

PMI Japan Chapter

Annual Report 2017



WHAT IS PMI?

What is PMI?

Project management is said to be derived from the U.S. Department of Defense's efforts to systematize the management methods for purpose of administering large-scale projects including those in national defense and aerospace. Subsequently, the systematized management methods were further developed and expanded to manufacturing, construction, engineering, and chemical industries. In 1969, the Project Management Institute (PMI) was founded in a dining room of a house in Philadelphia, Pennsylvania as a professional organization with a membership base, comprised of project management practitioners.

"A Guide to the Project Management Body of Knowledge (PMBOK® Guide)" was first published in 1987. Revisions were completed every four years with the collaboration of devoted and committed volunteers, and the latest sixth edition was published in September of 2017.

Project management, as standardized by PMI, has been put in practice as a global standard in various fields all over the world.

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PMI JAPAN CHAPTER

What is PMI Japan Chapter?

PMI's representative chapter in Japan was first established in 1998 as PMI Tokyo Chapter and was later renamed to PMI Japan Chapter in 2009. Since its establishment, the chapter has been cooperating with a number of stakeholders for purposes of promoting and advancing the knowledge of project management and is set to celebrate the 20th anniversary of its foundation in 2018.

PMI Japan Chapter organizes various events, Communities of Volunteers (CoVs) and offers books related to the field of Project Management. The chapter's activities are supported by its members, volunteers as well as corporate sponsors and are designed to promote the practice of project management, program management, and portfolio management. Furthermore, the spectrum of activities has been broadened to cover training on methods of business analysis, which continues to attract a lot of attention to this day.



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Message from the President

Thank you very much for supporting PMI Japan Chapter's activities. These months, the Japanese economy has been slowly but steadily recovering; meanwhile, the political and economic environment surrounding Japan has been increasingly changing. Throughout this year, we have also witnessed unusual weather patterns with frequent volcanic eruptions and earthquakes.

With a brand-new strategy at hand, PMI has been updating its existing standards and publishing new ones over the course of several years. While doing so, PMI has been in active pursuit of providing knowledge and taking initiatives in adapting towards the rapidly-changing business environment.

The year of 2017 has seen an upward trend in our chapter membership. As of December 31, PMI Japan Chapter's membership includes almost 4,000 practitioners. The chapter successfully organized its annual PMI Japan Forum and PMI Japan Festa in July and November of 2017, respectively. The chapter also held a Leadership Meeting in 2017 to discuss the chapter's matters of concern in a broader format by involving the study group leaders.



PMI Japan Chapter continuously collaborated with PMI China, Hong Kong Chapter, Taiwan Chapter, and Mongolia Chapter as well as PMI Global Operations Center. In addition, IRC Study Group and International Cooperation Committee of PMI Japan Chapter participated as guest speakers in the events organized by Indonesia Chapter and Mumbai Chapter. We will carry on our efforts to make sure that our members and corporate sponsors take advantage of our global network.

The year of 2017 was the first year of the Mid-Term Three-Year Plan implementation. For purposes of ensuring a smooth continuation, PMI Japan Chapter completed its budget planning for FY2018 by the end of 2017. The chapter shall periodically review this plan. The directors, the committees and the secretariat will continue to make concerted efforts to execute this plan and provide you with an invaluable service.

PMI Japan Chapter has expanded its operational framework by engaging Kansai branch and Chubu branch to improve provision of local services and circulation of new PMI standards, enhance cooperation with public and educational institutions and to participate in social projects. The chapter will continue to make efforts in disseminating outcomes from study group activities in order to assist members in getting more fruitful experience. The chapter will take on as many opportunities as possible to raise awareness about the chapter's activities through our website and at our events. For instance, PMI Japan Festa 2017 successfully provided live streaming services using internet. Based on that experience, the chapter will move towards providing more people with the same services, regardless of where they live.

PMI Japan Chapter will continue to assist corporate sponsors in engaging in voluntary study group activities. The chapter encourages them to take advantage of our corporate sponsor seminars and global network.

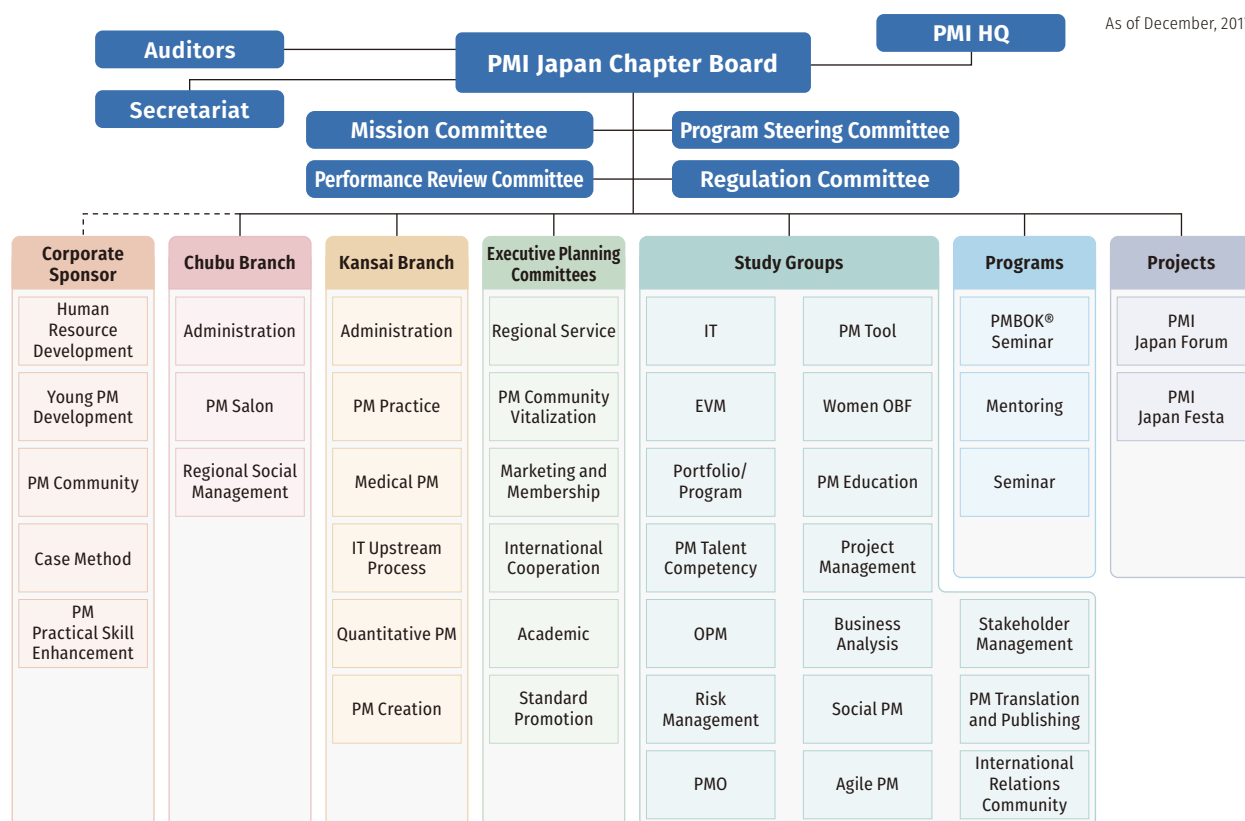
We believe that study groups bring a worthwhile experience for members, because their activities are designed to enhance skills, facilitate information exchange and networking with seasoned project managers, produce learning outcomes and to achieve clarity.

This annual report intends to provide an overview of PMI Japan Chapter's wide range of activities, which involve voluntary contributions made by members. Members' individual dedication and contribution are the back bone of PMI Japan Chapter. The chapter encourages members to stay involved and non-members to consider joining us.

Kaoru Okuzawa
President

PMI Japan Chapter's Organization

Organizational Structure



Mission Committee

The Mission Committee devises a mid-term plan and raises important issues for discussion to the Board of Directors of PMI Japan Chapter (hereinafter "the chapter"). The committee monitors chapter activities to ensure these are aligned with the mission. If necessary, the committee puts forward a proposal for corrective actions to the Board of Directors. 2017 was the first year of the chapter's Mid-Term Plan (2017-2019). The Mission Committee requested executive planning committees to report on the progress of its implementation and identified the necessity to revise the plan and take additional measures. The committee compiled and presented the proposed revisions to the Board of Directors at the end of the year.

Program Steering Committee

The Program Steering Committee was reorganized from the original Planning Committee, which operated until the end of 2016. The Program Steering Committee devises annual plan of PMI Japan Chapter, aids in the execution of the plan, and discusses the appropriateness and feasibility of each committee's proposed measures and policies at the Board meeting for final approval. The committee also monitors the committees, study groups, programs and projects, undertakes necessary measures for adjustment, identifies the issues in the implementation of the plan and suggests necessary actions to the Board of Directors.

The Program Steering Committee assumed responsibility for above procedural activities in 2017 and collaborated with the Mission Committee in revising the mid-term plan in terms of restructuring the committees, providing support in coordination, determining the roles and functions of new committees, and renewing the PMI Japan Chapter bylaws.

Performance Review Committee

Performance Review Committee reviews the Secretariat's employee compensation and bonus, based on the Secretary General's proposal, taking into account the practices in use in similar non-profit organizations, the chapter's financial position, employee's entitlement balance, employee work performance, etc. After that, the committee submits a proposal to the Board of Directors. Moreover, the committee nominates the candidates from both chapter members and study groups for chapter awards, then presents its proposal to the Board of Directors. In 2017, the committee proposed bonuses for the Secretariat's staff and pay raises for some of the staff members.

Regulation Committee

The Regulation Committee is a committee responsible for drafting, revising the chapter's rules and presenting them to the Board of Directors for approval. Drafts are prepared by involving several study groups and committees, whose work is coordinated by the Regulation Committee to ensure consistency of the proposed rules with the rest, and are presented to the Board of Directors for approval. In 2017, the Regulation Committee reviewed rules, which ultimately cover the organizational reforms.

Auditors

The auditors carry out an independent audit on work performed by the Board of Directors and the Secretariat in response to the members' mandate. By doing so, the auditors ensure that the chapter runs healthy, sustainable operations and accomplishes its purpose. Throughout 2017, the auditors regularly conducted an internal audit. They also conducted an audit on the year-end closing for FY2016.

Highlights of 2017

PMI Japan Forum 2017

Date: July 8-9, 2017

Venue: Gakujutsu Sogo Center (Hitotsubashi-Hall)

Theme: Change & Innovation – Creating Social Value

The PMI Japan Chapter held the PMI Japan Forum 2017 at Gakujutsu Sogo Center in Tokyo on July 8-9, 2017 on the theme of “Change and Innovation – Creating Social Value”. The Forum attracted over 1,500 participants.

All of the keynote speeches and special guest presentations were offered at the main auditorium of the venue and were simultaneously interpreted in-between Japanese and English. Including 3 keynotes, 13 guest speakers in total delivered thought-provoking lectures, all of which suggested the ways to achieve economic performance and create a new value that is useful for society in the era of rapidly-changing external environment.

The Forum offered an academic track, which consisted of 10 sessions. Topics included regional/global collaboration among industries and academia, Japan Chapter's academic program, and examples of practical education aimed at expanding the base for PM education, etc. Each participating academic institution talked about its own issues and exchanged opinions.



PMI Japan Forum 2017 featured a global track on Day 2, where six speakers from abroad delivered lectures in English about their project management experience.

On other parallel sessions, representatives from CoVs of Japan Chapter presented results from their studies, which were conducted on a daily basis for the past year. In total, there were 32 sessions addressed by 22 CoVs.

Once again in 2017, Japan Chapter facilitated live streaming sessions, providing the opportunity for forum registrants in Osaka and Nagoya to watch live broadcasts of keynote and special guest presentations.

PMI Japan Festa 2017

Date: November 11-12, 2017

Venue: Large Auditorium, Toyosu Campus, Shibaura Institute of Technology

Theme: Managing Uncertainty – Project Managers Who are Motivated to Venture into the Unknown

PMI Japan Festa at Toyosu Campus, Shibaura Institute of Technology was held on November 11-12, 2017. This year, the Festa provided live online streaming services to engage more people, regardless of where they live. As a result, more than 800 people participated over the course of two days.

The Festa is the second largest event that PMI Japan Chapter holds besides the Forum. The Seminar Program's volunteer staff members plan and administer this event as part of their CoV activities. They started preparations for this year's Festa 10 months in advance by taking into account lessons learned from the previous year's Festa and selecting the theme and speakers.



Lectures at the Festa emphasize leadership as well as strategic and business management. The Festa aims to provide the kind of benefits that brings immediate impact on enhancing one's job performance, regardless of one's level of experience as a manager. With this aim in mind, the Seminar Program designs the Festa.



Orientation for New Chapter Members

In 2017, the PMI Japan Chapter provided new chapter members with orientation four times in Tokyo and once in Osaka. The orientation meeting provides opportunity to get to know the PMI, PMI Japan Chapter, and study groups, aiming to encourage the new members to take full advantage of services available for chapter members. The orientation consists of 45-minute explanation and 15-minute Q&A, followed by a networking party. The networking is an occasion where directors, the secretariat, volunteers from CoVs interact with the newcomers. In 2018, Japan Chapter plans to conduct the orientation session in Nagoya.



Leadership Meeting 2017

Japan Chapter held its third Leadership Meeting on September 2-3 in Tokyo. There were 65 member-participants in total, who were leaders or active members of CoVs, the Board of Directors, and the Secretariat staff. This meeting was aimed at sharing PMI and PMI Japan Chapter's vision, mission and proposed measures with the leaders of CoVs on vitalizing study group activities and coaching the leaders. The chapter regards this annual meeting as effective means to boost the spirits of the project management community.



Overseas Congress

PMI annually holds PMI® EMEA Congress in spring and PMI® Global Conference - North America and PMO Symposium® in autumn. Each chapter in Region 9 annually organizes an event similar to Japan Chapter's PMI Japan Forum and reciprocally invites representatives from each chapter.

The PMI® Global Conference serves as the platform for presenting a great number of latest case studies on the subject of project management. In 2017, agile was the central topic of the conference. PMO Symposium® notably attracts C-suite of corporate users, Enterprise Project Management Offices (EPMOs), and consultants. The total number of participants exceeded 650 people in 2017, and attendees from the United States accounted for more than 85 percent of the total, that is, 567 people. The US participants were diverse, reflecting the US' multiethnicity. There were



even a sizable number of Asian Americans. In PMO Symposium® 2016, Benefits Realization Management (BRM) took the center stage, being prompted by newly presented publication of the 5 fascicles of electric books on BRM as the Thought Leadership Series. In 2017, the three fascicles of electric books on Agile were presented at the symposium.

PMI annually holds PMI® Leadership Institute Meeting (LIM) and regional meetings, which summons chapter directors and chapter volunteer leaders. PMI divides the world into 15 regions and encourages chapters to exchange information and know-how on how to run a chapter within their region. LIM and regional meetings are the opportunities for chapter board members to understand PMI's strategies and spotting trends in project management, train themselves as volunteer chapter leaders and to network with PMI staff, representatives from other chapters. In addition, these present opportunities to introduce PMI Japan Chapter's activities to PMI and chapters in the Asia Pacific.

Women account for half of the participants in these meetings. The dominant age groups are people in their late 30s and in their 40s. There are always very

active discussions in all sessions, including keynote speeches. Networking activities are also vibrant, since participants start to communicate with fellow participants during lunch and dinner reception.

In the chapter's events and meetings, on the other hand, women and fairly younger people tend to be underrepresented. This is probably because hours spent working and commuting are long in Japan, and work-life balance has become an issue. In order to develop world-class talents, we are making efforts to create a better environment, where members from different age and gender groups can have lively chapter activities.

The latest trends and knowledge captured from the Board and other member's attendance in overseas meetings are available in our website and newsletter.

Host Cities of Overseas Congresses in FY2017 and Names of the Participating Board Members from PMI Japan Chapter

Congress Name	Dates	Host City, Country	Representatives from Japan Chapter
PMI® Leadership Institute Meeting – Asia Pacific	March 3-6	Hong Kong, PRC	Okuzawa, Katae, Asou, Toma, Yokemura
PMI® Leadership Institute Meeting – EMEA	April 28-30	Roma, Italy	Nakajima
PMI China Congress	September 23-24	Shanghai, PRC	Katae, Inoue
SymEx 2017	October 11	Jakarta, Indonesia	Sakamoto
PMI Mongolia International Conference	October 6-7	Ulaanbaatar, Mongolia	Katae
PMI® Leadership Institute Meeting – North America	October 26-28	Chicago, USA	Okuzawa, Katae, Takegami, Asou
PMI® Global Conference – North America	October 28-30	Chicago, USA	Asou
PMO Symposium®	November 5-8	Houston, USA	Asou, Morita, Tajima
PMI Hong Kong Congress	November 4	Hong Kong, PRC	Urata
PMI Taiwan International Congress	November 18-19	Taipei, Taiwan	Hayama, Yokemura
PMconclave17	November 18-19	Mumbai, India	Sugimura, Sakamoto, Supekar, Sugiya

Mid-Term Three-Year Plan

Progress of 2017-2019 Mid-Term Plan

Towards Further Enhancement of Chapter Activities

2017 was the first year of the PMI Japan Chapter's fifth Mid-Term Plan. While some of the measures outlined in the Mid-Term Plan have already been put into action, the first half of 2017 was spent, for the most part, considering specific steps and developing action plans for the execution of measures. Possible measures to be included in the current Mid-Term Plan were initially proposed in the first half of 2016. In May, the Mission Committee assessed the necessity to revise these measures and targets in line with external changes and concluded that the measures do not require any revisions. In September, the committee asked the Executive Planning Committee and other communities of concern to report on the progress of the Mid-Term Plan for purposes of determining whether the plan needs revisions according to the progress status, or whether any additional actions are deemed necessary for the chapter. The Mission Committee reported the summarized results and any outstanding issues for 2018 at the year-end Board Meeting.

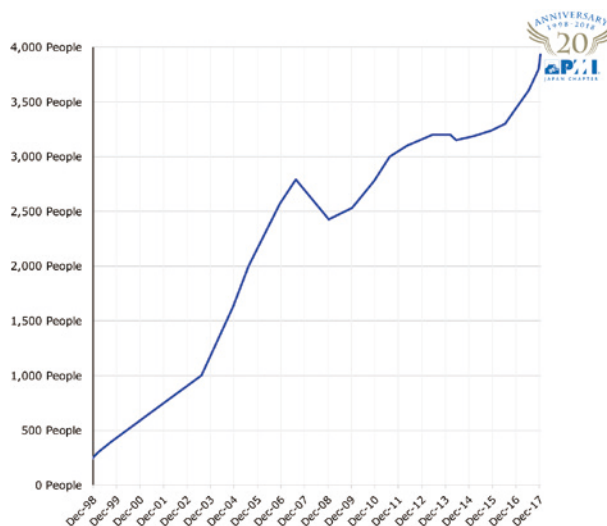
While most of the 2017 activities related to the Mid-Term Plan were carried out smoothly, there have been some concerns. First, some of the measures were overly reliant on the enthusiasm of individual Board members and active members. Doubts were raised about the sustainability of some activities and whether they could be maintained until the goals are met. In order to solve the issue, the chapter decided to take action. Since there was the election of the Board of Directors at the end of 2017, 2018 will start with a new Board. The chapter will carefully assign responsibilities to new Board members and promote the recruitment of voluntary members. Long-pending problems demand patient and repeated discussions and efforts to incorporate diverse views and opinions, because there are no simple solutions. For example, the Mission Committee has already analyzed how popular some subject areas such as portfolio management and program management are in Japan. They do not attract as much interest in Japan as they do in other countries. Based on the results of the analysis, the Mission Committee has created a new working group with newly added members to begin discussions. The committee has been also discussing about strengthening ties with Registered Education Providers (R.E.P.s). While the membership has been increasing at a good pace, this increase includes a temporary increase associated with the revision of *PMBOK® Guide*, so

we need to be careful in evaluating how much of the growth is attributable to the efforts the chapter has made in increasing its membership.

The above-mentioned analysis has brought new issues to light. First, the Executive Planning Committees have successfully enhanced their activities, but there is a need for a coordination function to improve the congruence of committees in terms of segregation of duties, missions, and alignment to the mid-term plans. Second, the chapter has been building relations with public agencies in both the national and regional governments, and the time has come to start promoting PPPM in Japan. We could also approach Japanese public institutions, utilizing our channels with the U.S. government agencies through PMI or Washington, D.C. Chapter. We need to consider stepping up strategic efforts in view of strengthening collaboration with the PMI and coordinate activities among the International Cooperation Committee, the Academic Committee, etc. Finally, PMI Japan Chapter has grown into one of the largest chapters in the world with deepening ties with the PMI. We are now in a position to take advantage of PMI's influence and aim at further expanding the chapter's activities: such as spread of PMI Standards other than *PMBOK® Guide* and that of PMI certifications other than PMP®.

Celebrating the 20th anniversary of its foundation in 2018, PMI Japan Chapter has reached a new stage. We recognize that, along with achieving the goals of our Mid-Term Plan, we also need to pursue activities tailored to the social conditions and concerns of Japan, to enhance member satisfaction and take another leap forward.

Change in Number of Japan Chapter Members



2017-2019 Mid-term measures

No	Measures	Purposes	Responsible CoPs
[I] Promotion of PPPM			
1	Establish PPPM promotion strategy	Research and grasp PPPM trends in and out of Japan, analyze the needs, develop PMIJ strategic approaches, and make them known to the members and PM communities	BoD
2	Translate PMI standards	Translate high-quality standards into Japanese	Standard Promotion Comm.
3	Spread PMI standards	Spread translated PMI standards	Standard Promotion Comm.
4	Introduce overseas case studies for Program Management and Portfolio Management	Spread Program Management and Portfolio Management which have not taken root	International Cooperation Comm.
5	Create a new field for applying Portfolio Management and Program Management	Compile know-hows and knowledge on application of Portfolio Management and Program Management to contribute to their dissemination	Portfolio/Program Comm.
[II] Response to Globalization			
6	Spread PM education and promote its globalization by taking advantage of PMI's resources and global network	Contribute to development of personnel who behave actively and that of global personnel able to play active parts in the world	Academic Comm.
7	Strengthen PMIJ presence	Share PMIJ activities, and in particular IRC activities with local people at R9 and R15 conference to make the experience known as basic knowledge of conducting global projects, build a communication channel to other chapters through the process	IRC
[III] Strengthening Collaboration with Other Organizations			
8	Spread and reinforce PM in collaboration with PM-related organizations	Aim to spread PM by collaborating organizations which practice project management	Director in charge of planning
9	Spread and reinforce PM as a measure to respond to innovation, IoT, and digital society	Promote practice of PM as a means to respond to the waves of innovation, IoT, and digital society by collaborating with other PM-related organizations	Director in charge of planning
10	Reinforce function as the hub of exchanging PM educational information in and out of Japan	Increase teachers and teaching collaborators who are able to incorporate PM basics into conventional education at high schools and junior high schools to expand the base for PM education	Academic Comm.
11	Strengthen relationship with R.E.P.s	Improve service for members/ Let PMI directions and measures permeate R.E.P.s/ Envisage market needs/increase individual members	R.E.P. Tomono-kai
[IV] Expansion of PM Coverage Area			
12	External awarding	Increase PMIJ's exposure to society by taking the advantage of PMI's awarding system to award an excellent PM practitioners/organizations	BoD
13	Reinforce educational activities concerning needs and effectiveness of PM education	Make widely known to society effectiveness and needs of PM education in terms of human resource development	Academic Comm.
[V] Expansion of Activities outside of Tokyo			
14	Promote value realization in regions through PM-related activities	Link PM-related activities to boosting and enrichment of regional community to enhance effectiveness of PM	Regional Service Comm.
15	Reinforce promotion of PM-related activities and create environments where locals can easily join the activities	Improve visibility of PM community and branches' activities and reinforce PMIJ operational structure	Regional Service Comm.
[VI] Social Contribution through PM			
16	Enrich PM methodologies and resources and promote the methodologies through practice of social contribution activities	Expand coverage areas of PM by conducting social contribution activities as PMI Japan Chapter	Social PM Study Group
[VII] Building Foundation of Chapter Activities			
17	Set up CoP leaders' networking meeting and have the meeting	<ul style="list-style-type: none"> Strengthen collaboration among study groups Provide opportunities to make a request or a proposal to BoD and Planning Comm. 	PM Community Vitalization Comm.
18	Establish the Strategic Administrative Comm.	Establish organizational structure after committee restructuring to improve governance of PMI Japan Chapter	Director in charge of planning/ Executive Planning Comm.
19	Multiple CoPs make a concerted effort to plan an activity and execute it.	<ul style="list-style-type: none"> Strengthen collaboration among CoPs Improve quality and efficiency of planning by utilizing each other's knowledge 	PM Community Vitalization Comm.
[VIII] Reinforcing Support for Active Members			
20	Cultivation of leadership skills	Improving each CoV leader's skills and leadership quality	PM Community Vitalization Comm.
21	Systemize methodologies to run volunteer community organizations	Support each CoV to have active activities	PM Community Vitalization Comm.
22	Disseminate information valuable for the members	Raise the value of the membership by disseminating member-limited information on PMI, Japan Chapter, and the CoVs, and increase membership retention rate and the number of active members	PM Community Vitalization Comm.
[IX] Improving Service			
23	Improve services in order to increase corporate sponsors (1)	Implement precise measures according to needs of corporate sponsors which seek various values from Japan Chapter's service	Marketing and Membership Committee
24	Improve services in order to increase corporate sponsors (2)	Consider adding benefits and measures to increase corporate sponsors and execute them	Marketing and Membership Committee
25	Improve services in order to increase corporate sponsors (3)	Gain recognition as an organization familiar to corporate sponsors	Marketing and Membership Committee
26	Give a guidance to new members	Improve retention rate for new members	Marketing and Membership Committee
[X] Increase of Members			
27	Increase individual members who belong to corporate sponsors	Make approaches to corporate sponsor employees via the contact person, show difference in benefits between a corporate sponsor and an individual member, and encourage individual memberships	Marketing and Membership Committee

PMI Standards Update

PMBOK® Guide - Sixth Edition

2017 was a milestone in the history of PMI® Standards. Four out of five foundational standards were published nearly at the same time. First, *the PMBOK® Guide - Sixth Edition* was published as a package together with *Agile Practice Guide*. While these two publications can be purchased separately, PMI adopted a bold strategy to offer them in a specially-priced bundle package for the price of *the PMBOK® Guide* only.



Agile Practice Guide

PMI created *Agile Practice Guide* in partnership with Agile Alliance. The publication serves as a guide for organizations seeking to introduce agile projects. It provides details of agile approach while ensuring alignment with *the PMBOK® Guide-Sixth Edition*. Of course, *PMBOK® Guide-Sixth Edition* itself includes various information on agile. Agile approach was designed in the early 2000's and was developed for managing projects, which face rapidly changing and highly uncertain environments, impossible to address with the traditional waterfall management approach. While agile approach was initially conceived as an approach to software development in the IT industry, it has been adopted in all areas and industries today. Agile approach is not simply a process for manufacturing products. It encompasses a much wider perspective with a view of facilitating even an organizational reform – as a management approach for implementing a project – and leading it to a success.

Evolution of PPPM

PMI updated its standards for program and portfolio management to maintain consistency with *the*

PMBOK® Guide-Sixth Edition and *the Standard for Program Management - Fourth Edition* and *the Standard for Portfolio Management - Fourth Edition* followed. The latest versions of the so called PPPM standards (Portfolio, Program, and Project Management) were issued as well. In addition, PMI published the first edition of *the PMI Guide to Business Analysis* to provide a basis for business analysis, often referred to as the upstream of project. With regard to business analysis, PMI had already published the *Business Analysis for Practitioners: A Practice Guide* in 2015. The recent publication of *the PMI Guide to Business Analysis* means that PMI upgraded business analysis to the PMI foundational standard.

OPM under Development

While PMI has updated all of the PPPM standards, there are still other problems that one may encounter when practicing those standards in an organizational framework. First, PPPM standards are approaches designed for achieving the strategic objectives of an organization. In order to efficiently apply PPPM, you would have to solve various potential problems and engage in organizational restructuring and other reforms, as necessary. This means that, for an organization to successfully complete project type assignments in addition to routine operations and achieve business value from such projects, it needs to build a suitable framework and set up a mechanism to ensure smooth operation. *Standard for Organizational Project Management (OPM)* now under development by PMI is expected to provide the framework for successfully implementing PPPM in an organization. PMI plans to publish a book on OPM in 2018 to replace *Organizational Project Management Maturity Model (OPM3®)*, one of the current foundational standards.

Enhancement of Practice Standards

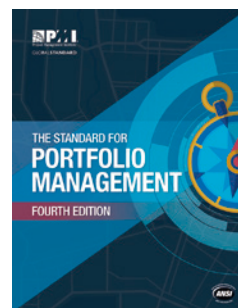
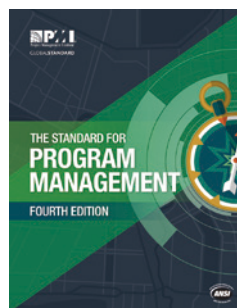
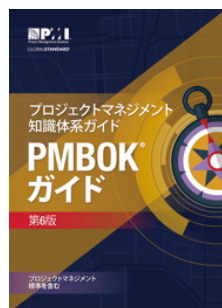
PMI standards have categories, called “Practice Standards & Framework” and “Practice Guides”, which complement *the PMBOK® Guide* and Foundational Standards. Books in both categories provide practical information covering various aspects of management. Altogether these publications make a full lineup of PMI standards that support the entire process from understanding and analyzing organizational and customers' needs to delivery of business solutions.

Work-style Reform as a Project

Looking around ourselves, we see various kinds of project-type assignments and operations. To give a few familiar examples, events such as wedding ceremonies, sports events and recitals are all projects. Most people, however, organize these events

without recognizing them as projects. The framework for effectively and efficiently leading these projects to success is what is called “project management”, and the world standard for project management is our *PMBOK® Guide*. We are confident it will be helpful in promoting even work-style reform at your organization.

Category	Publication Title	Year of Publication	Japanese Publication Title
Foundational Standards	<i>PMBOK® Guide - Sixth Edition</i>	2017	PMBOK®ガイド第6版
	<i>The PMI Guide to Business Analysis - First Edition</i>	2017	PMIビジネスアナリシス・ガイド第1版
	<i>The Standard for Program Management - Fourth Edition</i>	2017	プログラムマネジメント標準第4版
	<i>The Standard for Portfolio Management - Fourth Edition</i>	2017	ポートフォリオマネジメント標準第4版
	<i>Organizational Project Management Maturity Model (OPM3®) - Third Edition</i>	2013	組織的プロジェクトマネジメント成熟度モデル (OPM3) 第3版
	<i>Organizational Project Management</i>	2018	組織的プロジェクトマネジメント
Practice Standards & Framework	<i>Practice Standard for Project Risk Management</i>	2009	プロジェクト・リスク・マネジメント実務標準
	<i>Practice Standard for Earned Value Management - Second Edition</i>	2006	アーンド・バリュー・マネジメント実務標準第2版
	<i>Practice Standard for Project Configuration Management</i>	2007	プロジェクト・コンフィギュレーション・マネジメント実務標準
	<i>Practice Standard for Work Breakdown Structures</i>	2006	ワーク・ブレイクダウン・ストラクチャー実務標準
	<i>Practice Standard for Scheduling - Second Edition</i>	2011	スケジューリング実務標準第2版
	<i>Practice Standard for Project Estimating</i>	2016	プロジェクト見積り実務標準
	<i>Project Management Competency Development Framework - Third Edition</i>	2017	プロジェクト・マネジャー・コンピテンシー開発体系第3版
Practice Guide	<i>Agile Practice Guide</i>	2017	アジャイル実務ガイド
	<i>Requirements Management: A Practice Guide</i>	2016	
	<i>Governance of Portfolio, Program, and Project: A Practice guide</i>	2016	
	<i>Business Analysis for Practitioners: A Practice Guide</i>	2015	実務者のためのビジネスアナリシス：実務ガイド
	<i>Implementing Organizational Project Management: A Practice Guide</i>	2014	
	<i>Navigating Complexity: A Practice Guide</i>	2014	
	<i>Managing Change in Organizations: A Practice Guide</i>	2013	組織のチェンジマネジメント：実務ガイド



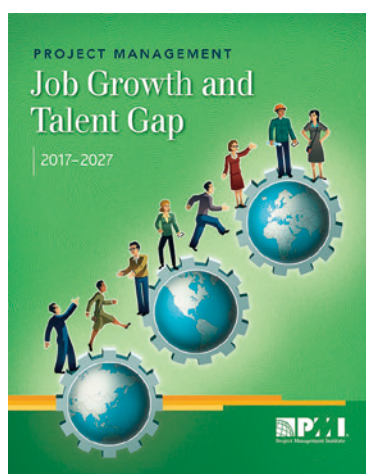
Trends in Project Management

PMI's Initiative to Meet the Needs of Business and Society

At the end of 2017, PMI had 290 chapters in 207 countries, with membership exceeding 500,000, and PMP® and other PMI certificate holders exceeding 890,000. Against the backdrop of ever increasing membership and certificate holders, PMI announced the new strategic plans in 2017. In them, PMI has set out the three pillars of (1) strategic focus, (2) customer centricity, and (3) organizational agility as its strategic goals. They were reviewed and updated from various viewpoints such as delivery of support for career and expertise development in project management. Moreover, PMI reviewed the three channels of academics, organizations, and practitioners and chose to focus on individuals as targets. The strategic goals have set PMI to become an agile and flexible organization through understanding needs and working on digitalization.

1 Provision of Information and New Programs for Supporting Careers in Project Management

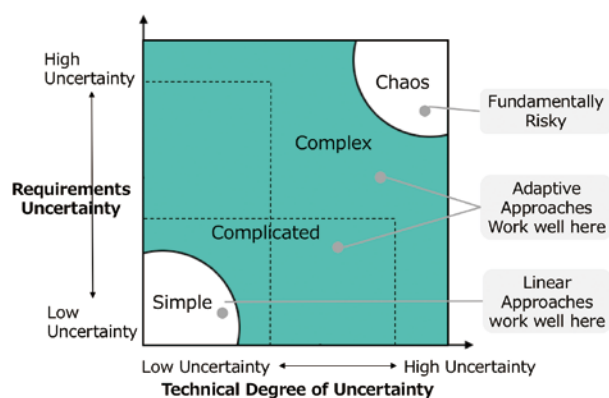
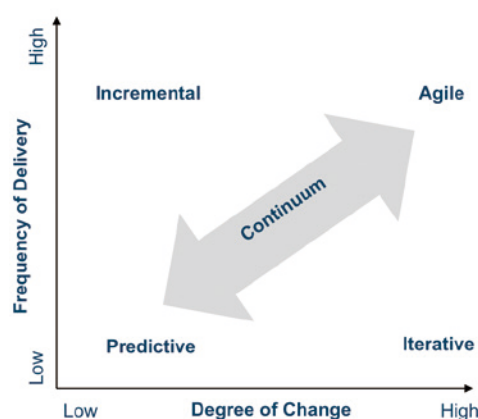
PMI released the Project Management Job Growth and Talent Gap Report 2017-2027¹⁾ in May. Based on the survey results from 11 countries including Japan, the report forecasted that over next 10 years through to 2027, the project management-oriented labor force is expected to grow by 33 percent (12% in Japan, 31% in the US, 32% in China, and 48% in India). This report illustrates trends in project managers by country, using data and eye-catching graphics and offering valuable information for planning one's career.



In September, PMI published *PMBOK® Guide-Sixth Edition* and *Agile Practice Guide* as a package to guide project managers and enable them to select the optimal approach; when project requirements and technologies are clear, the predictive (or waterfall) approach, in which

the scope is determined and the change and delivery frequencies are low, shall be a good choice; when requirements and technologies are both uncertain, the agile approach that can more easily adapt to change would be advisable. *The PMBOK® Guide* also introduces a hybrid, combining predictive approach and agile approach, and outlines the points to be considered in practice when choosing an approach, based on characteristics of each approach and contrasts between these two.²⁾

The Continuum of Life Cycles



PMI's first Podcast series, "Projectified™ with PMI podcast"³⁾, were released in October. This is a new initiative to invite experienced senior project managers and business leaders from Fortune 500 companies as lecturers to offer a brief (about 30 minutes) commentary on specific themes. Hot topics like innovation, AI, digital transformation, agility, etc. are among the themes taken up in this series. The podcast is expected to evolve and be widely utilized, thanks to its brief and convenient format.



2 Promotion of Agile and Agility

“PMBOK® Guide goes Agile.” This was the title of an online article introducing the PMBOK® Guide-Sixth Edition. In September, PMI released its *Pulse of the Profession®* in-depth reports (a series of survey reports on trends in project management) “Achieving Greater Agility.” This was followed by PMI® Thought Leadership Series “Achieving Greater Agility”, a three-part research report launched at the PMO Symposium®. New releases on agile and agility came one after another in 2017.⁴⁾ PMI provides policies for comprehensively applying various agile approaches (Scrum, XP, etc.) in terms of project methodology, and survey results and discussions on agility in terms of organization and mindset.



2017 Thought Leadership Series



Pulse of the Profession®
In-Depth Reports

PMI defined agility as “the ability to rapidly sense and adapt to external changes and to provide adequate results in a productive and cost efficient manner” in the *Pulse of Profession®* in-depth reports “Achieving Greater Agility.” PMI has shown from survey results that organizational agility increases the success rate of a project and also provides evaluation and success factors for agile transformation based on solid data. 71% of organizations in the world are adopting more agile project management approach than before⁵⁾, whereas in Japan, introduction of agile approach remained at 31% in 2015, 37% in 2016, and 42% in 2017, based on the survey conducted by PMI Japan Chapter. The analysis of the survey results suggests that key barriers to widespread adoption are “lack of understanding of agile approaches” and “concerns over quality and human resource development”⁶⁾. PMI Japan Chapter hopes that its efforts to promote agility will help change this situation.

3 Enhancement of PMI standards that support business, organizations, and human resource

PMI published a wealth of PMI standards in 2017. In addition to the sixth edition of our flagship publication, *PMBOK® Guide*, many of our main standards including Program Management (4th edition), Portfolio Management (4th edition), and Project Manager Competency Development Framework (3rd edition) were updated and issued one after another. “*The PMI Guide to Business Analysis*” published at the beginning of the year 2017 opened up a new category of PMI Standards. Given the rash of publications, PMI Standards that support business, organizations, and human resource development are increasingly enhanced, offering various means to strengthen essential skills in “Strategic and Business Management” and “Leadership” of the PMI Talent Triangle® as well as organizational approaches. The insights and opportunities that PMI provides will continue to evolve against the backdrop of the ever-expanding project management community.

1) www.pmi.org/learning/careers/job-growth

2) “Agile Practice Guide”, Project Management Institute, 2017, p.14

3) www.pmi.org/podcast

4) www.pmi.org/learning/thought-leadership/pulse

www.pmi.org/learning/thought-leadership/series/achieving-greater-agility

5) “Success Rates Rise”, PMI Pulse of the Profession®, Vol. 9, Feb 2017

6) “Perception Survey Results on Agile Project Management 2017”, Agile Project Management Study Group, PMI Japan Chapter

Membership Benefits

Individual Membership System

Benefits of Individual Membership

The best way to gain a deep understanding of systematized approaches, methodology and case studies in project management is to obtain and maintain PMP®, a de facto standard credential in project management. The most optimal way is to join PMI Japan Chapter.

Benefits of Individual Membership in PMI Japan Chapter

1. Discounts on seminar attendance fees

Members receive discounts on attending chapter activities, such as PMI Japan Forum, PMI Japan Festa, monthly seminars and PMP® exam preparation courses hosted by PMI Japan Chapter.

2. Participation in CoVs

Participation in various committees and study groups allows members to improve their competency in project management, share and exchange information with fellow practitioners from different industries and to obtain PDUs. Outcomes from these committee and study group activities are presented during the PMI Japan Forum, which is held in summer on an annual basis. In 2017, 21 CoVs made 31 presentations to talk about their own activity outcomes.

Executive Planning Committees

1) Regional Service, 2) PM Community Vitalization, 3) Marketing and Membership, 4) International Cooperation, 5) Academic, 6) Standard Promotion

Study Groups

1) IT, 2) EVM, 3) Portfolio/Program, 4) PM Talent Competency, 5) OPM, 6) Risk Management, 7) PMO, 8) PM Tool, 9) Women OBF, 10) IRC, 11) Agile PM, 12) Social PM, 13) Stakeholder Management, 14) Business Analysis, 15) Project Management, 16) PM Education, 17) PM Translation and Publishing

Programs

1) PMBOK® Seminar, 2) Mentoring, 3) Seminar

Kansai Branch

1) Administration, 2) PM Practice, 3) Medical PM, 4) IT Upstream Process, 5) Quantitative PM, 6) PM Creation

Chubu Branch

1) Administration, 2) PM Salon, 3) Regional Social Management

3. Discounts on Project Management Books

Project management-related books are available to chapter members at a discounted price through the chapter's website.

	タイトル	プロジェクトマネジメント知識体系ガイド (PMBOK®ガイド) 第5版 日本語版
	価格	一般: 8,950円 (送料・税込) PMI日本支部会員価格: 6,700円 (送料・税込) 法人スポンサー価格: 7,100円 (送料・税込)
	発行年	2013年
	著者	Project Management Institute, Inc.
	商品説明	これまで30年以上にわたり、プロジェクトマネジメント知識体系ガイド (PMBOK®ガイド) は、プロジェクトマ... 続きを読む
銀行振込で購入 クレジットカード決済で購入		

4. Browsable and Downloadable Translated Articles and PMP® Templates

At the members' area of the website, the members can access articles translated in Japanese such as PM Network® and PMI Today® and can download templates created for practitioners by Project Management Study Group, PM Talent Competency Study Group, Risk Management Study Group and other study groups.

How to Join PMI Japan Chapter

In order to become a member of the chapter, you have to enroll into global PMI membership. Please visit www.pmi.org and create your own account. Then join PMI as an individual member and choose PMI Japan Chapter during the online application process. The credit card payment is the easiest option.

PMI		PMI Japan Chapter	Total Amount
Application processing fee	Annual membership fee	Annual membership fee	
US\$10	US\$129	US\$50	- US\$189 for the first year - US\$179 from the second year

Corporate Sponsorship Program

➤ About Corporate Sponsorship Program

PMI Japan Chapter offers a Corporate Sponsorship Program for companies willing to enhance their project management framework, share the mission and support activities of PMI Japan Chapter.

➤ Benefits of the Corporate Sponsorship Program

- ◆ PMI Japan Chapter holds liaison meetings, accommodating 100 attendees, five times a year. Corporate Sponsors from various industries gain access to a unique opportunity to exchange views, expand their knowledge and to network with project management experts.
- ◆ Corporate Sponsors' employees can join Corporate Sponsor Study Groups, which enable them to improve their competency in project management.
- ◆ PMI Japan Chapter disseminates its email newsletter to inform corporate sponsors of the chapter programs and events planned and designed for sponsors. Employees of corporate sponsors get discounted price for books available at the PMI Japan



Chapter Bookstore and for events hosted by PMI Japan Chapter.

- ◆ PMI Japan Chapter publishes logo and names of the Corporate Sponsors on its website. This way, the Corporate Sponsors are able to raise their business profile as a corporation dedicated to project management.

➤ Corporate Sponsorship Program's Achievements

Corporate Sponsor Study Group

Membership consists only of employees of the corporate sponsors. Participants exchange their opinions and jointly study the issues under concern of each company. In 2017, more than 70 companies and over 84 people participated in the following five Corporate Sponsor Study Groups:

- ◆ Human Resource Development Study Group
- ◆ Young Project Manager Development Study Group
- ◆ PM Practical Skill Enhancement Study Group
- ◆ PM Community Study Group
- ◆ Case Method Study Group

PM Mentor Program II

PM Mentor program II is designed only for corporate sponsors.

PMI Japan Chapter encourages the corporate sponsors to implement the PM Mentor Program II in order to strengthen the organization's internal capacity of project managers, their competency and troubleshooting through group mentoring educational framework. Both participating mentors and mentees can receive PDUs through this program.

Academic Program

This program's mission is to promote the project management field of study to the public, while emphasizing the fact that the knowledge of project management will prove to be essential to human resources of the future society. PMI Japan Chapter has conducted this program since 2010.

➤ Launch of Academic Committee

For purposes of pursuing the above mission, Japan Chapter established Academic committee with 15

members in industry and academia and commenced its activities in January of 2017. The committee has set its main activities: dissemination of information, exchange of information, and utilization of PMI resources and global network. In 2017, the committee undertook the tasks of providing common teaching materials for project management education, participation in Global Technology Initiative (GTI), and strengthening the ties with concerned bodies in industry and academia.

➤ Dissemination of information

The committee launched Academic Page in the chapter's website and issued Academic Newsletter. The newsletter presented five academic institutions' examples as "Our schools' PM and Practical Education". For example, the Department of Home Economic, Kobe Women's University has introduced project management education as generic skills common to the life producing course, which covers a wide range of sectors from making things in relation to clothing, food, and housing to improvement of living standards.



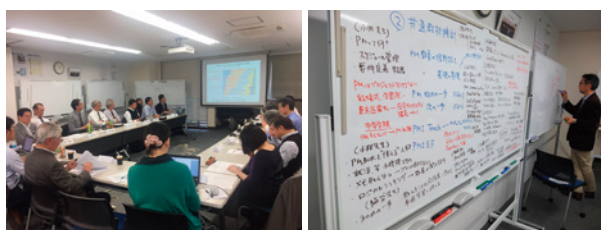
➤ Growth of Academic Sponsors

PMI Japan Chapter has had academic sponsorship enrollment system for a long time. At the end of 2017, 40 sections in 36 academic institutions, including graduate schools, universities, and technical colleges, have been registered as Academic Sponsors.

➤ Exchange of Information

Academic Sponsor Meeting

The Academic Committee launched Academic Sponsors Meeting in autumn as a framework to continue discussions on issues raised at the PMI Japan Forum 2017. 17 members from the Academic Committee, Academic Sponsors and the PM Education Study Group joined the meeting and discussed "Collaboration on Project-Based Learning (PBL) Program", "PM Common Teaching Materials", and "academic-industrial alliance".



Completion of E-learning Package, "First Step Series" and Providing It to Governmental and Academic Organizations

The Academic Committee finalized reviewing E-learning Package, "A Beginner's First Step to PM" and "A Beginner's Next Step to PM" in 2017. Given the completion, PMI Japan Chapter provided Ministry of Internal Affairs and Communications with the package as a teaching material to develop IT human resources in national government. The chapter also provided academic institutions with the completed package.

Initiation of Global PBL Collaboration

PMI Japan Chapter started collaboration on global PBL through joining Global Technology Initiative (GTI) Consortium. Three senior students from Faculty of Engineering and Graduate School of Science and Engineering, Ehime University participated in global industrial-academic alliance PBL conducted by Shibaura Institute of Technology. Three teachers from Ehime University also joined the PBL and promoted PBL collaboration among universities.

➤ Use of PMI Resources and Global Network

Becoming a Liaison Chapter of PMIEF

PMI Educational Foundation (PMIEF) promotes project management education to educational institutions from elementary schools to high schools and NPOs as an independent foundation free from PMI. PMI Japan Chapter has registered itself as a liaison chapter of PMIEF in 2017. The Academic committee started its activities through translating "Project Kids Adventure" (PKA) series, lined up as an adventure novel for children in PMIEF, which aims to teach project management to children. The committee completed the translation and had the Japanese series lined up to open to the world as free teaching materials in PMIEF. The chapter donated JPY 500,000 to PMIEF, agreeing with the aim and purpose of PMIEF.



Seminars and Workshops

Japan Chapter conducted more than 40 seminars and workshops in 2017. These seminars and workshops consist of four groups: standard seminars, first-time seminars, annual seminars organized by CoVs, and others.

Standard Seminars

Monthly Seminars

Monthly Seminars are organized by the Seminar Program, a CoV of PMI Japan Chapter. Its members are in charge of selecting and coordinating with a lecturer as well as running the seminar. Monthly seminars provide existing and prospective project managers with opportunities to improve their skill set in a wide range of knowledge areas, including but not necessarily limited to those covered by *the PMBOK® Guide*.

Agile Project Management Seminars

There were nine sessions of Agile Project Management Seminars held in 2017. Agile Project Management Seminar Basic Course aims to provide a basic and correct understanding of agile, which is key to successful agile project management. Agile Project Management Seminar Start-up Course, on the other hand, aims to teach agile estimation and planning techniques in a workshop format.

Design Thinking Seminars

Five seminars from basic level course and two seminars from practical level course were held in 2017. The basic level course provides a basic understanding on the concept of customer's experience and its importance to business along with hands-on application of some techniques in a workshop format. The practical level course provides further hands-on experience in the workshop format to facilitate understanding of practical and concrete techniques, which allow participants to gain insights into customer experience, come up with good ideas and to integrate them. Here, insights mean ideas, which can be gained from customer experience and are to the point, which haven't been realized before.

New Seminars

Workshop on English Communication Skills

In 2017, Japan Chapter organized three workshops on English communication skills about managing diversity, managing conflicts as well as building trust and motivation in teams.

Next Generation Leadership Seminar

Japan Chapter held a seminar on mentoring the next generation of leaders in innovations. The aim of this seminar is to strengthen the leadership capability in driving innovations and advancements in their organizations, including incorporation of agile and design thinking techniques.

Case Method Based PM Competency Development Workshop

Japan Chapter conducted three workshops using the case study training method, involving the simulation, creation & development, and implementation of case studies.

Annual Seminars Organized by CoVs

Social Project Management Workshop

Social Project Management Study Group developed original project management methods suitable to solving social issues, based on Japan Chapter's post-disaster reconstruction support program done in the past and members' volunteering experiences. The study group organized a one-day workshop to present the developed methods covering six components: Design Thinking, Stakeholder Management, Benefit Management, Portfolio Management, Business Model Design, and Agile Management.

Risk Management Seminar

Risk Management Study Group conducted a seminar in October. The seminar continued last year's theme on "Risk Management in the Field which Prevents You from Failing". In 2017, the seminar has seen various improvements in terms of practicality, based on the feedback from various stakeholders.

PMO Seminar and Workshop

The PMO Study Group held a seminar and workshop in October 2017. The seminar and workshop were aimed to show the way the PMOs should exist at the present.

Stakeholder Management Seminar

For the first time, Stakeholder Management Study Group held a seminar in November 2017 on a theme of "Tips on Practical Use of Stakeholder Management Tools from *PMBOK® Guide* - Sixth Edition".

Other Seminars

Regional Seminar

The Regional Service Committee's mission is to improve chapter service to members, residing outside the Greater Tokyo Area, and to actively engage local member communities. The committee organized ten seminars in nine cities on agile project management. The seminar covered results of the survey conducted by Agile Project Management Study Group and facilitated understanding of agile projects in Japan.

Online Seminar

Online seminars provide means and opportunities to improve project management skills without restriction on time or place. Online seminars assume that one shall be using his/her own PC at home or a mobile device.

Communities of Volunteers (CoVs)

CoVs in the Greater Tokyo Area

Regional Service Committee

The Regional Service Committee conducts activities for purposes of improving chapter service and promoting PM communities in areas outside the Greater Tokyo Area. In 2017, The committee organized ten seminars on agile project management across nine cities of Japan. More than 350 people in total joined the seminar.

PM Community Vitalization Committee

With an objective to enhance CoVs activities, the committee coordinates information exchange among CoVs, organizes collaborative events and develops leadership capability. The committee conducted Leadership Meeting 2017 to educate CoV leaders in September. This meeting is held on an annual basis. The committee also conducted a series of CoV Leaders' Networking Meetings in order to promote mutual understanding and collaboration between CoVs.

Marketing and Membership Committee

The committee's mission is to increase chapter members and corporate sponsors for PMI Japan Chapter. The committee conducted five orientation meetings for new members in 2017: four times in Tokyo and once in Osaka. The orientation was able to reach out to more than 100 new members, helping them in gaining a good understanding of PMI Japan Chapter's activities.

International Cooperation Committee

The committee ultimately aims to expand presence of PMI Japan Chapter abroad and to provide corporate sponsors and chapter members with global news and updates. The committee collaborated with IRC Study Group to make a presentation on Japanese project management framework on the event organized by PMI Mumbai Chapter. The committee and IRC members built a foundation of future collaboration with Mumbai Chapter in terms of exchange of opinions and reciprocal dispatch of speakers.

Academic Committee

The committee aims to raise awareness of project management education through delivering a message that knowledge and discipline of project management field of study are essential skills that will be in high demand for academic environment and for the future society, in general.

Standard Promotion Committee

This committee studies PMI standards, translates them into Japanese and provides Japanese project management community with the translated

publications. In 2017, the committee completed translation and publication of *"Managing Change in Organizations: A Practice Guide, PMBOK® Guide - Sixth Edition"*, and *"Agile Practice Guide"*. The committee translated *"How Successful Organizations Implement Change"* and made it available on Japan Chapter's website. The following are the books currently in the process of translation: the *"Project Manager Competency Development Framework - Third Edition"* and the *"Construction Extension to the PMBOK® Guide"*.

IT Study Group

This study group is a group of members who study good practices in project management in IT industry. In 2017, the study group compiled the tips from good practices used in IT projects and continued to prepare a guide for young project managers in this industry.

Earned Value Management (EVM) Study Group

EVM Study Group studies Japanese EVM cases and reads the latest international EVM articles. The members annually present the learning outcomes at PMI Japan Forum. In 2017, the members translated English articles on Earned Schedule (ES) and discussed them at monthly meetings. At the Forum some members presented the outcomes under the title of *"Reliance of TCPI and TSPI and Their Strategic Use"*.

Portfolio/Program Management Study Group

Some members in the study group formed a company, started business and set up a mid-term management plan to gain knowledge and experience covering a broad range of areas through practicing portfolio/program management. The members started to examine the effectiveness of portfolio/program management.

PM Talent Competency Study Group

PMI published *"Project Manager Competency Development Framework - Third Edition"*, and this study group launched a translation project in 2017. Furthermore, the study group held two workshops on project management competency, incorporating the short case methodology.

OPM Study Group

The Study Group studies various methods for Organizational Project Management (OPM), focusing on *Organizational Project Management Maturity Model (OPM3®)*, and its members have made efforts in promoting and developing good practices. In 2017, the group also discussed the relation between OPM and Benefits Realization Management (BRM).

Risk Management Study Group

The purpose of this study group is to expand and enhance risk management practices across Japan. At PMI Japan Forum 2017, the group made presentations on the subject of practical management methods, which incorporate CMMI and system design thinking as well as new risk management, which involves qualitative risk analysis.



PMO Study Group

The study group aims to contribute to PMO development in Japan and studies its corresponding concept and practice. In 2017, the members presented the study results at PMI Japan Forum and held a PMO seminar and workshop in October.

PM Tool Study Group

The group investigates PM tools and methods, exercising ingenuity and sharing from experiences. At PMI Japan Forum 2017, group members presented about methods on improving the project success rate by incorporating “business model canvas” and “value proposition canvas” into agile projects.

Women OBF Study Group

The study group aims to exchange information and knowledge, based on their own experiences to help female project managers and candidates play important roles at their job. The group invited male managers and organized a panel discussion at PMI Japan Forum 2017. The panel discussion’s theme was “What to Do to Strengthen Female Project Managers’ Presence from the Viewpoints of Both Men and Women”.

PM Education Study Group

Members of the group gave a lecture at six academic institutions, including graduate schools, universities and junior colleges on the subject of project management. The study group also continued its efforts to deliver project management lectures in English in line with globalization trend. The group reviewed the translation of the GAC Handbook.

Project Management Study Group

The study group studied the exposure draft of *PMBOK® Guide - Sixth Edition*. The study group also organized a community group, “PM-ZEN”, where participants sit back, speak out about their problems and worries on

the subject of project management and hold group discussions. PM-ZEN was held five times in 2017.

Business Analysis Study Group

At PMI Japan Forum 2017, the group delivered a speech on the necessity of Business Analysis and outlines of “Business Analysis Practice Guide”. At the monthly meetings the group studied scope model.

Social Project Management Study Group

In 2017, the group aimed to strengthen the awareness about social project management and increase the number of active group members. In order to fulfill this aim, the group held a Social PM Practical Workshop, presenting its own project management methods, nine times: six times in Tokyo, twice in Nagoya, and once in Osaka. 140 people in total joined the workshop.

Agile Project Management Study Group

This group’s mission lies on raising awareness and distributing information about agile project management. The study group continued to organize meetings, which allow the participants to study together for the PMI-ACP® exam. The study group annually conducts “Perception Survey Results on Agile Project Management”. The study group presented the survey results and recommendations at PMI Japan Forum 2017. Furthermore, the head of the group delivered a talk on agile at Regional Seminar in collaboration with Regional Service Committee.



Stakeholder Management Study Group

This group’s mission lies on increasing the understanding and distributing information about stakeholder management techniques. In 2017, the group continued to study the exposure draft of *PMBOK® Guide - Sixth Edition* and discussed contents of the Japanese version after its release. The group presented the outcomes at PMI Japan Forum 2017.

PM Translation and Publishing Study Group

This study group aims to support PMI Japan Chapter and CoVs by providing translated monthly publications on PMI Standards. In 2017, the group joined the project, organized by Standard Promotion Committee, on translating “*Managing Change in Organizations: A Practice Guide*”. In addition, the group launched a joint project with the same committee for translating the “*Construction Extension to the PMBOK® Guide*”.

International Relations Community (IRC) Study Group

IRC is the place for interactions between expatriates and bilingual project managers. The group participated in PMConclave 2017 organized by PMI Mumbai Chapter in November to talk about reconstruction efforts after the Great East Japan Earthquake and efforts to shift energy in Japan.



PMBOK® Seminar Program

This program held two seminars to provide opportunity to study *PMBOK® Guide* – Fifth Edition in 2017. In

addition, members made efforts to improve their instructional skills for purposes of enhancing the quality of their seminars and worked on updating their original textbook in line with *PMBOK® Guide* – Sixth Edition.

Seminar Program

The mission of this program is to provide project managers across Japan with opportunities to improve their project management skills and network with fellow project managers through seminars. The Seminar Program continued to hold monthly seminars and PMI Japan Festa in 2017. Furthermore, the program collaborated with other CoVs to hold seminars in the Kansai and the Chubu areas.

CoVs in the Kansai Area

Kansai Branch Administration Committee

This Administration Committee oversees the Kansai Branch of PMI Japan Chapter and monitors the implementation of plans. In 2017, the committee organized the seminar, commemorating the 10th anniversary of its foundation, and Kansai Saturday Seminar.



PM Practice Study Group

The purpose of this study group is to increase the success rate of projects and improve practical ability of project managers through practical studies. In 2017, the group held an event commemorating the 10th anniversary of its launch, called “World Café” on the title, “Let’s talk about the future of Kansai Branch” in May. Moreover, the group conducted the PM practical workshop using case method in October.

Medical PM Study Group

The study group co-wrote and co-published a book, titled “Education Project Management – Global Standard Management Method”, in collaboration with Kawasaki University of Medical Welfare in July 2017.



IT Upstream Process Study Group

The study group collaborated with PM Creation Study Group in 2017 to study the use of business analysis methods in projects and ways of integrating projects with business analysis. The study group presented the outcomes at PMI Japan Forum and the meeting for Kansai Branch CoVs.

Quantitative PM Study Group

This group collects knowledge on how to utilize the quantitative data of project management and works towards raising the awareness of the Critical Chain Project Management (CCPM). In 2017, the group members delivered speeches, describing the issues and outcomes from applying the quantitative project management techniques at their corporate projects.



PM Creation Study Group

The study group has a newly defined mission: “Create world-class project managers who are from the Kansai area”. The group studied methods and techniques, which allow members to practice the PMI Talent Triangle®. Moreover, the group worked out the issues and generated the corresponding solutions on social project management, based on social activities related to members’ experiences. The group presented these outcomes at PMI Japan Forum 2017.

CoVs in the Chubu Area

Chubu Branch Administration Committee

This Administration Committee oversees the Chubu branch of PMI Japan Chapter. In 2017, the committee organized an event commemorating the 2nd anniversary of its foundation and helped Chubu CoVs continue their activities.

PM Salon

The purpose of this group is to contribute to value creation in the Chubu area by providing opportunities to exchange information on management and generate knowledge sharing. In 2017, the group conducted various events, namely a rehash of Tokyo monthly seminar, an event organized in collaboration with other CoVs, PM Salon with outside lecturers, etc.



Regional Social Management Study Group

This study group does research on how project management can contribute to regional development, generates solutions to social issues and puts the ideas into practice. In 2017, the study group made efforts to gain a foothold to implement practical social activities. For example, the study group approached Toyota city, which is advancing efforts to solve social issues in Chubu, and arranged a lecture on “Realizing Low Carbon Society: Toyota City’s Efforts” at the 2nd Anniversary Seminar of the Chubu Branch of PMI Japan Chapter.



Corporate Sponsor Study Groups

Human Resource Development Study Group

Focusing on the character competency of project managers, the group strives to provide deliverables, which are useful in the practical manner. In 2017, the group published an e-book, titled “A Book to Strengthen Project Managers’ Character Competency – Have Passion for Management” on the chapter’s website. The group hopes that the e-book allows readers to help them coach their juniors or develop their own competency.



Environments), which is a project management method used by the UK Government.



PM Community Study Group

This study group operates under a slogan of “Project management communities make a difference on project managers – How to create an attractive project management community?”. In 2017, the study group conducted case studies on 13 companies and compiled the results, identifying the preliminary purpose or objective of each company in launching a project management community.

Young PM Development Study Group

This group discusses and pursues innovative ways of cultivating young project managers with the aim of developing the next generation of project management practitioners. The group presented their outcomes and delivered a speech about stakeholder-specific conduct codes for boosting project managers’ motivation at PMI Japan Forum 2017.

PM Practical Skill Enhancement Study Group

The group continued to study the know-how on enhancing one’s practical skills in managing projects as taught in PRINCE2™ (PROjects IN Controlled

Case Method Study Group

This study group was launched in November of 2017. Its main objective is to improve members’ skills as facilitators of project management seminars with case method in a group setting.



Communication of Information

Website

Website is an important medium to support PMI Japan Chapter's activities. In 2017, the chapter had about 120,000 visits per month. The website serves as the focal point of information on various seminars, applications, book sales, credit card transactions, translated articles of PMI publications, online newsletters, and reports on overseas congress and Japan Chapter's large seminars. The website has respective pages designated for PMI Japan Chapter members and corporate sponsors in order to provide them with relevant information.



Newsletters by Email

The chapter's email newsletter service is subscribed by 13,000 PMP holders⁷⁾, 4,000 PMI Japan Chapter members, and 110 corporate sponsors. These newsletters provide readers with various information in relation to seminars, newly published book campaigns, and translated articles made available on the website.

7) Only people who have agreed to receive information from PMI Japan Chapter

Downloadable Tools

PMI Japan Chapter's website provides opportunity to use templates produced by CoVs. The chapter members can download them at no charge.

- A collection of templates from *PMBOK® Guide – Fifth Edition*
- Risk Management templates
- PMCDF-related e-books including "A Book to Strengthen Project Managers' Character Competency – Have Passion for Management"

Digital Newsletters

Online newsletter provides readers with event reports, new sponsorship announcements, articles from distinguished project managers, facts and data, including the number of PMI certificate holders and PMI Japan Chapter members, names of corporate sponsors, a list of the Board of Directors. The newsletter is issued on a quarterly basis.

Facebook

PMI Japan Chapter has an official page on Facebook, an online social media service, used as another gateway for communicating not only news updates from the chapter's website, but also for circulating information from PMI and PMI Educational Foundation.



Financial Statements

Balance Sheet

As of December 31, 2017

(Unit: JPY)

Assets		Liabilities	
Item	Amount	Item	Amount
【Current assets】	139,926,801	【Current liabilities】	42,277,294
Cash and time deposits	111,928,904	Trade payable	5,961,407
Trade receivable	12,849,287	Accrued expenses	5,157,896
Goods	6,849,880	Income taxes payable	2,989,900
Inventory goods	386,640	Accrued consumption tax	2,015,700
Prepaid expenses	2,422,855	Advance received	25,336,780
Sundries receivable	5,489,235	Deposits received	815,611
【Fixed assets】	3,778,092	Total liabilities	42,277,294
【Tangible fixed assets】	966,864	Net assets	
Buildings and associated facilities	718,286	【Shareholders' equity】	101,427,599
Fixtures and fittings	248,578	Endowments	55,000,000
【Intangible assets】	109,788	Retained earnings	46,427,599
Telephone subscription rights	37,600	Other retained earnings	46,427,599
Software	72,188	Retained earnings	46,427,599
【Investments and other assets】	2,701,440	Total net assets	101,427,599
Deposits made	2,701,440	Total liabilities and net assets	143,704,893
Total assets	143,704,893		

Statement of Income

From January 1, 2017
To December 31, 2017

(Unit: JPY)

Item	Amount	
【Sales】		
Sales	127,084,798	
Fee income	21,343,189	
Total sales		148,427,987
【Cost of sales】		
Product inventory at the start of the period	7,573,772	
Cost price of publications	12,641,660	
Cost price of seminars	37,697,645	
Other cost price	6,772,884	
Total	64,685,961	
Transfer to other accounts	32,592	
Product inventory at the end of the period	6,849,880	
Cost of sales		57,803,489
Gross profit on sales		90,624,798
【Selling, general and administrative expenses】		
Total selling, general and administrative expenses		79,525,688
Operating profit		11,098,810
【Non-operating income】		
Interest received	953	
Miscellaneous receipts	898,201	
Total non-operating income		899,154
【Non-operating expense】		
Casualty loss	20,000	
Total non-operating expense		20,000
Ordinary profit		11,977,964
【Extraordinary loss】		
Donation	518,475	
Total extraordinary loss		518,475
Net income before taxes		11,459,489
Corporation tax, municipal tax and enterprise tax		3,364,740
Current net profit		8,094,749

Board Members

As of December 31, 2017

Name	Position	Professional Affiliation
Kaoru Okuzawa	President	Representative of KOLABO
Aritoshi Katae	Vice President	Senior Consultant, PROSEED Corporation
Takeshi Hayama	Vice President	Senior specialist, Business Planning Section, Technology and Innovation General Headquarters, NTT DATA Corporation
Shigeki Aso	Director	Chief Manager, Banking System, Financial Systems Development, Division, NEC Corporation
Masahiro Inoue	Director	Deputy President, Professor, Shibaura Institute of Technology
Yukari Urata	Director	HS Information Systems Co., Ltd.
Kouji Kinami	Director	Operating Director, Management Solutions Inc.
Manabu Saito	Director	Senior Manager, Skylight Consulting Inc.
Noriyasu Sugimura	Director	SQA/PMO Manager, Enterprise Services., Microsoft Japan Co., Ltd.
Yasuji Suzuki	Director	President, PM Associates KK
Masanori Takahashi	Director	Representative Director, PMPro, Inc.
Masaoki Takeuchi	Director	President, International Development Center of Japan
Yahiro Takegami	Director	Associate Partner, IBM Japan, Ltd.
Tetsuya Toma	Director	Professor, Graduate School of SDM, Keio University
Mikihiko Tokunaga	Director	Senior Coordinator, Service Planning Department, Hitachi Information Academy Co., Ltd.
Hidetaka Nakajima	Director	President, Planet KK
Nobuaki Fukumoto	Director	Vice President, Global Business Services, IBM Japan, Ltd
Yoshitake Mishima	Director	Social ICT Business Dept., Senior IT Architect, Mitsubishi Research Institute, Inc. Government Assistant CIO
Koji Morita	Director	Manager, GTS Department, IBM Japan, Ltd.
Taketoshi Yokemura	Director	General Manager, Business Solutions Group, RICOH Company Ltd.
Hiroto Kamba	Auditor/PMI Region 9 Mentor	Representative, Kamba PM Laboratory
Kenji Hiraishi	Auditor	President, BTG International Corporation
Yoshiko Watanabe	Auditor	Outside Director, Japan Finance Corporation



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