



## **PMI Japan Chapter**

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# PMI Japan Chapter Annual Report 2023



# CONTENTS

<b>2</b>	<b>About PMI</b>
<b>2</b>	<b>About PMI Japan Chapter</b>
<b>3</b>	<b>Message from the President</b>
<b>4</b>	<b>25th Anniversary Program</b>
<b>8</b>	<b>Highlights of 2023</b>
8	PMI Japan Forum 2023
9	PMI Japan Festa 2023
10	PM Award 2023
12	Future 50/Next-Generation Leaders Who Will Change the World
12	Establishment of a Video Distribution Room
12	Website Revamp
13	Report on the 2023 Region 9 Meeting
13	AP/SA LIM 2023
13	PMI Global Summit 2023
14	Project Management through Manga
14	Response to COVID-19
<b>15</b>	<b>Mid-Term Three-Year Plan</b>
<b>18</b>	<b>PMI Standards</b>
<b>19</b>	<b>Membership Benefits</b>
19	Individual Membership System
19	Corporate Sponsorship Program
20	Academic Sponsor Program
20	Government Program
<b>21</b>	<b>Servies to Introduce Chapter Activities</b>
<b>22</b>	<b>PMI Japan Chapter's Organization</b>
<b>24</b>	<b>Community Activities</b>
24	Activities across Chapter Societies
25	Chapter Societies in the Greater Tokyo Area
28	Chapter Societies in the Kansai Area
29	Chapter Societies in the Chubu Area
30	Regional Working Groups
31	Activities by Corporate Sponsor Employees
31	Special Interest Groups
<b>33</b>	<b>Seminars and Workshops</b>
<b>37</b>	<b>Communication of Information</b>
<b>38</b>	<b>Financial Statements</b>
<b>39</b>	<b>List of Board Members and Advisers</b>
<b>40</b>	<b>List of Corporate Sponsors</b>

## 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 700,000 members worldwide and 307 chapters in about 100 countries as of December 31, 2023.

PMI standards such as the PMBOK® Guide are widely supported by professionals around the world. PMI also offers a series of certifications, including PMP®, and has 1.45 million PMP®-certified professionals worldwide. It provides opportunities to build project management capability 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 platform for members to 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, the organizational foundation as a general incorporated association was established and the chapter was renamed to "PMI Japan Chapter." The chapter has 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 carry the name 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 2023, PMI Japan Chapter has grown to over 6,100 members, making it the third largest chapter in the world. It has developed a number of unique measures that go well beyond standard chapter activities and has attracted the attention of PMI, Inc. and numerous chapters. It also communicates information to 14,000 PMI members and 46,000 PMP®-certified and other qualified professionals in Japan.

PMI Japan Chapter also holds numerous events with the support of volunteers and corporate sponsors. PMI Japan Chapter has established a unique management style compared to 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 reliable member services.

# Message from the President

In January 2023, PMI Japan Chapter celebrates its 25th anniversary. I would like to express my sincere gratitude to our members and corporate sponsors who have supported our chapter activities over the years, and to our seniors who have participated in the management of the Chapter. The year 2023 was the year that we embarked on various challenges for a new future at the mark of the quarter century.

The membership of PMI Japan Chapter has been steadily increasing, from 5,700 at the end of 2022 to over 6,100 at the end of 2023. Corporate sponsors also reached a record high of 116 companies in 2023. Rather than attributing this success to special factors, I think it is our continuous effort to expand the wide range of chapter activities that has earned us the support of many of our members. We will continue our effort to enhance our chapter activities to meet the expectations of our members in the years to come.

Besides the great deal of focus on generative AI over the past year, discussions on the use of AI have also gained momentum at PMI. The basic argument was that humans should concentrate on activities that are unique to human beings, while actively utilizing AI as a tool and delegating tasks to AI, and that power skills will become even more important to remain competitive in an AI-integrated world. Furthermore, some argued that humans and AI should complement each other and aim for even greater heights

to make the impossible possible. E-Learning materials such as “Generative AI Overview for Project Managers” and “PMI Infinity” are also available. We will soon be expected to use AI on a daily basis, just as we do with mobile devices and social networking services, and the chapter will continue to actively share information and knowledge while keeping a close eye on PMI trends.

PMI Japan Chapter has engaged in a number of activities throughout the year to commemorate its 25th anniversary. Rather than holding a grand celebration, we focused on taking the first steps into the next 25 years, and with the dedication and cooperation of many of our members, we took on the challenge of diverse activities. In order to raise awareness of PMI Japan Chapter and to broaden our membership base, we took various approaches and worked on multiple fronts, and with the support of PMI-AP, we have been able to gain a foothold for the next quarter century. Following PMI’s success holding large-scale in-person events, PMI Japan Chapter is gradually organizing in-person events as well. We also included in-person events in our 25th anniversary activities, and the PM Award ceremony further provided an opportunity for PMI and PMI Japan Chapter staff to interact with the award winners. Rather than return to the past, we will continue to devise ways to effectively fulfill our role as a professional association by utilizing a variety of means to expand the distribution of knowledge and experience, and by creating a wide range of opportunities for knowledge exchange.

The declining birthrate, aging population, and the effects of climate change are becoming more apparent, and the Japanese economy is undergoing essential changes as evidenced by inflation and high stock prices, forcing organizations and individuals alike to change their behavior. As values continue to diversify, project-based activities are becoming increasingly important in the pursuit of well-being. To confront complex issues, we will need programs, portfolio initiatives and professional drive by the PMO. Today, approaches previously limited to empirical tacit knowledge and conceptual understanding must now be put into practice in a systematic and organized manner.

In this socioeconomic landscape, the value of PM and PMI Japan Chapter’s existence is higher than ever. PMI Japan Chapter will keep an open mind as it was when it was first established and will continue to enhance its activities to fulfill its social mission for the next quarter century, and we would appreciate your continued support and cooperation.



PMI Japan Chapter  
President, Takeshi Hayama

# 25th Anniversary Program

## Summary of PMI Japan Chapter's 25th Anniversary Program



### Yukari Urata, PMI Japan Chapter Vice President, 25th Anniversary Program Manager

PMI Japan Chapter celebrated its 25th anniversary on January 16, 2023. To commemorate the occasion, the Chapter held a variety of events and new initiatives in FY2023.

We began planning discussions and coordinating among the leaders in charge in September 2022, and reported to the Board of Directors in December 2022 that we had officially launched our 25th anniversary program.

In the 20th anniversary program five years ago, we reviewed the 20 years of PMI Japan Chapter, summarized the Chapter's accomplishments, and assembled a program with an aim towards a further leap forward. Five years later, this program was assembled with the intention of using this as an opportunity to launch new initiatives for the next quarter century.

We have also held Next Generation events to promote the activities of young project managers, promoted activities on themes such as SDGs and ESG, held events for administrative sponsors, promoted activities to showcase short educational videos, and worked on PMoA, which combines regional development, art and project management.

This program has developed many new projects and has become a new step forward for the next quarter century. We believe this is a great achievement of the entire PMI Japan Chapter, including the directors in charge of each project and the Secretariat, with the support of our active members.

## 25th Anniversary Commemorative Publication

### Ako Nakamura, PMI Japan Chapter Director, 25th Anniversary Program Commemorative Publication Team Leader

In the five years since our 20th anniversary, we have seen many changes in politics, economics, daily life, and geopolitics that no one could have predicted, but PMI Japan Chapter has remained flexible, made improvements and changes each time to face the future. In view of this, in compiling the 25th anniversary commemorative publication, we aimed to provide future-oriented information with the theme "toward the new quarter century".

First, the PM Award was launched in 2021 as a system to recognize outstanding projects that lead to the creation of the future, and this year marks its third year. A roundtable discussion was held between the members who launched the award and those who are taking over now, and they talked about the direction of knowledge sharing and value creation through the PM Award.

We also asked people who have no contact with PMI Japan Chapter to contribute about "projects" they experience in their daily lives, and as a result, we received a variety of perspectives and new ideas that are not bound by the so-called PMBOK\*.

Needless to say, many people have contributed articles to the production of this commemorative publication, providing information and insights from a variety of perspectives.

I hope that the contents of this commemorative publication, which has been curated to celebrate our 25th anniversary, will help to expand interest in and understanding of project management among a wider audience.





## Commemorative Events

### Koji Morita, PMI Japan Chapter Vice President, 25th Anniversary Program Event Leader

To commemorate our 25th anniversary, we held a commemorative party on December 9 (Sat), 2023, after a chapter leadership meeting.

The party was the largest networking event since the pandemic was contained, with approximately 80 attendees, including PMI Director Mr. Galen Townson from PMI headquarters, and guests such as Ms. YeYoon Kim, Ms. Yolada Kim, Ms. Nan Sethi, and Mr. Osamu Okuhara from PMI AP.

As entertainment for the party, Mr. Mitsuo Nakatani, a Secretariat member, and Ms. Yasuko Adachi, a member of the Risk Management Study Group, performed ballroom dancing. Participants were introduced to ballroom dancing at the beginning of the performance, so even those who were not familiar with the dancing were able to enjoy their performance. Additionally, Mr. Kazuya Nomura of the PM Tool Study Group gave a one-minute performance of creating an impromptu

portrait. The audience cheered at the very fine workmanship in just one minute, and he gave an encore.

Toward the end of the party, we held a raffle for amazing prizes, which was previously also popular at the 20th anniversary party. The party was a great success, with participants receiving 30 prizes, including a 1 kg king crab and a sirloin steak of Japanese black beef.

Mr. Galen Townson said it was a great memory and he returned home very happy.

If you were unable to attend, we look forward to your participation at our next 30th anniversary party.



## Next Generation 25th Anniversary Event

### Hideyasu Sugihara, PMI Japan Chapter Director, 25th Anniversary Program Next Generation Event Leader

Our Future Creation Program has been conducting seminars and workshops for the past three years, and for the chapter's 25th anniversary, we expanded the scope of the program. On November 26 (Sun), we invited 48 people under the age of 40 to a venue in Roppongi for the first in-person event, which included seminars, workshop, and social event in one day. This was an opportunity for young people to learn about the activities of PMI Japan Chapter and gain interest in joining the chapter.

The first part of the event consisted of a series of seminars, with Ms. Ibun Hirahara, CEO of HI LLC, presenting a lecture titled "The Relationship between the SDGs and Career Development Driven by Encounters with People," and Mr. Hiroto Kamba, Representative of Kamba PM Laboratory, presenting a lecture titled "How to Guide You Tomorrow - What are Competencies?" In the workshop that followed, led by Mr. Tatsuya Kusukawa from Management Solutions Co., Ltd. and Mr. Shuichi Ikeda, President of Positive Learning Co., Ltd., participants learned practical project management skills on the familiar theme of reunion planning, and acquired skills through lively discussions and presentations among

themselves.

Afterwards, the social event was held at a restaurant famous for its meat dishes and wine in Ebisu, where everyone had a good time with smiles all round as they reflected on the day's learning and connections. What was particularly impressive was the positive feedback from almost all participants, such as "it was the most practical and fruitful seminar I have ever attended", "I would definitely like to attend the next seminar", "It was very motivating", "I could learn ideas that I can use at work", "the meat was delicious".

We will continue to plan and hold events that suit the needs of young people and encourage their participation in Japan Chapter activities.



# 25th Anniversary Program

## SDG Activities 25th Anniversary Event

**Yukari Urata, PMI Japan Chapter Vice President, 25th Anniversary Program SDG Activities Leader**

As part of our 25th anniversary celebration, we held an online session on SDG activities on Wednesday evening, December 6. Here, Professor Toshiyuki Yasui, Dean and Professor of the Department of Social System Design at Eikei University of Hiroshima, who is well versed in creating evaluations of wellbeing indicators within human group, gave a lecture entitled "A Methodology for Setting Questions and Exploring Answers on Your Own in 'Social System Design = Society': How to Advance Well-being Management".

The session also comprised of presentations from members of Chapter Societies, including Mr. Ryota Inaba, Representative of SDGs Startup Study Group, on "SDGs Startup - Practical Activities to Advance Steps toward Achieving the SDGs"; Mr. Tsuyoshi Okubo, Representative of Social Project Management Study Group, on "Research and Support on 'Community Development' = Community Capital"; Ms. Yoko Ogawara, Representative of Women's Community, on "Women's Community Activity Report - What We Can Do for a Recycling-Oriented Society"; and

Mr. Hiroaki Sugimura, a member of the Regional Service Committee, on "Thinking about the SDGs through Volunteer Activities in Kamikatsu Town, a Town with a Zero-Waste Declaration".

Through this seminar, we were able to share information on corporate branding, well-being indicators that visualize the changes for heart-enriching lifestyles, as well as project management and the details of chapter societies' initiatives related to SDG activities.



## Government Sponsor 25th Anniversary Event

**Yukari Urata, PMI Japan Chapter Vice President, 25th Anniversary Program Government Sponsor Event Leader**

PMI Japan Chapter has a sponsorship program to gain support from governments, but we have yet to make full use of the program. As part of our 25th anniversary project, we took this opportunity to hold a government-sponsored event to promote project management initiatives to the governments.

We have arranged for Mr. Hideki Hara, former Chief of the Digital Department of the City of Himeji, to speak on the use of the My Number Card and the path to the Digital Rural City State Initiative TYPE 3. Professor Yasui of Eikei University of Hiroshima spoke from the perspective of well-being of regional communities and companies, based on his

experience of participating in the creation of the Well-being Index (LWC Index), which will serve as the evaluation axis for the Digital Rural City State Initiative.

Additionally, in order to appeal to local government and ministry officials, we utilized the Municipal Communications website to reach out to prospective participants, and as a result, we were able to attract a large number of government employees to participate.

The event was a valuable first step in promoting the application of project management to public administration in the future.

## Art & Regional Development Events

**Manabu Saito, PMI Japan Chapter Vice President, 25th Anniversary Program Art & Regional Development Event Leader**

To commemorate the 25th anniversary of the founding of PMI Japan Chapter, we launched Project Management of Arts (PMoA), a survey and research initiative on project

management in art and other cultural and artistic activities. In collaboration with "ATAMI ART GRANT 2023", a PMoA start-up event on the theme of "Art x Project Management"

was held at a tourist and art facility in Atami City, where specialists in the fields of "art", "regional development", and "IT" spoke.

- Sunday, November 19

Art and outreach event for parents and children

"Art Workshop That Is Not Only for Fun, Thinking and Making - Gentle Art Class for Children and Adults"

- National holiday, Thursday, November 23, Interactive art appreciation workshop

"Enjoy What You Don't Understand in the Modern Art - Let's Go and See Art works of ATAMI ARTGRANT!"

- Sunday, December 3, 25th Anniversary "PMoA" seminar
- \* Options: exhibition tour, social event

The workshop was well received and the event turnout exceeded our expectations, even though it was held in an area far from central Tokyo. We will plan more activities in FY2024 under the theme of PMoA.

## Production of Short Educational Videos

### Ryota Inaba, PMI Japan Chapter Director, 25th Anniversary Program Short Educational Video Production Leader

We define "change makers" as students, youth, entrepreneurs, business leaders, and others who will lead the future and change the world. We launched the "short video educational material" video channel on the occasion of our 25th anniversary to introduce many "change makers" to project management, help them realize their ideas and help society grow in a more sustainable way.

This series of video materials is designed to help the audience learn the essence of project management within a short duration of 10 to 20 minutes. The videos range from important themes in the business world, such as "agile" and "competency," to useful themes in daily life, such as "condominium association and youth baseball," and

"overcoming difficulties," and to unique perspectives on the SDGs, such as "SDGs and love theory" and "SDGs and presentations". There are also videos that cover solutions to social issues such as "revitalization of an aging society with a declining birthrate," "digital divide," and "social contribution of students".

The first series of 13 videos was released in August, and the second series of 16 videos was released in December. We plan to continue to release videos for everyone to enjoy and learn from in 2024 and beyond. Subscribe to our channel!

[https://www.youtube.com/@Webinar\\_PMIJ](https://www.youtube.com/@Webinar_PMIJ)

## 25th Anniversary Promotional Activities

### Yumiko Nagoh, PMI Japan Chapter Director, 25th Anniversary Program Promotional Activities Leader

We recruited volunteer members in February 2023, ahead of other commemorative programs, and our initial team of eight began working on a two-minute video that would serve as the starting point for our activities. The video introduces various community activities such as the PM Award, and the Project Management Research Report, with the main target audience being those involved in PMI, and with the aim of "content that will lead to the next quarter century" and "videos that will help people from overseas understand PMI Japan Chapter". It is a fast-paced, Japanese-inspired video featuring Mt. Fuji and cherry blossoms, and can be used in the commemorative events that were held in 2023 (<https://www.youtube.com/watch?v=BNTmnQW1uho>).

We also prepared columns to promote interest in project

management and continued to publish them on the 25th anniversary website (<https://www.pmijapan.org/25th/>). These columns feature project management of WBC manager Hideki Kuriyama and Zhuge Liang, cooking, and AI, and were designed to attract the interest of those unfamiliar with project management.

At the end of the year, we posted the summary of our activities (<https://www.pmi-japan.org/25th/?p=581>). We have received feedback from our participating members, including "I now understand that PMI Japan Chapter is made up of volunteers. I made a lot of new friends and absorbed a lot of things", and I found it interesting to organize events, and met people and learned things that I couldn't get at my own company".



## PMI Japan Forum 2023

**Dates:** July 8 (Sat) - August 31 (Thu), 2023

**Theme:** Project Management Expected by Change Leaders

**Lecture format:** streamed online

- **Live streaming:** July 8 (Sat) and 9 (Sun) keynote speeches and invited speeches (live streaming lectures are available on-demand after the event)

- **On-demand:** July 9 (Sat) - August 31 (Thu) keynote speeches, invited speeches, research report lectures, academic lectures

**No. of lectures: Total of 65 sessions**

- **Keynote and invited speeches:** 12

- **Research report lecture:**  
Chapter societies 37

Corporate sponsor study groups 3

Sponsor companies 5

- **Academic lectures:** 8

This was the fourth year of the COVID-19 pandemic, although it was showing signs of subsiding. With more natural disasters and the chaotic situation in Japan and abroad, the Japan Forum delivered all lectures virtually for the fourth consecutive year.

In 2023, the Forum was again successfully concluded with a wide variety of lectures, including speeches from invited speakers in various fields, a wide range of research reports rooted in practice, and the current status and future of academic research.

### [Keynote and Invited Speeches]

The forum began with the opening remarks by PMI Japan Chapter President Takeshi Hayama, followed by a keynote speech (pre-recorded) by Mr. Pierre Le Manh, PMI President & CEO, PMI Headquarters, which was titled "Project Managers: Key Drivers of Digital Transformation" and included a Q&A session with Ms. SoHyun Kang of PMI AP. Afterwards, 11 domestic experts delivered thought-provoking presentations over two days on topics such as the use of big data across organizations, IT human resource development, and the introduction of project management in local governments. We also accepted applications until August 31 (one month longer than the 2022 Forum) after the live streaming ends, and we made recordings of all lectures available on-demand. As a result, we were able to create extended learning opportunities.

### [Academic Lectures]

The Forum offered eight sessions of academic lectures via on-demand streaming.

In 2023, the academic lectures covered the following topics: industry-academia-region collaboration; case studies of PBL for locally based problem finding; latest trend of micro-credentialing, which is gaining traction worldwide as a key to reskilling; case studies and panels at universities on PM education for value creation based on PMI educational resources and the new PMI talent triangle and discussion; case studies of PM education activities for junior high school to university students; case studies of active learning to develop soft skills (power skills); case

studies of the use of PM education at universities for My Project (presentations by students); and approaches on gaining self-awareness and leadership in self-awakening necessary for change leaders.

These lectures were planned and organized by our Academic Committee, in collaboration with our academic sponsor university professors.

### [Research Report Lectures]

The Forum also offered on-demand delivery of all lecture videos, a component that has been ongoing since 2020, (37 sessions from 20 chapter societies and communities, 3 sessions from 3 corporate sponsor study groups, and 5 sessions from 4 forum sponsor companies, for a total of 45 sessions) on research reports prepared in advance by each speaker.

PMI Japan Chapter's societies and corporate sponsor study groups presented a wide range of results, including research in cutting-edge fields with key themes such as AI, DX, SDGs, DA, PMBOK® Guide 7th Edition, and change leaders, as well as research related to organizational management such as organization and human resources. The sponsors gave presentations on DevOps, CCPM and other productivity improvements, PM competencies, talent management, and other human resource development-related practices.

### [Scale of Attendance]

We made all lectures available for on-demand listening until August 31, one month longer than in 2022, and eventually received registrations from over 820 people, the same number as last year. The regional breakdown of audiences was the same as in previous years. The overwhelming majority of audiences were from the Kanto region, but we had audiences from various other regions from Hokkaido to Kyushu. In addition, there were five overseas participants from five countries, namely the U.S., Laos, Korea, India, and China.

### [Evaluation]

Overall, the Forum received an extremely high rating, with 54% of respondents saying it was “very good” and 45% saying it was “good,” for a total of 99%.

### [Real-Time Delivery and On-Demand Delivery]

The on-demand streaming service, which began in 2020, has been extremely useful with the addition of a fast-forward function during playback, and the number of people who listen to the on-demand streaming lectures has been increasing every year. Because of this, the number of people listening to the real-time delivery has been gradually declining, falling below 30% of the total in 2023.

As for the future method of holding the forum, an increasing number of respondents prefer online delivery, accounting for 3/4 of the total, while about 7% of the respondents prefer an in-person format.

As a result, we believe it is necessary to make real-time delivery more attractive, and at the same time, to seek an attractive fusion of online and in-person formats, taking advantage of their respective strengths.

By age, the average age of participants has been getting higher over the past few years.

### [Overall]

The event management platform “eventos” was introduced and started operating in June 2021, and two years have passed since then. We asked the management company to improve some functions, and some have been accepted, and we believe that the platform is gradually becoming more user-friendly, not only for the staff who operate it, but also for the audiences.

In addition, similar to the previous year, the Secretariat members alone were able to handle the preparation of keynote and invited speeches and the operation on the day of the Forum, including rehearsals. We are proud to say that we have made significant progress compared to when we had many volunteers working under remote delivery in 2020 and 2021.

Even so, we should not forget the sense of fulfillment we had before the pandemic, when many volunteers gathered at the National Center of Sciences (Jimbocho) for two days under the scorching summer sun, and together with the board members and Secretariat staff, we all worked hard to run the event and celebrate with smiles at the social gathering.

PMI Japan Forum 2024 is scheduled to be held over two days in mid-summer in July. We will continue to consider how to make the event more engaging and attractive, taking into account the opinions and feedback from our participants.

## PMI Japan Festa 2023

PMI Japan Festa 2023 was held on November 11 (Sat) and 12 (Sun), 2023, and the lectures were available on demand until December 6. The on-demand streaming service was originally scheduled to last until the end of November, but we extended the service period in response to requests from various quarters.

In May 2023, the WHO ended its declaration of a worldwide public health emergency for COVID-19. The global countermeasures against the infectious disease have reached a major milestone, and in Japan, the disease has been reclassified from a Class 2 equivalent to a Class 5 infectious disease. On the other hand, we are seeing different aspects and changes in the world around us, such as the endless conflict in Ukraine and ever expanding overtourism. These changes are not passive changes like we had to deal with in 2020, the first year of the pandemic, but active changes that we have to overcome by identifying the current trends and responding to them.

In light of our desire to explore how to get ahead of these changes, and in consideration of the 25th Silver Jubilee celebrations of PMI Japan Chapter, we have chosen “Project Management Expected by Change Leaders” as the theme of the Festa.

As in 2022, we invited leaders from various fields to speak at this year's event, including the grand prize winner of the “PM Award 2023”.

Dates: November 11 (Sat) - December 6 (Wed), 2023

Theme: Project Management Expected by Change Leaders

Lecture format: streamed online

● Real-time streaming: November 11 (Sat) - 12 (Wed)

5 sessions each day, a total of 10 sessions

● On-demand: November 11 (Sat) - December 6 (Wed)

Japan Festa's mission is to provide updates on broader and more important areas not covered in PMI

# Highlights of 2023

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 volunteers 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.

Festa in FY2023 featured the following.

## **[Operational ingenuity]**

This year, we again received positive feedback for our video and graphic recordings of seminar program preparation activities, including pre-rehearsals with lecturers and other planning and management activities.

## **[Collaboration with Other Events inside and outside PMI Japan Chapter]**

Festa collaborated with the PM Award again this year, as it did last year, and the winners of the best projects in the two PM Award categories (the large organization, and small & medium-sized organization categories) presented their projects.

## **[Evaluation from the Audience, Characteristics of the Audience Area, etc.]**

The survey results show that the total of "very good" and "good" audience satisfaction ratings exceeded 98%,

indicating that the Festa was well received as in previous years. As with the Japan Forum, there are also more audience from the Kanto region. We also had participants from various foreign countries, including Korea, Indonesia, the U.S. (2 persons), China, and Austria. Those who attended in real time accounted for 27% of all applicants, and the trend toward on-demand attendees continues to grow each year.

## **[Comments from the Audience]**

- It was a fruitful event, with a variety of topics being discussed.
- I enjoyed listening to the speakers from different fields, many of which I am not normally exposed to, and I enjoyed watching them.
- As an aspiring project management professional, I have the pleasure and the thrill of finding thoughts and words that stick in my mind that I would like to incorporate.
- It was a good time with new discoveries and insights. There were many different types of projects, and it was all interesting to learn from the examples and the overarching philosophical and scientific perspectives.

The PMI Japan Festa is a project where the seminar program volunteers practice everything from planning to operation as a project. We believe that the 10 lectures and presentations from the 11 organizations this year provided new perspectives and suggestions for project management.

## PM Award 2023

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, supported by PMI Global, established the PM Award in 2021 as a program to recognize outstanding projects implemented in Japan and by Japanese companies and organizations.

For more information on the PM Award, please visit the website at <https://www.pmi-j-award.net/>.

The PM Award 2023, the third round of the award, was conducted based on the schedule in the table below.

For 2023, applications were accepted in two categories:

the large organization, and small & medium-sized organization categories. Eight projects were selected as finalists from all the applications received. Approximately 1,600 people registered to watch the online finalists' seminar, and approximately 1,200 people participated in the online voting. The award ceremony and party were attended by many award-winning companies and organizations, as well as related parties, who were able to share their joy with each other.

At the awards ceremony, the Best Project Award was presented to two organizations, the Outstanding Project Award to eight organizations, and the Special Award to five organizations. In addition, the Encouragement Award was given to one project that was not selected as finalists but had promising prospects.

We would like to thank 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 and project management of this program, while making it an initiative that will attract more participants and contribute to raising public awareness of project management more broadly.

Period	Events
2023/4	- Event announcement
2023/5-2023/6	- Call for entry projects
2023/8	- Announcement of finalists
2023/9	- Finalist online seminar - Voting by seminar audience
2023/10	- Awards ceremony and party

#### “PM Award 2023” Awarded Projects and Organizations

Award Names	Awarded Projects	Awarded Organizations
Best Project Award Outstanding Project Award (large organization category)	GoSmart, a company cafeteria in the city	NEOMARS Inc.
Best Project Award Outstanding Project Award (small & medium-sized organization category)	Carbon Footprint Visualization Project “jibungoto-planet”	Code for Japan
Outstanding Project Award (large organization category)	Remote monitoring service “MONiPLAT”	VALQUA Ltd.
Outstanding Project Award (large organization category) Special Award “Persol Research and Consulting Co., Ltd. Well-being Award”	Back Office Business Reform DX Project “Group-wide IT TSUNAGU”	Nippon Telegraph and Telephone Corporation, NTT Comware Corporation NTT Finance Corporation, NTT ExCPartner Corporation
Outstanding Project Award (large organization category) Special Award “PMI Asia Pacific Award” Special Award “NISSAY IT Academy Award”	Speed up international business through cross-border M&A	East Japan Railway Company
Outstanding Project Award (large organization category)	Creating points of contact with consumers through DX (ADaaS) Agile Light Project	Aflac Life Insurance Japan Ltd.
Outstanding Project Award (large organization category) Special Award “JISA DX Award”	IT Modernization Program	ORIX Life Insurance Corporation
Outstanding Project Award (small & medium-sized organization category) Special Award “Okayama University SDG Innovation Award”	Bunkyo Omoide Yokocho in Denzuin	Bunkyo Omoide Yokocho Executive Committee NPO Bunkyo BASE
Encouragement Award	Toward the Realization of Universal Tourism in Shin'onsen-cho, Mikata District, Hyogo Prefecture	DOWELL Ltd., Yumura Hot Springs Tourism Association Creative Atelier Field Gate





# Highlights of 2023

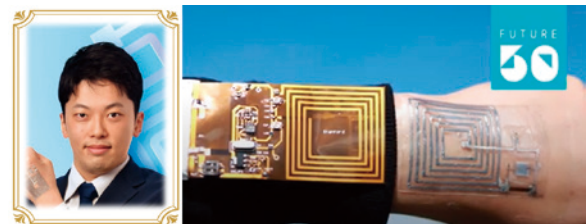
## 2023 Future50 | 50 Young Emerging Leaders Who Will Change the World

Launched in 2020, PMI's Future 50 is a program that recognizes 50 rising leaders under the age of 35 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 FY2023, Dr. Naoji Matsuhisa (Associate Professor, Institute of Industrial Science, The University of Tokyo), nominated by PMI Japan Chapter, was selected as one of the world's leading pioneers. Dr. Matsuhisa has achieved outstanding success in the research and development of stretchable electronic materials and wearable devices based on them. In particular, these are expected to be used in healthcare and electronic artificial skin, and Dr. Matsuhisa himself is promoting a large-scale, uncertain project that requires collaboration among different fields. He is truly one of the next generation leaders,

combining technical know-how with collaborative leadership called power skills, an innovative mindset, and the ability to build trusting relationships. PMI Japan Chapter invited Dr. Matsuhisa to speak at PMI Japan Festa 2023 in November 2023. Please click on the link below to learn more about Dr. Matsuhisa's activities. Matsuhisa Laboratory, Research Center for Advanced Science and Technology, The University of Tokyo: <https://www.naojimatsuhisa.com/>

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



## Establishment of a Video Distribution Room

In the spring of 2020, the COVID-19 infection began to spread, and since then, all events and seminars of the Japan Chapter had been held online. We had used the seminar room in PMI Japan Chapter office to host large seminars and had set up and operated equipment for online distribution and recording. Following the reclassification of COVID-19 as a Class 5 infectious disease in May 2023, regular meetings and seminars of the chapter societies within PMI Japan Chapter began to be held at the seminar room in the office as before the pandemic.

To ensure that we will be able to continue online distribution while seminar room-based events are expected to increase, a dedicated recording room was set up in the office in September 2023. The room is a simple soundproof facility and has been in use since the online distribution of Japan Festa 2023.

## Website Revamp

In January 2023, PMI Japan Chapter renewed its website with the aim of making it easier for members to use, enabling them to quickly find the information they want, and increasing new members by communicating the appeal of our membership. It is based on the concept of a "customer experience" that the chapter has been aiming at.

We wanted the renewed website to continue providing historical information on the 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 website renewal project team hoped that when non-members visit the new site, they will become interested in the activities of chapter societies, become members through the content

provided, and that this will lead to their participation in activities of chapter societies, and that the website will become a medium where members can discover a new self and grow together.

The project team members worked with the development vendor in progress meetings to address issues, while promoting operational design that reflected the new processes and rules, and the new website took approximately one year from planning and conception to content creation. We believe the site menu and design will give you the full experience of the structure and content that the creators wanted because they are members themselves. We hope you will make use of our new website as a place to discover a new you and a tool to share your activities.

## Report on the 2023 Region 9 Meeting

### Yumiko Nagoh, PMI Japan Chapter Director

On April 22 and 23, 2023, representatives from Region 9 (Northeast Asia: Taiwan, Hong Kong, Korea, Mongolia, and Japan) gathered in Taichung to share the status of PMI headquarters and their respective chapters, and to discuss issues to be addressed in collaboration.

It was my first time participating, but I spent a meaningful time in the warm atmosphere of everyone who attended, enjoying a sense of family.

It was very interesting to see the diversity of circumstances in each of the chapters. PMI Japan Chapter is one of the largest chapters in the world, has a stable financial base, and is active, but its age group is somewhat older. On the other hand, one

of the chapters has a membership composed of many young people and women, but is financially unprofitable, and I learned anew how difficult it is to manage a chapter.

As for chapter activities, I learned about Taiwan Chapter's SDG activities (especially for children) and collaboration with the government, as well as Hong Kong Chapter's cooperation with universities, and other active initiatives that PMI Japan Chapter would definitely like to emulate.

I hope to strengthen the network I have established through this meeting, and through repeated exchanges of information, I hope that PMI Japan Chapter will be able to expand its activities with a broader perspective in the future.

## AP/SA LIM 2023

The "2023 Asia Pacific/South Asia Leadership Institute Meeting" (AP/SA LIM) was held in July 2023. AP/SA LIM is an event that brings together the directors and other volunteer leaders of chapters in the Asia-Pacific and South Asia regions to develop new strategies for PMI, share know-how on chapter management, and build networks among chapter leaders.

Dates: July 27 (Thu) - 30 (Sun), 2023

Venue: Bali, Indonesia

Number of participants: 130 + 27 staff members

Participating chapters: 32 chapters

### Hiroaki Matsumoto, PMI Japan Chapter Director

The event featured several sessions, case studies, presentations and discussions in the areas of "Youth and Student Engagement," "Culture and Values Workshop (PMI cultural values)," "Engagement with Chapter Members and Community Members," and so on.

Japan Chapter members also gave presentations on the corporate sponsorship program, study group and community activities, and PM education using micro-credentialing.

We will strive to improve the visibility of PMI Japan Chapter through reports on its activities, and to further invigorate its activities by incorporating the "cultural values of PMI" that were the focus of this year's event into PMI Japan Chapter.

## PMI Global Summit 2023

### Ako Nakamura, PMI Japan Chapter Director

PMI Global Summit 2023 was held October 25-28 in Atlanta, Georgia, USA. Over 3,600 people attended this year's summit. This is a major event that brings together people from all over the world involved in project management. The summit delivered 127 sessions, and I met with 26 people from six companies and organizations from Japan, the most of any chapter in the Northeast Asia region. Also worth seeing at the venue was the large exhibition booth consisting of 54 sponsors (48 companies and 6 universities), mostly from North America. This year's central topic was, as one might expect, "AI". While both keynote speeches and individual sessions were rich

in topics related to AI, discussions on PMO, which is more focused on business perspectives, and power skills, which are becoming even more important with the rise of AI, were also heated.

Many of the exhibition booths were also noticeably AI-related. When we think of exhibits, "AI-based project management tools and education" come to mind, but this year's Global Summit did not stop there, and was impressive for its high level of entertainment, including AI robots and video technology that also made full use of VR and AR. The new technological

# Highlights of 2023

experiences made possible only by the real-life event seemed to pique the curiosity of the participants.

In an age when you can watch sessions online from anywhere in the world, what difference does it make to participate in real life? Meeting, greeting, and sharing opinions and issues or problems with people from all over the world who are connected by the common language of "project management" creates a sense of unity and is also stimulating, even if it is the first time meeting each other. The message from Mr. Pierre Le Manh, CEO of PMI, in his opening remarks at Global Summit 2023, "PMI is already

the HOME for Project Professionals worldwide" is a perfect example of this. The Summit was a reminder that PMI is a community hub for people involved in project management.

PMI Japan Chapter hopes that all members and others involved in project management in Japan will attend and experience the PMI Global Summit. To be a catalyst for this, we will continue to send out information on global project management trends and activities that you will find useful and interesting.

## Project Management through Manga

The Standards Promotion Committee is distributing a manga entitled "Project Management through Manga" from 2022 under the slogan "PMI Standards to a Wider Audience!" To date, PMI Japan Chapter has delivered a series of manga with related content, such as portfolios and programs, with the principles of the PMBOK® Guide at the center of the story. The main character is a young project manager named Kenta, who is faced with various problems related to projects and Pi-chan, a little bird that Kenta keeps and who knows a lot about business, offers sharp insights and exquisite advice, and sometimes suggests solutions with a comical touch, including his "signature" face.

The manga are designed to be completed in a single story by topic so that readers can read them in their spare time during their commute, lunch break, etc. So, it is easy to read (and spread around) for current PMs, as well as for those who are not familiar with project activities, such as future PMs and young PMs, and helps to create a sense of familiarity. The manga are posted on the official PMI Japan Chapter website, and a dubbed version is also available on YouTube, and is publicized through member mail magazines and SNS.

We will continue to distribute more in 2024 with new topics, so please look forward to it!

## Response to COVID-19

On May 8, 2023, the COVID-19 infectious disease under the Infectious Disease Control Act was reclassified to Class 5, and this has left the implementation of infection control measures to the discretion of individuals and businesses. Basic infection control measures continue to be recommended, but the practice of wearing a mask is gradually waning and economic and social activities have begun to normalize. On the other hand, the outbreak of influenza and other infectious diseases made people realize that basic infection control measures are still effective.

The activities of PMI Japan Chapter were redesigned to

encourage basic infection control measures but to respect individual judgment, and several in-person events for dozens of people were held in late 2023. Our chapter also actively participated in events organized by PMI Headquarters and PMI Asia Pacific.

Online meetings and on-demand viewing have become so established that it is difficult to envision a return to the face-to-face format before the pandemic. Yet there is a growing demand for face-to-face networking, and we will continue to explore new modes of operation to enhance effective communication.

## Confirmation of Progress of the 2023-2025 Mid-Term Plan

### [Progress of Measures in FY2023]

PMI Japan Chapter formulated its 2023-2025 Mid-Term Plan in 2022 and has been taking strategic measures led by the Executive Planning Committees. During the implementation period of the previous mid-term plan, we were able to advance our activities beyond our goals under the severe constraints of the COVID-19 pandemic. The new mid-term plan generally follows the previous plan regarding the issues facing the chapter and includes new measures to address ongoing issues.

In 2023, the first year of the 2023-2025 Mid-Term Plan, we were able to enhance our chapter activities with the steady launch of many new initiatives under the strong leadership of the Executive Planning Committees with the support of active members, the Secretariat and Directors. We also believe that our 25th anniversary theme of "promoting measures that will provide opportunities to create the next quarter century" was the cornerstone for initiating new measures.

Below is a list of measures newly initiated by the Executive Planning Committees and as part of the 25th anniversary project, which we believe have enabled us to move forward with the early launch of the mid-term plan measures.

- Utilizing manga and other media to expand the readership of standard products and disseminate information

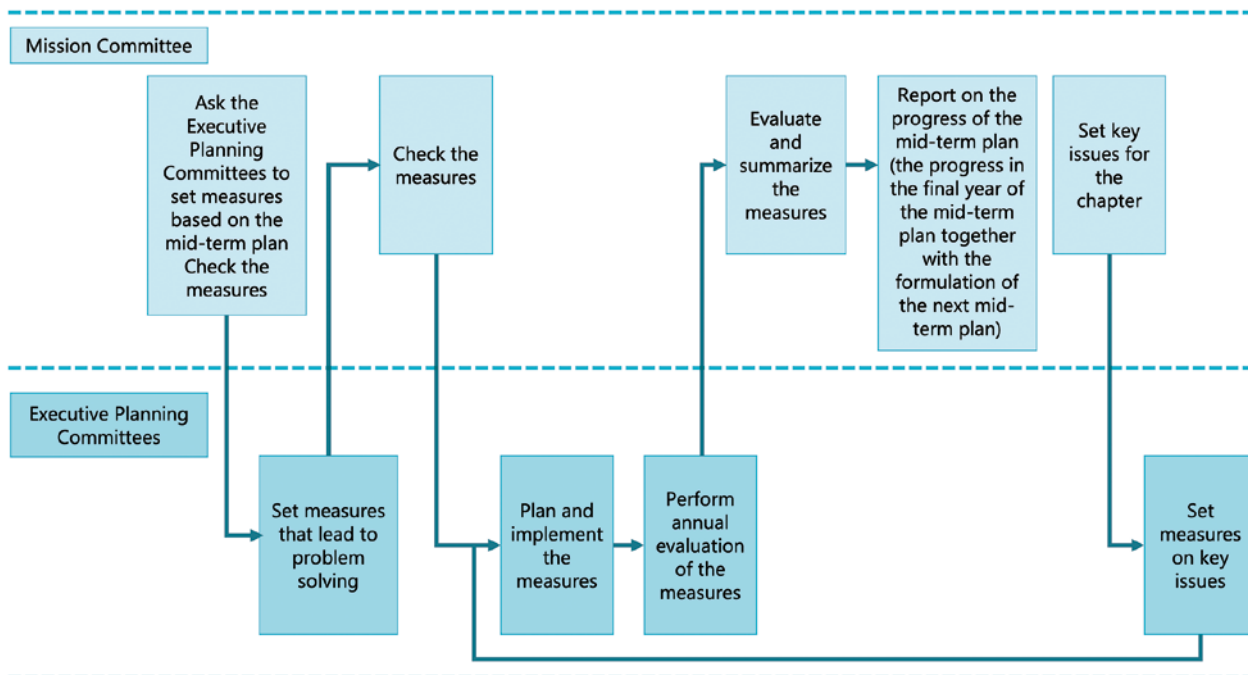
- Creating local community activities
- Organizing government-sponsored events
- Diversifying projects eligible for the PM Award to attract more applications
- Creating communities for young people
- Starting project management of arts (PMoA) initiatives
- Producing videos that contribute to learning
- Cooperation with the Joint working group on micro-credentialing
- Creating new membership categories

In FY2024, Headquarters plans to disseminate a new set of strategies, which may include strategies to be incorporated by chapters and new measures.

### [Development of Chapter Policies and the Monitoring Process]

PMI Japan Chapter intends to implement the following process with respect to the mid-term planning measures and move forward to achieve its vision and mission.

The Mission Committee formulates the mid-term plan and checks its progress, while the Executive Planning Committees set and implement measures for their respective committees based on the mid-term plan. The Mission Committee also identifies key issues in light of the internal and external environment of the Chapter and requests the Executive Planning Committees to plan and implement measures in FY2024 and beyond.





# Mid-Term Three Year Plan

## [The Mid-Term Plan for 2023-2025]

### Mission

PMI Japan Chapter consistently contribute 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

### Executive Planning Committee Initiatives to Solve Issues

The following are the new measures initiated in FY2023 to address the three issues listed

### Key Issue 1 Provide attractive value to meet diverse member needs

### Newly undertaken initiatives

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 PMIJ)	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****Newly undertaken initiatives**

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
2-6	Global	Increase the chapter's global presence	Continued	Contents: Chapter societies
2-7	Members and non-members	Expand the readership of the standards	New	International Cooperation Committee
2-8	Regions (members and non-members)	Expand local community activities	Continued	Standard Promotion 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	Regional Service Committee
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

**Key Issue 3 Establish a chapter management system that enables prompt decision-making and timely implementation of measures**

The Mission Committee will continue to discuss and resolve the issue along with priority policies.

In FY2023, we identified priority policies and discussed with the Executive Planning Committees to be in-charge of these policies. For its tasks, the Mission Committee added new membership categories and created a chapter service catalog. We will begin to consider the chapter management structure in FY2024.

## PMI Standards

### [PMI Standards Handled by PMI Japan Chapter]

PMI publishes three types of standards, namely, basic standards such as the PMBOK® Guide, practical standards and framework, and practice guides. PMI Japan Chapter selects translates and distributes Japanese versions of standards published by PMI that are in high demand by Japanese readers. The basic standards are primarily a compilation of project management knowledge and practices, and include the PMBOK® Guide 7th Edition; the Standard for Portfolio Management 4th Edition; the Standard for Program Management 4th Edition; the Standard for Organizational Project Management; the PMI Guide to Business Analysis; and the Standard for Risk Management in Portfolios, Programs, and Projects, among others. Practice standards and frameworks are intended to describe in detail the tools, techniques, or processes presented in the standards for practical use by project practitioners, and major publications include Project Manager Competency Development Framework 3rd Edition and Practice Standard for Work Breakdown Structures 2nd Edition. Practical guides are intended to provide practical support information and procedures that cannot be expressed in the basic standards, and include Process Groups: A Practice Guide, Business Analysis for Practitioners: A Practice Guide, and Agile Practice Guide.

### [Recent Trends in PMI Standards]

Recent PMI standards have been designed to address a wide range of approaches, from process-oriented to principles-oriented, from predictive to adaptive, and at every level, from projects to programs and portfolios. They are also business and change-oriented, and there has also been a noticeable trend, especially recently, to consider the impact of AI on project management. These standards suggest PMI's commitment to be the first to adopt trends in the world, such as AI, and to produce standards that are useful for cutting-edge practices, while seeking the organization of development and review teams and review of drafts from experts around the world. The most widely read of PMI standards is PMBOK® Guide, just alone in 2023, more than 3,000 copies of the Japanese version of the PMBOK® Guide 7th Edition were sold. Prior to the PMBOK® 6th Edition, it was based on a predictive model and focused on describing processes. The 7th Edition has undergone a complete updated for the first time since PMBOK® was released, where it is based on project management principles and project performance areas. The latest edition has content that applies to all approaches, from predictive to adaptive, and expanded

to new audience, including those who work on projects using agile and other approaches.

### [Process Groups: A Practice Guide]

PMI Japan Chapter translated and published the Process Groups: A Practice Guide released in October 2022 and launched it on December 4, 2023. Process Groups: A Practice Guide, as the title implies, describes the project management process in five process groups and 49 processes, continuing the familiar descriptions of inputs, outputs, and tools and techniques found in the PMBOK® Guide through its 6th Edition. When the 7th Edition was released, some were perplexed by the loss of the process descriptions and the lack of concrete guidance on how to proceed with the project. The process has been re-compiled and released as this practice standard. It is not at all the case that project management no longer requires a process, many projects still take a predictive or predictive-based hybrid approach. This publication can be considered the successor document to the PMBOK® Guide 6th Edition on Processes, and PMI also considers it to be the most important companion document to the PMBOK® Guide. It is truly the practice guide that many were waiting for. We hope that many readers will pick up the guide.

### [Standard Seminars]

PMI Japan Chapter holds seminars to commemorate the publication of the Japanese version of standards, and from time to time holds standard seminars to introduce PMI standards. In 2023, five seminars were held, including one on "the PMI Guide to Business Analysis".

# 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 best approach is to become a member of PMI Japan Chapter.

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

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 must first join global PMI membership. Please visit [www.pmi.org](http://www.pmi.org) and create your account. Then join PMI as an individual member and select "PMI Japan Chapter" during the online application process. Credit card payment is the easiest option.

\*Applied to consumption tax

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

## 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.

### ➤ 2023 Corporate Sponsor Program Results

#### (1) Corporate sponsor liaison meeting

The corporate sponsor liaison meetings are designed to keep PMs and PM human resource development departments up-to-date on the PM world, and are open only to employees of our corporate sponsors. The meetings had been all held online since March 2020 in light of the outbreak of the COVID-19 pandemic, but in FY2023, meetings were held "onsite and on-demand" in June and "onsite, real-time streaming, and on-demand" in December. The meetings were held four times in March (115



## Membership Benefits

applicants), June (167 applicants), September (161 applicants), and December (151 applicants) of the year, and PMI Japan Chapter issued PDU certificates (1.75 to 2.75 PDUs) to participants free of charge.

### (2) SG workshop

We held a workshop jointly with the case method study group and the HR development study group in August (20 applicants). The workshop was titled “Learning by the Case Method! Human and Practical Skills of Project Managers –

What Is a Simulated Project Management Experience That Will Help You Gain Experience”. Through this simulated experience and discussion of cases, participants gained insights from “the knowledge and ideas of other companies (others)” that cannot be obtained only within their own companies or workplaces and had the opportunity to train themselves to look at projects from multiple perspectives. Again, we issued the PDU certificate (2.25 PDUs) free of charge.

## Academic Sponsor Program

PMI Japan Chapter has registered universities, technical colleges, high schools, junior high schools, and public research institutes in Japan that understand the development of project management (PM) in Japan and practice PM-related education as Japan Chapter academic sponsors. 52 educational institutions and organizations were enrolled in the Academic Sponsor Program as of December 31, 2023.

### [Activities in FY2023]

In FY2023, the academic program provided a variety of information on project management and chapter activities, as well as the following activities.

- Providing academic tracks at the Japan Forum
- Organizing an information exchange meeting among academic sponsors
- Compiling and publishing the Project Management Research Report

### (1) Providing academic tracks at the Japan Forum

In FY2023, we delivered eight lectures in an on-demand format.

### (2) Organizing an information exchange meeting among academic sponsors

The academic program offers regular information exchange meetings as an opportunity for interactive interaction with faculty and staff in charge of academic sponsorship. In FY2023, information exchange meetings were held online in August and December.

Session	Date	Content
Session 1 (online)	August 23 (Wed)	- Project management education for value creation - PMI academic resources for university professionals- Curriculum for project management education - Group discussion by participants
Session 2 (online)	December 13 (Wed)	- Project management (PM) × SDGs - Group discussion by participants

### (3) Compiling and publishing the Project Management Research Report

The Japan Chapter has compiled and published the results of surveys and research on PM as the Project Management Research Report since FY2021. In FY2023, the fourth issue is scheduled to be published on J-STAGE at the end of March 2024. Twenty applications for publication were received for the fourth issue, and the compilation process was carried out with the help of professors from the academic sponsor schools. For past issues (No. 1-3), please visit J-STAGE (<https://www.jstage.jst.go.jp/>).

## Government Program

The Government Sponsorship Program is a mechanism to provide administrative organizations such as municipalities and ministries with services equivalent to those provided to corporate sponsors. In FY2023, Fukuyama City, Hiroshima Prefecture, and the Information System Department of the Hiroshima Prefectural General Affairs Bureau, Prefectural Office, newly joined the program. Also at the Japan Forum,

the Deputy Mayor of Fukuyama City gave a presentation on the introduction of project management to the whole administration of the city.

While government organizations have been primarily operational in the past, local governments and ministries are now responsible for complex undertakings (projects). We will continue to be active in our efforts for government sponsors.

# Services to Introduce Chapter Activities

## Orientation to Introduce PMI Japan Chapter to Non-Members

The purpose of this activity is to promote new membership by introducing the attractiveness of PMI Japan Chapter and the benefits of becoming a member to those who hold or plan to obtain PMP or other PMI certifications but have not yet joined the chapter. The activity is planned and organized mainly by the members of the Marketing and Membership Committee, which held orientation sessions online four times in February, May, August, and October in FY2023.

The seminar introduces tips on the use of certifications, efficient methods of earning PDUs, and chapter activities as a venue for participants to advance their careers. Especially in FY2023, the seminar also introduced the 25th Anniversary Program and the activities of the Executive Planning Committees.

In FY2023, a total of 150 people attended the seminar, 39 of whom joined PMI Japan Chapter via the seminar. This activity is scheduled to continue in FY2024.

## Seminar to Introduce Corporate Sponsor Programs to Companies

This seminar has been held regularly since FY2022 for corporate staff interested in the activities of PMI Japan Chapter. The seminar not only introduces PMI Japan Chapter and Corporate Sponsor Program, 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 FY2023, the seminar was held online on February 22

(Wed) and was attended by 30 corporate staff members. On the day of the event, participants watched recorded lectures on the theme of "Developing a New PM Class", including an introduction to the Women's PM Community (Lecture (1)), the Future Creation Program (Lecture (2)), and reports on the activities of the Corporate Sponsor Study Groups (SG).

## Orientation for New Chapter Members

PMI Japan Chapter holds a new member orientation for those who have joined the chapter but uncertain how to effectively benefit from it. It is a one-hour introduction to activities of PMI Headquarters, PMI Japan Chapter, and its chapter societies, held three times a year, and issued 1.0 PDU certificate of attendance. For those who wish to

learn more about the activities of various subcommittees, we offer individual explanations (networking) via Zoom breakout sessions and provide a communication environment with senior members of the chapter. Participation is free of charge, and new members are welcome to join.

## Chapter Society Introduction Seminars for Chapter Members

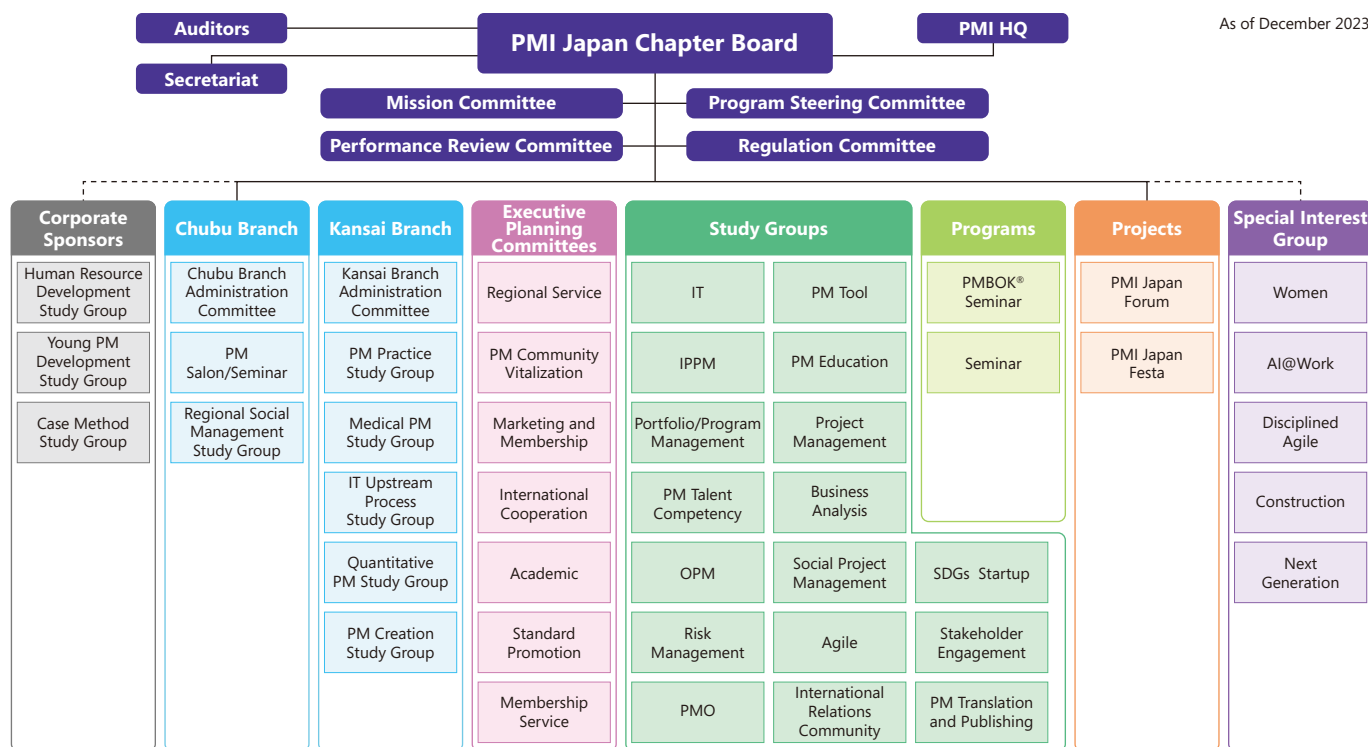
Many Japan Chapter members are interested in the chapter societies but hesitate to participate. In light of this, and with the aim of informing members about the activities of the chapter societies, we held two chapter society introduction seminars using ZOOM in June and December 2023, featuring three chapter 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 their

members, and the second part provided participants with the opportunity to go into the room (breakout rooms) of any chapter society of their interest and interact directly with members of the chapter society. The seminar was rated highly in each session of the post-event participant surveys. A certain number of participants were seen engaging in specific activities of the chapter societies that were presented at the seminar, or having taken part directly in them.

# 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, and reviewing the proper management and organization of the chapter. In 2023, it assessed the progress of the next mid-term plan for FY2023 through FY2025. It also discussed priority policies of the Chapter and identified themes for the next year. The committee also suggested improvements and new projects to the Board of Directors, established new membership categories and developed a catalog of services for the Chapter.

### Program Steering Committee

Every year, all chapter societies of PMI Japan Chapter formulate an annual plan. The Program Steering Committee coordinates with each chapter society to create an annual schedule and then confirms its appropriateness. The Strategic Steering Committee, which meets monthly, coordinates with various Executive Planning Committees in charge of chapter strategy, compiles the matters to be discussed and reported by each chapter society, and drafts proposals to the Board to contribute to smooth operations. The committee obtained PM HQ budgets for important measures and coordinated the details of such measures and budget amounts with the PMI HQ.

### 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 among members and chapter societies.

In FY2023, it evaluated Secretariat staff based on the personnel evaluation system and reviewed salary levels to keep pace with inflation.

### Regulation Committee

The Regulation Committee reviewed the minutes of the 2023 Annual Meeting of the Members. Accordingly, the committee prepared and negotiated with PMI-AP for approval of a proposed revision to the Chapter Constitution to reflect the review of the provisions for a representative director and a person to approve the minutes of the meeting.

The committee also launched a director election project to move forward with the director election process, based on the points raised by the Director Election Review Working Group.

### Auditors

PMI Japan Chapter has been reforming its management structure and secretarial structure at the initiative of the regular vice presidents and directors over the past several years during and after the COVID-19 pandemic. In FY2023, the efforts continued to be made to create a management structure that is appropriate for an organization with more than 6,000 members. The auditors will continue to point out areas where the organization is lacking. Their auditing activities remain focused on "how to better meet the expectations of our members and society".

## Executive Planning Committees

### Regional Service Committee

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

In FY2023, the committee continued to hold regional seminars at six sites across the country, arrange study groups within the regions, send lectures to regional organizations, and hold exchange meetings. It was also able to hold a face-to-face meeting at the end of the year, bringing together members from all regions to deepen friendships. Through these activities, the number of active members is gradually increasing.

In addition to its existing activities, the committee will continue to promote activities that bring members together in new areas.

### PM Community Vitalization Committee

The PM Community Vitalization Committee provides a forum for interaction and information that invigorates the Japan Chapter member communities, with the goal of expanding the active membership and enhancing the value of the Japan Chapter. In FY2023, the committee planned and held events to revitalize the chapter community regularly throughout the year, including chapter society leader exchange meetings, new member orientation, and chapter society introduction seminars. With the end of the pandemic, the committee will further disseminate the attractiveness and value of the chapter societies' activities in the future, and work to further expand and increase the value of active members.

### Marketing and Membership Committee

The Marketing and Membership Committee works to contribute to the development of the PM community in Japan by increasing the membership of the Japan Chapter. FY2023 was a productive year, with a record number of individual members and corporate sponsors, and a market approach that led to enhanced chapter activities. The PM Award saw a record number of both participants and voters for the seminars presented by the finalists. For early career members, the linkage between the Future Creation Program and the community activity base has been enhanced, and the programs for NPOs are beginning to see applications in other areas.

### International Cooperation Committee

The International Cooperation Committee works to strengthen cooperation with the PMI Headquarters, PMI Asia Pacific Office (AP) and other chapters to enhance the presence of the Japan Chapter and improve chapter activities. In FY2023, the committee introduced the best practices of PMI Japan Chapter at an overseas event organized by PMI-

AP, which was well received. In addition, the committee made an application for the Future 50 and recommended President Hayama for the Chapter Leadership Impact Award, and both of were awarded. PMI Japan Chapter also focuses on collaboration with other chapters through, for example, support of the Turkish Chapter's disaster charity events.

### Academic Committee

The Academic Committee promotes PM education as a generic skill to universities, technical colleges, high schools, middle schools, and other educational institutions. Its major activities include planning and organizing academic tracks of the Japan Forum, managing the Academic Sponsorship Program, and planning and organizing exchange meetings with Academic Sponsors.

In addition to this, in FY2023, the committee conducted workshops for middle and high school students and university students, as well as collaborative activities with the PMI Asia Pacific Office (AP).

### Standard Promotion Committee

The Standard Promotion Committee has the mission of researching, selecting, and translating into Japanese PMI standards and practice guides and providing them to the Japanese PM communities. In 2023, the committee held a PMBOK® 7th Edition on-demand seminar and introduced five standards, including the PMI Guide to Business Analysis, at its standard seminar, which was viewed by a total of approximately 700 people. It also introduced PMI standards in a cartoon (5 stories) to attract more people to the standards, and at regional seminars and corporate sponsor liaison meetings.

### Member Services Committee

The Member Services Committee is responsible for providing a variety of services to our members, keeping an eye on overall chapter activities considering developments at PMI HQ. In FY2023, starting with the renewal of PMI Japan Chapter's website in January, the committee continued its activities from the previous year, focusing on the Japan Forum, Japan Festa, various seminars, and newsletter publication.

The committee is dedicated to providing members with information on PMI Headquarters and the activities of the Japan Chapter in a broad, timely, and easy-to-understand manner, through its four working groups: ((1) Japan Forum, 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).



# Community Activities

PMI Japan Chapter has various communities. Chapter societies, the groups for chapter members only, do research, skill development, information dissemination related to project management, and organizing events such as PMI Japan Festa. There are also corporate study groups, in which volunteers from the corporate sponsors exclusively are engaged in activities for the purpose of researching and skill development. In addition, there are currently five special interest groups that involve both chapter members and non-chapter members.

## Activities across Chapter Societies

### Leadership Meeting (LM) 2023

PMI Japan Chapter Leadership Meeting (LM) 2023 was held at the Nissay Aroma Square Building in Kamata, Ota-ku, Tokyo, on September 9 (Sat) and 10 (Sun), 2023.

The LMs, the ninth meeting in 2023, are planned and organized by the PM Community Revitalization Committee, one of the Executive Planning Committees. The LMs are made up of leaders and active members from the chapter societies of PMI Japan Chapter (committees, study groups, branches, and programs), and aim to promote more active chapter society activities and revitalize the PM community by sharing the vision, direction, and measures of PMI HQ and PMI Japan Chapter in the future, and by holding workshops aimed at leadership development of the participants.

The theme for 2023 is "Think about the future value of PMI Japan Chapter for the next 25 years". It is intended to focus on the vision and activities for the next 25 years of PMI Japan Chapter, which has reached the milestone of its 25th anniversary, and to make recommendations as input to the Chapter's medium- to long-term plan.

The first day of the LM began with opening remarks by President Hayama, followed by keynote speeches by two guests from PMI Asia Pacific, Ms. YeYoon Kim (PMI AP Head of Community) and Ms. SoHyun Kang (PMI AP Regional Manager), who spoke on "PMI Culture Values & Behaviors"

and "PMI Global and Regional Strategy" respectively. Following this, Mr. Kazuyuki Taniguchi (Marketing and Membership Committee, Future Creation Program) gave a lecture titled "Sustainable Chapters and Society We Can Create".

A workshop was then held on the theme of "Think about the future value of PMI Japan Chapter for the next 25 years". Participants discussed the value of PMI Japan Chapter 25 years from now, dividing the discussion into four areas based on the two axes of social and business, and what should change with the times and what should not. They did not have enough time to develop a vision for the next 25 years or to recommend specific measures that would lead to that vision. However, they thoroughly discussed the topic within the limited time available. It is hoped that these ideas will be incorporated into the chapter societies' activity plans for the next year and beyond, and will provide material for the planning of the Chapter's mid- and long-term plans.

The LMs were conducted online for one day during the pandemic, but in 2023, the meeting was held onsite for two days for the first time in four years, since 2019. Survey results from participants indicated a high level of satisfaction with the onsite event, prompting us to consider continuing this format in the upcoming years and beyond.



## Chapter Society Leadership Meetings

The Chapter Society Leadership Meetings are organized by the PM Community Vitalization Committee and are held quarterly to facilitate information sharing about the activities of PMI Japan Chapter and its chapter societies, promote collaboration among these societies, and enhance their activities.

In 2023, we were able to hold the fourth meeting in December onsite, continuing the format from the previous year.

The venue, TKP Garden City PREMIUM Akihabara, hosted over 70 people, including guests from overseas and local

participants, and all the Executive Planning Committees and chapter societies presented a summary of their annual activities in the form of lightning talks. The meeting was also joined by Ms. YeYoon Kim, PMI Asia Pacific's Head of Community, who came from Singapore and listened to the presentations of various chapter societies with great interest. The second part was a social event where participants enjoyed catered food and drinks on a separate floor of the same venue. The raffle drawing was a great success, with some participants winning great prizes, and provided a lively atmosphere fitting for the 25th anniversary celebration of PMI Japan Chapter.



## 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 continues to work on translating and researching a PMI new standard, The Standard for Earned Value Management. At Japan Forum 2023, the group gave a presentation titled "Statistical Methods for EVM Analysis - A "Super" Introduction to Statistical Methods for EVM-Specific Environments".

The group also contributed two research papers to the Project Management Research Report 2024. 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 exploring diverse 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 and freely and openly exchange opinions while enjoying the salon-like atmosphere. In 2023, the group held a total of 10 regular meetings with a total of 231 participants.

A total of five seminar participants obtained PfMP® and PgMP® certifications and have since joined the study group and are working hard to train their successors.

At a study group camp, the members had a heated discussion about life from a portfolio/program management perspective.

## PM Talent Competency Study Group

The study group uses the PMCDF 3rd Edition as a reference to explore competency development methods and the new PM role and competencies. In FY2023, the group verified the effectiveness of a checklist it created and studied the competencies required for future project management.

In FY2023, the study group verified the effectiveness of the checklist and utilization methods it created by applying them to actual sites and presented the effectiveness of their implementation at forums and corporate sponsor liaison meetings, where they were well received.

Other active activities included holding standard seminars, giving lectures at three regional seminars (Kyushu, Kansai, and Chubu), and releasing the checklist and its user guide.

The group's activities were mainly online during the pandemic, but it has gradually expanded to include camps and onsite activities, with diverse group members enjoying their activities.

## Organizational Project Management Study Group

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

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

## Risk Management Study Group

In FY2023, the Risk Management Study Group conducted research and studies to understand the concept of risk management, with a specific focus on the PMBOK® Guide 7th Edition and the Standard for Risk Management in Portfolios, Programs, and Projects (PPPs).

The study group launched a PMI-RMP study group in June aimed at cultivating more experts and held a research forum within the study group in November. Here, participants shared in the form of lectures the results of the working group's work on identifying project risks through generative AI and understanding and grasping the overall picture of risk management in PPPs, as well as the results of their individual research activities. (6 in total). The group also helped create "Project Management through Manga (Risk Edition)".

## PMO Study Group

The study group aims to develop and enhance the presence of PMOs in Japan through research and dissemination of information on the actual status and initiatives of PMOs in companies and organizations. In FY2023, the group conducted literature and case studies and workshops through five working group activities. The group also conducted face-to-face activities for the first time in a long time.

In 2023, the study group held online monthly plenary meetings and monthly meetings for the five working groups, and engaged in presentations at the Japan Forum, introduction of the chapter societies at the chapter society introduction seminars, preparation of member research reports, and the "Strategic PMO" workshop (held in January 2024). The group also worked on creating gathering opportunities for face-to-face meetings. The group also made an offer for an electronic version of "Strategic PMO" and the publication was published electronically in January 2024. They feel that the times are finally catching up with what is described in "Strategic PMO". In 2024, the group will continue to be active in promoting and establishing strategic PMO once again.

## PM Tool Study Group

The PM Tool Study Group studies tools and techniques for project management. In 2023, the study group used the Business Model Canvas to study how to quantify project quality and set goals that truly contribute to the SDGs in projects that address the SDGs.

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 FY2024, the group intends to explore in depth how the co-pilot functionality enabled by generation AI, etc., can be used to successfully promote projects, for example, from the perspective of understanding risk.

## PM Education Study Group

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

The study group 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. 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 again.



### Project Management Study Group

The Project Management Study Group researches and studies standards, including the PMBOK® Guide, provides a forum for honest discussion beyond the organizational framework, and contributes to the application of the Guide to field projects. In FY2023, the study group was engaged in various activities with the goal of making the PMBOK® 7th Edition widely known.

At the Japan Forum, members of the study group presented their research results on the PMBOK® 7th Edition. The group also produced content for the PMBOK® 7th Edition on-demand seminar and provided it to PMI Japan Chapter.

In addition, the group held "PM-ZEN (zen)" (non-members of PMI Japan Chapter could also participate) in a hybrid face-to-face and web format, which it had refrained from holding during the pandemic.

### Business Analysis Study Group

The 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. The group has been divided into working groups since FY2023.

The group presented at the Japan Forum on "Approaches to Creating Stories for Business Planning and Promotion". As in the previous year, it also held seminars to introduce the PMI Guide to Business Analysis in cooperation with the Standard Promotion Committee.

With a membership exceeding 20 individuals, the group identified the interests of its members and initiated activities across three distinct working groups.

### Social Project Management Study Group

The Social Project Management Study Group aims to contribute to the development of society by developing and disseminating project management methods suitable for activities to solve social issues. In FY2023, the study group engaged in various activities mainly aimed at reviewing the social project management methodology and strengthening community capital.

In FY2023, the group achieved the following: 1. lectures at the Japan Forum on the digital divide and well-being; 2. interviews with six organizations working on social issues and identification of their operational issues; 3. 20 study sessions within the chapter society on social project management methodology; 4. stimulating activities through the creation of guidance for new members and through social gatherings; 5. research on community capital and interim reports within the chapter society; and 6. creation and release of four short video materials on project management.



Photo of members at a gathering in October

### Agile Study Group

The study group actively promotes the growth and expansion of agile project management while disseminating information. Each member plays a leading role in promoting research, providing value to members, and interacting with both the internal and external communities.

In FY2023, the group presented three papers at the Japan Forum: "Agile Awareness Survey," "Architecture to Accelerate Co-Creation," and "The Potential for Deploying Agile Software Development in Organizations".

The group also held discussions based on case studies by Agile Japan Satellite at its monthly meetings and continued to exchange opinions on themes and questions raised by participants at its "Let's Talk About Agile Anyway" meeting, striving to promote mutual exchange among members and improve knowledge of agile.

### Stakeholder Engagement Study Group

The study group worked on the stakeholder domain of the PMBOK® Guide with the goal of researching effective management engagement methods for diverse stakeholders and deploying them to the membership.

The group surveyed chapter members in February about the types of engagement that influenced or impacted them and presented real-life examples of research members at the Japan Forum, using the results and influence of their analysis in a manner that included the Stakeholder Performance and Team Performance areas of the PMBOK® Guide 7th Edition.

The group also contributed a video introducing itself to the 25th anniversary video of the founding of PMI Japan Chapter.

The group was previously known as the "Stakeholder Study Group," but in FY2023 it renamed itself as the "Stakeholder Engagement Study Group" to focus more on "engagement," and it transformed into a study group dedicated to researching effective methods of engaging stakeholders.

### 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. In 2023, the group conducted a networking event to publicize its activities and expand its community.

In 2023, the group planned a networking event to expand exchanges with overseas project managers inside and outside the chapter and held it at PMI Japan Chapter in July. The event brought together a total of 20 participants from seven countries and a variety of industries for interesting lightning talks and lively discussions about their project management experiences in their professions. In 2024, the group hopes to hold two events, one in the spring and one in the summer. The group is attracting more visitors and applicants who are interested in participating and hopes to promote more active activities.

# Community Activities

## SDGs Startup Study Group

The subcommittee promoted the SDG start-up methodology through training to support the effective launch and promotion of SDG activities by many corporations, provided actual project management support, organized large-scale SDG seminars, and distributed articles and videos.

The SDGs Startup Research Subcommittee was established within the Cabinet Office's "Regional Revitalization SDGs Public-Private Partnership Platform" to support the effective launch and promotion of SDG projects.

In 2023, the subcommittee held SDG start-up training workshops three times a year, provided project management support for SDG projects of seven corporations, held large-scale SDG start-up seminars in spring and fall, received an Excellent Speaker award at the Japan Forum, spoke at external events such as IIBA Japan Chapter, distributed many video and article content, and achieved many other results that cannot be described here.

## PMBOK® Seminar Program

In FY2022, the program produced and delivered seminars on demand, but in FY2023, the seminars were held on-site. The program also incorporated workshops to help participants deepen their understanding, which was well received.

The staff felt that it was difficult to manage the time and monitor the participants' reactions to the seminar, as it had been a long time since they had held a face-to-face program, but the excitement of the group work gave the management team a sense of satisfaction. In FY2024, they will continue to take on the challenge of implementing new initiatives, such as conducting seminars on the Process Groups: A Practice Guide. The program is looking for people who can plan, organize, and support seminars as well as lecturers.

## Seminar Program

The program continued in 2023 with lectures by front-runners in various fields, held completely remotely. The program also sought to examine and implement more efficient ways to run seminars without compromising their quality.

The program held a New Year's special seminar and a total of seven monthly seminars (four in workshop format), with an average satisfaction rate of 92.6%. Japan Festa invited 10 lecturers, with 384 people applying to participate and achieving an overall satisfaction rate of 98.0%. In FY2023, we did not aim to hold more seminars, but focused on Japan Festa, with each member in charge of a role within the program. The program will continue to provide better and more efficient seminars.

## Chapter Societies in the Kansai Area

### Kansai Branch Administration Committee

The committee aims to provide learning and communication opportunities for Kansai Branch members. In 2023, the committee held monthly meetings, an in-branch rehearsal of Japan Forum 2023, and presented end-of-year results. Additionally, they organized a Kansai seminar featuring guest speakers from outside the organization.

Once a month, the Kansai Branch study group representatives and steering committee members gather to plan and discuss the operations of the branch. The committee successfully provided participants with the opportunity to acquire knowledge at the 2023 Kansai Seminar, where a current vice priest of a Buddhist temple gave a lecture on the topic "To not lose sight of the essence in unpredictable times: the evolution of AI and Buddhist perspective". The committee's December results presentation is always a great success. This year, in particular, the event was held both at a physical venue and online, marking the largest number of participants ever. The event featured unique presentations of results from each study group and saw an increase in participants from outside the Kansai region.

### PM Practice Study Group

The study group aims to enhance project success rates and improve practical skills among project managers through applied research. In accordance with one of PMI's strategic goals, "Broaden our Reach," the group expanded its target audience from "junior to senior" in FY2023.

It made one presentation at Japan Forum 2023. The title was "creating a short case through interviews".

In July, for the first time in four years, a short case workshop was held in person in the Kansai region. The event was so well received that two participants joined the study group.

In October, the group successfully held a "PM special seminar" at Kawasaki University of Medical Welfare in Okayama City. The seminar was well received and we have received a request from the university to continue the program in FY2024.



### Medical PM Study Group

In FY2023, the study group worked to examine the applicability of the drug discovery metamodel hypothesized and tested in FY2022 to medical device development and the applicability of the program management method to regional medical collaboration.

Since the drug discovery process is uncertain and time-consuming, the group created a meta-model with agile in mind, aiming for more flexible and rapid drug development. The group presented at the forum the results of our hypothesis that this meta-model might be a better fit for medical devices that undergo frequent design changes.

The study group hypothesized that patient satisfaction would improve if the PMBOK concept is applied to optimize regional medical coordination operations, since regional medical coordination across multiple medical institutions at each patient stage can be regarded as a program consisting of a collection of multiple projects. The group then tailored case studies and storyboards from the patient's perspective and presented the results at the forum.

### IT Upstream Process Study Group

The study group worked on the themes of "business relationship management," "fusion of architecture, PM, and BA," and "practice of disciplined agile (DA)," with the aim of sharing and discussing practical cases in the upstream processes of IT projects and disseminating and widely deploying the knowledge gained from these discussions, and contributing to the betterment of the IT industry.

At Japan Forum 2023, the study group introduced an approach, the BTABOK engagement model, titled "What Comes After DX: Learning from Business Technology Architecture Body of Knowledge (BTABOK) to Digital Advantage," and presented the full range of capabilities that organizations should master and what they should consider on the path to realize digital advantage as a result of DX. At the branch's end-of-year results presentation, the group gave a presentation titled "We tried Disciplined Agile (still on the way)" to introduce the significance of DA practice and practical examples.

### Quantitative PM Study Group

In FY2023, the study group held monthly case study presentations based on participants' projects and interests, with the goal of helping them learn from each other's experiences. In recent years, the group's research has focused on human-related topics as well as quantitative management.

The members of the study group successfully deepened their learning through guest lectures from other chapter societies and many case studies from participants at the monthly joint regular meetings, and through exchanges with members with diverse values. The group is engaged in research activities in terms of both human and products (methodology), and presented its findings at the Japan Forum, titled "The Intuition of Change to Guide Change Leaders," and at the year-end Kansai Branch results presentation, "The Path to Establishing a PMO - Providing Status Monitoring Automation and Analysis for Decision-Making".

### PM Creation Study Group

The mission of this study group is "to excite the world with Kansai mind". In FY2023, the group worked toward agile community management under the theme of "encouraging project managers to take reskilling actions with the inquisitiveness and curiosity of the researchers".

In FY2023, the members met regularly on the third Saturday of each month to engage in a dialogue on "PM Competency and Emotional Intelligence (EQ) in the DX Era: How to Explore and Foster EQ? - The "Autonomous Society" Human Resource Model" and discuss the skills needed for future project managers.

At the Japan Forum, the group proposed "Application of Project Management to Community Management for an Autonomous Society," raising the question of what communities should become as individual autonomy is encouraged in the coming autonomous society.

## Chapter Societies in the Chubu Area

### Chubu Branch Administration Committee

The Chubu Branch consists of three chapter societies: the Administration Committee, the PM Salon, and the Regional Social Management Study Group. In addition to providing operational support among these subcommittees, the Administration Committee promoted cooperation with regional seminars and other activities within the chapter societies.

In FY2023, the committee held regular meetings once a month

to check the status of its chapter societies and to encourage them to provide advice to each other. In November, the committee held a regional seminar in a hybrid format of in-person and online participation, where lecturers spoke about competencies and leadership preparedness in the DX era. The seminar was well received by the participants, and the committee will continue to provide a venue for co-creation to realize high value from the Chubu area, while linking it to activities within the branch.

# Community Activities

## PM Salon/Seminar Chapter Society

The mission of the PM Salon Chapter Society is to support PM activities by providing a forum for sharing information on PM and developing and discovering PM personnel. In FY2023, the chapter society held seminars with the goal of uncovering PM personnel.

It held an in-person seminar titled "Supporting Music School Management with Business Analysis/Project Management" on June 24 (Sat). The seminar proved to be a refreshing experience for participants who were new to business analysis. A teacher from a music school commented, "It was very useful to realize the 'true needs' of the students". The chapter society also continued its regular meeting activities remotely on the first Wednesday of each month.

## Regional Social Management Study Group

The study group works to consider and practice how project management can contribute to solving social issues. In FY2023, the group aimed to develop PM courses for companies and organizations in the Chubu area.

The study group previously assisted the City of Toyota in revitalizing local activities. By utilizing their expertise gained at that time, the group considered whether it could make further contributions to companies and organizations in the Chubu area and decided to launch a project management course. The group is working to complete the course by creating a template for course materials as a template that can be easily utilized by companies and organizations in the Chubu area, while also listening to the opinions of actual companies in the area.

## Regional Working Groups

The regional working groups are engaged in community activities in various regions of the country, including the following, and report on their activities and share information at the Regional Service Committee meetings.

- Branch

(Kansai Branch and Chubu Branch)

- Regional Working Groups

(Hokkaido, Tokai and Fuji, Chugoku@Hiroshima, Shikoku, and Kyushu)

Branches are described in a separate section, so here are the main activities of the regional working groups.

### [Hokkaido Working Group]

The Hokkaido working group was established in 2010, independently conducting activities like regular meetings, PM lectures at universities, and anniversary seminars. The working group shared information with the Regional Service Committee and supported its activities and held a regional seminar in FY2023.

### [Tokai and Fuji Working Group]

The working group was newly established and began its activities in FY2021. In FY2023, the group held a regional seminar and a study session on waterfall and agile. It also participated as a supporting member in the Project Management of Arts (PMoA) project in Atami as one of the Chapter's 25th anniversary projects. In FY2024, it intends to plan both web-based activities and activities by members who can gather face-to-face in the Tokai and Fuji region.

### [Chugoku@Hiroshima Working Group]

The group was launched in 2020 and has steadily increased its membership from four at launch while holding special and

regional seminars.

In FY2023, the group is also expanding its activities through launching new study groups.

### [Shikoku Working Group]

The working group currently has one member who participates in local college activities to meet and connect with others who will be members. In FY2023, the group, together with the Chapter's volunteers, participated in the "Learning Journey on e-Bikes" in Kamikatsu Town, Tokushima Prefecture, and also provided support for the "Yuko (a rare local aromatic citrus) Harvesting Volunteer Activity for Abandoned Land Deep in the Mountains" project.

### [Kyushu Working Group]

The working group, launched in 2020, plans and holds regional seminars and workshops and more to expand itself. In FY2023, the group achieved increased interaction and expanded its regional network through the participation of new members, attempts at study groups on compass, and a significant increase in the number of participants in regional seminars.

The group conducts its meetings in a hybrid format, combining both online meetings and face-to-face meetings. The Regional Service Committee holds joint online meetings with all regions monthly, and the regional working groups report on their activities. The sharing of information on activities in each region is mutually stimulating. From FY2024 onward, the regional working groups will be reorganized as chapter-regulated communities, and new members will be recruited with the aim of revitalizing their activities.

## Activities by Corporate Sponsor Employees

### Human Resource Development Corporate Study Group

The study group is continuing its research on the human skills required of top-notch project managers. In FY2023, the group aimed to publish a calendar of proverbs (Japanese expressions or idiomatic phrases) and a karuta (a traditional Japanese card game), and to realize a collaborative project with the Case Method Study Group.

The “Calendar with Proverbs for Project Managers” was successfully released. Also, the collaborative project with the Case Method Study Group was carried out as targeted. For the karuta, the study group has not yet completed a full review of the cards to be read and is about to start on the picture cards. The group is on its way but has gained much. The Agile approach was used, and each team was able to devise their own ideas and gain knowledge, and the rich discussions were reflected in the karuta. The study group plans to further develop the karuta and compile a utilization guide as a deliverable.

### Young PM Development Corporate Study Group

In 2023, the study group set "Future Young PM Development" as the fourth theme from the perspective of "keeping up with changes in the project environment," and decided to review the three deliverables of past activities in sequence, with the goal of completing the review of the first theme, "Points for Selecting PM Candidates".

In 2023, the group proceeded to the point where the end of the second round of review of the first theme, "Points for Selecting

PM Candidates," was in sight.

The group was able to complete about 80% of the verbalization as a table of characteristics that can be used not only as points for selecting new PMs, but also as a definition of the competencies required of mid-level PMs. It reported on this activity at the December corporate sponsor liaison meeting and felt that the participants showed great expectations for the group's activity.

In FY2024, the group plans to complete the review of this first theme and release it as a deliverable. It also intends to complete a review of the second theme, "How to Maintain and Improve PM Motivation".

### Case Method Corporate Study Group

The study group examined how effective case method-based learning is for developing project managers and members and improving their skills and studied case creation and facilitation methodologies during learning to maximize its effectiveness.

The group reported at Japan Forum 2023 on the usefulness of case method learning as a method for developing PMs and project members, as well as points to keep in mind and intuition when practicing the method. In August, the group held an event titled “Learning by the Case Method! Human and Practical Skills of Project Managers” in collaboration with the Human Resource Development Study Group, emphasizing that the case method is effective for PM development. Participants experienced tips on how to create and facilitate the case separation, and highly appreciated the workshop.

## Special Interest Groups

### Women's Community

This special interest group supports the activities and skill development of female project managers and potential leaders and promotes exchanges among them. In FY2023, the group worked to strengthening the engagement of female PMs through regular meetings and events.

Regular monthly meetings and seasonal events focused on two main themes: the skills of project managers and women's careers. Members from diverse backgrounds engaged in discussions and shared their ideas on these topics. The group further focused on "decarbonization" as a contribution to the SDGs and conducted activities aimed at a recycling-oriented society through food drive events and other activities. It also produced an educational video in conjunction with PMI Japan Chapter's 25th anniversary activities to help promote project management. It interviewed female PMs and published articles and videos about their various experiences, turning points, and thoughts for the future. <https://www.pmijapan-women.net/>

### AI@Work

The group worked to achieve AI@Work's mission by developing strategies and radicalizing its working group activities, with the goal of considering and promoting "open co-creation" in collaboration with external parties.

The membership has increased by 71% since its inception to 213, and 60 to 80 members are actively conducting research as virtual teams using various tools. In 2023, the group was active in sending out research results at the Japan Forum, holding AI@Work's own conferences, and participating in the AI-Driven Project Management Masterclass held globally.

In 2024, the group will further develop and asset its research in conjunction with the innovation of generated AI and the promotion of PM x AI at PMI. The group hopes to contribute to the enhancement of the presence and outreach of PMI Japan Chapter through external dissemination and sharing of results, such as presentations at the PMI Global Summit 2024.

# Community Activities

## Disciplined Agile Community

This special interest group is divided into four working groups for the purpose of learning and researching how to apply and utilize disciplined agile (DA). WG 0: DA Short Seminar, WG 1: ChooseYourWoW reading Group, WG 2: Application Research, WG 3: Enterprise Application Research.

Many people think of disciplined agile as an agile development technique because of its name, but it provides a means that can be applied to a variety of organizations regardless of whether they use waterfall or agile techniques. Those who were new to DA mainly learned the basics in WG 0 and WG 1 to deepen their understanding of what DA is all about. WG 2 held a series of discussions on how to improve DA use to address issues in practice. WG3 investigated and discussed several of the definitions of the entire organization (enterprise) domain, which is a major feature of DA.

We believe the participants in the activity understood how to use DA to make incremental improvements in their organizations and teams.

## Construction Community

In 2023, the Construction Community was launched. This new special interest group brings together professionals from a wide range of construction-related fields of expertise to engage in practical discussions and exchange of ideas based on the Construction Extension to the PMBOK® Guide.

Unlike overseas, the PMBOK® Guide has not penetrated construction professionals in Japan. This is because Japan's construction industry has its own long history and well-established business methods. On the other hand, construction projects in Japan today are becoming increasingly large and complex, and the people involved are diversifying, making it difficult to deal with these situations using conventional business methods.

In Japan, there are already organizations concerned with construction management methods, but the Construction Community will be working from a different aspect. The group has the following four policies. (1) To establish a community structure and invite PMI non-members to participate to broaden the base of human resources regardless of age and background; (2) to use the PMBOK® Guide and other PMI knowledge systems as the basis for activities (application to work and individual learning); (3) to freely and openly exchange opinions; and (4) create a human network beyond the company.

The group is still in the process of exploring some of its activities but intends to continue to recruit new members and establish this movement as a community that contributes to the activities and work of its members.

## Future Creation Community

Another new special interest group has been working to create a place for the next generation to interact with each other, and to create new encounters and awareness as they discuss their work experience and the progress of their learning about project management during their interactions.

The community was established and began its activities in May 2023. In FY2023, the group mainly engaged in three activities. The first was the monthly meeting. All members thought about the problems they face in their daily work and consulted with each other. The second was workshops on PMP® and CAPM®. Members met bi-weekly to discuss their progress and concerns about their studies and were committed to continuing their learning. The third was offline social gatherings, where members deepened exchanges with each other. Through these activities, the community provides each member with opportunities for awareness and growth.

# 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 that are of interest to field project managers. Since April 2020, due to the COVID-19 pandemic, all seminars have been conducted completely remotely. In 2023, the monthly seminars ended in August to concentrate on planning for the Japan Festa in the fall. Graphic recording, which has been adopted since FY2020, has been evaluated as "useful for reflection," and the instructors themselves have also been very pleased with it. Each monthly seminar received a satisfaction rating of around 90%, according to the surveys, and received high marks in 2023, too.

### Agile Training

Agile training for FY2023 was held remotely using Zoom in April, August, and November. The training primarily holds the "Agile Fundamentals". This course focuses on getting the basic concepts of Agile right, which is the key to success in agile projects. It also includes a workshop on the Scrum process, which is often used in agile projects, to help participants understand the basics of Scrum. The training sessions are designed with ample Q&A time to answer not only questions that arise in the course, but also questions that participants have on a daily basis, which have been well received by the participants. We intend to continue to hold seminars mainly remotely so that participants can attend from all over Japan.

### Program Management Practice Workshop (For Reinforcement of essential skills for DX promotion)

This course explained the "Eight Basic Principles for Senior PM," based on the lecturer's experience with much trouble and with a management science perspective, and provided an opportunity for participants to think about how they should deal with program-level issues in the field. The course provided an opportunity for participants to discuss common concerns and different perspectives with people from various industries and careers through group discussions. Participants said they were not the only ones with similar concerns, and this gave them a positive feeling that they would not give up and try again tomorrow.

### 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 troublesome 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 (discord and complex interrelationship) among team members, and the meeting time must be managed. This seminar was also useful for online meetings during the COVID-19 pandemic, and participants learned practical skills through the workshop so that they can properly facilitate and manage these situations. Following the 2022 seminar, the 2023 seminar was held in an online format (lecture and workshop).

### SDGs Startup Seminar

The SDGs Startup Study Group holds large-scale seminars every spring and fall. At an online seminar on September 2 (Sat), 2023, a guest speaker, Mr. Satoshi Nabe, President of NPO AlonAlon, presented SDG practical case studies under the title of "Solving Social Issues with the Power of Business".

Mr. Nabe spoke on the process of monetizing welfare by selling high unit-price orchids to corporations and introducing human resources with cultivation skills and led a lively Q&A session.

The seminar received a high satisfaction rating of 100% from event participants in a post-event survey.

### Future Creation Seminar

The Future Creation Seminar invites socially influential entrepreneurs, social activists, and practitioners as lecturers to increase interest and awareness of PMI activities among young people. In 2023, three free seminars were held, featuring lecturers who bring new value to the world and possess social influence. These seminars were tailored to the interests of Generation Z and the Millennial Generation and were well received. (The seminars were held on the themes of "Improving Communication within Teams" on September 22; "What Are Skills for Living in Today's World? - Introduction to Management Skills You Can Start Using Tomorrow" on November 26; and "Be Different - the Frontiers of Diversity" on December 20.)



# Seminars and Workshops

## Events Where Directors and Chapter Society Members Serve as Lecturers

### Standard Seminars

The standard seminar, which began to be held regularly from 2021, has added on-demand delivery to its lineup for those who were unable to attend on the day of the seminars, and the cumulative number of participants has exceeded 3,000.

In the seminars, members of the study groups and those involved in the publication of the Japanese edition explain the contents of the standards, which are difficult to understand, and offer advice on how to apply them to the business practices at Japanese organizations.

The following is a summary of the seminars in 2023. In FY2024, PMI Japan Chapter will continue to offer standard seminars with new additions such as "Process Groups: A Practice Guide" to its lineup.

#### Seminar in January 2023: Business Analysis (BA)

- Key message: Isn't it just requirements gathering?
- Lecturer: Mr. Asaya Nakasone

Some studies indicate that half of all project failures are due to overlooked and misunderstood requirements. On the other hand, other studies show that organizations with higher project success rates have more mature business analysis processes, leading to increased expectations and interest in business analysis.

Business analysis is a set of activities conducted to help deliver solutions that meet business objectives and provide ongoing value to the organization by applying knowledge, skills, tools, and techniques, and the seminar explained how business analysis can contribute to the success of a project.

#### Seminar in February 2023: OPM (Organizational Project Management)

- Key message: Project management to realize organizational strategic goals
- Lecturer: Mr. Shuichi Ikeda

Many problems arising in project management are not only due to project management itself, but also to the organization, such as project selection and resource shortages.

Organizational project management applies and aligns practices and processes to best assist in achieving the organization's strategic objectives with project, program, and portfolio management. The seminar was based on the "Organizational Project Management (OPM) Standard" and explained the concept of raising the maturity level of organizational project management and achieving strategic goals.

#### Seminar in March 2023: Portfolio management

- Key message: Connecting strategy and project execution
- Lectures: Mr. Yoshihisa Ozaki and Mr. Anri Kondo

In the age of DX, companies and organizations are encountering more complex business challenges and grappling with numerous projects while striving to achieve results.

We believe that they are struggling determine the necessary steps, knowing that resources of people, goods, and money are limited and that it is difficult to carry out all projects simultaneously. The seminar emphasized that portfolio management is the key to solving such problems and explained how to address the challenges.

#### Seminar in April 2023: PMCDF (Project Manager Competency Development Framework)

- Key message: Competency framework and application techniques in 2 hours

- Lectures: Ms. Yumiko Ishii, Mr. Koji Shiota, Ms. Ako Nakamura, Mr. Keiichiro Kaneko, and Mr. Kenya Toriya  
Disruptive innovations such as new technologies are causing major environmental changes in various industries, and many organizations are facing the need for digital transformation.

Competency is "the ability to perform one's duties with awareness of social responsibilities and obligations". PMCDF is a framework for defining, assessing, and developing the competencies of personnel leading projects, and a universal code of conduct. The PMCDF 3rd Edition expands the content vertically to include not only project managers, but also portfolio managers and program managers, allowing for a three-dimensional view of the competencies required today.

#### Seminar in August 2023: WBS (Work Breakdown Structure)

- Key message: Reaffirm the importance of WBS and gain new insights!

- Lecturer: Mr. Toshihiro Shoji

A Work Breakdown Structure (WBS) is one of the basic tools for project management, and many people use it in practice. The PMBOK® Guide does not fully explain the details of WBS, but WBS practice standards have traditionally been created to provide practitioners with a detailed guide to WBS. The seminar aimed to draw people's attention to the WBS practice standards and to provide them with new insights into the WBS that they use regularly.

## PMBOK® Guide 7th Edition Seminar

Since we were in the pandemic in FY2022, we created and began delivering the seminar on demand. Due to the high level of interest in the changes in the 7th Edition, we are still receiving applications for the course on an ongoing basis. Initially, during the planning of the seminar, we were undecided as to what we should do in FY2023, but there was a strong desire among the members of the chapter societies to have a seminar where they could see the participants in the flesh, so we decided to bring a face-to-face seminar. Since we were going to hold a face-to-face seminar, we decided to offer group workshops together with the lectures so that we could easily see the participants' reactions to the lectures.

The PMBOK® Guide 7th Edition has transitioned to principles-based approach, as opposed to process-based approach in previous editions, making it somewhat more abstract. The 7th Edition does not contain the same how-to information as the 6th and earlier Editions, making it difficult for readers to understand even if they have read the Guide or listened to a relevant lecture.

When we first read the PMBOK® Guide 7th Edition, we too had the impression that we understood what was being said, but that it was abstract and difficult to understand. However, during the study sessions with members of the chapter societies in planning the on-demand seminar in FY2022, we exchanged opinions among them and was frequently reminded, "I see, there is such a way of looking at it", which gave us a better understanding of the PMBOK® Guide 7th Edition.

This seminar was programmed to provide a deeper understanding through dialogue with a wide variety of people as we experienced in our study sessions. Through group work, we hoped to encourage participants to think more deeply about the content of the lectures by comparing it to their own experiences and engaging in dialogue with other members of the group.

Thanks to the positive feedback from the participants, the seminar has been well received, and two participants have posted their comments on the seminar on PMI Japan Chapter website.

Please also refer to the "PMBOK® Seminar Program" page for seminar reports and other information.

## Program Management Practice Workshop 2023

The PM Practice Workshop is a participatory workshop designed to improve the practical skills of project managers by simulating short cases created from practical examples of projects and discussing and creating solutions to problems identified from the cases in groups. The workshop aims to improve practical skills of project management such

as situational awareness, problem recognition, and risk identification.

Since 2010, the Akane Practice Workshop has held 24 PM practice workshops in total. It held three online workshops since 2021, and this year's workshop was held on-site (face-to-face) in Osaka City for the first time in four years. All the four workshops received a high rating of 100% satisfaction in the participant survey.

Since 2022, the workshop is interviewing project managers to develop short cases. The theme for 2023 was "Change Management and Communication Management".

In order to help participants deepen their understanding in a practical manner, the workshop was held in the following format. The main flow of the workshop is as follows.

- (1) Briefing on the entire seminar  
The briefing explains the overall purpose of the seminar, how to proceed, and basic ideas about the case method.
- (2) Short case introduction and Q&A  
The instructors present a short case study based on practical examples.
- (3) Consideration by individuals  
Individual participants identify concerns from the short case and consider countermeasures to propose.
- (4) Consideration by teams and presentation  
Individuals bring their concerns and proposed countermeasures to their respective teams, and the teams present a summary of their concerns and proposed countermeasures. The instructors support the teams as needed.
- (5) Review  
This session provides an overall review. The session organizes the key perspectives and "learnings" that the organizer expects participants to bring back.

Although the workshop was held onsite, many people from outside the Kansai region attended. We are very pleased. Going forward, we would like to hold both in-person and online seminars.

## Kansai Branch Results Presentation

Every year in December, the Kansai Branch holds a meeting for its members to present the results of their study groups' activities. In 2023, in light of decreasing COVID-19 infections and the increasing number of Kansai Branch members living in the greater Tokyo area, the branch held a presentation meeting in a hybrid format with an online connection to a seminar venue of Nissay Information Technology Co. in Shin-Osaka.

The result presentations provide a valuable opportunity for members to hear from other study groups with whom they may have limited contact. They are also an important

## Seminars and Workshops

opportunity for presenters to receive opinions and questions from a wide range of participants from other study groups and the public, who have different values and cultures, and to discuss and foster new insights and values among themselves. The result presentations are also intended to inform the general public, not just chapter members, about the activities of the Kansai region so that people throughout Japan can learn about and eventually participate in these activities, and so that the Kansai Branch will be even more loved and developed in the future as a place for mutual learning.

We had a record 69 applicants (40 of whom applied to participate online) for the 2023 presentation meeting. Although the results presentation was a short half-day event only in the afternoon, it was the first time in about three years that branch members were able to meet face-to-face, and there was a lively Q&A session and exchange of opinions during each study group presentation, with Director Yamamoto providing a final summary of the presentations and comments.

After the presentation, a social gathering was held with the public, making it a very meaningful event that also served as a year-end party.

<Presentation themes and speakers>

“On the Purpose of the PM Creation Study Group: Expanding the Empathy Square That Sparks Inquisitiveness and Curiosity to the World”

PM Creation Study Group: Mr. Wataru Date

“We Tried Disciplined Agile (still on the way)”

IT Upstream Process Study Group: Mr. Manabu Izaki

The Path to Establishing a PMO - Providing Status Monitoring Automation and Analytics for Decision-Making”

Quantitative PM Study Group: Mr. Hidenori Hashino

“A Practice Report on a PM Education Workshop for Students”

PM Practice Study Group: Mr. Kinji Hashimoto

“A Look Back at Our Activities in 2023”

Medical PM Study Group: Mr. Masaaki Okahashi (Performed by Kotonoha Akane&Aoi)

part having a common theme for the entire country, as in the previous year, and lecturers were dispatched from PMI Japan Chapter. The following two common themes were established, and each region was asked to select one of the themes that would most likely lead to the second part of each region's unique seminar.

In the second part, after setting a theme that would bring out the unique characteristics of each region and its operation, regional staff members created learning materials and scenarios, mainly through workshops, and operated their seminars.

The table below provides an overview of respective regional seminars in FY2023.

All the regional seminars saw much more participants than in FY2022, thanks in part to the operational know-how gained from the resumption of venue hosting in FY2022. The workshop format adopted in many regional seminars and the free and vigorous discussions with the lecturers have been very well received by participants, and the regional branches have received many requests for new participation in local activities afterwards. The operational organizers were confident in their preparations, and they also played an active role in hosting the event and serving as lecturers for the second part of the event. After the seminars, a social gathering was held in each region with the lecturers, operating members, and voluntary participants, providing a meaningful opportunity to deepen communication within the respective region.

### Regional Seminars

The regional seminars are organized by the Regional Service Committee and held outside of the greater Tokyo area and are free of charge to members and the public, allowing them to learn about research and activities in PMI Japan Chapter and the regions.

Seminars were held online for three years during the pandemic but resumed onsite in FY2022 and continued onsite in FY2023 in six regions of the country.

This year's seminars were planned in line with the policy established in FY2022, “self-management within the respective regions and unique themes with their regional flavor”. Each seminar consisted of two parts, with the first

## Website

The website is an important medium that supports the activities of PMI Japan Chapter and was redesigned in February 2023 to deliver a variety of information to a wider audience.

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. Due to the high traffic and visibility of PMI Japan Chapter's website, companies and related organizations place banners on the site for advertising and event announcements.

The website is linked to a Facebook page that provides targeted and timely information and is effectively used by members and other stakeholders.

The chapter members can download a PDF of the Japanese version of the PMBOK® Guide 7th Edition” and “Process Groups: A Practice Guide” 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 a variety of topics that cannot be expressed on the website, including detailed reports on the Japan Forum and Japan Festa, as well as the activities of the 30 chapter societies and corporate sponsor study groups.

## Email Magazines (PMIJ News and Global Trends)

PMI Japan Chapter provides two e-mail magazine services to approximately 16,000 individuals, including PMP® certification holders, PMI members and Japan 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-magazine is generally published on a monthly basis. However, for training sessions, seminars, and individual announcements, we publish more issues, often several times a week. This serves as an extremely valuable information access tool for members of PMI 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.

## Manga

We have a web page (LP) "Project Management through Manga," which utilizes manga to guide readers through the PMBOK® Guide and other PMI standards via e-mail distribution. We also expand our efforts to attract the younger generation by releasing short, animated videos. In FY2023, five episodes were released, from Episode 2 (Stakeholders) to Episode 6 (Risks).

## Facebook

PMI Japan Chapter utilizes its Facebook page to disseminate updates and information.

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

In 2023, our page received "Likes" from our users. We believe that we successfully kept many individuals engaged in project management by informing them with the latest updates.

## YouTube

PMI Japan Chapter also uses YouTube as a platform to share information.

Our “Video Materials to Learn Project Management in a Short Time”, “Women’s Community Interview Videos”, “Project Management through Manga”, “Activities of the SDGs Startup Research Subcommittee” and more are available on our YouTube channel. These videos have been well received and are “very easy to understand,” so please subscribe to our channel.

# Financial Statements

## Balance Sheet

As of December 31, 2023

(Unit: JPY)

Assets		Liabilities	
Item	Amount	Item	Amount
【Current assets】	197,917,302	【Current liabilities】	35,691,909
Cash and time deposits	170,073,442	Trade payable	8,099,013
Trade receivable	13,029,731	Accrued expenses	5,077,679
Goods	1,799,036	Income taxes payable	515,800
Prepaid Expenses	467,803	Advance received	19,786,399
Sundries receivable	12,547,290	Deposits received	2,213,018
【Fixed assets】	6,280,564	Total liabilities	35,691,909
【Tangible fixed assets】	1,340,529	Net assets	
Buildings and associated facilities	1,340,518	【Shareholders' equity】	168,505,957
Fixtures and fittings	11	Endowments	55,000,000
【Intangible assets】	2,238,595	Retained earnings	113,505,957
Telephone subscription rights	37,600	Other retained earnings	113,505,957
Software	2,200,995	Retained earnings	113,505,957
【Investments and other assets】	2,701,440	Total net assets	168,505,957
Deposits made	2,701,440	Total liabilities and net assets	204,197,866
Total assets	204,197,866		

## Statement of income

From January 1, 2023  
To December 31, 2023



(Unit: JPY)





















Item	Amount	
【Sales】		
Sales	112,238,417	
Fee Income	43,036,669	
Total sales		155,275,086
【Cost of sales】		
Product inventory at the start of the period	1,705,337	
Cost price of publications	14,846,769	
Cost price of seminars	4,399,214	
Other cost price	2,356,537	
Cost for 25th anniversary	7,232,132	
Total	30,539,989	
Product inventory at the end of the period	1,799,036	
Cost of sales		28,740,953
Gross profit on sales		126,534,133
【Selling, general and administrative expenses】		
Total selling, general and administrative expenses		96,100,282
Operating profit		30,433,851
【Non-operating income】		
Interest received	1,665	
Miscellaneous receipts	37,878	
Total non-operating income		39,543
【Non-operating expense】		
Miscellaneous loss	1,500,561	
Total non-operating expenses		1,500,561
Ordinary income		28,972,833
【Extraordinary loss】		
Donation expense	1,802,600	
Total extraordinary loss		1,802,600
Net income before taxes		27,170,233
Corporation tax, municipal tax and enterprise tax		7,236,345
Net income		19,933,888



# List of Board Members and Advisers

As of December 31, 2023

Name/Position	Professional Affiliation	
Takeshi Hayama President	Technology Strategist, Technology Innovation General Headq., NTT DATA Group 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	
Manabu Saito Vice President	Senior Manager, Social Innovation Lab, Skylight Consulting Inc.	
Koji Morita Vice President	Manager of Project & Program Management, DXC Technology Japan	
Toshihiro Arisaka Director	Deputy General Manager, Hitachi Academy Co., Ltd.	
Ryota Inaba Director	Director, Flexas Z Inc.	
Masahiro Inoue Director	Specially Appointed Professor, Graduate School of System Design and Management, Keio University; Representative, ISAL (Institute for Systems, Arts and Leadership)	
Yoko Ogawara Director	Associate Partner, Public & Communications Services, IBM Japan, Ltd.	
Takanori Onitsuka Director	Executive Partner, Technology Group, Ridgelinez Limited	
Keiichiro Kaneko Director	Chief Lecturer, Development Systems Section, Human Resources Development Center, Mitsubishi Electric Corp.	
Hideyasu Sugihara Director	Chief Consultant, Public Pension Consulting Department, Nissay Information Technology Co., Ltd.	
Masayuki Chiba Director	Public DX Division, MITSUBISHI RESEARCH INSTITUTE, Inc.	
Ako Nakamura Director	Senior Consultant, PERSOL RESEARCH AND CONSULTING CO., LTD	
Yumiko Nagoh Director	Deputy Representative Director, Japan Network of Women Engineers and Scientists; Representative Director, STEM Carrier 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)	
Makoto Fujiwara Director	President & CEO, NTT DATA UNIVERSITY Corporation	
Hiroaki Matsumoto Director	Assistant IT Strategy Officer & Solution Development General Manager, Lawson Bank, Inc.	
Etsuko Mizui Director	Founder & CEO, EMPower Consulting Ltd.	
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;	

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	Self-employed	
Yoshitake Mishima Auditor	Senior Researcher, Quality Assurance Division, MRI Research Associates	
Shuichi Ikeda Advisor	President, Positive Learning Co., Ltd.	
Ko Ito Advisor	Lecturer, National Institute of Technology Oyama College; Lecturer, Kyoto Institute of Technology	
Hirotohi Kamba Advisor	Representative, Kamba PM Laboratory	
Masahiro Kinoshita Advisor	Representative Director and Senior Managing Executive Officer, Nissay Information Technology Co., Ltd	
Yasuji Suzuki Advisor	President, PM Associates KK	
Masanori Takahashi Advisor	Representative Director, PMPro, Inc.	
Yoko Tomioka Advisor	Senior Vice President, Head of Sustainability Innovation Department, Corporate Headquarters, NTT DATA Group Corporation	
Hidetaka Nakajima Advisor	Consultant, Planet KK	
Nobuaki Fukumoto Advisor	Executive Officer, PSC Inc.	
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, 2023

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