

PMI Japan Chapter Annual Report 2015



PMI Japan Chapter

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Mission of PMI

PMI Mission

Project Management is said to be derived from the U.S. Department of Defense's efforts to systematize the management methods for purposes of administering large-scale projects including those in national defense and aerospace.

Subsequently, the systematized management methods were further developed and expanded to manufacturing, construction, engineering, and chemical industries. In 1969, the Project Management Institute (PMI) was founded in a dining room of a house in Philadelphia, Pennsylvania as a professional organization, the membership base of which would comprise of project management practitioners.

'A Guide to the Project Management Body Of Knowledge' was first published in 1987. Revisions were completed every 4 years with the collaboration of devoted and committed volunteers, and the latest fifth edition was published in 2012.

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

Mission of PMI

PMI Japan Mission

Japan Chapter

PMI Japan Chapter was established in 1998 as PMI Tokyo Chapter and changed its name to PMI Japan Chapter in 2009. The Chapter cooperates with a number of stakeholders for purposes of promoting and advancing the knowledge of Project Management.

PMI Japan Chapter organizes various events, Communities of Practice (CoPs) and sells books related to the field of Project Management. Activities are supported by members, volunteers, and corporate sponsors.

PMI Japan Chapter's activities promote understanding of Project Management, Program Management, Portfolio Management, whereas in recent years the key priority focus is shifting onto methods for business analysis.

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In 2015, Japan experienced a sluggish growth in exports to China and other Asian countries due to the economic slowdown in emerging countries. Japanese economy maintained good earning environment, but showed relatively cautious attitude towards the expansion of capital investment.

Efforts to create technological innovation and initiate a new business under harsh competition are continuing on without a break. Given the situation, it is necessary to not only develop a defensive attitude for achieving goals using organizational, systematic and efficient approach, but also an offensive attitude to align individual projects with strategy and goals through Portfolio Management and Project Management.

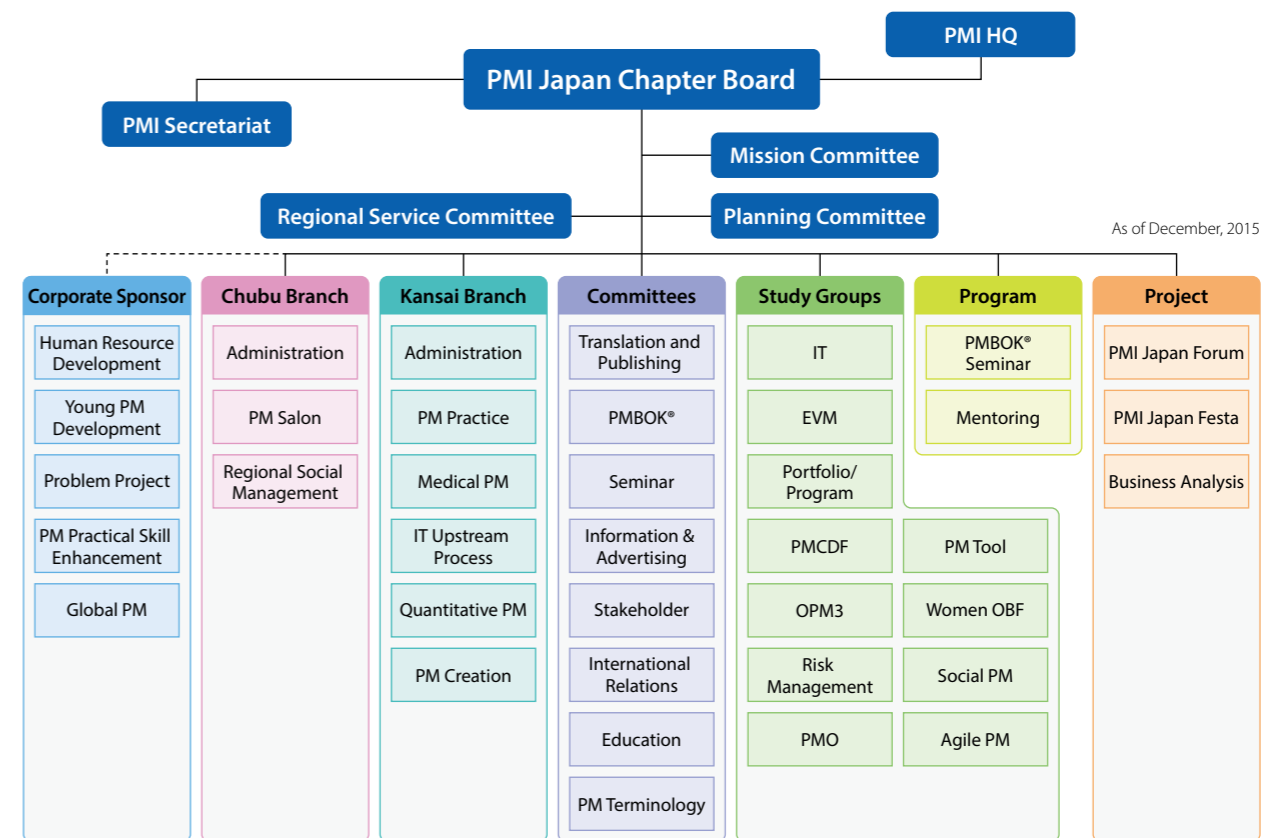
PMI Japan Chapter puts emphasis on aligning individual projects with the corporate strategy. Accordingly, the Chapter organized various seminars, including PMI Japan Forum 2015, Japan Festa 2015, Agile Project Management seminars, and Corporate Sponsor Liaison meetings.

To conduct even more community-based activities, Chubu Branch was established in November 2015, following the establishment of Kansai Branch in 2010.

The Chapter organized its first Leadership Meeting, which allowed the members of CoPs and the Board of Directors to share goals and direction of the future activities.

Kaoru Okuzawa
President of PMI Japan Chapter

Organizational Structure



Operations

PMI Japan Chapter is operated by a Board of Directors (17 directors and two auditors), who decide on the course of action in tandem with the chapter secretariat. In addition, the Mission Committee, the Planning Committee, and the Community Regional Services Committee assist the Board of Directors in overseeing and devising PMI Japan Chapter's activities.

Mission Committee devises a mid-term plan and presents important issues to the Board of Directors. The committee monitors chapter activities to ensure these are aligned with the mission. If necessary, the committee brings up a proposal for corrective actions to the Board of Directors. In 2015, the committee devised a course of action and drafted a proposal to achieve an organizational change. As a result, Organization Expansion Committee, International Collaboration Committee, and Enriching PM Community were established.

Planning Committee comprehends, adjusts and evaluates administrative performance of each CoP,

program and project. After evaluation, the committee presents a proposal for necessary measures to the Board of Directors. In 2015, Enriching PM Community Committee in cooperation with volunteer members of PMI Japan Chapter held 'PMI Japan Chapter Leadership Meeting' in September 2015. Planning Committee reported annual chapter plans and preliminary budget three months earlier than usual to the Board of Directors. Furthermore, the committee presented details of the plan to reinforce governance system of PMI Japan Chapter to the Board of Directors.

Regional Services Committee conducts activities for purposes of promoting project management in areas outside of the greater Tokyo area and supporting regional development.

PMI Japan Chapter established Chubu Branch in November 2015. In the same year, the Chapter held free seminars in commemoration of publications, including 'The Standard for Project Management Third Edition' in eight cities from April through July. The seminars attracted more than 400 people in total.

PMI Japan Forum 2015

Date: July 11- 12, 2015
Venue: Gakujutsu Sogo Center, Tokyo
Theme: Leadership – to win a great success

PMI Japan Chapter successfully held the PMI Japan Forum 2015 at Gakujutsu Sogo Center in Tokyo on July 11-12, 2015. The Forum attracted over 1,300 participants.

At the main auditorium, 12 experts from a wide range of fields at home and abroad delivered lectures on diversified roles of a leader. Mr. Hideo Tokuyama, Vice-Minister for Engineering Affairs of Ministry of Land, Infrastructure, Transport and Tourism talked about 'Leadership & Risk Management at 3.11 East Japan Earthquake, Tsunami Disaster', and Mr. Richard Triana, immediate past chair of the Board at PMI, gave a lecture on 'The Value of Project Management'.



Twelve guest speakers were delivered with simultaneously translation in either English

or Japanese.

With participation of 19 educational institutions from both inside and outside of Japan, Academic Track, provided 12 sessions, including introduction to education-related programs in universities, comparison of PM education between Japan and the U.S., university reform and program management, expansion of PM education utilizing E-learning. Academic Track also provided participants with opportunities to exchange opinions.

Each track excluding Academic Track provided CoPs and corporate study groups with opportunity to present the results of their studies at the Forum. In total, 48 presentations in various subjects, including PMBOK® Guide, Portfolio/ Program Management, Risk Management, Organizational Project Management Maturity Model, Project Manager Competency Development were made.



Japan Festa 2015

Date: November 7- 8, 2015
Venue: Fujiwara Hiroshi Hall, Kyosei-kan, Keio University
Theme: Lead the way to New Frontiers

PMI Japan Festa 2015 at Kyosei-kan, Keio University was held on November 11-12, 2015, inviting eight lecturers. The number of attendants reached nearly 700 over two days.

The Festa offers broader lecture topics than regular project management seminars. The Festa's mission is to give attendants opportunities to gain a wide range of knowledge. Seminar Committee volunteers in planning and organization of the Festa.

PMI Japan Festa 2015 invited guest speakers, who played an active role in unexplored fields, to present with a focus on social issues in Japan and abroad.



Establishment of Chubu Branch

PMI Japan Chapter established Chubu Branch to expand the activity in Chubu area in November 2015.

The inaugural seminar took place on November 28, 2015 with a theme of 'Opening the Window toward the World'. The seminar invited three leaders from industry, government and academic fields, who have been active in Chubu region, to give lectures on advanced cases of project management.

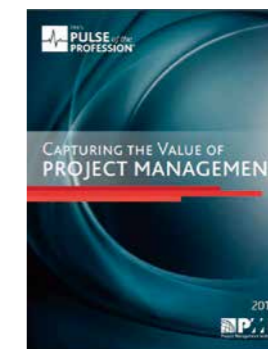
Apart from conducting the seminar, Chubu Branch is going to hold CoPs. For example, PM Salon facilitates sharing of information among project management experts and practitioners. Activities of Regional Social Management Study Group aim towards regional development and finding solutions for social issues.



Translations and Publications

In 2015, PMI Japan Chapter published and sold 'PMI® Standards', which were translated by PMI Japan Chapter's voluntary translation team. There is another translation project to be completed and published by the end of 2016.

- ① Organizational Project Management Maturity Model
 - ② Software extension to the PMBOK® Guide Fifth Edition
 - ③ Business Analysis Practice Guide
- PMI's PULSE of the PROFESSION®
 Magazines and articles published by PMI



Major Achievements

Restructuring to realize vision and to execute strategies

PMI Japan Chapter develops its mid-term plan, stating vision and strategy every three years. The plan takes into consideration various measures and sets objectives to positively influence the mindset of the society; however, some measures prove to be difficult for implementation.

Therefore, organizational structure and operational rules were reviewed in 2015 to effectively realize the vision and strategy.

- The Board of Directors shall lay out clear-cut policies for strategic themes after review and discussions based on sufficient information;
- The Board of Directors shall govern the Secretariat under the policies and allocate necessary resources for execution of measures.
- The Board of Directors shall distinguish functions, which should be performed by the Secretariat from ones by volunteer members of PMI Japan Chapter. The Board of Directors shall actively seek for voluntary work by the members.

Based on this idea, Organization Expansion Committee, International Collaboration Committee, and Enriching PM Community Committee were set up at the end of 2014 and commenced their activities in 2015.

The next mid-term plan starting from fiscal year 2017 will be drawn up in 2016.

The vision and strategic goals in line with the times, giving first priority to accomplishing the mission, will be revised with consideration of the following:

- to achieve the goals,
- to increase the number of members who actively participate in chapter activities, and
- to review the soundness of organizational structure and operational rules.

Leadership Meeting 2015

PMI organizes Leadership Institute Meeting (LIM) by convening the Board of Directors of chapters from each country, which hosts large-scale events such as PMI Congress. The LIM provides participants with

not only the updates about PMI's policies and trends, but also with training and workshops dedicated to improving chapter operations and boosting volunteer activities.

PMI Japan Chapter held the Leadership Meeting at NTT Central Training Center on September 11- 12, 2015 with participation of 64 people, including the Board of Directors and the chairmen of CoPs.

The Leadership Meeting explained Project Management trends, PMI policies, and drafts of the chapter reform and workshops. Although it was the first attempt of the Chapter, the Board of Directors and the chairmen of CoPs were able to share respective concerns and discuss the future direction of the chapter's operations.

Participation in PMI Congress

Chapters across the globe are divided into Regions, and the East Asian region, which includes Hong Kong, Japan, Taiwan, South Korea and Mongolia, is named as Region 9.

PMI Japan Chapter maintains strong relations with neighboring chapters in Region 9 and Region 15 (Southeast Asia) through reciprocal participation in their main events.

Specifically, PMI Japan Chapter presented about its activities and project management environment in Japan on those events. Knowledge exchange on chapter operations is also being done with those chapters.

At LIM, participants from PMI Japan Chapter received explanation on PMI policies, measures and were further trained in conducting volunteer work.

Events Schedule

Event	Date	Venue
PMI Leadership Institute Meeting - Asia Pacific	March 27-30	Bali (Indonesia)
PMI South Korea Chapter Conference	May 16-17	Seoul (Korea)
PMI Mongolia International Conference & Workshop On Project Management	June 5-6	Ulaanbaatar (Mongolia)
PMI Leadership Institute Meeting — North America	October 8-10	Orlando (U.S.A)
PMI China Congress	October 24-25	Shanghai (China)
PMI Taiwan International Congress	November 21-22	Keelung (Taiwan)
PMI HK Asia Pacific Project Management Congress	December 5	Hong Kong

Expansion of PMI Standards

PMI's Efforts

For some time, PMI had four foundational standards, including PMBOK® Guide, the Standard for Program Management, the Standard for Portfolio Management, and the Organizational Project Management Maturity Model (OPM3®). These four have served as the foundational standards, and new additions have not been made for a long time. In November 2015, PMI announced that a new foundational standard in Business Analysis will be published in 2017.

Inclusion of Business Analysis into foundational standards means that PMI is in its pursuit for business analysis. It also showed the world that PMI would seek to add values and diversify services in business.

Diversified Practice Standards / Practice Guides

PMI's Efforts

Practice Guides provide supporting information and instructions to help apply PMI standards into practice, and Practice Guides may become potential standards. In recent years several Practice Guides were published in new fields one after another: 'Managing Change in Organizations: A Practice Guide' in 2013, 'Navigating Complexity: A Practice Guide' and 'Implementing Organizational Project Management: A Practice Guide' in 2014, 'Business Analysis for practitioners: Practice Guide' in 2015.

Furthermore, 'Requirements Management: A Practice Guide' was published and 'Governance of Portfolios, Programs, and Projects: A Practice Guide' was made available for download in January 2016. Lineup of white papers is also being diversified year by year. Fifteen articles from Pulse of the Profession® series, articles in more than 11 fields and web resources from Thought Leadership Series and 21 documents from White Paper Library were made in the form of downloadable PDF (as of February 2016).

The Global Trends and PMI Strategy

In Japan, PMP® or PMBOK® are considered to represent PMI's service in the country. But on a global scale, PMI provides professional certification on eight kinds of Project Management skills, covering five foundational standards. PMI has 292 chapters in 204 countries, 715 thousand certificate holders and 460 thousand PMI members and is still growing as a voluntary organization. This section looks back at PMI's path and introduces the future of Project Management as means of achieving accomplishment based on PMI's trends.

The Global Trends on Certified Practitioners

PMI was founded in 1969. PMI certified its first PMP® in 1984. The Global Congress, North America in 2015 was filled with festive mood celebrating 'PMP 30 YEARS STRONG', a phrase which has since been copied and used on many occasions. In the same year, PMI commemorated its 45th year anniversary of establishment.

Publication of new foundational standards and practice guides took place at a faster pace. The number of certificate holders increased from 660 thousand in 2014 to more than 700 thousand in 2015. Participating countries increased from 194 to 204, which means that PMI's services are spreading to almost every country in the world including 193 United Nations member countries.

Geographical distribution of PMI members and PMI certificate holders changed as well. As PMI was founded in Philadelphia, North America had dominated in the number of PMI members and certificate holders until 1997, the 13th year since its establishment. North America accounted for 95

percent of PMI members and 93 percent of PMP® holders.

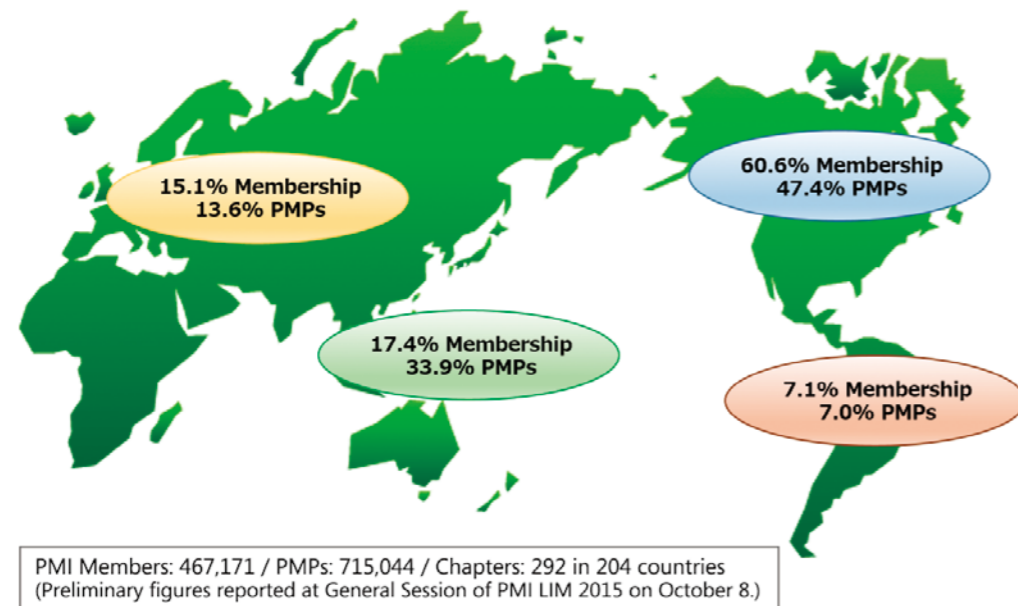
But in 2015, North America accounted for only 61 percent of PMI members and 47 percent of PMI holders around the globe. The shift in the numbers shows that PMI is getting welcomed by many regions, including those in Europe, Africa, Asia and Oceania.

No other standards in Project Management have penetrated in so many countries. Today, PMI enjoys overwhelming support from all over the world with 715 thousand certificate holders.

A press release of October 2015, titled 'Latest Salary Survey Shows PMP Brings Average 20 Percent Higher Salary' introduced a worldwide survey report in 371 pages.

Project Management is on the forefront, as it is the means and ability 'to produce results' in a practical world and in business. High salary for PMP® holding project managers demonstrates that PMI's initiative to certify PMP® and practical application of PMBOK® are adding values and producing results in a real world.

Geographical Distribution of PMI Members and PMP® Certified People (August, 2015)

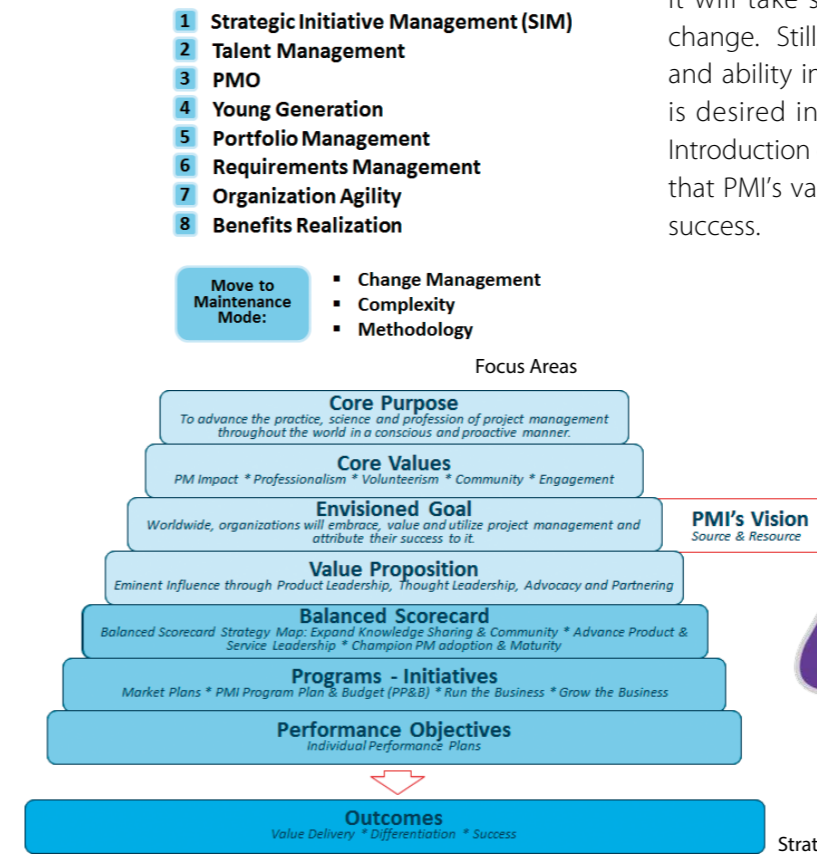


The Global Trends and PMI Strategy

There was a clear shift in PMI strategy in 2015. At the Leadership Institute Meeting in North America held in October 2015, the chapter leaders and volunteer leaders from around the globe gathered to discuss about PMI identity in the future. Michael Porter's keynote speech at the PMO Symposium 2014 was quoted; 'The essence of the strategy is not about being the best, but about how we can deliver some unique value'. PMI strategy was explained step by step within the scope of Kaplan's strategy pyramid.

Special attention should be made to the following eight focus areas clearly stated during the LIM: (1) Strategic Initiative Management (SIM) (2) Talent Management (3) PMO (4) Young Generation (5) Portfolio Management (6) Requirements Management (7) Organizational Agility (8) Benefits Realization.

Moreover, Change Management, Complexity, and Methodology were listed as the study areas in a maintenance mode.



The above focus areas are yet to be realized in Japan, but PMI has already shifted conceptual positioning and ventured to break fresh ground, which shows PMI's progressiveness and driving force. They also display PMI's dynamism, positivity, reliability and a promise for better future.

PMI Talent Triangle

Newly introduced Talent Triangle is also one of the strategy shifts made by PMI. Introduction of the triangle influences each PMI member and each certificate holder, because the design requires him/her to be more careful about earning PDUs, which are necessary for renewing CCRS.

The ideal skill set – the Talent Triangle – is a combination of (1) technical, (2) leadership, and (3) strategic and business management expertise. PMI obligates the certificate holders to earn PDUs in each domain evenly, and it hopes that will enable them to work effectively at higher level.

In the near future, an issuer of PDUs, such as REP, needs to state in advance which domain the given PDUs shall belong to, and earners of these PDUs also need to be aware of that in advance.

It will take some time to evaluate effects of this change. Still, it is certain that improving the means and ability in the above-mentioned three domains is desired in the practical world and in business. Introduction of the Talent Triangle also demonstrates that PMI's values and goals emphasize practice and success.



Individual Membership System

Benefits of Individual Membership

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

Benefits of Individual Membership at PMI Japan Chapter

1. Discounts on seminar attendance fees
Members receive discounts on attending chapter activities, such as PMI Japan Forum, PMI Japan Festa, monthly seminars and PMP® exam preparation course hosted by PMI Japan Chapter.

2. Participation in CoPs
Participation in various committees and study groups allows members to improve their competency on Project Management, share and exchange information with fellow practitioners from different industries and also to obtain PDUs.

Study Groups
1) IT, 2) EVM, 3) Portfolio/Program, 4) PMCDF, 5) OPM3, 6) Risk Management, 7) PMO, 8) PM Tool, 9) Women PM Community, 10) Social PM, 11) Agile PM

Committees
1) Translation and Publication, 2) PMBOK®, 3) Seminar, 4) Information and Advertising, 5) Stakeholder,

6) International Relations (IRC), 7) Education, 8) PM Terminology

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

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

3. Discounts on Project Management Books
Project Management related books are available to PMI Japan Chapter members at a discounted price through the Chapter's website.

4. Browseable and Downloadable Translated Articles and PMP® Templates
At the members' area of the website, the members can access articles translated in Japanese such as PM Network® and PMI Today® and can download templates created for practitioners by PMBOK® Committee, PMCDF Study Group, Risk Management Study Group and other Study Groups.

How to join PMI Japan Chapter

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

PMI		PMI Japan Chapter	Total Amount
Application Processing Fee	Annual Membership	Annual Membership	
US\$10	US\$129	US\$50	US\$189 for the first year US\$179 from the second year

Corporate Sponsorship Program

About Corporate Sponsorship Program

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

Benefits of the Corporate Sponsorship Program

- ◆ PMI Japan Chapter holds liaison meetings, accommodating 100 attendees, five times a year. Corporate Sponsors from various industries gain access to a unique opportunity to exchange views, expand their knowledge and to network with Project Management experts.
- ◆ Corporate Sponsor's employees can join Corporate Sponsor Study Groups, which enable them to improve their competency in Project Management.
- ◆ PMI Japan Chapter publishes logo and names of the Corporate Sponsors on its website. This way, the Corporate Sponsors are able to raise their business profile as a corporation dedicated to Project Management.
- ◆ Liaison meetings and a seminar designed for Heads of the Project Management Department are exclusively made available for the Corporate Sponsor's employees. Participants can receive PDUs free of charge. The liaison meetings are held on a quarterly basis, and the seminar for PM Department Heads is held in August on an annual basis. Each meeting involves 80-100 attendants from 40-50 corporate sponsors.

Corporate Sponsorship Program's Achievements

Corporate Sponsor Study Group
Membership consists only of employees of the Corporate Sponsors. Participants exchange their opinions and jointly study issues under concern of each company. In 2015, more than 30 companies and over 50 people participated in the following five Corporate Sponsor Study Groups:

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

- ◆ Problem Project Study Group
- ◆ PM Practical Skill Enhancement

◆ Global PM Study Group
Tackling Project Management approach to carry out innovation on global product development, the members take turns to read 'Reinventing Project Management' (Shenhar, A. J., & Dvir, D. 2007). In 2015, members conducted activities aiming to raise awareness of advanced research and case studies. Members also engaged in a training camp to discuss the group's achievements and the direction of the future activities.



PM Mentor Program II

◆ About PM Mentor Program II
PM Mentor program II is designed only for Corporate Sponsors. PMI Japan Chapter encourages the Corporate Sponsors to implement the PM Mentor Program II in order to strengthen the organization's internal capacity of project managers, project managers' competency and troubleshooting through group mentoring educational framework. Both participating mentors and mentees can receive PDUs through this program.

Membership Benefits

Academic Program

In response to rapidly aging population of project managers in Japan, PMI Japan Chapter set out a policy to strengthen its overall efforts to institutionalize the pipelines of nurturing young project managers at graduate schools, colleges of technology, high schools and junior high schools.

Growth of Academic Sponsorship Program Enrollment

At the end of 2015, 33 sections in 29 academic institutions, including graduate schools, universities and technical colleges, have been registered as Academic Sponsors. These academic institutions include not only IT development section of information engineering department, but also other departments in social informatics, economic science, and business schools. Some institutions are tackling cross-departmental studies to acquire generic skills at industry-academia collaboration center. Some institutions provide PM Education for a wide range of students from freshmen to graduate school students.

Academic Tracks

PMI Japan Forum is one of the largest events on Project Management in Japan. The Forum offers academic tracks, providing academic institutions with opportunity to present issues and case studies on how respective institutions implement practical education and education of generic skills, including Project Management, and correspondingly to exchange opinions.

PMI GAC meeting in 2015

PMI Japan Chapter held a PMI GAC (Global Accreditation Center) meeting to review and discuss the quality of secured education system for global project management.



Seminars

Seminars and workshops organized by CoPs

Monthly Seminars

Monthly seminars are organized by Seminar Committee. The members of Seminar Committee are in charge of selecting and coordinating with a lecturer as well as organizing the seminar. Monthly seminars provide existing and prospective project managers with opportunity to improve their skill set. In 2015, eight monthly seminars took place with 990 registered applicants in total. Frequent attendees (those who attend more than 4 times a year) account for 60 percent of all of the attendants. Evaluation of each seminar showed that 90 percent of the attendants gave high rating.



Online Seminars

Online seminars provide means and opportunity to improve Project Management skills without restrictions such as time or place. Online seminars assume that one shall be using his/her own PC at home or mobile device.

Agile Project Management Seminars

Ten Agile Project Management seminars were held with participation of 200 people in total.

PMBOK® Fifth Edition Seminars

With an objective to raise awareness of the contents of PMBOK® Guide to more people, PMBOK® Seminar Committee organized PMBOK® Fifth Edition Seminars. Lecturers were members of the committee. Seminars took place in May and December in Tokyo and in September in Osaka.

Risk Management Seminar

Risk Management Study Group conducted a seminar in November. This seminar targeted people, who wished to acquire practical skills on effectively implementing risk management, incorporating risk management into their organizations or performing risk analysis.

Organizational Project Management Maturity Model Seminar (OPM3®)

In commemoration of publishing 'OPM® Maturity Model Third Edition in Japanese', OPM3 Study Group organized a seminar in April. Members of the study group delivered a lecture, explaining the essence of OPM3® maturity model in connection with Portfolio Management, Program Management and each foundational standard.



PMO Seminar and Workshop

PMO Study Group held a seminar and workshop in October to give back some of the study group's achievements to the public. PMO is defined to be "an outside organization which supports or controls projects within an organization which promotes the projects".



Communities of Practice (CoPs)

CoPs in the Greater Tokyo area

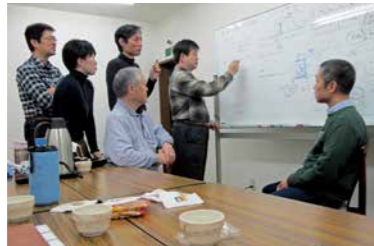
Translation & Publishing Committee

This committee aims to improve the convenience of PMI Japan Chapter and PMIJ local community through translating standards and monthly publications issued by PMI. In 2015, two PMI standards were translated and published in Japanese.



PMBOK® Committee

The purpose of this committee is to study PMBOK® Guide, collect related information and send relevant messages to the project management community. In 2015, the committee aimed to promote an accurate understanding of PMBOK® Guide Fifth Edition and provided PMIJ members with a compilation of templates.



International Relations Committee (IRC)

IRC is an expatriate and bilingual project managers' interacting place. Different nationalities, diverse cultural and work background, bilingual meeting environment. That is IRC! We conducted opinion poll for international project managers in Japan and presented findings at PMI Japan Forum in July 2015. We held three successful guest presentations this year. Our online meeting experiences improved after shifting to Skype. Based on feedback, we fine-tuned and standardized meeting preparation.



PM Terminology Committee

The committee revised 'A Collection of PM Terms in English and Japanese' by deriving terms from three PMI standards, newly published in Japanese in 2015. The committee also made the collection available to PMI Japan Chapter members.

Seminar Committee

The mission of this committee is to provide project managers across Japan with opportunities to improve their project management skills and network with fellow project managers through seminars.



Stakeholder Committee

This committee plans measures on maintaining good relations with PMIJ members as well as corporate sponsors. In 2015, the committee proposed a measure for improving service for PMIJ members.



Education Committee

This committee aims to diffuse project management in the area of education. The committee made efforts aimed at setting up PM lectures as part of university and graduate school educational programs. The committee also undertook delivery of PM lectures in English in line with globalization trends.



IT Study Group

IT Study Group is a group of members who study best practices in project management in IT industry. In 2015, the study group examined best practices regarding human problems on the premise of IT projects through literature research and discussions.

EVM Study Group

Earned Value Management (EVM) Study Group studies Japanese EVM cases and reads new international EVM articles. The outcomes of these studies are made available for public every year. In 2015, the study group strived to present the study results on Earned Schedule (ES) at the PMI Japan Forum and on the members' site.



CoPs in the Greater Tokyo area

Portfolio/Program Management Study Group

The purpose of this study group is to promote 'Applicability of PM knowledge to solve management issues'. In 2015, the study group made efforts to understand the essence of portfolio /program management and investigated obstacles for the diffusion.



OPM3 Study Group

This group studies various methods of Organizational Project Management (OPM) focusing on OPM3. The study group made efforts to promote and develop the best practices.



Risk Management Study Group

The purpose of this study group is to contribute to the diffusion and enhancement of risk management in Japan. The activities are based on member's individual efforts to study. Group discussions were done on a monthly meeting for understanding of risk management, and the results were presented to the public. The study group actively cooperated with other study groups of PMIJ.

PMO Study Group

The group studies about PMO and the study results were made public. In 2015, the study group focused on presenting the study results on PMI Japan Forum 2015 as well as holding a PMO workshop in October 2015.

PM Tool Study Group

The study group investigates PM tools and methods. Based on members' practical knowledge, the group analyzes characteristics of PM tool and studies more advanced usage. In 2015, the group made efforts to find a new PM tool.

PMCDF Practice Study Group

The group studies methods to enhance not only knowledge and skills but also competency. In 2015, the study group held activities, aimed at promoting PM competency as a concept and development of lecturers.

WomenOBF Study Group¹

This is a community for women who have industry field experiences in managing projects. The group looks at the past experiences to extract lessons learned in order to balance their work and life and keep the balancing between the two. The group's objectives are to achieve tangible results for succeeding members and to assist creating a society which allows women to keep their jobs and find them enjoyable, challenging and fun.



¹ WomenOBF stands for a community Of the women By the women For the women.

Social PM Study Group

The study group aims to solve social issues based on program management standards and lessons learned from program activities assisting disaster relief for the Great East Japan Earthquake.

Agile Project Management Study Group

The purpose of this study group is to diffuse agile project management and offer information. The study group carried out Agile Project Managers' Awareness Survey and presented the results at PMI Japan Forum 2015 as well as at non-PMI event.



PMBOK® Seminar Program

This study group's mission is to offer opportunities to learn PMBOK® through five introductory seminars of PMBOK®. To keep and enhance the quality of the seminar, the group worked to revise the textbook and train instructors.



Business Analysis Study Group Project

This project studies 'Business Analysis for Practitioners: A Practice Guide' published by PMI. The project scope included translation of a book into Japanese and organization of a seminar aiming to promote an understanding of business analysis necessary for projects.

Communities of Practice (CoPs)

CoPs in the Kansai area

Kansai Branch Administration Committee

The committee assisted each CoP at Kansai Branch in developing their activities and helped to publicize messages beyond Kansai Branch. Study group members and Administration Committee members made efforts for the success of Kansai Branch.



PM Practice Study Group

The purpose of this study group is to increase the success rate of projects through practical studies. In 2015, the group made a target to identify a project manager's competency.

PM Creation Study Group

The study group is to create a project management, which is suitable to Japanese culture and climate, and to contribute to the development of project management.

Corporate Sponsor Study Groups

Human Resource Development Study Group

Focusing on character competency in Project Manager Competency Development Framework (PMCDF), the group strives to provide deliverables, which are useful in the practical manner. In 2015, the group finished devising a handbook on improving the character competency.

Young PM Development Study Group

This group discusses and pursues three themes in order to develop young project managers. In 2015, the group reviewed and discussed the second theme, 'How to Keep Project Managers' Motivation Up'.

Problem Project Study Group

The group continued to study how managers can detect problems in projects early on. Specifically, the group used an indicator list which was made during the first phase, applied actual problematic projects experienced by the companies and shared the effectiveness of the predictor list.

Quantitative PM Study Group

This study group collects the knowledge on how to utilize the qualitative data of project management and works towards diffusion of Critical Chain Project Management (CCPM). In 2015, the group released a guide to predict quality from case studies.

IT Upstream Process Study Group

This study group makes a proposal to achieve genuine success in IT projects and puts it into practice. In 2015, the group made a proposal to take a value-oriented project management approach.

Medical PM Study Group

Medical industry has diversified projects due to its nature. Taking into account its diversity, the group investigates the most appropriate forms of medical project management. In 2015, the group developed a training program for medical institutions. The group also ran activities to identify characteristics of clinical trial projects.

PM Practical Skill Enhancement Study Group

The study group aims to gain "information you can use from tomorrow" through exchange of information on reinforcement of PM Practical Skills. In 2015, the group emphasized each member's recognition through discussions. The group investigated to "discuss and to get awareness of magic formula of project management in the history and proverbs".



Global PM Study Group

Members read 'Reinventing Project Management (Shenhar, A. J., & Dvir, D. 2007) in turns, researching project management approaches to create innovation in new global product development. In 2015, the relations between a framework, which has been researched, and members' experiences were made public, and the study group also explored case studies aimed at raising the awareness of advanced studies.

Communication of Information

Homepage

Communication of various information

Homepage is an important medium to support PMI Japan Chapter's activities. In 2015, the Chapter had about 40,000 visits per month. The homepage serves as the focal point of information about various seminars, applications, book sales, credit card transactions, translated articles of PMI publications, online newsletters, and reports on Congress overseas and large PMIJ seminars. The homepage has respective pages designated for PMI Japan Chapter members and corporate sponsors in order to provide them with relevant information.



Downloading Tools

Homepage gives readers an opportunity to use templates produced by Study Groups. The Chapter members can download at no charge.

- ① A collection of templates from PMBOK® Guide Fifth Edition
- ② Risk Management templates
- ③ 'Character Competency Check Sheet' attached to 'A Practitioner's Supplementary Guidebook for PMCDF Version 1'

Newsletter

Online newsletters provide readers with event reports, introduction of the new Corporate Sponsor, an article from a distinguished project manager, facts and data such as the number of PMI certificate holders, PMI Japan Chapter members, names of the corporate sponsors, a list of the Board of Directors. The newsletter is issued on a quarterly basis.



Mail Magazine

Mail Magazine is delivered to about 10,000 PMP holders², about 3,200 PMI Japan Chapter members and around 110 Corporate Sponsors. The mail magazine provides readers with various information in relation to seminars, newly published book campaigns, translated articles on homepage.

² Only people who agreed to receive information from PMI Japan Chapter.

Facebook

PMI Japan Chapter utilizes Facebook, a social networking service, as another source of communication. The posts on Facebook include not only news updates from homepage, but also information from PMI and PMI Educational Foundation.



Balance Sheet

As of December 31, 2015
(Unit: JPY)

Assets		Liabilities	
Item	Amount	Item	Amount
【Current assets】	120,035,597	【Current liabilities】	36,095,419
Cash and time deposits	93,692,719	Trade payable	7,929,453
Trade receivable	12,655,739	Accrued expenses	4,486,408
Goods	8,780,389	Income taxes payable	4,103,700
Inventory goods	68,040	Accrued consumption tax	1,056,700
Prepaid Expenses	730,716	Advance received	17,124,000
Sundries receivable	4,077,994	Deposits received	1,165,608
Temporary payment	30,000	Temporary receipts	229,550
【Fixed assets】	5,985,134	Total liabilities	36,095,419
【Tangible fixed assets】	1,622,670	Net assets	
Buildings and associated facilities	1,005,360	【Shareholders' equity】	89,925,312
Fixtures and fittings	617,310	Endowments	55,000,000
【Intangible assets】	1,661,024	Retained earnings	34,925,312
Telephone subscription rights	37,600	Other retained earnings	34,925,312
Software	1,623,424	Retained earnings	34,925,312
【Investments and other assets】	2,701,440		
Deposits made	2,701,440	Total net assets	89,925,312
Total assets	126,020,731	Total liabilities and net assets	126,020,731

Statement of income

From January 1, 2015
To December 31, 2015 (Unit: JPY)

Item	Amount
【Sales】	
Sales	157,620,573
Total sales	157,620,573
【Cost of sales】	
Product inventory at the start of the period	8,523,535
Cost price of publications	20,586,898
Cost price of seminars	31,122,821
Service industry cost price	4,548,345
Other cost price	2,139,130
Total	66,920,729
Product inventory at the end of the period	8,780,389
Cost of sales	58,140,340
Gross profit on sales	99,480,233
【Selling, general and administrative expenses】	
Total selling, general and administrative expenses	75,513,277
Operating profit	23,966,956
【Non-operating income】	
Interest received	14,592
Miscellaneous receipts	94,180
Total non-operating income	108,772
Net income before taxes	24,075,728
Corporation tax, municipal tax and enterprise tax	24,075,728
Current net profit	7,340,562
Gross profit on sales	16,735,166

List of members of boards

名前	役職	所属
Kaoru Okuzawa	President	Representative of KOLABO
Aritoshi Katae	Vice President, Business Planning	Senior Consultant, PROSEED CORPORATION
Takeshi Hayama	Vice President, Strategic Planning	President, NTT DATA University
Mikihiko Tokunaga	Director, Marketing/ Membership	Senior Coordinator, Service Planning Department, Hitachi Information Academy
Yahiro Takegami	Director, Marketing/ Membership	Associate Partner, IBM Japan, Ltd.
Tetsuya Toma	Director, Research	Associate Professor, Graduate School of SDM, Keio University
Toshihisa Honma	Director, Education	Emeritus Professor, Center for Sustainability Science, Hokkaido University
Hidetaka Nakajima	Director, Education	President, Planet KK
Noriyasu Sugimura	Director, External Affairs	Enterprise Services, SQA/PMO Manager, Microsoft Japan Co., Ltd.
Masanori Takahashi	Director, Social Contribution	Representative Director, PMPro, Inc.
Shigeki Aso	Director, Social Contribution	Chief Manager, Banking system, Financial Systems Development Division, NEC Corporation
Masaoki Takeuchi	Director, Public Relations	President, International Development Center of Japan
Yoshitake Mishima	Director, Finance	Social ICT Business Dept., Senior IT Architect, Mitsubishi Research Institute, Inc., Government Assistant CIO
Hirotohi Kamba	Director, Regional Development	Representative, Kamba PM Laboratory
Masahiro Kinoshita	Director, Regional Development	Executive Officer, Nissay Information Technology Co., Ltd.
Nobuaki Fukumoto	Director, Competency	Vice President, Global Business Services, IBM Japan, Ltd.
Taketoshi Yokemura	Director, Competency	General Manager, Business Solutions Group, RICOH Company Ltd.
Kenji Hiraishi	Auditor	Representative, BTG International
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