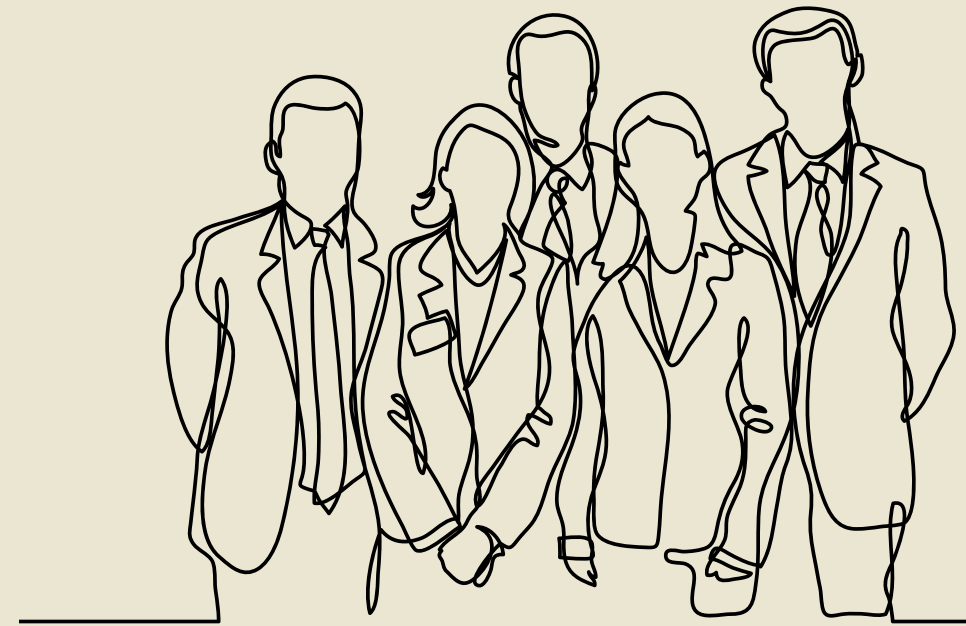


PMI Japan Chapter Annual Report 2018



PMI Japan Chapter

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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 the membership base, comprised of project management practitioners. PMI will celebrate the 50th anniversary of its foundation in 2019.

"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.

PMI JAPAN CHAPTER

PMI JAPAN CHAPTER

PMI's representative chapter in Japan was first established in 1998 as the PMI Tokyo Chapter and was later renamed to the PMI Japan Chapter in 2009. The chapter cooperates with a number of stakeholders for purposes of promoting and advancing the knowledge of project management. In 2018, the chapter celebrated the 20th anniversary of its foundation.

The PMI Japan Chapter organizes various events, Communities of Volunteers (CoVs) and offers books related to the field of Project Management. The PMI Japan Chapter's activities are supported by members, volunteers as well as corporate sponsors and are designed to promote 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. Throughout this year, the Japanese economy has been slowly but steadily recovering amidst the growing tensions in its surrounding political and economic environment. We also have witnessed unusual weather patterns and earthquakes.

The year of 2018 marked the 20th anniversary of the PMI Japan Chapter's foundation. On this occasion, we implemented an array of commemorative projects, including a special publication of PMI Japan Chapter 20th Anniversary Book and *The PMI Talent Triangle*, exclusive events (seminar, golf competition, barbecue festival and networking event for active members), representation of the PMI Japan Chapter in overseas conferences by selected active members, preparation of the 20th anniversary logo and goods, and arrangement of a unifying theme for the PMI Japan Forum and PMI Japan Festa. We were able to organize these events on a high note in a very significant manner thanks to the wonderful collaboration between the project members in charge of the commemorative programs, members of the Secretariat, contributors of the anniversary book and publication as well as our event participants. We would like to express our deepest thanks to all those people who graciously extended their support in making these events successful.

At the outset of 2018, we mentioned that we would "seek to boost the number of chapter members to the 4,000 range." Fortunately, we have seen a larger-than-anticipated increase in our membership, reaching over 4,600 by the end of year. We are planning to make a detailed assessment of the factors that contributed to the sharp increase in membership and to reflect its outcome in chapter activities in 2019. We believe that this is the result of dedication and commitment shown by the chapter members.

Currently, PMI's headquarters is in the process of reviewing its



Kaoru Okuzawa President

strategy and releasing various publications. Behind this move, PMI is exploring ways to strengthen its position in the global market of rapidly progressing innovation, dubbed as digital disruption. The set of circumstances surrounding the chapter, albeit different from those that affect the headquarters, is also changing at an accelerated pace. We believe that we are facing an uncharted territory of changes that we need to address and take actions in advance.

The PMI Japan Forum in July and the PMI Japan Festa in October, held under a unifying theme, were a huge success. In addition, we held an annual Leadership Meeting in 2018 to communicate about PMI Japan Chapter's matters of concern and challenges in a broader format involving study group leaders.

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

In 2018, the second year of the Three-Year Mid-Term Plan, the PMI Japan Chapter implemented a periodical review of the plan. The directors, committees, and Secretariat will continue to make concerted efforts to execute the plan and provide you with an invaluable service.

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

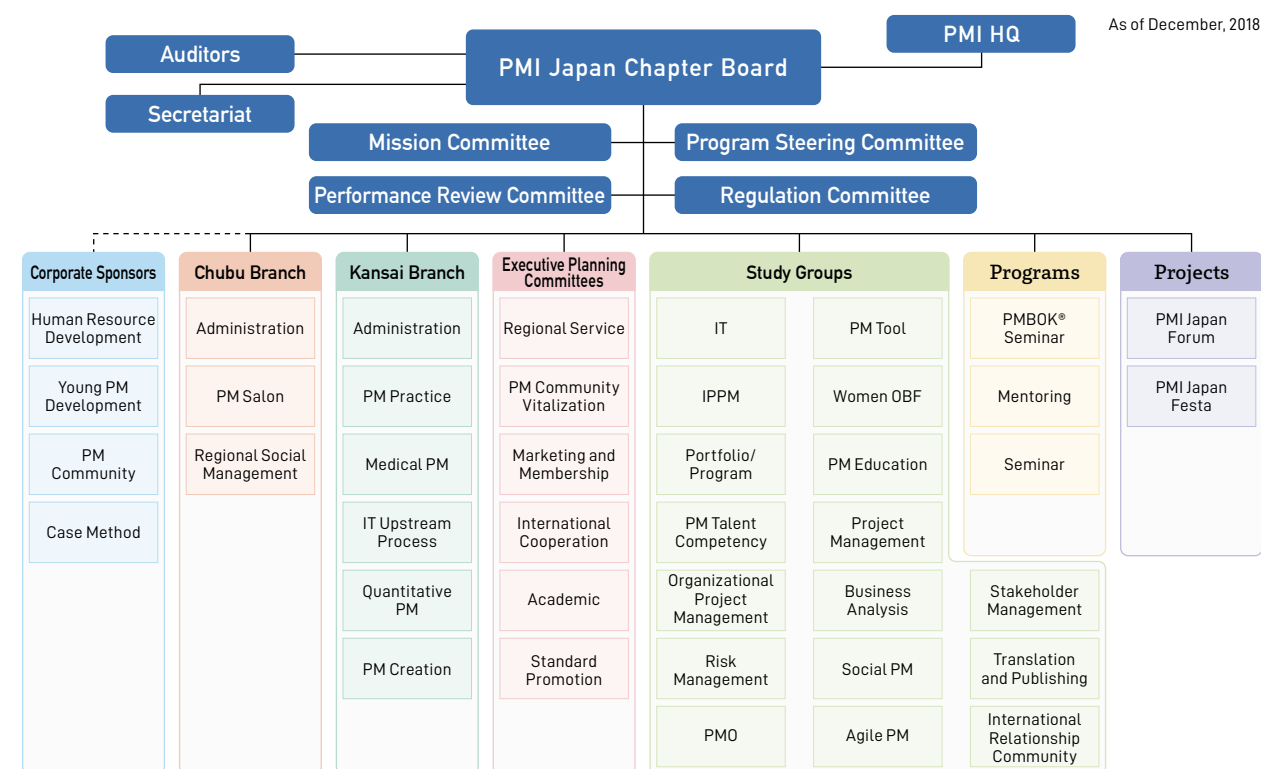
The PMI Japan Chapter will continue to assist corporate sponsors in engaging in voluntary study group activities. We encourage them to take advantage of our corporate sponsor study groups and global network.

We believe that study groups will bring worthwhile experience for members because their activities are designed to enhance skills, facilitate information exchange and networking with seasoned project managers, learn study outcomes, and achieve clarity as to whatever questions they may have.

This annual report is intended to provide an overview of PMI Japan Chapter's wide range of activities, which involve voluntary contributions made by members. Members' dedication and contribution are the backbone of the chapter. We encourage members to stay involved and non-members to consider joining us.

PMI Japan Chapter's Organization

Organizational Structure



Mission Committee

The Mission Committee devises a mid-term plan and presents important issues to the Board of Directors of the PMI Japan Chapter (hereinafter "the chapter"). The committee monitors chapter activities to ensure these are aligned with the mission. If necessary, the committee brings up a proposal for corrective actions to the Board of Directors. The year of 2018 was the second year of the chapter's Mid-Term Plan (2017-2019). The Mission Committee requested executive planning committees to report on the progress of implementation of the mid-term plan and identified the necessity to revise the plan and take additional measures. The committee compiled, presented the proposed revisions, and briefed on issues that may arise in 2019 to the Board of Directors.

Program Steering Committee

The Program Steering Committee devises annual plan of the 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 Program Steering Committee also monitors 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.

In 2018, the chapter conducted various new activities such as ones related to the commemoration of the 20th anniversary of its foundation, ones that aim to expand collaboration with external organizations, and ones that aim to boost CoV activities across Japan. With these many new activities, the Program Steering Committee collaborated with Executive Planning Committees and the Mission Committee to properly

sort out and select discussion items for the board meetings and share the committees' efforts with members.

Performance Review Committee

The 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. In 2018, 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 2018, the Regulation Committee formulated some clauses in the chapter bylaws to solve issues related to running the chapter.

Auditors

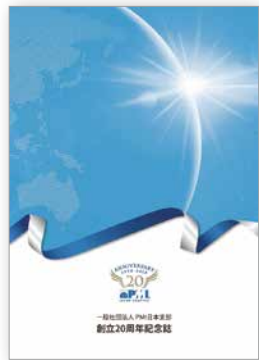
The auditors carry out an independent audit on work performed by the Board of Directors and the Secretariat in response to the members' mandate. By doing so, the auditors ensure that the chapter runs healthy, sustainable operations and accomplishes its purpose. Throughout 2018, the auditors regularly conducted an internal audit. They also conducted an audit on the year-end closing for FY2017.

The 20th Foundation Anniversary Activities and Events

The Commemorative Book, "PMI Japan Chapter 20th Anniversary Book – A celebration of our history"



The Commemorative Book, titled "PMI Japan Chapter 20th Anniversary Book – A celebration of our history" was published in July 2018. The Japan Chapter launched the project of creating the 20th anniversary commemorative book in December 2017 for purposes of putting together a chronological overview about chapter's history. We started the project by deciding the basic layout and the plans to fill the book with historical facts and short essays by people who were involved with the chapter. Then, we proceeded to look for documents, considering what kind of facts it should include in the book. Board meeting minutes and newsletters served as the main source. Materials prepared at the initial period in chapter's history were dispersed and lost. The first Secretary General kindly provided us with documents from the period, and we interviewed other concerned people to obtain more facts. Thanks to these endeavors, we managed to put things together. Unfortunately, there were few photos taken during the early period, so most photos published in the book were from newsletters.



It was a good timing to put together an overview about chapter's history from the documents and memory of people involved, as people who contributed to the establishment of the chapter 20 years ago are getting older. If we missed this opportunity, it would have been difficult to do that in the future. It is very significant that the chapter was able to record so many people's efforts and contribution to the development of the chapter.

Commemoration Events

In commemoration of the 20th anniversary of its foundation, the PMI Japan Chapter hosted four events with a mission to make the chapter's 20th anniversary known to the general public and provide stakeholders with networking opportunities.

(1) Commemorative Seminar
Date: Sunday, May 20, 2018
Venue: Hitotsubashi Hall, National Center of Sciences Building

The working group of commemoration seminar made sure that not only chapter members and PMI members but also PMP certification holders, who are not members, can participate free of charge. In fact, the seminar attracted so many people that online registration closed the day when the registration started due to full quota. Non-members accounted for 51 percent of all the participants, and PMP holders accounted for 98 percent of all the participants. These numbers proved that the chapter successfully met its goal of making its activities known.



(2) Commemorative Golf Competition
Date: Saturday, September 22, 2018
Venue: Omigawa Tokyu Golf Club
 The chapter hosted the golf competition for the first time for a group of 15 people, including chapter members and employees of the corporate sponsors. The participants were a group of people who would

never have chance to talk with each other in daily life; however, the golf competition allowed them to open up direct communication, some participants gave us pieces of advice about the chapter's activities.



(3) Barbeque Festival
Date: Saturday, November 10, 2018
Venue: Wakasu Park, Koto-ku, Tokyo



43 participants including chapter members and their families (33 adults, 6 children, and 4 babies) gathered at the Wakasu Park. This was the first event to include not only members but also their families. The participants had fun communicating with each other while preparing for the barbecue. This family gathering reminded us that the chapter activities are based on the support from many chapter members as well as their families.

(4) Active Member Party
Date: December 1, 2018
 As the last commemorative event, the PMI Japan Chapter hosted this party for active members, who have been supporting the chapter's everyday activities. The event aimed to provide them with an opportunity to network across CoVs. In total, 63 active members joined the party. The chapter gave the commemorating publication of the book, The PMI Talent Triangle to all attendants as a sign of gratitude.



Commemorative Publication of the Book – The PMI Talent Triangle

The launch of this book reflects the chapter's desire to offer information and perspective about the future of project management. In fact, the entire content is arranged to provide readers with practical insights in relation to this topic. The simple gist of the book is as follows.



- The first chapter mainly focuses on digital disruption and explains the shift of expectation toward project management, what the project management should be in the future, and an ideal image of project managers that reflects skillsets defined by "PMI

Talent Triangle™".

- The second chapter turns into the topic of strategic and business management. The chapter illustrates business knowledge needed for keeping up with the latest trends, such as Benefits Realization Management (BRM) and enterprise PMOs (EPMOs).
- The third chapter focuses on technical project management, providing key terminology, frameworks, and concepts from the *PMBOK® Guide*, various PMI standards, and survey reports. Moreover, the chapter explains practical knowledge useful for applying the content of the publication for agile and project, program and portfolio management (PPPM).
- The fourth chapter brings up the topic on leadership and explains the shift of requirements for project management leadership. The chapter also provides practical knowledge on change management and

The 20th Foundation Anniversary Activities and Events

servant leadership.

- Finally, the fifth chapter explains about application of talent triangle as a tool to improve the capacity of project management.

The book is a collection of opinions from various writers

in an omnibus style. Thus, readers can start from any chapter. The PMI Japan Chapter hopes that the book will provide those, who are engaged in the field of project management, with insights about the future direction of project management.

Chapter Representation in Overseas Conferences by Selected Active Members

The chapter created a framework to send selected active members to PMI-related conferences in the United States. The purpose was to capture the latest trends in project management overseas and share their acquired knowledge with project managers in Japan. The four participants took the advantage of this opportunity, participated in two conferences, and later presented their knowledge and findings obtained from them along with their opinions based on their experiences.

At the two conferences, they joined sessions to give results of the survey conducted by PMI and experts' recommendation to project managers in the world. Through this activity, the Japan Chapter was able to share the insights obtained from the conferences with project management community in Japan.

- **PMI® Global Conference 2018**
Mr. Fuminori Toyama, Portfolio/Program Management Study Group
Mr. Tadatoshi Sekiguchi, Agile Project Management Study Group

We participated in the PMI® Global Conference 2018, held from October 6 to 8 in Los Angeles. The theme of the conference was "Champions of Change". The theme implies that the project manager and the PMO are the leaders of change management. The conference sessions were lumped into three groups: "Analyzing and Process Improvement", "Enhancing PM Skill", and "Influencing and Business Strategy". There are various sessions, ranging from methodological ones on the subjects of Agile and Program/Portfolio Management, to more practical ones such as ways to respond to the digital era and application to medical industry.



The keynote speaker was Mr. Jon Dorenbos who is a National Football League player and a magician. His

presentation included his table magic. He talked about his traumatic experiences in youth, encounters with magic and later with football, and overcoming his trauma. His message was that you need to change yourself, if you want to keep up with changes.

The opening speech on the day two was delivered by Mr. Cam Marston, an expert in generation gaps. He talked about five different generations in working places. He said that research results showed that communication preferences vary from generation to generation, so you need to bear that diversity in mind even at offices. That mindset exerts continuous effects on the implementation of projects. His way of lumping people into several generational categories is based on the North American societies, but it applies to Japanese society as well. We found that his prescription is effective for the generation gap we have felt while implementing a project. In the evening of day one, there was a ceremony for PMI Professional Awards including Project of Years. As we read through the award winner's achievement, we understand that PMI regarded him highly because he successfully led the innovation as a PMO/PgMO. We found PMI's conviction that PMOs/PgMOs should take initiatives in generating innovations.

Apart from those sessions, there were more than ten 60 to 90-minute sessions in one track over three days, and there were more than 10 tracks. Mr. Sekiguchi chose session on the subject of Agile and Mr. Toyama chose ones on the subject of Program/Portfolio Management. Many sessions are fully interactive, and



chairs and tables were set to induce discussions among participants. The speakers sent out online questionnaires to participants, who also responded online during the sessions. The speakers incorporated responses into session proceedings, taking into account the participants' opinions and experiences.

In the main hall, there were book sales and exhibition booths by corporations. At the stage called "Playground", there were various events all day, including brief sessions, a public recording for PMI Podcast, "Ask the Expert" sessions. Since these events encouraged participants to interact with one another, I hope the PMI Japan Chapter can copy them. It may be difficult to do so due to the limitation of venue the Japan Chapter uses though.

We took advantage of those events to network with other participants. We met with project managers responsible for marketing and procurement, which is totally different in Japan. We came to realize that the occupational range of attendants was wide. Their morale was high, because they were motivated to make the best use of the conference for their career advancement. The three-day conference was very stimulating. Next year will be the 50th anniversary of PMI's foundation, and the conference will be held in Philadelphia, where PMI is headquartered. The conference was a wonderful learning opportunity, and there are so many things you can learn here, only on this occasion. We hope that many Japanese project practitioners will attend the conference.

- **PMO Symposium® 2018**
Mr. Kenji Haga, PM Education Study Group
Mr. Kazuro Haga, Risk Management Study Group

We have participated the PMO Symposium® 2018 for the first time, which was held at Washington, D.C., U.S.A. for

four days between July 11-14, 2018. It was impressive to learn that the symposium set a theme of how to survive the disruptive era with the rapid advancement of technology among many other themes.

As part of the award ceremony for the "PMO of the Year," there were presentations by three finalists from an academic institution, the communications industry, and insurance industry. At the end, Telstra, an Australian communications company, won the award. The finalists from the academic institution talked about their story.



On the third day, there was an offsite learning session. During the session, we were able to listen to the latest PMO case of CARFAX. There were other learning sessions involving a field trip to AMTRAK, NASA's Space Flight Center, and museums. There was a total of 58 breakout sessions which lasted one to two hours. We were able to pick our preferred lectures and presentations from various topics.

During the symposium, breakfast, lunch, dinner time and breaks between sessions are set as networking time. We could take advantage of this meaningful opportunity for the exchange of information. It was a very meaningful event for us. We hope that you will participate in the symposium when you have the opportunity.

Unified Theme

The theme for the PMI Japan Forum 2018 and the PMI Japan Festa was unified as "Dealing with Challenges – Transcending Boundaries." The chosen theme focused

on organizational activities which enable innovations that government and corporations are envisaging to take place in the IoT and digital societies.

Commemorative Logo for the PMI Japan Chapter, and Souvenir

PMI Japan Chapter created the commemorative logo for the chapter and presented the souvenir to chapter members and seminar participants. The purpose of this

activity was to improve the sense of belonging to the PMI Japan Chapter, invite non-chapter members to the chapter, and raise awareness about the PMI Japan Chapter.

PMI Japan Forum 2018

Date: July 14–15, 2018
Venue: Gakujutsu Sogo Center (Hitotsubashi-Hall)
Theme: Dealing with Challenges – Transcending Boundaries

The PMI Japan Forum is the largest event that the PMI Japan Chapter holds on an annual basis. The Forum provides the PM community in Japan with an opportunity to strengthen one's knowledge about project management cases and the latest trends. In addition, it serves as the main occasion that raises awareness about our chapter's activities to the PM community.

At the beginning of the event, the PMI Japan Chapter president, Mr. Okuzawa introduced the history of the PMI Japan Chapter in commemoration of the 20th anniversary of its foundation and handed a commemorative gift to past presidents. After that, Mr. Mark A. Langley, President and CEO of the PMI, delivered a keynote speech under



the title of "The Future of Project Management", and Mr. Hirotooshi Kamba, Region9 Mentor, delivered a keynote presentation on "New Wave of PM Role under Era of Disruptive Innovation". Following two keynotes, ten invited speakers from Japan and overseas made inspiring presentations on various subjects over two days.

At the main hall of the venue, all the invited speakers' speeches were simultaneously interpreted from Japanese to English and vice versa as in the past. Those 12 speeches were also broadcast online to more than 180 participants outside of the venue across Japan with an online streaming service.

The Forum ran a Global Track consisting of four presentations delivered in English. There were five speakers from the PMI Sao Paulo Chapter, which is celebrating its 20th anniversary in 2018, from Australia, the Netherlands, and the United Nations Office for Project Services. Those presentations attracted many participants who are highly interested in overseas trends.

There were 36 other presentations by representatives from 28 CoVs, who presented the outcomes of their studies they were engaged in throughout the year. The subjects of presentations included the *PMBOK® Guide*, Portfolio and Program Management, Risk Management, the OPM Model, Project Manager Competency Development Framework, Social Project Management, Agile Project Management and many others.

PMI Japan Festa 2018

Date: October 13-14, 2018
Venue: Fujiwara Hiroshi Hall, Kyosei-kan, Keio University
Theme: Dealing with Challenges – what does the disruptive era demand project managers to change?

PMI Japan Festa 2018 was held on October 13-14, 2018. This year, the Festa offered three workshops for the first time along with ten lectures. The Festa provided live online streaming services to engage more people, regardless of where they live. In total, more than 700 people attended the event over the course of two days. The subjects of the ten lectures ranged from leadership to the state-of-the-art technologies. For example, leadership that allows you to overcome hardships, project efficiency, human resource development, Artificial Intelligence (AI) business and aerospace. The

attendants' evaluation of the event was very high.

This event is planned, organized and implemented by volunteers who belong to the Seminar Program, a CoV of the chapter. Reflecting on points for improvement from the previous year's Festa, the Seminar Program starts their meticulous preparation about ten months before the event.



Study Group Leaders' Networking Meetings

The PMI Japan Chapter has many study groups: 17 in the Greater Tokyo area, five in the Kansai area, two in the Chubu area, and two programs in the Greater Tokyo area. Their activities are purely voluntary. Many chapter members actively use the study groups and the programs to network with fellow project managers, exchange information, and train themselves in project management. The PMI Japan Chapter regularly holds study group leaders' networking meetings for purposes of streamlining communication across the study groups.

In 2018, the networking meeting took place four times: March, June, October and December. The meeting agenda included introduction of each study group's activities, sharing of the latest news about the chapter

activities, and networking among leaders of the study groups. Especially this year, the meetings served as occasion to share timely news updates about plans and events in relation to the 20th anniversary. The chapter will continue to hold the meetings to encourage the collaboration between study groups, increase the number of active members in each study group and boost the study group activities in general.



Orientation for New Chapter Members

The PMI Japan Chapter provided new chapter members with orientation four times in Tokyo. The orientation helps them learn about the PMI, the PMI Japan Chapter, availability of study group and its activities and encourages them to take advantage of the benefits of chapter membership. Since more than 100 new people per month joined the chapter membership in 2018, it is important that they familiarize themselves with opportunities to participate in the CoVs. Although the venue only holds up to 30 people, the orientation has been received well.

The orientation consists of two components: a lecture and a networking. The lecture is about the PMI, the PMI Japan Chapter and study group activities and is followed by a Q&A session. Afterwards, the networking starts, and the newcomers, board of directors, staff at the Secretariat, and volunteers from study groups talk with each other. If you are a chapter member, you are entitled to participate in the orientation free of charge. For those who became chapter members but do not know much about the benefits of the membership, the orientation is definitely the occasion to attend.

Leadership Meeting 2018

The PMI Japan Chapter held its fourth Leadership Meeting 2018 (LM2018) on September 1-2, 2018, summoning 72 people: leaders and active members from each study group, the president, board of directors, staff of the Secretariat, and guests from PMI Asia Pacific.

This meeting was planned and run by the LM 2018 Operation Team, which consists of volunteers mainly in the PM Community Vitalization Committee. To organize the meeting, the team prepared the project charter for the LM 2018, appointing the project manager and clarifying the purpose, authority, and responsibilities of the project manager. The team managed the LM 2018 as a project like an organization of PMI.

The main feature of LM 2018 was the workshop for identifying target market for prospective new members and discussing issues and possible solutions. At the first session, participants discussed the target groups that

the chapter needs to attract in the future. They identified six of those: senior project managers, project managers who work for IT companies, students, project managers who work for startup companies, project managers who work for contractors and others. Later, six groups of participants brainstormed on issues in attracting each target group and possible solutions. At the end of the workshop, participants presented the outcomes from their group discussion.

The Leadership Meeting is an annual event that aims to make PM community more active and is expected to develop according to needs.



Progress Made toward Further Enhancement of Chapter Activities

The year 2018 was the second year of the chapter's fifth Mid-Term Plan. The first half of 2018 was spent for confirming the contents of an annual plan and conducting hearings from each Executive Planning Committee, among other activities, thereby affirming outstanding issues associated with implementation of measures outlined in the plan, the need for their revision.

In October and November, the Mission Committee asked the Executive Planning Committees and Communities of Volunteers (CoVs) to evaluate the measures for 2018. Based on the evaluation, the Mission Committee reviewed the Mid-Term Plan as a whole and discussed whether the plan needs revisions and whether additional actions are deemed necessary for the chapter.

On the whole, the chapter can conclude that the plan generally made headway in putting the measures into shape and other aspects, even though the extent of progress differs according to measures concerned.

In the first place, worthy of special mention is each Executive Planning Committee's focus on projects commemorating the 20th anniversary of the chapter's founding, although such commemorative projects were not listed in the Mid-Term Plan. Of these projects, the chapter can say that the publication of The PMI Talent Triangle and the overseas dispatch of active members contributed to getting PMI's strategy into shape and improving our response to globalization.

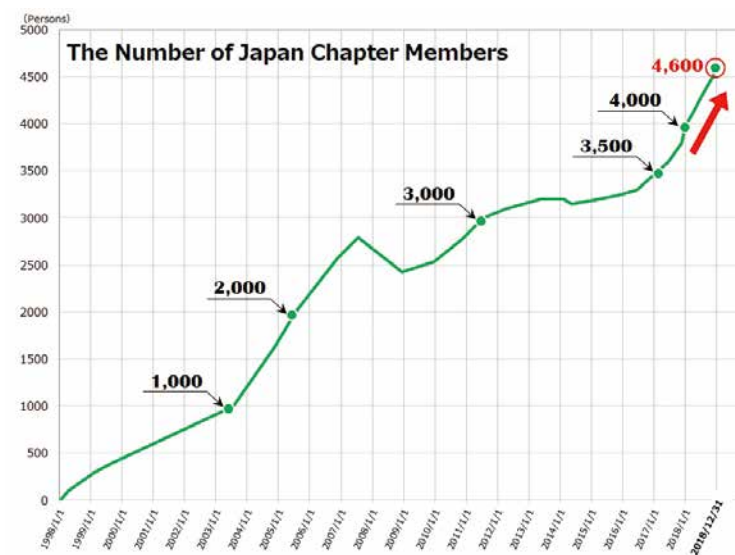
The Mission Committee was also able to flexibly address environmental changes and outstanding issues not listed in the Mid-Term Plan when it was drawn up. The chapter concluded that we successfully responded in a flexible manner to changes in PMI's strategy by examining the profiles of Project Managers targeted by the chapter Leadership Meetings as well as outstanding issues and measures to address them. Furthermore, in response to globalization, the chapter was able to improve the chapter's presence abroad by announcing the chapter's activities during exchanges with R15, R7, and PMI Sao Paulo Chapter in addition to R9. Another example of flexible global response was our quick attention to issues on the social agenda such as an investigation into Germany's Industry 4.0 initiative and efforts by the Executive Planning Committee

on Marketing & Membership to address the U.N.-led Sustainable Development Goals (SDGs).

On the other hand, 2018 was the first year since the Board of Directors election in 2017 and the chapter cannot deny that we did not perform its duties swiftly at the outset, including job hand-offs, as the new Board had to allot duties to directors and replace some members.

One of outstanding issues is the necessity to review measures associated with corporate sponsors, which was listed as a main measure last year. This is because the Executive Planning Committee on Marketing & Membership switched its policy focus to membership expansion through partnership with other organizations even though the post of a director in charge of corporate sponsors was established following replacement of committee members after the Board election. As for various issues associated with globalization, it is necessary to promote concerted implementation of measures with the Executive Planning Committee on International Cooperation and the Executive Planning Committee on Academic Committee. In this connection, what is deemed necessary to review ahead of the final year of the Mid-Term Plan is the reexamination of both committees' organizational structure and role sharing as well as revision to the measures involved.

Implementation of each measure depends on the enthusiasm of directors and active members. The chapter will continue making efforts to manage the chapter in a flexible manner and further improve chapter activities in partnership with the Executive Planning Committees.



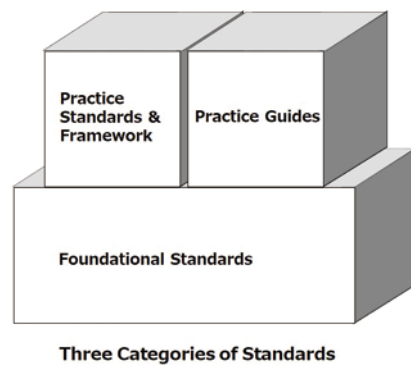
2017-2019 Mid-term measures

No	Measures	Purposes	Responsible CoVs
[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	• 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.	• 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 CoP leader's skills and leadership quality	PM Community Vitalization Comm.
21	Systemize methodologies to run volunteer community organizations	Support each CoP 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 CoPs, 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

PMI Standards

PMI has continued to update its fundamental standards, as represented by *PMBOK® Guide, The Standard for Program Management*, and *The Standard for Portfolio Management*, since their initial publications. In recent years in particular, new standards and new editions have been released one after another. PMI's standards reflect the latest situations in social, economic, political, technological, and other sectors while constantly updating the knowledge and framework of project management. It is therefore safe to call them global foundation of project management. The PMI standards have the three categories of "foundational standards," "practice standards & framework," and "practice guides."



The Standard for Organizational Project Management (OPM)

of project, program, and portfolio management, and by connecting organizational enablers and processes, thereby improving organizational capability. In other words, OPM seeks to ensure consistency between an organization's strategy and ongoing or planned projects and programs. For that purpose, OPM confirms whether project management is firmly established within the entire organization from the perspectives of methodology, knowledge management, talent management, and governance, thereby seeking improvements as needed.

Foundational Standards in Place

The foundational standards used to comprise four specialized areas intended to give basic knowledge regarding project management. The four areas were project management, program management, portfolio management, and organizational approach in project management. In 2017, standards covering the area of business analysis, which is an upstream sphere of project management, were published as *The PMI Guide to Business Analysis*. And in 2018, *The Standard for Organizational Project Management (OPM)* was published, bringing the number of PMI's standards to six.

- *PMBOK® Guide—Sixth Edition*
- *The Standard for Program Management—Fourth Edition*
- *The Standard for Portfolio Management—Fourth Edition*
- *The PMI Guide to Business Analysis*
- *Organizational Project Management Maturity Model (OPM3®)—Third Edition*
- *The Standard for Organizational Project Management*

OPM seeks to help organizations achieve their strategic goals by laying down principles and business practices

Practice Standards Seen Revised in Future

The practice standards & framework describe in greater detail the use of tools, techniques or processes identified in the foundational standards. The practice standards include the *Practice Standard for Earned Value Management*, the *Practice Standard for Risk Management*, and the *Practice Standard for Project Estimating*.

With all the foundational standards now in place, there is a possibility of the practice standards being revised in the future to realign them with the foundational standards.

Practice Guides Enriched

Practice guides provide supplementary information and suggestions useful in actually applying the foundational standards, thus offering practical contents not described in the foundational standards.

Unlike the foundational standards, the practice guides have been published based on the results of research (such as *Pulse of the Profession*) on project management practices jointly conducted by PMI and

various institutions. There is a possibility of more guides being published in the future. Already, *Benefits Realization Management (BRM)* was published in January 2019.

Of the seven practice guides published to date, the following three are available in Japanese.

- *Agile Practice Guide*
- *Business Analysis for Practitioners: A Practice Guide*
- *Managing Change in Organizations: A Practice Guide*

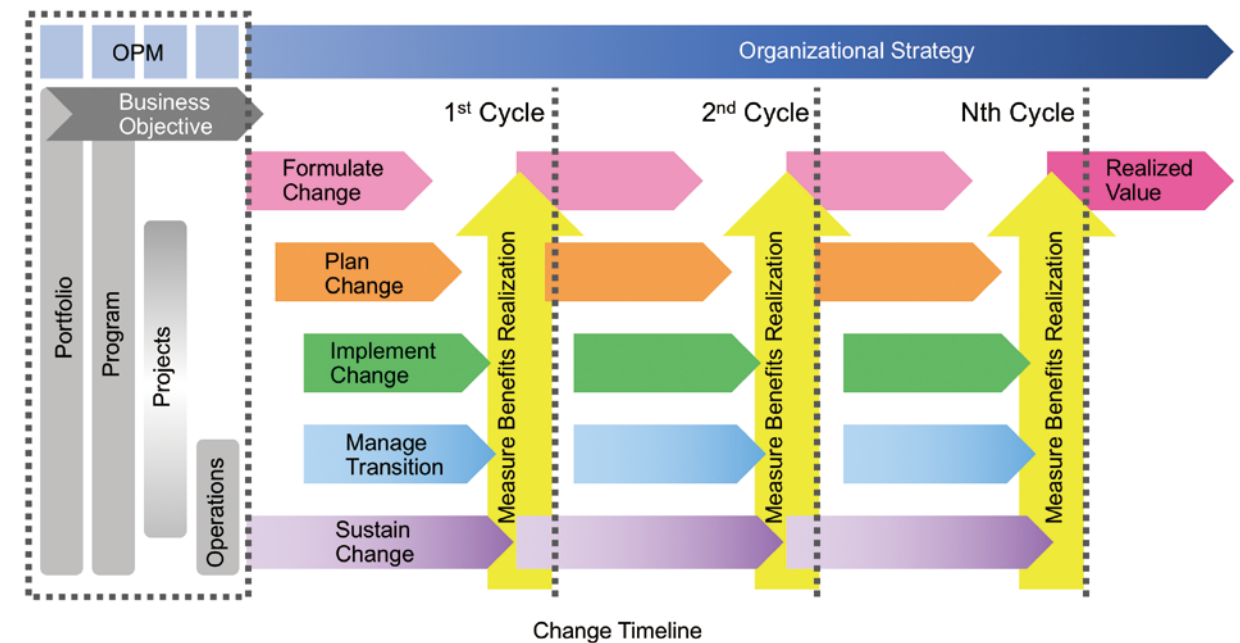


Managing Change in Organizations : A PRACTICE GUIDE

Change management means a comprehensive and structured approach for the purpose of transitioning individuals and organizations from their current to future state with the intention of realizing business benefits. When an organization undertakes change management amid an evolving environment, the change is made through a life cycle of formulating change, planning change, implementing change, managing transition, and sustaining change. In order to realize these changes, projects, programs, and portfolios are utilized in line with the life cycle.

Standard Tailoring

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.



Change Management Life Cycle (OPM Perspective)

Source : Figure3-4, Managing Change in Organizations : A PRACTICE GUIDE

PMI's New Initiatives Focused on the Age of Disruptive Technologies

PMI, celebrating the 50th anniversary of its founding in 2019, has 300 chapters and 7 candidate chapters in 208 countries around the world as of December 31, 2018, with the number of its members exceeding 550,000. It is steadily continuing organizational expansion. The number of holders of PMP® and other professional certifications topped 960,000 in 2018, showing an annual increase of more than 70,000.

In 2018, a new direction focusing on the age of disruptive innovation by market-sweeping digital technology was shown to align it with PMI's three pillars constituting its strategic targets, namely (1) strategic concentration, (2) customers first, and (3) organizational agility. As a continuously growing organization, PMI itself has hammered out a swift and flexible policy matching an evolving business environment and the development of desired human resources.

1 New Challenge in the Age of Disruptive Innovation

In PMI's 2018 trend survey titled *Pulse of the Profession®* in-depth report: *The Project Manager of the Future*, digital technology is described as having a great impact on the skill area of project management talent. The theme of "digital skills for project management" is taken up in a manner covering the three skill areas of technology, leadership, and strategy and business shown by the PMI Talent Triangle. As the top six digital skills for prospective project leaders in the digital era, the report lists data science, an innovative mindset, security and privacy knowledge, legal and regulatory compliance knowledge, data-driven decision-making capability, and collaborative leadership.

As for project management approaches, *Success in Disruptive Times*, the 10th in PMI's *Pulse of the Profession* series of global project management surveys, reports that while a "predictive type" was a main approach to date, an "agile type" permitting quick response to change

and a "hybrid type" combining the above two types were competing against each other in the number of their applications. In the age of disruptive innovation, it is required to nurture human resources capable of using new digital skills and a number of approaches, including an agile type, in order to permit quick response to change and obtain various advantages.

2 Further Enhancement of Organizational Agility

At a PMO Symposium held in November, three Thought Leadership Series were unveiled.

In order to respond swiftly to an increasingly complex business environment and evolving technologies, and achieve strategic goals, organizations are expected to nurture innovative culture based on PMO's leadership and prompt response made to change. Success standards are shifting from the conventional pattern of development on budget and schedule to value creation geared to achievement of strategic targets.

3 Diversified Learning Matching Digital Era

PMI provides a diverse array of training courses, including a small-group workshop, dubbed SeminarsWorld®, and online courses. Besides these paid-for courses, PMI is putting a great deal of effort in offering free learning opportunities in recent years.

One of such free online courses is Webinars offered by ProjectManagement.com. It has rich content, including best practices and trends of project management. An hour of learning on the site enables you to acquire one PDU. What is attractive is the convenience that permits learning with ease. PMI's podcast service, Projectified™ launched in 2017, provided 25 courses in 2018. The podcast courses are shorter, around 30 minutes each, and you can learn hot topics from prominent guest speakers.

And in 2018, PMI launched PM EDGE™ that enables you to learn just like playing games. You learn with topic-by-topic flash cards, answer quizzes to test your knowledge and obtain a PM EDGE™ badge once you pass an exam. PMI is putting muscle into the development of new content matching digital generations.

Initiatives toward 2019

As part of its measures commemorating the 50th

anniversary of its establishment, PMI has committed to contributing 50,000 hours toward attaining the U.N.-led SDGs by the end of December 2019. PMI chapters and members around the world support the SDGs initiative and are poised to seek its realization. PMI Japan Chapter has registered its participation in a SDGs panel promoted by the Japanese government. It is expected to draw attention as the chapter's initiative for social contribution.

Participation in Overseas Conferences

PMI holds large-scale international events in North America in autumn every year. The PMI® Global Conference was held in Los Angeles in October 2018 with more than 2,000 participants from across the world. In November, the PMO Symposium® focusing on PMOs took place in Washington, D.C., with more than 600 participants. Through these events, PMI sends out information on new strategies and the latest trends of project management while holding many sessions to share research outcomes and good practices, providing participants with opportunities for learning and networking.

The theme common to both events in 2018 was how project and program management, and human resources undertaking it are going to change and adapt themselves to disruptive technologies in the digital era. It can be said that the importance of recent trends such as agility and benefits realization management has become even greater.

PMI® Global Conference

More than 100 sessions were held regarding topics

on digital transformation in recent years, subsequent change in the role of project managers, and business and human skills required in this connection. It was an impressive message that project managers assume an important role of connecting people to people amid digital transformation as represented by AI, IoT, big data, robotics, and other technologies.

PMO Symposium®

Many sessions were held concerning new capabilities and skills called next practices in response to disruptive technologies in the digital era. The symposium was also characterized by many presentations of cases of a central PMO as an integrated organization that practices PPPM (project, program, and portfolio management) from a company-wide perspective in close partnership with management strategy. As for Thought Leadership Series, three types were made public, PMO/EPMO (Enterprise PMO) were redefined, and research and analysis were made regarding new capabilities and organizations (next-generation PMOs) necessary to respond to disruptive technologies.

Host Cities of Overseas Congresses in FY2018 and Names of the Representatives from PMI Japan Chapter

	Dates	Congress Names	Host Cities	Representatives from PMI Japan Chapter
1	March 21-24	Region7 Meeting	Hawaii	Katae
2	April 21-22	Region9&15 Joint Meeting	Bangkok	Okuzawa, Urata, Mizui, Sugimura, Yoshida
3	May 4-6	PMI Leadership Institute Meeting -EMEA	Berlin	Katae
4	September 18-20	17 SIGP (Seminário Internacional de Gerenciamento de Projetos)	Sao Paulo	Katae
5	October 4-6	PMI Leadership Institute Meeting -North America	Los Angeles	Mizui
6	October 6-8	PMI® Global Conference -North America	Los Angeles	Mizui, Toyama, Sekiguchi
7	October 9-10	PMI China Congress	Beijing	Katae, Kinami
8	October 26-28	PMI Mongolia International Conference	Ulaanbaatar	Hayama, Yokemura, Kaneko
9	November 3-4	PMI Hong Kong Congress	Hong Kong	Yokemura, Nishiyama
10	November 10-11	PMI Taiwan International Congress	Taipei	Urata, Asou
11	November 11-13	PMO Symposium®	Washington, D.C.	Saito, Takegami, Kenji Haga, Kazuro Haga



Pulse of the Profession® and Two In-Depth Reports
<https://www.pmi.org/learning/thought-leadership/pulse>



Thought Leadership Series
<https://www.pmi.org/learning/thought-leadership/series/disruptive-technologies>

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 the PMI Japan Chapter.

Benefits of Individual Membership in the PMI Japan Chapter:

1. Discounts on seminar attendance fees

Members receive discounts on attending chapter activities, such as the PMI Japan Forum, the PMI Japan Festa, monthly seminars and PMP® exam preparation courses hosted by the 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 2018, 25 CoVs made 32 presentations to talk about their own activity outcomes.

[Executive Planning Committees]

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

[Study Groups]

1) IT, 2) IPPM, 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.

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	
US\$10	US\$129	US\$50	<ul style="list-style-type: none"> • 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 the PMI Japan Chapter.

Benefits of the Corporate Sponsorship Program

• The 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.
- The 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 the PMI Japan Chapter.
- The 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.

Academic Program

The 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 proves to be essential to human resources of the future society. PMI Japan Chapter has conducted the program since 2010.

Activities of the Academic Committee

For the purpose of pursuing the above mission, the PMI Japan Chapter established the Academic Committee with 15 members in industry and academia and commenced its activities in January, 2017. The committee has set its main activities: dissemination of information, exchange of information, and utilization of PMI resources and global network. The 2018 activities of the committee are explained below.

Corporate Sponsorship Program's Achievements

Corporate Sponsor Study Groups

Membership consists only of employees of the corporate sponsors. Participants exchange their opinions and jointly study the issues under concern of each company. In 2018, 63 companies and over 68 people participated in the following four Corporate Sponsor Study Groups:



- Human Resource Development Study Group
- Young Project Manager Development Study Group
- PM Community Study Group
- Case Method Study Group

PM Mentor Program II

PM Mentor program II is designed only for corporate sponsors. The 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.

Dissemination of Information

The Academic Committee has attempted to enrich the contents of the portal page for the Academic Program. Eight academic newsletters were disseminated in 2018. The PMI Japan Forum provided a series of lectures organized by the Academic Committee in 2018, and it



is the 7th times. The academic lectures included the following contents;

- Two cases of global Project-Based Learning (PBL) which aim to develop the next generation human resources
- Two cases of efforts to expand PM education at the general course at a university and at a technical college
- Case studies for those who successfully transferred from industry to universities and pieces of advice from universities
- Introduction of a course of the study from choosing a research question to implementation of the project done by the-induced-pluripotent-stem-cell research institution

➤ Growth of Academic Sponsors

The PMI Japan Chapter has had academic sponsorship enrollment system for a long time. At the end of 2018, 46 sections in 41 academic institutions and one research institute, including graduate schools, universities, and technical colleges have been registered as Academic Sponsors.

➤ Exchange of Information

Academic Sponsor Meeting

The Academic Committee organized a Academic Sponsor Meeting on the second day of the PMI Japan Forum 2018. There were about 30 participants from industry, academia, and governments. They had live discussion on the subjects of “how to have global industry-academic collaboration” and “Materials that facilitate building the base of PM education.



Providing Governmental and Academic Organizations with the E-learning Package, “First Step Series”

Ministry of Internal Affairs and Communications has

been using “the First Step to PM Series”, which the chapter developed, as a material for developing IT human resources at central government ministries and agencies since the beginning of 2018. 597 people completed the course during the period between January and September, and 86 percent of them said the material are good. Also, Ehime University started to use the material.

The first and second books of the series that cover a planning phase were translated into English, and were provided as a supplemental educational material for global PBL to two academic institutions: Shibaura Institute of Technology and Chuo University.

Development of Global PBL Collaboration

The Academic Committee made sure that the above two universities used the English version of the first and the second books to train 71 students including 37 students from overseas, using the Global Technology Initiative (GTI).

PMI Resources and Global Network

The Academic Committee has been promoting project management, using “Project Kids Adventure” (PKA) series, lined up adventure novels for children in PMIEF. In 2017, the chapter translated the PKA series into Japanese and published them. There were the publication commemorating seminar in March, a workshop at Tokyo Gakugei University in June, an introduction seminar with the author, Gary Nelson, in July, a presentation at the annual convention of the Japanese Society for Engineering Education, and a sales promotion at the exposition of “Teachers of the Future”. In December, Keio University adopted the series as a material for the project management education.

The chapter donated 1,000 U.S. dollars to PMIEF.



CoVs in the Greater Tokyo Area

Regional Service Committee

The regional Service Committee conducts activities for the purposes of improving chapter service and promoting project management communities in areas outside the Greater Tokyo area. In 2018, the committee organized 11 seminars about the contents of *PMBOK® Guide – Sixth Edition* and case studies that the committee experienced for regional community vitalization across ten cities of Japan. More than 350 people in total joined the seminars.

PM Community Vitalization Committee

With an objective to enhance CoVs activities and increase the number of active members, the committee coordinates information exchange across CoVs and organizes collaborative events. In 2018, the committee conducted the Leadership Mating (LM) 2018 to educate CoV leaders in September. The committee hosted CoV Leaders’ Networking Meetings four times to promote mutual understanding and collaboration across CoVs. Also, the committee held orientation for new chapter members on a quarterly basis.

Marketing and Membership Committee

The committee’s mission is to increase chapter members and expand project management community. In 2018, the committee launched the scheme to strengthen the collaboration with organizations concerned and possible cooperative work. Specifically, the committee participated in “the Study Group for the development of project management organizations and human resources”, hosted by officers in charge of Science, technology, and Innovation at Cabinet Office. Also, the committee coordinated chapter members’ participation in “Regional Development SDGs Government-Industry Collaboration Platform”, hosted by Regional Development Promotion Office at Cabinet Office.

Academic Committee

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

Standard Promotion Committee

The committee studies PMI standards, translates them into Japanese, and provides Japanese project management community with the translated publications. In 2018, for the purpose of improving the quality of *PMBOK® Guide – Sixth Edition*, the committee negotiated with PMI. The negotiation led the PMI to publish the new version that reflect the errata the committee has created.

The committee also undertook the negotiation with the PMI to improve *Agile Practice Guide*. The translation efforts have been going on. The following standards are scheduled to be available in Japanese by the end of 2018: *Construction Extension to the PMBOK® Guide*, *the PMI Guide to Business Analysis*, *Project Manager Competency Development Framework – Third Edition*, and *the Standard for Organizational Project Management*.

IT Study Group

The study group is a group of members who study good practices in project management in IT industry. In 2018, the study group continued to compile the tips and hints from the good practices with an objective to prepare a guide for young project managers in this industry.

IPPM Study Group

The study group studies Integrated Project Performance Management with a focus on Earned Value Management (EVM) with an objective to establish an integrated technical structure that facilitates strategic planning by project managers and their teams and enhancing management capacity for decision making. The study group has translated many articles overseas on performance management techniques: EVM, Earned Schedule (ES), and discussed about them. As a result, a member delivered the speech, titled “The Statistical Analysis Approach Applying for EVM and ES and its Strategic Usage” at the PMI Japan Forum 2018.

Portfolio/Program Management Study Group

The study group had three main activities in 2018. First, it held two PgMP preparation seminars to make the certification known to the public. Second, the study group analyzed the updated contents of *the Standard for Portfolio/Program Management – Fourth Edition*, already published by PMI in 2017. As a result, the study group presented the research outcomes at the Chubu Branch Special Seminar on September 21, 2018. Lastly, members presented the study outcomes that the study group continued to gain, at the PMI Japan Forum 2018.

PM Talent Competency Study Group

The study group contributed to the chapter of leadership in *The PMI Talent Triangle*, published by the PMI Japan Chapter as a commemorative book. Members launched a translation project for *The Project Manager Competency Development Framework – Third Edition*. At the PMI Japan Forum 2018, members make a presentation on what project manager’s competency is, reported on the outcomes of their practice they actually had using short cases, and briefed about the contents of that book.

Communities of Volunteers (CoVs)

OPM Study Group

The study group studies various methods for Organization Project Management (OPM), focusing on Organizational Project Management Maturity Model (OPM3®). The objective is to spread good practices related OPM to Japanese organizations. In 2018, members from the study group took initiative in launching a translation project for *The Standard for Organizational Project Management*.

Risk Management Study Group

The study group made two presentations at the PMI Japan Forum 2018: "Risk management that does not become a mere formality in the future" and "What will change with *PMBOK® Guide – Sixth Edition*." For the first time in the study group's history, members visited a company to ask about its status in terms of adapting risk management, outcomes from risk management and issues. The study group also continued to hold a workshop for the general public in November.

PMO Study Group

The study group made a presentation titled, "Differences between Japanese PMOs and US ones and change of PMOs", at the PMI Japan Forum 2018. At the PMI Japan Festa, the study group held a workshop to discuss BRM and Agility, Change Management, Talent Triangle through case studies with participants. Besides, the study group has four working groups: "PMO Case Study", "Agile PMOs", "Manufacturing Industry PMOs", and "Overseas PMOs". Each working group had monthly in-person meeting to pursue its studies.

PM Tool Study Group

The study group looks into PM tools and methods, exercising ingenuity and sharing from experiences. In 2018, the study group discussed about a management tool holding the concept of happiness, called "management 3.0". While continuing the discussion, the study group created a tool that facilitates reflection, called "Evolutional Mutual Appreciation (EMA)". Members presented EMA at the PMI Japan Forum 2018, and made a presentation for officers in charge of funding agencies at the Cabinet Office.

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. In 2018, the study group mainly conducted the following two events in an effort to talk about its study results with female project managers in person. First, the study group organized an inhouse workshop in collaboration with IBM, Japan, and there were about 30 participants. Second, the study group co-hosted a

workshop with incorporated non-profit organization, "Service Grant", targeting female project managers in general. The workshop attracted 40 people.

Project Management Study Group

With an objective to pursue the studies of various standards such as *PMBOK® Guide* and contribute to application of the standards to project activities in the field, the study group successfully provided the opportunities to have honest discussions with people regardless of organizations. The study group hosted a meeting called "PM-ZEN" five times, aiming to facilitate revealing worries and issues and having frank discussions with those who manage projects in the field.

PM Education Study Group

Members of the study group gave a lecture at six academic institutions, including graduate schools and universities on the subject of project management. Also, the study group reviewed the translation of the *GAC Handbook*.

Business Analysis Study Group

At the PMI Japan Forum 2018, the study group delivered a speech under the title of "Outline of the PMI Guide to Business Analysis and Scope Modeling Techniques" to present its study results. At the monthly meetings, the study group did a read-through of the PMI publication, *The PMI Guide to Business Analysis*, published in January 2018.

Social Project Management Study Group

The mission is to contribute to society's sustainable development through developing project management techniques, case studies, and social activities that are effective to solve social issues, as well as to spread them. In 2018, the study group continued to brush up on the project management techniques that the group has developed in the past. Moreover, members undertook new project activities including establishing senior project managers' club to accelerate the employment of the senior project managers, preparation for a social project management education course, and the studies for CSV. In an effort to spread these measures, the study group made a presentation at the PMI Japan Forum, contributed to the publication of the 20th Anniversary Book, conducted a workshop at the PMI Japan Festa, and held the orientation for the study group.

Agile Project Management Study Group

In 2018, the study group had various activities. For example, members delivered two lectures at the PMI Japan Forum 2018: "Agile Project Management Awareness survey results and Recommendations 2018" and "Introduction of Japanese for PMI-ACP®". The study group hosted a

monthly PMI-ACP® study meeting, which is now in the 5th year. Members ran a temporary counseling room for applying agile in collaboration with the Chubu branch.

Stakeholder Management Study Group

The group's mission is to increase the understanding and distributing information about stakeholder management techniques useful for those who manage project in the field. The study group continued to seek for a concrete method or tool about "stakeholder cube". Also, the study group studied how to apply the stakeholder cube into a agile project, and presented the study results at the PMI Japan Forum 2018. In November, the study group held a workshop about the use of tools for the stakeholder cube, and the workshop came off well.

PM Translation and Publishing Study Group

For the first time in the study group's history, members held a seminar twice for improving translation skills targeting beginners, aiming to develop translators who will be engaged in working on the PMI standards, in April and May. 31 people attended them in total. The study group completed the joint project of translating *Construction Extension to the PMBOK® Guide* with Project Management Association of Japan (PMAJ). The book is scheduled to be published in summer 2019.

CoVs in the Kansai Area

Kansai Branch Administration Committee

Having a base in the Umeda Gran Front knowledge salon in the north of the Osaka station, the administration committee administers the Kansai branch and plans its activities. In 2018, the committee planned and conducted the Kansai seminars multiple times with popular lecturers who once made presentations for monthly seminars in Tokyo, as well as Akane Salons. At the end of the year, vice presidents, board of directors, and an advisor joined the annual finding presentation meeting, and the meeting had their insightful comments and the lively discussions with all the participants, which potentially allowed the occasion to create values that enrich their studies.

PM Practice Study Group

The study group compiled outcomes of the past case study workshops and made the presentation, titled "Practice report of the Kansai branch education program" at the PMI Japan Forum 2018. In October, the study group held a workshop, titled "PM Practice Workshop in YOKOHAMA" at the PMI Japan Festa 2018. The responses from the questionnaire showed that the workshop was in fact

International Relationship Community Study Group

IRC is the place for interactions between expatriates and bilingual project managers. Regarding the collaboration with PMI Indonesia Chapter, members of the study group is planning to attend the Symex2019, the PMI Indonesia Congress, in March 2019 and participate as a lecturer. Following the collaborative activities with PMI Mumbai Chapter, the study group is scheming up to hold a joint event in 2019.

PMBOK® Seminar Program

The group's mission is to conduct a seminar on "*PMBOK® Guide – Sixth Edition*" to provide chapter members with opportunities to study the *PMBOK® Guide*. The group successfully held a seminar in November, using an original textbook created by members of the group.

Seminar Program

The mission of the 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 program continued to hold monthly seminars and the PMI Japan Festa in 2018. Furthermore, the program collaborated with the Kansai branch and the Chubu branch to organize seminars.

insightful and effective for participants to improve their practical capacity.

Medical PM Study Group

The study group pursues what project management is for those who seek to apply AI into medicine, and in 2018, members translated the English book to learn from US cases. They presented the outcomes of the activities at the Japan Forum 2018. In response to the enforcement of the clinical studies law, members of the study group attempted to create a new model that can cope with the difficult interpretation of the law in terms of what project management is. They presented the model at the annual finding presentation meeting in Kansai.

IT Upstream Process Study Group

Now that we are in the age of VUCA, strengthening the partnership between business and IT has been increasingly essential for project success. With this, the study group studied the approach called "business relationship Management", and made a recommendation about what should be done to apply it into business.

Communities of Volunteers (CoVs)

Quantitative PM Study Group

The study group presented “a new stimulating and insightful way to utilize EVM” at the PMI Japan Forum 2018, and it also presented “the results of Critical Chain Project Management (CCPM) Use Survey at the finding presentation meeting. Besides, the study group has regularly hosted a case sharing meeting that aims to facilitate information exchange and case presentation on the subject of members’ interest, emphasizing that true learning comes from advancing opinions and gaining insights through discussions. The case sharing meeting, which accepts not only its members but also other CoV members, took place 10 times in 2018, and it became

insightful learning occasions for them.

PM Creation Study Group

At the regular monthly meetings and the fall training camp, the study group held presentations and discussions on business strategies and leadership. With these regular discussions, the study group made presentations at the finding presentation meeting. At the PMI Japan Forum 2018, a member delivered a speech under the title of “When I became 59 years old, I changed my job to enter a better company by practicing *PMBOK® Guide*”, and the speech was rated very high.

CoVs in the Chubu Area

Chubu Branch Administration Committee

The administration Committee has been engaged in publicity activities for the branch, planning and helping with running the events for PM Salon, and helping the Regional Social Management Study Group have their activities.

PM Salon

This CoV organized several seminars by inviting lecturers who once had presentation in Tokyo in collaboration with the chapter. The subjects of the seminars included agile project management, portfolio management, stakeholder management cases, which are useful for those who are engaged in project management in the field.

Regional Social Management Study Group

The 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 2018, the study group attended symposiums and participated in social activities such as “SDGs” and “Toyota after 50 Years, which are organized by Toyota-shi. With these experiences, the study group was able to grasp the situation, plan, and select a partner organization to ascend the first step to pursue their mission.

Corporate Sponsor Study Groups

Human Resource Development Study Group

Focusing on the character competency of project managers, the study group strives to provide deliverables useful in the practical manner. In 2018, the study group is planning to prepare the “Guide to Troubleshooting and make it public. At the end of the year 2018, the study group decided the objective and made the project management plan.

Young PM Development Study Group

In 2018, the study group continued to work on formulating the way to develop project managers based on each member company’s case studies. Members shared similar issues, and found good cases.

PM Community Study Group

The 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 2018, the study group continued to do case studies of member companies, and created a mind map, sorting out wide range of knowledge and many insights regarding the status of each company’s PM communities such as purpose, goal, how they launched the community, know-how on running the community, etc. As a result, the study group made presentation on their findings at the PMI Japan Forum and the December Corporate Sponsor Liaison Meeting.

Case Method Study Group

The study group focuses on the Case Method to improve project managers’ capacity. In 2018, the study group framed a workflow that separates three stages including launch of training course, collection/creating of cases, and conducting the training course and obtained know-how on each stage, based on member companies’ experiences.

Seminars and Workshops

Seminars with Outside Lecturers

The PMI Japan Chapter conducted more than 40 sessions of seminars and workshops in 2018. There were five kinds of seminars with outside lecturers, one kind with our board member lectures, and ten kinds of seminars with CoV lecturers.

Monthly Seminars

Monthly Seminars are organized by the Seminar Program, a CoV of the PMI Japan Chapter. Its members are in charge of selecting and coordinating with lecturers as well as running the seminars. Monthly Seminars provide veteran and prospective project managers with opportunities to improve their skill set in a wide range of knowledge areas, not necessarily limited to ones covered by the *PMBOK® Guide*. In 2018, experts and specialists in various fields delivered lectures.

Agile Project Management Seminars

There were 13 Agile Project Management Seminars held in 2018. The Basic Course aims to provide a basic and correct understanding of agile, which is a key to successful agile project management. The Start-up course, on the other hand, aims to teach agile quotation and planning techniques in a workshop format.



Design Thinking Seminars

Five seminars from the basic level course and two seminars from the two-day practical level course were

Seminar with our BoD Lecturers

PM Training with the CASE METHOD

Project management education through the case method is attracting many corporations; however, it has not yet spread because expertise on creating cases, developing facilitators and measuring the effects is needed. In this context, the PMI Japan Chapter conducted a three-day training course to offer a hands-on experience as participant, facilitate creating cases, and offer rigorous training as facilitators during the period between May and August. The course had eight participants with two facilitators.

held in 2018. The former course aims to provide a basic understanding of the concept of customers’ experience and its importance to business along with hands-on application of some techniques in a workshop format. The latter course aims to provide further hands-on experience in the workshop format to facilitate understanding of practical and concrete techniques, which allow participants to gain insights, come up with good ideas, and incorporate the insight into the ideas.

Basic Leadership Seminar Focused on Facilitation

Facilitation is an essential skill to leaders. Facilitation means not putting yourself into solving a team’s problems but drawing out the potential power of team members, assisting them, and encouraging them to solve their problems. In 2018, there are four seminars. The participants learned practical skills to handle various difficult situations in meetings as a facilitator. For example, the situations included cases with a long talker, with silent participants, with unconstructive and extensive discussions, with discussions without ideas, with conflicts, and time management.



Online Seminars

Online Seminars provide means and opportunities to improve project management skills without restriction on time or place. The contents include selected monthly seminars in the past and lectures at the PMI Japan Festa 2018.



Seminars with CoV Lecturers

PMBOK® Guide – Sixth Edition Seminar

The PMBOK Seminar Program prepared a supplementary reading material during the first half of the year 2018 and conducted the *PMBOK® Guide – Sixth Edition Seminar* in October in Tokyo, using the material.

Risk Management Seminar

The Risk Management Study Group conducted a seminar in November with the same theme as 2017: risk management in the field that prevents you from failing. The seminar offered a lecturer on risk management planning, identification of risks, qualitative risk analysis, and others and offered group workshops on how to put what they learned into practice.

PMO Seminar & Workshop

The PMO Study Group conducted a workshop on the subject of “No future for organizations that do not change! Emerging trends of PMOs” at the PMI Japan Festa 2018. The first half of the event gave a lecture on what PMOs are about and what important functions of PMOs are based on the study group’s research and studies. The second half facilitated discussions on how PMOs can assist their organizations in terms of change management, agility, Benefits Realization Management (BRM), and talent management.



Social Project Management Study Group Workshop

The Social Project Management Study Group conducted a workshop, titled “Organizational agility, learning from corporate social startup activities” at the PMI Japan Festa 2019.

Utilization of Project Stakeholder Management Tools

The Stakeholder Management Study Group conducted a workshop to offer a hands-on experience of “stakeholder cube”, multi-dimensional grids.

Beginners’ Course for PMI Standards Translation

The Standard Promotion Committee and the PM Translation and Publishing Study Group conducted the

Beginners’ Course for PMI Standards Translation twice in April and May. There were 31 participants. At the seminars, the skills that the study group has accumulated for a long time were taught.

Introduction Seminar to the PgMP® Certification –Let’s take up the challenge!

A member of the Portfolio/Program Management Study group planned and conducted the seminar for the purpose of permeating Portfolio management in Japan. The lecturer himself took up the challenge and called out to project management professionals in general for participation. The seminar aimed to share the facilitator’s experience as a PgMP® applicant, discuss about them and learn something from them.

PM Practice Workshop

The PM Practice Study Group conducted an annual participatory workshop at the PMI Japan Forum. At the workshop, participants had simulation experience with actual cases that were short narration. Then, they discussed on issues narrated in the cases to find solutions.



Introduction Seminar to the PMBOK® Guide – Sixth Edition

The Standard Promotion Committee conducted the seminar to introduce the newly published *PMBOK® Guide – Sixth Edition* to chapter members six times in Tokyo, Nagoya, Osaka. Around 400 chapter members participated in the seminars in total. The seminar focused on the updated points from the Fifth Edition.

Regional Seminar

The Regional Service Committee’s mission is to improve chapter service for members residing outside the Greater Tokyo area, and to actively engage local member communities. The committee organized ten seminars in ten cities across Japan. The subjects of the seminar were the introduction to the *PMBOK® Guide – Sixth Edition* and the committee’s insights the members gained from their everyday activities regarding project management.

Website

The website is an important medium to support PMI Japan Chapter’s activities. In 2018, 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, digital newsletters, and reports on overseas congresses and PMI 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.



Downloadable Tools

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

- A collection of templates from the *PMBOK® Guide – Fifth Edition*
- Risk Management templates
- PMCDF-related e-books including “A book to Strengthen Project Managers’ Character competency
- Have Passion for Management

Newsletters by Email

The chapter’s email newsletter service is subscribed by 10,000 PMP holders, 4,600 PMI Japan Chapter members, and 110 corporate sponsors. These newsletters by email provide readers with various information in relation to seminars, newly published book campaigns, and translated articles made available on the website.

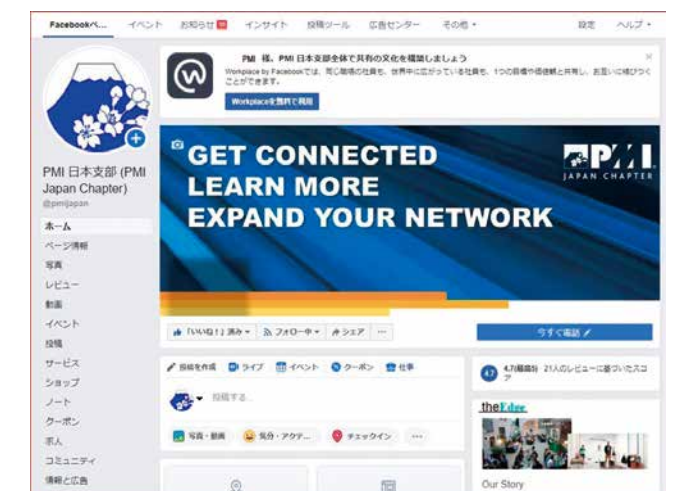
Digital Newsletters

The digital 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.



Balance Sheet

As of December 31, 2018
(Unit: JPY)

Assets		Liabilities	
Item	Amount	Item	Amount
【Current assets】	130,150,138	【Current liabilities】	37,232,278
Cash and time deposits	101,003,349	Trade payable	6,158,276
Trade receivable	11,195,009	Accrued expenses	4,906,425
Goods	7,350,687	Income taxes payable	35,000
Inventory goods	1,621,469	Accrued consumption tax	3,164,700
Prepaid Expenses	1,382,566	Advance received	21,239,836
Sundries receivable	7,597,058	Deposits received	1,512,041
【Fixed assets】	3,999,289	Suspense receipt	216,000
【Tangible fixed assets】	1,260,249	Total liabilities	37,232,278
Buildings and associated facilities	607,475	Net assets	
Fixtures and fittings	652,774	【Shareholders' equity】	96,917,149
【Intangible assets】	37,600	Endowments	55,000,000
Telephone subscription rights	37,600	Retained earnings	41,917,149
【Investments and other assets】	2,701,440	Other retained earnings	41,917,149
Deposits made	2,701,440	Retained earnings	41,917,149
		Total net assets	96,917,149
Total assets	134,149,427	Total liabilities and net assets	134,149,427

Statement of Income

From January 1, 2018
To December 31, 2018
(Unit: JPY)

Item	Amount		
【Sales】			
Sales	158,229,323	183,152,797	
Fee Income	24,923,474		
Total sales			
【Cost of sales】			
Product inventory at the start of the period	6,849,880	89,338,638	
Cost price of publications	41,882,534		
Cost price of seminars	40,239,407		
Other cost price	7,717,504		
Total	96,689,325		
Product inventory at the end of the period	7,350,687		
Cost of sales			
Gross profit on sales			93,814,159
【Selling, general and administrative expenses】			
Total selling, general and administrative expenses			87,658,546
Operating profit		6,155,613	
【Non-operating income】			
Interest received	1,044	73,104	
Miscellaneous receipts	72,060		
Total non-operating income			
【Non-operating expense】			
Miscellaneous loss	30,050	30,050	
Total non-operating expense			
Ordinary income		6,198,667	
【Extraordinary loss】			
20th anniversary expense	10,026,082	10,638,961	
Donation expense	612,879		
Total extraordinary loss			
Net loss before taxes			4,400,294
Corporation tax, municipal tax and enterprise tax			70,156
Net loss		4,510,450	

As of December 31, 2018

Name	Position	Professional Affiliation
Kaoru Okuzawa	President	Representative of KOLABO
Yukari Urata	Vice President	Strategic Technology Center, TIS Inc.
Aritoshi Katae	Vice President	System Cost Management Inc.
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
Shuichi Ikeda	Director	President, Positive Learning Co., Ltd.
Ko Ito	Director	Temporary Lecturer, System Design Management Study, Keio University
Masahiro Inoue	Director	Vice President, Professor, Shibaura Institute of Technology
Yasuo Iwaoka	Director	Research Advisor, International Development Center of Japan Inc. Executive Officer; General Manager, Management Planning Office and Solution Division; Nissin Scientia Co., Ltd.
Kouji Kinami	Director	Business Development Managing Director, Management Solutions Co., Ltd.
Manabu Saito	Director	Senior Manager, Social Innovation Lab, Skylight Consulting Inc.
Yasuji Suzuki	Director	President, PM Associates KK
Yahiro Takegami	Director	Watson Services, Tokyo Software & Systems Development Lab, IBM Japan, Ltd.
Hidetaka Nakajima	Director	President, Planet KK
Nobuaki Fukumoto	Director	Vice President, IBM Japan, Ltd
Yoshitake Mishima	Director	Senior IT Architect, Social ICT Innovation Division, Mitsubishi Research Institute, Inc.
Etsuko Mizui	Director	Senior Project Manager, Global Business Services, IBM Japan, Ltd.
Koji Morita	Director	Manager, GTS Department, IBM Japan, Ltd.
Taketoshi Yokemura	Director	Professor, Department of Electronic Information Systems, College of Systems Engineering and Science, Shibaura Institute of Technology
Tetsuya Watanabe	Director	Senior Instructor, Learning & Development Department, Hitachi Information Academy Co., Ltd.
Kenji Hiraishi	Auditor	President, BTG International Corporation
Yoshiko Watanabe	Auditor	Outside Director, Japan Finance Corporation
Hiroto Kamba	Auditor/PMI Region 9 Mentor	Representative, Kamba PM Laboratory
Masahiro Kinoshita	Advisor	Director and Senior Managing Executive Officer, Nissay Information Technology Co., Ltd.
Noriyasu Sugimura	Advisor	SQA/PMO Manager, Enterprise Services., Microsoft Japan Co., Ltd.
Masanori Takahashi	Advisor	Representative Director, PMPro, Inc.



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