



PMI Japan Chapter
Annual Report
2016

What is PMI?

What is PMI?

Project Management is said to be derived from the U.S. Department of Defense's efforts to systematize the management methods for purpose of administering large-scale projects including those in national defense and aerospace. Subsequently, the systematized management methods were further developed and expanded to manufacturing, construction, engineering, and chemical industries. In 1969, the Project Management Institute (PMI) was founded in a dining room of a house in Philadelphia, Pennsylvania as a professional organization with the membership base which is comprised of project management practitioners.

"A Guide to the Project Management Body Of Knowledge" was first published in 1987. Revisions were completed every four years with the collaboration of devoted and committed volunteers, and the latest fifth edition was published in 2012. The sixth edition will be published in the third quarter of 2017.

"Project Management" standardized by PMI has been put in practice as global standards in various fields all over the world.

PMI Japan Chapter

PMI 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 the purpose 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 practice of Project Management, Program Management, and Portfolio Management; and furthermore, the activities have started to cover educating methods for business analysis, which has attracted attentions in recent years.

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Message from the President

Thank you very much for your participation in PMI Japan Chapter's activities and your support for them.

It seems to me that the year 2016 had experienced frequent extreme weather caused by global warming and large earthquakes in Japan. As social, economic, and political environments surrounding Japan have increasingly shown the hallmark of massive changes, economic recovery seems to be slow due to the natural disasters and ineffective Abenomics, though aim is to get the Japanese economy out of deflation.

Given the current climate, PMI has announced new directions and published new standards one after another. PMI's focus has transformed from "project management" to "program management and portfolio management", from them to "change management and business analysis" and from them to "benefit realization management". PMI supposes that project managers take initiative even during the era of massive changes.

As for PMI Japan's activities in 2016, the number of PMI Japan Chapter members continued to increase during 2016. Japan Chapter's two largest events, PMI Japan Forum and PMI Japan Festa, have both ended successfully. "The Leadership Meeting 2016, which is in the second year, summoned leaders of each CoPs and facilitated sharing Japan Chapter's issues with them.

As for international collaboration, Japan Chapter has enhanced its exchanges and cooperation with PMI Region 9 (respective chapters in South Korea, Hong Kong, Taiwan, and Mongolia), PMI China, and PMI Global Operation Center. International Relations Community (IRC), a CoP of Japan Chapter, successfully held a joint seminar with Indonesia Chapter. I suggest to all the members including corporate sponsors that they take advantage of PMI Japan Chapter's friendly global cooperative network.

In 2016 Japan Chapter made a new three-year mid-term plan starting from 2017. The chapter intends to regularly conduct a review to adapt the plan to the current rapidly-changing circumstances. The Board of Directors, the Mission Committee, and the Secretariat are going to work together toward executing the plan and providing valuable services.

As for the services to the members, Japan Chapter held a regional seminar at eight cities in Japan, in which a Board member reported on progress of PMI's work to update PMBOK® Guide and talked about PMI's plans to publish new Standards. Japan Chapter made efforts to make known each outcome achieved from the CoP activities in Tokyo and to expand its services to members outside of Tokyo through

Kansai and Chubu Branch's activities. Moreover, Japan Chapter's continuous efforts included contributions to local governments and cooperation with academic institutions including technical colleges and universities and the implementation of a social project such as disaster relief activities.

As a trial, Japan Chapter conducted an orientation meeting for new members of Japan Chapter to introduce its services to them and talked about its activities. The meeting came off well. For corporate sponsors, Japan Chapter provided discount services with various seminars and supported study groups' activities, which are voluntary.

Japan Chapter has exerted itself to make its activities known via home page, Facebook, and other various media and at seminars, using every opportunity. By the means of posting many videos depicting the ambience of the seminars and the study group meetings, we made our home page more informative in terms of making our activities known.

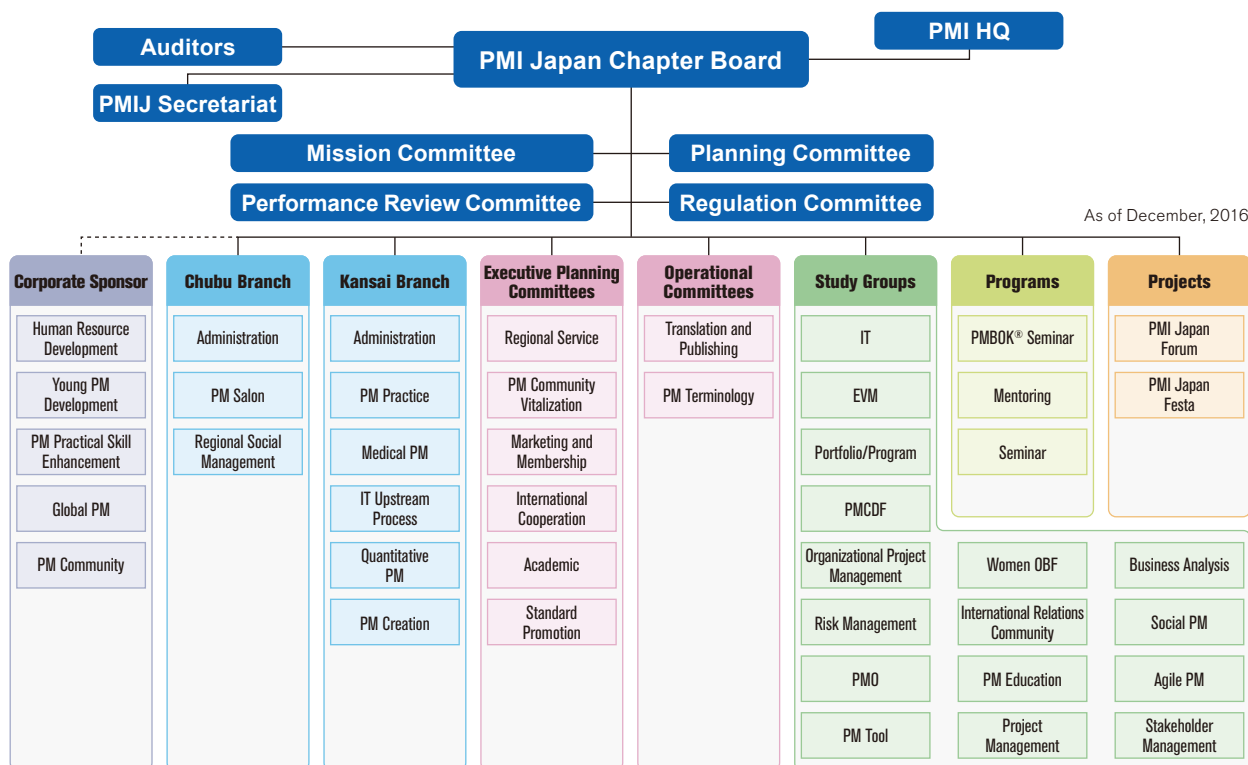
Although I have spoken many times in this regard, you may be surely surprised to find out from this annual report that a wide range of Japan Chapter's activities are supported by chapter members' voluntary activities, contribution, and dedication. We believe that the study groups, which are a key component of our activities, are useful for the members to study project management, exchange information, network with experienced project managers, and get answers to the questions they have on a daily basis.

We would like to urge the members to actively participate in Japan Chapter's activities, and people who are not members to consider joining PMI Japan Chapter.



Kaoru Okuzawa
President

Organizational Structure



Mission Committee

Mission Committee devises a mid-term plan and presents important issues to the Board of Directors of PMI Japan Chapter (hereinafter “the Chapter”). The committee monitors chapter activities to ensure these are aligned with the mission. If necessary, the committee brings up a proposal for corrective actions to the Board of Directors. In 2016, the Mission Committee has launched the Standard Promotion Committee and the Academic Committee to continuously promote the organizational reforms. With assistance from each committee and other CoPs, the committee devised the new mid-term plan (2017-2019), which was authorized by the Board of Directors.

Planning Committee

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 2016, in addition to the above tasks, the Planning Committee reviewed its role in collaboration with the Mission Committee to strengthen the Chapter’s governance. Specifically, the committee considered changing its functions, methodologies, and the bylaws to act as an Executive Planning Committee from 2017 onwards.

Regulation Committee

The Regulation Committee is a committee responsible for drafting, revising the Chapter’s rules and presenting them to the Board of Directors for approval. After having several

study groups and committees prepare the feasible drafts, the Regulation Committee coordinates between these study groups or the committees to ensure consistency of the proposed rules with the rest and seeks the approval of the Board of Directors. In 2016, the Regulation Committee reviewed rules related to the organizational reforms and devised new rules on receiving financial support and auspices from other organizations’ seminars.

Performance Review Committee

Performance Review Committee examines the Secretariat employees’ salary and bonus based on the Secretary General’s proposal, taking into account the situation in similar non-profit organizations, the Chapter’s financial conditions, balance among employees, employees’ contributions and others. After that, the committee submits a proposal to the Board of Directors. Moreover, the committee selects winners for the Chapter awards from both the members and the study groups and presents its proposal to the Board of Directors.

Auditors

The auditors audit the Board Directors’ and the Secretariat’s work as an independent organization in response to the members’ mandate. By doing so, the auditors ensure that the Chapter runs healthy sustainable businesses and accomplishes its purpose. In 2016, the auditors regularly conducted an internal audit. They also conducted an audit of closing accounts in the FY2015.

Highlights of 2016

PMI Japan Forum 2016

Date: July 9-10, 2016
Venue: Gakujutsu Sogo Center (Hitotsubashi-Hall)
Theme: Change and Innovation

PMI Japan Chapter held the PMI Japan Forum 2016 at Gakujutsu Sogo Center in Tokyo on July 9-10, 2016 on the theme of “Change and Innovation”. The Forum attracted over 1,400 participants.

All of the keynote speeches and special guest presentations were offered at the main auditorium of the above venue and were simultaneously interpreted in-between Japanese and English. Being in line with the theme, Mr. Hiroshi Yokotsuka, Chairman, JISA and Mr. Hiroshi Nishino, President and CEO, PROSEED Corporation delivered keynote speeches, respectively titled “Digital Disruption and Design” and “Digital Business Innovation Center”. Including the two keynote lectures, the total of 13 invited speakers held thought-provoking lectures, which respectively suggested what we should do to both achieve economic performance and create a new value that is useful for society.

The Forum offered an academic track, which consisted of 10 sessions, and gained the participation from 19 Japanese and foreign academic institutions. A speaker gave examples of PM education and PM



related education in academic institutions, and other speakers delivered lectures on the subjects of industry-academy collaboration, broadening the base of PM education, and others. The speakers and participants had lively discussions on challenges facing the academic institutions.

On other parallel sessions of the Forum, the representatives from CoPs of Japan Chapter presented results from their studies, which were conducted on a daily basis. Once again in 2016, Japan Chapter facilitated live streaming sessions, providing the opportunity for attendants at regional locations to follow and listen to keynote and special guest presentations. This year, apart from Gakujutsu Sogo Center, the organizers offered additional venues in two regional locations, including one in Osaka and another one in Nagoya.

PMI Japan Festa 2016

Date: November 5-6, 2016
Venue: Fujiwara Hiroshi Hall, Kyosei-kan, Keio University
Theme: Think Outside the Box: Become a Project Manager, who is Able to Make a Breakthrough on Issues

PMI Japan Festa 2016 at Kyosei-kan, Keio University was held on November 5-6, 2016. This year’s theme was “Think Outside the Box: Become a Project Manager, who is Able to Make a Breakthrough on Issues”. The Festa invited speakers, who are currently making efforts in tackling difficult situations by taking a flexible approach without stereotyping and by thinking outside the box.

The Festa’s Mission is to provide attendants with the latest information on broad and important areas of study, which aren’t covered by the regular PM seminars. The Seminar Program, the organizer of the Festa, aimed to present a realistic sense of the project management field to the beginners, who are planning to study PM, and to engage veteran project managers with new approaches in project management.



Major Achievements

Restructuring to Realize Vision and to Execute Strategies

Japan Chapter has undertaken organizational restructuring since 2014. The Chapter took a step to reform the chapter's organization and administrative forms with a view of achieving the following objectives:

- Regarding issues pertaining to the strategy, the Board of Directors collects information, examines and presents a clear policy on the given issues.
- The Board of Directors controls the Secretariat and others, and allocates necessary resources for implementing the measures.
- Japan Chapter sorts out chapter's activities by separating the Secretariat's activities and functions from those of the voluntary members. In addition, the Chapter makes sure that as many members as possible participate in the Chapter's work, which allows them to get the sense of achievement.
- Japan Chapter attempts to vitalize its activities by effectively providing the members with PMI's resources and information and taking advantage of good relations with PMI and nearby chapters.

LM2016

Japan Chapter held the second Leadership Meeting on September 10-11 in Tokyo. The participants were 64 members, who were leaders or active members of the CoPs. The Chapter shared its mid-term plan and PMI's direction with leaders and active members of CoPs and discussed challenges they have faced in Study Group meetings. The Leadership Meeting aimed at vitalizing the Study Group activities and coaching the leaders.



Brainstorming



Sketch Presentation

Overseas Congresses

PMI holds a Global Congress in spring in EMEA and another one in the fall season in North America. PMI also holds Leadership Institute Meeting (LIM) every two years in Asia Pacific.

Japan Chapter belongs to Region9, Northeastern Asia area, which consists of five chapters (Japan, Hong Kong, Taiwan, South Korea, and Mongolia – in the order of formation), in Asia Pacific according to PMI's framework. Region9 chapters, including Japan Chapter, reciprocally send some of their representatives to each Region9 chapter's annual event to participate and present their own activities, which results in exchange of information on project management across the Region9. At LIM, some representatives from each Region9 Chapters listen to the lecture on PMI's latest measures and attend the training on volunteer work.

Japan Chapter shares the latest information, obtained from those activities, on global PM trends with its members through the Chapter's website and newsletters.

Host Cities of Overseas Congresses in 2016 and Names of the Participating Board Members from PMI Japan Chapter

Congress Name	Dates	Host City, Country	Representatives from Japan Chapter's Board
PMI Leadership Institute Meeting - EMEA	May 6 - 8	Barcelona, Spain	Katae
PMI South Korea Chapter Conference	May 13	Seoul, ROK	Suzuki, Nakajima
PMI Leadership Institute Meeting – North America	September 22 - 24	San Diego, USA	Okuzawa, Katae, Inoue, Morita
PMI Global Congress – North America	September 25 - 27	San Diego, USA	Inoue, Morita, Suzuki, Sugimura
PMI Mongolia Chapter International Conference and Workshop, Region 9 Meeting	October 7 - 9	Ulaanbaatar, Mongolia	Okuzawa, Katae, Yokemura, Asou, Urata
PMI China Congress	October 22 - 23	Beijing, PRC	Okuzawa, Katae, Asou
PMI Hong Kong Congress	November 1	Hong Kong, PRC	Okuzawa, Yokemura, Nakajima
PMI Taiwan International Congress 2016	November 19 - 20	Taipei, Taiwan	Hayama

Major Achievements

Joint Japan-Indonesia PMI Seminar

International Relations Community (IRC), a CoP of Japan Chapter, held a joint seminar with PMI Indonesian Chapter on September 24, 2016 at Jakarta, a capital of Indonesia. This was the first time for both Japan Chapter and Indonesia Chapter to conduct a joint event with any other chapter. The seminar engaged 60 participants.

Through this event, both chapters were able to deepen the understanding of project management conditions in both countries. The organizational cooperative activities also allowed both chapters to build a foundation for long-term friendly relations.



Orientation for New Members

Japan Chapter conducted orientation for purposes of introducing Japan Chapter's activities to new members and encouraging them to participate. The introduction included PMI's various standards, Talent Triangle, membership benefits, seminars Japan Chapter plans to conduct, organizational structure of Japan Chapter's CoPs, CoP activities, procedure to join CoPs, and others. Apart from them, the orientation had a Q&A and a networking time, making it possible for the organizers to receive feedbacks from the participants such as latter's expectations from Japan Chapter. This was a pilot program, but it turned out to be very fruitful. Starting from the FY2017, Japan Chapter is planning to conduct these orientations on a quarterly basis.

Agenda	Conducted by
Opening Greetings by PMIJ, PMIIC	Mr. Kaoru Okuzawa – PMIJ (Recorded clip) Mr. Moh. Ichsan – PMI Region 15 Mentor
Project Management practices	Mr. Haruo Nagamatsu – Senior Executive Officer -Toyo Engineering Corporation, Japan
Jakarta MRT Project	Mr. K. Suda – Project Manager Toyo Engineering Corporation, Jakarta Office
Project Management on ICE (Integrity, Creativity & Excellence)	Mr. Noerrachman Saleh – PMIIC Board Branch
Recovery Activities for a Large Scale Natural Disaster by Social Project Management	Mr. Kentaro Sakamoto – PMIJ IRC Chairman
EPC Contract Management	Mrs. Ir. Corina Munthe – PT. Tracon Industri
Project Management for Large Scale ODA Loan Projects in Indonesia	Mr. Masatoshi Kaimasu – Professor Kobe Women's University
Moving Team Member to a Higher Level of Engagement in the Project	Mr. Aji Prasajo R. – PMIIC Branch Bandung
Panel discussion: Learning from Past and Looking Forward, Joint Japan-Indonesia projects	Mr. Rajeev Supekar – Host/Moderator Mr. Kenichiro Sugiyu, Mr. Masatoshi Kaimasu Mr. Arisman Indrawan, Mrs. Corina Munthe
Note of Thanks	Mr. Arisman Indrawan – PMIIC President Mr. Kentaro Sakamoto – PMIJ IRC Chairman



Mr. Keiichi Kamoshita
Participant in the orientation

At last, I joined PMI Japan Chapter six years after obtaining the PMP certification. Through the orientation, I learned that everything is organized by volunteers. I was surprised by vitality that everyone, including the Board of Directors, showed at the meeting. I also found out that CoPs were having independent activities apart from PMI's core activities. Because the activities are being carried out freely, everyone seems to take an active part. I myself want to have a meaningful life at a CoP.

COLUMN

Mid-Term Three-Year Plan

PMI Japan Chapter 2017-2019 Mid-Term Plan

In 2006, Japan Chapter set up the Mission Committee to proceed with drafting of a mid-term plan. In November 2007, the first mid-term plan (2008-2010) was authorized. In 2016, the Mission Committee devised the fourth mid-term plan for the corresponding period starting from 2017. The purpose of PMI Japan Chapter is stated in the articles of association and the Japan Chapter Bylaws. In accordance with these documents, the Japan Chapter's mission is as follows. The mission will not change during the period of the mid-term plan (2017-2019).

PMI Japan Chapter's Mission

Japan Chapter contributes to the development of project management practices in organizations and the society through the following actions:

- Building foundation for project management
- Raising awareness about project management standards and related techniques and tools
- Fostering professionalism and improving competency

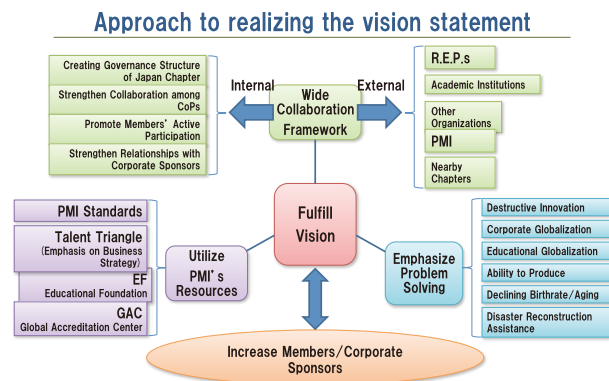
At the beginning of 2017, Japan and the rest of the world are facing the need for drastic change. As waves of massive changes are surging in terms of politics, economy, and technology, both private companies and governmental organizations are facing challenges to transform and adapt. In order to enhance the effectiveness of organizational change, Project, Program, and Portfolio Management (PPPM) is necessary. Apart from individual efforts and level of maturity, it would be imprudent not to take advantage of globally renowned methodologies and globally accumulated best practices in order to administer a number of efforts to solve management issues in an integrated way and lead an organization towards meeting its business objectives.

There is expansion of areas for applying PMI practices and of the membership base. For example, efforts to resolve social issues such as reducing working hours and setting the stage for promoting and empowering women, as well as challenges to have diversity-driven creative activities are included. As people, who lead change, must judge the change of technological tide such as AI, IoT, and robots and industrial structure, they need to maintain their competency in managing projects, programs, and portfolio. Thus, Japan Chapter's efforts to pursue its own social meaning and role can open opportunities to greatly contribute to social reform and development, if it effectively utilizes its own resources, equips project management practitioners and people interested in project management with appropriate information, and provides them with opportunities to network. Given this background, the Mission Committee decided on the following vision statement looking ahead to the end of 2019.

The 2019 Vision Statement of PMI Japan Chapter

Japan Chapter's activities serve to make the need for PPPM and its importance widely known and to have PPPM utilized as means to realize business value.

Japan Chapter will conduct multilateral activities in order to achieve this vision, as seen below.



Japan Chapter will make it known that standards (including PMI standards), information and resources available to the Chapter can contribute to resolving various problems in real life. Japan Chapter will provide its diverse stakeholders with wide range of information, including learning opportunities and results from case studies. Japan Chapter will enhance its partnerships with corporate sponsors, academic sponsors, R.E.P.s, and other organizations. Japan Chapter will help many people realize the value of project management, expand opportunities for applying the knowledge and enhance the accumulation of information and cases on the effects of applying project management.

As for internal activities, Japan Chapter will develop an environment that allows its members to play active roles by offering ample opportunities to participate and interact. In order to achieve that, the Chapter will build the convenient platform for internal information distribution and collaboration. By taking those measures, Japan Chapter will enhance value of the Japan Chapter's membership and the corporate sponsorship and promote joining and renewing the Chapter's membership.

The Mission Committee analyzed environments surrounding Japan Chapter, reviewed the mid-term plans and the chapter's achievements in the past, and discussed Japan Chapter's mission, vision, and strategies. After that, the Board of Directors discussed the similar issues by listening to the opinions from each committee and study group. Based on this process, the Board of Directors determined concrete measures and adopted the following mid-term plan.

Mid-Term Three-Year Plan

No	Measures	Purposes	Responsible CoPs
[I] Promotion of PPPM			
1	Establish PPPM promotion strategy	Research and grasp PPPM trends in and out of Japan, analyze the needs, develop PMIJ strategic approaches, and make them known to the members and PM communities	BoD
2	Translate PMI standards	Translate high-quality standards into Japanese	Standard Promotion Comm.
3	Spread PMI standards	Spread translated PMI standards	Standard Promotion Comm.
4	Introduce overseas case studies for Program Management and Portfolio Management	Spread Program Management and Portfolio Management which have not taken root	International Cooperation Comm.
5	Create a new field for applying Portfolio Management and Program Management	Compile know-hows and knowledge on application of Portfolio Management and Program Management to contribute to their dissemination	Portfolio/Program Comm.
[II] Response to Globalization			
6	Spread PM education and promote its globalization by taking advantage of PMI's resources and global network	Contribute to development of personnel who behave actively and that of global personnel able to play active parts in the world	Academic Comm.
7	Strengthen PMIJ presence	Share PMIJ activities, and in particular IRC activities with local people at R9 and R15 conference to make the experience known as basic knowledge of conducting global projects, build a communication channel to other chapters through the process	IRC
[III] Strengthening Collaboration with Other Organizations			
8	Spread and reinforce PM in collaboration with PM-related organizations	Aim to spread PM by collaborating organizations which practice project management	Director in charge of planning
9	Spread and reinforce PM as a measure to respond to innovation, IoT, and digital society	Promote practice of PM as a means to respond to the waves of innovation, IoT, and digital society by collaborating with other PM-related organizations	Director in charge of planning
10	Reinforce function as the hub of exchanging PM educational information in and out of Japan	Increase teachers and teaching collaborators who are able to incorporate PM basics into conventional education at high schools and junior high schools to expand the base for PM education	Academic Comm.
11	Strengthen relationship with R.E.P.s	Improve service for members/ Let PMI directions and measures permeate R.E.P.s/ Envisage market needs/Increase individual members	R.E.P. Tomono-kai
[IV] Expansion of PM Coverage Area			
12	External awarding	Increase PMIJ's exposure to society by taking the advantage of PMI's awarding system to award an excellent PM practitioners/organizations	BoD
13	Reinforce educational activities concerning needs and effectiveness of PM education	Make widely known to society effectiveness and needs of PM education in terms of human resource development	Academic Comm.
[V] Expansion of Activities outside of Tokyo			
14	Promote value realization in regions through PM-related activities	Link PM-related activities to boosting and enrichment of regional community to enhance effectiveness of PM	Regional Service Comm.
15	Reinforce promotion of PM-related activities and create environments where locals can easily join the activities	Improve visibility of PM community and branches' activities and reinforce PMIJ operational structure	Regional Service Comm.
[VI] Social Contribution through PM			
16	Enrich PM methodologies and resources and promote the methodologies through practice of social contribution activities	Expand coverage areas of PM by conducting social contribution activities as PMI Japan Chapter	Social PM Study Group
[VII] Building Foundation of Chapter Activities			
17	Set up CoP leaders' networking meeting and have the meeting	<ul style="list-style-type: none"> Strengthen collaboration among study groups Provide opportunities to make a request or a proposal to BoD and Planning Comm. 	PM Community Vitalization Comm.
18	Establish the Strategic Administrative Comm.	Establish organizational structure after committee restructuring to improve governance of PMI Japan Chapter	Director in charge of planning/ Executive Planning Comm.
19	Multiple CoPs make a concerted effort to plan an activity and execute it.	<ul style="list-style-type: none"> Strengthen collaboration among CoPs Improve quality and efficiency of planning by utilizing each other's knowledge 	PM Community Vitalization Comm.
[VIII] Reinforcing Support for Active Members			
20	Cultivation of leadership skills	Improving each CoP leader's skills and leadership quality	PM Community Vitalization Comm.
21	Systemize methodologies to run volunteer community organizations	Support each CoP to have active activities	PM Community Vitalization Comm.
22	Disseminate information valuable for the members	Raise the value of the membership by disseminating member-limited information on PMI, Japan Chapter, and the CoPs, and increase membership retention rate and the number of active members	PM Community Vitalization Comm.
[IX] Improving Service			
23	Improve services in order to increase corporate sponsors (1)	Implement precise measures according to needs of corporate sponsors which seek various values from Japan Chapter's service	Marketing and Membership Committee
24	Improve services in order to increase corporate sponsors (2)	Consider adding benefits and measures to increase corporate sponsors and execute them	Marketing and Membership Committee
25	Improve services in order to increase corporate sponsors (3)	Gain recognition as an organization familiar to corporate sponsors	Marketing and Membership Committee
26	Give a guidance to new members	Improve retention rate for new members	Marketing and Membership Committee
[X] Increase of Members			
27	Increase individual members who belong to corporate sponsors	Make approaches to corporate sponsor employees via the contact person, show difference in benefits between a corporate sponsor and an individual member, and encourage individual memberships	Marketing and Membership Committee

Expansion and Enhancement in Wide Range of Fields

In the last few years, PMI has been actively strengthening not only the PMI Standards, but also the survey reports and white papers in a wide range of fields. Up till five years ago (until the end of 2011), it mainly published four foundational standards and seven practice standards, but since then PMI published six 'Practice Guides', four 'Thought Leadership Series', etc., one after another. These publications featured 'Business Analysis', 'Requirements Management', 'Governance', 'Complexity', and 'Change Management' under Practice Guides, and 'PMO', 'Talent Management', 'Portfolio Management', 'Benefits Realization Management', etc., under 'Thought Leadership Series', as PMI pursued expansion and strengthening of the fields from the perspective of bringing innovations of businesses and organizations.

1 Expansion of Foundational Standards and Preparation for Revision

Currently PMI is preparing for revision of the four foundational standards. The exposure draft of *PMBOK® Guide*-6th edition was released in 2016 followed by the 'Standard for Program Management', 4th edition, and the exposure draft of the 'Standard for Portfolio Management', 4th edition will be released in 2017. The foundational standard, which has been popular as 'Organizational Project Management Maturity Model (OPM3®)' till now, will change to 'Standard for Organizational Project Management (OPM)' as an extension of 'Implementing Organizational Project Management: A Practice Guide' (issued in 2014), and will be published in 2017.

PMBOK® Guide-6th edition will be published in 10 languages at the same time, in addition to English, in the third quarter of 2017. Major changes include addition

of 'Knowledge Management', additional description related to Agile PM, revision of Knowledge Area which pursued conformity with ISO21500, and reorganization to reflect Talent Triangle concept. In 'Knowledge Management', PMI added a process that strengthens the collection and reflection of the lessons learned by adopting a knowledge creation concept based on tacit knowledge and explicit knowledge. As for Agile, PMI has been operating the certification system for PMI-ACP®, offering handbook and training, etc. Going forward, PMI is planning to issue a Practice Guide and has added description regarding approaches such as adaptive practices and adoption of agile methodologies upon revision of *PMBOK® Guide*. It added description regarding strategy and business management with respect to the link with the Talent Triangle while consolidating the entries related to leadership under the roles of a project manager. It, thus, categorized these additions and existing entries into three skill areas so as to ensure understanding of the goals of the Talent Triangle and its spread. In the Knowledge Area, some terms were changed in order to clarify the concepts and the meanings. That is, for some cases Stakeholder Management were changed to Stakeholder Engagement. Time Management was changed to Schedule Management. Human Resources Management was changed to Resources Management in accordance with ISO21500. For the same reasons, PMI is making other changes in process names, deleting ones and moving ones between Knowledge Areas.

Behind the revision of all the four standards is PMI's keenness to respond to the expectations and requirements triggered by the drastic changes in businesses and the society, to focus on organizational changes and benefits realization, and to provide support.



Practice Guides

2 Enhancement of Practice Standards, Frameworks, and Practice Guides

PMI has published seven books of the English version (four books in Japanese) of Practice Standards & Frameworks regarding basic elements of project management, including 'Project Manager Competency Development Framework (PMCDF)', 'Risk Management', 'Project Estimating', 'Scheduling', 'Earned Value Management (EVM)', 'Work Breakdown Structure (WBS)' and 'Configuration Management'. PMCDF, in addition to the scope of a conventional project manager, covers competency from the perspective of program and portfolio management, and its English version was published in 2017. The Japanese version will be available as soon as the translation is complete.

Practice Guides offer support information upon adopting PMI standards, and PMI has published six guides one after another during the past five years. In 2016, it published 'Requirements Management: A Practice Guide' and 'Governance of Portfolios, Programs, and Projects: A Practice Guide' offering knowledge to reinforce, from the perspective of operations and practice, requirements management and governance, where a project manager faces numerous tough circumstances. These are positioned as technical area in the PMI Talent Triangle and are important reference information for a project manager to demonstrate his/her specialized knowledge and achieve success.

PMI Japan Chapter has translated the 'Business Analysis for Practitioners: A Practice Guide' (2015) for publication in January 2017.

3 Enhancement of Survey Reports and White Papers

The Thought Leadership Series began in 2013 under the theme of PMO, which was followed in 2014 by Talent Management, and in 2015 by Portfolio Management. 'Benefits Realization Management (BRM)' was published in 2016 and together with 'Benefits Realization Management Framework', PMI carried out an announcement in a big way including press releases.

As for Pulse of the Profession®, it published three volumes of detailed reports in 2016 following the 8th report (survey collaboration: 2,428 project managers, 192 senior executives and 282 PMO officials), and both provide survey results that attest importance of BRM. The three volumes of 'Identify Benefits to Drive Business Results' (survey collaboration: 1,189 project managers), 'Focus on Benefits during Project Execution' (717 project managers) and 'Sustain Benefits to Optimize Business Value' (1,112 project managers) correspond to the various BRM stages of 'Identify Benefits', 'Execute Benefits' and 'Sustain Benefits', and discusses the survey conclusions, knowledge, recommendations and examples along with the ideal situation at each stage and survey data.

Since 2013, PMI Japan Chapter's voluntary translation team has been translating Pulse of the Profession® reports, and its Japanese versions are made available on the chapter's website.



PMI's Initiative to Meet the Needs of Businesses and Society

In 2016, PMI had one of the largest operations in the world and had 283 chapters in 207 countries, with membership exceeding 470,000 and PMP® and other certificate holders exceeding 800,000. PMI is also promoting a series of various measures to lead 'Project, Program, and Portfolio Management' (PPPM) into a new stage from the strategic and policy aspect. The legislation of the Program Management Improvement and Accountability Act of 2015 (PMIAA) by the U.S. federal government and announcement of the Benefits Realization Management (BRM) are the examples.

Pulse of Profession®, which is a survey by PMI on the trends in project management around the world, has been carried out since 2006 and marked its 10th anniversary in 2016. The 9th report (involving 3,234 project managers, 200 senior executives and 510 PMO officials) has analysis on elements that would raise the success rate of projects as well as project management maturity. It discusses nurturing project management ability, PMO establishment measures, active involvement of executive sponsors as well as benefit management and agile method as the factors that generate differences in project success. It also describes findings such as that some 71% organizations are using the agile method more frequently than before in project management. Further, it concludes that the definition of a project's success is changing and traditional management benchmarks such as time, scope and cost alone have become insufficient and ability to realize benefits and the maturity are at stake. The report, thus, widely revealed how the project management should be and its impending transformation, taking into account the future changes in business and society.

1 Improvement of Program Management and Legislation on Accountability

The PMIAA was a legislative bill, strongly advocated by PMI. The bill was passed unanimously by the U.S. Senate in December 2016 and enacted as a law after being signed by the President Barack Obama. PMI's Pulse of the Profession® disclosed its findings that only 64% of government strategic initiatives ever meet their goals and business intent, which meant that 11 million USD were wasted on every 1 billion USD of expenditure. Enforcement of the law is expected to boost the benefits of implementation of program management by the federal government along with effective utilization of taxes.

The PMIAA features the following four concrete reforms:

(1) creating a formal job series and career path for program managers in the federal government, (2) developing a standards-based program management policy across the federal government, (3) recognizing the essential role of executive sponsorship and engagement by designating a senior executive, and (4) sharing knowledge of successful approaches. It aims to renew the program management policy of the federal government through these reforms. As it serves to improve and strengthen the entire project management framework for the federal government, it is likely to further increase expectations on practice of standards-based project and program management and demand for experienced, certified project management professionals. At the same time, it is expected to change sponsors' and senior personnel's awareness on project and program management, which may lead to changing assignments and office organization, and various ripple effects on involved businesses and organizations.

The legislation in the U.S. means that the importance of project and program management is spread once again across the world, which officially endorses the series of PMI standards and PMI frameworks as well as confirms the impact of their application.

2 Benefits Management and Emphasis on Its Realization

The framework of BRM and a series of findings were announced in November 2016. As the word "benefit" does not have a straightforward Japanese translation that is commonly recognized, the program management standards have been explaining benefits as the achievement resulting from activities and behavior that are useful to an organization. The ultimate goal of a project is to bring about benefits to the organization and it goes without saying that it is important to reaffirm the essence of the project. BRM has come to play the role of comprehensively putting together the body of knowledge and findings that have been discussed in PPPM from the perspective of goals.

The BRM framework defines three levels of (1) Identify Benefits, (2) Execute Benefits and (3) Sustain Benefits and summarizes the issues and actual implementation cases in each level in a succinct manner. It also stresses their continuous realization by looping the three as an icon and explains that repeating the cycle of identification, execution and sustaining effectively and permanently enables realization of the benefits.

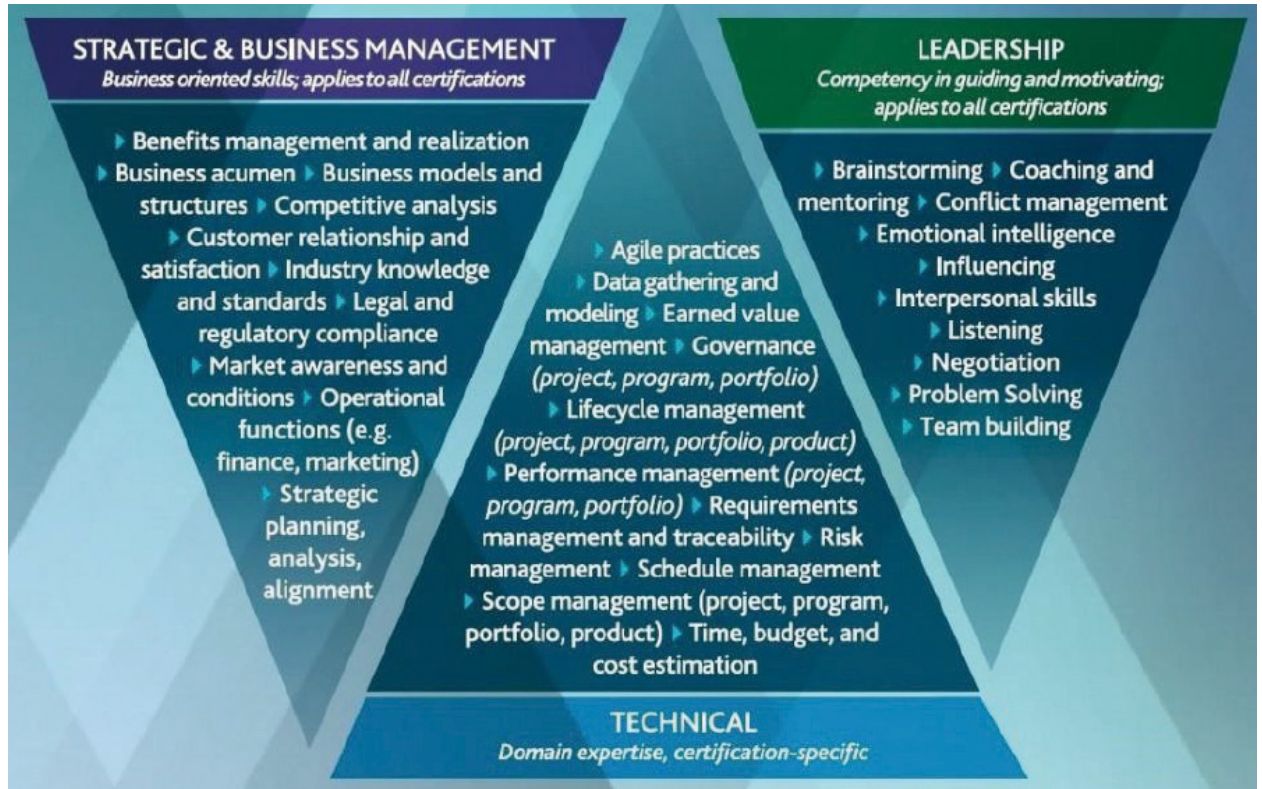
Trends in Project Management

Reviewing and tweaking a management style from a standard viewpoint and with a versatile framework enables identifying common and key points, which helps recreate and repeat success. On the one hand, Japan is advanced in knowledge, application and practice of project management in terms of manufacturing, and in standardization and framework utilization in terms of quality and process. On the other side, utilization of standards and framework in terms of management of organization, such as program and portfolio, has long been insufficient. To succeed in business, it is imperative to continuously realize the benefits without being excessively empirical.

3 New Project Leader Image Emerging from the PMI Talent Triangle

The PMI Talent Triangle was launched on a full scale starting 2016, and PDUs (Professional Development Units) required for renewing PMP certificate is being operated in three skill areas of (1) Technical Project

Management, (2) Strategic and Business Management, and (3) Leadership. PMI describes the project manager's roles in three skill areas in detail, as shown in the diagram below, and each item is broad and profound and they are expected to have diverse, wide-ranged expertise, different from a conventional Project Manager, who is often considered as a QCD manager. The Talent Triangle is not merely a revision of the system for PDU earning, but is to be considered as the concept of roles required for managers and leaders. This concept implies that the competence and quality expected from managers and leaders are changing and that it is important to continue training yourself and perceive such changes as your own challenges. Organizations and companies are craving for personnel with high leadership capabilities who can demonstrate his/her management capability amid changing business and society, and are demanding their employees to challenge creating a new image of a leader. Therefore, it is necessary to deepen the understanding of the PMI measures that support the concept and their value.



Membership Benefits

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 in 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 courses hosted by PMI Japan Chapter.

2. Participation in CoPs

Participation in various committees and study groups allows members to improve their competency in Project Management, share and exchange information with fellow practitioners from different industries and also to obtain PDUs. Outcomes from these committee and study group's activities are presented during the PMI Japan Forum, which is held in summer every year. In 2016, 26 CoPs made 33 presentations to talk about their own activity outcomes.

Executive Planning Committees

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

Operations Committees

- 1) Translation and Publishing, 2) PM Terminology

Study Groups

- 1) IT, 2) EVM, 3) Portfolio/Program, 4) PMCDF, 5) OPM3,

- 6) Risk Management, 7) PMO, 8) PM Tool, 9) Women OBF, 10) IRC, 11) Agile PM, 12) Social PM, 13) Stakeholder Management, 14) Business Analysis, 15) Project Management, 16) PM Education

Programs

- 1) PMBOK® Seminar, 2) Mentoring, 3) Seminar

Kansai Branch

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

Chubu Branch

- 1) Administration, 2) PM Salon, 3) Regional Social Management

3. Discounts on Project Management Books

Project management related books are available to Japan Chapter's 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 Project Management Study Group, 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 global PMI membership. Please visit www.pmi.org and create your own account. Then join PMI as an individual member and choose PMI Japan Chapter during the online application process. The credit card payment is the easiest option.

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

Membership Benefits

Corporate Sponsorship Program of PMI Japan Chapter

➤ 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 disseminates its email newsletter to inform corporate sponsors of the sponsor programs and events that Japan Chapter plans. Employees of corporate sponsors get discounted price for books available at the Japan Chapter Bookstore and for events Japan Chapter organizes.
- ◆ PMI Japan Chapter publishes logo and names of the Corporate Sponsors on its website. This way, the Corporate Sponsors are able to raise their business profile as a corporation dedicated to Project Management.

➤ Corporate 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 2016, more than 30 companies and over 97 people participated in the following five Corporate Sponsor Study Groups:

- ◆ Human Resource Development Study Group
- ◆ Young Project Manager Development Study Group
- ◆ PM Practical Skill Enhancement
- ◆ Global PM Study Group
- ◆ PM Community Study Group

➤ 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.



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 2016, 34 sections in 30 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 Track at the PMI Japan Forum 2016

PMI Japan Forum is one of the largest events on Project Management in Japan. The Forum offers academic track, 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. In 2016 the academic track provided the global trend of project management in academic institutions and introduction to the GAC Accreditation Systems for project management education.



➤ Assistance in PM Education at Selected Universities

Japan Chapter helped Hiroshima City University and Hiroshima Shudo University with having the same training of PM education. The 2016 assistance is the fifth year for Japan Chapter. Japan Chapter and Mitsubishi Research Institute, Inc. had drawn up the syllabus with those universities. In 2016, the subject included a global topic. The training taught “Change of Corporate Activities and Project Management”, “Ideas behind Competency Model”, “Reality of IT Projects and Career Development”, etc.

➤ Providing E-Learning Package, “A Beginner’s First Step to PM”

Waseda University used the e-learning package, “A Beginner’s First Step to PM” as a teaching material in the PBL course of “Development of Program Calculators”. The package allows the students to understand how to proceed with group work and to learn PM basics. The package was used 6 times in total during four years.

The e-learning package is a set of teaching materials which consist of three volumes of video, a set of slides with a manuscript, “Exercises and Sample Answers”, “Quiz”, “Teaching Guidelines” and the fourth video which is about “Knowledge Needed for Stepping up” and which aims to provide future guidelines. The following are the three examples of using the package:

First, a professor at Hiroshima Shudo University used the e-learning package for the new PM beginner’s Course which targeted the freshmen. The professor added supplementary explanations when she used it, which deepened the students’ understanding. Second, Chuo University decided to employ the first volume of the video for the existing PM introduction course to create a new course. Third, Kanazawa Institute of Technology newly became a user of the package.

Moreover, Japan Chapter developed another e-learning package called “A Beginner’s Next Step to PM”, which fills in the details for “A Beginner’s First Step to PM” and includes cost, quality, change management. This package consists of five volumes of 15-minute video. This package is for the advanced course which targets graduate students as well as undergraduate university students who desire to pursue further PM education.

Seminars and Workshops

Monthly Seminars

Monthly seminars are organized by the Seminar Program. Members of the Seminar Program 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 opportunities to improve their skill set. In 2016, eight monthly seminars took place with 1,000 participants in total. Among them, 90 percent highly evaluated the seminar. The topics greatly varied and each lecturer was an expert in his/her own field. Japan Chapter made official recognition of 11 people who attended all the eight seminars in 2016 at the beginning of the monthly seminar on December.

Online Seminars

Online seminars provide means and opportunities 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 a mobile device.

Agile Project Management Seminars

Nine Agile Project Management Seminars were held with participation of 180 people in total.

Design Thinking Seminars

Japan Chapter started to provide Design Thinking Seminars in 2016. In 2016 two seminars of Design Thinking Basics took place. The seminar focused on how to adjust your business to “Age of Customers” and introduced basic ideas on business such as what customer’s experiences mean and why they are important. The seminar also provided opportunities to use some of the Design Thinking methodologies in workshop style.

Practice of Social Project Management

The Social Project Management Study Group organizes a workshop to make use of experiences they gained from launching the Disaster Relief Assistance Program and volunteer activities for disaster relief for the Great East Japan Earthquake. The seminar provides structured methodologies for Social Project Management.

PMBOK® Fifth Edition Seminars

With an objective to satisfy those who wish to grasp the big picture of *PMBOK® Guide*, those who wish to leverage *PMBOK® Guide* as a tool for project management, those who wish to comprehend the framework of project management, and those who wish to gain cutting edge knowledge on project management the PMBOK® Seminar Program organized PMBOK® Fifth Edition Seminars. The lecturers are members of the Program. The seminars took place in May and November in Tokyo.

Risk Management Seminar

Risk Management Study Group conducted a seminar in October, 2016. This seminar talked about risk management process which involves planning risk management, identifying risks, performing qualitative risk analysis, performing quantitative risk analysis, planning risk responses, and monitoring and controlling risks. After that, members of the Program provided a case scenario in IT industry, which allowed the participants to learn and experience risk management in a flow.

PMO Seminar and Workshop

The PMO Study Group held a seminar and workshop on October, 2016. The members of the study group pursued studying “the way PMO should exist at present together with participants.”

Regional Seminar

In commemoration of publishing “SOFTWARE EXTENSION to the PMBOK Guide Fifth Edition” in Japanese, Japan Chapter conducted a Regional Seminar which provided the explanation on the gist of the book in Sapporo, Sendai, Kanazawa, Saitama, Nagoya, Kyoto, Osaka, and Kobe during the period between October and December, 2016. In addition, the seminar talked about the latest conditions of PMBOK Guide update, which is scheduled in Q3 2017.



Communities of Practice (CoPs)

CoPs in the Greater Tokyo Area

Regional Service Committee

The regional Service Committee conducts activities for purposes of promoting project management in areas outside of the greater Tokyo area and supporting regional development. In 2016 the committee promoted regional development activities through industry-government-academia collaboration and activities aiming at local community development and enhancing services for Japan Chapter members through sharing needs for local seminars and helping to conduct the ones.

PM Community Vitalization Committee

With an objective to enhance CoPs' activities the committee coordinates information exchange among CoPs, organizes events for collaboration events, and develops leaders. In 2016, the committee launched four working groups: Leadership Promotion Working Group, Information Distribution Working Group, CoP Collaboration Working Group, and Helping Volunteering Working Group.

Marketing and Membership Committee

The committee's mission is to increase Japan Chapter members and corporate sponsors for Japan Chapter. The committee worked hard to pursue two themes of improving the rate of membership retention and promoting newcomers' registration, and promoting medium-sized firms to enroll as a corporate sponsor.

International Cooperation Committee

The committee aims to study overseas cases on Portfolio Management and Program Management, their effectiveness, and how to perform portfolio management and program management. The committee also aims to offer an opportunity to share Japan Chapter's activities with Region9 chapters and exchange opinions regarding project management with people living abroad.

Academic Committee

This committee's mission is to promote spread of PM education and globalization of PM education through delivering a message that knowledge and disciplines of PM education are the generic skills for personnel whom society needs in the future, under the collaboration with academic institutions and the industry.

Standard Promotion Committee

The committee studies PMI foundational standards, PMI practice guides and others and translates them into Japanese and provides Japanese PM community with the translated publications. In 2016, the committee translated "MANAGING CHANGE IN ORGANIZATIONS: A PRACTICE

GUIDE" into Japanese and participated in PMI's worldwide translation efforts for *PMBOK® Guide* Sixth Edition.

Translation and Publishing Committee

The committee aims to improve the convenience of PMI Japan Chapter and the CoPs through translating standards and monthly publications issued by PMI. In 2016, four members joined Business Analysis Study Group's initiative to translate "BUSINESS ANALYSIS FOR PRACTITIONERS A PRACTICE GUIDE". And, three members participated Standard Promotion Committee's effort to translate "MANAGING CHANGE IN ORGANIZATIONS: A PRACTICE GUIDE" into Japanese.

PM Terminology Committee

The committee revises "A Collection of PM Terms in English and Japanese" by incorporating terms from PMI standards which will be translated in Japanese. The committee makes the collection available to Japan Chapter members. In 2016, the members published the Collection version 5.2 which newly incorporated the terms from "SOFTWARE EXTENSION to the *PMBOK® Guide* Fifth Edition" and from "PMI® LEXICON of Project Management Terms".

IT Study Group

IT Study Group is a group of members who study best practices in project management in IT industry. In 2016, the study group collected and compiled hints and tips in the field of IT projects to prepare a guide for young project managers in IT industry.

EVM Study Group

Earned Value Management (EVM) Study Group studies Japanese EVM cases and reads new international EVM articles. In 2016, the group studied foreign articles on Earned Schedule (ES) to present the outcomes. Specifically, the EVM Latest Trend Working Group translated an article on ES and discussed the issue, and presented the result as a speech titled "Introduction to the EVM Performance Analysis Methodology along with Timeline" at PMI Japan Forum 2016. The presentation materials were posted on November, 2016 at the official site for Earned Schedule information Earned Schedule (<http://www.earnedschedule.com/>).

Portfolio/Program Management Study Group

The group incorporates members' voluntary "practice, application, and research study" into the work to collect know-how and knowledge on Portfolio/ Program Management to contribute to "the applicability of PM knowledge to solve management issues".

Communities of Practice (CoPs)

CoPs in the Greater Tokyo Area

PMCDF Study Group

This group studies methods on how to develop project management talents based on the talent triangle. In 2016, the group prepared an introductory book to spread the concept of PM competency and its importance, and made the book available to the general public.

OPM3 Study Group

The group studies various methods of Organizational Project Management (OPM), focusing on OPM3 and the members made efforts to promote and develop the best practices. In 2016, the group also studied a PMI practice guide on governance.

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 members' 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 Japan Chapter.

PMO Study Group

The group aims to contribute to development of PMO in Japan through studying about PMO –what PMO should be and practice of PMO– and making their results public. In 2016, the group presented the study results on PMI Japan Forum 2016 and held a PMO workshop in October, 2016.

PM Education Study Group

This study group aims to spread project management in the area of education. The study group made efforts aimed at setting up PM lecturers as part of university and graduate school educational programs. The study group also continued its efforts to deliver PM lectures in English in line with globalization trends.

PM Tool Study Group

Exercising ingenuity and bring up experiences, members investigate new PM tools and methods. In 2016, the group looked for a way to apply business model canvas to project management in order to discover a new PM tool.

Women OBF

This group aims to exchange information and study based on their own experiences to help women project managers and women wannabe project managers play important roles in their job, maintaining a work-life balance. In 2016, the group chose a study theme on how do you do for both men and women to shine through cooperating in the fields.

International Relations Community Study Group

IRC is an expatriate and bilingual project managers' interacting place. In 2016, an IRC member presented survey results on "Perceived Practicality of PMBOK®" which targeted Japan Chapter members and foreign project managers living in Japan, at PMI Japan Forum 2016. On September IRC held a Japan-Indonesia Joint Seminar in Jakarta, Indonesia with collaboration with Indonesia Chapter. The joint seminar had about 60 participants including President of Indonesian Chapter. The joint seminar had seven speeches and panel discussion which allowed the participants to share knowledge and experiences to lead various global projects to a successful conclusion in Japan and Indonesia.

Social PM Study Group

The group pursues its ends of what the useful project management is to solve the social issues. Members participated in various NPO and volunteer activities apart from PMI Japan Chapter. Through the activities, the group selected and tested effective social project management methodologies. In the end, the group proposed six courses: design thinking, benefit management, stakeholder management, portfolio management, agile management, and business model design and put them into practice at workshops, which the group organized in 2016.

Agile Project Management Study Group

The study group aims to contribute to diffusion of agile project management and provide information regarding the agile project management. The objective of the study group is to conduct Agile Project Managers' Awareness Survey annually and present the results at PMI Japan Forum and other agile-related non-PMI events. The members attempts to improve their skills through agile book club which the study group regularly conducts and the study club for PMI-ACP certification.

Stakeholder Study Group

The study group aims to master concrete measures which can be applied to actual projects through studying stakeholder management and provide the information to the public.

Business Analysis Study Group

The study group's mission is to contribute to the diffusion of Business Analysis through deeply studying Business Analysis Practical Guide published by PMI and introducing it to Japanese learners. In 2016, the study group's objective was to publish the Japanese version of "BUSINESS ANALYSIS FOR PRACTITIONERS A PRACTICE

CoPs in the Greater Tokyo Area

GUIDE”. The study group translated the practice guide into Japanese in collaboration with Translation and Publishing Committee. In addition, the study group finally published the practice guide in Japanese on November, 2016. The study group also organized seminar to explain the contents of the practice guide.

Project Management Study Group

The study group’s mission is to spread correct comprehension of *PMBOK® Guide*. The members understand they are evangelists and work hard with aims to give clear and lucid explanation, show examples, lead learners into correct comprehension, and explain the state of the art technologies. In 2016, the committee posted introductory articles regarding *PMBOK® Guide* Fifth Edition on Japan Chapter’s homepage. And, the committee organized five seminars as a “PM-ZEN” series to provide learners with opportunities to exchange their problems and troubles and listen to their seniors and experts easily.

PMBOK® Seminar Program

This program’s mission is to offer opportunities to learn *PMBOK® Guide* to the general public through conducting a seminar. In order to maintain and enhance the quality of the seminar, the group worked to revise the textbooks and train the instructors. In 2016, the program conducted PMBOK® Fifth Edition Seminar twice in Tokyo, using original textbooks titled “PMBOK® Seminar Supplementary Reading Material” in Japanese.

Seminar Program

The mission of this program is to provide project managers across Japan with opportunities to improve their project management skills and network with fellow project managers through the seminars. In 2016, the program organized monthly seminars eight times and PMI Japan Festa 2016. The Program worked hard in order to receive satisfactory responses of 90% from the above events’ participants.

CoPs in the Kansai Area

Kansai Branch Administration Committee

In 2016, the Kansai Branch Administration Committee set force an objective that the committee contributes to the development of Kansai Branch through interaction with outsiders. The committee organized a presentation meeting for CoPs at Kansai Branch to present their outcomes and invited external experts to the meeting.

PM Practice Study Group

The purpose of this study group is to increase the success rate of projects and improve practical ability of project managers through practical studies. In 2016, the group worked to study the relationship between cases and PM competency. The group held “PM Practice workshop with short cases”. The participants highly evaluated the workshop, so the group wants to hold the same workshop next year.

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. The study group divided into three groups: one in a theme of project management which corporate managers expect, one in a theme of Japanese-style leadership which supplements PMCDF, and one in a theme of comprehension and application of PMI standards. In 2016, the three groups dug into PMI Talent Triangle to the

practical level and studied project management in general.

Quantitative PM Study Group

This study group collects knowledge on how to utilize the qualitative data of project management and works toward spread of Critical Chain Project Management (CCPM). In 2016, the group members dug into their own new study theme. For example, Quantitative PM Case Study Working Group (which is co-operated with EVM Study Group) discussed and presented cases regarding “issues for popularizing defect prediction tools”, “consensus building with stakeholders on creation of new business”, and so on.

IT Upstream Process Study Group

In 2016, the group worked to embody “Collaborative Project Management” which the group proposed in 2015 and codify practices. In doing so, the group started an interdisciplinary study with experts in project management, business analysis, and architecture design and discussed the relation between project and business value. At the PMI Japan Forum 2016 the group proposed a viewpoint of project design for business realization as an outcome of the study.

Medical PM Study Group

The study group co-studied “Characteristics of Project Management in Medical Front” with Kawasaki University of Medical Welfare, adopting an academic study methodology in 2016 to sum up the findings.

Communities of Practice (CoPs)

CoPs in the Chubu Area

Chubu Branch Administration Committee

The committee is in charge of running Chubu Branch, which was established on November 2015. In 2016, the committee helped PM Salon, a CoP, hold regular meetings, helped CoPs in Chubu launch their activities, and helped Japan Chapter hold the PMI Japan Forum 2016 at Nagoya venue. The committee also created an environment for information distribution regarding PM Salon and activity report via Japan Chapter's homepage and Facebook page.

PM Salon

The purpose of PM Salon is to contribute to project management activities in Chubu through providing opportunities for information sharing on Project Management and digging up candidates for project managers. The group organized PM salon once a month,

and helped Japan Chapter hold PMI Japan Forum 2016 at Nagoya venue.

Regional Social Management Study Group

This study group considers how Project Management contributes to regional development and solving social issues and put the idea into practice. Because the year 2016 is the founding year for the group, the group discussed to decide the group's directions and create a base for activities in 2016. One of the two directions the group decided is to focus on people and inspire them to activate movements toward solving social issues. The other is to prove the effectiveness of project management as a means to make regional social activities active and contribute to regional development by practicing project management in various occasions.

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 2016, the group prepared a draft of a handbook on improving the character competency for project managers. This handbook includes seven episodes which described the leading character's progress as a project manager as she faces difficulties and finds herself in a quandary about them. The group hopes that readers feel empathy toward her and the handbook helps them progress as project managers.

Young PM Development Study Group

This group discusses and pursues three themes in order to develop young project managers. In 2016, the group reviewed and discussed the second theme: "How to Keep Project Managers' Motivation Up". The group presented the outcomes of the review as "Golden rules in keeping the motivation up" at PMI Japan Forum 2016. Moreover, the group is currently posting them on the website only for our corporate sponsors.

PM Practical Skill Enhancement Study Group

This study group aims to learn knowhow to improve PM practical skills which PRINCE2, British government's PM methodologies, teaches. In 2016, the group read "PRINCE2®(Projects in a Controlled Environment)" in Japanese in turns and prepared a summarized list of the book. And, the group prepared a list which shows the differences between *PMBOK® Guide* and PRINCE2 based on comparison study materials (e.g. White paper written by Mr. Klas Skogmar and others). Afterwards, the group read PRINCE2 again, focusing

on the differences, and prepared a list which details the knowhow to improve PM practical skills.

Global PM Study Group

The group aimed to investigate problems for project managers who worked for a global project and share the background behind the problems and analyses on them. In 2016, the group worked to prepare a handbook for global project management. This handbook compiled key points from various activities of the group which range from publication of a translated book, making a speech as a guest, to introducing paper to academic society and serves as a supplementary material of *PMBOK® Guide*. The handbook aims to help project managers cope with problems during the execution of projects.

PM Community Study Group

This study group kicked off in October, 2016, aiming at sending out a questionnaire to survey what are needed to boost corporate PM community and keep members' motivation up and give something back to corporate sponsor companies from the results in order to cope with PM environment which is increasingly presenting complexity and difficulties. In 2016, the members fully discussed what this group would aim at. As a result, the group decided the following work to do. First, the group will compile objectives and aims each corporate sponsor's PM community has. Second, the group will make up a questionnaire, focusing on the member corporate sponsors' menu, operational know-how, and issues. Furthermore, the group decided to put up a slogan, "PM Community changes project management -how to create attractive PM community".

Communication of Information

Homepage

Communication of Various Information

Homepage is an important medium to support PMI Japan Chapter's activities. In 2016, the chapter had about 100,000 visits per months. The homepage serves as the focal point of information on 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.



Download

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

- A collection of templates from PMBOK® Guide, Fifth Edition
- Risk Management templates
- “Character Competency Check Sheet” attached to the ‘Practitioner’s Supplementary Guidebook for PMCDF Version 1’

Digital Newsletters

Online newsletters provide readers with event reports, introduction of a 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.



Newsletters by Email

Email newsletter services are subscribed by about 10,000 PMP holders¹, about 3,400 PMI Japan Chapter members and around 110 corporate sponsors. The newsletters delivered by email provide the readers with various information in relation to seminars, newly published book campaigns, and translated articles on the homepage.

¹ 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.



Financial Statements

Balance Sheet

As of December 31, 2016
(Unit: JPY)

Assets		Liabilities	
Item	Amount	Item	Amount
【Current assets】	120,126,147	【Current liabilities】	31,299,410
Cash and time deposits	96,438,497	Trade payable	4,939,976
Trade receivable	9,313,077	Accrued expenses	5,033,010
Goods	7,573,772	Income taxes payable	35,000
Inventory goods	68,040	Accrued consumption tax	1,356,300
Prepaid Expenses	106,400	Advance received	18,351,000
Sundries receivable	6,662,361	Deposits received	1,584,124
【Fixed assets】	4,470,113	Total liabilities	31,299,410
【Tangible fixed assets】	1,264,119	Net assets	
Buildings and associated facilities	849,629	【Shareholders' equity】	93,332,850
Fixtures and fittings	414,490	Endowments	55,000,000
【Intangible assets】	504,554	Retained earnings	38,332,850
Telephone subscription rightss	37,600	Other retained earnings	38,332,850
Software	466,954	Retained earnings	38,332,850
【Investments and other assets】	2,701,440	Total net assets	93,332,850
Deposits made	2,701,440	Total liabilities and net assets	124,632,260
Total assets	124,632,260		

Statement of Income

From January 1, 2016
To December 31, 2016
(Unit: JPY)

Item	Amount	
【Sales】		
Sales	117,658,429	
Fee Income	17,854,412	
Total sales		135,512,841
【Cost of sales】		
Product inventory at the start of the period	8,780,389	
Cost price of publications	16,843,489	
Cost price of seminars	29,349,002	
Other cost price	4,053,908	
Total	59,026,788	
Product inventory at the end of the period	7,912,432	
Cost of sales		51,114,356
Gross profit on sales		84,398,485
【Selling, general and administrative expenses】		
Total selling, general and administrative expenses		78,839,197
Operating profit		5,559,288
【Non-operating income】		
Interest received	9,170	
Miscellaneous receipts	60,000	
Total non-operating income		69,170
【Non-operating expense】		
Casualty loss	950,672	
Total non-operating expense		950,672
Ordinary profit		4,677,786
【Extraordinary profit】		
Miscellaneous receipts	229,550	
Total extraordinary profit		229,550
Net income before taxes		4,907,336
Corporation tax, municipal tax and enterprise tax		1,499,798
Current net profit		3,407,538

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