

PMI Japan Chapter Annual Report 2020



PMI Japan Chapter

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WHAT IS PMI?

Project Management Institute (PMI) is the world's leading professional association for a growing community of millions of project professionals and changemakers worldwide.

As the world's leading authority on project management, PMI empowers people to make ideas a reality. Through global advocacy, networking, collaboration, research, and education, PMI prepares organizations and individuals to work smarter so they can drive success in a world of change.

Building on a proud legacy dating to 1969, PMI is a "for-purpose" organization working in nearly every country around the world to advance careers, strengthen organizational success, and enable changemakers with new skills and ways of working to maximize their impact. PMI offerings include globally recognized standards, certifications, online courses, thought leadership, tools, digital publications, and professional communities.



PMI JAPAN CHAPTER

PMI's 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. 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.

As we see the digital transformation gaining prominence, the chapter is strengthening its approach for agile and business analysis and continues to enrich its activities.

Message from the President

Thank you very much for supporting the PMI Japan Chapter's activities. The activities of the PMI Japan Chapter were affected by the novel coronavirus in 2020, which has inconvenienced everyone due to the need for our Secretariat staff to work remotely, cancel events and seminars, and virtually hold events such as the Japan Forum, Japan Festa, monthly seminars, and committee/study group events. We are sincerely grateful for your patience and continued patronage. After 22 years since its establishment, the PMI Japan Chapter has grown to be the 6th largest chapter in the world with 5,000 members, 38,500 PMP certificate holders (5th in the world) and has been recognized by the global PMI community.

Although virtually, we held various events in 2020, including not only PMI Japan Forum and PMI Japan Festa but also a special 5-year anniversary seminar for the Chubu Branch, monthly seminars, and trainings, which had many participants and received favorable reviews. Since online events can be viewed on demand, we had more participants and broadened the participating regions. We have also provided members with opportunities to study and interact through the activities of 30 or more CoVs and are planning to publish a project management research report as an archive of the study activities. Having a permanent Secretariat and office and being supported by various member volunteers, we work to develop and expand the application of project management by further collaborating with industry, academia, a governmental agency, local communities, and other organizations through our proprietary system that also involve corporate sponsors.

The PMI Japan Chapter has been recognized for its commitment, efforts, and contribution towards the community. It has been honored with the PMI Chapter of the Year Award in the year 2020. Winning the PMI Chapter Award means that our activities and performances over the years have been recognized and that as a leading chapter among the 300 chapters around the world we are expected to share our management know how with other chapters.

Amidst the radical changes from innovations brought about by digital disruptions, activities based on projects or program management are increasing in an effort to create new values. This trend is being seen in many companies and organizations in not only the IT, construction, and engineering industries but also in the manufacturing industry for supporting IoT, and the financial sector with the rise of fintech and insurtech. PMI has been implementing various policies to take initiative under such an environment, releasing various new documents, and gradually clarifying the roadmap ahead. For example, adapting to various technologies such as AI has become a necessity these days, which has made it essential to modify project management methodologies such as agile management. The publication of the *PMBOK® Guide - Seventh Edition* and changes in the content of the PMP Exam also follow this trend.

Furthermore, all kinds of work are becoming project-based. We have entered the so-called project economy era in which work is defined not based on functions or attributes, but by a specific purpose or vision. Considerations are also being made to establish new qualifications to promote project management for citizens and next generations.

After taking these changes into consideration, the PMI Japan Chapter will review its mid-term plan for the period of 2020 to 2022 and develop measures that are more useful to its members. We will continue to strive to share the latest insights on various measures that are implemented by PMI's headquarters through timely distribution of translations, publications, and web posts as well as holding of seminars. The annual report is intended to provide an overview of the PMI Japan Chapter's wide range of activities that are made possible through the voluntary contributions of our 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.

Aritoshi Katae, President, the PMI Japan Chapter



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Response to COVID-19

Throughout 2020, the activities of the PMI Japan Chapter were at the mercy of the novel coronavirus. When the state of emergency was declared in March, a crisis management team consisting of the Secretariat was promptly established under the direct control of the president. The team ensured to prohibit face-to-face interactions under the policy of preventing infection due to the activities of the PMI Japan Chapter.

The PMI Japan Chapter's coronavirus measures and policies

1. Prevent anyone from becoming infected due to the activities of the PMI Japan Chapter.
2. Take measures while complying with the coronavirus response policies of the Japanese government, Tokyo Metropolitan Government, etc.
3. Avoid face-to-face interactions as much as possible when conducting chapter-related activities and use remote technologies like Zoom until the coronavirus becomes under control.
4. In principle, the Secretariat staff shall continue to work remotely. Services for members and corporate sponsors shall be virtually maintained at a minimum.
5. Hold seminars according to the aforementioned principles.
6. Continue to proactively disseminate information to prevent the reduction of member satisfaction level. Maintain a remote-friendly environment.
7. Appropriately review and disseminate information about the continuation of or revision to this policy.

As a result of conducting chapter activities under the aforementioned policy, we were able to prevent infections during activities.

We focused on developing systems led by Director in charge of System to support remote work.

- Amplified the usage of Zoom for online meetings and optimized work via Slack
- Introduced Peatix to revise our event receptions and settlement protocols
- Introduced Zoom Webinar and on-demand streaming systems to hold all events online

We virtually held various events, including PMI Japan Forum, PMI Japan Festa, the special 5-year anniversary seminar for the Chubu Branch, monthly seminars, and trainings. Since online events can be streamed on-demand, the number of participants increased and the participating regions widened, and the events received favorable reviews. Such online events including the PMI Virtual Experience Series were similarly held by its chapters all over the world. In September and November, the Virtual Experience Series were held for free for PMI members. Meetings with PMI were also held online, which deepened our communication more than ever before. It can therefore be said that the further intensification of globalization is a byproduct of responses to coronavirus.

Under the first emergency declaration, we disseminated various useful information to project managers from various perspectives such as by launching an e-mail magazine series 8 times regarding the topic of managing projects while complying with infection measures. Although we have not yet seen the end of the tunnel, our chapter will continue to operate while exploring a method that incorporates the advantages of online events.

Winner of the PMI Chapter of the Year Award 2020

The PMI Japan Chapter has been praised for its activities in 2019 and has won the Chapter of the Year Award 2020 (hereinafter, "Chapter Award") as the most outstanding chapter chosen by PMI. We were the first chapter in the East and Southeast Asia region to receive this award.

About Chapter Award

The following 5 criteria are used to determine the winner of this award.

- 1) Value provided to members
 - 2) Contributions made to the development of project management through the use of PMI standards
 - 3) Efforts to increase membership and membership retention rate
 - 4) Efforts to promote volunteering
 - 5) Significant activities and performances in 2019
- Winning this award meant that the PMI Japan Chapter has been regarded as a leading chapter among the 300 chapters around the world and is expected to share its management know-how with other chapters. The Chapter Award is divided into 3 categories according to the number of members: 25 to 300, 301 to 1,500, and 1,501+ members. The PMI Japan Chapter won the award in the 1,501+ category together with the Central Italy Chapter.

From being an Asia Pacific regional representative to a world representative

In July, we submitted an application that detailed the activities and performances of the PMI Japan Chapter according to the review criteria. The chapter was shortlisted as a finalist in September and became the Asia Pacific regional representative. The final announcement of the award winners was made at the PMI North America Leadership Institute Meeting (LIM) on October 17.

Accomplishments of the PMI Japan Chapter

In the past several years, the number of chapter members has been steadily increasing, and our membership retention rate has been consistently trending at the top level. We are proud of our activities and performances supported by member volunteers, including the Forum, the Festas, seminars, study group meetings, and committee activities, which are comparable to

those of other chapters. We implemented unique systems and initiatives related to mid-term plans, corporate sponsors, and leadership meetings that were unseen in other chapters while broadening our collaboration not only with industrial organizations but also with academic and a governmental institution. We believe that our winning the award was the result of the recognition for the achievements of many member volunteers and predecessors who have been steadily making progress and improvements over the years.

Disseminating information to the world

After receiving the award, Nikkei x TECH published an article titled Project Management Development in Japan Will be Praised by the World if Information about it is Disseminated in English on November 5, which introduced how the PMI Japan Chapter won the PMI Chapter Award. We are convinced that asserting our initiatives and achievements that we have made in accordance with the mission of the PMI Japan Chapter in a logical manner that the world can easily understand would lead to our own growth and contributions to the world.



2019年の活動の一つ「リーダーシップ・ミーティング2019」の様子

PMI Japan Forum 2020

Date: July 4 – 5, 2020
Theme: Dealing with Challenges – Leading the Innovation
12 Live webinars by invited lecturers on July 4-5
61 on-demand seminars by representatives from CoVs and the Academic Program during the period between July 4 and July 12

With the above theme, the PMI Japan Chapter began selecting invited lectures in the autumn of 2019, and we already had a half of all lecturers we were planning to invite by February, 2020. Subsequently, with the novel coronavirus pandemic, we had debated whether we should hold the Forum this year or not. We decided to hold the event because we recognized there is a great deal of expectation of digital innovation during the pandemic and where people were searching for new social activities and lifestyle all over the world. Thus, we decided that all the lectures would be delivered online, and with a great amount of support from the lecturers and stakeholders, we were able to successfully hold the PMI Japan Forum 2020.

Following our PMI Japan Chapter President's opening remarks, Mr. Tony Appleby, the Chair of PMI Board of Directors, delivered a keynote speech under the title of "Powering the Project EconomyTM". This was followed by a speech by Dr. Noboru Koshizuka, Professor at Tokyo University Graduate School, under the title of

"Beyond COVID-19 and Our Future by Digital Innovation". Following the two lectures, ten invited speakers from Japan and overseas graced the event with inspiring presentations on various subjects over two days. After the live webinars, we made the videos available for the participants on our on-demand streaming service. We also set a Q&A system for the on-demand lectures, and this was well received.

In the general session, we delivered 61 lecture videos on demand that representatives from each CoV, corporate sponsor study groups, and forum sponsors had made. The topics of the videos were, for example, about the PMBOK® Guide, Portfolio and Program Management, Risk Management, OPM, Social Project Management, and Agile.

The videos were available on-demand until July 12, and all the lectures except workshops were made available to the participants. The Q&A feature was available and lecturer notes were downloadable, until the end of the July.



Banner for Japan Forum 2020 Site

PMI Japan Festa 2020

The PMI Japan Chapter virtually held PMI Japan Festa 2020, providing 10 lectures online on November 7-8. All the lecturers and staff members hosted this event either at home or at the chapter office. After the two days, we made the lecture videos available on demand to the participants until November 15.

The mission of the Festa is to provide a wide range of latest information not covered by PMI standard seminars. Thus, the Festa puts emphasis on hands-on experiences in the project sites rather than logical frameworks, aiming to provide project managers with insights for their own approaches. The Festa volunteer team, who were all project managers, decided who to invite as lecturers, thus they take ownership of whose lectures they want to listen to.

With this year's theme of "Make Decisions under an Unforeseen Crisis –Project Management to overcome a crisis in the new era", PMI Japan Festa 2020 placed emphasis on the following two elements: leaders who

make decisions and members who execute the decisions under a crisis. In the world, the new coronavirus threatens our daily lives and organizations are put in the position to make difficult decisions for their survival. Working from home has permeated corporate world. . The lecture by a president of a company that had already realized a full teleworking system provided hints and tips for solving arising issues when a company adopts teleworking.

Holding the Festa on the full online streaming service was the first for us. We had a lot of trials and errors on the way, but the actual webinars took place without any glitches. About 450 people participated in the event, live and on demand.

The Japan Festa was planned and ran by volunteers in the Seminar Program. The volunteers were able to share their joy and how they pursued their passion as volunteers to the attendees. The evaluation of the Festa turned out to be excellent with 45 percent of the audience thought it was "Very Good" and 54 percent rated it as "Good".



Banner for Japan Festa 2020 Site



Staff on November 8

Special 5-year Anniversary Seminar of the Chubu Branch

The Chubu Branch celebrated its 5th anniversary since its inaugural meeting on November 14, 2015. Over the years, the branch has been supported by the members of the PMI Japan Chapter who operate primarily in the Chubu region, corporate sponsors, and affiliates interested in project management. We would like to take this opportunity to express our gratitude.

At the 5-year anniversary event, the Chubu Branch held a special seminar in a webinar style.

The theme of the event was "Pass down the Hope of Chubu to Create a Brighter Future." The objective of the seminar was to disseminate information from Chubu and share the significance and hopes of the branch along with examples of the 3 critical skills (technical, leadership, and strategy), which are advocated by PMI Talent Triangle, from the 3 viewpoints of industry, government, and academia. The 3 panelists of the seminar shared extremely valuable know-how and examples including the onsite realities of the field, and the participants were able to gain various insights, and recognize challenges.

Theme: Pass down the Hope of Chubu to Create a Brighter Future
Date and time: September 26, 2020 (Wednesday), 1:30 PM to 5:30 PM
Format: Online seminar
Number of viewers: About 300

Lecture 1 Norito Satoh: Vice Executive Director (responsible for research and industry-academia co-creation) and University Research Administrator (URA) of Okayama University and Senior Science and Technology Policy Fellow of the Cabinet Office
Theme: SDGs, AI, and Coronavirus (Innovative Professionals and Organizations that are Needed in the Age of Transformation)
He spoke about promoting SDGs and the relationship between AI strategies and society. He also presented what we need to consciously work on to create new societies and values. At the end of the lecture, he delivered messages about accepting failure, escaping from stagnation of knowledge, and deep meditation. His message "always working together when possible" was very encouraging for promoting cooperation between industry, academia, and government.

Lecture 2 Masahiro Hosokawa: General Manager, Engineering IT Division, Information Systems Field of Toyota Motor Corporation and Director of Toyota Systems Corporation
Theme: The True Nature of Failure in System Development
He explained the need for a transformation and the shift to the next-generation IT environment by sharing information about the system development initiatives, recognized challenges, digitalization, and liberalization of Toyota Motor Corporation. He reflected on not only the successes but also the failures associated with such transformation and shared great examples with participants who are implementing strategies such as agile

methods.

Lecture 3 Hiroshi Matsuo: Professor, Department of Computer Science, Nagoya Institute of Technology and Director, Information Technology Center, Nagoya Institute of Technology
Theme: Nagoya Institute of Technology's 13-year process of establishing an information infrastructure, and its remote classes and working under the coronavirus pandemic
He explained the university's initiatives of developing an information infrastructure and the measures required for preventing infection under the novel coronavirus pandemic. Many in the audience did not know that an academic institution could build such an information infrastructure to such an extent, and the panelist also shared the unique challenges that the university faces in this regard. He also talked about the actual situation at the site, including how they speedily responded to COVID-19 by creating and changing systems based on students' and faculty members' needs.

The 5-year anniversary event was initially going to be conducted in person, and preparations were made to utilize the facilities of Nagoya Institute of Technology. By March, as we saw the impact of COVID-19, we had to decide whether to hold the event or not. After reviewing the plan, we decided to switch to an online seminar on the originally scheduled date. In consideration of the circumstances of COVID-19, the "5-year anniversary commemoration seminar" was renamed to "special 5-year anniversary seminar."

This was the first online seminar for the Chubu Branch. Since we were unfamiliar with the technology, we made preparations with support from the affiliates of the seminar program and the Secretariat of the PMI Japan Chapter and rehearsed it 3 times. We even rehearsed right on the day before the actual event. The operation staff ran the seminar remotely. Although they were nervous to host a virtual event participated by more than 300 people, they were able to pull it off just like they rehearsed it. By switching to an online seminar, we had participants from various regions domestically and internationally, which allowed us to introduce the activities of the Chubu branch to many people.

Conclusion

We would like to thank the panelists, the staff members who cooperated to prepare and operate the event, and the participants. We will review the participant survey feedback and reflection points to plan our upcoming seminars, improve operation, and select the seminar themes. We believe that as we embrace the new normal, the environment will be prepared for you to join our activities from anywhere around the country. We therefore look forward to collaborating with everyone. The Chubu Branch has a long-term mindset of planning 10 to 20 years ahead, so we look forward to your continued support and patronage.

The Chugoku Community and Special Hiroshima Seminar

The Regional Service Committee works to improve community services as well as helping people in each community to set up their own communities. The Hiroshima community launched in 2020 and primarily consisted of participants from the regional seminars that have been conducted by the Regional Service Committee. It was initially a small group when a Regional Service Committee member started holding networking meetings for seminar participants and study groups led by invited university professors. Through these activities, they eventually decided to continue operating as a community. Active members of the PMI Japan Chapter and university professors with ties to Hiroshima have also supported this movement.

In 2020, 3 years after the first gathering, the Hiroshima PM Community organized the "Special Hiroshima Seminar of the Chugoku Regional Community." The community members planned and executed the webinar without ever meeting in person during this coronavirus pandemic.

AI@Work Project

In the third technological boom of Artificial Intelligence (AI) brought forth by deep learning, various new services and products that utilize AI are arising and becoming integrated with related technologies to solve various societal challenges. On the other hand, the solutions and benefits offered by AI as well as project management related to planning, development, and operation for materializing such benefits involve challenges that cannot be addressed by conventional development processes.

The AI@Work Project was established to understand how to apply and utilize AI, which is affecting the society and economy in a new way, from the viewpoint of project management and to explore and share information on the ideal practices and orientation. Its goal is to promote the AI readiness of individuals and organizations. A kick-off event was held physically and online on January 31, 2020 with 124 participants. With 3 working groups (WGs) at the core, the project promoted activities in a 6-month cycle and disseminates the results at the Japan Forum and AI@Work Conference.

WG1: AI4PM (AI for Project Management)

This workgroup researched the best practices of managing projects that solve the challenges of using AI (involving products, solutions, etc.). It aims to understand the necessary considerations to be made when managing AI projects.

WG2: PM4AI (Project Management for AI)

This workgroup researched methods that incorporate AI technology for optimizing project management. It aims to

Although they could not gather socially, which is one of the great joys of a community, the seminar was propelled by the strong determination of the community members. Nearly 200 people from all over Japan signed up for this special seminar. After the seminar, 6 people living in the Chugoku region offered to join the community.

It is extremely difficult to launch and maintain a regional community, and even the larger Kansai Branch and Chubu Branch faced multiple crisis. But they managed to overcome many of these obstacles and are celebrating their 10-year and 5-year anniversaries. The ability to share the challenges and joys of projects with community members can become a great treasure. Courage and motivation are needed to take on a central leadership role in a regional community. The communities are supported by the collaborative efforts of such proactive regional volunteers. While expressing our gratitude to the volunteers, the PMI Japan Chapter will continue to support these communities.

make continuous improvements by applying AI technology to project management.

WG3: AIK4PM (AI Knowledge for Project Managers)
This workgroup researched the minimum level of AI technology, methodologies, etc. that must be acquired by project managers. It encourages project managers to acquire prerequisite AI skills.

As of March 2021, the project now has 151 members and has explored 21 themes via the 3 workgroups. The project was operated through Slack and online meetings, which eliminated the locational constraints, and collaboration using IT tools made it possible to create a free, flexible research environment even during the pandemic. Hence, although it is a large group, the project is seeing high level of active participation, and 60 to 80 members actively participate on Slack at any given time. With diverse work experience, age group, positions, and roles, participants are collaborating with each other through various viewpoints and new ideas. And with many research themes running simultaneously, a synergy is being generated through this project. This has also contributed to 4 members acquiring the Deep Learning for GENERAL Certificate (G-Certificate) issued by the Japan Deep Learning Association.

AI project management is still a new research field. By proactively taking initiatives, sharing the results, and having discussions, the project team aims to continue producing high quality insights.

SDGs Startup Research Subcommittee

Establishment of SDGs Startup Research Subcommittee

In an effort to develop and proliferate methods for effectively launching and promoting SDGs projects, the PMI Japan Chapter established the SDGs Startup Research Subcommittee in October 2019 on the Public-Private Partnership Platform for Local Development SDGs, which is a matching platform used by 4,277 organizations of the government, municipalities, and the private sector (as of December 2020), developed by the Cabinet Office.

Activities in 2020

In 2020, the subcommittee offered 2 courses: the basic course for learning SDGs project management methods, and the advanced course that supports SDGs projects for conducting actual businesses.

(1) Advanced course

In principle, the advanced course targeted actual SDGs projects operated by organizations that participated in the basic course in 2019. Project managers in

the subcommittee offered project support to each organization, and 4 project information exchange sessions were held, attended by the member organizations.

(2) Basic course

As SDGs are becoming more prevalent in the society, many more people are asking what SDGs are and their significance. It is important to promote adopting SDGs in businesses to prevent SDGs from becoming a pie in the sky. We also recognize that things do not sometimes go smoothly when launching an SDGs initiative. We therefore developed courses that provide trainings and workshops on SDGs startup methods (for project management) that help launch and promote SDGs initiatives.

In 2020, we had nearly 20 organizations with diverse backgrounds including companies, municipalities, schools, and religious organizations participate and conducted 3 training workshops online even in the midst of the coronavirus pandemic.

Project Management Research Report

For a long time, PMI Japan Chapter discussed the possibility of publishing research papers, but we never had a chance to implement that idea. In 2020, the Japan Forum was streamed online (on-demand) due to the coronavirus pandemic, which allowed many more study groups to conduct presentations compared to the previous years. With this, a plan emerged to document the progress of the study groups. As a result of repeated discussions, we concluded that although a collection of papers could not be produced right away, we could compile the study results of members participating in the study group in the form of bulletins and technical reports.

The plan was launched by establishing the Project Management Research Report Team consisting of not only the directors but also university professors who are also active members. The authors were given 3 to 4 months to create a report, which we reviewed. Initially, we feared that we would not receive many applications, but in the end, we received 18 reports from 13 study groups. By the first quarter of 2021, these reports are scheduled to be published on the chapter's website for both members and non-members. The reports will be provided not only in PDF format, but in print form and will also be provided to the National Diet Library.

Membership Promotion Orientation

This program started in 2019 for holders and potential holders of PMI certification such as PMP® with the aim to convey benefits of joining the PMI Japan Chapter. Although events could not be held face-to-face as originally planned due to the coronavirus pandemic in 2020, we held them online 3 times (June, September, and November). The lecture theme of each session was as follows.

- Session 1: The latest trends in project management and the usefulness of PMI programs
- Session 2: Tips on obtaining PDUs
- Session 3: Utilizing certifications and community activities to boost career!

The number of participants for each session reached the maximum before the application deadline, indicating a high level of interest. Post-lecture surveys indicated high satisfaction levels, and we were able to motivate many participants to join the chapter. It has also been a valuable opportunity to directly ask the participants what they are looking for from the chapter.

We also achieved one of our main objectives of recruiting new members, as we had 18 out of the 100 total session participants join the chapter (enrollment rate of roughly 20%). We plan to hold 4 sessions in 2021 and acquire even more members by enhancing our programs based on our performance in 2020.

Stakeholder Survey

With the help of PMI's headquarters, we ran a stakeholder survey to identify the level of awareness and understanding of project management, and their needs and expectations for the PMI Japan Chapter. As a cross-sectional project of the Executive Planning Committees of the PMI Japan Chapter, this survey took about 6 months to complete, which consisted of considering the survey policies, conducting the actual survey, and summarizing the results.

1. Survey summary

- Implementation period: October 9 - November 30, 2020
- Survey method: internet

2. Survey targets with potential needs

- (1) PMI certification holders (PMP®, etc.)
- (2) Employees working for IT-related companies (36 years old or older)
- (3) Those aspiring to boost career (23 years old to under 36 years old)
- (4) Job hunters (18 to 22 years old)

3. Number of valid responses

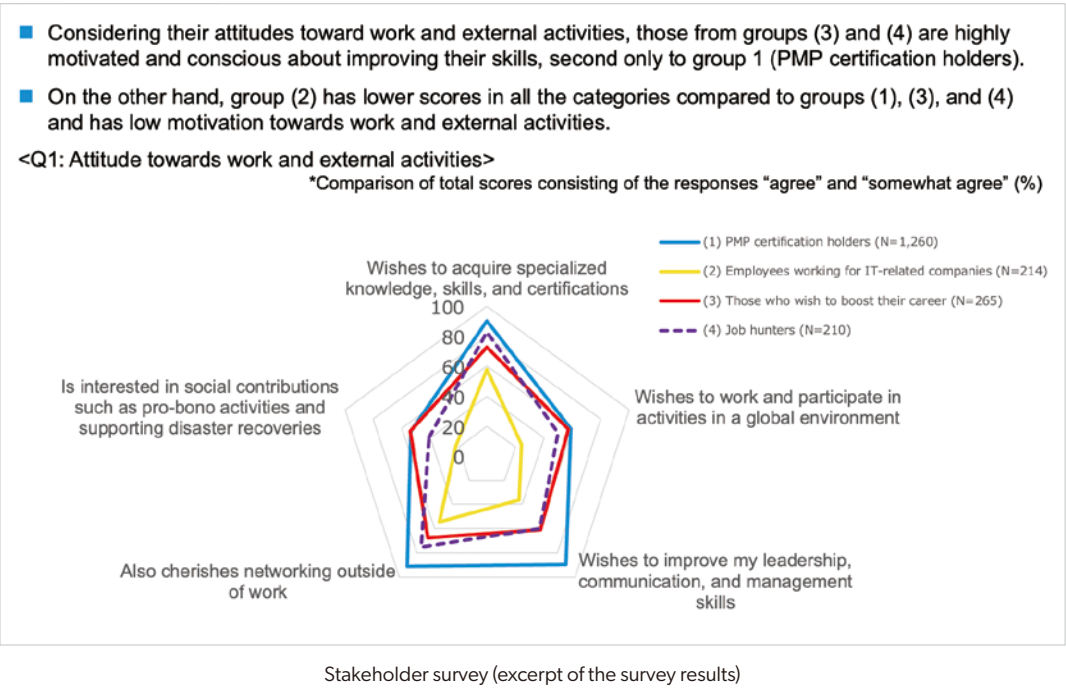
- 1,949

4. Survey sponsors

- Survey policy formulation: Skylight Consulting Inc.
- Survey implementation and report creation: Nikkei Research Inc.

5. Utilizing survey results

The results of this survey will be used for 2021 and onwards in improving the level of understanding of project management and the PMI Japan Chapter among those with potential needs in various age groups, industries, and business categories and in promoting membership in the PMI Japan Chapter among PMI certification holders such as PMP.



Formulation of Mid-Term Plan (2020 - 2022)

The 2020-2022 mid-term plan was formulated in 2019 primarily by the Mission Committee through the support of the Executive Planning Committees, study groups, and active members. In this mid-term plan, we reviewed our mission and vision in light of the changes in the strategy of PMI's headquarters and the fact that it has been 20 years since the inception of the PMI Japan Chapter.

Mission:

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

Vision:

Society recognizes that understanding and making full use of project management are fundamental skills that all generations must have.

The mid-term plan had instituted the following policies to materialize our mission and vision:

- 1. Promote the realization of values according to the individual life stages of all generations
- 2. Create a virtuous cycle to propagate the usefulness of project management from our chapter to individuals, and from individuals to organizations and the society

The two are the policies from which we have been moving forward.

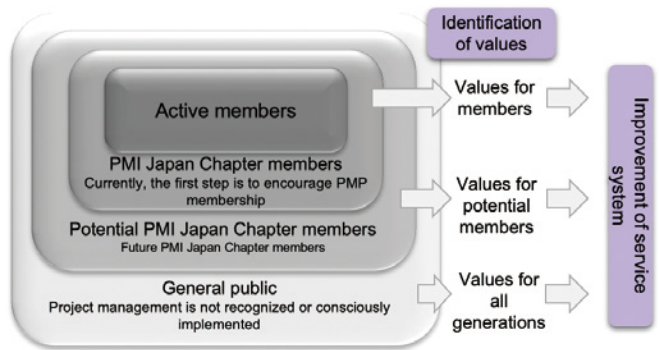


Figure: Realization of values according to individual life stages

Each committee had established measures to promote the societal recognition of project management and to provide attractive value to customers and has implemented them in 2020.

1. Activities in 2020

The PMI Japan Chapter had implemented various activities to share our value and has been highly praised both internally and externally. (Examples include the following)

Domestic:

- Online events including the Japan Forum, Japan Festa, and monthly seminars
- Improvement in the awareness level of study group leaders through Leadership Meeting 2020 (LM2020)
- Invitation to join the study groups at the orientation for new chapter members
- Encouraging new members to join through the membership

promotion orientation

- Encouraging prospective member participation through cutting-edge activities such as AI@Work and SDGs.
- Holding regional seminars by collaborating with active and prospective members in the regional communities
- Establishment of Project Management Research Report

Overseas:

- The PMI Japan Chapter has won the PMI Chapter of the Year Award 2020 for its efforts thus far
- Strengthened international collaboration with PMI/AP

The PMI Japan Chapter had also developed the following infrastructure to implement the aforementioned activities.

Human resource:

- Strengthened our director system (24 directors)
- Reviewed our Secretariat system

System infrastructure:

- Strengthened our systems led by directors in charge
- Adopted the cloud for existing services due to the business closure of subcontractors

2. Impact from environmental changes in 2020

Although the PMI Japan Chapter was planning to implement various measures, we were greatly impacted by the societal and economic changes due to the coronavirus pandemic.

- Cancellation of onsite seminars
- Suspension of book sales for 2 months
- Suspension of office work by the Secretariat staff
- Suspension of face-to-face study group activities

The PMI Japan Chapter has therefore launched the Crisis Management Committee to respond to problems.

- Application of effective communication methods (e.g., new medium, digital technology)
- Exploration of new, remote ways of community engagement

In response to this, we also upgraded our system infrastructure such as the virtualization of study groups, monthly seminars, and corporate sponsor liaison meetings, virtually holding PMI Japan Forum and PMI Japan Festa, and enhancing, implementing, and utilizing event-related tools. In light of these 2020 activities and environmental changes, the PMI Japan Chapter decided to review its mid-term plan for 2021-2022. We had originally been formulating our mid-term plans every 3 years but now formulate them every year starting from the current plan to adapt to these environmental changes.

In the Leadership Meeting 2020 (LM2020) held in September, challenges due to environmental changes were discussed, and the following suggestions were made.

- Enliven CoV activities online
- Reduce CoV participation threshold to make it easier to participate
- Reach out to younger generations
- Expand our contribution to society

Although our basic methodologies and policies for initiatives remain unchanged, we have partially modified the measures of the mid-term plan considering the results of LM2020 and the following.

1. Explore a new activity style that aligns with the new normal to provide attractive values to all generations under the customer-first principle
2. Strengthen our ability to communicate to not only chapter members but also to the public in order to raise societal awareness of project management
3. Continue to strengthen our infrastructure such as processes,

organizational resources and IT infrastructure

We plan to operate according to these changes in 2021. In 2020, we also commissioned an external research institution to conduct our stakeholder survey. Through this survey that targeted both members and non-members, we gained various insights regarding the Chapter's policies and activities. We will consider ways of providing value to each stakeholder based on these findings.

We look forward to your continued support in providing high-quality values and services to all the members.

2020-2022 Mid-Term Plan of the PMI Japan Chapter

No	Target	Measures	Responsible body
1	Providing Attractive Value to All Generations with a Customer-first Principle		
1-1		Enlarge the scope for project management application - Study on expansion of project management methodologies (including agile) - Increase of project management methodology elements through opinion exchange and collaboration with other organizations - Contribution to society and organizations through project management	BoD Executive Planning Committees
1-2		Build a mechanism for knowledge management - Reuse of the Forum materials Issue journals - CoVs will report their outcomes from their studies and a responsible organization will publish a report regularly - Project Management Research Report	BoD Mission Committee Persons in charge of the Forum/ Festa
1-3	R.E.P.s	Strengthen relationship with R.E.P.s	Marketing and Membership Committee
1-4	Companies	Start to penetrate industries other than IT by industry-based marketing	Marketing and Membership Committee
1-5	Corporate sponsors	Enhance services for the purpose of increasing corporate sponsors	Marketing and Membership Committee
1-6	Active members Chapter members, prospective members	Cultivate chapter members' leadership skills	PM Community Vitalization Committee
1-7	Active members Chapter members, prospective members	Understand target segments' needs and disseminate relevant information	PM Community Vitalization Committee
1-8	Active members Chapter members, prospective members	Enrich support and activities based on the segment-specific needs	PM Community Vitalization Committee
1-9	Regions	Promote value creation through project management activities in regions other than Greater Tokyo	Regional Service Committee
1-10	Regions	Strengthen promotion for PM-related activities and create environments where locals can easily join the activities	Academic Committee
1-11	Students, student organizations	Two-way collaboration with academic sponsors	Academic Committee
1-12	Students, student organizations	Collaborate with domestic and international higher education institutions, related academic societies, and overseas chapters	Academic Committee
1-13	Students, student organizations	Cooperate with corporate sponsors and other companies regarding PMI Talent Triangle education and lifelong education	Academic Committee
1-14	Students, student organizations	Appeal to the next generation, students, and young people	Academic Committee
2	Raising Awareness of Project Management in Society		
2-1	Global	Increase the chapter's overseas presence and information dissemination as PMIJ, and apply for the PMI awards	BoD, International Cooperation Committee (ICC)
2-2	Next generation	Raise awareness of project management for the next generation	Mission Committee
2-3	Companies, educational institutions	Consider establishing an award system of the PMI Japan Chapter	BoD
2-4	Other Project Management organizations	Spread project management and have permeation activities in collaboration with other PM organizations	Marketing and Membership Committee
2-5	Other Project Management organizations	Spread project management and have permeation activities as a measure to respond to innovation and digital society	Marketing and Membership Committee
2-6	Society	Enrich PM methodologies and resources and promote the methodologies through practicing social activities	Marketing and Membership Committee
2-7	Corporate sponsors	Increase individual chapter members who belong to corporate sponsors	Marketing and Membership Committee
2-8	Government	Industry-academia-government collaboration in local regions	Regional Service Committee
2-9	Students, student organizations	Spread project management education and promote globalization by taking advantage of PMI's resources and global network	Academic Committee
2-10	Students, student organizations	Strengthen hub function to exchange PM education information domestic and overseas	Academic Committee
2-11	Students, student organizations	Strengthen sensitization activities on the necessity and effectiveness of PM education	Academic Committee
3	Sustainable Chapter Organization		
3-1		Improve service system - Building a service delivery framework to improve customer satisfaction - Providing service in accordance with each segment's needs - Establishing whole processes from service development to operation Have stable service operation - Establishment of service operation process	Mission Committee
3-2		Construct a mechanism that can respond to provision of venues/information/inquiries in a timely manner - Improvement of satisfaction rate for PMI digital platform - Use of new communication tools such as SNS - Transformation of operation with PMI digital platform	Persons in charge of the system + Secretariat
3-3		Improve satisfaction rate for the Forum and seminars - Formulation of policies and frameworks for seminars hosted by the Secretariat - Further improvement in satisfaction rate for the Forum and seminars	Persons in charge of seminars
3-4		Provide PMI information on a timely basis and rebuild the entire process from translation of standards to publication	Standard Promotion Committee/ International Cooperation Committee (ICC)
3-5		Have soundness and continuity of business - Formulation of business plan for continuous operation of business - Strengthening chapter operation system and governance	BoD Program Steering Committee
3-6		Strengthen the Secretariat - Securing resources that can offer various services - Strengthening of facilities (office relocation/expansion)	BoD Program Steering Committee

Initiatives Regarding the PMI Standards

This section primarily introduces the activities of the Standard Promotion Committee. The mission of the committee is to "research, select, and translate documents including PMI standards and practical guides into Japanese and provide them to the PM community in Japan."

1. Activities of the Standard Promotion Committee

It currently has 14 members conducting the following:

(1) Research of PMI information

The committee researches books and information including standards that are published and shared by PMI and periodically shares them with the internal members of the PMI Japan Chapter.

(2) Communication with PMI's headquarters

The committee periodically communicates with PMI regarding the standards and examine the translation and publication of standards that are planned to be published by PMI.

(3) Translation of standards

The committee translates the standards published by PMI. The members validate the standards translated by PMI and translate and publish the standards that were not translated by PMI.

(4) Maintenance of translation resources

The committee cultivates human resources for translation as well as maintain translation tools (translation memories, etc.).

(5) Implementation of the standards

The committee collaborates with other CoVs to hold standard-related seminars within PMI Japan Chapter. In 2020, they conducted seminars on business analysis, portfolio management, and program management. In Japan, not many people have acquired certifications such as Program Management Professional (PgMP®) and Portfolio Management Professional (PfMP®). The committee is therefore working with the PFM/PGM Study Group to encourage acquisition of certification by sharing certificate holders' stories on how they passed the exam.

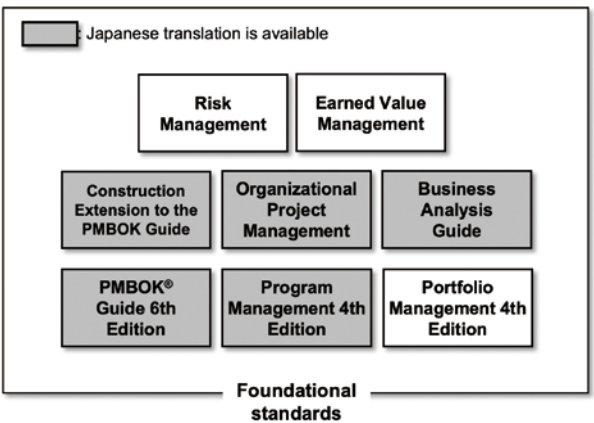
2. PMI standards

PMI has developed and published the following 3 types of standards and is planning to publish more in the future.

(1) Foundational standards

It is primarily a compilation of knowledge and practices

related to project management.

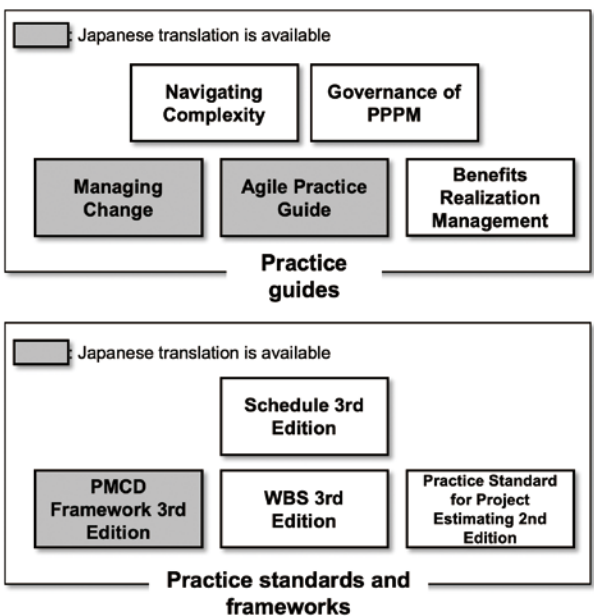


(2) Practice standards and frameworks

It describes in detail how the tools, techniques, processes, which are introduced in standards, can be used, so that project practitioners can more easily put them into practice.

(3) Practice guides

Based on the findings of studies (such as Pulse of the Profession®) jointly conducted by PMI and various institutions on the practical affairs of project management, practice guides provide practical tips not described in the foundational standards.

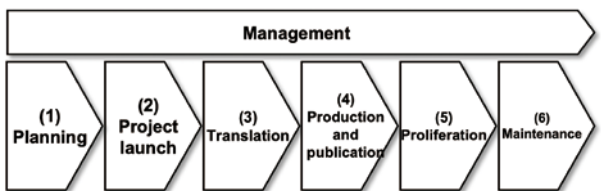


Among all standards, the PMBOK® Guide, the Standard for Program Management, and Agile Practice Guide are primarily translated by PMI's headquarters. For the rest,

the PMI Japan Chapter investigates the domestic needs and recruits volunteers to conduct the translation. There are many standards that we would like to translate, but due to the limitation of volunteer translators, we have to prioritize which ones to translate.

3. Translation/publication process and improvement efforts

Our translation and publication process are as follows.



(1) Planning

We select standards, propose plans including standard-promoting measures, and gain approvals for the plans and budgets.

(2) Translation project launch

Based on the approved project proposal, we select the project managers and volunteer translators.

(3) Translation

The translation will be done and reviewed according to the project plan, supervised by committee.

(4) Production and publication

After editing, we will appoint a publisher to publish the standards.

(5) Promotion

We hold seminars and campaigns to domestically introduce the published standards. We plan to periodically hold standard-related seminars in 2021.

(6) Maintenance

We periodically renew our agreements with PMI's headquarters to continue selling the standards.

The above is the process of translating and publishing the standards. The Standard Promotion Committee especially focuses on the following.

- Improving the quality of translations and publications
- Translating and publishing the standards on a timely basis

Various improvement efforts are therefore being made.

The first is to improve the quality of translations including the publications that are primarily translated by the PMI. To reduce variation in translation quality and issue publications that are easy to read in Japanese, we have improved the translation and publication process by hiring experienced translators and revised our translation glossaries, notation guides, etc. We also started considering ways of improving quality by regularly meeting with PMI.

The second is to translate and publish standards on a timely basis. Starting in 2020, we introduced translation memories (cloud database) to heighten translation productivity. When translating standards (e.g., *Portfolio Management - Fourth Edition*), we refer to previous editions (3rd Edition) and other standards (*the PMBOK® Guide*). It took us a lot of time to search for terms that have been used in previous publications and translations. Translation memory enables one to pre-register previously translated standards, so the translation of a similar English source text would automatically appear on the screen when one translates. Since PMI's standards frequently use similar sentences and phrases, translation memories heighten translation quality and productivity and reduce variation. As PMI too uses the translation memories, we are starting to be able to exchange translation-information data.

PMI has also launched the Center of Excellence (CoE) for translation, making it possible to establish a system for fast publication of various standards in foreign languages. We expect that the availability of Japanese translation will increase more than ever before in the future.

However, even if the translation is done at PMI, it still needs to be ultimately verified in Japan, which requires more volunteers. If you are interested in translating, we would love to have your help.

New Initiatives of PMI That Accelerate Digital Transformation

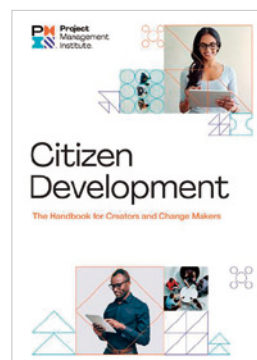
As of 31 December 2020, PMI has 307 chapters and 6 potential chapters in 215 countries globally. PMI membership exceeded 620,000 and continued to expand despite the impact from COVID-19. The number of certification holders (including that of PMP®) surpassed 1.2 million worldwide. When PMI celebrated its 50th anniversary in 2019, it set a new direction to lead Project Economy for the next 50 years. One of these initiatives is the introduction of Citizen Developer, which supports digital transformation. In addition, PMI announced a new Agile certification structure that includes Disciplined Agile. These implementations of new initiatives provide solutions to the rapidly changing business environment.

1 Citizen Developer

Many business leaders cited the overwhelming shortage of software developers as one of the challenges to driving digital transformation. A breakthrough solution that has been garnering attention is low-cost, rapid development using no-code or low-code development platforms that can be used by those without programming expertise (Citizen Developer). According to a Gartner survey, 41% of business leaders indicated that a no-code/low-code initiative is underway and that 20% are preparing or planning one.

To promote a large-scale application of Citizen Development (CD) in companies and organizations, PMI has launched The PMI Citizen Development Body of Knowledge (CDBOK™) and a helpful e-learning course that provides an overview and the best practices of the CD methodology. Throughout 2021, PMI plans to release various CD-related products, role-based training courses, certification systems, etc. For more information, please visit the website of PMI's headquarters regarding Citizen Developer.

<https://www.pmi.org/citizen-developer>



Citizen Developer Handbook

2 Disciplined Agile

The Project Economy, coupled with the accelerating pace of digital transformation, is driving a further shift to project-based work styles. Promoting the adoption of agility according to project characteristics, in addition to traditional project management approaches, is essential to achieve digital transformation and subsequent business outcomes at a faster rate.

Against this backdrop, PMI announced a new PMI Agile certification system that combines the conventional Agile certification (PMI-ACP®) and Disciplined Agile (DA). The Agile certification system consists of 5 levels including Disciplined Agile, and prerequisite training courses that align with the certifications are also being developed. A Japanese version will be launched in 2021 for the DA handbook (*Choose Your WoW!*), followed by the prerequisite trainings such as e-learnings and workshops. Certifications will be translated into Japanese. Localization is one of the proliferation measures of PMI headquarters, and DA is scheduled to be translated into 7 languages and distributed globally.

3 PMI Project Management Ready™ (Certifications for high school students)

The PMI Educational Foundation (PMIEF) has been providing educational materials on project management to students and children. PMI regards project management as a life skill and is promoting its spread among a wide range of generations from 5 to 75 years old. In 2020, PMI launched a new certification called Project Management Ready™ to promote project management in various career paths and day-to-day life of students. In addition to fundamentals and core concepts of project management, this certification covers waterfall methodologies, agile framework and approaches, business analysis framework, etc. This is scheduled to be translated into Japanese in 2022.

4 2020 Project of the Year Award

PMI awards outstanding projects, project managers, researchers, PMOs, etc. every year. These awarding systems demonstrate the contributions of project managers in solving business and societal challenges and serve as a means for sharing practical know-how for promoting the activities of members and chapters.

The 2020 Project of the Year was awarded to the Trans-

Anatolian Gas Pipeline Project (TANAP). TANAP refers to the 1,850 km segment (connecting Georgia and Greece) of the natural gas pipeline spanning a total of 3,420 km from Azerbaijan to Italy. This mega project, which significantly impacts the political economy of Europe, was completed after overcoming many constraints including geography, climate, local communities, and archaeological sites.

The PMO of the Year was awarded to the PMO of the water department in Washington D.C. PMI evaluated their performance-driven activities, including prioritizing projects based on adopting IT and eliminating business challenges and costs to maintain and improve their important social infrastructures. When choosing candidates, PMI focused not only on the narrow sense of maintaining QCD but also on how they create societal values and help others. There is an increasing importance of solving challenges from a higher, broader perspective such as consideration to the environment and various stakeholders.

5 Most Influential Project 50

As part of the PMI's 50th anniversary in 2019, 50 projects that have significantly contributed to societal development during the past 50 years were selected by PMI. In 2020, many coronavirus-related projects (i.e., development of therapeutics and vaccines, management and data analysis of human flows, hospital initiatives) were listed, reflecting the societal needs.

The decision to postpone the Tokyo Olympics was ranked 7th on the list. PMI highly evaluated the decisions of the task force consisting of the IOC and the organizing committee for taking a negative connotation approach of postponing the event in coordination with various parties and for making a fresh start towards materializing their post-postponement goals.

Toyota's Woven City project ranked 24th overall - 1st in robotics, and 5th in the Asia Pacific category. After sifting through various projects around the world, we have recognized the power of projects that contribute to solving social issues.

6 Events hosted by PMI's headquarters

Virtual Experience Series

In 2020, all PMI events shifted to virtual due to COVID-19.

The Global Conference, which has been traditionally held in the EMEA (Europe, Middle East, Africa) region and North America every year, was held under the title of Virtual Experience Series (VES) and provided a total of 6 half-day web conferences from July to December.

The VES sessions were led by famous speakers including Malala Yousafzai who won the Nobel Peace Prize in 2014 and covered a wide variety of topics such as the Project Economy, Citizen Developer, and Disciplined Agile, as well as solutions to the coronavirus pandemic and social challenges. Platforms such as ProjectManagement.com and PM Network® addressed various practical challenges in project management during the coronavirus pandemic while collaborating with or supplementing the events. The PMI Japan Chapter recruited candidates from study group members who had presented at PMI Japan Forum 2019, and financially supported their participation in the VES.

Leadership Institute Meeting

The Leadership Institute Meeting (LIM), which is a forum for chapter directors and staff to understand the policies and strategies of PMI and to share the chapter-operating know-how, was also held virtually in 2020. At the LIM held on October 17, the winners of the Chapter of the Year Award were announced with PMI Japan Chapter honored as the winner in the large chapter category (with 1,501 or more members).

A joint meeting between PMI Region 9 (East Asia) and Region 15 (Southeast Asia) was held in September. PMI Japan Chapter had the opportunity to introduce PMI Japan Forum to other chapter leaders, and shared best practices converting a large-scale conference to virtual. Web conferences can provide timely information to a wide range of members without the expense or time of travel. The past year saw the transformation and increasing importance of project management itself as well as a drastic change in ways to share information.

In 2020, we witnessed how the pandemic drove transformation, and increased emphasis on global perspectives and diversity. We have higher expectations on projects and expect that projects will produce results that are truly useful to society. To navigate the uncertain, unstable, and rapidly changing times, members of society are expected to effectively utilize information technology and make rapid decisions based on universal values.

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.

Benefits of Individual Membership in 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. Due to the pandemic, all the seminars have been held virtually since April, 2020.

2. Participation in CoVs

Participation in various committees and study groups allow members to improve their competency in project management, share and exchange information with fellow practitioners from different industries and to obtain PDUs. All CoV activities were conducted on Zoom. Outcomes from these committee and study group activities were presented during the PMI Japan Forum, which is held in summer on an annual basis. In 2020, our CoVs delivered more than 30 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) Seminar

Projects

- 1) AI@Work, 2) SDGs Startup

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 were 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 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

To become a member of the chapter, you have to the first join global PMI membership. Please visit www.pmi.org and create your 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

* Applied to consumption tax

Orientation for New Chapter Members

The orientation was conducted virtually where the PMI Japan Chapter talked about PMI, PMI Japan Chapter, and our CoV activities for 60 minutes. 1 PDU was issued to all participants. In 2020, the Chapter had conducted 3 sessions and the switch from in-person to virtual seminars enabled more people to participate compared to 2019. Online networking was available during the session and set as a lecture to allow those who wanted to know more about the CoV activities to be able to interact.

The networking session was the most popular segment as it gave participants the opportunities to ask questions. The networking session gave participants a good start to be involved with CoV activities.

Every chapter member is entitled to participate in the orientation event for free. It is a good platform for chapter members to understand more about the benefits and value of being a PMI and Chapter member.

Corporate Sponsorship Program

About Corporate Sponsorship Program

PMI Japan Chapter offers a Corporate Sponsorship Program for companies keen 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 150 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 can raise their business profile as a corporation dedicated to project management.

Corporate Sponsorship Program's Achievements

Meetings

The PMI Japan Chapter conducted 4 online corporate sponsor meetings in 2020. The meetings provided Project Managers and Human Resource personnel with the latest trends in project management. The participants were employees of the corporate sponsors and PDUs were issued to participants.

Corporate Sponsor Study Groups

This study group was created for employees of the corporate sponsors. Participants can leverage this platform to their opinions and jointly study the issues or concern from each company. In 2020, 54 companies and over 56 people participated in the following three Corporate Sponsor Study Groups:

- ◆ Human Resource Development Study Group
- ◆ Young Project Manager Development Study Group
- ◆ Case Method Study Group

Academic Program

Academic Sponsor Program, which is a main component of the chapter's academic program, was established in 2011. The number of Academic institutions joining the Academic Sponsor Program had gradually increased over the years. As of end December 2020, a total of 49 organizations had joined the program. The program started with Project-Based Learning (PBL), and since then, the themes of the activities have expanded. Since 2018, the main theme had been set to "collaboration between industry and academics" with modeling of project management education and case studies. PMI Japan Chapter collaborated with Shibaura Institute of Technology to hold "project management seminars for teachers to utilize PBL" These lectures were delivered by an agile expert, who is a chapter member.

In 2020, the academic program conducted online seminars as part of PMI Japan Forum 2021. The program delivered 5 live webinars with themes such as the case studies of research project that applied to society by the Kanazawa Institute of Technology and Tamagawa University, a panel discussion with the theme of leadership training and refection by experts in industry and academics, discussion on project managers' transformation to academic career.

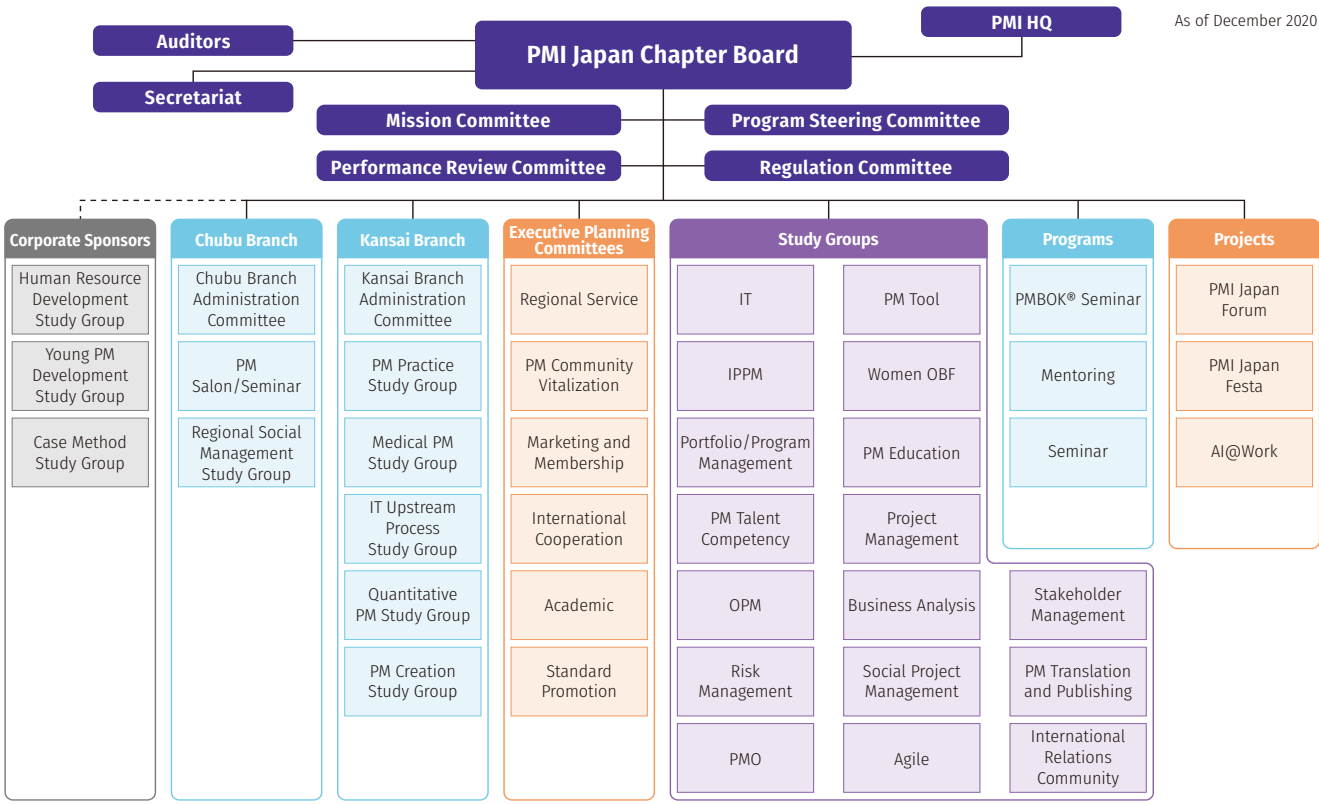


One of the Academic Track Lectures for PMI Japan Forum 2020

Also, the program delivered on-demand lectures with the following subjects: recurrent education and skill development, competency development, learning in the era of the project economy, and introduction to PMI's educational materials, scholarship, and award program.

The future of the Academic Program after 2020 lies in a survey on project management education in the age of Lifelong Learning and efforts to involve the Next Generation. Efforts were made to promote CAPM® (Certified Associate in Project Management), which is a PMI entry-level certification, and PM Ready (PMI Project Management Ready™), which a newly established PMI certification targeting junior high and high school students. The academic program plans to introduce these certifications to our academic sponsors and have them involve with our effort.

Organizational Structure



Mission Committee

The Mission Committee devises a mid-term plan and presents important issues to the Board of Directors of the PMI Japan Chapter. The committee monitors the 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 Chapter's Mid-Term Plan (2020-2022) was first introduced in 2020. The Mission Committee requested Executive Planning Committees to report on the progress of the mid-term plan implementation and devised the rectified plan for the remaining 2 years. Moreover, the committee initiated the activity called "Program for creating Future", aiming to increase the recognition of project management among the Next Generation and PMI community.

Program Steering Committee

The Program Steering Committee identifies issues in the implementation of chapter activities and advises the necessary measures of adjustment to the Executive Planning Committees which are responsible for execution of the mid-term plan. In 2020, the committee reviewed the mid-term plan with the Mission Committee and discussed issues with the Executive Planning Committees. Also, the committee compiled and summarized the CoVs' activity plans, and reports for implementation and results to devise CoV budget for the FY 2021 in collaboration with the finance team.

Performance Review Committee

The Performance Review Committee reviews the Secretariat's employee compensation and bonus, based on the Secretary General's proposal which used similar non-profit organizations as a benchmark. The Committee takes into consideration the

chapter's financial position, employee's entitlement balance, employee work performance, etc and submits a proposal to the Board of Directors. In 2020, the committee decided to provide the Secretariat staff with an allowance for working from home and a special bonus for receiving the PMI Chapter Award.

Regulation Committee

In 2020, the Regulation Committee undertook the following three measures: creation of advisory system; revising chapter bylaws; and creating feedback comments on charter agreement with PMI. The advisory system officially replaced the old one, which had not been officially institutionalized. The chapter bylaws revision included length of a director's term, process of electing a director, payment amount that a director of the finance team needs to authorize, and the adoption of the advisory system. In addition, the committee submitted an opinion on the revised version of Charter Agreement to PMI.

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. In 2020, two auditors were replaced. Each auditor had activities based on their own knowledge and experience (such as in a bank, as an internal auditor in a company, a corporate auditor). As the number of chapter members increases, more directors have been increasingly assigned to keep up with the demands for better structure for the large organization of 5000 members. To have a better understanding of the director's role and responsibility and their performance, the auditors interviewed some directors and secretariat staff and reviewed related documents.

Regional Service Committee

The Regional Service Committee conducts activities for the purpose of improving chapter service and promoting project management communities in areas outside of the Greater Tokyo area. In 2020, the committee held five webinars specific to five regions in Japan, and 690 people participated in total. The webinars had two components: introduction to PMI Business Analysis Practice Guide and a workshop/panel discussion. The shift from seminar to webinars allowed the committee to inform people across Japan about the committee's activities. Community members in Kyushu (mainly from Fukuoka) ran one of the webinars. In addition, the community in Chugoku (mainly from the Hiroshima prefecture) conducted a special seminar with support from the committee for the first time.

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 2020, the committee made efforts to plan measures to improve the value of the chapter and boost the communities' activities in collaboration with CoV leaders. The committee composed of the four working groups: Leadership Promotion WG, Collaboration across CoVs, Information dissemination WG, and Support for volunteering activities WG. All the working groups promote strengthening CoVs. Moreover, the committee held Leadership Meeting (LM2020), an important annual event for the chapter, to develop leaders in CoVs in September 2020. The committee also hosted "Leader Networking across CoVs" four times to promote understanding and collaboration across CoVs.

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 2020, the committee conducted membership promotion orientation, which targeted PMI certification holders and people who expect to hold a certification, to gain recognition and new chapter members. The committee conducted "Stakeholder Survey", which targeted PMP® holders, people in IT industry, and people who are aged 18-35, to know the degree of recognition of project management in Japan, expectation to the chapter and their needs. Moreover, the committee continued to have activities for "Regional Development and SDGs government-industry Collaboration Platform hosted by the Cabinet Office" and to provide information to Authorized Training Partners (ATPs).

International Cooperation Committee (ICC)

The ICC's mission is to promote sharing information and

resource through collaborating with PMI and PMI Asia Pacific for the purpose of enhancing the chapter's visibility and enriching chapter activities. The ICC's activity in 2020 can be highlighted by its efforts to win the Chapter of the Year Award and, its successful result. Winning the award prompted other chapters to know more about PMI Japan Chapter's experiences on CoV activities and organizing events, so the committee was able to make our rich experiences known to other chapters overseas. The committee made a presentation at the Region 9 and 15 Meeting in September, speaking about the chapter's virtual Japan Forum 2020 to share our knowledge with the neighboring chapters.

Academic Committee

The committee promotes project management education for those who are still in education through collaboration with academic institutions in Japan. Its activities mainly include administering the academic sponsor program, planning and implementation of the academic track on PMI Japan Forum, and research to introduce practice of project management with the resources of the PMI Education Foundation. In 2020, the committee achieved new things: providing online lectures as the academic track at the Forum, running project management workshops for students, and giving advice to students who are project managers for their projects. In addition, the committee members helped the Shibaura Institute of Technology, an academic sponsor, with conducting their PBL course for teachers and staff and provided a guest lecturer. This resulted in a collaboration between industry and academia.

Standard Promotion Committee

In 2020, the committee planned to research PMI standards, choose 4 standards for translation, and conduct a seminar concerning the translated publications five times. It also planned to improve its resource utilization to enhance the quality and productivity of translation. The committee carried out three translation projects with the following standards: *The Standard for Portfolio Management Fourth Edition*, *Practice Standard for Work Breakdown Structures Third Edition*, and *The Standard for Risk Management in Portfolios, Programs, and Projects*. As for the promotion of the standards, the members introduced the PMI Standards in general to the audience on the Forum and conducted the seminars related to PgMP® and PfMP® four times to facilitate better understanding of the standards. The seminars were well-received by those who were going to take the exams because the seminars included accounts from successful test takers' experiences and covered the topics such as exam preparation. Moreover, the committee successfully introduced translation memory to its activities as an infrastructure. This will enhance the productivity and quality.

Activities across CoVs

Leadership Meeting 2020

The PMI Japan Chapter held its sixth Leadership Meeting 2020 (LM2020) online in September with 83 attendees, made up of two or three people from each CoV. This one-day online event was led by the PM Community Vitalization Committee to activate the chapter's activities by sharing the PMI's and the chapter's vision, direction, and measures with CoVs and by conducting a leadership development workshop.

The theme of the year's LM 2020 was "PMI Japan Chapter's role in the changing times of New Normal". "New Normal" refers to the situation where working from home has permeated in the corporate world because of the coronavirus pandemic, and where developing the IT infrastructure, changing business models, and digital transformation had been accelerated. The attendees discussed what the chapter's activities should be in the age of "New Normal" to enrich their volunteer activities and offered opinions. They will be

incorporated into the mid-term plan and the next-year plans.

CoV Leadership Meetings

The PMI Japan Chapter has been actively encouraging chapter members join in the 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 so that they can interact with each other. In 2020, the meeting was held on a quarterly basis. In the December meeting, each CoV presented its achievement for the year, and next-year plans. The meetings were used to inform the leaders about decisions made in the Program Steering Committee and chapter events and share CoV activities with other leaders. These meetings were valuable as it provided updates to the current measures which can be used to improve chapter values.

CoVs in the Greater Tokyo Area

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 the members' skills and also continued to offer knowledge sharing and networking sessions. In 2020, the members continued to compile 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 decide, 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 methods for performance management, discuss them at the monthly meetings. In 2020, the group translated "the Standard for Earned Value Management" and studied it. The group will make their outcomes known to CoVs and call for joined studies with other study groups.

Portfolio/Program Management Study Group

The study group conducted three info-sessions on "obtaining PfMP® and/or PgMP® certifications" to tackle the poor permeation of the two certifications in Japan with the target of "having more than 100 PfMP® and PgMP® holders in Japan". The study group saw a handful of PfMP® and

PgMP® certification holders joining them, which grew the study group to 58 members. The study group was engaged in translation of "the Standard for Portfolio Management – Fourth Edition", and three research papers from the study group were adopted in "Project Management Research Report" that the chapter will issue early 2021.

PM Talent Competency Study Group

The study group finished the translation of *Project Manager Competency Development Framework – Third Edition*, and it was published in 2020. The group discussed the publication and how to utilize it at the monthly meetings, and its members presented their outcomes at the Forum with the titles of "PM Competency demanded in the digital transformation era – what we should do to survive—" and "Evolving PMCDF –How to utilize *Project Manager Competency Development Framework – Third Edition* to the PM Competency development—". In addition, the group conducted an online seminar where the members talked about the new publication and how to utilize it.

OPM Study Group

The study group made a presentation on how to utilize OPM to deal with unexpected conditions such as the coronavirus pandemic at the Forum. The members incorporated a new topic of organizational response to new way of working into their monthly discussions, and their discussions on the project economy, organizational agility, organizational change, the digital transformation became activities where the members can gain knowledge and broaden their views.

Risk Management Study Group

The group delivered a lecture on "A Collection of Small Techniques and Hints for Team Management That Can be Used at the Project Site Tomorrow" at the Forum. As a new attempt to refresh the monthly meetings, the group conducted Risk Management Jam where the members set a subject, interacted with other members in texts online for 72 hours, and had a reflective session on Zoom afterwards every month.

PMO Study Group

It has been 10 years since this study group launched. The study group held activities pursuing PMOs that fit to current times, while also looking ahead to the next decade. The group consists of five working groups (WGs). In 2020, the members had monthly meetings, activities at a working group such as monthly WG meetings and made three presentations at the Forum. Additionally, they had also contributed to the Project Management Research Report that will be published by the chapter early 2021 and worked on training on "Strategic PMOs". The study group will continue to pursue the idea on what an ideal PMO is.

PM Education Study Group

Some of the study group members delivered a lecture on "Project Management" for a term at a two-year college in Kanagawa. The group organized a study meeting in collaboration with other study groups to improve knowledge. At the monthly meetings, the members discussed how to deliver online workshops for the course of project management.

Project Management Study Group

With an objective to pursue the studies of various standards such as *the 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 regardless of their affiliations. In 2020, the group's main activities were studying *PMBOK® Guide – Seventh Edition*, and some members presented their outcomes on the Forum. The group concluded a series of articles that explain *PMBOK® - Sixth Edition* on the chapter's website. Visit the site at <https://www.pmi-japan.org/topics/pmi1/>. The study group hosted a "PM-ZEN" meeting on February 26, 2020, aimed to reveal real concerns or issues and to facilitate candid discussions with those who manage projects in the field. Due to the pandemic, the group was unable to host the meeting as per scheduled. Go to <https://pm-zen.connpass.com/> to check the meeting schedule in 2021.

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. Some members presented their findings at the Forum with the titles of "Introduction to Tools and Techniques for Business Analysis" and "The Importance of the Collaboration between Project Managers and Business Analysts". At the monthly meetings, the group continued to research and study tools and techniques on the practice guide with emphasis on how to utilize them in the real world.

Social Project Management Study Group

The mission is to contribute to society's development through developing project management techniques that are effective in solving social issues. They held monthly meetings online and made three on-demand online presentations during the Forum. The group launched a blog in August and updated it once a month. The group also provided an on-demand project management course for a university in September. The group cancelled popular annual workshops (a series of three) for the public in 2020 and is currently preparing to organize one in 2021.

Agile Study Group

Some members presented analysis results from the agile Project Management survey and findings from joint studies with Meiji University at the Forum. The presentation was received well, and the presentation content was also used in the Project Management Research report. The study group had a few speaking opportunities including delivering a lecture on an event organized by JISA agile development group, gave special lecture for students at the Shibaura Institute of Technology and gave a speech at the PMI Japan Chapter's PM seminar for corporate sponsors' department representatives. The group collaborated with the PMBOK® Seminar Program.

Stakeholder Study Group

The group's mission is to increase the understanding of and distribute useful information about stakeholder management techniques for those who manage projects in the field. In 2020, the group conducted a survey on stakeholder management in January and February, extracted problems and issues from the findings, and studied how to solve them, using the contents in the stakeholder management section of *the PMBOK® Guide - Seventh Edition*. The announcement of *the PMBOK® Guide – Seventh Edition* were delayed, so the group presented the introduction of Standards+ and the survey results with articles on Standards+ at the Forum.

PM Translation and Publishing Study Group

Some members participated in the translation project on *Practice Standard for Work Breakdown Structures – Third Edition* with members of Standard Promotion Committee.

International Relation Community Study Group

The study group participated in the Japan Forum's English track with a presentation titled "Renewable Energy Projects - Management and Challenges" that kept the audience mesmerized with its showcase of some of the practical applications of drone technology in Renewable Energy industry. An outstanding international personality was then invited to the October monthly session. Anja Blacha - VP of Youth at PMI, presented from Switzerland on the well-chosen topics of managing projects that had received recognition in the Guinness World Records, such as her solo journey to Antarctica and K2, among others. In the Q&A after the presentation, Anja talked about immaculate planning and risk management that she undertook prior to the missions. Another enthralling session was by Mr. Eddy Dokubo from the UK on the topic "Managing & Delivering Projects Remotely in Current times", introduced by an IRC veteran member. The lecturer shared some of the effective

project management practices from Oil & Gas industry based on real-life experiences/situations.

PMBOK® Seminar Program

The study group focused on creating videos for on-demand sessions that explain *the PMBOK® Guide - Sixth Edition* and studied *the PMBOK® Guide – Seventh Edition*. The group plans to finalize making the videos in 2021.

Seminar Program

Although the program cancelled the March Seminar due to the pandemic, the group successfully conducted New Year's Special Seminar and the Monthly Seminars eight times in 2020. 777 attended the event with a high average satisfaction rate of 95 percent. Moreover, the program successfully held PMI Japan Festa 2020, arranging 10 lectures over two days in November. Holding the Festa 2020 was a challenging project to the program because it was the first time for them to organize an all-webinar event with on-demand streaming after, and the program changed the system of affiliate price. The Festa had 498 registrations with 898 attendees over the two days with a high average satisfaction rate of 98.3 percent.

CoVs in the Kansai Area

Kansai Branch Administration Committee

The committee hold monthly meetings where the members and representatives of CoVs in the Kansai area meet and discuss how they will manage the branch. In 2020, the branch held two webinars, which provided opportunities to improve knowledge. The December presentation meeting was a success because of the highest number of participants and a wide range of presentations; attendees were also greeted by the new chapter president, and some lecturers from the Chubu Branch participated.

PM Practice Study Group

The study group made two presentations at the Forum: "Report on the Short Case Workshops at the Nine Cities in Japan" and "Challenge Yourself: Project Managers' Challenge to Survive the Age of Digital Transformation". On the other hand, the study group cancelled in-person short case workshops due to the pandemic and redesigned to an online workshop. The group plans to hold the online version of short case workshops next year.

Medical PM Study Group

The study group discussed what an ideal management is for a research organization, and a member presented their findings on the December presentation meeting with the title of "Attempts to apply OPM and DAD to the initiative on basic research". The basic research was often heuristically promoted, and personal intuition, experience, and boldness play an important role in it. Like this, the group studied what is an ideal management for an organization and constructing a new model.

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. The members participated in the panel discussions on "melding business analysis and project management" in the Regional Seminars conducted in Kansai and Hiroshima, stressing the meaning of business analysis and architecture.

PMI Japan Chapter's Organization

Quantitative PM Study Group

The group made a presentation titled "Response to Digital Transformation on Facility Maintenance and Quantitative Data" at the Forum. It also made a presentation titled "Project Management for Global Clinical Tests: Humans and Systems" at the December presentation meeting. The group hosted a joint meeting for sharing cases monthly. At the meetings, the members discussed and shared various opinions with members of other CoVs as well with the guiding principle of true learning comes from mutual understandings and gaining insights through dialogue.

PM Creation Study Group

The study group's 2020 activities were hosted on Zoom. Some members made a presentation titled "Survival Strategy for Project Practitioners and Managers with Back Cast Techniques" at the Forum. As it has been 10 years since establishment of the study group, the members discussed the purpose of this study group. After some discussion, they decided to change the group from a vision-driven community to a new community driven by empathy.

CoVs in the Chubu Area

Chubu Branch Administration Committee

At the monthly meetings, the committee planned webinars and shared information on communities' activities and others information. In each meeting, the committee reviewed the previous month's activities, planned for the current month, confirmed a to-do list in the PDCA cycle to liven the activities. In addition, the committee organized the Fifth anniversary online event and were able to disseminate the branch's activities across Japan.

PM Salon/Seminar

The group planned and ran a PM workshop for students in collaboration with the Academic Committee. They were able to facilitate deep understandings and accumulate knowhow by giving the students opportunity to demonstrate the knowledge they have acquired by running through all the

process of project management as teachers. The group will strive to motivate the students to become next-generation project managers.

Regional Social Management Study Group

The study group discusses how project management can contribute to regional development, generates solutions to social issues and puts the ideas into practice. In 2020, they worked on increasing the visibility of their past activities by showcasing their achievements and contributions to regional social activities, especially with the support from Toyota-shi. Moreover, the group provided help with an SDGs supporting activity. A member had created the "SDGs Card Game", and the game contents are available online for participants across TV conferences.

Corporate Sponsor Study Groups

Human Resource Development Study Group

Focusing on the character competency of project managers, the study group strives to provide useful deliverables in a practical manner. In 2020, the study group worked on preparing the Guide to Troubleshooting for Project Managers (provisional name), focusing on a collection of dos and don'ts that guides project managers to concrete action.

Young PM Development Study Group

The study group discussed three themes: (1) vital points for selecting project manager candidates, (2) how to motivate project managers and keep them motivated, and (3) how to develop young project managers. The study group decided to continue to discuss (3) in 2021.

Case Method Study Group

The study group focuses on the case method to improve project managers' capacity. In 2020, the study group discussed the process of making cases and how to model the process. It had outcomes on modeling how to turn actual stories into cases, compilation of "Practical Guide for Case Methods", and a presentation at the Forum. The study group is currently finalizing the practical guide to make it practical enough for first-time organizations that want to introduce case method.

Seminars and Workshops

Seminars with Outside Lecturers

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. In 2020, the program had to cancel the March seminar due to the coronavirus pandemic, but the program has successfully turned monthly seminars into live webinars, supported by a fully remote team since April.

Agile Seminars

The Secretariat held an in-person agile seminar in February. After that, the Secretariat explored a safe way to conduct agile seminars because of the pandemic. It was able to conduct two agile seminars on Zoom in 2020 and attracted participants from outside the greater Tokyo area.

Design Thinking Seminars

The Secretariat conducted an in-person "Design Thinking Basic seminar" and an in-person two-day practical level course seminar in February. Due to the pandemic all the seminars scheduled from April to July were cancelled. In December, the Secretariat conducted "Design Thinking Basic seminar" on Zoom as a trial, and it was well received.

Disciplined Agile Seminar

The Secretariat started conducting "Disciplined Agile" seminars in 2020. In July, it started to provide "the Outline of Disciplined Agile" for two hours on Zoom and conducted a total of three sessions. Furthermore, "Disciplined Agile Basic" course which consists of seminar and workshop where attendees can have simulated experience of disciplined agile was conducted on Zoom.

Seminars with Our CoV Lecturers

Seminar on Obtaining PfMP® Certifications

It has been four years since the Portfolio/Program Management Study Group has last conducted this seminar. The seminar in 2020 was live and in-person with the target of bringing in 100 PfMP® and PgMP® certification holders in Japan. Participants were actively asking questions to the lecturer during the seminar.

Seminar on Obtaining PgMP® Certifications

The Portfolio/Program Management Study Group held the seminar to promote PgMP® certification in May and July. In the seminar, three program managers who were PgMP® holders talked about their journey of passing the exam. The seminars were well received with a comment that this session talking about how to prepare for the exam, was very useful and stimulating.

Seminar on Utilizing the Competency Framework

Some members in the PM Talent Competency Study Group delivered a lecture introducing the PMCD framework, in commemoration with the publication of the Japanese version of *Project Manager Competency Development Framework – Third Edition*. The seminar provided the outline of the publication and concrete information on how to utilize the framework based on actual examples.

Regional Free Seminar

The Regional Service Committee held five various webinars that consist of two sections: (1) the introduction of Business Analysis Practice Guide and (2) workshop or panel discussion with themes unique to five regions (Hokkaido, Chubu, Kansai, Hiroshima, and Kyushu) in Japan. There were 690 attendees in total across Japan.

Communication of Information

Website

The website is an important medium to support PMI Japan Chapter's activities. In 2020, the chapter had about 100,000 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. These web pages aim to provide them with relevant information.



Newsletters by Email

The chapter's email newsletter service is subscribed by 13,000 PMP holders, 5,000 PMI Japan Chapter members, and 110 corporate sponsors. These email newsletters 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.



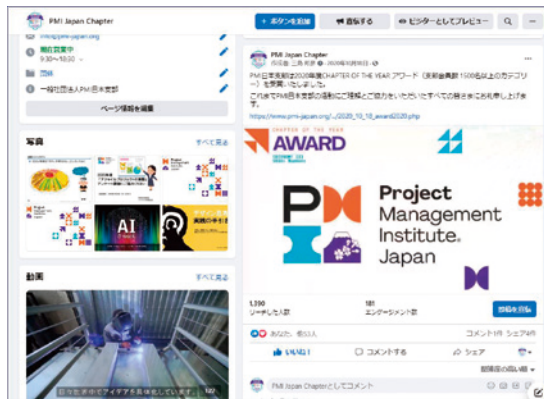
Digital Newsletters

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.



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, 2020

(Unit: JPY)

Assets		Liabilities	
Item	Amount	Item	Amount
【Current assets】	128,153,062	【Current liabilities】	30,527,591
Cash and time deposits	107,183,906	Trade payable	1,447,800
Trade receivable	10,499,818	Accounts payable	1,149,764
Goods	5,647,414	Accrued expenses	5,746,710
Inventory goods	156,960	Income taxes payable	327,700
Prepaid Expenses	1,071,362	Accrued consumption tax	2,512,400
Sundries receivable	3,593,602	Advance received	17,820,000
【Fixed assets】	4,933,371	Deposits received	1,523,217
【Tangible fixed assets】	600,611	Total liabilities	30,527,591
Buildings and associated facilities	424,707	Net assets	
Fixtures and fittings	175,904	【Shareholders' equity】	102,558,842
【Intangible assets】	1,631,320	Endowments	55,000,000
Telephone subscription rights	37,600	Retained earnings	47,558,842
Software	1,593,720	Other retained earnings	47,558,842
【Investments and other assets】	2,701,440	Retained earnings	47,558,842
Deposits made	2,701,440	Total net assets	102,558,842
Total assets	133,086,433	Total liabilities and net assets	133,086,433

Statement of Income

From January 1, 2020
To December 31, 2020

(Unit: JPY)

Item	Amount	
【Sales】		
Sales	94,842,303	120,209,220
Fee Income	25,366,917	
Total sales		
【Cost of sales】		
Product inventory at the start of the period	7,241,195	34,296,266
Cost price of publications	13,401,694	
Cost price of seminars	12,439,093	85,912,954
Other cost price	6,861,698	
Total	39,943,680	
Product inventory at the end of the period	5,647,414	
Cost of sales		
Gross profit on sales		
【Selling, general and administrative expenses】		
Total selling, general and administrative expenses		83,549,184
Operating profit		2,363,770
【Non-operating income】		
Interest received	956	5,070,367
Miscellaneous receipts	5,069,411	
Total non-operating income		5,070,367
Ordinary income		7,434,137
【Extraordinary loss】		
Donation expense	506,043	506,043
Total extraordinary loss		
Net income before taxes		6,928,094
Corporation tax, municipal tax and enterprise tax		327,846
Net income		6,600,248

Board Members

Name Position	Professional Affiliation	
Aritoshi Katae President	Advisor, System Cost Management Inc.	
Yukari Urata Vice President	Senior Manager of Project Management Dept. and Senior Manager of PMO Business Dept. TIS Inc.	
Takeshi Hayama Vice President	Technology Strategist, NTT DATA Corporation	
Kaoru Okuzawa Vice President	Representative of KOLABO	
Manabu Saito Vice President	Senior Manager, Social Innovation Lab, Skylight Consulting Inc.	
Nobuaki Fukumoto Vice President	Managing Executive Officer, JTB Corp.	
Koji Morita Vice President	Senior Program Manager, PMP, Insurance Delivery, GTS, IBM-Japan	
Shigeki Aso Director	Senior Expert, Project Management Office, NEC Corporation	
Shuichi Ikeda Director	President, Positive Learning Co., Ltd.	
Ko Ito Director	Lecturer	
Makoto Inaba Director	Quality control and Chubu PMO, Technology promotion Office, JBCC Corporation	
Masahiro Inoue Director	Vice President, Professor, Shibaura Institute of Technology	
Yasuo Iwaoka Director	Research Advisor, International Development Center of Japan Inc. ,	
Keiichiro Kaneko Director	Chief Lecturer, Development Systems Section, Human Resources Development Center, Mitsubishi Electric Corp.	
Masayuki Chiba Director	Research Director, Public DX Division, MITSUBISHI RESEARCH INSTITUTE, Inc.	
Yoko Tomioka Director	Senior Vice President Head of ESG Promotion Office, NTT Data Corpration	
Ako Nakamura Director	PM Brand Manager, PERSOL LEARNING INSTITUTE CO., LTD.	

As of December 31, 2020

Name Position	Professional Affiliation	
Shingo Fujii Director	Chief, Human Resources Development Committee, Mobile Computing Promotion Consortium (MCPC)	
Hiroaki Matsumoto Director	General Manager, OPTiM Corporation	
Etsuko Mizui Director	Founder & CEO, EMPower Consulting Ltd.	
Tomoko Yamamoto Director	Professor, Faculty of Health and Welfare Services Administration, Department of Medical Secretarial Arts, Kawasaki University of Medical Welfare	
Taketoshi Yokemura Director	Professor , College of Systems Engineering and Science, Shibaura Institute of Technology	
Tetsuya Yonezawa Director	Proposal Division, Toyo Engineering Corporation	
Tetsuya Watanabe Director	Chief Instructor, Learning & Development Department Hitachi Academy Co., Ltd.	
Yoshihiko Ito Director Retired as of Sept.	Executive Officer, Deputy General Manager, Consulting Unit, Mitsubishi Research Institute, Inc.	
Kouji Kinami Director Retired as of Sept.	Management Consulting Director, Management Solutions co., Ltd.	
Riichi Shimazaki Auditor	CEO & Founder, OPTYWORKS Inc.	
Yoshifumi Yamanaka Auditor	General Manager, Internal Auditing Dept., JFE Systems, Inc.	
Yoshiko Watanabe Auditor	External Executive Director, Japan Finance Corporation; External Director Audit and Supervisory Committee Member, JBCC Holdings Inc."	
Hirotooshi Kamba Auditor	Representative, Kamba PM Laboratory	
Masahiro Kinoshita Advisor	Representative Director and Senior Managing Executive Officer, Nissay Information Technology Co.,Ltd	
Yasuji Suzuki Advisor	President, PM Associates KK	
Masanori Takahashi Advisor	Representative Director, PMPro, Inc.	
Hidetaka Nakajima Advisor	President, Planet KK	

List of Corporate Sponsors

As of December 31, 2020

Corporate Sponsor List	
I & L Software CO., LTD.	Dai Nippon Printing Co., Ltd.
I-Think Corporation	TALCEN Co., Ltd.
IT innovation, Inc.	TIS Inc.
IT-One	TAC CO., LTD.
ITEC Co., Ltd.	TDC SOFTWARE ENGINEERING Inc.
i-Learning Co., Ltd.	TOSHIBA I.S. CORPORATION
AXIS INTERNATIONAL CORPORATION	TOSHIBA TEC CORPORATION
Agileware Inc.	TOYOTA SYSTEMS
Ad-Sol Nissin Corporation	TRADECREATE., Co., Ltd
Aflac Inc.	Toray Systems Center, Inc.
Avail Solutions Corporation	JGC Corporation
ITOCHU Techno-Solutions Corporation	Nissay Information Technology Co., Ltd.
INTAGE TECHNOSPHERE Inc.	NS Solutions Corporation
INTEC Inc.	IBM Japan, Ltd.
EXA CORPORATION	IBM Japan Digital Services Company
SCSK Corporation	Japan WillTech Solution Co., Ltd.
SB Technology Corp.	Quint Wellington Redwood Japan
NEC Solution Innovators, Ltd.	NEC Corporation
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NCS&A Co., Ltd.	Japan Automatic Development Co., Ltd.
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Keyware Solutions Inc.	Business Consultants, Inc.
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QUALICA Inc.	Hitachi Industry & Control Solutions, Ltd.
Cresco, Ltd.	Hitachi Social Information Services, Ltd.
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JSOL Corporation	Planet KK
JTB SYSTEM SOLUTION, INC.	Management Solutions co., Ltd.
JBCC Corporation	Mitsubishi Research Institute DCS Co., Ltd.
SIGMAXYZ Inc.	Mitsubishi Space Software Co., Ltd.
System Integrator Corp.	Mitsubishi Research Institute, Inc
SYSTEM INFORMATION CO., LTD.	Mitsubishi Electric Corporation
SystemSquare Corporation	YANMAR INFORMATION SYSTEM SERVICE CO.,LTD.
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Sumitomo Electric Information Systems Co., Ltd.	Recruit Technologies Co.,Ltd.
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Sony Semiconductor Solutions Corporation	Ricoh Japan Corporation
Sompo Systems Inc.	Wacom Co., Ltd.

Academic Sponsor List	
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Otsuka Laboratory, Department of Architecture, National Institute of Technology, Akashi College	
Department of Communication and Business, College of Media and Communication, Edogawa University	
Center for Student Affairs, Institute for Education and Sutudent Support, Maruyama's Laboratory, Ehime University	
Faculty of Engineering and Graduate School of Science and Engineering, Ehime University	
Management of Industry and Technology, Graduate School of Engineering, Osaka University	
University Research Administrator, Okayama University	
Graduate School of Management, Kagawa University Nakamura Laboratory	
Kagoshima University Innovation Center	
Kanazawa Institute of Technology	
Kawasaki University of Medical Welfare	
Department of Design Strategy, Graduate School of Design, Kyushu University	
Kyoto Koka Women's University	
Center for Manufacturing Technology, Kyoto Institute of Technology	
Graduate School of System Design and Management, Keio University	
Department of Administration Engineering, School of Science for Open and Environmental Systems, Iijima's Laboratory, Keio University	
Home Economics Division, Department of Home Economics, Kobe Women's University	
Cyber University	
Sapporo Gakuin University	
Department of General Education (Physics), Salesian Polytechnic	
Advanced Institute of Industrial Technology	
Shibaura Institute of Technology	
Faculty of Business Administration, Shujitsu University	
Sendai National College of Technology	
Department of Project Management, Faculty of Social Systems Science, Chiba Institute of Technology	
Kobe City Medical Center General Hospital	
Faculty of Global Informatics, Chuo University	
Computer Network Center, Chukyo University	
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Department of Computer, Graduate School of SIE, University of Tsukuba	
PMO Laboratory, Computer Science Program, Graduate School of Tokyo University of Technology	
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Future University Hakodate	
Hachinohe National College of Technology	
Economic Sciences, Hiroshima Shudo University	
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System Management, Faculty of Information Engineering, Fukuoka Institute of Technology	
Hosei Business School of Innovation Management, Hosei University	
School of Knowledge Science, Japan Advanced Institute of Science and Technology	
Hokkaido Information University	
Graduate School of Information Science and Technology, Hokkaido University	
National Institute of Technology, Maizuru College	
Suzuki Kenichi Lab, Business Administration, Meiji University	
Management of Technology, Yamaguchi University Graduate School	
RIKEN CENTER FOR DEVELOPMENTAL BIOLOGY	
Department of Information Science and Engineering, Faculty of Engineering, Yamaguchi University	
Waseda Business School, Waseda University	
Department of Computer Science and Engineering, School of Fundamental Science and Engineering, Waseda University	
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