

2022

International economic survey project for building an integrated domestic and international economic growth strategy.

(Partnership Restructuring Study for Strengthening Digital Collaboration with India.)

The Implementation Report.

NIKKEI

Nikkei Inc.

March, 17th, 2022

1. Project details and Implementation structure.
2. Web-based questionnaires on the use of digital technology in India.
3. Organize Japan-India Digital Symposium.
4. Compilation of case studies on the use of Indian digital highly-skilled professionals.
5. Research on the use of digital technology in India.
6. Creation of an introductory video for India Stack.



(1) Project details and implementation structure.

Project details

Objectives of the Study

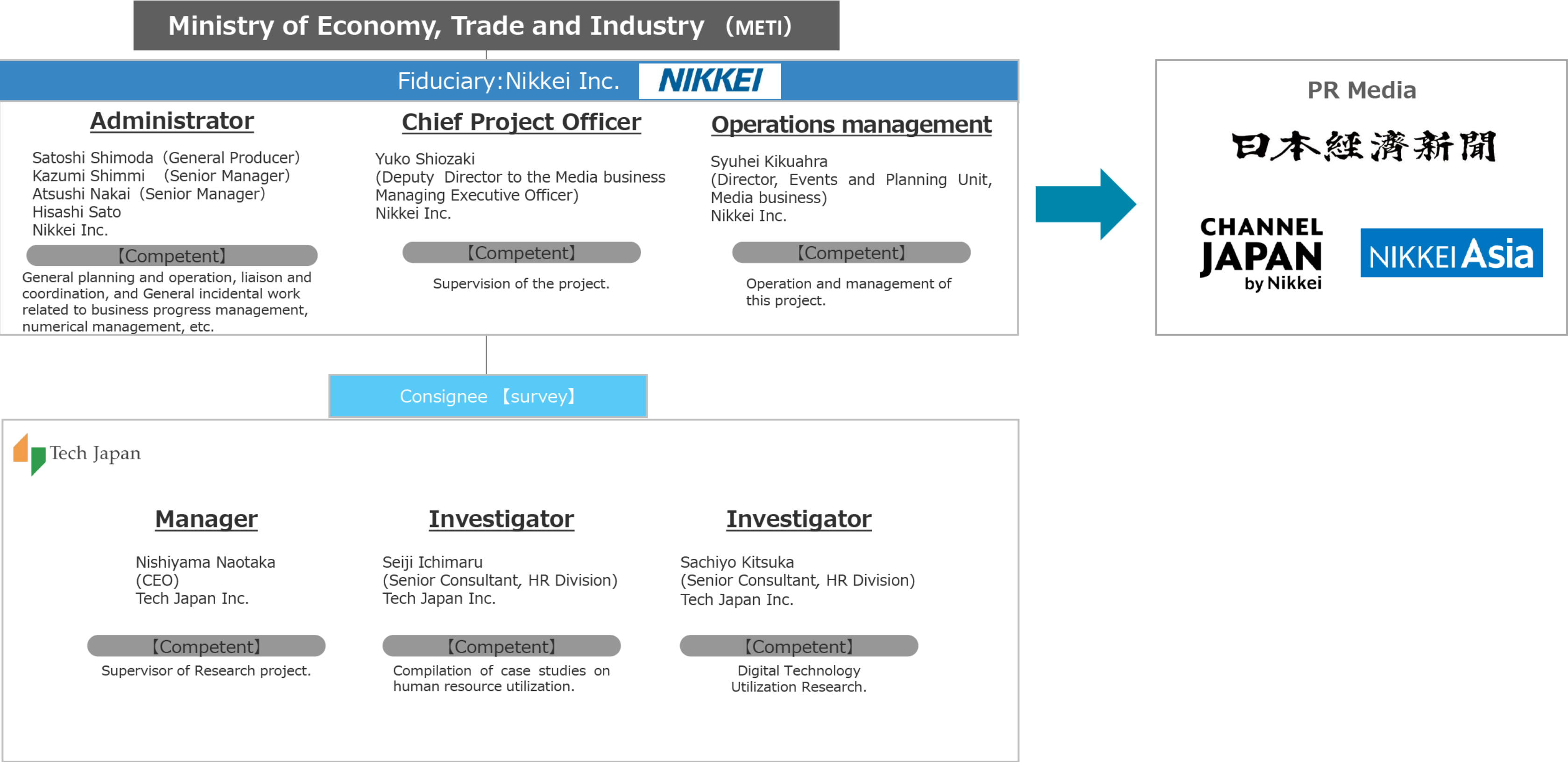
The Digital Partnership signed by the governments of Japan and India in 2018 will provide an opportunity to explore the challenges of tapping into India's soft power, such as its talented digital talent and startup companies, as well as the potential of Japan's strength in manufacturing (hardware and technology) and its superiority in software development (software development). The purpose of this project is to make the usefulness of the Japan-India partnership widely known both domestically and internationally, to examine effective support measures, and to identify promising projects for Japan-India collaboration.

Project details

In order to strengthen digital collaboration with India, the following projects were conducted to explore the possibilities in a deeper and more multifaceted manner.

- (1) Research and web-based questionnaire on the use of digital technology in India.
- (2) Organize Japan-India Digital Symposium.
- (3) Compilation of case studies on the use of Indian digital highly-skilled professionals.
- (4) Creation of an introductory video for “India Stack”.

Implementation structure



(2) Web-based questionnaires on the use of digital technology in India.

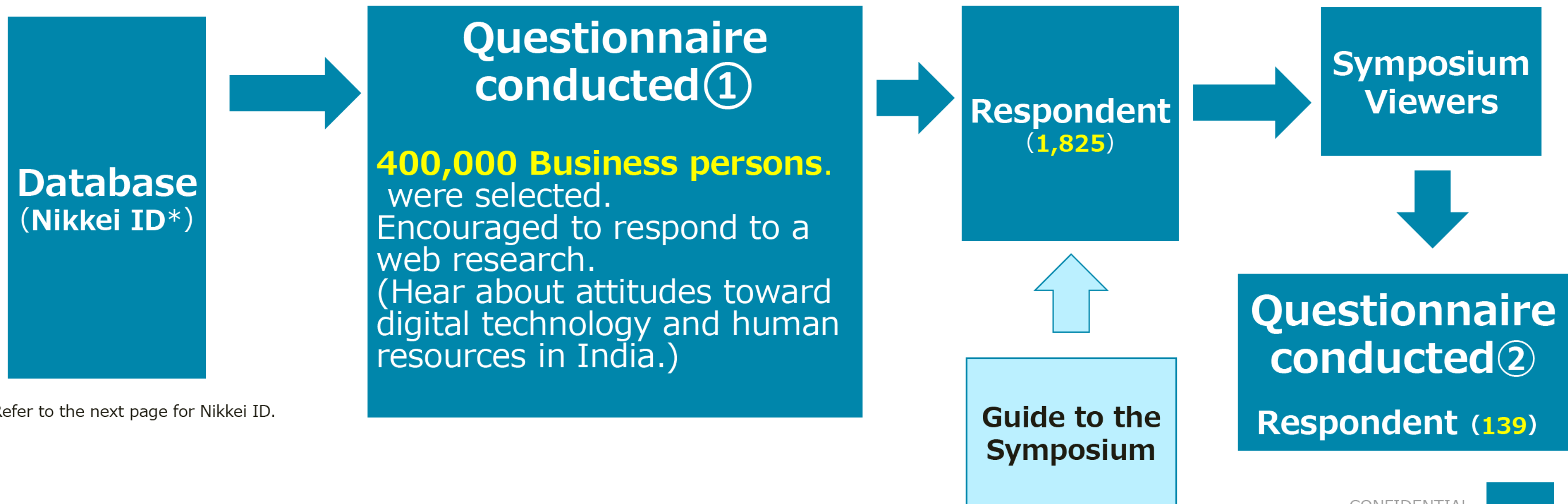
Methodologies

Conducted web research using Nikkei ID*.

Nikkei ID members consist of registered users of Nikkei Inc. services, etc., and the platform can reach approximately 10 million people.

On February 8, a survey was distributed via e-mail to 400,000 Nikkei ID registered users, directing them to a questionnaire on the website.

1,825 were collected.



* Refer to the next page for Nikkei ID.

What is Nikkei ID?

Audience platform for Business persons.

Nikkei ID members number approximately 10 million. They consist of registered users of NIKKEI and NIKKEI BP services, among others.

While the Internet world is full of "guess" audience data based on browsing history, we hold data based on users' "registration information".

It is one of the largest audience platforms for Business persons in Japan. We can utilize the data of executives and professionals, mainly those working for large companies, and wealthy individuals as marketing data.



Occupation

Work (company employee, civil servant, etc.)...70%

Student...10%



● Work (company employee, civil servant, etc.) ● Student ● Self-employed ● Housewife ● Without an occupation



Unit: %

Official position

Executive...10%

Executive - Manager and above...26%



● Executive ● Executive Officer / Division Director ● General Manager Class ● Section Manager, Manager class ● Other



Unit: %

Department

Executive, Executive Officer, Corporate Development ...15%

Information Systems, IT/ Engineer...25%



● Executive, Executive Officer, Corporate Development ● Information Systems, IT ● Engineer ● Marketing and Communications
● Sales ● Back office ● Profession ● Other



Unit: %



Web-based questionnaires (Preliminary survey)

インド国際経済調査

日本とインドの両国政府は、2018年にデジタル分野でパートナーシップ協定を結びました。あらゆる分野でのDX化の進展には、ハードウェアとソフトウェア双方のテクノロジーが欠かせません。ハードに強い日本と、ソフトに強みを持つインドが連携して競争力を高めることを目的としています。

中長期的に日本企業が世界へのプレゼンスを維持するためには、日印のデジタル連携の強化により、インドのソフトパワーを効果的に組み込むことが有効といえるでしょう。

「日印デジタル・パートナーシップ」も4年を迎え、新たな枠組みの創出または新たな展開への期待が高まる中、日本のビジネスパーソンとインドとの関わりや、デジタル技術に対するイメージ調査を実施し、今後の政策検討のための基礎情報といたします。

本調査の趣旨をご理解いただき、アンケート調査へのご回答をお願い致します。

経済産業省 通商政策局 南西アジア室

アンケート回答はこちら

※ここから先は（株）日本経済新聞社のサイトへリンクいたします。

※日経IDのログインまたは新規登録が必要です

回答期限

2022年2月10日(木) までにご回答くださいますようお願いいたします。

回答データの利用について

回答データは、経済産業省並びに「令和3年度内外一体の経済成長戦略構築にかかる国際経済調査事業（インドとのデジタル連携の強化に向けたパートナーシップ再構築調査）」の委託先である（株）日本経済新聞社、および本調査実施の委託先である（株）日経リサーチにおいて、当該事業の遂行に必要な範囲内で利用し、今後の政策検討のための基礎情報として活用させていただきます。

> [日経IDプライバシーポリシー](#)

※本調査に関するお問い合わせは以下にお願いします。

画像素材：PIXTA

調査実施委託先

ソリューション本部日経IDビジネス推進部
神（じん）、大澤、横田

〒101-0047 東京都千代田区内神田2-2-1

メール：nid_survey@nikkei-r.co.jp

調査No.21-442-0200

日本経済新聞社グループの総合調査会社

株式会社日経リサーチ



日経リサーチは、一般財団法人日本情報経済社会推進協会より個人情報保護に取り組んでいる事業者としての認定をプライバシーマークを使用しています。

Ministry of Economy, Trade and Industry (METI)

India International Economic Research.

The governments of Japan and India signed a partnership agreement in the digital sector in 2018. Both hardware and software technologies are essential for the advancement of DX in all fields. The goal is to increase competitiveness through collaboration between Japan, which is strong in hardware, and India, which is strong in software.

In order for Japanese companies to maintain their global presence over the medium to long term, it will be effective to effectively incorporate India's soft power by strengthening digital collaboration between Japan and India.

As the Japan-India Digital Partnership enters its fourth year and expectations for the creation of a new framework or new developments are rising, we conducted a Research on the relationship between Japanese business persons and India and their image of digital technology to provide basic information for future production studies.

We appreciate your understanding of the purpose of this Research and your willingness to complete the questionnaire.

Southwest Asia Office, Trade Policy Bureau, Ministry of Economy, Trade and Industry

Deadline for reply.

Please respond by Wednesday, February 10, 2022.

Use of Response Data.

Ltd., which was commissioned by the Ministry of Economy, Trade and Industry, and Nikkei Research Inc. which was commissioned to conduct the "International Economic Survey Project for the Construction of an Integrated Domestic and Foreign Economic Growth Strategy in FY2021 (Survey on Rebuilding Partnership with India to Strengthen Digital Alliance)", will use the response data to the extent necessary for the execution of the project and as basic information for future policy discussions.

Questionnaire

India International Economic Survey Questionnaire Questionnairenam : Survey for Business Personnel

We would like to ask you a few questions about yourself .
Please tell us your occupation. (just one)

1. One's business (company employee・Civil servants, etc.)
2. Self-employed ・ Self-employed profession
3. Housewife ・ House-husband
4. Part-time・ Part-time job
5. Student
6. Unemployed Other

1. Please indicate the type of company in which you work or run your own business.
2. Agriculture, Forestry, Fisheries and Mining
3. Construction
4. Automobiles, Transportation equipment
5. Electrical, Electronics
6. Machinery, Heavy electric machinery
7. Raw materials
8. Food, Pharmaceuticals, Cosmetics
9. Other Manufacturing
10. Energy
11. Wholesale, Retail and Commerce(including trading companies)
12. Finance, Securities, Insurance
13. Real estate
14. Communication services
15. Information processing, SI, Software
16. Transportation
17. Consulting, Accounting, Legal
18. Broadcasting, Advertising, Publishing, Mass Media
19. Civil servants (excluding teachers)
20. Education, Educational learning support related
21. Medical care
22. Care, Welfare
23. Restaurants, Lodging
24. Human resource services
25. Travel
26. Other ()

Now I would like to ask you about your business relationship with India.

Q1 Do you currently have any business relations with India? (Multiple answers allowed)

1. Export and import
2. Investment
3. Human resource exchange
4. Collaboration with local companies
5. R & D
6. Other ()
7. No specific involvement.

Q 2 Do you plan to establish new business contacts with India this year (2022)? (just one)

1. Yes
2. No

Q2=1(Only for those who answered "Yes").

SQ. Please give us your background and reasons for establishing business contacts with India this year. (free answer)

Q 3 What do you see as the biggest bottleneck in doing business with Indian companies? (just one)

1. Language
2. Culture
3. Physical distance
4. Cost
5. Differences in business practices
6. Other ()

Q 4 India is said to be rich in digital talent . Would you like to hire Indian digital talent for your company? (just one)

1. Already adopted
2. I'd like to adopt it.
3. Not interested in hiring

Q 5 Please explain why you chose to insert a Q4 response for digital talent in India in the previous question. (free answer)

※ If you have already hired, please explain why you decided to hire .

Q 6 Are you interested in having an Indian Institute of Technology student work as an online intern at your company? (Reference: Cost is about 50,000 yen per month)

※ Indian Institute of Technology is the world's premier national university in India. (just one)

1. Very interested
2. Somewhat interested
3. Neither
4. Not much interest
5. Not interested at all

Q 7 Please answer freely what you expect from the Japanese government (support, etc.) regarding the partnership with India in the digital field. (free answer)

Q 8 Do you know each of the following in India ? (just one)

- ① A national numbering system called Adhar (Adhar)
- ② Digital public goods called India Stack
1. I know both.
2. Only Adar (Adhaar) knows.
3. Only India Stack knows.
4. I don't know both.

The screenshot shows a web-based questionnaire form titled "NIKKEI | インド国際経済調査". The form is in Japanese and contains several sections for data entry. It includes a header with the Nikkei logo and a language selector set to "日本語". The main content area has a light gray background and contains the following sections:

- Q1** Section: A list of checkboxes for business relations with India: "輸出・輸入", "投資", "人材交流", "現地企業との提携", "共同開発", "その他", and "特に関係がない".
- Q2** Section: Radio buttons for "はい" (Yes) and "いいえ" (No).
- Q2=1** Section: A text input field for background and reasons for establishing business contacts.
- Q3** Section: A list of radio buttons for bottlenecks: "言語", "文化", "物理的な距離", "コスト", "経営慣習の違い", and "その他".
- Q4** Section: Radio buttons for hiring digital talent: "すでに採用している", "採用したいが要う", and "採用したいと思わない".
- Q5** Section: A text input field for explaining the Q4 response.
- Q6** Section: A list of radio buttons for interest in hiring IIT students: "とても関心がある", "やや関心がある", "どちらでもない", "あまり関心はない", and "全く関心がない".
- Q7** Section: A text input field for expectations from the Japanese government.
- Q8** Section: Radio buttons for knowledge of Adhar and India Stack: "両方知っている", "アダー (Adhaar) のみ", "インディア・スタックのみ", and "両方知らない".

At the bottom, there is a "戻る" (Back) button and a "回答結果を掲載" (Publish Results) button. The footer includes the Nikkei logo, copyright information "Copyright © 2013 Nikkei Inc. All rights reserved.", and a page number "ページ 1/1".

Web-based questionnaires

NIKKEI

? ヘルプ

India International Economic Research

入力 ▶ 完了

We would like to ask you a few questions about yourself.

Occupation/industry, etc.

※You are viewing information registered with Nikkei ID. Please correct the information if it differs from your current situation.

※Changes made using this form will not be reflected in your Nikkei ID registration information.

Business ▼ Please select one. ▼

Type of industry ▼ Please select one. ▼

Type of occupation ▼ Please select one. ▼

Post ▼ Please select one. ▼

Employee size
of your company ▼ Please select one. ▼

※This survey is only for those who are working or self-employed/ freelance.
Please answer the questionnaire thereafter only if you are one of the above-mentioned persons.

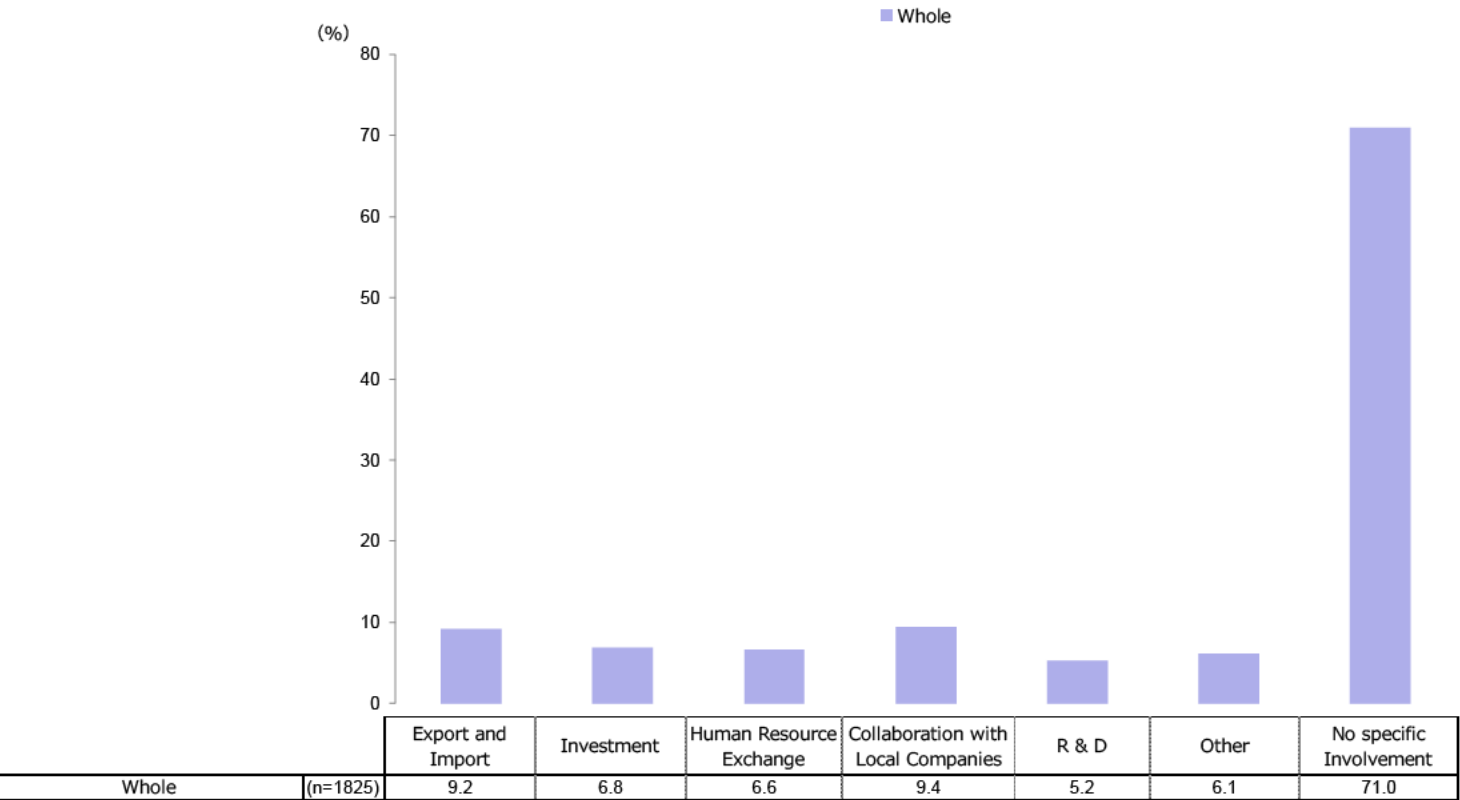
Web-based questionnaires (Preliminary survey)

International Economic Survey of India (preliminary survey)

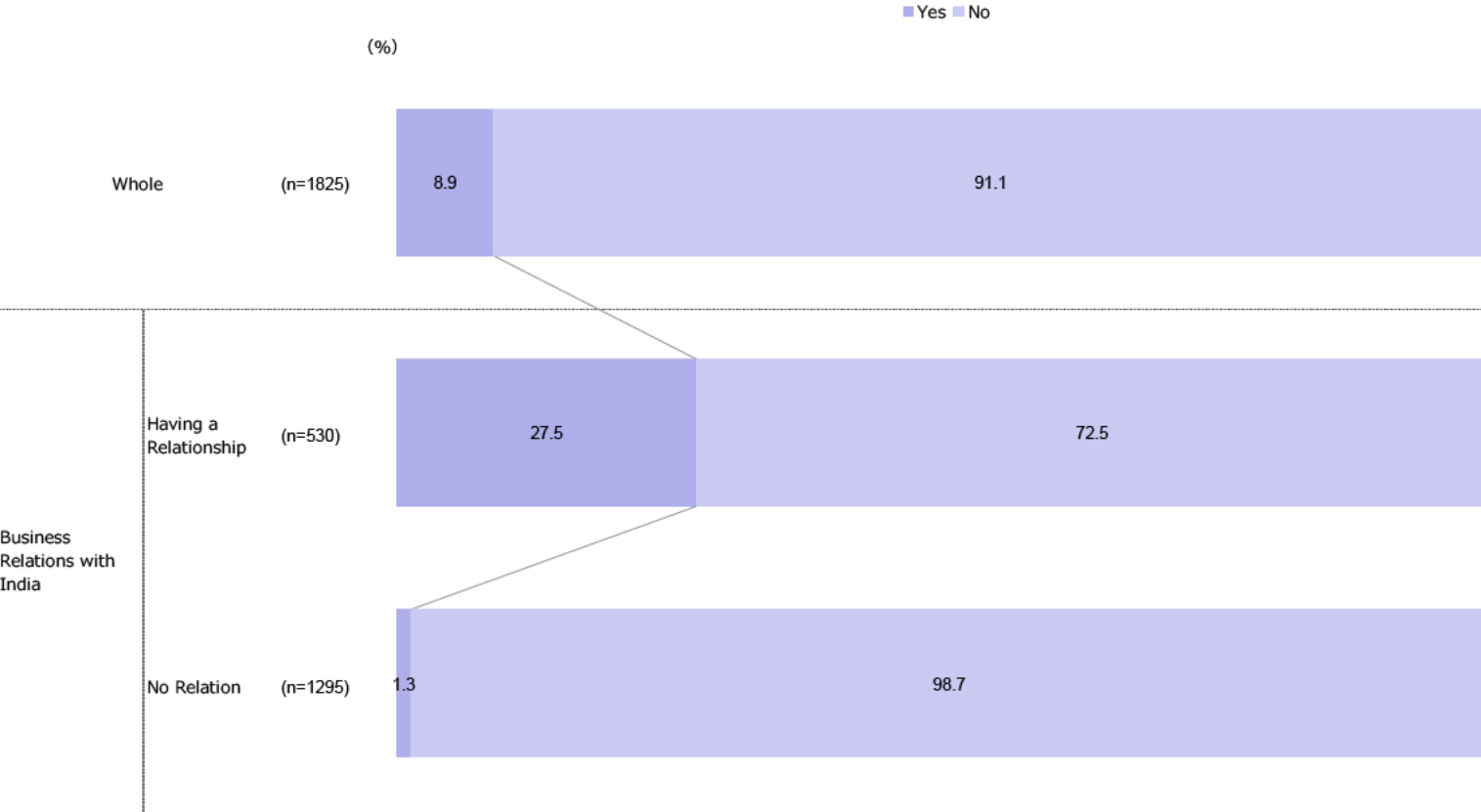
variable name	question
q1	Do you currently have any business relations with India? (Multiple answers allowed)
q2	Do you plan to establish new business contacts with India this year (2022)? (Just one)
q3	What do you see as the biggest bottleneck in doing business with Indian companies? (Just one)
q4	India is said to be rich in digital talent . Would you like to hire Indian digital talent for your company? (just one)
q6	Are you interested in having an Indian Institute of Technology student work as an online intern at your company? (Just one)
q8	Do you know each of the following in India? (Just one) (1) A national numbering system called Adhar (Adhar) (2) A digital public goods called India Stack.
f1	【Nikkei ID】business
f2	【Nikkei ID】type of industry
f3	【Nikkei ID】type of occupation
f4	【Nikkei ID】post
f5	【Nikkei ID】Employee size of your company

Questionnaire Results①

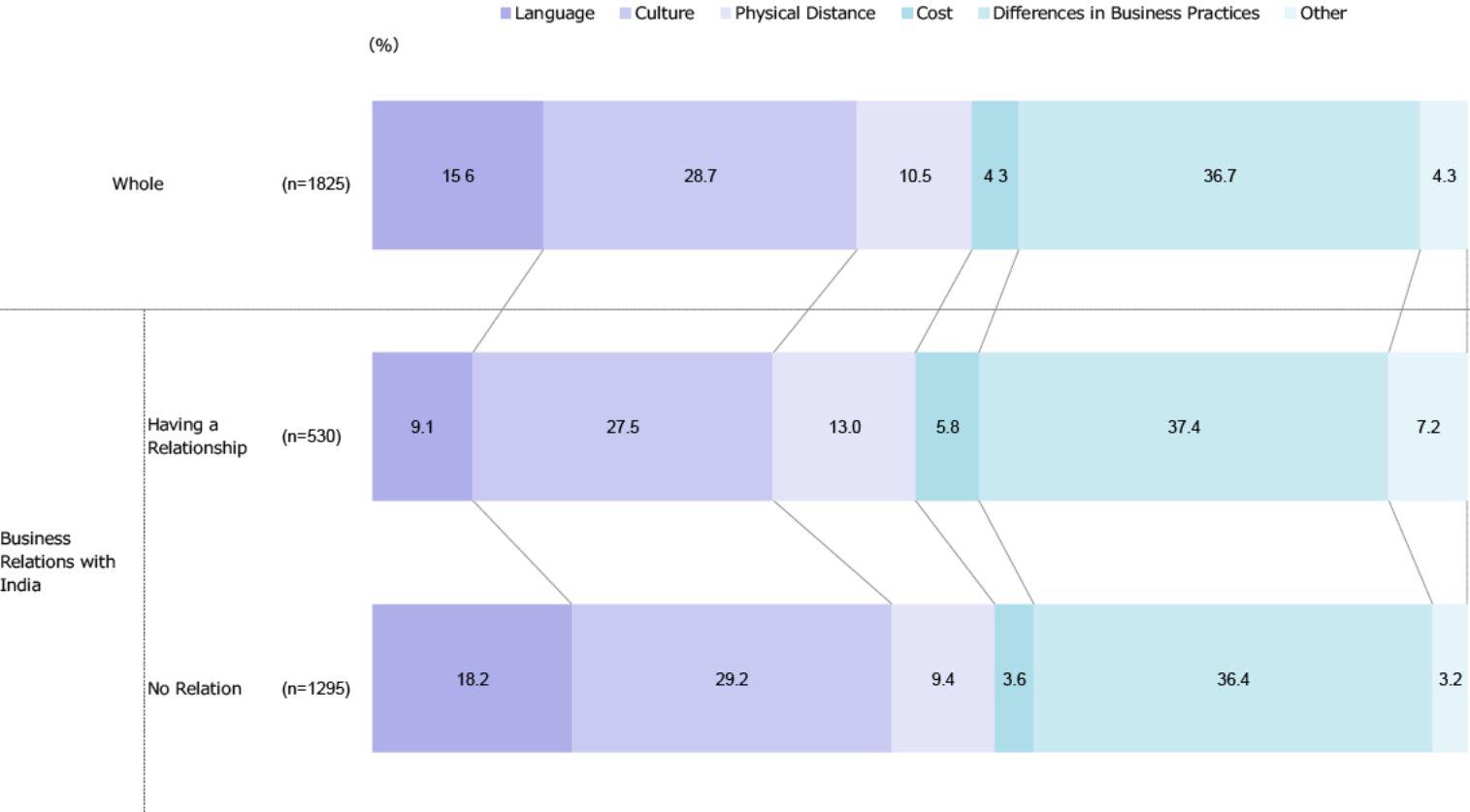
Do you currently have any business relations with India? (Multiple answers allowed)



Do you plan to establish new business contacts with India this year (2022)? (Just one)

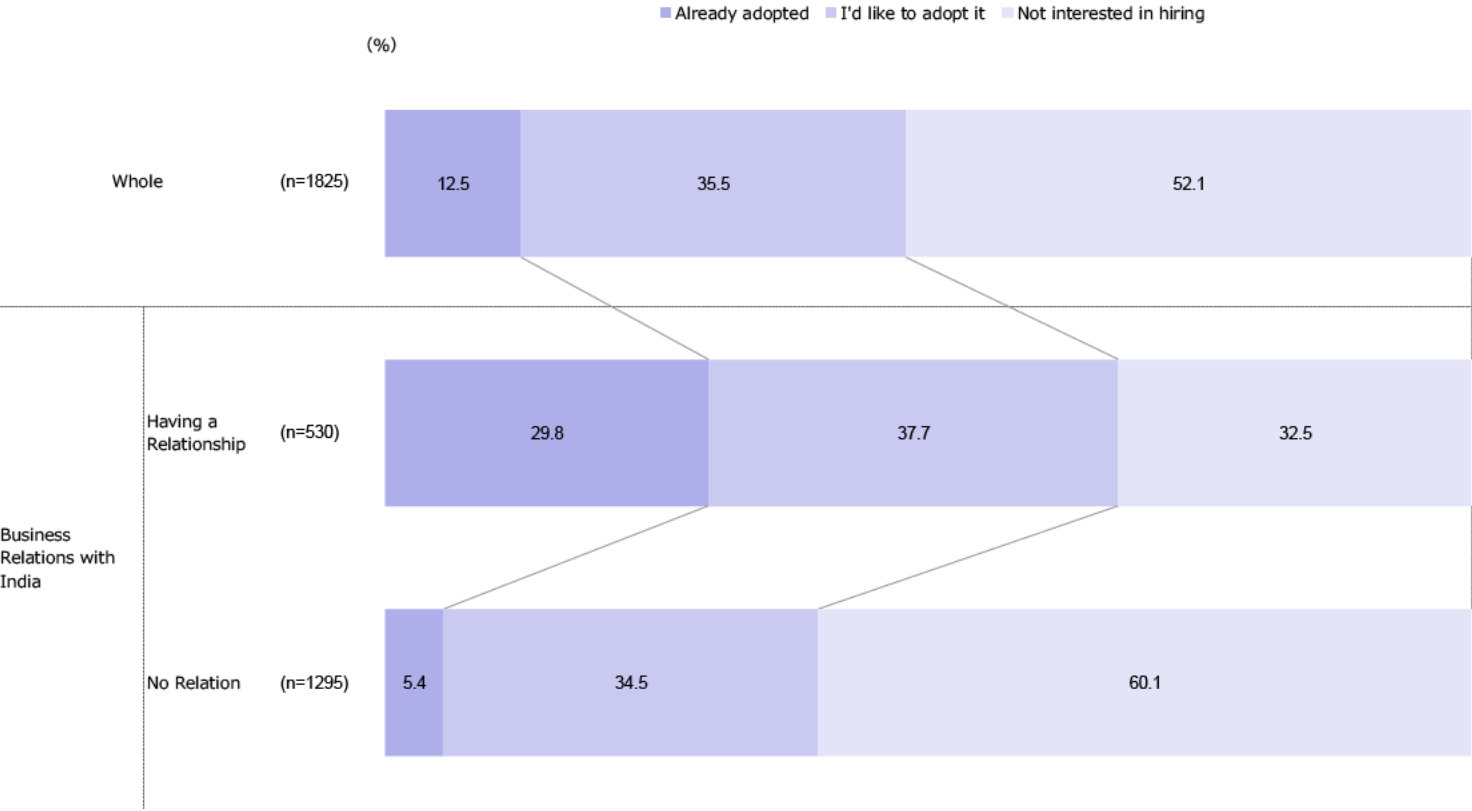


What do you see as the biggest bottleneck in doing business with Indian companies? (Just one)

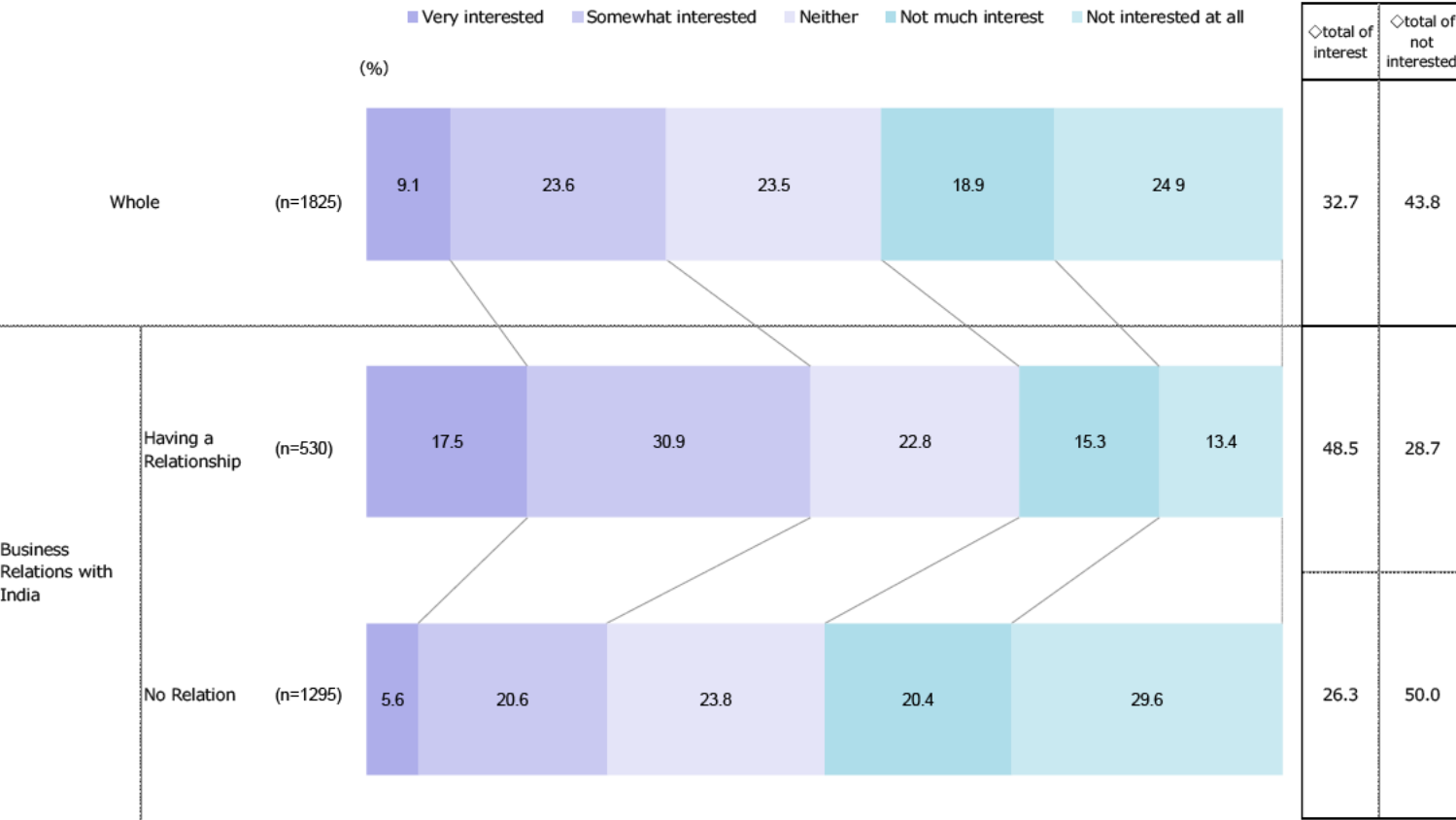


Questionnaire Results②

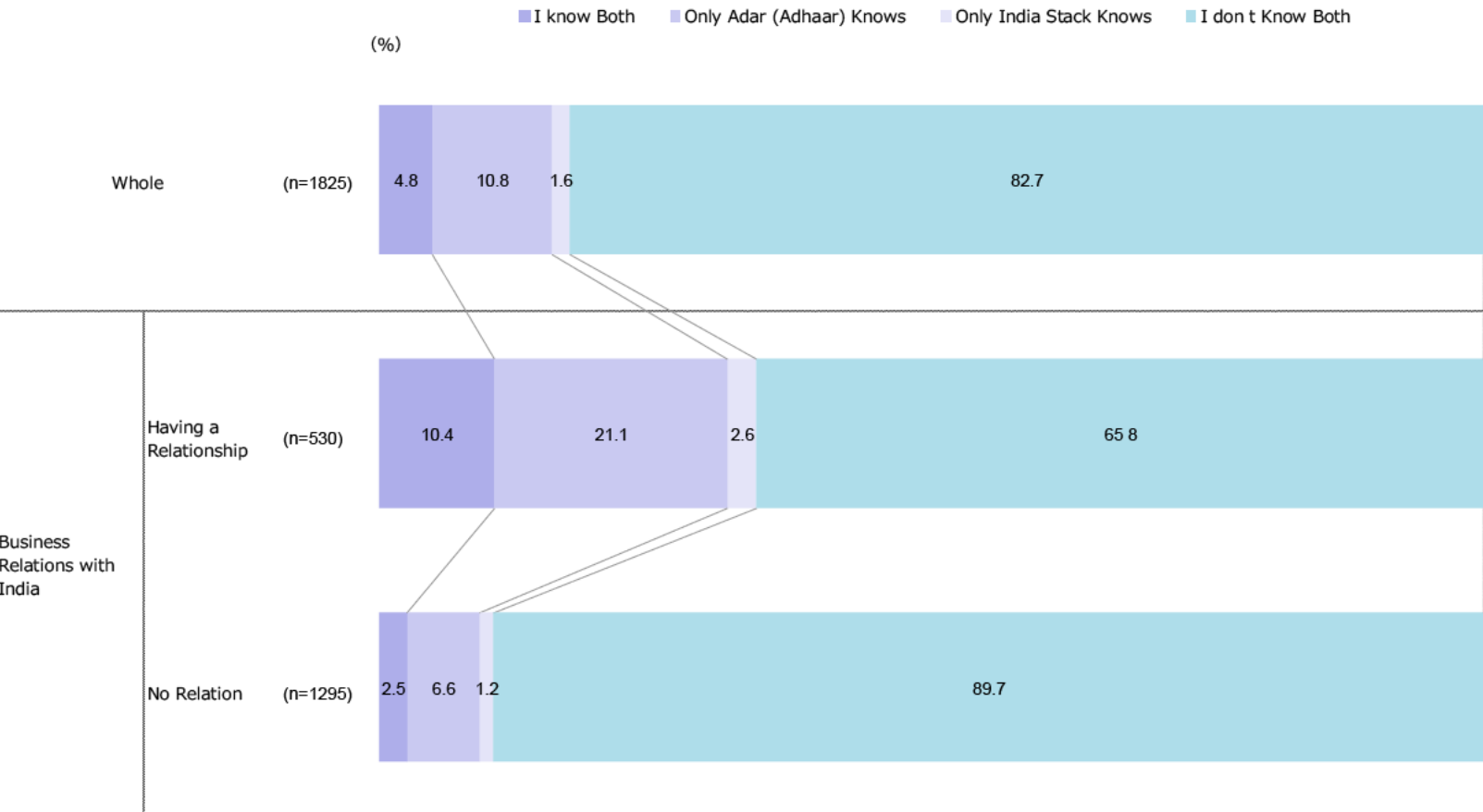
India is said to be rich in digital talent . Would you like to hire Indian digital talent for your company? (just one)



Are you interested in having an Indian Institute of Technology student work as an online intern at your company? (Just one)

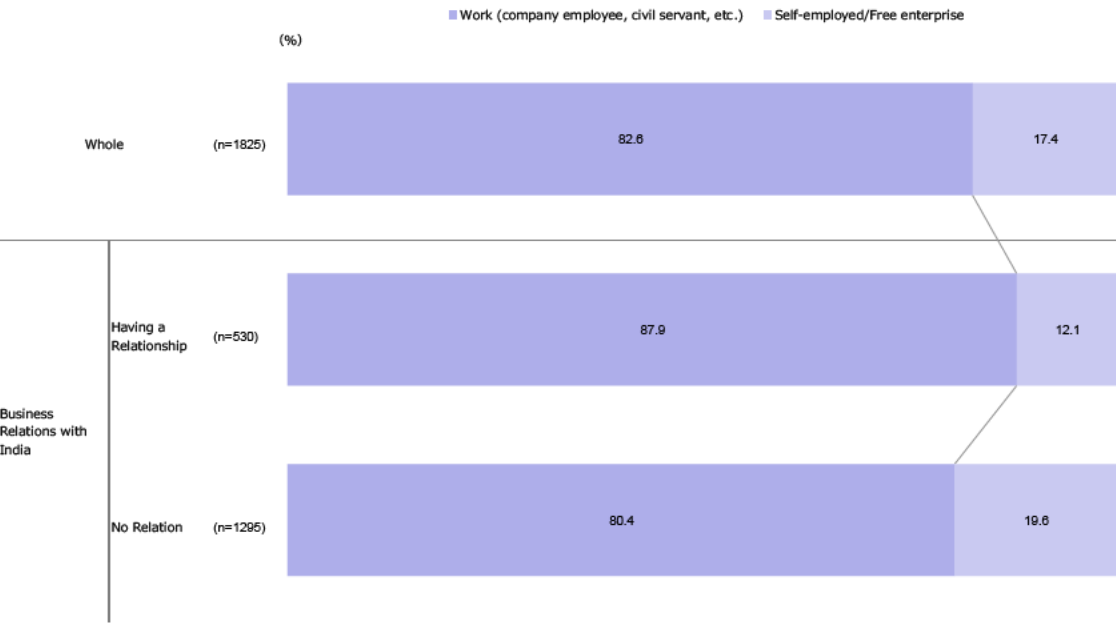


Do you know each of the following in India? (Just one) (1) A national numbering system called Adhar (Adhar) (2) Digital public good called India Stack.

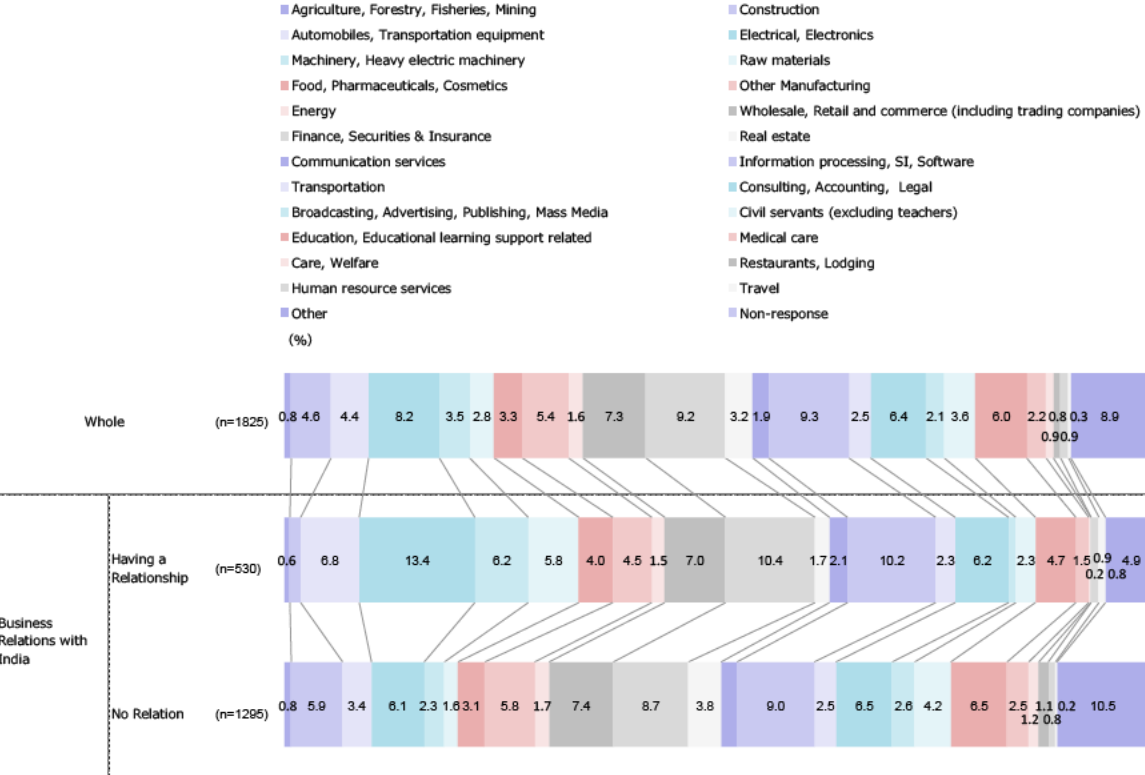


Questionnaire Results③

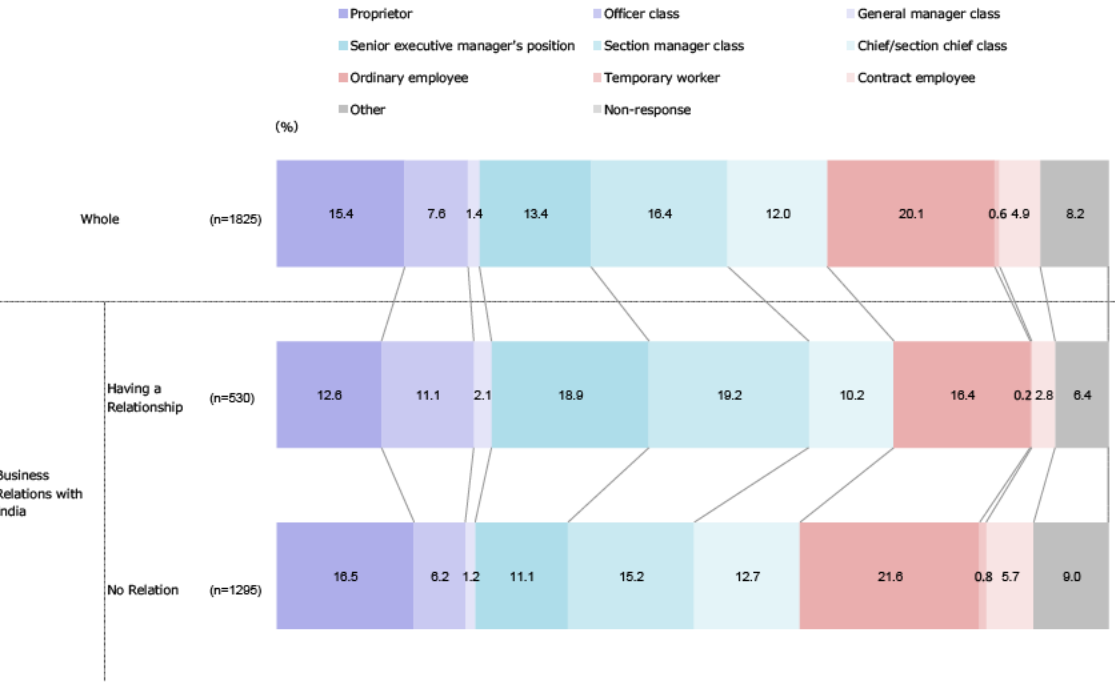
【Nikkei ID】business



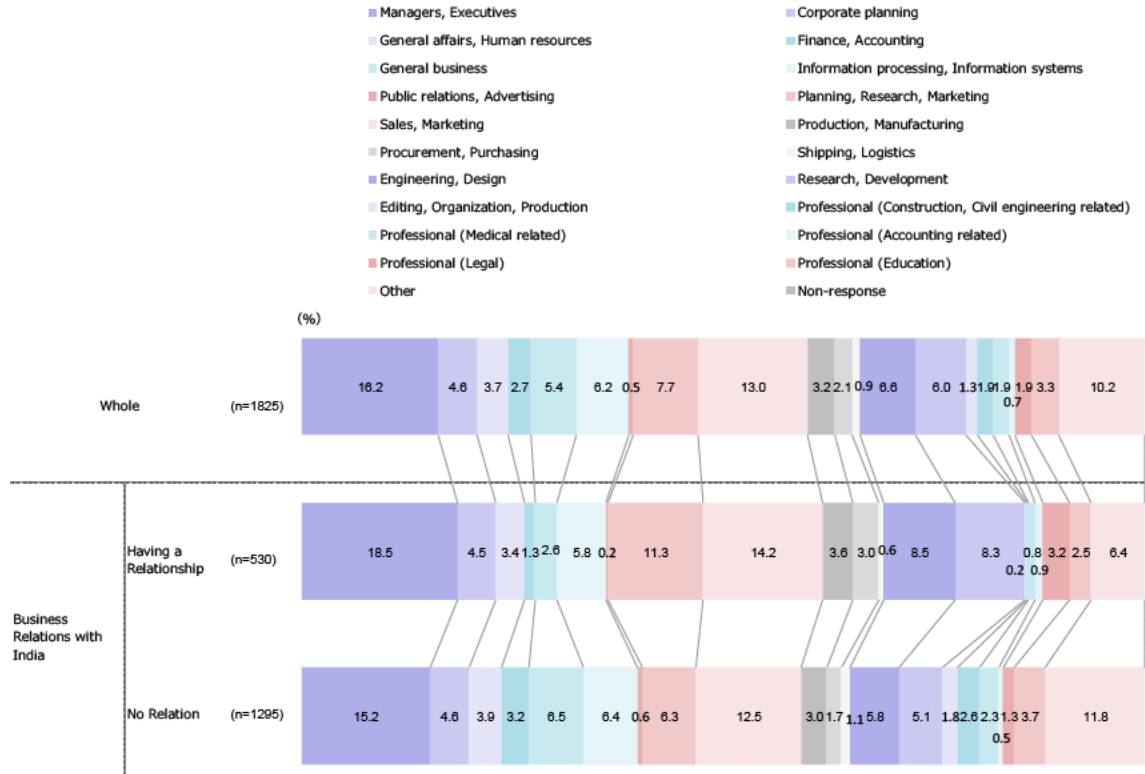
【Nikkei ID】type of industry



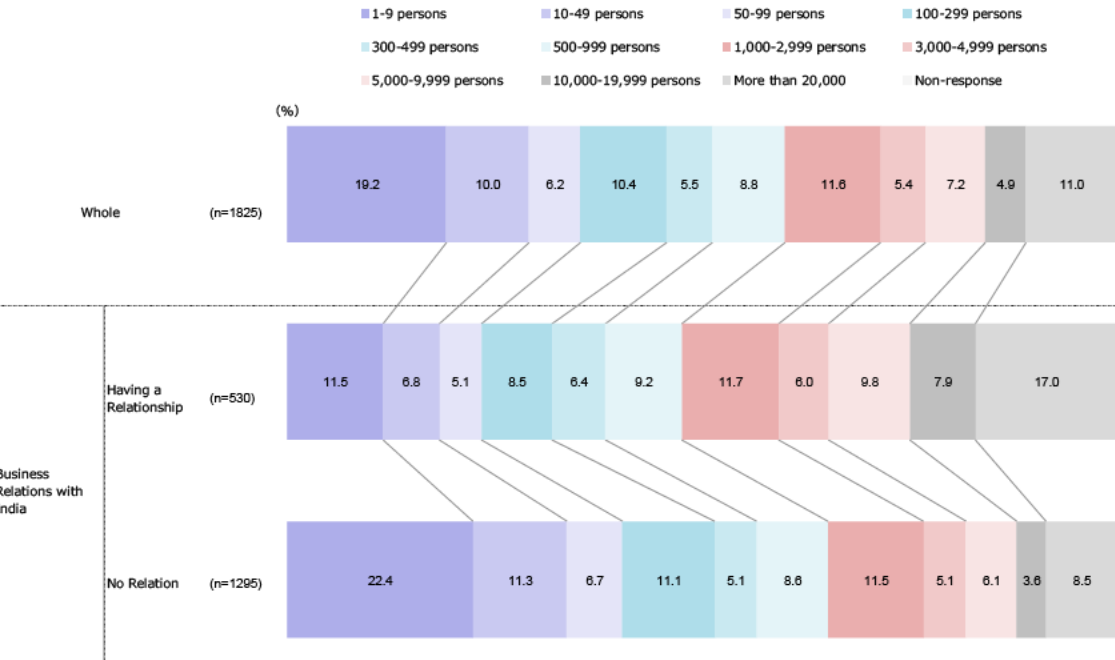
【Nikkei ID】post



【Nikkei ID】type of occupation



【Nikkei ID】Employee size of your company



Questionnaire Results Free Answer①

Open Answer
q1_6t.【Other】 Do you have any business involvement with India? （Multiple answers allowed）

No.	自由回答
00020	社内会議
00032	米銀東京支店でコルレス業務の営業
00073	システム開発保守委託先がインドのベンダーである。
00077	関連子会社(現地法人)との協業
00089	研究機関との個人的交流
00110	知財法務やデータ保護の関連分野で、インド固有の法・社会制度・政策の最新動向をたえず調査してupdateしている
00116	インドとの外交関係、経済関係は、政策の判断基底の一部をなす
00131	インド企業の子会社化
00165	現地法人
00166	業務システム支援
00171	調査業務
00177	システム構築PJ実施
00194	原材料
00221	コンサルタント
00255	現地子会社の経営支援・管理
00258	関連する法律助言をすることがある。
00286	IT部門がインド
00303	一部の商品生産国(アパレル)
00311	CRM利用
00324	オフショアでのシステム開発(主にプログラミング)
00328	過去関わっていた
00340	インド法律事務所との取引
00346	インドにあるチームとの連携
00355	現地企業と担当している顧客会社が専用回線を敷設している回線等の保守
00359	生産委託
00362	外国為替
00384	輸出準備中
00397	航空機リース
00403	業務実行
00418	ITシステム開発、運用
00425	三国間貿易
00429	コンサルティングサービスの提供
00436	治安、政治、医療情報の収集
00456	在日インド人経営者の経営支援その他
00490	ソフトウェアの修正検討
00493	現地子会社の内部監査
00498	現地に製造工場がある
00507	マーケティング
00508	東アジア含めてアジア統括部門がインドがある

00530	ship sales and purchase and indian crews
00546	薬事申請受託業務
00561	在日インド人を顧客としている
00576	情報交換
00579	事業企画
00592	販売会社がインドにある。
00595	現地の日系企業とのビジネスあり、間接輸出実施中。
00629	金融支援
00641	連結対象の工場あり
00647	同じプロダクト/サービスを、インド子会社と地域を分担してカバーする。
00654	コンサルタント
00665	弊社は:①直接輸出入の業務 ②日本語が出来ない国内の製造業者様の「業務代行」③コンサルを含んで対インドへの機械輸出を推進して居る会社の援助をして居ます。
00668	日本政府によるインドにおける都市開発プロジェクト推進に向けた日本の技術、知見、経験の伝達協力、また現地でのビジネス展開を目指す日本企業への側面的支援
00707	保険手配
00716	当社製品の技術的アドバイス
00722	社内システム展開
00723	インド資本の会社勤務
00734	KCDの輸出
00735	インド関連ビジネスコンサルタント
00763	現地に同じ会社の営業担当がいる
00766	マーケットリサーチ
00802	日本国内に住むインド人の診療
00828	半導体
00829	国内業務のアウトソース
00835	インド企業との第三国での協業
00839	インド法人のグループ会社
00860	郵便
00902	インド現法に駐在中です
00918	ホテル運営
00955	インド現地企業へ4年出向
00981	インドITベンダー日本支社勤務
01030	特許取得を介して協業を狙う
01045	インド系ビジネスツールの購入
01061	システムサポート
01092	クライアントがインド出身
01096	インド系インターナショナルスクールの運営
01106	現地に会社を設立して業務をさせている
01198	製品の一部でインド製造の原料使用
01206	ODA
01217	作業委託
01233	当方通訳案内士(英語で観光ガイド)なので、お客様として。
01245	製造拠点
01274	インド出身の社員がいる(アナリスト)
01280	過去に取引があったが、現在は無い。
01324	ITベンダー

01382	現地法人あり
01384	政策調査の対象
01386	技術調査の対象
01387	現地子会社の監査
01409	インドへ出向中
01429	社内にインド在籍者がいて、メールで連絡を取る機会がある。
01445	投資(主に買収)
01451	支援業務
01470	一部の業務で担当者がインド現地の方である
01508	会社の子会社がある。
01512	グローバルIT企業のため、インド採用のメンバーとのプロジェクトで関わる
01541	当局間協力
01556	以前に英語研修を実施
01579	人材教育
01585	金融取引決済
01629	英語の採点委託など
01649	国外関連者取引
01654	生産工場
01676	現地駐在
01695	現地センサーメーカーからカスタム品の購入
01727	現地大学との研究交流
01756	投資信託等ファンドのカストディロ座等の管理
01780	System Operaftion
01789	現地子会社の監査
01795	所属先本社がインド
01809	マーケティング
01819	インド企業の日本法人に在籍
01824	生産工場を新築

Questionnaire Results Free Answer②

Open Answer

q2_sq. Please give us your background and reasons for establishing business contacts with India this year.

No.	自由回答
00018	今後、日印関係が大学にとってより重要ななるため
00019	弊社商品の関われそうな大きなビジネスの可能性を感じるから
00020	データサイエンスはインドスタッフから情報を得るため
00022	設備投資がある
00059	インドでの環境ビジネスの広がり。
00070	大学教員なのでビジネスではないですが、インドにおける学術交流協定校は増やす予定があります。
00073	システム開発・保守を国内の日本人エンジニアでオンショアで行うよりも人件費の安いインド人エンジニアでオフショアで行った方が安いから。
00095	ソフトウェアの開発拠点として、中国の地域リスク分散のため、インドでの開発を検討
00136	弊社は、医療機器の製造販売業者であり、インドでの販売を計画中のため。
00156	システムのオフショア開発の連携。
00185	詳しくは答えられませんが、インド地場企業との連携を検討しています。
00244	新規投資の実行
00270	長年協業してきたソフトウェア開発を継続します
00272	水産物を中心とした珍味製造・卸・一部小売を行なっている会社です。昔、インドのイカを照射を通して輸入し加工をしていました。インドの海産物でまだ開発されていないものとか、利用されてないもの画あるのではと思ひ応募しました。インドに行った経験もある。
00298	自動車関連市場の拡大予測から
00329	現在中国に生産拠点があるが、新たな製造拠点として。
00335	インド市場開拓と同市場におけるサービス向上を計画しているため。
00340	クライアントのインド商標出願のサポート
00366	今後の事業の拡大のため
00384	地元農産物を加工輸出準備中
00417	国籍を問わず有能な人材を確保したいため。
00419	インドに合弁会社を作る計画があり、その対応をする可能性があるため
00441	グループ本社(インドバンガロール)との共同ソフトウェア開発
00445	日本の人口減少によるインドとの人材交流を含んだビジネスを展開する。
00450	輸送用機器市場が大きい
00463	現地生産
00465	投資先企業の拡大とガバナンス強化。
00474	大学を中心とした国際交流のため。
00475	人口が世界2位のため今後豊かになれば住宅需要が出てくると思います。日本製品は電機や電車・自動車など人気が高いので住宅もニーズはあると考えます。
00493	新たな買収先が発生し、同じような形(内部監査)で関わる予定
00497	当社にとって必要なデジタル技術者を育成する拠点にする。
00498	現地に製造工場があるから
00508	上位管轄分がインドに存在する

00511	インドから日本への観光客の英語ガイド
00518	インドのEV化
00536	交通機関開発
00538	人口ボーナス期で、今後の経済成長が期待出来る。
00550	金属部品の仕入先開拓
00567	インドのフィンテック企業、ITスタートアップ企業への投資、日本進出への支援などです。
00583	接点を持ちたい。インド政府の半導体、ディスプレイ企業へのインセンティブが発表され、何らかの動きを期待
00606	関連の製造能力が向上しており、購入先として魅力
00632	世界のあらゆる国々の商材を販売しているからです。
00641	既に連結対象の工場あり、顧客訪問している。
00654	インドを主拠点としたexpert-networking(専門家、アドバイザー)によるコンサルティング会社(Insight Alpha)の在日代表としての業務をしており、日本のコンサルティング会社や日本の上場企業のインド進出やインド戦略(市場調査、販路開拓、M&A等)のお手伝いをしている。
00669	NEDO国際実証で現地側企業や団体と接点を作成中
00676	DXとIoTに向けての人材活用
00690	営業拠点の新設
00715	ITビジネスの協業
00716	引合いにて、当社製品がインドにて採用される可能性がある
00738	シリコンバレーからインド人材が本国に戻っており、新たなビジネスチャンスがあると、現地で感じるからです
00757	インドでのビジネス拡大の為
00777	既にJV会社は設置しているが、技術・顧客対応でさらなる注力が必要のため。
00778	インドにあるソフト開発センターに駐在して7年になります。
00813	すでに拠点を保有再生可能エネルギーの発展
00835	中東におけるインド(系)企業のプレゼンスの高さ、インド企業の進出、価格競争力、相応の信頼性、一応は英語でビジネスが可能。。
00845	システム開発のアウトソーシング契約を締結、システム開発?テストまでのパートナー契約を結ぶ予定です。
00851	グローバルリソースの活用
00862	インドに進出する日本のメーカーをサポートする為
00866	巨大市場であり、ポテンシャルが高い。
00905	対中国、このままでは日本はダメだ。全てにおいて国際競争力も、国内企業を活かすことの出来ない政府ではもう待てない。インドに限らず米国以外のよきパートナーと組み、さらに国外に目を向けないと、世界からもっと取り残される。発信力もないし、ここはお互いの強みを生かすべきだ。
00918	Minorなど我が国展開を睨むグローバル級ホテルブランドにとってファンダメンタルズの面から日本への進出の手がかりを見極める好機が到来。
00919	ソフト開発拠点設置
00932	JVを現地企業と設立していますがうまくいっていないので、独資で事業展開をやります。
00941	介護人材の受け入れ
00955	M&A
00968	インドITエンジニアへのソフトウェア開発業務協業実施中。背景はIT高度技術者不足、期間短縮、費用軽減。
00981	グローバルのデジタルソリューションの日本展開

00985	投資先の拡充
00999	既にインド現地法人を構えて、各地で日系企業様に物流サービスを提供させて頂いています。2022年以降は医薬品の物流やコールドチェーン物流の分野への進出を企図しています。
01001	インドサイドが車載用カメラのレンズの開発設計を実施。当方がその技術内容のサポートを実施。
01030	特許取得に基づく協業
01036	インドへ行くかもしれないし、向こうからくるかもしれない。
01050	既に自社が事業を行っている。
01056	インドのITの強さに興味がある
01058	インドの経済・インフラ状況が日本の1960年代後半の高度成長期に似ており、モディ首相のインフラ重視政策に商機を感じる。中国・ロシアvs西側諸国の不安定な世界情勢にあっても、他の新興国に比較して安定的な成長が期待できる。インドのソフトウェア企業が成長しても、中国がテンセントやアリババに対して行ったような国家的抑制のリスクが少ない。
01073	インド拠点のセキュリティ強化のためのチームクリエーション
01082	システム開発要員支援
01097	インド企業の株式への投資
01098	ソフトウェア開発
01131	優秀な人材の確保
01165	サプライチェーンの強化
01233	2年間の鎖国状態も今年のどこかで、オープンになると思われます。よってインド系の旅行会社やインド料理屋等と関係を再構築する必要がある。
01238	長期の懸案
01248	現地法人とのコンタクト
01258	エアコン輸入規制の撤廃への働きかけ
01269	システム開発の委託
01273	保有特許の技術供与契約
01304	現地企業への電子部品供給
01328	留学生受け入れ
01339	再生可能エネルギー(太陽光発電)関係の商材を輸入に現地法人と協業して共同事業を開始する。
01344	技術や知的レベルの高い研究者が多い
01377	生産原材料の調達
01381	新製品の輸入探索していた化学品のメーカーがインドにあったため
01382	社内の基幹システムのソフトウェア開発
01409	現在インドで働いているため。
01416	サプライチェーンの一つとして
01417	現地生産拠点開業
01419	自社ブランド製品の開発に協力していただきます。弊社役員と日本駐在のインドの方が以前からの知り合いで、インド工場で弊社製品作製可能かのテストを兼ねて依頼中です。
01440	インドから撤退したから再挑戦？
01445	具体的な案件は現時点では無いが、投資対象の案件があれば。
01467	インドの当社の独資会社に新たに投資を行い、現地に於ける産業消費財の製造販売を行う。

01472	商品の新規仕入先としてインド企業も視野に入れています。従来は台湾・中国との接点为主でしたが、前者については既に日本支社ないし日本企業との取引がある場合が多く、後者についてもかつて程の勢いは無く、また国際情勢が悪化しているからです。
01486	インドにて化学品の委託合成を検討
01493	本社アメリカ。日本支社とインド支社で技術面での交流を深める予定。特にオンラインでできる業務、ソフト系はインドで行う。
01497	マスポリウムのある市場のため
01509	既に関係性のあるインド企業の新しい計画に賛同する用意があり、また、インドのデジタル戦略、その他の成長を実感している為。
01512	グローバルIT企業のため、インド採用のメンバーとのプロジェクトで関わる。
01516	インドにビジネスパートナーがいるため。
01528	多様な人材確保の選択肢として
01533	インドは弊社にとって、開発・生産・販売上、最重要拠点であるから
01541	日印EPAサービス貿易小委
01545	輸入
01548	今働いている会社(日本TCS)がインド企業の日本法人のため。
01549	日系進出企業へのファイナンス支援
01564	開発製品の販売先
01575	子会社がインドの企業を参加に置いているため。
01576	鉄工や鋳鋼品の輸入をしていきたい。
01588	Made in Indiaを政策として掲げているインド、そこにビジネスチャンスを感じるため
01615	大学の地域活性(事業支援)の目的
01625	有望市場であるインドにおいて将来ニーズを早く敵価格に取り込むため研究開発の現地化を検討
01640	法律家の人材の交流
01641	在留資格関係の申請
01644	コロナ収束後、インドに渡る予定です。投資先のデジタル金融会社やフィンテック企業、不動産会社を回り、最新状況などを確認します。
01658	商社設立を検討中。現在は金融機関として間接的に取引先の輸出入をサポートしていますが、今後直接的な輸出入業務への参入もありえます。
01693	現地ジョイントベンチャーでの業務
01713	継続してビジネスを続ける為ビジネスの拡大
01763	インド政府間が半導体とディスプレイの製造企業を誘致するために総額100億ドルの助成計画を承認した事を契機に現地調査を行う必要性があるため。
01794	現在インドのIT会社の顧問を兼務しているが、新拠点を作る予定がある
01813	コロナ禍による交通遮断が改善される可能性が高いため。
01819	日系企業がインドにて弊社既存顧客を買収したため、その拠点に対するビジネスを担当する可能性がある為
01822	人口も近い将来には中国を抜いて世界一になる経済的に大きな市場であり、成長率も非常に高い発展真っ只中のインドに生産および販売拠点を設けるのに何の躊躇も無かった。特にIT技術、スマホ、自動車、での成長期待は極めて大きく、またクリーン、グリーン、ファインと言う我が社の戦略キーワードにも大いに繋がる国である。

Questionnaire Results Free Answer③

Open Answer
q3_6t.【Other】 What do you see as the biggest bottleneck in doing business with Indian companies? (Just one)

No.	自由回答
00002	税法、法規制
00014	要求品質
00032	インド企業のほうが短期的な利益を重視し、日本企業は長期的関係を目指しながら最初はもうからなくてもとりあえず開始しそうな点
00050	国土の広さと民族の多様性による、嗜好・価値観の幅広さ
00060	顧客は国内対象のため
00103	認識度、理解度で違和感を感じる場合がある。(日本の常識で考えはダメと言う事です)文化の差でしょうか？
00116	インド国内における地域的・人種的多様性に伴う政治リスク。中国を中心とした隣国との外交関係リスク
00162	政治や経済が若干不安定なこと(特にコロナ下のときにそうだった)
00206	特に支障ない
00234	インフラの状態が良くない
00251	製品仕様の規制・規格の違い
00287	既にビジネスあり、大きな障害はない
00303	国民性の違いで納期が守られないことが多い
00318	必要性
00334	真顔で嘘をつく。
00337	なし
00340	役所(特許庁)の処理の遅延
00346	時差
00361	十数年前ですがインドの方とjavaベースの帳票アプリ開発で協業した経験があります。特にネックになる事はありません。
00460	日本人と比べて仕事がいい加減なところ
00467	ネックとなるものは特にない
00481	中央政府と州政府での、上層部と実務部隊での業務速度の違い(許認可遅れ、など)
00508	人間が粗野である。宗教旅
00529	大きな違いはあまり感じない
00556	特になし
00558	品質
00567	日本企業の保守性
00572	特になし
00589	カースト
00623	場合によりけり
00647	州間の税制の違いに起因する煩雑さ
00665	現地の市場調査をする為に、現地の情報を入手するのが・難しい。
00677	複雑な法規制と諸制度
00688	規制の変更
00699	分かりませんが、無いと思います。
00752	税務

00775	インド企業とビジネスを行うことはない
00803	宗教感
00820	信頼度
00821	経営者の考え方。未知への抵抗感。
00869	日本人の閉鎖性
00908	男女差別
00913	安全面、環境、移動手段
00929	なし
00955	カルチャー
00968	時差
00981	相手に対する
00985	外資規制、関税、物流
01006	言語、PM5:00には帰る文化、まともに仕事ができないほどの湿気と気温、賄賂等の商慣習 全て
01050	インド政府の政策との連携
01067	知り合いがいない
01097	インフラが遅れている
01128	日本人のインド人・インド文化についての知識理解の欠如と偏見
01188	階級社会
01191	関税、取引の難しさ、考え方の違い
01245	諸々
01247	品質管理
01250	情報
01257	考え方の違い
01258	Made in India
01276	特になし
01296	信頼関係が持てなかった。個人の問題であろう。
01310	仕事、価値観の大きな違い
01319	コロナ
01348	商習慣の一部に含まれるかもしれないが、宗教や(表向きは無くなったと言われている)カーストなど。現社会に於いても、影響する事はある。
01368	関りが無い。
01378	品質管理
01445	商習慣の違い、文化、法制度、税制、地域差異
01469	教育、特に日本国内における研修、体験型のOJTにかかる管理
01474	弊社の商売に見合った環境
01529	人的融和策の価値観の違い(いわば、風土・文化に該当?)
01560	コロナのような感染症のため鎖国している状況
01655	貧富の差が大きく治安が悪い
01660	人的な信頼性
01661	食事や衛生の面でハードシブ高い。
01694	宗教
01698	ビジネスを行う予定はない
01738	英語が通じますので特にネックとなることはありません。文化の違いはどこの国でもあることです
01795	交通の便が悪い(航空便の直行便が無い)

Questionnaire Results Free Answer④

Open Answer

q5. Please indicate the reason(s) for your answer in the previous question regarding your intention to hire Indian digital talent.
(Free answer) *If you have already hired, please answer why you decided to hire.

No.	自由回答	
	q4. インドはデジタル人材が豊富だと言われています。貴社にてインドのデジタル人材を	
00020	US本社の意向	1. すでに採用している
00022	能力とコストのバランス	1. すでに採用している
00032	米国の銀行なのでグローバルにすでに採用している。	1. すでに採用している
00047	優秀な人材が豊富	1. すでに採用している
00059	絶対数が豊富。	1. すでに採用している
00077	現地法人で採用済み	1. すでに採用している
00112	上司がインド人	1. すでに採用している
00129	技術的に優秀な人材が多かったため。	1. すでに採用している
00131	デジタル人材が優秀で豊富	1. すでに採用している
00156	優秀な方が多いため	1. すでに採用している
00163	スキルの高さ	1. すでに採用している
00177	インド現地法人と協業	1. すでに採用している
00183	現地法人があるため。	1. すでに採用している
00188	インドITサービス企業に在籍	1. すでに採用している
00189	関連会社のコンサル部門がインドにあり、アセスメントを受けたことがある	1. すでに採用している
00230	インド国内ではなく、海外で働いているインドの方々は大変優秀だと思う。インド国内はやはりビジネスの商慣習が異なるため、特に撤退が困難なことがネックとなる。	1. すでに採用している
00251	優秀な人材が多い	1. すでに採用している
00270	コストとグローバル製品開発のため	1. すでに採用している
00286	コスト削減、優秀な人材を低コストで雇用できるため	1. すでに採用している
00287	海外子会社で採用済み	1. すでに採用している
00314	デジタル人材として即戦力になってもらえるから。	1. すでに採用している
00365	有能な人材であるため、弊社人事部の人事戦略として、インドの人材を採用していると思われる。(私自身は部署が違う)	1. すでに採用している
00378	能力が高い	1. すでに採用している
00389	インド人だから採用したわけではなく、能力ベースで採用している。	1. すでに採用している
00410	コスト	1. すでに採用している
00418	ニッチな技術でも人材は見つかり、中国と比べて三分の一以下の単価。	1. すでに採用している
00441	優秀な知識を持っている	1. すでに採用している
00446	ロジカ、デジタルに強い	1. すでに採用している
00462	英語をはじめとする語学が堪能で、コミュニケーション能力が高いから。	1. すでに採用している
00467	数学・ソフトウェア開発スキルの観点で、優秀な人材が豊富。英語が通じるため、言語障壁も高くない。	1. すでに採用している
00486	以下人材が比較的多い日本人よりコンピュータサイエンスを理解しているソフトウェアエンジニアリングに関する基礎能力が高いITやソフトウェア技術のセンスがある	1. すでに採用している
00497	国内でデジタル技術者を採用するのに困難であるが、インドで採用して育成する方が即効性がある。	1. すでに採用している
00514	デジタル領域はインドの文化(カースト制)にない領域であり優秀な人材が大量に確保できる	1. すでに採用している
00526	対象領域のスキルが、十分。	1. すでに採用している
00614	データ分析能力が優れていたため	1. すでに採用している
00653	テクニカル面のサポートが強い。	1. すでに採用している
00656	文化的な意識の相違はありますが、大変有能で、勤勉です。	1. すでに採用している
00668	弊社自身ではないが、親会社で既に採用しており、弊社の業務上でも連携することがある	1. すでに採用している
00676	英語力もあり、即戦力となる人材が豊富なため	1. すでに採用している
00688	現地のビジネスでデジタルなしには出来ないため。	1. すでに採用している
00734	工場が進出しているから	1. すでに採用している
00740	社長がインド人	1. すでに採用している
00744	回答する立場や権限にないので不回答。	1. すでに採用している
00751	能力高い、向上心ある	1. すでに採用している

00778	・ソフト開発人材が豊富。・日本式開発に対しての柔軟性・平均的なレベルが高く、中には非常に優秀なエンジニアを採用することができる。	1. すでに採用している
00829	・英語でコミュニケーション可能・IT人材・勤勉	1. すでに採用している
00835	民間発電所向けのITマネージャとして採用後、IoTなどの取組に活躍している。	1. すでに採用している
00839	インド法人から人材を受け入れることが可能なため	1. すでに採用している
00845	海外でのパートナー契約を結ぶに当たり、ある程度現地の商習慣ややり取りの窓口となるグローバル人材を確保するため。	1. すでに採用している
00912	優秀だから	1. すでに採用している
00963	優秀だから	1. すでに採用している
00985	システム開発や保守、セキュリティ構築等での経験値が高い	1. すでに採用している
00987	技術力において、明らかに優れているため	1. すでに採用している
00988	インドに工場がある	1. すでに採用している
01006	給料が安かったからと聞いています。	1. すでに採用している
01050	インドで事業をする上でインドの優秀なデジタル人材を採用しない理由はない。(自身が採用に関わってはいない)	1. すでに採用している
01059	インド人のスキル(語学力を含む)を活用したい。	1. すでに採用している
01064	デジタル人材にかかわらず、以前よりインド人スタッフと身近に接している。	1. すでに採用している
01073	インドはITビジネスのオフショア拠点としてのケイパビリティに優れており、グローバルな活動が展開できるため。	1. すでに採用している
01084	日本人とは異なる高いモチベーションを持っている。	1. すでに採用している
01097	優秀な人材	1. すでに採用している
01116	文化の違いから女性役員への自国有力者の紹介を断られた事がある。男性役員への対応には問題は無い。現在の幹部クラスにインド出身者が一人居るが、これ以上増やすかと言われれば消極的に成ると思う。	1. すでに採用している
01155	英語に流暢で暗算が早い	1. すでに採用している
01165	デジタルスキルが高い為	1. すでに採用している
01169	インドでビジネスを行うためには必要条件。	1. すでに採用している
01215	わからない	1. すでに採用している
01222	2011年より現地法人をインド人パートナーと立ち上げ協業している。できる人としてできない人の差は大きいが、まじめな方が多いのが印象。	1. すでに採用している
01238	特異な専門性を有し高い業績を持っていたから	1. すでに採用している
01248	インド人だからではなく、採用したのがインド人だっただけ。	1. すでに採用している
01249	優秀であるため	1. すでに採用している
01286	人材が豊富	1. すでに採用している
01304	現地とのシステム連携	1. すでに採用している
01325	日本語も含めた語学が堪能、他の日本企業での実務経験もあり雇用した。	1. すでに採用している
01344	技術や知的レベルが高い	1. すでに採用している
01398	個人の能力	1. すでに採用している
01400	インド人に限らず海外からも積極的に人材を募集しているため、優秀なので採用したらインド人もいた。	1. すでに採用している
01409	人材交流の一環としてインドからの人材を受け入れているものと理解しています。	1. すでに採用している
01459	直接雇用はしていないがシステム開発で人材を活用している	1. すでに採用している
01461	IT系出身の人材で、IT系の即応的な能力と数理系の「基礎知識」	1. すでに採用している
01469	思想であって、例えば信頼性にかかる考え方、担保する領域、技術的な範囲に対する認識が欧州、および北南米の技術者に比べて、最も日本人に近く、親和性がある。	1. すでに採用している
01482	コストパフォーマンスが高い	1. すでに採用している
01493	英国できる。	1. すでに採用している
01507	英語の共通語で十分に意思疎通できる。	1. すでに採用している
01533	インドは弊社にとって、開発・生産・販売上、最重要拠点であるから	1. すでに採用している

01540	不明ですがインド系の方を社内で見ます	1. すでに採用している
01548	インドのデジタル人材は優秀なため。	1. すでに採用している
01549	全世界ベースでのインドへのアウトソース実施のため	1. すでに採用している
01562	競争力の高いハイポテンシャル人材が多いから。	1. すでに採用している
01576	ITスキルが高い人材を採用している。	1. すでに採用している
01596	人的コストの点。比較的低賃金でIT能力が高い人のおおい。インドオフィスにおけるIT製品の開発、保守、およびEmailなど会社全体の情報系ソフトウェアの保守、障害対応。	1. すでに採用している
01613	本社がグローバル企業でインド市場に既に進出しているため	1. すでに採用している
01628	弊社自体がインド発の会社であり、日本は「現地法人」として位置づけられている。	1. すでに採用している
01701	技術の観点から、海外人材の発掘は必要不可欠で、特にインド人材は優秀で多才。ただ、定着率がネックで、コロナが落ち着かない状況では、長期的に当該人材活用が図れない危険もあり、トップは二の足を踏んでいるかんじである。	1. すでに採用している
01730	英語、ソフトウェア開発力	1. すでに採用している
01738	ITスキルでは随分前から日本人よりもインド人の方がスキルは上です	1. すでに採用している
01740	採用担当ではないため、採用を決めた理由は不明。(インドでのビジネス展開を考慮してと想定される)	1. すでに採用している
01794	日本でのIT技術者不足への対応	1. すでに採用している
01809	インドに販社を保有	1. すでに採用している
01816	非常に優秀で、大学とのつながりがあるから	1. すでに採用している
01819	インド企業の為	1. すでに採用している
00014	人材不足	2. 採用したいと思う
00016	オフショア強化	2. 採用したいと思う
00018	日印関係にも寄与するから	2. 採用したいと思う
00034	自分には採用の権限がありませんが、インド人技術者は特にITで優秀と認識しているためです	2. 採用したいと思う
00038	日本人のエンジニア採用が大変厳しいため	2. 採用したいと思う
00045	IT人材で採用したい、というより採用を検討したい。ただし、労働ビザや我々の受け入れ態勢、コミュニケーションなど解決すべき課題が多い。	2. 採用したいと思う
00050	シリコンバレーはじめ米国での実働部隊は、かなりの部分インドからのメンバーが担っていると聞き及んでいるため	2. 採用したいと思う
00056	専門性	2. 採用したいと思う
00058	ITリテラシーに秀でているため	2. 採用したいと思う
00069	コストがよい	2. 採用したいと思う
00071	優れた能力を発揮してくれそうだから。	2. 採用したいと思う
00072	今後のデジタル社会の展望を考えるとインド社会での若手の人材が欲しいですね。	2. 採用したいと思う
00074	スキルの高い人材をデジタル広告に活かしたいから	2. 採用したいと思う
00078	国民全体のデジタル水準の高さやその文化が、より普及している。とイメージしている。	2. 採用したいと思う
00081	日本国内はデジタル人材が不足しているため	2. 採用したいと思う
00082	多くの欧米の会社でインドのデジタル人材を活用している。日本も活用すべきではないか	2. 採用したいと思う
00083	特に優秀な人材であれば国籍は問わないから。	2. 採用したいと思う
00088	インドのデジタル人材は優秀だと聞いている	2. 採用したいと思う
00089	今後のIT人材の活用で不可欠と思われるから	2. 採用したいと思う
00092	ソフトウェア開発にたけた人材が豊富だと思われるため。	2. 採用したいと思う
00095	優秀なIT人材が枯渇しているため	2. 採用したいと思う
00105	優秀な人材が豊富で時差を活用することができる。	2. 採用したいと思う
00115	デジタル人材が不足していることと、自分の務める分野(広告業界)においては、技術ありきのソリューションやクリエイティブが生まれることが多いため、日本人離れたデジタル技術や能力を持つ人材がいることで、ブレイクスルーが起こりうると考えるため。	2. 採用したいと思う
00119	優秀な人材の確保	2. 採用したいと思う

Other, 633 cases

Questionnaire Results Free Answer⑤

Open Answer

q7. Please feel free to answer any questions you would like to ask the Japanese government regarding its partnership with India in digital matters (e.g., support, etc.).

No.	自由回答
00002	機密保持
00009	協業に向けた接点の構築
00014	マッチング
00018	交流の機会を設定する
00020	対等な関係
00025	政府からの支援基金
00030	安い給与で雇うために外国人労働者を利用しようとする現体制には反対である
00031	政府に期待するほど事業が大きくない
00032	労働生産性の改善により、GDPが成長するような施策の実施を期待したい。例えば、労働生産性(一人当たりの付加価値)改善指標とリンクして、インドとの協業に関するコストを補助する等(改善度合いが高ければ補助も大きくする)。
00038	日本で就業する上でのフォロー(事前の文化レクチャーや就業後のフォロー等。)
00039	大所高所において開かれたインド太平洋空間という思想を具現・実行して欲しい。
00040	文化の違いで問題が起こることが想定される。その場合には国が中心となって解決を進めてほしい
00044	ITエンジニアの積極的な受け入れ
00045	多くの能力あるインド国民が、日本で働ける環境整備を早急に行うこと。正規に入る環境を整備することが非正規の人を減らすことになる。
00047	人材の自由な行き来
00050	・適材の紹介・仕事以外の面でのケア(食住など)仕事面以外での私生活まで面倒をみる余裕が、社員にないことが多い
00051	日本企業でインドのICT人材を採用した場合に当該人材の報酬の一部として、奨励金を出す。
00053	国策として取り組むなら予算を充てていただきたい。
00055	優秀な人材が日本に残れるよう援助すること
00056	オンラインインターンではなく是非訪日インターンで交流したい
00059	担当大臣や役所がもっと賢くなって欲しい。本当に。
00071	インド市場の開拓
00072	何しろ、コロナ禍の影響を早く処理されることを期待したいですね。
00074	業界団体に広く周知をして欲しい。
00078	中小企業に対する継続的な政策や指導、補助施策を充実して息長く見守ってゆく事業が必須である。
00081	人材の紹介と中小規模の企業に対する経済的な支援
00082	そろそろコロナ鎖国の中止を考えるべきではないか？
00089	人材紹介と採用のバックアップ
00092	やり取りの簡素化。事務的なフォロー、バックアップ。
00096	なし
00101	顧問先で設計事務所があります。こちらは、英語での業務。現在でも、フィリピン、中国、韓国の方が社員として勤務されています。過去には、ウクライナ、フィンランドといった出身国の方もいらっしゃいました。現在も、コロナ禍、フィリピン現地での勤務をされている方もおり、親和性が高いです。
00102	閉鎖的な仕組みではなく開かれた仕組みの中で中小企業でも関わりやすくしていただきたい
00103	政府が何をやりたのかビジョンを先ずは示すべきと思います。
00105	質問が曖昧すぎでは？
00106	現状は特になし。
00106	特にない
00110	現地の人事・労務慣行の具体的な情報収集。
00113	特区等を作り、一定の地域に集中するよう人材の受け入れを積極的に行うべき。
00115	まずはリモートの形でも、仕事の依頼ができると「お試し」できてよい。できれば日本語ができる方がよいが、弊社にも英語ができる人材もいるので、その人間を交えながらでも。
00119	日本企業に有益となる支援

00124	情報収集に対する支援。
00126	具体的な構想がないので期待する事も浮かばない。
00127	インターンの諸費用の金銭的支援
00129	インドとのITに関わる取引や人材調達に関する税制優遇や特区の新設。
00130	インドと日本の関係は今後ますます深まっていくと考えられます。是非、中長期的にわたる良好なパートナーシップの確立を目指した各種の施策実施いただきたい。
00131	税優遇策や補助等の支援を期待。
00136	越境条件の緩和。
00147	拒まずに門戸を広く開けるべきだと思う。
00148	インド現地での手厚い日本語教育
00151	世界に遅れを取らないように、インドなどから優秀な技術者は日本には必要
00157	国内の日本人技術者育成をしたほうがよい。
00161	カントリーリスクの対応、支援を期待している。(電力不足による停電等)
00162	ぜひ進めてデジタル先進国になってください。日本、遅れ気味なので。
00163	既にパートナーシップを進めているので、来日へのハードルを下げる施策を希望する。
00166	現地企業に対するサポート
00172	特にない。
00174	JETROのような支援機関・窓口になりうる機構の創設、支援。
00177	言語による壁を低くすること(日本人の英語学習促進、通訳、自動翻訳機など)
00179	外国人に国内労働していただく際の多くの基準が厳しそう。その辺りの特例措置が必要
00180	日本の学生より基本的に優秀なため、それなりに敬意を払うことが必要。
00181	人材交流の機会と費用負担
00183	義務教育を終了した日本人がもっと自由闊達に英語でのコミュニケーションが図れるような教育環境を整えてもらいたい。
00188	海外市場で日系企業と協業したインド企業の、日本市場における事業展開及び案件獲得の促進
00189	もっと紹介すべき
00192	政府が積極的に動かないと、ほかの国へ人材が取られてしまう。もっと、親身にインドと付き合わないともったいない
00202	日本のデジタル化の実態を説明する機会をインドに設けてほしい
00203	・補助金・助成金など。・治安維持のための管理。技能実習の贈船のようなことがないように。
00208	特にございません。
00219	インドに学び真似ぶことはたくさんあると思う。貪欲に取り入れる姿勢を持ってほしい
00222	生活慣習や言語の壁が少なくなるような工夫が必要だと思います。
00224	なし
00230	人材交流は大変重要であるので、政府としてに支援を期待したい。
00234	マクロの発想はとても素晴らしいと思いますが、インド政府がどこまで積極的に関わり、それを実践していくかが大切だと思います。
00235	質の高いインドのIT人材と対等、もしくは、それ以上の能力をもった、日本のIT人材育成・輩出へ、政府主導で再教育に投資してほしい。
00250	人材交流の促進
00252	現地のソフトウェア、システムハウスのリスト、情報の提供(どんな企業が何処にあるのか)現地のシステム、ソフトウェア開発契約の慣習、気を付けるべきポイントなどの情報提供
00254	インド人雇用を増やす、ある程度の規模の会社には雇用を必須とするなど、支援を行ってほしい。
00262	楽天やPayPayは、インド企業とサービスを作り日本に持ち込んでいるので、政府もそこから勉強すべき
00264	なし
00268	変わりゆくインドの最新情報や若者の価値観などをバイアスなく伝える点、社会問題の課題などについても現実として情報開示する点。

00269	早く鎖国をやめて下さい。
00270	ビザを米国並みに簡易にしてほしい。また、源泉税も廃止してほしい
00276	入国緩和
00278	上記のように5万円でインターンを紹介してくれるなら期待できる
00286	インドは人によってそのサービス品質が異なるため、それを見極めて雇用に至れるようサポートがあるとよいと思う。
00290	リモートが可能なようなインターネットインフラの拡充
00292	日本人の英語教育をもっと
00303	税金を無駄にせず効率的・有効的に遣ってほしい。
00308	今回初めて知った。制度がもっとオープンになれば関心度も上がり、採用に前向きになるのではないか。
00310	支援金の援助を行ってもらいたい
00314	デジタル人材の採用支援
00315	人材育成
00321	日本の長所を英国並みとして説明すること。アメリカに行きたいインド人は日本には来ません。
00326	機密漏洩等の安全保障上の措置の徹底
00327	単なる、労働力では無く人材として関わって欲しい
00330	インドとのデジタル協業(人材活用に限らず技術交流や文化の共有)やイノベーションを促進できるような施策を主体的に行って欲しい。
00334	デジタルに関わるもののみではなく、道徳的な点も支援するように期待します。
00335	輸出入関連処理や原産地証明等の書類のデジタル化
00336	相互の支援策
00338	ビザ免除等の渡航コストの削減
00345	・インドに限らず、パートナーシップを必要とする企業や社会が、外国人人材を招へいしやすい環境整備・日本で働き、生活している外国人人材が長期的に安心して働き続けられるような法整備
00346	インドにおいても女性の社会進出への障壁があるとされているが、インドの女性が日本でも活躍できる環境を整えてほしい。
00355	特になし。
00357	企業間人材交流支援制度の設計、支援
00360	パートナーシップのリスクを日本政府が担保すると検討しやすいですただし、今のところシステム人材に不足を感じていないため、関心はありますが具体的に検討できるかどうかはこれからです
00361	世界最高峰のインドの国立大学から学生ではなく、教員を引き抜いて来る位の、パフォーマンスを見せて欲しい。
00364	中小企業への支援策を取りまとめて欲しい。
00366	インド人が日本へ来るときVISA取得が大変。もっと利便性を改善してほしい
00367	日本にやってくる彼らが働きやすい環境(ビザや住居など)をととのえてやってほしい。
00369	サイバー攻撃に強い国になって欲しい。地方なんか人材も少ないし攻撃されたら対応出来ないと思います。
00374	来日した学生が親日家になってもらうことも大切であり、そのためにはインドの文化(正も負も)に一定度の理解と忍耐力のある人材を、日本側こそ事前に配置し実務に当たることが肝要であると思う。
00377	日本で働きたいと思う人への道は開放してほしい。
00382	・
00383	日本国内産業のデジタル化、情報化という観点であらゆる分野にインドの人材を配置できるように、民間の人材不足の分野の把握や、情報の漏えい、散逸を防止する法整備など国際化に向けた基本体制の確立を期待する。

Other, 480 cases



Web-based questionnaires (Ex-post investigation)

Website

NIKKEI

ヘルプ

入力

確認

完了



日本 インド デジタル大動脈パートナーシップ シンポジウム

India-Japan Digital Partnership Webinar

アンケートフォーム

Questionnaire

今後のイベント企画・運営の参考にさせていただきます。ご協力をお願いいたします。
This result will be utilized for the activity of the improvement for our seminars.
Thank you.

全体を通しての感想をお聞かせください。
How did you rate our seminar overall?

必須

☐ 大変よかったです Excellent

☐ よかったです very good

☐ 还不错 good

☐ あまりよくなかった not satisfied

参考になった登壇者、興味を持った登壇者を選んでください。（複数選択可）
Which speaker was useful for you? (multiple choices allowed)

必須

☐ オープニング 経済産業省 萩生田 光一大臣 HAGIUDA Koichi Minister of Economy, Trade and Industry

☐ 総議議員 インド電子情報技術・通信大臣 アシュウィニ・バイシュナワ 氏 Ashwini Vajshnav Ministry of Electronics & Information Technology Governm-ent of India

☐ 総議議員 経済産業省 通関政策局長 松岡 聡 氏 MATSUO Takehiko Director-General, Trade Policy Bureau Ministry of Economy, Trade and Industry

☐ パネル① ソニーコンピュータサイエンス研究所 所長 KITANO Hiroaki Director Sony Computer Science Laboratories 北野 浩 氏

☐ パネル② NASSCOM日本委員会 委員長 武蔵 行雄 TAKEYARI Yukio Chair NASSCOM Japan Council 氏

☐ パネル③ 経済産業省 南西アジア課長 福岡 功賢 氏 FUKUOKA Noriyoshi Director, Southwest Asia Office Ministry of Economy, Trade and Industry

☐ プレゼンテーション: 文部科学省 高等教育局長 榎本 健二 氏 KISHIMOTO Orie Chief Inspector Ministry of Education, Culture, Sports, Science and Technology

☐ メッセージ: iSpirit グローバルアンバサダー サンジエイ アナンダラム 氏 Sanjay Anandaram Global Ambassador iSpirit

☐ パネル④ Tech Japan 代表取締役 西山 直隆 氏 NISHIYAMA Naotaka CEO Tech Japan

☐ パネル⑤ 経済産業省 新規事業創造推進室長 石井 秀明 氏 ISHII Yoshiaki Director, Startup and New Business Promotion Office Ministry of Economy, T-rade and Industry

☐ パネル⑥ マネーフォワード 取締役執行役員 D&I 担当 CTO 中出 匡典 氏 NAKADE Takuya Director, Executive Officer Head of D&I and CTO Money Fo-rward, Inc.

☐ パネル⑦ メルカリ 執行役員 メルカリジャパン CTO 葛城 達 氏 WAKASA Ken CTO Mercari, Inc.

☐ ビジネスセッション: リブサイト/パートナーズ ゼネラル/パートナー プリッジ・バシン 氏 BRIT BHASIN General Partner Rebright Partners

☐ ビジネスセッション: AsiaWise Group ワッドワイス法律事務所弁護士 アダーシュ・ショー 氏 Adarsh G Partner, Wadhwani Law Offices AsiaWise Group

☐ ビジネスセッション: Aqua Connect

☐ ビジネスセッション: Virohan

☐ ビジネスセッション: Alpha IDS

☐ ビジネスセッション: Uruvu Labs

☐ ビジネスセッション: Cloud Physician

☐ ビジネスセッション: Avisaakar

☐ 日本貿易振興機構(JETRO) 対日投資部長 河田 康博 氏 Hio Kawada Director General, Invest Japan Department Japan External Trade Organization (JETR-O)

☐ 駐日インド大使 サンジエイ・クマール・ワラルマ 氏 Sanjay Kumar Verma Ambassador Embassy of India in Japan

☐ 日本貿易振興機構(JETRO) 理事長 佐々木 伸彦 氏 SASAKI Nobuhiko Chairman Japan External Trade Organization (JETRO)

☐ 参考になる登壇者はいなかった no one

ご意見・ご感想がありましたら、お知らせ下さい。
If you have any comments or opinions about our seminar, please describe in below form.

※300字以内、送付せずに入力ください。

ご協力ありがとうございました。 Thank you very much for your corporation.

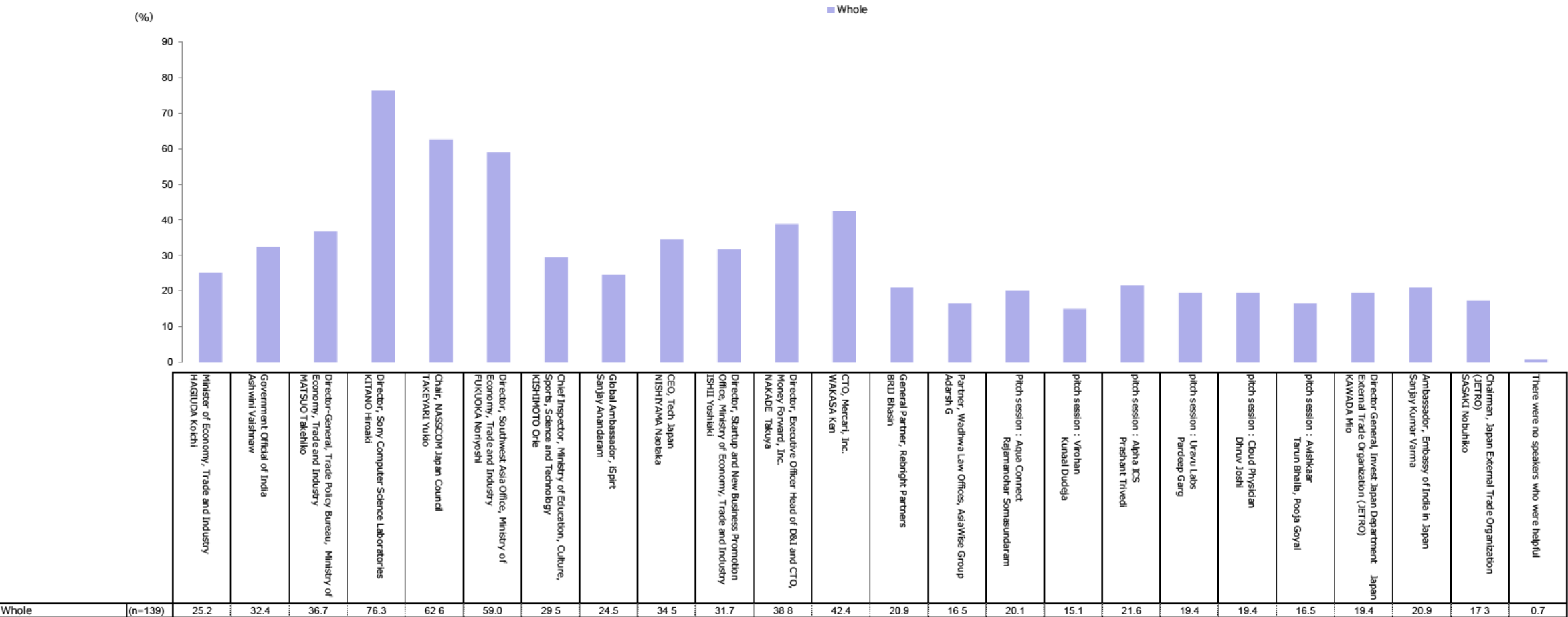
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Questionnaire Results

What are your overall impressions?



Speakers who were helpful



Questionnaire Results

Free Answer

q2_t.impressions		
No.	Free answer	q1.What are your overall impressions?
00011	Due to personal reasons, I heard only Session 1. The key to the evolution of digitalization in Japan is the responsibility of small and medium-sized business owners as well as large corporations. Government agencies should create opportunities to change the perception that they are looking for people who can speak Japanese. It is not about getting elected, but about being able to say the things that are difficult to say for the sake of the Japan of tomorrow.	1. very good
00026	I felt the need to collaborate with India and utilize Indian human resources in order to implement DX in various fields in Japan in the future strongly. Conversely, I am convinced that Japanese companies and Japanese people can make proposals for semiconductor manufacturing, which India has begun to seriously strengthen.	1. very good
00046	Whether or not Japanese companies can proceed with work in English? I felt this was important matter. Thank you very much.	1. very good
00054	I felt great surprised 42 unicorns of the startup in India last year. I am sure the large population has something to do with it, but it is amazing.	1. very good
00055	Thank you very much.	1. very good
00085	It was very good.	1. very good
00095	It's very helpful. I look forward to working with you in the future.	1. very good
00097	We very appreciated to show our company, AWL, Inc around 3:30. Will this video or today's webinar be available online for later?	1. very good
00100	I learned a lot. As a Japanese, I realized that if we do not change, we will be left behind by the rest of the world.	1. very good
00101	Thank you for arranging good symposium.	1. very good
00102	Your opinions and information sharing from the Indian side were very helpful. Thank you very much.	1. very good
00105	It was very informative and well organized. Thank you very much.	1. very good
00109	Very informative. Thank you very much.	1. very good
00111	The enthusiasm on the Japanese side, led by the Ministry of Economy, Trade and Industry (METI), to seriously promote the Japan-India Digital Partnership was very positive.	1. very good
00117	Seminar was too long, and I didn't keep my concentration for 4.5 house. It is necessary to make some kind ob device such as taking a break in the middle of the seminar.	1. very good
00135	It was very interesting. In order to increase the number of IT personnel in Japan, if English and information-related classes are introduced at an early stage and it becomes mandatory to study abroad in an English-speaking country for at least one year in high school, at least there will be no inferiority complex in English and more people will consider working for IT companies that require English or expanding their business overseas. Also, there are too few people to teach IT skills, so it is necessary to retrain school teachers and train IT-related educators.	1. very good
00006	We will leave during the session. Please understand that you will be asked to answer only a portion of the questionnaire.	2. good
00012	None in particular.	2. good
00021	It was a very informative webinar on a very important issue.	2. good
00022	Although it is a different field from my specialty (drug development) I have experienced so far, it was a good learning opportunity.	2. good
00053	It was very meaningful to hear various opinions on how to utilize digital human resources and to confirm the Japanese government's promotion measures.	2. good
00079	Participation in realistic panel discussions in the form of quizzes and surveys was good.	2. good
00084	I hope that this symposium will be an opportunity for Japanese companies to further deepen their relationship with India. I would like to deepen our relationship with India as well, although it is not my intention to do so.	2. good
00092	Under Corona Disaster, I have been having a hard time picking up local information, so this was very helpful. Thank you very much.	2. good
00098	Impact is great for last year. I felt that Japan was further behind.	2. good
00114	I thought the method of facilitating the panel discussion with quizzes and questionnaires was good. I feel that it stimulates the brain more than just listening to the talk.	2. good
00118	The India Stack talk was very informative. I would have appreciated a 5-10 minute break every 1.5 hours if possible.	2. good
00133	Due to my schedule, I was able to attend for a limited amount of time. Please understand that the reason for this is that I have not been able to listen to those other than those who have been circled.	2. good
00036	The content of the symposium was conveyed as a symposium for the purpose of attracting Indian and overseas competitiveness. My motivation for attending the symposium was rather to explore a multifaceted policy on how to utilize IT human resources in Japan, so I felt that it was a bit easy to take measures to bring in excellent human resources from overseas. In Japan, 60% of the workforce will soon be unemployed if not reskilled, so I would like to see a viewpoint to foster IT personnel from within Japan in the future.	3. normal
00106	As mentioned in the meeting, the question was answered during it, but I did not receive an answer.	3. normal
00017	I was very uncomfortable with the entry point of attracting Indian IT personnel. If we accepted in Indian IT personnel, what are we going to ask them to do? Isn't it our side that needs to change? I was disappointed that the discussion did not follows the essential points, or rather, the means to an end.	4. not so good



(3) Organize Japan-India Digital Symposium

India-Japan Digital Partnership Webinar
“Making the most of our strength”

Overview

“Making the most of our strength”

A digital partnership with India, a major IT powerhouse, is key to recovering from the laggards in DX (Digital Transformation) and preparing for the post-Corona global competition. How can Japan, with its strength in hardware technology, and India, with its superiority in software development, leverage each other's strengths? Experts from Japan and India will be invited to discuss the ideal form of digital partnership.

There will be a panel discussion to deepen the discussion on the use of Asian high-level IT talent, with input from the audience, and a special session on the fastest-growing Indian startups in the Corona Disaster.

開催日 Date	2022年2月28日（月） 13:30～17:35（日本時間） 28th February 2022 13:30-17:35 (JST) / 10:00-14:05 (IST)
開催形式 Event style	オンライン（日英同時通訳あり） Online (interpreted in English and Japanese)
受講料 Registration Fee	無料 Free
主催 Presented by	日本経済新聞社 Nikkei Inc.
協力 In partnership with	経済産業省、独立行政法人日本貿易振興機構（JETRO） Ministry of Economy, Trade and Industry / Japan External Trade Organization (JETRO)
企画協力 In cooperation with	リブライトパートナーズ、AsiaWise Group Rebright Partners / AsiaWise Group
お問い合わせ Contact	日印 デジタル大動脈シンポジウム事務局 india-japan@nex.nikkei.co.jp

Landing Page



日本 インド デジタル大動脈シンポジウム
「強み生かし合うパートナーシップ」
India-Japan Digital Partnership Webinar
“Making the most of our strength”



イベントお申込み 
(日本語入力フォーム)

Event application 
(English)

<https://www.japan-india-digital-eventinfo.go.jp/>

Programs①

TOKYO 13:30~13:40 オープニング
INDIA 10:00~10:10 Opening Remarks

経済産業大臣
萩生田 光一 氏

HAGIUDA Koichi
Minister of Economy, Trade and Industry

TOKYO 13:40~13:50 基調講演
INDIA 10:10~10:20 Keynote

インド電子情報技術・通信大臣
アシュウィニ・バイシュナウ 氏

Ashwini Vaishnaw
Ministry of Electronics & Information Technology Government of India

TOKYO 13:50~14:00 基調講演
INDIA 10:20~10:30 Keynote

経済産業省 通商政策局長
松尾 剛彦 氏

MATSUO Takehiko
Director-General, Trade Policy Bureau
Ministry of Economy, Trade and Industry

TOKYO 14:00~15:00 パネルディスカッション
INDIA 10:30~11:30 「どう呼び込むか、インドIT人材」

Panel Discussion:

"How do we acquire Indian tech professional talents?"

ソニーコンピュータサイエンス研究所 所長
北野 宏明 氏

KITANO Hiroaki
Director
Sony Computer Science Laboratories

NASSCOM日本委員会 委員長
武鑑 行雄 氏

TAKEYARI Yukio
Chair
NASSCOM Japan Council

経済産業省 南西アジア室長
福岡 功慶 氏

FUKUOKA Noriyoshi
Director, Southwest Asia Office
Ministry of Economy, Trade and Industry

日本経済新聞社 ゼネラルプロデューサー
下田 敏

SHIMODA Satoshi
General Producer
Nikkei Inc.

Programs②

TOKYO 15:00~15:10 プレゼンテーション
INDIA 11:30~11:40 Presentation

文部科学省 高等教育局 主任視学官
岸本 織江 氏

KISHIMOTO Orie
Chief Inspector
Ministry of Education, Culture, Sports, Science and Technology

TOKYO 15:10~15:25 「インドデジタル産業の勃興」
INDIA 11:40~11:55 Keynote: "The rise of Indian digital industry"

iSpirt グローバルアンバサダー
サンジェイ アナンダラム 氏

Sanjay Anandaram
Global Ambassador
iSpirt

TOKYO 「インド・スタック紹介動画」
INDIA

インド・スタック連携で目指す
日本インドデジタル革命

TOKYO 15:25~15:55 パネルディスカッション：
INDIA 11:55~12:25 「J-startupを支えるインドIT人材」
Panel Discussion:
"Indian tech professionals and J-startup"

Tech Japan 代表取締役
西山 直隆 氏

NISHIYAMA Naotaka
CEO
Tech Japan

経済産業省 新規事業創造推進室長
石井 芳明 氏

ISHII Yoshiaki
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Ministry of Economy, Trade and Industry

マネーフォワード 取締役執行役員 D&I 担当 CTO
中出 匠哉 氏

NAKADE Takuya
Director, Executive Officer Head of D&I and CTO
Money Forward, Inc.

メルカリ 執行役員 メルカリジャパン CTO
若狭 建 氏

WAKASA Ken
CTO
Mercari, Inc.

Programs③

TOKYO 15:55~17:15

INDIA 12:25~13:45

ミニピッチ:

「インドスタートアップ、世界トップ級の実力を競う」

Business pitch presentations by Indian start-up companies

リブライパートナーズ ゼネラルパートナー
ブリッジ・バシン 氏

BRIJ BHASIN

General Partner

Rebright Partners

AsiaWise Group ワドワ法律事務所弁護士
アダーシュ・ジー 氏

Adarsh G

Partner, Wadhwa Law Offices

AsiaWise Group

経済産業省 南西アジア室長
福岡 功慶 氏

FUKUOKA Noriyoshi

Director, Southwest Asia Office

Ministry of Economy, Trade and Industry

日本経済新聞社 ゼネラルプロデューサー
下田 敏

SHIMODA Satoshi

General Producer

Nikkei Inc.

インドスタートアップ 各社

Indian Start-up companies

TOKYO 17:15~17:35

INDIA 13:45~14:05

クロージング

Closing Remarks

日本貿易振興機構(JETRO) 対日投資部長
河田 美緒 氏

Mio Kawada

Director General, Invest Japan Department

Japan External Trade Organization (JETRO)

駐日インド大使
サンジェイ・クマール・ヴァルマ 氏

Sanjay Kumar Verma

Ambassador

Embassy of India in Japan

日本貿易振興機構(JETRO) 理事長
佐々木 伸彦 氏

SASAKI Nobuhiko

Chairman

Japan External Trade Organization (JETRO)

Session Photos

TOKYO 13:30~13:40 オープニング
INDIA 10:00~10:10 Opening Remarks

経済産業大臣
萩生田 光一 氏

HAGIUDA Koichi
Minister of Economy, Trade and Industry

レコーディング中 表示



 **日本 インド デジタル大動脈 シンポジウム**
「強み生かし合うパートナーシップ」

India-Japan Digital Partnership Webinar
"Making the most of our strength"

2022年2月28日（月）13:30~17:40（日本時間）
28th February 2022 13:30-17:40 (JST) / 10:00-14:10 (IST)

主催：日本経済新聞社
協力：経済産業省、独立行政法人日本貿易振興機構（JETRO）、インド電子情報技術・通信省
企画協力：リブライトパートナーズ、AsiaWise Group

特別講演



経済産業大臣
Minister of Economy, Trade and Industry

萩生田 光一
HAGIUDA Koichi

Session Photos

TOKYO 13:40~13:50 基調講演
INDIA 10:10~10:20 Keynote

インド電子情報技術・通信大臣
アシュウィニ・バイシュナウ 氏

Ashwini Vaishnaw
Ministry of Electronics & Information Technology Government of India

特別講演

インド電子情報技術・通信大臣
Ministry of Electronics & Information Technology
Government of India

アシュウィニ・バイシュナウ
Ashwini Vaishnaw

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松尾 剛彦 氏

MATSUO Takehiko
Director-General, Trade Policy Bureau
Ministry of Economy, Trade and Industry

基調講演

経済産業省 通商政策局長
Director-General, Trade Policy Bureau
Ministry of Economy, Trade and Industry

松尾 剛彦
MATSUO Takehiko

Session Photos

TOKYO 14:00~15:00 パネルディスカッション
INDIA 10:30~11:30 「どう呼び込むか、インドIT人材」

Panel Discussion:

"How do we acquire Indian tech professional talents?"

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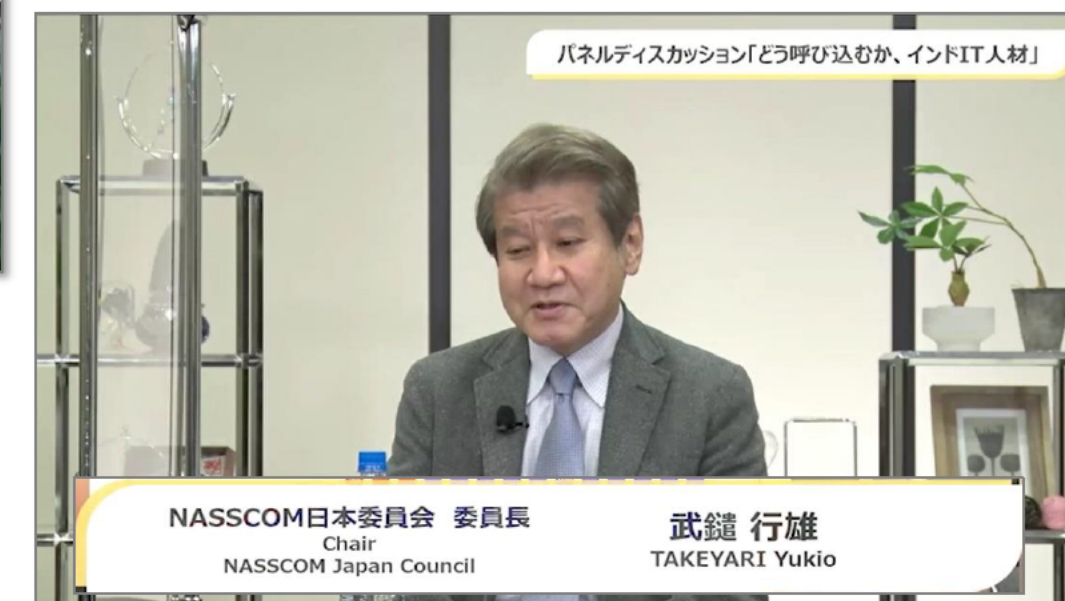
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福岡 功慶 氏

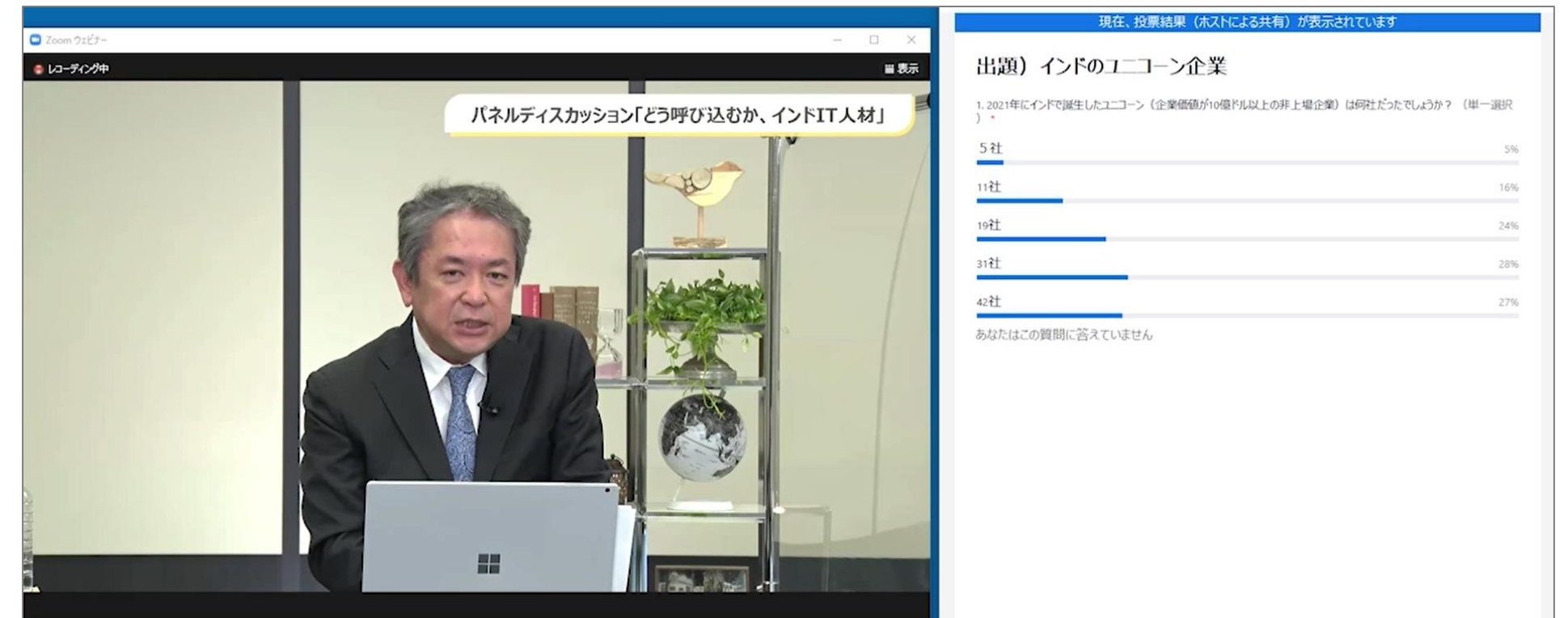
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下田 敏

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General Producer
Nikkei Inc.



Session Photos



Session Photos

TOKYO	15:00~15:10	プレゼンテーション
INDIA	11:30~11:40	Presentation

文部科学省 高等教育局 主任視学官
岸本 織江 氏

KISHIMOTO Ori
Chief Inspector
Ministry of Education, Culture, Sports, Science and Technology



Session Photos

TOKYO 15:10~15:25 「インドデジタル産業の勃興」
INDIA 11:40~11:55 Keynote: "The rise of Indian digital indust

iSpirt グローバルアンバサダー
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Global Ambassador
iSpirt



Session Photos

TOKYO 15:25~15:55 パネルディスカッション：
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西山 直隆氏



▲経済産業省 新規事業創造推進室長
石井 芳明氏



▲マネーフォワード 取締役執行役員 D&I 担当 CTO
中出 匠哉氏



▲メルカリ 執行役員 メルカリジャパン CTO
若狭 建氏

Session Photos

TOKYO 15:55~17:15 ミニピッチ：
INDIA 12:25~13:45 「インドスタートアップ、世界トップ級の実力を競う」
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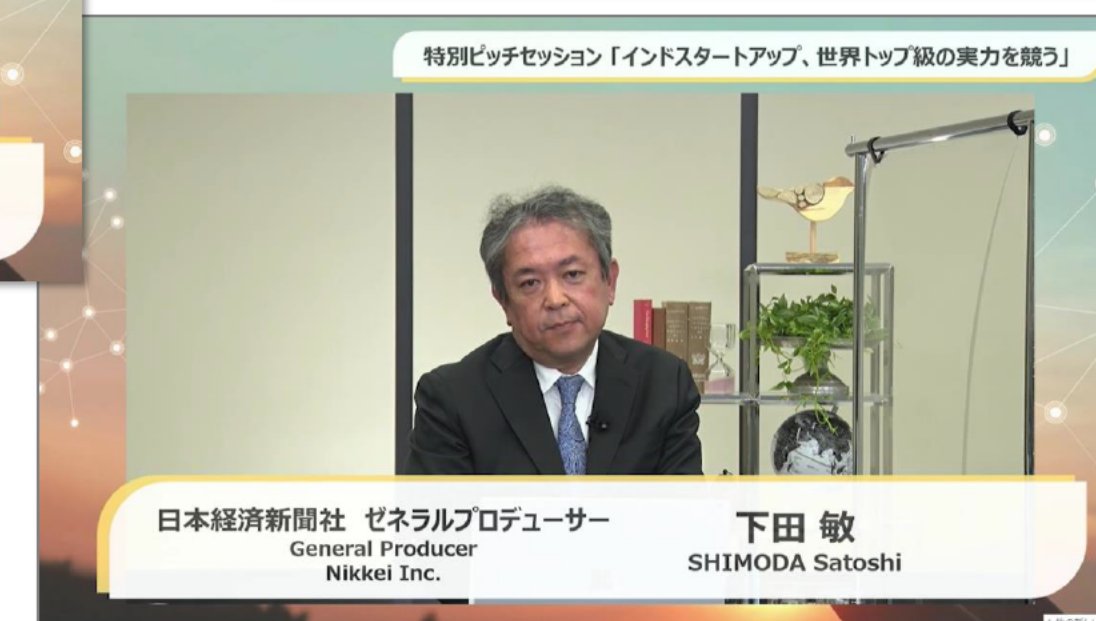
経済産業省 南西アジア室長
福岡 功慶 氏

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SHIMODA Satoshi
General Producer
Nikkei Inc.

インドスタートアップ 各社
Indian Start-up companies



Session Photos

○Indian Start-up companies



Aqua Connect
CEO
Rajamanohar Somasundaram



Virohan
CEO and Co-Founder
Kunaal Dudeja



Alpha ICS
Co-Founder
Prashant Trivedi



Uravu Labs
Founder
Pardeep Garg



Cloudphysician Healthcare
Co-Founder and CEO
Dhruv Joshi



Avishkaar
Co-Founder and CEO
Tarun Bhalla

Session Photos

TOKYO 17:15~17:35 クロージング
INDIA 13:45~14:05 Closing Remarks

日本貿易振興機構(JETRO) 対日投資部長
河田 美緒 氏

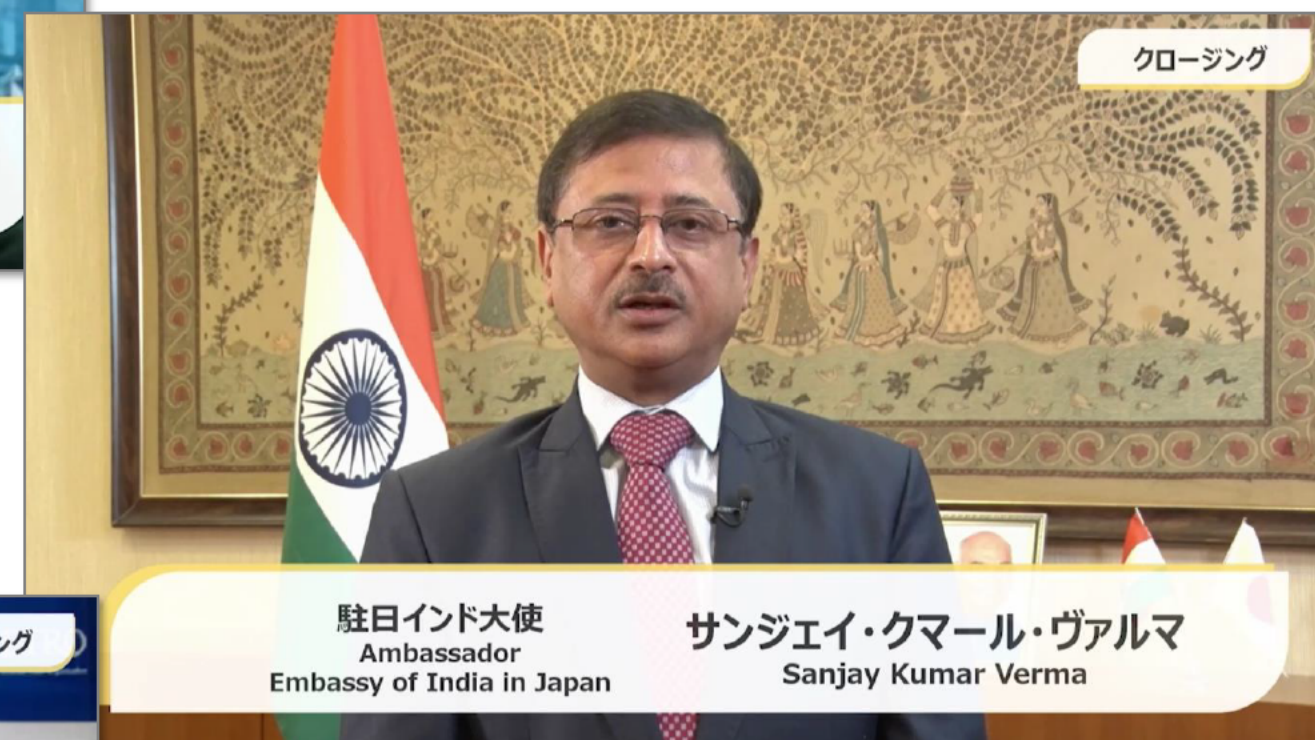
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駐日インド大使
サンジェイ・クマール・ヴァルマ 氏

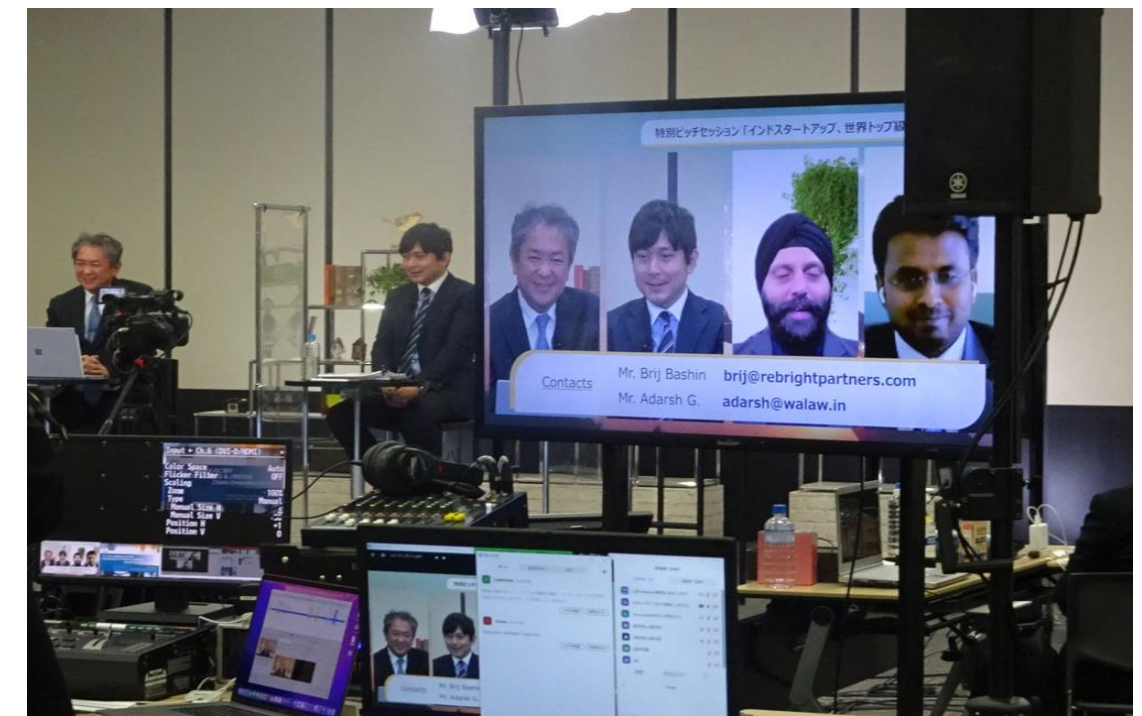
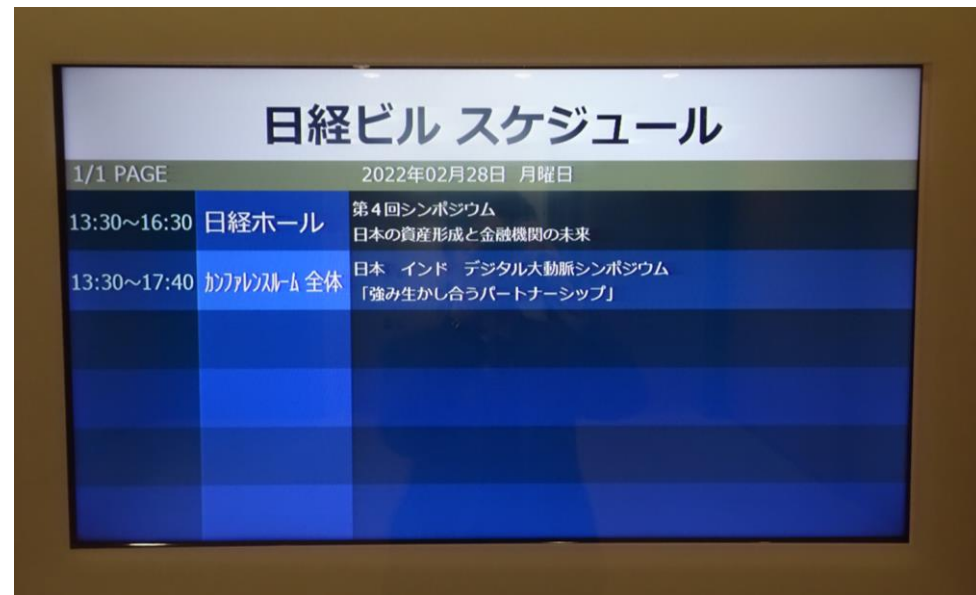
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日本貿易振興機構(JETRO) 理事長
佐々木 伸彦 氏

SASAKI Nobuhiko
Chairman
Japan External Trade Organization (JETRO)



On-site photograph



Quiz and Questionnaire during the Symposium

Quiz 1

How many unicorns (privately held companies with an enterprise value of more than \$1 billion) were created in India in 2021?

Options: ①5 ②11 ③19 ④31 ⑤42

Question) Unicorn Companies in India.

1. 2021年にインドで誕生したユニコーン（企業価値が10億ドル以上の非上場企業）は何社だったでしょうか？（単一選択）*



あなたはこの質問に答えていません

Quiz 2

What percentage of the global workforce does Accenture, a full-service consulting firm, employ in India?

Options: ①1 1% ②2 3% ③2 9% ④3 7% ⑤4 3%

Question) India Local Recruitment.

1. 総合コンサルティング会社のアクセンチュアは、グローバルな雇用者の何%をインドで採用しているでしょうか？（単一選択）*



あなたはこの質問に答えていません

Questionnaire 1

What form of digital collaboration with India would be desirable?

Options: ①Business expansion into India. ②Joint venture with an Indian company. ③Investment in Indian companies. ④Outsourcing to Indian companies. ⑤Recruitment of Indian talent.

Questionnaire) What is the state of digital collaboration?

1. インドとのデジタル連携はどんな形が望ましいでしょうか？（複数選択）*



あなたはこの質問に答えていません

Questionnaire 2

What do you think about the future acquisition of IT personnel, and how do you think it should be done?

Options: ①The status quo is acceptable. ②We want to increase the number of Japanese recruits in Japan. ③We want to increase the number of foreigners employed in Japan. ④We want to increase hiring in our overseas offices and development centers. ⑤We would like to supplement this with outsourcing to foreign companies.

Questionnaire) IT Talent Acquisition.

1. 今後のIT人材の獲得についてどう考えていますか、どうあるべきだと思いますか？（複数選択）*



あなたはこの質問に答えていません

Number of pre-applicants / Number of viewers

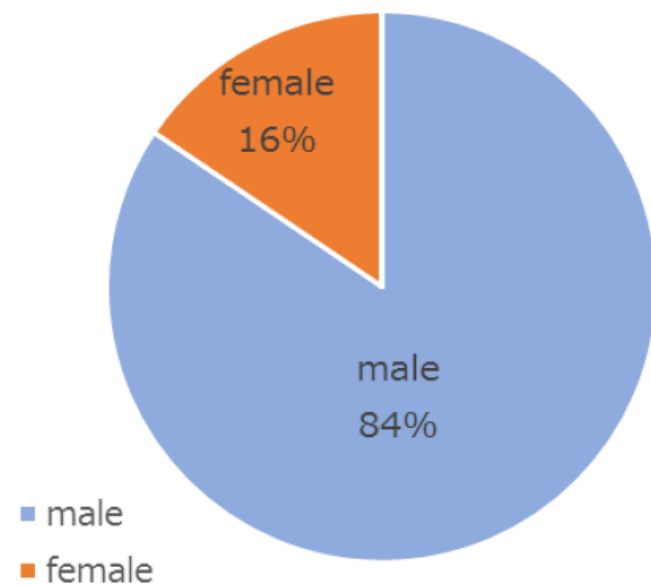
Number of pre-registrants

A total of 1,059 people pre-registered to attend the symposium and 651 people viewed the symposium.

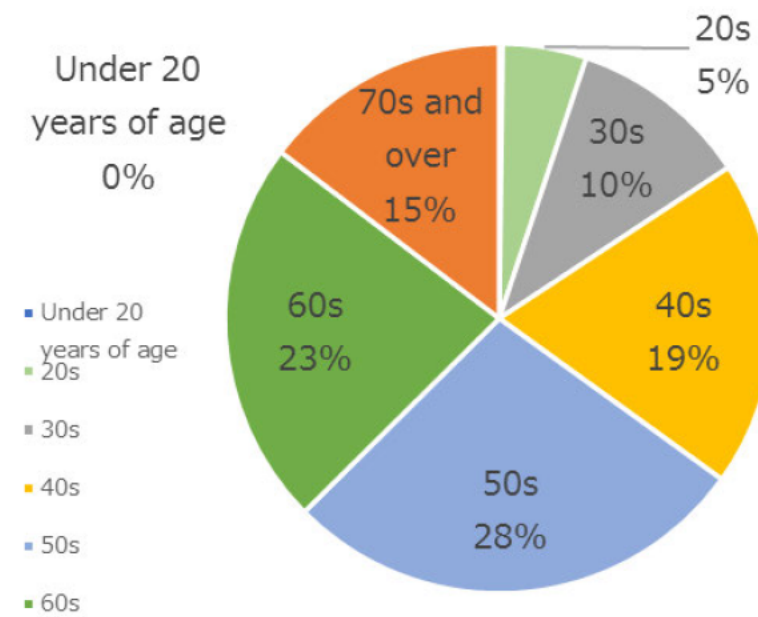
About 85% of the pre-registrants were male, and 50% were in their 50s and 60s by age group.

The most common occupations were information processing, SI, software (11.0%), wholesale/retail trade/commerce (including trading companies) (9.2%), and consulting/accounting/legal (8.6%) applications.

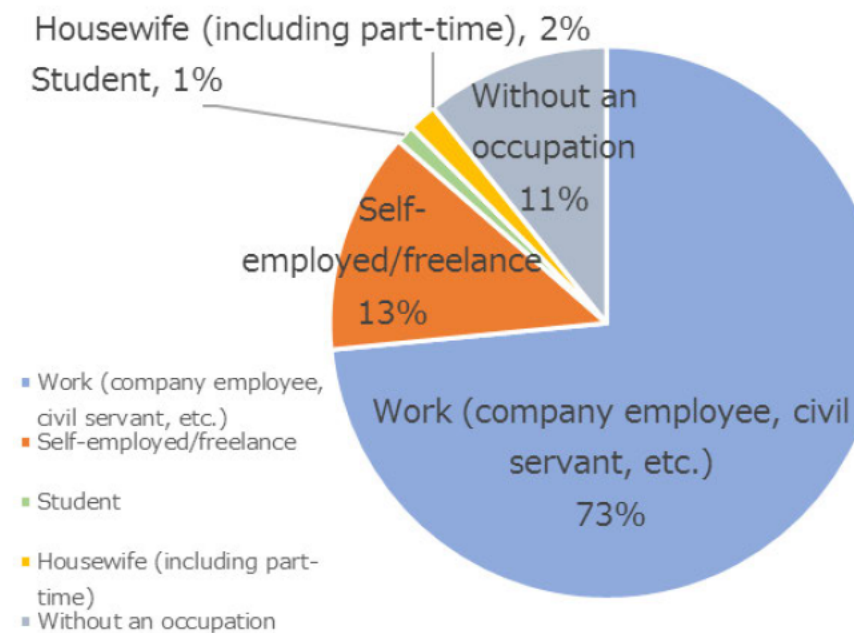
Gender



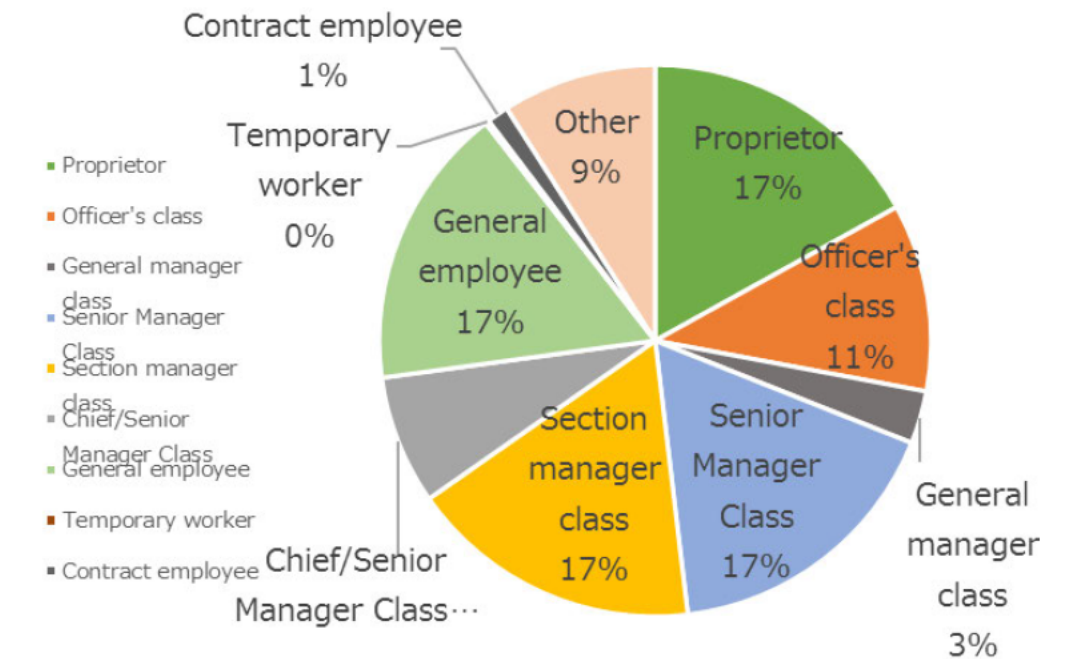
Age



Occupation



Position



出典：参加登録情報を元に日本経済新聞社作成

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「強み生かし合うパートナーシップ」

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2022年 2月28日 月 13:30~17:35

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インド政府高官 (調整中)

基調講演 松尾 剛彦氏 経済産業省 通商政策局長

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講演 サンジェイ・アナンダラム氏 iSpirt グローバルアンバサダー

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アジウ・バイシユウ氏

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45



(4) Compilation of case studies on the use of
Indian digital highly-skilled professionals.

Interview: Highly Skilled Indian Talents In Leading Japanese Businesses





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Background

- Japan's industrial sector is highly diversified and manufactures a wide range of products from steel and paper to cutting-edge technology. The country leads the world in automobiles, robotics, biotechnology, nanotechnology and renewable energy¹.
- In each of these sectors, Japanese companies face the pressure to digitise their products and operations, by implementing cutting-edge technologies such as AI, Big Data and IoT, in order to maintain and strengthen competitiveness.²
- Against this backdrop, the Japanese Ministry of Economy, Trade and Industry (METI) predicts that the shortage of information technology workers in Japan will reach 450,000 in the medium case scenario by 2030³. Furthermore, 85% of Japanese technology firms are concerned about future talent shortages for their operations⁴.
- Meanwhile, a number of multinational technology companies, including Google, Microsoft, and IBM, have appointed Indian executives who received education in India up to college as their global CEOs⁵. Many of them have also established large-scale R&D centers in India and are utilising the large number of young, highly-skilled professionals that the country has to offer⁶.
- Japanese companies lag behind Western peers in acquiring India's skilled human resources. The number of new graduates from Indian

undergraduate programs in science and technology is more than one million per year.⁷ It is hoped that more Japanese companies will start engaging Indian talents going forward.

Objectives of the Study

- To understand the practice of hiring and retaining skilled Indian talents among leading companies and start-ups in Japan.
- To collect case stories of highly skilled Indian professionals who are working for Japanese companies with a high level of job satisfaction.
- To promote recruitment of Indian talents by Japanese companies and stir more interest in Japanese companies among Indian candidates.

Methodologies

- Preliminary questionnaires and online interviews with 10 Japanese companies and start-ups that recruit skilled Indian talents: a total of 17 senior professionals, including CEOs, technical managers and human resource managers, participated in the interviews (see Appendix 1).
- Interviews with skilled Indian professionals working for the 10 companies participating in the study (1 per company).
- A talk on the theme of "Japan from the Viewpoint of a Woman Engineer."

The key points raised in the interviews are summarized below.

Attractiveness of Indian Talent to Japanese Companies

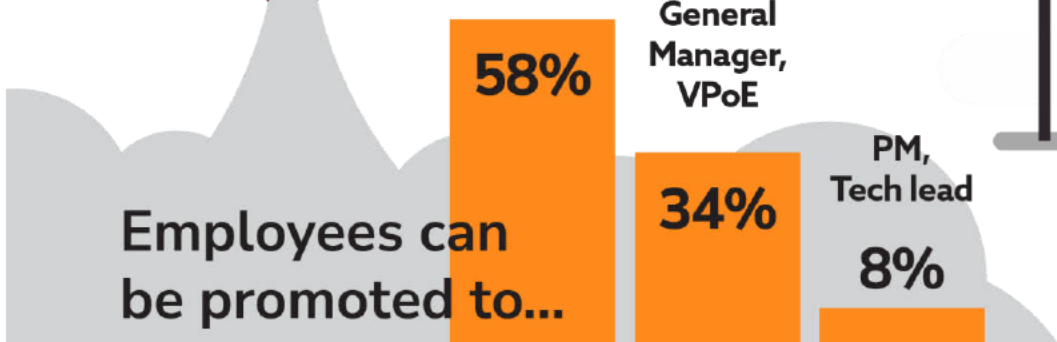
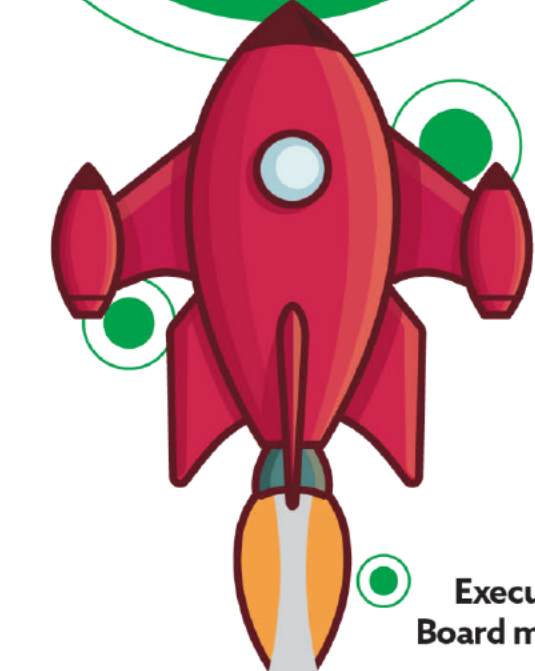
- India offers a large pool of highly skilled professionals, especially but not limited to engineers. Their growth mindset, hungry spirit, and negotiation skills are highly valued by Japanese companies.
- In some cases, mid-career and senior-level Indian professionals come with experience in entrepreneurship and intrapreneurship. They are critical assets for Japanese companies especially in establishing R&D centers and/or rolling out businesses in India.
- Skilled Indian professionals often have strong communication skills and cultural adaptability, giving them high potentials for success in Japanese companies.
- In the COVID pandemic, many Indian professionals faced a situation where their visa applications for entry into Japan could not be accepted, even though they had signed offers of employment from Japanese companies. However, the relatively mild time difference of 3.5 hours between India and Japan has enabled them to work remotely from India for the time being.

Appeal of Japan and Japanese Companies to Indian Talent

- Japan's brand as a technologically advanced country (especially in hardware) is alive and strong; it is widely recognized that working in Japan provides opportunities for exposure to various advanced technologies that do not exist in any other country.
- In contrast to Western-style performance-based and top-down management, the Japanese management philosophy, characterized by long-term thinking and inclusive decision-making approaches, tends to resonate with Indian professionals who are thinking of building their careers in a new environment.
- Many Indian skilled professionals respect the universal Japanese commitment to high quality and attention to detail.
- Safety in Japan (especially for women), the convenience of public transportation, the "clean and green" spirit, and the kindness of Japanese people are factors that bring satisfaction to many Indian professionals who live and work in Japan.

Recruitment and Retention of Highly Skilled Indian Talents by Japanese Companies

The report surveyed 27 Japanese companies that have experience in hiring highly skilled Indian talents and 56 Indian talents who work at Japanese companies.



Compared to employees of other countries, What are the positive aspects of management?

- Express oneself positively
- Possess a 'challenge' mindset without fear of failure
- Be quick to start one's work
- Have a cooperative nature
- High loyalty to the organization
- Openness to others' opinions
- Communication skill
- Knowledge about specific technology



Satisfaction with employees



14% performed above expectations

Desired Japanese ability



The reason for hiring from India



Many talents in the tech field



Entrepreneurial mindset



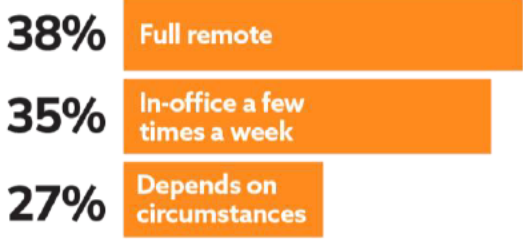
English ability

Other answers: We cannot afford to allocate resources globally, so we focus on India considering quality and quantity.

Difficulties observed by companies

- Self-assertive
- Language barrier
- Being too attached to one's work

Considering the situation in Corona, what do companies think about the future of remote work?



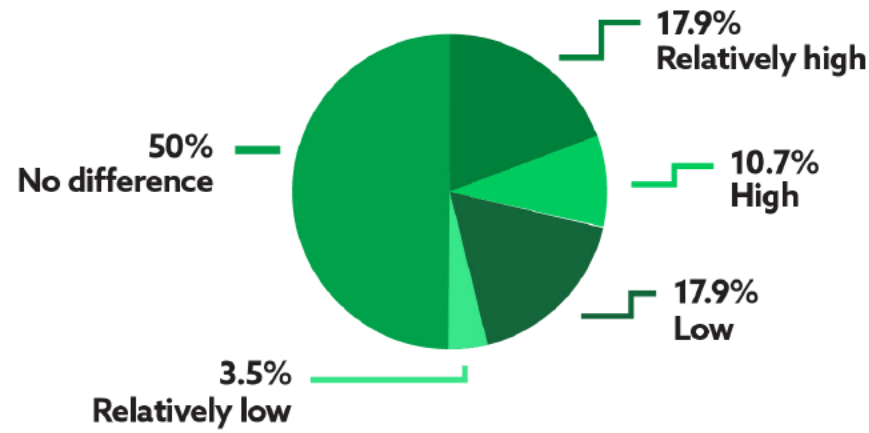
80% of respondents agree

The introduction of the remote work system enables the smooth work with global talents by shifting to online communication and output-based work planning.

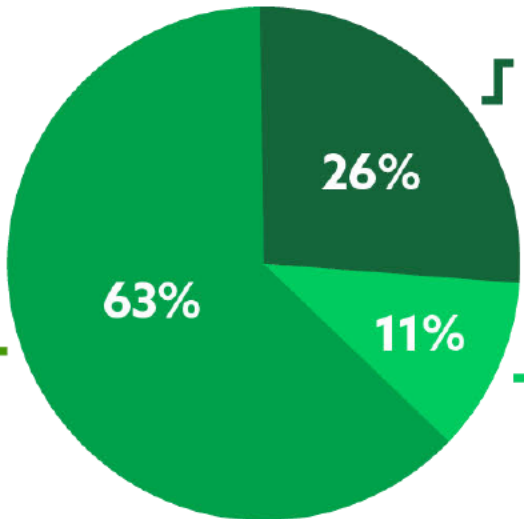


Future plan for hiring Indian talents
Increase or maintain the current recruitment quota

Turnover rate compared to Japanese



Mid-to-long
term career plan



Continue working in Japan

Expected working length
at current company



Reasons for joining
a Japanese company

TECHNOLOGY LIVABILITY
BETTER SALARY CULTURE
WELFARE JAPANESE KINDNESS
INTERNATIONAL EXPOSURE
GET TO KNOW THE STARTUP ENVIRONMENT

In order to improve salary satisfaction,
Japanese companies are implementing
the following improvement measures.

- 1. Redesign of the evaluation system
- 2. Appropriate evaluation feedback



3 IN 4

are satisfied with their
current job and responsibilities.

Compensation



with their current pay in relation to performance

A Talk: Japan from the Viewpoint of a Woman Engineer

Ms. Meghalee Goswami



Software Engineer at
Leading Technology Company
(Tokyo Office)

Ms. Goswami is a software engineer for a leading technology company, currently focusing on automation for CDN, GSLB, DNS and Retail CDNs. She has worked in various other roles at the company, including as a Product Manager and a Functional Analyst. She is also the Director of the Tokyo Chapter of Women Who Code, a not-for-profit organization building a community of women engineers and closing gender gaps in technology, VC and finance sectors and STEM education.

She graduated with a master's degree in Computer Science and Communication Engineering from Waseda University in Tokyo. Her Master's research was on applications of Nash equilibrium, AI, machine learning and game theory in 5G cellular communication systems. She received multiple scholarships during the tenure of her research, including Japan Student Services Organization (JASSO) and the Ministry of Culture, Sports and Technology, Japan (MEXT) scholarships. She has also been actively sharing her knowledge through talks, forums, and sessions.

Ms. Hiromi Okuda



CEO&Founder, Wiz. Group, Inc.

Representative Director of the Board,
Directors, Health and Wellbeing Alliance
Inc.

Ms. Okuda received her master's degree in Social Welfare from the graduate school of University of Mumbai. She established Wiz. Group, Inc. in 2001, and provides assistance to a large number of IT companies in holding conferences across Japan. In 2008, she began supporting ecosystem-building for start-ups both in and outside Tokyo. In 2013, she launched Takaranoyama Inc. in an underpopulated region of Japan in order to understand how IT can solve social problems in the community.

She has also held key roles in a number of public committees, including J Startup (Ministry of Economy, Trade and Industry), Working Group on the IT Human Resources White Paper (Information Technology Promotion Agency, Japan), Mito City's training program for IT human resources, a committee for promoting medical ventures (Ministry of Health, Labour and Welfare), and Healthcare Venture Summit Program. Ms. Okuda has published widely on career development and entrepreneurship.

1. Reason for Coming to Japan



Hiromi Okuda

Hello Meghalee. Could you share with me what brought you to Japan initially?



Meghalee Goswami

Hello, my name is Meghalee. I work as a software engineer at a large technology company in its Tokyo office.

I studied computer science as an undergraduate student in India. I wanted to pursue further studies abroad and was searching for funding opportunities, when I met a Japanese person. He suggested that I try applying for the Japan Student Services Organization (JASSO) and Ministry of Culture, Sports and Technology (MEXT) scholarships.

The process of applying for the scholarships was long, but I was lucky enough to be selected. I then contacted a professor at Waseda University who specializes in my area of interest. He liked my work too, and accepted me into his lab. I thought the Japanese government's initiatives for bringing foreign students into Japan were wonderful, and was grateful for the opportunity that was made available to me.

2. Perception of Japan



Hiromi Okuda

So you were already studying computer science, and while considering options for study abroad, came across information on the Japanese scholarship opportunities. When you moved to Japan, how much did you know about the country?



Meghalee Goswami

In India, *shinkansen* is very well known. I had read about the advanced technologies behind *shinkansen* in books. Toyota is also a very respected company: Toyota cars are everywhere in India. Additionally, I was aware that Japan had spawned a number of Nobel Prize laureates in medicine, chemistry and physics, making it one of the leading countries in science and technology. Among Indian people who are at least 7-8 years younger than me, Japanese anime and manga are very popular too.

In fact, several months before joining Waseda University, I visited Japan. I really loved the experience, so I made up my mind to move here.



Hiromi Okuda

I'm happy to hear of the positive perception you had of Japan. Thank you for pointing out the strengths of our country from a fresh perspective.

3. Reasons for Staying Back in Japan After Graduation



Hiromi Okuda

India has a huge IT industry now. What made you decide to take up a job in Japan after graduating from Waseda University, instead of going back to India?



Meghalee Goswami

During the second year of my master's program at Waseda, I participated in a six-month internship at my current company. It was a great experience, leading to a full-time job offer. It was a great opportunity at a great firm, so it was a natural decision for me at the time to accept the offer.

Japan's safety was another factor. I'm really grateful that women can walk on the streets even at 2am or 3am without any worry. I've also misplaced my purse a couple of times. I'd say I'm a bit careless (laughs). But each time, it came back to me intact. These things are not possible in any other country in the world.



Hiromi Okuda

I agree that Japan is a safe country. I was in Mumbai, India from 1987 to 1989, and felt that Japan was much safer.

4. Indian CEOs at Global Companies



Hiromi Okuda

India has been growing fast over the recent years. Also often talked about is the number of Indian CEOs managing global technology companies. Why do you think it has been possible for India to nurture so many great leaders?



Meghalee Goswami

One of the factors is India's enormous population. Within the large population, there are many strata. One of the strata is people who are intellectually oriented and education-focused. They are often very good at making decisions. I would say that the diversity within India's large population plays a role here.

5. Diversity in Japan



Hiromi Okuda

Diversity is an important theme. What is your take on diversity in Japan, especially as compared to that in other countries?



Meghalee Goswami

Four to five years ago, I went to San Francisco for work. On that trip, I noticed that nearly every person I came across there worked in the technology sector. I had never been surrounded by so many people working in technology, and was very surprised.



Meghalee Goswami

In comparison, there is a lot of diversity in the choice of profession and personal interests among Japanese people. While studying at Waseda University, I experienced many part-time jobs and internships. Thanks to that experience, I am friends with people working in various sectors, including entrepreneurship, illustration, and furniture-making.

I am also inspired by the breadth of hobbies held by Japanese people. It is nice that you can live happier lives because of the activities that you genuinely enjoy. I think it is also a type of diversity.



Hiromi Okuda

That is a very interesting point of view. It is true that the broad range of professions and personal interests also represents diversity.

6. Different Modes of Communication Across Cultures



Hiromi Okuda

Currently, do you work mostly with Japanese colleagues, or with colleagues from other countries?



Meghalee Goswami

Our colleagues working in sales-oriented teams are mostly Japanese or at least Japanese-speaking. The engineering teams have large numbers of non-Japanese employees. We always talk in English.



Hiromi Okuda

When you compare the way you communicate with your Japanese colleagues and the way communicate with your colleagues from other countries, what are the differences?



Meghalee Goswami

On my business trip to the US, I found that the communication there was very direct. They set up a 15-minute meeting and say “we have to do A, B and C.” In Europe, I felt that the conversations could sound a little aggressive at times.

In Japan, on the other hand, you try to read the atmosphere and the feelings of the people present. It’s an important skill, because when you do business, you have to sometimes understand the things that people don’t verbalize.

In India, although people talk quite directly, business discussions are often conducted in roundabout ways.

7. Opportunities for Non-Japanese Engineers



Hiromi Okuda

Do you have any messages to skilled professionals in India regarding employment and career development opportunities in Japan?



Meghalee Goswami

Japan needs a lot of engineers. If you take a look at LinkedIn or job sites nowadays, you will see that there are a large number of openings in Japan for engineers.

Many people think that in order to work in Japan, you have to be fluent in Japanese. This is not true, at least for engineers. Of course, a Japanese-English bilingual engineer may have 200 jobs that they can apply to, while someone who only speaks English can only apply to 50. The important point, however, is that there are many opportunities for English-speaking engineers.



Hiromi Okuda

It is so true. I also find that there are many opportunities for non-Japanese engineers here, even if they don't speak the language. Large IT firms, in particular, offer environments where English-speaking engineers with only a basic level of Japanese can work comfortably. Japan can be a platform from which to work for these global organizations.

8.Career Planning



Hiromi Okuda

How do you wish to progress on your career going forward?



Meghalee Goswami

I would like to start shifting towards the management side, so I have been learning about management and leadership. At the same time, I would also like to keep enhancing my programming skills. I have been learning one new programming language per year and trying to use it at work.

This year, I plan to focus more on management and leadership.

9. Leading Women Who Code



Hiromi Okuda

So you and I are both women. As a professional, do you find any particular gender-related issues at the moment?



Meghalee Goswami

When I first came to Japan 6 years ago, technology and software engineering weren't so popular in Japan. Now most people understand what software engineers do, but back when I started working, many people had trouble understanding what I did for a living when I told them that I was a software engineer.



Meghalee Goswami

The reason why I was able to work hard for many years towards my goal of becoming an engineer was because I had many women role models while growing up in India. If you don't have role models, it is hard to imagine what a particular job entails or what the career will look like. That's why I joined Women Who Code (WWCode: a non-profit organization creating communities of women working in / aspiring to careers in technology, VC, finance, and STEM education). I have been serving as WWCode's Tokyo Chapter for the last two years.



Hiromi Okuda

Can you tell me more about your work for Women Who Code?



Meghalee Goswami

We organize events where members can talk about their projects and future aspirations to one another. What has been really interesting is that, with most events going online due to the pandemic over the last two years, a lot of moms joined WWCode and started coding. It makes me happy to see more women seriously taking up programming.



Hiromi Okuda

Are you also involved in any work connecting India and Japan?



Meghalee Goswami

WWCode Bangalore Chapter has been very active, and I am sometimes in touch with them. But I would also like to contribute to the Indian communities in a broader sense. There are tons of social and economic problems in India, and it will not be possible to tackle them all. I would like to help resolve a small part of those problems, and am elaborating on some ideas.

10. Beauty of Japan



Hiromi Okuda

Finally, what do you like most about Japan?



Meghalee Goswami

Japan has a unique and deep culture, just as India does. Another point which is often not talked about is the beautiful nature in Japan. I have visited many places across Japan, and there are still many others which I want to visit and explore. What is so special here is that within 2 hours of drive from Tokyo metropolitan area, you can get to these beautiful places.



Hiromi Okuda

Thank you. I hope that more and more exchange will happen between the two countries in the near future.

Company Interviews

**Rakuten**

Sunil Gopinath
Rakuten India CEO

Sagri

Chevumoi Ravanth
Mohanaram
Chief Operating Officer

**NTT DATA**

Zaheer Nanji
Senior Specialist,
Digital Technology Promotion

mercari

Mohan Bhatkar
Head of Engineering,
Customer Reliability Platform

**FUJIFILM**

Deepak Keshwani
AI Research Scientist

TAKANO

Faizaan Mohammed
Mechanical Design Engineer

**I'm beside you**

Mahima Dahekar
UI/UX Designer

Money Forward

Kartik Naik
Software Engineer

**instalimb**

Harshit Jain
Mechatronics Engineer &
App Developer

rapyuta
robotics

Ani
Business Development



• Overview	Internet, Fintech, Mobile, etc.
• Industry	IT services
• Headquarter	Tokyo, Japan
• Established	1997
• Office in India	Incorporated in 2015 (Bangalore)
• Number of Skilled Indian Employees	Approximately 3,000 in India, 150 in Japan
• Vision	“To contribute to society by creating value through innovation and entrepreneurship”
• Corporate Languages	English
• Unique Characteristics	"Rakuten Shugi" as global corporate value
• Website	https://corp.rakuten.co.jp/

Rakuten Group’s Approach to Recruiting Indian Talents

- Since 2011, Rakuten's HR team has been flying to leading universities around the world in order to hire top engineering talents into Japan.
- Rakuten India builds its brand through hackathons and product conferences. The company has also established a referral reward system to encourage referrals from employees.
- In selecting managerial talents, Rakuten India screens for cultural fit and sensitivity in addition to technical skills.

Measures to Support Career Development for Global Talents

- Rakuten India is not a mere offshore development center. It engages in upstream discussions and processes, creating challenging and rewarding work opportunities for its employees.
- Regardless of the office affiliation, there are opportunities to participate in projects overseas and/or to lead global projects.
- As a retention strategy, Rakuten offers opportunities for internal transfer, either to different teams or to overseas locations.
- Rakuten attempts to fill management roles internally with proactive leadership training. For engineers who wish to deepen their technical skills, it sponsors certification and degree programs at partner institutions.

Hiring Outlook in India

- Rakuten will continue recruiting Indian engineers with long-term career prospects in the Group, both for Japan headquarters and for Rakuten India.
- To support the expansion of Rakuten Group’s products and services, hiring at Rakuten India is expected to accelerate further.

Rakuten Group’s India Focus

Rakuten Group made English its official language in 2010, recognizing that it needs to capture the global market in order to survive. Simultaneously, the Group started hiring non-Japanese engineers from multiple countries including India. As of 2022, over 60% of its engineers working in Japan are foreign nationals.

Rakuten established an R&D center in Bangalore in 2015. Although Rakuten India started with a handful of local engineers, it has now grown to a 1,800+ organization, with diversification of Rakuten's products and services as the backdrop. Taking into account the engineers working for InnoEye and Altiostar, both of which were acquired by Rakuten Mobile in 2021, Rakuten India now employs 3,000+ people, making it the second largest tech hub after Japan. The presence of a major center in India has created a positive cycle where Indian engineers who have worked in Japan opt to transfer to India in order to fulfil their personal needs.



CEO, Rakuten India

Discovering Rakuten India

“I used to live and work in Silicon Valley. I spent several years working for a major US telecom/semiconductor company, where I was in charge of Japanese clients such as Nintendo and Sony. During my frequent visits to Japan, I witnessed firsthand the Japanese culture, technology, and the commitment of Japanese companies to high quality.

I then went back to India and worked for an E-Commerce company. A few of my colleagues there left and joined Rakuten India. I learned from them that Rakuten is a company which thinks about and invests in its businesses over a span of many years. I decided that I would also like to work for a company where, both as an employee and as a leader, I am given enough time to build great products.”

Experience at Rakuten India

“When I joined Rakuten India five and a half years ago, we were about 100 employees. Today, we are approaching 2,000 (excluding staff of the recently acquired mobile companies). Behind this rapid growth lies the significant expansion of Rakuten Group's products and services.

As the second largest R&D center for Rakuten Group (after Japan), we support a wide variety of businesses including E-Commerce, Fintech, banking, credit cards, media, streaming, and mobile messaging. You cannot find the opportunity to engage in such a wide range of businesses in any other company. It has been very exciting, and every day is like Day 1 for us.

As a very exciting initiative, we are currently providing cutting-edge AI and Data Science solutions for Rakuten Medical's photo-immune cancer treatment.”



Photo Credit: Mr. Sunil Gopinath

Future Vision for Rakuten India

“As Rakuten Group's business expands into more countries, Rakuten will need more R&D centers around the world. My goal is to see Rakuten India become a leading center among them, with specialization in areas such as AI, data science, and Fintech.”





CEO, Rakuten India

The Appeal of Japan & Japanese Companies

“Japan is a vibrant country full of natural beauty. Japanese people are kind, welcoming and helpful. If you want to absorb the best of both the West and the East, you should definitely try working for a Japanese company.

Professionally too, there are many things that we can learn from Japanese companies. Nowadays, companies all over the world readily claim to have high quality. In Japan, quality is in every worker’s heartbeat and DNA.

There is a lot to learn from Japanese management practices. Japanese companies are long-term thinkers. They make decisions in an inclusive manner, involving people up and down the chain and sideways. As a result, when the decisions are finally made, people voluntarily come together to support them. The practice of ‘ho-ren-so,’ in which you involve your bosses in co-solving your problems, helps the organization as a whole.”

Profile

- 2017 Appointed Rakuten India CEO
- 2016 Joined Rakuten India as Senior Vice President
- 2014 Senior Director, Product Management & Design at leading E-Commerce company in India
- 2013 Director, Product Management & Design at leading E-Commerce company in the US
- 2011 Director, Mobiles at leading US technology company
- 2002 Engineer/Architect at leading US telecommunications / semiconductor company



Source: Rakuten India Official Twitter

Mr. Gopinath as Leader

“I have worked for a number of multinational companies before, and Sunil is one of the best leaders I have known. He is supportive of everyone. Whenever you go in for his help, you know you will have his help right away. His strong leadership has helped our management team stay together for many years.

He has a strong passion for product, innovation, and Rakuten Group’s growth, as well as an ability to drive down his passion and growth mindset to everyone who works under him. I am one of those who have been influenced by him.”

- Ms. Nalini George, Chief People Officer



• Overview	Satellite Data Analysis & Machine Learning
• Industry	Information Services
• Headquarter	Hyogo, Japan
• Established	2018
• Office in India	Established in Bengaluru in 2019
• Number of Skilled Indian Employees	1
• Vision	"Using satellite and ground data to optimize human activity on Earth."
• Corporate Languages	English (for India operations)
• Unique Characteristics	Business creation via partnerships with agribusinesses
• Website	https://sagri.tokyo/

Sagri's India Focus

Sagri was founded as a data infrastructure business that combines satellite data and agricultural big data to visualize farmland information which help provide farming guidance. The company's overseas base is in India, where there are hundreds of millions of farmers. Focusing on the potential of satellite farmland data in quantifying harvest forecasts and attracting loans from financial institutions, the company established an Sagri Bengaluru Private Limited in 2019. It was selected as the first project for the “Japan-India Startup Hub” offered by JETRO (Ministry of Economy, Trade and Industry) in Bengaluru, India. The Indian subsidiary is developing a microfinance support business and an agricultural data infrastructure business with one Japanese manager, one Indian high-level talent who serves as COO, and three to four Indian engineers (on contract).

Sagri's Approach to Recruiting Indian Talents

- Candidates are sourced primarily through referrals and recommendations.
- In order to increase the possibility of finding the right person, Sagri attempts to expand the candidate pool as much as possible.
- Sagri focuses on hiring people who can work with the team without causing stress throughout the probationary period; if problems occur during the probationary period, contracts are discontinued.
- References from previous supervisors, former bosses, former colleagues, etc. are rigorously examined.
- Practical tests that involve writing codes, finding bugs in programs, and writing plans for improving programs are used to ensure that candidates possess adequate technical skills.

Measures to Support Career Development for Indian Talents

- Sagri strives to provide to its Indian employees sufficient compensation, authority, and opportunities for advancement.
- Expected outputs/deliverables for each employees are clearly defined; During assessments, targets that have been achieved and those that have not been achieved are clearly defined.
- Sagri fully supports interns in their requests for letters of recommendation, given their importance to them.

Hiring Outlook in India

- Hiring in India is expected to increase due to business expansion.
- When hiring new graduates, Sagri is likely to source candidates from universities with which it has its own connections, such as IIT Kharagpur and IISc.



Chief Operating Officer

Discovering Sagri

“Before joining Sagri, I worked in the Bengaluru office of a Japanese chemical company for about 6 years, covering administration, logistics, and technical support, among others. I had known Mr. Nagata (Chief Strategy Officer of Sagri Bengaluru Private Limited) for some time, and he introduced me to Mr. Tsuboi, the CEO of Sagri in 2018. I decided to join the company because I emphasized with Mr. Tsuboi’s passion and became increasingly keen to learn more about the agriculture industry, and also because I wanted to help Indian farmers who face difficulties in life.”

Career at Sagri

“Since I had no prior knowledge of satellite technology when I joined Sagri, I have been studying about satellites and use of satellite data in agriculture and support to farmers.

As COO at Sagri, I am responsible for administration, marketing, and technical communication with partners in agribusiness and microfinance. Rather than specializing in one area, I prefer to multitask, taking on a variety of responsibilities at the same time. My job at Sagri suits me well. I find my work challenging and rewarding every day.

My current goal is to make Sagri the best company supporting small-scale farmers. In the long run, I would like to help make Sagri one of the greatest companies in Asia.”



Photo credit: Ms. Chevdu moi RM

Profile

Apr 2019	Joined Sagri Co. (Bengaluru) as Chief Operating Officer
Jan 2014	Joined Bengaluru branch of Japanese chemical manufacturing company
Nov, 2006	Joined a Japanese electronics manufacturing company in Kanagawa, Japan
Aug 2002	Assistant Professor at Sree Vidyanikethan Engineering College
Jan 2000	Lecturer at MVJ Institute of Technology



Chief Operating Officer,
Sagri Bengaluru Private Limited

The Appeal of Japan and Japanese Startups

“I lived in Yamato City, Kanagawa Prefecture from 2006 to 2012, working in quality control for an electronics manufacturing company. During my time in Japan, I really liked Japan's low crime rate, safety, good services, efficient public transport system, and excellent infrastructure. I also thought it was wonderful how Japanese people voluntarily keep their communities clean and green, and how they stand to one side of the escalator in order to allow others to walk through on the other side.

I like working for Japanese companies from a professional standpoint as well, as they value teamwork, appreciate not only the results of employees' work but also their approach to complete tasks, and always support our efforts to upgrade knowledge and career.

Currently, as COO of Sagri Bengaluru Private Limited, I am working with young and talented people like Mr. Tsuboi (CEO of Sagri) and Mr. Nagata (CSO of Sagri Bengaluru Private Limited). I find my work fun and stress-free. Every day is a learning experience.

I would like to encourage young Indians who are willing to flexibly adapt to the Japanese work culture to try working for a Japanese company or startup.”



Photo credit: Ms. Chevdatumoi RM

Ms. Ravanth Mohnaram's Strengths

“In addition to possessing a thorough understanding of the Indian market, strength in market research, and an eagerness to learn about new technologies, Chevdatumoi has worked extensively with Japanese companies, making her an optimal COO for our company.”

-Mr. Satoshi Nagata (CSO, Sagri India)



NTT DATA

- OverviewSystem Integration
- IndustryInformation Services
- HeadquartersTokyo, Japan
- Established1988
- Office in IndiaService delivery centers in 10 cities including Pune, Bengaluru, Hyderabad and Gurugram
- No. of Skilled Indian EmployeesIn India: approx. 25,000. In Japan: 35
- Vision“To contribute to the realization of a more prosperous and harmonious society by creating new systems and values through information technology”
- Corporate LanguagesJapanese
- Unique CharacteristicsEstablishment of service delivery centers across the world through mergers and acquisitions
- Website<https://www.nttdata.com/global/en/>

NTT Data’s India Focus

NTT Data is a system integrator with a history of more than 30 years, and a network of about 100 offices in Japan and about 300 offices overseas. It undertakes a number of global projects using its extensive network of service delivery centers across the world.

In India, the company has development centers in 10 cities and employs a total of about 25,000 talents locally. In particular, its Pune center has a large number of Indian engineers who have a deep understanding of Japanese culture and can speak Japanese fluently, as its predecessor company, Vertex, catered to Japanese clients. A division of the Pune office has moved to Japan and is in charge of facilitating the communication between Japanese clients and Indian service delivery teams.

NTT Data’s Approach to Recruiting Indian Talents

- About 35 Indian skilled talents are currently working for NTT Data offices in Japan.
- The majority of NTT Data’s Indian talents working in Japan belong to the division transferred from Pune providing bridging services; There are also a handful of personnel who are on secondment from India and some who were recruited from Indian universities via internships.
- Prior to the COVID pandemic, the Japanese recruitment team used to visit Indian universities such as Maharashtra Institute of Technology, Vishwakarma Institute of Technology, CoEP, and PICT every year to recruit interns. Full-time employment offers were made based on their performance.

Measures to Support Career Development for Global Talents

- There is a dedicated team to support employees' international relocation, which assists non-Japanese staff members settle into Japan.
- There is a mutual support group for non-Japanese employees, providing a place where they can consult with and get help from others.

Hiring Outlook in India

- As the demand for AI- and cloud-related services increases, the company is facing the need to significantly increase the number of engineers in its service delivery centers in India.
- As an example, its Pune center is currently a 300-person organization, and aims to grow to a few thousand engineers by 2025.



Senior Specialist,
Digital Technology Promotion Office,
System Technology Headquarters

Discovering NTT DATA

“Prior to joining NTT Data, I worked in the Pune office of a U.S. IT services company developing financial products. I then joined Vertex, the predecessor of NTT Data’s Pune center. I have been on secondment to Tokyo since February 2020 as per mutual agreement with the company.”

Career at NTT DATA

“When Vertex changed its name to NTT Data, I was a technical architect leading a single development team for software development and software application design. Gradually, I began to manage multiple teams.

Since 2020, I have had the great opportunity to work at NTT Data’s headquarters in Japan. I now focus more on pre-sales work (supporting the sales organizations with IT expertise) and global deployment of advanced technologies.

The exciting thing about working in the headquarters is that I have access to a much wider variety of technologies and products than I had in India. Here in Tokyo, I can see what the headquarters is doing and what the NTT Data’s group companies around the world are doing. Also, since I work primarily on global projects, I frequently talk with almost all the countries where NTT Data has offices, including the UK, Germany, and Italy. It is a very rewarding job.”

Focus at NTT DATA Going Forward

“I would like to expand my portfolio of solutions and advanced technologies that I promote within the NTT Data Group and broaden my responsibilities. I would like to be part of the Japan headquarters and collaborate with more teams globally to help spread NTT Data's solutions to operating companies around the world.”



Photo credit: Mr. Zaheer Nanji



Senior Specialist,
Digital Technology Promotion Office,
System Technology Headquarters

The Appeal of Japan and Japanese Companies

“Before joining Vertex (the predecessor of NTT Data Pune), I had the opportunity to visit Japan and work with Japanese customers. During my first visit to Japan, what impressed me the most was the amazing infrastructure. I had been to other countries such as the US, the UK, and the Asia Pacific region, but Tokyo's amazing infrastructure and cleanliness was better than any other city I had seen before. This infrastructure allowed me to visit many places such as Mt. Fuji and Hakone before the Covid pandemic.

One of the unique features of Japanese companies is the relatively generalized job descriptions. You will have the opportunity to take on many different roles during your career. My advice would be to view this positively and approach new roles in a flexible manner. Also, by working for a Japanese company or working with Japanese customers and colleagues, you will polish your attention to detail.”

Profile

Dec 2009	Joined Vertex (Predecessor of NTT Data Pune) as Director
Jun 2003	Joined a US IT services company in Pune as Solution Architect
Dec 2000	Joined an Indian IT company as Software Consultant
Jun 1999	Graduated from M.H. Saboo Siddik College of Engineering



Photo credit: Mr. Zaheer Nanji

Mr. Nanji's Strengths

“Zaheer-san has a complete understanding of Japanese culture and I perceive him as if he were a Japanese friend, not an Indian. He always leads discussions in a constructive manner and never approaches them with a negative attitude. I always appreciate his willingness to continue solving problems in order to lead the team to success. Zaheer-san also takes proactive actions, even when he is not given instructions or orders. He is always willing to share his thoughts on how we should move forward.”

- Mr. Naohiro Sakiyama
(Sr. Specialist, Digital & Global Business Development, Technology & Innovation Headquarters)





• Overview	E-commerce
• Industry	Information Services
• Headquarter	Tokyo, Japan
• Established	2013
• Office in India	None as of January 2022
• Number of Skilled Indian Employees	Undisclosed
• Vision	“To create a global marketplace that generates new value”
• Corporate Languages	Japanese, English
• Unique Characteristics	Corporation-wide commitment to the company values – ”Go Bold,” “All for One,” “Be a Pro”
• Website	https://about.mercari.com/

Mercari’s India Focus

With the mission of creating value in a global marketplace where anyone can buy & sell, Mercari provides a smartphone-based C2C marketplace service mainly targeting smartphones. Recognizing that the company needs a global workforce in order to deliver global services, it started proactively recruiting non-Japanese talent in 2017.

Mercari organized its first hackathon in India in 2017, engaging students from top universities across the country. Building its brand recognition through the hackathon, the company went on to participate in the IIT placement processes in the same year. As a result, 29 freshers from IITs joined its engineering team in 2018.

Over half of the engineering talents in Mercari’s Tokyo office are non-Japanese, with Indian engineers representing the largest pie.

Mercari’s Approach to Recruiting Indian Talents

- Since 2017, Mercari has proactively cultivated relationships with leading universities in India and other countries in order to recruit non-Japanese engineers.
- To accelerate global hiring efforts, the company has invested in its HR division, placing English-speaking talents in the HR function itself.
- With non-Japanese engineers now representing a majority of its engineering organization, Mercari now focuses on bringing international/intercultural perspectives into its management teams.

Measures to Support Career Development for Global Talents

- To help both Japanese and non-Japanese engineers succeed on an equal footing, Mercari is bringing universal clarity into its job descriptions, performance evaluation systems, and organizational processes.
- The company also provides thorough trainings to all members in diversity & inclusion as well as explicit and direct verbal communication.
- The company offers a career progression path for engineers who do not wish to transition to a managerial role (Mercari Engineering Ladder).

Hiring Outlook in India

- Mercari plans to continue hiring from India proactively, focusing on experienced hires going forward with a view to further internationalize the organizational practices.
- Engineering candidates with rich experience with large-scale e-Commerce services are particularly welcome to apply.



Head of Engineering, Customer Reliability Platform

Discovering Mercari

“Prior to joining Mercari, I worked for a major IT services company in Tokyo for eight years, primarily covering its travel site business. Having gained some experience working in a large corporation, I was ready to get out of my comfort zone and take on a new challenge at a start-up, when a position at Mercari came up. At the time, Mercari was about to launch Merpay, transitioning to the next stage of its growth. I felt that Mercari would offer an environment where I can tackle unique challenges and grow as a manager. ”

Career at Mercari

“Since joining Mercari, I have been responsible for the company’s Customer Reliability Platform as an engineering manager. Additionally, Mercari’s engineering organization is built on a structure called *Camp*. Each *Camp*, comprising of multiple scrum teams, makes and executes decisions to effectively achieve the company’s values. For the last two years, I have served as the engineering head of one of these *Camps*. As an individual project, I also lead the implementation of an incident management system in the company.

Mercari is an ever-evolving organization. Its environment has drastically changed since I joined the company three years ago. It forces me to change and adapt constantly. As the company becomes increasingly diverse, it faces emerging challenges every quarter. It is not enough to implement short-term solutions to these organizational challenges. We have to think strategically to

develop long-term solutions, working closely with stakeholders across the company. That has been the most exciting part of my job at Mercari.”

Focus at Mercari Going Forward

“My first goal as a manager is to ensure that my team can think, act and grow even in my absence. Secondly, as Mercari scales up both in headcount and business, more challenges will arise in relation to diversity and inclusion. I hope to contribute to the company through my work in organization building and work culture improvement.”



Photo credit: Mr. Mohan Bhatkar





Head of Engineering, Customer Reliability Platform

The Appeal of Japan & Japanese Companies

“Japan is a welcoming country. Japanese people are kind and have generously extended helping hands since I first arrived. When I joined my previous employer as a fresher, for example, a number of my Japanese colleagues and seniors showed me around the city, explaining the Japanese culture and customs. I learned a lot in the process, and their kind help enabled me to lead a comfortable life in Japan from my early days.

There is a lot to learn from the Japanese professionalism and high-context culture - a culture which relies on implicit communication and nonverbal cues. Grasping stakeholders’ unsaid needs in order to develop a plan of action is an important part of a manager’s job anywhere across the globe. Working in Japan gives me valuable trainings that help me grow as a manager.

Leading Japanese IT companies such as Mercari have fully adopted English as a working language, which was not the case when I arrived in the country 11 years ago. Most Indian people are adaptive in nature. I hope more of us will take on the challenge of working in Japan.”

Mr. Bhatkar’s Strengths

“Mr. Bhatkar excels in both hard and soft skills. As an engineer, he is well-versed in the products and technologies in the E-Commerce industry. As a manager, he is able to communicate articulately and explicitly in a manner that suits an international workplace. At the same time, because he has lived in Japan for many years, he also understands the typical Japanese communication style full of subtle nuances.”

- Mr. Wakasa, CTO



Photo credit: Mr. Mohan Bhatkar

Profile

- | | |
|------------|---|
| April 2020 | Appointed Head of Engineering, Customer Reliability Platform |
| April 2019 | Joined Mercari as Engineering Manger |
| Jan 2017 | Promoted to Group Manager at Japanese IT services company |
| Jan 2015 | Promoted to Team Manager at Japanese IT services company |
| Jan 2011 | Joined Japanese IT services company as Application Engineer |
| May 2010 | Graduated from Veermata Jijabai Technological Institute (VJTI) Mumbai Campus (Bachelor of Technology) |



Overview	Photographic systems, pharmaceuticals, medical equipment, cosmetics, etc.
Industry	Manufacture of electrical equipment
Headquarters	Tokyo, Japan
Established	1946
Office in India	New Delhi (established as a representative office in 1995, made into a subsidiary company in 2008)
No. of Skilled Indian Employees	3
Corporate Philosophy	“With our cutting-edge and original technologies, we help improve the Quality of Life through contributions to the development of society's culture, science, technology and industry, health promotion and environmental preservation.”
Corporate Languages	Japanese
Unique Characteristics	Focus on medical business that build on its film technologies
Website	https://www.fujifilm.com/jp/ja

Fujifilm’s India Focus

Fujifilm Holdings Corporation, which has many branches and subsidiaries across the world, employs a large number of local personnel in each country. Fujifilm in Japan also employs a small number of skilled non-Japanese professionals. Many of them have studied in Japanese universities and speak some Japanese.

One of Fujifilm’s main areas of focus is its medical business. In 2021, it opened NURA, an AI health screening center, in Bengaluru, India. Of the approximately 100 AI researchers supporting this initiative based out of Japan, three are currently from India.

Fujifilm’s Approach to Recruiting Global Talents

- In recruiting global human resources, the company attempts to prevent mismatches by making full-time offers after internships.
- Prior to the Covid pandemic, Fujifilm participated in JICA’s Japan-India Industry-University Research Network Development Support (FRIENDSHIP). Through this program, Fujifilm hired a handful of Indian interns from Japanese universities, making full-time offers after the internship program.
- Fujifilm Software, a software development company which serves the entire Group, also used to participate in an internship program prior to the pandemic, bringing in students from the Indian Institutes of Technology.

Measures to Support Career Development for Global Talents

- Fujifilm's hiring process for global talents includes self-introduction in Japanese and technical interview in English.
- Fujifilm ensures that non-Japanese talents are able to progress on their career paths on the same terms as its Japanese employees.

Hiring Outlook in India

- In light of the roll-out of its AI health screening business in India and beyond, there is a strong possibility that the domestic hiring of global talents (in Japan) who understand the circumstances of respective countries will pick up its pace.



AI Research Scientist

Discovering Fujifilm

“When I was a fourth-year student at the Indian Institute of Information Technology, I participated in a six-month internship at a leading electronic machine manufacturer in Shiga Prefecture, where I was engaged in mechanical design. After that, I returned to India and was looking for a place to study for my master's degree. I was fortunate enough to be accepted for a *Monbukagakusho* Scholarship, and I moved back to Japan to study computer graphics at the University of Tokyo's Graduate School of Engineering.

At the graduate school, there were regular company-sponsored dinners and seminars, and Fujifilm was one of the participants. At the time, I was using computed tomography (CT) to scan and analyze machinery and automobile parts. I became interested in Fujifilm's medical business, which uses the same CT technology, MRI, and X-rays to scan and diagnose the human body.”

Career at Fujifilm

“I have been working as an AI research scientist since I joined Fujifilm. I develop AI based algorithms to recognize abnormalities from medical images like X-ray, CT, and MRI to support doctors and reduce misdiagnosis. In the early days of my career, I was in charge of specific algorithms, but gradually my role has expanded to oversee projects in their entirety. Currently, I am leading the AI technology development work for the AI-based health screening center established by Fujifilm in India. I still write algorithms as needed, but also act as a bridge between Japan and India,

understand the requirements of the Indian screening center, and manage the AI development work on the Japanese side.”

Focus at Fujifilm Going Forward

“I feel a lot of motivation for working on healthcare AI, which has the potential to save many lives. For the time being, I would like to focus on spreading our AI-based health checkups in India as well as other developing and middle-income countries. In the long term, I would like to develop technologies that can improve people's lifestyles and contribute to the prevention of lifestyle-related diseases in countries like India.”



Photo credit: Mr. Deepak Keshwani





AI Research Scientist

The Appeal of Japan and Japanese Startups

“There are a number of Japanese characteristics that I truly admire, such as perseverance, humility, calmness, and the way they speak with consideration for the feelings of those around them. I think people from other countries, including India, can learn a lot from them. First, perseverance. In India as well as in other countries, there is a tendency to give up or complain under unfavorable circumstances. Japanese people, however, will try do their best under any circumstances and persevere till the task is finished. Also, I find that Japanese people are not aggressive and tend to be calm, composed, and considerate. I would like to encourage anyone who want to broaden their horizons and become a better version of him/herself to come to Japan.

Another good thing about Japan is that you can go hiking and experience nature within an hour's train ride. I also enjoy traveling and hiking with my friends on weekends and holidays.”

Profile

- Oct 2016 Joined Fujifilm as an AI Research Scientist
- Sep 2016 Graduated from the University of Tokyo with a Master's degree in Computer Graphics



Photo credit: Mr. Deepak Keshwani

Mr. Keshwani’s Strengths

“Mr. Keshwani is a person of very pleasant personality who is fond of Japan and Japanese culture. I liked the fact that he tried very hard to express his opinions in Japanese from my early days of meeting him, when he was in graduate school. At Fujifilm, he is growing professionally by learning and improving his skills on his own, and is achieving high results in the medical AI field.”

- Mr. Tadashi Jogetsu (Human Resources)



▪ Overview	Development, manufacture, and sale of water saving products
▪ Industry	Product design
▪ Headquarters	Tokyo, Japan
▪ Established	2010
▪ Office in India	None
▪ Number of Skilled Indian Employees	7
▪ Vision	“Saving Water Across The World”
▪ Corporate Languages	Japanese/English
▪ Unique Characteristics	A global organization that recruits talented people with passion regardless of nationality
▪ Website	https://www.dgtakano.co.jp/

DG TAKANO's India Focus

DG TAKANO has been working on developing a series of products to address the water scarcity around the world, with Bubble90, a water-saving nozzle, as its flagship product. In order to tackle social issues around the globe, the company has actively recruited talented and passionate people from various countries around the world, not limiting its focus to Japanese candidates. In recent years, the share of foreign nationals among the company's employees has varied between 50% and 70%.

Currently, the company has a strong focus on the Indian market, which is large and has high growth potential. It is conducting joint research with local institutions, such as IIT-Madras, to develop and roll out a business in India. To this end, the company has been hiring new graduates from the Indian Institutes of Technology (IITs) since 2019. Starting 2020, it has participated in an IIT internship platform and Japan Day organized by JETRO.

DG TAKANO's Approach to Recruit Global Talent

- The company's policy is to hire talented people with strong visions, drives and clear personal goals, regardless of nationality.
- Since 2020, DG TAKANO has been recruiting through an internship platform and JETRO's Japan Day, leading to a total of 7 IIT hires.
- Currently, all 7 Indian talents are working remotely due to visa restrictions under the pandemic. As soon as the travel restrictions are lifted, they will move to Japan and start working at the development center in Japan.

Measures to Support Career Development for Global Talents

- DG TAKANO considers itself a “global company” rather than a Japanese company. It respects the culture of each of the countries its employees come from. It actively adopts the best practices from the countries represented by its employees.
- The company supports the interests and passions of its employees. In particular, entrepreneurial spirit is strongly encouraged by the firm. DG TAKANO supports and collaborates with the businesses launched by its alumni, treating them as its affiliate companies.
- Work is conducted in both Japanese and English, with bilingual interpreters joining meetings as needed. Japanese language lessons are offered to foreign employees as an option, although they are not mandatory.

Hiring Outlook in India

- Based on its experience hiring talents from IIT since 2019, DG TAKANO recognizes that IIT graduates excel in intellectual curiosity, visions and drives.
- With its upcoming business in India, hiring from the country is likely to increase in the near future. It will continue to focus on IITs, given the high quality of the talent pool available there.



Mechanical Design Engineer

Discovering DG TAKANO

“I participated in Japan Day (JETRO) held at IIT Hyderabad in 2021, where DG TAKANO presented its work. After the event, I did my own research and found out that DG TAKANO is a company with a strong vision for the future, providing sustainable solutions to water scarcity issues in a number of countries around the world. After four months of internship, I was fortunate enough to be offered a full-time position based on my performance review.”

Experience at DG TAKANO

“As a mechanical design engineer, I am engaged in 3D modeling, CAD design, design of internal mechanisms, as well as designs of outer looks for water-saving products under development by DG TAKANO. I also participate in product simulations as needed.

I believe DG TAKANO was the best platform for starting my career. What I find most rewarding is the process of overcoming challenges with the help of mentors and other people in the company. The work environment is flexible and global. I felt comfortable from Day 1 and was able to blend in easily. I feel that I have improved both my technical and communication skills through my work so far.”

Aspirations at DG TAKANO

“One of my goals at DG TAKANO is to explore a number of different domains, not just mechanical design engineering. I believe it is very much possible in the start-up culture at DG TAKANO. In the longer term, I would like to pursue a master's degree in a field that interests me the most, or even start my own business.

After moving to Japan, I would like to interact with many professionals and build a broad network that will help me in my future career.”



Photo credit: Mr. Faizaan Mohammed



Mechanical Design Engineer

The Appeal of Japan and Japanese Startups

“I had an image of Japan as a country with advanced technologies, and I thought that working in Japan would give me the opportunity to experience a wide range of different technologies. As I expected, DG TAKANO has given me the chance to explore various domains. Also, since DG TAKANO is a start-up, I am able to have direct contact with a variety of teams within the company. I am also happy that my opinions are respected and adopted during brainstorming sessions.

If you are interested in working at a Japanese startup, I highly recommend that you polish your communication skills as well as your technical skills. The ability to explain complex issues in a way that anyone from any background can understand will be an asset.”



Photo credit: Mr. Faizaan Mohammed

Profile

July 2021	Started working as a Mechanical Design Engineer at DG TAKANO
July 2021	Graduated from Indian Institute of Technology (IIT) Hyderabad (Majored in Mechanical Engineering)

Mr. Mohammed's Strengths

“Faizaan not only has excellent technical skills, but also possesses a strong curiosity in diverse fields and excellent communication skills. He has been improving his Japanese language skills over a relatively short period of time, and now participates in meetings with our Japanese staff without an interpreter sometimes.”

Mr. Aleksandar Naydenov (Marketing & Branding)



• Overview	AI analytics of video contents
• Industry	Information Services
• Headquarter	Tokyo, Japan
• Established	2020
• Office in India	Incorporated in 2021 (Hyderabad)
• Number of Skilled Indian Employees	9
• Vision	"To turn the entire world into a school"
• Corporate Languages	Japanese, English
• Unique Characteristics	Work from anywhere around the world
• Website	https://www.imbesideyou.com/

IBY's India Focus

With a view to enabling online communication that addresses individual needs, IBY provides B2B AI analytic services focusing on video content to a wide range of sectors including education, human resources and mental health.

Given the nature of its services, IBY has viewed the entire world as its potential market since the company's inception. It focused its attention on India early, based on the country's market size, the availability of a large number of IT talents, and its potential as a foothold for future expansion into other anglophone countries.

Recognizing that having an office in India would help establish IBY's brand and gain the trust of local clients, IBY incorporated in Hyderabad in 2021. The company has hired 9 Indian talents, who are developing IBY's AI analytic services from their respective locations across India.

IBY's Approach to Recruiting Indian Talents

- IBY focuses its recruiting efforts on IIT, which has world-class expertise in AI.
- 8 out of 9 Indian employees are freshers from multiple IIT campuses. The 9th is an experienced hire who also graduated from IIT.
- To attract freshers from IIT, IBY conducted a summer internship program across IIT campuses in 2020. 730 students who empathized with the company's vision applied and 50 were selected for the internship. 8 out of the 50 interns received Permanent Placement Offers.

Measures to Support Career Development for Global Talents

- IBY considers the candidates' fit with the corporate vision as an important factor in identifying talents who will stay for a number of years.
- Only English is used around Indian employees. Corporate documents are prepared in both Japanese and English.
- Given that all its employees work remotely, IBY encourages frequent and detailed communication of activities among team members.

Hiring Outlook in India

- IBY plans to increase the number of Indian hires in keeping with its market expansion.
- Having proven that freshers from IIT possess sufficient skills for AI development, IBY plans to focus its efforts on on-campus recruiting at IIT.
- IBY is also searching for a managerial talent to run its Hyderabad office, targeting Indian Institute of Management (IIM) campuses.

I'm beside you  UX/UI Designer

Discovering IBY

“I came across IBY’s internship program while pursuing my master’s in design at IIT-Hyderabad. I was strongly drawn to IBY’s vision of improving education through the use of AI, which builds on the belief that each person is fundamentally unique. I joined IBY as UI/UX intern in May 2020 and have been working there since, while simultaneously progressing towards my master’s degree. I will start working for IBY as a full-time UI/UX designer after my graduation in May 2022.”

Experience at IBY and Future Aspirations

“I Contributing my skills to IBY’s socially meaningful work has been exciting and rewarding. Also, because IBY is a young startup, interns get to take up more responsibility and gain exposure to a broader range of work than we would elsewhere. Usually, an intern would be given a supportive role in a specific project. At IBY, however, I am responsible for coming up with the UI/UX design of the entire range of the company’s AI analytic services.

With a full remote work policy, everyone at IBY works from their respective locations. Shozo-san (CEO) and Nose-san (CTO) have built a strong online support forum where we safely express our opinions and concerns and receive the leaders’ advice and feedback. They also kindly watch out for us, making sure that we are not overworked.

Upon obtaining my master’s degree, I plan to move to Bangalore where many of my friends live and work from. I would like to polish a broad range of skills at IBY, and become a senior UI/UX designer there who can effectively manage a team. ”

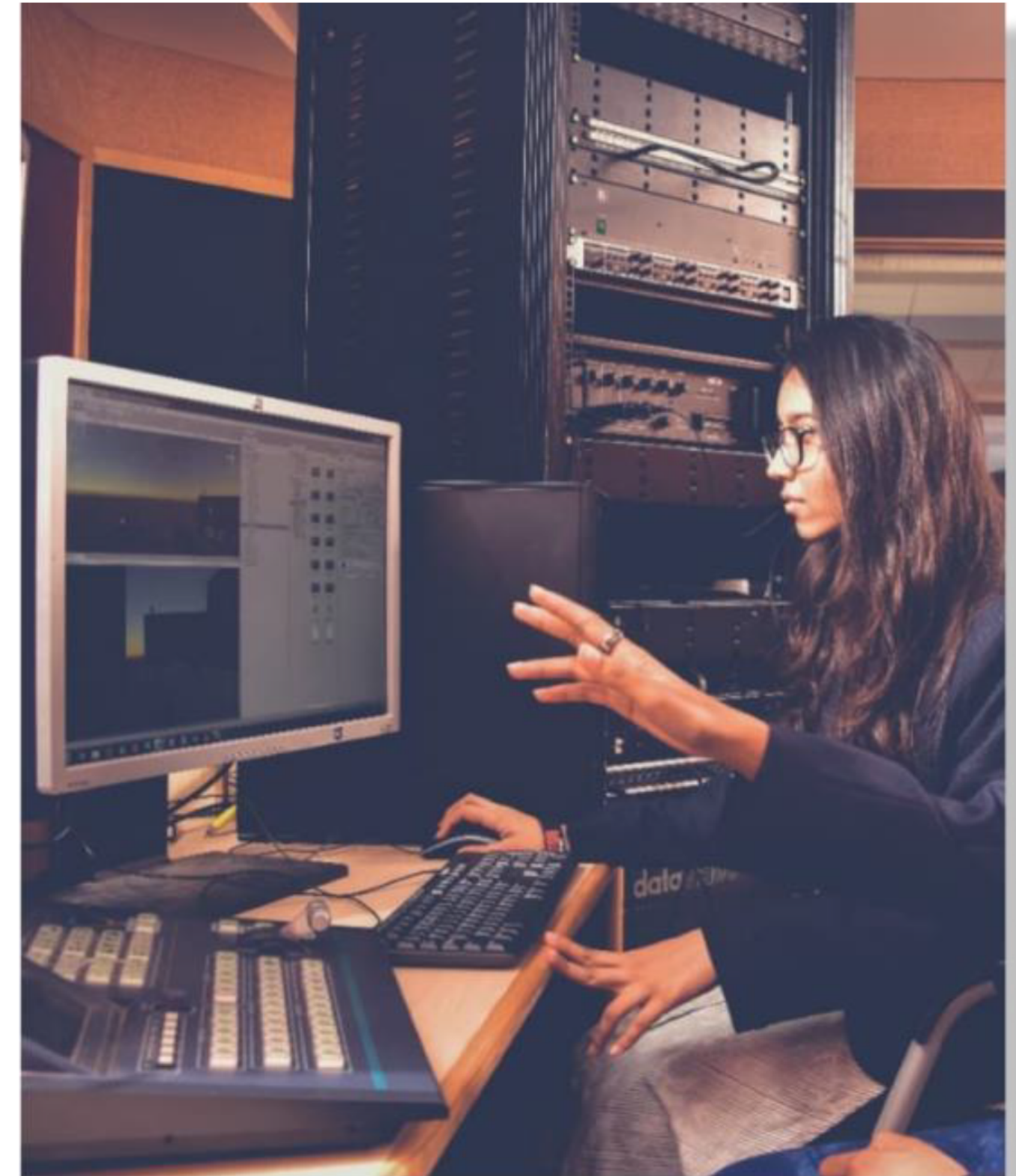


Photo credit: Ms. Mahima Dahekar

I'm beside you UX/UI Designer

The Appeal of Japan & Japanese Companies

“Having enjoyed Japanese *manga* since childhood, I have admired the Japanese culture, aesthetics and technologies for many years. I have always wanted to visit Japan some day, and have been trying to pick up Japanese words by watching *anime*. I remember how excited I was during my first meeting with IBY, when Kikuchi-san (HR) greeted me with a “konnichiwa” (hello). The opportunity to work for IBY was a dream-come-true for me.

Many of my fellow students at IIT-Hyderabad have strong interests in working for Japanese companies. I believe that working in a different culture is a meaningful and deeply rewarding experience. To any young Indian talent who may be considering an opportunity at a Japanese company, I would like to strongly advise her/him to go for it! ”

Profile

May 2022	Expected to obtain Master’s in Design from IIT-Hyderabad
May 2020	Started working as UI/UX Intern at I’mbesideyou Inc.
May 2019	Obtained Bachelor’s in Electronics and Media Technology at Karunya Institute of Technology and Sciences (KITS) Coimbatore



From left (back): Mr. Nose (CTO), Mr. Kamiya (CEO), Ms. Dahekar’s parents.

Mr. Dahekar’s Strengths

“In addition to her strong technical skills and her ability to absorb new information quickly, we appreciate Ms. Dahekar for her gentle and smiley nature, her strong empathy with our vision, and her personal fit in our team.”
- Ms. Ami Kikuchi, HR, IBY



Overview	Development and provision of PFM services and cloud services
Industry	IT services
Headquarter	Tokyo, Japan
Established	2012
Office in India	None as of January 2022
Number of Skilled Indian Employees	7
Vision	“Money forward. Move your life forward.”
Corporate Languages	Japanese, English
Unique Characteristics	Individualized 1-on-1 support to each employee
Website	https://corp.moneyforward.com/

Money Forward’s Asia / India Focus

Money Forward (MF) develops and provides various services that resolve financial issues for all individuals and corporations.

MF’s first batch of foreign talents were hired from Vietnam in 2016, when the company was undertaking an offshore development project in the country. MF took the opportunity to participate in Hanoi University of Science and Technology’s recruitment process, leading to successful hiring outcomes. Building on this experience, the company started hiring new graduates from additional countries such as China, Korea, Taiwan, Indonesia, and Malaysia.

As of January 2022, between 10 - 20% of MF’s engineers in Japan are foreign nationals, representing about 20 nationalities. In recent years, the majority of freshers hired as engineers have been non-Japanese. With the corporate decision to adopt English as the working language among engineers, Money Forward has been hiring in India in earnest since 2019.

Money Forward’s Approach to Recruiting Indian Talents

- MF initially relied on a recruitment agency specializing in Asia.
- MF participated in IIT career placement remotely in 2020 and 2021.
- With improved brand recognition as a result of IIT recruitment processes, applications from IIT grads started trickling in via LinkedIn.

Measures to Support Career Development for Global Talents

- English is getting adopted as official language among MF’s engineers in a phase-wise manner.
- MF is working on explicit verbalization of shared information and processes, such as clarification of job descriptions and task ownership.
- HR is building an internal team to support the globalizing workforce, with interpretation, translation, care for non-Japanese personnel, and promotion of cross-cultural understanding as some of its mandates.
- MF offers regular 1-on-1 sessions with its Japanese employees to help non-Japanese engineers learn the local language.
- MF plans to globalize its management layers going forward, in order to create a workplace where all employees, regardless of nationality, can work with a positive long-term career outlook.

Hiring Outlook in India

- MF plans to increase Indian hires in the near future.
- MF will also increase the global experienced hires going forward, to support the large number of new graduates who have been hired from top Asian universities since 2016.



Software Engineer

Discovering Money Forward

“I came to know about Money Forward through the campus recruitment at IIT Guwahati. My major at IIT was biotechnology, but I have always been interested in programming as well. In the biotechnology department, I had opportunities to write codes for DNA and RNA analysis. I wanted to go deeper into programming, so I trained myself by talking to my classmates in IIT's computer science program and taking online courses in my spare time.

In addition to programming, I have a strong interest in finance. That's what immediately attracted me to Money Forward, as it was a start-up company which develops and provides web- and cloud-based financial management services.

I thought that at Money Forward, I would be able to gain more knowledge of finance while also improving my programming skills. I applied for the role, and was fortunate enough to receive a full-time offer.”

Profile

July 2021	Graduated from IIT-Guwahati (Major in Biotechnology)
May-July 2020	Intern at AWS Cloud Computing
Feb-Sep 2019	Data Science Intern at Data Tale



Photo credit: Mr. Kartik Naik





Software Engineer

The Appeal of Japan & Japanese Companies

“During my 10th grade, I happened to read an article in an Indian magazine about a Japanese company which manufactured a *Transformer*-like automobile. The level of technology struck me. I started reading up on Japanese technologies, from large items like the bullet trains to small items like automation in the bathrooms. I thought that Japan was ten years ahead of any other country in the world. In no time, I became a big fan of Japan and started dreaming of going there someday.

When I was looking for a job, I actually received an offer from a company in Singapore too. After assessing the interesting work that Money Forward is doing, as well as my interests in Japan as a country, I chose to accept the offer from Money Forward.”

Aspirations at Money Forward

“At Money Forward, I will be developing microservices for the company’s cloud-based products, using Golang. I look forward to working in an international team of engineers representing multiple countries. Also, I have already started studying Japanese, and look forward to TERA KOYA - the one-on-one sessions with Japanese colleagues to learn Japanese language. In the future, I would like to be in a position to lead multiple projects simultaneously, after deepening my knowledge of finance and programming skills. Once I arrive in Japan, I would love to travel to various tourist spots and try riding a Yamaha sports bike.”



Photo credit: Mr. Kartik Naik



instalimb

• Overview	3D printed prosthetics and orthotics
• Industry	Medical devices
• Headquarter	Tokyo, Japan
• Established	2017
• Office in India	Being incorporated Delhi (as of January 2022)
• Number of Skilled Indian Employees	2 employees (1 in Japan, 1 in India)
• Vision	“Creating a world in which all people who need prosthetics have access to them”
• Corporate Languages	English
• Unique Characteristics	Full remote work (except when using special equipment)
• Website	https://ja.instalimb.com/

Instalimb's India Focus

Instalimb engages in the development, manufacture and sale of high-quality, low-cost prosthetic limbs using 3D CAD, 3D printers, AI, and other technologies. The company has been manufacturing and selling prosthetic limbs in the Philippines to demonstrate its marketability. It has recently decided to expand to India, which has a large population, a strong demand for prosthetic limbs and a GDP per capita similar to that of the Philippines.

Due to the difficulty in finding English-speaking Japanese engineers, Instalimb's development team hires non-Japanese engineers proactively. Recognizing that having local talent is essential for business development in India, the company used an internship platform in 2021 to recruit an IIT student as an intern, eventually making a full-time employment offer.

Instalimb's Approach to Recruiting Indian Talents

- Instalimb uses a recruiting firm specializing in foreign engineers living in Japan.
- The company assesses technical skills during the first round, and vision fit during the second round of interviews.

Measures to Support Career Development for Global Talents

- Instalimb uses a task management software for explicit mutual understanding of expected outputs and deadlines. Engineers have the freedom to decide how to accomplish their tasks.
- Instalimb's management approach, which does not require engineers to report frequently and instead tracks their outputs and outcomes, is highly appreciated by its employees, most of whom work remotely.
- Performance evaluation at the company is also highly objective, utilising quantitative indicators.
- The work of the engineers is conducted in English.
- Internal manuals for both software and hardware development are maintained in both English and Japanese.
- In addition to providing these manuals to newly hired engineers, mentoring is provided in pairs during on-the-job training.

Hiring Outlook in India

- Instalimb plans to hire about 5 local engineers for its R&D team in India. They will be mainly considering candidates with 3-4 years of work experience.



Mechatronics Engineer and
Application Development Engineer

Discovering Instalimb

“While I was a student at the Indian Institute of Technology (IIT) Dhanbad, I registered myself on an internship platform. I had always been interested in startups, and the platform was filled with Japanese startups which were working on really interesting projects in various fields.

Of course, I could have done my internship at a large company, but I thought that interns at large companies would only be allowed to experience a limited number of tasks and would not have the opportunity to exercise creativity. I applied for an internship at Instalimb because I wanted to experience a variety of tasks and acquire new skills while being involved in a socially meaningful business.

Since receiving the offer of full-time employment, I have been continuing my work at Instalimb for about one hour a day, in between my studies.”

Experience at Instalimb

“I had a great experience during my three-month full-time internship. Initially, I was hired as a mechatronics engineer and was developing a system to evaluate the fit of prosthetic devices by analyzing the users’ movements using acceleration sensors. When I told Mr. Kon (CTO) that I also wanted to practice my app development skills which I had acquired in the past, he entrusted me with the development of an associated app as well.

Mr. Kon is my mentor, and whenever I had any questions or problems, he would immediately talk to me and spend enough time explaining things, so I was able to proceed with my work without worry, even though I worked remotely. Furthermore, he was always willing to listen to my ideas and opinions, and allowed me to put them into practice.

Instalimb has a meeting once a week, and we are expected to report the results of the previous week’s work at the meeting. In engineering, there are days when there are no results to report, so I found this system to be reasonable and helpful.

In preparation for joining Instalimb full-time upon graduation, I am also currently helping the company on the business side, organizing a market research on prosthetic limbs in India.”



Photo credit: Mr. Harshit Jain





Mechatronics Engineer and
Application Development Engineer

The Appeal of Japan and Japanese Startups

“I love the Japanese culture. I think it's great that Japanese people are punctual. I love the fact that they add "san" to other people's names and address them with respect and affection. I can do my Instalimb work in English, but I have started studying Japanese with a friend who has a job offer from another Japanese company. If you want to work in a different culture, I confidently recommend Japan.

The best part of working for Instalimb is that you can contribute to societies through your work. In my hometown, a friend of mine runs an NGO that supports people with disabilities. I have visited there many times and witnessed the suffering of the disabled. Conventionally produced prosthetics are too expensive for most people to afford. Instalimb's technology has the potential to change the lives of many disabled people around the world. In the future, I would like to take up a management position at Instalimb and spread high quality and affordable prosthetics not only in India but also in other countries.”

Profile

May 2022	Expected to graduate from IIT Dhanbad (Major in Electrical, Electronics and Communication Engineering)
May 2021	Started internship at Instalimb
Aug 2018	Joined IIT Dhanbad

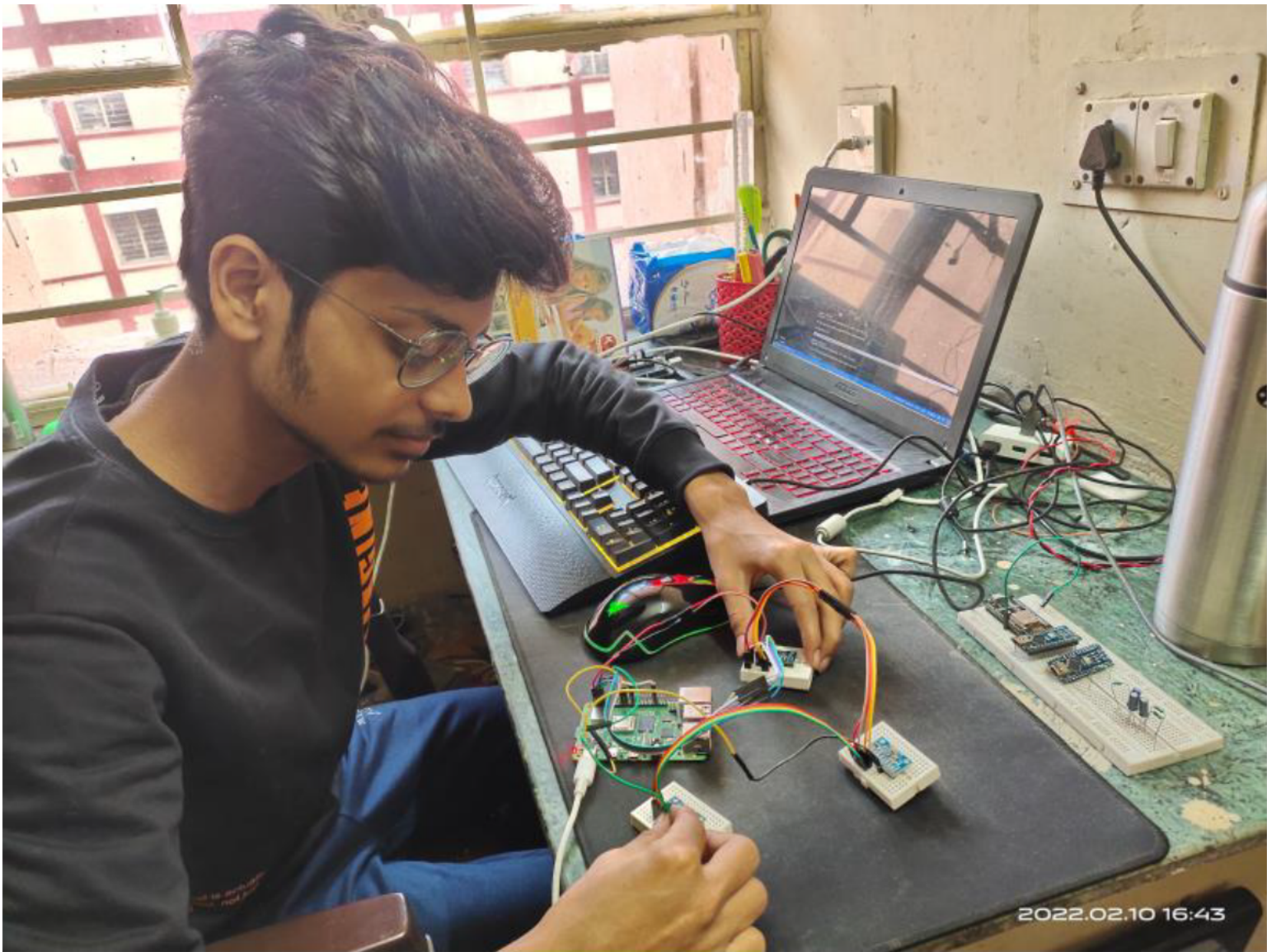


Photo credit: Mr. Harshit Jain

Mr. Jain’s Strengths

“Although Harshit is still a student, he is able to quickly repeat the cycle of planning, execution, and evaluation on his own. After completing all the verifications by himself, he even proposes the next step, which I have appreciated very much since the beginning.” - Mr. Shinichiro Kon (CTO)



• Overview	Cloud robotics
• Industry	IT / Robotics
• Headquarter	Tokyo, Japan
• Established	2014
• Office in India	Incorporated in 2016 (Bengaluru)
• Number of Skilled Indian Employees	40-50 in India, 10 in Japan
• Vision	“Empowering lives with connected machines”
• Corporate Languages	English
• Unique Characteristics	Cutting-edge cloud robotics technology
• Website	https://www.rapyuta-robotics.com/

Rapyuta Robotics’ India Focus

RR develops a cloud platform that integrates and manages a wide range of robots. Its cutting-edge technology has been adopted by major Japanese corporations in their warehouses and factories.

The company was initially founded in Zurich while the current CEO pursued a Ph.D. there, and was shifted to Japan in 2014. From its early days in Japan, RR’s organization was global in nature, with a number of legacy members from Switzerland. Currently, about 80% of its engineers in Japan are non-Japanese, including 10 Indian. The company also set up an R&D center in Bengaluru, India in 2016, which enabled them to hire a number of local talents skilled in cloud software technology.

At present, RR's Tokyo Headquarters works on business development and operations as well as R&D in robotics, while its Bengaluru center focuses on R&D in cloud and cloud software.

Fujifilm’s Approach to Recruiting Global Talents

- Through a series of interviews, the company screens candidates for characteristics such as the ability to tackle difficult challenges, empathy, and fit with the company's core values, in addition to hard skills.
- In India, the company has a baseline policy of hiring only for roles at its Bengaluru R&D center. Talents in India with exceptional skills in robotics may be considered for its Tokyo R&D team occasionally.

Measures to Support Career Development for Global Talents

- Many engineers outside Japan are drawn to RR's flat and open culture, unparalleled expertise in robotics, and English-speaking environment.
- RR relies on its core values to unite its diverse body of employees.
- RR supports career development through 360-degree feedback, mentoring system, and for senior executives, leadership coaching.
- In Japan, the company supports 80% of the cost of language education (Japanese for non-Japanese employees and English for Japanese employees).
- Lunch is provided free of charge in the company cafeteria in Tokyo, with vegetarian options.

Hiring Outlook

- The company aims to double its engineering organization (currently around 150 engineers, both India and Japan included) over the next 1-2 years.
- In Japan, the company is currently working on increasing the number of Japanese robotics engineers.



Business Development

Discovering Rapyuta Robotics

“With a strong interest in entrepreneurship and technology, I participated in a number of internships in college, focusing on start-ups and start-up advisory services.

RR is a company that creates a common platform for robots, comparable to what Android has done to mobiles. Inspired by RR’s forward-looking vision of bringing more freedom to the world of robotics, I joined the company as an intern in my senior year in college. After graduation, I joined RR full-time.”

Career at Rapyuta Robotics

“As a business development and sales representative, I work with existing and prospective clients, mainly in the logistics and manufacturing industries, to propose RR's cloud robotics solutions. My work involves visiting clients' warehouses and factories often. In some cases, we deliver customized solutions, while in other cases, we introduce our existing product and work with the customers to adjust their on-site operations.

At RR, I am blessed with an opportunity to gain a wide range of business experience. Even though I am in charge of sales, I engage in pre-sales work in close collaboration with the product and engineering teams to improve our offerings, and also manage the product implementation process once our solutions are adopted. I am able to experience the entire process of business operations.

RR makes cutting-edge products that no other company is offering, so the process of approaching a customer and closing a deal is a very rewarding and challenging one.”

Focus at Rapyuta Robotics

“ RR has been marketing its products only in Japan so far, but is now considering expansion into North America and Europe in the future. With this in mind, I would like to help build RR as a robust and stable company in Japan.”



Photo credit: Mr. Ani





Business Development

The Appeal of Japan and Japanese Startups

“Many Japanese start-ups provide environments where people with various backgrounds, such as those from overseas, can comfortably play active roles and achieve their potentials. There are also companies like RR whose organizations are highly international.

I find that there are many aspects of Japanese culture that are common to Indian culture. On the other hand, there are also aspects of Japanese culture which is highly unique. If a person comes from overseas and make this unique culture his/her own, I think it will be a great personal achievement. Japan is a really nice place, and I would like to encourage young Indian talents to come here and take on the challenge of learning Japanese and understanding Japanese culture.

Also, I am a vegetarian, but I have never felt any inconvenience in Japan. Japanese people are often quite accommodating to foreigners' needs, if you ask them for help nicely with a genuine intent.”

Profile

Jul 2019	Joined Rapyuta Robotics full-time	(Major
Jun 2019	Graduated from Temple University in Japan in Political Science, Minor in Business)	
Sep 2018	Started an internship at Rapyuta Robotics	

Ani's Strength

“ Ani joined us as a fresher and is now in charge of a challenging business providing RR's technology to robot manufacturing companies. Although he is still young, he also manages the implementation process when we deliver our solution to a customer. Ani is a very positive person. I am always grateful that whatever happens, he smiles and keeps on going.”

Mr. Gajan Mohanarajah (Co-Founder & CEO)



Photo credit: Mr. Ani

APPENDICES

Appendix 1: List of companies interviewed

	Company (Alphabetical Order)	Respondents	Current Title
1	DG TAKANO	Mr. Masaaki Takano Mr. Aleksandar Naydenov Mr. Faizaan Mohammed	Chief Executive Officer Marketing & Business Development Manager Mechanical Design Engineer
2	Fujifilm	Mr. Naoya Yamazaki Mr. Yoshiro Kitamura Mr. Masaharu Morita Mr. Tadashi Jogetsu Mr. Deepak Keshwani	Healthcare Business Promotion Office Chief AI Research Scientist Medical System Business Division HR Manager AI Research Scientist
3	I'mbesideyou	Mr. Yasuhiro Nose Ms. Ami Kikuchi Ms. Mahima Dahekar	Chief Technology Officer HR UX/UI Designer
4	Instalimb	Mr. Shinichiro Kon Mr. Harshit Jain	Chief Technology Officer Mechatronics Engineer & App Developer
5	Mercari Inc.	Mr. Ken Wakasa Mr. Mohan Bhatkar	Chief Technology Officer Head of Engineering, Customer Reliability Platform
6	Money Forward	Mr. Takuya Nakade Mr. Kartik Naik	Executive Officer, Chief Technology Officer Software Engineer
7	NTTDATA	Mr. Shunichi Amemiya Mr. Naohiro Sakiyama Mr. Zaheer Nanji	Head of Research and Development Headquarters Senior Specialist, Digital & Global Business Development, Technology & Innovation Headquarters Senior Specialist, Digital Technology Promotion Office, System Technology Headquarters
8	Rakuten India	Mr. Tsubasa Shiraishi Mr. Sunil Gopinath Mr. Nalini George	Rakuten India Vice Chairman Rakuten India CEO Rakuten India Chief People Officer
9	Rapyuta Robotics	Mr. Gajan Mohanarajah Mr. Ani	Co-Founder and Chief Executive Officer Business Development and Sales
10	Sagri	Mr. Satoshi Nagata Ms. Chevdmoui RM	Sagri Bengaluru Chief Strategy Officer Sagri Bengaluru Chief Operating Officer

1. “Japan: How Its Industries Have Transitioned into 2021.” Archi Expo. (Accessed 15 February 2022)
2. Digital Transformation Report, Japan Ministry of Economy, Trade and Industry
3. **Report on Demand and Supply of IT Human Resources, 2018**, Japan Ministry of Economy, Trade and Industry
4. “80% of companies concerned about the talent shortage within their industry; 48% of tech companies “very concerned.” Robert Walters Japan. 26 November 2020
5. “Made in India CEOs continue to lead global tech giants; but ‘USA benefits greatly from Indian talent’.” Economic Times Government. (Accessed 17s February 2022)
6. “India As A Global R&D Hub.” TechSci Research. (Accessed 17 February 2022)
7. “Modi govt’s HEC can’t just be UGC with new label. Engineering still needs its own regulator.” The Print. (Accessed 15 February 2022)



(5) Research on the use of digital technology in India.

Executive Summary : Interviews with 12 leading Japanese companies utilizing Indian digital/IT technologies

Background

- 976 multinational companies operate 1,257 R&D centres in India, employing a large number of Indian digital/IT talents in order to execute strategic R&D (JETRO 2019).
- Over 90% of these MNEs are American and European companies. Japan lags severely behind them in executing R&D in India.
- Against this backdrop, we surveyed 12 Japanese companies that are progressive in utilizing digital/IT technologies in India.

Objectives of the Study

- To understand the patterns of measures taken by leading Japanese companies in utilizing Indian digital/IT technologies.

Methodologies

- Questionnaire and interviews with 12 leading Japanese companies that are utilizing digital/IT technologies in India or are currently considering doing so.
- Of the 12 companies, five were in the information services industry and four were in manufacturing industries, accounting for 42% and 33% of the total, respectively. In addition, one company each in printing-related services, industrial machinery-related services, and trading were interviewed.
- In terms of company size, 6 were startups, 1 was an SME, and 5 were large companies.

Summary of Findings

- Of the 12 companies surveyed, 6 had already established a development centre in India and 2 were considering establishing one. Most of these R&D centers were not oriented toward the Indian market, but were primarily intended to conduct development work for the Japanese and other developed markets by leveraging India's highly skilled digital/IT talent.
- On the other hand, many of the surveyed startups focused on India's huge market size and growth potential, and established a business base or a base with both business and development functions in India soon after their founding.
- 11 of the 12 companies are leveraging the capabilities of Indian digital/IT talent either in Japan or in India.
- 4 of the 12 companies did not have their own development centres in India: they were utilizing / preparing to utilize Indian digital/IT technologies primarily through:
 - Accessing India as a platform for conducting Proof of Concept
 - Employment of Indian digital/IT talent in Japanese R&D centres
 - Partnerships with Indian startups
 - Joint research with Indian universities
- Many of the startups surveyed are collaborating with Indian educational institutions, accessing their world-class knowledge in science and engineering domains to update and improve their own products and services.

(6) Creation of an introductory video for India Stack

Movie Structure

Element①

Amid declining digital competitiveness rankings in Japan and a shortage of digital human resources, a "Digital Partnership" has been signed with the Indian government since 2018. An increasing number of companies are increasing their international presence by deepening the exchange of digital human resources with India and combining India's strength in the software sector with Japan's strength in the hardware sector.

Element②

Introducing the "India Stack" system, which is the foundation of India's digital economy with 1.3 billion citizens.
It provides high-quality public services such as authorization and payment based on personal authentication.

Element③

One of the technologies behind the security of the "India Stack" is a Japanese biometric authentication system.
An interview with a development manager at NEC Corporation.

Element④

How is business being promoted in India through "India Stacks"?
Interview with Mr. Fukuoka, Director, Southwest Asia Office, Ministry of Economy, Trade and Industry (METI) and Mr. Mayank Joshi, Chief of Mission, Embassy of India in Japan.

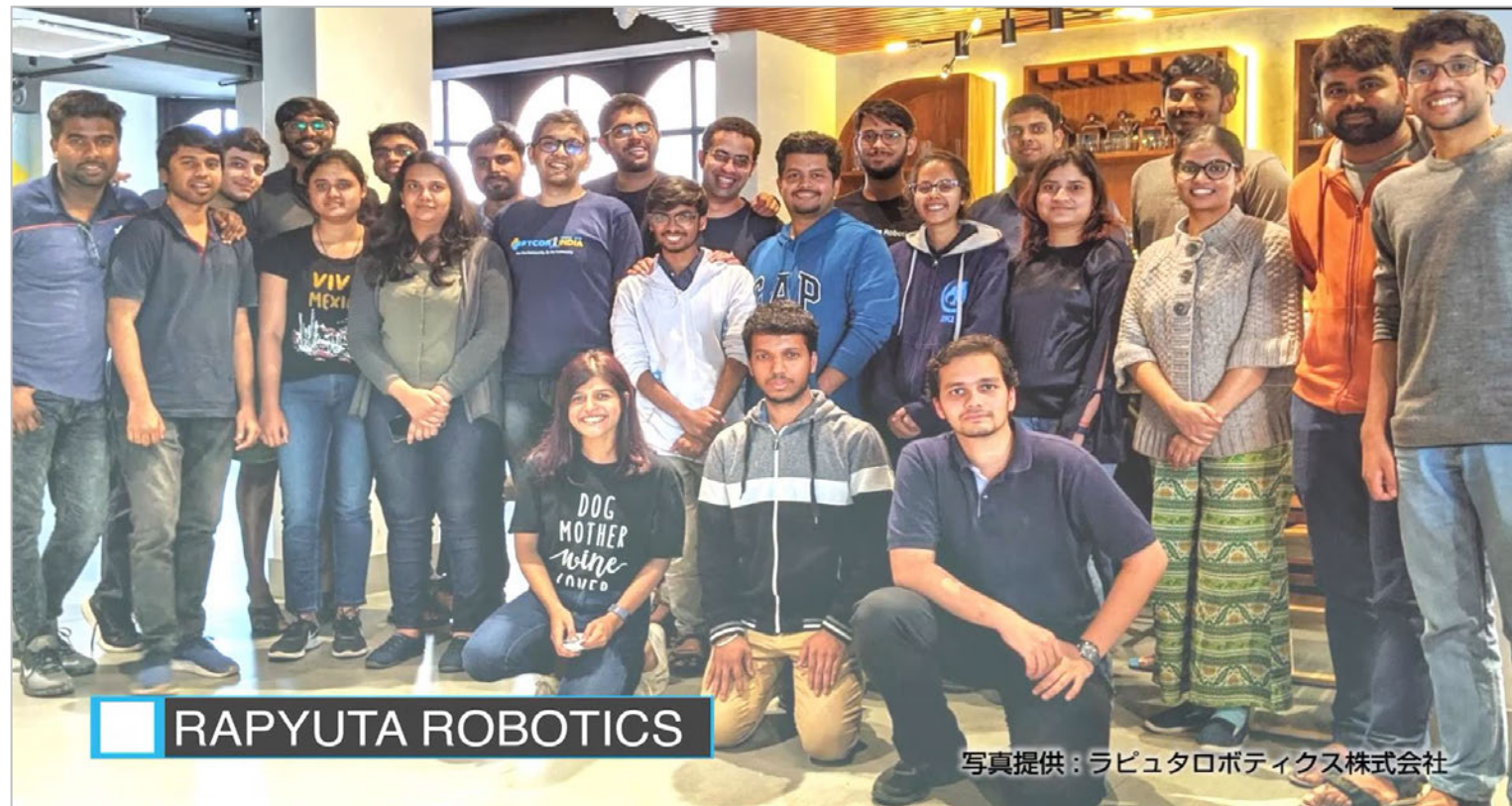
Element⑤

Introduction of MOSIP, a digital ID platform developed for third countries by Bangalore International University of Information Technology in India, inspired by the success of the "India Stack" model.

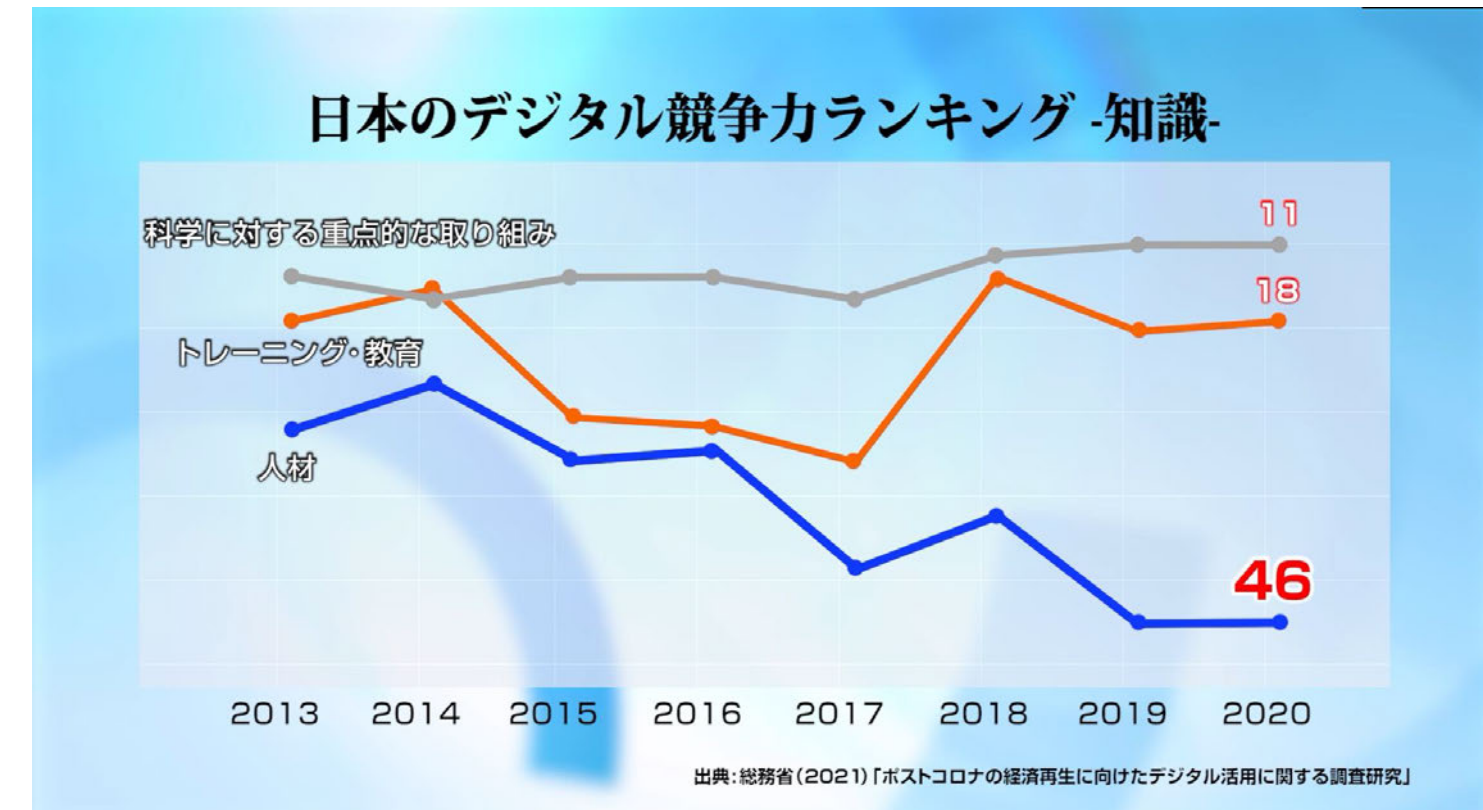
Movie①



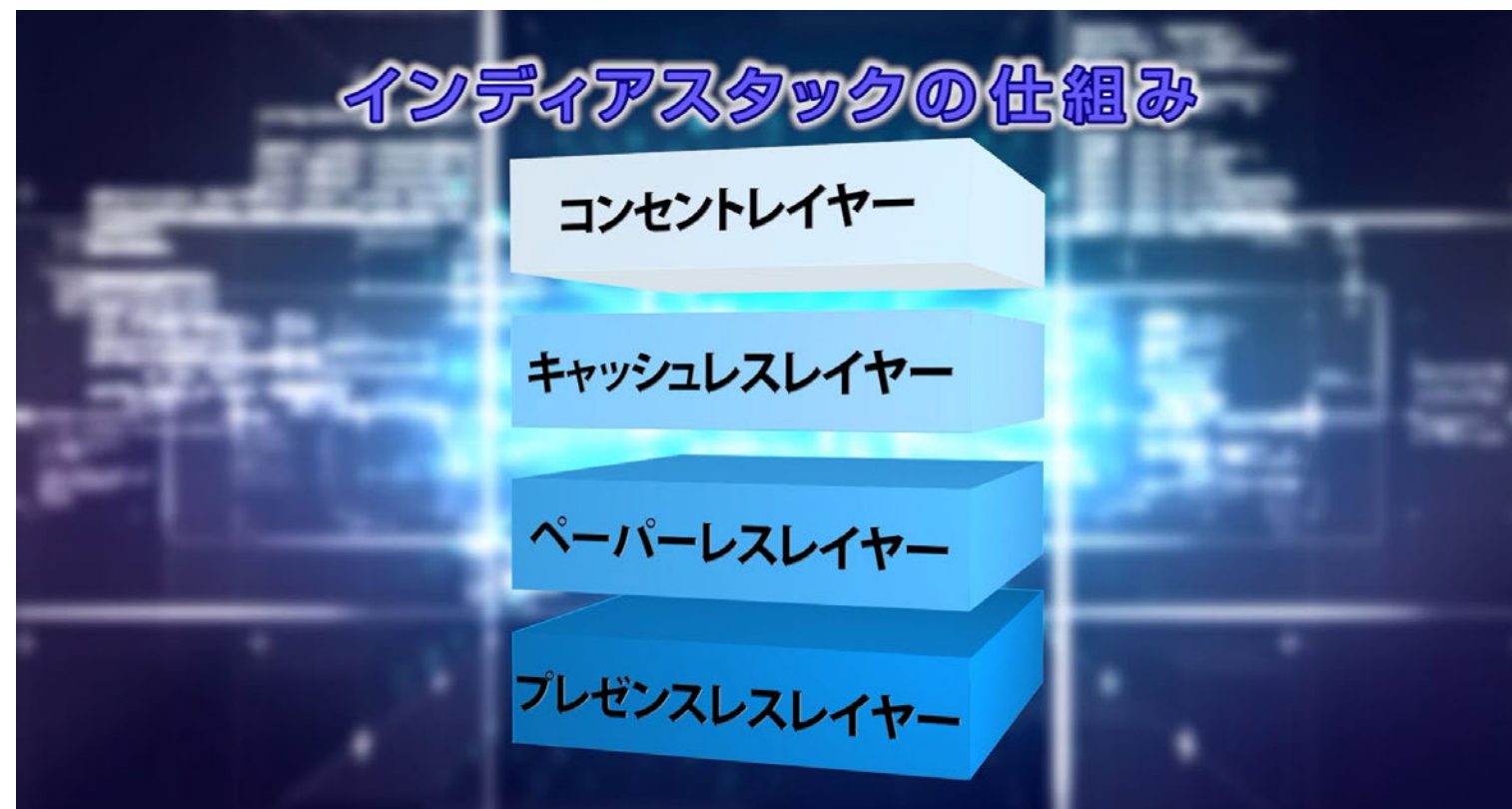
Movie②



Movie③



Movie④



Movie⑤



CHANNEL JAPAN Official Channel



Also available on Channel JAPAN's official channel on YouTube.



Channel Japan Original (Japanese)



The Japan-India digital revolution aimed at through the India Stack collaboration.

Channel JAPAN by Nikkei • 121 回視聴 • 13 日前

ペーパーレス、キャッシュレス・・・世界各国では今、生活を支えるデジタル基盤が大きな変革を起こしています。そんな中、注目を集めています。



〈 Contact Us 〉
東京本社 メディアビジネス 広告コミュニケーションユニット 2グループ
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Executive Summary : Interviews with 12 leading Japanese companies utilizing Indian digital/IT technologies

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 - Joint research with Indian universities
- Many of the startups surveyed are collaborating with Indian educational institutions, accessing their world-class knowledge in science and engineering domains to update and improve their own products and services.

Executive Summary: Case Studies of 10 Leading Japanese Companies Employing Highly Skilled Indian Talents

Objectives of the Study

- To understand the practice of hiring and retaining skilled Indian talents among leading companies and startups in Japan.
- To collect case stories of highly skilled Indian professionals who are working for Japanese companies with a high level of job satisfaction.
- To promote recruitment of Indian talents by Japanese companies and stir more interest in Japanese companies among Indian candidates.

Methodologies

- Preliminary questionnaires and online interviews with 10 Japanese companies and start-ups that recruit skilled Indian talents.
- Interviews with skilled Indian professionals working for the 10 companies participating in the study (1 per company).
- A talk on the theme of “Japan from the Viewpoint of a Woman Engineer.”

Key Points Raised During the Interviews

Attractiveness of Indian Talent to Japanese Companies :

- India offers a large pool of highly skilled professionals, especially but not limited to engineers. Their growth mindset, hungry spirit, and negotiation skills are highly valued by Japanese companies.
- In some cases, mid-career and senior-level Indian professionals come with experience in entrepreneurship and intrapreneurship. They are critical

assets for Japanese companies especially in establishing R&D centers and/or rolling out businesses in India.

- Skilled Indian professionals often have strong communication skills and cultural adaptability, giving them high potentials for success in Japanese companies.
- In the COVID pandemic, many Indian professionals faced a situation where their visa applications for entry into Japan could not be accepted, even though they had signed offers of employment from Japanese companies. However, the relatively mild time difference of 3.5 hours between India and Japan has enabled them to work remotely from India for the time being.

Appeal of Japan and Japanese Companies to Indian Talent :

- Japan's brand as a technologically advanced country (especially in hardware) is alive and strong; it is widely recognized that working in Japan provides opportunities for exposure to various advanced technologies that do not exist in any other country.
- In contrast to Western-style performance-based and top-down management, the Japanese management philosophy, characterized by long-term thinking and inclusive decision-making approaches, tends to resonate with Indian professionals who are thinking of building their careers in a new environment.
- Many Indian skilled professionals respect the universal Japanese commitment to high quality and attention to detail.
- Safety in Japan (especially for women), the convenience of public transportation, the "clean and green" spirit, and the kindness of Japanese people are factors that bring satisfaction to many Indian professionals who live and work in Japan.

Exclusive Summary : Web-based questionnaires on the use of digital technology in India

Background

The governments of India and Japan signed the memorandum of cooperation on Japan-India Digital Partnership in 2018 with the aim of boosting competitiveness through collaboration between Japan and India. Both hardware and software technologies are essential for further digital transformation in all sectors. In order for Japanese companies to maintain their global presence in the medium to long term, it is essential to effectively incorporate India's soft power by strengthening the relationship between Japan and India through this partnership.

Objectives of the study

As the Japan-India Digital Partnership has been lasted for more the three years and with the increase in expectations to create a new framework or initiative, a survey was conducted to find out the relationship between Japanese business people and India, and what they think about digital technologies. The survey is expected to be basic information for future policy-making.

Methodologies

- Out of 10 million members of with Nikkei ID, which include many business people, 400,000 were randomly selected and encouraged to respond to an online questionnaire, and we received answers from 1,825 people.
- We conducted the post-event survey asking for the feedback of the webinar and we received answers from 139 people.

Summary of Findings

- While 70% of the samples (business people) had no business relationship with India and had no plans to establish one in the future, 30% of those already had business links planned to establish a new hub in India this year. The main reasons were expansion of manufacturing and production facilities, financial transactions and offshore systems development.

- Physical distance and differences in business practices were mentioned more often than language as the biggest obstacles when working with Indian companies.

- 30% of companies with business contacts with India had already acquired Indian tech talents, and 40% had high intention to do so in the future. This was due to a strong impression of excellent human resources, including language and IT skills toward Indian tech talents. On the other hand, the reasons listed for not planning to hire them included language barriers and lack of digital awareness in their own companies.

- 30% were willing to accept internship students online from Indian Institutes of Technology. Furthermore, about 50% of companies that already had business contacts with India showed a strong willingness to do so.

- 80% of the participants were unaware of the Indian digital platforms Aadhaar and India Stack.

- About 90% of the participants were satisfied with the webinar. Especially the panel discussions "How do we acquire Indian tech professional talents?" and "Indian tech professionals and J-startup" were highly rated.

Executive Summary : India – Japan Digital Partnership Webinar

Objectives

- Nikkei and Ministry of Economy, Trade and Industry together presented the webinar where professionals and experts from India and Japan share ideas and discuss the possibility of mutual digital cooperation between the two countries, including recruitment of highly skilled IT talents from India.
- Through receiving comments and questions from audience via Zoom and picking them up in the webinar, Nikkei and METI aimed to provide audience with an interactive opportunity and raise awareness and interest of the partnership.

Preparation

- Nikkei published advertisements of the webinar on Nikkei Morning Edition for five times since the 31st of January 2022 and launched an event website for registration.
- Through promotion activities 1,059 people pre-registered to join the webinar and 651 people watched on the day.

Overview of the event

Date	28th February 2022 13:30-17:35 (JST)
Event Style	Online (interpreted in English and Japanese)
Registration Fee	Free
Presented by	Nikkei Inc.
In partnership with	Ministry of Economy, Trade and Industry , Japan External Trade Organization
In cooperation with	Rebright Partners, AsiaWise Group

Program

13:30-13:40 (JST)	Opening Remarks (Hagiuda Koichi, Minister of Economy, Trade and Industry)
13:40-13:50	Keynote (Ashwini Vaishnaw, Ministry of Electronics & Information Technology Government of India)
13:50-14:00	Keynote (Matsuo Takehiko, Ministry of Economy, Trade and Industry)
14:00-15:00	Panel Discussion "How do we acquire Indian tech professional talents?"
15:00-15:10	Presentation (Kishimoto Orie, Ministry of Education, Culture, Sports, Science and Technology)
15:10-15:25	Keynote (Sanjay Anandaram, iSpirt)
15:25-15:55	Panel Discussion "Indian tech professionals and J-startup"
15:55-17:15	Business pitch presentations by Indian start-up companies
17:15-17:35	Closing Remarks (Kawada Mio, Japan External Trade Organization et al.)