PMI Japan Chapter

Annual Report
2019

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. These systematized management methods were further developed and expanded to manufacturing, construction, engineering, and chemical industries. In 1969, a series of discussions among three men at The Three Threes Restaurant, which used to be a small, intimate gathering place just a few blocks from City Hall in Philadelphia, Pennsylvania, USA, lead to a formation of the Project Management Institute (PMI) as a professional organization with a membership base, comprised of project management practitioners. PMI celebrated the 50th anniversary of its foundation in 2019.

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

As of today, the project management standard, issued by PMI, has been put in practice as the global standard for project management in various fields all over the world.

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 operates with a number of stakeholders for the purposes of promoting and advancing the knowledge of project management. In 2018, the chapter had celebrated its 20th anniversary of formation.

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 the practice of project management, program management, and portfolio management. 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. The political and economic environment surrounding Japan is becoming increasingly challenging. Extreme climate events have been occurring like annual events.

In 2019, the number of chapter members increased substantially to more than 5,000. We believe that this is the result of the dedication and commitment shown by the chapter members.

PMI's headquarters celebrated its 50th anniversary in 2019 and is currently in the process of reviewing its strategy and releasing various publications. A new logo was presented as part of PMI's Brand Refresh strategy at the PMI's 50th Anniversary Global Conference in North America. There were insightful presentations, including the ones about the Project Economy, a new economic vision, where the project is seen as one unit of economic activity, instead of a corporation or an organization. At the conference, PMI also communicated its strategic plans, initiatives for agile management, and its acquisition of Disciplined Agile (DA). With a new strategic plan in place, PMI is strengthening its position in the global market by rapidly bringing innovation, dubbed as a digital disruption.

Our chapter's organizational environment, albeit different from that of global PMI headquarters, is also changing at an accelerated pace. We believe that we are facing an unchartered 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 November, held under a unifying theme, were a huge success. In addition, we held an annual Leadership Meeting to communicate about the 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, and Taiwan Chapter as well as PMI's Global Operations Center. We will carry out efforts to make sure that our members and corporate sponsors take advantage of our global network.

In 2019, the final year of the new Three-Year Mid-Term Plan, we verified the results of the plan and formulated a new Mid-Term Plan for the 2020-2022 period. The directors, committees, and Secretariat will continue to make concerted efforts to execute the plan and provide the members with an invaluable service.

The year 2019 marked the 10th anniversary of the foundation of the Kansai Branch, and 2020 will mark the 5th anniversary of the Chubu Branch. The PMI Japan Chapter has expanded its operational framework by engaging its Kansai and Chubu branches to improve our 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 experiences. We will take on as many opportunities as possible to raise the awareness of the chapter's activities through our website and events.

Furthermore, we successfully provided live streaming services through the internet for the PMI Japan Forum and the PMI Japan Festa. Based on these experiences, we will move towards providing more people with the same services, free from spatial constraints, regardless of where they live.
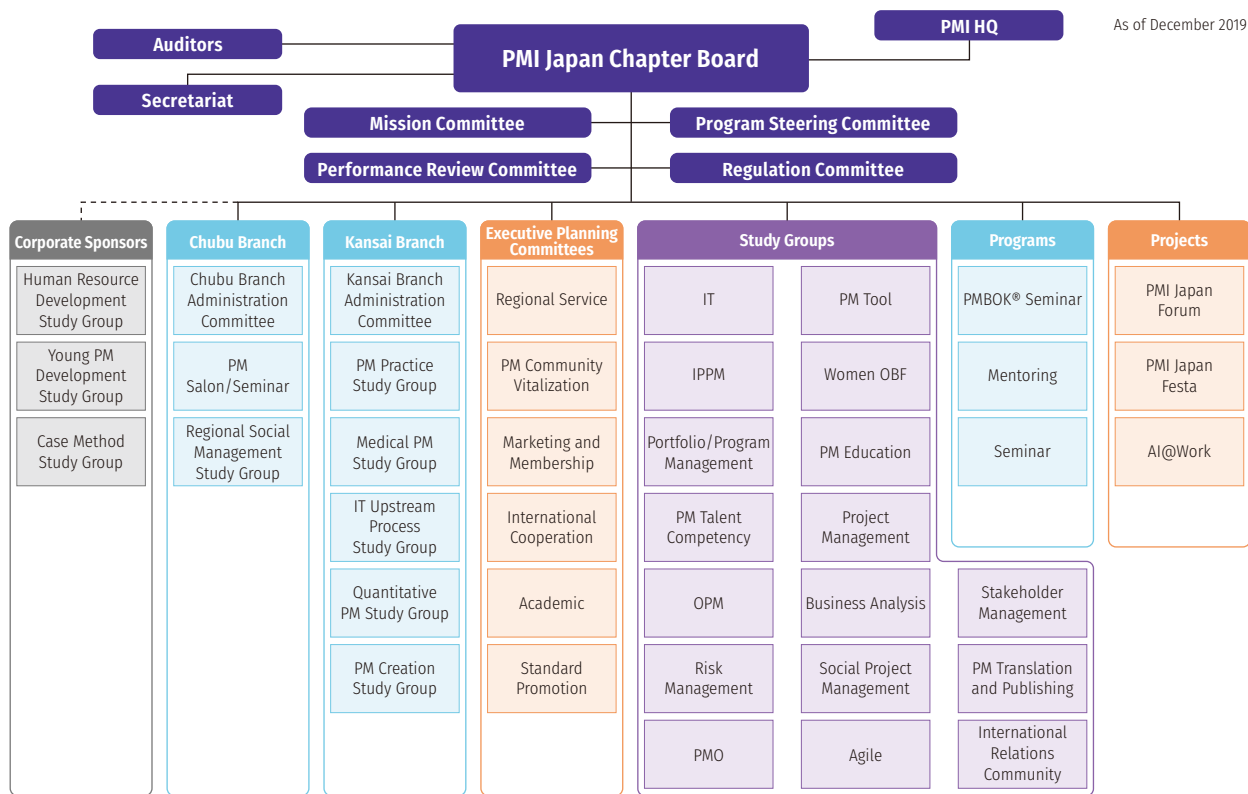
The PMI Japan Chapter will continue to assist corporate sponsors in engaging in voluntary study group activities. We encourage them to take advantage of our corporate sponsor study groups and global network. We believe that the study group will bring worthwhile experiences for our members because their activities are designed to enhance skills, facilitate information exchange and networking with seasoned project managers, learn study outcomes, and allow members to achieve clarity as to whatever questions they may have.

The annual report is intended to provide an overview of the PMI Japan Chapter's wide range of activities, which involved voluntary contributions made by members.

The PMI Japan Chapter is an organization supported by the participation and contributions of individual members. Members' dedication and contribution are the backbone of the chapter. We encourage members to stay involved and non-members to consider joining us.

Kaoru Okuzawa President

PMI Japan Chapter's Organization

Organizational Structure

As of December 2019

Auditors — **Secretariat** — **PMI Japan Chapter Board** — **PMI HQ**

- **Mission Committee**
- **Program Steering Committee**
- **Performance Review Committee**
- **Regulation Committee**

Corporate Sponsors	Chubu Branch	Kansai Branch	Executive Planning Committees	Study Groups		Programs	Projects
Human Resource Development Study Group	Chubu Branch Administration Committee	Kansai Branch Administration Committee	Regional Service	IT	PM Tool	PMBOK® Seminar	PMI Japan Forum
Young PM Development Study Group	PM Salon/Seminar	PM Practice Study Group	PM Community Vitalization	IPPM	Women OBF	Mentoring	PMI Japan Festa
Case Method Study Group	Regional Social Management Study Group	Medical PM Study Group	Marketing and Membership	Portfolio/Program Management	PM Education	Seminar	AI@Work
		IT Upstream Process Study Group	International Cooperation	PM Talent Competency	Project Management		
		Quantitative PM Study Group	Academic	OPM	Business Analysis	Stakeholder Management	
		PM Creation Study Group	Standard Promotion	Risk Management	Social Project Management	PM Translation and Publishing	
				PMO	Agile	International Relations Community	

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's activities to ensure these are aligned with the mid-term action plan. If necessary, the committee brings up a proposal for corrective actions to the Board of Directors. The year of 2019 was the third 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, reflected on the past three years, and summarized the results of deliberation. Meanwhile, the committee set up a working group for formulating the next mid-term plan. It compiled and presented the Mid-Term Plan (2020-2022) that reflected PMI's strategic change and the summary of the previous plans 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 2019, the committee strengthened its relationship with PMI by disclosing the chapter's annual plan and objectives and sought ways to negotiate with PMI for more support. The committee also worked diligently in collaboration with the finance director on the budget implementation to enable smooth chapter operations.

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. The committee then submits a proposal to the Board of Directors. The committee will also select the candidates for an award from the chapter members and CoVs and presents them at the Board meeting. In 2019, the committee had 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 2019, the committee formulated chapter bylaws and articles of association regarding the directorial election.

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 and set goals. In 2019, the auditors had regularly conducted an operational audit and a financial audit.

PMI's 50 Years of History

The Manhattan Project, which was considered to be the first modern project, was promoted in the 1940s and rated as a great success, technically speaking. In the 1960s, the NASA started the Apollo program, and it led a man to land on the moon in 1969. During the same period, in Japan, the Tokaido Shinkansen Line was constructed in preparation for the Tokyo Olympics in 1964. The Shinkansen project resulted in unveiling the first online information management by computer. This eventually led to the opening of the Expo '70 in Osaka. During this era, projects were executed, focusing on Quality, Cost,

Source: P9, "1969 2019 PMI50"

and Delivery (QCD). As executives achieved success from managing QCD, it was known as the everlasting triangle; however, various problems were cropping up for project managers in the field.

PMI's 50-year history can be called as a history of the PMBOK® Guide. The five founders started to share project planning and scheduling techniques in 1969. These activities were essentially part of project management. As they pursued discussions at brainstorming sessions and at seminars, the number of followers started to increase. In the 1980s, PMI formed a management group for "Ethics, Standards, and Accreditation", and published the first PMBOK® Guide in 1987. This guide consists of six knowledge areas: scope, cost, time, quality, human resources, and communication. The structure eventually set a course from QCD management to total optimization. In 1996, the PMBOK® Guide was largely updated with the addition of three knowledge areas: integration, risk, and procurement. PMI had defined integrated management, making the role of project managers clearer. In 2012, the updated PMBOK® Guide added "stakeholder management", which resulted in today's structure with 10 knowledge areas. Consecutively, PMI was also publishing the PMI standards and practice guides on the subjects of Organizational Project Management (OPM), Project Manager Competency Development Framework (PMCDF), Portfolio Management, Program Management, and Business Analysis, demonstrating leadership in these fields.

PMI Japan Forum 2019

Date: July 20 – 21, 2019
Venue: Gakujutsu Sogo Center (Hitotsubashi-Hall)
Theme: Dealing with Challenges – Leading the Innovation

The PMI Japan Forum is the largest event that the PMI Japan Chapter organizes on an annual basis. The Forum provides the PM community in Japan with an opportunity to deepen one's knowledge of project management cases and the latest trends. In addition, it serves as

the platform for raising awareness about our chapter's activities to the PM community.

Following our PMI Japan Chapter President's opening remarks, Mr. Sunil Prashara, President and CEO of PMI, and Mr. Tejas Sura, the Strategy Oversight Committee Chair of the PMI Board, had delivered a keynote speech under the title of "The Value of Project Management". This was followed by a keynote speech by Dr. Tatsuo Sato, Professor at Hiroshima Shudo University, under the title

of "Past to Present and Future of Project Management in the History of Modern Management". Following two keynotes, ten invited speakers from Japan and overseas graced the event with inspiring presentations on various subjects over two days.

All the invited speakers' speeches at the main hall of the venue were broadcasted online to more than 230 participants outside of the venue across Japan with an online streaming service.

Global Track

The Forum ran a Global Track consisting of five presentations delivered in English. The speakers were from India, Bulgaria, and San Francisco and two CoVs, where their presentations had attracted many participants who are highly interested in overseas trends.

The Forum had 40 other presentations by representatives from 27 CoVs, who presented outcomes of their studies they were engaged in throughout the year. The subjects of the 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 2019

Date: November 23 – 24, 2019
Venue: Fujiwara Hiroshi Hall, Kyosei-kan, Keio University
Theme: Challenge the New Era – Listen to 10 Top Runners in the Business World

The PMI Japan Festa 2019 was held on November 23-24, 2019. The Festa consisted of ten lectures, where topic areas included agriculture and AI. The participants had learned about new efforts on how to realize AI-based agriculture, and how AI is expected to influence many fields and various geographical areas. The other lecturers were regarded also very highly, including a founder of RunLink (a runner registration system for the Japan Association of Athletics Federations), a comedian who studied laughs, a flower designer who lead projects with flower power, a creator who revitalized his town, and a director of a hotel who improved their popularity and others.

The Festa provided live online streaming service to engage more people, regardless of where they live. In total, more

The Lecture Hall

Operation for Streaming Service

than 700 people attended the event over the course of two days.

The event was planned, organized, and implemented by volunteers who belong to the Seminar Program, a CoV of the chapter. Reflecting on improvement areas from the previous year's Festa, the Seminar Program had started their meticulous preparation about ten months before the event.

The Volunteers

Seminar to Commemorate 10th Anniversary of the Kansai Branch's Foundation

The seminar was held to commemorate the 10th anniversary of the Kansai Branch's foundation at the Breeze Plaza near Osaka station on September 21, 2019. 158 people attended the seminar.

The Kansai Branch was founded 10 years ago as the first branch of the PMI Japan Chapter in December of 2009. The branch currently has 80 members, six CoVs including five study groups and an Administrative Committee. The committee is responsible for preparing the plans for the whole Kansai Branch's activities as well as planning and conducting events. The seminar provided not only the chapter members, but also non-members, with an opportunity to learn more about the Kansai Branch's activities, which may contribute to the branch's future development.

We thanked everyone for their support. Without them, we could not have held a successful event to celebrate our 10th anniversary.

Orientation for Non-Chapter Members

The PMI Japan Chapter held an orientation for non-chapter members on December 7, 2019. The orientation aimed at facilitating their understanding of benefits of chapter membership by introducing the structured knowledge system of project management, the latest news, educational contents, CoVs' activities that the PMI and/or the Japan Chapter offer. More than 60 people attended the orientation, and among them, 20 people had shown their interest to join the chapter membership.

At the first session, Mr. Kamba, the former President of the PMI Japan Chapter, had given a lecture on "PM Skills in the

Digital Disruption Era". Mr. Saito, Chairman of the Member and Marketing Committee, had then proceeded to deliver a speech titled, "Introduction to the PMI Japan Chapter, How to Benefit from PMP Certification, and How to Obtain PDUs". Two young chapter members, representing the Agile Study Group and the Business Analysis Study Group, then delivered brief insights on the importance and effectiveness of community activities organized by the PMI Japan Chapter members.

Representatives from each selected CoVs talked about their CoVs' activities, experiences and skills that have benefitted them. We thank PMI Asia Pacific for providing us with the planning guidance and support during the registration process. We would like to continue such collaboration in the future.

Briefing Seminar on the Latest Trends Overseas

As we did in 2018, the PMI Japan Chapter had sponsored three chapter members, who are actively engaged in CoVs, to PMI's two largest events: Global Conference in North America and PMO Symposium®. This program's objective was for the chapter members to grasp the latest global trends in project management and for the members to bring their knowledge back and share them with fellow project management practitioners. The briefing session was held on December 6, 2019 at Kanda, Tokyo.

The chapter organized an encore session in February of 2020 having considered that the seminar room capacity of 100 people was fully reached and the attendee satisfaction level was high at the previous briefing session in December. We were glad to know from the results of attendee satisfaction survey that the number one reason for their participation was to enhance their knowledge of project management. This showed that our purpose of organizing the session matches with the attendees' expectations.

Mid-Term Three-Year Plan
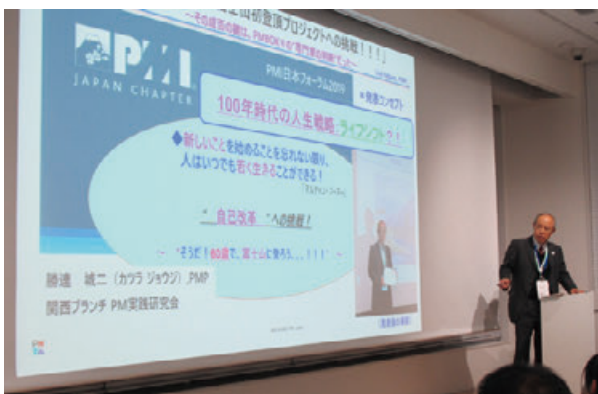
Review of Mid-Term Plan (2017-2019)

The PMI Japan Chapter had more than 5,000 members in 2019, becoming one of the world's most active chapters. Overall, in the past three years, the support of the directors and active members has steadily promoted the chapter's activities as well as contributed to the improvement of these activities.

Unfortunately, some measures failed to achieve their targets due to environmental changes and lack of improvements in our systems. However, we were able to implement required measures, in general, successfully.

Achieved	20 measures
Failed	5 measures
Not implemented	2 measures

Comments on measures that failed to fully achieve the target:

1. Devise PPPM promotional strategy

Although the Mission Committee established a designated PPPM working group, the working group's performance proved to be inadequate.

7. Strengthen PMIJ's presence

International Relations Community (IRC) participated in events organized by the Mumbai and Indonesian chapters in FY2017, but not in FY2018 and FY2019. However, PMIJ's directors and active members promoted the efforts made by our chapter at other congresses overseas.

12. Launch professional awards system

Although some efforts were made to establish an awards system, including a research on the commendation system of China and the cooperation with the Cabinet Office of the Japanese Government to launch a similar system, it proved to be difficult to implement it locally.

21. Systematize methodologies to run volunteer community organizations

A workshop was held at the Leadership Meeting 2019, and the know-how of the Social PM Study Group was developed, but the guidelines are yet to be published.

25. Gain recognition as an organization familiar to corporate sponsors

The Marketing and Membership Committee (MMC) discussed this issue without reaching any conclusion on the next steps and without implementing any measures.

Comments on measures that were not implemented:

4. Introduce overseas case studies on program management and portfolio management

The International Cooperation Committee (ICC) was unable to establish a necessary framework to fulfill this objective; thus, some board members made only sporadic efforts.

11. Strengthen relations with Registered Educational Providers (REPs)

It proved to be unfeasible to actively engage in strengthening these relations due to the position of the R.E.P. Director.

In addition to various measures, there are activities and efforts that are worthy of special mention: each Executive Planning Committee worked diligently on projects commemorating the PMIJ's 20th anniversary of the chapter's foundation, even though such commemorative projects were not listed in the Mid-Term Plan. Among these projects, achieving to get published in The PMI Talent Triangle and an overseas dispatch of active members played an important role in shaping PMI's global strategy and improving our response to globalization.

We were also able to openly address changes in the organizational environment and outstanding issues not originally listed under the Mid-Term Plan. We concluded that our chapter has successfully responded to changes in PMI's strategy in an agile manner by examining the profiles of Project Managers targeted by the Leadership Meeting and proceeding to incorporate them in the Mid-Term Plan (2020-2022). Another example of agile response was our quick attention to issues on the social agenda and efforts made by the Executive Planning Committee in charge of Marketing and Membership to address the U.N.-led Sustainable Development Goals (SDGs).

2017-2019

No	Measures	Purposes	Responsible CoVs	Rate
[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	Not achieved
2	Translate PMI standards	Translate high-quality standards into Japanese	Standard Promotion Comm.	Achieved more than planned
3	Spread PMI standards	Spread translated PMI standards	Standard Promotion Comm.	Achieved
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.	Not implemented
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.	Achieved
[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.	Achieved
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	Not achieved
[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	Achieved
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	Not achieved
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.	Achieved
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	Not implemented
[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	Not achieved
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.	Achieved
[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.	Achieved
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.	Achieved
[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	Achieved
[VII]		**Building Foundation of Chapter Activities**		
17	Set up CoV 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.	Achieved
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.	Achieved
19	Multiple CoVs 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.	Achieved
[VIII]		**Reinforcing Support for Active Members**		
20	Cultivation of leadership skills	Improving each CoP leader's skills and leadership quality	PM Community Vitalization Comm.	Achieved more than planned
21	Systemize methodologies to run volunteer community organizations	Support each CoP to have active activities	PM Community Vitalization Comm.	Not achieved
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.	Not achieved
[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	Achieved
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	Achieved
25	Improve services in order to increase corporate sponsors (3)	Gain recognition as an organization familiar to corporate sponsors	Marketing and Membership Committee	Achieved
26	Give a guidance to new members	Improve retention rate for new members	Marketing and Membership Committee	Achieved
[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	Achieved

Mid-Term Three-Year Plan

Formulation of Mid-Term Plan (2020-2022)

Revision of Mission and Vision to Realize Further Value

In formulating the Mid-Term Plan (2020-2022), the PMI Japan Chapter revised its mission, vision, and strategies in line with the strategic changes made by the PMI's headquarters.
The new mission and vision were determined, following repeated discussions among the study group leaders at the Leadership Meeting (LM 2019) held in September of 2019.

◦ **Mission**
The PMI Japan Chapter sustainably contributes to the realization of social, organizational, and personal value through project management by its members.

◦ **Vision**
Understanding and using project management is recognized as a fundamental skill for all generations.

Our policy for the next three years is (1) to realize the value according to the "stage of one's life", encompassing all generations, and (2) to create a positive domino effect by advocating the usefulness of project management from the chapter to an individual, from the individual to an organization and the society.

Regarding the realization of value in accordance with the "stage of one's life", we have not made sufficient outreach to the "next generation" among the customer segments based on the level of project management experience. We will put emphasis on approaching representatives of this promising segment. This includes junior PMs, such as early-career employees, and people who have never had any experience in PM, such as students. For the membership segment, we will improve our service framework to provide services tailored to meet the needs of our primary customers.

With regards to the usefulness of project management, we are working on improving one's personal project management skills, so that they can actively stay ahead at their organization and in the society. We also aim to create a virtuous circle by utilizing a corporate sponsor system to support organizations in areas such as PM development and organizational project management.
Specific measures are being planned and will be implemented by the Executive Planning Committees in charge of Marketing and Membership and the PM Community Vitalization. We will also consider launching new committees and programs, if deemed necessary, for new measures.

2020-2022

No	Target	Measures	Responsible body
1	**Providing Attractive Value to All Generations with a Customer-first Principle**		
1-1		Expansion of the scope of project management application ・ Study of expansion of project management methodologies (including agile) ・ Exchange with other organizations/enhancement of project management methodology elements through collaboration ・ Contribution to society and organizations through project management	BoD Executive Planning Committees Future Creation Program (newly established)
1-2		Building mechanism for knowledge management ・ Process from creation to usage of knowledge ・ Organizing and expanding past knowledge (Ex.) Revision of strategic PMO Issuing journals ・ Responsible organization for issuance/periodical publication of the results of study group meetings	Future Creation Program (newly established)
1-3	R.E.P.s	Strengthening relationship with R.E.P.s	Marketing and Membership Committee
1-4	Companies	Support for areas other than IT by marketing specifically for each industry	Marketing and Membership Committee
1-5	Corporate sponsors	Improvement in services in order to increase corporate sponsors	Marketing and Membership Committee
1-6	Active members Chapter members Prospective members	Cultivation of leadership skills of chapter members	PM Community Vitalization Committee
1-7	Active members Chapter members Prospective members	Disseminating information and understanding segment needs of PM	PM Community Vitalization Committee
1-8	Active members Chapter members Prospective members	PM segment-specific support improvement	PM Community Vitalization Committee
1-9	Regions	Promotion of local value creation through activities of PM	Regional Service Committee
1-10	Regions	Reinforcement of promotion of PM-related activities and create environments where locals can easily join the activities	Regional Service Committee
1-11	Students, student organizations	Two-way collaboration with academic sponsors	Academic Committee
1-12	Students, student organizations	Collaboration with domestic and international higher education institutions, related academic societies, and overseas chapters	Academic Committee
1-13	Students, student organizations	PMI Talent Triangle Cooperation with corporate sponsors and companies regarding education and lifelong education	Academic Committee
1-14	Students, student organizations	Appealing to the next generation, students, and young people	Academic Committee
2	**Raising Awareness of Project Management in Society**		
2-1	Global	Enhancing overseas presence of PMIJ, information dissemination of PMIJ Applying for the awarding system of PMI	BoD
2-2	Next generation	・ Raising awareness of project management for next generation ・ Raising awareness of PMI ・ PMP/CAMP enhancement	Next Generation Committee (newly established)
2-3	Companies Educational institutions	Consideration of establishing awarding system of the PMI Japan Chapter	BoD
2-4	Other organization related to PM	Dissemination and strengthening activities of PM in collaboration with groups related to PM	Marketing and Membership Committee
2-5	Other organization related to PM	Dissemination and strengthening activities of PM as a measure to cope with innovation and digital society	Marketing and Membership Committee
2-6	Society	Enriching PM methodologies and resources and promote the methodologies through practice of social contribution activities	Marketing and Membership Committee
2-7	Corporate sponsors	Increasing individual members who belong to corporate sponsors	Marketing and Membership Committee
2-8	Administration	Industry-academia-government collaboration in local regions	Regional Service Committee
2-9	Students, student organizations	Spreading education and promote globalization of PM by taking advantage of resources and global network of PMI	Academic Committee
2-10	Students, student organizations	Strengthening information exchange hub function for domestic and overseas PM education	Academic Committee
2-11	Students, student organizations	Strengthening awareness-raising activities regarding the necessity and effectiveness of education of PM	Academic Committee
3	**Sustainable Chapter Organization**		
3-1		Improvement of service system ・ Building a service delivery framework to improve customer satisfaction ・ Setting how to provide service in accordance with each segment ・ Establishing the whole processes from service development to operation Stable service operation ・ Establishment of service operation process	Future Creation Program (newly established)
3-2		Constructing a mechanism that can respond to provision of venues/information/inquiries in a timely manner ・ Improvement of satisfaction with digital platform of PMI ・ Use of new communication tools such as SNS ・ Transformation of operation with digital platform of PMI	Future Creation Program (newly established)
3-3		Improving forum/seminar satisfaction ・ Formulation of policies and frameworks including seminars hosted by the Secretariat ・ Further improvement in forum/seminar satisfaction	Person in charge of seminars
3-4		・ Timely development of information of PMI ・ Restructuring the process from translation to publication of standards	Standard Promotion Committee
3-5		Soundness/continuity of business ・ Formulation of business plan for continuous operation of business ・ Strengthening chapter operation system and governance	BoD Program Steering Committee
3-6		Strengthening the system of the Secretariat ・ Securing resources that can support various services ・ Strengthening of facilities (office relocation/expansion)	BoD Program Steering Committee

PMI Standards

PMI Standards Update

PMI Practice Standards and Practice Guides

PMI develops and publishes a variety of standards. There are three types of standards: "Foundational Standards," "Practice Standards & Framework," and "Practice Guides."

Three types of standards

Many of these standards were updated and added in 2019, and we will introduce them below.

1. Foundational Standards

The Foundational Standards principally summarize the knowledge and practices related to project management, including PMBOK® Guide, The Standard for Program Management, The Standard for Portfolio Management, and Organizational Project Management. In addition, standards covering the area of business analysis, which is an upstream sphere of project management, were published as The PMI Guide to Business Analysis—First Edition.

Two new foundational standards have been added recently, as follows:

○ **The Standard for Risk Management in Portfolios, Programs, and Projects**

The Standard for Risk Management is an updated and expanded version of The Practice Standard for Project Risk Management, covering not only projects, but also portfolios and programs. This standard describes the core framework for carrying out risk management of expected or unforeseeable events or conditions and its positive or negative impact on portfolios, programs, and project objectives.

○ **The Standard for Earned Value Management**

This standard has updated and expanded The Practice Standard for Earned Value Management (EVM)—Second Edition. EVM is a useful tool for objectively measuring project performance and progress and forecasting project outcomes. This standard is also pertinent to programs and portfolios and explains how EVM is applied in agile situations.

As with these two standards above, we are expecting more practice standards to be upgraded to foundational standards in the future.

2. Practice Standards & Frameworks

Practice standards and frameworks describe in detail how the tools, techniques, processes, which are introduced in standards, can be used, so that project practitioners can more easily put them in practice. Most of the practice standards have been updated as of date.

○ **Practice Standard for Work Breakdown Structure (WBS)—Third Edition**

WBS is a key component of the project-planning process, regardless of industry or field. WBS helps you organize the full scope of your project to reflect the tasks you have specified, standardize how you track your project, and overcome the significant uncertainties that have occurred. This edition addresses all life cycles: predictive, iterative, incremental, adaptive and hybrid.

○ **Practice Standard for Project Estimating—Second Edition**

Project estimating plays an important role in project management. By making accurate estimates and reassessing them earlier on in the project, you can expedite your decision-making process and maximize its value. Agile based model has been added in this edition; therefore, this standard is applicable to a wider range of project life cycle approaches.

○ **Practice Standards for Scheduling—Third Edition**

This standard provides an up-to-date understanding of effective practices for project scheduling. This edition provides a way to identify the elements, objectives, uses, and benefits of a good scheduling model, and also shows applications of agile approach in scheduling.

3. Practice Guides

Based on the results of research (such as Pulse of the Profession), jointly conducted by PMI and various institutions, practice guides provide practical contents not described in the foundational standards. The newly added practice guides are as follows:

○ **Practice Guide for Benefit-Realization Management (BRM)**

This practice guide describes the approach to aligning your organization's strategies with portfolios, programs, and projects. This provides useful frameworks and guidance that will assist practitioners to demonstrate how to deliver, implement, and maintain benefits to different stakeholders.

About Japanese Translation

The Standard Promotion Committee has been engaged in preparing Japanese translation of these standards. At present, PMI's headquarters is arranging the translation of PMBOK® Guide, The Standard for Program Management, and Agile Practice Guide. Standards, other than those mentioned above, will be translated in Japan, but due to the limitation of volunteer translators' resource, we have to prioritize the resources in order to arrange translations. In 2019, we translated and published PMI Business Analysis Guide and PMBOK® Guide - Construction Extension. We are also planning to publish a number of other standards in 2020, and we will introduce them sequentially.

The compilation of the seventh edition of PMBOK® Guide is already underway at PMI. The PMI Japan Chapter aims to actively cooperate in the translation effort. In addition to conventional media, PMI's headquarters have also announced a website that comprises of digital contents which will be accessible to anyone remotely. Expectations for the future development of these standards will be higher.

PMP® Certification Exam

The PMP® certification exam will be revised from January 2, 2021, as has already been announced. Problems from each of the domains, including "people", "process", and "business environment", and multiple approaches (predictive, agile, and hybrid) are incorporated. For details, please refer to the PMI Japan Chapter's website.

In addition, we will continue to promote Program Management Professional (PgMP®) certification in Japan, and we would like to have many people apply for it.

Trends in Project Management

New Initiatives from PMI after 50th Anniversary Celebration

PMI celebrated its 50th anniversary in 2019. PMI currently has 308 chapters and 2 candidate chapters in 215 countries around the world, as of December 31, 2019, with the number of its membership exceeding 590,000. This number is steadily increasing globally. The number of PMP® credential holders exceeded one million in 2019, and this is in recognition of the PMP® certification worldwide.

1 POWERING THE PROJECT ECONOMY™

In 2019, the new direction was laid out in response to accelerated digital transformation, in addition to PMI's three strategic goals: (1) strategic focus, (2) customer centricity, and (3) organizational agility. One of these is POWERING THE PROJECT ECONOMY™. The evolution of technology and changes in the business environment are driving the shifts from traditional organization-based work styles to project-based work styles. As this is rapidly evolving across organizations, industries, countries and regions, jobs are defined in terms of what needs to be done, not functions or attributes. Project management talents are expected to find the best way to be able to do that and to acquire the necessary skills to do so. It is about how we will work in this new business environment that is the project economy. This has a major impact on the career development of project management talent. It is a new opportunity for project management talent to increase their value as a strategic partner to support the business success.

In addition to the three areas (technical project management, leadership, strategic and business management) that are ideal skillsets presented by The PMI Talent Triangle, we must develop required skills in a timely and flexible manner to assimilate to new technologies and jobs. At present, it is an acknowledged fact that digital skills are required to realize a digital transformation strategy. It is becoming increasingly important for project management talent to adopt a growth-oriented mindset and practice life-long learning.

The PMI Talent Triangle®

Pulse of the Profession 2019: The Future of Work report shows that PMTQ (technology quotient combined with project management) will be all the more important for future organizations and individuals.

For further details, please refer to the Japanese version of the Annual Report 2019.

Pulse of the Profession® 2019

Pulse of the Profession® 2019 Japanese Version

AI @ Work: New Projects, New Thinking

AI Innovators: Cracking the Code on Project Performance

Pulse of the Profession® https://www.pmi.org/learning/thought-leadership/pulse
Link to Japanese translations
https://www.pmi.org/-/media/pmi/documents/public/pdf/learning/thought-leadership/pulse/pulse-of-the-profession-2019.pdf?sc_lang_temp=ja-JP

2 Further Enhancement of Agility

To respond quickly to increasingly complex business environment and ever-evolving technologies and to achieve strategic goals, PMI acquired Disciplined Agile (DA) as well as FLEX from Net Objectives to equip PMI with powerful agile resources. Promoting agility, in addition to traditional project management approaches, is essential to achieve digital transformation and business outcomes at a faster rate. FLEX and DA works well together to provide the solutions to complement distinctive agile certification. We plan to integrate PMI's strong community and accreditation systems with DA's flexible agile framework, which is consistent at the management level to the team's level, to promote agile penetration across a wide range of groups. We expect further progress to be made in areas of organizational agility improvement to team-level agility technique through the DA Chapter Champion Program, that was released, and the DA Community.

3 TED@PMI

PMI has partnered with TED, a non-profit organization, to further promote the value of project management. This alliance is expected to create change in the world of projects, programs and portfolio management and help us to realize new perspectives and ideas. TED@PMI refers to a one-day event jointly held with TED. It was held for the first time at the North American Global Conference in 2019. Up to 15 speakers will be presenting at the 2020 conference. There is a video introducing TED@PMI on YouTube, so please watch it.

Introducing TED@PMI! YouTube
https://www.youtube.com/watch?v=AuhEr3c1wbA

4 Promotion of Digital Transformation at PMI

In 2018, PMI revealed its new interactive product, PM

EDGE™, following PMI's first podcast Projectified™ that started in 2017. In 2019, we have developed new digital content to diversify learning. In addition, we are preparing for the sale of the digital versions of standard guides, which were previously only sold as physical copies of books.

The website for ProjectManagement.com:
https://www.projectmanagement.com
The website for Projectified™:
https://www.pmi.org/learning/training-development/projectified-podcast
The website for PM EDGE™: https://edge.pmi.org

5 The Next 50 years

A new brand logo for the next 50 years was released at the North American Global Conference in 2019. The new PMI brand logo consists of nine visual identities, and each of them has both the history of PMI and the qualities needed to drive the future of the project economy. The year 2020 marks the first year for PMI to start the next 50 years. In addition to promoting the project economy, PMI aims to implement activities to instill project management in every generation as a life skill.

Visual identity of the new PMI brand logo

Trends in Project Management

Participation in Overseas Conferences

In 2019, PMI's headquarters celebrated its 50th anniversary and held numerous celebratory events throughout the year.

The major events hosted by PMI include the EMEA Congress in the European and Middle-East region in the spring and the Global Conference in North America in the fall. In addition to keynote speeches by prominent speakers, more than 100 carefully selected sessions were held, and many practitioners from all over the world gathered in this forum for learning about the latest trends and sharing knowledge.

In 2019, along with reminiscing the 50-year history, new strategies and initiatives for the next 50 years were announced. As technology evolves and the business environment changes dramatically, there were heated discussions on the challenges faced by project management talent and the acquisition of new skills.

In addition, PMO Symposium® is held in North America every fall, where many project managers and PMOs participate. As more companies are driving digital transformation, this time there were more sessions concerning business and organizational agility, PMO's future role and required skills. The discussions indicated the shift from PMOs, who are supposed to oversee and manage projects, to EPMOs (Enterprise PMOs), who are required to collaborate closely with the management of the organization on implementation of management strategies.

Apart from this, there were Leadership Institute Meeting (LIM) events for volunteer leaders, such as the chapter directors, as well as events organized by the chapters similar to the Japan Forum. In 2019, the Asia-Pacific (AP) LIM, EMEA LIM, and NA LIM were held to develop PMI's new strategy and the chapter management's skills. LIM is also a valuable opportunity to build new networks with chapter leaders and to share chapter management know-how. The PMI Japan Chapter delivered a presentation on workshop activities as best practices for organizational expansion at AP LIM 2019.

The PMI Japan Chapter will continue to provide feedback on the latest trends that will be revealed at global congresses and will strive to further invigorate the PMI Japan Chapter's activities by incorporating the gained knowledge.

Opening of Global Conference 2019 in North America

	Dates	Congress Names	Host Cities	Number	Representatives from PMI Japan Chapter
			Host Cities of Overseas Congresses in FY2019 and Names of the Representatives from PMI Japan Chapter		
1	February 22-24	PMI Leadership Institute Meeting 2019 -Asia Pacific	Penang	7	Okuzawa, Katae, Urata, Asou, Mizui, Yoshida, Rajeev Supekar
2	May 10-12	PMI Leadership Institute Meeting -EMEA	Dublin	1	Watanabe
3	May 13-15	PMI Global Conference -EMEA	Dublin	1	Watanabe
4	October 3-5	PMI Leadership Institute Meeting -North America	Philadelphia	7	Okuzawa, Katae, Hayama, Urata, Asou, Mizui, Nakajima
6	October 5-8	PMI® Global Conference -North America	Philadelphia	2	Yumiko Ishii, Kenichi Kagaya
7	October 9-10	PMI China Congress	Shanghai	1	Nakajima
9	November 16	PMI Hong Kong Congress	Hong Kong	1	Katae
10	November 23-24	PMI Taiwan International Congress	Taipei	3	Hayama, Mizui, Inoue
11	November 3-6	PMO Symposium®	Denver	1	Joji Katsura

Membership Benefits

Individual Membership System

➤ Benefits of Individual Membership

The best way to gain and demonstrate 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.

1. Discounts on seminar attendance fees

Members receive discounts on attending chapter's 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 2019, 25 CoVs delivered 39 presentations to talk about their own activity outcomes.

Executive Planning Committees

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

Study Groups

1) IT, 2) 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, 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/Seminar, 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' section of the website, the members can access articles translated into 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 the global PMI membership. Please visit www.pmi.org and create your own account. Then join PMI as an individual member and choose PMI Japan Chapter during the online application process. The credit card payment is the easiest option.

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

Membership Benefits

Orientation for New Chapter Members

The PMI Japan Chapter has provided new chapter members with orientation free of charge since 2017. The orientation helps them learn about the PMI, the PMI Japan Chapter, availability of study groups and their activities, and it encourages them to take advantage of the benefits of chapter membership. In 2019, PMIJ organized the orientation four times in Tokyo and once in Osaka.

The orientation event consists of two components: lectures and a networking session. The lectures are about PMI, the PMI Japan Chapter and the study group activities, followed by a Q&A session. The networking session will then kick-off, where the newcomers, board of directors, staff at the Secretariat, and volunteers from study groups will mingle together. If you are a chapter member, you are entitled to participate in the orientation event free of charge. For those, who became chapter members but do not know much about the benefits of the membership, the orientation is, definitely, an event to attend.

Corporate Sponsorship Program

➢ About Corporate Sponsorship Program

The PMI Japan Chapter offers a Corporate Sponsorship Program for companies willing to enhance their project management framework, share the mission and support the 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 will enable them to improve on 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.

➢ Corporate Sponsor Study Groups

Membership consists only of employees of the corporate sponsors. Participants exchange their opinions and jointly study the issues of concern from each company. In 2019, 54 companies and over 58 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 acquire PDUs through this program.

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. The PMI Japan Chapter has conducted the program since 2010.

➢ Dissemination of Information

The Academic Committee has been making efforts to enrich the contents of the portal page for the Academic Program. In 2019, the committee mainly disseminated its newsletter and archived lectures in the academic track of the PMI Japan Forum 2019. The PMI Japan Forum provided a series of lectures and panel discussions organized by the Academic Committee in 2019, and this is their 8th participation in the Forum. The academic lectures included the following contents: a series of open workshops regarding fundamental elements to be learned at academic institutions and others, preparation for career change from industry practitioners to university professors, introduction to the PMI Global resources, and much more.

➢ Growth of Academic Sponsors

The PMI Japan Chapter has had academic sponsorship enrollment system for a long time. At the end of 2019, 47 sections in 43 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 an Academic Sponsor Meeting on the second day of the PMI Japan Forum 2019 to provide an occasion to openly discuss human resource development policies at universities and companies, from the viewpoint of project management and collaboration between industry and academia, and to network among professionals who are engaged in project management education and practitioners in industries. In addition, the committee held a small academic sponsor meeting under the theme of "What are the Basics of the Basics in Project Management Education?" in Osaka in December.

◆ Providing Governmental and Academic Organizations with the e-learning package, "First Step Series"

The Ministry of Internal Affairs and Communications of Japan has been using "the First Step to PM" and "the Second Step to PM", both of which were produced by the chapter, as materials for developing IT human resources at central government ministries and agencies since the beginning of 2018. In the FY2019, 852 people completed the course, and 88 percent of them stated the materials are good. Chubu University started to use the materials, the committee had also provided them to Tokyo City University and the graduate school of Ehime University for their use. The committee had also completed updating the materials to align with the sixth edition of the PMBOK® Guide.

◆ Affiliation with Japanese Society for Engineering Education (JSEE)

Three members from the Academic Committee delivered two speeches under the title of "Engineering Education Presentation, Project Management and Project-Based Learning (PBL) in collaboration with JSEE. In March, the committee provided a course on project management education in collaboration with JSEE.

◆ PMI Resources and Global Network

PMI Educational Foundation (PMIEF) is making efforts to promote project management to primary/junior high/high schools and other related NPOs. The chapter formed a liaison team affiliated with PMIEF in 2017 and has been actively engaged in their work. As a part of the task, the liaison team translated the documents titled, "PM for Education" and "Project Management Skills for Life®" into Japanese and have made them available to the public. In addition, the committee held three seminars in total at the Science Agora and Social Entrepreneur College, using contents taken from PMIEF (the Tower Game).

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

Communities of Volunteers (CoVs)

CoVs in the Greater Tokyo Area

Regional Service Committee

The Regional Service Committee conducts activities for purposes of improving chapter service and promoting project management communities in areas outside the Greater Tokyo area. In 2019, the committee planned and conducted regional free workshops at nine selected venues across Japan. These were case study workshops aimed at enhancing project managers' practical ability. Members of the Regional Service Committee and the PM Practice Study Group of the Kansai Branch served as facilitators and provided an opportunity for individuals to learn practical project management.

PM Community Vitalization Committee

With an objective to enhance CoV activities and increase the number of active members, the committee coordinates information exchange across CoVs and organizes collaborative events. In September of 2019, the committee organized the Leadership Meeting 2019, designed for CoV leadership development. The committee hosted four networking events for CoV leaders to promote mutual understanding and collaboration across CoVs. The committee also held orientation programs for new chapter members in Tokyo on a quarterly basis and once in Osaka in December.

Marketing and Membership Committee

The committee's mission is to keep growing the number of chapter members and corporate sponsors and to expand the project management community. In 2019, the committee took on the activities, which might lead to engaging more corporate sponsors, and carried out the planning and execution of new strategy to raise the chapter's public profile. As for the efforts to attract more corporate sponsorship, the committee continued to take on the opportunities to obtain information as well as to network and completed research on current trends in demand for project management. As for the strategy to raise the chapter's public profile, the committee was engaged in the following activities. First, the committee held meetings with several NPOs in an attempt to explore potential areas of cooperation. Second, it undertook the task to collaborate with governmental organizations to host a business plan contest. Third, the committee continued to be engaged in "Regional Development SDGs Government-Industry Collaboration Platform", hosted by the Office for Promotion of Regional Revitalization at the Cabinet Office. Lastly, the committee conducted an orientation program for non-chapter members to introduce the chapter's activities.

Academic Committee

The committee aims to raise awareness of project management education by underscoring that knowledge and discipline of project management field of study are essential skills and will be in high demand in 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 2019, the committee translated *The PMI Guide to Business Analysis* and *PMBOK® Guide - Construction Extension* into Japanese and had them published. The members are currently in the process of translating *Project Manager Competency Development Framework – Third Edition*, *The Standard for Organizational Project Management*, and *The Standard for Portfolio Management – Third Edition*. The committee also continued to help PMI improve its quality of translation of a standard last year. All the committee's work is voluntary; hence, the committee is on its way to establish a better structure by teaching essentials of doing translation work and by adopting a translation tool.

IT Study Group

On the subject of project management in ICT business, such as construction of information system and development of IT products, the study group has researched good practices to sharpen members' skills and also continued to offer knowledge sharing and networking sessions. In 2019, members compiled hints and tips for IT project managers in the field and worked towards the goal of creating a toolkit for young project managers in the IT industry.

IPPM Study Group

The objective of the study group is to establish an integrated methodological system to enhance the management's capacity to make a decision, when a project manager and a team devise a strategy, by providing information on adequate, science-based performance. At the same time, the members are also translating various foreign papers on Earned Value Management (EVM), Earned Schedule (ES), and Network Scheduling and have discussed them at their monthly meetings. A member presented the outcomes of their discussions at the PMI Japan Forum 2019.

Portfolio/Program Management Study Group

In 2019, the study group undertook the task to translate *The Standard for Portfolio Management – Fourth Edition*. The members have also done the preparation work for the PFM/PGM Fourth Edition Seminar. It is scheduled to run three times in 2020.

PM Talent Competency Study Group

The study group has been finalizing the translation of *Project Manager Competency Development Framework – Third Edition*. At the PMI Japan Forum 2019, some members delivered two speeches under the title of "Case Study of Developing PM Competency through Short Case Study Workshops" and "New PM Competency in the Digital Era". These speeches were received so well that they won the first and second place amongst the CoVs' speeches.

OPM Study Group

The study group does research on various methods for Organization Project Management (OPM) and organizational theories, focusing on standards for OPM. The objective is to communicate and demonstrate good OPM related practices to Japanese organizations. The study group undertook the translation of *The Standard for Organizational Project Management* into Japanese. Publication of the translated book is scheduled for 2020. Some members delivered two lectures about the new standard of OPM and change management in an organization at the PMI Japan Forum 2019.

Risk Management Study Group

The study group took up a challenge of finding answers to the question on whether it is possible to utilize Bayes estimator for risk management. At the PMI Japan Forum 2019, some members presented their findings and made new recommendations on optimal risk quantification/management without the Monte Carlo method. Other members have also presented their findings on how to deal with risks that are intrinsic to project managers' power and remain unnoticed by project managers.

PMO Study Group

In 2019, the study group became a more-than-40-people group, which consists of five working groups: "PMO Case Study", "Manufacturing Industry PMOs", "Overseas PMOs", "Agile PMOs", and "Digital Transformation PMOs". The members chose the themes they liked, participated in the monthly meetings, presented the findings from the working group discussions at the PMI Japan Forum

2019 and attended online overseas conference. Last couple years, there has been an increase in the number of topics that give Japanese PMOs food for thought regarding their behaviors, doing comparisons to cases of advanced PMOs overseas. The study group continues to pursue ideal Japanese PMOs in the future.

PM Tool Study Group

The study group looks into PM tools and methods, exercising ingenuity and sharing from experiences. In 2019, some members delivered a presentation on an Evolutional Mutual Appreciation (EMA) tool in English at the PMI Japan Forum 2019. They received positive feedback from an Indian national, who served as a lecturer at the Forum, and started to exchange information with him regularly.

Women OBF Study Group

One of the missions of this study group is to provide an environment where female project managers can work with a sense of security, to enable them to create and expand such settings. The 2019 objective was to interact with female project managers who are not chapter members. On August 29, 2019, the study group hosted a workshop at Tokyo Women's Plaza in Omotesando, gathering 19 people. The workshop successfully produced an outcome. The study group made efforts to facilitate interaction among participants, based on their experiences in 2018.

PM Education Study Group

The objective of the study group is to broaden the use of project management in the educational industry. The study group has about 30 members, who are engaged in project management education at universities and graduate schools. In 2019, the members delivered lectures at four academic institutions in total. Also, the study group has continued its preparation for sensibilization activities which aims to incorporate project management into "junior education".

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 in project activities in the field, the study group successfully created opportunities to have candid discussions with people irrespective of their affiliations. The study group hosted three "PM-ZEN" meetings in 2019, aiming to reveal real concerns

Communities of Volunteers (CoVs)

or issues and facilitate candid discussions with those, who manage projects in the field. You will be able to find more details at the following link: https://pm-zen.connpass.com

In addition, the study group started to post articles that provide explanations on the PMBOK® Guide - Sixth Edition. The following link will lead you to "Introductory Series on the PMBOK® Guide - Sixth Edition": https://www.pmi-japan.org/topics/pmi1

Business Analysis Study Group

The study group's mission is to study and research business analysis and provide practitioners in the field with concrete and useful methods, contributing to making business analysis well known. At the PMI Japan Forum 2019, some members presented their findings titled "An Introduction to the PMI Guide to Business Analysis" and "Scope Model of Business Analysis". The study group also held a seminar for introducing the Japanese edition of The PMI Guide to Business Analysis, in commemoration of its publication to make business analysis known to the public.

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 in solving social issues. In 2019, the study group took up a challenge of developing CSV method in the fields of social issues, such as SDGs and second/parallel careers, and applying it to gamification. Besides, the study group was engaged in making social PM methodologies known to the public. For example, the study group conducted workshops, made presentations at the PMI Japan Forum 2019, delivered a lecture for university students and organized a working group with the framework of SDG's Public-Private Collaboration Platform. The study group also conducted an orientation for the study group newcomers, gatherings for social project managers, workshops in collaboration with other agile-related study groups to increase the number of new members and active members.

Agile Study Group

The study group had various activities in 2019. It conducted the sixth perception survey on agile project management and made the analysis results open to public. The study group continued to host the PMI-ACP® Study Meetings, which resulted in two successful PMI-ACP candidates. At the PMI Japan Forum 2019, representatives of the study group delivered two presentations, both of which were rated highly. The study group conducted three workshops in collaboration with the PMO Study Group, the Social PM Study Group along with "Agile Japan 2019 PMI Japan Satellite".

Stakeholder Management Study Group

The group's mission is to increase the understanding and distribute useful information about stakeholder management techniques for those, who manage projects in the field. In 2019, the study group has sent out a questionnaire for the first time and presented the findings at the PMI Japan Forum 2019. The study group also completed research on "Influence without Authority", which may be useful for stakeholder management. Some members presented their research results with actual case studies at the PMI Japan Forum 2019. In November, the study group held a short seminar, which was received well.

PM Translation and Publishing Study Group

The study group finalized the translation of *PMBOK® Guide - Construction Extension*, and the translated book was made available for purchase starting from September of 2019. At the PMI Japan Forum 2019, a member delivered a talk, titled "What is the Ideal Translation Project for PMI Standard? Based on the Translation of Construction Extension to the PMBOK® Guide" to introduce the book translation. Moreover, the study group is engaged in translating *PM Network®*, PMI's monthly newsletter, and other publications. These will then be published on the PMI Japan Chapter's website. In 2019, the study group produced 11 translated articles.

International Relations Community

IRC is the place for interactions between expatriates and bilingual project managers. At the beginning of 2019, a member participated in the PMI Asia Pacific – Leadership Institute Meeting held in Penang, Malaysia as a representative of the PMI Japan Chapter. On March 14, IRC hosted a networking event for foreign project managers in collaboration with the Marketing and Membership Committee. The participants discussed how project managers could overcome cultural differences.

PMBOK® Seminar Program

The study group's mission is to conduct a seminar on PMBOK® Guide – Sixth Edition to provide opportunities

to study the book. The group successfully held seminars in June and October, using the book along with an original textbook created by the members.

Seminar Program

The mission of the program is to provide opportunities to improve their project management skills and network with fellow project managers through seminars. The program invited top notch talents from various industries as lecturers with trendy themes. Starting from the new year's celebration seminar in January, the program conducted eight monthly seminars in 2019, and it also held the PMI Japan Festa 2019 that included 10 lectures over two days.

CoVs in the Kansai Area

Kansai Branch Administration Committee

Having a base near Osaka station, the member of the administration committee and representatives from each study group administer the Kansai branch and plan its activities. In 2019, the Kansai Branch held a large-scale seminar in commemoration of the 10th anniversary of its foundation in September as well as three two-hour seminars. The annual meeting took place in December, where the guest speakers from the Chubu Branch delivered a speech, and a member briefed on his participation experience at the PMO Symposium®. The number of the participants this year had increased one and a half more than last year.

PM Practice Study Group

A member presented his experience of executing his own project of conquering Mt. Fuji at the PMI Japan Forum 2019. The presentation was rated highly, and he was selected as a reporter of the PMO Symposium® 2019, which was held in Denver, Colorado in the United States. In June, the study group conducted a workshop in Osaka, using newly-created short case studies, which came across very well. This achievement led to the study group's involvement at the Regional Free Seminar managed by Regional Service Committee in 2019. The Regional Free Seminar 2019 was a series of case study workshops, jointly organized by two CoVs in nine selected venues across Japan.

Medical PM Study Group

The members discussed the issue about the mandatory application of Quality Management System (QMS) for the development of medical and pharmaceutical products. This is due to the adoption of new criteria on clinical trials of medical products that was updated by the ministerial ordinance. Some members presented their findings at the PMI Japan Forum 2019. The study group also delivered a presentation on introducing PPPM to the nursing field and application of the PMI talent triangle at the annual meeting in December.

IT Upstream Process Study Group

The study group strives continuously to offer opinions about business-minded project management by studying project management, business analysis and architectural design. In 2019, the members summarized their activities since its foundation and presented their findings on project management in the coming decade at the PMI Japan Forum.

Quantitative PM Study Group

The study group collects know-hows on incorporating quantitative data into project management and studies Critical Chain Project Management (CCPM). In 2019, some members of the study group delivered presentations, titled "Utilization of Technical Consultants and Consulting Project Trends" and "Qualitative Project Administration Necessary for the Universal Studio Japan" at the PMI Japan Forum. The study group hosted knowledge sharing meetings with other study group members under the slogan of "True Learnings Come from Mutual Understandings and Awareness through Dialogue" on a monthly basis.

PM Creation Study Group

The study group discussed business strategies and leadership on a monthly basis at a camp in the fall. In the discussions, the study group pursued strategic structuring ability and principles governing one's conduct necessary to cope with the drastic changes, based on the fact that human values are changing at such a fast pace today.

Communities of Volunteers (CoVs)

CoVs in the Chubu Area

Chubu Branch Administration Committee

The committee pulls together CoVs in the Chubu area. The committee has been engaged in publicity activities for the branch, planning and helping the PM Salon/ Seminar with running their events, and helping Regional Social Management Study Group drive their activities. The activity outcomes are posted on the Chubu Branch news of the chapter's website and its Facebook page.

PM Salon/Seminar

In 2019, this community planned and conducted two seminars, titled "Successful Examples of Large Projects" and "Improving Ability to Take Action through Improvisational Theater". This CoV held three seminars, inviting lecturers who had done a presentation in Tokyo in collaboration with the chapter. PM Salon also organized meetings between veteran project managers and young professionals who have questions and are interested in enhancing their skills.

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 2019, the study group paid biweekly visits to Toyota City, implementing the super short-term methodology to resolve issues. Both parties made small accomplishments and effectively reached a consensus: the study group would support the city for launching "Toyota SDGs Partnership Program". In other words, both parties chose this support among various other plans. The study group successfully made an analysis to solve problems and contributed to the launch, employing the methodologies of design thinking for obtaining transparency of business models. The members have received positive feedback from the initiative.

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 a practical manner. In 2019, the study group worked on preparing the *Guide to Troubleshooting for Project Managers* (provisional name). The outcome in 2019 was a collection of dos and don'ts that guides project managers to concrete action.

Young PM Development Study Group

The objective of the study group is to design practical ways and tools useful for project managers in the field and contributing to the development of young project managers in Japan. In 2019, the study group presented findings from their discussion on how to develop young project managers at the PMI Japan Forum.

PM Community Study Group

In 2019, the study group prepared mind map, a visual layout of the discussions on the viewpoint of launching and operating a PM community, and communicated it to PMIJ's corporate sponsors. The study group presented their outcomes at the corporate sponsor meeting and ended their operation at the end of March of 2019.

Case Method Study Group

The study group focuses on the case method to improve project managers' capacity. In 2019, the study group collected cases from each member, who would then receive a case method training, using three of these cases. Through this process, members learned the know-how of creating cases that are practical enough for actual use. Currently, the study group is working on preparing a collection of the know-how, revising multiple cases.

Activities across CoVs

Leadership Meeting 2019

The PMI Japan Chapter held its fifth Leadership Meeting 2019 (LM2019) on September 7-8, 2019, summoning 70 people, including leaders and active members from each study group, the President, the Board of directors, staff of the Secretariat and guests from PMI Asia Pacific (PMI AP).

This meeting was planned and run by the LM2019 Operation Team, which consists of volunteers mainly from the PM Community Vitalization Committee. To organize the meeting, the team prepared the project charter for the LM2019, appointing the project manager and clarifying the purpose, authority, and responsibilities

of the project manager. The team managed the LM2019 as a project in line with PMI's standards.

During the first day of the meeting, the Board of Directors and PMI AP shared PMI's latest news on its mission, vision, and measures with the leaders and active members of each study group. Following this, the Mission Committee shared its vision, mission, segments, and values from their Mid-Term Plan (2020-2022) with the intent to actively involve the participants, facilitated group discussions and gathered opinions from these groups. The committee assured the presented opinions would be reflected in the next mid-term plan.

On the second day, the participants were engaged in a workshop to learn about "Community Management to Create a Lively and Active Organization", facilitated by CS Factory, a non-profit organization. The participants discussed about the presented issues, generated possible solutions in groups and presented the results.

The Leadership Meeting is an annual event that aims to create a more active PM community and is expected to progress according to future needs.

CoV Leadership Meetings

The PMI Japan Chapter have been encouraging chapter members to have CoV activities, which provide them with opportunities for studying, exchanging information, networking with other project managers, and presenting their study results. The purpose of CoV Leadership Meetings is to provide a venue to gather leaders of each CoV, to have an interaction with each other. In 2019, the meeting was held on a quarterly basis. The meetings were used not only to give a chance to start a collaboration with other CoVs and increase the number of active members, but also to inform them about the current status of the measures to improve chapter values and to share their activities. The chapter will continue to hold these meetings in 2020.

Agile-related Collaboration across CoVs

This collaboration effort was originated by members from three communities: Agile Study Group, Social Project Management Study Group, and PMO Study Group. In May of 2019, the members launched Agile-related Collaboration across CoVs with an objective to have horizontal ties across CoVs. This was inspired by recent PMI's announcement to deliver agile-related services.

In 2019, three events took place, including two agile-related meetings on May 30 and July 3, and an event launching "Agile Japan 2019 PMI Japan Satellite" on November 9. Participants at the events practiced agile approaches such as Open Space Technology (OST), discussing their interests freely and bringing clarity to the issues that emerge when they implement projects to pursue their interests. The feedback from the participants was positive.

Working Group on SDGs Startups

The chapter has been conducting research and studies to assess the potential of applying project management methodologies to SDGs-related activities since 2018. The main activities are one with the framework of SDGs public-private collaboration platform, organized by the Cabinet Office of the Japanese Government. In 2019, the chapter took this another step further to deepen its collaboration with the Cabinet Office by launching "Working Group on SDGs Startups". The working group advocates the use of lean startup methodology in a SDGs project. The first working group event took place on October 25, gathering more than 20 organizations. The working group is planning to hold three events in 2020, including internal events and public events to present the outcomes of its activities.

Seminars and Workshops

Seminars with Outside Lectures

Monthly Seminars

Monthly Seminars are organized by the Seminar Program, a CoV of the PMI Japan Chapter. Its members are responsible for selecting and coordinating with lecturers as well as running the seminars. They thoroughly select trendy themes for project managers and find practitioners, who are active in the front lines of the selected fields.

Agile Project Management Seminars

In 2019, eight Agile Project Management Seminars were held. The basic course aims to provide a basic and correct understanding of agile approach, which is key to successful agile project management. The start-up course, on the other hand, aims to teach agile visioning, quotation and planning techniques in a workshop format. The practice course, also held in a workshop format, provides hands-on experiences in scrum processes, which is popular in and out of Japan.

Design Thinking Seminars

In 2019, two basic course seminars, four two-day practical level course seminars, and one two-day advanced course seminar were conducted. The basic 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 practical level course aims to provide further hands-on experience to facilitate understanding of practical and concrete techniques, which allow participants to gain insights, generate good ideas, and incorporate these insights into the ideas. The advanced course trains the participants in creating their own scenarios of how their organizations can become an innovative company, using their own business models.

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. The workshop provided hands-on experience in handling difficult situations, such as while running a meeting with a perpetual talker, a silent person, a confused discussion, an inconclusive discussion, conflicts such as hostility and embroilment, and time management. In 2019, the seminar took place four times.

Workshop on Customer Relationship Building and Improvement in Customer Satisfaction

The participants in the workshops had acquired the following theories and practices.
- how to grasp who your customers are, to what extent they are satisfied, and what they want in many ways
- how to offer your company's own value based on customer's demand
- how to build a good relationship with customers
- how to hear, understand, and summarize the nature of customer's needs

The Kansai Branch Seminars

The Kansai Branch has been organizing seminars for three years, inviting popular lecturers to participate in the monthly seminars. In 2019, the branch conducted three seminars. The branch was able to find a seasoned entrepreneur as a lecturer through its own network, which resulted in the offering of more diverse topics than before in Kansai.

The Chubu Branch Seminars

Similarly, the Chubu Branch started organizing seminars three years ago, inviting well-liked speakers for their monthly seminars. Since then, the branch continued to hold three seminars on an annual basis.

Online Seminars

Online Seminars provide the means and opportunities for attendees to enhance project management skills without restriction on time or place. The contents include selected monthly seminars from the past and lectures from the PMI Japan Festa.

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Seminars with Our CoV Lecturers

PMBOK® Guide – the Sixth Edition Seminar

The PMBOK Seminar Program conducted a two-day seminar in Tokyo in June and October of 2019, providing a thorough explanation on the PMBOK® Guide with a supplementary reading material that was prepared for the program in the past, with reference to the PMBOK® Guide.

Risk Management Seminar

The Risk Management Study Group conducted a seminar in November with the same theme as in 2018, "Risk Management in the Field that Prevents You from Failing". The seminar offered a lecture on risk management planning, identification of risks, qualitative risk analysis, and offered group workshops on how to put what they learned into practice.

Social Project Management Study Group Workshop

The Social Project Management Study Group conducted three workshops which include a variety of subjects: design thinking, agile project management, stakeholder management, business model design, benefit management, portfolio management, Creating Shared Value (CSV), and SDGs. The number of participants for three workshops reached 63, and the attendees gave very positive feedback.

Short Seminar – Main Points about Stakeholder Engagement

This seminar sheds a light on the book, titled Influence without Authority, which provided useful and concrete tools and methods to influence stakeholders, who are outside of your authority. The seminar posed a simple problem about a project, where participants discussed and then presented their opinions.

Introductory Seminar on "The PMI Guide to Business Analysis"

The Business Analysis Study Group conducted seminars in Tokyo in September and October, and in Osaka in November on the occasion of the publication of the Japanese edition of "The PMI Guide to Business Analysis". The seminar provided a thorough explanation on the book and a simulated experience of using tools and methodologies prescribed by the book.

PM Practice Workshop

The PM Practice Study Group conducted an annual participatory workshop in Osaka in June. At the workshop, participants go through a simulation experience with actual cases which comprise of short narratives. They discuss the issues narrated in the cases to find solutions. This June workshop became a template for the 2019 Regional Free Seminar.

Regional Free Seminar

The Regional Service Committee's mission is to improve the chapter's services to its members residing outside of the Greater Tokyo area and to actively engage local member communities. The committee organized workshops in nine selected venues across Japan by applying the short case method approach used by the PM Practice Study Group of the Kansai Branch.

Communication of Information

Website

The website is an important medium to support PMI Japan Chapter's activities. In 2019, the chapter had about 110,000 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 that aims to provide them with relevant information.

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, and a list of the Board of directors. The newsletter is issued on a quarterly basis.

Newsletters by Email

The chapter's email newsletter service is subscribed by 10,000 PMP holders, 5,000 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, changes in the PMP exam, and translated articles that are made available on the website.

Facebook

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

Financial Statements

Balance Sheet

As of December 31, 2019
(Unit: JPY)

Assets		Liabilities	
Item	**Amount**	**Item**	**Amount**
【Current assets】	124,328,014	【Current liabilities】	34,094,421
Cash and time deposits	96,863,030	Trade payable	6,499,636
Trade receivable	12,676,217	Accrued expenses	4,256,975
Goods	7,241,195	Income taxes payable	70,000
Inventory goods	655,337	Accrued consumption tax	238,600
Prepaid Expenses	529,565	Advance received	21,497,270
Sundries receivable	6,362,670	Deposits received	1,531,940
【Fixed assets】	5,725,001	**Total liabilities**	34,094,421
【Tangible fixed assets】	888,961	**Net assets**	
Buildings and associated facilities	513,955	【Shareholders' equity】	95,958,594
Fixtures and fittings	375,006	Endowments	55,000,000
【Intangible assets】	2,134,600	Retained earnings	40,958,594
Telephone subscription rights	37,600	Other retained earnings	40,958,594
Software	2,097,000	Retained earnings	40,958,594
【Investments and other assets】	2,701,440		
Deposits made	2,701,440	**Total net assets**	95,958,594
Total assets	130,053,015	**Total liabilities and net assets**	130,053,015

Statement of Income

From January 1, 2019
To December 31, 2019
(Unit: JPY)

Item	Amount	
【Sales】		
Sales	132,288,786	
Fee Income	26,881,618	
Total sales		159,170,404
【Cost of sales】		
Product inventory at the start of the period	7,350,687	
Cost price of publications	22,292,069	
Cost price of seminars	40,333,373	
Other cost price	8,740,538	
Total	78,716,667	
Product inventory at the end of the period	8,591,130	
Cost of sales		70,125,537
Gross profit on sales		89,044,867
【Selling, general and administrative expenses】		
Total selling, general and administrative expenses		88,921,979
Operating profit		122,888
【Non-operating income】		
Interest received	993	
Miscellaneous receipts	167,090	
Total non-operating income		168,083
Ordinary income		290,971
【Extraordinary loss】		
Loss on prior period adjustment	668,000	
Donation expense	511,375	
Total extraordinary loss		1,179,375
Net loss before taxes		888,404
Corporation tax, municipal tax and enterprise tax		70,151
Net loss		958,555

Board Members

List of Corporate Sponsors

Corporate Sponsor List

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University Research Administrator, Okayama University

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