

New possibilities for non-Japanese human resources: The challenge of Japan's SMEs for reciprocal business with emerging markets

Joji Ikeshita¹

¹ Professor, Research Institute for Regional Economics, Fukui Prefectural University, Japan

Abstract

This paper examines the role played by non-Japanese human resources in reciprocal business with emerging markets as well as the implications. We focused on non-Japanese human resources because, first, the greatest issue facing Japanese companies' overseas business is having the necessary human resources. Second, a perception gap exists between companies and the younger generation with respect to the global business climate. Third, because of these circumstances, we decided to examine whether non-Japanese human resources, including non-Japanese international students (hereinafter, this is called "international students"), could provide a breakthrough in the barriers surrounding overseas human resources.

This article takes an empirical approach to testing this hypothesis. Specifically, we used not only questionnaire data and results but also considered approaches for attracting human resources from all other countries as well as individual cases of small and medium-sized enterprises pursuing reciprocal business with emerging markets to consider various setups and the roles and potential of non-Japanese human resources.

Finally, we point out the issues involved in education and management systems during the integration of non-Japanese human resources and localization in places where Japanese companies set up overseas operations and make proposals regarding inclusive aid programs that encompass countries and regions.

Keywords: Reciprocal business, Emerging markets, Non-Japanese human resources, Academic approach, Inclusive aid program, SMEs, SDGs, Toyama-model.

Introduction

This could be called the age of VUCA. VUCA, which is an acronym of the first letters of the words Volatility, Uncertainty, Complexity, and Ambiguity, refers to a situation of extreme change wherein it is difficult to predict the future. This term was first used by the U.S. military in its strategic planning meetings, but it has since become widely used in applicable situations in economics and business.

It is important for corporate management in such times to pursue management strategies rooted in universal values that respect the environment and human rights. As corporate activities expand beyond national borders through global value chains, global society should develop a renewed awareness that any corporate management that cannot gain the understanding or empathy of the local community will not be sustainable, regardless of how profitable the business is. This is why firms across the world focus on the United Nations' Sustainable Development Goals (SDGs).

Efforts to have business solve social issues in emerging markets are thus very important and gaining widespread interest. The most critical factor for succeeding in these efforts is human resources. Although the need for global human resources who have specialized knowledge and understand other cultures is not limited to this field, this is more critical for establishing reciprocal business with emerging markets than for most other fields.

So, what is really the current situation in Japan with respect to such human resources? Also, what is needed for reciprocal business with emerging markets to be able to build sustainable regional economies and societies? To answer these questions, Section 1 of this article gives an overview and background of the current state of the human resources mismatch issues faced by Japanese firms, domestically and overseas. Section 2 reviews various countries' policies for attracting non-native human resources with reference to the hiring and employment of foreign human resources that have attracted attention in recent years. In Japan, such non-native human resources tend to be concentrated in urban areas, which hinders potential revitalization of rural areas through internationalization. Here, we look at the case of a local authority that succeeded in this aim by deploying a unique initiative. Section 3 introduces some case studies of regional small- and medium-sized enterprises engaged in reciprocal business in

emerging markets. Section 4 explains how Japanese companies have failed at localization and examines the issues surrounding the policies needed for non-Japanese human resources to gain a foothold in Japan.

Finally, we conclude with an examination of the importance of inclusive aid programs.

Section 1 Background of the current state of human resources mismatches in Japan

According to the Fiscal 2018 Questionnaire Survey on Japanese Companies' Overseas Business Development conducted by JETRO (Figure 1), the overseas issue named by the greatest number of companies (54.5%) was "human resources for overseas business." It may seem strange that larger companies (67.3%) than small and medium-sized enterprises (51.6%) believe that this is a serious matter. However, this is the age of VUCA, when digitization and globalization are rapidly evolving and making standard tactics ineffective. At the same time, there is less incongruity in this situation when we consider that Japan has not been developing enough human resources that can respond to this new age domestically.

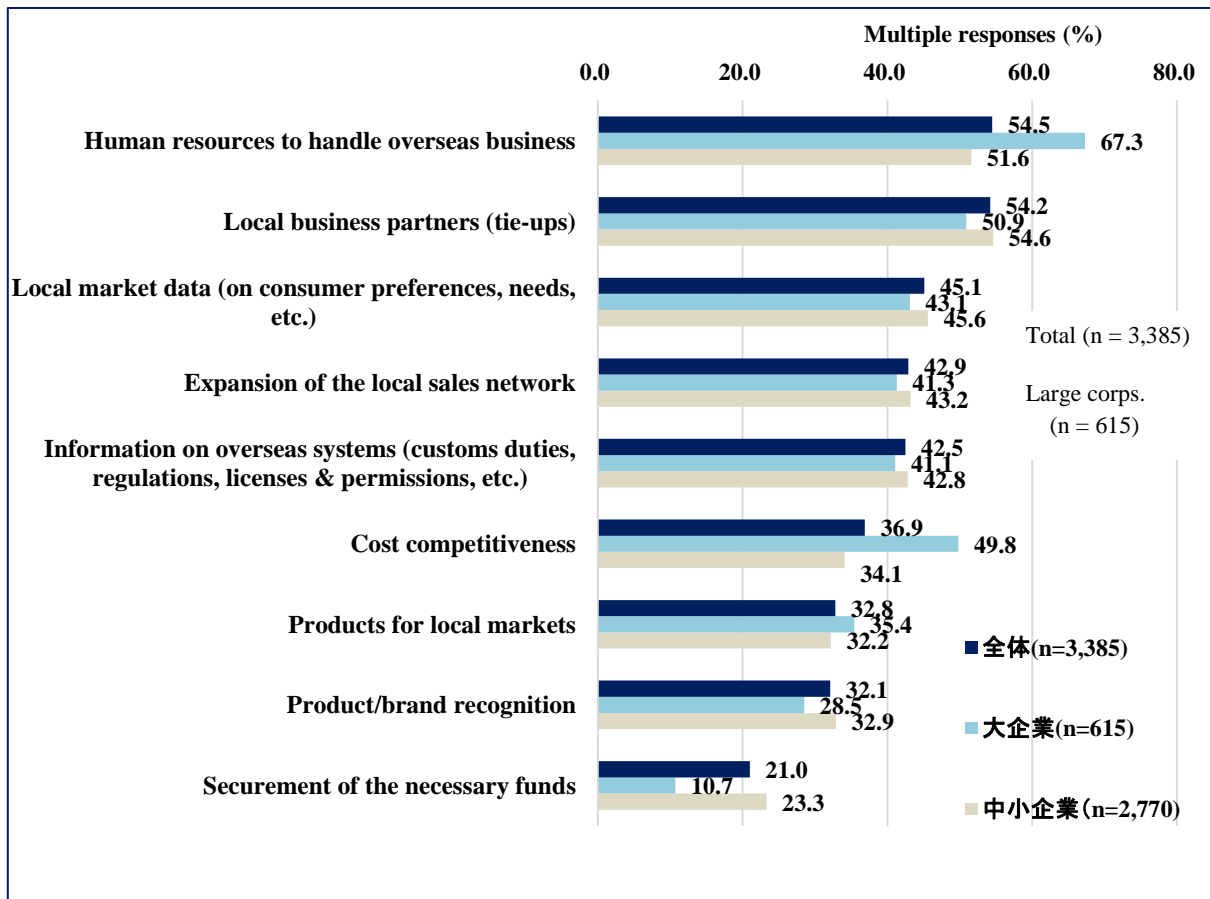


Figure 1 Issues faced by overseas businesses

Source: "Fiscal 2018 Questionnaire Survey on Japanese Companies' Overseas Business Development," JETRO, March 2019.

More problematic is the shocking fact that the severity of Japan's human resources mismatch is the worst in the world. According to The Hays Global Skills Index 2018, which is a survey of the supply and demand efficiency of high-level human resources conducted in 33 countries and regions around the world, Japan has the largest human resources mismatch among the countries surveyed (Figure 2).¹ In particular, for global human resources, companies that placed priority on fluency in English now need to prioritize a range of "skills that can produce results on the job by being able to communicate with people from other cultures." According to Hays Japan, what these occupations have in common is that they require human resources who possess skills in a variety of areas and not just one area. Until now, the so-called T-shaped people who have horizontal (general) and vertical (specialized) skills, or are competitive with a broad range of management skills, have been in high demand. Recently, however, there has also been demand for Π (Pi)-shaped people, who have at least two specialties in addition to management skills. This is because of the unexpectedly rapid changes in companies' operating environments, such as technological advancement, globalization of management, and entry into other business segments. However, most people looking for jobs in Japan are I-shaped human resources who do not possess special skills.

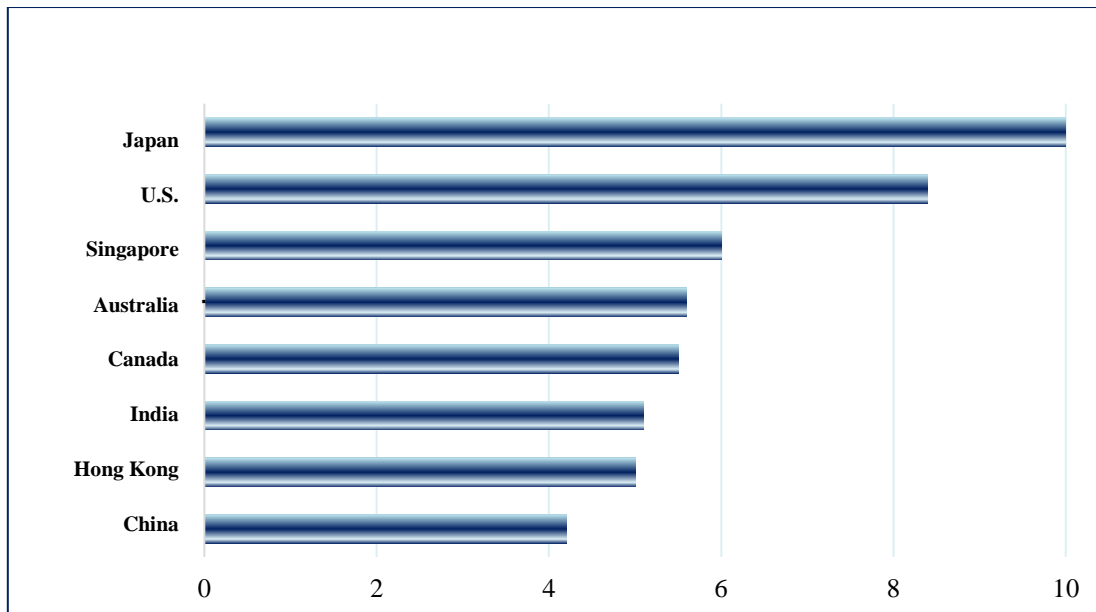


Figure 2 Human resources mismatches throughout the world

Note: The more a value falls below 5.0, the easier it is to secure human resources. Conversely, the higher a value is above 5.0, the harder it is to secure human resources.
 Source: Prepared by the author based on "The Hays Global Index 2018."

There is, therefore, an increasing gap between the skills that companies are looking for and the skills that job seekers actually possess. Also, Japan still maintains an outdated pay structure wherein human resources are not very adaptable, and highly skilled human resources are unable to earn the salary desired.

First, the shortage of the type of global human resources needed by companies is a problem of education, which has not fostered the necessary human resources through Japanese higher education, corporations, or local society. Changes in young people’s attitudes about work have also complicated solutions to this problem. According to a Hayes Japan survey of Japanese people focused on those in their 20s, 44% responded that they are not interested in advancing their careers through international experience and opportunities. Although at first glance, this seems to contradict the fact that the number of Japanese students studying abroad is growing by an annual average of 14%, the reality is that (1) the share of Japanese students who study abroad is still low, at less than 4% as of 2017, and (2) the recent trend has been for the increase to be among those who stay overseas for less than one month, while the number of students studying abroad for one year or more is virtually flat (Figure 3). By study destination, the majority (about 60%) choose advanced countries in Europe and North America, while 37.7% (as of 2017) study in Asia, where the overseas businesses of about 70% of the Japanese companies are located (as of 2017). Thus, it seems that a gap also exists between the countries where companies want to dispatch employees and the countries that students are interested in. This complex mismatch is increasing competition to hire human resources who can operate in the global arena.

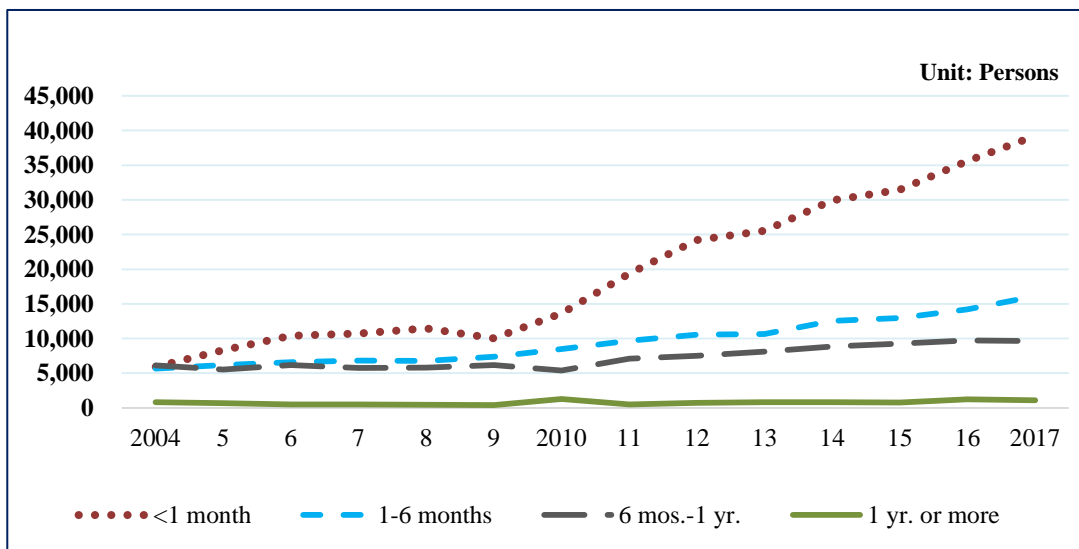


Figure 3 Trend in Japanese foreign exchange students by length of study

Source: “Survey of Japanese Students Studying Abroad under Exchange Agreements, Etc.,” Japan Student Service Organization.

The human resources mismatch in Japan can be resolved by the globalization of hiring and giving people practical training during their academic education. The globalization of hiring is becoming a common choice among companies planning to expand overseas by promoting non-Japanese people. Even in the previously mentioned JETRO survey, smallest and medium-sized enterprises (58.6%) responded that they are thinking about hiring or employing non-Japanese human resources even at their domestic locations.

Section 2 Approaches for attracting human resources from other countries

Human resources mismatches are not limited to Japan. Countries across the globe are creating policies to create open labor markets for highly adaptable global human resources. Abella (2006) identifies the following four approaches that governments can take to attract human resources:

1. Human capital approach

【Goal】 This approach encourages people to acquire citizenship or permanent residency to maintain and expand the number of workers benefiting the host country's economy. It targets non-natives who are considered to contribute to the sophistication of industry and improve corporate competitiveness, regardless of job type or whether they are employed.

【Policy】 U.S. visas issued to immigrants expected to work in specialty professions, Singapore's policy encouraging affluent people to acquire permanent residency, etc.

2. Labor market needs approach

【Goal】 This approach entails procuring human resources who possess certain skills and qualifications from other countries to fill shortages in specific areas of knowledge, technology, and skills that crop up during the business cycle.

【Policy】 Labor market tests and lists of occupations with labor shortages that exist in many countries; reciprocal recognition of qualifications with other countries, which Japan put into practice in the 2000s in the IT field. Additionally, the ASEAN Economic Community (AEC), founded in 2015, encourages reciprocal recognition within the ASEAN region for eight types of qualified professionals: engineers, architects, accountants, physicians, dentists, nurses, surveyors, and travel specialists.

3. Business incentive approach

【Goal】 The key targets are investors, executives, and senior managers expected to work to expand investment in the country and facilitate international trade. This approach guarantees stable residency, including permanent resident status, to non-natives who invest a certain threshold amount.

【Policy】 Japan and South Korea offer preferential treatment to "highly skilled human resources," such as term requirements for acquiring permanent residency. In South Korea, those who have lived in the country for at least three years, have invested at least 300 million won, and have employed at least two South Korean nationals can obtain permanent resident status. Japan has a point system for highly skilled human resources, while extra measures are applied to those who invest at least 100 million yen.

3. Academic gate approach

【Goal】 This approach tries to obtain human resources who can contribute to the economic development of the recipient country by securing superior students at the university and graduate school levels. Although universities rather than companies are the point of entry, this concept is similar to the human capital approach.

【Policy】 Many countries, including Japan, promote policies to attract international students and position them as a reserve force of highly skilled human resources.

It should be noted that these approaches are not mutually exclusive but are mutually complementary. At the same time, we should bear in mind that this classification does not include an approach whereby companies that have expanded overseas obtain the human resources they need within those countries. This is because we are in an era wherein human resources hired overseas operate across national boundaries.

Meanwhile, for Japanese companies unable to disregard Japanese-style management, with inflexible workforce and outdated pay system, the most realistic alternative for obtaining highly skilled non-Japanese people is probably to hire top international students. The Japanese government achieved its goal of 300,000 international students ahead of time, and the number of international students is rapidly increasing. Thus, Japanese (small- and medium-sized) companies are concentrating on hiring international students through the academic-gate approach.

Thus far in this section, we identified approaches for attracting non-native human resources through national policies, but this is possible even at the local level. Toyama Prefecture has created its own system of incentives, which we have termed the “Toyama model.” They are as follows:

The Toyama model:

Actual case of an admittance program for international students from ASEAN and other countries
--Test run of the international matching system, local version--

Since 2015, Toyama Prefecture has been implementing a joint program with Toyama businesses for recruiting international students, etc., by providing them coordinated assistance during their studies and post-graduation until they are employed. The goal of the scheme is the regular promotion and expansion of recruitment of international students from ASEAN countries and India, who are in great demand by companies. The program’s unique aspect is that to secure top-class foreign human resources, the prefecture and qualified companies will bear the costs (of graduate school) of international students coming to Toyama from their home countries, shouldered partly by the prefecture and partly by companies. When screening international students, a program officer from the prefecture and a representative of the sponsoring company interview candidates in their home countries. This makes it possible for Toyama’s small and medium-sized enterprises, which are not well known overseas, to hire top-class non-Japanese human resources. At the same time, international students can pursue their studies without having to worry about their living expenses. This has significant mutual benefits, as most international students in Japan currently spend a lot of time working part-time.ⁱⁱ Although they are not obligated to work at the sponsor company after completing their studies in Japan, a prefectural program officer says that thus far, almost all the students have gone on to work at the company that sponsored their studies. Although taxpayer consent would be needed to expand this type of program to other local government bodies, in our opinion, this is an effective and cost-efficient way to bring top non-Japanese human resources from overseas to local areas.

The Toyama model: The case of Asahi Printing Co., Ltd.

Through this program, Asahi Printing Co., Ltd. located in Toyama, which manufactures and sells ethical packaging for drugs, employed an international student from Indonesia who attended graduate school at the University of Toyama. This person is extremely talented, and after graduating from the University of Indonesia, she worked at the global consumer products firm Procter & Gamble (P&G) in Indonesia. At Asahi Printing, she enthusiastically participates in training and group projects, and this has had a synergistic effect on the motivation of other employees. She is currently a key member of the company’s overseas business team.

Section 3 The role of non-Japanese human resources in reciprocal business with emerging markets and actual case studies

This section analyses regional small- and medium-sized enterprises involved in reciprocal business in emerging markets and their business models and the role played by non-Japanese human resources.

1. Nishino Komuten Co., Ltd. : Solving social issues in Laos by training human resources

In Laos, where forests constitute 70% of the land area, raw wood was being taken out of the country for many years because the country had not developed any wood-processing technology. As a result, for a period of time, forests shrank to only 40% of the land area. Disturbed by this, in 2016, the Laotian government moved to ban exports of unprocessed wood, but it seems that smuggling continued due to illegal logging. The country is unable to protect its natural resources because it does not have the technology, and unemployed young people still have to go to neighboring countries as migrant workers.

Nishino Komuten, located in the town of Wakasa in Fukui Prefecture, is trying to solve this Laotian social issue by passing on Japan’s construction technology to young Laotians. The company is collaborating with an occupational training center in Pakxe in southern Laos. With Japan International Cooperation Agency (JICA)’s

assistance, young Laotians who attend this center and are deemed to have leadership talent are invited to Wakasa, Fukui, where Nishino Komuten gives them several months of technological training. Under this human resource development system, the Laotians will teach their colleagues what they learned after they return home. More than ten

people are already on the ground teaching Japanese-style construction methods. This is not a volunteer endeavor. As Nishino Komuten wants to make this a sustainable business, it is working with the occupational training center to book actual construction work in Laos. Nishino Komuten also formed a joint venture with a local company to open a furniture store in the capital of Vientiane. The merchandise being sold consists of Laotian teak furniture ensembles in simple refined Japanese-style designs.

At the same time, the town of Wakasa is benefiting. As part of the two-to-three-month technical training program, young Laotians spend some of their time fixing up vacant houses in the town. With help from the University of Fukui, old houses are being repurposed as social welfare facilities. In this depopulated town, "Having Laotian students for a certain period of time is leading to community revitalization and mutual development." Nishino Komuten's initiative is regarded a model case for the realization of SDGs.ⁱⁱⁱ

2. *Meiwa Co., Ltd.: Using student interns through the ABE Initiative (Kenya)*

Meiwa, located in the City of Kanazawa in Ishikawa prefecture, is a small business engaged in research and development of agricultural and environmental plant production. By disseminating biomass carbonization equipment in Africa, the company is trying to solve social problems such as river, soil, and air pollution and health hazards caused by factors such as increased agricultural waste in that region. The company has accepted more than 50 African students as interns under the ABE Initiative,^{iv} which aids economic growth in Africa through human resources. This is the largest number of acceptances anywhere in Japan. The obvious goal is to expand business in Africa going forward by finding top human resources attending this training program and developing a network through them. Right now, one of them is the key person for a local project being implemented in Kenya. The company is also collaborating with a local non-governmental organization to protect the environment and help reduce poverty by employing single mothers, disabled people, and other villagers whose livelihoods are unstable.

Using this type of setup is effective because in Africa, it is particularly important to have people who are familiar with the local situation and are trustworthy.

Meiwa's head office recruits the human resources it needs for reciprocal projects overseas mostly through advertising. People interested in its mission are quitting their jobs in Tokyo to participate in this project. Former international students from Mongolia who graduated from universities in Tokyo are participating in a project in Mongolia.

3. *Tsujiplastics Co.,Ltd: Contributing to the reduction of traffic accident fatalities in Africa (Kenya, Tanzania)*

The number of cars in Africa's growing economies is rapidly increasing. However, the highway infrastructure is poor, and many outlying areas do not have streetlights due to the shortage of electricity. In some countries, nighttime traffic fatalities are rising, thus creating a social problem. In this context, Tsujiplastics, located in Shiga prefecture, has embarked on a program to help reduce traffic fatalities in Africa by disseminating their own brand of spontaneous light-emitting road studs, which do not need a power source and are maintenance-free. The company has been successful in Kenya and is now embarking on a project in Tanzania. According to Mr. Yoshikatsu Tuji, Director of Tsujiplastics, the company planned further horizontal expansion in Africa through sustainable initiatives, but this required a local business setup. Thus far, they have been receiving aid from JICA and other Japanese government bodies, but they now plan to hire African exchange student interns to help them penetrate the African market. African students make up only 1% of all international students in Japan, and about 90% of them return to Africa instead of staying in Japan. As many of the student interns at Tsujiplastics were government workers in their countries, hiring them would help build a network with government bodies in Africa.

4. *Kaiho Industry Co., Ltd.: Helping promote circular economies in emerging markets (Kenya, Brazil)*

An environment-related issue in emerging markets is that there are no proper standards or ways to recycle used auto parts; thus, instead of being recycled, old parts pile up as trash. In Kenya, for example, the market is in turmoil because there are no standards or technologies for properly assessing used auto parts, and the government was considering banning the import of used auto parts. Kaiho Industry, located in the City of Kanazawa in Ishikawa prefecture, a Japanese exporter of used auto parts to Kenya, developed the Japan Reuse Standard (JRS) (international standard PAS777), the world's first standard for recycled auto parts. The company proposed these to the Kenyan government, which then adopted them. The market then returned to normal, and Kaiho Industry was able to conduct its export business at appropriate prices. Hence, a reciprocal situation was achieved.

The company also developed the KRA system, which centralizes detailed data on used vehicles, and it is trying to promote circular economies and reduce environmental pollution in emerging markets by exporting its automobile recycling system to these markets. Brazil amended its laws to dispose of large volumes of stolen cars, and concerns arose that this will worsen environmental pollution because the country has not developed any auto recycling technology. Kaiho Industry, thus, aims to build a value chain in Brazil that would recycle 100,000 used

vehicles by 2022 through environmentally sensitive means. This initiative will help create employment and fight environmental pollution by training 15,000 engineers and 20 local companies, including automobile repair shops.

The technical experts who will disseminate Kaiho Industry's JRS, KRA, and other auto recycling systems in emerging markets hold the key to the global development of the company's auto recycling business. Thus, the company established the International Recycling Education Center (IREC) in 2007, which admits trainees from overseas as well as Japan. As part of this endeavor, over a three-year period starting in 2017, the company is inviting government officials, university professors, and local recycling professionals from Malaysia to train at IREC to promote an auto recycling infrastructure in Malaysia and help improve the environment there.

Section 4 Issues for Japan and Japanese corporations

This section discusses the issues faced by Japan and Japanese corporations in promoting this type of overseas business (such as reciprocal business in emerging markets).

1. The issue of localization

One reason Japanese companies fail at localization is that they “lack a system for putting non-Japanese in charge of the business.” European and North American companies have detailed manuals from headquarters that address issues ranging from processes to decision-making. Thus, whoever is in charge of the local subsidiary almost never has to ask for a decision or approval from headquarters. Japanese companies, however, are not set up like this, so the Japanese employees posted there serve as “walking manuals.” As a result, they will not be in control if they put a local person in charge, which would be contrary to what would have occurred in Japan. This would reflect the difference of product architecture between Japan and Europe, where Japan characterized as “Integral” type and Europe as “Modular” type.

What if this is applied to the cases we have described? In almost all the cases, there are no Japanese at the local subsidiary. In that sense, more than having “a system for putting non-Japanese in charge of the business,” if they were to establish such a system, would not the difficulty of becoming a sustainable business be a characteristic of reciprocal business in emerging markets? In fact, no such manuals have been created, and they instead seem to be hurriedly doing things by trial and error, making regular trips to their overseas subsidiaries to instruct them. Because these setups have just been put in place at the cases discussed in the previous section, starting with that of passing on Japanese-style construction techniques in Laos, we would like to watch how things develop in the future from the perspective of governance from Japan.

2. What Japan should do with regard to the Migrant Integration Policy Index: Education and anti-discrimination

One effective solution to the issue of localization could be to hire and use international students who understand the situation in Japan. However, what policies are needed for bringing non-Japanese human resources to Japan?

The Japanese government achieved its goal of 300,000 international Students in 2019 as previously stated. Nevertheless, less than half of them could enter the University, and only 30,000, or 10% of international students could find employment in Japan. There are a number of issues identified by questionnaire surveys such as insufficient Japanese ability, the lack of job information for international students, poor understanding the way of working at Japanese company, strict status of residence, and so on. Above all, however, I would assume the most fundamental issue is a need to change the mindset of both Japanese people and the government which reflects migrant integration policy.

The Migrant Integration Policy Index (MIPEX) is a collection of comparative data on policies for the social integration of migrants and their degree of accomplishment. According to MIPEX 2020, Japan ranked only 34th among 52 countries, worse than most of other developed countries and further behind South Korea, which was 18th. While South Korea is categorized 5th grade as comprehensive integration-halfway favourable, Japan is categorized 7th grade as immigration without integration. Then we compared Japan with South Korea as well as with Sweden, which held the first place (Figure 4).

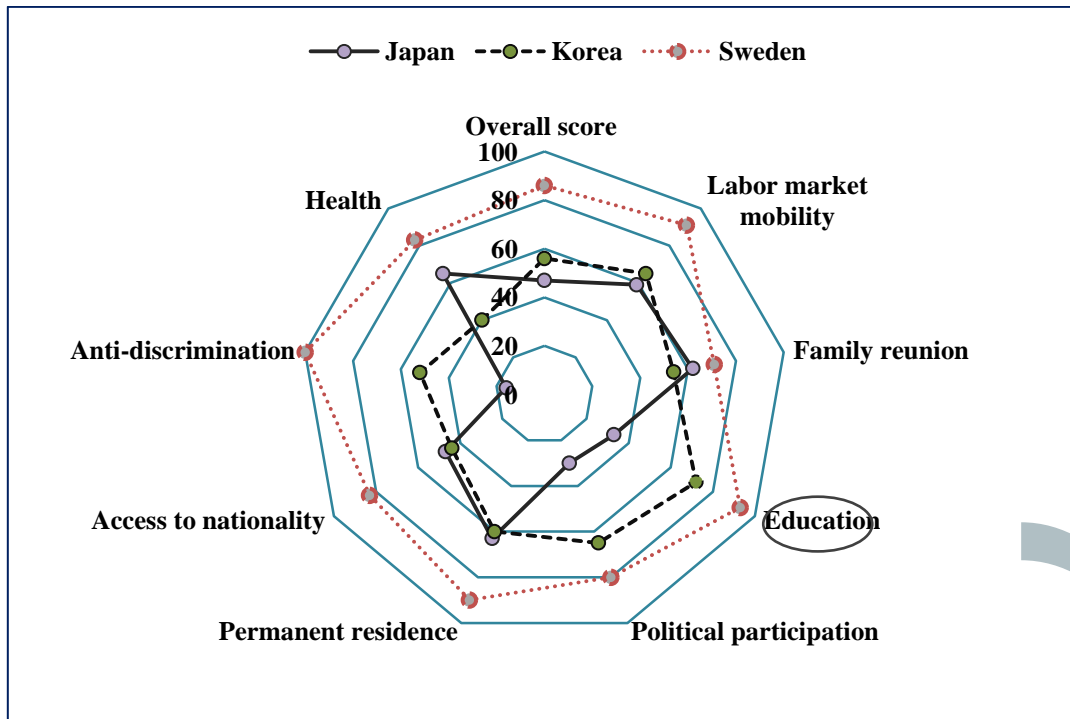


Figure 4 The situation in Japan as seen in the Migrant Integration Policy Index (MIPEX)

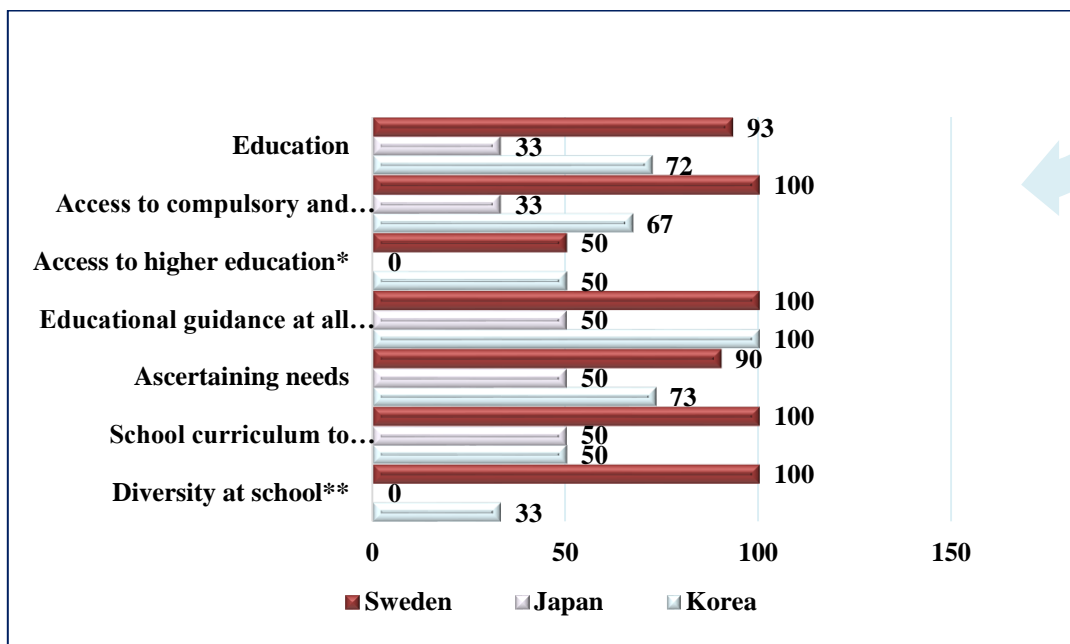


Figure 5 Educational items and scores

Note: * “Access to higher education” includes targeted measures to increase migrant pupils' access to academic routes that lead to higher education and so on.

** “Diversity at school” calculated based on two indicators, i.e. “Measures to bring migrants into the teacher workforce” and “Teacher training to reflect diversity.”

Source: Figures 4 and 5 were prepared by the author based on Migrant Integration Policy Index 2020.

Japan’s problems are concentrated in the areas of education and anti-discrimination. Furthermore, in the detailed items in the field of education, the problems are most serious in equal opportunities and cross-cultural education and diversity at school. This confirms the need for government assistance to teachers of native languages and native cultures and policies help care works and communities so that diversity is reflected in school curriculums and media (Figure 5).

Conclusion

Human resources are the greatest issue confronting Japanese companies in their overseas business. At the same time, human resources mismatches are being caused by the more sophisticated qualifications sought by companies and by changes in young people's perceptions of the global environment. Although this has not been proven, is this not related to "the uniqueness of Japanese culture" pointed out by Huntington (1998) on a deeper level?

Under these circumstances, hiring and using non-Japanese human resources is no longer an option but is becoming a normal part of recruitment planning. Hiring sources are also becoming more diversified, be they domestic or overseas.

Countries around the world are competing fiercely to attract top-class non-native human resources. In the academic-gate approach, in particular, Japanese universities and graduate schools need to promote the development of educational curriculums that fulfill the needs of the times, including dealing with international students from outside the East Asian cultural sphere. With regard to the hiring and use of non-Japanese students, as Ikeshita (2019,b) argues, we need to set up a pipeline for (top) non-Japanese human resources, from when they leave their countries until they obtain employment in Japan, and a system for providing assistance to communities that support these initiatives. The major elements of this include building transnational networks among communities and organizations and assistance to communities' efforts in the areas of living expenses, Japanese language, understanding of other cultures, and "building communities that will not be isolated from the broader society." Small and medium-sized enterprises that are not well known overseas are definitely at a disadvantage in terms of attracting non-Japanese human resources. One trait embodied in reciprocal business is that it is easy to gain support because its goals are based on universal values shared throughout the world. We can, thus, hope that it will work to increase these companies' appeal to non-Japanese human resources from target countries. Reciprocal business is also characterized by its ability to produce synergies through inclusive programs that encompass countries and local communities. In the age of VUCA, reciprocal business with emerging markets to realize the ideals of SDGs will help broaden its significance and potential. Companies should also be cognizant of the significance and results of the reciprocal business that they are pursuing through various channels. At the same time, like the successful cases of applying the so-called Toyama model of test-matching, the government needs to build an international human resource matching system, adopt other initiatives to increase companies' choices, and design other inclusive aid programs that will revitalize local communities.

ⁱ In The Hays Global Skills Index 2019/20, Japan is the second worst, better only than the United States (however, it still ranks 33rd, as the number of countries in the survey was increased to 34).

ⁱⁱ According to a questionnaire survey by the Fukuoka Asian Urban Research Center (2018), about 90% of international students living in Fukuoka City are working part-time to help cover their living expenses.

ⁱⁱⁱ Fukui Shimbun, July 30, 2019.

^{iv} The formal name is the Master's Degree and Internship Program of the African Business Education Initiative for Youth (ABE Initiative).

Works Citations

Abella, Manolo. (2006). *Global Competition for skilled Workers and Consequences, Competing for Global Talent*, edited by Kuptsch, Christiane and Eng Fong Pang, International Institute for Labour Studies, ILO, 11-32

Fukuoka Asian Urban Research Center (FURC). (2018). *Study on international human resources function in Fukuoka*, FURC

Japan Student Service Organization. Survey of Japanese Students Studying Abroad under Exchange Agreements, Etc., 2005-2018

Jetro. (2019). "Fiscal 2018 Questionnaire Survey on Japanese Companies' Overseas Business Development," Jetro, 9

Joji, Ikeshita. (2019,a). Reciprocal business with developing economies - from the perspective of regional company's strategy to globalization (Japanese). *ITI research and study series No.83*. Institute for International Trade and Investment (ITI), 61-79

Joji, Ikeshita. (2019,b). 'Mismatch between enterprises and international students in Hokuriku region' *Recruitment and utilization of non-Japanese human resources in Hokuriku region (Japanese)*, Hokuriku-AJEC and JETRO, 61-80

Junichi, Akashi and Yasumasa Igarashi. (2015). *The policy and the reality concerning global human resources (Japanese)*, Akashi-Shoten, 92-105

Management Service Center Co., Ltd. (2017). *Go get the global position (Japanese)*, Toyo Keizai Inc., 94-95

Migrant Integration Policy Index 2020 Migrant Integration Policy Index | MIPEX 2020

Samuel P. Huntington. (1996). *The Clash of Civilizations and the Remaking of World Order*, Simon & Schuster

The Hays Global Index 2018. 52 Hays Global Skills Index 2018 Report (danskr.dk)

Table and figures:

Figure 1. Issues faced by overseas businesses	p.3
Figure 2. Human resources mismatches throughout the world	p.4
Figure 3. Trend in Japanese foreign exchange students by length of study	p.5
Figure 4. The situation in Japan as seen in the Migrant Integration Policy Index (MIPEX)	p.14
Figure 5. Educational items and scores	p.14