



PMI Japan Chapter

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PMI Japan Chapter Annual Report 2022



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About PMI

Project Management Institute, Inc. is a not-for-profit professional association for project management founded in Pennsylvania, USA, in 1969. It aims to promote the effective and appropriate application of project management practices and science.

It is a global organization with more than 660,000 members worldwide and 300 chapters in over 80 countries as of December 31, 2022.

PMI standards such as PMBOK® Guide are widely supported by professionals around the world. PMI also offers a series of certifications, including PMP®, and has 1.3 million PMP®-certified professionals worldwide. It provides opportunities for capacity building through a variety of events, seminars, and e-learning courses, as well as research and analysis of global trends and proactive information dissemination. In addition, through its multifaceted activities, it continues to provide value to increase understanding and interest in project management, to encourage professional growth, and to contribute to the business success of companies and organizations.

Much of PMI's activity takes place through chapters around the world, which are led by volunteers and serve as a place to help participants meet new peers, network and share their knowledge and experience.

About PMI Japan Chapter

PMI, Inc.'s chapter in Japan was first established in 1998 as PMI Tokyo Chapter. Subsequently, in 2009, it established the organizational foundation as a general incorporated association and was renamed to "PMI Japan Chapter." We have entered into an agreement with PMI, Inc. to share its philosophy and develop activities in accordance with its policies and regulations, and are authorized to call ourselves PMI Japan Chapter. We receive a variety of support and guidance from PMI, Inc. including membership management, and work to develop and promote project management through interaction with our peer chapters around the world.

By the end of 2022, PMI Japan Chapter grew to over 5,700 members, making it the second largest chapter in the world. It has developed a number of unique measures that go well beyond standard chapter activity and has attracted the attention of PMI, Inc. and numerous chapters. It also communicates information to 14,000 PMI members and 42,000 PMP®-certified and other qualified professionals in Japan.

PMI Japan Chapter also holds numerous events with the support of member volunteers and corporate sponsors. PMI Japan Chapter has established a unique management style that is not found in other chapters. Its study groups, committees, and other chapter societies are open to members, and the chapter actively encourages participating members to engage in free and vigorous discussions and to share a wide range of knowledge and experience.

In addition, we have established the Secretariat's administrative structure with full-time staff to provide stable member services.

Message from the President

In 2022, the COVID-19 pandemic was far from over, and a number of events that had not been seen in decades occurred, including the invasion of Ukraine, the assassination of a former prime minister, and the sharp depreciation of the yen and inflation. PMI Japan Chapter also had to deal with these situations, but with the continued support of our members and corporate sponsors, we were able to overcome them without major difficulty.

PMI Japan Chapter has grown steadily from 5,000 members at the end of 2021 to over 5,500 members in June, making it the second largest of the 300 chapters worldwide. The chapter continued to grow, reaching 5,700 members by the end of the year. We would like to express our deepest gratitude to all the member volunteers and all others who support our chapter activities.

In its rules, PMI, Inc. states its objective as "to promote the effective and appropriate application of project management practices and science." In line with this objective, PMI Japan Chapter has developed multifaceted activities with the mission of "consistently contributing to the realization of social, organizational, and individual values through project management by its members," and with the vision of "understanding and mastering project management being recognized as a fundamental skill for all generations." We place a high value on the self-fulfillment and success of our members, and seek to expand our community to include diverse areas of society and a wide range of age groups.

In 2022, the final year of the mid-term plan, we established and enhanced our new initiatives. We published the second volume of our Project Management Research Report and made it widely available to the public through J-Stage. We also held the second round of the PM Award, establishing a series of processes from the open call to the award ceremony. The 2022 awards witnessed an ever-increasing diversity in the submitted projects, impressing all involved that project management is now being applied to more and more areas. Our Future Creation Program, which aims to penetrate the younger generation, has been enhancing its efforts to meet their expectations through workshops by analyzing the needs and reactions of young people through a number of seminars for them.

Our SDGs-related initiatives that have been building up over the years have been greatly expanded. PMI Japan Chapter participates in the Cabinet Office's Regional Revitalization SDGs Public-Private Partnership Platform, and within this platform, it operates the SDGs Startup Subcommittee to develop SDG project management methods suitable for launching and promoting SDG projects. This is the external development of the results of the activities of the Social PM Study Group, which is expanding exchanges with other organizations dedicated to the SDGs.

Traditionally, PMI Japan Chapter system has made a clear distinction between members and non-members.

However, in order to apply project management to various areas as the scope of the chapter's activities expands, it has become increasingly necessary to interact and collaborate with experts in different areas. PMI, Inc. has also set out in its strategy to strengthen cooperation with other organizations. We have thus drawn up the "Community Management Guidelines" to allow for flexible forms of activity, including non-members, and have embarked on a course that aims to incorporate a diverse range of knowledge to create new value. Currently, our DA Community, Women's Community, and AI@Work engage in activities that involve people with knowledge and interest in their respective areas.

In addition, we are committed to holding regular orientations and seminars to provide information and understanding of our activities to those who are interested in PMI Japan Chapter and to those who have become members but are not yet involved in specific activities. These activities are designed to address the interests of each individual and provide guidance on how to become involved in the activities of PMI Japan Chapter. We, on the other hand, have enhanced our members-only services and discounts. The seminar introducing the 7th Edition of the PMBOK® Guide has been so well received that we are extending the duration of the course.

As society becomes increasingly globalized and undergoes significant change, many organizations are under pressure to transform and are increasingly aware of the importance of conducting business in a project-based manner. In order to provide solutions to society's problems and support sustainable development, we need to promote the spread and expansion of project management, as well as its further development and advancement. PMI Japan Chapter will continue its dedication to enhance its activities to fulfill its social mission, and we would appreciate your continued support and cooperation.

Takeshi Hayama
President, PMI Japan Chapter



Highlights of 2022

PMI Japan Forum 2022

Date: July 9 – 31, 2022

Theme: Project Management that Leads Co-creation Society – Make Ideas a Reality –

Streamed online (both live and on-demand)

Total of 60 sessions

Amidst the growing uncertainty of the global situation due to the conflict in Ukraine in addition to the COVID-19 pandemic, we quickly decided to remotely deliver all lectures at the PMI Japan Forum for the third consecutive year, while considering the possibility of a hybrid format of on-site and remote delivery.

Keynote and Invited Speeches

The first day of the live-streamed forum began with a welcome address by Mr. Takeshi Hayama, President of PMI Japan Chapter newly appointed in FY2022, followed by a keynote speech by Mr. Pablo Lledó, Audit Committee Chair, Board of Directors, PMI, titled "Project Management Future & Evolving Project Economy" via video recording. The Forum's two-day live-streaming then provided thought-provoking presentations from 11 national and international experts in a wide range of fields, including various forms of aid to Africa and India, including university and healthcare reform, and the SDGs in terms of energy and the environment.

After the live-streaming, we also accepted access to the Forum for three weeks until July 31, and expanded opportunities for project managers to listen and study by offering on-demand access to recordings of the keynote and invited lectures, including a video recording of a special invited lecture by Ms. Megumi Avigail Yoshitomi.

Academic Lectures

The Forum offered five sessions of academic lectures via live streaming and two sessions via on-demand streaming.

As in the past, the 2022 Forum consisted of a wide range of topics from PBL to human resource development models, and industry-academia-region collaboration, and covered timely topics such as digital transformation at universities, future prospects, project exercises and panel discussions with student participation to address SDGs at on-campus stores, cases at online and correspondence high schools with over 20,000 students, and regional and industry-university collaboration.

These lectures were planned and organized by our Academic Committee, with the cooperation of our academic sponsor university professors.

Research Report Lectures

The Forum also offered on-demand delivery of lecture videos, a component that has been ongoing since 2020, (36 sessions from 21 chapter societies and Special Interest Groups, 2 sessions from 2 corporate sponsors and study

groups, and 2 sessions from 2 forum sponsors, for a total of 40 sessions) on research reports prepared in advance by each speaker.

PMI Japan Chapter's chapter societies and corporate sponsors and study groups presented a wide range of results, including research in cutting-edge fields such as AI, Digital Transformation, SDGs, PMBOK® Guide 7th Edition, Disciplined Agile, and EVM, as well as research related to organizational management such as organization, human resources, and psychological safety.

Scale of Attendance

We made all lectures available for on-demand access until July 31, and eventually received registrations from over 820 people.

The geographic area participated by prefecture was the same as in previous years, and although most were from the Kanto area, many people from Hokkaido and Kyushu attended the lectures. In addition, there were six overseas participants from five countries (two from the U.S., and one each from Laos, South Korea, India, and Indonesia).

Evaluation

Overall, 98% of the participants rated the Forum's presentations as "very good or good", a high rating similar to last year's forum.

Real-Time Delivery and On-Demand Delivery

In addition, the on-demand delivery service that we started with the 2020 Forum was very well received, and the number of people who listened to the on-demand delivery service was rapidly increasing.

On the other hand, the number of people listening to real-time delivery was decreasing by 30% each year from 2020 to 2022.



Overall

The event management platform "eventos," which PMI Japan Chapter began leveraging in June 2021, is now applied to all seminars planned and operated by the chapter, and we believe that it has finally been accepted by the audiences.

In past years, the seminar program members provided tremendous support in organizing the keynote and invited lectures, including individual rehearsals for all lecturers and day-of-performance management, which placed a heavy burden on them in the midst of their own workload. In 2022, however, we devised and improved our management methods and were able to proceed with

these speeches and lectures with only the Secretariat members.

Some lectures were cut off for a few minutes during the course of the session due to insufficient prior discussions with the lecturers regarding the telecommunications environment, but overall, the forum was completed without major problems.

PMI Japan Festa 2022

The year 2022 also saw many unexpected events, including COVID-19 that continued to mutate, the invasion of Ukraine by Russia, the sinking of a sightseeing boat off Hokkaido's Shiretoko Peninsula, and the shooting attack on former Prime Minister Shinzo Abe. Keeping in mind what management is required in this age of VUCA, we held the PMI Japan Festa 2022 in the form of a webinar on November 12 (Sat.) and 13 (Sun.), 2022, which was attended by more than 430 people. The theme was "Another Step with Adaptive Management in the VUCA Era."

One of the 10 lecturers attended from a hotel in London, where she was on a business trip. In addition, the management staff worked from their homes or from PMI Japan Chapter Secretariat office, which served as a special live streaming site.

PMI Japan Festa's mission was to provide updates on broader and more important areas not covered in PMI standard seminars. Therefore, its lectures focus more on experiences in the field and in practice rather than on general theories and frameworks, and aim to help participants discover new insights and approaches through these experiences. The seminar program volunteer staff involved in planning and operation are also active project managers, so the lecturers were selected from the perspective of "lectures I would like to hear" from the project managers' point of view.

Tie-in with PM Award 2022^{*1}

As a collaboration project between PM Award and PMI Japan Festa, we invited the PM Award winner (Ms. Megumi Miki from Pfizer R&D Japan G.K.) for the best project to speak at the event.

*1. Through this program, PMI Japan Chapter, in cooperation with PMI, recognizes outstanding projects by Japanese companies and organizations that lead to the creation of the future.



Appeal by Video

As a unique remote project, we created a countdown video that looked like a movie trailer and aired it just before each session started. We also aired a making-of video after the festa, a patchwork of past volunteer scenes from the seminar program, which was well received by the participants.

Continuation of On-Demand Distribution Period

PMI Japan Festa was streamed live on November 12 (Sat.) and 13 (Sun.) and continued on-demand through the end of November. This was well received, as it provided an opportunity for those who missed the live-streaming event to listen to the lectures and for those who had already attended the lectures to watch it again and again as a refresher.

In addition, PMI Japan Festa has added a variable playback speed function for on-demand listening from 2022 for improved convenience.

Graphic Recording^{*2}

"Graphic Recording," which has become a regular feature of the monthly seminars hosted by the seminar program and PMI Japan Festa, was fully incorporated to help participants reflect on the lectures.

PMI Japan Festa is a major project that begins with the creation of a list of potential lecturers and continues for six months, with the seminar program volunteer staff practicing everything from planning to operation as a project. There are many hardships in balancing work with our main job, but we will continue in 2023 with high praise we have received from our audiences, while experiencing countless fun and surprises.

*2. A real-time record of the lecture using text and illustrations. This makes it easier for participants to get a bird's-eye and intuitive view of the lecture content.

Highlights of 2022

PM Award 2022

PM Award was established in 2021 to recognize outstanding projects in Japan and by Japanese companies and organizations that lead to the creation of the future. Many "projects" are taking place around the world that are changing society, and many PMI initiatives overseas have established awards programs to recognize companies and organizations that are implementing a variety of excellent projects and project management practices. In line with this, PMI Japan Chapter, in cooperation with PMI, operates PM Award as a program to recognize outstanding projects implemented in Japan and by Japanese companies and organizations. For more information on PM Award, please visit the official website at <https://www.pmi-j-award.net/>.

Period	Events
2022/4	- Event announcement
2022/4-2022/6	- Call for entry projects
2022/8	- Announcement of finalists
2022/9	- Online seminar introducing finalists - Online voting by seminar audience
2022/10	- Awards ceremony

This year, 22 projects were entered, from which six projects were nominated as finalists.

Approximately 1,400 people registered to watch the online seminar introducing the finalists, and approximately 1,000 people participated in the online voting. The award ceremony was held at a venue attended only by the award winners and related parties, and was broadcasted at a later date.

The following six projects were nominated as finalists for the "PM Award 2022": the best project award went to one project, and the excellent project award and the special project award went to six projects each. In addition, the encouragement award was given by the nomination committee to two projects that were not selected as finalists but had promising future prospects.

We would like to thank once again many people, including the volunteers who ran the event, for their support and cooperation in bringing this year's PM Award to a successful conclusion. We will continue to improve the operation of the project management program, while making it an initiative that will attract more participants and contribute to raising public awareness of project management more broadly.



Awarded Projects and Organizations

Award Names	Awarded Projects	Awarded Organizations
Best Project Award (Outstanding Project Award)	Research and development of Paxlovid® Pack, an Oral Antiviral drug for COVID-19	Pfizer Japan Inc. Pfizer R&D Japan
Outstanding Project Award PERSOL Research and Consulting Well-being Award	Project to improve and visualize the city's happiness by AI	One Smile Foundation
Outstanding Project Award PMI Asia Pacific Award	Trade Procedure Facilitation Project by International Trade Platform Orchestration	TradeWaltz Inc.
Outstanding Project Award JISA DX Award	The ETF trading platform for Japanese institutional investors using Lean Startup Agile methodology	Tokyo Stock Exchange, Inc. Fujitsu Ltd.
Outstanding Project Award JUAS DX Award	Project on development of an operating system for buildings "DX-Core"	SHIMIZU CORPORATION
Outstanding Project Award Okayama University SDGs Innovation Award	inochi's Pay Forward	inochi WAKAZO Project
Encouragement Award	IT Infrastructure Introduction for NISSAY Small Amount & Short-Term Insurance	Nissay Information Technology Co., Ltd. Nissay Plus Small Amount & Short-Term Insurance Co., Ltd
Encouragement Award	coconova: a community park for local co-creation - Urban Development Begins with a Park	Social Design, Inc

Future50 | Next-Generation Leaders under 35

Launched in 2020, PMI's Future 50 is a program that recognizes 50 rising leaders under the age of 35 from around the world who are creating the future and accelerating innovation. The next generation of leaders, selected from around the world, are outstanding changemakers who are transforming ideas into reality and driving initiatives forward. Click to see the Future 50 award winners. <https://www.pmi.org/future-50/>

In 2022, a total of four Japanese were part of the Future 50 honorees.

The first is Dr. Suguru Endo (NTT Service Innovation Laboratory Group), a quantum computing researcher recommended by PMI Japan Chapter. Dr. Endo is a researcher who has attracted worldwide attention for his work on algorithms to suppress computational errors and

other efforts toward the practical application of quantum computers.

Next are Mizuki Nakajima, founder, and Anna Nakajima, co-founder, of coly Inc. who started a company providing mobile and online games for women.

The fourth is Naomi Osaka, a professional tennis player. As you all already know, she has been influential in a wide variety of areas, including athlete mental health, social justice protests, youth and women athlete development and diversity initiatives.

PMI will continue to support rising leaders as they take on the challenge of a better future.

Chapter Website Revamp

In 2022, PMI Japan Chapter embarked on a renewal of its website, the very face of the organization.

The purpose was to increase the number of new members by making it easier for PMI Japan Chapter members to use the site. by enabling them to quickly find the information they want, and by communicating the attractiveness of the site to members. Since PMI Japan Chapter is characterized above all by the active chapter society activities of our volunteers, we aim to deliver news with a sense of touch from the perspective of our members and interested parties, focusing on these chapter society activities.

The renewed website continues to provide information on the historical activities that have been built up over

the years, while also providing a number of contents focusing on individual members and chapter societies, making the content attractive, fresh, and never boring.

The renewed website took about a year of preparation by PMI Japan Chapter staff and project team, from planning and conception to development, operational design, and content creation. The site is designed to give you the full experience of the structure and content that the creators wanted because they are members, and the value you get from it.

We hope you will use the renewed Japan Chapter website in February 2023 to discover a new you.

Establishment of Special Interest Group Framework

PMI Japan Chapter has a framework of chapter societies (study groups, committees, and programs) as an avenue for individual members to volunteer. However, non-chapter members and employees of corporate sponsors were not able to participate. Considering this, a framework of Special Interest Groups was newly established in 2022 as a way to encourage non-member activities, gather a wide range of knowledge through collaboration between members and non-members, and further enhance the value of membership through chapter activities. We felt it was essential to establish a new framework to further develop project management, raise its level in Japan, and expand and deepen the scope of project management in the country.

We also hope to promote communication and collaboration with non-chapter members to provide added value for individuals at different stages of their lives.

The Special Interest Groups will do research and share information on specific topics related to project management in line with the objectives of PMI Japan Chapter. It will be led by a like-minded chapter member and composed of members from related industries, including non-chapter members. The table below shows a comparison of the functions and constraints of the chapter societies and the Special Interest Groups.

Highlights of 2022

In 2022, three new Special Interest Groups were launched: AI@WORK, Women's Community, and Disciplined Agile (DA) Community. There are now over 300 total number of registered members in the three groups – made up of both chapter and non-chapter members – who are very active.

Several Special Interest Groups will be launched in 2023. One is a group where volunteers gather by region to accelerate local revitalization. Another group is industry or sector-specific communities, one of which is the

construction community (tentative) where the details are already being worked on among the parties involved. Another group would be communities dedicated to different age groups, such as seniors, young people, or students.

We have not yet decided on a definite launch date for these groups, but we plan to further expand the opportunities for members and non-members to work together in a lively and active manner.

	Chapter Societies (committees, study groups, programs)	Special Interest Groups
Eligible participants	Chapter members	Chapter members, non-members, employees of corporate sponsors
Representative, WG leader	Chapter members	Chapter members
Activity frequency	Monthly	Quarterly
Submission of activity plans and activity reports	Required	Required
Management of participant lists	Required	Required
Necessary costs and expenses	Submit annual plan and budget	Discussion on a case-by-case basis
Participation in Chapter events	Possible	Depending on individual membership type
Participation in chapter society leadership meetings	Required	Not required (but possible upon request)
Participation in leadership meetings	Required	Not required (but possible upon request)

Seminar Introducing 7th Edition of PMBOK® Guide

Introductory Seminar (free version)

In January 2022, we started the seminar introducing the 7th Edition of the PMBOK® Guide. This is a free seminar for PMI Japan Chapter members only, in an on-demand format that can be attended at any time. The speaker was Yasuji Suzuki, who had been involved in the translation and supervision of the "PMBOK® Guide" for many years in PMI Japan Chapter. He also served as the translation supervisory leader of the 7th Edition of the "PMBOK® Guide."

Since the release of the 7th Edition of the PMBOK® Guide, many readers asked us why the edition was changed and how to use the PMBOK® Guide. The seminar explained the background of the revision and outlined its contents, taking into account the PMBOK® Guide's long history.

In a survey of participants, 99% rated the lecture as (very) good, and 98% said they were (strongly) motivated to read the 7th Edition of the PMBOK® Guide after attending the seminar. The seminar was so well received that the availability of the course was extended twice, and by the

end of January 2023, more than 1,000 participants had attended the seminar.

This seminar has since been updated as a course by project management study group members. The seminar is now even more comprehensive, including original content that were researched and studied by the study group. We hope that all members will attend this seminar and deepen their understanding of the 7th Edition of the PMBOK® Guide.

Explanatory Seminar (paid version)

The seminar covers the 7th Edition of the PMBOK® Guide published in 2021 in more detail than any other seminar. It consists of three parts: "General Section," "Standard Section for Project Management," and "Section for Project Management Knowledge System Guide." Each of these sections consists of one course, three courses, and 13 courses, for a total of 17 courses, making the seminar approximately 8 hours long in all.

Participants can watch a video of the lecturer's commentary. Important points are displayed with subtitles. Participants do not have to worry about missing

anything. The explanations are highlighted and illustrated for easy understanding.

The seminar is available on demand. Participants can watch the courses as many times as they like for one year after purchasing a ticket, allowing them to learn at their own pace.

Participants can take the courses at home or while

commuting to work, as long as they have access to the Internet.

The textbook for the seminar was developed independently by PMI Japan Chapter and extracts the main points of the PMBOK® Guide. Participants can grasp the main points of the PMBOK® Guide just by reading it. The textbook is in PDF format so it can be read on a computer or printed and carried around.

Regional Seminars

The Regional Service Committee held in-person seminars in six locations across the country for the first time in three years.

These seminars are not standardized throughout the country, but included "self-managed, locally unique themes" that differed from region to region. Specifically, the first part of the seminars shares a common theme "Overview of PMBOK® Guide 7th," and the speaker in charge of the seminar visited the site to give a lecture. The second part was planned by local community committee members, who set up themes unique to their region and prepared the learning materials, scenarios, etc., and managed the event.

With the ever-changing COVID-19 infection situation, some regions were in danger of having to cancel their seminars at the last minute. However, all regions were able to hold their seminars in person, and a lively exchange of opinions took place. We believe that the seminars provided participants with many hints and

new ideas through lectures and workshops unique to each local community as well as the PMBOK® Guide 7th content.

It was a great opportunity for the staff to get together face-to-face for the first time in a while and deepen their friendship with the participants of the day, and to reaffirm the advantages of face-to-face communication.



AP LIM 2022

The "2022 Leadership Institute Region Meeting-Asia Pacific" (AP LIM) was held in November 2022. AP LIM is an event that brings together the directors and other volunteer leaders of chapters in the Asia-Pacific region to develop new strategies for PMI, share know-how on chapter management, and build networks among chapter leaders.

Summary

Dates: Friday, November 4 - Sunday, November 6, 2022

Place: Singapore

Number of participants: 78 + 18 staff members

Participating chapters: 20 chapters (15 countries)

Many sessions were held during the event, with case study sharing and presentations and discussions in areas such as "Community Engagement," "Expanding Reach," "Partnerships," "Leadership," "Professional Development," "Academics," and "Social Impact."

Members from PMI Japan Chapter also gave presentations on membership growth, PM promotion, and SDGs initiatives and impact.

We will continue to communicate the activities of PMI Japan Chapter overseas, provide feedback on the latest trends overseas, and incorporate the knowledge gained to further invigorate the chapter's activities.

Highlights of 2022

Global Summit 2022

PMI started hosting its major events face-to-face again since three years ago in 2019.

Events in 2022 and Participating Directors

- LIM Asia Pacific 2022: President Hayama, Director Fujii, Director Kaneko, Director Inaba, Director Ogawara, and Secretary General Terada
- Global Summit 2022: Vice President Aso and Director Yokemura

Here is the report on Global Summit 2022.

Due to the COVID-19 pandemic, the event was held only remotely as the Virtual Experience Series for two years in 2020 and 2021. This year, the three events that was previously separate, Leader Institute Meeting, Global Conference, and PMO Symposium, were integrated and held as the Global Summit in Las Vegas. The event was held face-to-face for the first time in three years and welcomed approximately 3,600 participants from around the world, more than the number of participants before the pandemic. This year, the ratio of men to women was almost even, indicating that women are becoming more active in the global arena.

In addition to keynote speeches, the Summit featured approximately 150 individual sessions and 46 sponsor exhibits (39 companies and 7 universities), and each saw a lively discussion. In the networking session, the PMI

Award was presented, and PMI Japan Chapter deepened connections with PMI executives and participants from various countries. When we introduced that PMI Japan Chapter has approximately 5,700 members and is the second largest in the world, participants from various countries were amazed and praised us. Together with the English version of PMI Japan Chapter Annual Report, we were able to greatly promote the presence of PMI Japan Chapter to participants from countries around the world.

The following five items were presented as New Culture Values, which should interact with each other like ripples.

1. Make it Easy
2. Aim Higher
3. Be Welcoming
4. Embrace Curiosity
5. Together We Can

As for the individual sessions, many of the presentations were related to the keywords Leadership, Strategy, Agile, Change, Engagement, and PMO.

PMI Japan Chapter intends to continue to pass on to its members in Japan the latest trends from overseas congresses and other opportunities, absorb the knowledge gained, and further invigorate the chapter's activities.

Response to COVID-19

The situation seemed to improve as the COVID-19 vaccination ran its course and therapeutic drugs began to be provided. However, in 2022, the number of new infections and deaths reached maximum levels, forcing us to continue our chapter management with care. We considered holding in-person events whenever the infection situation began to subside, but the result was a year in which not much has changed.

PMI resumed large gatherings and events overseas, and PMI Japan Chapter also held several meetings, although not as large, with infection control measures in place. In December, we were able to hold a face-to-face chapter society leadership meeting, where we were able to renew old friendships while wearing masks and finally exchange greetings with colleagues we had never met face-to-face before, although they had become familiar with each other through web conferencing.

The year 2023 will see a resurgence of face-to-face activity. Today, online meetings are well established, and an environment has been created in which large numbers of people dispersed over a wide area can easily share information. We are now faced with the need to reexamine the value of physical gatherings. We will continue to explore various combinations of means to enhance effective communication.

Mid-Term Three Year Plan

2020-2022 Mid-Term Plan Summary

Although we were forced to work under the COVID-19 pandemic for the past three years, we should consider it a job well done that we were able to exceed our goals under severe constraints.

With the support of active members, the Secretariat, and directors, we were able to make steady progress on various measures, including many new policies, which contributed to the enhancement of chapter activities.

PMI Japan Chapter membership temporarily declined but was able to make a V-shaped recovery. Our membership grew by more than 12% in three years to over 5,700 members, making it the second largest chapter in the world, and in FY2020 we received the PMI Chapter Award from PMI.



CHAPTER AWARD

Reflecting on the goals that was achieved based on the chapter's strategic measures in the mid-term plan, we exceeded our goals in seven of the 31 measures and achieved our targets in 13 of the measures, thanks to the active work of our Executive Planning Committees. The goals in the remaining 11 measures were not achieved, but all activities have been initiated. The delay in the progress of these measures was attributed to a change in Headquarters policy, which resulted in successful efforts but delayed the timing of the events.

New initiatives and notable achievements over the past three years included:

- (1) Creation of PM Award (to recognize outstanding projects in Japan)
- (2) Publication of project management research reports (reports on project management knowledge)
- (3) PMI Chapter Award (to recognize the chapter's activities at PMI global level)
- (4) Impact Heroes Award (to recognize SDGs contribution at PMI global level)



IMPACT HEROES AWARD

- (5) Nominations from PMI Japan Chapter to PMI Future 50 and awards (to recognize young Japanese at PMI global level)
- (6) Streamlining Secretariat activities and incorporating new event management tools during the COVID-19 pandemic
- (7) Holding of online events during the COVID-19 pandemic, supporting and increasing productivity of online activities
- (8) Web site restructuring (Web site will be revamped and released in 2023. Enhancing services to members)
- (9) Survey of PM personnel and needs (Survey of PM personnel in Japan and needs of PMI members and PMP®. Link to promotions)
- (10) Creation of a Special Interest Group framework (three groups)
- (11) Diversity policy initiatives (young people, students, women, diverse industries)
- (12) Extended use of social media (making rules for the chapter and expanding use in chapter societies)

Formulation of the Next Mid-Term Plan for 2023-2025

Mission

PMI Japan Chapter makes a sustained contribution to the realization of social, organizational, and individual value through project management by its members.

Vision

Understanding and mastering project management as a fundamental skill for all generations.

In order to realize our mission and vision, we will approach our mid-term plan with the following policies;

1. We will appeal for the realization of value according to "individual life stages."
2. We will work to create a virtuous cycle of transmission of the "usefulness of project management" from

the chapter to individuals, and from individuals to organizations and society.

To realize our mission and vision, we will address the following key issues in the next mid-term plan.

1. Provide attractive value to meet diverse member needs
2. Raise the recognition of project management in society
3. Establish a chapter management system that enables prompt decision-making and timely implementation of measures

The following two tables show the promoting entities for Key Issues 1 and 2. Key Issue 3 will be discussed and promoted by the Mission Committee and the Board of Directors.

Mid-Term Three Year Plan

Problem-Solving Measures of Executive Planning Committees

Key Issue 1 Provide attractive value to meet diverse member needs

No.	Targets	Measures	Status	Promoters
1-1	Members, non-members, sponsors	Utilize the new website to provide valuable information	Continued	Member Services Committee PM Community Vitalization Committee
1-2	Members	Evaluate new PMI services and products and introduce those applicable to Japan	Continued	International Cooperation Committee
1-3	Members	Evaluate and select standards and provide Japanese versions	Continued	Standard Promotion Committee
1-4	Members	Disseminate the standards through seminars and other appropriate means.	Continued	Standard Promotion Committee
1-5	Regions (members and non-members)	Provide value in project management to members and non-members in the region	Continued	Regional Service Committee
1-6	Regions (members and non-members)	Organize local activities as a formal community (as an organization of PMI)	New	Regional Service Committee PM Community Vitalization Committee
1-7	Chapter members, prospective members, academic sponsors, corporate sponsors	Make working professionals aware of the benefits of project management as a basis for recurrent education, reskilling fields, and implementation base	Continued	Academic Committee (Marketing and Membership Committee)
1-8	Academic sponsors	Provide a forum for exchange of ideas among academic sponsors	Continued	Academic Committee
1-9	Corporate sponsors	Improve satisfaction with corporate sponsors	Continued	Marketing and Membership Committee
1-10	Non-members	Create Special Interest Communities for young people	Not yet started	Marketing and Membership Committee
1-11	Active members	Foster the leadership capacities of chapter members	Continued	PM Community Vitalization Committee
1-12	Active members, chapter members, prospective members	Identify member needs and communicate information	Continued	PM Community Vitalization Committee

Key Issue 2 Raise the recognition of project management in society

No.	Targets	Measures	Status	Promoters
2-1	ATPs	Strengthen relationships with ATPs	Not yet started	Marketing and Membership Committee
2-2	Non-members	Increase individual membership (general)	Continued	Marketing and Membership Committee
2-3	Younger generation (members and non-members)	Show the appeal of project management to the younger generation	Continued	Marketing and Membership Committee
2-4	Non-members, sponsors	Utilize the new website to provide information, receive inquiries, and offer other opportunities	New	Member Services Committee * Establish a new management system
2-5	Members, non-members, sponsors	Spread PMI information through SNS	Continued	Environment building: Member Services Committee Contents: Chapter societies
2-6	Global	Increase the chapter's global presence	Continued	International Cooperation Committee
2-7	Members and non-members	Expand the readership of the standards	New	Standard Promotion Committee
2-8	Regions (members and non-members)	Expand local community activities	Continued	Regional Service Committee
2-9	Government, educational institutions (universities, high schools, etc.), corporate sponsors	Provide value in project management through industry-academia-government collaboration in the region	New	Collaboration among Regional Services Committee, Academic Committee, Marketing and Membership Committee, and other committees
2-10	Local government	Disseminate project management to governments and increase government sponsorship	New	Collaboration among Regional Service Committee, Marketing and Membership Committee, and other committees
2-11	Academic sponsors, students	Disseminate the concept of project management to students	Continued	Academic Committee
2-12	Students, corporate sponsors	Create attraction for both students and companies through their collaboration	New	Academic Committee Marketing and Membership Committee
2-13	Corporations and non-members	Enhance corporate policies to promote increased corporate sponsorship and membership	Continued	Marketing and Membership Committee
2-14	Corporations and non-members	Disseminate project management through collaboration with other organizations	Continued	Marketing and Membership Committee
2-15	Companies, organizations, non-members	Raise the recognition of project management in society through PM Award	Not yet started	Marketing and Membership Committee

PMI Standards

PMI Japan Chapter translated and launched "the Practice Standard for Work Breakdown Structure (WBS) - Third Edition" (hereinafter referred to as "the Practice Standard for WBS - Third Edition") and "the Standard for Risk Management in Portfolios, Programs, and Projects" (hereinafter referred to as "Standard for Risk Management in PPP").

■ The Practice Standard for WBS - Third Edition
The Japanese version was launched on July 20, 2022.

Contents and Features

As a comprehensive update to the Practice Standard for Work Breakdown Structures - Second Edition, the Third Edition applies the WBS to agile, iterative, predictive and incremental project life cycles. The WBS is a hierarchical elemental breakdown of the entire scope of work to be performed by a project team, and the new edition explains the basic concepts, principles, methods of creation, quality, and other essentials of the WBS. The Standard is also very practical, with examples and explanations of development by project approach, such as predictive, mining platforms, bioventing tests, and other general WBS specific examples for various industries.

Translation and Translation Supervision

The Practice Standard for WBS was translated by four members of PMI Japan Chapter's Standard Promotion Committee, including the project leader, and the overall translation was supervised by members of the Standard Promotion Committee.

Printing Method

This Japanese version of the Standard was produced by PMI Japan Chapter. It is in B5 format, the same as the Japanese version of the PMBOK® Guide 7th Edition, and was the first to adopt an on-demand printing method that does not require stock (print on demand (POD), which prints only the required number of copies when needed).

Print-on-demand (POD) eliminates the need to produce plates, keeping initial costs low. Another advantage was corrections can be reflected quickly.

Seminar to Commemorate the Publication

PMI Japan Chapter held a seminar on August 22, 2022 to commemorate the publication in conjunction with the sales launch. The seminar was led by Toshihiro Shoji, who supervised and translated the entire Standard. The seminar was later made available on demand and viewed by a total of 463 people.

It was very well received, with 99% of the 100-plus respondents providing feedback that it was helpful. In the audience questionnaire, we received comments such as "the seminar was a good opportunity to reaffirm the importance

of WBS," "it was interesting to hear various topics from the lecturer with a wealth of practical experience," and "I gained historical trivia such as the history of the terminology, which deepened my understanding."

■ The Standard for Risk Management in Portfolios, Programs, and Projects

The Japanese (electronic) version of the Standard for Risk Management in PPP became available for downloading from the Headquarters website on April 26, 2022, and the printed version went on sale on July 11.

The Practice Standard for Project Risk Management, published in 2009, has now been upgraded to a standard. The standard also extends the scope of coverage to programs and portfolios, not just projects. This standard basically follows the idea that value should be provided consistent with the project as well as with the higher-level programs and portfolios. It also includes the seven core principles of risk management and six success factors about risk management.

Translation and Production

The standard was translated into Japanese on a volunteer basis by members of the Risk Management Study Group of PMI Japan Chapter, and the book was produced at PMI. It took some time before the Japanese version became available because various other translation and publication projects are going on at the same time at PMI.

Seminar to Commemorate the Publication

PMI Japan Chapter held a seminar on December 20, 2022 to commemorate the publication. Mr. Nagatoshi Idera, representative of the Risk Management Study Group, and Mr. Kazuo Haga, former representative and translator, served as lecturers and explained how the Standard should be read as a new standard and about risk management in general.

By the end of January 2023, 323 people had attended this seminar, including on-demand delivery. The seminar was very well received, with 99% of the participants who responded to the survey saying that the seminar was informative and helpful. Comments received included, "I felt the study group's passion for risk management. (...) I was able to see the group's enthusiasm for research and ongoing understanding of this field," and "It was full of points of awareness, such as risk thresholds and escalation, art and science, and shared perceptions."

The Standard Promotion Committee will continue to translate the standards into Japanese. We welcome a variety of requests from chapter members.

Membership Benefits

Individual Membership System

➤ Benefits of Individual Membership

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

➤ Benefits of Individual Membership in PMI Japan Chapter

1. Discounts on seminar attendance fees

Members receive discounts on attending chapter's activities, such as PMI Japan Forum, PMI Japan Festa, monthly seminars and PMP® exam preparation courses hosted by PMI Japan Chapter. Due to the pandemic, all the seminars have been held virtually since April, 2020.

2. Participation in Chapter Societies

Participation in various committees and study groups allow members to improve their competency in project management, share and exchange information with fellow practitioners from different industries and to obtain PDUs.

All chapter society activities were conducted on Zoom. Outcomes from these committee and study group activities are presented during the PMI Japan Forum,

which is held in summer on an annual basis. In 2022, our chapter societies delivered about 40 presentations to talk about the outcomes of their activities.

3. Orientation for newcomers

PMI Japan Chapter holds free orientation 4 times a year for new chapter members, explaining about PMI, PMI Japan Chapter and chapter societies.

4. Discounts on Project Management Books

Project management-related books were available to chapter members at a discounted price through the chapter's website.

➤ How to Join PMI Japan Chapter

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

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

*Applied to consumption tax

Corporate Sponsorship Program

➤ About Corporate Sponsorship Program

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

➤ Benefits of the Corporate Sponsorship Program

- PMI Japan Chapter holds liaison meetings of about 150 attendees, five times a year. Corporate Sponsors from various industries gain access to a unique opportunity to exchange views, expand their knowledge and to network with project management experts.
- Corporate Sponsors' employees can join Corporate Sponsor Study Groups, which will enable them to improve their competency in project management.
- PMI Japan Chapter disseminates its email newsletter to inform corporate sponsors of the chapter programs and

events planned and designed for sponsors. Employees of corporate sponsors get discounted price for books available at the PMI Japan Chapter Bookstore and for events hosted by PMI Japan Chapter.

- PMI Japan Chapter publishes logos and names of the Corporate Sponsors on its website. This way, the Corporate Sponsors can raise their business profile as a corporation dedicated to project management.

➤ 2022 Corporate Sponsorship Program Results

(1) Corporate sponsor liaison meeting¹, PM division manager seminar², SG results presentation³

The corporate sponsor liaison meetings, PM division manager seminars, and SG results presentations are open only to employees of our corporate sponsors.

In FY2022, in light of the COVID-19 pandemic, all six sessions were held online, and the maximum number of

participants was expanded to six from each company. Participants were issued a certificate of PDU attendance (1.75-2.50 PDUs) free of charge (except for the SG results presentations). We held four corporate sponsor liaison meetings in March (133 applicants), June (153 applicants), September (137 applicants), and December (129 applicants), a PM division manager seminar for PM division managers in May (103 applicants), and an SG results presentation in April (35 applicants). We also offered these events in FY2022 on-demand for one week after they were streamed live.

- *1. The meeting provides project managers and PM HR development professionals with the latest information from the PM world.
- *2. The seminar provides PM division managers with the latest information they need to lead their divisions.
- *3. This is a joint meeting to present the results of study groups for the purpose of mutual understanding and feedback to their own study groups.

(2) Corporate sponsor study group (SG)

Study Groups are opportunities exclusively for employees of corporate sponsors to exchange ideas and conduct research on issues common to all companies and matters that need to be addressed. In FY2022, three groups were active with 54 participants from a total of 46 companies, and the results of their activities were presented at the December corporate sponsor liaison meeting. A summary of the activities of these study groups is as follows.

◆ HR development study group

This group is studying the "human skills (personality competencies)" of the Project Manager Competency Development Framework (PMCDF) to develop the human skills that project managers should have. In 2022, the group worked to create a maxim that would be useful in practice and put it into a format that could be used in everyday life, with a focus on the project manager's human skills.

◆ Young PM development study group

Since its establishment in 2010, this group has been researching how to identify and respond to issues for "people who are about to become project managers or have just become project managers in their fifth year of employment." In 2022, in addition to three themes established previously, the study group established "Young PM Development for the Future" as the fourth theme, and revised the first theme, "Selection Points for PM Candidates."

◆ Case method study group

The case method is a proactive approach to learning, as opposed to the "case study" approach, which is a passive approach to learning in which students are taught. The group operates under the motto "on-the-job training (case method) after completing classroom training (case study)." In FY2022, the group worked on case preparation guidelines and modeling studies.

Academic Program

FY 2022 Activity Summary

A total of 52 educational institutions and organizations were enrolled in the Academic Sponsor Program as of December 31, 2022 (up one organization from the previous year). Activities in FY2022 included (1) planning and holding academic tracks at the PMI Japan Forum, (2) researching and studying the latest information on PM education, (3) publishing a new issue of the Project Management Research Report, and (4) providing seminars and training programs for students. We also hosted an information exchange meeting for academic sponsors in December for the first time in three years.

Details of Activities in FY2022

(1) Planning and holding academic tracks

We delivered five lectures in real time on the second day of PMI Japan Forum 2022, plus two more, for a total of seven lectures on demand.

(2) Researching and studying the latest information on PM education

In addition to case studies on industry-academia collaboration, a key topic in the mid-term plan, we provided information on the latest trends and practices in digital education overseas with a view to recurrent education, led by Director Inoue, Chair of the Academic Committee.

(3) Publishing a new issue of the Project Management Research Report

We published the second issue of the Project Management Research Report in April 2022. The second issue featured a total of 18 research results, mainly from academic institutions registered as academic sponsors and active members in study groups. With the publication of the second issue, we also made it available on J-STAGE, an online platform for disseminating Japanese academic journals.

Membership Benefits

(4) Providing seminars and training programs for students

We held the third session of the SDGs Business Model Training for Students in March 2022, which we have been organizing since 2021. We also organized a new project, an online seminar in December entitled "Project Management for Creating Dreams," aimed at communicating the usefulness of project management to students.

(5) Organizing an information exchange meeting among academic sponsors

The meeting featured special lectures and group discussions on the themes of industry-academia collaboration and recurrent education. We also reiterated

some of the highlights of PMI Japan Chapter's activities and exchanged ideas on what they expect from PMI Japan Chapter and what they would like to do together.

Date: 19:00-21:00, Wednesday, December 14, 2022

Format: Online via Zoom

Contents:

1. Lecture (1): Digital transformation of university and recurrent education
2. Lecture (2) Case studies of collaboration among industry, academia, government, civic groups, and financial institutions
3. Introduction of PMI Japan Chapter
4. Group discussion (20 minutes x 2 sessions)

Government Program

The Government Program (Government Sponsorship Program) is a mechanism to provide governmental organizations such as municipalities and ministries with services equivalent to those provided to corporate sponsors. Recent digitalization and decarbonization efforts have increased the complexity and difficulty of project implementation. Project management methods

are becoming necessary to conduct business. Regional communities under PMI Japan Chapter's Regional Service Committee are also implementing industry-government-academia initiatives. We also connect with local governments as part of our contribution to the SDGs, and the entire chapter is working on an initiative for government sponsors.

Services for Non-Members

Orientation to Introduce PMI Japan Chapter

This activity is planned and managed mainly by the members of the Marketing and Membership Committee. The purpose of this activity is to demonstrate the attractiveness of PMI Japan Chapter and the benefits of participation to PMP and other PMI certification holders, prospective holders, and HQ members who have not yet joined the chapter, and to encourage them to become members of the chapter. We held four online orientations in FY2022, in February, May, August, and October, as we did the previous year.

Each year, this orientation seminar provides a variety of information, focusing on tips related to maintaining and utilizing PMP certification and introducing the activities of the chapter society as a place for career advancement. In 2022, the seminar was formulated and standardized in

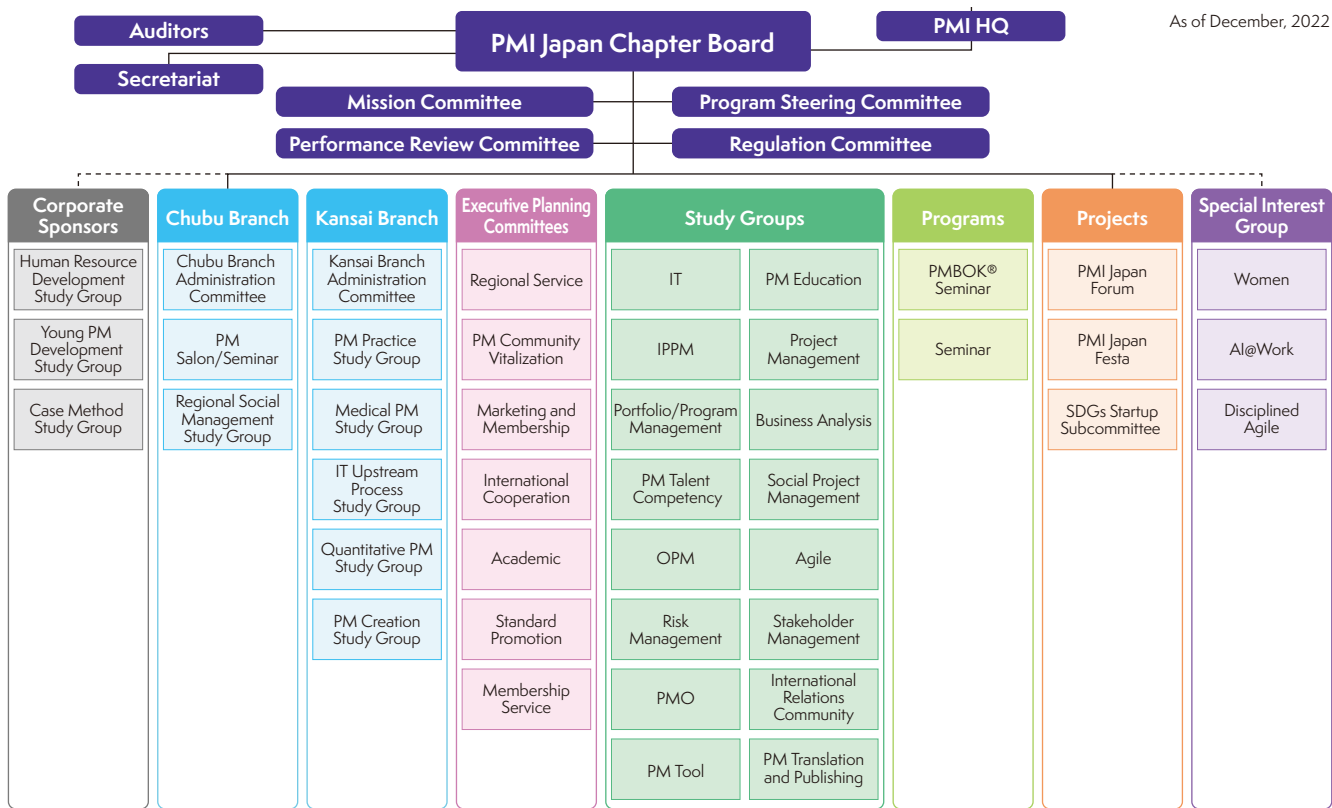
content and operation to ensure stable preparation and implementation of these plans.

The seminar was also designed with an eye to coordinating with other related projects. It was held in a timely manner so that those who attended this orientation and newly joined the chapter could attend the Orientation for New Chapter Members held by the Community Vitalization Committee at an early stage.

While this activity is of course a direct opportunity to encourage participants to join the chapter, it is also a valuable opportunity to gather information about PMP holders who are not participating in chapter activities and their needs for community activities. We plan to continue our proactive and evolving efforts to collaborate and cooperate with related committees and study groups.

PMI Japan Chapter's Organization

Organizational Structure



Mission Committee

The Mission Committee is responsible for reviewing and proposing to the Board of Directors the mission of the chapter and what the chapter should be. The committee is also responsible for developing and monitoring the mid-term plan as well as reviewing the management and organization of the chapter. This fiscal year, it monitored the measures in the final year of the chapter's mid-term plan from FY2020 to FY2022 and looked back as a chapter. It also formulated the next mid-term plan for FY2023 through FY2025. It discussed the chapter's priority policies and made proposals for improvements and new projects to the Board of Directors.

Program Steering Committee

Every year, all chapter societies of PMI Japan Chapter formulate an annual plan. The Program Steering Committee checks that these plans are properly formulated, coordinates with the chapter societies, and creates an annual schedule for the entire Chapter. The committee also works with various Executive Planning Committees, which are responsible for individual strategies, and compiles issues and reports escalated from the chapter societies and drafts them for the Board of Directors for the chapter's smooth operations. The committee also identifies important measures for PMI Japan Chapter that are consistent with the strategies of PMI in order to obtain the headquarters budget, and coordinates the contents of such measures and the budget amount with PMI.

Performance Review Committee

The Performance Review Committee proposes to the Board of Directors the salaries and bonuses of the staff of

the Secretariat, including the Secretary General, taking into consideration the situation of similar non-profit organizations, the financial situation of PMI Japan Chapter, and the balance and contribution among the staff, in response to a proposal by the Secretary General. The committee also selects and recommends to the Board of Directors winners of various awards from chapter members and chapter societies. In FY2022, it implemented a new personnel evaluation system for Secretariat staff and conducted year-end evaluations based on this system, as well as a review of salary levels to keep pace with inflation.

Regulation Committee

The Regulation Committee reflected on the reelection of the 2022 directors and addressed the issues identified.

The committee prepared a policy for addressing the issues, a schedule and assignment list for the election of directors, an integrated version of the position statement form, and a proposal to revise the chapter rules, and proposed the institutionalization of annual board meeting reporting.

Auditors

The auditors are primarily responsible for auditing the directors' performance of their duties and for auditing the accounts. PMI Japan Chapter is now a large organization with more than 5,000 members and 24 directors, and in order to make the organization suitable for this, it has a collective leadership structure with six regular vice presidents. The three auditors check and evaluate the status of governance and control of the organization, including their roles and collaboration, by attending board meetings and interviewing many directors.

PMI Japan Chapter's Organization

Executive Planning Committees

Regional Service Committee

The Regional Services Committee works with the goals of improving services to chapter members in various regions of Japan, creating new regional communities and stimulating activities, and collaborating with local government, academic, and corporate sponsors.

It continued to hold regional seminars, workshops, lectures, and social events in various regions in 2022. For the first time in three years after the government's easing of restrictions on its activities, the committee held on-site seminars in six regions and face-to-face meetings with committee members from these regions. Through these activities, the committee was successful in encouraging new members to join regional working groups in the committee. The committee will continue to engage in a variety of activities to send out information, hold local seminars, vitalize the regional working groups, and help formulate new ones in order to meet the expectations of local project managers.

PM Community Vitalization Committee

The PM Community Vitalization Committee provides a forum for interaction and information that invigorates PMI Japan Chapter member communities, with the goal of expanding the active membership and enhancing the value of PMI Japan Chapter. In FY2022, the committee held a chapter society leadership meeting, an orientation for new chapter members, and chapter society introduction seminars, for all of which the committee planned and launched quarterly measures to vitalize the chapter societies and Special Interest Groups. The committee will further communicate the appeal and value of the chapter societies' activities and work to expand the active membership.

Marketing and Membership Committee

The Marketing and Membership Committee aims to enhance the activities of PMI Japan Chapter through membership acquisition and to contribute to the development of the PM community in Japan. In FY2022, the committee enhanced its activities to communicate the benefits of chapter membership to a broader audience. PM Award saw a large increase in entries from non-members, and the committee was also able to strengthen its joint promotion with PMI Asia Pacific. In FY2023, the committee will also enhance seminars for the next generation and launch a community. The committee also launched a new program for non-profit organizations.

International Cooperation Committee

The International Cooperation Committee works to strengthen cooperation with PMI, PMI Asia Pacific Office (AP) and other chapters to enhance the presence of PMI Japan Chapter and improve chapter activities. In 2022, the committee introduced the best practices of PMI Japan Chapter to other chapter leaders in Asia at a PMI-AP-sponsored event. The committee also nominated quantum

computing researcher Dr. Suguru Endo for the 2022 Future 50, and he was successfully selected. The committee's other initiatives include the effective use of PMI resources and the promotion of localization.

Academic Committee

The Academic Committee promotes awareness and dissemination of PM education, particularly among universities and other educational institutions. The committee is mainly involved in the operation of the academic sponsorship program and the planning and implementation of the academic tracks at the PMI Japan Forum.

In FY2022, in addition to the above, the committee supported the implementation of PBL classes at Shibaura Institute of Technology Junior High and High Schools, and held online seminars and training for students. The committee also hosted an academic sponsor information exchange meeting for the first time in three years to strengthen relationships.

Standard Promotion Committee

The Standard Promotion Committee works with the mission of researching, selecting, and translating into Japanese standards and practice guides published by PMI and providing them to the Japanese PM communities. In FY2022, the committee launched new standards, "the Practice Standard for Work Breakdown Structure (WBS) - Third Edition." The committee also produced its first manga to reach a broader audience. The Committee conducted nine seminars to introduce the standards, including an on-demand seminar to introduce the PMBOK® Guide, which were attended by a total of approximately 2,300 people.

Member Services Committee

Goals

The Member Services Committee is a subordinate body of an Executive Planning Committee that provides a variety of services to members from a bird's eye view of overall chapter activities in light of developments at PMI. In FY2022, the committee continued its activities from the previous year, focusing on the PMI Japan Forum, PMI Japan Festa, various seminars, and publishing a newsletter.

Results

The Committee provides members with a wide range of PMI information and Japan Chapter activities through its four working groups: (1) PMI Japan Forum, PMI Japan Festa, monthly seminars, (2) an e-mail magazine to disseminate information, (3) development of member service infrastructure, and (4) seminars in consideration of current trends and the needs of our members. The committee provides the basis for introducing the overall activities of PMI Japan Chapter to the membership, including the possibility of reflecting members' comments in the new website infrastructure starting in 2023.

Chapter Society Activities

Activities across Chapter Societies

Leadership Meeting 2022

Leadership Meetings ("LMs") are planned and managed by the PM Community Vitalization Committee, playing a central role.

The LMs are made up of two or three leaders and active members of each chapter society of PMI Japan Chapter. They work to encourage more active chapter society activities and vitalize the PM communities by sharing the vision, direction, and policies of PMI and PMI Japan Chapter in the future, and by conducting workshops aimed to develop leadership of participants.

We had originally planned the LM 2022 as an in-person event and even checked the venue, but because the event coincided with the resurgence of COVID-19, we had to quickly switch to an online event and held it on September 3, 2022, for the safety of the participants. The LM 2022 was attended by 64 people, who engaged in a lively exchange of opinions and discussions under the main theme of "Let's think about future challenges as we celebrate the 25th anniversary of PMI Japan Chapter in 2023."

The event began with opening remarks by President Hayama, followed by a keynote speech by Ms. YeYoon Kim, PMI Asia Pacific's Chapter Engagement Manager, on PMI strategies. This was followed by an explanation of the next mid-term plan and 25th anniversary program by Vice President Urata, who is also the director in charge of Japan Chapter's 25th anniversary commemorative events.

At LMs, participants interact with each other through group workshop discussions and presentations.

The LM 2022 was facilitated by Professor Tetsuya Toma of Keio University Graduate School of System Design and Management. A highlight was skits, short performances to present the results of the discussions. The story-telling presentations by the skits resonated with the participants and generated a great deal of excitement, which was not seen in previous years.

The final networking session utilized Zoom's breakout feature to randomly group participants. Many networking participants still expressed a desire to hold the event in-person, but there were considerable requests for an online event from participants who live far away or have health reasons. We strongly felt the difficulty of holding post-COVID-19 events and the need to consider a method of holding such events in the future that clearly separates the channels for the demand of participants.



Chapter Society Activities

Agile Japan Satellite

Agile Japan Satellite is an annual event which started in 2019. The Agile Study Group, SDGs Startup Subcommittee, PMO Study Group, and Kansai Branch PM Creation Study Group, all chapter societies working on Agile in PMI Japan Chapter, jointly held the "Agile Japan 2021 Satellite" on Saturday, May 21, 2022.

Agile Japan aims to spread the value of Agile throughout Japan and promote change in Japan. It is a place where people from all industries and professions can gather and constructively exchange ideas with both practitioners and beginners (quoted from its website).

The event usually runs in November, but in response to the organizers' desire to bring the learning, encounters, and enthusiasm of Agile Japan from the venue to the rest of Japan, they started a satellite system, allowing people to borrow videos of lectures and presentations for viewing and discussion in various communities.

PMI Japan Chapter holds Agile Japan Satellite to promote cooperation among the chapter societies working on Agile, to improve Agile skills through mutual information exchange, and to further invigorate the activities of the chapter societies. Each year, this satellite event features keynote speeches and case studies, followed by an introduction of each chapter society's Agile initiatives, and then Open Space Technology (OST) for a lively exchange of opinions among participants on a variety of Agile-related topics.

Chapter Society Leadership Meetings

The PM Community Vitalization Committee plans and manages the Chapter Society Leadership Meetings, which are intended to provide an opportunity to share information on the activities of PMI Japan Chapter and chapter societies, as well as to promote cooperation among the chapter societies through information sharing, thereby contributing to the activation of their activities. During the COVID-19 pandemic, all four annual sessions had to be held remotely, but with the cooperation of all concerned, we were able to hold the fourth session in 2022 as a hybrid of in-person and virtual formats. The final session of the year was held at EBiS303 (Ebisu, Shibuya-ku, Tokyo), where 70 people, including those who came from far away, gathered for lightning talks by all the chapter societies to summarize their annual activities. The

event was also joined by Ms. YeYoon Kim, PMI Asia Pacific Chapter Engagement Manager, who also attended the LM 2022, came from Singapore and listened to the presentations of various chapter societies with great interest via the online automatic translation function.

After the meeting, a reception with soft drinks was held at the same venue, with anti-COVID measures seriously taken. The reception was simple, but well attended, and the interaction was very lively, as the participants enjoyed the pleasure of in-person exchange after a long period of self-restraint.

The 2023, which will be the first post-COVID-19 year, coincides with the 25th anniversary of the founding of PMI Japan Chapter. We would like to organize more energetic Chapter Society Leadership Meetings.



Chapter Societies in the Greater Tokyo Area

Integrated Project Performance Management Study Group

The Integrated Project Performance Management (IPPM) Study Group was reorganized in 2019 from the former EVM Study Group and continues to investigate and research integrated performance management with EVM as the core instrument.

The study group translated and researched the PMI's new standard, "the Standard for Earned Value Management," and presented an overview of the new standard at PMI Japan Forum 2022 under the title "What is the strong message of the newly compiled EVM standard?" The group also contributed one research paper to the Project Management Research Report 2023. The group also continues to conduct other studies to acquire basic knowledge and techniques in project management and machine learning.

Portfolio/Program Study Group

With the mission of pursuing various approaches to solving social and management issues, the Portfolio/Program Study Group held regular monthly meetings and seminars related to the "100 Japanese PfMP® & PgMP® Initiative.

At the group's regular meetings, members discuss the latest technological trends freely and openly exchange opinions while enjoying the salon-like atmosphere. In 2022, the group held a total of 10 regular meetings with a total of 197 participants.

In addition, a total of five seminar participants obtained PfMP®/PgMP® certifications, and ever since they have been certified, they have joined the study group and are working hard to train their successors. The group presented three research results at the PMI Japan Forum.

PM Talent Competency Study Group

The study group continued in FY2022 to research the use of the PMCDF 3rd Edition and the competencies required for future project managers.

In FY2022, the study group read papers on digital transformation within the group. The group discussed and deepened the members' knowledge about the competencies that will be required for future project managers. The group has also developed a checklist of personal competencies based on the PMCDF 3rd Edition, and is testing its effectiveness through hypothesizing and practicing its effective use.

The group received favorable reviews at its standard seminar, where it explained PMCDF and introduced case studies of its use. The group enjoyed working with a diverse group of new members who had joined the group in FY2022.

Organizational Project Management Study Group

The Organizational Project Management Study Group studies organizational project management (OPM) methodologies and various organizational theories, with a focus on OPM standards, and works to disseminate and distribute best practices to organizations in Japan.

While continuing to conduct seminars explaining the OPM standards, the study group discussed not only the OPM standards, but also the "transformation compass" as a framework for organizational transformation, as well as the relationship between management theory and project management. The group also spoke at the PMI Japan Forum on organizational transformation and the relationship between management theory and project management.

Risk Management Study Group

In 2022, the Risk Management Study Group studied "uncertainty" with a focus on "PMBOK® Guide 7th Edition" and the "Standard for Risk Management in Portfolios, Programs, and Projects."

The study group held a research forum in October within the group to share working group and individual research activities in the form of lectures (6 lectures). At PMI Japan Forum 2022, the group introduced the "Standard for Risk Management in Portfolios, Programs, and Projects," and the "PMBOK® Guide 7th Edition," with the focus on their treatment of risk management and changes and proposed a future state of risk management. The group introduced the content and key points of the former at a seminar commemorating the publication of the Japanese edition of this standard, which was viewed by approximately 300 on-demand attendees.

PMO Study Group

The PMO Study Group aims to develop and enhance the presence of PMOs in Japan through research and dissemination of information on the PMO image and initiatives in companies and organizations. In FY2022, the group continued its efforts in literature and case studies, workshops, and studies on the PMBOK® 7th Edition, with activities in its five working groups as its main focus.

In light of the increasing number of companies and organizations addressing new management issues such as digital transformation and SDGs, the study group has renewed its focus on "strategic PMO" as a mechanism to support such corporate management.

In FY2022, the group worked on online monthly plenary monthly meetings, PMBOK® Guide 7th Edition study sessions within the same monthly meetings, monthly meetings for each of the five working groups, PMI Japan Forum presentations, introductions of chapter societies at chapter society introduction seminars, preparation of member research reports, and a "Strategic PMO" workshop (held in January 2023). The group will continue to be active in promoting and establishing strategic PMO once again.

Chapter Society Activities

PM Tool Study Group

The PM Tool Study Group studies tools and techniques for project management. In 2022, the group practiced the AI convention “Kaggle” as a project on how to understand data and improve the accuracy of opportunity learning in projects that use AI.

The group values the opportunity to meet many of its members, and encourages them to participate when they can, and to take it easy and be absent when they cannot. The group has various members from various positions, mainly from user-related companies, so you can encounter new perspectives.

In FY2022, the group gained knowledge on the work breakdown structure specific to AI projects. PMI Japan Chapter, too, is realizing that its findings reveal the practical knowledge of the PMBOK® Guide 7th. So, in 2023, we would like to further the group's members' practical understanding of PMBOK® Guide 7th tools and techniques, utilizing their agile knowledge.

PM Education Study Group

The PM Education Study Group is engaged in various activities with the mission of practical educational programs on project management and the goal of sharing knowledge among members and offering courses to universities.

As a practice of PM education as a study group, the group's members gave a lecture on project management at a junior college in Kanagawa Prefecture for one semester this year. The study group also held regular meetings, where the members had active discussions based on reports of various activities related to PM education conducted by the members, enhancing the knowledge among them.

Project Management Study Group

The Project Management Study Group researches and studies the standards, including the PMBOK® Guide, provides a forum for candid discussion beyond the organizational framework, and contributes to the application of the Guide to field projects. In FY2022, the study group was engaged in various activities with the goal of making the PMBOK® Guide 7th Edition widely known.

The group's member presented the results of its research on the subject of stewardship in the PMBOK® Guide 7th Edition at the PMI Japan Forum. The group also produced content for the PMBOK® Guide 7th Edition on-demand seminar and provided it to PMI Japan Chapter.

Business Analysis Study Group

This study group, through research and studies on business analysis, provides concrete methods that can be used in the field for a wider use of such analysis. In FY2022, the study group addressed and discussed issues in the practice of the study group members.

The group's members presented two papers at the PMI Japan Forum, titled "On Stakeholder Engagement in Business Analysis" and "A Business Analysis Approach to Contribute to Solution Evaluation for Value Realization in Projects." At its regular meetings, the study group deepens discussions on how business analysis can be used in practice. The group also holds seminars to introduce the business analysis guide in cooperation with the Standard Promotion Committee and conducts dissemination activities.

Social Project Management Study Group

The Social Project Management Study Group aims to contribute to the development of society by developing and disseminating PM methods suitable for activities to solve social issues. In FY2022, the study group set as its priority goals publicity activities via social media and other means, and social PM dissemination activities through workshops and other means.

The group's main results in 2022: (1) It posted monthly social PM blogs. (2) It held only one hands-on workshop, as it prioritized a review study of the methodology. (3) All four working groups of the study group took the stage at PMI Japan Forum 2022 (10 speakers in total), and two presentations were selected as Excellent Speakers. (4) It offered a social PM course for universities as in previous years. (5) It collaborated with the Marketing and Membership Committee and the Academic Committee to contribute to the PM education of other organizations and students.

Agile Study Group

The Agile Study Group engaged in discussions and information exchange on agile project management; conducted an awareness survey on agile, analyzed the results, and made recommendations based on them; conducted joint research with universities; collaborated with internal and external organizations; and disseminated information externally.

The awareness survey on agile received over 300 responses this year, and the group analyzed the results and made recommendations based on them. The group continued to follow the "link" between the project and management in its joint research with universities, and with the help of companies, conducted fieldwork on both plan-driven and adaptive projects to take into account the project characteristics. The group also continued its monthly "Let's Talk About Agile Anyway" program, taking advantage of the small size of the group for in-depth discussions. The group's members also gave lectures at the Japan SPI Consortium.

Stakeholder Study Group

The Stakeholder Study Group focuses on the PMBOK® Guide stakeholder engagement domain, collects books and information on stakeholder management broadly, and engages in a variety of activities with the goal of disseminating research findings to chapter members. In 2022, the group worked on a broad literature study as well as the PMBOK® Guide, with the goal of analyzing and developing the results of a questionnaire survey.

The group surveyed the current state of communication during the COVID-19 pandemic, identified issues and challenges that chapter members have with stakeholders, and researched how they can be resolved in a way that includes the stakeholder performance and team performance areas of the PMBOK® Guide 7th Edition, as well as specific engagement methods related to the "relationship skills" in the PMBOK® Guide. The group's members presented two papers at the PMI Japan Forum: one was to identify issues in teleworking based on the results of the survey analysis and point out the importance of stakeholder engagement in resolving them, and the other was to introduce practical examples of "weapons of influence" as a specific engagement method related to "relationship skills."

International Relation Community (IRC) Study Group

The IRC Study Group is working to promote the exchange and evolution of project management both domestically and internationally by disseminating Japanese-style PM methods to the rest of the world and overseas PM methods to Japan.

Since the COVID-19 pandemic continued in FY2022, the study group's main activity was to disseminate and share PM information among its members online.

PMBOK® Seminar Program

The PMBOK® Seminar Program undertook a variety of activities with the goal of producing and launching a seminar video detailing the newly published PMBOK® Guide 7th Edition.

The program included text preparation, video recording, and video editing for the seminar video distribution. The program's members created the text with the assistance of a professional contractor and turned the Secretariat meeting room into a studio to record the video. They also added subtitles and inserted diagrams to make sure that the video was easy to understand. Eleven instructors worked for about a year to complete the course, from text creation to video

recording and editing. The video seminar was first distributed in November 2022 and have been attended by many people.

Seminar Program

The program had three goals: to actively invite front-runners who are active beyond the scope of general project management concepts to serve as seminar lecturers; to pursue a seminar management format that is convenient for members; and to invigorate the activities of the chapter society through collaboration with other chapter societies.

The program held a total of nine monthly seminars, including a special New Year's seminar, with a total of 834 applicants and an average satisfaction rate of 96.2% (three of the nine seminars were held in workshop format in the New Year, May, and August). The program also offered 10 lectures at the PMI Japan Festa, including new projects such as inviting PM Award winners and PMI Future 50 award winners. As a result, 432 participants registered to attend, with an average satisfaction rate of 98.7%. Graphic recording, which has become a staple of the program, has also received high praise.

SDGs Startup Subcommittee

Many companies and organizations face difficulties in launching and promoting projects to achieve the SDGs. To provide a solution to this challenge, the SDGs Startup Subcommittee is working to promote the SDGs start-up methodology and provide project management support. The SDGs Startup Subcommittee was established within the framework of the Cabinet Office's "Regional Revitalization SDGs Public-Private Partnership Platform" to support the effective launch and promotion of SDG projects.

In 2022, the subcommittee achieved many results, including SDGs start-up training workshops that were held three times to support project management of corporate SDG projects, large-scale SDG start-up seminars in spring and fall, and the Excellent Speaker Award earned at the PMI Japan Forum.

Chapter Societies in the Kansai Area

Kansai Branch Administration Committee

Representatives for societies in Kansai and the committee members gather once a month to plan and discuss the Kansai Branch administration. In FY 2022, we refrained from conducting in-person events due to the pandemic, but we did hold the Kansai Seminar with the head of the Food department of Starbucks Coffee Japan Ltd., who explained about its SDGs project. We think that the seminar provided the participants with an opportunity to gain some knowledge. We also held an annual result presentation meeting in December with representatives from each Kansai branch society, who presented their varied results in unique ways. The number of the participants were the highest ever.

PM Practice Study Group

Representatives from the study group made a presentation at the PMI Japan Forum 2022 with the title of "a New Method to Accelerate Project Manager's "Self-Transformation" Required in the Digital Transformation Era". The study group held the online world café that commemorated 15-year-anniversary of its foundation in April, as well as a short case workshop in October. In November, the study group took charge of second half program of "Regional Seminar 2022 in Kansai" with shorter cases than usual, holding face-to-face workshops.

Chapter Society Activities

Medical PM Study Group

We set up a scenario in which the drug discovery metamodel is applied to the phase transition from the non-clinical phase to the clinical phase, attempted a walkthrough, and confirmed that the drug discovery metamodel is applicable to real drug discovery projects. We presented this result on the PMI Japan Forum 2022. Also, we searched for appropriate cases to apply PMBOK® 7th Edition to project management in the medical field, and reported the process at the Kansai Branch's year-end results presentation meeting.

IT Upstream Process Study Group

The study group proposed a redefinition of project activities taking into account the digital transformation perspectives on PMI Japan Forum 2022 with the presentation title of "Could PMBOK® Guide 7th Edition be a savior in the confusing DX era?" Also the presentation was able to show the prescription on how to connect the points changed from the previous edition to the practice of digital transformation.

Quantitative PM Study Group

At the monthly meeting, many case studies were presented by participants, and we were able to deepen our learning through exchanges with members with diverse values, such as the increase in the number of participants from other

training sessions and new members. At the Japan Forum, we presented "New Organizational Management Focusing on Psychological Safety and Fostering a Sense of Unity," and at the year-end Kansai Branch Results Presentation Meeting, we presented "Estimation and Man-hour Management for Agile Development," and we are conducting research activities in terms of both people and products (methodologies).

PM Creation Study Group

In FY2022, we brought together themes of interest at our regular meetings on the third Saturday of each month to explore and deepen our knowledge on about 20 topics. At the Japan Forum, we made presentations titled "Innovative Organizations have a 'Human Resource Model' as well as What the 'PM Creation Study Group @ Empathy-type Subcommittee' talks about is the essence of the 'Kisho-Tenketsu Human Resource Model'". The PM Creation Study Group is conducting research on practices necessary for future PM, such as how to apply the Kisho-Tenketsu Human Resource Model to orphans, and how the Empathy-type Subcommittee should work toward an autonomous society based on the future predictions of the SINIC Theory.

Chapter Societies in the Chubu Area

Chubu Branch Administration Committee

In FY2022, we have continued to hold meetings in an online format once a month while keeping an eye on the situation of COVID-19. In November, we held a regional seminar in Nagoya City, where we limited the number of participants and conducted a face-to-face seminar and workshop. We are sharing the issues and impressions we gained from these meetings with each of the branch's societies, and are working to provide higher added value to those involved in project management, especially in the Chubu area.

PM Salon/Seminar

The regional seminar in Chubu was held in a tie-up with the Chubu Branch's own seminar on November 26. The first part was an explanation of the PMBOK® 7th edition. The second part was a "Roundtable Discussion on Project Issues," in which participants shared issues related to project management through the creation of project sheets. After the seminar, two participants requested to join the Chubu Branch, thus achieving the goal of finding new members.

Regional Social Management Study Group

The study group is practicing how project management can contribute to solving social issues, and in FY2022, the group used the assets of the study group to target seminars and other information dissemination activities on the theme of the SDGs. The Study Group has been holding workshops using the SDGs card game; in FY2022, we continued to hold workshops while discussing ways to improve the content. In the workshops, the "Forced Conceptualization Method" is introduced as a useful tool for launching SDG businesses, and we are studying the possibility of using it as a more advanced method by combining it with the concepts of project management and business analysis.

Regional Working Groups

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

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

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

Hokkaido Working Group

The Hokkaido working group was established in 2010, and its activities include regular meetings and PM seminars at universities. In the fiscal year 2022, the working group held regional seminars and the anniversary seminar. The Hokkaido PM People group serves as a backbone of the activities.

Tokai and Fuji Working Group

The working group was established and began activities in the fiscal year 2021. The 2022 activities included conducting a regional seminar and holding a study group on PMBOK® Guide.

Chugoku@Hiroshima Working Group

After its establishment in 2020, the working group held a special seminar and a regional seminar. The working group has been steadily increasing its members from 4 people in

2020. Its 2022 activities have expanded to starting a study group and others.

Shikoku Working Group

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

Kyushu Working Group

The working group was established in 2020, and it has been holding regional seminars and started a study group.

In 2022, the relaxation of restrictions under the COVID-19 pandemic has made local seminars possible, and for the first time in several years, members have been able to meet each other within their respective working groups. In addition, online meetings and discussions have become more established, and we are now working in a hybrid manner with real-life activities.

In December, we were able to hold a face-to-face meeting in Tokyo, where members from each region gathered and had in-depth exchanges with members they had only been able to meet through their displays. We will continue to explore new activity models to boost community activities in the future.

Corporate Sponsor Study Groups

Human Resource Development Study Group

At the regular monthly meetings, the members read "The Book of Human Resource Development" in a round-reading session and had heated discussions. At the end of each meeting, each member composed a "phrase of the day" that resonates with project managers and is useful in practice, and these phrases were compiled into a list of "Pro-Management Sayings. These phrases were then compiled into a list of "Pro-Management Sayings." The list also includes sayings that were previously included in the deliverables. The study group is halfway through the project, but we are planning to make it into an everyday usable product in the form of cards and calendars soon.

Young PM Development Study Group

As a result of the review of the first theme, "PM Candidate Selection Points," as an outcome of 2022, the members realized that it can be used not only as a point for selecting new project managers but also as a tool to check required competency for mid-level project managers. Currently, they are sorting out their ideas and verbalizing them for both.

Case Method Study Group

In FY2022, the study group focused on case method education as a measure to improve the practical ability of project managers and worked on the study of guidelines for case preparation and modeling.

The main results are as follows; 1: The representatives presented its activities at PMI Japan Forum 2022. 2: The study group proposed guidelines for case creation (case creation method based on risk/participant/management principles). 3: The study group studied the case creation flow (collect, share, and discuss case creation flows from SG companies). 4: The members are in the process of developing a practical guide to the case method (tentative name: "Case Creation Process/Model" etc. that can be used immediately by companies introducing the case method for the first time).

Chapter Society Activities

Special Interest Groups

AI@Work

AI@Work, launched in January 2020, transitioned to a special interest group in FY2022 and continued to work collaboratively with PMI members and external parties with knowledge of AI. The number of members has increased by 53% since its inception to 191, with 60-80 people actively conducting research at any given time using Slack/box/web conferencing, etc.

In 2022, 3 working groups studied a total of 13 research themes and disseminated their results at the PMI Japan Forum, as well as at the Conference/SME Discussion, which is AI@Work's own external communication entity. A total of 996 people participated in the conference, and the significance of their participation was highly appreciated, contributing to the enhancement of the presence and outreach of the Japan Chapter.

Disciplined Agile Community

This special interest group was established in 2022 for the purpose of learning and researching how to apply and utilize DA and is divided into four WGs: WGO: DA Short Seminar, WG1: Reading Group, WG2: Application Research, WG3: Enterprise Application Research.

Even if you are just starting to learn DA, participating in WGO and WG1 will give you a detailed understanding of what DA is. The program is designed so that even those who are just starting to learn DA can carefully understand DA from the

very beginning. For those who have practical experience or are just starting to use DA, WG2 is for in-depth discussions, and WG3 is for discussions on applying DA to portfolios and programs at the enterprise level. At the end of 2022, we had a review of the activities by the participants, which was very highly appreciated.

Women's Community

This special interest group conducts various activities with the goal of supporting and encouraging the activities of women professional managers and their potential leaders. <https://www.pmi-japan-women.net/>

At the regular monthly meetings (held 9 times in total), the two main themes of improving PM skills and women's careers were dealt with and discussed and shared by members from diverse backgrounds. In addition, seven interviews with female project managers were conducted and uploaded on the website. In addition to their current jobs, they also shared their experiences leading up to their current jobs, events that marked turning points, and their thoughts for the future.

Their pro bono activities (volunteer activities that bring results in solving social issues through solving problems of NPOs, community organizations, etc.) contributed to a goal of the SGDs, which was "both job satisfaction and economic growth", by supporting NPOs utilizing their expertise as project managers.

Seminars and Workshops

Seminars with Outside Lecturers

Monthly Seminars

The Seminar Program members are responsible for choosing lecturers, negotiating with various parties, and preparing and running the monthly seminars. They select topics and lecturers of interest to field project managers. Members of the program rehearse the seminars with the staff and lecturers to ensure that they are fully prepared. Since April 2020, due to the COVID-19 pandemic, all seminars have been conducted remotely. Graphic recording, which was introduced in FY2020, was extremely well received by participants, who rated it extremely useful in reflecting on lectures, with an average satisfaction rate of over 94% in every seminar survey. It continues to receive high ratings in 2022.

Agile Training

The Agile Fundamentals focuses on getting the basic concepts of Agile right, which is key to success in agile projects. The Introduction to Agile Project Startup consists of the "Visioning" and "Estimating and Planning" sections, which

provide a workshop-centered experience of the phases of starting up an agile project.

The Agile Practice is a course to acquire practical skills through workshops on the Scrum process, which has been widely adopted in Japan and abroad. All the courses allow ample Q&A time to answer participants' questions, which has also been well received. We intend to continue to hold seminars remotely so that participants from all over Japan can attend.

SME Seminars (AI@Work)

AI@Work also offers lectures by inviting experts to its own Conference/SME Discussion. In 2022, the community presented two lectures to 225 and 150 participants, respectively, both with NSIs over 90. On March 26, 2022, Mr. Shinichi Urakawa gave a lecture titled "Social Implementation of AI in the Digital Transformation Era," which, due to high praise and many requests, was received as the best external

lecture at the PMI Japan Forum in July. On December 3, 2022, Mr. Kunie Endo gave a lecture titled "Key to Digital Transformation Success, As Seen through Failed Cases," which received the highest NSI ever, and the Ask Me Anything (AMA) session that followed his lecture attracted many questions that the time was not enough, making it a meaningful meeting that showed the depth of understanding and interest of the participants. In FY2023, we will continue to consider and promote "open co-creation" in collaboration with external parties.

Program Management Practice Workshop (Digital Transformation Session)

This course, offered in July and November 2022, was designed for the next generation of senior project managers. Many of the participants were PMP holders who are in a position to oversee or cross-manage multiple projects and face complex challenges on a daily basis that they have never encountered before. During the workshop, the lecturer explained the "Eight Basic Principles for Senior PM," based on his experience from a management science perspective, and helped participants think about how they should deal with program-level issues.

Agile Practice Seminar

In February 2022, PMI Japan Chapter held an Agile Practice Seminar - Effective Teamwork and Legal Compliance. The seminar invited Mr. Hiroyuki Yamashita, Director (at the time of the lecture) of the Industrial Platform Department, Social Infrastructure Center, Information-technology Promotion Agency, Japan (IPA), to explain about the "Agile development version of Information System/Model Transaction/Contract" published by the IPA. There is a great deal of interest among those working in Japan's software development environment about considerations for outsourcing agile development, and about 500 people attended the seminar. 90% of participants gave the seminar high ratings in a post-seminar survey.

Basic Seminar on Meeting Facilitation Useful in Online Meetings

Facilitation is an essential skill for leaders that has been gaining attention in recent years. Facilitation is the process of supporting and facilitating teams to solve problems by drawing out the strengths of team members, rather than the leader himself/herself getting deeply involved in solving the team's problems.

When running a meeting, various challenging situations can arise: some people talk too long, others do not participate in the discussion, the discussion becomes too broad, team members' ideas do not expand, there are conflicts among team members, and the meeting time must be managed. Seminar participants learned through the workshop how to properly manage such situations as a facilitator in a practical manner. These skills were also useful for online meetings during the COVID-19 pandemic. In 2022, the seminar was again offered in an online format with lectures and workshops.

Next Generation Seminars

Socially influential entrepreneurs, social activists, and practitioners are invited as lecturers to stimulate interest in PMI activities and increase awareness of PMI among the younger generation.

In 2022, we surveyed the preferences and interests of the target demographic, Generation Z and the Millennium Generation. Using the survey findings, we invited lecturers with new values and social influence, and held three free seminars: "The North Face's uncompromising Footwear development" on March 13, 2022, "Conditions to Survive in the AI Era" on June 22, and "Aim for Mastery of Dialogue" on September 29.

Seminars Where Directors and Chapter Society Members Serve as Lecturers

Standard Seminars

[Arrival of Project Economy]

In the February 2022 issue of Harvard Business Review, Mr. Antonio Nieto-Rodriguez heralded the arrival of the project economy. He argued that mere extensions of operations are no longer sufficient to address increasingly complex social issues, and projects are driving both short-term performance and long-term value creation through organizational reform, new product development, and other means. In Germany, the share of projects in GDP is growing, with projects accounting for 41% of GDP in 2019, indicating that the driving force of the economy is being replaced by projects instead of operations. Projects are becoming the driving force of the economy in

Japan through new technologies such as digital transformation, and project managers and others involved in projects must develop their project management knowledge and skills.

In line with this, the Standard Promotion Committee, or more precisely, its members who have been involved in related research groups and translations, explain the contents of the standards that are difficult to understand at standard seminars. They not only explain these standards, but also give advice on how to apply them to the practices of Japanese organizations, and speak to the audience with passion and enthusiasm, sharing all of their knowledge and experience in their specialized fields.

Seminars and Workshops

[Seminars Held]

PMI Japan Chapter began hosting these standard seminars on a regular basis in 2021. In FY2022, we also added an on-demand PMBOK® Guide 7th Edition Introduction Seminar to our lineup, offering on-demand delivery for those who were unable to attend on the day of the seminar, bringing the total number of participants to 2,200 for the year.

[Seminar to Commemorate the Publication of the Japanese Version]

PMI Japan Chapter believes that the provision of Japanese-language standards is indispensable for promoting project management in Japan, and the Standard Promotion Committee plans and promotes the translation and publication of Japanese versions of the standards. In FY2022, the committee published two books, "the Practice Standard for WBS" and "the Standard for Risk Management in Portfolios, Programs, and Projects," and held a seminar to commemorate the publication.

The seminar provided thought-provoking lectures, followed by an engaging Q&A session, which was highly appreciated by the audience.

Regional Seminars

The Regional Service Committee holds regional seminars.

In FY2022, partly in response to the relaxation of behavioral restrictions against COVID-19, we planned seminars at physical venues in various regions for the first time in three years. However, rather than uniformly designing the seminars to have the same content in various regions, we worked to incorporate "self-management within the region and unique themes with regional characteristics" into the seminars, which we had gained know-how from holding online seminars over the previous two years.

Specifically, each seminar was divided into two parts, with the first part offering "Overview of PMBOK® Guide 7th Edition" as the common theme. Then, Director Keiichiro Kaneko of PMI Japan Chapter prepared the material, and he and Committee Member Katsura oversaw lectures directly at the venues. The second part, as shown below, consisted of lectures and workshops on themes unique to each region, and was managed by regional staff members who prepared teaching materials and scenarios.

Despite the constantly evolving COVID-19 situation, we managed to overcome last-minute challenges and successfully conducted seminars in all regions. These seminars provided participants with many tips and new ideas through lectures and workshops unique to each local community as well as the PMBOK® Guide 7th Edition content. The seminars provided a great opportunity for staff from various locations to get together for the first time in many years, deepen friendships with the participants, and reaffirm the importance of face-to-face communication.

Orientation for New Chapter Members

For those who have joined PMI Japan Chapter but are still unsure of how to make the most of their membership, we hold new chapter member orientation sessions (free of charge) four times a year. Each session consists of a 1-hour introduction to (1) PMI, (2) PMI Japan Chapter, and (3) the activities of various chapter societies, and participants receive a certificate of attendance for 1.0 PDU. For those who wish to learn more about the activities of various chapter societies, we offer individual explanations (networking) via Zoom breakout sessions and provide a communication environment with senior members of the chapter.

Chapter Society Introduction Seminars

Many Japan Chapter members are interested in the chapter societies but hesitate to participate.

Considering this, and with the aim of informing members about the activities of the chapter societies, we held four online chapter society introduction seminars in March, May, August, and November 2022, featuring three societies in each session. Each of these seminars were divided into two parts, with the first part consisting of a general explanation of the chapter society activities and presentations by chapter society members, and the second part consisting of direct interaction with members of each chapter society.

The seminars received positive feedback in each of the post-event participant questionnaires, and a certain number of participants visited and joined the chapter societies that presented at the seminars.

Seminars to Introduce Corporate Sponsor Programs

Many corporate sponsors join PMI Japan Chapter through inquiries to the chapter or through introductions from directors and individual members, and the corporate sponsor programs are not yet widely recognized among them. Thus, in FY2022, we created a new opportunity for companies to learn more about the appeal of PMI Japan Chapter's corporate activities and programs.

These seminars not only introduce PMI Japan Chapter, but also provide information that is useful in practice, such as a rearranged version of lectures that were well received at the corporate sponsor liaison meetings. In FY2022, the seminars were conducted in January and August in an online format. In total, over 100 people attended the two seminars.

Communication of Information

Website

The website plays a crucial role in supporting PMI Japan Chapter's activities, receiving approximately 80,000 hits per month in 2022.

PMI Japan Chapter uses its website for various purposes, including to disseminate information and announcements of seminars, entry processing for those wishing to join the chapter societies, facilitating book sales and payments, showcase translated articles published by PMI, publication of annual reports and newsletters, reporting seminar outcomes, and providing dedicated pages for Japan Chapter members and corporate sponsor organizations. Because PMI Japan Chapter's website attracts a great deal of attention and views, companies and related organizations place banners on the site for advertising and event announcements.

The website is linked to the Facebook page that provides targeted and timely information and is effectively used by members and other stakeholders, ensuring they receive up-to-date updates and content.

From October 2021, the chapter members can download a PDF of the Japanese version of the PMBOK® Guide 7th Edition from the chapter member's page of the website.

Newsletter

PMI Japan Chapter Newsletter is published quarterly in spring, summer, fall, and winter. It features reports on PMI Japan Chapter's events, introductions of directors, introductions of chapter society activities, introductions of newly joined corporate sponsors, articles contributed by people who are remarkably active in the world of project management, and other factual data (number of PMI-related qualified personnel, Japan Chapter membership, names of corporate sponsors, list of directors, etc.) in pdf magazine format.

The Newsletter covers details of lectures given at the PMI Japan Festa, as well as the activities of the 30-chapter societies and corporate sponsor study groups, and other information that cannot be represented on the website.



Facebook

PMI Japan Chapter uses Facebook page to send out updates and information.

Using this social media platform, PMI Japan Chapter provides the latest information, such as "announcements" posted on PMI Japan Chapter website, and information released by PMI and the PMI Educational Foundation.

In 2022, our page received "Likes" from our users. We believe that we successfully kept many individuals interested in project management informed with the latest updates.

Manga

PMI Japan Chapter launched a manga to promote the PMBOK® Guide and other PMI standards at the end of 2022.

The manga is designed to promote PMI standards and Practice Guides, especially among the younger generation, through light-hearted conversation with the main character, Kenta Yamada, who works at an advertising agency, and PMI Japan Chapter's mascot small bird named "Pi-chan."



Email Magazines

PMI Japan Chapter provides two e-mail magazine services to approximately 16,000 individuals, including PMP® certification holders, HQ and chapter members, and others who have consented to receive promotional materials from PMI Japan Chapter, as well as contact persons at 110 corporate sponsors. The content is also available in HTML format, making it easy for them to read.

The first e-magazine provides information on seminars and events, discounts on new books, changes to the PMP examination guidelines, translated articles, etc., and invites subscribers to visit the chapter's website. The e-magazines are generally issued on a monthly basis. However, for training sessions, seminars, and individual announcements, we publish them more frequently, often several times a month. It was found that half of the participants at our monthly seminars mentioned that they attended the seminar because they received our email magazine. This serves as an extremely valuable information access tool for members of the Japan Chapter, project managers, and employees of our corporate sponsors.

The second e-magazine, "Global Trends from PMIJ," which was launched in September 2021, is a service that introduces various websites of PMI and overseas websites related to PMI and project management. This email magazine is sent on the 10th of every month and has been well received.

Financial Statements

Balance Sheet

As of December 31, 2022

(Unit: JPY)

Assets		Liabilities	
Item	Amount	Item	Amount
【Current assets】	185,085,275	【Current liabilities】	42,804,783
Cash and time deposits	158,767,775	Trade payable	10,249,757
Trade receivable	13,979,905	Accrued expenses	5,733,080
Goods	1,705,337	Income taxes payable	8,528,700
Prepaid Expenses	600,690	Accrued consumption tax	2,219,200
Sundries receivable	10,031,568	Advance received	15,109,868
【Fixed assets】	6,291,577	Deposits received	964,178
【Tangible fixed assets】	307,722	Total liabilities	42,804,783
Buildings and associated facilities	254,943	Net assets	
Fixtures and fittings	52,779	【Shareholders' equity】	148,572,069
【Intangible assets】	3,282,415	Endowments	55,000,000
Telephone subscription rights	37,600	Retained earnings	93,572,069
Software	3,244,815	Other retained earnings	93,572,069
【Investments and other assets】	2,701,440	Retained earnings	93,572,069
Deposits made	2,701,440	Total net assets	148,572,069
Total assets	191,376,852	Total liabilities and net assets	191,376,852

Statement of income


From January 1, 2022
To December 31, 2022





















(Unit: JPY)

Items	Amount	
【Sales】		
Sales	129,676,061	
Fee Income	37,780,159	
Total sales		167,456,220
【Cost of sales】		
Product inventory at the start of the period	9,115,721	
Cost price of publications	8,878,919	
Cost price of seminars	6,086,114	
Other cost price	1,717,399	
Total	25,798,153	
Product inventory at the end of the period	2,768,977	
Cost of sales		23,029,176
Gross profit on sales		144,427,044
【Selling, general and administrative expenses】		
Total selling, general and administrative expenses		100,258,057
Operating profit		44,168,987
【Non-operating income】		
Interest received	1,366	
Miscellaneous receipts	609,406	
Total non-operating income		610,772
【Non-operating expense】		
Miscellaneous loss	1,265,573	
Total non-operating expenses		1,265,573
Ordinary income		43,514,186
【Extraordinary loss】		
Donation expense	1,956,800	
Total extraordinary loss		1,956,800
Net income before taxes		41,557,386
Corporation tax, municipal tax and enterprise tax		13,441,405
Net income		28,115,981

List of Board Members and Advisers

As of December 31, 2022

Name/Position	Professional Affiliation	
Takeshi Hayama President	Technology Strategist, Technology Innovation General Headq., NTT DATA Corporation	
Yukari Urata Vice President	National Cyber Training Center, Cybersecurity Research Institute, National Institute of Information and Communications Technology	
Shigeki Aso Vice President	Professional PMO, NEC Corporation	
Kaoru Okuzawa Vice President	Representative of KOLABO	
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Koji Morita Vice President	Senior Manager, Kyndryl Japan KK	
Toshihiro Arisaka Director	Deputy general manager, Hitachi Academy Co., Ltd.	
Ryota Inaba Director	Flexas Z Inc. General Manager	
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Keiichiro Kaneko Director	Chief Lecturer, Development Systems Section, Human Resources Development Center, Mitsubishi Electric Corp.	
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Masayuki Chiba Director	Research Director, Public DX Division, MITSUBISHI RESEARCH INSTITUTE, Inc.	
Ako Nakamura Director	Senior Expert, PERSOL RESEARCH AND CONSULTING CO., LTD	
Yumiko Nagoh Director	Project Manager, Institute of Open Innovation, the University of Tokyo; Deputy Representative Director, Japan Network of Women Engineers and Scientists; Representative Director, STEM Career Path Project for Girls; Leader of Mentoring Subcommittee, Japan Women Engineers Forum	
Shingo Fujii Director	Chief, Human Resources Development Committee, Mobile Computing Promotion Consortium (MCPC)	
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Toshiyuki Yasui Director	Dean and Professor of Department of Social System Design, Eikei University of Hiroshima; Member of the Board, Hiroshima Corporation for Higher Education; Head of Competency Development Center and Center for Industry-Academia-Government Collaboration and Research Promotion of Eikei University of Hiroshima	

Name/Position	Professional Affiliation	
Tomoko Yamamoto Director	Professor, Faculty of Health and Welfare Services Administration, Department of Medical Secretarial Arts, Kawasaki University of Medical Welfare	
Taketoshi Yokemura Director	Professor, Faculty of IT and Business, Cyber University; Visiting professor, Shibaura Institute of Technology	
Toshiyuki Watanabe Director	Project Management Association of Japan	
Aritoshi Katae Auditor	Advisor, System Cost Management Inc.	
Yoshifumi Yamanaka Auditor	General Manager, Internal Auditing Dept., JFE Systems, Inc.	
Yoshitake Mishima Auditor	Senior Researcher, Quality Assurance Division, MRI Research Associates	
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Ko Ito Advisor	Lecturer, National Institute of Technology Oyama College	
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Masahiro Kinoshita Advisor	Representative Director and Senior Managing Executive Officer, Nissay Information Technology Co.,Ltd	
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Masanori Takahashi Advisor	Representative Director, PMPro, Inc.	
Yoko Tomioka Advisor	Senior Vice President, Head of ESG Promotion Office, NTT Data Corporation	
Hidetaka Nakajima Advisor	Consultant, Planet KK	
Nobuaki Fukumoto Advisor	Managing Executive Officer, CIO, CISO, JTB Corp.	
Tetsuya Yonezawa Advisor	Representative, ASUKA Professional Engineer's Office	
Makoto Inaba Advisor	Quality Control, Quality and Technology Promotion, JBCC Corporation	
Yasuo Iwaoka Advisor	Research Advisor, International Development Center of Japan Inc. ,	
Tetsuya Watanabe Advisor	Chief Instructor, Learning & Development Department Hitachi Academy Co., Ltd.	
Yoshiko Watanabe Auditor	External Director Audit and Supervisory Committee Member, JBCC Holdings Inc. Director, Tokyo of Marine Science and Technology Director, Japan Institute for Promotion of Digital Economy and Community	

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As of December 31, 2022

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