

# PMI Japan Chapter Annual Report 2021



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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 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. PMI Japan Chapter organizes various events, Communities of Volunteers (CoVs) and offers books related to the field of Project Management. 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 PMI Japan Chapter's activities.

Looking back at PMI Japan Chapter's activities in 2021, despite the impact of the COVID-19 pandemic, we held the PMI Japan Forum and PMI Japan Festa, published the Japanese version of PMBOK® Guide - Seventh Edition, held the PM Award, published the Project Management Research Report, and held various events, including seminars and training. These activities attracted many participants and received significant praise. Over the 23 years since its establishment, PMI Japan Chapter has grown to be the third largest chapter in the world with approximately 5,000 members and 40,000 PMP certificate holders (fifth in the world) and has been recognized by the global PMI community.

All events and seminars were held virtually, but the Secretariat and our staff spent time preparing to hold virtual events and seminars in a more efficient way and enhance their quality, including adopting a platform (eventos) that is easy to participate in and view. Events and seminars were also available for viewing on-demand, which resulted in an increase in the number of participants and a broadening of the participating regions.

We also endeavored to actively share information with the PMI community overseas, following our success in winning the PMI Chapter of the Year Award 2020. PMI also selected Mr. Yoichi Ochiai and Ms. Megumi Avigail Yoshitomi as Future 50 Honorees, the new generation of leaders aged 35 or younger, after recommendation by PMI Japan Chapter.

One notable initiative in 2021 was the creation of the PMI Japan Chapter Award.

Six finalist projects were selected from among the thirty projects that applied, and the winners of each award were selected by voting, after presentations by the finalists. The awards ceremony was held on November 23 and was also livestreamed. NTT Data Corporation's "Social Contribution Project That Supports Access to Tuberculosis Diagnosis for 100,000 People in India Using AI Diagnostic Imaging Technology" was selected as the Grand Prize Winner.

We have also provided members with opportunities to study and interact through the activities of 30 or more CoVs, and published the Project Management Research Report as an archive of the study activities.

PMI is advocating a new strategy, PMI 4.0, based on the trend of transitioning toward a digital society. This strategy calls for an approach based on continuous learning for people aged 5 to 105 years of age. They are promoted as "changemakers," who are not just project management experts but understand project management in various fields. This is based on a concept that expresses the fact that we are now in the project economy era, where all work is based on projects, and work

is defined not by functions and attributes, but by what we aim to achieve. In order to achieve this, it will be necessary to modify project management methodologies such as agile management. The publication of PMBOK® Guide - Seventh Edition and changes in the content of the PMP Exam also follow this trend.

After taking these changes into consideration, PMI Japan Chapter will review its mid-term plan for the period of 2020 to 2022 and continue to strive to share the latest insights on various measures that are implemented by PMI's headquarters through timely distribution of translations, publications, web posts, as well as holding of seminars. Having a permanent Secretariat and office and being supported by various volunteer members, we work to develop and expand the application of project management by further collaborating with industry, academia, governmental agencies, local communities, and other organizations through our exclusive system that also involves corporate sponsors. PMI Japan Chapter is supported by the activities and contributions of each member and corporate sponsors. Members' dedication and contribution are the backbone of the chapter. We encourage members to stay involved and non-members to consider joining us.

Katae Aritoshi  
President, PMI Japan Chapter



## Highlights of 2021

### PMI Japan Forum 2021

Date: July 10 – 31, 2021

Theme: Taking on the Digital Revolution!

– Evolution in Project Management –

Streamed online (both real-time and on-demand)

Total of 65 sessions

		Live streaming	On-demand streaming
Keynote speeches and webinars by invited lecturers	12 webinars	July 10 and 11	July 10 – 31
CoV report webinars	45 webinars	–	
Academic webinars	8 webinars	July 11	

As an activity aimed at broadly spreading and educating people about project management, PMI Japan Chapter has held the Japan Fo rum as a two-day event at the National Center of Sciences Building (Hitotsubashi Hall) in Jimbocho, Chiyoda-ku, in July of each year. However, with COVID-19 continuing to spread, all lectures were streamed virtually in 2021, as in 2020.

In 2020, we made the speeches, including real-time keynote speeches and webinars by invited lecturers, available on-demand for one week. In 2021, however, we succeeded in attracting a much greater audience by extending this period significantly, to three weeks, and also accepting applications for participation through July 30, etc.

In this way, amid transformations in people's mindsets and society, such as the idea of living "with COVID-19" and "after COVID-19," we held and operated the Japan Forum, PMI Japan Chapter's biggest event, in a new way suited to the times.

#### Keynote speeches and webinars by invited lecturers

On the first day, Aritoshi Katae, President of PMI Japan Chapter, provided opening remarks, followed by a keynote speech by Mr. Matt Tomlinson, Board Director of PMI's headquarters, on the theme of "Powering the Future of Work through Projects." Over the following two days, 11 experts active across a wide range of fields in both Japan and overseas gave lectures featuring many interesting ideas, based on keywords suited to the times, such as "ESG," "diversity," "Digital Transformation," and "digital technology." Ms. Karen Makishima, who gave a lecture on "Expectations for the Digital Agency and the Future," was also subsequently appointed as the second Minister for Digital.

We introduced a system whereby videos of the keynote speeches and webinars by invited lecturers were made available for on-demand streaming for three weeks after the livestream ended.

#### CoV report webinars

For the CoV report webinars, we again provided videos of webinars (45 videos) created in advance in accordance with our "Video Creation Guidelines" for on-demand viewing. In a total of 38 videos, including 36 from CoVs (committees, study groups, and programs) and two from corporate sponsor study groups, deeply meaningful research results from the past year were disclosed in relation to keywords such as AI, the SDGs, and remote work. In seven videos from forum sponsors, essential content for project managers was introduced, including reform of working practices utilizing IT, PMOs for System Integrators, Business Analysis, and ITIL4 in response to Digital

Transformation.

#### Academic webinars

The Academic Committee took the lead in planning and operating academic webinars. In 2021, we held Track Sessions across a wide range of themes, from online training amid the COVID-19 pandemic, to PBL, the PMI's approach to competencies and PM training for the next generation, and collaboration between industry and academia.

In the livestream, we provided five sessions, including webinars about systems for developing competencies specialized for project managers, as well as prospects for online classes amid the COVID-19 pandemic, and project management education for the next generation, as advocated by the PMI. In the on-demand streams, we offered three sessions, covering topics including PBL and examples of SDGs training for students.

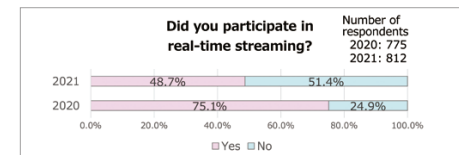
#### Amount of participation

We made the webinars available on-demand to participants through July 31, and enabled participants to watch all sessions as many times as they wanted.

As a result, we ultimately received registrations to attend from over 800 people. Looking at participation by geographic region based on the results of our questionnaire, Tokyo and the surrounding areas accounted for far more participants than any other areas as expected, followed by the Kansai area and central Japan, in a similar trend to the previous year, when the forum was held fully virtually for the first time.

#### Live and on-demand streaming

Approximately half of the participants attended the webinars via live streaming (75% in 2020), which indicates the significant effect of making the webinars available on-demand for three weeks in fiscal 2021 (enabling participants to watch at their leisure after the real-time streams).



#### Evaluation

The forum was highly praised by participants, with 98% of respondents rating the forum as "very good" or "good" in our questionnaire, the same as 2020.

Highlights of 2021

PM Award

The PM Award was introduced in 2021 as a system to recognize excellent projects in Japan and by Japanese companies and organizations that contributes in creating the future. In recent years, promoting work as "projects" has attracted attention from society, and many systems have been created overseas to recognize excellent projects and companies and organizations practicing project management, particularly by the PMI. At PMI Japan Chapter, we also created a system to recognize superior projects in Japan or by Japanese companies or organizations, with the support of PMI Global, an international project management education organization.

For details of the PM Award, please see the official website (<https://www.pmi-jaward.net/>). It is in Japanese only.

The steps taken to hold the first ever "PM Award 2021" were as follows.

No	Initiative implemented	Timing
1	Announcement of award program and call for projects to be entered	May
2	First selection and announcement of finalists	June to August
3	Online seminars to introduce finalists	September
4	Online voting to determine the project that will win the Grand Prize	October
5	Award ceremony	November

For the first PM Award, six projects were selected as finalists from among the 30 projects submitted. 1,400 people registered to watch the online seminar introducing the finalist projects. Approximately 1,000 people participated in online voting. Over

200 people also watched the award ceremony in November in real time. The following six projects were selected as finalists for the "PM Award 2021," with one project winning the Grand Prize, and five projects awarded special prizes by corporate sponsors.

★ Award-winning projects

Prizes	Projects	Companies
PM Award 2021 Grand Prize Okayama University SDGs Innovation Award	Social Contribution Project Supporting Access to Tuberculosis Diagnosis for 100,000 people in India using AI Diagnostic Imaging Technology	NTT DATA Corporation
JUAS Digital Transformation Award	Online Marche "Pocket Marche" that Connects People who Make and Eat	Pocket Marche Co., Ltd.
PMI Asia Pacific Award	Efforts to Detect Project Risks and Normalize Operations by Introducing IT Tools to an Overseas base	NEC Corporation
NISSAY IT Academy Award	ICT Platform "Lentrance" for Learning	Lentrance Co., Ltd.
PERSOL RESEARCH AND CONSULTING Well-Being Award	CalView Project	ORIX Life Insurance Corporation
NTT DATA UNIVERSITY Creative Design Award	Kyoto City Official Travel Guide	Kyoto City Tourism Association and Loftwork Inc.

The award program required some trial and error, partly because this was a new initiative launched in 2021, but we successfully completed the program without any issues, thanks to the support of many people, for which we would like to express our gratitude. Based on this experience, we intend to hold this award program as an ongoing activity for PMI Japan Chapter, and thereby contribute to enhancing awareness of PM within society.

Future 50 — Rising Leaders under Focus —

In 2020, the PMI launched a system to recognize young project managers aged 35 or younger who are active in various fields. This system introduces 50 outstanding leaders who are transforming the world through projects that deserve focus, based on bold and revolutionary ideas. In 2021, Mr. Yoichi Ochiai (Pixie Dust Technologies, Inc.) and Ms. Megumi Avigail Yoshitomi (Japan Association for Cellular Agriculture, Center for Rule-making Strategies, Tama University) were selected from Japan as Future 50 honorees.

For the Future 50, a special committee established by the PMI to narrow down hundreds of candidates to the finalists, and published the list of honorees after further research and interviews. On its website, the PMI introduces the highly original and energetic initiatives of the 50 honorees chosen from around the world, including the two honorees recommended by

PMI Japan Chapter.

The PMI's policy is to support the changemakers unflinchingly transforming the world amid turbulent times. Through the Future 50, the PMI is identifying and introducing promising young people and providing project management-related support to many young people boldly taking on new challenges with the aim of creating a better world.



Conclusion

The lecturers spent significant time preparing, including multiple retakes when creating hour-long videos for CoV report webinars, but this resulted in us receiving extremely rich content.

Going into the second year of fully virtual streaming of the event, we also took steps to make the forum more efficient in 2021 by introducing a completely different tool ("eventos") from the previous year to operate the event, as we aimed to further increase the quality of our service. In this way, staff prepared and rehearsed for the event in the same careful

PMI Japan Festa 2021

Due to the COVID-19 pandemic restrictions, PMI Japan Chapter held the PMI Japan Festa 2021 virtually, providing webinars on November 6-7, 2021. A total of 420 people participated. The 10 invited lecturers participated from their homes, including those joining from overseas (Indonesia), staff performed their work either from their homes or from the PMI Japan Chapter Secretariat office. The Secretariat office also acted as a special streaming venue. After the event, the webinars were made available on-demand to the participants until November 30.

The mission of the Festa was to provide a wide range of the latest information not covered by PMI standard seminars. Thus, the Festa placed 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's volunteer team, who were all project managers, decided who to invite as lecturers, and take ownership of whose lectures they are interested in listening in.

The COVID-19 pandemic has forced changes in businesses and lifestyles, but there are many new possibilities to explore. The new normal has already begun, in an active and constructive sense. We are expecting to see further evolution in this area. What sort of future awaits us beyond the new normal? Or rather, what sort of future do we want to create? What will we do to achieve it?

Using this as a background, we set the theme of the 2021 Japan Festa as "The future beyond new normal ~Thinking of the future beyond the new normal~." A total of 10 lecturers from various industries gave speeches based on this theme, participants were able to gain some insights moving beyond the new normal. We tested the following initiatives in relation to the operation of this year's event.

Promotion by video

As in the previous year, we produced and showed a

manner as the previous year.

Furthermore, although volunteer personnel were not generally recruited from chapter members for the live streaming, we were able to hold a successful forum thanks to the enormous support we received from people participating in the seminar program as volunteers. We would like to express our deep gratitude to all the volunteers who gave us their time and labor across multiple rehearsals and preparations, including weekday evenings and on holidays, as well as the two days of the event itself.

countdown video of images immediately prior to each session, like a movie trailer, as an initiative that was only possible because of the remote format. After the end of the event, we also showed a behind the scenes video, featuring a snippets of past activities by volunteers for the seminar program. Participants said it "was touching because it showed the accumulation of previous activities and effort."

Continuation of on-demand streaming period

After the livestreaming period on November 6 (Saturday) and 7 (Sunday), we continued on-demand streaming until the end of November. In this way, we provided opportunity for participants who were unable to watch the lectures via livestream to participate. Additionally, people who had already participated were able to refresh their knowledge as they were able to rewatch it multiple times. This functionality allowed the event to receive significant praise.

Graphic recording\*

We incorporated "graphic recording," which has become a regular feature of monthly seminars, into this Japan Festa, and it was useful for reviewing lectures at a later time.

\* Recording the content of the lecture using text and illustrations in real time. It makes it possible for participants to grasp the content of lectures in a comprehensive and intuitive manner.

At the PMI Japan Festa, volunteer staff for the seminar program execute every aspect of the event, from planning to operation as a project. There were many difficulties, but we were able to convey the attitude of pursuing fun to the participants, and they were surprised that this event was ran by volunteer staff. The results of questionnaires also showed that the event was rated highly, with 52% and 46% of respondents giving it an overall rating of very good or good, respectively.

As we look toward 2022, we will continue to work on coming up with new inventive ideas and ensure that our fellow PMs can enjoy the event as participants.

## Highlights of 2021

### Measures to Promote CoV Membership

In 2021, we launched two initiatives, led by the PM Community Vitalization Committee.

#### CoV Introduction Seminars

There are approximately 30 CoVs in PMI Japan Chapter. While many members of PMI Japan Chapter are interested in the CoVs, but some feel that the threshold for participation is high due to the vague concerns, such as whether it is difficult or they possess the required skills. In order to help chapter members become familiar with the CoVs, we planned and held CoV introduction seminars. With the support from each CoV, seminars were held in May, August, and November 2021. At the seminars, we explained the detailed activities of the CoVs and held online networking sessions for each CoV, with a focus on two or three CoVs at each seminar (for a total of eight CoVs in fiscal 2021). The seminars were well

received by participants with comments that it "enhanced their understanding," which led to visits and membership applications for CoVs after each seminar. Additionally, it is expected that the CoVs will become more vitalized through the increase in new members. We will continue holding these seminars in the future.

#### Concierge

In fall 2021, we created a concierge contact point, to help chapter members solve the issue of which CoV would best suit them.

After consulting the expectations of the members, the contact point will introduce compatible CoVs. Sometimes, the contact point will be engaged in multiple remote meetings, to provide various types of guidance suited to the desires of chapter members.

### Future Creation Seminars

The Future Creation Seminars are designed to raise interest and awareness of PMI Japan Chapter activities among young people, by inviting lecturers who include entrepreneurs, social activists, and businessmen and women with social influence.

In 2021, based on a survey of the preferences and interests of Generation Z and Millennials, we planned and organized free webinars aged 35 or younger, by inviting entrepreneurs, social activists, businessmen and women with social influence.

For all five seminars held in 2021, we used questionnaires to identify the services, interests, and needs of that young people expected of PMI Japan Chapter. At the final seminar of 2021, fifth seminar by Mr. Yoki Tanaka, we received 250 applicants, the most applications ever.

- July 21 (Wednesday) "Using 1on1s to Create Teams with a High Level of Psychological Safety" Tomokazu Shimada
- September 16 (Thursday) "Management that Turns Crises into Chances ~The Potential of Tourism in Japan to Take a Dramatic Leap Forward After the COVID-19 Pandemic~" Fumiko Kato
- October 20 (Wednesday) "Creating the Future with the Power of Dreams ~Achieving World Peace by Combining Education and the SDGs~" Ibun Hirahara
- November 24 (Wednesday) "Career Strategies to Survive Changes in the Post-COVID-19 Age" Chikako Morimoto
- December 19 (Sunday) "Success Factors for Japan's Most Difficult Project and Thoughts on Projects" Yoki Tanaka



### Women's Community

Women make up approximately half of members of PMI chapters around the world, which is equivalent to the population. However, the proportion of female project managers remains low in Japan. Taking this situation into consideration, this fiscal year, we worked to increase awareness of the chapter's activities among female leaders through initiatives centered on joint events with other organizations. In June and August, together with Service Grant, a pro-bono NPO that supports NPOs, we held the fourth and fifth seminars in the "Women's Career Design Showcase Series," "Project Management in the Online Age ~Sharing and Organization Edition~" and "Project Management in the Online Age ~Practical Implementation Edition~," respectively.

Additionally, together with the Japan Women Engineers Forum (JWEF), an organization of female engineers, we held a seminar titled "New Organizations, Thinking, and Action Required in the Age of DX ~Overcoming Real Frontline Issues~" in September 2021. Many female leaders and project managers gathered and shared various opinions in the discussion and workshop sessions.



We also promoted initiatives laying the groundwork for efforts in fiscal 2022, including creating a community website for women and creating articles featuring interviews with six female project managers. In the future, we plan to continue supporting female project managers through our community and events.

### Member Services Committee (Newly Established)

Previously, the Secretariat played the main role in providing value to chapter members, such as discounts for various seminars and providing information through email newsletters. In fiscal 2021, in order to quickly reflect trends amid rapid changes in the world at large, including the acceleration of the shift to the new normal caused by COVID-19, and to provide comprehensive member services based on chapter strategies and other factors, we established the Member Services Committee, with directors involved in and supervising its planning and organization.

This Committee broadly fulfills the following four roles.

- (1) Summarization of various seminars, including the Japan Forum, Japan Festa, and monthly seminars
- (2) Publication of email newsletters to share information
- (3) Development of a platform for member services
- (4) Planning and holding of seminars that take into consideration the needs of the times and members

Among these, for (3) development of a platform for member services, the Committee is planning to rebuild PMI Japan Chapter's website, it has been many years since it was created and has not kept up with the times



## Mid-Term Three Year Plan

### Formulation of Mid-Term Plan (2020 - 2022)

For some time, PMI Japan Chapter has formulated mid-term plans for each three-year period, in which it has set forth its mission and vision as an organization, and made its measures a reality. The current mid-term plan was formulated in 2019 through repeated consideration by Executive Planning Committees, particularly the Mission Committee, based on the strategies of the PMI's headquarters, with the cooperation of active members of study groups, etc. We revised the mission and vision of PMI Japan Chapter when formulating the current mid-term plan.

#### Mission:

PMI Japan Chapter sustainably assists its members in realizing social, organizational, and personal values through project management.

#### Vision:

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

Under this mission and vision, we have instituted the following policies:

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

We expected that annual revisions to the plan would be necessary in response to changes in the environment when formulating the mid-term plan. We assessed the progress of our measures throughout 2020, and took steps to revise our measures based on the following three points.

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

In 2021, PMI Japan Chapter carefully formulated our mid-term plan from the perspective of the PMI's headquarters' new PMI 4.0 strategy. PMI 4.0 consists of three strategic objectives and four strategic focus areas.

#### Strategic Objective 1: Broaden Our Reach

Serve more people by extending our regional operations, coalition building with other leading associations and organizations, and connecting and welcoming changemakers of all ages.

#### Strategic Objective 2: Extend our Impact

Make a global contribution by expanding the community of people with project management skills and supporting the skill development and active participation of people.

#### Strategic Objective 3: Build Lasting Relationships

Develop lifelong relationships with individuals and deliver services that continually meet their changing needs.

#### Strategic Focus Area 1: Social Impact

Social Impact is all about change and we enable changemakers, not

just for business - but for the broader good

#### Strategic Focus Area 2: Expanded Communities

Strengthen our existing communities, expand outreach to external organizations and communities, and involve changemakers from multiple aspects

#### Strategic Focus Area 3: Coalition of Associations

Develop partnerships with other organizations to facilitate acquisition of diverse skills and provide more people with the opportunity to come into contact with project management

#### Strategic Focus Area 4: Corporate Value

Promote the value of project management skills and certifications to organizations and their members in each area

We enhanced our understanding of these details of PMI 4.0 and reviewed the alignment with the current mid-term plan. As a result, we found no significant changes necessary because at the policy level, the content takes into consideration the strategic objectives and strategic focus areas of PMI 4.0. However, there were some measures where sufficient results had not necessarily been achieved, despite being implemented from the same perspective as PMI 4.0. Therefore, in order to enhance the effects of our measures, the Executive Planning Committees revised the existing measures and worked to make our plan for fiscal 2022 a reality as we looked toward the final fiscal year of the mid-term plan.

Some measures originally set forth under the current mid-term plan were progressing well. We achieved results ahead of schedule, including the publication of the Project Management Research Report, active participation in the PMI headquarters' awards program, and the creation of the PM Award. Additionally, holding various types of virtual event has become an established practice as part of our response to the COVID-19 pandemic, and we have closed the gap in services between regional areas and the Tokyo Metropolitan Area as a result. We have also moved forward from the traditional study group system, to develop a system that enables flexible community activities involving diverse people.

On the other hand, although we have continuously implemented multiple initiatives over many years focused on areas such as expanding the number of young members and creating an active community for female PMs, but we have yet to see visible results. We are also steadily expanding our cooperation with educational and government institutions; we believe there is still significant room for expansion. Over the past year, we have made significant internal improvements to our IT platform within the chapter, but from the broad perspective of member services, our efforts in this area are just getting started.

PMI Japan Chapter formulates mid-term plan every three years, and has been reviewing it repeatedly. As a result, a culture has been established that is based on continuous day-to-day improvements, while also deliberating our vision for the chapter, without becoming overly focused on immediate issues. In fiscal 2022, we will formulate a new mid-term plan. We will continue to enhance the quality of our discussions, as we aim to provide a full range of services for members, operate our organization in a mature way, and further develop PMI Japan Chapter, without obsessing over formality.

### Response to COVID-19

As in the previous year, the activities of PMI Japan Chapter were again at the mercy of COVID-19 in 2021.

A crisis management team consisting of directors and the Secretariat was established under the direct control of the president. The team continued to prohibit face-to-face interactions and ensure that Secretariat personnel worked from home, held events and seminars remotely, and created an environment to enable remote activities, under the policy of preventing infection due to the activities of PMI Japan Chapter. Thanks to these efforts, we were able to avoid any infections during our activities.

To support remote work, we revised our reception and payment methods for events, introduced "eventos," an

event and seminar management system, to enable us to efficiently hold all events online, and held various events remotely, including Japan Forum, Japan Festa, as well as monthly seminars. When holding events and seminars remotely, we also made them available for viewing on-demand, which resulted in an increase in the number of participants and a broadening of the participating regions, and received high praise from participants. Our communication was also strengthened through remote conferences with the PMI's headquarters. The future remains uncertain, but in the future operation of the chapter, we will look for novel hybrid methods of operation that also incorporate the good qualities of holding in-person events.

### Awarding of "Open Badges"

Previously, PMI Japan Chapter presented letters of appreciation (certificates printed on paper) to seminar lecturers, volunteer staff, etc., but from fiscal 2021, we switched to presenting digital "Open Badges."

Open Badges are digital certificates based on international technical standards that prevent forgery or manipulation with strong security systems. Metadata is embedded in the image, enabling recipients to easily share, send, and publish their qualifications, volunteer achievements, and educational achievements online. Additionally, users can also attach open badges to their email signature, letters of introduction, and resumes, and promote themselves by displaying them on social media (LinkedIn, Facebook, and Twitter), their website, and various other platforms.

Overseas, universities, qualifications certification bodies, and global IT companies issue Open Badges, particularly in the West, and various organizations in Japan have also begun to issue them. Yoshiaki Fukazawa of Waseda University also spoke at Japan Forum 2021 about

attitudes related to Open Badges in Japan and overseas, as well as the necessity and effect of their spread.

In 2021, Open Badges were presented to the following people.

- (1) Lecturers at PMI Japan Forum 2021
  - (2) The lecturer who received the highest ranking in votes by participants from among lecturers in PMI Japan Forum 2021
  - (3) The lecturers who were ranked in the top 10 in votes by participants from among lecturers in the Japan Forum 2021
  - (4) People who volunteered as operational staff at PMI Japan Forum 2021
  - (5) Lecturers at PMI Japan Festa 2021
  - (6) People who volunteered as operational staff at PMI Japan Festa 2021
  - (7) Persons who participated in all eight monthly seminars
- We will continue to award Open Badges from 2022 onward, and we hope they will be useful to people who receive them in their various activities.



<https://www.openbadge.or.jp/>

2020-2022 Mid-Term Plan of PMI Japan Chapter			
No	Target	Target	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	Mission Committee
1-2-1		Build a mechanism for knowledge management - Reuse of the Forum materials	Mission Committee Secretariat
1-2-2		Project Management Research Report - CoVs will report their outcomes from their studies and a responsible organization will publish a report regularly	Academic Committee
1-3	ATPs	Strengthen relationship with ATPs	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	Regional Service 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	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	Marketing and Membership Committee
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
2-12	Women	Raise awareness of project management for women	Mission Committee Program Steering 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 Membership Service Committee Secretariat
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	Membership Service Committee 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	Membership Service Committee Secretariat
3-4		-Provide PMI information on a timely basis -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

## PMI Standards

### PMBOK® Guide - Seventh Edition

#### ◆Release of PMBOK® Guide - Seventh Edition

The English version of the seventh edition of the *PMBOK® Guide*, the latest edition, went on sale in electronic format on July 2 and in paperback format from August, while the Japanese version went on sale in electronic format from October 4 and paperback from October 26. Sales have been growing at a rapid pace, including hitting sales equivalent to those of the first six months after the sixth edition went on sale in just over one month since the seventh edition went on sale.

#### ◆Transformation of PMBOK® Guide ~ changes to the seventh edition

Since the first edition of the *PMBOK® Guide* was published in 1996, it has generally been revised every four years, but the revisions for the seventh edition were of an unprecedented scale. Previously, the *PMBOK® Guide* consisted of a core of five processes, and a framework of 10 knowledge areas, but these have been removed, and the "project management principles" and "project performance domains" have emerged as new central concepts.

Many readers of previous editions, which were based on processes with defined inputs and outputs, may have thought that these revisions have made it more vague and less concrete. However, with these revisions, the framework that has been developed over more than 20 years was removed and projects were reinterpreted from a completely new angle, which enables compatibility with projects from all types of approaches, and is also a splendid summary of the essence of key approaches shared among a wide range of project stakeholders.

#### ◆Background to revisions

Agile software development was created amid the need for a response to rapid system development and modification against the backdrop of trends such as the development of e-commerce in the 1990s. Readers will be aware that various agile methods have been developed since the announcement of the Agile Manifesto in 2001. Furthermore, in recent years, agile development has come to be required in various types of projects, not just software. SAFE (Scaled Agile Framework) appeared in response to development at all levels of organizations, and Disciplined Agile also appeared, comprehensively integrating various agile methods.

Amid this trend, there was an increasing need for the *PMBOK® Guide* to address agile methods as a guide to all types of project standards and knowledge. In 2019, the PMI integrated Disciplined

Agile as an organization and developed a system for project management, including agile. Now, the seventh edition was created in a way that includes both the forecast-based approach that previous editions of the *PMBOK® Guide* were based on, as well as the adaptive approach represented by agile.

#### ◆Considerations for the revisions

These revisions take into consideration factors such as the extremely quick pace of changes in the environment, changes in the way of working, and making the *PMBOK® Guide* easy to read and use without being crammed with too much information, reflecting feedback from readers. The target audience also shifted and now include not only project managers, but also a broader range of people involved in projects.

#### ◆Publication of Japanese translation

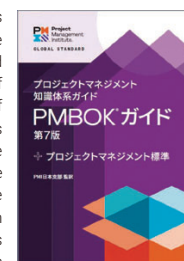
When the sixth edition was published, translation teams from multiple countries met, and through multiple workshops, implemented a process to release the English version and translated versions at the same time. For the seventh edition, however, a CoE (Center of Excellence) for translation was established in headquarters, and the system changed such that headquarters took responsibility for translating the *PMBOK® Guide* into each major language. Therefore, the Japanese team was required to adapt to this system.

Additionally, when we released the sixth edition, we received many requests for improvement from readers, etc. Accordingly, when issuing the seventh edition, PMI Japan Chapter reflected on these requests and first selected translations of terms used by the PM community in Japan and ensured the translation was consistent with the expressions used in previous standards implemented in Japan. Secondly, we made requests to headquarters such as making the layout feel easy for Japanese readers to read, including the use of columns and selection of fonts (line and paragraph spacing, title and subtitle size, etc.).

As a result of our negotiations with headquarters regarding these issues, the Japan team assumed control of all processes after the supervised translation, and endeavored to enhance the quality of the final Japanese translation and production. As a result, the seventh edition was praised by many readers, including reasons such as the easy-to-read Japanese text and layout, and the handy B5 size. The fact that sales of the seventh version have significantly outpaced those of the sixth version is indicative of the success of these efforts.

#### ◆Future initiatives

In the future, we will provide new opportunities to develop a better understanding of *PMBOK® Guide*, including seminars related to the *PMBOK® - Seventh Edition*, as well as opportunities to develop an understanding of other documents.



## Trends in Project Management

### Trends in Project Management

The global COVID-19 pandemic and the difficult economic conditions that have continued since 2020 have accelerated changes in ways of working at organizations, the ways that value are provided, as well as digital transformation. As a result, there is a shift from traditional ways of working based on organizations to The Project Economy™, centered on ways of working based on projects. This idea has expanded, and organizations and project management personnel must rapidly adapt to this change. Under these circumstances, even amidst the difficult environment, PMI has continued to expand as an organization, with 304 chapters, four potential chapters, and over 640,000 members as of end-December 2021. The number of PMP holders as well as that of other certifications had also increased at a robust pace, exceeding 1.25 million people.

#### 1 Megatrends in 2021

PMI is focusing on supporting the changemakers who will transform the future and provide solutions to issues affecting the world. Changemakers have emerged and are turning bold new strategies into reality during the COVID-19 pandemic, and they have built a new ecosystem. This ecosystem requires project management personnel who possess multiple qualities, including technical expertise and business insight, as well as so-called "power skills," i.e., cooperative leadership, a revolutionary mindset, empathy, and the ability to build relationships of trust. These personnel must also understand the key megatrends reshaping the world. To support these efforts, PMI has assessed the long-term global trends that require a rapid response, and provided a summary in the form of five megatrends affecting the project economy.

1. COVID-19
2. Climate Crisis
3. Civil, Civic, and Equality Movements
4. Shifting Globalization Dynamics
5. Mainstream Artificial Intelligence

Please see the Japanese version for details of the 2021 megatrends.  
<https://www.pmi.org/learning/thought-leadership/megatrends>

In order to take advantage of these trends and create a multiplier effect for good and a powerful magnitude of change, we must make social impact projects a strategic priority, rethink relationships with customers and wider stakeholders, and foster open and innovative partnership ecosystems. PMI has also defined a new Talent Triangle consisting of the key skills for success. Technical skills in the traditional Talent Triangle have become ways of working (including forecast-based, agile, hybrid, and other management methods), and there are also business acumen and power skills.

#### 2 Beyond agility

As changes in the pace of environmental change accelerate and uncertainties and complexities grow, PMI has been using the term "gymnastic enterprises" to refer to enterprises that prioritize results over processes, change as appropriate, and understand methods of balancing governance with organizational structures that require a change in direction. In "Beyond Agility," the 2021 *Pulse of the Profession*®, a comparative survey of traditional and gymnastic enterprises was reported. Gymnastic enterprises are not just highly

agile as enterprises; they also prioritize human factors and actively develop the skills required of changemakers. Gymnastic enterprises also recognize the importance of enabling these project skills through a values-based organizational culture that's focused on customer value, digital solutions, and diversity, equity, and inclusion. These enterprises are resilient and flexible. They turn strategy into reality and carve out a true competitive advantage in The Project Economy. For details, refer to the Japanese version of the 2021 *Pulse of the Profession*® and the Japanese version of the *Asia Pacific edition of 2021 Pulse of the Profession*®.

<https://www.pmi.org/learning/thought-leadership/pulse/pulse-of-the-profession-2021>

<https://www.pmi.org/learning/thought-leadership/pulse/pulse-of-the-profession-2021-by-region>

#### 3 Most Influential Projects 2021

Leading the top 50 most influential projects in 2021 were two projects that used messenger RNA to develop COVID-19 vaccines, one by Moderna and the other a collaboration between Pfizer and German biotech company BioNTech. From vaccine development to bringing to market usually takes ten years, but these teams obtained approval in less than one year and established systems for supplying vaccines to the market.

From Japan, Sony's PlayStation 5 was ranked 35th, and the "Tokyo Toilet" project, a hygienic and accessible public toilet, was ranked 49th.

<https://www.pmi.org /most-influential-projects-2021/50-most-influential-projects-2021>

#### 4 PMI 4.0

PMI 4.0, a new strategy that PMI has announced on the 50th anniversary of its establishment, sets forth three strategic objectives, and it began in earnest in 2021. The first strategic objective is "broaden our reach." We aim to go beyond the PM community within and outside of Japan Chapter, and spread project management as a life skill for all people, from ages 5 to 105. In particular, new initiatives have begun, such as the provision of products and services for generations aged under 35, and the Future 50.

The second strategic objective is "to extend our impact," in which PMI has set forth a target of increasing our social impact tenfold compared with the present, through our contribution to the UN's SDGs, etc.

Our final strategic objective is "to build lasting relationships."

PMI will offer various services and products, qualification systems, and micro-credentials, in order to build relationships with a diverse range of stakeholders to respond in intelligent ways to the increasingly complex business environment and continuously evolving technology.

#### 5 New agile certification system

In many projects, work is underway to tailor project management approaches, governance, processes, etc., to context, in order to respond to changes in the environment surrounding projects. As agile projects and projects that use agile in a hybrid way increase, PMI is promoting a new PMI agile certification system that integrates the previous agile certification (PMI-ACP) and Disciplined Agile. In Japan, Japanese-language training courses and examinations for DASSM (DA Senior Scrum Master) and DASM (DA Scrum Master) also began in 2021. In 2022, the Japanese version of the second edition of Choose Your WoW! is expected to be published. Please see the Japanese page at PMI.org for an overview of Disciplined Agile.

<https://www.pmi.org/certifications/agile-certifications>

## Membership Benefits

### Individual Membership System

#### Benefits of Individual Membership

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

#### Benefits of Individual Membership in PMI Japan Chapter

##### 1. Discounts on seminar attendance fees

Members receive discounts on attending chapter's activities, such as the PMI Japan Forum, the PMI Japan Festa, monthly seminars and PMP® exam preparation courses hosted by 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 are presented during the PMI Japan Forum, which is held in summer on an annual basis. In 2021, our CoVs delivered more than 30 presentations to talk about the outcomes of their activities.

##### 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. The chapter started a service that enable Japan Chapter members to download the Japanese version of PMBOK® Guide - Seventh Edition in FY 2021.

[https://www.pmi-japan.org/news/book/2021\\_10\\_04\\_pmbok7dl.php](https://www.pmi-japan.org/news/book/2021_10_04_pmbok7dl.php)

##### 4. Browsable Translated Articles

At the members' section of the website, the members can access articles translated into Japanese such as PM Network®.

#### How to Join PMI Japan Chapter

To become a member of the chapter, you have to first join global PMI membership. Please visit [www.pmi.org](http://www.pmi.org) and create your account. Then join PMI as an individual member and choose PMI Japan Chapter during the online application process. Credit card payment is the easiest option.

\*Applied to consumption tax

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

## Orientation for New Chapter Members

We held multiple orientation sessions for new members who joined PMI Japan Chapter but were unsure of how to benefit from the membership. In the orientation, PMI Japan Chapter talked about PMI, PMI Japan Chapter, and our CoV activities for 60 minutes. The orientation was free to attend, and 1.0 PDU was issued to all participants. All four orientations were held remotely during 2021, owing to the impact of the COVID-19 pandemic. The switch from in-person to virtual seminars enabled more people to participate from regional areas.

For people who wanted to learn more about our CoV activities, we also provided explanations of each CoV using Zoom breakout sessions in the second part of the orientation, providing participants with an opportunity to communicate with more experienced chapter members. These sessions enabled participants to check things that

they could not ask during the Q&A session in the first part, and also enabled them to expand their connections with other members who joined at the same time. For these reasons, they were highly praised by participants. Many people participated in specific chapter activities after these orientations.

Over the past few years, the number of people participating from outside the IT industry is increasing, and it is apparent that the management environment in Japan is changing. In fiscal year 2022, we intend to continue holding quarterly orientation sessions virtually. There is no charge to participate, so feel free to attend if you are a new chapter member but are unsure of how to take advantage of the chapter membership.

## 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 PMI Japan Chapter.

### Benefits of the Corporate Sponsorship Program

- ❖ PMI Japan Chapter holds liaison meetings of about 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 their competency in project management.
- ❖ PMI Japan Chapter disseminates its email newsletter to inform corporate sponsors of the chapter programs and events planned and designed for sponsors. Employees of corporate sponsors get discounted price for books available at the PMI Japan Chapter Bookstore and for events hosted by PMI Japan Chapter.
- ❖ PMI Japan Chapter publishes logos 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

PMI Japan Chapter conducted 5 online corporate sponsor meetings in 2021. 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 corporate sponsors. Participants can leverage this platform to share their opinions and jointly study the issues or concerns from each company. In 2021, 41 companies and over 48 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

## Membership Benefits

### Academic Program

The Academic Sponsor Program was established in 2011. Program participants include universities, technical colleges, high schools, and junior high schools, as well as public research institutions throughout Japan. Participants must comply with the *PMBOK® Guide* advocated by PMI, indicate an understanding of the development of project management in Japan, and promote education and research activities related to project management. There is no annual fee for participants.

PMI Japan Chapter offers services (seminars, sale of books, etc.) to schools and organizations that are academic sponsors for the same special price as corporate sponsors. As of December 31, 2021, 51 schools and organizations registered for the program.

We ask for cooperation from academic sponsors for the following three points:

- Participation in the Academic Committee as members
- Participation in the academic track of PMI Japan Forum
- Individual initiatives to develop awareness of project management education and spread it

#### (1) Academic Committee

As an organization within PMI Japan Chapter that spreads project management education and strategically promotes internationalization, the Academic Committee considers chapter strategies and implements individual measures, based on broad collaboration between academics and educators, and industry experts. In fiscal year 2021, 6 members from academic sponsors took part as members.

#### (2) Japan Forum academic track

Every year, our academic sponsors, individual chapter members, and corporate sponsors participate in the academic track of PMI Japan Forum, under the theme, "Education and Project Management." Many academic sponsors give lectures on common themes aimed at sharing knowledge and exchanging opinions related to project management examples and trends in educational methods.

#### (3) Individual initiatives

One individual initiative includes "SDGs training for students," which the Academic Committee held twice online in 2021. When holding this training, we provided information to academic sponsors, and received their assistance in introducing the event to their students, encouraging them to attend. We also received feedback from the students who participated in the training afterwards. A school that registered as a new academic sponsor in fiscal year 2021 also requested that PMI Japan Chapter provide assistance to strengthen and enhance their existing PBL program for junior high and high school students, and experts and specialists from PMI Japan Chapter are currently considering the matter.

#### Implementation in fiscal year 2022

Previously, we prioritized "knowledge sharing" in academic initiatives, and focused on providing opportunities for discussion and networking in PMI Japan Forum. On the other hand, in 2020 and 2021, all activities, including the academic track, were moved online owing to the impact of the COVID-19 pandemic. As such, we plan to devise methods for "sharing knowledge" in response to changes in the environment in 2022.

## Service for Non-members

### Membership Promotion Orientation

We hosted this orientation for holders of PMP® and other PMI certifications who were not yet chapter members. We explained benefits of joining PMI Japan Chapter, drawing their attention to new memberships.

In fiscal year 2021, we standardized quality and format for seminar planning and operation, based on our successes in past activities. We came up with ways to increase the usefulness of seminars themselves, such as providing information on effective ways to obtain PDUs. This is a topic which all PMP holders are interested in, therefore, is particularly likely to attract participants. As an effort to promote membership, we also provide opportunities for exchanging opinions between individual members in a group setting, as well as talks about the experiences of members

who joined in the past year.

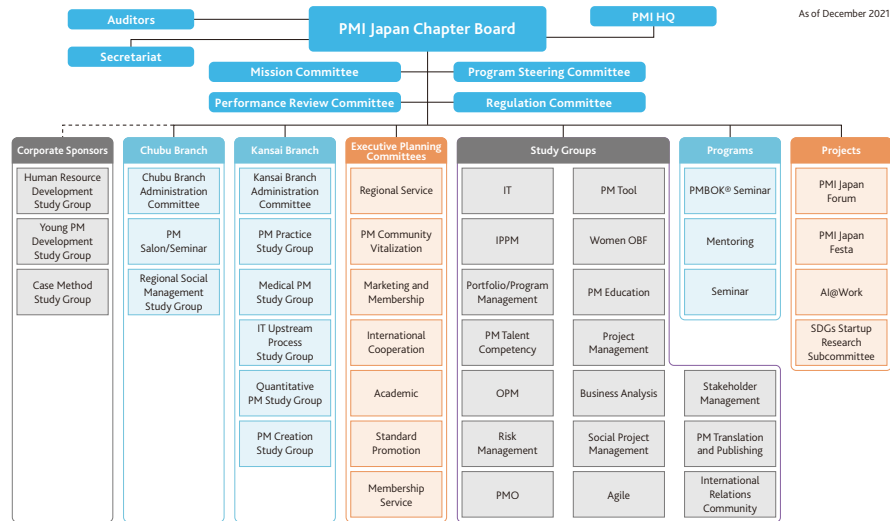
We held four orientation sessions in fiscal year 2021 (all online). There were 212 participants in total. As a result, approximately one-third of the participants, 70, became new chapter members.

For fiscal year 2022, we plan to continue the above activities, while implementing initiatives to further increase the proportion of participants who join the chapter. Specifically, we plan to schedule this orientation a month before "a Newcomer Orientation", which is held by the PM Community Vitalization Committee. We also plan to provide more information on what to do after becoming new members, such as introducing "the CoV concierge".



# PMI Japan Chapter's Organization

## Organizational Structure



### Mission Committee

The role of the Mission Committee is to formulate mid-term plans based on the chapter mission, monitor chapter activities in light of mid-term plans, and propose corrective actions to the Board of Directors as appropriate. In 2021, the Mission Committee considered the new PMI 4.0 strategy indicated by PMI headquarters, and considered how to spread understanding of this strategy within PMI Japan Chapter while reflecting it in the mid-term plan. The Mission Committee also held five "Future Creation Seminars" to strengthen our efforts to appeal to people aged 35 or younger in connection with the new strategy and took steps to understand the intentions of young people.

### Program Steering Committee

Every year, all CoVs in PMI Japan Chapter formulate annual plans, and the Program Steering Committee works to optimize these plans. At monthly committee meetings, the Committee ensures horizontal cooperation among Executive Planning Committees overseeing chapter strategy, deliberates and summarizes matters for deliberation and reporting proposed by CoVs, organizes policies, and contributes to the smooth operation of the Board of Directors. In fiscal year 2021, in order to secure budget from the PMI headquarters, the Committee identified chapter measures that are aligned with headquarters' strategy and worked with headquarters to adjust the content of these measures and the amount of budget. The Committee also proposed and executed tasks any other committees don't take responsibility for.

### Performance Review Committee

The Performance Review Committee reviews the Secretariat employee compensation and bonus, including those of the Secretary General, based on the Secretary General's proposal, which uses 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. The Committee also selects chapter members and CoVs to whom awards should be given and makes proposals to the Board of Directors. In fiscal year 2021, the Committee increased the bonuses paid to employees of the Secretariat. The Committee also consulted external experts concerning the establishment of a personnel evaluation system for members of the Secretariat.

### Regulation Committee

The Regulation Committee focused on the election of directors in 2022, based on the chapter bylaws revised in the previous fiscal year. For the elections, new candidates who are chapter members recommended by other chapter members stood in the election. The Committee also created a schedule for the election, formulated Eligible Criteria for candidates, and worked with the Secretariat to support the Nomination Committee and Election Administration Committee. The Committee also formulated procedures for selecting the president after the election.

### Auditors

The auditors carry out an independent audit on work performed by the Board of Directors and the Secretariat in response to the members' mandate. The three auditors each utilized knowledge developed through their respective experience (in a bank, as an internal auditor in a company, and as a corporate auditor) to cooperate in their activities. The number of directors was increased in order to create a governance structure appropriate for a large organization with 5,000 members. To assess the division of roles among directors and the execution of their duties, the auditors attended meetings of the Board of Directors and conducted interviews with many directors. In the accounting audit, the auditors also conducted interviews with a certified public tax accountant and checked related documentation.

# PMI Japan Chapter's Organization

### Regional Service Committee

The Regional Service Committee conducts activities for the purpose of improving chapter service, promoting project management communities, facilitating the creation of a new regional community, and facilitating collaboration among local governments, academic and corporate sponsors, in areas outside of the greater Tokyo area. In 2021, the committee planned and executed regional seminars - providing 5 different webinars. In total, there were 884 registrations. After the founding of the Chugoku community at Hiroshima and the Kyushu community in 2020, the committee strove to launch the Tokai Fuji community.

### 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. Through the four working groups (i.e., leadership promotion, collaboration across CoVs, dissemination of information, and support for volunteer activities), the committee promotes revitalization of CoVs. In 2021, the committee started a pilot scheme, called the CoV concierge service, to answer questions on CoV activities when chapter members are interested in joining a CoV but find it hard to choose one. The committee also hosted a "CoV Introduction Seminar" on a quarterly basis to share values of CoV activities and expand active chapter members.

### Marketing and Membership Committee

The committee's mission is to increase the number of chapter members and corporate sponsors and to expand the project management community. In FY 2021, the committee strove to increase chapter members, which was in fact on a downward trend due to the COVID-19 pandemic. The committee conducted four Membership Promotion Orientations virtually with more than 200 participants. Out of this, 70 people became new chapter members. With the effects of the winning-back campaign targeting PMP exam takers as well, the number of chapter members has started increasing in the second half of 2021. It is almost approaching 5,000 back again as of December, 2021.

### International Cooperation Committee

The ICC's mission is to promote sharing information and resources through collaborating with PMI and PMI Asia Pacific for the purpose of enhancing the chapter's visibility and enriching chapter activities. Taking occasions to let our chapter activities be known abroad, the committee members gave three lectures at PMI's, PMI AP's, and PMI Taiwan Chapter's events. The ICC virtually set Japan Chapter's booth for the AP Chapter Festival and was engaged in networking to enhance Japan Chapter's presence and build better relationships with representatives from other chapters. Moreover, the ICC assisted Mr. Yoichi Ochiai and Ms. Megumi Avigail Yoshitomi in applying for "Future 50", PMI's award program starting 2020. They were both awarded.

### Academic Committee

The committee promotes project management education

for those who are in education through collaboration with academic institutions in Japan. Its activities mainly include administering the academic sponsor program as well as planning and implementing the academic track on PMI Japan Forum. In FY 2021, the committee virtually conducted "SDG Startup Training for students" twice. It made efforts not to intimidate the participants by holding a session to share and provide preparation for the content prior to the training. When it comes to its planning and implementation, the committee called for chapter member volunteers and took advantage of the knowledge and skills various CoVs have accumulated. Another project was to renew the PBL course of the junior high and high school attached to Shibaura Institute of Technology. For this project, various volunteers across the CoVs were called for, and the kickoff for the course is scheduled for February 2022.

### Standard Promotion Committee

The committee's mission is to provide the Japanese PM community with PMI standards and practice guides by researching, selecting, and translating them. In FY 2021, the committee made a series of activities to disseminate *PMBOK® Guide - Seventh Edition*, promote its sales, and held related seminars. As for translation efforts, the members worked on the *PMBOK® Guide - Seventh Edition*, *PMI Standard for Portfolio Management 4th Edition*, and *Practice Standard for Work Breakdown Structures 3rd Edition*. As for validation efforts, they worked on *The Standard for Risk Management in Portfolios, Programs, and Projects Benefits Realization Management A Practice Guide*. The members also created a guide for Japanese translation. Moreover, the committee held eight Standard Seminars about Business Analysis, Program Management, Portfolio Management, Organizational Project Management, Project Manager Competency Development Framework, *Construction Extension to the PMBOK® Guide*, and others, with the total of about 400 participants. Furthermore, the committee made efforts to improve communication with PMI regarding publishing PMI standards.

### Membership Service Committee

This committee was launched in FY 2021 to provide the PM community with timely information regarding various activities related to member service, in an easy-to-follow format. During the first fiscal year, the members dug deep, clarified various issues concerning member services and sorted out the problems. The committee sought to improve participants' convenience at the PMI Japan Forum, PMI Japan Festa, and other seminars by coming up with a system for running virtual seminars. There is a monthly email newsletter that informs the PM Community of mainly events and seminars. The committee took the initiative to create another email newsletter titled "Global Trend Info," where the members pick several news articles worthy of reading from PMI that are circulated around the world and disseminate them in the first half of the month. Moreover, the committee undertook the task of rebuilding the chapter's website to enhance quality of content and visibility so that the website can become more user-friendly.

## CoV Activities

### Activities across CoVs

#### Leadership Meeting 2021

The PM Community Vitalization Committee played a central role in planning the 7th Leadership Meeting in 2021 (LM2021).

Two or three leaders or active members from each CoV in PMI Japan Chapter (committees, study groups, programs) participated in the Leadership Meeting 2021. The aim is to facilitate more active CoV activities and activate the PM community by sharing the PMI headquarters' and PMI Japan Chapters' future vision, direction, measures, etc. As in the previous year, due to the COVID-19 pandemic, the meeting in 2021 was also held virtually using Zoom. A total of 87 people participated, and energetic discussions continued throughout the day.

In line with the global evolution of the role of project management, the PMI headquarters have launched "PMI 4.0" with an expanded target of all changemakers.

One of the main themes of this year's meeting was how PMI Japan Chapter should interpret the "PMI 4.0" strategy indicated by the PMI headquarters and what kind of significance each CoV and individual should attach to it.

The keynote speech was given by SoHyun Kang (Chapter Manager and Head of Engagement for the Asia Pacific Region), who participated remotely from Singapore, on the theme of an "Overview of the PMI 4.0 Strategy." Based on the understanding that the PMI itself must change, SoHyun Kang spoke about how PMI 4.0 is positioned as a "growth strategy for addressing the PM-related needs of changemakers," with the target of supporting people to make their ideas a reality, and the idea that "we can increase our global influence tenfold" by enhancing our stakeholder universe and product portfolio, as well as collaboration with PMI Japan Chapter and expectations in terms of the strategic focus areas of PMI 4.0.

Next, there was a lecture on the theme of "How Should We Implement PMI 4.0?" as PMI Japan Chapter, by Takeshi Hayama, chair of the Mission Committee. Takeshi Hayama's explanation was broken down into its components, with the addition of his views and interpretations based on

his experience, taking into consideration discussions at meetings of the Mission Committee.

In the afternoon, a workshop was held with the title of "Leadership of PMI Japan Chapter in Expanding the Community and Identifying Requirements" based on this year's main theme. Participants were divided into eight groups to discuss four target images: "ages (from children to the elderly)," "regions (expansion from regions to the world)," "collaboration with other organizations," and "our own growth (reskilling/upskilling)." Afterward, each group presented their discussion results.

The results of the LM were: (1) a revitalization of the PM community through the sharing of information, and (2) an enhancement in individual leadership and skills.

The Leadership Meeting is planned to be held in September 2022, and we hope to return to an in-person two-day, one-night training session.

#### CoV Leadership Meetings

The PM Community Vitalization Committee plans and operates the CoV Leadership Meetings with the aim of sharing information concerning the activities of PMI Japan Chapter and each CoV, and contributing to the vitalization of CoV activities as an opportunity for promoting coordination between CoVs through the sharing of information. As planned, we held CoV Leadership Meetings four times in 2021. In total, 21 CoV Leadership Meetings have been held since they started in 2017.

Amid ongoing efforts to tackle COVID-19, the CoV Leadership Meetings were also held virtually in 2021. In 2021, we revised procedures that set forth operational policies while also exploring ways to take advantage of the merits of virtual events. As part of these efforts, at the fourth meeting held at the end of each year, we expanded viewers to any CoV members and also let them participate as long as they liked.

At the fourth meeting, all CoVs also provided a three-minute overview of their activities in 2021, and we made videos of these announcements available for viewing at any time on a dedicated website. We are in the process of creating an environment that enables members to easily learn about the activities of each CoV.

We think there is still significant room for improvement as we look to achieve our objective of providing opportunities to strengthen coordination between CoVs in a limited number of meetings.

We urge members to submit any ideas or opinions you have. Thank you for your continued cooperation and support!



## CoV Activities

### Projects

#### AI@Work Project

Thanks to the cooperation between members of PMI Japan Chapter and outside parties with knowledge of AI, the AI@Work project, which began on January 31, 2020, generated greater-than-expected results across three workgroups. Compared to the previous fiscal year of 166, the number of members increased by 32%, and the cumulative number of instances of information being shared on Slack grew to over 10,000, with around 60 to 80 active members.

In 2021, the workgroups researched 12 themes and shared the results of their research at PMI Japan Forum. We also held two conferences and two SME discussions as opportunities to share information with external parties in a way unique to the AI@Work project. A total of 885 people participated in support of the shared content, and the event received significant praise for being relevant. We think the fact that general participants consistently made up approximately 40% of the total shows that this CoV's contribution to enhancing the presence and outreach of PMI Japan Chapter.

In addition, we also created a website for the AI@Work project, where we published materials such as the Playbook for PM in Data Science & AI Projects, an introduction to the Japanese version of the playbook, and a summary of The AIoT Playbook, as deliverables resulting from coordination with PMI Global.

In 2022, after becoming a Special Interest Open Community of PMI Japan Chapter, AI@Work will revise its strategies based on the latest results and sharpen the activities of each workgroup, while also promoting "open co-creation" through coordination with external parties, to achieve our mission.

#### SDGs Startup Research Subcommittee

**■ About the SDGs Startup Research Subcommittee**  
PMI Japan Chapter established the SDGs Startup Research Subcommittee in October 2019 as part of the Public-Private Partnership Platform for Local Development SDGs developed by the Cabinet Office.

#### ■ Details of activities

In broad terms, the subcommittee offered two courses: the basic course for learning SDG project management methods, and the advanced course that supports SDG projects for conducting actual businesses.

#### (1) Basic course

Society recognizes the necessity of the SDGs, but we are aware of the issue; even though organizations may attempt to start initiatives targeting SDG-related projects, they are unable to effectively launch and promote them. Accordingly, we hold courses where participants can learn "SDGs startup methodology" suited to launching and promoting SDG-related projects in a training and workshop format. Over three years, we offered training and workshops to 70 or more corporations.

In fiscal year 2021 (based on the Cabinet Office accounting year), we held three meetings of the subcommittee, in October, December, and February.

#### (2) Advanced course

In principle, the advanced course offers a project manager to support the organizations that participated in the basic course in fiscal year 2020, with their SDG projects. In fiscal year 2021, we provided support to actual SDG-related projects implemented by companies, educational institutions, and non-profit organizations.

### CoVs in the Greater Tokyo Area

#### IT Study Group

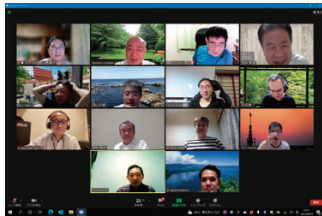
In regards to project management in the ICT sector, such as construction of information systems and development of IT products, the study group researches good practices to sharpen the members' skills as well as offers knowledge sharing and networking sessions. In FY 2021, the members continued to compile suggestions and advice for IT project managers in the field and worked towards 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. With this objective, the study group wrote two articles for the Project Management Research Report 2022. Moreover, members translated and researched the *Standard for Earned Value Management*, which included performance management and decision making and had been translated at the end of 2021. They presented their research results, summarizing the new standard at PMI Japan Forum 2021.

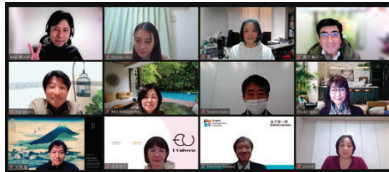
### Portfolio/Program Management Study Group

The study group's mission is to seek various approaches that can solve social and management issues. At the regular monthly meetings, members bring topics to discuss, including state-of-the-art technologies, and exchanges candid opinions. The number of this study group members increased from 58 to 68. Moreover, the study group held seminars on "obtaining PfMP® and/or PgMP® certifications" and Construction Extension to PMBOK® Guide. Three seminar participants acquired PfMP® or PgMP® and joined the study group in helping other members with improving their skills. The study group was engaged in translating the *Standard for Program Management 4th Edition*, and its Japanese version was published.



### PM Talent Competency Study Group

This study group seeks to research how to develop personality competency, project managers' new roles, and competency with reference to PMI's talent triangle and digital transformation. In FY 2021, the study group strove to promote the Japanese publication titled *Project Manager Competency Development Framework – Third Edition*, which the study group translated in 2020. The members had sessions to discuss the content of the publication to gain a deeper understanding. For PMI Japan Forum 2021, the study group facilitated holding two lectures with the titles of "PM Competencies in Digital Transformation Era, - How can we adopt them and survive?" and "the Project Manager Competency Development Framework can help you with improving your project management skills". The group also held a seminar to explain the PMCDF and present actual examples with it in August, and the seminar came off well.



### OPM Study Group

With the Japanese version of the *Standard for Organizational Project Management* being published, members studied the publication and held a seminar to explain it. Some members presented their research results with the topics of the relation between organizational cultures and OPM and how to use OPM to bring about innovation" at PMI Japan Forum 2021. At the regular monthly meetings, the members discussed a wide range of topics such as organizational response to the new way of working, organizational agility, organizational change, digital transformation, etc.

### Risk Management Study Group

The study group has the following vision: whatever social practices we have to follow, improve the study group's maturity and provide opportunities for discussing risk management, case studies, and information. With this vision, members worked hard and presented their outcomes. Specifically, some members formed two working groups with the topics of "how to incorporate AI technologies into risk management" and "Let's deepen the understanding of the new standard for risk management". The study group hosted the study group-wide forum in October, presenting 10 research outcomes in total. Furthermore, with a goal to discover new knowledge and ideas on risk management, the study group held unique events, where participants discussed certain topics by texting on Slack in a 72-hour session and subsequently exchanged their opinions and have more in-depth discussions on Zoom. There were 12 events in total with 87 participants.

### PMO Study Group

With an increased number of companies/organizations struggling to respond to digital transformation, SDGs, and others, this study group aims to redefine what PMOs are as organizations to support corporate management. In FY 2021, the members were engaged in mostly virtual activities. The outcomes are summarized as this: monthly study-group-wide meetings, five working groups' monthly meetings, three presentations for PMI Japan Forum 2021, contributions to Project Management Research Report 2021, and holding a workshop titled "Strategic PMOs" in January 2022. The study group continues to play an active role in improving the presence of PMOs until they are recognized as essential in corporate management.

### PM Tool Study Group

This study group studies tools and techniques in project management. In 2021, the members discussed how to improve their skills themselves, not with on-the-job trainings or practice. With the slogan of improving project implementation capacity in the agile era, they mainly researched cooperative tools that enable building teams and did short case studies to build up their skills.

### PM Education Study Group

The members provided "practical education programs" with an objective of contributing to the development of next generation leaders who will take a lead role in society. The monthly meetings are occasions where each member talks about their own activities in PM education and exchanges opinions. The study group provided a semester course of "Project Management" at a two-year college in Kanagawa in 2021 as well.

### Project Management Study Group

With an objective to pursue the studies of various standards such as the PMBOK® Guide and contribute to the application of the standards in project activities in the field, the study group successfully created opportunities to have explicit discussions with people regardless of their affiliations. Through this activity, the study group aims to apply practical project management to projects in the fields. The study group also continued to provide an occasion called "PM-ZEN" where people share their challenges and have candid discussions. Due to the pandemic, PM-ZEN has now become an online event. More information about the event can be found at <https://pm-zen.connpass.com/>. The study group also analyzes trends in project management standards with *PMBOK® Guide - Seventh Edition* PMI has published recently.

### 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. In FY 2021, the members had discussions over issues some members were struggling with for their work. Some members made a presentation with the title of "Business Analysis with a viewpoint of a product owner for agile development" as an on-demand lecture for PMI Japan Forum 2021. In collaboration with the Regional Service Committee and the Standard Promotion Committee, the study group hosted a seminar that introduced the *PMI Guide to Business Analysis* and made efforts to spread business analysis and the guide.

### Social Project Management Study Group

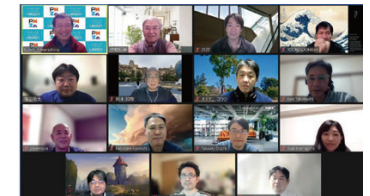
The mission is to contribute to society's development through developing project management techniques that are effective in solving social issues. In 2021, the study group set two main goals of enhancing public relations activities through blog posts and hosting workshops while also bringing awareness to social project management. There were five outcomes that were produced in 2021. First, they updated the Social PM blog monthly. Second, they held the workshops twice. Third, six members presented three lectures at PMI Japan Forum 2021, and all the lecturers were

selected as "excellent speakers". Fourth, the study group continued to offer the Social Project Management course for university students. And fifth, the study group held a social project management workshop in English for English native speakers who belong to the study group.



### Agile Study Group

The study group conducted the agile Project Management survey in 2021 as well with more questions. They received more than 300 responses, analyzed its findings, and presented them with recommendations. Moreover, the study group analyzed the findings and researched similarities in incorporating agile in coordination with another organization. In collaboration with a university, the study group also researched project managers' values, focusing on "insides of organizations" and "connection" between projects and management. Furthermore, the study group hosted monthly meetings to talk about agile and study groups for first-time agile learners, with other CoVs.



### Stakeholder Study Group

The study group surveyed communication problems during the COVID 19 pandemic. They focused on problems and issues in stakeholder management that the chapter members were struggling with and attempted to indicate how to solve them with stakeholder engagement described in *PMBOK® Guide - Seventh Edition*. For PMI Japan Chapter 2021, some members presented the findings from the survey, stressing the importance of building trust for stakeholder engagement when they faced problems under the environment of working from home.

### International Relation Community Study Group

As is the case with many study groups, due to the pandemic, their activities are also mostly held virtually. IRC members gave a presentation on "how to overcome cultural differences



## CoV Activities

on your international project" in PMI Japan Forum 2021 from 3 different perspectives: Japanese history and culture, a real practice in an actual high-tech research project in France, and college education for future international project managers. At first glance, those topics seem to have no connection, however, we found many common themes and learnings throughout those discussions. At the end of 2021, we had a small on/off-line hybrid networking event and discussed how we can create our values through our activities in 2022. During these events, we heard many ideas and suggestions to make our activities more beneficial and we keep trying to make our exchanges more active and exciting in 2022.

### PMBOK® Seminar Program

In FY 2021, the study group's objectives were to make videos for the seminar for *PMBOK® Guide - Sixth Edition* and to prepare a textbook for the seminar for *PMBOK® Guide - Seventh Edition*. In fact, they have successfully completed making the video and prepared the textbook. For the video making, all four lecturers created their videos on Zoom.

Since it was their first effort, they took twice as long as they had expected; still, they could offer their videos as a series of online seminars, starting in August. Since the publication of *PMBOK® Guide - Seventh Edition* was delayed, the members undertook the textbook preparation in November. They will continue to prepare the textbook in FY 2022.

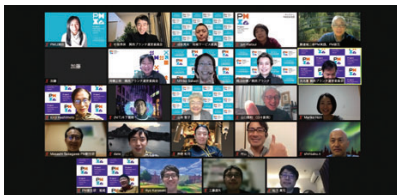
### Seminar Program

The new year special seminar and eight monthly seminars had a total of 870 attendants and received a high average satisfaction rate of 97.1 percent. For PMI Japan Festa 2021, the program planned and hosted 10 lectures over two days in November with 420 registrations and a high average satisfaction rate of 97.4 percent. The program contributed to PMI members and businesspersons by continuously holding high-quality seminars. The advanced skill set they had developed from running virtual seminars were also useful when they worked as volunteers for running the PMI Japan Forum 2021 lectures.

## CoVs in the Kansai Area

### Kansai Branch Administration Committee

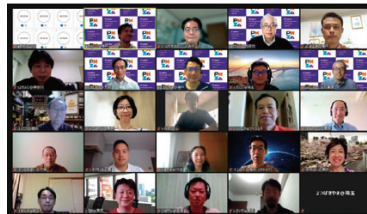
Representatives for CoVs in Kansai and the committee members gather once a month to plan and discuss the Kansai Branch administration. In FY 2021, the committee held two virtual events and successfully provided people in Kansai and beyond with learning opportunities. The outcome presentation meeting in December became a fruitful learning occasion, offering the new president's greeting and lectures from the Chubu Branch, which could enrich the event with the highest number of participants ever.



### PM Practice Study Group

In FY 2021, the study group strove for the presentation for PMI Japan Forum 2021 and hosting short case workshops online. As for the presentation for the Forum, some members made two presentations titled "Online short case workshop and its program design" and "Taking up the challenge of a full marathon in 63 years of age". As for the online short case workshops, the study group held one in April, which

was well received. The study group additionally held another workshop in October.



### Medical PM Study Group

Their mission is to pursue what management is best suited for medical care. In FY 2021, the study group strove to create metamodels for management, which are responsive to diverse modalities in drug development. Some members presented their metamodel hypothesis about drug development management in the era of diverse modalities at PMI Japan Forum 2021. Subsequently, the study group aimed to test the metamodel hypothesis, setting up a hypothetical pharmaceutical company called "Persona Pharmaceutical", and creating a hypothetical scenario from the preclinical phase to the clinical phase of development and assessed the effectiveness of the management model. The study group presented the outcome of this activity at the year-end outcome presentation meeting, run by the Kansai Branch.

### IT Upstream Process Study Group

In FY 2021, the study group strove to achieve many people's understanding of how to incorporate business relationship management into practice. At PMI Japan Forum 2021, the study group presented their outcomes in a lecture titled "Building a Practical Model for Business Relationship Management Process for Business Value Creation". Furthermore, the study group had many discussions over how to utilize the principles of *PMBOK® Guide - Seventh Edition* in a digital transformation project.

### Quantitative PM Study Group

In FY 2021, the members brought up their discussion themes and had case presentations to learn from each other's experience at the monthly meetings. The lecture titled "A way for team building during the COVID-19 pandemic: Ensure psychological safety and organizational productivity with one-to-one talks" was awarded as an excellent lecture of PMI Japan Forum 2021. At the Kansai Branch Outcome Presentation Meeting, the study group made a presentation with the title: "Benefits for project managers: Diversity, Inclusion, and Belonging (DI&B)". The study group covered not only quantitative data but also a qualitative theme, human minds, which has been shed light on recently, to improve their knowledge and practical skills on management required for the COVID-19 pandemic.

### PM Creation Study Group

In 2021, the study group brought up discussion themes and had various talks such as lightening talks, short presentations, and open space technologies, and subsequently had 30 discussions in total to pursue and deepen knowledge. At PMI Japan Forum 2021, some members presented their conviction that empathy-based study groups that emphasize diversity and dialogue will be important because they can be responsive to the VUCA era.

## CoVs in the Chubu Area

### Chubu Branch Administration Committee

The committee is responsible for running the Chubu Branch in general. In FY 2021, the members continued to support the two CoVs in Chubu to vitalize their activities. The committee holds an online meeting on a monthly basis. The discussion topics were planning seminars, sharing CoV activities, and exchanging other information.

### PM Salon/Seminar

Their mission is to contribute to PM activities in Chubu by providing opportunities to share project management information, developing project managers, and finding project manager candidates. In an attempt to find PM candidates in Chubu, the study group held a design thinking workshop, aiming to create new values. Focusing on the manufacturing industry, one of the characteristics of the Chubu area, the members provided an opportunity to exchange opinions with staff members who are working in companies that have good management practices at the workshop.

### Regional Social Management Study Group

In 2021, the study group presented their activity outcomes and discussed and planned new activities. At PMI Japan Forum 2021, the study group presented their findings achieved from supporting Toyota City. During the pandemic, the city has been striving to solve social issues as well as their findings from new SDG sensitization activities that is digitalization of SDG card games. Focusing on SDGs for the new 2021 activities, the study group started to contact "Fresh Stream Gifu SDG Promotion Network" and collaborated with the SDGs Startup Research Subcommittee.



## Regional Communities

Branches and regional communities are the backbone of the Regional Service Committee's activities.

- Branches (Kansai Branch, Chubu Branch)
- Regional communities (Hokkaido, Tokai and Fuji, Chugoku@Hiroshima, Shikoku, and Kyushu)

In each regional community, members, especially members of the Regional Service Committee, work together on their unique activities, such as research and study groups.

### Hokkaido Community

The Hokkaido Community was established in 2010, and its activities include regular meetings and PM seminars at universities. In fiscal year 2021, the community held regional seminars and an anniversary seminar. The Hokkaido PM People group serves as a backbone of the community activities.

### Tokai and Fuji Community

This community was newly established and began activities in fiscal year 2021. The community is planning to continue holding study sessions in fiscal year 2022.

### Chugoku@Hiroshima Community

After its establishment in 2020, this regional community held a special seminar and a regional seminar and are now starting in full swing. The community also held a regional seminar in fiscal year 2021.



Hokkaido Community



Tokai and Fuji Community



Chugoku@Hiroshima Community



Kyushu Community

### Shikoku Community

One member is currently active in this community and is participating in activities related to a local university and engaging in activities aimed at expanding the community.

### Kyushu Community

This community was established in 2020, and it has been holding regional seminars and continuing its activities. The community provided a streaming service from a real venue, broadcasting its regional seminar for fiscal year 2021 live from Tanegashima.

Owing to the COVID-19 pandemic, some regional communities are communicating online, as they have yet to meet face-to-face and members have never met in person. Holding activities primarily online has given members the confidence that they can engage in activities with members across Japan. Regional community activities are expected to become more energized as members explore their own way of engaging in activities.

## CoV Activities

## Corporate Sponsor Study Groups

### Human Resource Development Study Group

This corporate sponsor study group has e-published "PMCDF Supplementary Reader", "Performance Check List", "Textbook for improving human competency for project managers", and "the Guide to Troubleshooting for Project Managers – A collection of dos and don'ts". The group is planning to read the above publications again and prepare a new publication, "A collection of Project Manager's Preparedness" (provisional name), that includes apothegms useful and understandable for project managers.

### Young PM Development Study Group

The group has raised a new slogan of "developing young future project managers" since FY 2021. The group also reviewed the outcomes of the past three themes that the group has produced over the past 10 years. For starters, the group decided to review the first theme of "Selection criteria of project manager candidates" and is on its way.

### Case Method Study Group

This group focuses on case-method-based education as a measure to improve project managers' practical skills. In FY 2021, the group strove to prepare a guideline for creating cases and making the methods into a model. There were four main outcomes. First, a member of the group presented its activities at PMI Japan Forum 2021. Second, the group prepared the guidelines for creating cases. Specifically, the group proposed a case creation method based on risk, participants, and a management principle. Third, the members brought their companies' case creation flow, shared them, and discussed them. Fourth, the group is on its way to preparing a case method practical guide.

## Seminars and Workshops

## Seminars with Outside Lecturers

### Monthly Seminars

Monthly Seminars are organized by the Seminar Program, a CoV of PMI Japan Chapter. Its members are responsible for selecting and coordinating with lecturers as well as running the seminars. Prior to the seminar, they ready themselves through a rehearsal with the members only and another rehearsal with a lecturer each time. Because of the pandemic, they held monthly seminars, fully operating from home in 2021. This seminar is very popular with an average satisfaction rate of 98 percent in 2021 based on the results of each questionnaire.

### Agile-related Seminars

Agile-related seminars were held online on Zoom in 2021. "Agile Basic Course", which focuses on correct understanding of agile basics, was held five times. "Agile Project Startup Course", which consists of "Visioning" and "Estimate and Planning", were conducted once for each seminar. "Agile Practice Course", which provides an opportunity to try out a popular scrum process at the workshop, was held four times. Each course was well received with long Q&A sessions.

### Design Thinking Seminar

There are three design thinking courses: Design Thinking Basics, Design Thinking Practice (2 days), and Design Thinking Application (2 days). In FY 2021, all courses were virtually conducted once, and were well received.

### Disciplined Agile Seminar

The secretariat held "Disciplined Agile Basic Course", which enabled participants to have simulated experience of applying disciplined agile on Zoom, six times in FY 2021.

### Facilitation Leadership Basic Seminar

Facilitation is an essential skill for leaders who need to draw team members' ability and facilitate the team's problem solving without putting themselves deep into the process. The participants learned how to handle demanding situations in a meeting such as long speakers, silent participants, directionless discussions, discussion with few ideas, conflicts, and time management. The seminar was held online.

## Seminars with Our CoV Lecturers

### Standard Seminars

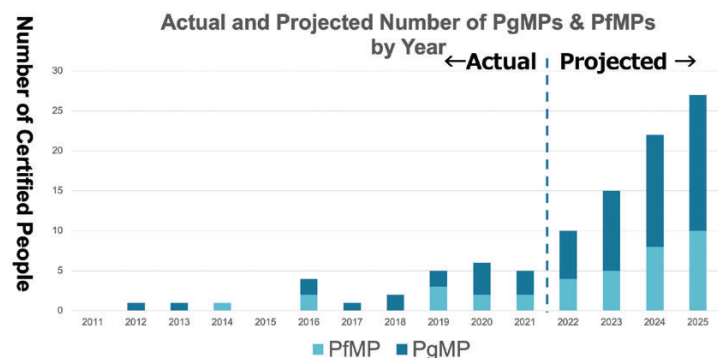
More and more skills and knowledge are required for project managers, as society becomes complex due to digital transformation, COVID-19, etc. With this context in mind, the Standard Promotion Committee started to hold "Standard Seminars" in order to provide the next generation project managers with more opportunities to study project management standards, which is condensed ancient wisdom.

Portfolio Management Standard Seminar and Program Management Standard Seminar covers not only the introduction to the standards, but also the explanation on PfMP® and PgMP® as well as advice to those who wish to take the certification exams. Although the number of the certificate holders gradually increases, the seminars prompted more people to take the tests.

### Regional Seminars

Regional Seminars are hosted by the Regional Service Committee. This year's seminars were held online as well. Before the pandemic, the committee conducted in-person seminars multiple times across Japan with the same content. Now that online seminars can be viewed from all over Japan, the Regional Committee changed its long-standing practice. In FY 2021, the committee selected five regional communities and nationally broadcasted the five different contents unique to their regions. We believe that the unique contents, the workshops, and the panel discussions in the seminars gave the participants many suggestions and insights.

## The Goal : Have 100 PfMPs and PgMPs in Japan by 2025 !



## Communication of Information

### Website

The website is an important medium to support PMI Japan Chapter's activities. In 2021, 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 to by 14,000 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, 2021

(Unit: JPY)

Assets		Liabilities	
Item	Amount	Item	Amount
<b>【Current assets】</b>	161,684,313	<b>【Current liabilities】</b>	45,502,287
Cash and time deposits	113,231,118	Trade payable	6,278,743
Trade receivable	31,965,289	Accrued expenses	7,175,356
Goods	9,115,721	Income taxes payable	9,825,400
Prepaid Expenses	339,675	Accrued consumption tax	4,358,300
Sundries receivable	7,032,510	Advance received	16,910,645
<b>【Fixed assets】</b>	4,274,062	Deposits received	953,843
<b>【Tangible fixed assets】</b>	444,582	Total liabilities	45,502,287
Buildings and associated facilities	339,035	<b>Net assets</b>	
Fixtures and fittings	105,547	<b>【Shareholders' equity】</b>	120,456,088
Intangible assets	1,128,040	Endowments	55,000,000
Telephone subscription rights	37,600	Retained earnings	65,456,088
Software	1,090,440	Other retained earnings	65,456,088
<b>【Investments and other assets】</b>	2,701,440	Retained earnings	65,456,088
Deposits made	2,701,440	Total net assets	120,456,088
Total assets	165,958,375	Total liabilities and net assets	165,958,375

### Statement of income

From January 1, 2021  
To December 31, 2021

(Unit: JPY)

Item	Amount	
<b>【Sales】</b>		
Sales	128,335,926	
Fee Income	27,627,701	
Total sales		155,963,627
<b>【Cost of sales】</b>		
Product inventory at the start of the period	5,647,414	
Cost price of publications	22,227,824	
Cost price of seminars	13,468,637	
Other cost price	2,729,115	
Total	44,072,990	
Product inventory at the end of the period	10,664,383	
Cost of sales		33,408,607
Gross profit on sales		122,555,020
<b>【Selling, general and administrative expenses】</b>		
Total selling, general and administrative expenses		91,989,894
Operating profit		30,565,126
<b>【Non-operating income】</b>		
Interest received	1,053	
Miscellaneous receipts	269,699	
Total non-operating income		270,752
<b>【Non-operating expense】</b>		
Miscellaneous loss	1,705,622	
Total non-operating expenses		1,705,622
Ordinary income		29,130,256
<b>【Extraordinary income】</b>		
Miscellaneous receipts	63,849	
Total extraordinary income		63,849
<b>【Extraordinary loss】</b>		
Donation expense	1,471,300	
Total extraordinary loss		1,471,300
Net income before taxes		27,722,805
Corporation tax, municipal tax and enterprise tax		9,825,559
Net income		17,897,246

Communication of Information

Financial Statements

## List of Board Members and Advisers

As of December 31, 2021

Name Position	Professional Affiliation		Name Position	Professional Affiliation	
<b>Aritoshi Katae</b> President	Advisor, System Cost Management Inc.		<b>Etsuko Mizui</b> Director	Founder & CEO, EMPower Consulting Ltd.	
<b>Shigeki Aso</b> Vice President	Senior Expert, Project Management Office, NEC Corporation		<b>Tomoko Yamamoto</b> Director	Professor, Faculty of Health and Welfare Services Administration, Department of Medical Secretarial Arts, Kawasaki University of Medical Welfare	
<b>Yukari Urata</b> Vice President	Senior Manager of Project Management Dept. and Senior Manager of PMO Business Dept. TIS Inc.		<b>Taketoshi Yokemura</b> Director	Professor, College of Systems Engineering and Science, Shibaura Institute of Technology	
<b>Kaoru Okuzawa</b> Vice President	Representative of KOLABO		<b>Tetsuya Watanabe</b> Director	Chief Instructor, Learning & Development Department Hitachi Academy Co., Ltd.	
<b>Manabu Saito</b> Vice President	Senior Manager, Social Innovation Lab, Skylight Consulting Inc.		<b>Riichi Shimazaki</b> Auditor	CEO & Founder, OPTWORKS Inc.	
<b>Takeshi Hayama</b> Vice President	Technology Strategist, NTT DATA Corporation		<b>Yoshifumi Yamanaka</b> Auditor	General Manager, Internal Auditing Dept., JFE Systems, Inc.	
<b>Koji Morita</b> Vice President	Senior Manager, Kyndryl Japan KK		<b>Yoshiko Watanabe</b> Auditor	External Executive Director, Japan Finance Corporation; External Director Audit and Supervisory Committee Member, JBCC Holdings Inc.	
<b>Makoto Inaba</b> Director	Quality control and Chubu PMO, Technology promotion Office, JBCC Corporation		<b>Shuichi Ikeda</b> Advisor	President, Positive Learning Co., Ltd.	
<b>Masahiro Inoue</b> Director	Specially Appointed Professor, Graduate School of System Design and Management, Keio University Representative, ISAL (Institute for Systems, Arts and Leadership)		<b>Ko Ito</b> Advisor	Lecturer, National Institute of Technology Oyama College	
<b>Yasuo Iwaoaka</b> Director	Research Advisor, International Development Center of Japan Inc.,		<b>Hiroto Kamba</b> Advisor	Representative, Kamba PM Laboratory	
<b>Keiichi Kaneo</b> Director	Chief Lecturer, Development Systems Section, Human Resources Development Center, Mitsubishi Electric Corp.		<b>Masahiro Kinoshita</b> Advisor	Representative Director and Senior Managing Executive Officer, Nissay Information Technology Co., Ltd.	
<b>Hideyasu Sugihara</b> Director	Public Pension Consulting Department, Nissay Information Technology Co., Ltd.		<b>Yasuji Suzuki</b> Advisor	President, PM Associates KK	
<b>Masayuki Chiba</b> Director	Research Director, Public DX Division, MITSUBISHI RESEARCH INSTITUTE, Inc.		<b>Masanori Takahashi</b> Advisor	Representative Director, PMPro, Inc.	
<b>Ako Nakamura</b> Director	PM Brand Manager, PERSOL LEARNING INSTITUTE CO., LTD.		<b>Yoko Tomioka</b> Advisor	Senior Vice President, Head of ESG Promotion Office, NTT Data Corporation	
<b>Shingo Fujii</b> Director	Chief, Human Resources Development Committee, Mobile Computing Promotion Consortium (MCPC)		<b>Hidetaka Nakajima</b> Advisor	Consultant, Planet KK	
<b>Makoto Fujiwara</b> Director	President & CEO, NTT DATA UNIVERSITY Corporation		<b>Nobuaki Fukumoto</b> Advisor	Managing Executive Officer, JTB Corp.	
<b>Hiroaki Matsumoto</b> Director	General Manager, OPTIM Corporation		<b>Yoshitake Mishima</b> Advisor	Senior Researcher, Quality Assurance Division, MRI Research Associates	
			<b>Tetsuya Yonezawa</b> Advisor	Representative, ASUKA Professional Engineer's Office	

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As of December 31, 2021

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List of Board Members and Advisers

List of Corporate Sponsors



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