidental College
- Ohio State University
- Olin College of Engineering
- Oregon State University
- Princeton University
- Rensselaer Polytechnic Institute
- Rochester Institute of Technology
- Rose-Hulman Institute of Technology
- Simmons College
- Stanford University
- State University of New York
- The Cooper Union for the Advancement of Science and Art
- The Fletcher School of Law and Diplomacy
- The George Washington University
- The Pennsylvania State University
- The University of Arizona
- The University of Massachusetts Amherst
- The University of Minnesota
- The University of Texas
- The University of Texas at Austin
- The University of Utah
- Thunderbird School of Global Management
- Truman State University
- Tufts University
- University of Akron
- University of California, Berkeley
- University of California, Davis
- University of California, Irvine
- University of California, Los Angeles
- University of California, San Diego
- University of California, Santa Cruz
- University of Chicago
- University of Detroit Mercy
- University of Georgia
- University of Hawaii at Manoa
- University of Iowa
- University of Michigan
- University of Nevada
- University of North Carolina at Chapel Hill
- University of Pennsylvania
- University of Pittsburgh
- University of San Francisco
- University of Southern California
- University of Toledo
- University of Virginia
- University of Washington
- University of Waterloo
- University of Wisconsin
- University of Wisconsin - Madison
- Washington University in St. Louis
- Webster University
- Wellesley College
- Wesleyan University
- West Virginia University
- Yale University

## [ UK ]

- The University of Warwick
- University of Oxford

## [ China ]

- Beijing Foreign Studies University
- Beijing International Studies University
- Chinese Culture University
- Guangdong University of Foreign Studies
- Jinan University
- Peking University
- Shanghai University of International Business and Economics
- South China University of Technology
- Sun Yat-sen University
- Tongji University
- Tsinghua University

## [ Hong Kong ]

- Hang Seng Management College
- Hong Kong Baptist University
- The Chinese University of HongKong
- The Hong Kong University of Science and Technology
- The University of Hong Kong

## [ Taiwan ]

- Fu Jen Catholic University
- National Chengchi University
- National Taiwan University
- National Taichung University of Science and Technology
- National Taiwan University of Science and Technology
- Providence University
- Tamkang University

## [ Vietnam ]

- Foreign Trade University
- Foreign Trade University, Ho Chi Minh Campus
- Ho Chi Minh City University of Teacher Training
- Ho Chi Minh City University of Technology
- Ho Chi Minh City University of Foreign Languages - Information Technology
- Hue University, Hue College of Economics
- Phuong Dong University
- The University of Da Nang, College of Economics
- Vietnam National University Hanoi

## [ Indonesia ]

- Andalas University
- State University of Jakarta
- STBA LIA
- University of Brawijaya

## [ India ]

- Tilak Maharashtra Vidyapeeth

## Voices of Program Participants

### Q.1 What sparked your interest in Japan?

1. I want to learn Japanese	56 persons
2. I like traditional Japanese culture	48 persons
3. I want to learn Japanese business management	24 persons
4. Japanese anime and drama	22 persons
5. I previously lived in Japan	13 persons

For many alumni, Japanese language and culture were what sparked their interest in Japan.

There is also a tendency among the younger generations to answer that they became interested in Japan though "Japanese anime and drama," suggesting that in recent years Japanese pop culture has become an opportunity for people to gain interest in Japan.

## Successful Alumni Around the World

### 1990 Donna Ducharme

Trained at Polydor Records  
Employed at the UN

This internship was an important step in establishing my international career. In my work at the UN, I come in contact with many cultures. My experience in learning about the Japanese culture helped me as I lived in other countries and learned about other cultures. It was the most exhausting 4 months of my life... and the most interesting 4 months of my life!

### 1991 Michel van Ackere

Trained at Takenaka Corporation  
Employed at Maki and Associates

Experiencing a large Japanese corporate structure from the inside was an invaluable experience, and a rare opportunity. The connections and friendships made during that summer have lasted to today. The perspective I gained on Japanese company life has been helpful in understanding current-day Japan. The inclusion of a more global outreach in recent years is very positive.

### 1992 Ken Oshima

Trained at Takenaka Corporation  
Professor at the University of Washington

Since the internship targets the young which is a critical period in a person's life for education and building a foundation for their career, the program fosters the next generation of workers. Moreover, these activities deepen friendships between Japan and other countries. I am extremely grateful to Group CEO Nambu and many others for the opportunity to participate in this program.

### 1995 Stephen Songer

Trained at Pasona  
Systems Engineer at the University of Washington

Thanks to the internship program, I was able to find a job in Japan and work in Japan for a little over six years. I definitely think the internship experience gave me an advantage over other candidates when looking for a job. Most importantly were the friendships I made during my short time there. While it's been over 20 years since my internship, I still meet with several people every time I visit Japan.

### 1997 Daniel Aldrich

Trained at Pasona  
Professor at Northeastern University

I'm currently a college professor in a field related to recovery from the 2011 Tohoku earthquake. My internship set the stage for my career, as I focused during that time on how Kobe used private and public sector assets to recover after the Great Hanshin Awaji Earthquake. Much of my research since then has focused on this issue of resilience to crisis. I'm very thankful for such a wonderful opportunity.

### 2000 Lawrence A. Smalheiser

Trained at Pasona  
Vice President, Sparkpr

I am thankful for an amazing summer experience that has in fact helped determine my career path. After the internship, I pursued Public Relations and Communications as a career. Now on my 17th year in the industry, I am a VP with a technology-focused PR agency in California. I have been fortunate enough to take advantage of the wonderful experience I gained during this internship in my work.



## Q.2 What did you gain from participating in this program?

1. Understanding of Japanese culture and customs	63 persons
2. Learning Japanese business manners	60 persons
3. Improvements in Japanese language ability	57 persons
4. Building a network/personal connections	41 persons
5. A clearer career vision	22 persons

This suggests that the understanding of Japanese culture, Japanese-style business manners, and Japanese language ability that they have acquired are being greatly utilized while currently working at Japanese companies or in jobs relating to Japan. We also see many alumni fostering their connections with one another even after the program has ended.

Survey period: March – April 2018

### 2005 Benjamin Boas

Trained at Pasona  
Translator, Cool Japan Ambassador authorized by the Cabinet Office

The Pasona Internship Program gave me an unforgettable experience that completely changed my life. Although I enjoyed my time working at a company, what was most helpful about the experience was learning that I was more suited to working freelance.

### 2006 Christopher Sedgwick

Trained at Pasona  
Employed at the UN headquarters

This internship was a hugely important step for me to enter the working world. I was then able to use the experience I gained through the internship to work at the Consulate-General of Japan in San Francisco, the Permanent Mission of Japan to the United Nations, and then at UN headquarters. There is no other program that gives as much practical experience working at a Japanese company as this one.

### 2006 A. Reid Monroe-Sheridan

Trained at Pasona  
Principal of Monroe-Sheridan Foreign Law Office  
Specially Appointed Assistant Professor at Keio University Law School

The internship was my first opportunity to experience Japanese business culture firsthand. Everyone was kind and welcoming throughout the entire program, despite the fact that my Japanese skills were not good enough for me to meaningfully assist in the department's activities. I currently run a law practice in Japan and I am still in contact with the friends I met and people who kindly supported me at that time.

### 2006 Daniel Goering

Trained at Benefit One  
Professor at Missouri State University

I was fortunate to be given a valuable experience that determined my life's path and I also made lifelong friends in Japan. I am currently researching new work styles and mental health that can be of use both in Japan and the US, and I was able to commercialize my work in collaboration with Benefit One Health care. I will continue to strive to help make companies and people in both countries happy.

### 2008 Qian Yushu

Trained at Pasona Group  
Employed at Shanghai Sumitomo Corporation

The two-month internship in Japan was a tremendous experience that helped me when I entered the workforce. Even now I am drawn to the wonderful Pasona group corporate culture and I will always be a Pasona fan. I hope that even more talented young people continue to be nurtured through the Pasona Internship Program.

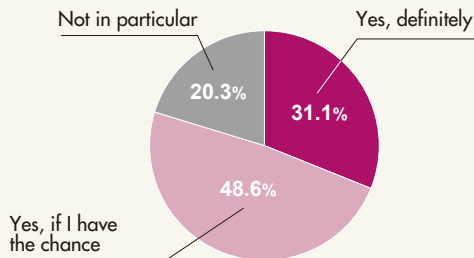
### 2009 Gao Shanshan

Trained at Sumitomo Mitsui Banking Corporation  
Employed at Sumitomo Mitsui Banking Corporation (China) Limited

After I graduated, I got a job at the Shanghai branch of Sumitomo Mitsui Bank. The experience I gained through the internship not only helped me with my career but also holds a special place in my heart. The experience of living by myself in a foreign country, the people I met, and the first time I truly experienced a feeling of achievement all continue to be special to me.

## Voices of Program Participants

### Q.3 Do you wish to seek employment in Japan or at a Japanese company in the future?



In addition to Japanese companies and global corporations, our alumni are active at universities, international institutions such as the UN and more.

Approximately 80% of alumni across all generations answered that they would like to work in Japan or at a Japanese company in the future.

Survey period: March – April 2018

## Successful Alumni Around the World

### 2011 Li Wan Kiu, Queenie

Trained at NEC  
Employed at Messrs. Kao, Lee & Yip

I remember back then I doubted whether I would fit into the Japanese working style and whether I had sufficient knowledge to meet the demands of my superiors. All my doubts, however, were instantly removed after I met my mentors and the members of Pasona. They were welcoming and understood the worries and the needs of the participants. I find the training on Japanese business manners particularly helpful. I also appreciate the time taken by company executives and global personnel for sharing their valuable experiences.

### 2013 Tuti Alawiyah

Trained at Pasona  
Currently studying at Hokkaido University

I was the first intern from Indonesia. The Pasona Internship Program had a huge impact on my life and was an unbelievable 2 months. I look forward to many more Indonesian students participating in this amazing program in the future.

### 2012 Zeng Zeng

Trained at Imperial Hotel  
Studying at the Tohoku University, Graduate School of International Cultural Studies

The summer of 2012 will be a summer I'll never forget. It was the first time I came to Japan and experienced Japanese culture. I also learned Japanese business manners, met many people, and learned the importance of bonds between people. I wish that many more bonds between people are developed through the Pasona Internship Program in the future.

### 2016 Tang Chung Yin, Edwin

Trained at Hirose Electric  
Employed at Hirose Electric

The Pasona Internship Program let me have a wide range of experiences and helped me to grow as a person. It was a summer to remember. Furthermore, I started working at Hirose Electric, where I had my internship. I pray that this program continues to develop.

### 2012 Chou Peichen

Trained at NEC  
Employed at PwC Consulting

I was able to build a career in Japan thanks to the Pasona Internship Program. I am still in touch with the people that looked after me at the time and they continued to help me after I started working in Japan. I will treasure these bonds forever. This program that has supported Japanese companies to go global for 30 years is an asset to Japan.

### 2017 Doan Thu Quynh

Trained at Pasona Tech  
Currently studying at Foreign Trade University

This internship gave me the opportunity to look not only at Japan but the world too. It also taught me a range of skills in addition to the Japanese language. I was particularly moved by Japanese hospitality, and the kindness of my friends and people in my workplace. I still miss everyone. Thanks to this internship, my future career path became clear as well.

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