

# Hospitality in the Context of Affirmative Action Projects : In Pursuit of “Pearlization (*shinju-ka*)”

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## Abstract

The Japan Institute of Workers' Evolution (JIWE) was established in April 1986, following the introduction of the Equal Employment Opportunity Law in the same year. One of the aims of the JIWE is to contribute to the industrial development of Japan by promoting opportunities for female workers to make full use of their vocational abilities and skills. I acknowledge that the activities called Positive Action or Affirmative Action taken by industries may belong to the realm of hospitality because of its nature that transcends and connotes service, bringing about equal interrelationships between the parties involved. I named the process of fermentation or maturation inside the action program the “phenomena of pearlization (*shinju-ka*)” because of the existence of a core that possesses passion and energy. Furthermore, motherhood extended by the female workers will play an important role in vitalizing the future relationships between their colleagues in the society of IT.

**Key words:** Affirmative Action Projects, Pearlization “*shinju-ka*”, Maternity-Hospitality

## 1 Introduction

The Law on Securing, etc. of Equal Opportunity and Treatment for Men and Women in Employment, or the Equal Employment Opportunity Law, was enforced in 1986; over twenty-five years have elapsed since then. The same year, the Japan Institute of

Workers' Evolution (chairman: Nobuko Matsubara, former Ambassador Extraordinary and Plenipotentiary to Italy; JIWE; formerly the Women's Professional Foundation) was established as an affiliated organization of the Ministry of Health, Labour and Welfare (MHLW; formerly the Ministry of Labor) with the aim of helping this law take root among

corporations. JIWE carries out the following four major activities:

- (1) Promoting the full use of working women's abilities and skills,
- (2) Helping workers balance work and life,
- (3) Promoting equal treatment between part-time workers and full-time employees, and
- (4) Creating a harassment-free workplace (since 2009).

Of these, promoting opportunities for female workers to make full use of their abilities and skills set forth in (1) above is being tackled by a growing number of corporations and organizations in recent years as "Affirmative Action" (special measures to ensure gender equality).

The government has set the goal of ensuring that women occupy 30% of leadership positions by the year 2020.

A total of 54.62 million people were employed in Japan in FY2010. Of this total, 23.20 million were female workers, accounting for 42.6%. By industry category, 60% of female employees work in the medical/welfare, wholesale/retail, manufacturing, and hotel/food service sectors (The Japan Institute of Workers' Evolution:JIWE., 2011, pp. 1,22). Of all female employees, an average of 13.7% occupied posts comparable to assistant managers, 7.0%, section managers, and 4.2%, general managers (The Cabinet Office, 2011, p. 61).

This paper analyzes the role which JIWE has played in promoting equal opportunities for female workers' to make full use of their

abilities and skills since the enactment of the Equal Employment Opportunity Law, and then studies and explores its results. The paper also attempts to prove that hospitality, which includes service provision, was involved in the process of achieving such results, and that hospitality management has been put into practice. Furthermore, the analysis method for creating hospitality will be explored.

## **2 History of activities to promote the full use of female workers' abilities and skills (Affirmative Action)**

James D. Wolfensohn, President of the World Bank, states, "Gender equality strengthens the power of a nation to grow, to eliminate poverty and to effectively govern. Promotion of gender equality is an important element in development strategies that enables both men and women alike to emerge out of poverty and raise standards of living."(The World Bank, 2002, p. 2)

The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), adopted at the 34<sup>th</sup> UN General Assembly in 1979, was ratified in Japan in 1985. As a result, the Law on Securing, etc. of Equal Opportunity and Treatment for Men and Women in Employment (hereinafter referred to as the "Equal Employment Opportunity Law") was enacted the same year. The Japan Institute of Workers' Evolution (hereinafter referred to as "JIWE") was also established the same year, with the aim of encouraging this law to take root among corporations by (1) promoting the full use of female workers' abilities and skills,

(2) helping workers to balance work and family life, and (3) assisting part-time workers.

Later, in Japan, the Equal Employment Opportunity Law complied with the Platform for Action adopted at the Fourth Conference on Women held in Beijing in 1995, the Gender Equality Plan 2000 was drawn up in 1996, and the Equal Employment Opportunity Law was revised in 1997. The revised law featured the following changes: (1) the obligation to make efforts to address gender discrimination was changed to an anti-discrimination rule and (2) prevention of sexual harassment and measures to implement Affirmative Action were added. Under Article 20 of the revised Equal Employment Opportunity Law, it became possible for the government to provide technical advice and other assistance to business owners who carry out Affirmative Action. Under Article 9 of the Equal Employment Opportunity Law, moreover, in the event that the percent of female workers is less than 40%, corporations would no longer be penalized for violating the law even if they had carried out measures that exclusively targeted or prioritized women. This enabled corporations to treat women advantageously in terms of recruiting and employment, assignments and promotions, as well as education and training.

Furthermore, in 1997, in addition to the revised Equal Employment Opportunity Law mentioned above (enforced in April 1, 1999), the government launched a variety of measures, such as partially revising the Labor Standards Law and the Law Concerning the Welfare of

Workers Who Take Care of Children or Other Family Members, Including Child Care and Nursing Care Leave. In 1999, the government enacted and enforced the Basic Law for the Gender-Equal Society. In this respect, 1997 may be said to be an important year for realizing gender equality.

While collaborating with the Ministry of Health, Labour and Welfare, JIWE set forth the following five goals as specific activities for Affirmative Action:

- (1) Expanding the employment of women,
- (2) Expanding job categories for women,
- (3) Increasing the number of women in management positions,
- (4) Extending the years of service for women, and
- (5) Improving the workplace environment and climate, specific examples of which include: taking actions to enhance women's sense of responsibility and motivation; implementing education and training to eliminate awareness of gender roles; and creating networks among female workers.

A questionnaire survey was conducted, targeting corporations that took part in seminars on Affirmative Action and other topics hosted by JIWE during FY2002. The survey found that many companies either gave no answers to, or replied that they intended to work in the future on: (1) Expanding the employment of women, (2) Expanding job categories for women, (3) Increasing the number of women in management positions, and (4) Extending the number of working years for women. On the other hand, many corporations were

aggressively working on (5) Improving the workplace environment and climate.

In compliance with the proposal announced in 2002 by the Affirmative Action Promotion Council (chairperson: Hiroshi Hamada, Chairman and CEO, Ricoh Co., Ltd.), JIWE was commissioned by the Ministry of Health, Labour and Welfare to carry out the Affirmative Action Diagnosis Project each year. Diagnosis forms were sent out to 30,000 corporations throughout Japan. In 2003, they received diagnosis requests from 4,333 companies and have produced further analyses.

A Basic Survey on Women's Employment Management carried out by the MHLW in FY2003 found that 74% of major companies in Japan hiring more than 5,000 people have already begun tackling the Affirmative Action issue, and that 30% of all the companies, on average, have begun addressing this issue (JIWE., 2004, pp. 16-17).

In addition, the government announced the Law for Supporting Strategies for Raising the Next Generation in response to the increasingly declining birthrate. The law mandated that corporations that hire more than 301 workers must, after April 2005, draw up an Action Plan for General Business Owners aimed at improving the workplace environment and submit it to the prefectural labor bureaus. Additionally, to further encourage the balancing of work and family life of employees engaged in child and nursing care, which presents a challenge to fostering the next generation, the government revised, in April 2005, the Law Concerning the Welfare of Workers Who Take

Care of Children or Other Family Members, Including Child Care and Nursing Care Leave. Specific contents of the revisions include the expansion of target workers, extension of the childcare leave period, easing of restrictions on the number of nursing care leaves taken, and the establishment of nursing care leave for children. These correspond to "improving the workplace environment" mentioned previously.

Under these conditions, corporations have deepened their awareness of being "corporate citizens" in order to survive. They have come to acknowledge the effectiveness of becoming targets of socially responsible investments (SRI) and have begun aggressively implementing programs to fulfill their social responsibilities (CSR). Not only have they begun to provide even higher value-added products, but they also have come to evaluate themselves from a comprehensive perspective with regard to issues such as the environment, employment and corporate ethics. The example is that of the Japan Association of Corporate Executives which, in 2003, took over a survey on the level of social responsibilities made by leading corporations, a mission that the Asahi Shimbun Foundation had been implementing since 1991 (Kachi, 2004, p. 84); they then began conducting a questionnaire survey on self-assessment related to CSR, in line with corporate evaluation criteria. In January 2004, the Association announced the results of responses sent in by CEOs of 229 corporations, and made a variety of proposals including increasing the number of women who hold managerial posts.

This Child Care and Family Care Leave was further amended and enforced in 2000, introducing a system of shorter working hours and, among other measures, mandating the exemption of women who are raising children from non-scheduled working hours (overtime work).

In conjunction with the Ministry of Labor's establishment of regional labor bureaus and equal employment offices in 47 prefectures throughout Japan, JIWE operated branch offices in every prefecture. The Institute's Tokyo Office maintains a close working relationship with the Tokyo Labor Bureau's Equal Employment Office and, in conformity with laws, ordinances and guidelines, including the Equal Employment Opportunity Law mentioned previously, it implemented assistance programs for achieving gender balance in the workplace, which included jointly-hosted programs.

### **3 Hospitality in the context of Affirmative Action projects: The role played by JIWE and its accomplishments**

In studying the issue of hospitality in the context of Affirmative Action, I became aware that the following three steps were involved in promoting analyses of services and hospitality:

Step 1: Organizational analysis based on macroscopic perspectives

Step 2: Practical analysis based on microscopic perspectives

Step 3: Subjective analysis based on

“empirical knowledge”

This paper will make various analyses in line with this method.

The interpretation of hospitality was based on the following theories advocated by Katsuto Hattori: “Hospitality involves service; it is an evolved form of service and is accompanied by unexpectedness, excitement, joy, and other elements. Hospitality requires a correlative presence that is worthy of being ranked as equals. Similar approaches are made by both sides; interactive exchanges are called ‘mutual,’ and this is the starting point with which a relationship may be established.” (Hattori, 2004, pp. 127,177,138)

#### **3.1 Organizational analysis based on macroscopic perspectives: Accomplishments based on intercreative inter-relationships**

First, the Affirmative Action projects were classified into three groups according to what they are linked to, namely, government, corporation, and female worker (family). Next, JIWE – a non-profit organization linked to the Ministry of Health, Labour and Welfare, and having strong cooperative relationships with equal employment offices of various labor bureaus – was positioned in the center as an entity related to all three groups. The relationships among these groups were analyzed from two aspects, i.e. service and hospitality, as illustrated in Figure 1.

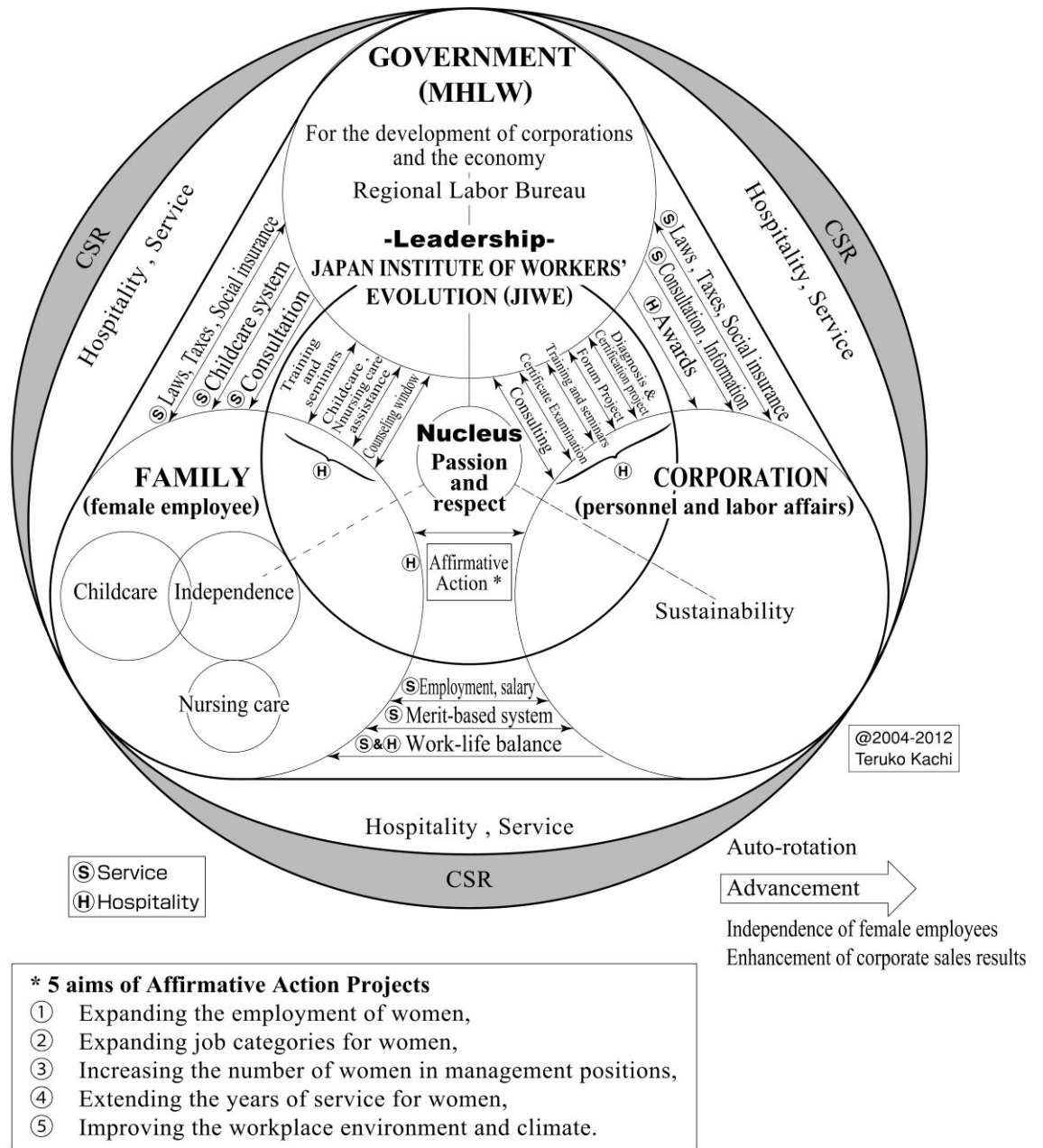


Figure 1. **Pearlization (shinju-ka)** : Intercreative inter-relationship diagram in Affirmative Action projects. Copyright 2012 by Teruko Kachi.

### **3.1.1 Relationship among the three parties: government, corporations and female employees (family)**

The mutual relationship among the three parties is analyzed in this section.

#### **3.1.1.1 Between government and corporations**

Corporations carry out unilateral activities with the government such as paying corporate taxes and social insurance. In contrast, the government issues laws, ordinances, and guidelines as part of its social obligation to citizens. If problems arise, the government may receive advice from corporations, and if conflicts occur, it may work to mediate matters. The government also grants various permits and licenses to corporations and works to protect or foster them to enable them to develop or maintain their current status. These mutually-beneficial activities are regarded as compensation for labor and are classified as a type of service.

Furthermore, starting in 1997, the government introduced a system to publicly recognize outstanding companies. Examples include presentation of the Outstanding Company Award to companies that strive to promote equal employment opportunities and the Outstanding Family-Friendly Company Award to companies that actively encourage their employees to balance work and family life. Once a year, the Health, Labour and Welfare Minister's Awards and Prefectural Bureau Director's Awards are handed out for each of these categories. Regarding awards for

Affirmative Action, after companies send in applications, an interview is carried out to evaluate the companies' employment management status and activities carried out. The candidates are then screened, based on the findings from an interview, and two-way activities are carried out. From the standpoint of award-receiving companies, these official commendation activities show that they have met the higher-than-expected evaluation criteria, and are enjoyable and inspiring. Because of this, the activities can be considered "mutually beneficial" and thus can be classified as hospitality. IBM Japan received the Health, Labour and Welfare Minister's Most Outstanding Award for FY2010.

In addition, under the project to support strategies for raising the next generation, which is to be launched in FY2005, companies that file applications will receive a certification mark if they meet certain conditions and if their track records can be confirmed. The number of companies obtaining this certification mark "*Kurumin*" reached 1,121 in September 2011 (The Ministry of Health, Labour & Welfare, 2011). Since companies can display this mark in their help-wanted ads and recruitment sheets, this can strengthen their corporate brand. This activity is also "mutually beneficial" and can therefore be defined as hospitality.

#### **3.1.1.2 Government and female employees**

Female employees pay income and resident taxes, while on the other hand, the government issues laws, ordinances and guidelines such as the Labour Standards Law. The government

also takes measures to protect motherhood by providing assistance to daycare centers and family support service providers. It also assigns exclusive counselors to labor bureaus' equal employment offices to serve as a window for receiving claims from female employees who are targets of sexual harassment. If sexual harassment is called into question, and if the company is shown to be at fault, the government assists in solving individual disputes or holds an equal employment arbitration meeting. If an exchange of equivalents is made, female workers' tax and social insurance payments go towards the government's consultation services relating to equal employment opportunities for female employees, its assistance in resolving individual disputes, and the boosting of the childcare system to aid female employees who are raising children. Thus, the exchange of equivalents that exist in these relationships can be defined as service.

In FY2009, the MHLW's Labour Bureau Equal Employment Office received approximately 23,000 consultation requests related to the Equal Employment Opportunity Law. Of these, 55% were from female employees, and 24% from corporations. The largest number of corrective instructions concerned sexual harassment, accounting for 66%, followed by maternal health management at 31%. There is now an increase in consultation requests from female employees pertaining to mandatory retirement, retirement from work, and dismissal (JIWE., 2011, P. 79).

### **3.1.1.3 Corporations and female employees**

Corporations engage female employees who work and receive salary and bonuses; since this relationship entails compensation for labor, it is considered a service relationship.

At the same time, to allow workers to balance work and family life, corporations provide childcare leave, nursing care leave, and shorter working hour programs. Differences are seen among corporations with regard to the extensiveness of these programs and when they were introduced. Therefore, for companies that introduced these programs prior to the enactment of the Law Concerning the Welfare of Workers Who Take Care of Children or Other Family Members, Including Child Care and Nursing Care Leave, these programs can be classified as hospitality. For companies that introduced these programs after the law was enforced, programs that are comparable to those featured in the law are uniformly classified as service.

Therefore, at present, programs classified as hospitality are only those in which corporations have already introduced childcare leave, nursing care leave, and other measures that exceed the legally stipulated criteria. This means that even if two companies' practices are the same, Company A may perceive the program as service, while Company B may perceive it as hospitality. A strong linkage is therefore seen between service and law.

### **3.1.2 The role of JIWE**

Next, let us study the role JIWE plays with respect to corporations and female employees



(family). Please refer to the inside circle in

Figure 1.

### **3.1.2.1 JIWE and corporations**

JIWE actively approaches corporate individuals in charge of personnel and labor affairs. Some of the approaches carried out include: the Affirmative Action Diagnosis Project; conferences of employers by business category; provision of subsidies and incentives for reducing expenses associated with promoting measures to assist employees to balance work and family life and to encourage part-time work; seminars to increase understanding of Affirmative Action; practical training sessions to prevent sexual and moral harassment based on the concept of respect for human dignity; and trainings for mid-level managers who are not accustomed to training female employees. To provide information to the public, the Institute produces reports on survey findings and study group meetings, and publishes *ESSOR*, a bimonthly bulletin (currently quarterly issued *DIVERSITY21*), for distribution to the government and related corporations. JIWE also sells a variety of educational materials. Corporations, on the other hand, attend forums that have been organized by JIWE for discussion among corporate executives and assist in the management of the Institute by becoming a supporting member. In addition, the Institute has planned overseas missions to study the employment situation abroad and encouraged the participation of corporate officials in charge of personnel affairs as well as female

employees. JIWE established the Support Forum for Women in Business in 2007, launched a project to diagnose and certify WLB in the same year, and later in 2009 expanded a new project for training and conducting tests for Consultants Specializing in the Prevention of Sexual Harassment. Since all of these activities are outside the legally stipulated criteria, they are regarded as hospitality.

### **3.1.2.2 JIWE and female employees**

First of all, JIWE has been working to foster and train female employees themselves. Specifically, we hold free Career-Boosting Seminars targeting mid-level female employees to provide opportunities to learn how to design their career plans and to balance work and daily life/family. Meanwhile, the Workshop for Upgrading Female Managers' Careers, an event offered for a fee for female managers with subordinates, provides participants with an opportunity to learn and acquire feedback and coaching skills, self-expression skills, ways to resolve workplace conflicts, and time management skills, among others.

JIWE also produces videos for the prevention of sexual harassment and conducts interviews when necessary with female workers about employment management and equal treatment of the sexes at the workplace. In addition, JIWE encourages individuals who seek re-employment to register with them and calls on them to attend re-employment seminars.

A Re-employment Challenge Program was launched in September 2004. Under the program, staff who have had specialized training in job counselling conduct interviews, and after confirming the status of the interviewees' preparations to resume work and discovering occupations that are suited for them, they help the candidates prepare themselves for employment. The ultimate goal, if opportunities become available, is to have the applicants go through internships at corporations. All the projects commissioned by the Ministry of Health, Labour and Welfare are gratis, so, in that respect, these activities are deemed to constitute hospitality. Regarding individual products, however, more analyses and studies must be made. Please refer to Section 3.2.1 described later.

On the other hand, projects carried out voluntarily by JIWE, such as the workshops mentioned earlier, are provided for a fee. Therefore, they are regarded as services in the sense that the products provided match the price paid by the participants. However, since female managers or would-be managers from over twenty companies simultaneously take part, a network is created, which is an added value. This portion of the activity possesses elements of hospitality.

### **3.1.2.3 Corporations and female employees as seen from JIWE's standpoint**

What, then, does JIWE perceive in the relationship between corporations and female employees?

Until now, the relationship between corporations in general and female employees,

launched in September 2004. Under the despite mutual exchanges, was not necessarily equal. Female workers were employed in small numbers, stayed with a company for a short period of time, and were generally not in the manager class. Improvements in the workplace were inadequate in terms of providing training and educational opportunities to enable female workers to continue working and to demonstrate their vocational skills and abilities. In general, the experiences of female workers in the area of expanding job categories have not been positive. Thus, this is an area that has remained undeveloped.

In conjunction with the Equal Employment Opportunity Law, JIWE sought the understanding and support of various corporations; unfortunately, little progress was made. The Law was revised in 1999, and JIWE continued to make efforts to urge corporate CEOs and other officials to support the creation of an environment that would enable female workers to balance work and family life, demonstrate their abilities and skills, and work actively. It was easier said than done, due to the fact that Affirmative Action set forth goals such as expanding the employment of women, extending their years of service, expanding their job categories, increasing the number of women in management positions, and improving the workplace environment, but no penal clauses were in place. Meeting these goals was voluntary on the part of corporations.

Overall, Affirmative Action, which began to be vigorously promoted in 1999 in certain corporate circles, can be defined as hospitality,

as it went beyond services. Of the three types of and female employees, and corporations and female employees, the last relationship had no substance; it was the most underdeveloped of the three. However, as Affirmative Action began to spread among corporations, an environment was created that would help bring about an equal corporation-female employee relationship.

Affirmative Action measures refer to policies and activities of corporations (including individuals in charge of personnel and labor affairs) which “recognize” high-performing female employees who are motivated and wish to work hard. The aim is to have these women acquire new “empirical knowledge” in areas that thus far have not been offered to them, including expansion of their job categories, increasing the number of women in management positions, and educational opportunities. In the conventional male-dominated corporate society, women belonged to the minority group and were considered “alien” to the workplace. However, corporations have decided to recognize and hire women who are highly motivated and capable. This shows that “respect,” a fundamental principle of hospitality, has taken root.

As a result of these measures, certain groups of female employees were given opportunities, flourished, and began making active contributions to their companies. Male employees who were enlightened by women’s hard work and accomplishments began recognizing women’s value and worth and formed an intercreative set-up. This brought

relationships, i.e. JIWE and corporations, JIWE about a positive outcome in the form of enhanced corporate performance and/or increased sales profits.

This outcome was examined and validated in a Survey on the Relationship between Corporate Deployment of Women and Management Performance that was conducted in 2003 and reported in April 2004. The survey found that (1) a close relationship exists between aggressive measures to encourage female employees to demonstrate their skills and abilities and enhancement of corporate performance, and (2) the more a company assesses that activities for encouraging female employees to demonstrate their skills and abilities have made headway, or have made headway to a certain extent, the greater the growth in its sales and operating profits (JIWE., 2004, p. 7). Specifically, of the 455 responding corporations, those that had assessed that their programs to encourage female employees “had made headway” were examined. It was found that a total of 30.7% of the companies made “good” and “slightly good” assessments of their companies or the status of their performance in comparison with their competition. Among corporations that said that such programs “had made headway to a certain extent,” the total percentage was 31.4%. On the other hand, for corporations that said that such programs “had not made any headway” or “had not made much headway,” the percentage of those which cited their business status to be “good” and “slightly good” was only 20.5% and 20.4%, respectively. In looking at sales

indicators that show a company's growth, moreover, companies that said that their programs "had made headway" or "had made headway to a certain extent" saw such indicators increase by 11.5% and 12.9%, respectively, compared with five years ago. In contrast, corporations that said that such programs "had not made any headway" or "had not made much headway" posted growth of minus 2.2% and plus 6.8%, respectively, showing sluggish performances (JIWE., 2004, p. 60).

### 3.1.3 Intercreation and core

These activities overlapped and a number of "threads" of service connected the circles representing government, corporations and female workers (family). The threads of hospitality also connected. As the connections among the various circles increased, the stronger the three circles were bound to each other and became closer to a "triangular circle". At the same time, a balanced effort among the three parties is also needed; and so, the circles come closer to becoming a "true circle".

According to Katsuto Hattori's theory, hospitality comes about from an interrelationship that has the potential of becoming equal. In other words, hospitality demonstrates an equal, two-way relationship. In the relationship between corporations and female employees, therefore, female employees have made efforts to respond to corporations' establishment of a progressive workplace environment. If women had merely enjoyed the things that a corporation had provided for them

without reciprocating, corporations would be offering excess services. As a result, not only would corporations become dissatisfied, female employees would also become dissatisfied. For example, although female employees may temporarily accept such services with gusto, they would eventually find themselves unable to demonstrate their skills and abilities on a continual basis. A situation such as this would not lead to prosperity for the company.

A peripheral given condition that played a major role in making the "triangular circle" come closer to a "true circle" is the recent fostering of awareness of Corporate Social Responsibility (CSR). This is because promoting the full use of female employees' abilities and skills and helping workers balance work and family life are included in evaluation criteria for CSR. Awareness of CSR may be said to be a comprehensive membrane that envelops these "triangular circles" and the connecting threads.

In conclusion, it is in this way that Affirmative Action programs have begun to revolve on their own and evolve, in other words, to produce results. Another important key point is that these "triangular circles" would not revolve without a "core".

The three papers I have authored—"Similarities Observed between "Chakai" (Tea Gathering) and Air Travel" (Kachi, 2002, p. 65), "Correlation between Unforced smile and Customer Satisfaction" (Kachi, 2003, p. 73), and "Hospitality Perceived in the Manner of Rating Corporate Social Responsibility" (Kachi, 2004, p. 90)

show pluralistic interrelationships. Furthermore, a core always exists within these interrelationships, as well as a force which is expressed figuratively as “energy that exerts influence on others.” In the case of the tea ceremony, it is the charcoal in the furnace of a tea room; in the case of airplane travel, it is the engine fuel. With overall customer satisfaction, it is welcoming persons’ smiles; with enhancement of CSR observed in social responsibility surveys, it is a pictogram. Additionally, in the case of Affirmative Action as I have been describing it thus far, “enthusiasm and respect for Affirmative Action” and “the passion of corporate CEOs” comprise the core. Specifically, the core of success in implementing Affirmative Action is “a passion for respect,” and this core operates and encircles a core body in the form of JIWE. Thus, the Institute has fulfilled the role of promoter. A core can take a variety of forms, such as core people, core objects, or core functions.

I therefore wish to stress the following: (1) a core always exists in a pluralistic, intercreative process; (2) the core body that surrounds that core demonstrates leadership in

coordinating related intercreative bodies. However, it is hospitality of different types, including service, that links related entities; and (3) hospitality overlaps in numerous layers, and the intercreative body ultimately becomes sphere-shaped. The intercreative body that turns into a sphere begins revolving around itself to create new evolutions, exerts favorable influence on things around it, and demonstrates results. I shall refer to this process that culminates in such results as “**pearlization**”(shinju-ka).

### **3.2 Practical analysis based on microscopic perspectives: Degree of service and hospitality seen in various products**

Next, I will proceed by analyzing hospitality in practical areas, as seen from microscopic perspectives outlined earlier in Step 2. It is said that in managing business, companies first begin by analyzing their own products and studying their strengths and weaknesses. I will therefore analyze the products provided by JIWE. Please refer to Table 1.

<b>Table 1.</b> <b><i>Distribution of JIWE products:</i></b>			
(1) Sales policies	(2) Environment in which to provide products	(3) Products themselves	(4) Providers of products
Creative elements <sup>①</sup>	Physical elements <sup>②</sup>	Functional elements <sup>③</sup>	Human elements <sup>④</sup>
<b>What are JIWE's "products"? : as seen from consumers' perspectives</b>			
<ul style="list-style-type: none"> <li>• PUBLICATIONS: Information Journal (ESSOR →DIVERSITY21) Project reports Campaign posters</li> <li>• PR &amp; ADVERTISING: Press release Media Interviews</li> <li>• INFORMATION PAMPHLETS</li> <li>• (Word-of-mouth) and Questionnaire surveys</li> <li>• Website: Agora for work-life balance Web magazine (EVOLUTION)</li> </ul>	<ul style="list-style-type: none"> <li>• Venues for training and seminars</li> <li>• Offices</li> <li>• Corporation visited</li> <li>• Telephones</li> <li>• PC, Smart phone</li> </ul>	<ul style="list-style-type: none"> <li>• Training programs and seminars: Harassment prevention Affirmative action Leadership Work-life-balance Mentor training</li> <li>• Lecturers in charge</li> <li>• Support programs for preventing harassments</li> <li>• Video, books and teaching materials</li> <li>• Affirmative Action Diagnosis Project</li> <li>• WLB Diagnosis and Certificate Project</li> <li>• Certificate examination of sexual &amp; moral harassment</li> <li>• Support Forum for Women in Business</li> </ul>	<ul style="list-style-type: none"> <li>• Chairman</li> <li>• Directors</li> <li>• Managers</li> <li>• Advisors</li> <li>• Persons in charge of counseling and individual consultations</li> <li>• Persons in charge of planning</li> <li>• Persons in charge of administration</li> <li>• Lecturers in charge</li> </ul>
(1) + (2) + (3) + (4) = Evaluation Results by Customers			

Note: ①,②,③,④ were Adapted from "The Principles of Hospitalitology" by K. Hattori, 2004, Naigai Shuppan, pp.

### **3.2.1 What are products as seen by consumers?: Four aspects**

In order for JIWE's products to be recognized by consumers (corporate personnel in charge of personnel affairs and female employees), numerous activities and extensive exposure are required. I have divided this into four aspects: (1) sales policies, (2) the environment in which to provide products, (3) products themselves, and (4) providers of products.

I will use, as an example, career enhancement training seminars for women that aim to boost Affirmative Action, which is the Institute's "product," and consider the flow of events.

#### **3.2.1.1 Sales policies**

Corporate personnel in charge of human resources development, who are regarded as "consumers" in this context, ordinarily look at information brochures on training programs provided by JIWE as well as our website, become interested, and then apply for their female employees. These applications often take the form of invitations by word-of-mouth. By clearly indicating in the brochures who the training program is intended for, and by specifying the persons to communicate with, we describe the level of training, which makes it easier to select the participants.

#### **3.2.1.2 Environment in which to provide products (venue)**

Next, female employees head for the training venue on the day of the event, carrying

the certificate for participation in the training program that was sent by post or fax. The event may take place either at a public hall or in a hotel conference room. Evaluation of the training environment begins with the convenience of transportation from downtown areas to the nearest station, the walking time from the nearest station to the venue, as well as the scenery and atmosphere around the approaches to the building where the training takes place, such as the entrance, staircase, hallway, etc. Other items that are included in the evaluation include the visibility of signboards; brightness of the lighting inside the training room; the temperature of the air conditioning; the microphone's sound quality; the space between your seat and the one next to and behind you; how well you can see the lecturer; the location, height and width of the lecturer's desk and the PowerPoint slide screen; and whether or not the lunch venue is conveniently located.

#### **3.2.1.3 Products themselves**

The training begins with greetings from the moderator and the organizers, followed by introduction of the lecturer. The "product item" that female employees—the consumers—focus on the most is the lecturer who is in charge of the training and seminar. If PowerPoint slides and an OHP are used, in addition to handing out teaching materials, they also become "products" that come with the lecturer.

With training programs, whether or not they are for a fee, if we consider the time during which the participating female

employees are away from their desks, or their transportation costs, there is always the expectation on the participants' side of getting value in exchange for payment (expenses). In the case in which the payment is nominal, participants become satisfied, to a certain extent, if they receive the necessary information from the lecturer. Meanwhile, if everything about the lecturer—his or her appearance, voice, gestures, etc.—is pleasant, if the quality of materials used is high, and if the content of the lectures exceeds expectations both in quantity and quality, an element of unpredictability is created. The lecture becomes something that has an added value, making the participants excited and elated. If this happens, the evaluation score goes up, and elements of hospitality are added.

#### **3.2.1.4 Provider of products**

The consumers' evaluation starts with how JIWE staff responds to inquiries on the training program made prior to the event. If the site of training is similar to a stage, the name tags worn on the venue staff's breast pockets, the style and color of their clothing, their hairstyles and their makeup are all evaluated by the audience (training program participants). The same goes for how fast or slow the moderator speaks, the quality of his or her voice, and the way the orientation is provided. If these are pleasant and understandable, they are considered added value by the participants. After the training program ends, female employees who participated exchange greetings with the people in charge, leave the venue and

head home. Seeing the participants off is an important activity.

Then we return once again to the products' sales policies. The organizers of the trainings must give full consideration to the quality of the lecturers, their personalities and areas of strength, and then think about the groups of participants appropriate for them and communicate with them about the program. Unless an equal relationship exists between the lecturer and the participants, there cannot be smooth interactions between the two sides, including exchange of questions about practical problems, etc. No build-up of excitement would take place. The participants, female employees, who fail to gain a sense of achievement or fulfillment would return home dissatisfied. They would not talk to people around them about having a wonderful experience. Seeing such reactions from the participants, the lecturers would also fail to gain a sense of accomplishment or satisfaction. These women would not become repeat participants, which means that the organizers would have to constantly work hard to get new participants. Conversely, if the participants are satisfied with the training, they would not only inform their superiors who had approved of their participation in the training in the first place, but also their colleagues. This would spark their colleagues' interest in having the same training experience, thereby encouraging them to take part in the training program. To corporate officials in charge of personnel affairs, the feedback from female employees, as well as the



training materials received on the day of the training, also become important materials for evaluating the program as a “product.”

Therefore, one should never forget to have the participants complete an evaluation questionnaire immediately after the end of the training, as part of the sales policy. This is because a questionnaire is an important information source for promptly and directly obtaining fresh impressions from the participants, such as their evaluation of the lecturers, content of the lectures, requests, suggestions, etc. When given options such as “extremely useful,” “good,” and “not useful,” participants these days give frank, constructive comments. Although they tend to season their answers with some leniency, they do return their assessment of “extremely useful” in a straightforward manner. An assessment of “good” shows that the respondents were not very stimulated or inspired by the training, so they are not very likely to become repeat customers. Additionally, the results of these evaluations are fed back to the lecturers at a later date. This way, it is possible to reinforce awareness of pluralistic intercreation, enhance the quality and added value of a product, and end up achieving further mutual growth. Recently, paid as well as free vocational education/training sessions and seminars are being held at various locations by the government, non-profit organizations, and corporations. Even if a training event has an impressive line-up of program items, if there is nothing that provides a sense of unexpected excitement or stimulation for the participants

(as added value), the environment may be regarded as something that can be easily replaced by other training programs and seminars. That is, only when the evaluation of “extremely useful” has been earned can hospitality exist and create regular customers.

Therefore, if observed from the standpoint of female employees who were dispatched from corporations to attend a training, this process of events translates into their impression of JIWE as a whole. In other words, items (1) to (4) can be considered as all of the products offered by JIWE.

### **3.2.2 Hospitality in JIWE’s products provided to corporations through Affirmative Action projects**

I now wish to focus on the document that reports to corporations the results of the Affirmative Action Diagnosis Project analysis, which was described earlier.

As my first example I will use the document and study its degree of hospitality.

The Affirmative Action Diagnosis Project is an activity for identifying values that can serve as benchmarks. JIWE sends out diagnosis forms to 30,000 corporations throughout Japan that employ 30 or more workers. The data that was collected and returned are analyzed, benchmarks are then established, and the diagnosis results are returned to various corporations by post. In 2003, we received responses from 4,333 companies. By industry, manufacturers accounted for 30%, followed by retailers and wholesalers at 16%, the service industry at 13%, and the construction business

at 10%. By business scale, 50% were companies that had 99 employees or fewer, 34% were SMEs that had 100 to 299 employees, and 11% were corporations that had 300 to 999 employees. The diagnostic results also show the responding company's ranking (out of 100) within the same industry, same business scale, and among all of the companies in terms of "the proportion of female employees who are regular, full-time employees," "gender differences seen in average years of service," and "the proportion of female employees in manager-class posts." As a result, it becomes possible to learn each company's status compared with other companies and to use the findings to formulate goals (JIWE., 2004, pp.10-12). In the context of this project, which was commissioned by the Ministry of Health, Labour and Welfare (MHLW) and conducted by JIWE, with the cooperation of participating corporations, MHLW's act of returning the diagnostic results by post is considered compensation for corporations' labor of filling out the diagnostic sheets and submitting them to JIWE. Therefore, this exchange itself is positioned as service.

If we look at the table of diagnostic results, we find that the results are displayed in color. In the evaluation of the status of activities being carried out, a star is marked next to the results according to the score (e.g. three stars for "very good," two stars for "good," and one star for "effort needed") to make the table easier to understand. This also adds user-friendliness to the evaluation format. Meanwhile, a radar chart is used to evaluate the actual status of the five

activity items, i.e. recruitment and employment, improving the workplace environment, expanding job categories, increasing years of service, and appointment to managerial positions. For the actual status of corporations in the same industrial category, the pertinent company's position is marked on the matrix table comprised of nine blocks. Corporations can not only see their actual status with ease, but can also clearly see the direction to aim for in the future, based on their positioning in the diagram. This user-friendly matrix also conveys the fact that the Institute is encouraging corporations and looking forward to their future growth. This is similar to the pictogram featuring the process of an egg growing into a flying bird which was used in corporate assessments featured in the survey on the level of contributions made by influential corporations, published by the Committee on the Survey of Corporate Contributions of the Asahi Shimbun Foundation. This facilitated the identification of actual circumstances and created an environment which the corporations regarded not as embarrassing but as encouraging (Asahi Shinbun Foundation, 2003, pp.26-27). Moreover, since SMEs account for over 30% of all responding corporations throughout Japan, JIWE's consultants specializing in appointing female employees and employment management advisors working at regional branch offices visited individual companies to explain the results of the diagnosis and provide advice and assistance.

Therefore, conducting diagnostic studies constitutes a service. However, depending on

the way the results are reported and the way reference information is provided, this activity may be considered hospitality, based on empirical knowledge of the corporations on the receiving end.

As my second example, I wish to use the conference of users of JIWE products according to business category. Since FY1986, JIWE has been selecting target industries each year. Officials in charge of personnel and labor affairs representing the following industries, as well as those industries' leading corporations, have been called on to convene under one roof for this conference: the department store/chain store industry, financing and insurance business, electric machinery and equipment manufacturing, textile industry, clothing and other textile product manufacturing, hotel and Japanese inn industry, and the construction industry. Furthermore, starting in FY2002, JIWE has requested the directors, managers and female employees of various corporations to carry out a survey of checklist items on the progress of Affirmative Action, then calculated the overall average value for the participating corporations and provided the results. Items to be checked include a company's attitude and policy towards employing women, how far Affirmative Action has progressed (as a phenomenon), and factors that influence the extent of such progress (background and causes). The ratings were divided into five stages, with five points being the perfect score. We extracted those items that scored 3 points or fewer, identified the problems in each corporation, and asked the companies to devise

and implement countermeasures. The important thing is that the framework chart outlining the results of the questionnaire showed not only the numerical figures turning outward on the radar chart, but also the views of the management, managers, and female employees. Also important is that two-way perceptions, especially of how female employees are seen by their superiors and how superiors are seen by their female employees, can be confirmed, and a common awareness can be created within the company on the direction that the company should follow. Through several joint conference sessions, moreover, various corporations have exchanged views on these issues. Interactive discussions were conducted, involving relevant personnel on numerous levels, making this an intercreative task. Therefore, this, too, may be considered hospitality.

The third example is the establishment of the Support Forum for Women in Business.

JIWE established this Foundation in April 2007, as a paid membership program for providing assistance of various types to corporations that are keen to promote the full use of working women's abilities and skills. With the objectives of using JIWE's expertise accumulated thus far to help corporations discover and promote women's hidden abilities and skills, since such initiatives have become an important corporate management strategy (JIWE., 2012.). The program targets corporations that are actively working, or are planning to work, to promote the full use of working women. In 2011, about 50 major leading corporations (domestic and

foreign-capital) joined. Member companies fall into diverse business categories, including banks, insurance, securities, construction, steel, automobiles, electricity, electrical equipment, precision equipment, general chemicals, textiles, glass, printing, information, general trading houses, department stores, retail, cosmetics, food, and travel.

The projects essentially involve (1) holding meetings of personnel responsible for affirmative action, (2) training female managers, (3) holding the Empowerment 21<sup>st</sup> Century Cram School for Women, and (4) the use of a Table for Diagnosing the Promotion of Women. The Empowerment 21<sup>st</sup> Century Cram School for Women, held each month, dispatches personnel whom companies expect to work actively as managers in the future. Participants at this seminar attend lectures given by senior female role models who are working actively as board directors, executive officers and other top-level managers. In the ensuing sectional meetings, participants enhance their communication and facilitation skills needed as leaders and receive guidance from various advisors. The seminar generates synergistic effects by which the participants can experience self-growth and build networks at the same time.

On the other hand, by participating in this forum, corporations draw attention to and publicize their stance of promoting affirmative action, and enhance their corporate image. In other words, the forum takes on an intercreative setup supported by the three parties—JIWE, corporations and female employees—that is

designed to culminate in an environment of hospitality.

The fourth example is the Project to Diagnose and Certify Corporations for Work-Life Balance (WLB).

The project, launched in 2007, produced the first certified company in April 2011: the Dai-Ichi Life Insurance Co., Ltd.(JIWE., 2012. ) This is a project in which companies make a self-diagnosis of their degree of WLB based on the criteria for certification developed by JIWE, receive encouragement by JIWE in their implementation of permanent improvements, undergo a review by the WLB Review Certification Committee, and ultimately receive certification. Companies thus certified may use the WLB Certification Mark for a period of two years. Certification is awarded to companies that place a high degree of emphasis on full-time employees' working hours, off-days and vacations, and which take into consideration matters that are of interest to women with children, as well as women aspiring to promote self-growth. The program allows the intercreation and satisfaction of JIWE, companies and female employees.

### **3.2.3 Consistency with the four product aspects**

The four aforementioned product aspects are compared with the theory of hospitality management advocated by Katsuto Hattori. Each aspect matches Hattori's elements, as follows: the sales policies of (1) coincide with the creative element; the environment in which to provide products (venue) in (2), with the

physical element; the products themselves (3), with the functional element because they constitute exchanges for equivalents; and persons who provide products in (4), with the human element. The more each element incorporates specific items to be practiced and implemented, the closer it approaches “improved services,” which is the basic requirement for smooth operations and management.

In the practical analysis that applies the microscopic perspective of Step 2, each of the sub-items to be practiced and implemented that constitute the four aspects = four elements, will be checked to see if it goes through the process of service ultimately leading to hospitality. Service is about demonstrating business knowledge that is determined by a manual; hospitality, on the other hand, culminates in the provision of quality and added value, the levels of which surpass those of service.

#### **4 Analysis that enhances the creation of hospitality**

##### **4.1 Hospitality in Affirmative Action for Women: Interrelationships with the potential for equality**

To corporations, Affirmative Action is founded on the acknowledgment of diversity. It strives to promote equal opportunities for women who are motivated and highly capable. According to the 2009 Basic Survey on the Equal Employment Management, 76% of major companies that hire more than 5,000 employees have already begun implementing Affirmative Action. Still, the nationwide average is

approximately 30%, and even if approximately 10% of the companies that planned to address this issue in the future were added, the total would only be 40% (JIWE., 2011, p.181). Therefore, there is a need to promote this activity to the remaining 30% of companies that currently have no plans to implement the program and who have not yet determined their future direction (“the floating group”).

If an organizational analysis made from the macroscopic perspective of Step 1 (explained previously) is applied, Affirmative Action in which corporations target female employees has already been implemented in 30% of companies today. Together with the fact that no penal provisions have been introduced under the Equal Employment Opportunity Law except in that of “reporting”, this can be regarded as hospitality, since it transcends service.

From Katsuto Hattori’s theory, I interpret hospitality as follows: “Although it is based on the provision of service, it is a passion that transcends such service, which recognizes and respects the diversity of a partner who is worthy of being regarded as equal, carries out reciprocal exchanges, and ultimately culminates in a situation that satisfies both sides. Equality, moreover, includes a relationship in which the master and his or her servant may replace each other, if necessary, according to changes in forums.”

In the individual practical analysis based on the microscopic perspective in Step 2, based on this theory, it is necessary for each item to be implemented and practiced, to enhance female

employees' added value and raise it to the level of hospitality. Having added value implies not only the possession of abilities and motivation, but also a broad perspective, integrity and even virtue.

According to the analysis using subjective views that incorporate empirical knowledge as seen in Step 3, an interrelationship of equality is needed to attain the level of hospitality. This means that a fine personality and a respectable corporate class need to be cultivated so that both female employees (family) and corporations can reach a state in which they are mutually satisfied. Corporations, too, would be called on to consider the environment, develop a code of ethics and execute it, and achieve a balance in line with employees' awareness.

These days, companies are comprised of a wide diversity of employees. The workforce is made up of elderly workers, full-time workers, and part-time workers (contract, dispatched, part-time students, etc.), as well as employees who were newly recruited or recruited mid-way through job transfers. There are also diverse work schedules, such as day shifts and shift work. If female employees become managers and leaders, smooth communication with all of these different types of employees would become necessary. In particular, the primary ability required of new recruits is communication skills, and leaders must also be equipped with similar interactive communication abilities so that they can empathize with and understand the younger generation. Eisuke Sakakibara emphasized that common knowledge is required between two

individuals engaged in a dialogue. He states, "People who have no basic knowledge cannot hold dialogues with other people. When two people are talking, if one person does not understand what the other person is saying, there is no way for debates or negotiations to be established. So you must study to obtain common knowledge. By so doing, you build the basis for holding dialogues with other people" (Okuda & Sakakibara, 2004, p. 48). Whether or not one can end up understanding another person with whom one is communicating depends on empirical knowledge. Thus, female employees who have accumulated a variety of experiences are preferred for management positions. This means that they are individuals who have the capacity to understand other people's diverse principles and behaviors. One element that contributes to acquiring such capacity is the experience of raising children or providing nursing care to family members, because in such situations of hospitality, a switchover of master and servant occurs (host-guest identification). Although female employees are "subordinates or servants" in the introductory phase in which they accept actions, they can become the "master" once they are given a forum for Affirmative Action; such action includes the demonstration of their abilities and skills and responding to such challenges.

#### **4.2 Maternity (motherhood) and hospitality**

With reference to the above discussion, one of the important elements is the demonstration of appropriate maternity (or motherhood).

Recognizing diversity is always about recognizing the presence of “the other” and respecting him or her. Women encounter partners, through marriage, who have different backgrounds, for example, in terms of family traditions and schools attended, and accept them. Next, through child delivery, women accept another individual in their lives, i.e. an infant. This gives rise to “days of respect” in which they yearn to listen to, through the tiniest of signs, and accept things that the other individual says or wants. While the infant’s linguistic skills are still underdeveloped, women develop the ability to judge that individual’s feelings and intentions through facial expressions and attitudes. The mother-child relationship may be regarded as compensation in exchange for bearing an heir through childbirth, and for the parents’ wish to have a child. As a result, a mother is in a service relationship to look after and care for her child. However, the behaviors and activities of infants and toddlers are a series of out-of-the-ordinary and unexpected actions. Childrearing has no regulations or manuals by which a caretaker must abide. Each child and each parent is different, and even if adults try to prioritize efficiency and function—things on which they place importance—and plan or apply them, they find that children cannot always be controlled. Sometimes there are unexpected results, such as a child withdrawing from society. On the other hand, if a child is satisfied, he or she continuously smiles from the heart at the parents. This pleases the parents and makes them filled with emotion. Therefore,

childrearing belongs to the hospitality sector that includes services.

I believe that women who have directly experienced such service and hospitality have great potential to apply these skills to their professional jobs. CEOs of a variety of corporations are well-versed in identifying important matters from small signs and symptoms. Motherhood can be said to have something in common with this.

Motherhood, moreover, can also nurture the ability to recognize different people, encourage them, and foster them over an extended period of time. This is evident in the fact that women overcome morning sickness and carry a child inside their womb for ten months up to the time of delivery. Women also have many opportunities to play with children, and unless they have breadth of mind to accept and enjoy the experience, children do not become attuned to them and enjoy playing with them, either. And if adults do not deal with children seriously, children are able to quickly catch on to that fact. This may also apply to fathers who are recently making use of the childcare leave program. If the pregnancy period is included, however, motherhood entails more extensive and practical empirical knowledge. Currently, staff members who work at corporate offices spend a long time in front of their PCs. Thus, interpersonal relationships at the office become such that people “guess” what others are thinking from either the latter’s backs or profiles. Employees usually converse only when they have particular business to discuss. The pleasures of conversation, which

may be regarded as a lubricant, are decreasing, and the environment is a far cry from “facing the other person head-on,” which is the basic rule of the tea ceremony.

With the advancement of globalization, companies have introduced the internship program, accepting trainees from both Japan and overseas. Although overseas interns have outstanding skills and abilities, they arrive in Japan filled with anxieties about life and training in a foreign country, separated from their families. Women with children can, through demonstrating maternity, contribute to creating an environment where these interns can accept foreign culture more smoothly and easily.

In an information technology society, female executives have the responsibility to instruct and nurture people who are older than they are, as well as subordinates who are much younger. At the same time, they must negotiate with diverse partners both inside and outside of the company. On the frame of mind for raising children, Bob Sears says, “A major key to making childrearing successful is to listen to messages that babies send out and capture them by sharpening one’s intuition” (Sears, 2004, p.30). This skill is the key factor for female employees to succeed within a corporation, i.e. practicing their intuitive communication skills learned during maternity when interacting with their superiors, colleagues, and subordinates, including newcomers. For this task, their skills of demonstrating compassion in childrearing and recognizing a child’s emotional expressions are effective, since they have accumulated

practical training for many years. As a result, these experiences lead to efficient management within companies and improvement of the workplace environment. I believe that women can develop the breadth of mind and “adequate room” that make possible the intercreation with a company, its employees, clients to whom a company provides products or services, people of the community in which a company exists, and its systems.

#### **4.3 Confirmation of pluralistic optimum interrelationships**

Through practical analyses of women’s Affirmative Action projects, I wish to discuss the following theory.

Pluralistic intercreation is said to be optimized among three parties (a triangular body) headed by a main leader; this is because a two-way collaborative relationship always exists between two parties from among the three and their activities mutually influence each other. A foundation known as “service” is established from the reciprocal exchange of labor and monetary compensation, and, as a result of collaboration in the form of hospitality, which deepens from the stronger-than-expected interrelationship, the triangular body turns into a circle and begins rotating on its own, bringing about new progress and development. A relationship such as this cannot be established between two parties, since between two points (or persons), only a straight line can be drawn to connect them, and the points do not rotate on their own. Then what about four parties (a square or a rectangle)? In this case, a main



leader forms a core body to maintain relationships among the four parties. However, a situation in which the four parties are constantly linked to each other cannot be created, since one person will always form an indirect relationship instead of a direct relationship. As a result, the four parties would find it difficult to produce a situation of intercreation. Thus, organizational analysis as seen from Step 1's macroscopic perspective is effective if one keeps in mind a triangle shape at all times when conducting analysis.

## 5 Conclusion

Therefore, through exploratory research of the contents of Affirmative Action programs, I assume the following points and believe that they can be used to judge the presence of hospitality and applied for intercreation purposes.

(1) If the following procedures are implemented in the analysis of hospitality which includes service, and then analyzed, it becomes possible to identify the current status. At the same time, the ideal future form would become clear:

Step 1: Organizational analysis based on macroscopic perspectives: From the aspect of the intercreative interrelation diagram

Step 2: Practical analysis based on microscopic perspectives: From the aspect of a product's four elements

Step 3: Subjective analysis based on "empirical knowledge": From the aspect of mutual satisfaction of the parties worthy of being equals

(2) Three persons exist in the pluralistic intercreation process. In addition, a core exists in the center, as well as core bodies that surround it.

The core is always the source of growth and the center of future energy. The core consists of people, things, functions, etc., and always possesses some kind of "heat" or enthusiasm. A core body has the role of maintaining an interrelationship with the three parties, demonstrating leadership, and promoting reciprocal activities. Service, in its basic form, exists in such reciprocal activities. The thread of this type of service overlaps in multiple layers; the thread of hospitality, however, forms multiple layers outside of it. This fortifies the physical constitution of the shape, which then turns into a sphere and subsequently rotates itself and develops/progresses. I shall call the process that culminates in such an accomplishment "pearlization(*shinju-ka*)."

(3) With the deepening of companies' awareness of corporate social responsibility (CSR), the standard evaluation items for CSR that used to belong to the hospitality sector under the existing concept are probably understood, from here on, as "the responsibility of a corporation → services that must be provided → part of services provided." Therefore, service, which is the foundation, is being organized even more solidly. It is hoped that hospitality, which concerns the improvement of personality and character, would be strengthened

further. In this context, the demonstration of maternity is deemed to contribute significantly to this process.

Further exploratory research on the interrelatedness of childcare/motherhood and corporate human resource development is considered necessary. Therefore, with Work-Life Balance and Hospitality-Leadership in mind, I wish to deepen such studies, using this topic as a separate research issue.

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